

IMPORTANT NOTICE: *The City Council may consider applicant qualifications for the Council vacancy in executive sessions which are closed to the public, and then make the appointment in a public meeting. You have the right, however, to have your application considered in a public meeting by providing a written request to the City Clerk.*

**CITY OF FLAGSTAFF
APPLICATION TO SERVE ON THE CITY COUNCIL**

RETURN TO: CITY CLERK VIA EMAIL AT STACY.SALTZBURG@FLAGSTAFFAZ.GOV

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

CELL: _____ HOME PHONE: _____

LENGTH OF RESIDENCY IN FLAGSTAFF: _____ PREFERRED PHONE: HOME CELL

Using additional pages, please answer the following questions in 250 words or less, per question:

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. Please give an example of when you were in a position of responsibility and others disagreed with you on how an important matter should be handled. How did you help resolve the issue?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

I certify that I meet the statutory requirements of living within the corporate limits of the City of Flagstaff for at least one year, that I am over the age of 18 years, that I am a registered voter of the City of Flagstaff, ***and that I have read and understand the right to have my application considered in a public meeting by providing a written request to the City Clerk.***

Applicant Signature

The City of Flagstaff is an Equal Opportunity/Affirmative Action Employer

McKenzie Jones
Flagstaff City Council Vacancy
Application Responses

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

My career has been primarily focused on developing equitable community engagement around issues related to water, housing, transportation, open space, and climate change. Residents are often broadly supportive of the idea of affordable housing or bike paths in the larger community but are more reticent when the project is proposed in their neighborhood.

In my role working for the City of Sedona, I focused on building relationships within marginalized communities. I partnered with interfaith community organizers to host virtual and in-person civic academies to identify community-led solutions and train leaders on civic engagement. The community members identified linguistic and logistical barriers to participating in City planning processes. In response, I worked within the municipal organization to address those barriers and amplify the voices of marginalized residents.

With municipal projects, we are often seeking consensus where it does not exist. As such, I would prioritize amplifying the political voice of marginalized residents and ensuring the equitable distribution of benefits throughout the community.

2. Please give an example of when you were in a position of responsibility and others disagreed with you on how an important matter should be handled. How did you help resolve the issue?

I have spent the past decade working on different elements of municipal sustainability and climate action. If a sustainability initiative is effective, it generally involves changing the status quo. Within any local government initiative, there is tension between competing ideals such as providing safe and efficient street lighting while protecting our dark skies.

As Sustainability Manager for the City of Sedona, I regularly encountered philosophical differences with City staff or community members on how to move forward with large City projects like electrifying transit or developing workforce housing. We each bring different perspectives to our work and, ideally, that strengthens the initiatives we work on together. In these instances, I endeavored to understand what was at the root of the disagreement with my project partners and whether the disagreement was philosophical or practical. If I am viewing transportation through the lens of climate action and my colleague's main goal is reducing traffic, we will reach different conclusions about the best solution.

In some cases, these issues were resolved by providing additional research or resources that addressed their concerns. In other cases, it was a matter of having a candid conversation about

City Council priorities and how to balance competing needs. Building trusting relationships with my peers was integral to navigating these challenging discussions.

3. What is your leadership style, please provide an example of your style in use.

I have over fifteen years of experience leading professional teams, non-profit boards, and committees. Over time, my style has evolved towards facilitative leadership, which is the style I would bring to City Council.

Facilitative leadership involves growing the capacity of individuals and teams to address present and future challenges. It ensures that team members have the skills and resources to problem solve and empowers individuals to anticipate and identify the root causes of the challenges through systems thinking. On City Council, this would involve identifying which risks are worth taking and which issues are not worth investing time in.

I am collaborative by nature and I would prioritize building trusting and productive relationships with City staff, City Council, businesses, and community members. A strong leader is a strong collaborator. I would bring this consensus-building perspective to working with Council and evaluating City projects.

As a former City staff member, I understand what is involved in taking controversial and challenging initiatives to City Council. I know firsthand the effort and work that goes into evaluating different options and making recommendations. I take seriously the responsibility involved in making policy decisions that affect our community. In the rare cases where there are two intransigent positions and no forward motion has occurred, it is important to move forward with a majority vote.

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

Within our current Zoning Code, updating the Parking Standards section presents the most opportunities to positively impact our community. Our current Zoning Code assumes that individuals must have a car in order to fully participate in the community. This runs counter to the City's efforts to address our workforce housing crisis and the climate crisis.

Minimum parking requirements conflict with the City's other goals by increasing traffic congestion, creating large concentrations of exposed parking, increasing stormwater runoff and heat island effects, and providing unsafe and inconvenient environments for pedestrians. Our current code prioritizes parking over housing, which further contributes to the high cost of living in Flagstaff.

Parking is a complex issue and small businesses are often concerned about the impacts of reduced parking requirements. While our current code does include allowances for affordable housing, transit, and bicycle parking, there are opportunities to increase flexibility for developers to meet the needs of each neighborhood.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

Within any community, we have competing priorities. With a limited budget and limited staff time, the City cannot do everything. As such, we need to identify projects that provide the greatest benefit for the lowest cost and weigh their collective impact on each of our priorities.

There are often tensions between these competing priorities. For example, how do we support a livable community with workforce housing while also protecting the natural resources that make northern Arizona such an incredible place to live? I have been a long-time advocate for protecting natural areas. I oversaw the City's open space efforts for four years including managing the acquisition and conservation of Picture Canyon and Observatory Mesa. However, we are also experiencing a housing crisis and need to significantly increase the amount of safe and affordable workforce housing. When considering new affordable housing on undeveloped land, we have to evaluate the quality of the natural area and weigh that against the benefits provided by workforce housing.

In balancing the seven priorities, I intend to listen to resident input about the immediate needs of the community and evaluate how these choices might impact Flagstaff in the future.

6. What are your top three priorities for being a City Councilmember?

As this is only an eight-month appointment, my first priority would be to support continued effective governance and ensure the transition of filling the vacancy is smooth, with minimal interruption or impact on the flow of Council proceedings. As such, I would aim to be an accessible representative for Flagstaff community members. As a former City staff member, I am adept at navigating resources for residents and responding to constituent concerns.

My second priority would be to help move forward any projects or initiatives that make Flagstaff a more livable community. City Council has declared a housing emergency and I would prioritize working with other City Council members to address this crisis while taking into account equity and climate risk.

My third priority would be ensuring equitable engagement for members of marginalized communities. I would build on my existing relationships with community organizers to identify barriers to civic engagement and foster the development of community-led solutions.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

My graduate work at Northern Arizona University focused on community organizing to drive policy change and craft solutions to social problems. As a City employee, I worked to foster equity, diversity, and inclusion competencies in staff, community partners, and City planning

efforts. I worked with frontline community partners to identify and reduce linguistic and logistical barriers to participation.

Over the past decade, I have worked with frontline communities as a City employee, a graduate student, and a volunteer for Northern Arizona Interfaith Council and Flagstaff Foodlink. I have built effective partnerships with interfaith organizers in the immigrant community, affordable housing advocates, Indigenous environmental leaders, and Indigenous food access advocates.

In this role, I would be excited to build new relationships and work with community groups to reduce barriers to engagement with the City.

McKENZIE JONES

April 20, 2022

Honorable Mayor, Vice Mayor, and City Council,

I am excited to apply for the vacant position on Flagstaff City Council. I've had the privilege of calling Flagstaff home for the past 13 years and would welcome the opportunity to serve the City by fostering a healthy and more livable community for all. I share Flagstaff City Council's commitment to transparency, effective governance, and equitable engagement.

My experience conceptualizing, leading, and growing local government programs would be a key asset in this role. Critical strengths I leverage include:

Understanding of City Operations: As a sustainability professional with over a decade of local government experience in Public Works and the City Manager's Office, I understand City-level policy making and will be immediately effective. I have served under six different City Councils and presented regularly on City planning, infrastructure projects, and land acquisitions. I have served on the City's Employee Advisory Committee and as staff liaison to two City commissions. I understand Council meeting procedures, the City's budget process, bond initiatives, the limits of the City Charter, and the perspectives of City staff.

Understanding of Council Priorities: Given the broad applications of municipal sustainability, I have worked on projects that involve every City division. I am adept at navigating complex bureaucratic processes to develop programs that serve the community. While the majority of my experience was with the City of Flagstaff, I spent the last three years serving on the Leadership Team for the City of Sedona and I have benefited from seeing how other municipalities approach similar policy challenges.

Equitable Engagement: Ensuring equitable community engagement has been the primary focus of my career. My graduate work at Northern Arizona University focused on community organizing to drive policy change and craft solutions to social problems. I collaborated with interfaith organizers in Sedona's immigrant community to launch an equitable engagement effort. Together, we developed civic academies to grow community leaders and increase public involvement. One early outcome was the creation of a home energy retrofit program. These community partnerships now continue to address mobility, policing, entrepreneurship, and affordable housing.

I would be thrilled to work with you to continue to improve the lives of Flagstaff residents.

Sincerely,



McKenzie Jones

McKENZIE JONES

EFFECTIVE GOVERNANCE | MUNICIPAL POLICY | EQUITABLE ENGAGEMENT

Innovative program leader with 10+ years of experience conceptualizing and implementing effective municipal sustainability programs. Skilled at developing equitable engagement processes, navigating municipal policy and budgets, and centering the perspectives of marginalized residents in City planning.

Key skills:

- Board management and facilitation
- Community organizing and relationship building
- Strategic planning and stakeholder management
- Financial management
- Policy research and development
- Building capacity and networks

PROFESSIONAL EXPERIENCE

CITY OF SEDONA, Sedona, AZ

2018-2021

Sustainability Manager

Created, led, and grew the first Sustainability Program for the City of Sedona to a \$700,000 annual budget and three staff positions. Developed organizational staffing plans, culture, communications, and finances. Conducted needs assessments and developed innovative policies and programs to increase organizational and community sustainability. Developed a Municipal Sustainability Plan including the identification of resiliency and carbon neutrality targets, initiatives, metrics, and reporting. Fostered equity, diversity, and inclusion competencies in staff, community partners, and City planning efforts.

- Led the creation and implementation of Sedona's first Climate Action Plan, which established a target of reducing community-wide greenhouse gas emissions by 50% by 2030
- Launched an equitable engagement effort, secured funding, and built relationships with organizers in Sedona's immigrant community to grow climate leaders and develop a home energy retrofit program
- Developed and delivered trainings on resilience, decarbonization, and civic leadership for conferences, civic academies, staff trainings, community workshops, and undergraduate and graduate classes
- Built productive relationships with utility representatives and secured over \$500,000 in grant support to install on-site solar and electric vehicle charging infrastructure on City properties
- Partnered with the City of Flagstaff on a solar cooperative to increase access to affordable on-site solar for residents
- Collaborated with City staff and members of the building community to adopt current energy codes focused on solar and electric vehicle readiness
- Partnered with the Yavapai-Apache Nation on climate resilience efforts to sustain flows in the Verde River
- Participated in the equity committee for the Arizona Transportation Electrification Plan

CITY OF FLAGSTAFF, Flagstaff, AZ

2011-2018

Acting Sustainability Manager (2016-2017)

Managed the City of Flagstaff Sustainability Program, including five staff members. Led the development of sustainability programs and policies including energy, waste, food, and climate resilience. Served as staff liaison to the Sustainability Commission. Participated in the Urban Sustainability Directors Network's Equity Foundations Training. *Interim role ended due to staffing reorganization.*

- Led the development, adoption, and implementation of the City of Flagstaff's Rethink Waste Plan, which established a goal of achieving zero waste conditions by 2050
- Launched the Master Recycler Program, which educated residents on sustainable materials management and climate engagement
- Wrote the City's livestock animal keeping code and developed trainings and outreach materials on regenerative agriculture

Sustainability Specialist (2011-2018)

Created, implemented, and evaluated innovative policies and programs that promoted organizational and community sustainability. Led the City's open space, food policy, community stewards, and materials management programs. Managed marketing and social media accounts. Implemented and developed reporting for Municipal Sustainability Plan. Served as staff liaison to the Open Spaces Commission. Supervised three staff members.

- Wrote two successful grants totaling \$8.4 million to purchase and protect over 2,700 acres of conservation land at Picture Canyon and Observatory Mesa with open space bond funding
- Co-wrote two successful grants totaling \$200,000 to develop the Marketing for Action Guidebook and train municipal sustainability directors on marketing behavior change efforts
- Designed and implemented an urban farm lease program to increase affordable access to City property for regenerative agriculture
- Led the creation of the City's Innovate Waste Challenge, a sustainability competition to convert waste into marketable products
- Developed quarterly fix-it clinics to build repair skills in the community and build social cohesion

NORTHERN ARIZONA UNIVERSITY, Flagstaff, AZ

2008-2011

Development Coordinator

Coordinated alumni stewardship programs and philanthropic activities in support of scholarships. Managed the selection and distribution process for over \$300,000 in scholarships. Represented the College of Business in the Environmental Caucus. Supervised one staff member.

SCRIPPS HEALTH FOUNDATION, La Jolla, CA

2006-2008

Capital Campaign Coordinator

Coordinated the Scripps Memorial Hospital Encinitas Capital Campaign, including the strategy, case for support, volunteer organization, and management structure for raising major gifts for a capital campaign. Facilitated workshops on health and estate planning. Supervised two staff members.

EDUCATION & TRAINING

NORTHERN ARIZONA UNIVERSITY, Flagstaff, AZ

2010-2013

Master of Arts in Sustainable Communities, 2013

Facilitated a year-long effort to foster youth-led civic engagement that identified community issues and promoted equitable community building. Received NAU's 2021 Sustainability Leadership Award.

LAFAYETTE COLLEGE, Easton, PA

2002-2006

Bachelor of Arts in Government and Law, 2006

RECENT VOLUNTEER EXPERIENCE

FLAGSTAFF FOODLINK, Flagstaff, AZ

2015-2021

Board President

Led local food non-profit through organizational renewal including strategic planning and reassessment of organizational mission and focus areas. Managed program development including the rollout of a healthy food incentive program, a local farmer grant program, a farm business incubator, and an agricultural apprenticeship program. Developed a farmer coalition to share growing skills and resources.

OAK CREEK WATERSHED COUNCIL, Sedona, AZ

2018-Present

Board Member