

***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](mailto:STACY.SALTZBURG@FLAGSTAFFAZ.GOV)

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

DATE: 4/19/2022

YOUR NAME: Eva Putzova  
HOME ADDRESS: [REDACTED] ZIP: [REDACTED]  
EMPLOYER: Jack Cooper Investments JOB TITLE: Director  
E-MAIL: [REDACTED]  
CELL: [REDACTED] HOME PHONE: [REDACTED]  
LENGTH OF RESIDENCY IN FLAGSTAFF: 22 years 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.***

**EVA PUTZOVA**

Digitally signed by EVA PUTZOVA  
Date: 2022.04.19 10:39:54 -07'00'

Applicant Signature

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

- 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?**

The Council rarely, if ever, receives input from the community that can be considered representative. Many segments of the community are excluded from civic engagement even if the policies debated affect them directly. Sometimes, it's people living in poverty or on the edge of poverty who simply don't have time and personal capacity to interact with policymakers. Sometimes, it's the reach of local media and the City's own communications capacity that limits people's access to information about the engagement process. Often, it's a combination of factors that allow some constituencies to have greater access than others to engage meaningfully in governance. Councilmembers make decisions with less than representative public input routinely. An elected councilmember has a mandate from voters to use their value system (that they presumably shared with the voters during their campaign) as a lens for decision-making. Not going through the election but after receiving a mandate through the appointment, I would first consider the Council's publicly declared priorities—livable community, environmental stewardship, high performing governance, safe & healthy community, robust resilient economy, inclusive & engaged community, and sustainable and innovative infrastructure. I would also consider other critical actions the council took to communicate urgency in near-term policymaking. The declaration of the climate crisis is an example of such action and a lens I would use in the absence of representative community input. Finally, I'd use my own community outreach capacity to invite the community to provide input on especially non-routine items of great significance to Flagstaff. Ultimately [REDACTED]

[REDACTED]

[REDACTED]

- 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?**

The Council operates by majority vote and not consensus. Disagreements reflect diverse perspectives of the community and thus plurality is an asset, not an obstacle. It's important to present a clear argument and allow others on the Council to consider that perspective but then let the rules of the process guide the Council's majority decision. While on the City Council I met with representatives of the Native American community who shared with me a legal theory that suggested that contracting for the use of wastewater for snowmaking on Snowbowl conflicted with federal law. I asked the City Council for an executive session to explore possible legal and policy strategies related to the contract issues. Most of the Council did not share my policy views on the Snowbowl issue and no further action or discussion came out of the Executive Session. The resolution is acceptance of the Council's majority decision. As policymakers we don't always prevail but that is neither a reason to end engagement on the issue in the community nor a reason to be upset with colleagues who may have a different worldview or just a different perspective. To be comfortable with occasionally standing alone is part of political courage that every community needs.

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

My leadership style culturally reflects the community in which I spent my formative years and has evolved as I took on leadership roles at NAU, in the community as an elected councilmember and candidate, and in social and economic justice organizing environments where I'm invested professionally and politically. Different aspects of leadership take the center stage when one manages a team and different when one leads politically as a representative. In

both roles, I tend to take initiative and strive to be transparent. As an immigrant from Slovakia, I am a typical Eastern European who loves to be organized and systematic, which is probably why I also lead by creating structures and systems that build capacity. In the context of politics, symbolic leadership plays an important role because we not only make decisions to move policies but also inspire people to be engaged or step up their own leadership. I try to be very accessible by responding to messages across all platforms, returning calls and emails, and following through on commitments I make. Lately, I've been finding myself mentoring young people who are thinking about running for public offices and helping them to make the right decision and develop a personal plan for that decision, which is very much part of my leadership philosophy: true leaders share the knowledge and the stage. On the City Council, we can show our leadership by sharing our positions clearly, by asking clarifying questions, and by explaining our reasoning but also by being patient, [REDACTED]

[REDACTED]

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

I would change the process of how proposed amendments are evaluated and drafted. While the Regional Plan allows for competing values and policies to be accommodated by the Zoning Code, the last few councils have taken clear steps to elevate some priorities. The 2018 Council adopted the Climate Action and Adaptation Plan and this Council declared a climate emergency and updated the CAA Plan. To achieve goals critical to our species survival, we should use the Zoning Code as a tool to implement policies that lead to reduction of greenhouse gas emissions and that decarbonize our community. The only way we can do it is if we assess each proposed change through the lens of the climate change or re-imagine a completely new Decarbonized Zoning Code. This doesn't mean that other priorities can't be accommodated but when addressing let's say affordable housing goals, we can also make sure that the amendment is crafted in a way that maximizes the climate goals. It's not either/ or but and/and approach.

**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?**

The seven priorities have a clear common denominator—the long-term resiliency and sustainability of the community—and I think that is a good guiding principle to apply to both budgeting and policy development. Most budget conversations will have taken place by the time the council vacancy is filled and there will be limited opportunity to shape the process for the newly appointed councilmember. However, there's always an opportunity to ask questions and provide some input before the final vote. In all policy areas, I will do my best to consider solutions that also help us achieve our climate goals.

For elected councilmembers, it's the community vote that gives them the confidence and the mandate to exercise their judgement when it comes to balancing community needs. Before applying, I spent considerable time reflecting on voter support I may have in the community and whether I should in fact apply. In the last elections in which I have participated in August 2020, I received the most Flagstaff votes among all candidates from either party by a large margin of over 30% over the next highest vote-getter. I concluded that, indeed, a significant part of Flagstaff respects my judgement, which the Councilmembers voting to make the appointment can also take into consideration.

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

Policy-wise, I'm very much invested in affordable housing. It is difficult to solve within the private housing market context which is why the trend has not been good even though this policy area

has been a priority of several councils by now. I'd love to explore creative budget and financing ideas to raise the necessary capital.

Process-wise, if there's interest from the Council's majority, I would like us to consider zero-based budgeting for the next cycle. In too many cycles, the Council has spent way too much energy on discussing how to prioritize a tiny fraction of the budget and not enough time on how the base budget is allocated. While priority-based budgeting brings more intentionality into allocation of resources, the process is still limited to the increased funding requests. In the 2022 budget, just under 6% of the entire \$389 million budget was subject to the priority-based budgeting.

Finally, if appointed I would like to pilot the idea of co-governance by setting up a co-governing citizen group who would follow the Council's major conversations and advise my vote. This approach can provide both accountability and engagement benefits and if successful, can be replicated by other councilmembers. While eight months is a very short time, with my previous experience as a Councilmember I won't need to spend much time going through onboarding. Instead, I will be able to focus on the Council's business from day one, and these three priorities can be accomplished within that short timeframe.

**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?**

Relationship- and partnership-building is a long-term process, so what can be done in eight months depends greatly on where one starts. My strongest relationships are with the Native American community, immigrants, and youth. The co-governance pilot project is where I would invite these communities to participate. Through weekly interactions we would together create space for civic engagement and give everybody voice through the group's voting activities. I'd be happy to also act as a liaison with community groups where the City Council needs representation.