

MINUTES

1. Call to Order

Mayor Daggett called the Retreat of the Flagstaff City Council held January 15, 2025, to order at 8:43 a.m.

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. Roll Call

NOTE: One or more Councilmembers may be in attendance through other technological means.

Present: Mayor Becky Daggett
Vice Mayor Miranda Sweet
Councilmember Austin Aslan
Councilmember Anthony Garcia
Councilmember Khara House
Councilmember Lori Matthews
Councilmember David Spence

Staff Present: City Manager Joanne Keene; City Attorney Sterling Solomon

3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

The Council and audience recited the pledge of allegiance, Councilmember Aslan read the Mission Statement of the City of Flagstaff and Councilmember Spence read the Land Acknowledgement.

MISSION STATEMENT

The mission of the City of Flagstaff is to protect and enhance the quality of life for all.

LAND ACKNOWLEDGEMENT

The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.

4. City Council Teambuilding and Goal Setting

Ms. Keene introduced Mike Letcher who facilitated the retreat and provided a PowerPoint presentation

that covered the following:

CITY COUNCIL RETREAT
WELCOME & OPENING REMARKS
AGENDA
FLAGSTAFF CITY COUNCIL WORKSHOP
OUTCOME FOR TODAY
ICEBREAKER EXERCISE

Mr. Letcher led the Council through an icebreaker exercise designed to foster deeper understanding and trust among members, with participants reflecting on the value of personal stories and the importance of group interaction for effective teamwork.

Councilmember House exited the meeting at 9:46 a.m.

LET'S TALK
THE COUNCIL DETERMINES LEVEL OF PRIORITIES AND FOCUS
LEVEL 6 GOVERNANCE
SURVEY RESULTS DISCUSSION

Council discussed the importance of maintaining boundaries between policy direction and operational management, emphasizing the need for a strategic plan to guide priorities and support staff empowerment, especially in areas like housing and organizational improvement. They also reflected on past experiences where Council involvement in operational details led to significant outcomes but acknowledged the need for balance and trust in staff expertise, particularly during periods of leadership transition.

STARTING THE JOURNEY TO BUILDING A HIGH-PERFORMANCE BOARD
HIGH PERFORMANCE BOARDS (HPB)
TEAMWORK
EXPECTATIONS FOR EXECUTIVE LEADERSHIP, OPERATIONS, AND BOARD SUPPORT

Council discussed the challenges of holding peers accountable, the impact of personal values and expectations, and the importance of establishing explicit norms and shared understandings to support high functioning teamwork.

STRATEGIC FOCUS
EVALUATION OF BOARD AND EXECUTIVE EFFECTIVENESS AND RESULTS
SURVEY RESULTS DISCUSSION

A break was held from 10:40 through 10:55

COUNCIL EFFECTIVENESS PRINCIPLES
THE ROLE OF COUNCIL
COUNCIL AS THE COMMUNITY'S VOICE
WHY HOW WHAT
WHAT DOES "WHY" MEAN FOR THE CITY OF FLAGSTAFF?
STRATEGIC POLICY MODEL

Councilmember House joined the meeting at 11:01 a.m.

WHAT A CITY MUST DO -- NEEDS
WHAT A CITY MAY CHOOSE TO DO -- WANTS
WHAT A CITY CANNOT CONTROL -- NATIONAL/WORLD POLITICAL ISSUE
WHEELHOUSE FOCUS FOR COUNCIL
HOW DOES A POLITICALLY FOCUSED POLICY ADDRESS THE WHY?
WHEELHOUSE FOCUS FOR COUNCIL
LET'S TALK
CREATING COUNCIL TEAMWORK

FIVE DYSFUNCTIONS OF A TEAM
SURVEY SCALE
TRUST IS THE FOUNDATION
SURVEY RESULTS DISCUSSION
CONFLICT
SURVEY RESULTS AND DISCUSSION
COMMITMENT
SURVEY RESULTS AND DISCUSSION
ACCOUNTABILITY
SURVEY RESULTS AND DISCUSSION
RESULTS
SURVEY RESULTS AND DISCUSSION
TEAMWORK
ALIGNMENT OF ROLES AND RESPONSIBILITIES -- OVERVIEW OF WORKSHOP 2
GOVERNANCE EXPECTATIONS
WHY THE GRS?
ORGANIZATIONAL EXPECTATIONS
CEO EXPECTATIONS
BOARD EXPECTATIONS
CUSTOMER SERVICE AND CITIZEN ENGAGEMENT EXPECTATIONS
SHARED VS. INDIVIDUAL BOARD EXPECTATIONS
NEXT STEPS WORKSHOP 2 GRS
LET'S TALK

A break was held from 12:10 p.m. through 12:46 p.m.

Ms. Keene and Communication and Civic Engagement Director Stacy Saltzburg provided a PowerPoint presentation that covered the following:

COUNCIL OPERATIONS COUNCIL RULES OF PROCEDURE

Council discussed whether the 'To/From' section of the agenda should be limited to announcements and updates about city business, events, and meetings, rather than serving as a platform for broader commentary or advocacy. Council considered renaming 'To/From' to 'Council Announcements and Updates' to clarify its purpose and discussed the potential for more structured guidelines to prevent confusion and ensure consistency in its use.

Councilmembers Garcia and Aslan, advocated for maintaining a space on the agenda for councilmembers to share their thoughts or positions on various things, while others cautioned against using this time for unplanned or controversial statements. Mr. Solomon cautioned explained the potential for legal implications in discussing substantive issues during 'To/From,' emphasizing that major topics should be properly agendized to ensure public notice and participation, in compliance with sunshine laws.

FAIR PROCESS

Council shared frustrations with the timing of agenda items, duplication of staff efforts, and lack of communication when items are already being worked on by staff, leading to inefficiencies. Ms. Keene suggested that councilmembers filter agenda item requests through the city manager, who would assess whether the item is already in progress or needs immediate attention, reducing the need for a formal fair process for every request. She added that she would provide regular updates on the status of agenda items to maintain transparency and ensure councilmembers are informed when items are added, delayed, or removed.

BOARDS AND COMMISSIONS

Council considered consolidating commissions with overlapping purposes, reducing meeting frequency for some, and empowering staff and commissions to recommend optimal schedules based on their

workload and needs. Council emphasized the need for each commission to have a clear charter and purpose, with regular reporting to Council, and for liaisons to facilitate communication of commission activities and recommendations. Council further stressed the importance of ensuring that consolidation or changes do not diminish the value or representation of specific community groups, advocating for a sensitive and inclusive approach.

MEDIA REQUESTS

Council agreed that routine media requests, such as post-vote interviews, may not require formal coordination, but sensitive incidents or controversial topics should be handled through the Public Affairs Director to ensure appropriate messaging and legal compliance. They expressed a desire to maintain the freedom to participate in media interviews while supporting each other as a team, and discussed best practices, including informing the city manager, mayor, and public affairs director of media contacts, seeking guidance on messaging, and referring reporters to staff when appropriate.

**BUDGET UPDATE
UPCOMING RETREATS**

Staff agreed to bring back the discussed updates to the Council Rules and Procedures for review in March.

5. Adjournment

The retreat of the Flagstaff City Council held January 15, 2026, adjourned at 3:34 p.m.

MAYOR

ATTEST:

CITY CLERK