

***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)

**DEADLINE TO SUBMIT APPLICATION: MONDAY, OCTOBER 12 AT 5:00 P.M.**

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION  
(personal identifying information will not be released)

DATE: October 12, 2026

YOUR NAME: Robert Breunig

HOME ADDRESS: [REDACTED] ZIP: 86004

EMPLOYER: retired JOB TITLE:

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 34 (total)

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

1. What makes a good Councilmember?
2. What do you think is the biggest issue facing Flagstaff? Give specifics and ideas for addressing the issue.
3. What are your top three priorities for being a City Councilmember and why?
4. What method do you expect to use to make a decision when you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
5. 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?
6. What is your leadership style, please provide an example of your style in use.
7. What is your understanding, awareness, and familiarity with the Flagstaff Zoning Code?
8. A key role of the Flagstaff City Council is to adopt the city's budget; how would you balance the seven key community priorities and the realities of the city's financial position with the Council's role of policy development?

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.***

Robert Breunig

Applicant Signature



## Flagstaff, Arizona 86004

October 11, 2026

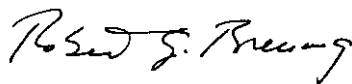
Members of the Flagstaff City Council,

With this letter I am applying for the vacant City Council position. I do so because I believe that I would bring to the council a combination of experience and wisdom. I would carefully study the issues before the council, apply myself, and vote on the issues before me with the best interests of the community in mind. I would also bring to the council a love of our community and a positive vision of what Flagstaff could be. I would offer leadership within my own style, encouraging thought and action.

I have lived in Flagstaff for over two periods beginning in the early 70's (1970-1982 and 2003-2026). I have seen the city grow and watched its development. Throughout my career I have reached out to communities other than my own, believing that a diverse community makes our town more vibrant and interesting. I believe that all people have a role to play in building our community.

For eleven and a half years I served as the Executive Director of the Museum of Northern Arizona. I came to the museum in late 2003 at a time of institutional crisis, shortly after the museum had lost its museum accreditation. During my tenure, the museum not only recovered its accreditation, in 2015 it was awarded the National Medal of Museum Service at a White House ceremony. This award came just as I was retiring from the museum. Since then, I have served on a number of boards in Flagstaff and currently serve on the boards of Friends of Flagstaff's Future, the Flagstaff Dark Sky Coalition (Past-Treasurer and Secretary), and regionally on the boards of Friends of Petrified Forest ( Past-President and Secretary) and the Tucson based Southwest Folklife Alliance (Treasurer). I am also a non-indigenous member of the Indigenous Circle of Flagstaff, a member of the Flagstaff Water Group and recently served as Vice-Chair of the board of Hopivewat, a Hopi led organization that is seeking to build a learning center on the Hopi mesas. These board experiences have given me a strong perspective on the character of Flagstaff and the issues confronting it. I would now like to bring this experience to the City Council.

Sincerely,



Robert G. Breunig

### 1.) What makes a good Council member?

A good council member is one who thoroughly studies the issues coming before the Council, reflects on them carefully, listens to the voices of the citizens, and make decisions based on reason and thoughtful consideration. A good council member approaches his or her position with humility, care, and concern for the well-being of the community.

### 2.) What do you think is the biggest issue facing Flagstaff. Give specifics and ideas for addressing the issue?

The biggest issue facing Flagstaff is, by far, the city's housing crisis. Many individuals who have grown up in Flagstaff find that they can no longer live here because of housing costs. Critical workers such as members of the police force, firefighters, teachers, and medical personnel, to name a few, cannot readily live here. Young people, especially, find that living on Flagstaff is difficult. This robs our community of their contributions and vitality. The city council must address this issue by ensuring flexibility in addressing housing requirements (zoning), cutting red-tape, and offering incentives to builders to construct affordable homes. In addition, I believe that the city must also dedicate specific funds to support affordable housing. It is also the responsibility of the City Council to carefully consider and, where appropriate, implement the recommendations of the City of Flagstaff's Housing Commission.

### 3.) What are your top three Priorities for being a City Council member and why?

- 1.) One of my top priorities for *being* a council member is ensuring that the council takes its governance responsibilities seriously, and that it faithfully implements the provisions of the City Charter and acts in the best interest of the community. This is important because the City Council represents the people of Flagstaff and must act in their interest.
- 2.) Council members must take their responsibilities seriously by showing up, studying and understanding the issues that come before the council, listening to and respecting other council members, and applying one's best judgement to those issues.
- 3.) Council members have a primary obligation to consider the well-being and safety of the citizens. This means ensuring that agencies that protect the lives and property of its citizens are properly trained and funded.

4.) What method do you expect to use to make a decision when you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

I would expect to listen carefully to all points of view and make voting decisions accordingly. It is most important that people feel heard. I would always encourage those with minority views to make them known to Council members. I think it important, through such devices as town halls, for Council members to proactively seek the opinions of citizens who may not feel comfortable interacting with the Council or not have experience with governing bodies. This means going to places or interacting with organizations within the community that may not traditionally be heard by the Council.

However, I also think it is important to use my own experience and judgement when making decisions. I should be able to clearly articulate the reasoning behind my decisions. I would hope that by taking that approach that the public would respect those decisions.

5.) 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?

In the 1990's I was the executive director of the Lady Bird Johnson Wildflower Center in Austin, Texas. There was a piece of undeveloped Hill Country property adjacent to the center which was slated for intense residential development. I advocated for the acquisition of the property and incorporation of the land within the Wildflower Center but found little board support for that initiative. I calmly, but persistently, advocated for the purchase of that property. I articulated why the acquisition would be of benefit to the research role of the Center. Eventually, I convinced the board to support that acquisition and helped raise the funds to make it happen. One board member, who had originally been a skeptic, said, "I like you, Bob, you stand your ground."

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

The leadership style I espouse, is called *Servant Leadership*—a form of leadership that says that the most effective leaders are those that serve others and who come at their work with an attitude of service. I utilized this approach in my most recent executive director role at the Museum of Northern Arizona. There, I voluntarily cut my own salary 20% to help preserve staff positions during the economic slowdown of 2008.

7.) What is your understanding, awareness and familiarity with the Flagstaff Zoning Code?

I am somewhat familiar with the Zoning Code which I studied in the lead-up to the adoption of the current Regional Plan. I know that the Zoning Code was developed to preserve the unique character of Flagstaff.

8.) A key role of the Flagstaff City Council is to adopt the city's budget; how would you balance the seven key community priorities and realities of the city's financial position with the Council's role of policy development.

Budgeting is always difficult; finding an appropriate balance between community needs and available resources. The budgeting process begins by understanding the mission of the organization, articulated community priorities, and carefully considering where the money is coming from. In reviewing the seven community priorities a number of "priorities" involve an *attitude* or approach to community affairs—such as "public trust, transparency, fostering community representation and civic engagement, creating a welcoming community, ensuring city facilities are accessible," etc. These types of statements reveal that what is important is how council members approach their responsibilities, ensuring openness, and a healthy and positive balance among community priorities while maintaining the fiscal integrity of the city.

# Curriculum Vitae

## ROBERT G. BREUNIG

**ADDRESS:** [REDACTED]

### EDUCATION

1973 Ph.D. - Anthropology, University of Kansas, Lawrence, Kansas  
Ph.D. Dissertation: *Hopi Perspectives on Formal Education*  
1968 B.A. - Anthropology, Indiana University, Bloomington, Indiana  
1964 High School, Shortridge High School, Indianapolis, Indiana

**Honorary Degree:** Doctor of Humane Letters, Northern Arizona University, December 2013.

### PROFESSIONAL WORK EXPERIENCE

June 2015-Present: **President Emeritus**, Museum of Northern Arizona, Flagstaff, AZ.

Fall 2018, 2022, 2024, 2026: **Instructor**, Grand Canyon Semester, Northern Arizona University, *Peoples of the Southwest*. An Honors College Course.

June 2015-April 2018: **Project Manager and Co-Curator:** *Native Peoples of the Colorado Plateau* exhibit, a new permanent exhibit at the Museum of Northern Arizona covering the 10 Native American tribes of the Colorado Plateau. Responsible for securing the initial funding, coordinating communication with the tribal communities, developing story lines and exhibit text in conjunction with tribal curators, object and photo selections with co-curators, managing the \$1.5 million budget and general project oversight.

January-June 2015: **President, Museum of Northern Arizona**, Flagstaff, Arizona

Dec. 2003 to Dec.2014: **Director/CEO, Museum of Northern Arizona**, Flagstaff, Arizona

#### **Responsibilities:**

Planning and administering regional natural history museum that has a \$3.5 million operating budget, a 20-member board, and the following departments: Collections, Education and Public Programs, Facilities and Grounds, Administrative Services (including accounting, human resources, information technology, facilities and grounds, retail sales, facility use and rentals, and visitor services), and research departments in Art, Anthropology/Archaeology, Geology/Paleontology, and Ecology/Conservation. Responsible for day-to-day management, strategic planning and policy development, supervision of a staff of 57 (37 FTE), and for serving as public spokesman and as liaison to the board of directors and community.

Secured private funding for the \$7.5 million Easton Collection Center, a US Green Building Council LEED Platinum facility. Led MNA through its reaccreditation process, securing American Association of Museums accreditation in 2008.

Nov. 1997-Dec., 2003: **Executive Director/CEO, Lady Bird Johnson Wildflower Center, Austin, Texas.**

**Responsibilities:**

Administered a national native plant organization and regional botanical garden with a \$4.5 million budget. Responsible for day-to-day management, strategic planning and policy development, supervision of a staff of 50, and for serving as public spokesman and as liaison to the board of directors and community.

**Accomplishments:**

Assisted board leadership in conducting a \$10 million endowment campaign to improve long-term stability for the Wildflower Center. Protected the Center's original 43-acre site from encroaching development and extended its size to 284 acres by initiating and completing a \$4 million land acquisition campaign for 136 acres and a negotiated contribution of 105 acres.

Initiated the Center's new Landscape Restoration Program and the Brown Center for Environmental Education—a center for innovation in outdoor education. Established a Plant Conservation Program and initiated institutional partnerships with the national Center for Plant Conservation and with the Millennium Seed Bank project of the Royal Botanic Garden at Kew, Great Britain. Developed additional permanent exhibits—a riparian habitat exhibit in 2001 and a butterfly exhibit and habitat garden in 2002. Acquired, relocated, and restored an 1885 carriage house for use as a learning and multipurpose facility.

Increased earned income by developing fee-based program services for the Landscape Restoration Program, by expanding the Center's gift store, by developing an on-line gift store catalog, by building a plant sale program, and by increasing facility rental income.

Brought the Wildflower Center to a new level of local community participation and simultaneously expanded national outreach by partnering with other institutions on mutually gainful projects, by sponsoring the establishment of affiliate native plant programs at other U.S. botanical gardens, by developing a website and putting the Center's national plant data base on line, and by establishing a major, award-winning, 32-page quarterly magazine.

Oct., 1994 - Nov., 1997: **Executive Director/CEO, Santa Barbara Museum of Natural History, Santa Barbara, California.**

**Responsibilities and Accomplishments:** Day-to-day administration of the museum including implementation of policies set by Board of Trustees, allocation of \$2.5 million operating budget, long-range planning and policy development, fund-raising, supervision of division leadership for a staff of 50, and liaison to the community. Led an institutional process that resulted in *Soaring to Our Future*, a vision statement and strategic plan for the institution; revived the museum's paleontological research program; acquired fossil remains of, and installed exhibit about the Santa Rosa Island Pygmy Mammoth; oversaw design and installation of interactive reptile exhibit; initiated and completed conservation and restoration of historically significant dioramas and galleries and initiated a comprehensive publication

series for the Museum's research division. Expanded Los Marineros, a 5<sup>th</sup> grade marine education and adventure program, enabling it to reach every 5<sup>th</sup> grade class in Santa Barbara. Established the Whale Corps—a local expedition program led by volunteer naturalists that provided earned income to the Museum and education in conservation biology to the public.

**Nov., 1985 - Oct., 1994: Executive Director/CEO, Desert Botanical Garden; Phoenix, Arizona.**

**Responsibilities and Accomplishments:** Administered the institution on a day-to-day basis; maintained relations with the Board of Trustees; conceptualized the philosophy, content, and direction of the institution's, collections, research, education and fund development programs; developed and maintained community outreach and leadership; responsible for conceptualization and development of a three-phase master plan adopted in 1988; raised funds for and administered a \$2.3 million operations budget; organized departments and human resources to achieve maximum effectiveness and efficiency; and supervised key employees within a staff of 50 people. Formed the Saguaro Society, the major donor/member group of the Garden and launched the *Sonoran Quarterly*, the Garden's member publication. Initiated and completed renovation of the Garden's main historic structure, Webster Auditorium; construction of Ullman Terrace and related café facilities, installation of an ethnobotany trail and exhibit, *Plants and People of the Sonoran Desert*; design and installation of an integrated trail and path lighting system; design and installation of new infrastructure for utilities, landscaped parking and entryway; construction of Center for Desert Living featuring the Desert House and its related exhibits. Strengthened research, horticulture and conservation programs, and initiated a comprehensive propagation and management program for the Garden's living collections.

**1982-1985: Chief Curator/Deputy Director, The Heard Museum** (an anthropological and art museum specializing in native cultures of the American Southwest), Phoenix, Arizona.

**Responsibilities and Accomplishments:** Managed all activities pertaining to the Museum's education, exhibition, and collections programs. Supervised the Museum's Public Program Coordinator, Exhibit Designer, and Curator of Collections. Conceptualized and planned scientific and artistic programs and philosophies. As project director, curated the exhibit, wrote the text, selected the photographs, and supervised the design of the Heard's premier exhibition, *Native Peoples of the Southwest*.

**1981-1982: Curator/Head of Dept. of Anthropology, Museum of Northern Arizona** (a regional museum specializing in the natural history, anthropology and art of the Colorado Plateau) in Flagstaff, Arizona.

**Responsibilities and Accomplishments:** Developed policy and supervised the curation, conservation and research of the Museum's ethnographic collections. Curated anthropological exhibits.

**1977-1981: Curator, Museum of Northern Arizona; Flagstaff, Arizona.**

**Responsibilities and Accomplishments:** Managed exhibits and education programs and

supervised the Museum Educator and Museum Exhibitor. Supervised a major renovation of the Museum's exhibit area with the installation of permanent exhibit *Native Peoples of the Colorado Plateau*. Supervised annual Hopi and Navajo exhibitions. Directed the production of two ethnographic videos funded by the National Endowment for the Humanities and originated and co-wrote two television programs produced by PBS-affiliate KAET.

**1975-1977: Educator, Museum of Northern Arizona; Flagstaff, Arizona.**

**Responsibilities and Accomplishments:** Founded the Museum's Education Department and established a docent program, children's program, adult education program, summer day camp program, and an expeditions program.

**Spring 1975: Visiting Assistant Professor of Anthropology**, Denison University; Granville, Ohio.

**Fall 1974: Visiting Assistant Professor of Anthropology**, University of Connecticut; Storrs, Connecticut.

**1972-1974: Assistant Professor of Anthropology**, Northern Arizona University, Flagstaff, Arizona.

1970-1972: **Research Assistant**, University of Kansas; Lawrence, Kansas. Follow-Through Project, Department of Human Development (included field work in educational anthropology on the Hopi Indian Reservation; Kykotsmobi, Arizona).

1969-1970: **Assistant Curator**, Museum of the American Indian, Heye Foundation; New York, New York.

1967-1968: **Research Assistant**, Indiana University Museum; Bloomington, Indiana.

1959-1966: **Office and Educational Assistant**, Children's Museum of Indianapolis; Indianapolis, Indiana. Part-time staff member while attending junior high and high school.

#### **SELECTED COMMUNITY AND PROFESSIONAL ACTIVITIES**

2014-2025—Member, Board of Trustees, Hopivewat, a non-profit organization to establish a museum/learning center on the Hopi mesas.

2014-Present—Board, Friends of Petrified Forest.

2011-present—American Association of Museums, Accreditation Program, Visiting Committee member

2009-2015—Commissioner, Arizona Commission on the Arts (reappointed in 2011)

2006-2015—Member, Flagstaff 40, (now NALA) a business leadership group

2004-2011—Member, Flagstaff Rotary Club (President; 2009-10)

2002-2004—Member, ENVISION of Central Texas Board (a regional planning organization).

2002-2004—Member, University of Texas at Austin School of Architecture Advisory Council.

2001-2004—Chair, Earth Share of Texas Board of Directors.

2000-2004—Member, Philosophical Society of Texas.

1999-2004—Member, Board of Directors, Hill Country Conservancy; Austin, Texas.

1998-2008—Member, Board of Trustees, The Arboretum at Flagstaff; Flagstaff, Arizona.

1998-present—Member, Board of Directors, Earth Share of Texas; Austin, Texas.

1997—Member, Community Visioning Committee of CVB, Santa Barbara, California.

1995-1997—Member, Sunrise Rotary Club, Santa Barbara, California.

1995-1996—Senior Museum Associate, Museum Management Institute, The J. Paul Getty Trust.

1991-2002—Member, National Museum Services Board, the policy-making board for the Institute of Museum and Library Services (IMLS); nominated by President George Bush October, 1991; confirmed by the US Senate. Reappointed by President Clinton, September, 1994; reconfirmed by the US Senate.

1991-1994 and 1999-2004—Member, Board of Trustees, Center for Plant Conservation; St. Louis, Missouri.

1983-1994—Adjunct Professor, Dept. of Anthropology, Arizona State University; Tempe, Arizona.

1980—Chairman, Program Committee; Western Museums Conference.

1989-1993—Member, Phoenix Mountains Preserve Citizens' Advisory Committee (a Phoenix City Council appointment)

1989-1994—Vice-President, Board of Directors, Arizona Native Plant Society.

1986-1990—Member, Board of Trustees, ATLATL, Inc., a Native American arts service organization.

1985-1987—President, Museum Association of Arizona.



**FEDERAL GRANT REVIEW EXPERIENCE**

2011—Institute of Museum & Library Services; grant review panel, National Leadership Program

2010—National Endowment for the Humanities; grant review panel, Challenge Grant program

1992—National Science Foundation; grant review panel, Informal Science Education Program

1990—Institute for Museum Services; grant review panel, for Special Services Program

1988, 1990—Institute of Museum Services; grant review panel, Museum Program grants

1981, 1993, 1997, 1999—National Endowment for the Humanities grant review panels

1985—National Endowment for the Arts, grant review panels for museum programs and member of Oversight Panel for review of NEA policies

**SELECTED AWARDS AND RECOGNITIONS**

2017-Flagstaff Arts Council, Viola Legacy Award, Flagstaff, AZ

2016- Western Museums Association, Directors Chair Award,

2015-National Medal of Museum and Library Service, Institute of Museum and Library Service, Washington D.C, May 18. Awarded to the Museum of Northern Arizona by First Lady Michelle Obama.

2015- Museum Association of Arizona's Roger Lidman Distinguished Service Award.

2013-Honorary Doctor of Humane Letters and Commencement Speaker, Northern Arizona University.

2012-Arizona Governor's Arts Award, Arizona Commission on the Arts

2003—"Legacy of Lady Bird Johnson" address, Keep America Beautiful 50<sup>th</sup> National Conference, Washington, D.C.

2003—Philosopher's Stone Award, Institute for the Humanities at Salado, Texas for "Coming to Love the Land" seminar and lecture.

1996—Commencement speaker for College of Mathematics and Physical Sciences, University of California, Santa Barbara (UCSB).

1994-Present—Who's Who in America.

1989—Recognized as one of ten emerging Phoenix area community leaders by *The Phoenix Gazette* (12/28/89).

1989—Distinguished Alumnus Award, Orchard Country Day School; Indianapolis, Indiana.

1985—Award of Excellence, Consortium of Black Organizations for the Arts for work related to the African Art exhibit at the Heard Museum entitled "Animal, Bird, and Myth in African Art".

1979—Emmy Award, Rocky Mountain Region, for writing "Museum Backroom" a children's television documentary.