

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

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: Oct 10, 2026

YOUR NAME: Tyler Blue Denham

HOME ADDRESS: [REDACTED] ZIP: 86001

EMPLOYER: Flagstaff For Affordable Housing JOB TITLE: Executive Director

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 8.5 years

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.***



Applicant Signature

Ms. Saltzburg, MMC, City Clerk
Flagstaff City Hall
211 W Aspen Avenue
Flagstaff, AZ 86001

Dear Mayor and Flagstaff City Councilmembers,

I am writing to express interest in appointment to the Flagstaff City Council. Through my service on the Housing Commission and nonprofit work, I have built extensive relationships with residents, Council, City staff, and community organizations. I believe those relationships, together with my analytical background and collaborative approach to policy development, would be an asset to the city of Flagstaff.

Over my years in Flagstaff, I've watched friends, family, and coworkers struggle with housing costs, and many eventually leave. That is what first pushed me to become more civically engaged; I want more residents to be able to stay here. That concern has grown into years of service and work with residents, Council, City staff, and community organizations to develop practical policy solutions.

I have served as chair and vice chair of the Housing Commission since 2021 and contributed analyses and reference materials to the City's 10-Year Housing Plan. As executive director of Flagstaff for Affordable Housing, I organize public discussions, explain proposed zoning changes, and elevate resident stories about the impact of housing costs. My service as board president of Arizona Neighborhood Project has given me experience guiding a diverse organization toward shared goals. Across these experiences, I have learned to explain complex issues clearly, help more people participate in important decisions, and build support around shared goals.

These experiences have strengthened my desire to serve Flagstaff beyond housing advocacy. I've seen how Council decisions about transportation, public services, and City budgets shape residents' daily lives. I want to build on my years of civic engagement to help Council address these connected needs and make thoughtful choices about the city's future.

I would approach that responsibility with humility and a willingness to keep learning from and collaborating with staff, residents, and fellow councilmembers. I would prepare carefully and seek out perspectives missing from the discussion. When disagreements arise, I would take opposing arguments seriously, remain open to revising my position, and work to preserve trust.

Thank you for your time and consideration.

Sincerely,
Tyler B. Denham

A handwritten signature in black ink, appearing to read 'Tyler B. Denham', written over a light gray rectangular background.

1. What makes a good Councilmember?

While there are many factors that make a good councilmember, I think humility is foremost. Councilmembers must make decisions across a wide range of complex issues, often with incomplete information and difficult tradeoffs, while representing a diverse electorate with different needs, experiences, and strongly held views.

Good councilmembers recognize and work around those limits; they research issues, engage residents and community organizations, listen with an open mind to both their colleagues and the public, take opposing arguments seriously, explain their reasoning, and revise their position when the evidence warrants it.

Humility also helps maintain a collaborative working environment. Understanding the limits of your own judgment encourages respect for those who see a problem differently. In a small community like Flagstaff, someone you disagree with today may be an essential partner tomorrow. Treating that person with respect preserves the relationships needed to solve the next problem.

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

The Flagstaff Regional Plan identifies housing affordability and climate action as its core priorities. Of the two, I can speak best to housing.

Housing costs touch on so many aspects of life in Flagstaff: whether a couple can start a family, a longtime resident can stay in the community, or a small business can keep its employees. When residents are priced out, it tears at the fabric of our city.

If appointed to Flagstaff City Council, I would focus on three practical steps.

First, complete the Code Analysis Project. Years of analysis and public discussion have already developed a suite of code reforms to improve housing affordability. Getting that work over the finish line is a high priority.

Second, continue developing housing on City-owned land. The City is uniquely able to secure income restrictions and long affordability terms for projects on those parcels. Public investment in those homes will serve residents for generations.

Third, evaluate additional financing tools that could accelerate the development of affordable housing, including A.R.S. Title 35 and 36 bond options. Under that same banner, early preparation could help Flagstaff take advantage of financial tools and incentives available through the 21st Century ROAD to Housing Act.

3. What are your top three priorities for being a City Councilmember and why?

My priorities are housing affordability, sustainability, and the broader cost of living.

Housing is personal for me. Over the years, I've watched friends, family, and coworkers struggle to build a life in Flagstaff. Some couldn't afford a home with enough space to start a family. Others were trying to pay off student loans while keeping up with rising rents. Many eventually left, knowing their incomes would go further elsewhere. Watching people I cared about leave is what pushed me to become more civically engaged. I want more residents to be able to stay here.

Sustainability is closely connected to that goal. The kinds of homes we build, where we allow them, and how we connect neighborhoods all shape Flagstaff's environmental footprint. Homes near jobs and services, safer walking and biking routes, and better transit can reduce both household costs and carbon emissions. Those are opportunities to advance housing and climate goals together.

In conversations with residents, the broader cost of living comes up constantly alongside housing. Many costs are beyond Council's control, but its decisions about services, fees, infrastructure, and transportation matter. I am committed to weighing the immediate impact on households alongside the value of reliable services and smart investments. Finding that balance would take careful work with fellow councilmembers, staff, and residents.

These priorities would guide my work, but Council's responsibilities extend well beyond my personal passions. Public safety, water, maintenance, and other essential functions of government deserve the same preparation, attention, and care.

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 first identify who is missing from the discussion and reach out. I would share a plain-language explanation of the issue, make clear the available ways to comment, and ask what would help those residents to participate. My experience is that those steps make civic engagement much less intimidating.

However, information alone often isn't enough. Work schedules, caregiving, transportation, language barriers, and limited internet access can all make participation systemically difficult for segments of the Flagstaff population. In those cases I would try to meet residents where they're at and listen to their concerns, understand their perspective, and be their voice in the spaces they're missing from.

Part of that approach is being accessible through lots of different channels. This is an area where I have significant experience due to my housing advocacy work. I've used social media platforms, attended and hosted community events, held regular office hours, scheduled coffee chats, etc. There's never a single best option for reaching people; a wide net catches more fish.

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 my private-sector role as a data analyst and industrial engineer, I was part of a project to set up a distribution warehouse. I was responsible for the product measurement process and data pipeline used to pack customer orders. Partway through the project, I realized simply entering raw measurements into the software would produce poor packing decisions, which would disrupt operations, increase shipping costs, and damage products.

The solution was to develop a set of product specifications tailored for packing decisions, but there was skepticism from the other team members. To persuade my team members, I first had to understand their perspective. Through one-on-one conversations, I learned that the biggest concern was scope creep: my approach meant a lot of additional work that could impact the project timeline. There was also hesitancy because my approach conflicted with guidance from an external partner.

Understanding those concerns changed how I approached the team. I addressed the concerns directly and emphasized our shared goal: a distribution warehouse that would operate successfully. That helped us reach a shared understanding of the problem and made the team more receptive to the technical arguments.

We agreed to undertake the additional work, and the warehouse launched without major packing issues. The project went on to support more than \$1.5 billion in product revenue and approximately 900 customer orders per day.

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

As part of my housing advocacy work, I have spent considerable time thinking about how to engage with others to reach common goals. As such, my leadership style has evolved over the past few years. I have come to believe that the best approach is deliberative and collaborative. I value time to study an issue and iterate on my thinking, so I try to give others that same opportunity. And in my experience, the best solutions grow out of collaborative dialogue; we need others to fill the gaps in our own understanding.

As board president of Arizona Neighborhood Project, I led the creation of the organization's strategic plan. The board had a range of perspectives, so I began the work several months in advance to give everyone time to contribute thoughtfully.

Throughout the process, I jumped in often to aggregate feedback, highlight unresolved questions, ensure disagreements didn't become too heated, and close out items where consensus was reached. My role gave the discussion enough structure to make progress while allowing room for members to work through their differences. This was more important to me than making sure my opinions carried the day. After all, we were all working towards the same goal. The result was a strategic plan supported by every board member.

I would bring that approach to Council by involving affected residents and organizations early, giving partners time to consider important decisions, and working respectfully through disagreements.

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

I am very familiar with Flagstaff's Zoning Code through my Housing Commission service and work as executive director of Flagstaff for Affordable Housing. I regularly study how its requirements affect what people can build, what it costs, and how it fits into the surrounding neighborhoods.

I have published several op-eds on zoning-related topics like middle housing, accessory dwelling units, parking requirements, and the rezoning process. I have organized public working sessions on the Code Analysis Project and Regional Plan, prepared memos and reference tables to explain reforms, presented to many community groups, and established relationships with members of the local development community to understand their perspective.

Those experiences have taught me to examine both a rule's purpose and its practical consequences. On Council, I would bring that detailed knowledge while continuing to learn from staff, residents, and applicants.

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?

Policy development is inseparable from budgeting. Even a policy that creates no new budget line can require staff time, delay other work, or change the economic conditions that support City revenues. I would try to consider those effects when setting policy.

To balance community priorities with the realities of the city's financial position, I would begin with staff's financial forecasts, funding restrictions, existing obligations, and the City's capacity for additional work. I would try to supplement staff's analysis with input from residents, commissions, and community organizations. That would establish what resources we can commit and where Council has room to make choices.

I would then evaluate proposals against all seven community priorities, considering urgency, expected benefits, and who bears the costs. Some investments advance several priorities. For example, safer walking routes can support public health, affordability, and environmental stewardship.

However, I know that efficiency alone will not eliminate difficult choices. Funding one proposal often means delaying, reducing, or ending another. When two worthwhile proposals compete for the same resources, I would weigh the consequences and whether a smaller or phased approach could meet the most pressing need.

Tyler Denham

Flagstaff, Arizona | [REDACTED] | [REDACTED]

Flagstaff resident and nonprofit leader with experience in housing policy, public engagement, nonprofit governance, and financial and operational analysis. I work with residents, City staff, business leaders, and community organizations to develop and advance practical policy solutions.

PROFESSIONAL EXPERIENCE

Flagstaff for Affordable Housing

Executive Director

June 2025–Present

- Build relationships among residents, local officials, business groups, and community organizations to advance shared housing priorities.
- Research and explain zoning changes, parking policy, and housing costs through public meetings, plain-language materials, and published commentary.
- Interview residents about how housing costs affect their lives and incorporate that input into the organization's policy advocacy.
- Coordinate and carry out board meetings, grant applications, and nonprofit administration.

Independent Consulting

Supply Chain and Analytics Consultant

June 2025–Present

- Analyzed domestic and global shipping operations; revised packaging inventory and shipping rules to improve efficiency, protect products, and reduce carrier costs.
- Built analysis tools to compare packaging and shipping options, and trained associates on their use for continuous improvement.

W. L. Gore & Associates

Data Analyst and Industrial Engineer

April 2018–June 2025

- Prepared quantitative analyses and business cases for supply-chain improvements in a regulated medical-device business; evaluated costs, operational needs, and implementation options.
- Worked with a small team to establish a distribution operation that later supported more than \$1.5 billion in product revenue and approximately 900 finished-goods orders per day.
- Developed performance dashboards, data pipelines, and operating procedures supporting inventory planning, shipping, and manufacturing improvement.
- Conducted peer-to-peer training on data analysis techniques and tools that fellow associates could apply to their own work.

American Express

Industrial Engineer

January 2016–April 2018

- Conducted financial analysis of project proposals for Global Collections; mapped processes, maintained procedures, and evaluated how regulatory changes affected operations.
- Built performance dashboards to support operational decisions and process improvement.
- Led teams across departments and worked with outside vendors to complete projects for Global Collections.

CIVIC LEADERSHIP AND PUBLIC SERVICE

City of Flagstaff Housing Commission

Community Representative

September 2021–Present

- Served as chair and vice chair, working with City housing staff and fellow commissioners on housing policy, meeting preparation, and public participation.
- Contributed analyses, charts, and reference materials to the City's 10-Year Housing Plan.
- Analyzed short-term-rental records for City housing and planning staff; matched records between sources to build a comprehensive STR dataset and documented methods and limitations.

Arizona Neighborhood Project

President & Board Member

October 2023–Present

- Served as board president and vice president, helping guide organizational strategy, nonprofit administration, and staffing plans.
- Connected Flagstaff officials and business organizations with statewide housing advocates to discuss workforce housing and legislative priorities.
- Advocated for state housing legislation while consulting local officials about Flagstaff's needs.

COMMUNITY ENGAGEMENT & VOLUNTEER WORK

Code Analysis Project outreach, 2025–2026. Organized public education and working sessions on zoning reform, including a January event attended by approximately 40 people.

Flagstaff Strong Towns, 2025–2026. Mentored residents as they started a local Strong Towns chapter and organized community gatherings, established a social media presence and newsletter, and created educational materials on parking, housing, walkability, and neighborhood improvements.

Hilltop Gardens condominium association, 2022–2026. As the association president, compiled budgets, collected membership dues, and coordinated tax preparation, maintenance, landscaping, snow removal, and insurance.

Regional Plan outreach, 2024–2026. Created materials comparing growth scenarios, encouraged participation in public workshops, and published commentary explaining the plan's housing and land-use goals.

Friends of Flagstaff's Future Candidate Forums, 2022 & 2026. Facilitated council candidate forum discussions on housing, climate, transportation, and other local issues.

Additional City Advisory Work, 2022–2024. Community Development Block Grant Ranking Committee (2022); Regional Plan Technical Advisory Group (2022); Accessory Dwelling Unit Model Plans selection committee and design feedback (2024).

EDUCATION

University of Kentucky

Master of Business Administration, 2015

Bachelor of Science in Engineering, 2015