

AGENDA

**CITY COUNCIL RETREAT
THURSDAY
JANUARY 15, 2026**

**CORE SERVICES FACILITY
3200 WEST ROUTE 66
8:30 A.M.**

1. Call to Order

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.

MAYOR DAGGETT	
VICE MAYOR SWEET	COUNCILMEMBER HOUSE
COUNCILMEMBER ASLAN	COUNCILMEMBER MATTHEWS
COUNCILMEMBER GARCIA	COUNCILMEMBER SPENCE

3. Pledge of Allegiance, Mission Statement, and 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

Council Discussion

5. Adjournment

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on _____, at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2026.

Stacy Saltzburg, MMC, City Clerk

THE CITY OF FLAGSTAFF ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 213-2076 or email at stacy.saltzburg@flagstaffaz.gov to request an accommodation to participate in this public meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Flagstaff makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Flagstaff City Council meetings are live-streamed and recorded and may be viewed on the City of Flagstaff's website. If you permit your child to attend/participate in a televised Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 01/13/2026
Meeting Date: 01/15/2026



TITLE:
City Council Teambuilding and Goal Setting

DESIRED OUTCOME:
Council Discussion

Executive Summary:

Information:

Attachments: [Detailed Agenda](#)
[Presentation](#)
[Council Rules of Procedure](#)



Council Retreat Detailed Agenda

Agenda Items	Time
Workshop Opening Remarks – Mayor and City Manager	8:30 - 8:40 am
Overview of the Agenda and Outcomes for the Workshop Mike Letcher	8:40 - 8:45 am
Icebreaker Exercise	8:45 - 9:30 am
Discuss Survey Results on Level 6 Governance and High Performing Board (HPB) Mike Letcher, City Council and City Manager	9:30- 10:00 am
BREAK	10:00 - 10:15 am
Discuss Teambuilding Survey Results and Overview of Governance Relations System and Workshop 2 Mike Letcher, City Council and City Manager	10:15 - 11:45 am
Closing Remarks Mayor and City Manager	11:45 am
LUNCH	12:00 - 12:30 pm
Council Operations Rules of Procedure FAIRs City Manager, City Clerk, City Attorney, City Council	12:30 - 2:00 pm
BREAK	2:00 - 2:15 pm
Council Operations Boards and Commissions Media Requests City Manager, City Clerk, City Attorney, City Council	2:15 - 3:45 pm
BREAK	3:45 - 4:00 pm
Budget Check In City Manager	4:00 - 4:30 pm
Closing Remarks – Adjournment Mayor, Council, City Manager	4:30 pm



City Council Retreat

January 15, 2026





WELCOME & OPENING REMARKS

Joanne Keene

Mike Letcher



AGENDA



Morning Session

- Governance and High Performing Board
- Governance Relations System

Afternoon Session

- Council Operations
 - Rules of Procedure
 - FAIRs
 - Boards and Commissions
- Budget Check-In

+
○ • Flagstaff City
Council Workshop



Outcomes for Today

Discussion Outcomes for Today

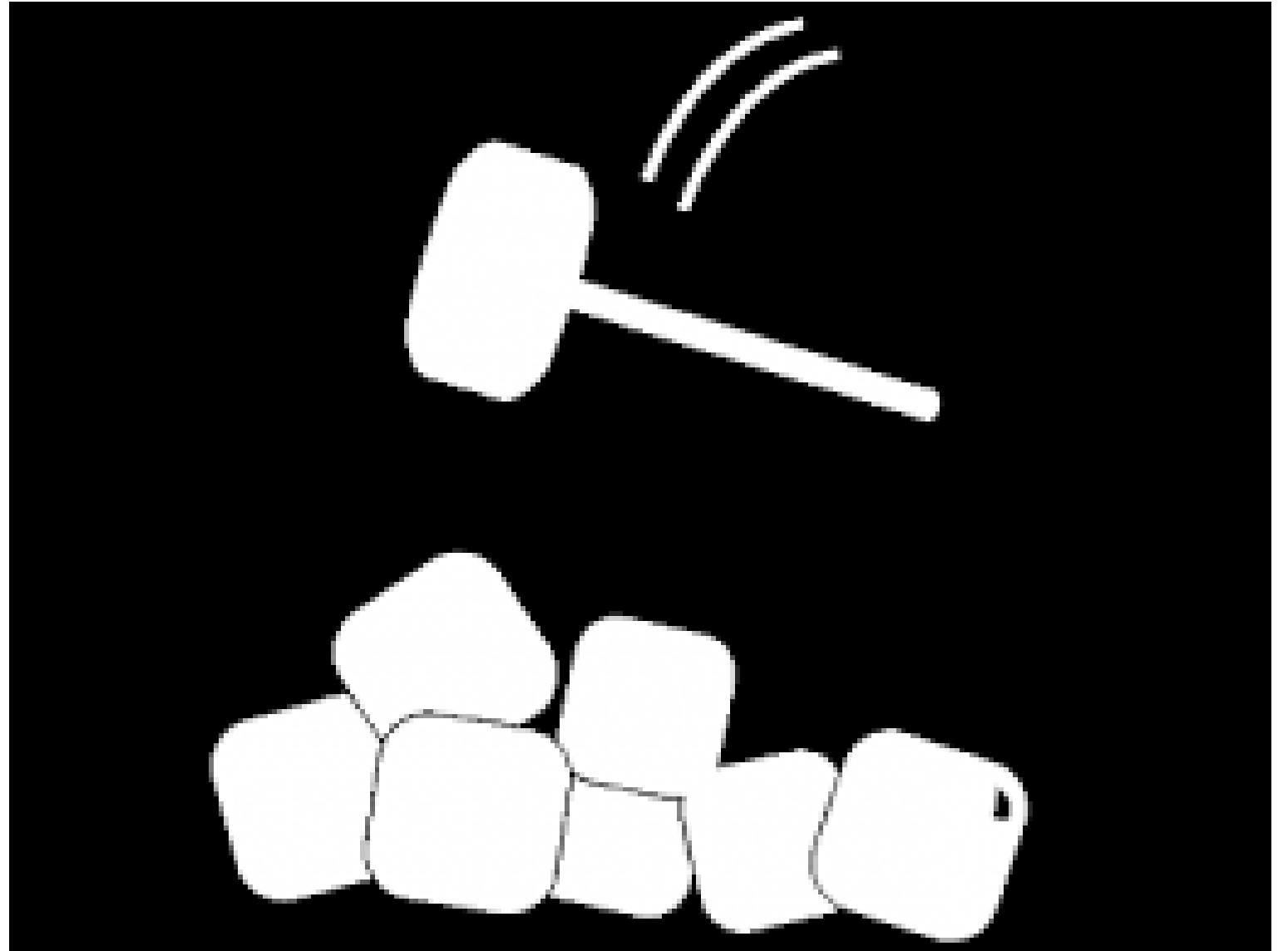
Icebreaker Exercise

Level 6 Governance Survey Results

High Performance Board Survey Results and
Effective Council Principles

Overview of Governance Relations System and
Workshop 2 Expectations

Icebreaker Exercise





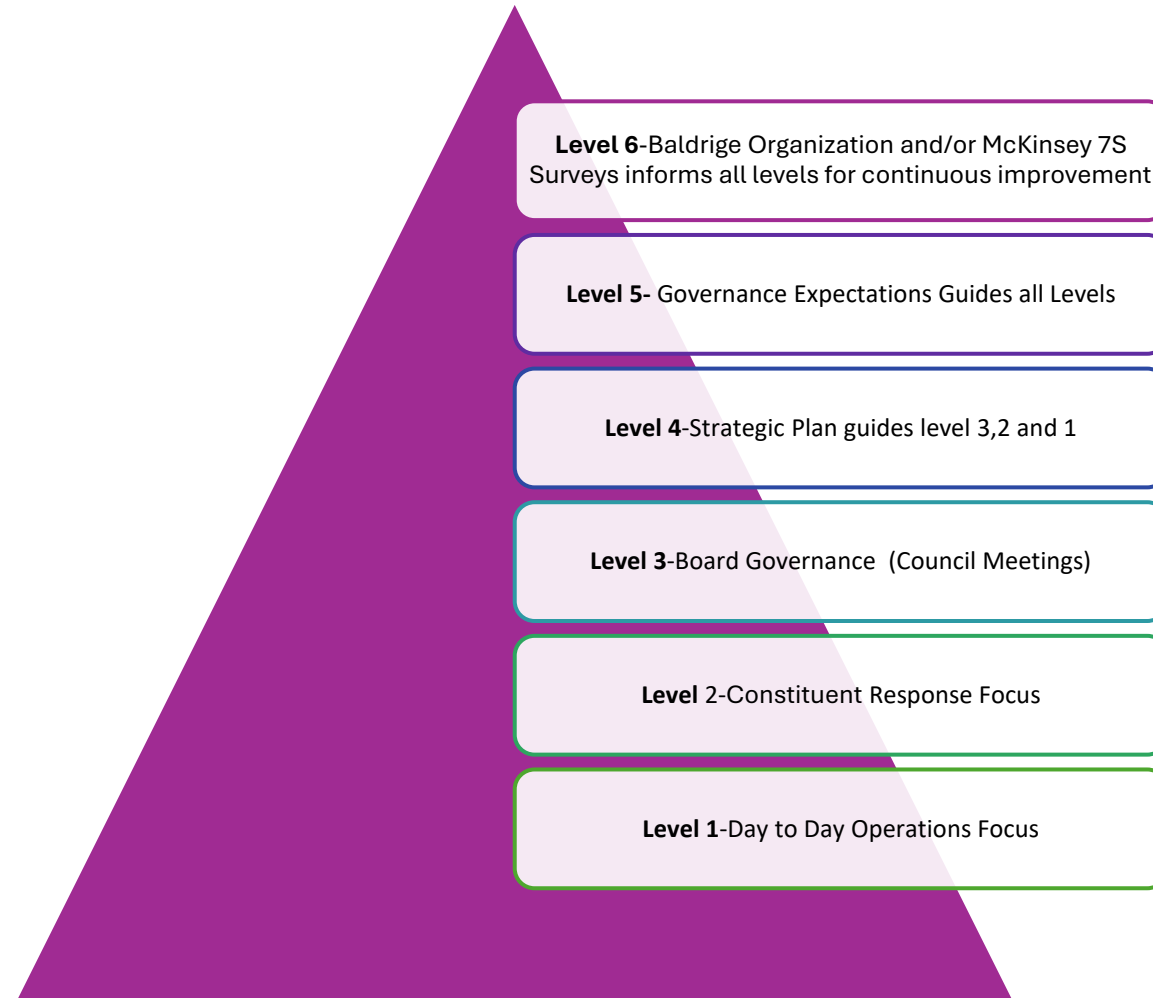
Let's

Talk

The Council Determines Level of Priorities and Focus for City



Level 6 Governance





Survey Results Discussion



STARTING THE JOURNEY TO BUILDING A HIGH- PERFORMANCE BOARD



HIGH PERFORMANCE BOARDS (HPB)

Teamwork

The Board works together effectively and addresses any issues that impede collaboration.



HIGH PERFORMANCE BOARDS (HPB)

*Expectations for Executive
Leadership, Operations,
and Board Support*

The Board has identified key day-to-day and leadership expectations for the manager and how they will support them.



HIGH PERFORMANCE BOARDS (HPB)

Strategic Focus

The Board, in collaboration with the manager, has developed a strategic plan. More importantly, they follow the plan as intended.



HIGH PERFORMANCE BOARDS (HPB)

Evaluation of Board and Executive Effectiveness and Results

The Board annually evaluates its HPB efforts and, if necessary, makes adjustments to improve its governance.





Survey Results Discussion



The background of the slide is a grayscale photograph of three wooden oars lying on a sandy beach. The oars are arranged diagonally from the top right towards the bottom left. The blades of the oars are dark and have a textured surface, while the shafts are lighter and smoother. The sand is light-colored and shows some texture and shadows.

Council Effectiveness Principles

Rowing Together

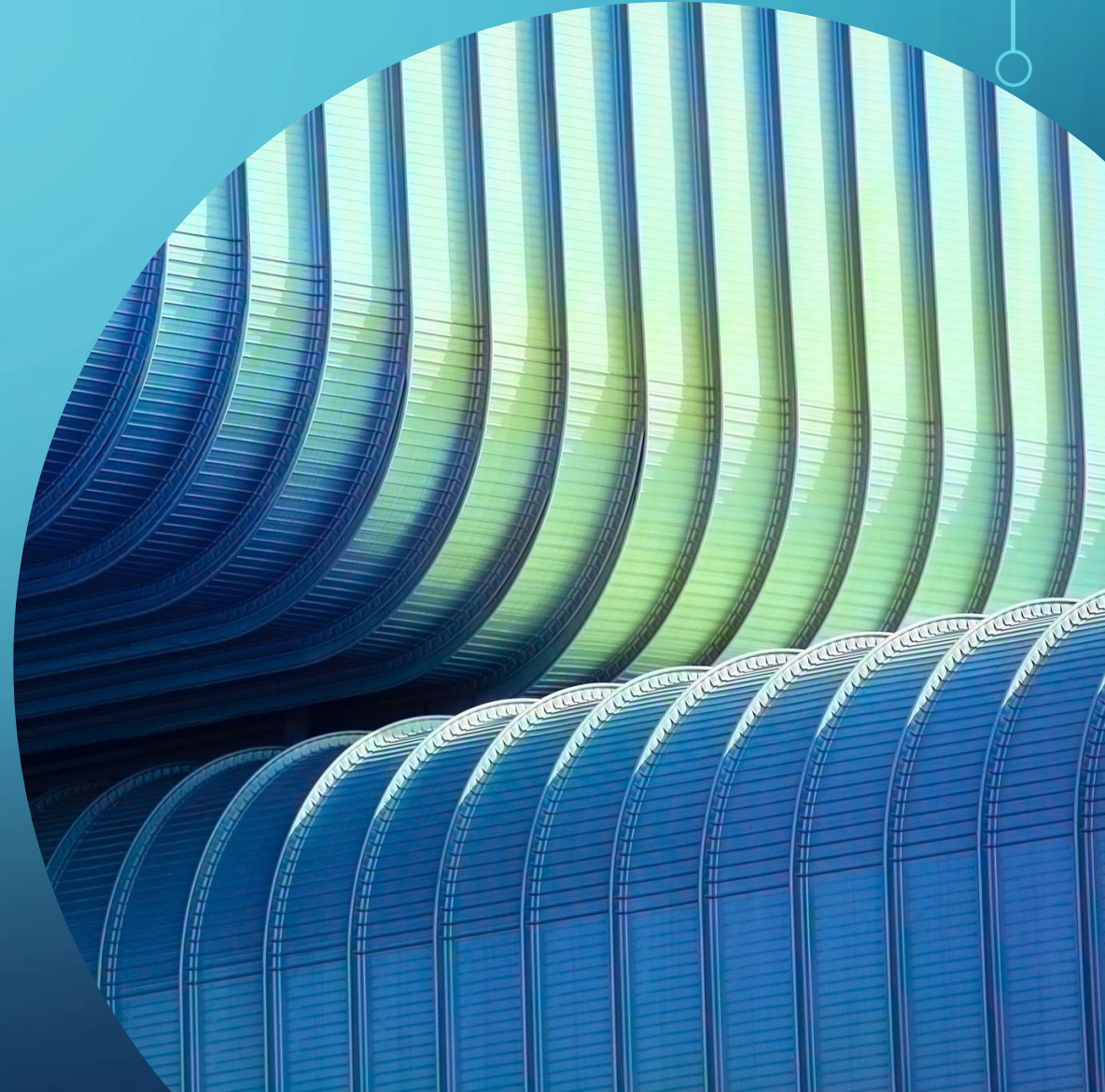
THE ROLE OF THE COUNCIL

Council governs on behalf of the community.

Establishes policy direction and protects community interests.

Evaluates organizational performance.

Defines strategic outcomes and why they matter.



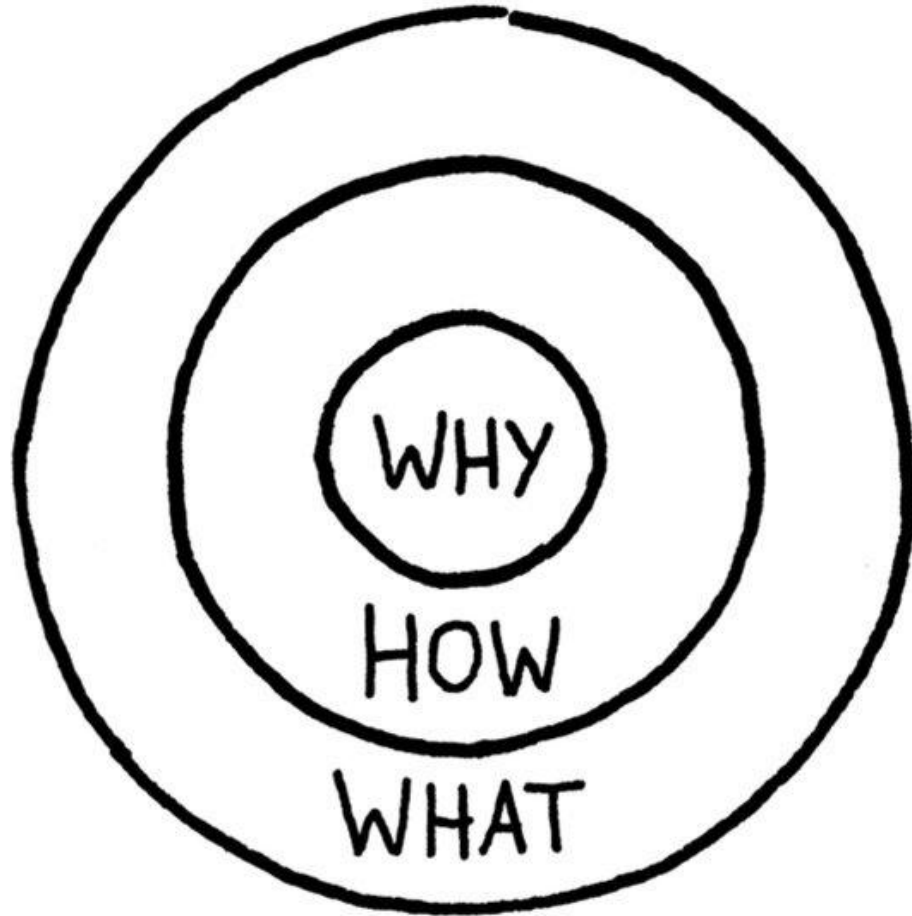
COUNCIL AS THE COMMUNITY'S VOICE

Translates residents' values into priorities for Council.

Sets policies reflecting long-term vision.

Ensures financial sustainability.

Protects assets for current and future for City



What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.



**WHAT DOES
“WHY”
MEAN FOR
THE CITY OF
FLAGSTAFF?**

Why = Governing Purpose

What = Actions as a Council

**How = Results and Impact on
Community Needs**

STRATEGIC POLICY MODEL

FIGURE 2: Policy Models.



Source: Mike Letcher



WHAT A CITY MUST DO- NEEDS

Protect public health and safety

Fulfill core municipal responsibilities

Often legally required

Direct city control and accountability

Examples

Police, Fire, EMS

Water, sewer, and stormwater systems

Roads and basic infrastructure

Code enforcement and compliance



WHAT A CITY MAY CHOOSE TO DO-WANTS

Enhance quality of life

Discretionary spending decisions

Community-driven priorities

Flexible timing based on resources

Examples

Parks and recreation upgrades

Community events and festivals

Public art and placemaking

Streetscape and beautification projects



WHAT A CITY CANNOT CONTROL- NATIONAL/ WORLD POLITICAL ISSUE

Outside municipal authority

No local implementation power

Often ideological or partisan

Indirect or symbolic local impact

Examples

Federal immigration policy

National elections

Foreign policy

Congressional legislation



WHEELHOUSE FOCUS FOR COUNCIL

FIGURE 2: Policy Models.



Source: Mike Letcher

HOW DOES A POLITICALLY FOCUSED POLICY ADDRESS THE WHY?



Why = Governing Purpose



What = Actions as a Council



How = Results and Impact on Community Needs

FIGURE 2: Policy Models.



Source: Mike Letcher





WHEELHOUSE FOCUS FOR COUNCIL

FIGURE 2: Policy Models.



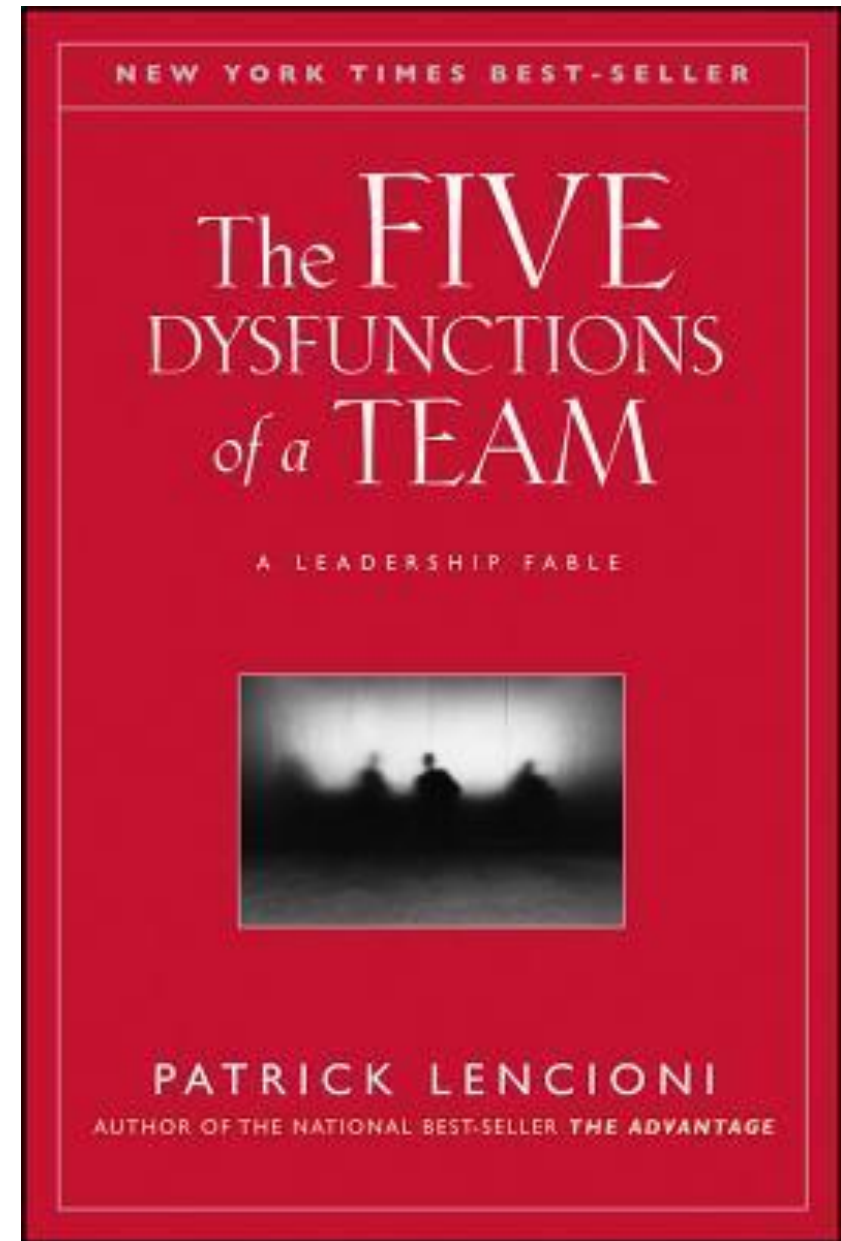
Source: Mike Letcher



Let's

Talk

Creating Council Teamwork



Five Dysfunctions of a Team



Survey Scale

Low- Less than 3

Medium- (3-3.99)

High- (4+ & Above)

TRUST is the Foundation

Teams with an absence of TRUST...

- Are unwilling to be vulnerable within the group
- Conceal their mistakes and weaknesses
- Hesitate to ask for help
- Hesitate to provide constructive feedback
- Jump to conclusions about the intentions of others
- Fail to recognize and tap into one another's skills and experiences
- Hold grudges
- **Engage in Under-Ground Conversations**

Instead:

Teams need to TRUST one another by...

- Admitting weaknesses and mistakes
- Asking for help and input
- Giving each other the benefit of the doubt
- Taking risks and offering feedback and assistance
- Appreciating each others' skills and experiences
- Offering and accepting apologies without hesitation
- **Engaging in Common-Ground Conversations**



Survey Results Discussion



Conflict

Teams who fear Conflict...

- Are incapable of engaging in unfiltered and passionate debate of ideas
- Resort to veiled discussions and guarded comments
- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all the opinions and perspectives of team members

Instead:

Teams who engage in healthy Conflict...

- Have lively, interesting meetings
- **Engage in Battle-Ground Conversations**
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion



Survey Results Discussion

Commitment

Teams who fail to Commit...

- May pretend to agree at meetings
- Create ambiguity about direction and priorities
- Waste time excessively analyzing causing unnecessary delays
- Lack confidence and fear failure

Instead: Teams who can Commit...

- Have clarity around direction and priorities
- Align the entire team around common objectives
- Develop an ability to learn from mistakes
- Move forward or change direction without hesitation



Survey Results Discussion

Accountability

Teams who avoid Accountability...

- Hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team
- Create resentment among team members who have different standards of performance
- Encourage mediocrity
- Place undue burden on the team leader as the sole source of discipline

Instead:

Teams who can hold one another Accountable...

- Ensure poor performers feel pressure to improve
- Identify potential problems quickly by questioning one another's approach without hesitation
- Establish respect among team members who are held to the same high standards
- Avoid excessive bureaucracy around performance management



Survey Results Discussion



Results

Teams not focused on Results...

- Stagnate and fail to grow
- Lose achievement-oriented employees
- Encourage team members to focus on their own careers and individual goals
- Are easily distracted

Instead:

Teams who focus on collective Results...

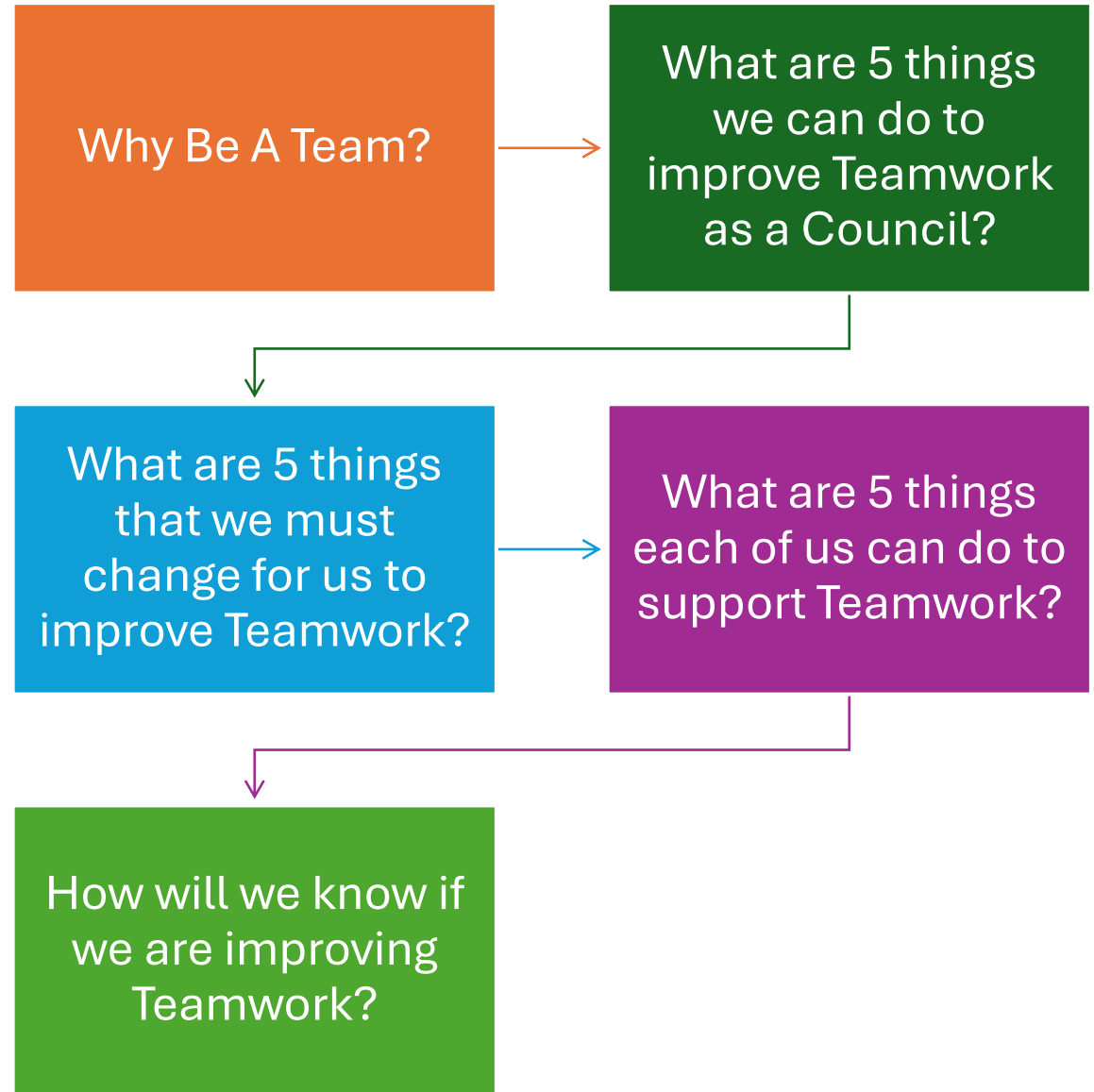
- Retain achievement-oriented employees
- Minimize individualistic behavior
- Enjoys success together
- Benefit from individuals who set aside their own goals for the good of the team
- Avoid distractions



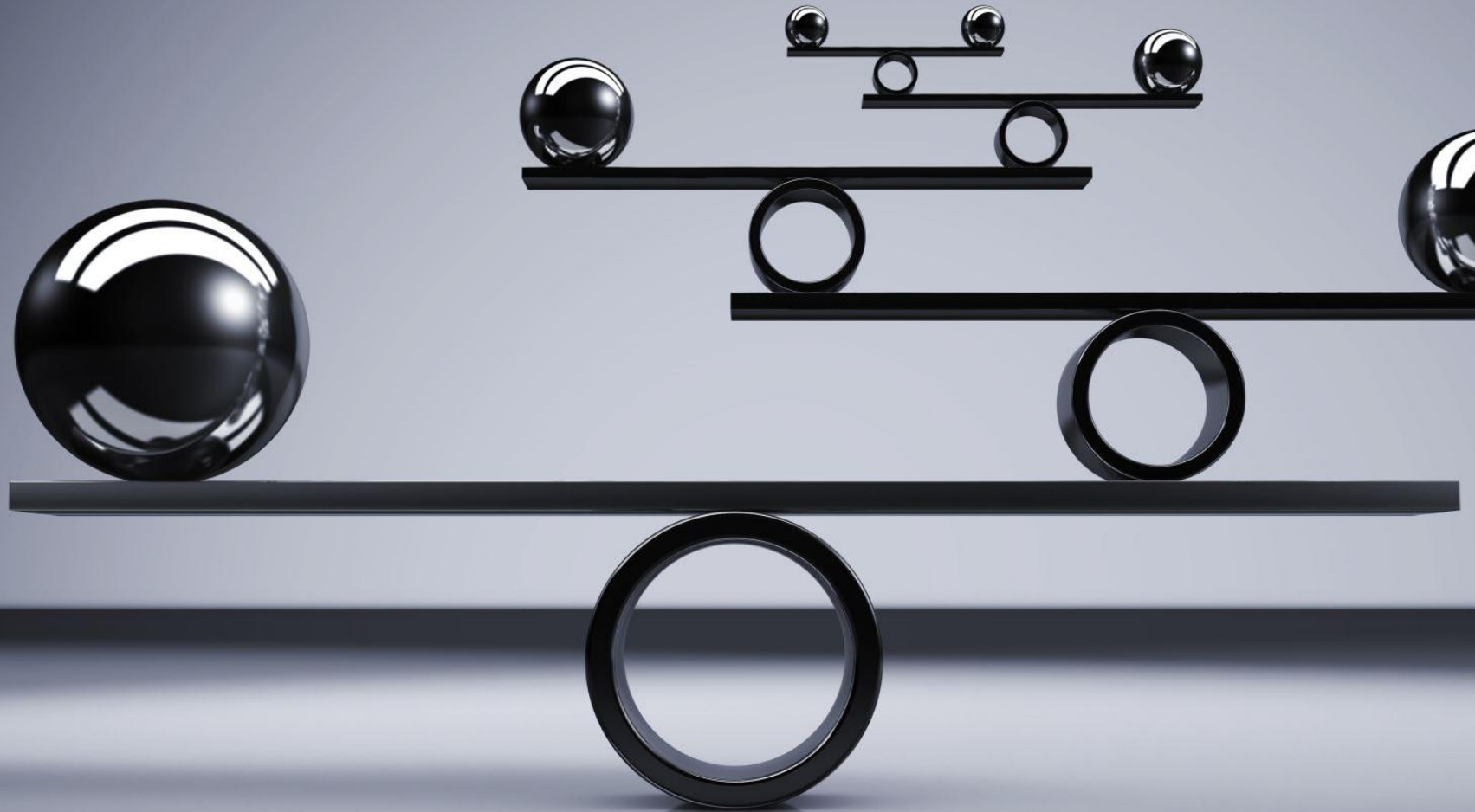
Survey Results Discussion



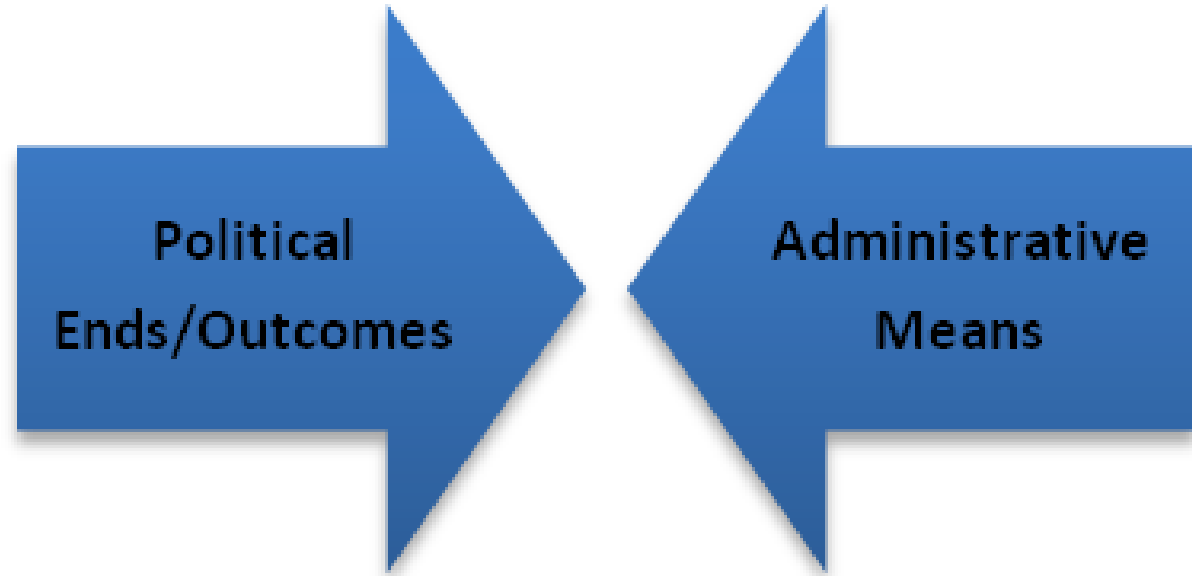
Teamwork



Alignment of
Roles and
Responsibilities
Overview of
Workshop 2



Governance Expectations



Board defines success (Ends-Goals)

Staff determines implementation (Means-Goals)

WHY THE GRS?



How can a Board work effectively with each other AND the Manager without having expectations for themselves and the organization?

Are the Board and management expectations for the City consistent with one another?

ORGANIZATIONAL EXPECTATIONS

- Executive Management Team is committed to the developing and empowering employees
- Focus on developing a learning organization
- Continuously improve internal processes and procedures



CEO EXPECTATIONS

- Any written information provided to one Board Member will be provided to all members
- Plan ahead, anticipate needs, and recognize potential problems
- Ensure attention to detail to avoid errors or things “slipping through the cracks”



BOARD EXPECTATIONS

- Focus on outcomes and not positions
- No operational interference
- Disagree with the vote, but do not undermine the will of the Board
- Do your homework
- No public criticism of staff at meetings



CUSTOMER SERVICE AND CITIZEN ENGAGEMENT EXPECTATIONS

- Civic Engagement
- Educate members on services
- Timely responses



Shared vs. Individual Board Expectations



The diagram features two large, dark blue arrows pointing towards each other. The arrow on the left points to the right and contains the text 'Shared Expectations'. The arrow on the right points to the left and contains the text 'Individual Expectations'. The two arrows meet in the center, creating a sense of convergence or comparison between the two concepts.

Shared
Expectations

Individual
Expectations



Next Steps Workshop 2 GRS



Let's

Talk



COUNCIL OPERATIONS

Council Rules of Procedure

“The Council shall determine its own rules and order of business,....”

(Charter Article II, Section 14)

- Govern Council operations and meeting protocol
- Updated periodically as requested by Council or staff.



COUNCIL OPERATIONS

Council Rules of Procedure

- Meeting dates, times, and locations
- Order of business and how agendas are structured
- Future Agenda Item Request (FAIR) process
- Rules of order and decorum among Council, staff, and citizens
- Provides guidance on motions, amendments to motions, point of order, etc.
- Details the citizen petition process



COUNCIL OPERATIONS

Council Rules of Procedure

- Discussion
 - Review of Draft Agenda
 - Public comment?
 - Proclamations/Recognition
 - To/From
 - To/From section of agenda
 - Public commenters announcing their address/city of residence
 - Legislative activity and media requests



COUNCIL OPERATIONS

FAIR PROCESS

- Requested during To/From at City Council Meetings
- Placed on an agenda under “Future Agenda Item Requests” for consideration by Council
- Requires three members of Council (requester + 2 others) to support placing it on a future agenda for discussion and direction
 - If supported, it goes into discussion queue for staff to prepare a presentation.



COUNCIL OPERATIONS



FAIR PROCESS

- Discussion
 - Disjointed format
 - Duplicate efforts
 - Timing



COUNCIL OPERATIONS



Boards and Commissions

- 26 Boards and Commissions
- Staff Commitment
 - Most meet at least monthly
 - Program Management
- Appointments
 - Rotation of Councilmembers for each commission
 - Frequent vacancies

City/Town	Total	Population
Tucson	57	547,239
Phoenix	55	1,650,070
Chandler	30	280,167
Tempe	28	189,834
Flagstaff	26	76,586
Peoria	21	198,750
Scottsdale	21	244,394
Glendale	18	253,855
Mesa	18	511,648
Yuma	17	100,858
Sierra Vista	15	44,431
Surprise	15	158,285
Avondale	14	93,545
Casa Grande	14	63,743
Gilbert	14	275,411
Goodyear	13	111,805



COUNCIL OPERATIONS



Boards and Commissions

- Discussion
 - Number
 - Purpose
 - Consolidation
 - Sharing information



Council Operations

Media Requests

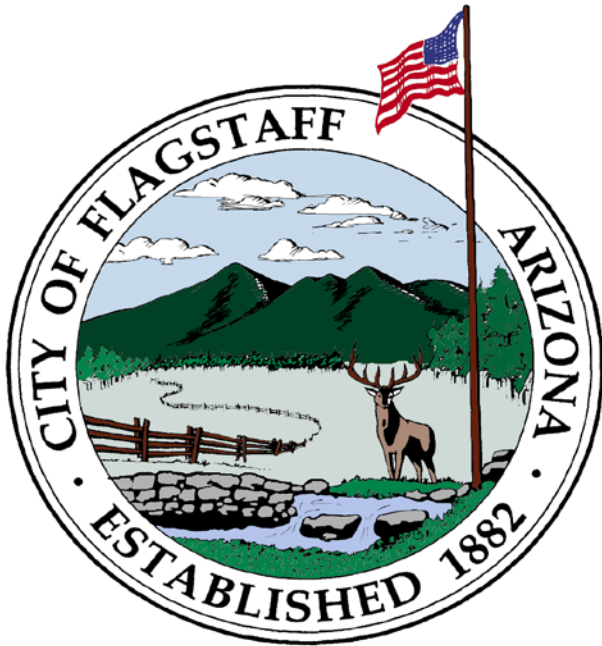
- Official Point of Contact
 - Sarah Langley, Public Affairs Director
- When requests come in
- City representative



BUDGET UPDATE

Upcoming Retreats

- February 5 and April 23/24
- Discussion
 - What would be helpful information
 - Are there desired materials



FLAGSTAFF
CITY COUNCIL
RULES OF PROCEDURE

NOVEMBER 2, 2021

RULES OF PROCEDURE
for the
FLAGSTAFF CITY COUNCIL

Rule 1
GENERAL RULES

[Flagstaff City Charter Art. II, §14]

1.01 Rules of Procedure; Journal

The Council shall determine its own rules and orders of business and shall provide for keeping a record of its proceedings. The record of proceedings shall be open to public inspection.

1.02 Written Rules, Order of Business, and Procedure

These Rules of Procedure of the Council shall be available to all interested citizens.

Rule 2
CODE OF CONDUCT & CONFLICTS OF INTEREST

2.01 Code of Conduct

City Councilmembers occupy positions of public trust. All actions and business transactions of such officials dealing in any manner with public funds shall be in compliance with all laws or ordinances establishing a code of conduct for public officials or pertaining to conflicts of interest of public officials or employees.

2.02 Participation and Voting Bar [A.R.S. §38-503]

Any Councilmember prohibited from participating or voting on any matter before the City by the state conflict of interest laws shall make known such conflict on the record of any meeting where the item is discussed, and shall not enter into discussion, debate, or vote on such matter.

Rule 3
COUNCIL MEETINGS

[Flagstaff City Charter Art. II, §12 and 13]

3.01 Regular Meetings

The City Council shall hold regular meetings at 3:00 p.m. on the first and third Tuesday of January, February, March, April, May, June, September, October, November, and December, and on the first Tuesday of July and third or fourth Tuesday of August unless a majority of the Council decides to postpone or cancel such meeting. No change shall be made in regular meeting times or place without a published seven day notice.

If the day fixed for any regular meeting of the Council falls upon a day which the City observes as a legal holiday, the meeting may be cancelled or held at a time and date designated by the Council. All regular meetings of the Council shall be held in the City Hall Council Chambers. No change shall be made in regular meeting times without a published seven-day notice. However, the Mayor or City Manager may change the Council meeting location to adjust to a specific need for additional space required to accommodate a large citizen turnout, upon giving the public notice of such change pursuant to notice requirements. All regular meetings of the Council shall be open to the public.

3.02 Special Meetings

Special meetings may be called by the City Manager, three or more members of the Council, or by the Mayor. The Council may hold any other meetings it deems necessary at such times and locations as it determines appropriate under the circumstances for the purposes of addressing specific issues, specific neighborhood's concerns, strategic planning, budgeting, or for any other purpose allowed by law, so long as notice of such meeting has been given in accordance with the Arizona Open Meeting Law. The City Clerk shall prepare written notice of special sessions, stating time, place, and agenda; this notice shall be given personally, or by telephone, to each member of the Council, the City Manager, and the City Attorney, and shall be posted no later than twenty-four hours in advance of the special meeting. If an emergency requires an earlier meeting of the Council than allowed by this rule, Rule 3.05 pertaining to emergency meetings shall be followed.

3.03 Work Sessions and Agenda Review

Work sessions are public meetings held for the following purposes: (1) briefing Councilmembers on items included on the Council's regular meeting agenda, (2) discussion of long range plans and programs for which no immediate action is required, (3) detailed discussion of matters which may soon be placed on a regular meeting agenda, and (4) exchange of information between the staff and Council. No formal vote shall be taken on any matter under discussion, nor shall any Councilmember enter into a commitment with another respecting a vote to be taken subsequently in a public meeting of the Council, providing that nothing herein shall prevent the Council from giving staff direction on any matter under discussion. Any formal action, however, must be scheduled for Council action at a regular or special Council meeting.

The City Council may hold work sessions every second and fourth Tuesday of each month at 3:00 p.m. When there are five Tuesdays in a month, work sessions will be held on the second and fifth Tuesdays, and the fourth Tuesday will be available for holding a work session, either at City Hall or throughout the community. No meetings will be held on the last Tuesday of December, unless otherwise agreed to by a majority of the Council.

The work session held the Tuesday prior to a regular Council meeting shall include a review of the action items on the next week's regular Council agenda. In the agenda review, the Council may discuss items on the next week's agenda and give direction to the City Manager as to additional information needed. Public comment need not be taken, but may be accepted, at the discretion of the Chair.

No work sessions will be held during the summer break unless called as a special meeting as provided in Section 3.02 of these Rules.

3.04 Executive Sessions [A.R.S. §38-431.03]

The Council may meet in, or recess into, executive session for all purposes allowed by law. The City Manager shall schedule any such meetings on the second and fourth Tuesdays at 1:00 p.m., or earlier as the need arises, prior to work sessions, but an executive session may be scheduled at any other time where circumstances require more immediate action. When there are five Tuesdays in a month, executive sessions shall be held on the second and fifth Tuesday at 1:00 p.m., or earlier, as needed. An executive session may be convened at a special meeting called for that purpose on a majority vote of the members of the Council, or during a regular meeting, special session, or work session of the Council for legal advice on matters on a meeting's properly noticed agenda. Attendance at the executive session shall be limited to members of the City Council, the City Manager and City Attorney or their designees, and appropriate City staff or consultants to the City as the Council may invite or as may be required for advice or information. No formal vote involving final action shall be taken on any matter under discussion while in an executive session, except the Council may instruct its attorneys and representatives as allowed by law.

3.05 Emergency Meetings [A.R.S. §38-431.02]

In case of an actual emergency, the Council may hold a meeting, including an executive session, upon such notice as is appropriate to the circumstances, but shall post a public notice within twenty-four hours declaring that an emergency session has been held, and setting forth the agenda of specific items discussed, considered, or decided.

3.06 Minutes of Meetings [A.R.S. §38-431.01]

Except as otherwise provided by state law, there shall be minutes of all Council meetings. Such minutes shall include, but need not be limited to: (1) the date, time, and place of the meeting; (2) the members of the City Council recorded as either present or absent; (3) a general description of the matters considered; (4) an accurate description of all legal actions proposed, discussed, or taken, and the names of members who propose each motion; and (5) the name of persons, as given, making statements or presenting material to the Council and a reference to the legal action about which they made statements or presented material. Minutes of all meetings, except executive sessions, shall be open to public inspection.

Rule 4 THE COUNCIL AGENDA

4.01 Procedures for Preparation of Council Agendas

All reports, communications, ordinances and resolutions, contracts or other documents, or other matters to be submitted to the Council as part of the Council meeting agenda packet shall be available to the Council, along with a staff summary by the Friday preceding the agenda review work session for the draft agenda and by the Friday preceding the regular meeting for the regular agenda. The City Manager shall review items submitted for timeliness and completeness of information.

Those items which are approved for the Council agenda by the City Manager shall be placed on the agenda in accordance with the order prescribed in Rule 5. Copies of the agenda and any background material shall be disseminated to the Mayor and the City Council in the manner prescribed by the Council; to the City Manager, the Deputy City Managers, the City Attorney, and the City Clerk; and shall be made available to the public on the Friday preceding the Council meeting at which the agenda will be reviewed.

Should a Councilmember wish to share information regarding an item on an agenda other than under the F.A.I.R. process, copies may be distributed on the dais.

The agenda shall be made public in advance of the meeting by posting on the regular public posting board at City Hall and on the City's website. Such action shall be taken concurrently with the furnishing of the agenda to the City Council.

4.02 Future Agenda Item Requests (F.A.I.R.)

The City Manager shall consider any request by a Councilmember to include an item on the Future Agenda Item Request (FAIR) portion of the agenda. A Councilmember may submit an item for consideration in a public meeting during To/From and the City Manager may place it in a queue with other Council requests to be placed on an agenda.

The requesting Councilmember must be present through each step of the F.A.I.R. process to provide information and solicit the support for their item. Should scheduling conflicts arise the requesting Councilmember must contact the City Manager and ask that the item be rescheduled.

In the event that there are remaining F.A.I.R. items from an outgoing Councilmember the items will be placed on a separate list to seek a current Councilmember sponsor. If after 30 days from the last day of their term no Councilmember comes forward to sponsor the item, it will be removed from the queue.

Once the item is placed on an agenda under F.A.I.R.:

- a) If three or more Councilmembers agree, it is placed in the Discussion Queue for future meetings in chronological order. (Shown on working calendar as a discussion item)
- b) Should a Councilmember wish to move the item to the front of the Discussion Queue, a separate and secondary request must be made. Should a minimum of four Councilmembers agree to such request, the item will be placed at the front of the Discussion Queue and Items previously placed on future agendas for discussion will be shifted accordingly.
- c) Should a Councilmember wish to change the order of the items in the Discussion Queue, a request must be made by a Councilmember as to the preferred priority order. Should a minimum of four Councilmembers agree to such a request, the order shall be revised accordingly.

Once an item has been considered under the F.A.I.R. process and placed on a future agenda for discussion, staff time in preparing for such item is limited to eight hours or less. Once direction is given by a majority of the Council, further staff time may be expended. (Show on the Working Calendar as a Regular Item.)

4.03 Removal of a F.A.I.R. Item

A Councilmember who has previously requested a F.A.I.R. item may have it removed up until the time it appears on the agenda as a F.A.I.R. item. No other Councilmember is permitted to remove an item. If an item is removed prior to it appearing on an agenda, the City Manager will notify the Council of its removal at the next Council Meeting. If another Councilmember wants to retain the item, it shall retain its then-current place in the queue. Once on the agenda, the request to remove must be made during a public meeting.

Once it has been placed on the agenda as a F.A.I.R. item, and there are three or more Councilmembers who support moving it to a future agenda for discussion, an item may not be removed until it has been placed back on the agenda as a F.A.I.R. item to be Removed. Should there be no objection from Councilmembers, the item will be removed as a F.A.I.R. item. If at least three other Councilmembers wish to keep it on the F.A.I.R. list, it will be placed on a future agenda as outlined in Section 4.02(a) above.

Rule 5 ORDER OF BUSINESS

5.01 Regular Meeting Agenda

The agenda for regular meetings of the City Council shall follow the following order:

- Call to Order
- Roll Call
- Pledge of Allegiance and Reading of the Mission Statement and Land Acknowledgement
- Approval of Minutes of Previous Meetings
- Public Participation
- Proclamations and Recognitions
- Council Liaison Reports
- City Manager Update
- Legislative Updates (as needed)
- Appointments
- Liquor License Public Hearings
- Consent Items
- Routine Items*
- Public Hearing Items
- Regular Agenda
- Discussion Items
- Future Agenda Item Request (FAIR)
- Public Participation
- Informational Items and Reports to/from Council and Staff, and Requests for Future Agenda Items
- Adjournment

**Routine Items include those agenda items that are common, reoccurring, have been discussed at length in prior Council meetings, or are expected to have little to no public participation. They may include resolutions or ordinances.*

Consent Agenda items may be considered and acted upon by one motion, unless a Councilmember specifically requests that a consent item be considered and voted on separately. If related to a public hearing item on the agenda, ordinances or resolutions shall be placed under Public Hearings. Items requested for consideration and discussion by a Councilmember and placed in the Future Agenda Item Request Section need not have a staff summary or staff review, but the requesting Councilmember may specify in a memorandum what discussion, action, or options are proposed. There will be no discussion of issues raised during public participation, information items and reports, or requests for future agenda items. The City Clerk shall enter into the minutes all consent items approved with one motion, and shall record separately action taken on those items considered separately.

5.02 Work Session Agenda

The agenda for Work Sessions of the City Council shall follow the following order:

Call to Order
Pledge of Allegiance and Reading of the Mission Statement and Land Acknowledgement
Roll Call
Public Participation
Review of Draft Agenda for next Council Meeting
Legislative Updates (as needed)
Work Session Topics
Public Participation
Informational Items and Reports to/from Council and Staff, and Requests for Future
Agenda Items
Adjournment

Rule 6 **PRESIDING OFFICER**

[Flagstaff City Charter Art. II, §7 and §8]

6.01 Mayor as Chair

The Mayor, or in his or her absence, the Vice Mayor, shall be the Chair for all meetings of the Council.

6.02 Temporary Chair

In case of the absence of the Mayor and the Vice Mayor, the City Clerk shall call the Council to order. If a quorum is found to be present, the Council shall proceed to elect, by a majority of those present, a Chair for the meeting.

6.03 Selection of Vice Mayor

The candidate with the highest number of votes in the most recent general candidate election shall be appointed Vice Mayor until the next general candidate election. If for whatever reason the Vice Mayor cannot fulfill their term the position will be transferred to

the candidate with the next highest number of votes in the most recent general candidate election.

Rule 7 **MEETING DECORUM AND ORDER**

7.01 Decorum and Order among Councilmembers

The Chair shall preserve decorum and decide all questions of order, subject to appeal to the Council. During Council meetings, Councilmembers shall preserve order and decorum and shall not delay or interrupt the proceedings or refuse to obey the order of the Chair or the Rules of the Council. Every Councilmember desiring to speak shall address the Chair, and upon recognition by the Chair, shall confine himself or herself to the question under debate and shall avoid all personal attacks and indecorous language. A Councilmember once recognized shall not be interrupted while speaking unless called to order by the Chair or unless a point of order is raised by another Councilmember. If a Councilmember is called to order while he or she is speaking, he or she shall cease speaking immediately until the question of order is determined. If ruled to be out of order, he or she shall remain silent or shall alter his or her remarks so as to comply with the Rules of the Council. Councilmembers shall confine their questions to the particular issues before the Council. If the Chair fails to act, any member may move to require him or her to enforce the Rules and the affirmative vote of the majority of the Council shall require the Chair to act.

If Council discussion of a matter exceeds one hour, each Councilmember shall limit their subsequent remarks to three minutes.

7.02 Decorum and Order among City Staff

The Chair shall have the authority to preserve decorum in meetings as far as the audience, staff members, and city employees are concerned. The City Manager shall also be responsible for the orderly conduct and decorum of all City employees under the City Manager's direction and control. Any remarks shall be addressed to the Chair and to any or all members of the Council. No staff member, other than the staff member having the floor, shall enter into any discussion either directly or indirectly without permission of the Chair.

7.03 Decorum and Order among Citizen Participants

Citizens attending Council meetings should observe the same rules of propriety, decorum, and good conduct applicable to members of the Council. Any person causing a disturbance of the peace and good order during a Council meeting, may be removed from the room if so directed by the Chair, and such person may be barred from further audience before the Council. Unauthorized remarks from the audience, stamping of feet, whistles, yells, and similar demonstrations shall not be permitted by the Chair, if such actions cause a disturbance of the peace and good order the Chair may direct the Sergeant-at-Arms to remove such offenders from the room. Should the Chair fail to act, any member of the Council may move to require the Chair to enforce the Rules, and the affirmative vote of the majority of the Council shall require the Chair to act. Political campaigning is prohibited. Any member of the public desiring to address the Council on any agenda item shall be recognized by the Chair shall state his or her name and city of residence in an audible

tone for the record, and shall limit his or her remarks to the questions under discussion. Any remarks shall be addressed to the Chair and to any or all members of the Council.

Rule 8
RIGHT OF APPEAL FROM THE CHAIR

8.01 Process for Appeal

Any Councilmember may appeal to the Council from a ruling of the Chair. If the appeal is seconded, the member making the appeal may briefly state his or her reason for the same, and the Chair may briefly explain the Chair's ruling. There shall be no debate on the appeal, and no other member shall participate in the discussion. The Chair shall then put the question, "Shall the decision of the Chair be sustained?" If a majority of the members present vote "aye", the ruling of the Chair is sustained; otherwise, it is overruled.

Rule 9
PUBLIC PARTICIPATION IN COUNCIL DISCUSSIONS

9.01 Non-Public Hearing Discussions

Any person wishing to speak on any matter on the agenda before the Council, or during Public Participation, shall fill out a comment card and submit that card to the recording clerk, who will deliver the card to the Chair. Citizens are allowed to address the Council a maximum of three times throughout the meeting, including comments made during Public Participation. Other than Public Participation, comments shall be limited to the business at hand. The Chair shall limit the period of speaking to a reasonable period of time of no more than three minutes per person (exceptions listed below); a speaker may address the Council with the speaker's own statements and the statements of other persons within the set time limit. The person desiring to speak shall limit his or her remarks to the matter under discussion and shall address his or her remarks to the Chair. Speakers may not cede any portion of their allotted time to another speaker.

At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak. The ten persons must be listed on the speaker card and be present at the time the comment is given. The persons will be requested to identify themselves by standing and those included in the group are precluded from making comments on the same topic but may participate in any other agenda topics up to the limit addressed in Section 7.03.

Any person wishing to speak with the assistance of a translator shall designate such on the speaker card and be permitted to speak up to five minutes.

9.02 Public Hearings

- A. In the case of a public hearing, the Chair shall announce prior to such hearing the total time limit, if any, to be allowed for public debate, depending upon the circumstances and public attendance. The Chair shall also announce the time limits for each individual speaker (normally no more than three minutes), and that no speaker may be heard more than once.

- B. Any person wishing to speak with the assistance of a translator shall designate such on the speaker card and be permitted to speak up to five minutes.
- C. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak. The ten persons must be listed on the speaker card and be present at the time the comment is give. The persons will be requested to identify themselves by standing and those included in the group are precluded from making comments on the same topic but may participate in any other agendized topics up to the limit addressed in Section 7.03.
- D. Speakers may not cede any portion of their allotted time to another speaker.
- E. The order of presentation and time limits shall be as follows:
 - 1. Staff presentation (ten-minute time limit, except with specific Council permission to exceed this limit).
 - 2. Applicant presentation, only upon applicant's specific request (up to ten minutes, except with specific Council permission to exceed this limit).
 - 3. Council's questions to staff and applicant.
 - 4. Public comment (three minutes for individual speakers, up to fifteen minutes for a representative of ten or more persons present at the meeting who have contributed their time to the representative), The ten persons will be requested to identify themselves by standing and those included in the group are precluded from making comments on the same topic, but may participate in any other agendized topics up to the limit addressed in Section 7
 - 5. Applicant's response, only upon applicant's specific request (5 minutes),
 - 6. Staff's response (5 minutes),
 - 7. Council deliberation and questions to staff and applicant.
- F. This rule will not preclude questions from members of the Council to the speaker where it is deemed necessary for purposes of clarification or understanding, but not for purposes of debate or argument.

Rule 10
RULES GOVERNING MOTIONS BY THE COUNCIL

10.01 Motion to be Stated by the Chair - Withdrawal

When a motion is made and seconded, it shall be so stated by the Chair before debate commences. A motion may not be withdrawn by the mover without the consent of the member seconding it.

10.02 Motion to Suspend Rules

Suspension of these Rules requires a majority consent of the Councilmembers present. A motion to suspend may not be made while another motion is pending unless it directly

applies to the pending motion. Suspension of the Rules may not be appropriate in the context of a Public Hearing.

10.03 Motion to Change Order of Agenda

The Chair may, at his or her discretion, or shall, upon the majority vote of Councilmembers present, change the order of the agenda. However, caution should be given to not changing the order to circumvent the Open Meeting Law.

10.04 Motion to Table

A motion to table is used to delay discussion on an item until later in the meeting or until the next meeting. Neither the motion to table nor other business can be discussed, until a vote has been taken on the motion. If the motion is successful, no further discussion can be had without a motion to take off the table. To take a motion off the table at the same or immediately succeeding meeting, a motion and second must be made to take the item off the table, and it must pass by majority vote.

If not revived by the adjournment of the immediately succeeding meeting, the matter is considered to be dead.

10.05 Motion to Postpone

A motion to postpone is in order when an item is rescheduled to a time certain, when it is delayed with conditions, or when the matter is intended to be disposed of without action. If the motion prevails, the item shall return for Council action at the meeting specified or in accordance with the conditions established in the postponement. A motion to postpone may be debated prior to vote, but no other motion, including a motion to amend, may be offered until the vote is taken and only if the motion to postpone fails.

A motion to postpone indefinitely, if it receives a majority vote, effectively extinguishes an item.

10.06 Motion to Divide the Question

If the question contains two or more divisionable propositions, the Chair may, and upon request of a member shall, divide the same.

10.07 Motion to Amend

On a motion to amend or “strike out and insert”, the motion shall be made so that the intent of the amendment is clear to the Council and public, and for the record.

The Council may materially amend an ordinance after the first read of that ordinance and proceed immediately to the second read and adoption. In other words, it is not necessary to proceed as though it is a new ordinance after a material change.

10.08 Motion to Amend an Amendment

A motion to amend an amendment shall be in order, but one to amend an amendment to an amendment shall not be introduced. An amendment modifying the intention of a motion shall be in order, but an amendment relating to a different matter shall not be in order.

10.09 Motion to Reconsider

After the decision on any question, any member who voted with the majority may move for a reconsideration of any action at the same meeting or at the next regular meeting that occurs at least one week after the date the action was taken. In the event of a tie vote on a motion, any Councilmember may move for reconsideration at the next regular meeting of the City Council that occurs at least one week after the date the action was taken, but not thereafter. To ensure that the matter will be included on the posted agenda in conformance with the Open Meeting Law, any Councilmember who wishes to have a decision reconsidered must alert the city clerk in writing at least five (5) days, exclusive of Saturdays, Sundays, and intermediate holidays, prior to the meeting at which the motion to reconsider will be made, unless the motion to reconsider was made and seconded at a Council meeting. A motion to reconsider shall require the affirmative vote of the majority of the members present at the time of reconsideration. After a motion for reconsideration has once been acted on, no other motion for reconsideration of the same subject shall be made without unanimous consent of all Councilmembers.

After the reconsideration time period has expired, the same matter may be placed on a later Council meeting agenda under Future Agenda Item Request at the request of any Councilmember. It shall require agreement by Councilmembers during Future Agenda Item Request to be placed on a future agenda as an action item. If the matter is considered for formal action on a future meeting, the motion for or against taking an action need not be made by a member of the prevailing vote.

10.10 Motion for Roll Call Vote

Any Councilmember may request a roll call vote, or the Chair may ask for a roll call vote for purposes of clarifying a vote for the record. The roll may be called for yeas and nays upon any questions before the Council. Unless allowed by the Chair, it shall be out of order for members to explain their vote during the roll call, or to engage in additional debate or discussion on the subject after the vote is taken.

Rule 11 **MISCELLANEOUS PROVISIONS**

11.01 Prior Approval by Administrative Staff

Except as to matters requested by individual Councilmembers under the Future Agenda Item Request Section of the agenda, all ordinances, resolutions and contract documents shall, before presentation to the Council, have been approved as to form and legality by the City Attorney or his or her authorized representative, and shall have been examined for practicality by the City Manager or his or her authorized representative.

11.02 Placement of Items on Agendas for Council Action

Pursuant to Council direction received during any Council meeting, the City Manager may present ordinances, resolutions, and other matters or subjects to the Council, and any Councilmember may assume sponsorship thereof by moving that such ordinances, resolutions, matters or subjects be adopted. In addition, ordinances, resolutions and other matters or subjects requiring action by the Council may be introduced and sponsored by a member of the Council through the Future Agenda Item Request process described in Rule 4.01.

11.03 No New Agenda Items after 9:30 p.m. except by Majority Vote

No new agenda items shall begin after 9:30 p.m. unless approved by majority vote of the City Council. If, however, discussion on an item commences prior to 9:30 p.m., the Council may continue its deliberation or move to postpone that item. Agenda items on a Council agenda not considered will be placed on the immediately succeeding Regular or Special Council meeting.

11.04 Robert's Rules

Robert's Rules of Order, latest edition, shall serve as a guideline for interpretation of and supplementation for these Rules in all cases to which they are applicable, provided they are not in conflict with these Rules or with the Charter of the City of Flagstaff or the laws of the State of Arizona. The interpretation of these Rules and Robert's Rules shall be guided by the principles underlying Parliamentary law, that is, a careful balance of the rights of individuals and minority subgroups of the council with the will of the majority. In no case shall the strict application of a rule or procedure be interpreted to deny any individual or minority the right to participate in a debate, discussion, or vote, nor shall these rules be interpreted in such a way so as to defeat the will of the majority of the whole of the Council.

11.05 Citizen Petitions [Flagstaff City Charter Art. II, §17]

A citizen or a group of citizens may present a written petition to the City Manager, signed by a minimum of 25 citizens from the City of Flagstaff in a form prescribed by ordinance, who shall present it to the Council at its next regular meeting. The Council must act on the petition within 31 days of the City Manager's presentation. Citizen petitions will first be placed on the agenda under Future Agenda Item Request to determine if there is Council interest in placing the item on a future agenda for consideration. Failure to give such direction shall constitute "action" for purposes of this section.

11.06 Video Streaming, Recording, and Photography

For City Council safety and other security purposes, audio/video streaming, audio/video recording, photography, or similar activities are not permitted on the City Council side of the lectern counter. Such activities are permitted *only* on the public side of the lectern counter so long as they do not obstruct the view of the public in City Council Chambers and the view of the City's official internet live streaming viewers. In the event the City Council meets anywhere outside of City Council Chambers, this same rule shall apply, and no such activities will be permitted on the City Council side of the lectern. This rule

does not apply to the City's official internet streaming and any audio/visual equipment for the same, and also does not apply to body cameras used by law enforcement officers.

11.07 Meetings with State, Federal, and Tribal Delegation and Lobbying Trips

At least two members of Council must be in attendance at any meetings with State, Federal, or Tribal representatives where any city, state, federal, or tribal business is discussed. When the City Council participates in state or federal lobbying trips, the Mayor, or Councilmember designee, will accompany two other councilmembers and optionally staff on each trip. The councilmembers chosen to attend will be determined by an established rotation to ensure equal opportunity to participate and represent the City in this capacity. The Council reserves the right to select a councilmember outside the rotation by a three-fourth (super-majority) vote of the Council.

11.08 Land Acknowledgement Statement

The following statement shall be read, as prescribed by Sections 5.01 and 5.02, at the beginning of each meeting of the Flagstaff City Council:

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.