

**AGENDA**

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

**CORE SERVICES FACILITY  
3200 WEST ROUTE 66  
9:00 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 Governance Expectations**

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](mailto: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:** 03/12/2026  
**Meeting Date:** 03/19/2026



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**TITLE:**  
**City Council Governance Expectations**

**DESIRED OUTCOME:**  
Council Discussion

**Executive Summary:**

**Information:**

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**Attachments:** [Detailed Agenda](#)  
[Presentation](#)

## Workshop Agenda

<b>Agenda Items</b>	<b>Time</b>
Workshop Opening Remarks – <b>Mayor and City Manager</b>	9:00 - 9:10 am
Overview of the Agenda and Outcomes for the Workshop- <b>Mike Letcher</b>	9:10 – 9:30 am
Review, Discussion and Consensus on the Governance Relations System- <b>City Council, City Manager and Mike Letcher</b>	9:30 - 11:15 am
<b>BREAK</b>	<b>10:15-10:30am</b>
Introduce the draft City Manager Performance Evaluation Process and Form for discussion and input- <b>City Council, City Manager and Mike</b>	11:15-12:00 pm
Closing Remarks- <b>Mayor and City Manager</b>	12:00 pm



# Council Governance Expectations



# Outcomes For Today

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- The Outcome Today are to:
- Review Council Governance Relations (GRS) Survey Results.
- Reach consensus on **Shared Expectations** for the Council, City, and City Manager.
- Review and reach consensus on proposed GRS City Manager Evaluation Process.



# A Survey was used to get your Input

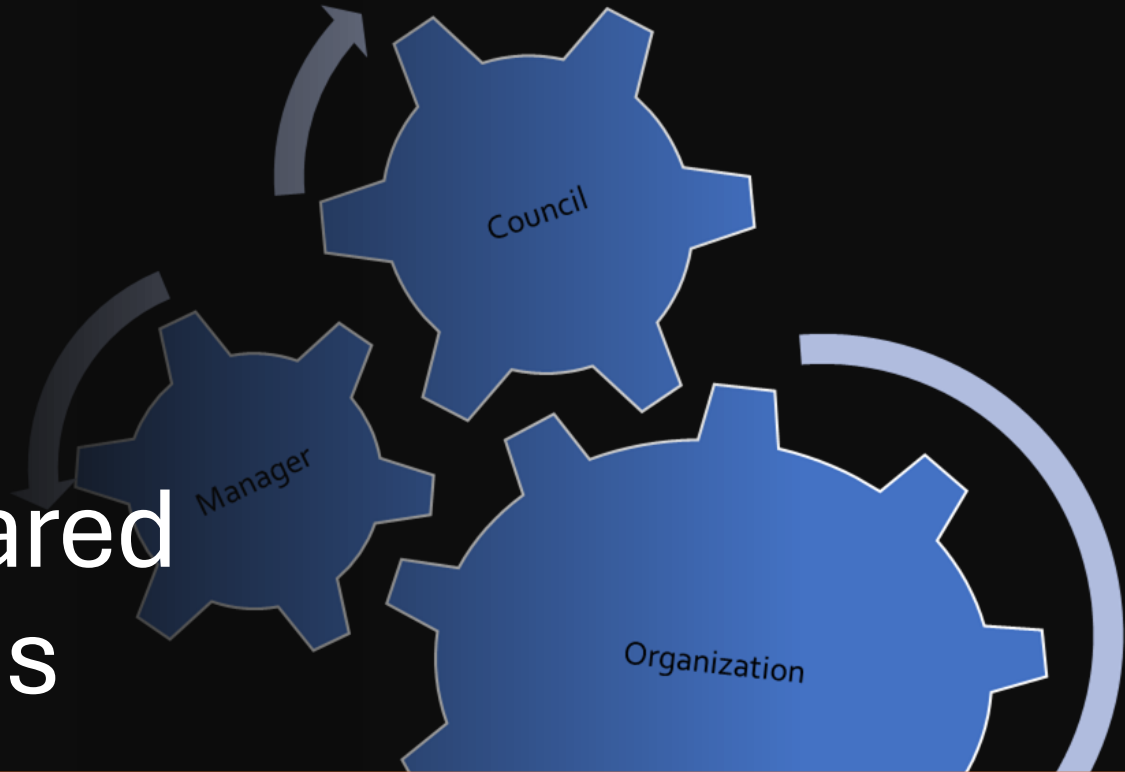
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**Survey Monkey**



# Building Shared Expectations

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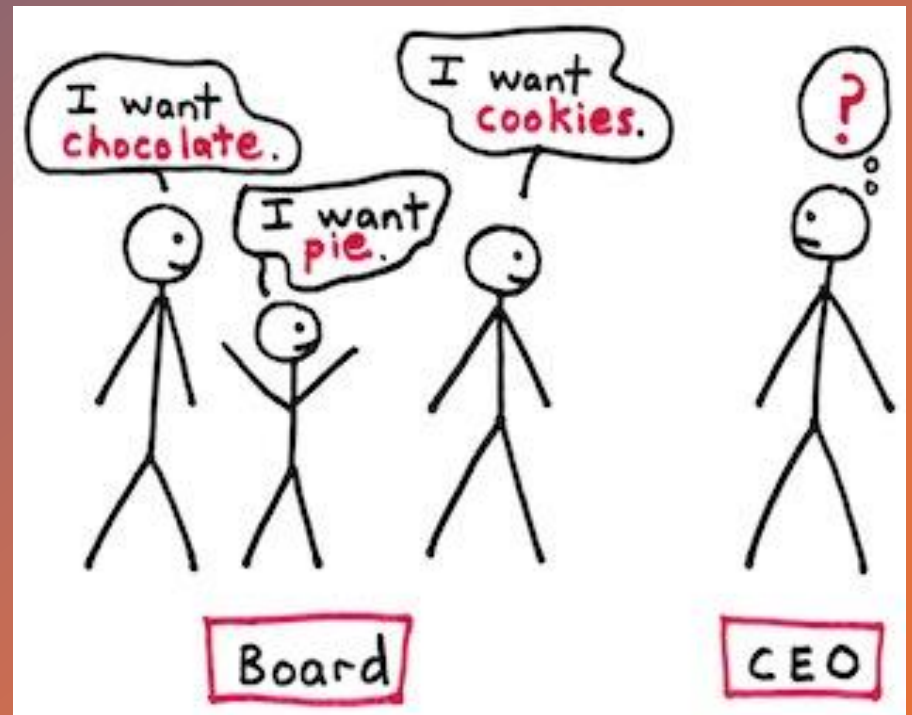
Interdependent



# Interdependent



# Why the GRS is Important



# Why the GRS is Important



# Why the GRS is Important



PLAYBOOK



RULEBOOK

# The Challenge



POLITICAL



ADMINISTRATIVE

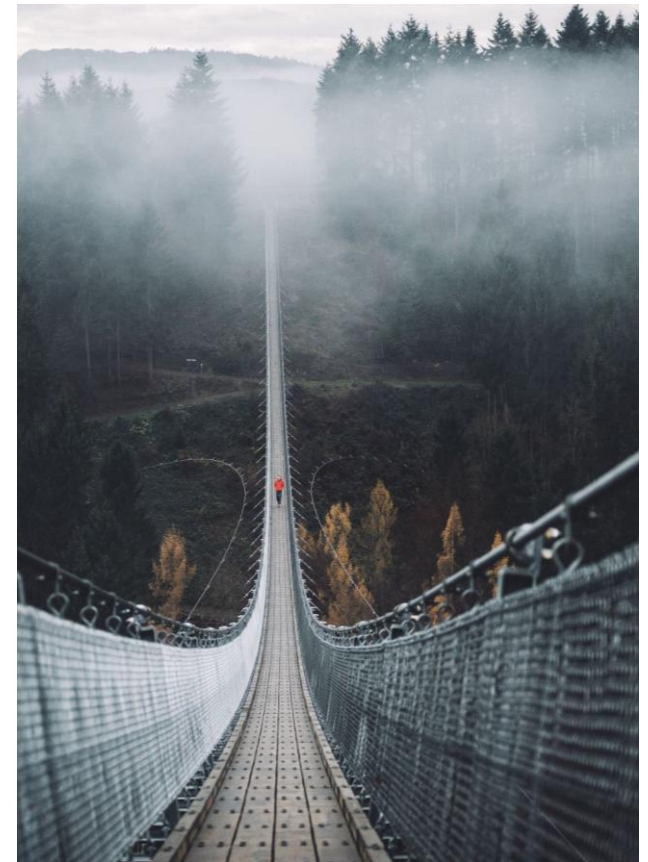
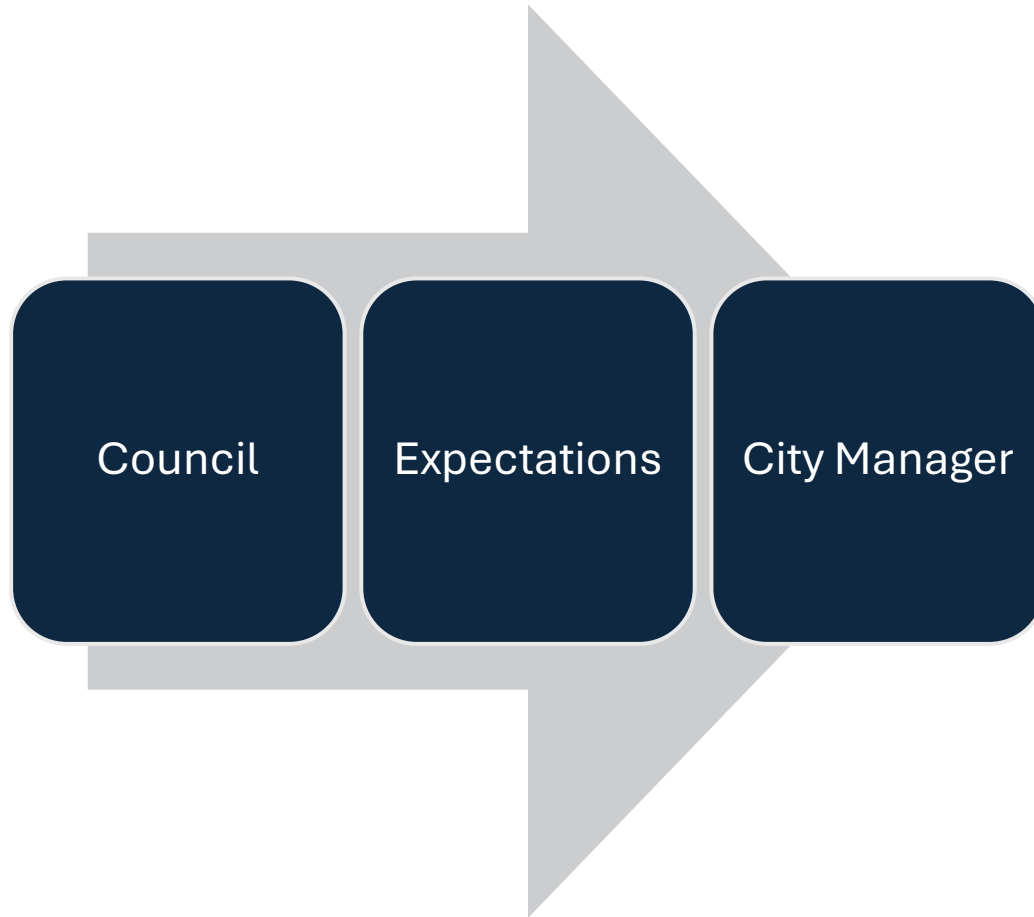
# Flagstaff City Council Speaks with One Voice

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# Governance Relations System (GRS) Bridge

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These  
seemingly  
opposite  
objectives  
can  
coexist

Political  
Ends/Outcomes

Administrative  
Means



Why Have  
Expectations?

How can a Council work effectively with each other and the City Manager without having expectations for themselves?



## Why Have Expectations?

Are the political and management expectations for Flagstaff consistent with one another?



Why Have  
Expectations?

What are the expectations of the Council for the City Manager in running the day-to-day operations of your community?



## Why Have Expectations?

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How do you educate new Council members on the role of the Council and City Manager?



## Why Have Expectations?

- Clearly defines governance and organizational expectations.
- Improves organizational culture and performance.
- Benchmarks improvements through annual or bi-annual surveys or evaluation.

# Council Consensus on GRS





**Level 6**-Baldrige Organization and/or McKinsey 7S  
Surveys informs all levels for continuous improvement

**Level 5**- Governance Expectations Guides all Levels

**Level 4**-Strategic Plan guides level 3,2 and 1

**Level 3**-Board Governance (Council Meetings)

**Level 2**-Constituent Response Focus

**Level 1**-Day to Day Operations Focus

The Council Determines Level of  
Priorities and Focus for City



**Let's**

**Talk**

# Facilitation Guide

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