

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: 10/06/2026

YOUR NAME: Andrew Shouse

HOME ADDRESS: [REDACTED] ZIP: 86001

EMPLOYER: Thryv Inc. JOB TITLE: Business Advisor

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 20 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

October 12, 2026

Flagstaff City Council

City of Flagstaff
211 W. Aspen Avenue
Flagstaff, AZ 86001

RE: Letter of Interest – Flagstaff City Council Appointment

Dear Mayor and Members of the Flagstaff City Council,

I am writing to express my sincere interest in serving on the Flagstaff City Council. Flagstaff has been an important part of my life for many years, and through my experiences as a resident, business owner, business advisor, property owner, and City Commissioner, I have developed a deep appreciation for both the opportunities our community provides and the challenges it faces.

My interest in serving on Council comes from a desire to help ensure Flagstaff remains a place where people from diverse backgrounds and income levels have the opportunity to build meaningful lives. I believe our community is at an important crossroads, particularly regarding affordability, housing availability, economic opportunity, and the relationship between local government and the residents it serves.

As a business owner, I have experienced firsthand the challenges of operating and growing a business in Flagstaff. Over the past five years, I have helped transform a struggling business into a successful community gathering space. That experience has taught me the importance of perseverance, responsible financial management, mentorship, and creating an environment where people feel valued and connected. I take particular pride in seeing employees develop skills, confidence, and opportunities that have helped them pursue their chosen careers.

Professionally, my work as a business advisor has allowed me to develop relationships with small and medium-sized businesses throughout our community. I regularly work with business owners to identify challenges, evaluate opportunities, navigate disagreements, and develop practical strategies for sustainable growth. These experiences have reinforced my belief that effective leadership begins with listening, understanding different perspectives, and finding common ground through thoughtful collaboration and taking into consideration objective information.

My experience as a downtown property owner and owner-builder has also provided valuable insight into Flagstaff's development processes, zoning regulations, and the real-world impacts of municipal policies. Having personally navigated these processes, I understand the importance of clear communication, consistent enforcement, and balancing regulatory objectives with the practical needs of residents and businesses.

Additionally, I currently serve on the City of Flagstaff Airport Commission, where I regularly participate in meetings and discussions involving airport operations, financial considerations, infrastructure needs, and City priorities. This service has strengthened my understanding of municipal government and reinforced my appreciation for the responsibility that comes with public service and stewardship of community resources.

If appointed, my priorities would center on three areas: improving affordability, strengthening meaningful engagement with Flagstaff's residential communities, and encouraging a more diverse and resilient local economy.

I believe tourism will always be an important part of Flagstaff's identity and economic foundation. However, I also believe we must place greater emphasis on supporting local businesses, attracting industries that offer stable and higher-paying careers, and ensuring that economic growth creates opportunities for the people who call Flagstaff home. Likewise, addressing housing affordability requires examining not only housing supply, but also the impacts of short-term rentals, second homes, development costs, and the availability of economic opportunity.

Equally important to me is rebuilding and strengthening engagement between City leadership and residents. I believe public service requires more than being available to hear concerns. It requires actively seeking out individuals and communities whose voices may not otherwise be represented, meeting people where they are, and ensuring their perspectives are considered in the decision-making process.

My leadership philosophy is rooted in personal accountability, collaboration, and what I consider extreme ownership. I believe leaders should be willing to do the work they ask of others, empower capable individuals to succeed, remain open to different approaches, and accept responsibility for the outcomes of their decisions. I do not believe effective leadership requires having every answer. It requires the humility to listen, the willingness to learn, and the judgment to make difficult decisions when necessary.

I recognize that serving on City Council requires balancing competing interests, respecting differing viewpoints, understanding financial limitations, and making decisions that will not always satisfy everyone. I would approach that responsibility with an open mind, a commitment to objective decision-making, and a sincere desire to serve the entire Flagstaff community.

Ultimately, my interest in serving is grounded in a simple belief: Flagstaff should be a community where the people who contribute to its success have a realistic opportunity to share in that success. I would welcome the opportunity to contribute my experience, perspective, and dedication toward that goal.

Thank you for your consideration and for the opportunity to express my interest in serving our community.

Sincerely, **Andrew Shouse**
Applicant for Flagstaff City Council

Answers to City Council Application Questions:

1. What makes a good council member?

A good council member holds strong ties to the community and a genuine desire to increase those ties and to serve it. They should understand or seek to understand the people, businesses, neighborhoods, and organizations that make up the community and recognize how Council decisions affect their everyday lives.

At their core, good council members should have keen listening skills. Serving on Council is not about bringing one's own ideas to the table; it is about listening to residents, city staff, council members, businesses, and community organizations. Seldom does everyone agree, but everyone does deserve for their concerns to be heard and thoughtfully considered.

Furthermore, objectivity is an equally important trait for a council member to embody. Our city faces complicated issues that rarely have perfect solutions. Council members should ask questions, gather information, consider different perspectives, work collaboratively, and discuss issues respectfully toward finding practical solutions. They should also be willing to reconsider their own positions when presented with additional information or differing ideas.

Most importantly, a council member should have a sincere desire to serve rather than advance a personal agenda. I want to see Flagstaff grow and evolve in ways that benefit the community as a whole while preserving those qualities that make it such a special place to live.

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

I believe the biggest issues facing the city currently are affordability and the challenges faced by individuals and families across income levels to build a life here. This is not just an issue with housing, but with accessibility to good paying jobs, high cost of living, homeownership opportunities, and whether a family can realistically build a future here. Housing should be at the top of the list and we must look at increasing supply, and looking to make ownership accessible.

We also must take into account the pressures when existing housing is converted to short term rentals or bought as second homes which reduces housing for full time residents. Even though state laws limit what Flagstaff can regulate I believe it's important to use every tool available to it, and push for greater controls and enforcement to be implemented. We also must address affordability from the income/opportunity side. While tourism will always be a big part of the economy there is a need for a more diverse economic future and new industries.

We should encourage locally owned businesses and seek industries that provide stable, higher-paying careers, including manufacturing, technology, healthcare, and skilled trades. Lastly the council should remain considerate of the intended and unintended costs of its decisions. We must ask: How will this affect people who live and work here? With our goals being in line with creating more opportunities for people that want to be here to stay and live.

3. What are your top 3 priorities in being a council member and why?

1. Improving Affordability -My first priority would be addressing the growing affordability challenges facing Flagstaff residents. Housing costs, limited homeownership opportunities, and the rising cost of living make it increasingly difficult for working families, young professionals, and longtime residents to remain in our community. I would prioritize practical solutions that expand housing opportunities, encourage economic growth, and consider how City policies impact residents' financial well-being.

2. Reengaging Our Residential Communities - I believe local government works best when residents feel heard, represented, and involved in decisions affecting their lives. My second priority would be rebuilding meaningful engagement between City leadership and Flagstaff's neighborhoods. This means improving communication, actively seeking input from residents who may not traditionally participate, and ensuring community concerns are considered before decisions are made. We need to foster greater trust, transparency, and collaboration between the Council and the people it serves.

3. Balancing Tourism with Local Economic Development - Tourism is an important part of Flagstaff's identity and economy, but I believe we must place equal emphasis on creating opportunities for those who live and work here year-round. I would prioritize supporting local businesses, attracting diverse industries, encouraging higher-paying employment, and strengthening our economic foundation beyond tourism. A healthy, resilient Flagstaff should provide opportunities for residents to build careers, raise families, and prosper within their own community.

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?

- A. In my current role as a business advisor, I work with small and medium-sized businesses to develop marketing strategies and improve their operations. One challenge I regularly encounter is working with business owners who may not fully recognize the impact marketing can have on their success. This requires me to be proactive, persistent, and intentional in building relationships, establishing trust, and encouraging meaningful engagement. I believe this same approach applies to serving on City Council.

When I recognize that a segment of Flagstaff's population is not being adequately heard, my first step would be to identify those individuals or communities and actively seek their perspectives. Rather than expecting residents to attend Council meetings, navigate government processes, or come to me, I believe it is my responsibility to meet them where they are. Whether through neighborhood meetings, local businesses, community organizations, or individual conversations, meaningful engagement requires accessibility, persistence, and a willingness to listen. I would approach these conversations with an open mind and a positive attitude, seeking to understand not only residents' concerns but also their ideas for solutions. Ultimately, my responsibility would be to bring those perspectives into the decision-making process, objectively evaluate them alongside other community interests, and ensure that decisions are informed by the broadest possible understanding of their impacts.

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 professional role as a business advisor, I regularly encounter disagreements regarding important business decisions. One example involves a client who initially came to me with significant frustration and distrust after feeling that a previous advisor had overpromised results and failed to deliver.

Rather than dismissing his concerns or immediately proposing new solutions, I first worked to understand the source of his frustration and identify where his expectations differed from the actual results.

Through reviewing his existing marketing performance, I was able to demonstrate, using measurable data, that his website was generating more business than he had previously realized. This helped establish a common understanding of his current situation and created a foundation for more productive conversations.

From there, I presented several potential directions for his marketing strategy, explaining the benefits, limitations, and measurable outcomes associated with each. Rather than asking him to simply trust my recommendations, I provided the information necessary for him to make an informed decision.

What began as a small client relationship developed into one of my largest, built on transparency, mutual respect, and measurable results. This experience reinforced my belief that disagreements are best resolved by listening first, identifying common objectives, establishing facts, and collaboratively developing solutions. I would bring this same approach to City Council, where trust, objectivity, and respectful disagreement are essential to effective decision-making.

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

My leadership style is rooted in extreme ownership, personal accountability, mentorship, and empowering others to succeed. I believe that if I expect someone to perform a task, I should be capable of understanding, performing, and teaching it myself. Leadership begins with setting an example and accepting responsibility for outcomes.

I also believe effective leaders must recognize when to intervene and when to step aside. I prefer to allow established chains of responsibility to address challenges first, observing whether issues are resolved before becoming directly involved. When intervention is necessary, I favor individual conversations, constructive feedback, and coaching rather than confrontation.

Equally important is recognizing that there is often more than one correct way to accomplish something. When individuals demonstrate competence and accountability, I believe they should be empowered to work independently without unnecessary oversight, even when their methods differ from my own.

An example of this philosophy is my experience taking over a distressed business and guiding its transformation over the past five years into a successful community gathering space. Through hands-on leadership, mentorship, and empowering employees to take ownership of their responsibilities, we built a sustainable business while helping many team members develop skills and confidence that supported their progression into their chosen careers.

I believe successful leadership is measured not only by organizational results, but by the opportunities created for others to succeed.

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

My familiarity with the Flagstaff Zoning Code comes from firsthand experience as a property owner, owner-builder, and downtown business owner.

In 2018, I began planning improvements to a downtown property I purchased in 2014. Recognizing the complexity of the project, I researched zoning regulations, development requirements, and permitting processes. Choosing to act as an owner-builder required me to work directly with City staff, architects, engineers, contractors, and inspectors to understand and navigate applicable regulations.

As a downtown business owner, I've also experienced City code enforcement firsthand, including addressing a noise violation and working with enforcement officers to maintain compliance. Additionally, my business's proximity to a City-owned vacant lot exposed me to issues involving camping enforcement, municipal property management, and a dispute involving an individual's claim of ownership of City property.

While these experiences involve different areas of municipal regulation, they have broadened my understanding of how City policies are interpreted, enforced, and experienced by residents and businesses.

I would not claim to know every provision of the Zoning Code, but I have developed practical familiarity with its application and am comfortable researching regulations and seeking professional guidance when necessary.

These experiences have reinforced my belief that City regulations should be understandable, consistently applied, and considerate of their real-world impacts on our community.

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 believe balancing Flagstaff's seven community priorities begins with recognizing that each serves an important purpose, but financial realities require thoughtful prioritization, fiscal discipline, and an understanding of how investments in one area can benefit others.

As a current Commissioner on the Flagstaff Airport Commission, I attend meetings regularly and have gained firsthand exposure to City budgeting, financial constraints, departmental responsibilities, and how policy decisions influence operations. This experience has reinforced my understanding that good intentions must be supported by sustainable funding and realistic expectations.

My approach would be to evaluate proposed expenditures based on community needs, measurable outcomes, long-term financial impacts, and alignment with established priorities. I believe maintaining essential services and infrastructure must remain foundational, while investments in housing affordability, economic diversification, and community development should be evaluated for their potential to create lasting benefits.

I also believe we must distinguish between expenditures that simply address immediate problems and investments that may reduce future costs or expand economic opportunity.

Equally important is engaging residents in determining priorities, particularly those whose perspectives may not traditionally be represented in City discussions.

Ultimately, I believe Council's responsibility is to establish clear policy direction while working collaboratively with City staff to develop financially responsible budgets. We

cannot fund every worthwhile initiative, but we can make transparent, informed decisions that maximize community benefit while protecting Flagstaff's long-term financial health.

Andrew Shouse

Flagstaff, AZ 86001

EXPERIENCE

Thryv inc — *Business Advisor/Account Executive*

July 2011-Present

Northern Arizona customer relationship management for over 300 customers across Arizona and Beyond. Managing marketing budgets, marketing spends and marketing strategy along with business development and growth. Including, but not limited to business management software marketing services marketing consultations, and long-term business growth.

Awa Kava and Coffe Bar — *CEO*

December 2021 - Present

Manage management staff, audit hiring, pay taxes, and audit scheduling.. I also meet with my mgmt staff weekly to review inventory, budgets, spending, staffing, and any potential conflicts that arise around the business and help with potential conflict resolution.

City of Flagstaff Airport Commission — *Commissioner*

2024 - Present

Commissioner on the City of Flagstaff Airport Commission. I attend all meetings, research, vote and attend any airport functions that I am invited to. Upon appointment I raised concerns over the extraordinary price tag on the snow removal equipment building, and pushed to have it sent out for rebid. Previous pricetag was 33 million and new bids came in at 19 millions.

EDUCATION

Northern Arizona university — *BA political science/psychology*

September 2006 - May 2009

Graduated NAU in 2009 with a bachelor of arts in political science with a minor in psychology.

Pilot license instruction — *private pilots license*

May 2006 - August 2008

Completed all the necessary flying hours, ground training and certifications to obtain my private pilot license.

SKILLS

B2B sales

B2C sales

Time management

Customer service/engagement

Consistent follow up

Budget Creation & Management

Research

AI Use and Implementation

Accounts Payable/Receivable Mgmt

LANGUAGES

English

PROJECTS

Shouse Residence 2 — *General contracted 3700 square-foot home.*

Starting in 2018 with planning and prep work, and was issued a permit in 2021 and built my own 3700 square-foot three-story home as the general contractor/owner builder completed December 2024.