

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: 10/09/2026

YOUR NAME: Carol J Lucke (CJ)

HOME ADDRESS: [REDACTED] ZIP: 86004

EMPLOYER: Retired JOB TITLE: Retired

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 6 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.***

CJ Lucke
Applicant Signature

Digitally signed by CJ Lucke
Date: 2026.10.09 12:43:32 -07'00'

CJ Lucke

• Flagstaff, Arizona

October 9, 2026

Stacy Saltzburg, City Clerk
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001

RE: Application for City Council Vacancy Appointment

Dear Honorable Mayor Daggett, Vice Mayor Sweet, and Members of the Flagstaff City Council,

Please accept this letter and the accompanying application materials as formal notification of my interest in being considered for appointment to the current vacancy on the Flagstaff City Council, following the resignation of Councilmember Anthony Garcia. I am eager to offer my time, technical expertise, and energy to serve our community for the remainder of this term ending in December 2028.

As a former City Council candidate, I have spoken with thousands of Flagstaff voters and heard first hand their concerns with housing affordability, environmental stewardship and managed growth that respects our limited land and water resources. I am deeply committed to being part of the solution as we navigate these complex challenges together.

Serving as a Planning and Zoning Commissioner for the last three years has given me a deep, practical familiarity with Flagstaff's zoning laws, building codes, and municipal planning processes. Because of this foundational experience, I am prepared to step into this role and contribute meaningfully to council deliberations on day one.

If appointed, I am prepared to fully engage with city staff, listen closely to constituents, and make thoughtful, data-driven decisions that align with the long-term vision of Flagstaff.

Thank you for your time, consideration, and continued service to our city.

Sincerely,

CJ Lucke

C.J Lucke

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

1. What makes a good Councilmember?

There are many attributes that make a good Councilmember, but those most important to me are:

- **Ability to Listen and Compromise:** A good Councilmember recognizes that a majority vote is required to pass any measure, or as I often say, “count to four”. A Councilperson must listen to and build consensus with fellow Councilmembers and the public. They should intentionally seek out diverse perspectives rather than just focusing on the loudest voices.
- **Commitment to Research and Preparedness:** A strong Councilmember thoroughly analyzes agenda packets and background materials well ahead of meetings to make informed decisions.
- **Principled Resilience:** A strong Councilmember has the willingness to make difficult decisions that support the community's long-term interests, even when navigating intense, vocal criticism.
- **Civility:** A good Councilmember is courteous and respectful showing good manners and treating everyone with dignity even when there is disagreement. They demonstrate a genuine concern for others expressed through helpful caring actions and words.

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

Housing continues to be my primary focus as a Planning and Zoning Commissioner and potential Councilmember. Recent market evaluations name Flagstaff as the least affordable city for homebuyers in Arizona, and the City's FY 2025–2026 Annual Report underscores that our housing prices remain 50% above the national average. To build upon the City Council's momentum, we must continue utilizing public resources creatively.

A prime example is the 2.1-acre acquisition on North Humphreys Street, a blueprint for leveraging city-owned land for workforce housing and parking partnerships. Restoring local jurisdiction over short-term rentals will also be key to returning hundreds of single-family units to the market. Finally, while affordable rental options have expanded, we must prioritize down-payment assistance for first-time buyers by incentivizing major local employers to launch employer-assisted housing initiatives.

In her May 28th *Flagstaff Business News* column, Mayor Daggett highlighted that the \$20 million bond passed in 2022 is allowing the city to expand its homebuyer assistance program, provide incentives for developers (nonprofit and for-profit) to include affordable units in their rental projects, repurpose existing buildings into rental housing, and redevelop city-owned housing. These are all excellent programs that I would like to see continue to serve Flagstaff.

C.J Lucke

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

- Stable and affordable housing is especially important to the continued growth and economic opportunities for Flagstaff. Without affordable housing, many residents face housing cost burdens that limit their ability to save, invest, or move forward in life
- Water will always be a major issue for Arizona. We are blessed with a local watershed that provides surface water and ground water for 40 years at current growth rates. I would like us to proceed with using recycled water as a future potable water recharge source.
- Given our vulnerability to climate change and catastrophic wildfires, environmental resilience is central to Flagstaff's governance. This priority includes continued progress on the Flagstaff Watershed Protection Project for large-scale forest thinning and reducing wildfire risk to protect the water supply,

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?

If I knew that there was a segment of the community not being heard, I would ask to slow down the decision-making process so that we could actively seek out the underrepresented segment. Setting up feedback structures ahead of time is important to ensure representation before decisions are made. I think the City Council has done a good job partnering with local community leaders, non-profits, and neighborhood associations in Flagstaff to create accessible avenues for feedback, such as hosting localized town halls or providing multi-lingual materials. The online and structured phone surveys are also useful but need to be randomized to ensure a valid cross section of the community.

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?

Recently on the Planning and Zoning Commission, we were faced with a critical decision regarding a proposed resolution to respond to potential data center construction in Flagstaff. City staff explicitly warned us that an outright prohibition could face legal repercussions or preemptive retaliation from the Arizona State Legislature. Despite those warnings, I pushed firmly for the total ban to protect our community's resources. But I didn't shut down the room. True to my diplomatic approach, I helped resolve the tension by encouraging an open, rigorous discussion about every angle of the proposal—including the real consequences of antagonizing the state.

Because we maintained a respectful environment, the commission was able to call a close 4-3 vote to advance the issue. When it moved to the Flagstaff City Council, the scope thoughtfully broadened into a more legally defensible 'Resource Intensive Industrial Use' classification. As a Commissioner, I fully support this new avenue. It proves that when we don't rush, public discourse yields better results. In fact, our lengthy debate exposed a critical loophole: the lack of

C.J Lucke

safeguards preventing individual business owners from drilling private wells and pumping unlimited water.

Whether balancing privacy concerns with Flock cameras or safeguarding our water supply from resource-intensive industries, my response is the same: we must listen and understand all aspects of the issue. I will always protect Flagstaff's future by ensuring every voice is heard and every risk is thoroughly debated.

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

If you look at the most polarizing votes in recent Flagstaff history—like the Flock cameras or the Fort Tuthill hospital rezoning—it's clear that people are passionate about the future of our city. My style is diplomatic, a skill set I honed balancing diverse interests at the Port of San Diego. Being diplomatic doesn't mean changing your core beliefs. It means reading the cues of the room, de-escalating friction, and truly internalizing why a constituent is voting 'no.' I will always bring that facilitator mindset to City Hall: firm in my principles, but always respectful of Councilmembers and public perspectives.

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

I have been a Planning and Zoning Commissioner for three years and it has taken that much time just to learn the basics of the Code. I now understand the 18 base zoning districts and multiple overlays used by city staff to define and evaluate a project.

Recently the Commission discussed and adopted the Planned Community Zone which creates a flexible, master-planned community framework prioritizing open spaces and streamlined development.

The Commission recommended approval but there was a debate.

- The Goal: Prioritizes open spaces and streamlines large-scale development.
- The Tension: The primary debate centered on whether the built-in flexibility might inadvertently weaken open-space protections and also how the City will legally distinguish between "major" and "minor" amendments when a developer wants to alter their master plan down the road.

Finally, the Zoning Map Amendment Process is underway which updates rezoning application rules. It was also somewhat contentious at the Commission because it sets the zone for a development before seeing the actual proposal from the developer. Although this streamlines the process, some Commissioners felt that it took away the City's leverage to ask for certain mixed uses or architectural standards to match a mountain town community. Once the rezone is in place, the developer can proceed to build anything that is within the specific development standards (setbacks, height limits, allowed uses) of that property.

I am always learning more about zoning and our codes. Through the Code Analysis Project paired with the Land Availability and Suitability Study (LASS+CAP), I am [REDACTED]

C.J Lucke

[REDACTED]

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?

"Budgeting is inherently part of the political process; it's how we determine what values we will make real." -Mark Funkhouser

I view setting budget priorities as one of the most critical duties of the City Council. Our current financial portfolio is heavily constrained, with 40% locked in enterprise funds and substantial federal and state transfers that are legally restricted to specific uses.

Balancing our seven key community priorities within these boundaries requires hard choices. I strongly support the decisions in the 2027 budget, particularly the \$104 million increase earmarked to accelerate critical infrastructure, stormwater fixes, and pedestrian networks. These expenditures perfectly align with our Priority Based Budgeting (PBB) goals. Moving forward, I would continue using this PBB methodology to maximize the impact of our available resources.

Furthermore, the strategy to increase the primary property tax rate to fund ongoing Fire and Police operations—while offsetting it with a decrease in the secondary tax rate—is a clever way to secure long-term public safety revenue, and I hope voters support it this November.

Finally, I would aggressively pursue non-tax revenue streams. This includes hiring specialized accountants to audit our pre-1980s Comprehensive General Liability (CGL) policies, allowing the City to potentially collect on historic insurance assets. A quick check of the Arizona Unclaimed Funds site shows 20 entries for the City of Flagstaff. While these are probably very small amounts, I believe in looking at every avenue for potential funds.

CJ Lucke

• Flagstaff, Arizona

Summary

Seeking the open appointment to the Flagstaff City Council. I believe my professional background shows a unique blend of municipal, community, and private work experience which will serve the City of Flagstaff's diverse endeavors.

Professional Experience

Planning & Zoning Commissioner

March 2024 – Present

City of Flagstaff

Flagstaff, Arizona

- Advise the City Council on growth and physical development issues, contributing to strategic planning and community-focused decisions.

Senior IS Business Analyst

December 2014 – January 2017

San Francisco Municipal Transportation Agency (SFMTA)

San Francisco Bay Area

- Led the development of key digital projects, including SFMTA.com management
- Initiated the development of an agency-wide Customer Relationship Management system using Salesforce.

Managing Director

December 2011 – December 2014

Kids Included Together

Greater San Diego Area

- Directed diversity and inclusion training for elementary school teachers, utilizing on-site and online learning systems for adult learners.
- Supervised communications and marketing functions producing award-winning videos.
- Implemented Salesforce Non-Profit Starter Pack and provided business process training to employees.

Community Services Coordinator

May 2007 – March 2010

Port of San Diego

San Diego, CA

- Established a new intranet system connecting 600 employees across four locations.
- Managed large projects, including migrating 2,000 web pages to a new content management system.
- Supervised and led Web Communications staff, establishing team goals and ensuring coordination with stakeholders.
- Represented the Port through tours and meetings with community stakeholders.

Director, Corporate Services

May 2001 – May 2007

Port of San Diego

San Diego, CA

- Implemented new technology which improved customer service, deployed the Port's on-line documentation system for public use, and managed the installation of an electronic document management system for 480 users.
- Planned, directed, and evaluated overall activities of the Corporate Services Department and District Clerk, including Board and community committee support.
- Cultivated relationships with government officials and key stakeholders.

Water Conservation and Admin. Manager

January 1993 – May 2001

Vista Irrigation District

Vista, CA

- Authored a successful grant for the initial rehabilitation of the historic Warner-Carrillo adobe ranch house.
- Acted as the media spokesperson for the water district.
- Managed water conservation and community education programs.

Budget Analyst

City of San Diego

September 1989 – December 1991

San Diego, CA

- Prepared and managed a \$25 million budget for a 500+ person department.
- Created capital budgets for green waste recycling and large vehicle purchases.

Education

University of Pennsylvania
M.G.A., Government Administration

Philadelphia
1988

Arizona State University
B.A., Political Science and Asian Studies

Tempe
1986

Volunteering

Board Member

Flagstaff Townsite Community Land Trust

- Promoted historic preservation and community investment, focusing on creating permanently affordable owner-occupied homes. Promoted historic preservation and community investment, focusing on creating permanently affordable owner-occupied homes.

Founding Member

San Diego Cooperative Charter School

- Served as Board President during initial charter implementation, managing all business operations in conjunction with the Principal. Successfully applied for and was awarded a \$280,000 Implementation Grant.