

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: 10/12/2026

YOUR NAME: Dennis David Givens

HOME ADDRESS: [REDACTED] ZIP: 86001

EMPLOYER: Morning Glory Cafe & Pizzicletta JOB TITLE: Kitchen Manager & Shift Lead

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 17 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.***

Dennis David Givens

Applicant Signature

Dear honorable Flagstaff City Council,

For the last two decades, I have advocated for local businesses, civil engagement, and public health. As a Northern Arizona University graduate dedicated to civic service, I am ready to help Flagstaff meet the challenges of growth, economic uncertainty, and changing community needs.

Flagstaff deserves bold, practical leadership and teamwork to expand affordable housing, strengthen local businesses, modernize infrastructure, improve public safety, and safeguard the environment.

If elected to the City Council, I would prioritize:

Housing—Expand workforce and affordable housing through diverse housing options, smart infill, appropriate density, proper zoning, and partnerships with nonprofit developers, land trusts, and employers, guided by the Flagstaff Regional Plan.

Small businesses—Support local enterprises through workforce development, entrepreneur assistance, productive reuse of vacant commercial spaces, and regular conversations with owners and employees about their needs.

Infrastructure—Secure state, federal, and regional resources to modernize roads, revitalize Route 66, advance the Rio de Flag Flood Control Project, strengthen wildfire mitigation/adaptation, and make multimodal transportation safer.

Public safety—Support first responders, strengthen trust between law enforcement and residents, and promote accountability for safe neighborhoods.

Environment—Protect water, air, forests, wildlife, and dark skies; support the Flagstaff Watershed Protection Project; make effective use of water at Red Gap Ranch; and find ways to invest in an advanced water treatment facility.

I will be hardworking, transparent, rely on evidence-based data, listen to every voice, pursue balanced, and fiscally responsible solutions. I will continue expanding my knowledge of zoning, budgeting, and municipal responsibilities to serve effectively. I respectfully request your consideration and the opportunity to collaborate with you, for the people of Flagstaff. Let's protect and enhance the quality of life for all.

Sincerely,

Dennis Givens

City Council Application Questions

1. What makes a good Councilmember?

A good council member listens carefully to residents, understands the needs of the entire community, works respectfully with colleagues, and takes thoughtful action. They should be accessible, transparent, and willing to hear different perspectives before making decisions. A strong councilmember also studies the issues, asks difficult questions, and looks for practical solutions that balance immediate needs with Flagstaff's long-term future. Most importantly, they should follow through on commitments, communicate honestly, and make decisions based on what will best serve the city and its residents.

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

Climate change is intensifying three of Flagstaff's most urgent threats: wildfire, flooding, and drought. Addressing these interconnected risks requires practical action that protects residents, infrastructure, and natural resources. I would work with federal, state, and regional partners to coordinate funding, strengthen fire suppression, and improve forest resilience. I would expedite the Rio de Flag Flood Control Project to reduce the risk of costly damage to homes, businesses, and public infrastructure. I would also protect and diversify Flagstaff's water resources to ensure a reliable long-term supply. At the same time, the city should reduce carbon emissions through practical, cost-conscious policies that do not place an undue financial burden on residents. By combining regional partnerships with responsible local leadership, Flagstaff can become safer, more resilient, and a model for effective climate action.

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

My top three priorities as a city councilmember would be affordable housing, a strong local economy, and accountable public safety. Flagstaff needs more housing options that working families, seniors, students, and essential employees can afford. I would support responsible development, partnerships with housing organizations, and policies that expand the housing supply while respecting neighborhoods and the character of our community. Local businesses create jobs, provide essential services, and contribute to Flagstaff's unique identity, so I would work to reduce unnecessary barriers, support entrepreneurs, and encourage opportunities that provide stable, well-paying jobs consistent with community values. Residents also deserve responsive emergency services and public-safety agencies that use resources effectively, communicate openly, and earn public trust. I would support appropriate staffing, training, prevention programs, and clear accountability. These priorities are connected because safe neighborhoods, attainable housing, and a healthy economy are all essential to a strong and inclusive Flagstaff.

4. What method do you expect to use to make a decision when you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

I would meet residents where they are, particularly those who feel unheard or cannot easily attend traditional public meetings. I would hold small gatherings throughout Flagstaff—including in the Southside, Sunnyside, and La Plaza Vieja—at convenient times and locations. I would supplement these meetings with social media, online surveys, phone outreach, neighborhood associations, local organizations, translated materials, and interpretation when needed. Before making a decision, I would listen to those most affected, identify common concerns, ask follow-up questions, and review the relevant facts. I would then weigh community input alongside the city's legal, financial, and long-term responsibilities. I would clearly explain the available options, what I heard, and how public feedback shaped my decision. Although residents may not always agree with the outcome, they should know their experiences were respected and thoughtfully considered. This approach would support inclusive, well-informed decisions and strengthen trust between the Council and 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?

Helping manage small businesses has frequently required me to resolve disagreements over important decisions. In one instance, team members differed on how to address an operational challenge while maintaining customer service and controlling costs. Instead of deciding immediately, I brought the group together, listened to each perspective, and asked questions to clarify the underlying concerns. We evaluated the options, identified shared priorities, and developed a practical compromise that considered the needs of employees, customers, and the business. This approach eased tensions and helped the team move forward together. The experience reinforced my belief that respectful disagreement can lead to better decisions. By listening, focusing on common goals, and encouraging collaboration, I hope people will find solutions they can support.

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

My leadership style is to lead by example through hard work, a positive attitude, and a commitment to inspiring hope. I believe a leader should be willing to do the same work they ask of others, remain calm during challenges, and create an environment where people feel respected and encouraged to contribute. I listen carefully, communicate expectations clearly, and help the team stay focused on shared goals. In my experience helping manage small businesses, I have used this approach during busy or difficult periods by stepping in wherever needed, supporting employees, and maintaining a constructive attitude. When people saw that I was willing to work alongside them and listen to their concerns, it strengthened trust and encouraged cooperation. Together, we were able to solve problems, serve customers, and keep moving forward. As a councilmember, I would bring that same practical, collaborative, and hopeful leadership style to serving Flagstaff.

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

My understanding is that Flagstaff's Regional Plan 2045 provides a long-term framework for decisions about land use, transportation, housing, economic development, and environmental

resilience. I am aware that zoning decisions affect not only what can be built, but also housing affordability, neighborhood character, traffic, infrastructure, water use, wildfire risk, and the city's climate goals. Community commercial zoning and thoughtful mixed-use development may help create housing and services closer to where people live and work, reducing transportation needs while supporting local businesses. As a councilmember, I would carefully review the zoning code, staff recommendations, neighborhood impacts, and public comments before making decisions. I would also work with residents, property owners, businesses, housing advocates, and planning professionals to implement the regional plan responsibly. My goal would be to expand housing opportunities and address climate challenges while protecting Flagstaff's unique character and avoiding unnecessary financial burdens on struggling residents. I understand that zoning requires balancing competing interests, and I would approach each decision transparently, consistently, and with a focus on the community's long-term needs.

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?

Fiscal responsibility, balanced budgets, transparency, and strong partnerships would guide my approach to adopting Flagstaff's budget. I would begin by reviewing reliable revenue projections, essential operating costs, long-term obligations, and the measurable results of existing programs. Public safety, core services, infrastructure maintenance, and legal commitments must be funded responsibly before expanding programs or creating new expenses. I would evaluate proposals according to the city's seven community priorities: high-performing governance; a safe and healthy community; an inclusive and engaged community; sustainable, innovative infrastructure; a robust and resilient economy; a livable community; and environmental stewardship. Because these priorities are interconnected, I would look for investments that advance several goals at once, such as infrastructure projects that improve safety, support housing and local businesses, and strengthen climate resilience. When available resources cannot fund every request, I would prioritize urgent needs, proven results, cost-effectiveness, and the greatest benefit to residents. I would also pursue federal, state, regional, nonprofit, and private-sector partnerships to leverage local dollars without placing unnecessary burdens on taxpayers. The Council's policy role should provide clear direction, realistic goals, and accountability while allowing professional staff to manage implementation. I would support regular public reporting and adjust policies when results do not meet expectations. This approach would connect responsible budgeting with thoughtful policy development and Flagstaff's long-term needs.



DENNIS GIVENS

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Summary

Experienced shift leader and kitchen manager with a strong background in team leadership, inventory control, and customer service. Known for training staff, managing rush periods, and keeping operations organized for consistent quality.

Skills

- Inventory management
- Quality control
- Teamwork specialist
- Staff training and education
- Time management
- Effective communication
- Customer service focus
- Action planning
- Problem solving
- Attention to detail
- Conflict resolution
- Diplomatic approach
- Strategic thinking
- Account management

Experience

Pizzicletta | Flagstaff, Arizona

Shift Leader

04/2020 - Current

- Trained new team members on pizza assembly, oven safety, and service standards.
- Coordinated POS orders and organized ticket flow with kitchen staff to ensure timely service.
- Managed cash drawers, processed payments, and balanced end-of-shift register for accurate financial reporting.
- Reviewed prep lists and organized ingredients to streamline daily pizza service.
- Supported shift operations across dining room, kitchen, and takeout areas.

Morning Glory Cafe | Flagstaff, AZ

Kitchen Manager

06/2019 - Current

- Oversaw morning kitchen operations to ensure service readiness at Morning Glory Cafe.
- Coordinated food preparation, line flow, and ticket timing to optimize service during rush periods.
- Trained kitchen staff on recipes, portioning, and sanitation procedures.
- Inspected food quality, presentation, and temperature before service.
- Monitored inventory, ordered supplies, and restocked dry and refrigerated goods.
- Scheduled kitchen shifts and adjusted coverage to meet fluctuating cafe demand.

Education and Training

Northern Arizona University | Flagstaff, AZ

Bachelor of Science in Communications

05/2012

Track & Field Student Athlete