

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: 10/10/2026

YOUR NAME: Regina C. Salas

HOME ADDRESS: [REDACTED] ZIP: 86001

EMPLOYER: self JOB TITLE: Consultant

E-MAIL: [REDACTED]

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

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

REGINA SALAS

 [REDACTED], Flagstaff, AZ 86001  [REDACTED]
 [REDACTED] www.linkedin.com/in/reginasalas

October 11, 2026

Honorable Mayor Becky Daggett, Vice Mayor Miranda Sweet, and Councilmembers David Spence, Khara House, Lori Matthews, and Austin Aslan

Flagstaff City Council
City of Flagstaff
211 W. Aspen
Flagstaff, Arizona

Subject: Flagstaff City Council Vacancy Letter of Interest

Dear Mayor Daggett, Vice Mayor Sweet, and Councilmembers Spence, House, Matthews, and Aslan:

I respectfully submit my letter of interest in serving the remainder of the vacant Flagstaff City Council term. Having previously served as an elected Councilmember from 2018 to 2022, I bring the experience, institutional knowledge, regional relationships, tenacity, and commitment to collaborative governance needed to contribute meaningfully from day one.

My ardent enthusiasm to serve on Council again is grounded in a deep and enduring commitment to Flagstaff. For more than 20 years, I have called our community home, raised my two sons here, and worked alongside residents, businesses, nonprofits, educational institutions, and public agencies to strengthen our community. As the first Filipino/Asian American elected to Flagstaff City Council, I understand the importance of ensuring that every resident feels heard, respected, and represented. I would bring that same inclusive, relationship-centered approach to this appointment: listening carefully, engaging respectfully, and making decisions in the public interest.

My previous Council service provided firsthand experience with the responsibilities of municipal governance in Flagstaff's Council-Manager form of government. I participated in policy deliberations, budget decisions, constituent engagement, executive recruitment and oversight, and discussions involving housing, minimum wage, public safety, climate action, economic development, and infrastructure. I understand the importance of the **City Charter, Council Rules of Procedure, Arizona Open Meeting Law**, and established municipal policies in sustaining transparent, accountable, and effective government. I also recognize the distinction between Council's policy-setting and oversight responsibilities and the City Manager's administrative role.

I would return to the Council with a practical understanding of the opportunities and challenges before Flagstaff, strengthened by my continued civic leadership. As Chair of the Flagstaff Tourism Commission, President of Northern Arizona Lodging, Tourism & Restaurant Association, President and founding board member of Flagstaff Sister Cities, and a former Vice Chair of the Arizona Rural Transportation Advocacy

Council, I continue to work at the intersection of community priorities, economic vitality, regional collaboration, and intergovernmental relations. My service with METROPLAN Greater Flagstaff has further reinforced the importance of coordinated regional planning and transportation investment.

I believe effective leadership requires connecting long-term community vision with responsible **implementation. During my Council tenure, I championed Priority-Based Budgeting, supported sustained investment in early childhood education as a workforce-development priority**, and helped advance the **Business One-Stop Shop** to make it easier for businesses and entrepreneurs to navigate City services. I also supported major infrastructure investments exceeding \$112 million, including Rio de Flag Flood **Control, Flagstaff Pulliam Airport, and Downtown Mile projects. These experiences reinforced my belief that sound policy must balance fiscal responsibility, community needs, environmental stewardship, housing affordability, economic resilience, and the infrastructure required for a growing city.**

I would bring that same disciplined, forward-looking approach to the City's current planning and policy priorities, including the Flagstaff Regional Land Use Plan 2045, housing, carbon neutrality, sustainable infrastructure, and the seven community priorities reflected in Priority-Based Budgeting. My workforce and economic-development background also equips me to assess how land-use decisions, transportation access, workforce availability, business conditions, and public investments intersect to shape the daily lives and long-term prosperity of Flagstaff residents.

Beyond City government, my more than 20 years of leadership across workforce development, public affairs, legislative policy, education, and public-private partnerships have taught me how to **navigate complex issues, convene diverse stakeholders, build consensus, and remain accountable for results.** My experience advocating for rural transportation and engaging with state and federal partners would also help me advance Flagstaff's interests beyond municipal boundaries.

I recognize that an appointed Councilmember must earn and maintain trust, respect the work already underway, and contribute constructively to the existing Council. I would approach this responsibility with humility, preparation, collegiality, and a willingness to listen. My intention would not be to arrive with predetermined answers, but to **bring informed judgment, institutional continuity, thoughtful questions, and a commitment to collaborating with my colleagues, City staff, and the community.**

Flagstaff deserves leadership that is both principled and pragmatic; leadership that honors our community's values while confronting difficult decisions with courage, transparency, and care. I would be honored to serve again and contribute my experience, perspective, and continued dedication to the city I have proudly called home for more than two decades.

Thank you for your consideration and for your service to Flagstaff. I welcome the opportunity to discuss how my experience and commitment can help the City Council continue serving all members of our community.

With gratitude and enthusiasm,

Regina Salas

Regina Salas

CITY OF FLAGSTAFF COUNCIL VACANCY APPLICATION- Regina Salas

Please answer the following questions in 250 words or less, per question:

1. What makes a good Councilmember?

Relationship-centered, principled public servant who leads with integrity, humility, competence, and pragmatism: I understand that effective governance requires independent judgment, thoughtful deliberation, respect for colleagues and professional staff, and an unwavering commitment to residents; not partisan talking points or divisive conduct.

Councilmembers must thoroughly read meeting packets, arrive prepared and punctual, communicate honestly, listen to diverse perspectives, exercise sound discernment, and align policy ambitions with fiscal realities.

I served on Council when the City adopted Priority-Based Budgeting, strengthened resilience during COVID-19, established the Housing and Indigenous Commissions, adopted the 10-Year Housing Plan and Land Acknowledgment, eliminated its \$112 million unfunded Public Safety Personnel Retirement System liability, and secured more than \$112 million in federal infrastructure funding for Rio de Flag flood mitigation, Downtown Mile, and Airport ARFF and snow removal equipment.

I championed Council initiatives including Business One-Stop Shop (BOSS), elevated workforce development/career pathways to advance City Workforce Development Strategic Plan, institutionalized Flagstaff Sister Cities, and advanced cost recovery mindset.

These experiences reflect my balanced, people-centered leadership: navigating complex issues, creating space for underrepresented voices, building consensus, and translating community needs into practical initiatives with measurable impact.

A good Councilmember embodies Flagstaff's mission to protect and enhance quality of life and its values of teamwork, accountability, quality, communication, and leadership. Above all, Councilmembers must earn public trust through respectful conduct, responsible stewardship, and decisions that serve the entire community.

I vow to help Flagstaff remain a safe, diverse, just, vibrant, and innovative community where everyone can thrive.

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

I am deeply invested in Flagstaff and the work of our Mayor, Council, City Manager, and staff. Having served at the policy-making table, I understand the opportunities before us and the difficult choices required to move our community forward.

Flagstaff faces three interconnected issues, and I offer the following ideas to address the issues:

Housing Affordability and Workforce Retention: Accelerate attainable workforce housing by leveraging City-owned land, streamlining permitting, supporting missing-middle housing, and expanding public-private partnerships so our workforce can afford to live where they serve.

Infrastructure and Resilience: Prioritize investments based on safety, urgency fiscal responsibility, and measurable community benefits. Building on my leadership with METROPLAN and the Regional Transportation Advisory Council, I will advocate for rural transportation funding and improve streets, transit, water resilience, and neighborhood safety through long-term planning.

Economic Vitality: Champion initiatives like the Business One-Stop Shop (BOSS) to reduce barriers, support entrepreneurs, and diversify our economy. By connecting workforce training to high-wage, high-skill, high-demand jobs and leveraging my experience as Tourism Commission Chair and Sister Cities President, I will expand Flagstaff's economic reach and opportunities.

These challenges require decisive leadership, disciplined prioritization, strong partnerships, regional collaboration, and a willingness to turn good ideas into measurable results. I'll work collaboratively with Mayor, Council, City Manager/Leadership Team, and community partners to advance solutions that protect our quality of life and strengthen our economic future. By aligning resources, communicating transparently, and holding ourselves accountable, we can build a more affordable, resilient, and economically vibrant Flagstaff together.

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

Having served on Council championing Priority-Based Budgeting, all seven Key Community Priorities are interconnected, interdependent, and essential. They are mutually inclusive and must coexist to create a thriving, resilient community. My approach is comprehensive, pragmatic, and people focused.

1. Livable Community: Housing Affordability and Quality of Life. The pressures of Flagstaff's rising cost of living make residents work multiple jobs/gigs to afford housing and remain in the community they call home. I'll advance attainable workforce housing, support essential services, and promote safe, healthy neighborhoods where families can thrive.

2. Robust and Resilient Economy: Sustainable Growth and Infrastructure. Building upon the Business One-Stop Shop, advocating for regional transportation funding through METROPLAN and RTAC, and leading in tourism, economic development, and workforce development, I'll work on strengthen small businesses, expand career pathways, attract quality jobs, and resilient infrastructure that supports responsible growth and environmental stewardship.

3. Inclusive, Engaged Community and High-Performing Governance. I'll ensure residents, particularly those whose voices are often overlooked, meaningfully participate in decisions affecting their lives. Through transparent communication, fiscal accountability, evidence-based policymaking, and measurable outcomes, Council can strengthen public trust while advancing environmental stewardship and a safe, healthy community.

I championed PBB because it connects City services and expenditures to community priorities. I'll continue using this framework to align resources with demonstrated needs, evaluate outcomes, and make responsible long-term investments.

My priority is to advance all seven priorities together, protecting Flagstaff's quality of life today while building an equitable, sustainable, and economically vibrant future for generations to come.

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?

My approach is grounded in inclusive leadership, active listening, evidence-based governance, and my commitment to ensuring that every Flagstaff resident has a meaningful opportunity to be heard.

Council experience taught me that effective governance requires looking beyond the voices most frequently represented in public meetings. Residents experiencing housing insecurity, working families, young people, small-business owners, tribal communities, and historically underrepresented populations may face barriers to participating in civic processes. Their absence from the conversation should never be mistaken for an absence of concern.

When perspectives are missing, I will:

- **Identify and Outreach:** Work with City staff and community partners to conduct targeted outreach through neighborhood meetings, listening sessions, multilingual communications, and direct engagement with affected residents. I would seek input from organizations already serving these populations while ensuring residents themselves remain central to the conversation.
- **Leverage Experience:** Draw on my background as an elected official, workforce development executive, tourism and economic development advocate, to building trust, convening diverse stakeholders, and finding common ground. My leadership in championing the Business One-Stop Shop (BOSS) also reinforced the importance of removing barriers and making government more accessible.
- **Evaluate Responsibly:** Assess public input alongside evidence, financial implications, equity considerations, and long-term community impacts.
- **Communicate Transparently:** Explain how public input shaped the decision, acknowledge competing viewpoints, and provide clear rationale when consensus is unattainable.

My guiding principle is to listen intentionally, engage inclusively, decide responsibly, and remain accountable. Every resident deserves dignity and a meaningful opportunity to shape Flagstaff's future.

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?

As Coconino Workforce Board's Assistant Director, I project-managed the **Minimum Wage Impact Study on Coconino's Economy and Workforce**, including developing the scope of work, leading procurement, and managing the contract with Northern Arizona University's Economic Policy Institute.

While developing the scope of work, the Executive Committee held differing views about the study's objectives. Recognizing that these differences could impede progress, I redirected the discussion toward our shared responsibility: ensuring the study fulfilled the Board's statutory and fiduciary obligations while providing credible, locally relevant information to inform workforce and economic policy.

Rather than advocating for one perspective over another, I grounded the deliberation in the requirements of the Workforce Innovation and Opportunity Act (WIOA), 2 CFR Part 200, Arizona Office of Economic Opportunity and Department of Economic Security, and applicable Coconino County policies.

I facilitated a fact-based discussion that distinguished individual preferences from our collective obligations, clarified the study's intended purpose, and helped the committee identify common ground. By focusing on **compliance, accountability, research integrity, and the value of evidence-based decision-making**, we developed a scope of work that addressed the committee's concerns while meeting applicable federal, state, and County standards.

This experience reinforced my belief that disagreement, when approached constructively, can strengthen decisions. Effective leadership requires listening respectfully, establishing a shared framework, and guiding stakeholders toward solutions that serve the public interest. I bring similar approach to Council: **respect differing perspectives, ground decisions in law and evidence, build consensus where possible, and remain accountable to the community we serve.**

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

Collaborative, inclusive, strategic, and results-oriented: leadership begins with listening, builds trust through transparency, and achieves results by aligning people, resources, and shared goals. I value diverse perspectives, evidence-based decision-making, fiscal responsibility, and

accountability while recognizing that leadership requires making difficult decisions in the public interest.

I championed Council's initiative Business One-Stop Shop (BOSS) to improve how the City serves entrepreneurs and businesses. I recognized that navigating licensing, zoning, permitting, and available resources could be challenging for business owners. I worked collaboratively to build support among fellow Councilmembers, City staff, and stakeholders around a common objective: **making local government more accessible and responsive while strengthening Flagstaff's economic vitality**. BOSS received unanimous Council support and funding, demonstrating how shared purpose and collaboration can translate an idea into action.

I carried this leadership approach into my subsequent work in workforce development, tourism, regional transportation advocacy, and international partnerships. As Coconino Workforce Board's Assistant Director, I coordinated complex initiatives involving public agencies, educational institutions, employers, and community organizations, balancing stakeholder priorities with regulatory compliance and measurable outcomes. My continued leadership with the Flagstaff Tourism Commission and Flagstaff Sister Cities fosters partnerships that expand economic opportunity and strengthen community connections.

Public leadership is stewardship. Councilmembers must listen especially to residents whose voices are overlooked, ask difficult questions, use public resources responsibly, and work constructively with colleagues and professional staff.

My commitment is to lead with integrity, humility, and purpose, building consensus where possible, making principled decisions when necessary, and remaining accountable to Flagstaff residents.

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

My understanding of Flagstaff's Zoning Code is grounded in four years of direct municipal governance experience as an elected City Councilmember in Flagstaff's Council-Manager form of government, where land use, economic vitality, infrastructure, housing, and responsible community development were important policy considerations.

I understand **zoning as a fundamental tool for implementing the City's vision by regulating land uses, development standards, density, compatibility, and the relationship between private property rights and broader community objectives**. Sound zoning decisions must consider applicable regulations, the Regional Plan, neighborhood character, housing needs, environmental sustainability, infrastructure capacity, public input, and long-term fiscal impacts.

My municipal experience includes evaluating development agreements, economic-development incentives, tax-incentive considerations, land assembly, property disposition, commercial real-estate financing, development proposals, zoning and land-use matters, public-private partnerships, and major infrastructure investments. **I understand the importance of evaluating**

development opportunities holistically, balancing community benefits with financial feasibility, legal requirements, transparency, and public accountability.

I recognize that zoning regulations evolve and that Councilmembers must rely on current code provisions, professional staff analysis, public testimony, and applicable law. I would approach each matter with diligence, fairness, and an open mind, balancing individual proposals with Flagstaff's adopted policies, community priorities and objectives, and long-term sustainability and resiliency.

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?

The City's budget is its most consequential policy instrument: **it translates community values into priorities, services, and measurable outcomes.** Balancing the seven Key Community Priorities with financial realities requires disciplined stewardship, transparent decision-making, and a long-term perspective.

I was a strong champion of Priority-Based Budgeting (PBB), particularly when Council initiated this approach in February 2020. I supported moving beyond historical spending patterns toward a framework that evaluates what services the City provides, their true costs, and how effectively they advance community priorities. Flagstaff's PBB framework provides a practical foundation for making informed, transparent resource-allocation decisions.

Using PBB to evaluate proposed expenditures against community priorities, measurable outcomes, legal obligations, available revenues, and long-term operating and capital costs, I'll distinguish essential services and contractual commitments from discretionary enhancements, examine opportunities to improve efficiency or reallocate existing resources, and assess public-private partnerships and external funding opportunities where appropriate.

I will insist on meaningful community engagement, recognizing that residents experience priorities differently. When competing needs exceed available resources, Council must communicate trade-offs honestly, explain its rationale, and establish clear performance measures to evaluate results.

My experience with municipal budgeting, infrastructure investments, economic development, and workforce development has reinforced the importance of **aligning policy ambitions with fiscal capacity.**

My guiding principle is to fund what matters most, measure what we achieve, and remain accountable for every public dollar. Responsible budgeting does not mean abandoning priorities; it means making deliberate, equitable choices that protect essential services, strengthen Flagstaff's financial stability, and advance our community's long-term well-being.



REGINA SALAS

MUNICIPAL GOVERNANCE • PUBLIC POLICY • COMMUNITY LEADERSHIP

CONTACT



[REDACTED]



[REDACTED]



[REDACTED], Flagstaff,

AZ 86001



LinkedIn.com/ReginaCSalas

CORE COMPETENCIES

- Municipal Governance & Public Policy
- Arizona Open Meeting Law & Public Accountability
- City Charter, Council Rules & Procedures
- Strategic Planning & Priority-Based Budgeting
- Metropolitan Planning
- Rural Transportation Advocacy
- State & Federal Lobbying / Intergovernmental Relations
- Constituent Service & Community Engagement
- Regional Land Use & Zoning Policy
- Housing & Climate Action Policy
- Infrastructure & Grant Advocacy
- Executive Oversight
- Stakeholder Facilitation
- Public-Private Partnerships
- Regional & International Partnerships
- Global Connections & Sister Cities

PUBLIC SERVICE COMMITMENT: To leverage my innovative strategic leadership and technical expertise to protect and enhance the quality of life for all. Dedicated to advancing efficient, accountable, and innovative government systems that deliver measurable public value, strengthen institutional performance, and steward taxpayer resources responsibly.

EXECUTIVE PROFILE

Former elected Flagstaff City Councilmember and current Chair of the City of Flagstaff Tourism Commission, bringing more than 20 years of leadership across municipal government, public policy, workforce and economic development, regional collaboration, and community partnerships. Offers four years of direct Council experience and 3.5 years of ongoing Tourism Commission leadership, with practical understanding of the Council-Manager form of government, public deliberation, municipal budgeting, policy implementation, and constituent service. Prepared to resume public service on Flagstaff City Council with established institutional knowledge, trusted working relationships, and a commitment to transparent, inclusive, fiscally responsible decision-making that protects and enhances quality of life for all.

MUNICIPAL GOVERNANCE & COUNCIL READINESS

- Prior Council service (December 2018–December 2022), including policy deliberations, budget review, constituent concerns, City priorities, and collaboration with City management, departments, commissions, and community partners.
- Working knowledge of Arizona Open Meeting Law and the public's right to transparent, accessible government; familiar with Council meeting protocols, agenda and packet review, public comment, and the importance of conducting public business in properly noticed meetings.
- Familiarity with the City Charter, municipal policies and procedures, Council-Manager roles, and the distinction between Council's policy-setting and oversight responsibilities and staff's administrative implementation.
- Knowledge of Flagstaff's regional planning framework and strategic priorities, including the Flagstaff Regional Land Use Plan 2045, Priority-Based Budgeting, housing, economic resilience, sustainable infrastructure, environmental stewardship, and inclusive community engagement.
- Relationship-centered, nonpartisan approach grounded in preparation, integrity, respectful deliberation, evidence, public accountability, and meaningful engagement with residents whose voices may otherwise be overlooked.

RELEVANT EXPERIENCE

ARIZONA@WORK Coconino County Workforce Development Board | Assistant Director
Flagstaff, AZ | January 2024 – May 2025 (Board member: May 2019–December 2023)

Senior public-sector leader supporting a regional workforce system serving diverse communities throughout Coconino County, including tribal communities. Partnered with executive leadership, elected officials, government agencies, employers, educational institutions, community organizations, and workforce partners to develop and implement programs and initiatives.

- Led regional workforce and economic-development strategy, aligning employer needs, talent development, economic priorities, public investments, and community resources.
- Secured **\$2.2M in additional federal funding** for STEM career pathways, employer-driven work-based learning, and workforce-system modernization; instrumental in obtaining \$400,000 for Tynkertopia STEAM/STEM pathways.
- Led employer-focused Business Retention & Expansion strategies, sector partnerships, work-based learning, layoff aversion, rapid response, and accelerated training.
- Project-managed the **Coconino Local WIOA Strategic Workforce Development Plan**, including scope, RFP, deliverables, milestones, timelines, and stakeholder engagement.
- Co-led the **Coconino County Minimum Wage Impact Study** with NAU Economic Policy Institute, translating economic and labor-market data into policy recommendations.

SELECTED PUBLIC SERVICE IMPACT

- Helped Flagstaff secure more than \$112 million in federal infrastructure funding supporting regional mobility, airport improvements, flood mitigation, and community development.
- Championed the **Business One-Stop Shop (BOSS)**, improving the vision for coordinated, accessible information and services for entrepreneurs navigating business development, licensing, zoning, and City resources.
- Championed **workforce development and career pathways** as a City priority, supporting stronger alignment among employers, education, and workforce partners and helping pave the way for the City's Workforce Development Strategic Plan.
- Supported early-childhood education as workforce infrastructure through three years of LAUNCH Flagstaff funding, now known as Elevate Pre-K), recognizing that access to childcare supports families, employers, and the local economy.
- Advanced **Priority-Based Budgeting** as a framework for aligning public investments with community priorities, measurable outcomes, available resources, and long-term fiscal sustainability.
- Worked with City leadership on executive recruitment, performance oversight, and strategic direction; served as Council liaison to Airport, Tourism, and Parks & Recreation Commissions.
- Elevated Flagstaff's leadership on statewide advocacy for rural transportation funding
- Heightened Northern Arizona's advocacy for federal workforce funding in Washington DC during the Workforce Advocacy Day.
- Directed the regional workforce/economic-development brand, recognized with a 2025 Tucson ADDY Award.
- Established Flagstaff Sister Cities; builds international relationships supporting economic exchange, tourism, education, and cultural understanding.

- Coordinated regional partnerships across five counties through the **Northern Arizona Good Jobs Network**, connecting employers, education, workforce agencies, nonprofits, and economic-development partners.
- Managed multimillion-dollar federal workforce investments, contracts, subrecipient agreements, procurement, budgets, deliverables, compliance, and performance requirements.
- Established performance measures and used data and stakeholder feedback to evaluate programs, identify opportunities, and improve organizational effectiveness.
- Directed development and implementation of coconinoworks.org, a regional workforce/economic-development brand recognized with a 2025 Tucson ADDY Award.
- Co-produced the statewide **2024 Arizona Workforce Summit** in partnership with the Arizona Office of Economic Opportunity.

City of Flagstaff | Elected Councilmember | *Flagstaff, AZ* | *December 2018 – December 2022*
Elected municipal leader responsible for policy development, constituent representation, community priorities, public engagement, regional collaboration, and oversight of municipal operations.

- Served as an elected executive decisionmaker in a Council-Manager municipality with policy oversight involving economic development, commercial investment, redevelopment, development agreements, incentives, land use, infrastructure, tourism, workforce, and budgets.
- Evaluated major economic-development and commercial real-estate initiatives involving development agreements, economic-development incentives, tax-incentive considerations, land assembly, development financing, and public-private investment structures.
- Reviewed development proposals, rezoning, design review, and use permits; assessed feasibility, infrastructure requirements, fiscal considerations, and alignment with long-term City goals.
- Championed creation of the **Business One-Stop Shop (BOSS)** to streamline municipal services for entrepreneurs, businesses, developers, and investors.
- Helped secure **\$112M+ in federal and state infrastructure** funding supporting transportation, development, public infrastructure, and regional competitiveness.
- Used demographic, economic, market, fiscal and community data to evaluate policy options and make recommendations.
- Served as Council liaison to **Airport, Tourism, and Parks & Recreation Commissions**, connecting business, tourism and stakeholder priorities to policy and investment decisions.
- Served on **METROPLAN Greater Flagstaff** and as Vice Chair of the **Arizona Rural Transportation Advocacy Council**; led **Rural Transportation Summits** focused on infrastructure and economic competitiveness.
- Founded Flagstaff Sister Cities and advanced international economic exchange, tourism, education, youth learning, and community partnerships
- Represented Flagstaff in regional and statewide organizations and forums, bringing community perspectives into collaborative policy and planning discussions.

ConnectEdge | **Principal & Owner** | *Flagstaff, AZ* | *February 2016 – Present*

- Advise public, nonprofit, small-business and community organizations on business development, strategic positioning, growth strategies, partnerships, stakeholder engagement, resource, and revenue development.
- Design and execute marketing and business-development strategies to expand visibility, partnerships, customers, and revenue.

EDUCATION & LIFELONG LEARNING

- **Master of Industrial Relations**, University of the Philippines, School of Labor, and Industrial Relations, *Thesis: "Industrial Relations Transformation: Philippine Airlines' Flight to Industrial Peace and Profitability"*
- **Certificate in Industrial Relations and Human Resources**, University of the Philippines School of Labor, and Industrial Relations
- **Bachelor of Arts in English**, St. Scholastica's College, Manila, Philippines, *Thesis: "Tolstoy's Images of Women"*
*Campus Journalism Awardee

Professional Development

- "Our Community Listens" and "Our Community Cares," Chapman Foundation for Caring Communities, 2025-2026
- *Leadership Development*, Arizona Commerce Authority- Maricopa Corporate College, 2025
- *Group Coaching in DEIB*, Lancaster Leadership, 2024
- *Google Project Management Certificate*, 2023
- *Revenue Development & Management School*, NC State/NRPA, 2011-2012
- *Nonprofit Development*, ASU Lodestar Center, 2008
- *Mediation & Alternative Dispute Resolution*, 2005
- *Asia-Pacific Program in Legislative Development*, 1995

PROFICIENCIES

Microsoft 365 | Google Workspace | Virtual Collaboration Platforms | Canva | Adobe Suite | Civic Plus | WordPress | CRM Platforms | Public Engagement Tools | Munis | Zoom | Webex | Web Analytics | Digital Reporting Dashboards | Data Analytics & Reporting | Social Media Strategy | Digital Outreach | Online Reputation Management

- Engaged in state and federal advocacy and intergovernmental relations, collaborating with elected officials, legislative offices, tribal governments, and regional partners to advance Flagstaff's infrastructure, transportation, economic, and community priorities.
- Build cross-sector collaboration and help translate organizational priorities into actionable programs, partnerships, and measurable outcomes.

President and Founding Board Member Flagstaff Sister Cities Flagstaff, AZ | Dec 2018 – present

- Founded and continue to lead an organization focused on cultural understanding, international relationships, educational exchange, and community connection.
- Develop and sustain municipal relationships with communities in Mexico, Taiwan, and Australia.
- Lead delegations, cultural exchanges, community events, and international stakeholder engagements.
- Coordinate volunteers, board members, government officials, community organizations, and international partners around shared initiatives.

President, Northern Arizona Lodging, Tourism & Restaurant Association, Board Member Since 2017

- Lead a regional business association representing 150+ tourism, lodging, restaurant, and hospitality employers.
- Champion economic development, business advocacy, workforce, infrastructure, tourism, and destination-competitiveness priorities.
- Build relationships with municipal, county, state, regional and private-sector leaders and partner with Arizona Office of Tourism, Arizona Lodging & Tourism Association, Asian American Hotel Owners Association, and community organizations.
- Lead membership growth, stakeholder engagement, revenue development, communications, and industry advocacy.

Current Chair, City of Flagstaff Tourism Commission, Commissioner since May 2023

- Guide strategic initiatives for a City advisory body representing the community's visitor economy.
- Facilitate collaboration among City leadership, tourism organizations, hospitality businesses, community stakeholders, and regional partners.
- Help align tourism strategies with broader community vitality and quality-of-life considerations.
- Evaluate community and visitor trends to inform strategic planning and recommendations.

Greater Flagstaff Chamber of Commerce | Executive Assistant to the President & CEO Flagstaff, AZ | April 2014 – January 2016

Served as executive liaison to the President & CEO of Arizona's largest rural chamber of commerce.

- Developed strategic partnerships with local government, higher education, and business leaders to advance economic and workforce priorities.
- Managed policy events, business outreach, stakeholder engagement, and high-profile community events.
- Facilitated employer-education partnerships and workforce initiatives.
- Organized Northern Arizona Manufacturing Partnership roundtables bringing business and community stakeholders together around regional economic priorities.
- Produced weekly "Chamber Biz Buzz" radio show and monthly business newsletter.

CIVIC LEADERSHIP

- City of Flagstaff Tourism Commission
- Northern Arizona Lodging, Tourism & Restaurant Association
- Quality Connections, Board Member
- Flagstaff Leadership Program
- Greater Flagstaff Chamber of Commerce
- Local First Arizona
- United Way of Northern Arizona
- Longstanding engagement with regional chambers, small-business support organizations, tourism partners, educational institutions, and community-based organizations.

CONFERENCE

- Arizona Workforce Summit, 2023-2026; co-producer of 2024 Summit
- National Association of Workforce Boards (NAWB) Forum: 2021-2025
- Arizona Governor's Conference on Tourism: 2019-2026
- Arizona Registered Apprenticeship Summit, Speaker, 2025-2026
- Arizona League of Cities and Towns, 2019- 2022
- Arizona Association for Lifelong Learners, Presenter, 2025

REFERENCE

Dharmesh Ahir, Southwest Regional Director, Asian American Hotel Owners Association (AAHOA), [REDACTED]
[REDACTED]

Bill Morrison, Chair, Northern Arizona Leadership Alliance, [REDACTED]
[REDACTED]

Jack Sellers, Former Chair Arizona Transportation Board and Maricopa District 1 Supervisor, [REDACTED],
[REDACTED]

Lisa White, Vice President, Arizona Sister Cities, [REDACTED],
[REDACTED]

Outreach Coordinator & Nonprofit Founder |Coconino County Parks & Recreation

Flagstaff, AZ | November 2006 – April 2014

Community engagement and outreach leader for a major county parks system, with responsibility for public information, stakeholder partnerships, volunteer engagement, special initiatives, and community programs.

- Directed countywide public information, community engagement, stakeholder outreach, and strategic communications for Parks & Recreation programs serving 140,000+ residents.
- Founded Friends of Coconino County Parks, directing nonprofit governance, capital campaigns, partnerships, events, and volunteer programs managing 250 volunteers.
- Negotiated and administered contracts and agreements for complex public-private ventures.
- Directed stakeholder engagement and public input processes for the County's 10-Year Parks & Recreation Master Plan.
- Built partnerships with businesses, nonprofits, community organizations, donors, and government agencies.
- Served as lead PIO, managing media relations, public information, messaging, and community communications.
- Increased non-tax revenue by more than 400% through sponsorships, partnerships, programming, grants, and community fundraising.

INTERNATIONAL PUBLIC SERVICE & COMMUNITY LEADERSHIP — PHILIPPINES (1993-2006)

Senior leadership roles in legislative strategy, labor mediation, public affairs, and higher education, building deep expertise in negotiation, policy analysis, and stakeholder engagement.

House of Representatives, Congress of the Philippines – Chief Legislative Officer

Quezon City, 1995-2000

Senior legislative strategist supporting the Chair of the Committee on Labor & Employment and concurrently serving as Vice Chair for Committees on Trade & Industry, Banking & Finance, Energy.

- Directed legislative operations, policy analysis, legislative research, bill development, negotiation, communications, and protocol. Designed and implemented communication strategies to advance major legislative reforms.
- Developed and advanced major legislative reforms through policy analysis, coalition building, negotiation, and stakeholder engagement.
- Championed major legislation involving energy policy modernization, labor protections, and child welfare (Clean Air Act, Elimination of Child Labor in Hazardous Workplaces, and Philippine Labor Code revisions).
- Mediated high-stakes labor and government-management disputes achieving peaceful resolutions and maintaining institutional operations, including a 3-day hunger strike by labor unions at the gates of Congress.

City of San Fernando, Pampanga – Public Affairs Chief, Office of the Mayor
Developed municipal public affairs, communications, media relations, and regional economic/ecotourism strategies in support of the Mayor's priorities.

Kapampangan Magazine, Pampanga – Associate Publisher & Executive Editor

Philippine Airlines Employees Association – Labor Relations Consultant, Mediator

St. Scholastica's College, Manila – Part-Time College Adjunct Professor, English Department
Delivered undergraduate instruction emphasizing workforce readiness, professional communication, and critical analysis.

Philippine Alliance of Human Rights Advocates – Public Information Officer