

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: Robert Henry Carpenter

HOME ADDRESS: [REDACTED]

ZIP: 86001

EMPLOYER: Retired, Active Duty Navy JOB TITLE: N/A

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED]

LENGTH OF RESIDENCY IN FLAGSTAFF: ~26 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.***

Robert H Carpenter
Applicant Signature

Digitally signed by Robert H Carpenter
DN: CN=Robert H Carpenter, E=rcarpenter.1fg@gmail.com
Reason: I am the author of this document
Location:
Date: 2026.10.09 14:24:48-0700
Foxit PDF Reader Version: 2023.1.0

Letter of Interest - Flagstaff City Council Position
ICO Robert H Carpenter
09OCT2026

Madam Mayor & Councilmembers -

My name is Robert Henry Carpenter and I am writing because I am keenly interested in our open City Council seat. I am a veteran of US Navy special operations medicine and an MBA graduate from our own Northern Arizona University. I currently sit on the Flagstaff Airport Commission as a member, with my term scheduled to end in 2027. Flagstaff has been my primary residence since moving here from Chicago in 2000.

I am technology literate in a fundamentally deep way that is vanishingly uncommon in today's America. I have explored, built, and done business on every generation of personal computer since 1992. I am comfortable interacting with digital systems at enterprise scale, and I understand the evolving technical needs of modern commerce. I have worked in many hospitals and am extremely passionate about the intersection of technology and medicine, and how they can deliver on enhancing our quality of life.

Despite this lifelong closeness with digital technology I want to be very clear about one essential aspect of who I am as a person. I work without the use of any AI tools. If selected for the Council you are assured that during deliberations it will always be my voice you hear, my thoughts, my process; I would never abdicate skills that I have spent my life learning and refining. AI undoubtedly has its uses and will continue to reveal valuable aspects of its capabilities as it progresses. My assessment is that AI is not yet robust enough to replace the human voice, our problem-solving capabilities, or our thought processes.

I am proficient in writing, reading and understanding: legalese, medical jargon, military terminology, federal government grant paperwork, accounting and business verbiage, as well as numerous other specialty vocabularies for which fluency is vitally important to the decision maker's work. My communication skills are outstanding and I am comfortable interacting with individuals from all walks of life.

I look forward to meeting with you and investigating whether I am a suitable match for the open seat.

Attached to this letter are:

- (1) Completed Application Packet
- (2) Resumé
- (3) Short Essay Responses

Thank you for your time and for the opportunity to apply to serve our community.

V/R

Robert H Carpenter
09OCT2026

1. What makes a good Councilmember?

A Councilmember's ability to deliver positive outcomes for the municipality involves balancing competing interests. The integration of novel technologies into our everyday lives in the city is an area where decision making has serious repercussions, as we have seen several times in the last few years. A strong Councilmember must find a way to balance the potential benefits to safety, welfare, and convenience against negative outcomes affecting rights or morality.

The town charter describes what makes a successful Councilmember. Given that the council acts via motion, resolution, or ordinance, a strong councilmember is familiar and at ease with these processes, skilled at critical thinking and questioning, open minded to good faith debate, and able to deliberate in a clear and concise manner. This template delivers results for Flagstaff citizens by ensuring the business of the council promotes the rights, interests, safety, morality, health and welfare of all constituents.

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

Our difficulty retaining high-level, specialty medicine providers is a major problem for our municipality. I dedicated a significant portion of my MBA studies at the Franke School of Business to understanding this vexing circumstance. A common response I received when inquiring about this issue was that physician spouses, irrespective of their gender, become bored with our town and insist on a move. The allure of a sometimes quiet yet naturally incredible mountain town is insufficient. The problem does not appear to be that we are hiring big city doctors who do not understand what to do with a mountain in their backyard. The problems are community engagement and variety of cultural expression.

The people are not saying, "I insist on global brands for local shopping, as well as world class cultural and entertainment offerings." Instead, these potential citizens report that they have not found meaningful ways to connect with their neighbors in order to bring joy and community to their lives. Therefore, the council must act to support proposals which seek to elevate community engagement. We need to encourage more neighborhood events, more art shows, and a significant expansion of the Arboretum. We need to encourage more state, national, and international sporting events like the Frisbee Golf event at Little America two summers ago. We need to embrace niche hobbies and encourage groups to come together over their shared passions. The city can offer spaces, logistics, and other forms of support to encourage our citizens to get involved with their [REDACTED].

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

My first priority is to learn the role quickly so that I can serve with greatest efficacy in the shortest amount of time. The second priority is to find ways to advocate for the underrepresented. City government should be a place where people come to find resources to help them flourish. In 2023 I chaired a discussion at NAU about how best to extend Flagstaff services to reach underserved peoples and communities, particularly in healthcare. City Council is an excellent place to continue that good

work for our citizens.

Finally, I recognize Flagstaff's unique identity and place in the list of American cities. We are artists but we are not Sante Fe. We are business people but we are not Menlo Park. We are environmentalists but we are not Burlington. We can be the best of each of these places without sacrificing our version of mountain life. The Council can help guide us to that lofty goal and that is why I want to be a member; to help pursue the good life for Flagstaff's people and institutions.

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?*

This is a great question that I have never been asked outside of a philosophy class. How do we embrace perspectives that are not our own for the purpose of examining their veracity or relevance? In 1936 F. Scott Fitzgerald gave an interview to "Esquire" where he said, "...the test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function."

I find this is easiest when attempting to consider second order effects. By changing one of the starting conditions to meet what I imagine an absent third party might construe them to be, I can more easily examine potential effects from the alternate perspective. This technique delivered great success when debating other students at university. Interestingly, it also made me a stronger non-commissioned officer in the Navy by allowing me to inhabit the perspectives of my juniors to find creative solutions to their personal and professional problems.

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 July 2018 my commanding officer(CO) at the Camp Geiger School of Infantry claimed one of my subordinates had seriously erred in a treatment protocol, endangering the life of a student Marine. I was ordered to officially admonish my junior Corpsman, and to prepare a negative counseling for the CO's signature so he could close this mess quickly. I requested until end of day to gather additional information.

By engaging with principle parties present at the emergency a more nuanced story emerged. Because it was summer in North Carolina, and initial presentations of thermoregulatory dysfunctions can be similar, first instructors on scene had initiated hyperthermia treatment. Within 90 seconds my Corpsman arrived, correctly identified a paradoxical hypothermic reaction, and reversed the treatment protocol to initiate rewarming for transport.

By insisting on time to investigate I determined a complete picture of the event; one which showed my Corpsman had acted appropriately, the Marine instructors had been instrumental in speedy evacuation to a higher echelon of care, and although parties had erred, they acted in good faith, in accordance with their training, and in the best interests of the student. I presented the investigation to my CO, emphasizing that collaborative work between Marines and Sailors had been exemplary. I was able to validate the actions of my junior Corpsman, reinforce the strong working relationship we had with our Marine counterparts, and satisfy my CO that the emergency protocol in place was correctly executed, preserving life.

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

I prefer a less intrusive leadership style. My goal is to empower subordinates through trust in their capabilities. I like to explain the end goal, offer a potential method, and present an array of tools for use in completing the objective. In this manner I allow those I lead to make decisions about how best to accomplish the mission while maintaining operational requirements. I supervise work without micromanaging. When appropriate, I offer guidance to increase their chances at successfully completing the objective. I insist on personal checks of all work at the conclusion of my team's efforts, to ensure the targets have been met in a manner which satisfies the desired output.

In 2017 I commanded a group of eighteen Navy Corpsmen providing field medical coverage for Marines engaged in high-risk training. We needed to shorten the time between Marines incurring exertional heat injuries (e.g. Heat Stroke) and their transportation to a higher level of care. I had my Corpsmen empty their emergency medical bags on the grass outside our clinic. I asked each of them to rearrange their kits for maximal efficiency in whatever manner occurred best to them. After they had selected their internal arrangement I looked over each bag and made suggestions for improvement, like pre-staging syringes with commonly used medicines taped to their exterior packaging. Small leadership interventions like this one were part of an overall plan which delivered outstanding success on our goal.

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

Adopted in 2011 to replace the older Land Development Code, the modern Zoning Code (ZC) is intended to reinforce the unique character of Flagstaff by avoiding a “one size fits all” approach. The ZC acts as a guide for implementation of the General Plan. The modern ZC designates three types of places within the city: natural, walkable urban, and drivable suburban. These classifications are important for reinforcing the “place-based” approach the ZC is intended to promulgate, particularly with regard to expansion of walkable urban areas.

The ZC is broken down into sensibly separated sections which guide potential parcel purchasing and development in accordance with established standards. Section 10-00.090 *Using the Flagstaff Transcept* is particularly useful for Council considerations because it outlines the philosophy underpinning use of spaces within the City, its Neighborhoods, and its Blocks and Buildings.

It bears mentioning that my brother is a former member of the Flagstaff Planning and Zoning Commission as well as a construction expert. For any points which might require special clarification or consideration he will be an invaluable resource.

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?*

Since the pandemic alcohol consumption has decreased significantly across all age groups except 50-64 year olds (*Alcohol Use Between 2018 and 2024; A National Cross-Sectional Study*, pg. 1). Downtown enhanced services as well as numerous other crucial municipal benefits are partially funded by beverage tax revenues. The smart bet is to assume that consumption rates will continue to decline, and that this shortfall will need to be made up elsewhere. While marijuana tax may recover some portion of this loss, whatever societal trend is moving multiple generations away from their historic alcohol consumption rates may eventually extend to marijuana usage as well.

Therefore the city needs new sources of tax revenue to hedge against this probable future

scenario. A lucrative opportunity is approaching in 2028, when the Flagstaff Airport's Fixed Base Operator (FBO) contract with Wiseman Aviation will be up for renegotiation. As enplanements continue to rise, and new regional lines are opened up by the recent securing of a federal SCASDP grant, our airport will be busier than ever. The FBO side of airport operations handles private, charter, military, and other general aviation aircraft; all aspects of overall airport operations that will continue to grow apace with Large Certified Air Carrier operations. It is my view that Flagstaff should be aggressive in securing for itself a much larger percentage of FBO revenues, particularly in the area of fuel sales and distribution.

References

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<https://www.codepublishing.com/AZ/Flagstaff/html/FlagstaffCH.html>, Accessed 06OCT2026

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<https://www.flagstaff.az.gov/DocumentCenter/View/96214/FY-2026-27-Budget-Book---Web>, Joanne Keene, Heidi Derryberry et al., Accessed 06OCT2026

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<https://flagstaff.az.gov/ArchiveCenter/ViewFile/Item/9459>, Accessed 06OCT2026

Robert H Carpenter

Summary of Qualifications

- Ten-year veteran of the United States Navy Medical Corps specializing in trauma management and health center operations
- Commissioner, Flagstaff Airport Commission (2024-2027)
- Technical acumen in myriad software platforms and enterprise systems
- Proficient researcher and analyst with fluency in professional writing

Education

Northern Arizona University, Graduated Aug. 2025

- Master of Business Administration with emphasis in Healthcare Operations

George Mason University, Graduated Aug. 2021

- Post-Baccalaureate with Honors, Pre-Med

Shimer College, Graduated Jun. 2011

- Magna Cum Laude with emphasis in Humanities and the Natural Sciences

University of Oxford, Hertford Hall, International Exchange Student, 2010

- Thesis, "On the Evolution of Metaphysical Explanation in Cosmological Modeling", successfully defended.

Career History

United States Navy Medical Corps July 2013 – Dec 2022

- Petty Officer Second Class, Enlisted Fleet Marine Force Warfare Expert
- Duty Stations: 3rd Battalion 6th Regiment, 24th Marine Expeditionary Unit, 2nd Reconnaissance Battalion, Marine Combat Training Battalion, Naval Medical Center Camp Lejeune, Walter Reed National Military Medical Center, Uniformed Services University of Health Sciences.
- Special Duty Corpsman supporting Special Operations Forces, Base Clinic Manager (18 Direct Reports), Emergency Department Team Leader (5 Direct Reports), Portable Lab Petty Officer, Chemical, Biological, Radiological Attack Response Leading Petty Officer (3 Direct Reports), Supply and Logistics Petty Officer.
- Tactical Combat Casualty Care (TCCC/T3C) Certified Instructor (2016-2022)
- Selected for Commissioning into the Medical Corps. Graduate of Enlisted to Medical Degree Preparatory Program (EMDP2), Cohort 6.

Achievements

- Navy and Marine Corps Achievement Medal (2 Awards)
- Deployed in support of Operation Inherent Resolve (anti ISIS campaign)
- Elected student representative to the Shimer College Board of Trustees 2009-2010
- Walk-on member University of Oxford, Hertford Hall, Men's 1st Boat Crew, Eights and Fours Sweep Rowing. International Competitor.