

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: Roxana Cardiel

HOME ADDRESS: [REDACTED] ZIP: 86004

EMPLOYER: Northern Arizona Interfaith Council JOB TITLE: Organizer

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 31 years

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

1. What makes a good Councilmember?
2. What do you think is the biggest issue facing Flagstaff? Give specifics and ideas for addressing the issue.
3. What are your top three priorities for being a City Councilmember and why?
4. What method do you expect to use to make a decision when you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
5. Please give an example of when you were in a position of responsibility and others disagreed with you on how an important matter should be handled. How did you help resolve the issue?
6. What is your leadership style, please provide an example of your style in use.
7. What is your understanding, awareness, and familiarity with the Flagstaff Zoning Code?
8. A key role of the Flagstaff City Council is to adopt the city's budget; how would you balance the seven key community priorities and the realities of the city's financial position with the Council's role of policy development?

I certify that I meet the statutory requirements of living within the corporate limits of the City of Flagstaff for at least one year, that I am over the age of 18 years, that I am a registered voter of the City of Flagstaff, ***and that I have read and understand the right to have my application considered in a public meeting by providing a written request to the City Clerk.***



Applicant Signature

Stacy Saltzburg, MMC
Communication and Civic
Engagement Director
Stacy.Saltzburg@flagstaffaz.gov
(928) 213-2076

To Whom It May Concern,

12 OCTOBER 2026

I'm writing to express my interest in being appointed as a City Council Member for the City of Flagstaff. My experience in community engagement and coalition building will support the work this city needs. With a master's degree in Sustainable Communities in progress, I am clear on what it takes to make change happen.

Roxana Cardiel

Flagstaff, AZ 86004

The City of Flagstaff's approach to governing this beautiful town is one I have often admired, and I'd love the opportunity to contribute my expertise to this City. I look forward to the possibility of soon becoming the City's next City Councilmember.

Best,
Roxana Cardiel

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

1. What makes a good Councilmember?

A good Councilmember is a statesman in process, guided by the question, "Am I improving the quality of life of my community?"

A good Councilmember is a statesman when they seek to understand and engage with the wider community. They also embrace the value of personal growth as an individual and a leader; and as they grow, they share the fruits of that growth with their community.

A good Councilmember is a statesman when they aim to hear from all voices and to compromise, seeking to find and understand the common good for the people they are charged with.

A good Councilmember is a statesman when they understand the bigger system and its interrelated and interdependent parts, balancing the city's needs with global responsibility and a moral compass. They acknowledge and work with competing considerations through thoughtful negotiations to get to the best solution possible for a community of over 77,000 people.

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

I would argue that the biggest issue facing Flagstaff is the "Us versus Them" mentality that harms our democracy and makes it nearly impossible to address, and in fact, exacerbates tangible issues affecting every single Flagstaff resident, including, but not limited to, the housing emergency, the high cost of living, and the disastrous effects of climate change. We have a common misunderstanding that we must pick and choose one issue over the other. Yet, every issue is interconnected, and this reality requires discussing and addressing multiple issues at the same time and not in isolation from each other.

We must also acknowledge that this "Us versus Them" mentality gets in the way of ensuring that everyone has a meaningful seat at the table: scholars, neighbors, public officials, the business community, community organizations, and others. To change this mentality, I would start addressing this issue by seeking and securing an agreed-upon understanding and commitment from everyone at the table to respectfully and meaningfully work together towards the common good, based on common values. It is only through this commitment that we can set aside this harmful mentality and get to work on solutions to the issues that affect every single one of us.

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

My top three priorities for being a City Councilmember will be as follows:

- a. To identify, address, and solve issues affecting city residents, which require engaging diverse voices, especially those frequently not heard. Oftentimes we only hear the loudest voices in the room, and those most affected by issues are often not only silent but absent altogether. We cannot expect to effectively solve issues if we do not ensure that those most directly affected are at the table.

- b. To govern, conduct public business, and shape public policy, enact ordinances, set forth rules and regulations, and make laws, based on my comprehensively informed understanding of our community's wants and needs, and of possible ways to address the issues at hand. To make good policy decisions, I must become an expert, avid learner, constantly seeking new information to guide my ability to govern.
- c. To form alliances around these issues based on common ground, overcoming ideological barriers. This requires quality relationship building that enables deep listening, respectful, agitational discussions, and compromise when it furthers the common good. Relationships, based on trust, will help us better manage conflict when resolving issues affecting a wide range of the community.

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

When I believe that there is a segment of the Flagstaff population not being heard on a particular issue, I will reach out to that segment of the population through relationships I currently have and actively build new relationships. I understand I cannot and should not do this alone; I will bring them with me to ask: Who is not being heard and why? How can we change that? What do they want us to know? What do they want done, and how do they want to be involved?

In that process, it is valuable to engage the whole community and not just this segment of the population, to get a bird's-eye view of the issue at hand, to identify the interconnections, and think systemically, always ensuring I represent all that I am appointed to serve. When we truly listen and respond to our whole community, we can build a space for unity where systemic change is possible based on common ground and common values.

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 the Organizer for Northern Arizona Interfaith Council, it is my job to guide NAIC leaders in their broad-based organizing work. This often requires asking them to stop, reflect, and evaluate their current response, or should I say, reaction to specific issues. During these times of turmoil, we can all be sunk into fear and make rash decisions that do more harm than good. Although our conversations may start with disagreement, we are able to quickly redirect ourselves to organizing for the common good, from a place of love. This redirection allows leaders to open up to more effective ways to respond to issues. This is especially true regarding issues affecting our immigrant neighbors. We are privileged to count on leaders from diverse backgrounds who are eager to protect our immigrant neighbors. In one incident, recent ICE activity was incorrectly shared out, and that led to families thinking they too were in clear danger. I asked for a meeting with those responsible for sharing that misinformation and asked them to evaluate their work. Through meaningful dialogue, they accepted responsibility for the consequences of their actions and committed to respecting the well-established protocol around information sharing.

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

My leadership style is guided by genuine curiosity, actively seeking to understand the connections among people and among issues. One recent situation affecting one NAIC leader had many leaders

scrambling, trying to figure out how to help them. This leader was facing family separation, and she did not understand what was happening or why. I decided to sit with her and ask her a series of questions regarding the past, present, and future of the situation and those involved. Her answers helped us to gain clarity on who was dealing with what. This conversation informed our response as an organization but, more importantly, helped her recognize that she had a whole organization ready to help her navigate her situation, and she took informed steps that we fully respect.

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

Although I know the City is currently undergoing a comprehensive restructuring of zoning codes, I must admit my expertise is quite limited. I wholeheartedly look forward to learning all that I need to know about it.

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?

Given the realities of the city's financial position, instead of trying to balance these key community priorities, I would seek to adopt a budget that leverages the combined strength of as many of those priorities as possible. Again, these priorities don't have to necessarily compete with each other; they can actually complement each other very well if we can commit to taking the time for this approach.

ROXANA CONTRERAS CARDIEL

| [linkedin.com/in/roxanacontrerascardiel711](https://www.linkedin.com/in/roxanacontrerascardiel711)

COMMUNITY ORGANIZING | CAPACITY BUILDING | PROGRAM MANAGEMENT

Collaborative community organizer with 10+ years of experience growing community capacity for justice. Skilled at building coalitions, creating processes that center insights from people's lived experiences, and developing tools to catalyze solidarity practices.

Key skills:

- Coalition building and relationship management
- Creating accessible and engaging resources
- Proposal writing and grant administration
- Spanish interpretation and translation
- Developing and delivering trainings
- Strategic short and long-term planning
- Understanding of social movements
- Cultivating diverse stakeholders
- Virtual and in-person facilitation
- Policy research and analysis

PROFESSIONAL EXPERIENCE

NORTHERN ARIZONA INTERFAITH COUNCIL, Flagstaff, AZ

June 2014-Present

Community Organizer

Supervise and build a broad-based coalition to advocate for systems change related to immigration, public health, climate change, criminal justice, affordable housing, public education, and voter engagement. Provide capacity building and leadership development for 15 coalition institutions. Oversee the board of directors and steering committee. Manage NAIC's annual budget of \$80,000, including current membership dues, membership expansion, grant writing, and fundraising. Develop and conduct organizing trainings for 1,000 people annually to become active in their communities through building relationships, identifying issues of mutual self-interest, and engaging in organized action. Secure over \$350,000 in grant funding. Research, develop, and deliver trainings and presentations. Research and develop resources to meet community needs.

- Launched an equitable engagement effort, secured ongoing funding, and built relationships with the City of Sedona to grow civic leaders in the immigrant community and shift power in City planning processes. Successfully advocated for:
 - o The implementation of a business incubator program for Spanish-speaking entrepreneurs, which trained 36 business leaders in one year
 - o The construction of a multi-use pathway along a frequently used but dangerous road
 - o The development of a home energy retrofit program for low-income community members
 - o Spanish interpretation and translation services throughout municipal programs
- Obtained \$200,000 in granting funding to support COVID-19 relief funds for emergency relief in the immigrant community
- Successfully organized in support of a \$20 million affordable housing bond, a \$100 million education bond, and a statewide ballot initiative for public tuition for Dreamers
- Successfully organized to prevent the eviction of 200 low-income community members during the development of a luxury student housing project

NORTH COUNTRY HEALTHCARE, Flagstaff, AZ

July 2015-August 2022

Equity and Inclusion Specialist

Lead the development and expansion of NCHC's equity and inclusion strategy and programs. Facilitate the Cultural Competency Advisory Committee. Develop and implement an annual Cultural Competency Plan. Prepare and distribute the annual Cultural Competency Report. Develop and deliver comprehensive staff trainings and education. Manage contractor translation and interpreting services. Provide recommendations on issues of compliance and policies/procedures. Collaborate with Human Resources Department to support the recruitment and retention of a diverse and inclusive workforce. Support culturally competent marketing development. Maintain communications with senior management and clinical improvement personnel.

Community Health Worker

June 2013-Sept 2014

Developed relationships with the Latino community to address barriers to healthy lifestyles in a culturally competent way. Developed and implemented community-based strategies to address social determinants of health. Built the capacity of community members to be civically engaged in community processes around housing, health, and immigration status. Built relationships to bring community stakeholders to the table.

Spanish Interpreter

Aug 2009-June 2013

Interpreted for community health organizing meetings to address social determinants of health on the individual, family, community, and policy levels. Trained staff on interpreter services, ethics, and protocols. Advocated for the development of the Cultural Competence Advisory Committee and facilitated peer learning sessions. Developed and delivered Spanish immersion classes for employees. Connected patients with internal and community services. Interpreted during medical encounters. Translated medical documents.

EDUCATION**NORTHERN ARIZONA UNIVERSITY**, Flagstaff, AZ

Projected Graduation - 2024

Graduate Degree in Sustainable Communities

Flagstaff, AZ 2022

Bachelor's Degree in University Studies**Minor in Latin Culture and Values****COCONINO COMMUNITY COLLEGE**, Flagstaff, AZ

2009

Associate's Degree in Administration of Justice

AWARDS**CITY OF FLAGSTAFF**, Flagstaff, AZ

2021

Key to the City**NORTHERN ARIZONA UNIVERSITY**, Flagstaff, AZ

2018

Community Partner of the Year**FRIENDS OF FLAGSTAFF'S FUTURE**, Flagstaff, AZ

2015

Livable Community Award

VOLUNTEER EXPERIENCE**FLAGSTAFF LEADERSHIP PROGRAM**, Flagstaff, AZ

2021-2023

Committee Member