

SPECIAL WORK SESSION AGENDA

CITY COUNCIL SPECIAL WORK SESSION
WEDNESDAY
OCTOBER 14, 2026

COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
11:00 A.M.

**All City Council Meetings are live streamed on the city's YouTube page
(<https://www.youtube.com/@FlagstaffCityGovernment>)**

For efficiency and focus on the applicants, public comments will only be taken in writing.

Written comments may be submitted by using the blue comment card or emailed to
publiccomment@flagstaffaz.gov.

1. Call to Order

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. Roll Call

NOTE: One or more Councilmembers may be in attendance through other technological means.

MAYOR DAGGETT
VICE MAYOR SWEET
COUNCILMEMBER ASLAN
COUNCILMEMBER HOUSE

COUNCILMEMBER MATTHEWS
COUNCILMEMBER SPENCE

3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

MISSION STATEMENT

The mission of the City of Flagstaff is to protect and enhance the quality of life for all.

LAND ACKNOWLEDGEMENT

The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.

4. City Council Vacancy Applicant Introductions

City Council applicants will provide a five-minute introduction presentation to Council in the following order:

1. Daniel O'Bryant - WITHDREW
2. Rachael "Rey" Costello

3. Aaron Cirzan
4. CJ Lucke
5. Alec "Ace" Overmann
6. Austin Kerr
7. Catherine Jadin
8. Andrew Shouse
9. Nick DeJohn
10. Alan Winninger
11. Roxana Cardiel
12. Jim McCarthy
13. Dennis Givens
14. Brendan Trachsel
15. Reid Miller
16. Drew Stanley
17. Tyler Denham
18. Moses Milazzo
19. Samuel Ogden
20. Rick Lopez
21. Gary Howell
22. Aimee Backus
23. Robert Breunig
24. Regina Salas
25. Stephen Puhr
26. Robert Carpenter
27. Nick Jones
28. Sara Wagner

The order of presentations was determined using an online randomizer.

5. Discussion and Direction on Regina Salas' Qualifications and Application Materials

Discussion of applicant's qualifications and application materials and Council direction.

6. Discussion and Direction on Jim McCarthy's Qualifications and Application Materials

Discussion of applicant's qualifications and application materials and direction from Council.

7. Adjournment

_____ hereby certifies that the foregoing notice and agenda was published on _____.

THE CITY OF FLAGSTAFF ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 213-2076 or email at stacy.saltzburg@flagstaffaz.gov to request an accommodation to participate in this public meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Flagstaff makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Flagstaff City Council meetings are live-streamed and recorded and may be viewed on the City of Flagstaff's website. If you permit your child to attend/participate in a televised Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.the meeting.

CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 10/07/2026
Meeting Date: 10/14/2026



TITLE:
City Council Vacancy Applicant Introductions

DESIRED OUTCOME:

City Council applicants will provide a five-minute introduction presentation to Council in the following order:

1. Daniel O'Bryant - WITHDREW
2. Rachael "Rey" Costello
3. Aaron Cirzan
4. CJ Lucke
5. Alec "Ace" Overmann
6. Austin Kerr
7. Catherine Jadin
8. Andrew Shouse
9. Nick DeJohn
10. Alan Winninger
11. Roxana Cardiel
12. Jim McCarthy
13. Dennis Givens
14. Brendan Trachsel
15. Reid Miller
16. Drew Stanley
17. Tyler Denham
18. Moses Milazzo
19. Samuel Ogden
20. Rick Lopez
21. Gary Howell
22. Aimee Backus
23. Robert Breunig
24. Regina Salas
25. Stephen Puhr
26. Robert Carpenter
27. Nick Jones
28. Sara Wagner

The order of presentations was determined using an online randomizer.

EXECUTIVE SUMMARY:

On September 28, 2026 the City Council developed a process by which they would select a new City Councilmember to fill the vacant seat created by the resignation of Anthony Garcia.

The Council began accepting applications on October 1, 2026 and the application period closed on

Monday, October 12, 2026.

Twenty-eight applications were submitted by the following individuals:

- Aimee Backus
- Robert Breunig
- Roxana Cardiel
- Robert Carpenter
- Aaron Cirzan
- Rachael "Rey" Costello
- Nick DeJohn
- Tyler Denham
- Dennis Givens
- Gary Howell
- Catherine Jadin
- Nick Jones
- Austin Kerr
- Rick Lopez
- CJ Lucke
- Jim McCarthy
- Moses Milazzo
- Reid Miller
- Daniel O'Bryant - Withdrew
- Samuel Ogden
- Alec "Ace" Overmann
- Stephen Puhr
- Regina Salas
- Andrew Shouse
- Drew Stanley
- Brendan Trachsel
- Sara Wagner
- Alan Winninger

INFORMATION:

The application materials from each applicant have been attached to the staff summary.

Attachments:

- [Daniel O'Bryant](#)
- [Rachael Costello](#)
- [Aaron Cirzan](#)
- [CJ Lucke](#)
- [Ace Overmann](#)
- [Austin Kerr](#)
- [Catherine Jadin](#)
- [Andrew Shouse](#)
- [Nick DeJohn](#)
- [Alan Winninger](#)
- [Roxanna Cardiel](#)
- [Jim McCarthy](#)
- [Dennis Givens](#)
- [Brandon Trachsel](#)
- [Reid Miller](#)
- [Drew Stanley](#)
- [Tyler Denham](#)
- [Moses Milazzo](#)
- [Samuel Ogden](#)

Rick Lopez
Gary Howell
Aimee Backus
Robert Breunig
Regina Salas
Stephen Puhr
Robert Carpenter
Nick Jones
Sara Wagner

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: Daniel Keith O'Bryant
HOME ADDRESS: [REDACTED] ZIP: 86001
EMPLOYER: Self-employed JOB TITLE: Semi-retired
E-MAIL: [REDACTED]
PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 13 yrs

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.**

[Signature]
Applicant Signature

Dr. Daniel Keith O'Bryant

Flagstaff, AZ 86001

October 12, 2026

Dear Members of the Flagstaff City Council,

I am writing to express my interest in serving as a Flagstaff City Councilmember. Having called Flagstaff home for the past 13 years—building a house, developing land, and raising four children—I am deeply invested in our city's future. Following my recent resignation from Northern Arizona University, I am eager to dedicate my time, energy and leadership skills to civic engagement, to help make Flagstaff an even better place to live while protecting its unique character for future generations.

For twelve years, I served as a tenured professor at Northern Arizona University, where I directed all aspects of the university's orchestral program. In this role, I practiced administrative and financial skills that transfer directly to municipal governance:

- **Budgetary & Fiduciary:** I successfully administered an annual operating budget of \$200,000 and spearheaded fundraising initiatives that generated an average of \$40,000 annually in private donations.
- **Personnel & Team Leadership:** I directly supervised two full-time office administrators alongside graduate assistants, fostering collaborative work environments and leading teams toward shared goals.
- **Institutional Collaboration:** I regularly served on high-level university administrative committees, collaborated with the Office of the President on major university events, and evaluated faculty scholarship for promotion and tenure.
- **Large-Scale Event Operations:** I organized and hosted international music conferences, competitions, and festivals, coordinating complex logistical schedules, community outreach, and student recruitment efforts.

Beyond my academic career, I have consistently stepped into community leadership roles, including serving on a homeowners association board, church leadership positions, and for professional associations. My hands-on experience with land development and home construction in Flagstaff has given me practical insight into local infrastructure, housing, zoning and urban planning challenges.

As an avid mountain biker, runner, and rock climber, I cherish Flagstaff's outdoor access and natural environment. I understand firsthand what makes our mountain town special, as well as the critical balance required between smart growth, housing availability, environmental preservation, and fiscal responsibility.

My background in leading collaborative teams equips me to hit the ground running as a Councilmember. I welcome the opportunity to discuss how my experience and long-standing commitment to Flagstaff align with the Council's vision.

Thank you for your time, leadership, and consideration.

Sincerely,

Daniel Keith O'Bryant

City of Flagstaff, City Council Questionnaire

Dr. Daniel Keith O'Bryant, Applicant

1. What makes a good Councilmember?

An effective city councilmember serves as a bridge between the community and the city government. They balance the immediate needs of the residents with the long-term vision and operational capacity of the city. To excel in this role, a councilmember must possess a distinct combination of leadership qualities and strategic skills.

A great councilmember prioritizes engagement with their constituents. To increase availability, they might host open office hours, attend neighborhood town-halls, and maintain channels of communication with citizens and city management. Rather than catering solely to vocal interest groups, they actively seek diverse and historically underrepresented perspectives to ensure local policies reflect the entire community.

Municipal governance focuses heavily on core services—infrastructure, public safety, zoning, and parks. Strong councilmembers approach city budgets with rigor and transparency, ensuring taxpayer dollars are spent efficiently. They evaluate complex proposals, weigh trade-offs pragmatically, and base decisions on data, sound evidence, and long-term fiscal sustainability rather than political ideology.

Because a single councilmember holds only one vote, effectiveness relies on collaboration. Outstanding members build constructive relationships with colleagues, city administration, regional partners, and local business leaders. They demonstrate willingness to compromise without sacrificing core values, fostering a professional council environment.

While addressing daily complaints like potholes or streetlights, a good councilmember maintains focus on big-picture strategic goals—such as affordable housing, economic development, and climate resilience. Above all, they act with transparent ethics, clear accountability, and unyielding integrity, placing the public trust and community benefit above personal or political ambition.

2. What is the biggest issue facing Flagstaff?

By most measures, the single biggest issue facing Flagstaff, Arizona, is the severe housing affordability crisis and rising cost of living. Flagstaff consistently ranks as Arizona's least affordable home-buying market. The issue is rooted in a unique combination of geographic, economic, and environmental factors.

The city can achieve sustainable affordability through several core strategies:

Modernize Zoning Codes: Overhaul land-use regulations via the Code Analysis Project. Increasing allowed density, lowering off-street parking minimums, and allowing missing-middle housing (duplexes, triplexes, townhomes, and accessory dwelling units) enables infill development without urban sprawl.

Streamline Permitting: Publish pre-approved, energy-efficient building plans for backyard apartments and small-scale housing. This reduces architectural costs, speeds up the approval timeline, and lowers entry barriers for local builders.

Expand Targeted Financial Tools: Maximize dedicated municipal funding—such as housing bonds—to scale down-payment assistance (e.g., Community Homebuyer Assistance Program), fund adaptive reuse of commercial properties, and subsidize long-term affordable rental units.

Leverage Public Land & Community Land Trusts: Develop affordable housing directly on city-owned land and partner with non-profits (like Housing Solutions of Northern Arizona). Expanding community land trusts locks in permanent affordability by separating land cost from home value.

Combining density incentives, streamlined permitting, municipal bond funding, and land preservation will help Flagstaff reach its goal of creating and preserving thousands of affordable units while preserving its mountain environment.

3. What are my top three priorities for being a City Councilmember?

Fiscal Stewardship and Infrastructure

A core duty of city government is managing public resources responsibly. Councilmembers must ensure tax dollars are spent effectively by balancing annual budgets, maintaining transparent financial practices, and funding critical infrastructure—such as roads, water systems, public transit, and emergency services. Prioritizing maintenance and sustainable long-term planning prevents costly emergency repairs and supports economic stability.

Strategic Policy, Zoning, and Economic Vitality

Councilmembers shape a city's growth through land-use policies, zoning codes, and economic development strategies. Key tasks include addressing housing availability, encouraging balanced commercial growth, and creating job opportunities. By updating municipal master plans and streamlining regulatory processes, councilmembers help build resilient local economies while protecting community character, open space, and environmental health.

Community Engagement and Representation

City council is the level of government closest to the public. Effective councilmembers serve as accessible, responsive advocates for all constituents. Prioritizing open communication—through town halls, neighborhood meetings, and accessible public comment periods—ensures policy decisions reflect diverse neighborhood voices, build public trust, and promote equitable service delivery across the entire community.

4. What method of decision-making would I use when there is a segment of the population not being heard on a particular issue?

Proactive & Targeted Outreach: Rather than expecting residents to navigate city hall procedures during a regular meeting, councilmembers must meet communities where they gather. This involves hosting localized listening sessions, partnering with trusted grassroots organizations, providing multilingual notifications, and offering flexible virtual options for attending.

Equity-Focused Impact Analysis: Before casting a vote, apply an equity lens to staff reports. Ask explicit questions: Who benefits from this policy? Who is burdened? Which demographic or geographical groups were surveyed? If engagement data shows a clear gap, request a vote delay to mandate targeted community feedback.

Co-Design & Deliberative Engagement: Utilize participatory tools like neighborhood focus groups, participatory budgeting, or advisory committees specifically composed of affected, unheard residents. Giving underrepresented groups direct input into framing solutions moves decision-making from passive consultation to active collaboration.

5. An example of serving in a position of responsibility when others disagreed with how to handle an important matter?

While serving on an HOA board for a condominium community, we faced a major challenge during a community-wide renovation project, including new siding, balconies, and paint. The primary issue was that our funds were insufficient to cover every home, even though each unit was charged a special assessment. Deciding whether to increase the assessment or leave some work unfinished created significant friction between board members. Because every resident had paid the same assessment amount, leaving any unit incomplete was inherently unfair.

The HOA board was divided between two options: increase the financial burden on homeowners or reduce the scope of the project. To break the deadlock, I took the initiative of meeting separately with board members, property management, homeowners and contractors to address specific concerns and identify potential areas for compromise. Through these targeted discussions, I helped facilitate a collaborative and financially viable resolution. We negotiated with contractors on pricing and material styles, extended the project timeline to collect additional funds through regular dues, and approved partial or targeted repairs where full replacements were unnecessary. Ultimately, this tailored strategy achieved full project completion without imposing an additional financial burden on residents.

6. What is my leadership style and example of style in use?

My leadership style is grounded on thorough preparation and gathering as much information as possible before negotiating. In most cases, leaders are far more effective when they enter a discussion fully prepared and equipped with clear answers. Preparation is the key to effective leadership and timely decision-making.

A clear example of this approach occurred when I was building a house in Flagstaff. I needed to split a parcel of land into three separate lots, but was initially told that zoning regulations would not allow it. There was sharp disagreement between the city zoning official and the city planner as to whether the split was permissible. The original developers of the neighborhood claimed it exceeded the allotment of buildable space, and the sellers insisted a resource protection overlay prohibited the removal of additional trees.

Rather than accepting these obstacles, I did my homework. I carefully researched the Flagstaff city building codes, I read the city's published documents and meeting minutes until I discovered the exact framework that made the land-split permissible. Equipped with these facts, I helped align everyone's understanding on the issue. Ultimately, by working closely with the city planner, I helped bring all parties into agreement. The land split was approved, and the required buildable space was unlocked. My leadership strength lies primarily in strong reading comprehension, rigorous research, and the commitment to finding accurate information.

7. What is my understanding of the Flagstaff Zoning Code?

The Flagstaff City Zoning Code establishes the official regulations that govern land use, building standards, and development within city limits. It is organized under title 10 of the City Code.

It divides the city into specific districts, including Residential (R), Commercial (C), Industrial (I), Public/Semi-Public (P), and High-Density Housing.

It imposes strict development thresholds to protect natural features like steep slopes, floodplains, wetlands, specimen trees, and forest cover.

It includes specific building requirements, maximum heights, setbacks, site coverage, and architectural guidelines that fit the local mountain setting.

It outlines precise procedures for lot splits, parcel adjustments, plat approvals, and density limits based on neighborhood buildable space standards.

It integrates outdoor lighting restrictions to minimize light pollution, protecting the local astronomical observatories (Lowell Observatory) and Flagstaff's designation as the world's first International Dark-Sky City.

It incorporates provisions for mixed-use developments, accessory dwelling units (ADUs), and infill projects to address housing availability.

Having developed and engineered 3 parcels within city limits, and having designed and built my own home, I am well-aware of the need to understand and the City's zoning codes. Additionally, my wife is a building-designer in flagstaff, and we frequently discuss her projects in relation to city code. Two of her plans were selected by Flagstaff City for the ADU design library.

8. How would I balance the seven key community priorities and the realities of the city's financial position with the Council's role of policy development?

Balancing Flagstaff's Seven Community Priorities with fiscal constraints while advancing city policy requires a structured, data-driven approach. The Flagstaff City Council achieves this by Priority Based Budgeting (PBB), a framework that shifts the focus from traditional line-item spending to direct community outcomes. By evaluating every program against the city's strategic goals, PBB ensures that policy development remains firmly anchored to financial realities. The process begins by translating the seven community priorities—such as affordable housing, environmental sustainability, and safe communities—into measurable scoring criteria. When council members develop or update policies, city staff use these criteria to score municipal programs. High-priority programs that align with council objectives receive funding preference. Conversely, lower-scoring programs are scrutinized for potential cost-reductions, partnerships, or sunseting. This systematic ranking allows the council to maximize the impact of limited public funds.

DANIEL KEITH O'BRYANT

Flagstaff, AZ, 86001

Formal Education

- 2003 - 2006 **Arizona State University, D.M.A. in Orchestral and Opera Conducting**
- 1999 - 2001 **Brigham Young University, M.M. in Orchestral Conducting**
- 1992 - 1998 **Brigham Young University, B.M in String Bass Performance and Pedagogy**

Area Director and Orchestral Conducting Positions

- 2013 - 2025 **Northern Arizona University, Associate Professor of Music (Tenure, 2017)**
Area Director of Orchestras and Opera Theatre
String Scholarship Coordinator (\$250,000 annually)
Member of the Faculty Review, Graduate, College Curriculum, Administrative Council, String Area, and Accreditation committees
Supervisor of Graduate Instrumental Conducting Degree
Instructor of Applied Instrumental Conducting
- 2013 - 2023 **Curry Summer Music Camp, AZ, Director of Orchestras**
- 2006 - 2013 **St. Cloud State University, Associate Professor of Music (Tenured, 2011)**
Area Director of Orchestras and Opera Theatre
Chair of Scholarship and Recruitment Committees
Member of Touring and Outreach Committees
Instructor of Applied Instrumental Conducting
Instructor of Applied Cello and Bass lessons
Supervisor of Graduate Instrumental Conducting Degree
Instructor of String Methods, Music Appreciation, and Orchestral Literature
- 2008 - 2013 **St. Cloud Symphony, Associate Conductor**
A fully-professional orchestra, performing 8 concerts annually
- 2007 - 2008 **Heartland Symphony Orchestra, Music Director**
A community orchestra, performing 3 concerts annually
- 2007 - 2013 **St. Cloud State Youth Symphony, Founding Director**
- 2003 - 2006 **Arizona State University, Graduate Assistant Conductor**
Graduate assistant for the ASU Symphony and Chamber Orchestras
Principal Conductor of the ASU Sinfonietta
Music Director of the ASU Lyric Opera Theatre
- 2002 - 2003 **Jackson Intermediate (TX), Director of Orchestras**
- 2000 - 2002 **Utah Valley Chamber Players, Founding Director**

2000 - 2001	Utah Valley Youth Symphony, Conductor and Recruiter
1999 - 2001	Brigham Young University, Graduate Assistant Conductor Graduate Assistant for the BYU Philharmonic and Chamber Orchestras Principal Conductor of the BYU String Orchestra and University Orchestra Principal Conductor of the BYU Recital and Studio Recording Orchestras Guest Conductor of the BYU Lyric Opera Theatre Guest Conductor of the BYU Early Music Ensemble
1997 - 1998	Salt Lake Opera Company, Assistant Conductor Conductor and Personnel Manager
1996 - 1998	Utah County Chamber Players, Founding Director

Guest Conducting and Clinics

2020	Missouri Philharmonic, Guest Conductor
2020	AZ All-State Southwest Regional Orchestra, Guest Conductor
2015 - 2020	AZ North Regional High School Orchestra Festival, Clinician
2019	NAU Faculty Chamber Players, Guest Conductor
2019	Cactus Chamber Musicians, Guest Conductor
2019	West Chester University Philharmonic, Guest Conductor
2019	AZ All-State South Regional Orchestra, Guest Conductor
2018	AZ All-State West Regional Orchestra, Guest Conductor
2017	Flagstaff Symphony Orchestra, Guest Conductor
2017	Arizona Eastern Regional Orchestra, Guest Conductor
2017	Desert Vista High School, AZ, Guest Conductor
2017	Highland High School Chamber Orchestra, Clinician
2017	Northland Prep Academy Orchestra, Clinician
2017	Dobson High School Symphonic Winds, Clinician
2017	Page High School Orchestra, Clinician
2017	Combs High School Orchestra, Clinician
2017	Flagstaff High School Orchestra, Clinician
2016	NAU Lyric Opera Theatre, Guest Conductor

2016	NAU Faculty Chamber Orchestra, Guest Conductor
2016	University of Oregon Symphony Orchestra, OR, Guest Conductor
2016	North West Regional Orchestra, AZ, Guest Conductor
2015	La Cueva High School Chamber Orchestra, NM, Clinician
2015	Basha High School Chamber Orchestra, AZ, Clinician
2015	Saguaro High School Orchestra, AZ, Clinician
2015	Marcos de Niza High School Orchestra, AZ, Clinician
2015	Perry High School Chamber Orchestra, AZ, Clinician
2015	Sierra Vista High School Chamber Orchestra, NV, Clinician
2015	Southwest High School Chamber Orchestra, CA, Clinician
2015	Highland High School Concert Orchestra, AZ, Clinician
2015	North Central Regional Orchestra, AZ, Guest Conductor
2015	Keweena Symphony Orchestra, MI, Guest Conductor
2015	Highland High School Chamber Orchestra, AZ, Guest Conductor
2014	Iowa State University Orchestra, Guest Conductor
2014	Flagstaff Master Chorale, Guest Conductor
2014	Curry Summer Music Camp, Guest Conductor
2014	Northern Arizona University Choirs, Guest Conductor
2014	Gilbert High School Chamber Orchestra, Clinician
2014	Phoenix Youth Symphony, Guest Conductor
2013	Greater Twin Cities Youth Symphony, Guest Conductor
2013	Dobson High School, AZ, Guest Conductor
2013	Coconino High School AZ, Clinician
2013	Perry High School AZ, Clinician
2013	Highlands High School AZ, Clinician
2013	Westwood High School AZ, Clinician
2013	Mesa High School AZ, Clinician

2013	Corona Del Sol High School AZ, Clinician
2012	University of Cincinnati College Conservatory of Music, Clinician
2012	Appalachian State University Symphony Orchestra, Guest Conductor
2012	St. Cloud State University Musical Theatre, Conductor
2012	East Central Minnesota Chorale, Guest Conductor
2012	Kennedy Jr. High, MN, Clinician
2012	Eden Prairie High School, MN, Clinician
2012	Chippewa Middle School, MN, Clinician
2012	Robbinsdale Armstrong High School, MN, Clinician
2012	Moorhead High School, MN, Clinician
2012	Discovery Middle School, MN, Clinician
2012	Oak-Land Jr. High School, MN, Clinician
2012	Grove City High School, MN, Clinician
2012	New London Spicer High School, MN, Clinician
2012	Litchfield High School, MN, Clinician
2012	Paynesville High School, MN, Clinician
2012	St. John's Prep Orchestra, MN, Clinician
2012	Eden Valley High School, MN, Clinician
2012	Kimball High School, MN, Clinician
2011	St. Cloud State University Concert Choir, Guest Conductor
2011	Minnesota Music Educators Conference, Presenter/performer
2011	Wartburg College, IA, Guest Conductor
2011	Concordia College, MN, Guest Conductor
2011	SCSU Festival Orchestra, Director of Events
2011	Robbinsdale Armstrong High School, MN, Clinician
2011	Wayzata High School, MN, Clinician

2011	Hopkins West Junior High, MN, Clinician
2011	Coon Rapids High School, MN, Clinician
2011	Robbinsdale Cooper High School, MN, Clinician
2011	Moorhead High School, MN, Clinician
2011	Valleyview Middle School, MN, Clinician
2011	Kennedy Community School, MN, Clinician
2011	Discovery Middle School, MN, Clinician
2011	Stillwater Junior High, MN, Clinician
2011	Crosswinds Chamber Strings, MN, Clinician
2010	Central Lakes Conference, Guest Conductor
2010	SCSU Festival Orchestra, Director of Events
2009	Omaha Symphony, Conducting Fellow
2009	SCSU Festival Orchestra, Director of Events
2009	St. Cloud State University Opera Theatre, Guest Conductor
2008	Cantabile Children's Choir, Guest Conductor
2008	South High School, Minneapolis, MN, Clinician
2008	Forestview Middle School, Brainerd, MN, Clinician
2008	St. Cloud Apollo High School, St. Cloud, MN, Clinician
2008	College of St. Bens Orchestra, Guest Conductor
2007	Legacy Chorale, Guest Conductor
2007	Mississippi Strings Camp, Guest Conductor
2007	St. Cloud Tech High School, St. Cloud, MN, Clinician
2007	St. Cloud Apollo High School, St. Cloud MN, Clinician
2007	Coon Rapids High School, Coon Rapids, MN, Clinician
2007	Monticello High School, Monticello, MN, Clinician
2007	Minnesota Region 8 Festival, Adjudicator
2007	Minnesota Region 2 Festival, Adjudicator

2007	Mississippi Strings Camp, St. Cloud, MN, Guest Conductor
2006	Arizona State University, Lyric Opera Theatre Music Director
2006	Mississippi Strings Camp, St. Cloud, MN, Clinician
2006	St. Cloud Technical High School, St. Cloud, MN, Clinician
2006	St. Cloud Apollo High School, St. Cloud, MN, Clinician
2006	Minnesota Music Educators Conference, Guest Lecturer
2006	Riverside Brass Ensemble, Guest Conductor
2002	Bakersfield Symphony, Guest Conductor
2002	Conductors Institute Orchestra, SC, Conducting Fellow
2001	Brigham Young University Opera Theatre, Guest Conductor
2001	Aspen Music Festival, Conducting Fellow
2000	Lyceum Chamber Ensemble, Guest Conductor
1998	Mt. Nebo Cello Choir, UT, Guest Conductor
1997	Hillcrest High Concert Choir, UT, Guest conductor

Arts Leadership and Touring

2018	UCI Performance Tour, Director and Organizer
2013 - 2025	Northern Arizona University Orchestral Area Director Supervise budgets, contracts, marketing, personnel, stage management, scheduling, purchasing, competitions, festivals, auditions, seminars, and scholarships.
2015	AMEA Performance Tour, Director and Organizer
2013	Midwest Performance Tour, Director and Organizer
2006 - 2013	St. Cloud State University Orchestral Area Director Supervised budgets, contracts, marketing, personnel, stage management, scheduling, purchasing, competitions, festivals, auditions, seminars, and scholarships.
2011	MMEA Performance Tour, Director and Organizer
2010	Minnesota Stateside Performance Tour, Director and Organizer
2008	European Tour: France/Germany, Director and Organizer 200 musicians, from 3 colleges, traveled to Europe for 3 weeks of performances

- 2006 **National ASTA Convention Tour, Assistant Conductor and Tour Organizer**
- 2001 **Russia Performance Tour: Assistant Conductor and Tour Organizer**

Publications and Awards

- 2020 **"Conversations with Simon Rattle"**
Exclusive interview published in the College Orchestra Directors Association Journal
- 2019 **National Opera Association, First Prize**
NAU Lyric Opera Theatre was awarded first prize for production of Mozart's *Magic Flute*
- 2019 **Flagstaff Arts Council, Viola Awards, First Prize**
NAU Lyric Opera Theatre was awarded first prize for production of Mozart's *Magic Flute*
- 2019 **"Interpreting Symphonic Music"**
Lecture presented at the Arizona All State Convention
- 2019 **"The Furtwangler Effect: Helping Orchestras Achieve Dramatic Arc"**
Lecture presented at the Massachusetts Institute of Technology and the Boston Conservatory of Music, for an international conducting conference
- 2018 **College Orchestra Directors Association Conference, Featured Performer**
The NAU Orchestra was chosen as one of three ensembles to perform
- 2017 - 2018 **"American Prize," Finalist in College Orchestra Performance Division**
The NAU Orchestra was identified as one of the top university ensembles in America
- 2016 **"Programming for High School Philharmonic Orchestras"**
Lecture given at Las Vegas Unified School District Teacher Training
- 2016 **"Winning the Audition," Event Organizer and Master Teacher**
International seminar on orchestral conducting
- 2015 **Arizona Music Educators Association, Featured Performer**
The NAU Orchestra was chosen as one of three ensembles to perform
- 2014 **"Winning the Audition," Event Organizer and Master Teacher**
International seminar on orchestral conducting
- 2011 **Minnesota Music Educators Association, Featured Performer**
The SCSU Orchestra was chosen as one of three ensembles to perform
- 2006 **"A Philosophy of Communication for the Modern Orchestra Conductor"**
Doctoral Dissertation at Arizona State University
- 2003 - 2006 **Graduate Assistantship and Full Scholarship, Arizona State University**
- 2000 - 2002 **Graduate Assistantship and Full Scholarship, Brigham Young University**
- 2001 **Aspen Music Festival, Full Fellowship Recipient**
- 1992 - 1998 **Brigham Young University, Concerto Competition Winner**

- 1997 **Utah Valley Symphony, Young Artists Concerto Competition Winner**
- 1992 **Huff Music Contest, UT, Overall sweepstakes winner**

String Bass Education

- 2001 **Aspen Music Festival**
Studied with Bruce Bransby of the Indiana School of Music
- 1992 - 1998 **Brigham Young University, BM in String Bass Performance**
Studied with Walter Birkedahl

String Bass Positions

- 2006-2013 **St. Cloud Symphony Orchestra, Principal Bass**
- 2006-2013 **St. Cloud State University, Professor of String Bass**
- 2006 **St. John's University Boys Choir Opera Orchestra, Principal Bass**
- 1999 – 2002 **Orchestra at Temple Square, UT, Co-principal bassist**
- 2001 **Aspen Music Festival, Principal Bassist**
- 1999 – 2001 **Utah Valley University, Adjunct Instructor of Bass**
- 1999 – 2000 **Ballet West, UT, Section bass**
- 1999 **Chicago Sinfonietta, Section bass**
- 1999 **Music of the Baroque, IL, Section bass**
- 1998 – 1999 **Civic Orchestra of Chicago, Assistant Principal Bass**
- 1998 – 1999 **Elgin Symphony, IL, Section Bass**
- 1996 – 1998 **Utah Regional Ballet, Principal Bass**
- 1995 – 2001 **LA East and Solarium Studios, UT, Studio Bass for Hollywood films**
- 1995 – 1998 **Utah Valley Symphony, Section Bass**
- 1998 **American West Symphony, UT, Principal Bass**
- 1992 - 1998 **Brigham Young University, Principal Bass of the Philharmonic Orchestra**
- 1997 **Park City International Music Festival, Section bassist**
- 1997 **Salt Lake Opera Company, Principal Bass**

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Dear Mayor Daggett and Members of the City Council,

I am writing to express my interest in serving on the Flagstaff City Council. Having grown up in Northern Arizona and having attended NAU, I care deeply about this community and believe local government plays an important role in shaping the quality of life, affordability, resilience, and future of our city.

My professional background is in climate, conservation, stakeholder engagement, project management, and executive support. I currently work as an Executive Coordinator supporting global climate initiatives at The Nature Conservancy. My academic background includes a Master's degree in Conflict Resolution and Mediation as a Fulbright Scholar, a B.S in Political Science and a B.A in International Affairs from Northern Arizona University. Throughout my career, I have worked across diverse groups of people, helping build consensus, manage complex projects, and navigate challenging issues with empathy and professionalism.

The issues that most motivate me to seek this appointment are housing affordability, community and environmental resilience, positive tourism, and pedestrian infrastructure and safety. I believe Flagstaff has already laid important groundwork through initiatives such as the 10-Year Housing Plan, the Carbon Neutrality Plan, the Regional Plan, and the Safe Streets initiatives. I am excited by opportunities to expand housing affordability, invest in climate resilience, improve wildfire preparedness, strengthen the relationship between visitors and residents, and create safer and more inviting spaces for walking, biking, and community life. I am particularly drawn to ideas that address multiple challenges at once by improving affordability, sustainability, public health, and quality of life.

What I believe I would bring to Council is a willingness to learn, collaborate, and a commitment to public service. My approach to leadership is rooted in listening. Whether working in professional settings, community initiatives, or academic environments, I have found that lasting solutions come from understanding people's underlying interests, finding common ground, and focusing on shared goals rather than divisions.

If appointed, I would approach the role with humility, integrity, and a willingness to do the work. I would strive to be a thoughtful steward of public resources, an advocate for residents, and a Councilmember who listens carefully before making decisions.

Thank you for your consideration.

Rey Costello
Flagstaff, Arizona

1.) What makes a good Councilmember?

A good Councilmember is someone whose primary motivation is to improve the lives of the people who live in their city. That improvement should be viewed holistically. It means pursuing policies that help residents become healthier, more financially secure, better prepared for a changing climate, and ultimately happier.

A good Councilmember actively seeks out ideas, solutions, and critiques from many different sources. They work to stay above dogma and avoid falling into echo chambers, remaining open to new information and perspectives. This also means maintaining the highest ethical standards. A good Councilmember should never participate in anything that resembles corruption or self-enrichment and should carefully consider who benefits and who bears the burden of every decision.

I believe a good Councilmember has a particular responsibility to ensure that those with the least power and influence are not disproportionately harmed by public policy, while also resisting pressure to give preferential treatment to those with the most resources or influence. Fair representation means considering the needs of the entire community, especially those whose voices are not always heard.

A good Councilmember must also have an eye toward the future. They should be continually learning about emerging challenges, from extreme heat and wildfire risk to new technologies and changing economic conditions, while also looking for opportunities in areas such as renewable energy, housing, and sustainable tourism.

Above all, I think a good Councilmember is someone who listens. They approach people with empathy, seek out perspectives different from their own, and make decisions based

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

The biggest issue facing Flagstaff today is housing affordability.

I believe Flagstaff is already on the right path. The 10-Year Housing Plan is a wonderfully robust document that explores a wide range of tools for increasing housing affordability while acknowledging the limitations imposed by Arizona law. As a City Councilmember, I would hold

myself accountable to the goals of that plan, paying close attention to its progress, looking for opportunities to accelerate its implementation, and advocating for the solutions it outlines.

I would also continue supporting efforts at the state level to give cities greater authority over housing policy. This could include allowing communities to determine their own approaches to inclusionary zoning, rent stabilization measures, short-term rental regulation, and financing structures that can increase the supply of affordable housing.

One area I would like to see emphasized is affordable homeownership. While affordable rental housing is critically important, I believe Flagstaff should also prioritize development projects that create opportunities for residents to build equity and long-term financial stability through homeownership.

At the same time, housing affordability does not exist in isolation. As the Housing Plan acknowledges, many Flagstaff residents are facing a broader affordability crisis. Reducing the overall cost of living can be just as important as reducing housing costs.

For that reason, I would support complementary efforts that help residents save money in other aspects of daily life. One example would be stronger promotion of public transportation, walking, and biking. The City could explore incentives such as free bus passes, [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

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

My top three priorities as a Councilmember would be community and environmental resilience, positive tourism, and pedestrian infrastructure and safety.

The Flagstaff Carbon Neutrality Plan outlines 15 target areas across four strategies, and I think there are some amazing opportunities within that document. One example would be developing a citywide municipal composting program. This could significantly reduce the amount of organic

waste sent to the landfill while also lowering methane emissions, which are substantially more harmful than CO₂. I would also be interested in exploring municipal solar investments. City-owned solar generation could help provide discounted energy to residents while increasing Flagstaff's energy resilience. I would love to see creative dual-purpose projects as well. For example, solar panels could be installed over heavily used sections of the Urban Trail to generate renewable energy while also providing shade, rain cover, and snow protection for pedestrians and cyclists.

As conditions become hotter and drier, every summer feels like it could be the one when Flagstaff burns. I think it would be incredible if the City and County implemented an automated wildfire awareness alert system similar to Amber Alerts. Beyond emergency notifications, these messages could educate visitors about current fire restrictions, explain what Stage 1 through Stage 3 fire conditions mean, and provide simple steps people can take to reduce wildfire risk while visiting Northern Arizona.

This ties directly into my second priority: creating a more positive relationship between tourists and locals. Copenhagen piloted and later expanded a program called [CopenPay](#) that [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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 suspect there are often segments of the community whose voices are underrepresented in local decision-making. While public meetings are an important part of the process, they are not always accessible to everyone. Many residents work during meeting hours, have caregiving responsibilities, lack transportation, or may simply find the formal structure of City Council meetings intimidating or difficult to navigate.

If elected, I would make a deliberate effort to meet people where they are. One idea I would like to pursue is holding regular community office hours in rotating locations throughout the city, such as coffee shops, libraries, community centers, and neighborhood events. These informal settings can make it easier for residents to share concerns, ask questions, and engage with their local government.

I would also support expanding opportunities for public input through online engagement, surveys, and community outreach efforts that reach people who may not traditionally participate in Council meetings.

When confronting a particularly contentious issue, I would start by identifying who is most likely to be affected by the decision, especially those who may experience negative impacts or who have historically had less influence in public processes. I would seek out those perspectives directly, listen carefully, and ensure they are considered alongside other viewpoints before making a decision.

Ultimately, my goal would be to make decisions based on a combination of community input, evidence, and long-term outcomes, while ensuring that the people most affected by a policy have a meaningful opportunity to be heard.

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 a Fulbright Scholar at Tel Aviv University, I co-led an initiative to expand the curriculum in my peace and conflict studies program to better reflect the role of women in conflict resolution and peacebuilding. I became interested in the issue after identifying a gap in the curriculum that overlooked research showing that diverse representation in peace processes often contributes to more durable and lasting outcomes. My goal was to ensure future students were exposed to these perspectives and the evidence supporting them.

While most faculty members were immediately supportive and began incorporating the material into their courses, the Dean of the program disagreed with how I had approached the effort. He felt that I had made a procedural mistake by first building support among students and faculty before speaking with him directly.

Recognizing that the disagreement was about process rather than substance, I requested a meeting with him and acknowledged that I could have approached him earlier. Drawing on the conflict-resolution principles we both studied, we focused on understanding each other's underlying interests. For me, the priority was strengthening the curriculum by incorporating important research and perspectives that were missing. For him, the priority was managing institutional and reputational considerations.

Once we understood what mattered most to one another, we were able to find common ground. Together, we developed a path forward that addressed his concerns while achieving the broader goal of expanding the program's approach to peacebuilding. The result was the creation of a new course and a [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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

My leadership style is collaborative and connector-oriented. I believe effective leaders do not need to be the smartest person in the room; they need to listen carefully, bring people together, identify strengths, and help good ideas become reality. I am comfortable seeking out those with greater expertise, learning from them, and then helping move ideas from discussion to action.

A good example of this approach occurred at my organization following the overturning of *Dobbs v. Jackson Women's Health Organization*. Employees began using an anonymous internal discussion board to share concerns about healthcare access for women living in states with increasing restrictions. Many of the contributors were researchers and scientists who articulated thoughtful arguments for expanding employee healthcare benefits.

Recognizing an opportunity to create change, I volunteered to organize interested employees and posted my contact information. Seven people joined the effort, and together we developed a proposal advocating for expanded travel benefits for employees who needed to travel significant distances to access medical care.

As the group's leader, my role was not to be the primary subject matter expert. Instead, I focused on understanding each person's strengths, creating space for different perspectives, organizing our work, and ensuring everyone felt comfortable contributing at a level that matched their risk tolerance. I coordinated meetings, helped build consensus, co-represented the group in discussions with executive leadership, and communicated progress to employees through town halls and written updates.

The effort was ultimately successful, resulting in a new benefit that reimbursed eligible U.S. employees for [REDACTED]

[REDACTED]

[REDACTED]

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

I am not an expert on the Flagstaff Zoning Code, nor have I studied it in any formal or professional capacity. My interest in zoning issues has primarily grown out of topics I already care about, particularly high-density housing, mixed-use development that promotes walkability, and industrial zoning practices that help separate noisy or polluting businesses from residential neighborhoods. Because of those interests, I occasionally review zoning regulations and planning discussions to better understand how cities balance growth, economic development, and quality of life. One area that particularly caught my attention was the City's preemptive evaluation of zoning and land-use considerations related to potential data center development. I was interested in this issue from an environmental standpoint as well as the fact that many data centers are used for military and surveillance AI technologies.

I was pleased to see how Flagstaff approached the issue before any specific project or land purchase was proposed. Rather than reacting after development pressures emerged, the City took the initiative to evaluate where such facilities might be appropriate and what zoning standards would be needed to guide future proposals. I found that approach thoughtful and forward-looking. By considering the issue in advance, the City created an opportunity for public discussion and careful policy development before being faced with a specific application. I also appreciated the depth of discussion that took place during the Planning and Zoning Commission's deliberations. Even as someone observing from the perspective of a resident interested in planning issues, it was clear that [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- 8.) A key role of the Flagstaff City Council is to adopt the city's budget; how would you balance the seven key community priorities and the realities of the city's financial position with the Council's role of policy development?

Flagstaff's budget is ultimately a reflection of its values. While the City has seven community priorities, I do not believe they should be viewed as competing interests so much as interconnected goals that can reinforce one another when approached thoughtfully. As a Councilmember, I would focus on policies and investments that deliver benefits across multiple priorities at once while remaining mindful of the City's fiscal realities. Housing affordability would be a central consideration in my approach. As I noted previously, I believe the City's 10-Year Housing Plan provides a strong roadmap, and I would look for opportunities to advance its goals through strategic investments that make it easier for residents to live, work, and thrive in Flagstaff. At the same time, I would prioritize projects that improve affordability more broadly, such as pedestrian infrastructure, public transportation, energy efficiency, and community resilience initiatives that can help lower household costs over time. I also believe the Council has a responsibility to think beyond annual budget cycles. Many of the challenges facing Flagstaff, including housing, wildfire risk, extreme weather, infrastructure needs, and economic diversification, require long-term planning. Good policy development means evaluating not only the immediate costs of a decision but also the future costs of inaction. When resources are limited, I would approach budget decisions by asking three questions: Who benefits? Who bears the burden? And does this investment leave Flagstaff stronger in the future than it is today? I would pay particular attention to residents who are most vulnerable to [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Rachael (Rey) Costello

██████████ | ██████████ | <https://www.linkedin.com/in/rachaelcostello23/>

EDUCATION

Tel Aviv University

M.A. Conflict Resolution and Mediation

Fulbright Fellow (2020-2021)

Graduation - August 2021

Northern Arizona University

B.A. International Relations, B.S. Political Science

Model United Nations

Graduation - August 2018

PROFESSIONAL EXPERIENCE

The Nature Conservancy

Executive Coordinator to Global Managing Director of Tackle Climate Change

Remote | Flagstaff, Arizona

February 2022 – present

Provide strategic project, operations, and program coordination support for the Global Managing Director of Tackle Climate Change, helping advance conservation priorities through stakeholder engagement, partnership coordination, reporting, communications, and project implementation.

- Coordinate communications and activities across a geographically dispersed global conservation team and external stakeholders.
- Develop and maintain relationships with board members, donors, government officials, vendors, business partners, and staff at all organizational levels.
- Support conservation, climate, and fundraising initiatives through project management, strategic planning, and administrative leadership.
- Track, analyze, and report on financial, fundraising, conservation, and program performance metrics to inform decision-making.
- Develop reports, presentations, briefing materials, fact sheets, and meeting agendas for leadership, partners, and stakeholders.
- Coordinate contracts, vendor relationships, procurement processes, expense tracking, and budget-related activities.
- Manage complex domestic and international logistics, timelines, deliverables, and cross-functional projects with minimal supervision.
- Monitor project progress, document outcomes, and communicate results to leadership and stakeholders.
- Project-managed and co-authored a global extreme heat science report intended to inform local policymakers in arid climates.
- Supported organization-wide initiatives related to climate resilience, human rights, equity, and environmental stewardship.

Fulbright Fellowship Program

Fulbright Fellow

Tel Aviv, Israel

August 2020 – August 2021

Awarded a Fulbright Fellowship to pursue MA in Conflict Resolution and Mediation from Tel Aviv University.

- Designed and implemented an advocacy initiative focused on increasing women's participation in peacebuilding and security through higher education.
- Built partnerships with faculty, administrators, and students to advance institutional change and program development.
- Negotiated creation of a new university course and collaborated on curriculum development.
- Monitored outcomes, evaluated progress against established objectives, and communicated results to stakeholders.

Women Wage Peace

Research and Policy Intern

Tel Aviv, Israel

March 2021 – June 2021

- Conducted policy research and analysis to identify barriers to implementation of a National Action Plan under UNSCR 1325.
- Identified and developed partnership opportunities with nonprofit, environmental, and advocacy organizations.
- Tracked policy developments, analyzed legislative proposals, and prepared reports for organizational stakeholders.
- Facilitated dialogue among diverse constituencies and represented the organization in cross-community engagement initiatives.
- Mobilized community and student stakeholders in support of peacebuilding and civic engagement efforts.

Auxilliares de Conversación

Granada/ Spain

Prepared lessons and taught English in an underprivileged elementary and middle school. Managed several classrooms and developed lesson plans with minimal supervision. Provided support to other teachers and performed other duties as assigned.

- Developed lessons on Healthy Communities; promoting civil/community engagement and physical/mental health
- Developed and implemented a workshop on healthy masculinity

The German Marshall Fund of the United States*Transatlantic Leadership Initiatives*

Washington DC/ United States

September 2017 – March 2018

- Coordinated and implemented high-profile international fellowship and leadership programs involving government officials, nonprofit partners, vendors, and institutional stakeholders.
- Managed project logistics, timelines, budgets, procurement activities, and stakeholder communications.
- Developed program materials, reports, presentations, and briefing documents for leadership and participants.
- Maintained relationships with domestic and international partners and served as a liaison among multiple stakeholder groups.
- Supported financial management, purchasing processes, and vendor coordination.
- Monitored program outcomes and contributed to evaluation and reporting efforts.

ADDITIONAL

LANGUAGES: German (fluent), Spanish (basic)

TECHNICAL SKILLS: Project Management • Program Coordination • Stakeholder Engagement • Strategic Partnerships • Cross-Sector Collaboration • Government Relations • Fundraising Support • Grant Writing • Contract Coordination • Budget Tracking • Policy Analysis • Reporting & Data Analysis • Coalition Building • Public Speaking • Presentation Development • Negotiation • Mediation • Community Engagement • Microsoft Office Suite • SharePoint • Teams • Workday • HubSpot • Kindful • Canva • STATA • Comfortable working in strenuous conditions, harsh environments, and remote locations

OTHER EDUCATION: Certification in International Mediation

INTERESTS: archery, hiking, backpacking, mountain biking, ceramics, art, reading, travel

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Dear Members of the Flagstaff City Council,

I am writing to express my interest in serving on the Flagstaff City Council. I have called Flagstaff home for more than two decades, built my career here, raised my family here, and have spent much of my professional and public life working in institutions that serve this community. I currently serve as President of the Flagstaff Unified School District Governing Board, and I see this opportunity as a chance to continue serving Flagstaff in a different capacity.

Serving on the FUSD Governing Board has given me firsthand experience with the responsibilities of elected office. As President, I work at the intersection of policy, administration, public accountability, and community expectations. I work closely with district leadership while engaging with families, educators, government agencies, community organizations, and other elected officials. I have learned that good governance requires listening to different perspectives, asking difficult questions, making decisions when there is not consensus, and being transparent about how and why those decisions are made. I also believe disagreement and collaboration should not be opposites. We should be willing to disagree, but once a decision is made, we have a responsibility to respect the process and continue working together.

My professional experience at Northern Arizona University has given me a complementary perspective. As Director of the Academic Success Centers, I lead an operation serving more than 10,000 students annually, supervising 8 full-time staff, 1 graduate assistant, and more than 150 part-time employees within a \$1.5 million portfolio. I oversee programs, budgets, contracts, and personnel and work closely with university finance and procurement. I also coordinate student outreach efforts across more than a dozen departments. Much of that work requires building relationships, working across organizational boundaries, and finding ways to move people toward a shared goal without relying on formal authority.

These experiences have shaped how I think about Flagstaff's future. Affordability and housing would be my first priority. I want Flagstaff to remain a place where people who work here can afford to live here and where families can build a life. That means continuing to expand housing options and workforce housing while also thinking about wages, local businesses, transportation, infrastructure, and the broader cost of living. I would also prioritize supporting families through supporting a strong public school system and building a robust local workforce and economy.

I understand that pursuing these priorities requires difficult choices. My experience on the school board has taught me we must be honest with the community about what we can and cannot do.

My academic background has also prepared me for this work. I hold a PhD and MA in Political Science with a focus in Public Administration and Policy, as well as a master's degree in Educational Leadership. More importantly, I have had the opportunity to apply that education through public service, elected governance, organizational leadership, and work with people and institutions across our community.

I am interested in serving on Council because I care about Flagstaff and believe my experience can contribute to the work ahead. I would bring the perspective of an elected official, public

institution leader, educator, and longtime resident. I would also bring the same approach I have tried to bring to the school board situated in listening first, asking good questions, being honest about difficult choices, and working with people even when we disagree.

Thank you for your consideration. I would welcome the opportunity to discuss my interest in serving on the Flagstaff City Council.

Aaron Cirzan, PhD

1. What makes a good Councilmember?

To me, a good councilmember is someone who is willing to listen, willing to learn, and willing to be transparent with both the community and their fellow councilmembers. Local government works best when people understand not only what decisions are being made, but why.

I also believe good councilmembers need to be comfortable disagreeing with one another. We should each be willing to vote based on what we believe is best for Flagstaff, even when that means being in the minority. But once a decision is made, we have a responsibility to respect the process and work together to move the community forward. I have learned through my time on the school board that disagreement and collaboration should not be opposites.

Most importantly, a good councilmember needs to remember who they represent. Flagstaff is a community with different neighborhoods, perspectives, needs, and priorities. No one person or group has all the answers. The job is to listen to those different perspectives, ask good questions, make difficult decisions when necessary, and be honest with the community about those decisions.

Public service is ultimately about building trust. That trust is earned by showing up, listening, being transparent, and doing the work even when the answers are not easy.

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

Affordability. Housing is at the center of that challenge. A Housing Solutions of Northern Arizona assessment released this summer found that monthly expenses for a two-parent, two-child household in Flagstaff are \$663 higher than for the same household in Phoenix. That difference matters for working families trying to make ends meet and remain part of our community.

Flagstaff has made meaningful progress through its 10-Year Housing Plan. As of March 31, 2,351 low- to moderate-income residents had been impacted or supported by the plan. That is real progress, but there is more work to do.

We need to continue expanding incentives for affordable housing, increase the diversity of housing options, and reduce unnecessary barriers that increase building costs. As a school board member, I have advocated for workforce housing while also focusing on increasing wages. FUSD wages remain below the state average despite Flagstaff's high cost of living. Affordability requires addressing both sides of that equation: reducing costs while creating an economy where wages can keep pace.

Affordability also extends beyond housing. Rising costs for groceries, gas, and other necessities are putting pressure on families and individuals. We should look for revenue and investment strategies that do not disproportionately burden those least able to afford them.

Finally, we should find ways to help local residents compete in our housing market and remain part of the community we all call home.

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

My top three priorities would be affordability and housing, supporting families and building a strong local workforce and economy, and responsible growth and infrastructure.

Affordability and housing would be my first priority. As I discussed above, the cost of living is putting real pressure on individuals and we need to continue finding ways to expand housing options, support workforce housing, and make it possible for people who work in Flagstaff to afford to live here.

Families, education, and our local economy are closely connected. I want Flagstaff to be a community where families can build a life, children have opportunities to thrive, and young people can see a future for themselves here. That means supporting strong partnerships between the City, FUSD, NAU, businesses, and community organizations. It also means creating an economy that provides good jobs, supports local businesses, and gives people a reason and an opportunity to stay in Flagstaff.

Finally, responsible growth and infrastructure would be a priority. Flagstaff is growing, and we need to make sure that growth is matched by the infrastructure and services our community needs, including transportation, water, public safety, and climate resilience. I want us to plan for the future without losing the character and quality of life that make Flagstaff such a special place to live.

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 a segment of the community is not being heard, I think my first responsibility is to seek them out rather than expect them to come to me. Public meetings and emails are important, but they do not always capture the voices of people who are working, raising families, or otherwise unable to participate in traditional ways.

I would look for opportunities to engage directly with the people who may be affected by a decision, whether that means meeting with community organizations, neighborhood groups, businesses, schools, or simply talking with residents. I would also want to understand why those voices are not being heard. Sometimes the barrier is a lack of

information, and sometimes people may feel that their participation will not make a difference.

I have tried to take this approach on the FUSD Governing Board by intentionally seeking out perspectives beyond those who regularly come to board meetings or contact board members. That has helped me better understand how decisions affect people differently and, in some cases, has changed how I think about an issue.

Ultimately, listening to an underrepresented perspective does not necessarily mean agreeing with it. It means making sure people know their experiences were considered before I make a decision. My responsibility is to make the best decision I can with a full understanding of the community I represent.

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?

One example was the recent renewal of our superintendent's contract while I was serving as President of the FUSD Governing Board. Board members had different opinions about how long the contract should be, and it was important to me that everyone had an opportunity to be heard before we made a decision.

As President, I provided multiple opportunities for board members to respond and discuss their perspectives, including a couple of executive sessions where we could have more candid conversations. My role was not to make sure everyone reached the same conclusion, but to make sure we had a thoughtful process and that each board member had the opportunity to express their position and understand the perspectives of others.

The board ultimately voted 3–2 to renew the superintendent's contract. While the vote resolved the immediate question, some of the contention continued afterward. I worked with board members to remind us of the commitments we made when we first came together as a board, particularly our commitment to respect one another and support the decisions of the board once they were made.

I think that is an important part of leadership. Disagreement is a healthy part of governing, and elected officials should be willing to have honest differences. But we also have a responsibility to the institution and the community we serve. My goal was to help the board work through the disagreement, make a decision through a fair process, and then find a way to continue working together afterward.

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

My leadership style is built on trust and transparency with an emphasis on understanding what different people and teams need to be successful. I have learned that effective

leadership does not look the same in every environment. Working with elected officials is different from working with teachers, just as leading direct reports is different from working with colleagues or partners across organizations.

Sometimes leadership means providing clear direction and structure. Other times it means giving people the space and autonomy to lead. When working across organizational boundaries, it often means building relationships, listening first, and finding ways to bring people together around a shared goal. In my current work at NAU, much of my leadership is based less on formal authority and more on building relationships and credibility.

One example is my work with student outreach efforts through my role at NAU. I have worked across advising, academic support, student affairs, information technology, and other areas to improve how we identify and connect with students who may need additional support. I do not have direct authority over many of the people involved, so the work depends on listening, understanding different perspectives, building trust, and helping people see how their individual work contributes to a larger goal.

While my approach changes based on the people and situation, the foundation remains the same. People need to feel respected, informed, and supported. When they do, they are more willing to engage, take ownership, and work together to accomplish difficult things.

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

I have an informed understanding of the Flagstaff Zoning Code and the role it plays in how our community develops. I understand that zoning affects how land can be used and developed, including housing density, building types, setbacks, parking, and the relationship between new development and surrounding neighborhoods.

My experience on the FUSD Governing Board has also given me direct experience with zoning and development as the district has worked through the process of building two new schools. That experience has helped me understand how zoning, land use, infrastructure, transportation, and community needs intersect when developing public facilities. I have also followed discussions around housing, development, and growth in Flagstaff, particularly as they relate to affordability and the ability to build workforce housing.

I recognize that there is always more to learn, and I would rely on city staff for technical expertise while asking questions about how proposed changes or decisions align with the City's broader goals. I would want to understand not only what the code allows, but why a provision exists, who is affected by it, and whether it is helping us achieve the community we want to build.

I see zoning as an important tool for balancing growth, neighborhood character, housing affordability, infrastructure, and the long-term needs of Flagstaff.

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.

I believe balancing the City's seven community priorities starts with recognizing that they are all important and that they are also interconnected. Safe and healthy communities, livable neighborhoods, sustainable infrastructure, environmental stewardship, economic development, inclusive community engagement, and effective governance all contribute to the kind of Flagstaff we want to be. At the same time, we cannot give every priority the same level of funding every year.

I would begin by understanding the needs behind each priority, the data available, and what residents are telling us. I would want to understand both the immediate impact of a budget decision and its long-term consequences. I would also look for opportunities to improve efficiency and work across departments and community partners before assuming that additional funding is the only solution.

My experience on the FUSD Governing Board has taught me that difficult budget decisions require being honest about tradeoffs. Sometimes maintaining a core service means delaying another investment. Other times, an investment today can prevent greater costs in the future. I think those decisions should be guided by the City's long-term goals rather than simply responding to the most immediate pressure.

Most importantly, I believe Council has a responsibility to be transparent about those choices. If we cannot fund everything the community wants, residents deserve to understand what we prioritized, why we made that choice, and what we may need to reconsider in the future.

Aaron Cirzan

██████████ Flagstaff, AZ 86005

██

EXECUTIVE SUMMARY

Public-sector leader with experience in organizational management, public administration, strategic planning, and cross-government collaboration. As Director of the Academic Success Centers at Northern Arizona University, I oversee a complex operation with a \$1.5 million-plus portfolio and more than 150 part-time employees, while advising executive leadership and coordinating initiatives across 12+ departments. As President of the Flagstaff Unified School District Governing Board, I work at the intersection of public policy, administration, fiscal priorities, and community accountability, collaborating with government agencies, Tribal partners, and elected officials. I bring doctoral training in public administration and policy, experience leading complex organizations, and a longstanding commitment to public service across Flagstaff

PROFESSIONAL EXPERIENCE

Northern Arizona University – Flagstaff, AZ
Director, Academic Success Centers | 2020–Present
Assistant Director | 2017–2020
Coordinator | 2016–2017

- Lead operations serving 10,000+ students annually, supervising 10 full-time staff, 2 graduate assistants, and 150+ part-time employees within a \$1.5M+ portfolio.
- Oversee program delivery across multiple units; establish performance expectations; and guide managers and teams through planning, implementation, and improvement initiatives.
- Implement data-driven practices and evaluation systems to expand access and improve student outcomes.
- Partner with financial team to review quarterly financial statements, reconcile program accounts, and ensure accuracy across state-funded and university-funded budgets.
- Oversee department procurement, ensuring compliance with institutional policy, state requirements, and audit standards.
- Manage 8+ university contracts, collaborating with procurement and legal counsel on contract development, vendor negotiations, and compliance with state-aligned policies.

Executive Appointment – Vice President of Student Affairs Collaboration | 2024–Present

- Permanently appointed to lead Student Affairs outreach strategy for 12+ departments, aligning communication, engagement, and service pathways.
- Facilitate director-level coordination to reduce silos, streamline processes, and meet institutional retention and enrollment goals.
- Advise executive leadership on shifting trends, resource allocation, department capacity, and service innovations supporting diverse and first-generation student populations.

Peer Jacks Mentoring Interim Director | 2022–2024

- Spearheaded major expansion, increasing staff capacity by 150% and growing budgets to over \$500,000.
- Built culturally responsive success initiatives with Indigenous Student Services and DEI partners, improving belonging (+7%) and retention (+5%).
- Established mission alignment, work plans, and reporting frameworks to strengthen accountability.
- Develop training programs, onboarding systems, and performance expectations for professional staff, graduate assistants, and student employees.
- Provide coaching, evaluation, and corrective guidance to ensure accountability, skill development, and continuous improvement.

Gateway Student Success Center Academic Advisor Senior | 2015–2016

- Provided policy-aligned advising and coordinated academic preparation pathways for diverse student populations.

Northland Preparatory Academy – Flagstaff, AZ Department Chair & History Teacher | 2011–2015

- Led faculty collaboration and curriculum redesigns that resulted in a 95% AP pass rate.
- Strengthened school–family–community partnerships and implemented policies improving student engagement.

Flagstaff Family YMCA – Flagstaff, AZ Sports Director | 2009–2011

- Expanded community youth programs tenfold and secured more than \$250,000 in funding annually.
- Developed partnerships with city, nonprofit, and community entities to broaden access to youth services.

Arizona State Parks – Flagstaff, AZ Park Ranger I | 2008–2010

- Interpretive tour guide for the Riordan Mansion; provided public interpretation and created community relations.
- Completed routine maintenance and landscaping work.
- Helped enhance tour guide curriculum to provide broader Flagstaff historical context.

ELECTED GOVERNMENT LEADERSHIP

President, Governing Board, Flagstaff Unified School District | 2026–Present

Clerk, Governing Board, Flagstaff Unified School District 2025-2026

Board Member | 2024–Present

- Provide governance and policy oversight to a district serving 8,000+ students.
- Lead board operations and collaboration, advise superintendent accountability, and shape policy affecting curriculum, culture, resource distribution, and student supports.
- Coordinate with state and federal policymakers, Tribal governments, city/county partners, and regional entities to align resources and advocate for public education needs.
- Serve as board representative and spokesperson, fostering transparency and stakeholder trust.
- Leadership role in calling for current override election
- Served on the FUSD bond committee, collaborating with district finance staff on capital planning, voter alignment, and long-range financial strategy.

EDUCATION

PhD, Political Science - Public Administration & Policy — Northern Arizona University

MA, Political Science - Public Administration & Policy — Northern Arizona University

M.Ed., Educational Leadership — Northern Arizona University

B.S.Ed., History & Social Studies Education — Northern Arizona University

CONFERENCE PAPER PRESENTATIONS

- Chirwa, J., Cirzan, A, Su, M., and Macguire, R. (2023). Effecting the Adoption and integration of AI-Based Applications in Public Administration Education. Panelist at the 2023 NASPAA National Conference
- Cirzan, Aaron. (2021). Recapitulation of the America First Agenda with Reference to COVID-19 and the CARES Act. Presented at the 78th annual Midwest Political Science Association Conference.
- Cirzan, Aaron. (2021). Implications of America First Policy on United States Immigration. Presented at NAU PIA Brownbag.

UNIVERSITY COURSES TAUGHT

- FYS 141 - Policy, People and Power (F25, F26) Northern Arizona University
- HON 303 – Honors Advanced Scholarship (F23) Northern Arizona University
- HON 190 – Honors Colloquium (F19) Northern Arizona University
- NAU 120a – Study Skills and College Success (F16) Northern Arizona University

ADDITIONAL EXPERIENCE

- Arizona School Board Association Legislative Committee Member
- NAU University Leadership Program
- ADE Certified Educator
- NAI Certified Interpretive Guide

REFERECNES

Margot Saltonstall

Vice President of Student Affairs, Northern Arizona University

[REDACTED]

Michale Penca

Superintendent, Flagstaff Unified School District

[REDACTED]

Wendy Bruun

Associate Vice President, Northern Arizona University

[REDACTED]

IMPORTANT NOTICE: The City Council may consider applicant qualifications for the Council vacancy in executive sessions which are closed to the public, and then make the appointment in a public meeting. You have the right, however, to have your application considered in a public meeting by providing a written request to the City Clerk.

**CITY OF FLAGSTAFF
APPLICATION TO SERVE ON THE CITY COUNCIL**

RETURN TO: CITY CLERK VIA EMAIL AT STACY.SALTZBURG@FLAGSTAFFAZ.GOV

DEADLINE TO SUBMIT APPLICATION: MONDAY, OCTOBER 12 AT 5:00 P.M.

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(personal identifying information will not be released)

DATE: 10/09/2026

YOUR NAME: Carol J Lucke (CJ)

HOME ADDRESS: [REDACTED] ZIP: 86004

EMPLOYER: Retired JOB TITLE: Retired

E-MAIL: [REDACTED]

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

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

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

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

CJ Lucke

Applicant Signature

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

CJ Lucke

• Flagstaff, Arizona

October 9, 2026

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

RE: Application for City Council Vacancy Appointment

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

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

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

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

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

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

Sincerely,

CJ Lucke

C.J Lucke

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

1. What makes a good Councilmember?

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

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

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

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

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

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

C.J Lucke

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

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

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

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

5. Please give an example of when you were in a position of responsibility and others disagreed with you on how an important matter should be handled. How did you help resolve the issue?

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

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

C.J Lucke

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

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

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

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

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

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

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

The Commission recommended approval but there was a debate.

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

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

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

C.J Lucke

[REDACTED]

8. A key role of the Flagstaff City Council is to adopt the city's budget; how would you balance the seven key community priorities and the realities of the city's financial position with the Council's role of policy development?

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

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

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

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

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

CJ Lucke

• Flagstaff, Arizona

Summary

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

Professional Experience

Planning & Zoning Commissioner

March 2024 – Present

City of Flagstaff

Flagstaff, Arizona

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

Senior IS Business Analyst

December 2014 – January 2017

San Francisco Municipal Transportation Agency (SFMTA)

San Francisco Bay Area

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

Managing Director

December 2011 – December 2014

Kids Included Together

Greater San Diego Area

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

Community Services Coordinator

May 2007 – March 2010

Port of San Diego

San Diego, CA

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

Director, Corporate Services

May 2001 – May 2007

Port of San Diego

San Diego, CA

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

Water Conservation and Admin. Manager

January 1993 – May 2001

Vista Irrigation District

Vista, CA

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

Budget Analyst

City of San Diego

September 1989 – December 1991

San Diego, CA

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

Education

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

Philadelphia
1988

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

Tempe
1986

Volunteering

Board Member

Flagstaff Townsite Community Land Trust

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

Founding Member

San Diego Cooperative Charter School

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

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: 10/11/2026

YOUR NAME: Alec "Ace" Overmann

HOME ADDRESS: [REDACTED] ZIP: 86001

EMPLOYER: ETD Inc. JOB TITLE: Anthropologist & PR Officer

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 4 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.***

Alec Overmann

Applicant Signature

ALEC “ACE” OVERMANN

[REDACTED], Flagstaff, AZ 86001
[REDACTED]

Stacy Saltzburg, City Clerk
Flagstaff City Hall
211 W Aspen Avenue, Flagstaff, AZ 86001
stacy.saltzburg@flagstaffaz.gov

Dear City Clerk Saltzburg, Mayor Becky Dagget, and Members of the City Council,

Please accept this letter of interest for appointment to the Flagstaff City Council. Flagstaff has been my home for four years, and in that time, I’ve finished my education, launched my career, and started my family in a city that will be my home for many more years to come. My civic engagement, cultural awareness, policy experience, and commitment to Flagstaff’s future uniquely prepare me to serve on the City Council.

My background is centered on understanding how communities develop, grow, and adapt. I earned my Master’s degree in Anthropology from NAU, focusing on political anthropology and climate resilience. I apply this expertise in my civic roles as Vice Chair of the Flagstaff Heritage Preservation Commission and as a member of the Coconino Hispanic Advisory Council. Currently, I work at ETD Inc., a local environmental consulting firm, as an anthropologist and public relations officer. I manage cultural and environmental compliance reporting while building partnerships with tribal and local communities. This work requires balancing development needs with environmental stewardship and cultural preservation. These are skills directly relevant to policymaking as Flagstaff navigates growth, climate resilience, and budgeting priorities.

Previously, at the Coconino County Treasurer’s Office, I researched and analyzed legislation, engaged with lawmakers at the state and federal levels, and successfully advocated for policy changes. I drafted resolutions adopted by the National Association of Counties (NACo) addressing taxation, immigration, equity, and local control. I also assisted in drafting bipartisan bills on property tax liens and safeguards for County Treasurers, later signed into law by Governor Hobbs. While serving as a community health worker for the Community Health Council of Wyandotte County, KS, I connected residents with local services and coordinated public health outreach and events. As an advocate in Flagstaff, I have submitted citizen petitions to prohibit ICE’s use of city property and to end source-of-income discrimination in housing. I collected signatures; met with community groups, the mayor, city staff, and councilmembers; and spoke at City Council meetings to advocate for residents.

I want to serve on the City Council to expand affordable housing, build climate resilience, and ensure that Flagstaff’s diverse communities have a meaningful voice in shaping our future. I will bring my experience in advancing effective policy, connecting residents with resources, managing competing priorities, and building meaningful relationships—all while preserving the city’s unique character. I will approach this role with complete dedication. I have the drive and passion to explore new ideas, engage with residents around town, and advocate for Flagstaff’s local authority.

I’m committed to helping move our city forward with the *mission to protect and enhance the quality of life for all* who live and work in Flagstaff. Thank you for your time, and I look forward to hearing from you.

Sincerely,
Alec "Ace" Overmann

ALEC “ACE” OVERMANN

_____, Flagstaff, AZ 86001

APPLICATION RESPONSES

1. What makes a good Councilmember?

When sworn into office, a councilmember assumes a position of public trust. In my view, a good councilmember strives to earn and keep that trust. To do so, they must be attentive, engaged, communicative, and accessible to all Flagstaff residents. They listen to alternative viewpoints with an open mind, acknowledge them, and clearly explain their own positions. Good councilmembers should be the voice of the people, which includes communities that have historically gone unheard and underheard. They should be present and approachable at local events so that residents are comfortable having informal conversations.

But listening is only part of that responsibility. A good councilmember follows through on their commitments by ensuring constituent concerns are actively addressed. They must take initiative, ask and answer hard questions, engage in meaningful and even difficult discussions, and be ready to make decisions for the community's long-term interests. A good councilmember understands the responsibility of being a public representative, remaining accountable to the people they serve, and working every day to earn and maintain their trust.

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

The biggest issue facing Flagstaff is affordability. This concern is shared across the city; in Flagstaff's April 2026 community survey, 40.5% of respondents identified the cost of living as the city's top issue. While housing is the largest part of living expenses, it is not the only one. Over the last few years, costs related to healthcare, childcare, groceries, gas, utilities, and insurance have increased, causing real financial strain for the people of Flagstaff. They want to see lower costs for all of these, not just housing.

I think the city should continue implementing the 2045 Regional Plan, 10-year Housing Plan, Code Analysis Project (CAP) recommendations, and the Carbon Neutrality Plan. Implementation of these plans will assist in lowering the cost of living by reducing housing costs, building missing-middle housing, expanding workforce and affordable housing, improving walkability throughout the city, and improving Flagstaff's resilience to the increasing impacts of climate change.

Not every affordability solution is within the city's control. I would travel to the state capital to advocate for Flagstaff's ability to make local decisions. Additionally, I think there are creative ideas the city could explore. For example, partnering with FUSD to expand the EmPact Pre-K program to include infants and toddlers and broaden family eligibility, piloting an e-bike incentive and voucher program, and evaluating whether a city-run ambulance service could help residents avoid excessive costs during medical emergencies.

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

My top three priorities as a councilmember are ensuring residents have a strong voice, exploring new ideas, and helping the city follow through on its commitments.

Ensuring residents have a strong voice is my first priority because local government works best when the people are actively involved. Residents should not only be informed about decisions being made on their behalf but also have meaningful opportunities to shape them. I would hold regular community town halls to keep residents updated on council actions and hear their concerns. I would encourage collaborative discussions and promote greater participation through public comment and citizen petitions.

Exploring new ideas is my second priority, as Flagstaff navigates climate change, city growth, artificial intelligence, inflation, and whatever else the future holds for us. I would propose new policies, encourage ideas from residents, and explore strategies that other cities have successfully implemented. Being a policymaker is not just about voting on issues; it means creating space for new solutions, identifying opportunities for improvement, and planning for adaptability and resilience.

Helping the city follow through on its commitments is my third priority because I believe the city's policy initiatives are important and will benefit Flagstaff residents now and for generations to come. Still, plans only matter if we follow through. Delivering on our commitments builds public trust, demonstrates the effectiveness of local government, and strengthens the foundation for a sustainable future.

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?

As a councilmember, it is essential to ensure no segment of the population goes unheard or underheard. One attribute that makes a good councilmember is being accessible. Instead of expecting residents to track down my email and travel to City Hall, I would proactively go to them, meeting with community leaders directly or hosting neighborhood town halls before making decisions at council meetings. I would establish an approachable presence and make myself available at various community events throughout the city.

City Council decisions ultimately belong to and impact all residents. Such choices require the voice and engagement of every part of Flagstaff. I would talk directly with parts of the community that often get left out and work with city staff to make it easier for every perspective to reach the council. This would help me, the council, and city staff incorporate a holistic view when making critical decisions that impact our communities.

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 a Community Health Worker for the Community Health Council of Wyandotte County, KS, the state's only majority-minority county, I was responsible for connecting the county's diverse population to COVID-19 information, vaccine education, and available resources. Our team initially disagreed on how best to reach groups that distrusted healthcare, government, and the vaccine due to past negative experiences. I brought the team together and proposed moving away from a one-size-fits-all approach. I encouraged us to understand the historical and cultural factors underlying that distrust.

We divided into groups to research each community's experiences with healthcare, vaccines, and government, and we spoke with trusted community leaders. We then came together to compare our findings and develop tailored communication strategies. More importantly, we focused not only on vaccination, but on rebuilding trust for the future. This reaffirmed for me the importance of listening to different perspectives, staying open-minded, and finding common ground. I recognize that I do not have all the answers, and that the best solutions often emerge when we actively seek the knowledge and ideas of others.

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

I see my leadership style as democratic and forward-thinking. I work to create an environment that welcomes collaboration, encourages diverse perspectives, and builds consensus around innovative solutions. My goal is to promote positive change while focusing on the long-term resilience of our city, ensuring that we build a future that brings people together and lifts everyone up.

For example, in my role as Vice Chair of the Flagstaff Heritage Preservation Commission, I encourage discussion among commissioners and seek to understand where there is agreement before making a motion or taking a final vote. When I was a policy analyst for the Coconino County Treasurer's Office, I worked with the Treasurer and members of the National Association of Hispanic County Officials (NAHCO) to identify concerns early, before they became larger issues within their jurisdictions. I then helped draft resolutions and bills that were later adopted to address and resolve these concerns before they could escalate. Effective leadership goes beyond responding to today's issues; it's also about anticipating tomorrow's challenges.

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

I understand that our zoning code does far more than determine where commercial, industrial, and residential infrastructure can be located. It establishes standards for building architecture and height, lighting, parking, signage, fences, landscaping, and resource protection. These standards help protect public health and safety while preserving the unique character of Flagstaff and its neighborhoods. In my role as Vice Chair of the Flagstaff Heritage Preservation Commission, I've become familiar with the Flagstaff Zoning Code. I regularly work with its design standards for historic and overlay districts and its cultural resource study requirements for evaluating impacts and recommending preservation measures.

I've also learned that zoning is one of the city's most important tools for shaping Flagstaff's future. It helps turn our adopted plans into action on issues such as housing, growth, infrastructure, and climate resilience. These include the 10-year Housing Plan, the 2030 and 2045 Regional Plans, and the Carbon Neutrality Plan. Informed by the Land Availability and Suitability Study (LASS) and Code Analysis Project (CAP), city staff recently began to recommend changes to better align our zoning code with our city plans, including proposals to increase housing density, expand opportunities for missing-middle housing, and reduce minimum parking requirements. I participated in discussions about the CAP at Strong Towns meetings and gave supportive public comments to City Council. I also support the city's effort to adopt a new planned community zone that would allow greater flexibility in land use.

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 recognize that the city has many goals and priorities, but with limited staff and resources, not everything can be done at once. I would balance the seven key community priorities with our financial realities by first seeking resident input on what they believe are the city's greatest needs, then identifying which priorities those concerns relate to. I would review department budget requests to see how well they respond to the needs identified by the community, while ensuring that none of our key community priorities get overlooked in the process. I recognize that we can't achieve all priorities at the same pace or within the same budget cycle. When developing policy, I would weigh proposed projects based on cost, data, impact, community input, feasibility, timeline, and staff recommendations to determine what best meets the needs of Flagstaff.

Some of the biggest decisions affecting Flagstaff are made at the state level. I would travel to the state capital to advocate for Flagstaff's local authority and protect our ability to address our own challenges. Local issues are best solved locally. Having more local control can provide additional options for generating revenue, funding city services, and investing in the priorities that matter most to Flagstaff residents.

ALEC “ACE” OVERMANN

[REDACTED], Flagstaff, AZ 86001
[REDACTED]

CANDIDATE SUMMARY

Dedicated anthropologist, policy analyst, and community advocate with experience in county and city governance, legislative analysis, grassroots civic engagement, and GIS-based community mapping. Combines a strong background in legislative research and constituent services for Coconino County and the City of Flagstaff with leadership experience as Vice Chair of the Flagstaff Heritage Preservation Commission and member of the Coconino Hispanic Advisory Council. Experience drafting citizen petitions and supporting housing, human rights, and climate resilience initiatives to serve the diverse populations of Flagstaff, AZ.

KEY QUALIFICATIONS

- Legislative research, drafting, and policy analysis
- Geographic, historical, and cultural insights
- Government affairs and public administration
- Community resource navigation and case management
- Public advocacy and civic engagement
- GIS demographic, economic, and community mapping and analysis
- Climate resilience research

EDUCATION

Master of Arts in Anthropology, Dec 2024

Northern Arizona University, Flagstaff, AZ

Focus: Resilience of Indigenous Responses to Climate Change and Political Anthropology

Bachelor of General Studies in Anthropology and Geography, Dec 2020

University of Kansas, Lawrence, KS

Minor: Geology

COMMUNITY LEADERSHIP & CIVIC INVOLVEMENT

- Flagstaff Heritage Preservation Commission, Vice Chair
- Coconino Hispanic Advisory Council, Member
- Coconino County Democrats, Chair of Legislative Affairs, weekly legislative alert newsletter
- Strong Towns Flagstaff Chapter, Member
- Friends of Flagstaff Future, Member
- Indivisible Northern AZ, Volunteer

PROFESSIONAL EXPERIENCE

ETD Inc., Flagstaff, AZ

Anthropologist and Public Relations Officer (Oct 2025 - Present)

- Coordinate and consult with tribal agencies regarding environmental and cultural impacts of projects while fostering strong relationships with tribal and local communities.
- Conduct cultural resource inventories, field surveys, and geospatial environmental resource mapping to identify, document, and determine the significance of cultural resources and historic properties.
- Evaluate project impacts to cultural and environmental resources and recommend mitigation measures.
- Prepare NEPA environmental assessments and archaeological reports to ensure regulatory compliance.

Coconino County Office of the Treasurer, Flagstaff, AZ

Policy Analyst & Public Service Specialist (Jul 2024 - Oct 2025), Policy Intern (Aug 2023 - May 2024)

- Researched, analyzed, and tracked legislation, judicial rulings, and public policy at county, state, and federal levels for the Treasurer's Office and National Association of Hispanic County Officials (NAHCO).
- Drafted communications, including press releases, social media content, policy resolutions, and talking points.
- Coordinated high-level meetings, community events, public appearances, and strategic engagement initiatives.
- Provided customer service support, processed property tax payments, and supervised three interns.

Northern Arizona University, Department of Anthropology, Flagstaff, AZ

Graduate Research Assistant (Aug 2022 - May 2024)

- Assisted with lectures and supported instruction across multiple courses.
- Evaluated student work and provided academic feedback.

Community Health Council of Wyandotte County, Kansas City, KS

Community Health Worker (May 2021 - Jul 2022)

- Connected clients with agencies, nonprofits, and government programs and grants.
- Collaborated with community leaders and a team to develop and implement health initiatives and programs.
- Coordinated community events and volunteer engagement.
- Ensured accurate documentation and case management compliance.

ADDITIONAL EXPERIENCE

- **ArcGIS Mapping Volunteer & Freelancer:** Produced spatial analysis maps using ArcGIS Pro and ArcGIS Online supporting local housing and voting trend studies.
- **Citizen Petition Organizer:** Coordinated signature collection and formal submissions to the Flagstaff City Council, including Petition #2026-01 (Prohibit ICE from operating on City-owned property) and Petition #2026-05 (Prohibiting Discrimination in Housing Based on Source of Income).
- **Belize Valley Archaeological Reconnaissance,** San Ignacio, Belize (Summer 2023): Trained students in excavation methods, sifting, archaeological equipment, and identification of archaeological artifacts.
- **Boncuklu Archaeological Field School,** Hayiroğlu, Konya, Turkey (Summer 2021): Learned archaeological field skills and methods, including managing excavation grids, operating tools, and identifying artifacts.

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Mayor and City Council,

My name is Austin Kerr and I have been a resident of Flagstaff for 13 years. I am seeking appointment to the vacated spot on City Council and appreciate having the opportunity to share about my qualifications and passion for local government. I currently teach 11th grade US History at Northland Preparatory Academy. I believe that my experience as a teacher makes me an excellent candidate for the position.

I have a lot of historical and contemporary knowledge about Flagstaff and the surrounding area. I have completed historical research about the Flagstaff area as part of my masters degree. As a part of my curriculum in my class, I guide students through local history and end the year on a tour of the Southside neighborhood. I served on the city's Parks and Recreation Commission for two terms and graduated from the Flagstaff Leadership Program, my "degree in Flagstaff," providing me with contemporary knowledge on how the city functions.

I am an inquisitive person by nature and a life-long learner. I take my job as an educator seriously by guiding students in curious inquiry and relationship building and because of this I am a team player who works well with others. I am passionate about ensuring that all voices are heard and will strive to bring these voices to the table as I make decisions on Council as I do in the classroom. These traits will serve the Council well.

My professional and personal qualifications make me an excellent candidate for appointment. Serving in government is a civic duty that I believe is incredibly serious and as I seek to fulfill the final two years of this term, I am dedicated to humbly serving my community in this capacity.

Thank you for your time,

Austin Kerr

1. What makes a good Councilmember?

There are many similarities between being a good council member and being a good teacher. I've learned over the years as a social studies teacher that to be the best you need to be ready to learn and ready to inquire. I believe the best council member is one that is prepared. Prepared to ask questions, prepared on the meeting rules, laws, and functions and prepared to have dynamic and engaging conversations. A good council member is curious, inquisitive and engaged with their peers and staff. Inquiry is the basis for my teaching and so students are encouraged to be bold in their questioning. This means knowing what we don't know and being unafraid to ask to seek clarification. Preparation is key but thinking on your feet and being adaptive is also essential. In teaching we have to be prepared for the unknown and council members need to be focused but also dynamic. A good council member can equally engage on liquor licenses as they do controversial rezoning cases. My many years in the classroom has given me the experience to do this on the dais. A good council member also knows to admit when they're wrong. Owning up to a mistake in the classroom shows students you are human. If you don't acknowledge when you were wrong it can create an environment that is unproductive. Being ok with being wrong, owning up, and then fixing those mistakes are what makes a good council member.

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

Affordability is the biggest threat. Flagstaff is in danger of turning into a community without ordinary people who live and work within city limits. I want Flagstaff to be a place for people to work, live, and thrive. The fact that my wife and I are able to make living here work as two educators is becoming more and more anomalous. It should be viable for anyone to live here! The adage of Flagstaff being 'poverty with a view' is something we need to leave behind and strive towards becoming a town that is livable and affordable for all. I don't want to see this town start to lose local businesses, historic character, and long-standing community members. A new generation of the Flagstaff community needs to be cultivated to ensure that future challenges are met with wisdom, collaboration, and care. But in order for that to happen, Flagstaff needs to be affordable. It is young professionals and families that are the future of our city, and we should be doing everything possible to make it easier for more people to buy homes and afford rent.

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

- a. Housing in Flagstaff has only gotten more expensive. My wife and I want to buy a house and start a family, like many other young professionals, but have been priced out of typical first time homes. Housing affordability is the first step in keeping our workers, residents, and professionals in Flagstaff for future generations. We need to have creative and flexible solutions that change city code, partner with companies and non-profits to help our residents, and get developers to create these affordable units.
- b. Climate change is ravaging our community and it is essential that our city government work towards resilience by encouraging residents to meet the

challenge of combating this threat. We must adapt to these changing conditions and must create dynamic opportunities for the city to be flexible in its ability to keep our community safe, especially from wildfire and flooding. It is imperative to achieve the goals of resilience and adaption as laid out in the Regional Plan.

- c. It's most likely the case that we will not run out of water in Flagstaff, but that our water will be exorbitantly more expensive. It is imperative we keep our water as safe and as cheap as possible. Maintaining our water supply and creating new opportunities for water must be prioritized. In a place once known for being without water, we need to focus on preserving the sources we have and embrace technological improvement like advanced water treatment.

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?

Teachers collect data about our classrooms through assessment. We test what the students know (or don't) and then engage them in formative data collection by constantly checking their understanding. I see something like this happening in our community, especially with residents whose voices are not heard. The problem is we tend to expect residents to come to us when most people don't even have any clue who we are and only a few constituents even know where to begin and these tend to be the loudest voices. As a teacher, it's not always easy to balance the voices of the most loud and the especially quiet but it is essential to running a fully functioning classroom. This is why addressing each student as an individual in the classroom is so crucial and this can be applied similarly at the city level. Flagstaff residents deserve to be heard and I want to meet them where they are. For the remainder of my term, I plan on being out in the neighborhoods knocking on doors to introduce myself. I will create a 'pre-assessment' of sorts, really an opportunity for me to check in with residents, where people can read about me, fill out a quick survey on their needs, have a place to express their views, and also have my contact information. Putting a name to a face is incredibly important for those who are not particularly loud, and gives them an opportunity for civic engagement.

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?

I often tend to find myself in the middle personally and professionally, and this prompts me to always begin with listening. This is drilled into us as social studies educators. I emphasize this with my current NAU undergrads who are learning to be social studies teachers. I utilize this skill in my own classroom. It is important to keep an open mind and hear from each other's perspectives about the topics we are learning about and discussing. I can't push my opinions on students, so I teach how to ask questions and express our views civilly. This has translated to many of my own civic engagements in the community. On the Parks and Recreation Commission, we handled the conflicting interests of the pickleball community and the residents around Bushmaster Park. As a commissioner, I had the opportunity to sit and listen to all

constituencies involved with this particular issue. Many pickleball players were advocating for an expansion of the courts and I tended to agree with them. It wasn't until I heard from the residential area where the issue became more complicated. It was amazing to see how the two parties, despite their differences, compromised, and as commissioners we got to be curious and ask about the impacts for these different stakeholders. In the end, it made one of our biggest parks even better and everyone was able to, through compromise, be heard, get what they wanted, and ultimately create a better space for our community.

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

Everyday I'm with students, I lead by showing students how to build relationships, engage in inquiry, and examine tough situations. Teachers have to avoid the 'sage on the stage' type of top-down leadership and lean into the 'guide on the side' approach to be effective. I have spent the last 10 years developing these skills in the classroom and believe this can be applied to other aspects of professional life. Taking this approach working in community and civic organizations with other adults has enabled me to decenter myself, listen, learn, and take a collaborative approach so that everyone benefits. From my experience with the Flagstaff Leadership Program, I learned how to facilitate better meetings that engaged the community, created space for conversation, and allowed for us to organize effectively. For my time with FLP, creating programming for our Leadership Education Days, we took our meetings and transitioned from a solely lecture-style or panel forum and moved into creating collaborative groups with rotation stations and even created an interactive walking tour of the Southside neighborhood. A huge part of leadership is setting goals, acting on them, and collaborating to achieve them. With students, challenging them to rise to the occasion and step up is some of the best lessons I'm able to teach. I hope as a council member I can be a 'guide on the side' and help move our community forward through ever-changing circumstances.

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

Flagstaff zoning code is going through a pretty dramatic change as we speak. I have been following the recent developments closely. If on council, I would have voted 'yes' on the proposed change to the zoning code to create the special 'Planned Community' category. While the flexibility in the code can be useful for developers to get the types of housing needs met in our community, I do hope for positive incentives and potential accountability to ensure that developers are actually using this land and space efficiently and effectively for our community to create more opportunities for affordable housing.

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 categories for our priority-based budgeting are fantastic, but were created in 2019. I would like to see how these categories could be updated, transformed, and maybe help prioritize other needs of the community as we approach nearly a decade of this process. We've seen the amazing services the city provides and asking residents about what kinds of services for this

budget process they would *like* to have can be a useful exercise that could expand how we budget services and offer new ones for our residents. The general fund is the only flexible part of the budget and figuring out a way to bring the budget process to members of the community as opposed to staying within groups of people that are familiar with the process is key to unlocking community participation. Getting community input on these budgetary issues is so crucial. The PBB priorities and objectives are amazing tools to help councilmembers get a sense of what we should be shooting for in our budget talks and I'm excited to engage community members in these discussions and see about ways in which we can expand these even further.

Austin Kerr

Flagstaff, AZ 86004

SUMMARY OF QUALIFICATIONS

- 9+ years of classroom instruction, lesson planning, and curriculum development, specifically as a certified teacher in grades 6-12 in various subject and topic areas within social studies including but not limited to AP US history, US History, speech and debate, and Arizona history. I am an expert in designing social studies and history classroom curriculum that follow educational theories of critical thinking, inquiry, research, and analysis
- 9+ years of formal education and professional programming focused on effective communication of complex historical, political, and cultural material
- 7+ years as a member of various governing boards and committees with responsibilities regarding project approval, budget, and cross-departmental consultation.

EDUCATION

Northern Arizona University, Flagstaff, AZ

- *Social Studies Secondary Education, BS*
- *History, MA*

Graduated: May 2017
Graduated: December 2023

WORK AND VOLUNTEER EXPERIENCE

Northland Preparatory Academy, Flagstaff, AZ

August 2017 - PRESENT

- Instructor of Advanced Placement/Dual Enrollment US History, US History, AP Seminar, Speech and Debate (High School and Middle School)
- Creates engaging presentations of material to teach primary and secondary source analysis skills and critical and historical thinking skills
- Contacts and hosts elected officials and community leaders to facilitate conversations with students about important civic issues
- Implements classroom systems utilizing concepts of universal design and restorative practices

- Engages students in the basics of academic research, analysis skills, and complex questioning through quick reading strategies, teamwork development, and presentation skills
- Supervises, trains, and mentors Northern Arizona University student teacher placements since the spring of 2022
- Supervises, trains, and mentors Northern Arizona University practicum student observers since the fall of 2019
- Actively participates in school community and fulfills various additional responsibilities as assigned by school administrators

Northern Arizona University, Flagstaff, AZ

August 2025 - PRESENT

- Instructor of HIS-429 Teaching and Learning History and Geography
- Engages undergraduates in historical and geographical educational methodology focusing primarily on how to help undergraduates
- Grades lesson plans, yearlong curriculum maps, and unit plans

Parks and Recreation Commission, Flagstaff, AZ

October 2020 - August 2026

- Made recommendations to the Flagstaff City Council regarding city parks and recreational programs and facilities, annual budgets, and capital improvements for the Parks, Recreation, Open Spaces, and Events Department
- Attended commission meetings monthly and remains open and available to communication over phone and email regarding matters related to the commission
- Served as Vice Chair from January 2024 until end of term

Other Civic and Local Engagements, Flagstaff, AZ

January 2019 - Present

- Graduated from the Flagstaff Leadership Program Class of 2025 and participated in the program creation of sLeadership Education Days of "Community, Diversity, and Culture" and "Education"
- Served on the Bond Committee in 2022 to put on the ballot Propositions 441 & 442
- Served in many capacities of the Coconino County Democratic Party ranging as a Precinct Committeeperson since 2022 to 1st Vice Chair in 2025
- Developed meeting agendas, facilitated monthly meetings, and organized community guest appearances in the Coconino County Democratic Party
- Advised and worked on several local campaigns on strategy, looking at neighborhood voting data, and targeting certain precincts for optimal vote getting
- Served as one of the youngest Vestry members at Episcopal Church of the Epiphany from 2019-2021 charged with fiduciary responsibilities and personnel decisions

OTHER RELEVANT INFORMATION

- Wilderness First Responder Certification - May 2026
- Completion of professional development seminars:
 - College Board *Summers 2017, 2022, & 2024*
 - The Bill of Rights Institute *Fall 2018*
 - Freedom Foundation *Summer 2019*
 - Learning For Justice *Fall 2019*
 - National Constitution Center *Summer 2020*
 - Street Law *Summer 2021*
 - National Endowment for the Humanities *Summer 2023*
 - National Council for Social Studies *Fall 2023*

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: 10/03/2026

YOUR NAME: Catherine Jadin

HOME ADDRESS: [REDACTED] **ZIP:** 86001

EMPLOYER: Self-employed **JOB TITLE:** Owner + Area Director

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] **LENGTH OF RESIDENCY IN FLAGSTAFF:** 10 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

Catherine Jadin Letter of Intent: Flagstaff City Council Vacancy

10/02/2026

Dear Mayor and Councilmembers,

I am writing to express my interest in being appointed to the Flagstaff City Council seat left vacant by Councilmember Anthony Garcia's resignation on September 25.

As a Flagstaff resident for more than ten years, both of my kids were born here, my husband has called Flagstaff home since 2006, and together we've shoveled our fair share of snow and raked countless pine needles. This is where we plan to raise our family, and I want it to be a place where everyone can afford to stay, work and thrive.

By day, I'm the owner and Area Director of Sticky Fingers Cooking, an after-school cooking program for kids, which means I spend a lot of time helping kids discover their love of cooking and learning about the world through food. Through that work, I've partnered with school districts on enrichment programs and seen firsthand what happens when kids have somewhere to go and something to learn. Running a small business has also taught me how to manage a budget, lead a team, and work through disagreements by listening first and setting clear expectations. I lead in a people-first way while keeping an eye on the bottom line, and I'd bring that same approach to City Council.

If appointed, I'd focus on:

- **Small business and economic development**, so local businesses can stay and grow here, and so jobs in Flagstaff pay enough to actually live here.
- **Community engagement and youth programs**, by meeting people where they are, in neighborhoods, at schools and at community events, and by building stronger partnerships between parks and recreation, our schools and local nonprofits so more families can take part and every resident has a real voice in shaping Flagstaff's future.
- **Environmental stewardship**, protecting the forests, open spaces and dark skies that make Flagstaff so special, supporting wildfire prevention and the City's Carbon Neutrality Plan, and getting residents involved through education and volunteer opportunities so our kids inherit a healthy place to live.

Like many of my friends, I believe cost of living and housing are the biggest challenges facing Flagstaff. The City already has strong tools, including the 10-Year Housing Plan and Regional Plan 2045, and I'm eager to help see them through.

I know a councilmember's job is to represent everyone. That means listening to all ideas, including from residents who see things differently than the majority, and then making clear decisions guided by the City's key community priorities. I'm ready to do the work.

Thank you for your time and consideration. Flagstaff has given so much to my family, and I would love the chance to give back.

Sincerely,

Catherine Jadin



City Council Application: Supplemental Answers

Catherine Jadin

1. What makes a good Councilmember?

I've lived in Flagstaff for over 10 years. Both of my kids were born here, and this is where we plan to raise them. I'm invested in seeing this town thrive and in building a community that works for everyone who lives here.

I think that's the starting point for a good councilmember: really caring about the place and the people. From there, it's about listening, really hearing people and being open to change. It also means doing the homework, reading the packet, asking staff questions before forming an opinion, and showing up ready to make a decision.

A good councilmember remembers they represent everyone, including the folks unable to make it to a city council session.

And you have to be a good teammate. All councilmembers won't always agree, but working together with the common goal of helping the city thrive is key. You can disagree on one item and work together respectfully on the next.

2. What do you think is the biggest issue facing Flagstaff?

The biggest issue facing Flagstaff is cost of living, and housing is a huge part of that. The two go hand in hand. I recently heard about a surgeon in town who was thinking about leaving because it's just too expensive to live here. If that's where a surgeon is at, imagine what it's like for teachers, firefighters, other essential workers and young families.

This has been front of mind for the Council for years, and we already have good tools, like the 10-Year Housing Plan and Regional Plan 2045, which voters ratified this year. But we still need help, and it needs follow-through. A few ideas:

- Move forward with zoning updates that allow more density and reward projects that include affordable units.
- Make permitting faster and more predictable for the kind of housing we need.
- Look at cost of living where the City can help ease the load for its residents.

When the people who keep this town running can't afford to live here, everything else gets harder. None of this is quick, but creating lasting change takes time.

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

My top three priorities are small business and economic development, education and youth programs, and community engagement.

Small business and economic development. Small businesses are a big part of what makes Flagstaff feel like Flagstaff. They're often the first to get squeezed by rising costs and staffing challenges. I own a small business, so I know how much a confusing process or a surprise fee can hurt. I want the City to be easy to work with and to keep supporting business retention and expansion. A healthy economy also means jobs that pay enough to live here, which ties right back to housing.

Education and youth programs. The City doesn't run our schools, but it has a lot of influence over what kids do outside of school: parks, libraries, rec centers, summer programs. I've spent years working with school

districts on enrichment programs, and I've seen what a difference it makes when kids have somewhere to go and something to learn. My sister-in-law works for a college town similar in size to ours, where a strong partnership between parks and recreation and the community has opened up access for more families. Flagstaff can do the same, creating educational and cultural opportunities for residents of all ages.

Community engagement. People can feel like decisions get made before they ever hear about them. The City already brings conversations out of City Hall and into neighborhoods, and I want to build on that outreach with communication that is clear, consistent and timely.

4. How would you make a decision when a segment of the population isn't being heard?

I want to listen to all ideas. Collaboration is how you build relationships, and relationships are how things actually get done in a community. Even when a large part of the community agrees on something, if there's a group that sees it differently, it's still important to listen to them and make sure they feel heard.

That also means making it possible for people to take part. I want City facilities, services and programs to be accessible to all residents and representative of Flagstaff's diverse community, so more people have a real chance to weigh in.

As a councilmember, there will be times when I make a decision that a portion of the community agrees or disagrees with. That comes with the job. But I want to make those decisions in a way people can understand, by being open about how I got there and what I weighed along the way. Even when the outcome isn't what someone hoped for, I want them to know they were genuinely heard and that their perspective mattered.

5. A time others disagreed with you on an important matter

I'm the owner and Area Director of Sticky Fingers Cooking. I always try to empower my team to make decisions that align with our mission. We lead in a people-first way, while still keeping an eye on the bottom line, because at the end of the day it's still a business.

When I first started my business, there was misalignment with my Director of Chef Operations, and there was some tension between us. Looking back, I can see it was a misunderstanding that came from unclear expectations.

What fixed it was transparency. We sat down and had some straightforward conversations about what was needed and set clear expectations. Our working relationship became stronger, we built a real friendship, and the business runs a lot smoother because of it.

The biggest lesson for me was that conflict isn't about people disagreeing on the goal. It's about people not understanding the plan. That's something I'd bring to City Council. When there's tension, I want to listen first and understand expectations to work for a thriving Flagstaff.

6. What is your leadership style? Please give an example.

My leadership style is about empowering people through understanding and collaboration. I like to learn about a situation fully and hear all the relevant points of view before making a call. The people closest to the work usually know things I don't, and when they're part of the decision, they own it too.

In my business, that means I don't try to control every detail. I make sure my team understands our mission and what we value, and then I trust them to make decisions in line with it. When something comes up, I'd rather ask questions and listen than jump straight to an answer.

The situation with my Director of Chef Operations is a good example. Instead of digging in or just making a ruling from the top, I took the time to understand where they were coming from. We talked it through honestly and set clear expectations together. That turned a tough working relationship into a strong one.

On Council, I'd lead the same way: do my homework, hear from staff and residents, work with my colleagues, and then make a clear decision I can explain.

7. Familiarity with the Flagstaff Zoning Code

I'm familiar with the parts that affect my family and our neighborhood, and like most residents, I've seen how zoning shapes what gets built around us. If I'm added to City Council, learning the parts of the code that come before Council would be one of my first priorities.

I do understand how it fits together. The Zoning Code is how the City puts the Regional Plan into practice, and now that Regional Plan 2045 is in effect, the code needs to line up with it. It sets what can be built where through different zones, along with standards like height, density, parking and lighting. Some uses need a conditional use permit, and rezonings go through the Planning and Zoning Commission before reaching Council.

I've also been following some of the bigger recent changes, like the housing-related updates on density, parking and affordability incentives, and the outdoor lighting update. I'm especially excited about the new Planned Community zone, which Council supported unanimously. Which gives more flexibility to combine land uses, preserve open space and streamline master-planned development.

To get up to speed, I'd meet with Planning staff, read the sections that come up most often, and sit in on Planning and Zoning meetings when pertinent so I'm ready when these decisions come to Council.

8. Balancing the seven key community priorities with the City's finances

As I do in my business, I would start by looking ahead and asking what Flagstaff needs to thrive, not only this year but over the next 10 years and beyond. The seven key community priorities give us that roadmap: a safe and healthy community, an inclusive and engaged community, sustainable and innovative infrastructure, a robust and resilient economy, a livable community, environmental stewardship, and high performing governance.

I would also rely on expertise. In my business, I seek advice from other successful business owners and apply what is relevant. On City Council, that means listening closely to City staff, and learning from communities with similar challenges. Our role is to set direction and make sure the budget reflects these priorities, while staff manages day-to-day operations.

Costs are rising, so the priorities have to work together rather than compete. My guiding principles would be:

- Protect public safety, health and core infrastructure first.
- Favor investments that serve several priorities at once, like housing near jobs and transit, which supports a livable community, a resilient economy and environmental stewardship.
- Use long-range plans that identify future infrastructure needs and all their costs, so we aren't caught off guard.
- Maintain the City's fiscal stability through strong financial policies, like not paying for ongoing costs with one-time money.
- Keep residents involved in budget decisions through transparency and public participation.

The goal is a thriving, safe Flagstaff, today and for generations to come.

CATHERINE JADIN

Flagstaff, Arizona • [REDACTED] • [REDACTED]

SUMMARY

Award-winning sales leader, educator, and entrepreneur with a proven track record of driving territory growth, building long-term customer relationships, and creating meaningful community impact. Recognized for strong communication skills, leadership, and the ability to engage diverse audiences through both pharmaceutical sales and educational enrichment programs serving more than 6,000 children in one school year.

PROFESSIONAL EXPERIENCE

Franchise Owner & Kids ‘Cool’inary Instructor | Sticky Fingers Cooking

Jan 2025 – Present

- Teach engaging, hands-on culinary enrichment classes that build confidence, creativity, teamwork, and life skills for students.
- Delivered more than 530 interactive cooking classes serving over 6,000 children during the 2025-2026 school year.
- Foster strong relationships with students, parents, educators, and school administrators through community-focused programming and communication.
- Lead staffing, school partnerships, scheduling, operations, and program execution across a growing territory.

Companion Animal Pharmaceutical Sales, Medical + Pharmaceutical Sales

Various Companies | 2011 – 2021

- Managed multimillion-dollar territories with consistent success driving revenue growth, physician engagement, and customer retention.
- Earned President’s Club recognition and Top 10 Territory rankings through strategic account management and relationship development at Boehringer Ingelheim Animal Health
- Partnered with veterinarians, physicians, healthcare providers, and clinical teams to educate on products, improve adoption, and support patient outcomes.
- Known for strong presentation skills, territory ownership, adaptability, and delivering results in competitive markets.

CORE STRENGTHS

Territory Management • Relationship Building • Healthcare Sales • Educational Instruction
• Community Engagement • Leadership • Strategic Communication • Program Management • Team Development • Public Speaking

EDUCATION

Bachelor of Science

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

October 12, 2026

Flagstaff City Council

City of Flagstaff
211 W. Aspen Avenue
Flagstaff, AZ 86001

RE: Letter of Interest – Flagstaff City Council Appointment

Dear Mayor and Members of the Flagstaff City Council,

I am writing to express my sincere interest in serving on the Flagstaff City Council. Flagstaff has been an important part of my life for many years, and through my experiences as a resident, business owner, business advisor, property owner, and City Commissioner, I have developed a deep appreciation for both the opportunities our community provides and the challenges it faces.

My interest in serving on Council comes from a desire to help ensure Flagstaff remains a place where people from diverse backgrounds and income levels have the opportunity to build meaningful lives. I believe our community is at an important crossroads, particularly regarding affordability, housing availability, economic opportunity, and the relationship between local government and the residents it serves.

As a business owner, I have experienced firsthand the challenges of operating and growing a business in Flagstaff. Over the past five years, I have helped transform a struggling business into a successful community gathering space. That experience has taught me the importance of perseverance, responsible financial management, mentorship, and creating an environment where people feel valued and connected. I take particular pride in seeing employees develop skills, confidence, and opportunities that have helped them pursue their chosen careers.

Professionally, my work as a business advisor has allowed me to develop relationships with small and medium-sized businesses throughout our community. I regularly work with business owners to identify challenges, evaluate opportunities, navigate disagreements, and develop practical strategies for sustainable growth. These experiences have reinforced my belief that effective leadership begins with listening, understanding different perspectives, and finding common ground through thoughtful collaboration and taking into consideration objective information.

My experience as a downtown property owner and owner-builder has also provided valuable insight into Flagstaff's development processes, zoning regulations, and the real-world impacts of municipal policies. Having personally navigated these processes, I understand the importance of clear communication, consistent enforcement, and balancing regulatory objectives with the practical needs of residents and businesses.

Additionally, I currently serve on the City of Flagstaff Airport Commission, where I regularly participate in meetings and discussions involving airport operations, financial considerations, infrastructure needs, and City priorities. This service has strengthened my understanding of municipal government and reinforced my appreciation for the responsibility that comes with public service and stewardship of community resources.

If appointed, my priorities would center on three areas: improving affordability, strengthening meaningful engagement with Flagstaff's residential communities, and encouraging a more diverse and resilient local economy.

I believe tourism will always be an important part of Flagstaff's identity and economic foundation. However, I also believe we must place greater emphasis on supporting local businesses, attracting industries that offer stable and higher-paying careers, and ensuring that economic growth creates opportunities for the people who call Flagstaff home. Likewise, addressing housing affordability requires examining not only housing supply, but also the impacts of short-term rentals, second homes, development costs, and the availability of economic opportunity.

Equally important to me is rebuilding and strengthening engagement between City leadership and residents. I believe public service requires more than being available to hear concerns. It requires actively seeking out individuals and communities whose voices may not otherwise be represented, meeting people where they are, and ensuring their perspectives are considered in the decision-making process.

My leadership philosophy is rooted in personal accountability, collaboration, and what I consider extreme ownership. I believe leaders should be willing to do the work they ask of others, empower capable individuals to succeed, remain open to different approaches, and accept responsibility for the outcomes of their decisions. I do not believe effective leadership requires having every answer. It requires the humility to listen, the willingness to learn, and the judgment to make difficult decisions when necessary.

I recognize that serving on City Council requires balancing competing interests, respecting differing viewpoints, understanding financial limitations, and making decisions that will not always satisfy everyone. I would approach that responsibility with an open mind, a commitment to objective decision-making, and a sincere desire to serve the entire Flagstaff community.

Ultimately, my interest in serving is grounded in a simple belief: Flagstaff should be a community where the people who contribute to its success have a realistic opportunity to share in that success. I would welcome the opportunity to contribute my experience, perspective, and dedication toward that goal.

Thank you for your consideration and for the opportunity to express my interest in serving our community.

Sincerely, **Andrew Shouse**
Applicant for Flagstaff City Council

Answers to City Council Application Questions:

1. What makes a good council member?

A good council member holds strong ties to the community and a genuine desire to increase those ties and to serve it. They should understand or seek to understand the people, businesses, neighborhoods, and organizations that make up the community and recognize how Council decisions affect their everyday lives.

At their core, good council members should have keen listening skills. Serving on Council is not about bringing one's own ideas to the table; it is about listening to residents, city staff, council members, businesses, and community organizations. Seldom does everyone agree, but everyone does deserve for their concerns to be heard and thoughtfully considered.

Furthermore, objectivity is an equally important trait for a council member to embody. Our city faces complicated issues that rarely have perfect solutions. Council members should ask questions, gather information, consider different perspectives, work collaboratively, and discuss issues respectfully toward finding practical solutions. They should also be willing to reconsider their own positions when presented with additional information or differing ideas.

Most importantly, a council member should have a sincere desire to serve rather than advance a personal agenda. I want to see Flagstaff grow and evolve in ways that benefit the community as a whole while preserving those qualities that make it such a special place to live.

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

I believe the biggest issues facing the city currently are affordability and the challenges faced by individuals and families across income levels to build a life here. This is not just an issue with housing, but with accessibility to good paying jobs, high cost of living, homeownership opportunities, and whether a family can realistically build a future here. Housing should be at the top of the list and we must look at increasing supply, and looking to make ownership accessible.

We also must take into account the pressures when existing housing is converted to short term rentals or bought as second homes which reduces housing for full time residents. Even though state laws limit what Flagstaff can regulate I believe it's important to use every tool available to it, and push for greater controls and enforcement to be implemented. We also must address affordability from the income/opportunity side. While tourism will always be a big part of the economy there is a need for a more diverse economic future and new industries.

We should encourage locally owned businesses and seek industries that provide stable, higher-paying careers, including manufacturing, technology, healthcare, and skilled trades. Lastly the council should remain considerate of the intended and unintended costs of its decisions. We must ask: How will this affect people who live and work here? With our goals being in line with creating more opportunities for people that want to be here to stay and live.

3. What are your top 3 priorities in being a council member and why?

1. Improving Affordability -My first priority would be addressing the growing affordability challenges facing Flagstaff residents. Housing costs, limited homeownership opportunities, and the rising cost of living make it increasingly difficult for working families, young professionals, and longtime residents to remain in our community. I would prioritize practical solutions that expand housing opportunities, encourage economic growth, and consider how City policies impact residents' financial well-being.

2. Reengaging Our Residential Communities - I believe local government works best when residents feel heard, represented, and involved in decisions affecting their lives. My second priority would be rebuilding meaningful engagement between City leadership and Flagstaff's neighborhoods. This means improving communication, actively seeking input from residents who may not traditionally participate, and ensuring community concerns are considered before decisions are made. We need to foster greater trust, transparency, and collaboration between the Council and the people it serves.

3. Balancing Tourism with Local Economic Development - Tourism is an important part of Flagstaff's identity and economy, but I believe we must place equal emphasis on creating opportunities for those who live and work here year-round. I would prioritize supporting local businesses, attracting diverse industries, encouraging higher-paying employment, and strengthening our economic foundation beyond tourism. A healthy, resilient Flagstaff should provide opportunities for residents to build careers, raise families, and prosper within their own 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?

- A. In my current role as a business advisor, I work with small and medium-sized businesses to develop marketing strategies and improve their operations. One challenge I regularly encounter is working with business owners who may not fully recognize the impact marketing can have on their success. This requires me to be proactive, persistent, and intentional in building relationships, establishing trust, and encouraging meaningful engagement. I believe this same approach applies to serving on City Council.

When I recognize that a segment of Flagstaff's population is not being adequately heard, my first step would be to identify those individuals or communities and actively seek their perspectives. Rather than expecting residents to attend Council meetings, navigate government processes, or come to me, I believe it is my responsibility to meet them where they are. Whether through neighborhood meetings, local businesses, community organizations, or individual conversations, meaningful engagement requires accessibility, persistence, and a willingness to listen. I would approach these conversations with an open mind and a positive attitude, seeking to understand not only residents' concerns but also their ideas for solutions. Ultimately, my responsibility would be to bring those perspectives into the decision-making process, objectively evaluate them alongside other community interests, and ensure that decisions are informed by the broadest possible understanding of their impacts.

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 my professional role as a business advisor, I regularly encounter disagreements regarding important business decisions. One example involves a client who initially came to me with significant frustration and distrust after feeling that a previous advisor had overpromised results and failed to deliver.

Rather than dismissing his concerns or immediately proposing new solutions, I first worked to understand the source of his frustration and identify where his expectations differed from the actual results.

Through reviewing his existing marketing performance, I was able to demonstrate, using measurable data, that his website was generating more business than he had previously realized. This helped establish a common understanding of his current situation and created a foundation for more productive conversations.

From there, I presented several potential directions for his marketing strategy, explaining the benefits, limitations, and measurable outcomes associated with each. Rather than asking him to simply trust my recommendations, I provided the information necessary for him to make an informed decision.

What began as a small client relationship developed into one of my largest, built on transparency, mutual respect, and measurable results. This experience reinforced my belief that disagreements are best resolved by listening first, identifying common objectives, establishing facts, and collaboratively developing solutions. I would bring this same approach to City Council, where trust, objectivity, and respectful disagreement are essential to effective decision-making.

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

My leadership style is rooted in extreme ownership, personal accountability, mentorship, and empowering others to succeed. I believe that if I expect someone to perform a task, I should be capable of understanding, performing, and teaching it myself. Leadership begins with setting an example and accepting responsibility for outcomes.

I also believe effective leaders must recognize when to intervene and when to step aside. I prefer to allow established chains of responsibility to address challenges first, observing whether issues are resolved before becoming directly involved. When intervention is necessary, I favor individual conversations, constructive feedback, and coaching rather than confrontation.

Equally important is recognizing that there is often more than one correct way to accomplish something. When individuals demonstrate competence and accountability, I believe they should be empowered to work independently without unnecessary oversight, even when their methods differ from my own.

An example of this philosophy is my experience taking over a distressed business and guiding its transformation over the past five years into a successful community gathering space. Through hands-on leadership, mentorship, and empowering employees to take ownership of their responsibilities, we built a sustainable business while helping many team members develop skills and confidence that supported their progression into their chosen careers.

I believe successful leadership is measured not only by organizational results, but by the opportunities created for others to succeed.

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

My familiarity with the Flagstaff Zoning Code comes from firsthand experience as a property owner, owner-builder, and downtown business owner.

In 2018, I began planning improvements to a downtown property I purchased in 2014. Recognizing the complexity of the project, I researched zoning regulations, development requirements, and permitting processes. Choosing to act as an owner-builder required me to work directly with City staff, architects, engineers, contractors, and inspectors to understand and navigate applicable regulations.

As a downtown business owner, I've also experienced City code enforcement firsthand, including addressing a noise violation and working with enforcement officers to maintain compliance. Additionally, my business's proximity to a City-owned vacant lot exposed me to issues involving camping enforcement, municipal property management, and a dispute involving an individual's claim of ownership of City property.

While these experiences involve different areas of municipal regulation, they have broadened my understanding of how City policies are interpreted, enforced, and experienced by residents and businesses.

I would not claim to know every provision of the Zoning Code, but I have developed practical familiarity with its application and am comfortable researching regulations and seeking professional guidance when necessary.

These experiences have reinforced my belief that City regulations should be understandable, consistently applied, and considerate of their real-world impacts on our community.

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 believe balancing Flagstaff's seven community priorities begins with recognizing that each serves an important purpose, but financial realities require thoughtful prioritization, fiscal discipline, and an understanding of how investments in one area can benefit others.

As a current Commissioner on the Flagstaff Airport Commission, I attend meetings regularly and have gained firsthand exposure to City budgeting, financial constraints, departmental responsibilities, and how policy decisions influence operations. This experience has reinforced my understanding that good intentions must be supported by sustainable funding and realistic expectations.

My approach would be to evaluate proposed expenditures based on community needs, measurable outcomes, long-term financial impacts, and alignment with established priorities. I believe maintaining essential services and infrastructure must remain foundational, while investments in housing affordability, economic diversification, and community development should be evaluated for their potential to create lasting benefits.

I also believe we must distinguish between expenditures that simply address immediate problems and investments that may reduce future costs or expand economic opportunity.

Equally important is engaging residents in determining priorities, particularly those whose perspectives may not traditionally be represented in City discussions.

Ultimately, I believe Council's responsibility is to establish clear policy direction while working collaboratively with City staff to develop financially responsible budgets. We

cannot fund every worthwhile initiative, but we can make transparent, informed decisions that maximize community benefit while protecting Flagstaff's long-term financial health.

Andrew Shouse

Flagstaff, AZ 86001

EXPERIENCE

Thryv inc — *Business Advisor/Account Executive*

July 2011-Present

Northern Arizona customer relationship management for over 300 customers across Arizona and Beyond. Managing marketing budgets, marketing spends and marketing strategy along with business development and growth. Including, but not limited to business management software marketing services marketing consultations, and long-term business growth.

Awa Kava and Coffey Bar — *CEO*

December 2021 - Present

Manage management staff, audit hiring, pay taxes, and audit scheduling.. I also meet with my mgmt staff weekly to review inventory, budgets, spending, staffing, and any potential conflicts that arise around the business and help with potential conflict resolution.

City of Flagstaff Airport Commission — *Commissioner*

2024 - Present

Commissioner on the City of Flagstaff Airport Commission. I attend all meetings, research, vote and attend any airport functions that I am invited to. Upon appointment I raised concerns over the extraordinary price tag on the snow removal equipment building, and pushed to have it sent out for rebid. Previous pricetag was 33 million and new bids came in at 19 millions.

EDUCATION

Northern Arizona university — *BA political science/psychology*

September 2006 - May 2009

Graduated NAU in 2009 with a bachelor of arts in political science with a minor in psychology.

Pilot license instruction — *private pilots license*

May 2006 - August 2008

Completed all the necessary flying hours, ground training and certifications to obtain my private pilot license.

SKILLS

B2B sales

B2C sales

Time management

Customer service/engagement

Consistent follow up

Budget Creation & Management

Research

AI Use and Implementation

Accounts Payable/Receivable Mgmt

LANGUAGES

English

PROJECTS

Shouse Residence 2 — *General contracted 3700 square-foot home.*

Starting in 2018 with planning and prep work, and was issued a permit in 2021 and built my own 3700 square-foot three-story home as the general contractor/owner builder completed December 2024.

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: 10/07/2026

YOUR NAME: Nicolas William DeJohn

HOME ADDRESS: [REDACTED] Flagstaff AZ ZIP: 86004

EMPLOYER: Silverleaf Realty JOB TITLE: Real Estate Agent

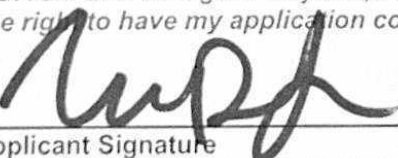
E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 3 years, 2 mont

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

Nick DeJohn

Flagstaff, Arizona

October 7, 2026

To the Mayor, Members of the City Council, and City Clerk Stacy Saltzburg,

Please accept this letter of interest and attached application packet for the vacant seat on the Flagstaff City Council.

Good governance begins with trust, the belief that those in public office will act in good faith, listen openly, and follow through on their commitments to fellow citizens. My desire to serve on City Council comes from a commitment to that principle and a wish to maximize the value, accessibility, and quality of the services our city provides every day.

Through my work as a local real estate agent, I see firsthand the daily impact of Flagstaff's affordability crisis on residents, renters, and buyers. I understand that addressing housing costs requires a practical, balanced approach towards advancing flexible, multi-use land zoning while safeguarding our natural environment, steep slopes, and Dark Sky.

My background across civic and community organizations has reinforced my collaborative leadership style. Whether serving as a student government representative, volunteering nationwide through AmeriCorps NCCC, sitting on a non-profit board during my MBA program at Washington University in St. Louis, or singing with the Master Chorale of Flagstaff, I have consistently focused on listening to people and working together toward tangible results. I believe a council is at its best when it prioritizes knowledge, listens to constructive criticism, and works toward long-term stability rather than quick fixes.

Thank you for your time, leadership, and consideration of my application.

Sincerely,

Nick DeJohn

1. What makes a good Councilmember?

Trust. The foundation of good governance is a trust in the ability of those in government to act in good faith. A trust that they will do their best to follow through on the promises they make to their fellow council members, and especially their fellow citizens, that they will be working for the betterment of the city.

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

Affordability is the most pressing issue facing the city today. My experience in real estate has shown that many people feel abandoned by the rising cost of housing in both rentals and homeownership. Additionally, basic staples like groceries, gas, and healthcare continue to rise in cost as well. While cost of living is a nationwide concern, in Flagstaff I would fight to implement 2 key initiatives to address the issue:

1. A continued shift to multi-use zoning to allow for more flexible and denser housing development. Adding on top of the work that already has begun in the 2045 Regional Plan.
2. Reignite the conversation on building a new hospital in Flagstaff as the city and region need increased access to quality healthcare and would benefit from a surge of high-paying jobs created in the construction and expansion of services offered in an upgraded facility.

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

My top 3 priorities are to:

1. Increase the overall satisfaction people have with City services.
2. Increase the scope of these services
3. Prioritize funds for services that deliver the most good for the city and deprioritize those that do not.

I aim to have the day-to-day interactions of people in Flagstaff with services like public transportation, housing services, first responders, and public parks be an overall positive one. I would achieve this by engaging with and fighting for those employees that perform the services, making sure they have the support and funding they need. I would balance this with the mission to listen to those who rely on these services to find ways to better the communication between the city and the public on the what, where, and when of the services the city provides.

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?

Education is the first step, but without action knowledge is wasted. By acting and being willing to listen to criticism I believe more good can be achieved rather than moving so slowly in order to achieve perfection that many are left dejected, frustrated, and feeling ignored.

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?

I spent part of AmeriCorps as a Volunteer Tax Filer, where I would sit in the basement of a church in West Philadelphia and file the taxes of low-income people. There were times when the person I was meeting with would indicate that they were not being honest with me on their status, income, or other pertinent tax information. While the person I was speaking would benefit financially from a larger refund, I also knew I was obligated to provide them with filing services that were done accurately and to the best of my ability. I would interject that I needed them to provide their information accurately, which would often correct the previous “lapses in memory”. Other times I needed to escalate the case to my supervisor, who I knew was already stretched thin managing a team of a dozen plus caseworkers, yet I felt the responsibility of providing a service that was incredibly important and had high stakes attached to how well I was able to perform my work.

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

Fundamentally, I am a collaborative person. I believe strongly, in the fact that a group is greater than the sum of its parts. That when in a leadership position only good can come from people feeling heard and encouraged to speak up.

Secondly, I am a leader who prioritizes knowledge and when I know something to be true I fight for that truth, and when I am lack expertise in certain areas, I will be boldly honest in my shortcomings and aim to either find someone more knowledgeable or work towards educating myself to the best of my ability.

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

My understanding of the Flagstaff Zoning Code comes directly from my background in real estate. The Zoning Code governs land use, site design, density, and natural resource protection across the city. I strongly support the continued shift toward multi-use zones and flexible development standards that allow for denser housing. I also realize this is a balancing act as there are topographical and geological features to consider that are unique to Flagstaff. In addition, the Dark Sky ordinance is one of my favorite parts of Flagstaff, and it too causes challenges to address development 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?

Balancing Flagstaff's budget requires recognizing that policy without funding is just good intentions. My priority on Council is maximizing the value of city services while supporting the employees who deliver them, and the budget is where those promises get backed up.

I approach budget decisions through a pragmatic lens: every dollar spent must deliver the most good for our residents. When weighing community priorities against finite revenues, I focus on core needs that directly improve daily life, like expanding housing affordability, strengthening public transit, and supporting first responders and parks.

Where direct funding falls short, policy development becomes our strongest leverage point. We can advance key priorities by updating regulations, streamlining development, and building partnerships rather than relying solely on city funds. When hard trade-offs arise, I will be boldly honest about our financial realities, listen to public feedback, and collaborate on decisions that ensure long-term stability.

Nick DeJohn

████████████████████ | ████████████████████ | Flagstaff, Arizona

EXECUTIVE STATEMENT

I love Flagstaff. I plan to continue to share that love in the City Council. I have been involved in the city as soon as I moved here, as an actor in a Theatrikos production, a singer in the Master Chorale of Flagstaff, working on trail repair days with the Flagstaff Biking Organization, and now as a real estate agent working with people to find a way towards home ownership in an increasingly difficult market.

In undergrad at Seattle University, I was elected to represent my ~1,000 classmates. After graduation I volunteered in AmeriCorps NCCC traveling the country providing service to a wide array of partners, from Mammoth Cave in Kentucky to tax filing services in Philadelphia. While earning my MBA at Washington University in STL I sat on the board of a United Way non-profit in East St. Louis, and now I hope to continue serving my community as a member of the City Council.

WORK EXPERIENCE

Silverleaf Realty <i>Real Estate Agent</i>	April 2026 – Present <i>Flagstaff, AZ</i>
▪ Licensed REALTOR, manages relationships and contracts for a 130 home new build-community in Kachina Village. ▪ Grown a social media following in less than 4 months with over 10s of thousands of views, with many followers local to Flagstaff and Arizona.	

Media Monks <i>Senior Analyst, Social Investment</i>	June 2022 – April 2026 <i>Remote</i>
▪ Managed and optimized budgets for 20+ paid media campaigns across various social platforms, driving improved revenue, efficiency, and reach. ▪ Nurture vendor relationships with social media platform partners, including implementing new platform features and monitoring performance via A/B and incremental tests.	

Clarisma Beauty <i>Operations and Marketing Coordinator</i>	March 2020 – May 2021 <i>Los Angeles, CA</i>
▪ Forecasted finances for the upcoming 5 years by compiling shipping orders, sales, and invoices for nationwide product launch. ▪ Developed e-commerce and lead generation process utilizing CRM programs and guided implementation across 3 office locations with 15 employees.	

EDUCATION

Washington University in Saint Louis <i>MBA, Marketing and Data-Driven Management Science</i>	May 2022 <i>St. Louis, MO</i>
▪ Scholars in Business Scholarship ▪ Board Fellows Program with Catholic Urban Programs and United Way	

Seattle University <i>BA, History with Departmental Honors</i>	June 2019 <i>Seattle, WA</i>
▪ Senior Representative in Student Government of Seattle University	

ACTIVITIES

AmeriCorps NCCC Member, Master Chorale Singer & Marketing Committee member, Net Impact Officer, Impact Investing Symposium Officer, Student Government Senior Representative, Brewery Tour Guide.

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: October 6, 2026

YOUR NAME: Alan Winninger

HOME ADDRESS: [REDACTED], Flagstaff, AZ

ZIP: 86004

EMPLOYER: Self

JOB TITLE: CEO

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED]

LENGTH OF RESIDENCY IN FLAGSTAFF: 4 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



Alan Winninger

[REDACTED]

Flagstaff, AZ 86004

October 8, 2026

City of Flagstaff
City Hall
211 W Aspen Ave
Flagstaff, AZ 86001

RE: Letter of Interest – Flagstaff City Council Member Appointment

Dear Members of the Flagstaff City Council and City Leadership,

Please accept this letter as my formal expression of interest in serving the residents of Flagstaff as a member of the Flagstaff City Council. As a dedicated resident, I am deeply committed to preserving what makes Flagstaff a unique and vibrant mountain town while proactively addressing the complex challenges accompanying our growth, economic evolution, and changing environment.

Flagstaff stands at a pivotal moment. The intersection of workforce housing affordability, municipal infrastructure demands, and environmental stewardship requires council leadership that is collaborative, pragmatic, and grounded in active listening. Having called Flagstaff home, I understand firsthand the daily pressures our community faces—from teachers, healthcare workers, and first responders searching for attainable housing to neighborhoods seeking long-term flood protection and resilient infrastructure.

A major opportunity facing our city is the revitalization of Historic Route 66 in Flagstaff. By aggressively leveraging state and national resources—including grant funding, centennial initiatives, and regional partnerships—we can transform this iconic thoroughfare into a robust, modern corridor. Revitalizing the Route 66 corridor will enhance local transit and traffic flow, stimulate economic vitality for local businesses, and honor our rich heritage, creating a safer, vibrant gateway that serves the daily needs of Flagstaff citizens and welcomes travelers from around the world.

If appointed to the City Council, my primary focus areas will include:

Workforce & Affordable Housing: Partnering with non-profit developers, community land trusts, and local employers to expand workforce housing through smart infill, incentive zoning, and efficient land-use policies that align with the Flagstaff Regional Plan.

Infrastructure Resilience & Corridor Modernization: Prioritizing critical projects such as the Route 66 revitalization, Rio de Flag flood control effort, post-wildfire mitigation, and the repair and improvement of our municipal road and transit networks.

Environmental Stewardship & Water Security: Safeguarding our long-term water supply, maintaining our dark-sky heritage, and supporting forest health initiatives like the Flagstaff Watershed Protection Project.

My approach to governance is rooted in transparency, evidence-based decision-making, and consensus building. I recognize that effective policy development requires engaging every corner of our community—especially segments of the population that are often underrepresented in traditional public hearings. I am dedicated to meeting residents where they are, understanding diverse perspectives, and working productively with fellow council members, city staff, and regional partners to achieve balanced, fiscally responsible outcomes. Furthermore, I bring a strong desire to educate myself and increase my familiarity with the Flagstaff Zoning Code, municipal budgeting principles, and outcome-based performance metrics. I am prepared to dedicate the time, energy, and rigorous preparation necessary to serve our city effectively from day one.

Thank you for your time, consideration, and continued service to the City of Flagstaff. I look forward to the opportunity to discuss my candidacy and vision for our city further.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alan Winninger', with a stylized, cursive script.

Alan Winninger

A solid black rectangular redaction box covering a line of text, likely a phone number or email address.

Flagstaff, AZ 86004



Flagstaff City Council Application Questionnaire Responses - October 8, 2026

Applicant: Alan Winninger

1. What makes a good Council member?

A great city council member balances big-picture vision with everyday pragmatism. They aren't just politicians; they are local problem-solvers. The best members share a few defining traits:

Active Listeners: They engage with constituents to understand, not just reply. They show up, return calls, and care about neighborhood concerns—from zoning disputes to pothole repairs.

Pragmatic Problem-Solvers: Local government is about paving roads, managing utilities, and funding public safety. Good members prioritize practical results over partisan grandstanding.

Collaborators: A council is a team. Effective members build consensus with the mayor, city staff, and fellow councilors, knowing that compromise is often the only path to progress.

Financial Stewards: They understand the city budget. They make responsible choices with taxpayer dollars, ensuring essential services are funded without overburdening residents.

Transparent and Ethical: They operate in the sunlight. They clearly explain why decisions are made and avoid even the appearance of conflicts of interest.

Ultimately, a good city council member treats the role as an act of genuine public service, keeping their community's daily quality of life at the center of every vote.

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

The Issue: Housing affordability and workforce retention.

Specifics: Flagstaff faces a severe gap between local wages and housing costs. Teachers, first responders, healthcare workers, and service employees are increasingly priced out, forced to commute long distances or leave the community altogether. Limited land availability, rapid growth in student housing, and short-term rental conversion compound the supply shortage.

Ideas for Action:

Leverage City-Owned Land: Partner with community land trusts and non-profit developers to build permanently affordable workforce housing on municipal property.

Expand Incentive Zoning: Enhance the Affordable Housing Incentive Zoning (AHIZ) policy to give developers density bonuses and expedited permitting in exchange for binding affordability commitments.

Infill Along Transit Corridors: Direct high-density and mixed-use development along major transit corridors (e.g., Route 66, Milton Road) to increase supply while mitigating traffic congestion.

Protect Existing Neighborhoods: Implement programs to prevent displacement in historic and lower-income neighborhoods, such as home repair grants for low-income homeowners.

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

Workforce Housing and Smart Growth: Housing stability is the foundation of economic health and community safety. I will focus on expanding affordable housing options while preserving Flagstaff's distinct mountain-town character.

Infrastructure Resilience and Flood Control: From completing the Rio de Flag flood control project to addressing post-fire flooding risks (like the Museum Fire scar) and repairing winter-damaged roads, reliable infrastructure protects lives, property, and local businesses.

Water Security and Forest Health: Climate resiliency requires aggressive proactive management. I will prioritize long-term water resources management, dark-sky preservation, and continued investment in the Flagstaff Watershed Protection Project.

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 will use a proactive, out-of-Hall engagement framework:

Meet People Where They Are: Rather than waiting for public comment at City Hall, I will host targeted listening sessions in community centers, schools, and neighborhood hubs (such as the Southside or Sunnyside neighborhood associations). Both in person and also virtual sessions are both possible.

Remove Engagement Barriers: Work with city staff to provide meeting notices and summary materials in multiple languages, at varying times, and through accessible digital and non-digital channels.

Synthesize and Elevate: Explicitly articulate the concerns of underrepresented residents during Council deliberations so their perspective is formally entered into the public record and policy discussions.

Close the Loop: Follow up directly with impacted community groups to explain how their feedback influenced the final vote and what next steps look like.

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?

Route 66 Centennial initiative, I was responsible for coordinating large-scale promotional and event frameworks, including major municipal and multi-state initiatives like the planned Route 66 Air Tour and corporate partner collaborations. During the initial development phases, a significant disagreement arose among project stakeholders, regional community partners, and private organizers regarding the scope and allocation of resources for public outreach materials—specifically, whether to focus heavily on digital-only platforms or invest in tangible, distributed planning tools like physical maps, printed commemorative guides, and localized community events.

Several external partners argued that a digital-first strategy would minimize overhead and streamline operations. However, based on feedback from local merchants, historical preservation groups, and rural municipalities along the corridor, I recognized that reliance solely on digital media would alienate crucial demographics and bypass small businesses that rely on foot traffic from travelers.

To resolve the disagreement, I led a collaborative consensus-building process:

Facilitated Structured Listening Sessions:

Developed a Phased, Hybrid Strategy:

Established Measurable Milestones:

By prioritizing transparent communication and finding common ground through a balanced, data-driven approach, we united the stakeholders behind a unified execution plan. This experience reinforced my belief that navigating public policy and community projects requires active listening, fiscal responsibility, and the ability to bridge differing perspectives to achieve a shared community goal. This resulted in a collaborative effort that is still in development for full disclosure.

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

My Leadership Style: Collaborative, evidence-based, and pragmatic. I focus on active listening, gathering objective data, and building consensus across diverse interest groups.

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

I currently have a basic familiarity with the Flagstaff Zoning Code and its role as the primary tool for implementing the Flagstaff Regional Plan. I would become more familiar with the code as it pertains to certain required actions as they present themselves. Key areas of focus include:

Land Use and Infill: Understanding district categories (Residential, Commercial, High-Density, Light Industrial) and how traditional neighborhood design principles apply to infill development.

Incentive Zoning: Knowledge of how zoning overlays and density bonuses (AHIZ) can encourage affordable housing development without straining city services.

Special Overlays: Awareness of Flagstaff's Dark Sky lighting regulations, floodplain overlay zones, steep slope protections, and resource preservation guidelines tailored to high-country environmental realities.

Policy Function: I view the zoning code not as a rigid obstacle, but as an adaptable policy instrument that should reflect current community needs while providing clear predictability for residents and builders alike.

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?

Balancing strategic vision with fiscal reality requires a disciplined, three-step approach:

Distinguish Core Services from Strategic Initiatives: Essential operations (public safety, roads, water, waste management) must always be fully funded first. Policy development focuses on how we direct discretionary dollars and structure long-term capital improvement programs.

Outcome-Based Budgeting: Evaluate requests across the Seven Key Community Priorities using clear performance metrics. Funding should align with measurable outcomes that advance priority areas like workforce housing, climate action, and economic diversification.

Leverage External Capital: Maximize municipal funds by aggressively seeking federal/state infrastructure grants, regional partnerships (e.g., Coconino County, NAU), and public-private agreements to achieve policy goals without placing an unfair tax burden on residents.

Alan Winner

██████████, Flagstaff, AZ 86004 | ██████████ | ██████████ |
[linkedin.com/in/alanwinn](https://www.linkedin.com/in/alanwinn)

Executive Summary

Results-driven executive, U.S. Air Force veteran, former volunteer firefighter, and dedicated Flagstaff community leader with over three decades of high-level operations, aviation logistics, digital technology advocacy, strategic marketing, and public safety experience. Proven track record directing national heritage initiatives, managing multi-million-dollar sports and airport ramp operations, leading cross-functional teams, and serving the public through public safety, law enforcement volunteer programs, and civic advocacy. Currently serving as Director for the Route 66 Centennial initiative and consulting for Ford Racing. Seeking election to the **Flagstaff City Council** to bring accountable fiscal management, strategic vision, public safety advocacy, and sustainable economic growth to the residents of Flagstaff.

Core Competencies

- **Municipal & Civic Leadership:** Public-Private Partnerships, Civic Advocacy, Multi-Stakeholder Consensus
- **Operations & Aviation Logistics:** Airport Ramp Operations, Fleet Management, Ground Handling Protocols, High-Volume Scheduling
- **Public Safety & Emergency Management:** Crisis Response, Search & Recovery, Firefighting, Tactical Risk Mitigation, Law Enforcement Support
- **Economic Development & Tourism:** Strategic Marketing, Corporate Sponsorships, Local Business Growth, Heritage Tourism
- **Digital Technology & Education:** Esports Industry Advocacy, Youth STEM & Skill Development, Virtual Platform Logistics
- **Infrastructure & Public Planning:** Transportation/Corridor Planning, Community Outreach, Neighborhood Governance

Professional Experience

Director | Route 66 Centennial Initiative & Group 66

Flagstaff, AZ | May 2019 – Present

- Lead the strategic development, marketing, and execution of national and regional programs celebrating the Historic Route 66 Centennial.
- Conceptualize and execute high-profile promotional campaigns and record-setting events, including "**RC The Route**"—driving a remote-controlled Ford F-150 Raptor continuously along original Route 66 from Ash Fork, AZ to Seligman, AZ to set an RC World Record for longest continuous distance driven by an RC vehicle.
- Direct cross-functional teams, state tourism boards, municipal leaders, and private stakeholders to drive economic impact across historic corridors.
- Oversee large-scale regional projects, including the Route 66 Air Tour coordinating vintage aircraft logistics across multiple state airports.
- Cultivate strategic corporate and community partnerships, including co-developing promotional campaigns and parade floats with national retail partners like Macy's.
- Manage fiscal budgets, grant funding allocations, public relations strategy, and community engagement programs.

Motorsports Consultant | Self-Employed / Various NASCAR Teams & Ford Racing

Various Locations / Flagstaff, AZ | 1988 – Present

- Provide long-term strategic, operational, and technical consulting services across competitive motorsports, continuing active consulting engagements with **Ford Racing**.
- **Two-Time NASCAR Cup Series Championship Team Member:**
 - **1988:** Championship Team Member, Bill Elliott / Coors Melling Racing
 - **1992:** Championship Team Member, Dale Alan Kulwicki / Hooters Racing
- Delivered comprehensive operational leadership across multiple NASCAR teams, serving as an official NASCAR Official, managing track marketing initiatives, and overseeing trackside communications with Racing Radios.

- Directed high-stakes logistics, technical compliance, sponsor relations, and crisis management in fast-paced, multi-million-dollar sports environments.

Global Esports Program Ambassador & Development Advocate | Professional Esports

Global / International | 2014 – 2017

- Served as a Global Esports Gaming Program Ambassador, advocating for professional esports motorsports racing development, youth educational initiatives, and digital technology integration.
- Promoted competitive integrity, digital safety, and educational curriculum combining virtual sim racing with real-world motorsports engineering and STEM fundamentals.
- Led international outreach and stakeholder engagement to expand access to simulated racing education and professional gaming pathways.

Airport Ramp Operations Manager | Eastern Airlines & Lockheed Martin Aviation Services

Atlanta Hartsfield Airport (ATL) | 1991 – 1993

- Served as Head Lead for **Early Morning Operations (EMO)** at Atlanta Hartsfield Airport, directing peak-hour ground crews, aircraft turnarounds, gate assignments, and ramp safety protocols for one of the world's busiest air transit hubs.
- **Taxi Qualified Commercial Aircraft Operator:** Certified and qualified to taxi major heavy commercial airliners across active ramp environments, including the Airbus A300, Boeing 757, Boeing 727, McDonnell Douglas DC-9, and Lockheed L-1011 TriStar.
- Managed strict FAA safety compliance, hazardous material handling, ground support equipment logistics, and flight pushback schedules under demanding time constraints.

Military Service

Senior Airman | United States Air Force

Tactical Air Command / Air University | 1982 – 1988

- **Wing and Base Administration:** Provided administrative leadership, operational support, and policy execution across base operations and Air University directives.
- **Systems Automation:** Served as Lead Program Coordinator for the original digitization and automation of U.S. Air Force Regulations under the PDOS Development Program, modernizing administrative regulatory workflows force-wide.
- **Emergency Response:** Qualified as a Search and Recovery Expert, managing critical incident operations, site protocol, and tactical retrieval procedures.
- **Special Demonstration Unit:** Assigned as a member of the U.S. Air Force Thunderbirds (1984 / 2003 support assignments), maintaining high operational standards during public demonstration tours and official engagements.

Civic, Public Safety & Community Leadership

Volunteer Fire Fighter | Davidson Fire Department

Davidson, NC | 1993 – 2004 (11 Years)

- Served 11 years as a dedicated volunteer firefighter, delivering frontline emergency services, structural fire suppression, and technical rescue operations.
- **Certifications & Tactical Roles:** Certified North Carolina Fire Fighter, qualified Ladder Engineer, and designated member of the Rapid Intervention Team (RIT) trained for high-risk firefighter rescue.
- **FDNY 9/11 Ground Zero Volunteer:** Deployed as a volunteer responder assisting the Fire Department of the City of New York (FDNY) following September 11, 2001; worked Ground Zero assisting in critical search, recovery, and cleanup operations.

Law Enforcement Volunteer | Broward County Sheriff's Dept & North Lauderdale Police Dept

Broward County / North Lauderdale, FL | 1980 – 1982

- **Explorer Deputy:** Served as an Explorer Deputy with the Broward County Sheriff's Department, completing foundational training in community policing, ride-alongs, public safety protocols, and emergency response procedures.
- **Police Cadet:** Served as a Police Cadet with the North Lauderdale Police Department, supporting officers with administrative logistics, traffic control during municipal events, and community outreach.

Active Resident | Woodshire on Butler Homeowners Association

Flagstaff, AZ | Present

- Collaborate on neighborhood governance, maintenance oversight, community budgeting, and HOA rule enforcement for Butler Avenue residential community.
- Advocate for traffic safety, local pedestrian access, and infrastructure improvements along the East Butler Avenue corridor.

Community Event Organizer & Heritage Advocate

Flagstaff, AZ | Present

- Organize and participate in local civic functions, car shows, and cultural heritage events throughout Flagstaff and Coconino County.
- Engage with local cultural institutions, including space exploration outreach with Lowell Observatory and regional historical preservation initiatives.

Civic & Professional Memberships

- **National Business Aircraft Association (NBAA)** – Professional Member
- **National Association for Stock Car Auto Racing (NASCAR)** – Member & Official (Active / Historical)

Education & Professional Certifications

Associate Degree – Business Administration

Community College of the Air Force / Auburn University Montgomery | 1983 – 1988

Professional & Tactical Certifications

- **Commercial Aircraft Taxi Qualification** (Airbus A300, B757, B727, DC-9, L-1011) – Eastern Airlines / Lockheed Martin Aviation
- **Certified North Carolina Fire Fighter** – State of North Carolina Fire Commission
- **Ladder Engineer & Rapid Intervention Team (RIT)** – Davidson Fire Department
- **U.S. Air Force Search & Recovery Expert Certification** – United States Air Force

- **U.S. Air Force Professional Military Education (PME)** – Air University

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

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: Jim McCarthy (legal name: James McCarthy)

HOME ADDRESS: [REDACTED] **ZIP:** 86001-2898

EMPLOYER: Retired **JOB TITLE:** Retired

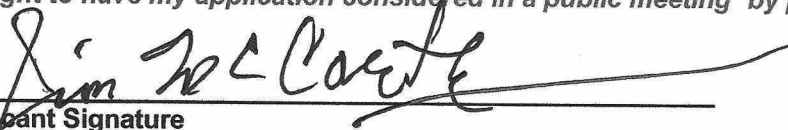
E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] **LENGTH OF RESIDENCY IN FLAGSTAFF:** 23 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

Jim McCarthy

Flagstaff, AZ 86001-2898

October 11, 2026

Stacy Saltzburg:
City Council Members:

This is my letter of interest to fill the open seat on the Flagstaff City Council.

Most of you know me well. I am very experienced and certainly well qualified to serve on the Council again. I would like to complete the two years and two months remaining for the open seat.

I have the necessary integrity, knowledge, experience, and leadership abilities. These characteristics are discussed in the included application. I also have the appropriate temperament to work well with other council member, city management, and the staff. I am not far-left nor far-right; I am level headed.

It is interesting to me that people I do not even know walk up to me when I am in town. They often thank me for my eight years of service on council and comment that they wish I were still on council. They are a major reason that I am applying for this service position. I look forward to working for the people of Flagstaff.

Thank you for your consideration. If you appoint me or someone else, I hope the best for the council and for our fine city.

Sincerely,

Jim McCarthy

Application to Serve on the Flagstaff City Council

Applicant Jim McCarthy October 11, 2026

1. What makes a good Councilmember?

Integrity is the first important characteristic of a good councilmember. After that, knowledge, applicable experience, and leadership abilities.

It is important that a councilmember have a basic knowledge of how the city works. This includes the relationship between council members, the council itself, the city manager, the city attorney, and city staff. I served on council for eight years and understand these things.

It is extremely helpful if a councilmember has served on city commissions or boards. I was the council delegate to the Metro Plan, and was elected to be its chairperson. I have served as the council delegate to Mountain Line. I have served as the council liaison to the Transportation and Housing Commissions. Prior to being on council, I served six years on the Planning and Zoning (P&Z) Commission, and was elected to be its chairperson. I served five years on the Water Commission.

A good councilmember has significant applicable experience. Most of my professional life has been as an engineer. Engineers take a rational approach to problem solving. Additionally, I headed up a department of approximately a dozen engineers, men and women. I was responsible for hiring, personnel management, and budgets. I also have a Master of Environmental Planning (land-use planning). That is valuable background for understanding land-use issues.

Regarding leadership, I have noted that my peers chose me to be the chairperson of P&Z and MetroPlan. Also see Item 6 below.

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

The cost of living, particularly the cost of housing, is an important issue facing Flagstaff. There is no easy fix to this problem, but we can make significant progress.

We need to be more flexible in our approach, while being respectful of existing land uses. An example is allowing auxiliary dwelling units (ADUs) in new and existing neighborhoods. In new developments, smaller lots can decrease construction costs and promote walkability.

The cost of housing is not just the cost of the home. It includes operating costs. When my home was built, we paid just a few hundred dollars extra to get added insulation in the walls and ceiling. Because of this decision, my home has never been hot in the summer, even though we do not have air conditioning. Most of my neighbors have added air conditioners, at considerably more initial and operating costs. Careful updates to our building codes could reduce the cost of owning a home. Besides the obvious savings in the summer, added insulation reduces heating demand in the winter (with the associated emissions).

While realizing the limits put on us by the state legislature, we need to address short term rentals. These are basically hotels in residential zones.

It seems that most homes in Flagstaff have unique floor plans. Each required separate architectural and engineering plans. We should encourage builders to standardize plans to save costs.

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

Among my priorities, I want to evaluate the city budget and compare it to the city's priorities. I realize that we have budget retreats and we evaluate priorities, but I want to put an emphasis on this.

As noted above, I want to do whatever is possible to improve affordability in general and housing in particular. Besides the things I listed above, we need to have conversations with everyone involved to get new ideas.

We need to provide basic city services. This includes supporting our police and fire employees. It also includes reducing our contributions to climate change, and preparing for what is happening. By that I mean continuing our efforts to complete the Rio de Flag flood control project as well as preparing for wildfires. To keep our city vibrant, we need to support new and existing businesses, big and small.

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 believe that public input is critical. While I was gathering signature to get on the ballot and campaigning for votes, I walked neighborhoods daily. When someone answered the door, I did not give them a lecture. I told them who I was and then asked them what issues they would like to talk to me about.

I will continue to seek public input. After gathering input from all sides, I make decisions based on the inputs and by doing what is right for the city and our citizens. While on council, I stood up for people that were not being heard when they had a legitimate concern.

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?

While on council, we got a citizen petition that asked council to approve a proclamation to condemn Israel and stand on the side of the Palestinians. I sensed that the proclamation was going nowhere.

I tried to bring all sides together. I drafted an alternate resolution that showed a way that Palestinians and Israelis could peacefully coexist. I referenced the two-state solution that now exists in Ireland. The north is controlled by the English leaning Irish, while the south is now an independent nation. Neither side is totally happy, but they are coexisting. The violence has stopped. I drafted a resolution that proposed a similar solution for the Mideast. The resolution got some support on council, but the majority rejected the resolution, possibly because it was not a local issue. Based on the council decision, which I respected, I moved on to other issues.

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

I believe in collaboration. I realize that I do not always get my way. However, I try to convince others about issues that I feel strongly about. I do this with data and logical arguments. I am not crazy left or crazy right. I am a rational fair-minded person.

An example is when council was leaning toward supporting a proposal by Lowell Observatory which would have allowed development inconsistent with the land grant which Lowell got for their land. Congress gave the land to Lowell with the strict provision that the land only be used for “observatory purposes.” While I am a strong supporter of Lowell, I did not support ignoring Congress’s intent to make the Lowell land very special.

After doing research on the history, I wrote a one-page summary of the issues. I presented the ideas at a council meeting. After reviewing the data, council decided to not provide the requested support. I believe that council appreciated my rational approach.

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

I am very familiar with the zoning code. While on P&Z for six years (prior to me being on council), I reviewed the draft code updates, along with other P&Z members. I provided extensive edit suggestions, most of which were incorporated before sending the draft to council for final approval. As noted above, I have a master degree in land-use planning.

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 seven community priorities require some compromises, but we can address all of them. High performing governance is necessary for achieving all the other objectives. A safe and healthy community is the highest priority. That goal ties into environmental stewardship, which ties into the community being livable. A basic role of council is to ensure that the community is inclusive. Council can not lead without an engaged community. To achieve these goals, we need a sustainable and adequate infrastructure, including roads, water systems, and some services provided by private firms. All these things tie into a robust and resilient economy.

Public Meeting Option: I am waiving my right to have my application considered in a public meeting.

Thank you, Jim McCarthy

JIM McCARTHY

Flagstaff, AZ 86001-2898

EDUCATION

- Master of Environmental Planning, Arizona State University (1997).
 - Graduated with distinction.
 - Academic achievement scholarship.
 - Thesis: Analysis of aircraft regulations intended to substantially restore natural quiet at Grand Canyon National Park.
- Previous graduate work: Organic and water chemistry, industrial hygiene, environmental engineering.
- BS, Mechanical Engineering, University of Arizona (1971).

EMPLOYMENT EXPERIENCE

City of Flagstaff (December 2016 to December 2024)

- City Council Member Elected and served as a city council member.

Honeywell (formerly AlliedSignal) (July 1997 to February 2003)

- Senior Project Engineer Lead engineer on various teams and lead engineer for drawing revision process. (Subcontract for first five months.)

Arizona State University (Fall 1995 semester)

- Graduate Assistant Organized symposium to make development recommendations for north Phoenix. Wrote Heritage Fund grant proposal to study suburban wash corridors.

AlliedSignal (July 1983 to January 1995; and August 1971 to August 1982)

- Project Manager Supervised eleven engineers with an annual budget over \$5 million. Led Total Quality team that redefined role of managers.
- Development Specialist Development team leader; responsible for concept, design, budget, schedule, and customer coordination for pneumatic control systems.

Hughes (August 1982 to July 1983)

- Test Equipment Designer Designed mechanical aspects of test stands for electronic equipment.

Learjet (March 1981 to August 1982)

- Liaison Engineer Represented Engineering in Customer Service and Flight Departments.

Previous Experience

- Technical Writer Prepared proposals, specifications, and other reports.
- Turbine Engine Performance Analyst Computer modeling.

JIM McCARTHY

ADDITIONAL EXPERIENCE

- Nominee for Arizona House of Representatives; came within 56 votes of replacing eight-year incumbent.
- Speaker at a Nature Sounds Society Field Recording Workshop.
- Speaker at Environmental Psychology Symposium in Tucson, Arizona (sponsored by the Rocky Mountain Psychological Association).
- Conservation delegate to Grand Canyon Working Group, which was charged with negotiating a way to meet the requirements of the Overflights Act.
- Chapter chairperson for Grand Canyon Chapter of the Sierra Club (Arizona Chapter).
- Member of Flagstaff Planning and Zoning Commission (six years, one year as chairperson), member Flagstaff Water Commission (five years).
- Council representative on MetroPlan (regional transportation organization). Served as chairperson.
- Eagle Scout, former committee chairperson and cubmaster for Cub Scouts.
- Naval Reserve while earning my bachelor degree. Electronic Technician (E-4).

PUBLICATIONS

McCarthy, James. 1997. Analysis of aircraft regulations intended to substantially restore natural quiet at Grand Canyon National Park. Master of environmental planning thesis, Arizona State University.

McCarthy, Jim. 2001. The power of place and the importance of natural quiet at Grand Canyon National Park. *Boatman's Quarterly Review* 14 (1): 10-12.

Steiner, Frederick, James M. McCarthy, et al. 1999. Concepts for Suburban Desert Character in the Northern Sonoran Desert. *Journal of the American Planning Association* 65 (2, Spring): 207-222.

McCarthy, James, Kim Shetter, and Frederick Steiner. 1996. *Findings of the North Sonoran Land Use Character Charrette*. Tempe, Arizona: Herberger Center for Design Excellence.

HOBBIES

- Folk guitar, songwriter.
- Photography.
 - American Rivers 1995 calendar, honorable mention.
 - American Rivers 1993 annual report, portrait of Al Gore.
 - Photos in Pickin' in the Pines program.
- Backpacking.
- Whitewater rafting.

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

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

████████████████████ | ██████████ | Flagstaff, AZ 86001

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

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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.***

B. T. M.

Applicant Signature

Brendan Trachsel

(858)880-5962 | brendantrachsel@fastmail.com

October 4, 2026

Dear Flagstaff City Council,

It is my immense privilege to express my interest in the City Councilmember vacancy from Anthony Garcia's resignation. As a 25-year-old who has chosen Flagstaff as his home for six years, and hopefully much longer, I cannot think of a higher calling than serving the community I love. Ensuring that young people of present and future have the opportunity to call this place home is a vested interest of mine. After graduating with my bachelor's from NAU, I unfortunately was unable to obtain employment in my field locally and ended up traveling across the country for 11 months for work. The first chance I had I moved back for graduate school, where I graduated in May and thankfully secured full-time employment at the university. I believe similar circumstances affect many; how do we align opportunity with people's desires to stay here?

I've been reflecting recently about my interactions with Councilmember Garcia. The first time I met him was at an Arizona Board of Regents meeting at NAU after the encampment. It was a heated public comment with lots of accusations thrown around. One of the last to speak, he stressed the need for connection and community, emphasizing responsibility to give people a voice before it gets to the point of civil disobedience. During my Flock advocacy, we had a conversation of over an hour where we talked earnestly about the various perspectives around the system, misinformation and disinformation, and various potential responses. To me, he represented a thoughtful, considerate, and caring public servant who was rooted in the community and was in it for the right reasons. It is this behavior I hope I can emulate in life, and Anthony's replacement emulates in their role.

I understand I am not a traditional choice for a city councilmember, however I am prepared for the responsibility of the office and ready to learn whatever is needed. When young people look at government they do not see themselves in it; I see my application as an opportunity to begin changing that perspective. This is a City I love, and one that I've seen time and time again as incredibly responsive to community needs. I appreciate your consideration in allowing me to be part of the continued work of improving lives.

Sincerely,

Brendan Trachsel

Brendan Trachsel 2026 Council Application Question Responses

1. What makes a good Councilmember?

- a. A councilmember ought to have certain fundamental intentions, beliefs, and practices in their work. Their intention, the fundamental reason for them being in this role, must be to serve their community and every person it consists of. If it entails any desire for greater titles or positions of power, the intention is wrong. A couple of short statements of belief that encompasses these intentions is that “The Noblest Motive is the Public Good”, and that the government is capable of, and has an obligation to, support the dignity and wellbeing of all people. Obligations lead us to practice. Council meetings & sessions should be treated like a college course - you are expected to do the reading beforehand and come with questions. Unlike a college course, you don’t do it for yourself; you do it for everyone else because it is what they deserve. Curiosity is the fuel that drives the vehicle of progress. This vehicle doesn’t just do laps around City Hall, but goes to the residents, city departments, and community organizations that are experiencing the conditions we create every day.

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

- a. Despite some relief coming to the local rental market due to NAU’s enrollment, this is not being extended to the homebuying market. National policy is failing to alleviate foundational large-scale problems, seen through home prices not decreasing despite there being 58% more homes for sale than buyers for them nationally. This is largely due to sellers being comfortable sitting on a ~2% mortgage, but being unable to absorb a lower selling price and then paying a multitude-higher 7%+ mortgage on their next home. The result of this is that people are locked into their mortgages and others locked out of new opportunities. With such a widespread and foundational problem, what can a City do? I believe the solution is fundamentally new housing - not just rentals, but opportunities for people and families to build equity for their futures. Habitat for Humanity Executive Director Eric Wolverton first introduced this idea to me and I am fully bought in. These are investments in our future. Starter homes are just one piece.

Easing zoning regulations to allow home builders to diversify and adapt what they can build will give flexibility to lower costs. This is of the utmost importance because while homeowners cannot afford to lower their selling prices, for homebuilders it is an essential need due to the nature of homebuilder loans that are in the 15-20% range. This includes ending single family zoning. Flagstaff also needs to pass a source of income protection ordinance for renters and expand public housing.

3. What are your top three priorities for being a City Councilmember and why?
 - a. My first priority, stemming from my Flock Camera advocacy in 2025, is enhancing the privacy rights of Flagstaff residents. Not just through administrative policy, but through binding ordinance. Respect for peoples' information, especially the collection and retention of such, is a fundamental part of recognizing the dignity of every person. It unfortunately has fallen to the wayside with recent advancements in technology. Flagstaff was early to the Flock issue and should be a shining example to the rest of the state to follow in this regard. My second priority is housing, to which I have spoken at length about in the previous question. To speak more about the public housing option, I am especially impressed by Montgomery County, Maryland's multi-income model that is financially sustainable, responsible, and includes a revolving fund to build more of it. Public housing should go beyond the bottom of the socioeconomic ladder because only then will it have the public buy-in and financial investment it needs to be successful. My third priority is transportation. If you live in the university-downtown core, it is relatively easy to get around without a car. Most people, especially long-term residents, do not live there. Flagstaff is making slow progress toward multimodal through investments in Mountain Line and some new bike infrastructure. We must quicken these investments along corridors that need them as well as ensure all residents benefit from our Mountain Line investments via going fare-free.
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?
 - a. Being connected to every single Flagstaff resident is simply not possible, and as a result we hear most from the particularly outspoken, retirees, organized groups,

and community leaders. Creating connections so that we can be no further than two degrees of separation from many community members is ideal, but still not enough. To reach individuals, I believe doorknocking isn't just for campaigning. Doorstep conversations with neighbors while doorknocking is when I have learned the most about issues affecting people's lives. The other side of that coin is creating bridges for people to reach out. This can look like being at the farmers' market, talking on Radio Sunnyside, or attending community meetings. Shutting up and listening is a primary responsibility of a councilmember. When a time comes where these means are not possible and a decision must be made, I believe it should be done through values-based consideration of the impacts of the decision, no matter the intention.

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?
 - a. The position of informal responsibility and leadership I found myself in during my Flock Camera advocacy was unique, particularly due to the extreme diversity of thought and opinion present in that coalition. It's not often that you find libertarians, anarchists, communists, conservatives, plain old privacy-minded people, and everyone in-between in one room. With that diversity came conflict about what to say, who to target, the importance of nonviolence, validity of information, and priorities. Being in defiant opposition - being loud and flashy - is easy; trying to create change is hard but courageous. At the core of all my actions and words was effectiveness toward goals. Trying to convince 4-7 people that the Flock contract should not be renewed was it. Cutting down cameras, publicly bashing officials, and spreading dubious information we saw online were consistently proposed by others and opposed by me. Even if we disagreed if it was morally right or not (it is fully wrong in my opinion), being able to get them to see it is wrong through their own lens was paramount. This is why understanding people is so important. I can't convince anyone of anything if I can't understand how they see and understand the world. As the Council and I both saw during that process it was not perfect; there were things we did not like seeing. Soft influence only goes so far, but unquestionably had an impact.

6. What is your leadership style, please provide an example of your style in use.
 - a. The leadership style I most resonate with is Servant Leadership, which I think is especially appropriate for public service. This particularly came about during my time at NAU. I spent 2.5 years as a part of the Associated Students of NAU, going from Supreme Court Justice to Student Body President during that time. During my presidency we restructured the entire organization, including a new constitution and org chart, as well as successfully advocating for increased transparency and services. Everything is done with the central question in mind: what would best serve students with the resources we have at hand? The end result was less bureaucracy, especially in funding student initiatives and organizations, expanding free menstrual products on campus, and for the first time having the university publish how fee money was allocated. Closer in time to my professional role at NAU, this looks like serving the student immediately in front of me. Just this past month, I was working on projects in my office where a student mentor came in with their mentee discussing their need to be assessed for dyslexia to unlock academic accommodations. This was outside of my wheelhouse, and the university did not have any dedicated resources for this sort of thing, but I knew there was a way to be the connector this student needs. After a few conversations, I was able to get the student \$35 discounted dyslexia testing. When people come to you as a last resort, we should take up the challenge.
7. What is your understanding, awareness, and familiarity with the Flagstaff Zoning Code?
 - a. Likely more than most people, but certainly lots more to learn - my background is in higher education. The Zoning Code is of course our guideline for the physical representation of our community. This includes the importance of cars through mandatory on-site parking, how people can build on land through setbacks, and of course our outdoor lighting standards. During my time in Flagstaff I've seen council give controversial exemptions to building height limits for structures, which I disagree with. What's the use of a purposeful zoning regulation if we give exemptions that circumvent the original purpose? I hope for the code to be simplified.

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?
 - a. I believe over years the City has impressively utilized federal funding opportunities to punch above our population's weight, especially in regards to infrastructure. Tough times will come, and federal funds are more volatile than ever, setting up a scene that we may have to rely on ourselves in the not-so-short future. I believe in these situations we must not give way to short-term thinking. Long-term planning prepares for these situations, such as the anticipated 2030 recession in the current budget, and will get us through them when they come. How do we maintain investments that have long-ranging effects such as education, deferred maintenance, infrastructure, and housing? When unemployment spikes, we need the scaffolding to keep people here, keep city services running, and avoid upping taxes when they are most damaging. Our focus must be what people need now as well as what will help them get back ahead. A keyword here is Resilience.

Brendan Trachsel

Flagstaff, Arizona

Education

Northern Arizona University

M.Ed. Counseling - Student Affairs - 2024-2026

Northern Arizona University

B.S. Parks and Recreation Management, Outdoor Education & Leadership - 2019-2023

Poway High School

2015-2019

Experience

Student Development Coordinator, Sr. - Mountain Jacks Mentoring

Northern Arizona University - Flagstaff, AZ - May 2026 - Present

- Supervise 3 Graduate Assistants and oversee 40 student Peer Mentors
- Plan signature events with an emphasis on friendmaking opportunities
- Utilize assessment data and theory to determine best practices across mentoring program
- Develop workshops for and facilitate department, team, and committee meetings
- Represent department in divisional assessment team meetings, leading assessment strategies and execution
- Collaborate with campus partners to provide professional development and training opportunities

Graduate Assistant - Clubs, Organizations, Leadership Programs & Events

Northern Arizona University - Flagstaff, AZ - Jul 2025 - May 2026

- Support 350+ student organizations utilizing Anthology/Encoura Engage

- Collaborate with student leaders, advisors, and campus partners to promote engagement and leadership development
- Create and facilitate leadership workshops, officer trainings, and development programs
- Assist with hiring, training, and supervision of EDGE Leaders to enhance peer-led programming
- Co-coordinate large-scale campus events including Club Fairs, Lumberjack Welcome, and Flannels & Flapjacks
- Manage communication tools including Microsoft Teams, Outlook, Salesforce, Qualtrics, Canva, and Zoom
- Create content for social media channels to promote leadership and engagement opportunities
- Provide support to student organizations to enhance operations, governance, and member engagement
- Promote inclusive leadership initiatives aligned with values of belonging, equity, access, wellbeing, and service
- Analyze & report data from departmental assessment initiatives

Graduate Assistant - Graduate & Professional Studies

Northern Arizona University - Flagstaff, AZ - Aug 2024 - May 2025

- Compiled data, set up surveys, and shared results in Qualtrics to assess event & workshop outcomes
- Assisted in coordinating events, workshops, trainings, and scholarship awards
- Presented to and facilitated discussion with undergraduate student groups interested in graduate studies
- Monitored and co-managed departmental email accounts, responding to and directing student inquiries
- Created and published the OGPS newsletter every 3 weeks via MailChimp, increasing opens 250%
- Created & published static & video weekly content on Instagram, doubling view counts
- Managed OGPS WordPress website to effectively communicate processes and upcoming events
- Utilized Canva to create promotional materials and social media content

Chief of Staff

NAU Graduate Student Government - Flagstaff, AZ - May 2024 - Dec 2024

- Oversaw day-to-day GSG operations
- Monitored and managed GSG email and communications
- Reported and recommended appropriate policies to the executive committee
- Oversaw and met regularly with the executive committee
- Managed keeping of meeting minutes

Summer Fellow

Arizona Students' Association - Flagstaff, AZ - May 2024 - Aug 2024

- Registered community members to vote
- Door knocked utilizing the MiniVAN application
- Gathered signatures for citizen-initiated constitutional amendments
- Tabled at community events

Coordinator for Student Involvement

University of Maine - Orono, ME - Jun 2023 - May 2024

- Planned and executed 90 small-scale programs per year
- Planned and executed signature events such as Week of Welcome and Family & Friends Weekend
- Supervised and managed eSports Arena student staff and equipment
- Managed and approved groups, users, forms, and event submissions in Ready Education CampusGroups
- Assisted student organizations, including FSL, in planning events and practicing risk management
- Advised the Campus Activities Board and student government's entertainment committee
- Edited UMaine WordPress pages to effectively communicate events and information
- Managed Family & Friends Weekend participant registration payments in Touchnet
- Hired, approved time, and managed student employees in Oracle Peoplesoft
- Official liaison between the university and Town of Orono for election administration
- Wrote UMaine's 2024 Democratic Engagement Action Plan — the first time UMaine received ALL IN's Highly Established Action Plan seal
- Tracked departmental budget in Google Sheets for wages, supplies, and events
- Managed & set up professional audio equipment for live music & speaker events
- Performed CAS self-assessment for Campus Activities to compare against best practices

Student Body President

ASNAU: Associated Students of Northern Arizona University - Flagstaff, AZ - Apr 2022 - May 2023

- Led an organization of 38 employees across direct and distributed reporting structures
- Oversaw \$1 million+ annual department budget
- Served on the University Advisory, Budget Advisory, Strategic Planning Advisory, and Campus Master Planning Committees and Boards
- Met with diverse student organizations about their needs
- Served on search committees for executive university positions

- Met with university administrators, government officials, and community organizations about addressing student needs
- Conceptualized, planned, and executed an off-site retreat — the first in decades
- Opening speaker at NAU's Spring 2023 commencement

Senator

ASNAU: Associated Students of Northern Arizona University - Flagstaff, AZ - Dec 2021 - May 2022

- Focused on student civic engagement and on-campus housing rates. Served on housing rate-setting committee.

Student State Affairs Director

ASNAU: Associated Students of Northern Arizona University - Flagstaff, AZ - Jul 2021 - Dec 2021

- Registered students to vote and compiled elected official contact information for the NAU campus.

Associate Supreme Court Justice

ASNAU: Associated Students of Northern Arizona University - Flagstaff, AZ - Oct 2020 - Jul 2021

Outdoor Adventures Intern

Northern Arizona University - Flagstaff, AZ - May 2022 - Jul 2022

- Researched funding sources for Campus Recreation
- Served on Campus Recreation Director search committee
- Created trip proposals for future programs, including costs and logistics
- Facilitated challenge course programming
- Rented equipment & processed payments through Fusion
- Attended to indoor and portable climbing wall

Peer Jacks Mentor

Northern Arizona University - Flagstaff, AZ - Aug 2021 - Nov 2021

- Assisted first-year students with their transition to NAU
- Met 1:1 in biweekly meetings with mentees
- Connected students to appropriate resources
- Managed cases and notes in Salesforce

Activity Head

Camp Agawam - Raymond, ME - Jun 2021 - Aug 2021

Led and facilitated activities such as Archery, Challenge Course, Baseball, and Outdoor Trips. Managed staff under the Archery program. Cabin counselor for campers.

Resident Assistant

Northern Arizona University - Flagstaff, AZ - Jul 2020 - May 2021

Substitute Program Aide - ESS

Poway Unified School District - Poway, CA - May 2018 - Oct 2020

Began as a High School Aide. Assisted in planning and leading activities including recreation, crafts, and science in a day-camp and after-school environment.

General Counselor

Pali Adventures - May 2020 - Jun 2020

Site Support Staff

Camp Cedar Glen - Julian, CA - Feb 2019 - Jul 2019

Junior Counselor

Pali Adventures - Running Springs, CA - Jun 2018 - Jul 2018

Volunteering

Transit Advisory Committee

Mountain Line Flagstaff - Apr 2022 - May 2023, Jul 2025 - April 2026

First served as NAU Student representative on the committee. Later appointed by Councilmember Spence in July 2025 as the Alternate Citizen Representative.

Junior Steward

Flagstaff Lodge No. 7 F&AM - Jan 2026 - Present

- Assist with meal, snack, and beverage inventory, procurement, preparation, and service
- Prepare & reset lodge spaces before & after use

Chairperson

Green Party of Coconino County - Apr 2025 - Present

Appointed by the Arizona Green Party. GPCC newly qualified as a county-level political party.

Certifications

- Technician Class Amateur Radio Operator, Federal Communications Commission
 - Master Educator, Leave No Trace
-

Honors & Awards

- First Year Student of the Month, December 2019, National Association of College and University Residence Halls
- Student of the Year, March 2020, Residence Hall Association at NAU
- Outstanding Leadership Pin, March 2020, Residence Hall Association at NAU
- Student Organization Event of the Year, March 2022, Associated Students of Northern Arizona University
- Gold Axe Award, April 2023, Northern Arizona University
- Outstanding Senior, May 2023, NAU College of Social & Behavioral Sciences
- Program of the Year, April 2024, University of Maine Student Life

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Letter of Intent

October 12, 2026

Stacy Saltzburg
City Clerk
City of Flagstaff

Re: City Council Vacany

This is my letter of intent to fill the City Council position that was left vacant by the resignation of Anthony Garcia. I have lived in Flagstaff since 1975 (with the exception of 9-years, 1992 – 2001) when I worked as a civil engineer for the Arizona Department of Transportation in Phoenix and the City of Show Low. I was employed as a Civil Engineer by the City of Flagstaff from 2001 to 2024 when I retired. I am married and I have four children and ten grandchildren. All of my children graduated from Flagstaff High School and they all, with their families, live and work in Flagstaff.

I loved working for the City of Flagstaff for 24-years, particularly working with the staff and the public. I think I have a lot to offer as a Council Member because of my experience, institutional knowledge of the town and the City of Flagstaff, and my love for the people.

Reid Miller

Reid Miller

Completed Questionnaire

1. What makes a good Councilmember?

I think a good Councilmember is:

- a) A person who is a hard worker and loves working with people (the public, staff, and other council members).
- b) One who is knowledgeable about City Codes, Policies, and Ordinances and who has lived in Flagstaff for a number of years.
- c) One who is a good listener of all view points of the citizens, city staff, and council members and who shows them the respect they deserve.
- d) One who responds to everyone promptly, politely, and fairly.

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

I think the cost of housing in Flagstaff is our biggest concern.

Generally speaking, the cost of housing is based on supply and demand. There will always be a high demand for housing in Flagstaff because it is a very beautiful place to live and has a very good climate. It is surrounded by public lands which offer many hiking/running and biking trails, camping, and a ski resort right in our backyard. Additionally, it is within a short drive to world class destinations including the Grand Canyon, Sedona, and Lake Powell. I think the cost of housing has increased dramatically because Flagstaff has been "discovered" in recent years and so the demand to live here has gone up measurably, while commensurately the supply of housing has not kept up. Therefore, I think City should look for ways to increase the availability of developable land and encourage and assist development to occur, thereby increasing the supply of housing.

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

I will work with Council to fill the vacant seat and complete the responsibilities of that seat. I see my fundamental priorities as insuring that the City provides for:

- a) Adequate public Infrastructure that is in good repair: roads, water, sewer, trash, and storm water facilities.
- b) Core Services including: Police and Fire
- c) Policies that foster good market rate housing that is affordable.

Completed Questionnaire

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'm not sure this is a method however, I enjoy working with people from all segments of the population and would treat them with the respect they deserve. I would address the particular issue by:

- a) Seeking to thoroughly understand the issues and concerns of all segments of the population.
 - b) Research all pertinent City Codes.
 - c) State my position on the issue and explain the reasons why. And hopefully gain the understanding and approval of everyone.
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?
- a) When I was in Development Engineering, I was assigned the task of making periodic revisions to the Engineering Standards. The Engineering Standards are primarily a code for public infrastructure; however, they must complement many other city codes (including the Zoning Code, Fire Code, Building Code, etc). In order to make sure that all of these codes were satisfied, I organized monthly meetings with representatives from all affected sections, working through the issues of each, to develop a comprehensive Code (Engineering Standards) that worked for everyone.
6. What is your leadership style, please provide an example of your style in use.

I enjoy developing good relationships with all of the people that I work with and including the public and the developers. All citizens look to City staff for assistance and guidance in understanding City Codes and working through our processes. By developing good relationships, I found that I was able to communicate more effectively, understanding their position and interests, and they also understand mine.

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

Completed Questionnaire

- a) The purpose of this Zoning Code is to provide zoning regulations for the development of land.
 - b) I worked for the City of Flagstaff, Engineering Section, for 24-years. I was involved in all Private Development projects as well as Capital Improvement projects during that time. Each project involved working with the Planning Case Manager, and I became very familiar and knowledgeable with the Zoning Code as it applied the various projects (Subdivisions, Site plans, and City Capital Improvement projects).
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 would review the budget proposals each year to make sure that what is proposed is in line with the City's Seven Key priorities while making sure that our fundamental obligations of public infrastructure and core services are being met.

Reid Miller

[REDACTED], Flagstaff, AZ 86001

Phone: [REDACTED]

Email: [REDACTED]

OBJECTIVE

To fill the City of Flagstaff Council vacancy.

EMPLOYMENT

- **City of Flagstaff**

- ***Transportation Engineering, Project Manager III***

2012 – 2024
(Retired October 2024)

Assist the Transportation Engineer, Jeff Bauman, in reviewing development applications, traffic impact analysis (T.I.A.), and construction plans. Respond to requests, concerns, and complaints from the public and City staff concerning transportation related issues. When appropriate, issue Work Orders to Public Works for modifications or improvements to public streets and/or City owned parking lots. City Liaison to NAIPTA in implementing their 5-year plan capital improvements plan.

- ***Development Engineering, Project Manager III***

2007 - 2012

Tracked and managed assigned private development projects from the initial application to final occupancy or acceptance. Assisted staff, developers, contractors, and the general public by providing customer service as they relate to private and public engineering concerns. Reviewed construction plans, grading plans, design reports, and conceptual subdivision plat documents with the intent of development approval. Attended Inter-Division Staff (IDS) meetings, Planning and Zoning Commission, and City Council meetings to present and defend engineering concerns.

- ***City Engineer***

2005 - 2007

Supervised Development Engineering staff, one Engineer Tech. III, while managing large development projects. Developed policies and procedures for the Development Engineering Program. Prepared and managed the annual budget for Development Engineering. Also, managed all revisions to the Engineering Standards (revisions were made in 2006, 2007, 2009, and 2012). Attended Planning and Zoning Commission and City Council meetings as needed for Engineering Section matters and development projects.

- ***Development Engineering, Project Manager II***

2001 - 2005

In addition to most of the duties listed in the Project Manager III position above, managed all addressing related matters for new subdivisions and existing properties in the City of Flagstaff. Reviewed and issued all miscellaneous public improvement, franchise utility, and encroachment permits.

- **City of Show Low**

- ***City Engineer***

1997 - 2001

Reviewed all Private Development public improvement plans (Water, Sewer, Roads, and Drainage). Directed and coordinated the Development of Improvement plans for Capital Improvement projects, and administered the consultant and construction contracts. Supervised engineering staff (one construction manager, two inspectors, and two geographic information system persons). Developed and administered annual operating and capital improvement budgets for the Engineering Department. Local Floodplain Administer of the "National Floodplain Insurance Program".

- ***Construction Manager***

1995 - 1997

Provided field inspection for all Capital Improvement and Private Development projects.

- **Arizona Department of Transportation**

- ***EIT / Assistant Project Engineer***

1992 - 1995

EDUCATION

- ***Northern Arizona University***

Flagstaff, AZ

B.S. in Civil Engineering, December 1990

- ***Arizona State University***

Phoenix, AZ

Completed the "Institute of Public Executives", September 1999

AFFILIATIONS AND LICENSURES

- Registered Professional Engineer in Arizona (1997)

REFERENCES

Jeff Bauman

Transportation Engineer, City of Flagstaff



Trevor Henry

Capital Improvements Engineer, City of Flagstaff



Stephanie Santana

Transportation Engineer, Senior Lead, City of Flagstaff



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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Drew Stanley

██████████
Flagstaff, AZ 86005
██████████
██████████

5th October 2026

Stacy Saltzburg and Flagstaff City Council

Dear Flagstaff City Council,

I write today to state my intent and interest in filling the vacant position available on Flagstaff City Council. As many of you know, I was recently a candidate for said office, and in this year's election managed to advance in the primary held in July, the first such contest in a decade.

Unfortunately, due to pressing circumstances I felt it was in the best interest of myself and my family to withdraw from the election and focus for a time on supporting us, as my wife and I welcomed our first child earlier in the year.

I felt that the strain of campaigning, particularly in a heavily contested general election, as well as financially supporting ourselves and being present for the opening months of my child's life, were too much to try and manage while also honoring my commitments as a candidate.

However, I would like to say that never in that process have I wavered in my desire to serve Flagstaff in whatever manner I can, whether as a public official, community advocate, or just as a plain old private citizen expressing his opinion.

I have spent the last several years in a variety of roles that have allowed me to work with the State Legislature, Arizona Board of Regents, County Offices, and the City Council. As a result, I feel that I can offer a unique perspective on the experiences of people in this city: for the student, for the young working family, and for those for whom public policy strikes particularly close to home.

I humbly ask for your consideration for this appointment in the hope that collaboration, good sense, and empathetic decision making continue to guide this city in the direction we all want it to go.

Sincerely,
Drew B. Stanley

1. A good Councilmember, in my mind, is one who is able to contribute to council discussions without attempting to impose their will on the rest. Council is a collaborative process with the councilors, the public, and city staff all working together to create policy that benefits as many people as possible. A good councilmember must be able to balance the concerns of all parties involved while still seeking out the answer that aligns with their values. The ability to work with and function with their fellow councilors is essential for this process, and while that doesn't mean there will always be total agreement, it is still important to seek out common ground as a first option. This should be the process in every discussion, whether inside the council chambers or out amongst the community. A Councilmember should also be available, as much as practicable, with community members, so that they can be in tune with the needs of the people. A common frustration I have heard from voters in general is how distant their elected officials can seem, and how they only seem to appear around election time. It can be uncomfortable, of course, to speak directly to voters, especially if they have an opinion that you don't feel is fair or strikes a little too close to home, but it is a responsibility I feel any politician, regardless of how high their office, is obligated to.
2. I feel that the biggest issue facing Flagstaff is long term housing stability and affordability. While it is certainly true that Flagstaff has a limited ability to expand due to surrounding land restrictions, as well as an imperative to protecting Flagstaff's natural environment and character, I do believe that the city can still make great progress in bringing housing affordability to more attainable levels. The ability of private developers to more easily build housing in the city of Flagstaff should continue to be a priority, as outlined in the city's Code Analysis Project of the previous year. Another avenue that I believe should continue to be explored would be city-owned housing developments, in the model of Clark Homes, that provide long term affordable housing units for residents, and allow the city and locals to have a greater degree of control over what kind of housing gets built. I also hope that this policy could be combined with employer based housing initiatives, and serve as an effective proof of concept for future developments. I also wonder if there are ways to promote greater collaboration across the region, in a similar manner that Metroplan does with transportation, in the building and planning of housing in Flagstaff and across Coconino County.
3. In regards to policy priorities, housing, as I previously outlined, is a major concern for residents and thankfully is treated as such by this council. I also have a great deal of interest in transportation and public infrastructure in this city. I am excited, for instance, to hear of the upcoming federal grant for Flagstaff Airport to expand its services. I also look forward to the eventual completion of the Rio De Flag Flood control project and the subsequent Downtown Mile Project with great anticipation. I believe in the effectiveness and efficacy of public transportation, and would be an active proponent of the Mountain Line Bus System. Its ability to expand its services and improve route times and bus stops are things that I would follow regardless of whether or not I was in public office. Another topic I have been involved in for some months has been the issue of drink spiking on college campuses and off campus bars. In my work with the Arizona Students' Association, we have worked on legislation that

has been passed in Tempe that required drink covers and drink testing kits to be available at places where alcohol was served, providing tax credits to help cover the cost. It is my hope that a similar law can be passed here in Flagstaff.

4. It's important to be able to approach people and groups directly if there are concerns they have. Public comment is valuable and is an indispensable part of the policy making process. However, I have experienced firsthand that it is not always easy, or even possible, to be able to attend City Council's public comment sessions, even when there are important issues that affect you directly. At the end of the day, it is only a small group of people that get to be heard by council on a day-to-day basis, and it's important that a councilor recognizes that there are people to consider outside of the chamber that they preside over, and to seek out those people if necessary on issues that allow for extended thought. It is not enough at times just to speak with the people who seek you out. A Councilmember must be *of* the community, not just among them, and recognize the complexities of every issue before them.
5. In my role as Northern Regional Director for the Arizona Students' Association, I have had numerous instances in which differences of opinion have arisen on how to execute aspects of canvassing operations, lobbying strategies, endorsements, etc. What I have found is that reasoned and honest debate often straightens out these sorts of issues. In particular, I recall a recent event in which disagreement arose on when we should end our organization's collection of voter registration forms to pivot to our canvassing operations. I was able to argue in favor of extending our time of collecting voter forms while simultaneously switching over to canvassing, slowly reassigning canvassers from VR to doorknocking as the weeks went on. I am a big believer in third options, and a disbeliever in no-win scenarios. I think that a lot of issues can be solved by careful personal investigation and creative problem solving. Public policy in general is an excellent arena for this type of thinking.
6. I have been fortunate to have been entrusted with positions of leadership at multiple points in my life. Part of what allowed me to advance in the Arizona Students' Association was my ability to manage canvassers, manage the hiring process, and design and assign precincts for said canvassers. I was entrusted with this because of my prior experience as a rank and file canvasser, wherein I worked my way up as a shift leader. I was selected for this because of my work ethic, and the fact that I led by example in what numbers, responses, and style for canvassing should be. I trained canvassers by showing firsthand how best to operate, and it is by that show of example that I try to lead at all times. I believe in putting forth that extra effort in all pursuits, political or otherwise. Personal responsibility is at the forefront of any good leadership style. Failures in any organization ultimately reside with those in positions of leadership, and it is up to those people to rectify them when they arise.
7. Most of my personal experience with the Flagstaff Zoning Code comes from participating in a number of presentations regarding the Code Analysis Project, and from limited attendance to a number of Flagstaff Strong Towns meetings. As a result, what familiarity I have pertains

mainly to housing related codes. In the process of learning about the Code Analysis Project, I became familiar with many of what the City considers bottlenecks in our zoning process, and of the need to reform or eliminate certain provisions so as to make the development process more efficient. Parking minimums in particular, I felt, were an onerous requirement for developments and I was happy to see the city take their elimination under consideration already. I have also sat in on Council meetings in which the City was considering developments, and witnessed the subsequent staff presentations and council considerations of each group, as the Council decided whether or not to approve them. In that time, I became more familiar with the terminology that the city uses when considering aspects of the Zoning Code, and the process that developments undergo when they are considered. As for other aspects of the code I am unfamiliar with, I am very confident that if appointed I will continue to develop a deeper understanding very quickly, and would be happy to sit in on the planning and zoning commission meetings whether I was assigned as their council liaison or not.

8. I believe that each of the City's Seven Community Priorities play an important role in shaping our City's policy development. The City has done an excellent job so far in balancing them whilst ensuring that our long term financial health remains in good shape. I do think that we could be doing more to ensure our economic resilience by diversifying areas of our economy away from strictly tourism. I understand, of course, that the City can not simply do this with a policy enactment, and that it takes many factors to either entice an employer to the city or to develop one organically here—but I do hope that initiatives like employer based housing might be able to help accomplish this. I also understand the need to balance ambitious policy proposals with the baseline commitment that the City holds to core services. City inspections, infrastructure maintenance, fire fighting, and law enforcement are all areas in which the council must fulfill its obligations before it can move to other areas. The work in particular that is accomplished by city staff is impressive, with our very own city clerk being recognized as the best in the state, and in my time doorknocking in this election, I encountered numerous city staff members. I was continually impressed by their depth of knowledge on their subjects, and as a result came away from the electoral process with a much deeper understanding of City operations.

Drew Stanley

Drew Stanley

██████████
Flagstaff, AZ 86005

██████████
██████████

Skills

Political Organizing, Volunteer/Canvasser Recruitment, Office Work, Effective Communication (written and verbal), Management Experience, Community Canvassing, Labor Organizing

Experience

Arizona Students Association/ Northern Regional Director

August 2026-Present

Manage operations in the Northern Region of Arizona, oversee regional voter registration and canvassing, NAU campus organizing and operations, community engagement and effective advocacy with state and regional authorities.

Arizona Students Association/ Campus Organizer

June 2025-January 2026

Managed operations on NAU campus and led youth fellowship for college students.

Arizona Students Association/ Doorknocking coordinator

May 2024-May 2025 Flagstaff

Tabled at events and knocked doors for the purpose of voter registration, signature collection, ballot education, and more.

Northern Arizona Interfaith Council

March 2024-December 2025 Flagstaff

Conducted Interviews with Flagstaff City Council Candidates in 2024, worked on Climate Action Committee, helped organize 2024 Accountability Session.

Arizona Students Association/ Lobbyist

March 2024 State Capitol, Phoenix

Lobbied State Legislators on behalf of Northern Arizona Students.

Industrial Workers of the World, member and organizer

February 2025-January 2026

Amazon Delivery Driver

January 2026-August 2026

Food for the Hungry / Intern

May 2023 - August 2023, Phoenix

Sponsorship Marketing and Communications

Education

Northern Arizona University / History

August 2022 - December 2025, Flagstaff

Boulder Creek High School / Diploma

September 2018 - May 2022, Anthem AZ

Honor Roll Student

Member of BCHS marching band - Trumpet

D&D Club

Varsity / Academic Decathlon

Christa McAuliffe Space center

June 2021 and June 2022, Provo Utah

Volunteer. Assisted with the simulators, acted various roles, and assisted participants, including children from 10-16, as well as older participants.

References

Haley Creighton, Northern Director of Save Our Schools Arizona [REDACTED]

Kyle Nitschke, campaign manager for the Mae and Jamescita Peshlakai campaign for the AZ legislature .

[REDACTED]
James McDermott

Delegate for IWW Flagstaff
[REDACTED]

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Ms. Saltzburg, MMC, City Clerk
Flagstaff City Hall
211 W Aspen Avenue
Flagstaff, AZ 86001

Dear Mayor and Flagstaff City Councilmembers,

I am writing to express interest in appointment to the Flagstaff City Council. Through my service on the Housing Commission and nonprofit work, I have built extensive relationships with residents, Council, City staff, and community organizations. I believe those relationships, together with my analytical background and collaborative approach to policy development, would be an asset to the city of Flagstaff.

Over my years in Flagstaff, I've watched friends, family, and coworkers struggle with housing costs, and many eventually leave. That is what first pushed me to become more civically engaged; I want more residents to be able to stay here. That concern has grown into years of service and work with residents, Council, City staff, and community organizations to develop practical policy solutions.

I have served as chair and vice chair of the Housing Commission since 2021 and contributed analyses and reference materials to the City's 10-Year Housing Plan. As executive director of Flagstaff for Affordable Housing, I organize public discussions, explain proposed zoning changes, and elevate resident stories about the impact of housing costs. My service as board president of Arizona Neighborhood Project has given me experience guiding a diverse organization toward shared goals. Across these experiences, I have learned to explain complex issues clearly, help more people participate in important decisions, and build support around shared goals.

These experiences have strengthened my desire to serve Flagstaff beyond housing advocacy. I've seen how Council decisions about transportation, public services, and City budgets shape residents' daily lives. I want to build on my years of civic engagement to help Council address these connected needs and make thoughtful choices about the city's future.

I would approach that responsibility with humility and a willingness to keep learning from and collaborating with staff, residents, and fellow councilmembers. I would prepare carefully and seek out perspectives missing from the discussion. When disagreements arise, I would take opposing arguments seriously, remain open to revising my position, and work to preserve trust.

Thank you for your time and consideration.

Sincerely,
Tyler B. Denham

A handwritten signature in black ink, appearing to read 'Tyler B. Denham', written over a light gray rectangular background.

1. What makes a good Councilmember?

While there are many factors that make a good councilmember, I think humility is foremost. Councilmembers must make decisions across a wide range of complex issues, often with incomplete information and difficult tradeoffs, while representing a diverse electorate with different needs, experiences, and strongly held views.

Good councilmembers recognize and work around those limits; they research issues, engage residents and community organizations, listen with an open mind to both their colleagues and the public, take opposing arguments seriously, explain their reasoning, and revise their position when the evidence warrants it.

Humility also helps maintain a collaborative working environment. Understanding the limits of your own judgment encourages respect for those who see a problem differently. In a small community like Flagstaff, someone you disagree with today may be an essential partner tomorrow. Treating that person with respect preserves the relationships needed to solve the next problem.

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

The Flagstaff Regional Plan identifies housing affordability and climate action as its core priorities. Of the two, I can speak best to housing.

Housing costs touch on so many aspects of life in Flagstaff: whether a couple can start a family, a longtime resident can stay in the community, or a small business can keep its employees. When residents are priced out, it tears at the fabric of our city.

If appointed to Flagstaff City Council, I would focus on three practical steps.

First, complete the Code Analysis Project. Years of analysis and public discussion have already developed a suite of code reforms to improve housing affordability. Getting that work over the finish line is a high priority.

Second, continue developing housing on City-owned land. The City is uniquely able to secure income restrictions and long affordability terms for projects on those parcels. Public investment in those homes will serve residents for generations.

Third, evaluate additional financing tools that could accelerate the development of affordable housing, including A.R.S. Title 35 and 36 bond options. Under that same banner, early preparation could help Flagstaff take advantage of financial tools and incentives available through the 21st Century ROAD to Housing Act.

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

My priorities are housing affordability, sustainability, and the broader cost of living.

Housing is personal for me. Over the years, I've watched friends, family, and coworkers struggle to build a life in Flagstaff. Some couldn't afford a home with enough space to start a family. Others were trying to pay off student loans while keeping up with rising rents. Many eventually left, knowing their incomes would go further elsewhere. Watching people I cared about leave is what pushed me to become more civically engaged. I want more residents to be able to stay here.

Sustainability is closely connected to that goal. The kinds of homes we build, where we allow them, and how we connect neighborhoods all shape Flagstaff's environmental footprint. Homes near jobs and services, safer walking and biking routes, and better transit can reduce both household costs and carbon emissions. Those are opportunities to advance housing and climate goals together.

In conversations with residents, the broader cost of living comes up constantly alongside housing. Many costs are beyond Council's control, but its decisions about services, fees, infrastructure, and transportation matter. I am committed to weighing the immediate impact on households alongside the value of reliable services and smart investments. Finding that balance would take careful work with fellow councilmembers, staff, and residents.

These priorities would guide my work, but Council's responsibilities extend well beyond my personal passions. Public safety, water, maintenance, and other essential functions of government deserve the same preparation, attention, and care.

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 first identify who is missing from the discussion and reach out. I would share a plain-language explanation of the issue, make clear the available ways to comment, and ask what would help those residents to participate. My experience is that those steps make civic engagement much less intimidating.

However, information alone often isn't enough. Work schedules, caregiving, transportation, language barriers, and limited internet access can all make participation systemically difficult for segments of the Flagstaff population. In those cases I would try to meet residents where they're at and listen to their concerns, understand their perspective, and be their voice in the spaces they're missing from.

Part of that approach is being accessible through lots of different channels. This is an area where I have significant experience due to my housing advocacy work. I've used social media platforms, attended and hosted community events, held regular office hours, scheduled coffee chats, etc. There's never a single best option for reaching people; a wide net catches more fish.

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 my private-sector role as a data analyst and industrial engineer, I was part of a project to set up a distribution warehouse. I was responsible for the product measurement process and data pipeline used to pack customer orders. Partway through the project, I realized simply entering raw measurements into the software would produce poor packing decisions, which would disrupt operations, increase shipping costs, and damage products.

The solution was to develop a set of product specifications tailored for packing decisions, but there was skepticism from the other team members. To persuade my team members, I first had to understand their perspective. Through one-on-one conversations, I learned that the biggest concern was scope creep: my approach meant a lot of additional work that could impact the project timeline. There was also hesitancy because my approach conflicted with guidance from an external partner.

Understanding those concerns changed how I approached the team. I addressed the concerns directly and emphasized our shared goal: a distribution warehouse that would operate successfully. That helped us reach a shared understanding of the problem and made the team more receptive to the technical arguments.

We agreed to undertake the additional work, and the warehouse launched without major packing issues. The project went on to support more than \$1.5 billion in product revenue and approximately 900 customer orders per day.

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

As part of my housing advocacy work, I have spent considerable time thinking about how to engage with others to reach common goals. As such, my leadership style has evolved over the past few years. I have come to believe that the best approach is deliberative and collaborative. I value time to study an issue and iterate on my thinking, so I try to give others that same opportunity. And in my experience, the best solutions grow out of collaborative dialogue; we need others to fill the gaps in our own understanding.

As board president of Arizona Neighborhood Project, I led the creation of the organization's strategic plan. The board had a range of perspectives, so I began the work several months in advance to give everyone time to contribute thoughtfully.

Throughout the process, I jumped in often to aggregate feedback, highlight unresolved questions, ensure disagreements didn't become too heated, and close out items where consensus was reached. My role gave the discussion enough structure to make progress while allowing room for members to work through their differences. This was more important to me than making sure my opinions carried the day. After all, we were all working towards the same goal. The result was a strategic plan supported by every board member.

I would bring that approach to Council by involving affected residents and organizations early, giving partners time to consider important decisions, and working respectfully through disagreements.

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

I am very familiar with Flagstaff's Zoning Code through my Housing Commission service and work as executive director of Flagstaff for Affordable Housing. I regularly study how its requirements affect what people can build, what it costs, and how it fits into the surrounding neighborhoods.

I have published several op-eds on zoning-related topics like middle housing, accessory dwelling units, parking requirements, and the rezoning process. I have organized public working sessions on the Code Analysis Project and Regional Plan, prepared memos and reference tables to explain reforms, presented to many community groups, and established relationships with members of the local development community to understand their perspective.

Those experiences have taught me to examine both a rule's purpose and its practical consequences. On Council, I would bring that detailed knowledge while continuing to learn from staff, residents, and applicants.

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?

Policy development is inseparable from budgeting. Even a policy that creates no new budget line can require staff time, delay other work, or change the economic conditions that support City revenues. I would try to consider those effects when setting policy.

To balance community priorities with the realities of the city's financial position, I would begin with staff's financial forecasts, funding restrictions, existing obligations, and the City's capacity for additional work. I would try to supplement staff's analysis with input from residents, commissions, and community organizations. That would establish what resources we can commit and where Council has room to make choices.

I would then evaluate proposals against all seven community priorities, considering urgency, expected benefits, and who bears the costs. Some investments advance several priorities. For example, safer walking routes can support public health, affordability, and environmental stewardship.

However, I know that efficiency alone will not eliminate difficult choices. Funding one proposal often means delaying, reducing, or ending another. When two worthwhile proposals compete for the same resources, I would weigh the consequences and whether a smaller or phased approach could meet the most pressing need.

Tyler Denham

Flagstaff, Arizona | [REDACTED] | [REDACTED]

Flagstaff resident and nonprofit leader with experience in housing policy, public engagement, nonprofit governance, and financial and operational analysis. I work with residents, City staff, business leaders, and community organizations to develop and advance practical policy solutions.

PROFESSIONAL EXPERIENCE

Flagstaff for Affordable Housing

Executive Director

June 2025–Present

- Build relationships among residents, local officials, business groups, and community organizations to advance shared housing priorities.
- Research and explain zoning changes, parking policy, and housing costs through public meetings, plain-language materials, and published commentary.
- Interview residents about how housing costs affect their lives and incorporate that input into the organization's policy advocacy.
- Coordinate and carry out board meetings, grant applications, and nonprofit administration.

Independent Consulting

Supply Chain and Analytics Consultant

June 2025–Present

- Analyzed domestic and global shipping operations; revised packaging inventory and shipping rules to improve efficiency, protect products, and reduce carrier costs.
- Built analysis tools to compare packaging and shipping options, and trained associates on their use for continuous improvement.

W. L. Gore & Associates

Data Analyst and Industrial Engineer

April 2018–June 2025

- Prepared quantitative analyses and business cases for supply-chain improvements in a regulated medical-device business; evaluated costs, operational needs, and implementation options.
- Worked with a small team to establish a distribution operation that later supported more than \$1.5 billion in product revenue and approximately 900 finished-goods orders per day.
- Developed performance dashboards, data pipelines, and operating procedures supporting inventory planning, shipping, and manufacturing improvement.
- Conducted peer-to-peer training on data analysis techniques and tools that fellow associates could apply to their own work.

American Express

Industrial Engineer

January 2016–April 2018

- Conducted financial analysis of project proposals for Global Collections; mapped processes, maintained procedures, and evaluated how regulatory changes affected operations.
- Built performance dashboards to support operational decisions and process improvement.
- Led teams across departments and worked with outside vendors to complete projects for Global Collections.

CIVIC LEADERSHIP AND PUBLIC SERVICE

City of Flagstaff Housing Commission

Community Representative

September 2021–Present

- Served as chair and vice chair, working with City housing staff and fellow commissioners on housing policy, meeting preparation, and public participation.
- Contributed analyses, charts, and reference materials to the City's 10-Year Housing Plan.
- Analyzed short-term-rental records for City housing and planning staff; matched records between sources to build a comprehensive STR dataset and documented methods and limitations.

Arizona Neighborhood Project

President & Board Member

October 2023–Present

- Served as board president and vice president, helping guide organizational strategy, nonprofit administration, and staffing plans.
- Connected Flagstaff officials and business organizations with statewide housing advocates to discuss workforce housing and legislative priorities.
- Advocated for state housing legislation while consulting local officials about Flagstaff's needs.

COMMUNITY ENGAGEMENT & VOLUNTEER WORK

Code Analysis Project outreach, 2025–2026. Organized public education and working sessions on zoning reform, including a January event attended by approximately 40 people.

Flagstaff Strong Towns, 2025–2026. Mentored residents as they started a local Strong Towns chapter and organized community gatherings, established a social media presence and newsletter, and created educational materials on parking, housing, walkability, and neighborhood improvements.

Hilltop Gardens condominium association, 2022–2026. As the association president, compiled budgets, collected membership dues, and coordinated tax preparation, maintenance, landscaping, snow removal, and insurance.

Regional Plan outreach, 2024–2026. Created materials comparing growth scenarios, encouraged participation in public workshops, and published commentary explaining the plan's housing and land-use goals.

Friends of Flagstaff's Future Candidate Forums, 2022 & 2026. Facilitated council candidate forum discussions on housing, climate, transportation, and other local issues.

Additional City Advisory Work, 2022–2024. Community Development Block Grant Ranking Committee (2022); Regional Plan Technical Advisory Group (2022); Accessory Dwelling Unit Model Plans selection committee and design feedback (2024).

EDUCATION

University of Kentucky

Master of Business Administration, 2015

Bachelor of Science in Engineering, 2015

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

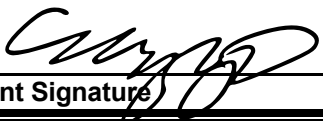
E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Letter of Interest

Dear Honorable Mayor and City of Flagstaff Council Members,

I am writing to express my interest in the open Council seat vacated by former Council Member, Anthony Garcia. My entire career has been dedicated to public service, and I welcome the opportunity to put my experience to work for my community on the City Council addressing issues in our community, the most critical of which are affordable housing and mounting impacts of the climate crisis.

I was born and raised on an off-grid ranch about 50 miles east of Flagstaff, where I learned sustainability, resiliency, and the value of a strong community. I helped install my family's first solar system and in the decades since, have helped dozens of people plan and design their solar systems for greater resiliency to increasing costs of energy and promotion of broader environmental stewardship. I attended Leupp Elementary School; took a daily two-hour bus ride to attend Sinagua High School; and briefly attended NAU and CCC before restarting my college career at the University of Arizona in Tucson. There I earned a BS in Mathematics and a PhD in Planetary Sciences. After completing my first post-doctoral position, my family and I returned home to Flagstaff in 2008, where we have lived since.

I am currently a small business owner, product developer, project manager, remote sensing and data scientist, educator, and inclusivity champion. I have been an active participant on many of NASA's spacecraft missions, from the Magellan mission to Venus in the mid 1990s, Galileo, Cassini, MRO/HIRISE, JunoCam, OSIRIS-REx, and working with the Europa Clipper mission as an educator and team-building facilitator. Before starting my own business, I worked as planetary scientist at USGS's Astrogeology Science Center, a math and computer science educator at BASIS Flagstaff. My partner, also a Flagstaff resident since childhood, and I have deep roots in, and incredible love for, Northern Arizona.

My commitment to affordable and attainable housing is evidenced by my service in multiple Flagstaff community organizations including: approximately 10 years as a board member of Flagstaff Shelter Services, for which I am currently serving as vice-chair; board member of the City of Flagstaff Housing Authority where I have served as Liaison to the Housing Commission and am currently serving as Vice Chair; board member of Northern Arizona Housing Solutions; and member of the City of Flagstaff Housing Commission, for which I am currently serving as Chair. I am also an advocate for science- and evidence-based solutions to the climate crisis identified by the Flagstaff City Council, including consulting with Team Snuffed, recently announced as the second-place winner of the Xprize Wildfire competition, and which is working to develop and implement early wildfire detection technologies in Northern Arizona.

Affordable Housing and the Climate Crisis, the two issues most imminently impacting our community, are intricately intertwined; put simply, you cannot effectively address one without addressing the other. I believe science-based responses to both issues will improve livability in Flagstaff while carrying out the seven Key Community Priorities for the City of Flagstaff. With

respect to **Environmental Stewardship**, reducing the cost of living in Flagstaff will allow the people who work in our community to *live* in our community, thereby eliminating the massive monetary and environmental cost of driving from distant, less expensive areas and re-enforcing foundations for non-automotive and public transportation. A **Safe and Healthy Community and a Livable Community** both depend on smart, evidence-based approaches to addressing the climate crisis and affordable housing. For example, the Housing First model, a strategy placing people experiencing homelessness directly into permanent, independent housing as quickly as possible, without first requiring them to complete treatment, maintain sobriety, or meet other preconditions, is one of the few housing models repeatedly proven to demonstrably and permanently improve community members' health, security, and safety. I have worked for more than a decade to help bring this model to Flagstaff. A **Sustainable and Innovative Infrastructure** leads to a **Robust and Resilient Economy**, and both depend on evidence-based responses to the climate crisis and to the housing crisis. A robust economy requires affordable and attainable housing and cannot be resilient without a sustainable and innovative infrastructure based on best practices for responses to the climate crisis. All of this will depend on an **Inclusive and Engaged Community** and **High Performing Governance**. As outlined in my resume, I have extensive experience managing and communicating with large, diverse groups with multiple, sometimes opposed, interests in many aspects of planetary science, data science, remote sensing, and education. I have experience presenting to and interacting with the chairs of NASA's Advisory Committees and Assessment Groups, and varied community groups. I have testified before Congress on issues of ethics in governance of space-based economies. I have dedicated my career to teaching others to build inclusive teams and to help team leadership become more inclusive and perform more successfully. I am regularly invited to present these team leadership workshops around the country and the world.

Application Questions

1. **What makes a good Council Member?** A good Council Member carries great respect for their community, other Council Members, the Constitution, Federal, State, and local Laws, and holds a deep regard for the environment and the future of the community's people. A good Council Member actively engages with their community to learn and understand the top priorities of the community, and takes extra effort to reach those who might otherwise have difficulty obtaining access to local government.
2. **What do you think is the biggest issue facing Flagstaff? Give specifics and ideas for addressing the issue.** I believe there are two critical issues facing Flagstaff: the climate crisis and the affordable housing crisis. These cannot be disentangled and both must be addressed. Previous bond measures have been a significant step in the right direction, but, although money is necessary, it is not sufficient to solve the housing crisis. We also need strong leaders who will face down special interests that are continually working against affordable housing. We also need to firmly and compassionately address the NIMBYism (Not In My Backyard) sentiment that frequently arises among those who profess to support affordable housing until that housing is proposed in their neighborhood; this is accomplished through education (debunking the myths surrounding affordable housing) and helping people feel a connection to *all* of their community. One successful model has been to increase artistic expression opportunities in neighborhoods. With the climate crisis, we must educate our community *and* shine light on the stories of real people facing the real consequences of the climate crisis such as our many neighbors who have lost homes to wildfires and flooding. I have also found that real-world demonstrations of the resilience of solar- and battery-powered homes and electric vehicles to blackouts and energy cost disruptions goes further than abstract information in convincing people to take action, even if they don't believe in human-caused climate change.
3. **What are your top three priorities for being a City Council Member and why?** My top three priorities are to help improve our response to the housing crisis, improve our response to the climate crisis, and to help build a more inclusive community. I strongly believe the climate crisis and housing crisis are inextricably intertwined, and the strongest way to respond to both is to build a community more connected and concerned for each other.
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 will attend neighborhood meetings, have an open email policy, and go to meet the population where—and when—they can meet with me. While many of the poorest people in Flagstaff rarely have the opportunity to attend City Council meetings because many work multiple jobs and do not have the time to attend the meetings, I will ensure their voices and opinions can be heard by making time to meet them in their neighborhoods, and promulgating other means of engagement such as surveys about the most important decisions Council has to make. Broad-reaching and innovative approaches can help build a stronger 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?** As a Group Chief of review panels for NASA research, engineering,

mission, and data analysis proposals, I frequently have the opportunity to experience strongly-held disagreement between myself, other reviewers, and NASA Civil Servants about a particular proposal. In one instance, one review panelist was insistent that the work could not be completed as proposed because of what they believed was a technical error in the proposed methodology. The rest of the panelists believed the work was possible.

Typically we have a few hours to review one of a couple dozen proposals our panel is assigned. In this case, the disagreement was beginning to go long. I tasked the dissenting panelist with writing their review of the proposal and I had the strongest proponent of the proposal write their review. I found several errors in the review written by the dissenting panelist—they had thought the proposal was missing a critical detail in the methodology, but that detail was in the proposal and the panelist had simply misread the proposal. When I pointed out the section with the important steps, the panelist agreed that the proposal met their standards for high-quality science.

6. **What is your leadership style, please provide an example of your style in use.** I prefer to listen, learn from my team, and then facilitate a discussion in which ideas are freely exchanged and debated. I work to build an environment of respect for each team member to ensure that interruptions are rare because I strongly believe interruptions are a detriment to both the person being interrupted and the rest of the team; a free exchange of ideas is impossible without actually hearing the ideas. My example from the previous question also answers this question.
7. **What is your understanding, awareness, and familiarity with the Flagstaff Zoning Code?** I have a passing knowledge of the zoning code, but have not memorized it. I have used it in making updates to my home, in considerations when working on the Housing Commission, and in doing research about the state of housing in Flagstaff. I will quickly get up-to-speed if I am selected to be a Council Member and will frequently refer to the code when making council decisions.
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 will help balance the city's financial position with the key community priorities based on how they relate to each other and how they relate to the housing and climate crises. The order of priority for me, (without yet having had the opportunity to hear from our Community, other Council Members, or City Staff) is to build a Livable and Safe and Healthy Community, focused on Environmental Stewardship, a Sustainable and Innovative Infrastructure, and a Robust and Resilient Economy, all led by an Inclusive and Engaged Community and High-Performing Governance. The way to achieve these goals is through rigorous, respectful debate about the budget priorities, having experts to weigh in on scientific best-practices, possible improvements to spending policies and procedures, and to work with the community to fully understand their needs and concerns. An example of this approach in action is how the diversity of viewpoints led by respectful debate and strong leadership on the relatively new Housing Commission has built a respected reputation within the community in a very short time. Through rigorous, respectful debate, and because of the very different perspectives, the Housing Commission has helped develop improvements to Housing availability and attainability, including Proposition 442 in 2022.

Dr. Moses P. Milazzo

Ph.D. Planetary Sciences, Dec 2005: University of Arizona, Tucson, AZ

B.S. Mathematics, May 2000: University of Arizona, Tucson, AZ

High School, May 1994: Sinagua High School, Flagstaff, AZ

Community Service

- Board Member: Flagstaff Shelter Services, 2017 to Present (Current Vice Chair)
- Board Member: City of Flagstaff Housing Authority, 2019 to Present (Current Vice Chair; Liaison to Housing Commission)
- Board Member: Housing Solutions of Northern Arizona, 2020 to Present
- Commissioner: City of Flagstaff Housing Commission, 2019 to Present (Current Chair; Liaison to Housing Authority)
- Volunteer to speak about science in FUSD and charter school classrooms
- Volunteer to speak about science at state parks
- Speaker for Flagstaff Festival of Science
- Volunteer Scientist for Scientists in the Classroom
- Volunteer Science Advisor with Team Snuffed, which recently won second place in the XPrize
- Chair NASA Inclusion, Diversity, Equity, and Accessibility Working Group (2019 to 2023)
- US Geological Survey Diversity Council 2014 to 2019
- US Geological Survey Women in Science Employee Resource Group 2014 to 2019
- USGS Formal Mentor 2014 to 2019
- Board Member: San Francisco de Asis School Board, 2009 to 2012

Current Employment

April 2019 to Present: Founder, Owner, and Executive Director of Other Orb LLC

- Program development, training, and assessment (since 2014): bystander intervention; inclusive mentoring; anti-harassment; work-life balance; resiliency; codes of conduct; communication; conflict resolution; leadership in times of crises and upheaval; trauma-informed leadership.
 - Developed for and presented to local, national, and international institutions, business and leadership teams, conference attendees, schools (teachers & students), among others.
- Leadership Consultant: leadership development & coaching; team development; codes of conduct; mentorship; team formation & development; meeting organization; communication
- Develop procedures to produce high-resolution 3D models of the Moon's surface from orbital images.
- Contractor as NASA's first Chief Scientist for the Planetary Data Ecosystem
- Consultant for calibration, software development, data processing, data archiving, and etc.
- Earth and Planetary instrument calibration; software pipeline development
- Planetary and terrestrial remote sensing data science, research, and analysis
- Fiscal Agent for NASA project titled, "Community-Based, Culturally-Based Dual Learning (CB2DL): NASA Partnerships with Indigenous Communities for Informal STEM Learning"
 - Manage the budget including distribution of funds to dozens of Indigenous groups around the world, as well as NASA partners

-
- Maintained and managed federal compliance records for the project
 - Managed through the crisis of unexpected NASA funding cuts, resulting in full restoration of funds
 - Managed writing and delivery of the project's reports
 - Archiving Co-Chair NASA Independent Review Board for the Planetary Data Ecosystem
 - Led a team of 11 world-wide collaborators to develop the Archiving portion of an Independent Review Board of NASA's Planetary Data Ecosystem
 - Managed team members, their contributions, delegation of tasks, writing assignments
 - Assured adherence to NASA federal regulations, policy, legal, and reporting standards
 - This 2-year effort resulted in a report to NASA about how to improve its data archival and preservation to maintain accessible planetary data for 50 to 100 or more years
 - Frequent Group Chief for NASA review panels
 - Manage the selection of a team of 6 to 12 NASA-funded scientists
 - Assign reviews according to panelist expertise
 - Coordinate with NASA Civil Servants
 - Ensure each participant completes their reviews on-time and in an appropriate manner
 - Manage week- to 2-week-long in-person or virtual meetings of the panelists and NASA officials to discuss and vote on the final scores for each proposal
 - Ensure the panelists complete their writing assignments
 - Certify that reviews were completed along policy, regulations, and legal guidelines

Leadership and Team Work

- Chair NASA-related Inclusivity, Diversity, Equity, and Accessibility (IDEA) Working Group
- Creator of and the lead developer of a USGS employee empowerment training program designed to reduce harassment and other barriers to retention of employees. This program was backed by multiple USGS leadership teams, including: The Executive Leadership Team; DEO's Diversity Council; and the Women In Science team.
- Project Chief for OSIRIS-REx Image Processing Working Group software development within the USGS Astrogeology image processing software suite.
- USGS Institutional Principal Investigator of collaborative NASA initiative to create middle school STEAM, out-of-classroom, planetary science, engineering, and exploration curricula
- Member of the HiRISE calibration and HiRISE science teams. I was often asked to provide my expertise in calibration-related issues as well as to provide science and data processing advice.
- Led terrestrial field trips for planetary scientists in HI, UT, AZ, WA, and ID
- Led a team of IT engineers, software developers, and scientists to plan and implement ten-year growth and maintenance of the Astrogeology Science Center's high performance computing.
- Member of a team of cartographers, systems engineers, software developers, and scientists who developed and improved the Astrogeology Science Center's data processing software. The resulting software is essential for radiometric, geometric, and cartographic analysis of planetary data and is used world-wide.
- Member of the HiRISE Targeting Specialists team: scientifically planned, targeted, generated commands, and monitor execution of commands for acquisition of HiRISE images of Mars.
- Graduate of USGS Leadership 101 and USGS Leadership 201.
- Certified Department of the Interior Change Agent.

Recognition and Awards

- USGS Leadership Award
- Presidents Award from the Association of Women Geoscientists
- Many Department of the Interior Group Achievement Awards
- Many Department of the Interior Individual Achievement Awards
- Many years with “Superior” ratings on USGS Evaluations
- Multiple NASA Group Achievement Awards for various mission, spacecraft, and science teams
- University of Arizona, Radiology Department, Imaging Fellowship Program

Past Employment

October 2014 to March 2019: Physical Scientist, U.S. Geological Survey

- Managed a portfolio of projects worth several million dollars, each project had up to a dozen employees.
- Software Development Project Chief of USGS software for NASA's OSIRIS-REx mission
 - Managed a team of software developers and analysts to develop software to process images from the OSIRIS-REx cameras
 - Maintained compliance with Federal open software and data requirements
 - Managed contract renegotiations and staffing
 - Kept the project under budget and on time, with early delivery of the software
 - The software package is available for use by the entire world
 - Provided on-call support for software during high-urgency orbital operations
 - Planetary and terrestrial remote sensing data science, research, and analysis
 - NASA's Planetary Data System Imaging Node liaison to data providers; data reviews; data users
 - Data science software development.
- Remote sensing data science and analysis: Galileo SSI images; HiRISE, CRISM, and CTX images; JunoCam images; and OSIRIS-REx O-CAMS images
- Terrestrial high- and medium-temperature remote sensing at Hawai'i and other volcanoes
- Development of bystander intervention training program for USGS, NASA, and related institutions; kept the program on-budget and on-time

July 2013 to June 2015: Middle- and High-school Teacher, BASIS Flagstaff Charter School

- Developed curriculum, taught, and tutored Pre-Algebra, Algebra II, Geometry, Calculus
- Developed a Computer Science course based on the programming language Python.
- Taught and tutored Introduction to Computer Science to 8th- through 12th-grade students.
- Taught, coached and tutored robotics to middle and high school students.

April 2008 to June 2013: Research Geophysicist, U.S. Geological Survey, Flagstaff, AZ

- Developed absolute radiometry calibration comparisons and science analysis
- Project Chief leading a team of scientists and IT engineers to develop and implement a plan for the growth of the USGS Astrogeology Science Center's data storage and high performance computing.

- Member of a team of scientists, systems engineers, cartographers, and software developers who worked to improve the USGS Image Processing software suite for radiometric and geometric processing of planetary image data.
- Part of an international team to plan and analyze HiRISE images of Mars.
- Radiometric calibration of the MRO HiRISE camera.
- Radiometric calibration of the Galileo SSI camera.

December 2005 to April 2008: Research Associate, University of Arizona

- Planned and analyzed HiRISE images of volcanic constructs on Mars.
- Radiometrically calibrated the MRO HiRISE camera currently orbiting Mars.
- Wrote pipeline processing for HiRISE image processing.
- Planned, targeted, and monitored acquisition of HiRISE images of Mars and other targets.
- Developed software to aid in commanding image acquisition and processing of HiRISE data.

August 2001 to December 2005: Graduate Research & Teaching Assistant, University of Arizona

- Dissertation: Remote Sensing of Thermally-Induced Activity on Io and Mars
- Developed curriculum, lesson plans, and grading rubrics.
- Taught undergraduate introduction to science classes.
- Held office hours, tutored struggling students, held after-class discussion sessions.

January 1997 to August 2001, Student Assistant, University of Arizona

- Planned, processed, and interpreted Galileo SSI image data of the Galilean moons of Jupiter, and published results in scientific journals and presented at professional meetings
- Planned Cassini observations of Io's plume during the Cassini flyby of the Jovian system
- Installed and supported software and identified and solved problems for computer users.
- Wrote analysis software to enable researchers and other users to complete their duties

October 1995 to January 1997, Computer Clerk, U.S. Geological Survey, Flagstaff, AZ

- Processed Magellan RADAR data to create Venus 1:5 million RADAR maps
- Processed Landsat data
- Transferred and archived planetary remote sensing datasets from 9-track to CDROM
- Provided computer support to USGS scientists

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: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

PHONE NUMBER: _____ LENGTH OF RESIDENCY IN FLAGSTAFF: _____

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

Samuel Ray Ogden

Flagstaff Resident

Contact

████████████████████
Flagstaff, AZ 86005
████████████████████
████████████████████

<https://www.linkedin.com/in/sam-ogden-b232488/>

To the City of Flagstaff:
City Councilmembers

To the Flagstaff City Councilmembers:

I am writing this letter to express my interest in being considered for appointment to the City Councilmember seat recently vacated by Anthony Garcia.

After visiting on a couple of occasions, my wife and I fell in love with Flagstaff and moved here permanently in 2024.

We were fortunate to have been working as professionals in the tech industry (both in a remote capacity), which allowed us to make the move and retain our jobs. However, in January of this year, due to paradigm shifts in the industry caused by the advent of AI, I was let go from my position in an enterprise-wide reduction in force.

Rather than see that as a setback, I have viewed it as an opportunity to transition to a role in which I work in and serve the community directly, instead of for a company located in another city or state. In that pursuit, I have even researched and applied for a handful of City and county jobs where I thought I could have a positive and important impact.

While the bulk of my background is rooted in technology, and while the tech industry has provided me with a good career, I have always been a student of government and local politics. I was raised in a family that saw my father involved in local politics as an elected official, and the importance of helping and serving our neighbors was instilled in me and my siblings from an early age. I was a political science major at the University of Texas, and I worked in the Texas State Senate while a student.

I am a strong proponent of committed and incisive public servants. And to be one for the city that has accepted me into its fold would be an honor. I am deeply motivated to take advantage of this opportunity and to contribute directly to my community.

Thank you for taking the time to hear my story. I look forward to the possibility of discussing how my skills, knowledge, and passion for public service can benefit the City of Flagstaff.

At your convenience, please contact me at [REDACTED], or email me at [REDACTED].

Samuel R Ogden

Answers to Application Questions

1. What makes a good Councilmember?

A strong city councilmember balances the community's long-term vision with practical governance by setting clear policy, collaborating effectively, and protecting Flagstaff residents' quality of life.

They should understand residents' views on specific issues and craft solutions consistent with the community's prevailing values.

In the current climate, I believe it is also important to recognize how emerging trends, such as AI-driven industry changes, could affect the city and act early to prepare for downstream impacts.

In short, effective councilmembers lead with vision, sound judgment, integrity, and teamwork.

Key Traits and Habits

- **Community-Focused:** Puts Flagstaff's long-term well-being ahead of personal agendas and considers impacts across the city.
- **Prepared and Informed:** Reviews materials, budgets, and local pressures, including housing, tourism, NAU, water, snow operations, wildfire, flooding, and high-elevation infrastructure.
- **Open-Minded:** Listens respectfully to residents, staff, businesses, neighborhoods, and colleagues.
On contentious issues, they should remain respectful and reconsider positions when new facts or perspectives emerge.
- **Collaborative:** Builds agreement within the council and with regional governments, NAU, Tribal Nations, agencies, and community groups.
- **Ethical and Respectful:** Follows legal requirements, avoids conflicts, and treats others courteously.
Trust requires transparency about how and why decisions are made.
- **Constituent Communication:** Responds promptly, explains city responsibilities, and connects residents with the appropriate department.

Samuel R Ogden

Respect for Roles: In Flagstaff's council-manager government, elected officials set policy, budgets, and direction; the city manager and staff manage operations. Councilmembers should demand accountability without directing employees or projects.

2. What do you think is the biggest issue facing Flagstaff?

(Give specifics and ideas for addressing the issue.)

Flagstaff's most consequential municipal challenge is the shortage of affordable housing available to year-round residents. My wife and I saw the problem firsthand when moving to Flagstaff from Houston. Although we could afford to buy here, home prices clearly exclude many households and threaten the long-term health of the community. Flagstaff declared a housing emergency in 2020 and set a goal of creating or preserving 7,976 homes by 2031, with at least 10% affordable.

Recent figures underscore the urgency: the median home sold for about \$701,000 in June 2026; only 27.1% of homes were below \$500,000; median household income was about \$71,512; average rent was roughly \$2,300 per month; and housing costs were 50.4% above the national average. These conditions hinder recruitment of teachers, public-safety personnel, healthcare workers, and city employees, while increasing commuting, displacement, homelessness, and workforce shortages.

The problem is difficult because developable land is limited, construction and infrastructure are costly, and demand from tourism, second homes, and Northern Arizona University competes with resident needs. Legitimate environmental, design, and contractor concerns also complicate projects.

The City Council should combine increased supply with lasting affordability, allow more missing-middle housing, focus density near transit and jobs, use city-owned land through long-term leases; streamline affordable-project reviews, preserve lower-cost properties, expand land trusts and deed restrictions, coordinate workforce housing with major employers, and publish a quarterly progress dashboard.

Housing should be treated as essential infrastructure, balancing growth with protections for local workers and lower-income residents.

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

- Housing Affordability and Cost of Living
- Infrastructure, Core Services, and Public Safety
- Climate Action, Environmental Stewardship, and Sustainability

Note: Having already gone on record as saying the affordable housing issue is the most important issue facing the council, I'll also list it as my top priority.

Housing Affordability and Cost of Living

Every councilmember's continuing priority should be addressing Flagstaff's affordability crisis, including the broader cost of living.

Affordable housing enables lower-income workers to live, work, and contribute locally. A healthy city needs residents across the income spectrum, from retirees and professionals to teachers, first responders, service workers, and sanitation staff. Without that balance, employers cannot fill essential roles, businesses struggle, and schools risk losing talented educators and funding.

Left unaddressed, these pressures could turn Flagstaff into an enclave for the affluent and undermine its long-term vitality.

Relevant Action Items to consider: Implement the city's 10-Year Housing Plan; pursue workforce housing on city-owned land; streamline development and permitting; and balance water and sewer rates with infrastructure needs and household affordability.

Infrastructure, Core Services, and Public Safety

Reliable infrastructure and adaptation to Flagstaff's mountain environment are core municipal responsibilities. Councilmembers should ensure taxpayer dollars deliver high-quality essential services.

Relevant Action Items to consider: Support first responders; reduce wildfire risk and improve forest health; advance flood mitigation; protect water resources; and complete transportation and street improvements consistent with the Flagstaff Regional Land Use Plan 2045.

Climate Action, Environmental Stewardship, and Sustainability

Flagstaff's environmental leadership—including protection of its dark skies and [REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

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?

The first thing is to not only make every attempt to hear all segments of the population on all issues, but also to ensure their positions are well understood before making decisions that could affect them.

But if for some reason that is not possible, I would consider holding off on any decision until all voices can be heard, if possible. I would make an attempt to meet with the leading voices of that segment, whether in a formal council setting or by going out and talking to them in person, and then making the decision fully informed of all positions.

However, I understand there may be circumstances where time is of the essence. There may be emergency situations, and a decision must be made immediately on a particular issue. Or there may be circumstances where we simply receive no input from a segment of the population. In such cases, I would make a concerted effort to determine and understand what the unheard segment of the population's position would be on my own and act accordingly. And I would seek to leave options open (procedurally) for updates on the council's actions as soon as those important voices can be heard.

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?

During a major service disruption while working at a mobile payments company, I became the unexpected point person. Our eastern processing region failed while the network operations lead was offline, putting hundreds of thousands of dollars in transactions at risk. I had just recently documented the team's failover plan, though it was yet unpublished, and was the only person onsite who knew the full process.

As transactions timed out, the operations lead asked me by phone to coordinate with the lead network engineer and guide the team through the existing plan.

Engineers split into two camps: switch immediately to limit declined payments, or wait for recovery to avoid duplicate transactions and difficult cleanup.

I redirected the debate to the runbook. I asked the database engineer to measure backup lag, the payments analyst to estimate in-progress transactions, and infrastructure to confirm the western region was healthy.

Based on those checks, I recommended a gradual switch; route a small amount of lower-risk traffic west, pause retries for active transactions, and increase traffic only after five clean minutes.

This balanced speed and safety. Test traffic succeeded, the systems synchronized, and we completed the failover without duplicate charges or lost transactions. After stabilization, I documented our decisions and added the gradual approach's pros and cons to the runbook.

The experience taught me that being the point person is not about insisting on my own answer. It is about helping people with different views use their shared preparation to make a safe decision together.

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

My leadership style, shaped by corporate team-lead roles and years of athletics coaching, is grounded in calm judgment, fairness, and respect. I seek the facts, consider different perspectives, and create an environment where people can share ideas, concerns, and honest feedback. Kindness and humor help me build trust, ease tension, and keep teams connected.

Leadership also requires courage. I make difficult decisions when necessary, explain them clearly, and apply them consistently. My goal is to balance empathy with accountability by supporting people, setting clear expectations, and acting decisively in the team's or organization's best interests.

A recent family experience illustrates these qualities. As my father has aged and developed serious health problems, my three siblings and I have faced emotionally difficult decisions about his care and future.

Although I am the second-oldest, I have become the primary point person for those decisions.

When some siblings considered filing malpractice claims over care preceding his cancer diagnosis, I reviewed each case objectively and promised action if evidence supported it. None did. That measured approach reduced conflict and allowed us to focus on his treatment.

After he broke his hip, some siblings wanted to manage his rehabilitation themselves. I researched providers' experience and quality, helping the family trust qualified experts. His rehabilitation was successful.

We are now evaluating long-term care options. Emotions still rise, but we largely approach the task calmly and thoughtfully, knowing that disciplined, compassionate decisions will serve him best.

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

I became more familiar with the City of Flagstaff Land Development Code after moving here, although I reviewed it briefly while researching our home purchase.

Like many residents, most of my current understanding comes from news coverage and City Council records.

At its core, the Zoning Code implements the city's Regional Plan and Specific Plans through rules governing land use, growth, environmental protection, conservation, housing, sustainability, public safety, and water resources.

In practice, it regulates lot sizes, building placement, landscaping, outdoor lighting, and signage.

It also protects Flagstaff's ponderosa pine forest and mountain setting while reducing conflicts between incompatible development.

The code divides the city into standard and transect zones and addresses housing and climate needs by supporting affordable housing, middle-housing options, and flexible master-planned communities.

I am still studying the details, but its "Place-Based Approach to Zoning" captures what I see as a forward-looking framework.

Transect zones, for example, organize development along a spectrum from rural to urban intensity rather than strictly separating uses, as traditional zoning often does.

This place-based, fine-grained approach allows a location to reflect multiple transect characteristics and be developed or regulated accordingly.

To me, it offers a more comprehensive approach to land use.

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 see the budget as one of the Council's most important policy tools. It turns Flagstaff's long-term vision into action. To balance the seven community priorities with financial realities, I would use four principles.

1. Set clear priorities

The Council should define measurable outcomes for each priority and require every budget request to identify the community priority and Council policy it advances. The city manager and staff should retain responsibility for implementation.

2. Use sustainable funding

Ongoing commitments should rely on dependable recurring revenue, not temporary surpluses or one-time grants. Multi-year forecasts should guide decisions, while strong reserves and core services remain protected.

3. Fund needs in a clear order

- First, meet legal obligations and fund essential infrastructure, safety, and services.
- Next, phase in established strategic priorities as sustainable revenue becomes available.
- Finally, test emerging ideas through pilots, grants, one-time funds, and partnerships.

4. Make trade-offs transparent

Residents should be able to understand competing costs and weigh in on choices. Public forums and clear budget tools can align expectations with available resources. The Council should also review results regularly and redirect money from underperforming programs to higher-priority needs.

Samuel R. Ogden

PRINCIPAL TECHNICAL WRITER | TECHNICAL EDITOR | CONTENT STRATEGIST

Flagstaff, AZ 86005 | [REDACTED] | [REDACTED] | [linkedin.com/in/sam-ogden-b232488](https://www.linkedin.com/in/sam-ogden-b232488)

Professional Summary

Technical content leader with deep experience in enterprise software, API integrations, mobile payment platforms, and banking technology. Partners effectively with product, engineering, marketing, and subject-matter experts to set documentation standards, align cross-functional teams, mentor writers, and deliver clear, high-visibility content throughout the software development lifecycle.

Core Expertise

Content leadership: Documentation strategy, editorial standards, templates, team leadership, mentoring, compliance awareness

Delivery: SDLC integration, milestone tracking, Agile (Scrum, Kanban, Scrumban), Waterfall, cross-functional collaboration

Authoring and design: MadCap Flare, FrameMaker, RoboHelp, Captivate, Author-it, Snagit, Camtasia, HTML, XHTML, CSS

Platforms and tools: Microsoft 365, SharePoint, ServiceNow, Jira, Confluence, TFS, Git, Swagger, Postman

Professional Experience

PDI Technologies, Inc. | Alpharetta, GA | April 2025–January 2026

Principal Technical Writer

- Continued ownership of documentation for P97 legacy systems and established PDI platforms following PDI Technologies' acquisition of P97 Networks.

P97 Networks, LLC | Houston, TX | September 2022–April 2025

Senior Technical Writer

- Built, maintained, and edited an enterprise-wide technical documentation library for mobile payment applications spanning retail fueling, EV charging, car wash, subscriptions, loyalty, and pay-ahead services.
- Produced Help systems, installation guides, API and SDK integration guides, developer guides, and internal and client-facing documentation covering applications, message schemas, administrative portals, and cloud databases.
- Created data center failover procedures, POS installation and configuration guides, and Help Desk guidebooks.
- Partnered with product marketing and sales on website content, brochures, end-to-end demo materials, and video narration scripts.
- Collaborated with SMEs, developers, and stakeholders to deliver documentation on schedule from proof of concept through General Availability.
- Established reusable templates and layouts and migrated Word-based documentation to dynamic, interactive online formats.

Fiserv, Inc. | Brookfield, WI | October 1999–July 2022

Senior Technical Writer

- Produced Help systems, installation guides, release notes, client communications, developer guides, and other documentation for core banking, API, teller, and back-office software.
- Collaborated with SMEs, development teams, and stakeholders to deliver product documentation on schedule from inception through General Availability.
- Built complete documentation suites and standardized templates for user guides, installation guides, and Help systems.
- Led migrations from FrameMaker and Word to WebWorks ePublisher and MadCap Flare, enabling single-source HTML5, PDF, Word, and DITA outputs with Git-based source control.
- Served as the team's MadCap Flare subject-matter expert and contributed to the organization's online style guide.

Houston Texans NFL Franchise | Houston, TX | August 2006–January 2025

Game Day Production Staff / Spotter for Public Address Announcer

- Monitored live games and relayed relevant on-field information to the stadium public address announcer for accurate, timely delivery to the in-stadium audience.

Additional Experience

Freelance Website Design | Houston, TX — Manager / Designer

Freelance Journalism | Houston, TX — Contract Contributor

Compaq Computer Corp. | Houston, TX — Manufacturing Debugger / Technical Writer

Education

University of Texas at Austin

Bachelor of Arts, Political Science (Pre-Law) and English

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: 10/05/2026

YOUR NAME: Frederick (Rick) Lopez

HOME ADDRESS: [REDACTED] ZIP: 86001

EMPLOYER: ReMax Fine Properties JOB TITLE: Real Estate Agent

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 65 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.*

Frederick Lopez
Applicant Signature

Rick Lopez

Letter of Interest for Appointment to the Flagstaff City Council

October 5, 2026

Mayor and Members of the Flagstaff City Council
City of Flagstaff
Flagstaff, Arizona

Re: Appointment to the Vacant City Council Seat

Dear Mayor and Members of the City Council:

I respectfully submit my interest in returning to the Flagstaff City Council to fill the vacant seat. I have lived in Flagstaff for most of my 77 years, and few people share my combination of local history, civic involvement and enduring love for this special place that I continue to call home.

I want to continue the work I began during my City Council service from 1992 through 2000 and have carried forward through community involvement and advocacy. Flagstaff must be more than a great place to vacation or own a second home. It should be a thriving year-round community where longtime residents can stay, public and private schools can succeed, employers can provide good-paying jobs, and middle-income earners and first-time homebuyers can afford homes within our city limits. Our goal should be to finally retire the phrase "Poverty with a View."

The experience and perspective I would bring include:

- Eight years of prior service on the Flagstaff City Council, with firsthand knowledge of municipal budgeting, land use, transportation and public policy.
- More than three decades of experience in real estate and residential finance, with direct knowledge of housing affordability, mortgage lending and the needs of buyers and sellers.
- Executive leadership and personnel-management experience in major retail operations, along with longstanding relationships across local government, business, housing and community organizations.
- A demonstrated willingness to listen to residents, work constructively across differing viewpoints, question escalating costs and exercise independent judgment when community concerns warrant it.

My public and professional service has always been grounded in a commitment to Flagstaff's entire community. I bring institutional knowledge, current involvement in housing and public-safety issues, and a record of working collaboratively while making difficult, independent decisions. My prior Council experience, continued engagement in city issues, and strong working relationships with current and former Councilmembers, mayors, city and assistant city managers, division managers and staff would keep my learning curve minimal and provide the foundation for me to make a significant contribution to the City immediately.

I sincerely hope to earn your support for this important appointment. I would be honored to serve Flagstaff again and work with each of you on practical policies that protect our community's character while expanding opportunity for the people who live and work here.

Respectfully,

Rick Lopez

Flagstaff City Council Questionnaire

Rick Lopez | Draft responses for review

1. What makes a good Councilmember?

A good Councilmember understands that they work for the entire community, including residents who did not support them. Personal agendas must remain secondary to the public interest. Every resident deserves to be heard, and no single organization or interest should determine the outcome.

I respect the knowledge and work of city staff, but Councilmembers have a responsibility to ask hard questions. Recommendations should be supported by verifiable information, realistic costs, and a clear explanation of the benefits and possible unintended consequences.

Good decisions also require perspective. We should learn from policies that worked and those that did not, consider reliable data and past community surveys, and respect Flagstaff's history and cultural significance. Common sense belongs in that process as well.

A good Councilmember is accessible, engaged in the community, and willing to explain a decision—even to someone who disagrees. My approach is to listen carefully, evaluate the evidence, and make the best decision I can for Flagstaff as a whole.

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

Housing attainability, particularly the opportunity to own a home, is Flagstaff's biggest challenge. Too many people who work here cannot afford to buy here. Since the city declared a housing emergency in 2020, rising home prices have pushed that opportunity further out of reach.

When households move outside the city, many still return for work, school, medical appointments, shopping, and other daily needs. That adds traffic and makes it harder for our investments in transit, bicycle routes, and walkable neighborhoods to serve those households effectively.

We need to turn the housing emergency declaration into measurable action. I support clearer and more predictable development requirements, shorter review timelines, and zoning that allows a wider range of homes where infrastructure can support them. We should evaluate city-owned land, ownership assistance, and targeted fee relief tied to enforceable affordability commitments.

Housing and transportation decisions should be coordinated so more residents can live near jobs and services. We must protect public safety, water resources, and community character while examining requirements that add cost without a demonstrated benefit. Council should establish specific goals and regularly report whether our policies are helping residents afford a home.

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

My three priorities are addressing our housing crisis, creating an environment for higher-paying jobs, and making it possible for more residents to build a lasting future in Flagstaff.

First, housing policy should expand attainable options for both ownership and rental housing. Homeownership can provide long-term stability, while attainable rentals are essential for residents at different stages of life.

Second, we should work with existing businesses, NAU, and regional partners to support better-paying employment. We should collaborate more closely with ECONA to identify where our policies are working, where they are falling short, what we are missing, and how to address those gaps effectively. Predictable city processes, dependable infrastructure, and housing employees can afford all help employers retain workers and invest here.

Third, our decisions should strengthen Flagstaff as a year-round community. Second-home owners contribute to our economy, but people who live and work here also need a realistic opportunity to stay. That means considering the cost of living, dependable public services, and the quality of our neighborhoods in every major policy decision.

The reason is simple: Flagstaff has the attributes to be one of the most desirable places in the Western United States to live, work, raise a family, and retire. We need practical policies that make those opportunities available to more people and help maintain a stable community and workforce.

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 go to them and invite a conversation. A Councilmember should not always expect residents to come to City Hall. Some citizens work two or three jobs and cannot attend weekday Council meetings. Others question whether speaking up will make any difference.

Renters who want to become homeowners are an important example. Many feel that ownership is beyond their reach and that the city is not moving with enough urgency to make more attainable homes possible. Their absence from Council meetings should not be mistaken for a lack of interest or need.

I would meet with residents at times and places that work for them, ask what barriers they face, and bring those concerns into the policy discussion. Their experience should help inform decisions about housing supply, development requirements, and incentives that produce a clear public benefit.

Before deciding, I would consider their input alongside reliable information and the needs of the broader community. I would also explain how their concerns influenced my decision. Being accessible means making the effort to hear people whose schedules or circumstances keep them from participating in the usual way.

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?

During my service on the Transportation Committee, there was significant disagreement about how to structure a transportation bond proposal. Most committee members wanted to place all recommendations into a single ballot question. I recommended two separate questions and explained why our past experience mattered.

I reminded the committee what happened in 1996, when the Fourth Street overpass and the other transportation recommendations were presented together. The combined proposal failed at the ballot box. Two years later, the recommendations were presented again, but the Fourth Street overpass was separated into its own ballot question. That approach was successful.

Drawing on that history, I encouraged the committee to give voters the opportunity to consider the proposals separately. The committee agreed with my recommendation and forwarded three separate ballot questions to City Council. Council approved the recommendation, and the bond election was successful.

I helped resolve the disagreement by bringing relevant experience into the discussion and showing how a different approach had worked before. For me, good leadership means learning from past decisions, explaining your reasoning clearly, and helping others reach a practical solution that serves the community.

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

My leadership style is best described by a compliment I received while managing a Bullock's department store with more than 200 employees: "quietly effective."

When my divisional manager was promoted to oversee a larger group of stores, another general manager asked whom he would miss most. He said, "Rick Lopez." His explanation was simple: when he visited my store and made suggestions, I followed through. When he returned, the work was done. I did not complain or make a production out of it; I got the job done.

That description has stayed with me because it captures what I value in leadership. Listen carefully, understand what needs to be accomplished, and take responsibility for following through. Results matter more than drawing attention to yourself.

On Council, that same approach means doing my homework, asking necessary questions, working constructively with colleagues and staff, and staying focused on the outcome. I will speak firmly when an issue requires it, but my goal is to help make sound decisions and see them carried out. Quietly effective does not mean passive. It means dependable, persistent, and accountable.

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

Having served on City Council from 1992 to 2000 and on multiple planning and bond committees, I am familiar with Flagstaff's zoning and development requirements. My real estate experience also gives me a practical understanding of how those requirements affect housing choices and costs.

I believe decades of restrictive development policy have contributed to our affordability problem. The former Land Development Code, adopted in 1991, was replaced in 2011, but we still need to examine requirements that add obstacles and costs without a corresponding public benefit.

The current LASS-CAP process seeks to remove barriers to land development in the hope of reducing housing construction costs. Those savings have yet to be demonstrated, but I strongly support bringing the proposed reforms to Council for consideration. We should pursue clear, predictable requirements while protecting public safety and community resources.

My concern is urgency. Based on the timeline city staff has described, developing policies for the various parts of the code could take 12–18 months, followed by another two to three years after adoption before we can evaluate whether the changes are working. As we enter the seventh calendar year since declaring a housing emergency, I do not believe we have demonstrated sufficient progress toward attainable homeownership. I would press Council and staff to advance reforms sooner where feasible, establish clear milestones, and report results. Residents need to see that our housing emergency is being treated with urgency.

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?

First, I would ask whether the city's seven key priorities reflect the priorities of the community as a whole. Residents' concerns about housing, cost of living, jobs, and traffic should be central to that discussion. Community surveys give Council an important way to hear from people who cannot attend budget meetings.

I attended one priority-based budgeting meeting where only four people showed up. That experience reinforced my concern that meeting attendance alone is not enough to establish what residents want. Limited participation can leave staff and Council perspectives carrying more weight than the broader community's needs.

Council has a responsibility to review survey findings, seek additional input where needed, and explain how the proposed budget responds to residents' concerns. We should not assume we have the community's priorities right simply because we held a meeting.

At the same time, the budget must be financially responsible. Essential services, legal obligations, reserves, and long-term maintenance costs must be accounted for. I would ask for clear options and tradeoffs, including how spending decisions affect household affordability.

Council sets policy and spending priorities, and staff provides financial and operational analysis. But Council owns its budgeting decisions, right or wrong. Failing to align the budget with community priorities can lead to the wrong choices. I would take responsibility for those decisions and work to ensure our budget reflects what residents need and what the city can sustainably afford.

Rick Lopez

Resume for Appointment to the Flagstaff City Council

Flagstaff Arizona

Professional Profile

Longtime Flagstaff resident, former City Councilmember, real estate professional and community advocate with experience in municipal policy, economic development, transportation planning, mortgage lending, housing and large-scale retail management. Known for listening carefully to residents, working across different perspectives and pursuing practical solutions that balance affordability, responsible growth, public safety, mobility and protection of Flagstaff's character.

Public Service and Community Leadership

Flagstaff City Councilmember | 1992–2000

- Served as Council liaison to the Youth Commission and represented the City through the Greater Flagstaff Economic Council and Flagstaff's first Metropolitan Planning Organization.
- Secured funding for an after-school program in partnership with Flagstaff Unified School District; the program continues to serve the community.
- Helped obtain funding for the Sunnyside Improvement District to address longstanding concerns regarding curbs, gutters and sidewalks.
- Advanced a voter-approved ballot question for the Fourth Street crossing at Route 66.
- Supported removal of billboards throughout Flagstaff and assisted with negotiations involving 3M that avoided major litigation.
- Cast the lone Council vote against the proposed Switzer Mesa parkway after listening to extensive community concerns regarding environmental impacts and the project's growth from an approximately \$50 million ADOT-funded arterial to an approximately \$100 million project requiring a 50–50 local funding split. Voters later defeated the proposed bond.

Southside Community Specific Plan Committee | 2018–2020

- Participated in development of the Southside Community Specific Plan, adopted by the Flagstaff City Council in September 2020.

Transportation Bond Committee | 2017–2018

- Helped formulate recommendations for three measures approved by the City Council and subsequently supported by voters: Proposition 419, Connecting the Community; Proposition 420, Lone Tree Overpass; and Proposition 421, Public Transportation.

Public Safety Committee | 2026

- Helped recommend one bond measure and one sales-tax measure that the City Council referred to voters for the November 2026 election.
- Advocated successfully for REALTOR® association support of both measures and a \$5,000 contribution to the public-information effort through the firefighters union political action committee.

Housing and Government Affairs Leadership

Workforce Housing Advocacy | 2022–Present

- Advocated on behalf of the Northern Arizona Association of REALTORS® for greater urgency in expanding attainable workforce homeownership in Flagstaff.
- Met with City Councilmembers, the Mayor, City Managers Gregg Clifton and Joanne Keene, and planning leaders Michelle McNulty and Tiffany Antol to discuss development costs, approval timelines and barriers to homeownership.
- Contributed recommendations reflected in portions of the LASS-CAP proposals scheduled for City Council consideration during 2026 and 2027.

Professional Experience

Dates	Position and Organization
2002–Present	Real Estate Agent, Flagstaff Residential representation, negotiation, market analysis and client service. Brokerage affiliations include Prudential Foothills Real Estate, RE/MAX Peak Properties and RE/MAX Fine Properties.
1988–2001	Mortgage Loan Officer, State Savings Mortgage, Scottsdale Advised borrowers on residential financing and managed loan origination and client relationships.
1977–1987	Store Management, Bullock's Department Stores Management assignments in Scottsdale, Phoenix and Westwood, California, including responsibility for major retail operations and large employee teams.
1974–1977	Store Management, Babbitt Brothers Trading Company Management assignments in Flagstaff, Grand Canyon, Page and Tusayan.
1972–1974	Assistant Manager, Yellow Front, Flagstaff

Education

Northern Arizona University | Philosophy major

- Coursework for a Bachelor of Arts Degree not completed, 4 hours remain.

Flagstaff High School | Diploma, 1967

Selected Qualifications

- Eight years of prior service on the Flagstaff City Council
- Firsthand knowledge of municipal budgeting, land use, transportation and public policy
- More than three decades of experience in real estate and residential finance
- Executive leadership and personnel-management experience in major retail operations
- Longstanding relationships across local government, business, housing and community organizations
- Demonstrated willingness to listen to residents, question escalating costs and make independent decisions

Community Commitment

My public and professional service has been grounded in a commitment to Flagstaff's entire community. I bring institutional knowledge, current involvement in housing and public-safety issues, and a record of working constructively while exercising independent judgment when community concerns warrant it.

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: 10/11/2026

YOUR NAME: Gary M. Howell

HOME ADDRESS: [REDACTED] **ZIP:** 86004

EMPLOYER: Retired **JOB TITLE:** N/A

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] **LENGTH OF RESIDENCY IN FLAGSTAFF:** 52 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.

Gary M. Howell
Applicant Signature

COVER PAGE for Flagstaff City Council Application: My Key Traits

I “Gary Michael Howell” (Also known as “Goose”) have always been an Ethical, God Believing and a Law-Abiding Flagstaff City Citizen with a clean slate throughout my entire Long Life in Flagstaff.

I have always tried to put back into my Flagstaff Community and Citizens increasingly, as I grow older.

Therefore, I want this Flagstaff City Council Member Appointment to allow me to continue assisting Our Community and the Flagstaff City Itself in Hopes of Bettering Our Flagstaff Citizens Now and in the Future!

I have the willingness to listen, study the information, work with people who disagree and consider the effects on residents and city finances. Thus, that sometimes is solved by compromise!

Which as I see it... is an ongoing situation and task for the City Council.

Please Note... that when I sign on to do something “I do My Very Best for My God, Family, Country and Community!” Along with.... **“I Show Up - To Do So”!**

So, this appointment would be a Great Honor and Privilege to Serve on The Flagstaff City Council! Therefore, I also appreciate the opportunity to submit my application for your review. Thank You!

Through my over Flagstaff 50 Years of Management, Staff Supervision, Contract Negotiations, Fundraising, Community Leadership and Lifelong Community Involvement. My Practical Skills in running businesses involved managing money, supervising employees and solving problems.

(Which Would Make Me a Good Councilmember) (Please see my resume also)

#1. (I feel that the biggest issue facing Flagstaff is Affordable Housing)

Flagstaff has a Median House Pricing between \$679,000 to \$700,000. With way too many increases in recent City Permits and Timelines. (Given last week’s meeting proposal to increase a New Build Permit of \$20,000) which means the City Council also needs to assist within this issue. Note, the time it takes for a Private Citizen, Builder or Big Builder such as Capstone also feels the squeeze on Higher Material Costs. Along with housing Sales are declining due to High Purchase Pricing. How would I address this.... is to control, cease and put on hold any Increasing City Permit Housing Fees. So, families can purchase a Home in Flagstaff instead of Purchasing a Home Out of Town in the County and other proximity housing subdivisions. Which also is seriously affecting our Flagstaff Public Schools Enrolment.

#2. (Secondly, I feel that the next biggest issue facing the Flagstaff City Council is Public Safety for our “Police & Fire Departments”)

I am truly sad that I need to even bring this up – however **“Our Police and Fire Departments Save and Protect Our Flagstaff Residents.”** And it appears that their needs have been sidelined for a very long time for both Police and Fire Departments to be so far away from Their Standard On Duty Numbers.

I believe that Flagstaff will need to increase Funding for Our Police and Fire Departments. As I just cannot phantom that it has been eight years for

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The method that I would use to make a decision when you believe that there is a segment of the Flagstaff population not being heard on a particular issue is listen to all the parties, gather more information from all parties including the excluded people before **making a decision and / or any council vote. This is America and All should have a say – prior to enacting a mandate.**

Fort Valley Road Traffic

Once again this is a Major Flagstaff City topic that has never rectified. And again, it has been swept under the rug for way too long. No visible results have occurred for years and again I am concerned “as to why this has not been reserved. Let’s put our minds together and get this done.

Next Topic: On giving an example of when I was in a position of responsibility and others disagreed with me on how important the matter should be handled how did you help resolve the issue?

While I was personally the owner of the Pic Quic Laundry Mat the City Asked us to install a suds free water system that would be going from the structure into the city waste plumbing systems and the sewers in Flagstaff. For weeks and months, we negotiated with them that the cost would be so ineffective (Close to a Million Dollars) to continue running the laundromat that we decided we would close it down as the City

Council asked and we made it into another businesses and it still is there, in the same area the Crystal Creek Sandwich Shop. Where the crystal Creek Sandwich Shop is still also in business at the South end of the building. And since the Crystal Creek sandwich shop is still there - it obviously worked for the better for the City of Flagstaff that was non-evasive.

Next topic: my leadership style and provide an example of your style in use.

I use the Cerenity Prayer **“God, Grant Me the Serenity to Accept the things that I cannot change and give me the Courage to Change the things I Can, and the Wisdom to know the difference”!** Also, my style is using common sense and then I also go to the 1 to 10 rules. With #1 being a lower in need topic that can come up again later. And the 10 higher necessary topic that requires to be immediately addressed. **I ALSO BELIEVE.... THE ONLY RATED #10.... “IS WHEN A FAMILY MEMBER IS SICK, DEAD OR DYING”!**

Whether speaking with one person or a large audience, I ask the Holy Spirit to guide me in communicating and ministering effectively. **I believe every person can be reached when those who share the Word are compassionate and use the appropriate approach.**

For instance, I was responsible for 15 years to my shareholders in the Pic Quic’s LLC. And then again, when we were negotiating with the Flagstaff City Plans for our Laundromat, I was there and handled it with care. With a very applicable resolution in a non-combative way.

Next topic: What is my understanding, awareness, and familiarity with the Flagstaff zoning code?

I have an understanding on several topics of the Flagstaff Zoning Code (Title 10 and the 5 Different Types of Flagstaff City Codes) only when I was a (Concrete Contractor 20 years ago) and my Home Inspector Business.

However, HONESTLY.... I will need to be brought up to speed on several of the newer codes! (Which I can and will do, once appointed) I do know that the Flagstaff Zoning Codes. covers structures its land use under title ONE of the city code which divides all city properties into five primary district types these include rural and open space districts to protect open space residential districts covering single-forming and multifamily parcels commercial districts for business and services industrial and facility districts for industrial uses and existing development conservation districts to preserve established neighborhood character in historic areas.

Next and last topic: A key role of the Flagstaff City Council is to adopt the city's budget how would I balance the seven key community priorities and the realities of the city's financial position with the council's role of policy development.

However, HONESTLY.... I again will need to dive in to be fully brought up to speed on the (PBB) Current and Upcoming balancing of the seven key priorities topics and needs. Especially within the Councils role of policy development.

I do know several things about City Council Budgeting. The City of Flagstaff answers three many topics, those being possibly City Roads, Water Issues, Infrastructure and Possible Wildfires. Also, the Council’s Job is to calculate the Personal Costs, Non-Personal Costs, and revenues collected to programs that it offers. And do these Priorities fit into the Priorities of the Community and its Citizens. I also know and have heard that the City Council and the Flagstaff residents determine the community's key community priorities and objectives for the upcoming fiscal year. Therefore, I would work through a Cut Pie Grid for All Needs as an example.

In Closing, I appreciate Your Time and Efforts in this process and if I am chosen to Serve Flagstaff, as a Flagstaff City Council Member, I will do it with “Accountability – I do what I say!” – “Trust – I say what I mean” – “Love – I love who I serve’ – with a “Positive Attitude – I enjoy what I do”!

Respectfully Yours,

Gary “Goose” Howell

██████████

[REDACTED]

MY LIFE AND WORK HISTORY

Working Draft — For Family and Special Friends to Review

This is an unfinished working draft. Family and friends can suggest corrections, add details, and identify anything that should be changed or included.

MY LIFE AND WORK HISTORY

Working Draft — For Family and Special Friends to Review

Purpose of this draft: This is a work in progress, not the finished version. It gathers the memories and details shared so far. Family and friends are welcome to suggest corrections, add dates or names, and point out anything that should be changed or included.

Early Life and First Job

I was born and raised in Northern Arizona, a region that has remained central to my life. My connection to Northern Arizona includes its people, Western heritage, railroad and logging history, and outdoor traditions. My family did move us to Southern California for my high school years at Katella High and the one year in College at Cal State Fullerton.

On January 20, 1970—my 16th birthday—I began working at Lucky Grocery Stores. That morning, I was polishing my shoes to apply for a job when the phone rang at 8:00 a.m. Frank Hacket called and told me to report to work at 9:00 a.m. My father, Mike Howell, was a controller for Lucky Grocery Stores.

Moving back to Flagstaff and Purchasing Pic Quic

On February 1, 1974, I moved from Anaheim in Orange County, Southern California, back to Flagstaff, Arizona. I began working at Pic Quic, which was owned by George Nackard, who also owned the building.

My father, Mike Howell, and family friends and godparents Bob and Darel Spackeen helped me pursue the purchase of Pic Quic. Their support helped make the transaction possible. I worked at the store from February 1 through April 1, 1974, helping maintain the merchandise, customers, and day-to-day continuity during the transition. The purchase was completed on April 1, 1974, and I began as a part owner through sweat equity, later purchasing more shares of stock in the business.

Pic Quic — Owner and Operator

I / we owned and operated Pic Quic on Milton Road in Flagstaff from April 1, 1974, to January 1, 1989. When I / we acquired the business, it was a large convenience store with an attached laundromat. The store sold magazines, food, dairy products, general merchandise, limited Northern Arizona University apparel, liquor, beer, and wine. A drive-up window allowed customers to purchase several items without leaving their vehicles.

I eventually expanded the store's sporting-goods offerings to include firearms, ammunition, hunting clothing and supplies, fishing equipment, licenses, fishing tackle, bait, and live bait. My name was on the store's liquor license and Federal Firearms License, and I personally handled purchasing and ordering firearms, ammunition, and sporting-goods inventory. I built relationships with wholesalers and expanded the selection available to local hunters and anglers.

The store was open from 6:00 a.m. until midnight. I opened the store and laundromat each morning, got operations running, and made sure cashiers had their starting funds counted and checked against the previous night's close. I handled supplier orders and deliveries, shelf stocking, bank deposits, and weekly staff scheduling. The laundromat operated mostly on its own with a hired employee working from 8:00 a.m. to 5:00 p.m.

Pic Quic was a family business that helped support me and my family, including my parents, brother Tommy, and sister Debbie. The income also helped my parents pay for Tommy's college education as he pursued a career as a clinical psychiatrist. Debbie attended college for a time and later opened a travel agency in Flagstaff serving the Northern Arizona University community.

Staffing needs changed with the day and season. Fridays and Saturdays were especially busy, and on Northern Arizona University football game days we could have four employees and three registers running continuously. My name was on the liquor license, and I understood the importance of responsible operations and dependable service.

During my years at Pic Quic, I was involved with several outdoor and conservation organizations, including the Coconino Sportsmen's Club, Rocky Mountain Elk Foundation, Ducks Unlimited, and National Wild Turkey Federation. My roles across these organizations included member, chairman of the board, president, firearms-safety instructor, and auctioneer.

I helped with and organized fundraising events supporting conservation and outdoor traditions. I served as an auctioneer at events in Flagstaff and Winslow benefiting the Rocky Mountain Elk Foundation and Ducks Unlimited. In the early 1980s, I helped establish a Northern Arizona chapter of the National Wild Turkey Federation. I organized a turkey-calling contest featuring national turkey-calling champion Tommy Humphries of Quaker Boy Turkey Calls, followed by Flagstaff's first National Wild Turkey Federation fundraising and habitat-conservation banquet.

The Pine Country Pro Rodeo

During my ownership of Pic Quic, I was a 10-year member, board member, and advertising chairman for The Pine Country Pro Rodeo. I helped organize and promote the annual rodeo, sell advertising, distribute programs, secure sponsors, and recruit a well-known professional rodeo stock contractor.

Each year, I traveled with fellow committee members to Las Vegas to attend the National Finals Rodeo. We worked to secure sponsors, recruit a stock contractor, and help arrange rodeo dates and negotiate contracts. I took pride in helping organize and promote what I believe were some of the best rodeos our community had ever seen.

Optimist Club and Community Fundraising

I was a 10-year member of the Optimist Club during my Pic Quic years. I participated in community activities and fundraising, including selling tickets for the Z Banquet reverse raffle. The grand prize originally was a new 280 Z sports car. After the Optimist Club disbanded in the 1980s, the event continued under the Flagstaff Exchange Club as the Z Banquet, and the prize later changed to \$10,000 in cash as vehicles became more expensive. I later participated in the Exchange Club.

Outfitting and Guiding

After us selling Pic Quic on January 1, 1989, I began working full-time as a hunting guide and outfitter. I operated Howell Wildlife Outfitters and worked in Arizona, California, Utah, New Mexico, and Kansas.

Around 2003, I joined United States Outfitters (USO), based in Taos, New Mexico, as a contract supervisor. I supervised hunts in Arizona and assisted with hunts in New Mexico. Some hunts involved more than 100 hunters, guides, and cooks over five- or seven-day periods. I continued working with USO until 2015.

Hunts for Hope

Through Hunts for Hope, my late wife Sue and I organized and provided hunting opportunities at no cost to participants or their families. The program served Wounded Warriors, disabled veterans, youth with disabilities between the ages of 10 and 18, and children with life-threatening illnesses.

Over the years, I personally took 20 Wounded Warriors, 2 youth hunters with disabilities, and 13 children with life-threatening illnesses on hunting experiences. These outings gave participants opportunities to enjoy the outdoors, pursue their interest in hunting, and create lasting memories without placing a financial burden on them or their families.

Sadly, nearly all the young hunters I took into the field have passed away. The one local Flagstaff youth who remains living is Jack Stalker. Remembering these young people and the time we shared outdoors remains a meaningful part of my Hunts for Hope experience.

Through this work, I devoted my time, outfitting experience, and knowledge of the outdoors to help others experience the outdoors despite serious illness, disability, or the challenges of military service. Hunts for Hope reflected my commitment to service, compassion, and sharing the outdoor traditions that shaped my life and career.

Honestly, I have never cried as hard as I did when I was notified of their deaths.

I continued my Hunts for Hope operations through 2014 while also operating Howell Wildlife Outfitters and working as a contract supervisor for United States Outfitters.

Howell Home Inspections

In September 2008, I began operating Howell Home Inspections as a full-time, licensed Arizona home inspector. I continued in this profession for 17 years, concluding my home inspection career on September 30, 2025.

During this time, I balanced my home inspection business with my continued involvement in Howell Wildlife Outfitters and Hunts for Hope. My years as a business owner and professional inspector reflected my commitment to hard work, responsibility, attention to detail, and serving people throughout my career.

Community Service in Later Years

I joined the Flagstaff Exchange Club in 2008 and have served as a member, board member, treasurer, and two-time president. I am serving as president now since July of 2026.

Since 2022, I have been involved with the local Childhelp committee and its annual banquet, including the fundraiser known as "25 Men Who Think They Can Cook." In 2024, I prepared elk sausage and blue shrimp

cocktail. I attended the banquet again in 2026 and continued to support the event. I believe it is one of Flagstaff's best fundraisers because it helps children.

Since 1999, I have also taken part each year in the Marine Corps Christmas Party and Toys for Tots activities.

In 2017 I joined the Northern Arizona Hospital Certificate Holder with my Father Mike Howell. Where I am still doing for the now named "Northern Arizona Hospital. Where I actively pursue staying as a Community Advisor to try to assist our NAH Facility in helping our community.

Family, Loss, and Remembrance

One of the most difficult losses in my life was the passing of my youngest son, Arron, also known as AZE, who died at the age of 35, approximately 14 years ago.

I also lost my precious and beloved wife, Sue, in 2017. She passed away from breast cancer at our home here in Flagstaff. Sue was my cherished partner in life and in our Hunts for Hope work, where we helped provide hunting opportunities to people facing serious illnesses, disabilities, and the challenges of military service. She was my Rock!

I am grateful that my son Greg is still with me and doing well. Greg works as an AutoCAD engineer and lives in Cottonwood, Arizona.

Family, Faith, and the People Who Enrich My Life

I feel truly blessed to still have my two siblings in my life. My brother, Tommy Howell, currently lives in Apache Junction, Arizona, and my sister, Debbie Howell, lives in the Forest Highlands area of Flagstaff. I am grateful that both of my siblings are still with me, and I treasure the connection we share as family.

I am also blessed to attend Christ Church of Flagstaff every Sunday with my sister, Debbie, and her husband, Vince Beaver. My faith and the opportunity to worship and spend time with family each week are important parts of my life.

I am also fortunate to have a very special companion and best friend, Cass White, who lives with me in my home in Flagstaff. Cass is a wonderful person, and despite the ongoing health challenges she faces, she brings love, friendship, and companionship into my life. I truly love her and feel blessed to have her by my side.

As I continue this chapter of my life, I am thankful for my family, my faith, the people who care about me, and the companionship and friendship that make each day meaningful.

Retirement and Continued Outdoor Adventures

After concluding my 17-year career as the owner and licensed home inspector of Howell Home Inspections on September 30, 2025, I began enjoying retirement.

Retirement has given me more time to pursue two lifelong passions: hunting and fishing. I enjoy taking hunting and fishing trips, spending time outdoors, and continuing to appreciate the wildlife and natural beauty that have been such an important part of my life.

After decades of multiple business ownerships, professional work, conservation involvement, and community service, I am enjoying this new chapter and the freedom to spend more time doing what I love.

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: 10/12/26

YOUR NAME: Aimee Backus

HOME ADDRESS: [REDACTED] ZIP: 86004

EMPLOYER: Sosta JOB TITLE: FOH Cafe Manager

E-MAIL: [REDACTED]

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

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

Dear City Clerk Saltzburg and Members of the City Council,

I am writing to express my interest in serving as the appointed Councilmember for the remainder of Councilmember Anthony Garcia's term. I have been a resident of Flagstaff since 2009, am a registered voter in Coconino County, and have spent the better part of the last decade investing my professional and volunteer energy into the health, vitality, and character of this community.

Since 2009, I've watched this town grow, change, and face pressures that feel bigger than any one person can solve. I've also watched it remain a place where people look out for each other, and that's the Flagstaff I want to help protect.

I'm applying for this vacancy because I believe local government works best when it's built around the people who actually live here. Not the loudest voices, not the visitors passing through, not the interests with the most money, the workers, the families, the small business owners, the longtime residents, and the younger people trying to build a future here. Those are the people I've spent my career serving, and those are the people I'd keep in mind if given the chance to serve on Council.

My background isn't in politics. It's in coordination and problem-solving. At the Arizona Coalition for Military Families, I worked across six northern Arizona counties, connecting organizations that didn't always talk to each other and finding upstream solutions to problems that had been treated as symptoms for years. As Interim Executive Director of the While Foundation, I stepped into a transition and kept things steady. Most recently, I helped build a restaurant from the ground up, designing systems, training staff, and learning that the best solutions come from the people doing the work every day.

What I'd bring to Council is a willingness to listen first, ask hard questions second, and build systems that actually work for the people who depend on them. I don't have all the answers. But I know how to find them, by talking to the people experiencing the problem, being honest about trade-offs, and bringing people together around a shared goal.

This community has given me a lot. I'd like the chance to give something back. Thank you for your consideration.

Sincerely,
Aimee Backus

CITY OF FLAGSTAFF:

APPLICATION TO SERVE ON THE CITY COUNCIL QUESTIONS

1. What makes a good Councilmember?

To me, a good Councilmember is like a good manager, your job is to build and maintain the systems that allow everyone else to do their work well. When staff are struggling, that usually means the system isn't working, not that the people are failing. I see Council the same way. When residents are frustrated about housing, or small businesses are drowning, my first question isn't "what's wrong with them?" It's "where is the system pinching?"

A good Councilmember walks through the whole process to find where the problem actually lives, and talks directly to the people experiencing it. They know best what's working and what's difficult. You should never assume you understand a problem better than the people living it. That means asking genuine questions, distinguishing between the actual problem and its symptoms, and being honest about what happens when an idea is implemented, who it helps and who it impacts most.

It also means creating real places for feedback from everyone, not just the loudest voices. And it means setting people up for success by trusting them to handle the work, as long as the system is conducive to it. When I helped build Sosta from the ground up, designing the flow of the various stations, writing training manuals, creating opening and closing lists, I learned that a system is never finished. It needs constant updates and improvements to keep getting better. That's how I'd approach this role, not as [REDACTED]

[REDACTED]

[REDACTED]

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

I believe the biggest issue facing Flagstaff is that our economic development has drifted away from the people who actually live, work, and build their lives here.

The growth of short-term rentals is one signal of this. With over 990 registered STRs in a city where workers struggle to find housing, we are prioritizing visitor accommodation over local workforce housing. Places like Sedona, where their solution was workers getting designated parking lots to sleep in, are a warning of where this path leads.

Arizona law limits how we can regulate STRs, we cannot simply ban them or cap their numbers. But that doesn't mean we should ignore the impact they have. The more important question is, what kind of economic development actually supports the people who live here year-round? That means supporting small businesses and workers who enroll their kids in our

schools, drink our water, and hike our trails. It means bringing the 10-Year Housing Plan, the Climate Action Plan, and the Regional Plan 2045 together so they work as one strategy, not separate documents in silos. And it means treating workforce housing as economic infrastructure, not a separate issue.

This is an "all hands on deck" moment for Flagstaff. We cannot solve housing, water, or wildfire risk in isolation from one another. My priority is to make sure our economic development serves the people who are already invested in Flagstaff, not just the visitors passing through.

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

First: Economic development that serves locals first. I've watched chain restaurants and big-box stores multiply since I moved here in 2009, a Jimmy John's less than a block from a local sub shop, Milton Avenue lined with fast food, three Goodwills in some of our largest retail spaces while local thrift shops struggle. These corporations extract from our town without investing in it. I want to prioritize small, locally owned businesses that house our workforce, pay taxes here, and build community wealth. And STRs are not small businesses, they house no workforce and drive up housing costs for the people who actually live here.

Second: Workforce housing as economic infrastructure. We need workers before we need tourists and second-home owners who don't work here. I know people born here who have been forced to leave because the cost of living is too high and economic opportunity is too limited. When teachers and healthcare workers need Habitat for Humanity to afford a home, the system is broken. Habitat should be for our most vulnerable, not for degreed professionals who should be able to afford the town they serve.

Third: Climate and water consciousness in every decision. Flagstaff is "one fire away" from a water crisis, 76% of our water infrastructure sits in forested areas at high wildfire risk. That means every decision we make about growth, development, and our economy has to be filtered through a climate and water lens. We cannot keep approving projects that don't account for the

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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 a segment of Flagstaff isn't being heard, my first move is to go to them directly, not wait for them to come to a Council meeting.

I learned this at the Arizona Coalition for Military Families, where we used an upstream model: instead of reacting after problems hit crisis level, we asked what was causing the issue at the root. That meant going to where people already were, VFWs, volunteer fire departments, rural churches, and sometimes just a couple who drives neighbors to appointments because no

one else can. In rural areas far from city resources, those are the organizations that keep people connected. I would bring that same approach to Council, find the barriers that keep people from participating, and connect the people already doing the work.

There are so many people and organizations in Flagstaff doing great work, but too often they're working alone or no one knows about them. Part of my role would be connecting those efforts so they're more effective together. That means asking who is not in the room and why, then bringing what I learn back to the Council so the people affected by a decision have a real role in shaping it, not just a listening session that goes nowhere.

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?

At the Arizona Coalition for Military Families, I worked with veterans in deeply rural areas like St. Johns and Vernon. When the VA pushed to expand telehealth access, their solution was straightforward, distribute iPads to veterans. But that approach had a fundamental flaw. These are communities where reliable internet barely exists, many providers offer speeds as low as 10 Mbps, and cell coverage is spotty at best. Giving someone a device without connectivity doesn't solve the problem.

I pushed back with the VA, not by just saying "this won't work," but by explaining the upstream issue, before telehealth can function, people need infrastructure. That meant working with Verizon to advocate for cell tower expansion in those areas. It wasn't a quick fix, and it required bringing together organizations that didn't normally talk to each other. But the disagreement wasn't personal, it was about the system. The VA was solving the symptom; we needed to address the root cause.

That experience shaped how I approach conflict, come with information, be pragmatic, and focus on the actual barrier, not the person. I don't need to "win" the argument. I need to help everyone see the real problem clearly enough to solve it together.

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

My leadership style is grounded in meeting people where they are and taking responsibility for the systems they work within. I learned this at the Arizona Coalition for Military Families, where my job was coordinating people and organizations across six northern Arizona counties, getting them to work together toward a common goal, even when they had different priorities or didn't normally talk to each other.

That work taught me that people will do the right thing when they're set up for success. So when something goes wrong, my first question isn't "who messed up?" It's "what in the system made this harder than it needed to be?" I carried that approach into restaurant management, where I trained staff clearly, trusted them to do their jobs, and treated them with respect.

I don't believe leadership is about being the loudest voice or having all the answers. It's about building up the people around you, genuinely caring about their success, and recognizing that we all play a part in how things function. When people feel trusted and supported, they show up better, for their coworkers, for the business, and for the community. That's the kind of leadership I'd bring to Council.

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

I'll be honest, I'm not a zoning expert. But I understand the basics, and I understand why it matters.

The Zoning Code is Title 10 of the City Code, and it's the tool that implements the Regional Plan, it governs what can be built where, how dense, how tall, how far back from the street, and how much parking is required . It shapes everything from whether a neighborhood can have a corner store to whether a developer can build apartments near a bus stop. It's also directly connected to the issues I care most about, housing affordability, climate goals, and whether small local businesses can afford to open and operate.

I know the City is currently in the middle of a major code update. The Land Availability & Suitability Study and the Code Analysis Project have been identifying barriers in the current code that make it harder to build the housing we need . There's also a voluntary incentive program that gives developers density bonuses if they include affordable units or meet sustainability standards like water conservation or transit proximity . And I know zoning has real constraints, like Arizona law limiting how we can regulate short-term rentals, or Proposition 207 limiting how much we can downzone property.

If appointed, my plan would be to sit down with planning staff, walk through the actual code, and ask questions until I understand it well enough to make informed decisions. I don't need to be the expert in the room. I [REDACTED]

8. A key role of the Flagstaff City Council is to adopt the city's budget; how would you balance the seven key community priorities and the realities of the city's financial position with the Council's role of policy development?

The budget is a values document. It shows what we actually prioritize, not just what we say we do. So I'd start by asking, "does our spending reflect the priorities we've set, or have we drifted?"

The seven community priorities, things like a livable community, environmental stewardship, and economic vitality, aren't separate issues. They're interconnected . Housing supports economic development. Water security underpins everything. Climate resilience affects our infrastructure and our most vulnerable residents. So when I look at the budget, I'm asking whether our investments are working together or fighting each other.

I know the financial picture is tight. The city has faced revenue declines from the flat income tax, and the FY 2026-27 budget includes a primary property tax increase offset by a secondary tax decrease . But limited resources don't mean we can't make strategic choices. They mean we have to be clear about what matters most.

My framework would be, fund the things that build long-term resilience and serve the people who live and work here. That means protecting core services, continuing to invest in the 10-Year Housing Plan and the Carbon Neutrality Plan, and being honest about what we can and can't afford. The city manager's recommended budget prioritizes public safety, road maintenance, and strategic investments in housing and climate action . That's a reasonable foundation. My job would be to make sure those investments stay connected to the people they're meant to serve, not just balanced on paper.

AIMEE BACKUS

COMMUNITY WORK

Pickin' in the Pines Music Festival
Hospitality - Since 2022

Flagstaff Corral of Westerners
Member since 2022

CERTIFICATIONS

Wilderness First Responder
Exp. March 2027 *(since 2015)*

TIPS Arizona Title IV / Manager Food Handlers
Exp. April 2027

EDUCATION

Northern Arizona University Bachelor of Science - Psychology/ Healthy Lifestyle Coaching

PROFESSIONAL EXPERIENCE

Front of House Manager

Sosta Flagstaff | January 2026 - Current

- Assist in the prep and building of a new restaurant. Creating material for training for staff and creating systems for front of house staff in service and execution of the systems.
- Build relationships with vendors and maintain those relationships as the restaurant adjusts in its new growth
- Continue to build up the restaurant with updating processes and training to ensure we keep improving over time.

Front of House Manager

The Table at Junipine Resort, Oak Creek, AZ | May 2024 - December 2025

- Manage all restaurant managerial duties, including creating schedules and doing all ordering, hiring and training staff, and POS system updates
- Maintain relationships with locals, resort guests, as well as the property management board members who oversaw the resort.

Interim Executive Director

Whale Foundation | August 2023 - December 2023 *(during my time at Hatch)*

- Managed day-to-day operations and ensured the smooth functioning of the organization during a transitional period.
- Upheld organizational values and facilitated collaboration among team members

Communications Specialist

Hatch River Expeditions | May 2022 - April 2024

- Developed and executed marketing strategies to promote adventure tourism experiences.
- Engaged with clients to understand their needs and provide exceptional service throughout their journey.

Community Coordinator, Northern Region

Arizona Coalition for Military Families | March 2019 - May 2022

- Collaborated with local organizations and communities, across all six northern Arizona counties, developed and implemented multi-faceted strategies, tools, and resources needed to enrich the lives of service members, veterans, and their families.

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: October 12, 2026

YOUR NAME: Robert Breunig

HOME ADDRESS: [REDACTED] ZIP: 86004

EMPLOYER: retired JOB TITLE:

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 34 (total)

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



Flagstaff, Arizona 86004

October 11, 2026

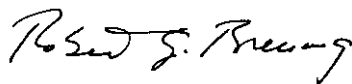
Members of the Flagstaff City Council,

With this letter I am applying for the vacant City Council position. I do so because I believe that I would bring to the council a combination of experience and wisdom. I would carefully study the issues before the council, apply myself, and vote on the issues before me with the best interests of the community in mind. I would also bring to the council a love of our community and a positive vision of what Flagstaff could be. I would offer leadership within my own style, encouraging thought and action.

I have lived in Flagstaff for over two periods beginning in the early 70's (1970-1982 and 2003-2026). I have seen the city grow and watched its development. Throughout my career I have reached out to communities other than my own, believing that a diverse community makes our town more vibrant and interesting. I believe that all people have a role to play in building our community.

For eleven and a half years I served as the Executive Director of the Museum of Northern Arizona. I came to the museum in late 2003 at a time of institutional crisis, shortly after the museum had lost its museum accreditation. During my tenure, the museum not only recovered its accreditation, in 2015 it was awarded the National Medal of Museum Service at a White House ceremony. This award came just as I was retiring from the museum. Since then, I have served on a number of boards in Flagstaff and currently serve on the boards of Friends of Flagstaff's Future, the Flagstaff Dark Sky Coalition (Past-Treasurer and Secretary), and regionally on the boards of Friends of Petrified Forest (Past-President and Secretary) and the Tucson based Southwest Folklife Alliance (Treasurer). I am also a non-indigenous member of the Indigenous Circle of Flagstaff, a member of the Flagstaff Water Group and recently served as Vice-Chair of the board of Hopivewat, a Hopi led organization that is seeking to build a learning center on the Hopi mesas. These board experiences have given me a strong perspective on the character of Flagstaff and the issues confronting it. I would now like to bring this experience to the City Council.

Sincerely,



Robert G. Breunig

1.) What makes a good Council member?

A good council member is one who thoroughly studies the issues coming before the Council, reflects on them carefully, listens to the voices of the citizens, and make decisions based on reason and thoughtful consideration. A good council member approaches his or her position with humility, care, and concern for the well-being of the community.

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

The biggest issue facing Flagstaff is, by far, the city's housing crisis. Many individuals who have grown up in Flagstaff find that they can no longer live here because of housing costs. Critical workers such as members of the police force, firefighters, teachers, and medical personnel, to name a few, cannot readily live here. Young people, especially, find that living on Flagstaff is difficult. This robs our community of their contributions and vitality. The city council must address this issue by ensuring flexibility in addressing housing requirements (zoning), cutting red-tape, and offering incentives to builders to construct affordable homes. In addition, I believe that the city must also dedicate specific funds to support affordable housing. It is also the responsibility of the City Council to carefully consider and, where appropriate, implement the recommendations of the City of Flagstaff's Housing Commission.

3.) What are your top three Priorities for being a City Council member and why?

- 1.) One of my top priorities for *being* a council member is ensuring that the council takes its governance responsibilities seriously, and that it faithfully implements the provisions of the City Charter and acts in the best interest of the community. This is important because the City Council represents the people of Flagstaff and must act in their interest.
- 2.) Council members must take their responsibilities seriously by showing up, studying and understanding the issues that come before the council, listening to and respecting other council members, and applying one's best judgement to those issues.
- 3.) Council members have a primary obligation to consider the well-being and safety of the citizens. This means ensuring that agencies that protect the lives and property of its citizens are properly trained and funded.

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 expect to listen carefully to all points of view and make voting decisions accordingly. It is most important that people feel heard. I would always encourage those with minority views to make them known to Council members. I think it important, through such devices as town halls, for Council members to proactively seek the opinions of citizens who may not feel comfortable interacting with the Council or not have experience with governing bodies. This means going to places or interacting with organizations within the community that may not traditionally be heard by the Council.

However, I also think it is important to use my own experience and judgement when making decisions. I should be able to clearly articulate the reasoning behind my decisions. I would hope that by taking that approach that the public would respect those decisions.

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 the 1990's I was the executive director of the Lady Bird Johnson Wildflower Center in Austin, Texas. There was a piece of undeveloped Hill Country property adjacent to the center which was slated for intense residential development. I advocated for the acquisition of the property and incorporation of the land within the Wildflower Center but found little board support for that initiative. I calmly, but persistently, advocated for the purchase of that property. I articulated why the acquisition would be of benefit to the research role of the Center. Eventually, I convinced the board to support that acquisition and helped raise the funds to make it happen. One board member, who had originally been a skeptic, said, "I like you, Bob, you stand your ground."

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

The leadership style I espouse, is called *Servant Leadership*—a form of leadership that says that the most effective leaders are those that serve others and who come at their work with an attitude of service. I utilized this approach in my most recent executive director role at the Museum of Northern Arizona. There, I voluntarily cut my own salary 20% to help preserve staff positions during the economic slowdown of 2008.

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

I am somewhat familiar with the Zoning Code which I studied in the lead-up to the adoption of the current Regional Plan. I know that the Zoning Code was developed to preserve the unique character of Flagstaff.

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 realities of the city's financial position with the Council's role of policy development.

Budgeting is always difficult; finding an appropriate balance between community needs and available resources. The budgeting process begins by understanding the mission of the organization, articulated community priorities, and carefully considering where the money is coming from. In reviewing the seven community priorities a number of "priorities" involve an *attitude* or approach to community affairs—such as "public trust, transparency, fostering community representation and civic engagement, creating a welcoming community, ensuring city facilities are accessible," etc. These types of statements reveal that what is important is how council members approach their responsibilities, ensuring openness, and a healthy and positive balance among community priorities while maintaining the fiscal integrity of the city.

Curriculum Vitae

ROBERT G. BREUNIG

ADDRESS: [REDACTED]

EDUCATION

1973 Ph.D. - Anthropology, University of Kansas, Lawrence, Kansas
Ph.D. Dissertation: *Hopi Perspectives on Formal Education*
1968 B.A. - Anthropology, Indiana University, Bloomington, Indiana
1964 High School, Shortridge High School, Indianapolis, Indiana

Honorary Degree: Doctor of Humane Letters, Northern Arizona University, December 2013.

PROFESSIONAL WORK EXPERIENCE

June 2015-Present: **President Emeritus**, Museum of Northern Arizona, Flagstaff, AZ.

Fall 2018, 2022, 2024, 2026: **Instructor**, Grand Canyon Semester, Northern Arizona University, *Peoples of the Southwest*. An Honors College Course.

June 2015-April 2018: **Project Manager and Co-Curator:** *Native Peoples of the Colorado Plateau* exhibit, a new permanent exhibit at the Museum of Northern Arizona covering the 10 Native American tribes of the Colorado Plateau. Responsible for securing the initial funding, coordinating communication with the tribal communities, developing story lines and exhibit text in conjunction with tribal curators, object and photo selections with co-curators, managing the \$1.5 million budget and general project oversight.

January-June 2015: **President, Museum of Northern Arizona**, Flagstaff, Arizona

Dec. 2003 to Dec.2014: **Director/CEO, Museum of Northern Arizona**, Flagstaff, Arizona

Responsibilities:

Planning and administering regional natural history museum that has a \$3.5 million operating budget, a 20-member board, and the following departments: Collections, Education and Public Programs, Facilities and Grounds, Administrative Services (including accounting, human resources, information technology, facilities and grounds, retail sales, facility use and rentals, and visitor services), and research departments in Art, Anthropology/Archaeology, Geology/Paleontology, and Ecology/Conservation. Responsible for day-to-day management, strategic planning and policy development, supervision of a staff of 57 (37 FTE), and for serving as public spokesman and as liaison to the board of directors and community.

Secured private funding for the \$7.5 million Easton Collection Center, a US Green Building Council LEED Platinum facility. Led MNA through its reaccreditation process, securing American Association of Museums accreditation in 2008.

Nov. 1997-Dec., 2003: **Executive Director/CEO, Lady Bird Johnson Wildflower Center, Austin, Texas.**

Responsibilities:

Administered a national native plant organization and regional botanical garden with a \$4.5 million budget. Responsible for day-to-day management, strategic planning and policy development, supervision of a staff of 50, and for serving as public spokesman and as liaison to the board of directors and community.

Accomplishments:

Assisted board leadership in conducting a \$10 million endowment campaign to improve long-term stability for the Wildflower Center. Protected the Center's original 43-acre site from encroaching development and extended its size to 284 acres by initiating and completing a \$4 million land acquisition campaign for 136 acres and a negotiated contribution of 105 acres.

Initiated the Center's new Landscape Restoration Program and the Brown Center for Environmental Education—a center for innovation in outdoor education. Established a Plant Conservation Program and initiated institutional partnerships with the national Center for Plant Conservation and with the Millennium Seed Bank project of the Royal Botanic Garden at Kew, Great Britain. Developed additional permanent exhibits—a riparian habitat exhibit in 2001 and a butterfly exhibit and habitat garden in 2002. Acquired, relocated, and restored an 1885 carriage house for use as a learning and multipurpose facility.

Increased earned income by developing fee-based program services for the Landscape Restoration Program, by expanding the Center's gift store, by developing an on-line gift store catalog, by building a plant sale program, and by increasing facility rental income.

Brought the Wildflower Center to a new level of local community participation and simultaneously expanded national outreach by partnering with other institutions on mutually gainful projects, by sponsoring the establishment of affiliate native plant programs at other U.S. botanical gardens, by developing a website and putting the Center's national plant data base on line, and by establishing a major, award-winning, 32-page quarterly magazine.

Oct., 1994 - Nov., 1997: **Executive Director/CEO, Santa Barbara Museum of Natural History, Santa Barbara, California.**

Responsibilities and Accomplishments: Day-to-day administration of the museum including implementation of policies set by Board of Trustees, allocation of \$2.5 million operating budget, long-range planning and policy development, fund-raising, supervision of division leadership for a staff of 50, and liaison to the community. Led an institutional process that resulted in *Soaring to Our Future*, a vision statement and strategic plan for the institution; revived the museum's paleontological research program; acquired fossil remains of, and installed exhibit about the Santa Rosa Island Pygmy Mammoth; oversaw design and installation of interactive reptile exhibit; initiated and completed conservation and restoration of historically significant dioramas and galleries and initiated a comprehensive publication

series for the Museum's research division. Expanded Los Marineros, a 5th grade marine education and adventure program, enabling it to reach every 5th grade class in Santa Barbara. Established the Whale Corps—a local expedition program led by volunteer naturalists that provided earned income to the Museum and education in conservation biology to the public.

Nov., 1985 - Oct., 1994: Executive Director/CEO, Desert Botanical Garden; Phoenix, Arizona.

Responsibilities and Accomplishments: Administered the institution on a day-to-day basis; maintained relations with the Board of Trustees; conceptualized the philosophy, content, and direction of the institution's, collections, research, education and fund development programs; developed and maintained community outreach and leadership; responsible for conceptualization and development of a three-phase master plan adopted in 1988; raised funds for and administered a \$2.3 million operations budget; organized departments and human resources to achieve maximum effectiveness and efficiency; and supervised key employees within a staff of 50 people. Formed the Saguaro Society, the major donor/member group of the Garden and launched the *Sonoran Quarterly*, the Garden's member publication. Initiated and completed renovation of the Garden's main historic structure, Webster Auditorium; construction of Ullman Terrace and related café facilities, installation of an ethnobotany trail and exhibit, *Plants and People of the Sonoran Desert*; design and installation of an integrated trail and path lighting system; design and installation of new infrastructure for utilities, landscaped parking and entryway; construction of Center for Desert Living featuring the Desert House and its related exhibits. Strengthened research, horticulture and conservation programs, and initiated a comprehensive propagation and management program for the Garden's living collections.

1982-1985: Chief Curator/Deputy Director, The Heard Museum (an anthropological and art museum specializing in native cultures of the American Southwest), Phoenix, Arizona.

Responsibilities and Accomplishments: Managed all activities pertaining to the Museum's education, exhibition, and collections programs. Supervised the Museum's Public Program Coordinator, Exhibit Designer, and Curator of Collections. Conceptualized and planned scientific and artistic programs and philosophies. As project director, curated the exhibit, wrote the text, selected the photographs, and supervised the design of the Heard's premier exhibition, *Native Peoples of the Southwest*.

1981-1982: Curator/Head of Dept. of Anthropology, Museum of Northern Arizona (a regional museum specializing in the natural history, anthropology and art of the Colorado Plateau) in Flagstaff, Arizona.

Responsibilities and Accomplishments: Developed policy and supervised the curation, conservation and research of the Museum's ethnographic collections. Curated anthropological exhibits.

1977-1981: Curator, Museum of Northern Arizona; Flagstaff, Arizona.

Responsibilities and Accomplishments: Managed exhibits and education programs and

supervised the Museum Educator and Museum Exhibitor. Supervised a major renovation of the Museum's exhibit area with the installation of permanent exhibit *Native Peoples of the Colorado Plateau*. Supervised annual Hopi and Navajo exhibitions. Directed the production of two ethnographic videos funded by the National Endowment for the Humanities and originated and co-wrote two television programs produced by PBS-affiliate KAET.

1975-1977: **Educator, Museum of Northern Arizona; Flagstaff, Arizona.**

Responsibilities and Accomplishments: Founded the Museum's Education Department and established a docent program, children's program, adult education program, summer day camp program, and an expeditions program.

Spring 1975: **Visiting Assistant Professor of Anthropology**, Denison University; Granville, Ohio.

Fall 1974: **Visiting Assistant Professor of Anthropology**, University of Connecticut; Storrs, Connecticut.

1972-1974: **Assistant Professor of Anthropology**, Northern Arizona University, Flagstaff, Arizona.

1970-1972: **Research Assistant**, University of Kansas; Lawrence, Kansas. Follow-Through Project, Department of Human Development (included field work in educational anthropology on the Hopi Indian Reservation; Kykotsmobi, Arizona).

1969-1970: **Assistant Curator**, Museum of the American Indian, Heye Foundation; New York, New York.

1967-1968: **Research Assistant**, Indiana University Museum; Bloomington, Indiana.

1959-1966: **Office and Educational Assistant**, Children's Museum of Indianapolis; Indianapolis, Indiana. Part-time staff member while attending junior high and high school.

SELECTED COMMUNITY AND PROFESSIONAL ACTIVITIES

2014-2025—Member, Board of Trustees, Hopivewat, a non-profit organization to establish a museum/learning center on the Hopi mesas.

2014-Present—Board, Friends of Petrified Forest.

2011-present—American Association of Museums, Accreditation Program, Visiting Committee member

2009-2015—Commissioner, Arizona Commission on the Arts (reappointed in 2011)

2006-2015—Member, Flagstaff 40, (now NALA) a business leadership group

2004-2011—Member, Flagstaff Rotary Club (President; 2009-10)

2002-2004—Member, ENVISION of Central Texas Board (a regional planning organization).

2002-2004—Member, University of Texas at Austin School of Architecture Advisory Council.

2001-2004—Chair, Earth Share of Texas Board of Directors.

2000-2004—Member, Philosophical Society of Texas.

1999-2004—Member, Board of Directors, Hill Country Conservancy; Austin, Texas.

1998-2008—Member, Board of Trustees, The Arboretum at Flagstaff; Flagstaff, Arizona.

1998-present—Member, Board of Directors, Earth Share of Texas; Austin, Texas.

1997—Member, Community Visioning Committee of CVB, Santa Barbara, California.

1995-1997—Member, Sunrise Rotary Club, Santa Barbara, California.

1995-1996—Senior Museum Associate, Museum Management Institute, The J. Paul Getty Trust.

1991-2002—Member, National Museum Services Board, the policy-making board for the Institute of Museum and Library Services (IMLS); nominated by President George Bush October, 1991; confirmed by the US Senate. Reappointed by President Clinton, September, 1994; reconfirmed by the US Senate.

1991-1994 and 1999-2004—Member, Board of Trustees, Center for Plant Conservation; St. Louis, Missouri.

1983-1994—Adjunct Professor, Dept. of Anthropology, Arizona State University; Tempe, Arizona.

1980—Chairman, Program Committee; Western Museums Conference.

1989-1993—Member, Phoenix Mountains Preserve Citizens' Advisory Committee (a Phoenix City Council appointment)

1989-1994—Vice-President, Board of Directors, Arizona Native Plant Society.

1986-1990—Member, Board of Trustees, ATLATL, Inc., a Native American arts service organization.

1985-1987—President, Museum Association of Arizona.

FEDERAL GRANT REVIEW EXPERIENCE

2011—Institute of Museum & Library Services; grant review panel, National Leadership Program

2010—National Endowment for the Humanities; grant review panel, Challenge Grant program

1992—National Science Foundation; grant review panel, Informal Science Education Program

1990—Institute for Museum Services; grant review panel, for Special Services Program

1988, 1990—Institute of Museum Services; grant review panel, Museum Program grants

1981, 1993, 1997, 1999—National Endowment for the Humanities grant review panels

1985—National Endowment for the Arts, grant review panels for museum programs and member of Oversight Panel for review of NEA policies

SELECTED AWARDS AND RECOGNITIONS

2017-Flagstaff Arts Council, Viola Legacy Award, Flagstaff, AZ

2016- Western Museums Association, Directors Chair Award,

2015-National Medal of Museum and Library Service, Institute of Museum and Library Service, Washington D.C, May 18. Awarded to the Museum of Northern Arizona by First Lady Michelle Obama.

2015- Museum Association of Arizona's Roger Lidman Distinguished Service Award.

2013-Honorary Doctor of Humane Letters and Commencement Speaker, Northern Arizona University.

2012-Arizona Governor's Arts Award, Arizona Commission on the Arts

2003—"Legacy of Lady Bird Johnson" address, Keep America Beautiful 50th National Conference, Washington, D.C.

2003—Philosopher's Stone Award, Institute for the Humanities at Salado, Texas for "Coming to Love the Land" seminar and lecture.

1996—Commencement speaker for College of Mathematics and Physical Sciences, University of California, Santa Barbara (UCSB).

1994-Present—Who's Who in America.

1989—Recognized as one of ten emerging Phoenix area community leaders by *The Phoenix Gazette* (12/28/89).

1989—Distinguished Alumnus Award, Orchard Country Day School; Indianapolis, Indiana.

1985—Award of Excellence, Consortium of Black Organizations for the Arts for work related to the African Art exhibit at the Heard Museum entitled "Animal, Bird, and Myth in African Art".

1979—Emmy Award, Rocky Mountain Region, for writing "Museum Backroom" a children's television documentary.

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

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: 10/08/2026

YOUR NAME: Stephen Puhr

HOME ADDRESS: [REDACTED] **ZIP:** 86001

EMPLOYER: Retired **JOB TITLE:** N/A

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] **LENGTH OF RESIDENCY IN FLAGSTAFF:** 9 1/2 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.

Stephen Puhr
Applicant Signature

The City of Flagstaff is an Equal Opportunity/Affirmative Action Employer

Stephen Puhr

Flagstaff, AZ 86001

October 8, 2026

Flagstaff City Council
Flagstaff City Hall

RE: Flagstaff City Councilmember Appointment

Dear Flagstaff City Council,

I am pleased to submit my name for consideration for appointment to the City Council. As a Flagstaff resident who has actively participated in the City's budget retreats for the past four years, I bring both deep community commitment and over 20 years of executive leadership in finance, economic development, intergovernmental relations and building personal relationships.

My last sixteen years of my working career centered on building sustainable economies and strong partnerships. At Chukchansi Sovereign Enterprises, I managed \$38 million in revenues, implemented accountability policies, and negotiated business ventures including the first Sonic franchise agreement with a Native American Nation. With the Hopi Economic Development Corporation, I forged more than 70 key relationships, leading to a \$40 million solar project in partnership with NextEra and an MOU with the City of Flagstaff. At the Gila River Indian Community, I established a lending company that grew to a \$460 million loan portfolio while training and mentoring a Native American staff.

I bring a record of transparent budgeting, land use and development experience, and economic development strategies that align with Flagstaff's growth challenges. Just as importantly, I am recognized for unifying diverse perspectives, mentoring teams, and leading with integrity.

I am enthusiastic about the opportunity to partner with Council, support City staff, and serve the citizens of Flagstaff. I look forward to discussing with Flagstaff Council how my experience can advance the City's long-term prosperity and sustainability.

Sincerely,
Stephen Puhr

1. What makes a good Councilmember?

1. Ideally a good Councilmember possesses; a proven track record of relationship management, rudimentary understanding of financial analysis and budgeting, an understanding of economic drivers of housing affordability, an understanding of what contributes to be an attractive place for businesses and what contributes to affordability for families.

Councilmembers must also be respectful of differing approaches and opinions from City Staff, other Councilmembers and residents of Flagstaff. So having a successful record of relationship management provides important indications that one would be a good Councilmember.

A good Councilmember should be a quick study of issues that come before Council. Councilmembers need not be subject experts but rely on experts for laying out the positives and negatives of proposals brought before council. Councilmembers then must judge if the proposed action has a good possibility of accomplishing goals of the City of Flagstaff.

Three questions that are almost universally useful to answer before concluding anything are the following; 1. Compared to what? 2. At what cost? 3. What hard evidence do you have?

Given the volume and magnitude of issues that come before Council, Council members should be excellent listeners and readers who can quickly distill a subject down to key aspects.

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

2. The affordability of Flagstaff for families and businesses is the biggest issue facing Flagstaff.

Flagstaff has lost three of their top ten companies in the last ten years. The remaining seven entities are reducing their employee headcount except for municipal employers. The decline in Flagstaff's business environment is resulting in fewer well-paying jobs.

There are two actions Flagstaff Council can take to increase the affordability of Flagstaff for businesses and families. Council can formally place an amendment or question on the ballot themselves during an election cycle. Council should ask the citizens if they would like to repeal the Flagstaff Minimum Wage Act/ Prop 414 and replace it with a minimum wage law that mirrors the Arizona State minimum wage. This would make Flagstaff business environment more competitive with other locations in Arizona and bring back some of the over 4,000 jobs lost when Flagstaff adopted their minimum wage law.

Second, earlier this summer the National Association of Home Builders' 2,125 members were surveyed and their members noted that government regulations increase the cost of a typical new single-family home by more than \$131,000. This highlights potential cost savings for Flagstaff new home buyers. Flagstaff Council is in the process of approving new building codes that staff believes will add over \$20,000 to the cost of a new home. Before any new costly codes are adopted Council should first see how necessary the present codes are and adjust them to make housing more affordable.

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

3.
 1. Ask the Council to place a measure on the ballot during an election cycle that would allow voters to decide whether to repeal the Flagstaff Minimum Wage Act (Proposition 414) and replace it with a minimum wage law aligned with Arizona's statewide minimum wage. This change would help Flagstaff remain competitive with other Arizona communities and could restore some of the more than 4,000 jobs lost after the city adopted its minimum wage law.
 2. After updating the Carbon Neutrality Plan's progress, direct staff to review residential housing codes to assess their future contribution to achieving the plan and their associated costs. This review would help ensure the codes support the plan's goals while improving housing affordability.
 3. Hold monthly town Hall meetings to allow for better dialogue with Flagstaff citizens. This would allow for Council to be more in touch with citizens and allow citizens feedback on their concerns in real time.

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?

4. I would invite the segment to the Council's weekly meeting to inform the Council of their views. Prior to the meeting, I would advise representatives of the segment to provide a written report of their views to Council and staff leadership. Then I would recommend to staff to provide time for the segment to air their views. If that was not enough, I would suggest a town hall meeting to discuss their views and other topics of interest from the citizens of Flagstaff.

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?
5. As CEO of the Economic Development company for a Native American Tribe, (a Sovereign Nation). I represented the only Nation that had their casino closed by the US government. Members of the Nation had robbed the Casino of millions of dollars. My assignment was to bring a restaurant on to the Nation's travel center. I negotiated to have a Sonic franchise granted to the Sovereign Nation. This was Sonic's first franchise on a Sovereign Nation's land.

At a weekly meeting with Council, I was prepared to report on three construction firms that I was tasked to research. We were hiring the firm to construct the Sonic franchise. Before I was able to give my report, one Councilmember spoke up and recommended which construction company to hire. This company was the least desirable firm I researched. The Councilmember's recommendation was clearly in coordination with the rest of the Council. What should I do? Remain silent and I would have to deal with subpar contractor or speak up?

So, I asked to be recognized. I asked if the Council would like to hear my report before they voted. They agreed to hear my report. I gave the highlights and the trouble I had found, if any, with all the contractors. My findings were factual not opinions. At the end, I recommended a different contractor than the Councilmember brought forward. The Council agreed with my recommendation and hired the contractor.

6. What is your leadership style, please provide an example of your style in use.
6. The following feedback from the Board of Directors reflects my leadership at a Native American economic development company that I established. Under my leadership, the firm grew to eight employees, generated more than \$13 million in revenue, maintained expenses below \$1 million, and oversaw a \$460 million loan portfolio.

The board's evaluation found that I exceeded expectations in delegating responsibility, supporting cooperative and independent work, following policies and procedures, making sound decisions, seeking guidance when outcomes were unclear, asking questions to align expectations, setting goals consistent with company priorities, and bringing important issues to the board for decision-making support. It also noted my ability to identify employees' strengths and weaknesses and provide appropriate guidance.

I would describe my leadership style as centered on effective delegation, collaboration, sound judgment, policy compliance, clear expectations, strategic goal-setting, and transparent communication with the superiors.

7. What is your understanding, awareness, and familiarity with the Flagstaff Zoning Code?
7. I have read the Flagstaff Zoning Code. Hence, I would suggest that I have a modest understanding, awareness and familiarity with the 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?
8. The City of Flagstaff's priority-based budgeting process contains seven Priorities and Objectives. These Priorities and Objectives are constrained by the financial resources deemed available to effectively and efficiently provide the required services to the residents of Flagstaff.

It is my understanding that the City of Flagstaff's staff utilizes ResourceX software to balance the values of the seven Priorities comparatively to other Priorities. I look forward to seeing this software in action and give it proper consideration.

Since every objective does not "cost" the same to achieve every Priority and Objective, one should not expect the same level of funding for each Priority and Objective. That said, every Priority and Objective should be treated as equally important and valued.

As the budget is allocated, two standards should be applied. First, a budget decision should not take away from the level of commitment of any other Priority and Objective. Second, a budget decision should enhance the level of commitment to at least one Priority and Objective.

Budget allocations decisions should be weighed to the allocation that enhances the most Priorities and Objectives.



STRATEGIC FINANCIAL MANAGER

SUMMARY

- I have over 20 years developing budgets forecasts, analyzing capital projects and 16 years developing economic strategies for Native American Nations. I established the first business lending company for Gila River members with most employees being Gila River members, grew portfolio to over \$460 million in loans. My work with the Hopi Tribe included negotiating with NextEra to build a \$40 million solar field and the signing of a MOU with the City of Flagstaff to buy the solar power. Over the past four years, I am the only Flagstaff resident that attended the vast majority of Flagstaff's Budget Retreats.

CEO, Chukchansi Sovereign Enterprises (CSE), 2019-2022

- As head of Economic Development, negotiated Sonic's first franchise agreement with a Native Nation.
- Analyzed the market feasibility for three new businesses: Health Clinic, Sonic and dispensary.
- Established budgets and produced monthly financial reports for four businesses with over \$38 million in revenue to Picayune Rancheria of Chukchansi Indian Tribal Council.
- Developed Investment Policy Statement, Due Diligence Policy, Reporting and Personnel policy.
- Established CSE as a Certified Community Development Entity, which gives access to New Market Tax Credits. Implemented NMTC strategy and application.
- After the CARES Act, established a new banking relationship that gave CSE entities access to PPP loans/grants which totaled over \$324,1000.

Director of Finance, Hopi Economic Development Corporation 2017-2019

- Established over 70 working relationships covering; Hopi Tribe's elected officials; Office of General Council; BIA; Economic Development Administration (EDA); Bureau of Reclamation; CDFI; APS; SRP; City of Flagstaff; CAP; ASU; HDR; NREL; Hopi Department Directors.
- Relationships resulted MOU with the City of Flagstaff to establish a +\$40 million Solar facility on Hopi land. Established the Hopi Business CDFI, authored of founding financial policies.
- Received Community Development Entity status thus opening HTEDC up for New Market Tax Credits (NMTC). NMTC shall be used to attract investment/development to Hopi land.
- Partnered with solar developers for two bids on 30 MW solar plants; finishing 2nd and third.
- Wrote three year HTEDC Business Plan and Strategy for 2019-2021. Developed the pricing strategy for Hopi Travel Plaza and Days Inn Sedona that significantly improved cash flow.

Board Member, Hopi Economic Development Corporation 2014-2017

- Lead the establishment of financial benchmarks, financial analysis and strategy for eight Hopi business entities, resulting in \$1 million improvement in cash flow the first year.
- Researched funding for new investments businesses including; New Market Tax Credits, Community Development Financial Institutions, Financial Institutions CRA and Hopi capital.
- Developed dividend policy to Hopi Nation in collaboration with Hopi Tribal Council.

Sr. Director of Asset Liability Management & Investments, Arizona Federal Credit Union 2014-2015

- Responsible for tax and regulatory audits.
- Managed the Credit Union's \$700+ million fixed income portfolios.
- Produced with department heads a three-year forecast of earnings and balance sheet. Reviewed and analyzed monthly budget variance analysis in conjunction with senior management.
- Administered and responsible for the following policies covering financial and management processes; Investment Policy, Loan Participation Policy, Liquidity Policy, Interest Rate Risk Policy, ALM Policy and Enterprise Risk Management Policy.

Executive Director, PLFC, Gila River Indian Community

2010-2013

- Established Pima Leasing & Financing Corporation (PLFC) founding documents, including financial policies and personnel policies. Grew PLFC one employee to eight employees, six Native Americans. Developed economic development loans to over \$460 million.
- CDFI Fund certified PLFC as a Certified Native American Community Development Financial Institution in 11 months vs the average time frame of 3 years. Prepared and presented financial reports and analysis to Board and Gila River Council. Underwrote loans for low-income housing.
- Trained diverse team members in business loan underwriting without using individual credit scores, business plan development (26), lease valuation and negotiations (\$60 million).
- Established Internship Program & Junior Achievement in GRIC schools. Supervised the leasing of GRIC land for business and farming opportunities. Established first internship program.

Investment Manager, San Manuel Band of Mission Indians

2006-2007

- Established investment policy statements and asset allocations for Tribal endowments.
- Conducted the search for a custodian and investment managers for over \$500 million in assets.
- Established treasury policies and procedures that improved the management of the Tribe's liquidity and investments. Instituted performance benchmarks and performance measurement techniques.
- Maintained relationships with financial institutions and rating agencies.

Wealth Manager, Redondo Beach, CA

2003-2006

- Designed the investment plans for high net worth clients. Implemented plans along modern portfolio theory, asset allocation & manager selection. Identified economic and industry competitive trends, analyzed companies' competitive position, established an investment case for companies.

Regional Investment Manager, Santa Rosa, CA

2000-2003

WELLS FARGO BANK, PRIVATE BANK, \$64 BILLION IN ASSETS UNDER MANAGEMENT

As part of Senior Management, lead the implementation strategies that increased Investment Management, Trust, and Private Banking sales and profits. Devised and implemented asset allocation and manager selections for high and ultra-high net worth clients. Managed \$300 million in assets.

- Mentored a twelve member cross discipline team of Trust, Private Banking, Mortgage and Investment Management in investment and relationship management techniques.
- Lead the six-person Financial Services equity research team. Identified and analyzed a company's competitive position within their industry's economic and business trends. Expertise in valuing competitive positions of banks and utilities for Value Portfolio.
- Forecasted earnings and provided variance analysis quarterly and established discounted price targets. Maintained performance benchmarks and calculations for diverse portfolios.
- Implemented re-allocation of assets in a bear market that resulted in the office being rated in the top 5% in client retention and portfolio performance.

The Dow Chemical Company, Treasury

Managed \$500 million equity portfolio for Company pension, returns exceeded benchmark.

- Taught team members how to gather, analyze and companies financials to value stocks.
- Trained team on Asset Allocation and Economic Value Added, executed trades.
- Provided attribution analysis on equity managers responsible for \$6 billion of pension assets.

Portfolio Manager, Birmingham, MI

1992 – 1995

MUNDER CAPITAL MANAGEMENT

Managed investment portfolios for key corporate and high net worth clients, \$35 billion under management. Investment Committee member with primary responsibility to analyze financial services equity investments, \$800+ million in assets. Portfolios' performance was in top third of managers.

- As Bank analyst, completed due diligence, analyzed business models, competitive positions and industry trends. Forecasted earnings and analyzed variances. Establish price targets.
- Business Development responsibilities for non-profits, pensions and high net worth.
- Stockval and Baseline complemented qualitative analysis to uncover superior risk adjusted returns of sectors and stocks. Utilized Barra Analytics' to perform attribution analysis.

Bank Analyst, Detroit, MI

1987 – 1992

RONEY & COMPANY

- Covered over 40 regional financial institutions as the financial services equity analyst. Opinions and reports appeared in *Wall Street Transcripts*, *American Banker*, *Barron's*, *Crain's*, *Detroit News* and *Free Press*.
- Performed due diligence on companies, analyzed business models, competitive positions and industry trends. Utilized a discounted cash flow model to establish price targets.
- Called the recovery in bank stocks in 1990. Recommendations outperformed bank index in 20 out of 21 times.

MASTER OF BUSINESS ADMINISTRATION: Finance/Corporate Strategy

University of Michigan

Ann Arbor, MI

BACHELOR OF BUSINESS ADMINISTRATION: Finance

Marquette University

Milwaukee, WI

HISTORICAL LICENSES & CERTIFICATIONS

Series 7, 65 & 66, Insurance License MI & CA, Arizona Real Estate License,
Certified Investment Management Analyst

ASSOCIATIONS & RECREATION

Flagstaff Running Series, Team Run Flagstaff, Flagstaff Family Food Bank

Northern Arizona Volunteer Medical Group

Redondo Beach Leadership Class 2006

Junior Achievement

Native American Finance Officers Associations, CFA Institute

Detroit Financial Analyst Society

Cycling, Running, Skiing, Sailing and Hiking

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

ACPJournals.org, <https://www.acpjournals.org/doi/10.7326/ANNALS-26-01824>, *Alcohol Use Between 2018 and 2024; A National Cross-Sectional Study*, Ayyala-Somayajula et al., Accessed 09OCT2026, Originally published in the “Annals of Internal Medicine”

Charter for the City of Flagstaff, Arizona,
<https://www.codepublishing.com/AZ/Flagstaff/html/FlagstaffCH.html>, Accessed 06OCT2026

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

City of Flagstaff Key Community Priorities,
<https://www.flagstaff.az.gov/DocumentCenter/View/77820/2023-PBB-Priorities-and-Objectives>, Accessed 06OCT2026

Title 10 Flagstaff Zoning Code,
<https://www.codepublishing.com/AZ/Flagstaff/html/Flagstaff10/Flagstaff10.html>, Accessed 06OCT2026

Flagstaff Regional Plan 2030 *Place Matters*,
<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.

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: 10/8/2026

YOUR NAME: Nicholas Jones

HOME ADDRESS: [REDACTED] ZIP: 86005

EMPLOYER: Self JOB TITLE: Owner / Operator

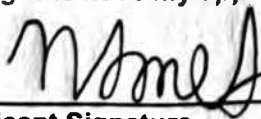
E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 37

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

Nick Jones
Flagstaff, Arizona

October 8, 2026

Mayor Daggett, Vice Mayor Sweet, and Members of the Council
c/o Stacy Saltzburg, City Clerk
City of Flagstaff, 211 West Aspen Avenue, Flagstaff, AZ 86001

Dear Mayor Daggett, Vice Mayor Sweet, and Councilmembers:

I am writing to ask for your consideration for the vacant seat on the Flagstaff City Council.

Flagstaff is my home. I was raised here, went to school here, and have spent 32 of my 38 years here. I attended the University of Arizona in Tucson, spent a semester in Phoenix as a research intern at the State Senate, then worked for tech companies that placed me in more than a dozen cities. I keep coming back to Flagstaff. It is who I am, and it is where I plan to stay.

I also grew up in City Hall. My father, Paul Jones, worked more than a decade as the City's urban design planner. He designed key parts of the Flagstaff Urban Trail System and the tunnels that carry it safely under our busiest roads, and he helped build the City's public art program. He also served as staff liaison for beautification and for the arts and science grants, and worked on downtown revitalization, including Heritage Square and the train depot. On Council nights, staff would wheel a TV and VCR into his office for me while he was in the meeting. He died in 2013. My dad raised me to understand that service is the highest calling for those capable of it.

In 2015 my mother, retired hospice nurse and historian Susan Johnson, and I started Freaky Foot Tours. Eleven years later it is a family company that has hosted more than 30,000 guests and has been voted Best of Flagstaff Guided Tour Company three years running. I know what it takes to make payroll here and to keep good people in a town they struggle to afford.

I will bring three things to the Council. First, a research habit: I was trained in nonpartisan research on elections and water rights, where both sides received the same numbers. Second, experience on the other side of the dais. At Lime I worked with city councils and staff across the country to bring a new kind of transportation into their streets, at both the policy and the operations level. Third, the habit of meeting people where they are. As a volunteer first responder with the Black Rock Rangers, I learned that you cannot serve people you have not listened to. I practice that on Flagstaff's sidewalks every week, and in bringing people together for our Howl-O-Ween pet parade and the Route 66 Centennial Walking Tour.

I want to be direct about two things. I own businesses downtown and in tourism, so I will disclose those interests and recuse myself wherever the law or good judgment requires. And I understand that an appointed member joins a Council chosen by the voters. My job would be to prepare, listen, and help this Council do its work through December 2028.

Thank you for your service and for your consideration.

Sincerely,

Nick Jones

Application to Serve on the City Council: Question Responses

Nick Jones

1. What makes a good Councilmember?

A good Councilmember does the reading, listens before deciding, and can explain a vote to the people who disagree with it.

My first job after college was nonpartisan research at the Arizona State Senate, where both sides get the same numbers, so the numbers had better be right. I still work that way.

A good Councilmember knows what the job is. Council sets policy, adopts the budget, and directs the City Manager. It does not run departments. That means hard questions for staff in public, then trusting professionals.

It means being one of seven. Joining mid-term and appointed rather than elected, my job is to be a prepared, steady colleague, not to arrive with a campaign. I will disagree when I disagree, say why, and respect the decision the Council makes.

It means showing up. Most residents never come to an afternoon meeting at City Hall, so a good Councilmember goes to them: neighborhoods, events, shop counters, sidewalks. I grew up here and have run a business on Flagstaff's sidewalks for eleven years. Most of what I know about this city I learned by being present with the people who live here.

Finally, a good Councilmember is honest about the limits of what they know. I will do the work to understand each issue, and when I fall short I will ask staff, the public, and my colleagues. I own businesses downtown, and where a vote touches them I will say so and step back.

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

Housing. It sits under almost everything else the city is trying to do.

The city's 2025-26 housing report puts the median sale price near \$701,000 and average rent at \$2,300, against a median household income of \$71,512. Flagstaff declared a housing emergency in 2020 and set a goal of 7,976 homes created or preserved by 2031. As of June, 63 percent of that goal remains. The cost shows up everywhere: employers who cannot keep staff, families who leave, and a City workforce with 15.5 percent turnover.

1. Finish the zoning work already underway. In June the Council backed the code analysis recommendations: more homes by right on commercial corridors, lower parking requirements, simpler incentives. Drafting and hearings will take a year. I would hold that schedule and ask for public progress reports.
2. Put public land and bond dollars to work. Voters approved \$20 million for housing in 2022. I would track each program by homes delivered and shift money toward what is producing.
3. Make small-scale building easy. Middle housing and accessory dwelling units are now allowed citywide. Pre-approved plans and predictable permits let local owners and small builders add

homes, not only large developers.

4. Protect what makes Flagstaff worth living in. Dark skies, water, and neighborhood input should shape how we build. This is not a trade-off to split down the middle. The towns that keep their character find ways to add homes without losing it, and finding that way is the work I want to do.

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

1. Housing that people who work here can afford. For the reasons above, it is the issue that most decides who gets to stay in Flagstaff.
2. A budget that keeps core services strong. The City's budget describes a public safety funding gap in the hundreds of millions over the coming decade. State shared revenue is shrinking, and the City's one percent sales tax, its largest General Fund source, sunsets in 2035. Voters decide Propositions 404 and 405 on November 3. Whatever they decide, this Council has to deliver police, fire, and emergency response within the answer voters give, without letting streets, facilities, and staff pay fall behind.
3. Streets that are safe to walk and bike. In May 2021 I was riding in a Flagstaff Bike Party safety ride when a tow truck hit the group. I watched a friend get hit; he lost his leg. Another rider did not survive. At Lime I worked with councils in more than a dozen cities on fitting new ways of getting around into their streets, so I know how this is done well, and I know personally what happens when it is not. Flagstaff is building the Lone Tree overpass and extending the urban trail system my father helped draw. I would make safe routes for people outside cars a test of every street project.

One test runs through all three: can a family, a worker, or a small business here today still afford to be here in ten years?

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?

The same steps, each time.

First, compare who is affected with who has spoken. Public comment tells you who had a free afternoon and a strong opinion. It does not tell you what a renter, a night-shift worker, a student, or an elder thinks.

Second, go to them. I would ask the City's commissions, including the Indigenous Commission, the Commission on Diversity Awareness, and the Commission on Inclusion and Adaptive Living, and neighborhood groups, employers, NAU, and service providers who I should talk to. Then I would go where those residents already are, at hours that work for them.

Third, ask staff for information that does not depend on turnout: who lives in the affected area, who pays, and who benefits.

Fourth, weigh it on the merits. A hundred emails are information. So is one conversation with someone who would never send an email. Neither wins automatically.

Fifth, say it out loud. When I vote, I will explain who I heard from, who I went looking for, and how it changed my thinking, so the people who organized know they were heard.

I learned this in two places. On the board of Care About Climate, I worked alongside young people pushing to be heard in rooms not built for them. As a volunteer first responder with the Black Rock Rangers, at Burning Man and at events in the United States and abroad, I learned de-escalation and meeting people where they are. Now I mentor new Rangers in both.

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 the fall of 2018 I was responsible for launching Lime in Lubbock, Texas. A competitor had dropped scooters on Texas Tech's campus without permits, and the city answered with an ordinance: no scooter company could operate without a formal agreement with the university.

Texas Tech's planners run one of the largest campuses in the country, and they wanted restrictions: geofences on where scooters could ride and park, and a proposal to lock a scooter's wheels the moment it entered a restricted zone. I disagreed: a scooter that stops dead under a rider is a hazard, not a rule. My own company wanted speed and worried about the cost of building anything new.

So we met, again and again, in person. I walked the campus with their planners and asked what they were protecting: pedestrians, ADA access, bike racks. Then we designed for that. In a restricted zone a scooter slows to a crawl until it is no fun. Warnings come first, then fees. Riders photograph where they parked, and software checks the spot.

Lime launched on campus that November as the only scooter company allowed there, and the features we built for Lubbock were later carried to other markets.

The people across the table usually know something you do not. Ask what they are protecting, then design around it. On Council I will sit on the other side of that table, wiser for having the experiences I have in my career on how to find the best solutions.

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

I lead by building systems with the people who will live with them, writing everything down, training people well, and then trusting them.

Freaky Foot Tours is the example. Early on, everything ran through my mother and me. A company that needs its owners every day cannot grow, and it cannot give its people real responsibility. So we documented the research, the routes, and the training. We hired guides who could carry the stories in their own voices, and then we trusted them with it. Today the company runs in Flagstaff, Prescott, and Tucson, has hosted more than 30,000 guests, and does not depend on me day to day.

I learned the method under pressure. At Lime I hired more than 400 people in three and a half weeks for the Dallas launch. That only works when roles are clear, the plan is written down, and everyone involved hears the same thing from you.

I use it in community work too. Howl-O-Ween, our downtown pet parade for High Country Humane, brought out more than 1,000 people and more than 100 costumed pets in its first year, raised \$777, and led to two adoptions. This year it returns to Heritage Square with Flagstaff Mountain-Town Market and a City special event permit. My role is to line up the partners and make sure each one owns their piece.

Council leads the same way: through clear policy and through the City Manager, not by doing staff's work.

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

I know the Zoning Code as a business owner who operates under it and a resident who follows Council's land-use decisions. I am not a planner and will not pretend to be one.

Title 10 is a hybrid. Most of the city is in conventional zones. Downtown and nearby neighborhoods can use transect zones, T1 through T6, that regulate the form of buildings as much as their use. Supplemental standards sit on top: dark-sky lighting, parking, resource protection, signs, and heritage preservation. The code exists to carry out the Regional Plan, and voters ratified Regional Plan 2045 this May.

It is also changing quickly. Last December the Council allowed middle housing citywide, going beyond the state mandate, so up to four homes on a lot are reviewed like a single-family house. Accessory dwelling rules were loosened. The Council adopted a Planned Community zone on October 6, and an outdoor lighting update comes up October 20. The code analysis the Council endorsed in June will rework density, parking, and incentives over the next year.

Where I am strongest is the applicant's side of the counter. At Lime I worked with city councils and staff in more than a dozen cities to fit a new kind of transportation into their codes, so I know what unclear rules and slow answers cost applicants and neighbors alike.

Before I vote on any land-use item I will have read the relevant code sections, the staff report, and the Planning and Zoning Commission record.

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 would start from the facts. The adopted budget is \$626.9 million, but more than half is capital projects. The General Fund, which pays for most daily services, is about \$122 million, and roughly half of General Fund spending is people. Revenues are stable, but sales tax growth has slowed, state shared revenue is declining, and the public safety gap is large.

Given that, my approach has four parts.

1. Use the seven priorities as a lens, not a ranking. Every proposal should show which priorities it serves and what it costs. Housing, for example, is a Livable Community issue and a Robust and Resilient Economy issue at once.
2. Fund obligations first. Public safety, water, and maintaining what we already own come before new commitments. Deferred maintenance is debt by another name.
3. Match the money to the promise. Ongoing programs need ongoing revenue. One-time money goes to one-time needs. The 20 percent reserve stays intact.
4. Ask three questions of every new policy: what does it cost, what does it displace, and how will we know it worked?

I would also look at the total bill residents pay. Utility rates, fees, and taxes are set in separate votes, but households pay them together.

I run a seasonal business where a large share of the year's revenue arrives in a few weeks. Planning for lean months is a habit. As a mid-year appointee, I would first learn the budget this Council already adopted.

Nick Jones

Flagstaff, Arizona

Flagstaff native and small-business owner with a background in nonpartisan legislative research, water, and launching operations in cities across the country, including the leases, safety compliance, and government relations that come with it. Co-founder of a family-owned Flagstaff company that has hosted 30,000+ guests since 2015.

Flagstaff and community

- Co-founded Freaky Foot Tours in Flagstaff in 2015 with my mother, historian Susan Johnson. Best of Flagstaff, Guided Tour Company: 2023, 2024, 2025. 2024 Viola Awards finalist, Community Impact.
- Organizer of Howl-O-Ween, a downtown pet parade and costume contest benefiting High Country Humane. First year (2025): 100+ costumed pets, \$777 raised, two adoptions. 2026 event: Heritage Square, under a City of Flagstaff special event permit, with Flagstaff Mountain-Town Market.
- Launched the Route 66 Centennial Walking Tour (2026), partially funded by a research grant from the Historic Route 66 Association of Arizona.
- Set larger contracts aside in spring 2020 to help Flagstaff small businesses get through the pandemic shutdown.
- Arizona Daily Sun "20 Under 40" honoree.

Public service and policy

Research Intern, Arizona State Senate · Dec 2013 to May 2014

- Nonpartisan research on elections and water rights.

Board Member and Chair, Care About Climate · Jun 2014 to Dec 2020

- Youth climate advocacy nonprofit; the work carried me into UN climate negotiations as part of the youth advocacy community.

Volunteer First Responder and Mentor, Black Rock Rangers

- Non-confrontational mediation and de-escalation at Burning Man and at events in the United States and abroad; mentor to new Rangers.

Experience

Co-Founder, Freaky Foot Tours · Aug 2015 to Present · Flagstaff, Prescott, Tucson

- History, ghost, mural, and Route 66 walking tours led by local guides. 30,000+ guests and 1,700+ reviews. Featured on Travel Channel's The Dead Files (2022).
- Built the training, scheduling, and documentation that let the company run day to day without its owners.
- Partner with downtown venues, Discover Flagstaff, local artists, and nonprofits on events and promotions.

Founder and Fractional COO, Eat Sleep Launch Repeat · Mar 2020 to Present · Flagstaff

- Operating partner for owner-led small businesses: written procedures, trained leaders, and systems, with every engagement scoped to a defined exit.

Senior Expansion Manager, Sealed · Oct 2021 to Dec 2022

- Launched the Chicago, Wisconsin, and Philadelphia markets for a climate-tech home electrification company.

Expansion Manager, Lime · Jun 2018 to Dec 2019

- Lived and worked in more than a dozen cities, working with city councils and staff to integrate micromobility at the policy and operations level; negotiated leases, secured warehouses, and handled OSHA compliance.
- Hired 400+ people in three and a half weeks for the Dallas launch. Wrote Lime's first Mega Event Playbook.

Director of Expansion, Titan Urban Transportation · Mar 2017 to Jun 2018

- Directed market launches in San Francisco, Austin, and Los Angeles; built a 10-person remote support team.

City Coordinator, Northern and Western Arizona, Uber · Jun 2015 to Apr 2016

- Ran early market operations across Northern and Western Arizona.

Education

- University of Arizona: B.A. History with a Hydrology minor (Honors). Study abroad: Universidad Nacional, Costa Rica.

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: 10/11/2026

YOUR NAME: Sara Wagner

HOME ADDRESS: [REDACTED] ZIP: 86001

EMPLOYER: Grants that Go the Distance LLC JOB TITLE: Principal/Member

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED] LENGTH OF RESIDENCY IN FLAGSTAFF: 20 years, 2 mo.

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.***

Sara Wagner
Applicant Signature

SARA WAGNER, MPH, GPC

Flagstaff, AZ 86001 | 1

City of Flagstaff
211 West Aspen Avenue
Flagstaff, Arizona 86001

October 12, 2026

Dear Mayor Daggett, Vice Mayor Sweet, and Councilmembers,

I love Flagstaff! I am elated to apply for your City Council vacancy. Flagstaff has been my home for the past two decades.

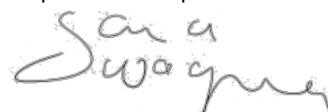
I have resided in the Flagstaff Townsite Neighborhood for the past 18.5 years. I'd be so honored to serve in this capacity, helping realize the City of Flagstaff's vision of being a safe, diverse, just, vibrant, and innovative community with a unique character and quality of life for all. My energy would be a catalyst in advancing economic, environmental, educational, and cultural opportunities for residents and visitors alike.

My strengths align with your mission to protect and enhance the quality of life for all. I genuinely strive to do this wherever I am. My affinity for learning and embracing ways of living different from my own began in the Himalayan foothills of Nepal, where I served as a Peace Corps Volunteer. Upon discovering the richness of cross-cultural immersion, I moved to northern Arizona for my first career position, a federal tenure with the Indian Health Service amidst the Diné. I lived in the heart of the Navajo Nation (Chinle and Inscription House) for over 7.5 years, working closely with community partners (primarily rural chapters) to establish the first hospital-based wellness center, a one-mile walking trail, and array of community-based fitness initiatives.

After relocating to Flagstaff, I was employed by Coconino County for 8.4 years, first as their senior health planner (attaining grants while leading quality improvement efforts), then as the County's first grant writer (securing significant new grant awards from County Manager's Office). It's now been nearly a decade since I launched my woman-owned consulting business, Grants that Go the Distance LLC, to help grassroots organizations bring ideas to life with competitive grant funding. Throughout my career, I have cultivated strong relationships with diverse stakeholders—partnerships that drive impactful initiatives. Technology of Participation® facilitation and strategic planning techniques (through the Institute of Cultural Affairs in the USA) have been vital to my success.

Thank you for considering me for this vacancy. This role would be incredibly meaningful to me. I look forward to my presentation to Council and welcome an interview.

In partnership,

A handwritten signature in dark ink, appearing to read 'Sara Wagner', written in a cursive, flowing style.

Sara Wagner, MPH, GPC

1) What makes a good councilmember?

A good councilmember listens to constituents and represents their best interests, while balancing City of Flagstaff policies, priorities, and plans. They are passionate, patient, and humble. They value constituent contributions, comments, and concerns—proactively bringing citizen voices to City staff, and vice-versa, helping citizens understand how local government works.

This person is familiar with Flagstaff neighborhoods and nuances existing therein. They have a heart for service and immerse themselves in the community. The councilmember regularly attends gatherings, celebrating community strengths and unique gifts diverse residents bring. They tune in, learning what is most important to the public.

An ideal councilmember serves on City committees and consistently dedicates time to working closely with staff (particularly those who report directly to Council), reading reports (generated by staff from several City divisions and numerous departments), and asking questions. An effective councilmember also understands local, state, regional, and national trends.

They are responsive to community needs (both in-person and digitally, via a wide array of community outreach) and translate complex protocol in easy-to-understand terms for residents. This person is kind, considerate, and approachable—toward the public, private partners, City staff, and visitors alike.

Optimally, councilmembers lead with integrity, dignity, and respect. They conduct themselves professionally, enhancing meetings and other engagement opportunities. They energetically represent City interests, while inspiring citizens to become involved in local government—thereby elevating community aspirations, energizing City initiatives, and advancing goals for all.

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

I feel the biggest issue facing Flagstaff is the high cost of living (roughly 13% to 19% greater than the national average and higher than our state average). A huge contributor is that housing is incredibly expensive for many (running approximately 47% to 53% higher than the national average and among the least affordable housing markets in the state). I would tackle

this issue by building on the City's stellar efforts thus far (from declaring a housing emergency in 2020 to adopting its Ten-Year Housing Plan and passing Proposition 442).

I would be committed to expanding housing opportunities through local programs and policies that create long-term affordability, reduce displacement, and overcome barriers to inclusive development, standing in solidarity with vulnerable community members by supporting housing-first approaches grounded in compassion, dignity, and evidence-based practice—while continuing to work with local housing providers, case managers, nonprofit partners, and advocates who support residents across the housing continuum and help move Flagstaff toward greater resilience, with housing as a foundation of equity and opportunity for all.

The City is doing everything it can to address this issue that is paramount to many. Perhaps collecting community stories, about how individuals and families have experienced adversity in this time of sobering fiscal constraints, would be very powerful. These stories could then be analyzed for common themes, shared, and leveraged to tell the story of our community, toward generating new ideas for tapping existing resources and pursuing fresh opportunities.

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

One priority is leading with integrity while upholding the mission of the City of Flagstaff, to protect and enhance the quality of life for all, because I feel others cannot put their trust in me unless I walk the talk. Another priority is developing positive relationships with the public, staff, community partners, statewide colleagues, and fellow Councilmembers, as relationships are vital to solving problems collaboratively and harnessing resources more impactfully. A final priority is becoming a student of Flagstaff's three neighborhood associations (La Plaza Vieja and Sunnyside Neighborhood Associations, and Southside Community Association), its neighborhoods, and City staff, divisions, departments, committees, boards, and commissions, because one must fully understand all facets of this work—including history—in order to be most effective in this role.

In all endeavors, I would abide by Arizona State Law and the City Code of Conduct. I will attend regular semi-monthly City Council meetings, work sessions, executive sessions, special meetings, and public hearings. I will embody optimal communication, transparency, accountability, teamwork, and excellence in leadership as I support economic, environmental, educational, cultural opportunities, and other community-wide priorities.

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 intend to host listening sessions. These may be as informal as meeting at a local coffee shop or taking a walk with a resident to hear someone's perspective. They could be as formal as applying facilitation techniques (I am a trained Technology of Participation® facilitator) to help locals feel heard. I will take their reflections back to Council for deliberation. I will also be responsive to emails, telephone calls, and social media posts, and virtual meeting invitations, compiling perspectives to share with my colleagues. I hope to highlight more expansive ways of thinking about issues during our meetings, should the need arise. In such cases, I would welcome public hearings and special meetings to address specific issues, neighborhood concerns, and so on.

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 resolve the issue?

I was elected to the Grant Professionals Association (GPA) Board of Directors in 2022, with my first three-year term beginning January 2023 and my second three-year term beginning in January 2026. This association represents 4,322 grant professionals (across the United States and in a handful of other countries). Board members are volunteers.

In February 2025, federal Executive Orders disrupted the way we typically conducted business across the grant lifecycle. During this time, those relying upon us (our members) expected the board to advocate for their best interests. However, our Chief Executive Officer had trouble pivoting from business as usual.

A few other board members and I spoke up on behalf of our members. I suggested we (as GPA) host "Friday Forums," via Zoom, to interface directly with our members—as an opportunity to rebuild trust and help them feel heard. This was adapted as our standard practice. It also became a touchpoint from which those of us who felt GPA should be "doing more" built a case (our members shared personal stories, which helped our paid staff understand the challenges those in the field were facing daily).

6) What is your leadership style? Please provide an example of your style in use.

I lead by example. I feel it is important to demonstrate awareness of the responsibility that one signs up for as a leader, and to deliver on expectations of those being served. I am prepared, kind, assertive, reliable, and tenacious. I observe (something I learned as a Peace Corps Volunteer), research, check assumptions, and recommend proactive changes.

An example of my leadership style in use occurred on October 8–9, 2026 when I joined Arizona Center for Rural Leadership Project CENTRL (a program I graduated from in 2022) alumni on the Hopi Mesas for a CENTRL Regional Connection. This opportunity to interface with Flagstaff friends and neighbors, in a deeply-enriching cultural immersion experience, broadened my horizons. I feel that as leaders, we must always tune in to those around us, to understand how they see the world and gain a clearer understanding of what is most important to them. Only then we can we serve in meaningful ways that truly uplift everyone and enhance lives.

I also take advantage of opportunities to attain the highest level of credibility within my field. In my current role as a grant professional, I became Grant Professional Certified in December 2015, via the accredited Grant Professionals Certification Institute—one just six in Flagstaff, 25 in Arizona, and 729 internationally who hold this credential that demonstrates proficiency in nine validated competencies and an array of related skills. Every three years, I renew this credential with evidence of community involvement, continued learning, and service.

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

The Flagstaff Zoning Code was adopted in 2011 to replace a former Land Development Code. It reinforces the unique character of Flagstaff, rather than a “one size fits all” approach used in conventional zoning codes. The Zoning Code also ensures effective implementation of the *Flagstaff Regional Plan 2030 – Place Matters* (General Plan), thereby establishing a foundation for long-term sustainable development within the City.

Throughout the process of rewriting and updating it, residents, City staff, elected officials, and other stakeholders were engaged. The Zoning Code was created for and by Flagstaff residents and reflects the desired future for those who live, work, and recreate in their cherished Flagstaff. The General Plan and Zoning Code are closely linked.

The General Plan establishes the vision for the future growth and development of Flagstaff and its surrounding area through clearly articulated goals, policies, and objectives, while the Zoning Code implements General Plan goals, policies and objectives by providing standards, regulations, and tools for land development. Land within Flagstaff has been classified into one of three types of places: natural places, walkable urban places, and drivable suburban places. This “placed-based” approach promotes the creation of new walkable urban places or encourages the revitalization and preservation of our downtown area and adjacent neighborhoods.

One of the intentions of the Zoning Code is to revitalize existing walkable urban areas and create new ones. Sustainable development principles are interwoven throughout the Code, alongside design and construction practices that encompass long-term economic, social, and environmental considerations for Flagstaff.

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 would adhere to the six (and in one case, five) objectives fleshed out under each of these seven key community priorities: *Livable Community*, *Environmental Stewardship*, *High Performing Governance*, *Safe and Healthy Community*, *Inclusive and Engaged Community*, *Sustainable and Innovative Infrastructure*, and *Robust and Resilient Economy*. This form of priority-based budgeting is akin to the annual strategic budget process we applied during my 8.4-year tenure with Coconino County.

Regarding policy development as it pertains to fiscal realities, I would rely upon staff reports (that articulate pros and cons of various options) and consider the interplay of the following facets in our decision-making: alternative response model, active transportation, community partners, environmental justice, infrastructure, multimodal transportation, resilient neighborhoods, social equity, social infrastructure, social justice, social services, and trauma-informed elements.

As a woman-owned small business owner who has provided consulting services for city and county governments, nonprofits, for-profits, and businesses nearly a decade, I have been Grant Professional Certified since 2015 and abide by regulations those working with budgets must be savvy in. I encountered my first government budget 27 years ago, when I administered

a federal grant as a Health Promotion/Disease Prevention Program Specialist for Navajo Area Indian Health Service. Likewise, these past 3.8 years serving on the Grant Professionals Association Board of Directors has shown me just how challenging balancing and approving our annual organizational budget can be. That said, I have full confidence in the City's budget team.

Sara Wagner, MPH, GPC

Professional Aspiration

Uphold the City of Flagstaff's Charter as a Councilmember who protects and enhances the quality of life for all.

Work History

Grants that Go the Distance LLC – Principal/Member
01/2017– Current

Coconino County – Grant Writer
11/2011– 06/2016

Coconino County – Senior Health Planner
02/2008–11/2011

Northern Arizona University – Adjunct Instructor
08/2009–05/2010

Kahtoola – Associate
11/2006–10/2007

Indian Health Service – Acting Health Promotion Coordinator
Inscription House Health Center, Kayenta Service Unit
05/2004– 08/2006

Indian Health Service –Health Promotion/Disease Prevention Program Specialist
Chinle Comprehensive Health Care Facility, Chinle Service Unit
02/199– 05/2004

Volunteer Work

Grant Professionals Association Board of Directors (2023–current)

Team Run Flagstaff | Flagstaff Sports Institute Founding Board of Directors

Peace Corps/Nepal Community Health Volunteer Coordinator

✉ [REDACTED]
☎ [REDACTED]
📍 Flagstaff, AZ 86001

Websites, Portfolios, Profiles

- www.linkedin.com/in/sara-wagnerflagstaff
- www.grantsthatgothedistance.com/

Education

Tulane University School of Public Health & Tropical Medicine
(New Orleans, LA)
Master of Public Health - MPH: Health Communications and Education, Maternal and Child Health

University of Michigan School of Public Health
(Ann Arbor, MI)
Graduate Summer Session: Epidemiology

University of Wisconsin-Madison
(Madison, WI)
Bachelor of Science - BS: English Language and Literature/Letters | Specialist in Gerontology Certificate: Institute on Aging

Achievements

Grant Professional Certified (GPC)

Project CENTRL Class 30 (Arizona Center for Rural Leadership)

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 10/11/2026
Meeting Date: 10/14/2026



TITLE:

Discussion and Direction on Regina Salas' Qualifications and Application Materials

DESIRED OUTCOME:

Discussion of applicant's qualifications and application materials and Council direction.

EXECUTIVE SUMMARY:

As part of the Council vacancy application process, the City Council indicated that they would be discussing applicants, their qualifications, and application materials in Executive Session following each Special Work Session where applicants are presenting.

In accordance with ARS 38-431.03 regarding Executive Sessions, the public body shall provide the officer, appointee or employee with written notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether the discussion or consideration should occur at a public meeting. Each applicant was provided notice of the Executive Session and an opportunity to request their qualifications and application be heard and discussed in a public session.

Regina Salas submitted a request to have her qualifications and application heard and discussed in a public session rather than in Executive Session.

INFORMATION:

Attachments:

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 10/12/2026
Meeting Date: 10/14/2026



TITLE:

Discussion and Direction on Jim McCarthy's Qualifications and Application Materials

DESIRED OUTCOME:

Discussion of applicant's qualifications and application materials and direction from Council.

EXECUTIVE SUMMARY:

As part of the Council vacancy application process, the City Council indicated that they would be discussing applicants, their qualifications, and application materials in Executive Session following each Special Work Session where applicants are presenting.

In accordance with ARS 38-431.03 regarding Executive Sessions, the public body shall provide the officer, appointee or employee with written notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether the discussion or consideration should occur at a public meeting. Each applicant was provided notice of the Executive Session and an opportunity to request their qualifications and application be heard and discussed in a public session.

Jim McCarthy submitted a request to have his qualifications and application heard and discussed in a public session rather than in Executive Session.

INFORMATION:

Attachments: