SPECIAL WORK SESSION AGENDA

CITY COUNCIL SPECIAL WORK SESSION
THURSDAY
OCTOBER 15, 2026

COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
3:15 P.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**.

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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 Interviews

The City Council will conduct interviews of following candidates:

1. Catherine Jadin
2. Moses Milazzo
3. Tyler Denham

4. Robert Breunig
5. Austin Kerr

The order of interviews was determined using an online randomizer.

5. 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: 10/09/2026

Meeting Date: 10/15/2026

TITLE:
City Council Vacancy Interviews

DESIRED OUTCOME:

The City Council will conduct interviews of following candidates:

1. Catherine Jadin
2. Moses Milazzo
3. Tyler Denham
4. Robert Breunig
5. Austin Kerr

The order of interviews 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. The Council received 28 applications. The City Council held a Special Work Session on Wednesday, October 14, 2026 where each applicant provided an introduction of themselves and why they wished to serve on the City Council.

Following the Special Work Session, the City Council selected the applicants listed above to move forward to the interview phase of the process.

The order of interviews was determined using an online randomizer.

INFORMATION:

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

Attachments: Catherine Jadin
Moses Milazzo
Tyler Denham
Robert Breunig
Austin Kerr

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.*

Catherine Jadin

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

[redacted]

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: [redacted] **ZIP:** _____

EMPLOYER: _____ **JOB TITLE:** _____

E-MAIL: [redacted] _____

PHONE NUMBER: [redacted] **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

The City of Flagstaff is an Equal Opportunity/Affirmative Action Employer

Moses Milazzo
[redacted]

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; anit-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: [redacted] **ZIP:** _____

EMPLOYER: _____ **JOB TITLE:** _____

E-MAIL: [redacted] _____

PHONE NUMBER: [redacted] **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

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

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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?**
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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

[redacted]

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 <u>governance</u> 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 as 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 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 <u>how</u> 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 - 0ct., 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; Kykotsmovi, 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 Metal 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: Austin Kerr

HOME ADDRESS: [redacted] **ZIP:** 86004

EMPLOYER: Northland Preparatory Academy **JOB TITLE:** Teacher

E-MAIL: [redacted]

PHONE NUMBER: [redacted] **LENGTH OF RESIDENCY IN FLAGSTAFF:** 13

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 exorbinantly 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 t 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

[redacted]
Flagstaff, AZ 86004
[redacted]

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* ***Graduated: May 2017***
- *History, MA* ***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*