

CITY COUNCIL SPECIAL WORK SESSION AGENDA

CITY COUNCIL SPECIAL WORK SESSION
MONDAY
APRIL 25, 2022

COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
3:00 P.M.

All City Council Meetings are live streamed on the city's website
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)

*****PUBLIC COMMENT*****

Verbal public comments may be given through a virtual public comment platform or in-person

If you want to provide a verbal comment during the Council Meeting, use the link below to join the virtual public comment room.

VIRTUAL PUBLIC COMMENT WAITING ROOM

Written comments may be submitted to publiccomment@flagstaffaz.gov. All comments submitted via email will be considered written comments and will be documented into the record as such.

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 legal advice and discussion 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 DEASY
VICE MAYOR SWEET
COUNCILMEMBER ASLAN
COUNCILMEMBER MCCARTHY

COUNCILMEMBER SALAS
COUNCILMEMBER SHIMONI

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

MISSION STATEMENT

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

LAND ACKNOWLEDGEMENT

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

4. City Council Vacancy Applicant Introductions

City Council applicants will provide a five-minute introduction presentation to Council

5. Public Participation

6. Discussion of Eva Putzova's Qualifications and Application Materials

Discussion of applicant's qualifications and application materials.

7. Adjournment

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on _____, at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2022.

Stacy Saltzburg, MMC, City Clerk

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 04/21/2022
Meeting Date: 04/25/2022



TITLE:

City Council Vacancy Applicant Introductions

DESIRED OUTCOME:

City Council applicants will provide a five-minute introduction presentation to Council

EXECUTIVE SUMMARY:

On March 29, 2022 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 Becky Daggett.

The Council began accepting applications on April 6, 2022 and the application period closed on Wednesday, April 20, 2022.

Fourteen applications were submitted by the following individuals:

- Al White
- Alethea Karlin
- Charlie Odegaard
- Chris Verrill
- Eva Putzova
- Jacqueline Kellogg
- James Willis
- Joe Washington
- John McCulloch
- Josh Stackhouse
- Khara House
- Lina Wallen
- McKenzie Jones
- Samantha Stone

Names will be chosen at random to provide their presentation to Council.

INFORMATION:

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

Attachments: [Al White Application Materials](#)

[Alethea Karlin Application Materials](#)
[Charlie Odegaard Application Materials](#)
[Chris Verrill Application Materials](#)
[Eva Putzova Application Materials](#)
[Jacqueline Kellogg Application Materials](#)
[James Willis Application Materials](#)
[Joe Washington Application Materials](#)
[John McCulloch Application Materials](#)
[Josh Stackhouse Application Materials](#)
[Khara House Application Materials](#)
[Lina Wallen Application Materials](#)
[McKenzie Jones Application Materials](#)
[Samantha Stone Application Materials](#)

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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: 4.9.2022

YOUR NAME: Al White

HOME ADDRESS: [REDACTED]

ZIP: [REDACTED]

EMPLOYER: N/A

JOB TITLE: Retired

E-MAIL: [REDACTED]

CELL: [REDACTED]

HOME PHONE: _____

LENGTH OF RESIDENCY IN FLAGSTAFF: 33 years

PREFERRED PHONE: ☐ HOME ☒ CELL

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

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. 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?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

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

[Signature]
Applicant Signature

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

Attachment to Application to Serve on the City Council
Al White

Questions

1. What method would I use to make a decision when faced with a strong constituency group advocating one way when I think that some segment of the population may think otherwise?

As a representative of the City at large it is my responsibility to seek input. Being open and accessible, welcoming comments and listening will usually bring those opinions to light. Having a background in Hospitality, I seek to accommodate. I weigh what I have garnered and make the decision I think best for the City as a whole.

2. 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?

When impact fees were on the Council agenda for implementation in Flagstaff, I favored a higher figure than others on the Council. In order to assure the implementation of any impact fees, I adopted the view that some would be better than none and accepted a lower figure.

3. What is your leadership style? An Example?

I believe leaders need to facilitate work getting done by directing conversations toward solutions by offering examples, by hearing suggestions, by soliciting ideas, and by applying reality checks. The best example is probably the process by which my Council hired a new City manager and City Attorney (at different times) by reaching a consensus.

4. A change to the Zoning Code? and Why?

I would examine the use of higher numbered Transect Zones in existing neighborhoods because the disrupting effect on the quality of life is not protective of the neighborhood character. Regardless of the need for infill, there are appropriate places.

5. How would I balance the seven Key Priorities in budgeting and policy development?

I see the Key Priorities as being in harmony and complementary with each other- the balance is in the application of issues to each priority. Our actions, practices, ordinances and resolutions should be tested against the list for applicability. So as issues are presented you ask can we afford it? Will it detract from other actions or expenditures? Does it conform to our priorities? Does it serve the citizens?

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

- a) Creative Problem Solving. I feel I have a few practical and different possible solutions that I would like to have the chance to explore in areas such as Housing, Infrastructure, Water, Conservation and Planning.
- b) Economic Vision. I think we need to continue to explore ways to diversify and enhance our

economy especially the Arts.

- c) Collaboration. I'd like to see us as more of a representative team, testing the waters for ideas to move us forward as a community in co-operation with the County, NAU and the FUSD.

7. How do we bridge and enhance the relationships between diverse communities within our community?

Leave no one out. Anytime a segment of society is excluded we become less of a society. Instead of fear or judgement we should celebrate our differences for the variety they afford us. If we think our grand purpose is to help each other, this is the starting point.

To those concerned,

It is my intent to be considered for the appointment to fill the vacancy left by Vice Mayor Daggett on the Flagstaff City Council as she seeks election to the office of Mayor in the November Election.

I bring a wealth of experience to the seat, having served in that capacity for 12 years. I should have a short learning curve regarding the extent of City services, City structure, City protocols and budgeting.

I have a reputation for a balanced approach to problem solving, a practical approach to planning, an understanding of representation, for inclusiveness, and a desire to help bridge the gap left by the vacancy on Council.

People feel comfortable talking with me and I like to get their take on issues and courses of action. I believe we are all essentially interested in our collective future and should help plan it.

I look forward to having a chance to visit with you to discuss this opportunity further.

Sincerely,

Al White

Al White

Professional Summary

As a public servant my goal is to represent the citizens of Flagstaff, using my experience in governance to provide a voice and leadership that will enhance problem solving for the City. Many issues face us today that I believe I can help address with fairness, balance and a practical approach.

Skills

Tact
Listening
Critical Thinking

Future Planning
Collaboration
Patience

Work History

City Councilmember, 06/2000 – 06/2012

City of Flagstaff- Flagstaff, AZ

Served three four-year terms as at large representative for the citizens of Flagstaff, AZ. Was selected as Vice Mayor for two-year terms in 2004 and again in 2008. Responsible for budgets and decisions for use of tax revenues, deciding ordinances and resolutions pertaining to governance of the City, and representation on citizen commissions.

Supported creation and enhancement of nationally recognized Transportation Authority, a Business Incubator, Open Space and Sustainability commissions, Foxglenn Park, Bond issue amenities, The Conference Center at NAU, a homeless shelter and a triage center for the treatment of addiction issues to highlight a few accomplishments.

Owner/operator, 09/1989 – 07/1997

New World Recycling- Flagstaff, AZ

Established a curbside recycling operation serving 650 residential customers and 150 businesses in Flagstaff collecting all recyclable items for processing and sale. Also established two drop off and buy back centers for the same materials in east

and west Flagstaff. Served as consultant to the City of Flagstaff in establishing City wide recycling program.

Education

Bachelor of Arts, Communications Studies, 06/1974

University of Massachusetts, Amherst, MA

Affiliations

Quality Connections Inc. Board member and Board President. Not for profit company that houses educates and provides employment for individuals with disabilities. 1999 to Present

Theatrikos Theatre Company. Board member and Board President. Not for Profit performing arts company providing live theater experience to Flagstaff for 50 years. 2006 to Present

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
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DATE: 4/20/2022

YOUR NAME: Alethea Karlin

HOME ADDRESS: [REDACTED] EMPLOYER:

Congregation Lev Shalom and Lacey's Bakery JOB TITLE: Temple Coordinator

(CLS). Baker/Owner of Lacey's Bakery

E-MAIL: [REDACTED]

CELL: [REDACTED] HOME PHONE: SAA

LENGTH OF RESIDENCY IN FLAGSTAFF: 37.5 years PREFERRED PHONE: HOME **CELL** Using

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

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2. 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?
3. What is your leadership style, please provide an example of your style in use. 4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

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: Alethea Karlin (Signed electronically)

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

Alethea Karlin

Application to Serve on City Council Questions:

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

It is important when working with groups with differing opinions to let them feel heard and reflect on the issues they are advocating for. When there are important issues to be discussed, it is my sincere hope that all constituency groups and individuals involved are open to respectful discourse – understanding that they will be met with differing viewpoints and encouraging of entertaining advocacy for all citizens. Having done research before the meeting, if there is a group of citizens that I felt not represented at the time, I would stand up and represent them respectfully. It's important in a democracy that all voices are heard and represented.

2. 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 leader, the voice of the people you are leading and working with are very important. I feel it's important to set aside individual ego when it comes to decision making. Even if I felt I had more experience than others, their unique viewpoint could yield innovative problem-solving.

I am on a team leading my small Synagogue in Flagstaff. There are times when I have made a decision that has been challenged or times when others made a decision that I felt my solution was better. During these moments, those I am working with talk respectfully to each other. I always make sure that everyone feels heard, and offer my viewpoint if it differs. If I feel very strongly, I build my case with as many references and logic that I can with research. If the rest of the team still decides to go in another direction, I fully support them. I feel it's important not to view your own viewpoint as the most important. When working with a group, facilitating discussion of options and agreeing as a team leaves everyone involved feeling successful and motivated.

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

I am a participative leader. Even with young children. Everyone's voice, thoughts, and needs are important on a team. I use this in every aspect of my life. Marriage, family, and work. It

allows everyone to feel involved and heard even if I have the power to make the final decision. But leadership isn't always about decision making – it's about improving the lives of others.

I had a young lady on my caseload when I worked at the Guidance Center. She was 14 at the time and I became her mentor. Together we worked through self-harm, depression, suicidality, and rage. I supported her, her brother, and her parents. We worked through the young lady being in a psychiatric hospital. The support and care that I provided her positively impacted her life – she's a successful leader now in her mid 20's and had reached out to me as an adult to thank me for my unwavering support and guidance. She told me she wouldn't be the person she is today without my help and guidance in her youth. It wasn't my leadership and care alone, but team work, and helping her feel empowered to be successful. Helping to improve the life of even one person is an amazing impact on our community and a wonderful example of leadership.

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

In reading through the City of Flagstaff Zoning Code, it is apparent that there are safeguards built in to ensure quality and consistency throughout the city and its various zones. Any proposal has a process from application to approval. Most big changes to zoning or any development has options of public hearings. In listening to citizens in Flagstaff feel disgruntled about the recent student housing being built in town, I feel the biggest change needed is not of policy but in advertising and encouraging public input and engagement in the hearings for these bigger projects. While the minimum is having neighborhood involvement, there should be a bigger push for full community involvement. A small or large change in one area of the city impacts more than just that neighborhood.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

My main focus would be to use community involvement and input, along with other members of council, to best represent the needs and wishes of the community in accordance with the Key Community Priorities.

6. What are your top three priorities for being a City Councilmember?

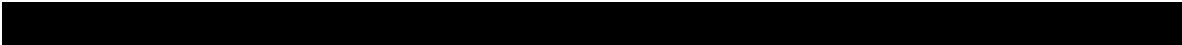
My first priority would be to provide a voice for a diverse groups of Flagstaff citizens; my one vote on the council would not represent my values alone but the values of the constituents. My second priority would be to engage the community to participate in local politics. We all hear citizens feel strongly one way or another about the progress, or lack of progress, they see in Flagstaff yet they remain disengaged beyond a lower level of complaint. And third, it would be

a priority to foster not only an appearance of, but form a true sense of community and respect within the Council Chambers among other Council members and the Mayor.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

Developing a relationship with community leaders and agencies would be a great first step. Getting to know who they are, what they do, and their goals for their communities would be necessary. As a representative of the citizens of Flagstaff, every voice and viewpoint matters. Additionally, I would regularly attend meetings of the Commission on Diversity Awareness.

Alethea Karlin



April 20, 2022

Stacy Saltzburg
City Clerk
211 W. Aspen Avenue
Flagstaff, AZ 86004

Dear Ms. Saltzburg,

I was born and raised in Flagstaff, Arizona. Flagstaff is my heart. I live to run on the trails, to hike, to mountain bike, to embrace my community, and teach my children how to live more sustainably. I am a mother, a small business owner, a homeowner, and am active in my Synagogue. Not a day goes by where I do not feel lucky to live in such a vibrant, diverse, and beautiful City.

My father was a Special Education Teacher at Leupp Public School when I was a young child and later worked at Northern Arizona University. As a small child, my father would occasionally take me and my brothers to Leupp to attend class with the intent of immersing us into a different culture. I grew up with a great respect of the diversity Flagstaff is fortunate to have.

While my father was supporting a family of 5 on his teacher's salary, we needed government assistance. We felt lucky to have reduced price lunches at the public school. Even in the late 1980's and early 1990's, Flagstaff was a challenging city for affordable housing and cost of living. I grew up feeling that struggle and deeply empathize with our community members living it now.

As an adult, I have worked in many fields in Flagstaff. I have been a Detention Officer 1 and 2 for Coconino County. Those positions gave me a deep respect for our Law Enforcement Officials and how important inter-agency cooperation is. It also taught me more about humanity – both the humanity inside the officers who protect our community and the humanity inside those who have their rights taken away. It taught me the importance of respect and communication and lead me to get a Bachelor's Degree in Psychology from NAU to work in Community Mental Health.

After attending NAU and earning my degree, I worked at the Guidance Center with Children and Families. I was lucky to work with families of all backgrounds and help foster better communication and life skills for children to be more successful at school and home. I also worked with children who had substance abuse problems, and children inside the Juvenile Detention Facility. The ability to listen to the unique, individual viewpoints and help guide was greatly fulfilling.

Because of the cost of child care, when my first child was born, I made the decision to stay at home. We struggled to find an affordable home to buy and felt lucky to buy a manufactured house “as is”. After my second child was born, I started developing my skills as a cake baker and decorator. Later I started and run a small bakery.

Being born, raised, educated, and starting a family in Flagstaff gives me a unique viewpoint on City Council. I have never lived anywhere else but I have struggled to live in Flagstaff. I empathize with the community, and city, with issues of jobs, sustainability, and housing. I am slowly working on increasing the safety in my own neighborhood by collecting signatures for more stop signs as the speeding is incessant and dangerous.

Watching Flagstaff grow, expand, face crisis, and overcome obstacles as a regular voting citizen has given me the desire to take my citizenship one step further – to do my civic duty, serve on city council, and provide a voice for the citizens of Flagstaff as our city moves into the future. I am not only applying for this temporary position, but applying to be a write in candidate. If there are no write in candidates after this upcoming election with enough votes to win a position, I will apply for this position again. Flagstaff is my heart and I can help.

Thank you for your time and consideration,

Alethea Karlin

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
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DATE: 04/19/2022

YOUR NAME: Charlie Odegaard

HOME ADDRESS: [REDACTED] ZIP: [REDACTED]

EMPLOYER: Odegaard's Sewing Center JOB TITLE: Owner

E-MAIL: [REDACTED]


CELL: [REDACTED] HOME PHONE: [REDACTED]

LENGTH OF RESIDENCY IN FLAGSTAFF: 35 years PREFERRED PHONE: ☐ HOME ☒ CELL

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Applicant Signature

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Questions

1. Policy decisions are not to be rushed. All voices need to be heard to make an informed policy decision that is clear in that there will be no vagueness. The public pushing an item will understand the reasoning of the outcome and for city staff to implement the set policy by the council.
2. The minimum wage issue after the 2016 elections was probably the most stressed out issue on my part as a past council-member. The hundreds of emails we received, I answered all of them, and passion put on display by both sides of the issue. I was the lone no person on not making a change what the voters had voted on in 2016. The vote was cast, I and the other council-members moved on for we had so much on our plate that for us to function as a unit, we had to move on.
3. Leadership style that works well, is being set by example. Hard work, caring for others, and listening are traits that are needed in serving a community that is diverse as Flagstaff. One example for me would be the Fourth Street Bridges expansion project. I would be will to expand more during the interview process.
4. I would have a "wish list" that would be almost endless. In Arizona we have Prop 207 that ties the hands of community values that has a vision for a community. The best that an elected body can make "asks" and "encourage" private property holders moving forward that reflect community values.
5. The city has adopted a Priority Base Budgeting process that reflect the values of Flagstaff as dollars are appropriated in the budget.
6. I don't have a top three priorities. My priority is the council needs find someone to step in and hit the ground running to finish the very short term vacancy and I believe I can be a service to the council, city staff and community.
7. I was fortunate to be part of a council body for four years that we made it a priority to reach out to all cultures in our community and our neighbors of all indigenous communities in Northern Arizona. Former Mayor Coral Evans has always said, "all roads lead to Flagstaff." The work that was started a few years back and what is happening by this current council to help heal some of the past wounds and the care that is being provided is admirable.

Letter of Interest

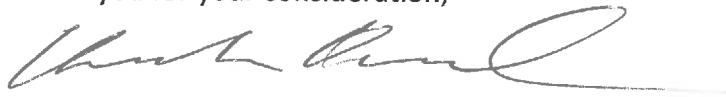
Mayor Deasy

Vice-Mayor Sweet

Concilmembers: Aslan, McCarthy, Salas and Shimoni

The resignation by former Vice-Mayor Becky Daggett has led to an opening to fulfill the vacancy. I, Charlie Odegaard, is applying for such vacancy. The vacancy needs to be filled with someone who can hit the ground running and I believe I can provide that service to the council, city staff and community.

Thank you for your consideration,

A handwritten signature in black ink, appearing to read 'Charlie Odegaard', with a long horizontal flourish extending to the right.

Charlie Odegaard

Charlie Odegard



I'm mixing it up concerning a resume that would be turn in under a normal circumstance. I thought it would be best to tell what I been doing since leaving public office to continue serving our community.

The Arboretum at Flagstaff

Board Member-Vice Chair

Theatrikos

Board Member-Serve on the Finance Committee

Northern Arizona Veterans' Memorial Cemetery Foundation-Camp Navajo

Board Member-Treasurer

FUSD Foundation

Board Member

Flagstaff Citizens Bond Committee

Chair of the committee

FUSD Bond Steering Committee

Committee Member

Regional Transportation Plan Advisory Group

Advisory Group Member

Cub Scout Pack 7033

Den Leader-Tigers

The Pantry

Volunteer

Flagstaff Family Food Center

Volunteer

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
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DATE: 4/11/22

YOUR NAME: Chris Verrill

HOME ADDRESS: [REDACTED]

ZIP: [REDACTED]

EMPLOYER: Theatrikos

JOB TITLE: Executive Director

E-MAIL: [REDACTED]

CELL: [REDACTED]

HOME PHONE: [REDACTED]

LENGTH OF RESIDENCY IN FLAGSTAFF: 3 years PREFERRED PHONE: ☒ HOME ☐ CELL

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[Signature]
Applicant Signature

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Chris Verrill

Flagstaff City Council

Application

[REDACTED]

4/13/22

Seven Questions

1 What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

This is actually a very important point. The city council's job is to speak for all of Flagstaff; not just the squeakiest wheels. What's the big picture? What does Flagstaff want to be a decade or two from now? A generation or two from now? It is city council's responsibility to look out for the city's long-term future. A long-term future for everyone.

People who are passionate about issues show up to city council and write letters to the editor. As well they should. That's how democracy works. Good on 'em.

But those voices aren't the only voices. It is our responsibility to search out all opinions and perspectives on the issue. I always keep the big picture in mind. If I know the opposing point of view, I be sure it is considering in my thinking. If I don't know the opposing point of view, I search it out. Encourage them to speak out. If not, then I try to speak out on their behalf.

Yes, this makes the wheels of governance turn slower. But usually, they turn better. Issues are frequently complicated. It takes thoughtful consideration, not just to evaluate all sides, but to focus on term planning for the future.

2. 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 was the executive director of the English theatre in China. Theatre is part of the media in China. Thus, making it part of an extremely sensitive industry. After religion, it was the most severely censored industry in the largest country in the world.

Despite this, how did the theatre succeed? A lot of people disagreed on this point. Government officials, Chinese communist party officials, cast and crew, disagreed on a very contentious issue.

My answer was honesty and transparency.

My path forward with the theatre was to always be honest and transparent about the goals, mission and strategies of the theatre. As an example, I made it very clear to Chinese communist party officials that the theatre's goal was excellent, entertaining theatre. Our goal was not to be political agitators in a censorship-riddled political system. I was also equally honest and transparent that I would not compromise my principles and be bought into their propaganda agenda. Yes, they could count on Beijing Playhouse to be "harmonious." But we were not going to advance their disingenuous propaganda either.

I gave my word. I kept it. Even to people I disagreed with. On one hand, we never got involved in politics; which they liked. On the other hand, when they offered us money to do propaganda shows, we turned them down; which they didn't like. We were a known quantity.

That honesty and transparency meant that even people who disagreed with me trusted me. That's how we resolved the issue.

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

I've managed businesses and nonprofit organizations for my entire career. My management style is two-fold.

First, I like to achieve consensus. Sure, I'm a smart guy. But we are all smarter when we work together. A collaborative process that brings in multiple perspectives and diverse areas of expertise, when all pulled together, makes for better decisions. Perhaps slower. But almost always better. We are smart and better when we work together. Even as a manager, I listen to and empower my employees. Collectively we are smarter together than we are individually. Bringing people together like this is the best way to work with folks you disagree with and get everyone, or almost everyone, on board.

Secondly, all that said, consensus isn't always possible. On those occasions when we don't agree and can't find that common ground, I make the decision. Sometimes that

decision is deferring to someone else with more expertise. Sometimes it is me making the call because that's why my board of directors hired me. While I'd prefer the consensus and will work hard to achieve it, it isn't possible 100% of the time. In which case a decision is still needed because we need to move forward.

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

Obviously, housing.

Housing is a big problem. I'm not telling you anything you don't already know. Perhaps the biggest problem in Flagstaff. How can teachers and police officers afford to live here? Employers are having difficulty hiring from out of town because of housing costs. That in turn hurts the economy. It's a precarious cycle that's gotten worse in the pandemic.

That said, we can't really build out. Building up, especially when done in the wrong place, can look ugly.

Acknowledging the same problem that we all know we have? That's easy. Changing zoning codes or other solutions to the problem? Not so easy.

If I had an answer at my fingertips, that would be a miracle. But I don't. What I have is an awareness of the issue and an eagerness to listen and work hard to find a solution.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

Before we balance the Key Community Priorities, we probably need to look at updating them.

Flagstaff's Key Community Priorities for PBB were most recently updated in November 2020. In normal times, that's fine. That's not too long ago. But in the throes of the pandemic, that's a lifetime ago. In just those short 18 months, the world has changed a lot. We've gotten a much better understanding of the pandemic's impact on the country and the people of Flagstaff. As an example, with increased remote work resulting from the pandemic, how we achieve our desire for a Robust Resilient Economy may change.

Prioritizing the seven objectives is indeed a balancing act. All of the objectives are intertwined. Intentionally adjusting one objective probably unintentionally adjusts a

different one. You want priorities that intermingle and support each other. Priorities that are selected based on their efficiency and cost effectiveness within a limited budget.

6. What are your top three priorities for being a City Councilmember?

The first priority is thoughtful deliberation. I think the council by and large succeeds at this. I want to make sure that continues. Taking all sides of an issue into consideration. Planning not just years ahead, but a decades and generations.

My second priority ensuring a smooth transition in the city council and the governance of the city. If selected, I'll only be on the council for seven months. And I am not seeking election (at least not this year). I'm not coming in with a pet project. I'm passionate about good governance. With this being a short-term position, the goal is an effective transition to council members serving full terms.

If you'd asked me a week ago, my third priority might have been something different. But now, my priority is making sure our upcoming election has lots of civic involvement. In an election that is to be decided by write-in candidates, we need to teach the public how this works. Teach the voters and candidates what to do. Have an engaged citizenry participating in a democratic process—a process that just got more difficult than checking a box.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

This is extremely important to me. I mentioned this at one of the planning meetings a few months ago. Northern Arizona is very rich with diverse cultures. Yet, I don't think we're living up to our potential. I know there are efforts in the works. But we have a way to go on this issue.

I grew up in Hawaii. Native Hawaiian culture permeates the very fiber what it is to live in Hawaii. Although my stepfather is native Hawaiian, I am not. But the richness, the culture, the history is in every aspect of Hawaii. And in many ways, is in me. Everything from language, to customs to street names saturates the whole state.

But not in Flagstaff. It all too often feels like the city is here and Native Americans at the rez are there. And while the two certainly meet, they are not infused. I think that's a loss for everyone. We have rich cultures here that we are not embracing enough. I don't mean to say this is easy. My thanks to all those who are trying.

The mixture of cultures needs to be two things: 1) authentic, and 2) accessible.

We must remain true and honest and respectful of diverse cultures. At the same time, it must be within a layperson's grasp. We're not going to require a treatise on cultures. But rather an omnipresent exposure that cherishes different cultures and makes them an integral part of our heart and our identity as a community.

Chris Verrill



April 13, 2022

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

Dear Ms Saltzburg,

It is a privilege to submit my application for the Flagstaff City Council vacancy for May 3 to December 20, 2022.

Most people know me as the executive director of Theatrikos Theatre Company. However, my interests and skills lie well beyond the arts. At the theatre, I focus first and foremost on excellent art, of course. And secondly, we take pride in using performing arts to help drive the economy of downtown Flagstaff.


Beyond the arts, I've spent a career working for nonprofit organizations. And I've served on the board of directors of many more. How these nonprofits make our community a better place to live has always been a key part of what motivates me.

Since arriving in Flagstaff, I've:

- Served on the City of Flagstaff Tourism Commission
- Graduated from the Flagstaff Leadership Program
- Member of Rotary Club of Flagstaff
- Chairperson, Flagstaff Dark Sky Arts and Ideas Festival (wt)

As a Flagstaff resident, I've committed to doing my part to work to make my Flagstaff home a better place to live.

Thank you for our consideration,



Chris Verrill

Executive Director Theatrikos Theatre Company

Flagstaff, Arizona

February 2019—Present

- Responsible for all aspects of the theatre; including all financial, artistic, programming, fundraising, education and marketing efforts. Primary spokesperson for the theatre in the community.
- Reporting directly to the board of directors. Supervise 200 volunteers and six paid staff.
- Produce six shows each season. Guide artistic committee in oversight of shows.
- Modified theatre's emphasis of show selection to more accurately reflect the audience's preferences and increase ticket sales.
- Spearhead legal, financial, insurance, reconstruction and public relations efforts to recover from sewage flooding industrial accident which destroyed part of the theatre in April 2019.
- Leveraged industrial accident into launch of new membership fundraising program.
- Create annual calendar. Extended the runs of some shows.
- Launched theatre's first channel sales partnerships.
- Launched effort to sell private performances.
- Secured offsite rehearsal space so some of our shows could run longer to improve our service to the community as well as drive revenue.
- Launched 1st Sunday Drama Club as a means to recruit new cast and crew.
- Solidified launch of preview night performances to increase donor retention as well as ticket sales.
- Began the process of creating Flagstaff's first annual arts festival. Wrangled together the leaders of the dozen major arts organizations to launch the new festival in May 2023.
- Conceived of and secured first round funding for *Route 66 to the Grand Canyon (wt)*, a show targeted to tourists designed, not only drive revenue for the theatre, but to enhance tourism revenue in the local economy.
- Launched lighting and sound design trainings to increase talent pool.
- Launched TheatriKids Fundamentals; a new beginning level theatre education program for children.
- Out of 50 arts organizations in the city, received highest grant award from the Flagstaff Arts Council.
- Graduated from the Flagstaff Leadership Program.
- Expanded concession offerings. Improved art gallery displays and silent auctions.
- Designed theatre's marketing materials.

Executive Director

Beijing Playhouse

Beijing, China

2006—2018

- Direct 100 staff, cast, crew, and volunteers at China's English Broadway Theatre. Beijing Playhouse was the largest locally produced English theatre in China.
- Oversee all departments; including operations, artistic, business development, marketing, programmatic, financial and education.
- Manage and train all senior management and production crew; including directors, lighting designers, sound designers, engineers, production managers, stage managers, musical directors, choreographers, costume designers, box office staff, sales staff, marketing staff, head ushers, accountants, website developers, food and beverage, props masters, make-up artists, set designers and builders, subtitles producers and others.
- Introduce "off-Broadway" semi-professional theatre business model to China.
- Produce major Broadway shows such as *Guys and Dolls*, *The Odd Couple*, *Love Letters*, *Romeo and Juliet*, *A Christmas Carol* and more. Create annual season calendar.
- Supervise marketing and public relations program. Write and distribute press releases. Generate editorial coverage. Develop marketing strategy. Design and print all advertisements, flyers, playbills and tickets.
- Create and manage ticket sales program. Create box office systems and sales strategies. Develop channel sales opportunities.
- Solicit and secure corporate sponsorships. Increased sponsorship from zero to 16.
- Sell private performances for corporate parties, customer gifts and community fundraisers. Increased from zero per show to an average of four per show.
- Managed all financial and investor issues related to the launch of a new venture. Created China's first legal English theatre WFOE (Wholly Foreign Owned Enterprise). In only three years, Beijing Playhouse reached breakeven. (A respectable ROI for any industry—but amazing in performing arts.)
- Direct shows as necessary.
- Audition cast as necessary.
- Launch and supervise drama club.
- Conceive, create and launch Beijing Playhouse Academy of Performing Arts kids theatre camps and education programs. Hired teachers and recruited and trained students.
- Create corporate training program. Teach business professional public speaking skills.
- Create Beijing Playhouse talent agency.

Executive Director

Charity Readers Theatre

Beijing, China

2013—2019

- Launch first readers theatre program in China.
- Produce quick "Show in a Week" productions designed to create excellent theatre and set and example for professional and transparent philanthropy.
- Recruit and direct all cast and crew in all facets of small scale theatre production.

Producer

China Radio International

Beijing, China

2005—2006

- Produce, edit, and design national radio program *China Drive* on CRI Easy FM. Broadcast to a 100 million person audience in Beijing, Shanghai, and 20 other cities throughout China, Asia and Africa.
- Direct staff of sixteen features correspondents, audio technicians, and editors for China's nationally broadcast drive time features radio discussion show, Monday-Friday, 5pm-7pm.
- Serve as *China Drive* managing editor. Assign stories. Edit, proof, and prioritize stories. Assign and manage beat assignments. Create daily rundown.
- Founding producer. Conceive, design and create new daily show. Develop a concept of a credible features show that works within the confines of Chinese media constraints.
- Produce and edit 16 stories daily, five days a week. Train new features correspondents. Teach broadcasting classes.
- Co-host daily broadcast.
- Assist with show promotion. Guest appearances at various events around Beijing. Write and produce radio promos. Design promotional artwork.
- Develop database of listeners for promotional segments and activities.

Director / Board Member

Riverfront Playhouse

Redding, California

1992—2000

- Direct shows. Serve as cast and crew of various shows.
- Increase donors. Improve membership program. Launch telemarketing.
- Ensure financial solvency through increased ticket sales and launch of season tickets.
- Develop media sponsorships with local TV and radio stations.
- Create partnerships with local non-profits to drive publicity and improve theatre involvement in the community by supporting worthwhile causes.
- Monitor financial reports and fiscal solvency.

Director

Redding Improv Players

Redding, California

1999—2000

- Launch city's first improv performance group (which is still running 18 years later).
- Lead improv workshops. Produce the first two shows.

Development Director

KIXE-TV, PBS, Channel 9

Chico/Redding, California

1992-2000

- Directly responsible for all marketing, direct mail, telemarketing, corporate affiliate partnerships, TV and radio advertising, magazine advertising, sales, grants and auctions.
- Act as principle on-air spokesperson.
- Manage ten person marketing and fundraising staff.
- Produce televised pledge drives, auctions, lectures and special events.
- Organize marketing efforts through direct marketing, short form spot marketing, long form video pledge drives, televised auctions, public relations and community outreach.
- Foster and maintain community relations with key constituents, stakeholders, donors and other community non-profit organizations.
- Supervise in-house telemarketing and support desk staff. Contract with outside telemarketing companies to acquire new customers. Develop business partnerships with corporations.
- Create, design and produce print, radio and television promotional spots and materials.
- Established preschool education outreach project. Taught parents and pre-school providers media literacy and the value of reading to children.
- Executive producer *Sex & Sensibility* series to reduce teen pregnancy. Secured funding and develop business relationships with outside distribution partners.

Director / Cast / Crew

Various Theatres

California, Maryland, Australia, China

1985—Present

- Selected Shows Directed: Guys and Dolls, Romeo and Juliet, A Christmas Carol, Curious Savage, Arsenic and Old Lace, Time Slip, That Was The Dog That Died, Going In, Love Sex and the IRS, Complete Works of William Shakespeare (Abridged), Robin Hood, Rapunzel, Our Town, 12 Angry Men, Yes Virginia there is a Santa Claus
- Selected Stage Performances: Chekhov In Yalta (Pacifica Spindrift Players), Beyond Therapy (This Side of the Hill Players), A Christmas Carol (Fell's Point Corner Theatre), Mousetrap (Pacifica Spindrift Players), Charley's Aunt (Shasta College Theatre), Grapes of Wrath (Spotlighters), Overcoat (Shasta College Theatre), One Flew Over the Cuckoo's (Riverfront Playhouse), Romeo and Juliet (Redding Community Theatre), Golden Boy (New Century Theatre), Arsenic and Old Lace (Altarena Playhouse), Dial M for Murder (Altarena Playhouse)
- Movies: Kite Runner (Dreamworks), Skiptrace (Jackie Chan)

Assistant General Manager

WBJC-FM

Baltimore

1989-1992

- Overall financial responsibility for this public radio station. Responsible for all budgets.
- Manage CPB grants.
- Develop marketing and communications print, radio and television promotional campaigns.

Business Manager

The Daily Californian

Berkeley, California

1988-1989

- Act as non-profit newspaper's chief fiscal officer.
- Prepare annual budget. Generate monthly financial statements.
- Authorize all contractual agreements. Oversee all expenses and revenue.

Producer / Director

KDVS Radio Theatre

Davis, California

1986—1988

- Launch radio theatre department KDVS Wireless Playhouse.
- Produce and direct weekly radio theatre program and weekly *Comedy, Comedy, Comedy*.

Business Manager

The California Aggie

Davis, California

1986-1988

- Supervise staff of 75.
- Manage marketing, advertising, graphic art, production, business and circulation departments.

Education

University of California at Davis

Davis, California

BS Managerial Economics

Maui High School

Kahului, Hawaii

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: 4/19/2022

YOUR NAME: Eva Putzova
HOME ADDRESS: [REDACTED] ZIP: [REDACTED]
EMPLOYER: Jack Cooper Investments JOB TITLE: Director
E-MAIL: [REDACTED]
CELL: [REDACTED] HOME PHONE: [REDACTED]
LENGTH OF RESIDENCY IN FLAGSTAFF: 22 years PREFERRED PHONE: ☐ HOME ☒ CELL

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

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. 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?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

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.***

EVA PUTZOVA

Digitally signed by EVA PUTZOVA
Date: 2022.04.19 10:39:54 -07'00'

Applicant Signature

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

- 1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?**

The Council rarely, if ever, receives input from the community that can be considered representative. Many segments of the community are excluded from civic engagement even if the policies debated affect them directly. Sometimes, it's people living in poverty or on the edge of poverty who simply don't have time and personal capacity to interact with policymakers. Sometimes, it's the reach of local media and the City's own communications capacity that limits people's access to information about the engagement process. Often, it's a combination of factors that allow some constituencies to have greater access than others to engage meaningfully in governance. Councilmembers make decisions with less than representative public input routinely. An elected councilmember has a mandate from voters to use their value system (that they presumably shared with the voters during their campaign) as a lens for decision-making. Not going through the election but after receiving a mandate through the appointment, I would first consider the Council's publicly declared priorities—livable community, environmental stewardship, high performing governance, safe & healthy community, robust resilient economy, inclusive & engaged community, and sustainable and innovative infrastructure. I would also consider other critical actions the council took to communicate urgency in near-term policymaking. The declaration of the climate crisis is an example of such action and a lens I would use in the absence of representative community input. Finally, I'd use my own community outreach capacity to invite the community to provide input on especially non-routine items of great significance to Flagstaff. Ultimately [REDACTED]

[REDACTED]

[REDACTED]

- 2. 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?**

The Council operates by majority vote and not consensus. Disagreements reflect diverse perspectives of the community and thus plurality is an asset, not an obstacle. It's important to present a clear argument and allow others on the Council to consider that perspective but then let the rules of the process guide the Council's majority decision. While on the City Council I met with representatives of the Native American community who shared with me a legal theory that suggested that contracting for the use of wastewater for snowmaking on Snowbowl conflicted with federal law. I asked the City Council for an executive session to explore possible legal and policy strategies related to the contract issues. Most of the Council did not share my policy views on the Snowbowl issue and no further action or discussion came out of the Executive Session. The resolution is acceptance of the Council's majority decision. As policymakers we don't always prevail but that is neither a reason to end engagement on the issue in the community nor a reason to be upset with colleagues who may have a different worldview or just a different perspective. To be comfortable with occasionally standing alone is part of political courage that every community needs.

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

My leadership style culturally reflects the community in which I spent my formative years and has evolved as I took on leadership roles at NAU, in the community as an elected councilmember and candidate, and in social and economic justice organizing environments where I'm invested professionally and politically. Different aspects of leadership take the center stage when one manages a team and different when one leads politically as a representative. In

both roles, I tend to take initiative and strive to be transparent. As an immigrant from Slovakia, I am a typical Eastern European who loves to be organized and systematic, which is probably why I also lead by creating structures and systems that build capacity. In the context of politics, symbolic leadership plays an important role because we not only make decisions to move policies but also inspire people to be engaged or step up their own leadership. I try to be very accessible by responding to messages across all platforms, returning calls and emails, and following through on commitments I make. Lately, I've been finding myself mentoring young people who are thinking about running for public offices and helping them to make the right decision and develop a personal plan for that decision, which is very much part of my leadership philosophy: true leaders share the knowledge and the stage. On the City Council, we can show our leadership by sharing our positions clearly, by asking clarifying questions, and by explaining our reasoning but also by being patient, [REDACTED]

[REDACTED]

[REDACTED]

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

I would change the process of how proposed amendments are evaluated and drafted. While the Regional Plan allows for competing values and policies to be accommodated by the Zoning Code, the last few councils have taken clear steps to elevate some priorities. The 2018 Council adopted the Climate Action and Adaptation Plan and this Council declared a climate emergency and updated the CAA Plan. To achieve goals critical to our species survival, we should use the Zoning Code as a tool to implement policies that lead to reduction of greenhouse gas emissions and that decarbonize our community. The only way we can do it is if we assess each proposed change through the lens of the climate change or re-imagine a completely new Decarbonized Zoning Code. This doesn't mean that other priorities can't be accommodated but when addressing let's say affordable housing goals, we can also make sure that the amendment is crafted in a way that maximizes the climate goals. It's not either/ or but and/and approach.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

The seven priorities have a clear common denominator—the long-term resiliency and sustainability of the community—and I think that is a good guiding principle to apply to both budgeting and policy development. Most budget conversations will have taken place by the time the council vacancy is filled and there will be limited opportunity to shape the process for the newly appointed councilmember. However, there's always an opportunity to ask questions and provide some input before the final vote. In all policy areas, I will do my best to consider solutions that also help us achieve our climate goals.

For elected councilmembers, it's the community vote that gives them the confidence and the mandate to exercise their judgement when it comes to balancing community needs. Before applying, I spent considerable time reflecting on voter support I may have in the community and whether I should in fact apply. In the last elections in which I have participated in August 2020, I received the most Flagstaff votes among all candidates from either party by a large margin of over 30% over the next highest vote-getter. I concluded that, indeed, a significant part of Flagstaff respects my judgement, which the Councilmembers voting to make the appointment can also take into consideration.

6. What are your top three priorities for being a City Councilmember?

Policy-wise, I'm very much invested in affordable housing. It is difficult to solve within the private housing market context which is why the trend has not been good even though this policy area

has been a priority of several councils by now. I'd love to explore creative budget and financing ideas to raise the necessary capital.

Process-wise, if there's interest from the Council's majority, I would like us to consider zero-based budgeting for the next cycle. In too many cycles, the Council has spent way too much energy on discussing how to prioritize a tiny fraction of the budget and not enough time on how the base budget is allocated. While priority-based budgeting brings more intentionality into allocation of resources, the process is still limited to the increased funding requests. In the 2022 budget, just under 6% of the entire \$389 million budget was subject to the priority-based budgeting.

Finally, if appointed I would like to pilot the idea of co-governance by setting up a co-governing citizen group who would follow the Council's major conversations and advise my vote. This approach can provide both accountability and engagement benefits and if successful, can be replicated by other councilmembers. While eight months is a very short time, with my previous experience as a Councilmember I won't need to spend much time going through onboarding. Instead, I will be able to focus on the Council's business from day one, and these three priorities can be accomplished within that short timeframe.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

Relationship- and partnership-building is a long-term process, so what can be done in eight months depends greatly on where one starts. My strongest relationships are with the Native American community, immigrants, and youth. The co-governance pilot project is where I would invite these communities to participate. Through weekly interactions we would together create space for civic engagement and give everybody voice through the group's voting activities. I'd be happy to also act as a liaison with community groups where the City Council needs representation.

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: 4/7/22

YOUR NAME: Jacqueline A Kellogg

HOME ADDRESS: [REDACTED] ZIP: [REDACTED]

EMPLOYER: West USA Realty Flagstaff JOB TITLE: Real Estate Broker

E-MAIL: [REDACTED]

CELL: [REDACTED] HOME PHONE: _____

LENGTH OF RESIDENCY IN FLAGSTAFF: 27 years PREFERRED PHONE: ☐ HOME ☒ CELL

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

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DocuSigned by:

Jacqueline A. Kellogg



4/7/2022 | 12:27 PM MST

C743E2B4066843E

Applicant Signature

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

Jacqueline A Kellogg

West USA Realty Flagstaff

[REDACTED]

[REDACTED]

RE: Application to serve on City Council – Answers to Application Questionnaire

1. I intend to listen to both sides of EVERY issue and do my research and utilize my knowledge of Flagstaff's residents as well as business owner's goals and try to come to reasonable resolutions to conflict within our community.
2. That is literally my job description. As a Real Estate Broker my primary duty is to lead agents and clients in successfully negotiating and finding resolutions to difficult situations between other agents, buyers and sellers.
3. My leadership style is compromise. Most situations of conflict have resolution opportunities if both sides are open minded and reasonable. Example: I recently had a transaction where the buyer wanted to offer the seller/builder less than list price, seller did not want to accept less than the list price because it would affect the comparable prices in the neighborhood and may affect the appraisal on his other homes listed in the same price range. I proposed a buyer credit from the seller to the buyer's closing costs. The buyer saved \$10K on the house AND had less money out of pocket. Seller even threw in an A/C unit. Happy seller, happy client.
4. Let's start with Resolution No. 2020-17 and Ordinance No. 2020-11 which restrict a property owner's use of a previous zoning allowance. As per Prop 207 City Council does not have the right to pass zoning amendments that restrict a property owner's use under a previous zoning allowance and must either exempt the requirement or COMPENSATE the owner for the value lost because of such restrictions.
5. Obviously, this will take the cooperation of City Staff, Council, Mayor and Residents alike. Our challenges are ever changing and growing. I believe housing is one of the top, if not #1, for our community. I can provide a very specific knowledge in this area and tons of resources.
6. My priorities for being on Council are learning, communicating and advising regarding the needs of our community with potential solutions. I think I represent a varied sector of our community. Not overly conservative but also not overly liberal. Contrary to the beliefs of some members of our community I am very open minded except where the information is black and white such as prop 207. That was a poor decision and resulted in a massive lawsuit. Other examples include the HUB as well as the Plaza Viejo fiasco. I was not on the popular side of these issues but I was on the reality side of the issue.
7. I think I exemplify cultural, inclusion, diversity, equity and access in Flagstaff, AZ. As a former Board member for NAAR as well as 2014 NAAR President. Our membership is every bit as politically diverse as our community. Yet, we all have to work together to provide great service to our clients and help them successfully complete a transaction. We are constantly educating, constantly listening, constantly following their direction, constantly advising, constantly compromising, etc., etc. The Northern Arizona Association of Realtors, along with NAR, have been on the forefront of social equity and diversity education. We were one of the first organizations to adopt LGBTQ as a protected class, long before it actually became a protected class. I also served on the Greater Flagstaff Chamber of Commerce as Board Member, Advocate

for abused and neglected children (Childhelp Flagstaff Chapter), Flagstaff Exchange Club Member, City of Flagstaff Housing Commission as well as numerous other Boards, Committees and Community Causes. I feel I am in touch with the needs of our beautiful town. I look forward to possibly joining Council for the remainder of 2022.

Thank you for your consideration,

Jacqueline A Kellogg
West USA Realty Flagstaff

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: April 20, 2022

YOUR NAME: James Willis

HOME ADDRESS: [REDACTED] ZIP: [REDACTED]

EMPLOYER: Academy Mortgage Corporation JOB TITLE: Loan Officer

E-MAIL: [REDACTED]

CELL: [REDACTED] HOME PHONE: _____

LENGTH OF RESIDENCY IN FLAGSTAFF: 40 years (off & on) PREFERRED PHONE: ☐ HOME ☒ CELL

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

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. 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?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

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

Dear Members of the Flagstaff City Council,

Thank you for taking the time to review my application for the open seat on the Council. I am applying for this position out of love Flagstaff, and the desire to have a voice in the future of our community to make sure that this is the best community possible for my two daughters to grow up in. While I will not pretend to be an experienced politician, I can assure you that I know this town as well as anybody here. I am a third generation local, and truly feel that I share the perspective of so many members of our community, both left and right. My mother's family moved here in the 1950's and quickly made a name for themselves as homebuilder's and developers (Greenlaw, Cheshire, Foxglenn, University Heights....) My father's family moved here in the 1960's and were educators at both NAU and FUSD. Because of my background, I truly feel that I can identify with most of the people that live here and would be honored to represent them as a member of the Council. Once again, thank you for this opportunity!

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way, but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
 - a. The first thing that I will do in this situation is make sure that I am educated and informed regarding the issues that each group is advocating for. If one group is more vocal than the other, I believe it is fair to give the less vocal group and equal opportunity. I think it is the duty of the Council to make sure that all voices are heard in a reasonable manner. Once all parties have had the opportunity to make their case, then a decision can be made.
2. Please give an example of when you were in a position of responsibility and others disagreed with you on how an important matter should be handled. How did you help resolve the issue?
 - a. Prior to moving back to Flagstaff in 2018 I worked as a liability claims adjuster for a major insurance company in Tucson. My primary responsibility in this role was to determine what percentage of liability each driver held in each car accident. In many of these situations, neither party believed that they were at fault, and in several situations both drivers disagreed with my ultimate determination. The most important thing that I learned is that people will respect your decision, even if they do not agree, as long as they feel that you have listened and taken all pieces of evidence into consideration. I know that as a council member there are going to be countless situations where community members will disagree with my decisions, but hopefully if those decisions are based on educated analysis they will at least be respected.
3. What is your leadership style, please provide an example of your style in use.
 - a. I know it sounds cliché, but I truly believe that my leadership style is by example. In my life and my career, I have a positive attitude, I work hard, and I treat people around me as equals. One of my passions in my personal life is training for and competing in ultra-endurance running and cycling competitions. I do my best to take the same approach to my training as I do with the rest of my life in that I work hard but strive to make it look easy, and I always keep in mind that what I do is supposed to be fun. Over the years I've have many people have approached me and told me that my style has inspired them to

run their first 5k, ultra-trail run, or 100-mile mountain bike race. The reason always being because it just looks like I am enjoying myself so much, which I usually am!

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
 - a. Affordable housing is one of the biggest issues that I see in our community. Working in the mortgage industry, I work with individuals and families who are eager to own a home here in Flagstaff, however, are unable to either find a home they can afford, or are getting beat out on homes that they can afford by out of town investors who are willing to pay well over the true value of the home. I will not pretend to know which exact part of the zoning code I would push to change, but I do want to get involved in the conversation and most importantly, be part of the solution.
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
 - a. In all honestly, until applying for this seat, I was unaware that the City had identified the 7 Key Community Priorities....but after reviewing them, I see how they are all extremely important to our community. I can also see that each of the Priorities most likely require different amounts of funding. In terms of the budget process and policy development, I would review what has been done in the past vs. what needs to be done moving forward. While "Environmental Stewardship" might be the closest to my heart, I recognize that having a "Robust Resilient Economy" may require more funds and stronger development of the policies. As with any decisions I would make, I would first learn as much as I could and listen to as many concerned citizens as I could. I will also ask a lot of questions, and will not be afraid to offend certain members of the community, even one's that support me, in order to make the best decisions for Flagstaff.
6. What are your top three priorities for being a City Councilmember?
 - a. Affordable housing
 - b. Build a stronger community
 - c. Have Flagstaff's best interest and make sound decisions for our community.
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?
 - a. One of the greatest aspects of our community is that we are represented by so many different cultures, and it is of the utmost importance that all members of our community feel included and equal. Over the last 2+ years, our community, and the world as a whole, has had limited exposure to each other for obvious reasons. I am a huge proponent of community events that would bring us all together once again. I would love to see Flagstaff host many more events. A little over a decade ago I co-founded an event called the Flagstaff Downtown Mile with current NAU coach Mike Smith. What started as a small event with a few dozen people has now turned into a must-do race and attracts athletes from all over the world. As a council member, I would encourage Flagstaff to do more events like this one to bring us all together.

JAMES WILLIS



SUMMARY

A highly dedicated and results-oriented professional with a demonstrated record of experience in claims management and adjusting, accident investigation and responsibility determination, sales, new account prospecting, account management, business development, contract negotiation, and hospitality management. Leverages excellent communication and organizational skills to work across diverse functions and build relationships with customers, coworkers, affiliates, and other internal and external stakeholders. An innovative and detail-oriented problem solver with a proven history of meeting and exceeding objectives.

EXPERIENCE

ACADEMY MORTGAGE CORPORATION – Flagstaff, AZ

Licensed Loan Officer Assistant, 2021-Present

- Assist branch and area manager with all aspects of loan management from the initial application phase, through processing and underwriting, to funding and completion.
- Develop relationships and partnerships both directly with individuals and families, as well as with real estate professionals.

BNSF RAILWAY - Flagstaff, Arizona

Claims Representative, 2019-2020

- Fully engaged in all steps of claims cycle for wide variety of incidents, including derailments, third-party property damages and injuries, and employee injuries.
- Reviewed new losses and determined initial plan of action in the handling of the claim.
- Coordinated with attorney's discovery, arranging deposition, assisting with jury selection, and trial reporting on each incident. Negotiated settlements with third party or through attorneys.
- Recognized, notified, and pursued other culpable parties and sought contribution from such other responsible parties as warranted.
- Evaluated all claims as the investigation developed and established and adjusted reserves as warranted.

GEICO - Tucson, Arizona

Liability Claims Adjuster, 2017-2019

- Investigated and made final determination of responsibility in auto, motorcycle, and RV accidents.
- Identified serious injury/damage losses and reported them in a timely manner to upper management and reinsurers, updating each as necessary.
- Ensured subrogation efforts were undertaken against other responsible parties, including pursuit of deductible recoveries. Initiated contact efforts with policyholder and claimants to confirm notice of loss description and determine the scope of the investigation.
- Recognized and awarded by the Special Investigation Unit by identifying multiple fraudulent claims, saving the company over \$10,000.

LOVITT & TOUCHÉ - Tucson, Arizona

Commercial Lines Sales Executive, 2016-2017

- Generated new accounts and retention of current business through relationship-building with top-level executives. Communicated with critical stakeholders (executive team, internal operations team, and external partners). Contacted and generated leads using technology and networking to introduce services.
- Originated new partnerships and strategic alliances to increase sales revenues and promote new business.
- Observed, trained, developed, and monitored junior affiliate presentations and supporting sales calls.

HOMESITE INSURANCE - Toledo, Ohio

Remote Sales Agent, 2013-2016

- Helped over 5,000 individuals and families protect themselves through consultative sale of homeowners, renters, flood, and umbrella insurance policies.
- Generated over \$2,500,000 in new business premium.
- Recognized for highest sales and awarded President Club.

INTERNATIONAL INSURANCE GROUP - Flagstaff, Arizona

Business Development Officer, 2012-2013

- Prospected for and negotiated contracts with insurance agencies and Internet advertisers for company's affiliate program.
- Built relationships with Internet providers to showcase new insurance home programs in Mexico.

ADDITIONAL EXPERIENCE

YELP – San Francisco, CA (remote) **Account Executive**

FLAGSTAFF CHAMBER OF COMMERCE - Flagstaff, Arizona, **Account Executive**

RUSS LYON SOTHEBY'S REALTY - Flagstaff, Arizona, **Real Estate Agent**

KUKI'O GOLF AND BEACH CLUB - Kona, Hawaii, **Assistant Golf Professional**

EDUCATION

NORTHERN ARIZONA UNIVERSITY - Flagstaff, Arizona

B.S., Hotel and Restaurant Management, 2004

TECHNOLOGIES

Microsoft Office, Salesforce, Oracle, Atlas, video software, investigative photography.

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: 4-20-22

YOUR NAME: Joe W. Washington

HOME ADDRESS: [REDACTED] ZIP: [REDACTED]

EMPLOYER: Self JOB TITLE: Tribal Court Advocate

E-MAIL: [REDACTED]

CELL: [REDACTED] HOME PHONE: [REDACTED]

LENGTH OF RESIDENCY IN FLAGSTAFF: 46 years PREFERRED PHONE: ☐ HOME ☒ CELL

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

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Joe W. Washington

Applicant Signature

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Answers to Questions

- Q1. Having been a judge in different forums in my life, I have adopted a decision-making style which emphasizes hearing from all parties. If there is a segment of the Flagstaff population which is not being heard on a particular issue, I would reach out to that group to get their opinion. I have also been trained as a mediator and have discovered that parties can often reach agreement on things that, at first glance, seem contentious.
- Q2. I don't believe that I have been in that situation because my philosophy of leadership is not to barrel towards a specific direction without first consulting affected others. I suggest considerations that I believe the group should take and explain why I believe we as a group should move in a certain direction. Other individuals may have different ideas and we explore those in coming to a decision.
- Q3. My leadership style is consultation and discussion. Being Indigenous, I strive for consensus. I advise groups about my thoughts, rather than dictate to them what direction we are going to take. I am the Chair of an Indigenous organization in Flagstaff and we had discussions of how to craft our bylaws. I would make suggestions about some of terms and sometimes a member of the group would want something different. We would discuss it and there were times when I had to concede that someone else had a better idea.
- Q4. I am concerned about building heights in Flagstaff. Tall buildings obstruct views of the beautiful San Francisco Peaks. I know that the City is constrained by State law and also that the City is working on this already. If I could wave a magic wand, though, I would limit the height of buildings in Flagstaff.
- Q5. Our City's 7 key priorities are all compatible. I would look to maximize that compatibility. For example, some people sometimes see environmental stewardship as being in conflict with a robust resilient economy. However, a clean, beautiful environment can attract business. I would look to find those natural affinities between seemingly contrasting priorities.
- Q6. My priorities for being a City Councilmember for a term ending in December are: (1) To share my insights about Flagstaff gained from living here for 46 years; (2) To work as a collegial, ego-free team member as we make decisions; (3) To involve the community in the decision-making process.
- Q7. Being Indigenous, I would be a bridge to that segment of the community. I will reach out to all sectors of the community actively.

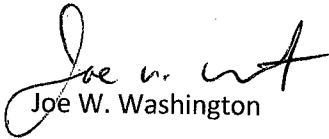
Joe W. Washington

Letter of Interest

Dear Mayor and Council:

Attached is my application for the temporary city council position. I am interested in this position for the reasons given in the application.

Thank you for this opportunity to apply.


Joe W. Washington

Joe W. Washington

Executive Summary:

Candidate has practiced law in tribal courts for over 33 years as well as having been a municipal judge for 7 years and a tribal court judge for 4+ years.

Accomplishments:

Master Advocate Designation from the National
Institute for Trial Advocacy
Certificate in Judicial Development-Tribal Judicial Skills from
the National Judicial College
Certificate in Judicial Development-Dispute Resolution Skills
from the National Judicial College

Employment: Self Flagstaff, AZ
Tribal Court Advocate Feb. 8, 2019 to Present
Practice law in private practice in a variety of tribal courts, notably
Navajo, Hopi, Yavapai-Apache, and Yavapai-Prescott.
Practice includes civil and criminal law as well as administrative law.

The Yavapai-Apache Nation Camp Verde, Arizona
Public Defender June, 2001 to February 7, 2019
General criminal defense. Prepare pleadings such as motions to
suppress or motions to dismiss. Interview witnesses and make
investigations of the facts and the law. Emgage in bench and jury trials.
The Public Defender at the Yavapai-Apache Nation also represents
parents in Dependency and Neglect cases.

The Havasupai Tribe Supai, Arizona
Acting Chief Judge 2003 to July 2012 intermittently total 4.5 years
Handled both civil and criminal cases. Ruled on evidentiary matters
and made decisions on civil claims and reached verdicts in criminal
matters.

The Yavapai-Apache Nation Camp Verde, Arizona
Associate Judge August, 2000 to June, 2001
Handled a wide variety of cases, both civil and criminal. Handled
Dependency and neglect cases, and misdemeanor criminal cases.
Ruled on evidence and motions and reached decisions.

The Yavapai-Apache Nation

Camp Verde, Arizona

Public Defender

January 22, 1999 to August, 2000

General criminal defense. Prepare pleadings such as motions to suppress or motions to dismiss. Interview witnesses and make investigations of the facts and the law. Engage in bench and jury trials. The Public Defender at the Yavapai-Apache Nation also represents parents in Dependency and Neglect cases.

Self-Employed

Flagstaff, Arizona

Tribal Court Advocate

February 1985 to January 1999

Practiced law in Navajo and Hopi courts.

Practiced primarily criminal law, but also handled civil cases and administrative law cases.

The City of Flagstaff

Flagstaff, Arizona

Part-time City Magistrate

September, 1982 to September, 1989

Presided over traffic cases and misdemeanor criminal offenses including jury trials for offenses such as Driving While Intoxicated. Adjudicated cases or presided over jury proceedings. Ruled on motions and procedural matters.

Education:

The University of Arizona

Tucson, Arizona

Bachelor of Arts in Government

Additional Training:

Extensive trial law training as well as judicial training:

Trial Advocacy in Tribal Courts--ASU School of Law 2000

Advanced Advocacy in Tribal Courts--National Institute for Trial Advocacy (NITA) December 13, 2006

NITA National Session 9 day program--NITA June 9, 2012

Deposition Skills--NITA September 7, 2012

Teacher Training in Trial Advocacy--NITA December 14, 20012

Control in the Courtroom--NITA March 5, 2013

Trial Advocacy in Tribal Courts--Bureau of Indian Affairs-Office of Judicial Services August 6, 2013

Trial Advocacy in Navajo Tribal Courts--NITA September 26, 2017

Expecting the Unexpected-Advanced Trial Advocacy--NITA July 25, 2018

Colorado River Indian Tribes Opioid Trial Advocacy Training--GreenbergTraurig Law Firm July 16, 2019

The above classes were multi-day courses held throughout the United States. The accumulated completion of numerous NITA classes resulted in the award of NITA's coveted Master Advocate Designation.

The following classes were taken under the auspices of the National Judicial College in Reno, Nevada. These also were multi-day classes:

Special Court Jurisdiction May 5, 1985

Logic and Opinion Writing for Tribal Court Judges December 4, 2000

Special Court Jurisdiction April 26, 2004

Court Management for Tribal Judges and Personnel April 3, 2006

Handling Small Claims Cases Effectively April 17, 2006

Dispute Resolution Skills July 24, 2006

Advanced Civil Mediation September 10, 2007

Disute Resolution Techniques for Tribal Justice Systems October 22, 2007

Tribal Traffic Issues Faculty Development Workshop February 11, 2008

Civil Mediation May 5, 2008

Completion of these courses resulted in the award of The Certificate in Judicial Development--Tribal Judicial Skills as well as The Certificate in Judicial Development--Dispute Resolution Skills.

References: Available upon request

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
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DATE: 4/19/2022

YOUR NAME: John C. McCulloch

HOME ADDRESS: [REDACTED]

ZIP: [REDACTED]

EMPLOYER: Hillside Enterprises L.L.C

JOB TITLE: Owner

E-MAIL: [REDACTED]

CELL: [REDACTED]

HOME PHONE: [REDACTED]

LENGTH OF RESIDENCY IN FLAGSTAFF: 39 years PREFERRED PHONE: ☐ HOME ☒ CELL

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

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Applicant Signature

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Council Candidate Questions

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way, but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

Step 1: Identify the Issue: How did the issue come before the Council? Is it staff driven, a community initiative/petition or a specific Councilmember asking for it to be placed on the agenda?

Step 2: What is the benefit to the community: Will there be broad community consensus for a specific decision, or will it be contentious pitting one segment against another?

Step 3: Seek broad community input: Gather input from throughout the community via public hearings, media outlets and directly contacting neighborhood associations/individuals with knowledge of community affairs as well as members/leadership of the “strong constituency group” to be fully prepared at council work sessions and meetings.

Step 4: Make a Decision: Council decisions should attempt to build compromises and consensus within the community. However, there are times that may not always be possible. My role, as an un-elected councilmember will be to let the other members of the Council come to a majority. If the council becomes split 3-3 then, and only then, would I become the deciding vote.

2. 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?

Aside from being elected twice to the City Council, I was on the Main Street Foundation Board, The Pioneer Museum Board, a Trustee of the Elks Lodge, the Parks and Recreation Commission, The Tourism Commission, The Disability Awareness Commission, The Traffic Commission, The Historic Sites Commission and probably a few more. There are numerous times when others disagreed with me. I specifically remember advocating a motion for the Main Street Board to recommend to council that the BNSF Railroad stop blowing train horns through the city. That

motion was defeated by one vote, but we know how that eventually ended. The lesson in politics and government is to be patient. Also, it's OK to be passionate about the issues, but if you get out-voted, move on, don't hold grudges because there will be plenty of other votes where you may need a fellow councilmembers' support. I trust that each councilmember is only interested in what's best for our community.

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

It used to be, Ready, Shoot, Aim, when I was in my thirties. At sixty-six I believe I have the advantage of the inherent wisdom and patience that comes with that age. There were always two kinds of leadership personalities I noticed; people were either an Advocate or a Judge. I would describe my younger self as an Advocate. I advocated for Parks & Rec funding, Downtown Redevelopment, Recycling, a Fourth Street Overpass and Fiscal Accountability. I'm proud to see that many of my priorities have come to fruition. However, I would consider myself now as a Judge. I don't see the role of an un-elected/appointed councilmember to be an advocate. By the time a replacement councilmember is seated the City Budget should be predominately completed with first and second readings in June. I have no hidden agenda. I hold no other position on any other boards, and I try to be retired except when needed. My role on Council, if appointed, would be to not rock the boat, be the deciding vote when necessary and use my experience and knowledge of city government to allow me to be an effective councilmember from day one.

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

No councilmember, by themselves, can change anything about the Zoning Codes without a majority of other councilmember votes. As I stated, as a non-elected/ appointed councilmember, I would come with no hidden agenda or advocacy. If there are specific zoning changes that the current council is considering, then I will practice due diligence to prepare myself on the issue and cast my vote only after council has reached a consensus. As with the community reaction to the Hub Development, it triggered a review of Transect Zone Standards and a complete analysis of a Southside Masterplan resulting in submitting a High Density Housing Plan to address stated public concerns. The process included extensive public outreach/ public hearings and plan reviews before it came to the council. Zoning Codes are meant to reflect the development standards and values of the city's built environment. If a development arises that seems incongruous with those values, I have rarely seen where a knee-jerk reaction to modify the code has been the right decision. Change can start with council direction which sends it to the

Planning & Zoning Commission for public input/ hearings and a recommendation to council. Also, any other appropriate commissions should weigh in depending on the impact of any zoning change and then the council would again take public input before it would consider changing anything.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

The city budget is supposed to reflect the priorities of the City Council (and staff) for the coming fiscal year. As such, it is perhaps the most significant undertaking the council does during the year. It is a months-long process that starts with council and department input before the City Manager presents it to the council for review and eventual adoption in late June. Because whoever is appointed to fill the remainder of Ms. Daggett's term won't be announced until May 3rd, they will have very little input in the process before the final adoption in June. I can state that having gone through many city budget processes, I am intimately familiar with the different revenue sources/capital expenditures reflected in the budget document. Whether it's funding from HURF, General Funds, Enterprise Funds, BBB Tax revenues, Bond Proceeds, Primary and Secondary Taxes or Development Fees, I will be up-to-speed from day one to understand the Budget and how that reflects upon the Key Community Priorities council has identified.

6. What are your top three priorities for being a City Councilmember?

1. Be an effective councilmember by being a good listener and working with fellow councilmembers to affect a positive change in the lives of the citizens of Flagstaff and those who experience Flagstaff in any number of ways.

2. To do no harm. Sometimes good intentions have negative consequences. Be prepared and educated on the issues before the council to ensure that whatever decisions are made, they're made with the utmost concern for the broadest well-being of the community.

3. Be nice; it's not that hard. In today's hyper-partisan environment, it's important to lead by example and be civil, and represent our government with class and dignity. Show up on time and don't leave the public and city staff waiting. Keeping a sense of humor also helps.

Finally, I have no intentions of using this appointment to run for another term on City Council. I am content to offer my experiences in city government to step in and help current members move forward with as smooth a transition as possible until a new council is appointed. On a simple level, I have always found public service rewarding. Like all of you, I love this community. I was on the city council when we made \$3,000/year. Until they increased the per/diem compensation, I actually owed money after they deducted my family's insurance premium. With the increase, I took home \$23.00 every two weeks.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

I first came to Flagstaff in the early 70's when my sister went to NAU in the 72-73 school year. I moved to Flagstaff full time in 1983. I was elected to the city council in 1990 and again in 1994. During that time, I became intimately familiar with a broad spectrum of the Flagstaff community. Over the years I have lived in Upper Greenlaw, Sunnyside, Bow and Arrow and Downtown, with friends throughout Flagstaff. My wife and I have owned businesses in the Southside for the last 25 years. My social spheres have included the artists community, the professional community, the restaurant and broader business community, the social services sector, the construction trades, the education sector (both FUSD & CCC & NAU). The point is I have many contacts throughout the community and am accessible to all citizens. I have previously worked with NACA, NACOG and the Sunnyside community along with the Plaza Viejo Neighborhood to finally build the long-promised Park at the old town springs. The most important way to build bridges is to listen but then have the knowledge of city government to know how to cut through the red tape and get things done. The under-represented can often feel that their voices go unheard. I still support the city charter that each councilmember is a representative at-large, and therefore has an obligation to be accountable to every citizen wherever they live within the city.

LETTER OF INTEREST FOR CITY COUNCIL VACANCY

To Flagstaff City Council Members:

I respectfully submit this letter of interest to be considered as a possible replacement for the recently vacated city council seat created by the resignation of Becky Daggett.

Having been previously elected twice to the council (1990 & 1994), I believe that I can bring a voice of experience and institutional memory to the issues facing our community. I have been active on numerous boards and commissions over the years and my wife and I have been southside business owners for 25 years. Prior to that I was a working musician in town from 1983-2002.

I think my greatest asset is my ability to be familiar with the city government process and budget practices from day one. Also, I am familiar with many citizens throughout multiple cross sections of the Flagstaff community which I believe allows people to already be familiar with me thus making me accessible and approachable.

We have raised two children here (36yrs & 30yrs) and now have a grandson growing up in Flagstaff. We are generationally rooted in Flagstaff and love calling this special place on earth HOME.

Thank you for your consideration of my application.

John McCulloch

RESUME

John C. McCulloch

April 19, 2022



WORK HISTORY:

1997-Present: Co-Owner of Hillside Enterprises L.L.C, an Arizona corporation doing business as (DBA):

1. Grand Canyon International Hostel, 19 South San Francisco St.
2. The Motel DuBeau, 19 W. Phoenix Ave.
3. Nomads Global Lounge, 19 W. Phoenix Ave.

1983-2002: Musician playing throughout Northern Arizona, Las Vegas, Phoenix Metro. Originally came to Flagstaff to record, John McCulloch, Greatest Hits Vol.1.

1978-1981: Owner, president; Travel Planning Associates, a full-service travel agency in Princeton, NJ. During my second semester Junior year, I left college after my father died to run the family travel agency.

Education: New York University, (Tish) School of the Arts, Undergraduate Film program.

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: 4/19/2022

YOUR NAME: Josh Stackhouse

HOME ADDRESS: [REDACTED]

ZIP [REDACTED]

EMPLOYER: Stackhouse Wealth Strategies

JOB TITLE: Business Owner

E-MAIL: [REDACTED]

CELL: [REDACTED]

HOME PHONE: Same

LENGTH OF RESIDENCY IN FLAGSTAFF: 2.5 yrs

PREFERRED PHONE: ☐ HOME ☒ CELL

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

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. 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?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

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

[Signature]
Applicant Signature

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

1. The main part of governmental decision making is **considering the collective interest** of those effected by the outcome. In business, I must decide what will benefit myself and my own interests/client interests first. When dealing with decisions in the public realm it is more important to accomplish the goal that best suites most people. The most important role I play in my business that deals with the public is **listening**. Making financial decisions is difficult, the skill that makes the entire process palatable for those that will be affected (in my business, the client) is for the person who will ultimately be responsible for the outcome is **me listening** to their stories.

The other skill that is required is **empathy**. I learned empathy from being a father and a spouse. My ability to place myself in someone else's shoes is what has made me successful in many aspects of my life. I intend on utilizing empathy to assist in the decision-making process. Listening and empathizing are the most important building blocks to understand what the collective interest is trying to convey and ultimately the method, course, and destination of the decision-making process.

2. I was the President of an HOA in Clarkdale, Arizona a few years back. It was around the time that the economy was in turmoil in 2008. The builder was going bankrupt, and the community was thrown into chaos as no one knew anything about what was going to happen. I was underwriting/originating loans for a community bank and was consequently well versed in real estate and homeowners' associations. There were many ways to go forward but there was no clear leadership and someone who could get to the bottom of the problem was needed. I walked through the neighborhood and got enough signatures to be voted in as president. I then had to come up with a strategy as to get the homeowners answers and get them on the same page so that we could move forward. I had many opinions about how to do this from each homeowner but ultimately it came down to **listening** to each of them, finding common ground through **empathy** and then taking the reins and making a decision **that benefited most of the interested parties**.

3. I am an alumnus of Verde Valley Leadership Academy, class two. One of the most important classes that I attended was taught by a man named Al Filardo. He taught us to never box yourself into any position you were taking. This tended to define your position and hurt your chances of remaining **objective in the decision-making process**. The other role in any leadership position that I have learned is to know when it is time to lead and when it is time to follow as if the project/idea was your own. I have had to take on leadership roles at almost every work place I have encountered. Leading, when it is your idea, is the easiest role a leader can take. Supporting a leader, especially when you too are expected to lead, is challenging because of the natural tendency to involve one's ego. I am constantly in use of leadership skills because I am the owner of my own business. I have been in finance in one way or another since 2004. I have trained people in my profession; I have had to deal with difficult employees through the years, but the most useful aspect of a leader is one who can put their ego aside and **accomplish the task whether it is your own project or someone else's**.

4. I have read the recent news about the City's zoning challenges. I am a property owner and own one of the high-density housing lots near downtown. I am aware of the issues and opportunities that face some of the property owners, future residents, and future property owners throughout Flagstaff. I am an owner of an Airbnb, not in Flagstaff but nonetheless understand how these new cohabitation and living arrangements are affecting homeowners, renters, commercial enterprises, etc. I have a unique knowledge of real estate and how it can be affected by many different factors, especially zoning, due to my experience working with all types of private property while underwriting/processing/originating loans at the bank. I look forward to learning and **listening** to more opinions regarding zoning throughout the city to better understand and develop my own opinion about the city's zoning laws.
5. In participating in long term goal planning with clients daily, it is my basic job function to develop budgets and balance, emotions, needs, wants, etc. into an overall plan to get them through retirement or to help them achieve their personal goals. One of the exercises that I ask clients to participate in is defined objective planning. They know it as, "where do you **want** to see yourself in retirement?" This usually starts with a dream and then we develop a budgeting process to get them there. By developing a budget and balancing wants vs. needs, stocks vs. bond, etc. it helps them understand priorities and pitfalls and brings them to a better understanding how all these things affect them, personally.

This process that I perform daily for clients lends itself to the overall theme of my answers to these questions. **Listen, empathize, and execute for the collective interest.** I intend on bringing something unique to the council by breaking down some of the outputs of government, such as the key community priorities, and making them accessible to the public by personalizing them as I do with my clients. Explaining and being accessible to them during the understanding process and ultimately **listening** to their concerns so I can effectively represent their interests in budgeting and policy development.

6.
 - a. My top priority is civil service. I feel it is my responsibility to be an active member of my community. It is important to me to contribute to my community because Flagstaff is my home. I serve on a few boards in and around Flagstaff. I joined them in effort to participate in the decision-making process. I enjoy participating in public service.
 - b. I hold a Master of Civil and Environmental Engineering from Northern Arizona University. It was during this degree that I realized it wasn't the work that I liked. It was being creative and solving all kinds of problems. This is my second reason I want to be on City Council. I want to hear what problems the city is having and lend my time and effort to creating solutions.
 - c. Thirdly, I want to affect change. Once you have solved a problem, implementation is difficult because this is where the rubber meets the road. It is one thing to solve the problem facing our community; it is another to be able to implement the solution, measure results, assess what needs to be done differently and repeat until the solution becomes routine.

7. Growing up, I went to school in Denver, Colorado. My K-12 experience was as a minority. Let me be clear I am a Caucasian Male; this is not usually the case with many of my peers. I do not pretend to know what it is truly like to be a minority, but I did have a taste of what being in the minority at my school was like. Again, this taught me **empathy**. I know what it looks like to forge bonds with people who come from diverse socioeconomic backgrounds. I know what it is like to be given opportunities for one reason and have them taken away for that same reason. It is a humbling experience to be on the outside and the inside at the same time. My mother purposely sent me to a school where I would not be in the majority because she knew, 35 years ago before much of the current understanding has happened about race, culture, ethnicity, etc., that it was going to be an important life lesson. I know how to build bridges/partnerships with other cultures because of her decision decades ago and look forward to doing so on City Council.

To Whom it May Concern:

My name is Josh Stackhouse. I am a local business owner in Flagstaff. I am interested in joining City Council. My interest is mainly civil service oriented. I want to serve our local government in a capacity to affect change. I have other civic positions on other boards and have enjoyed them and enjoyed getting to know their processes. I also like a challenge. My wife and I have two rules that have gotten us to a great position in life. The first is always saying "Yes". I realize this will not be the case on City Council, but it is important to me to provide equity to all and there is no better way to do it than to say, "Yes". The other is to ALWAYS take the path that seems like the most work and is the hardest to accomplish. I know that in trying to spread equity and ultimately say, "Yes," to people is usually a harder path and this fits with how I live my life. I look forward to serving on the Council and thank you for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to be 'J. Stackhouse', with a long horizontal line extending to the right.

Josh Stackhouse

Josh Stackhouse



Objective

My objective is civil service. My goal is a seat on City Council.

Education

- University of Colorado at Boulder 1999-2003
 - BA Geography/GIS
- Northern Arizona University 2011-2013
 - M.Eng. Civil and Environmental Engineering

Experience

- Stackhouse Wealth Strategies 2019-Present
 - Series 9,10 Branch Manager/Owner
- Edward Jones 2013-2019
 - Series 7, 66 Wealth Advisor
 - New Advisor Trainer
 - Partner
- WLB Group 2011-2013
 - EIT (Engineer in Training)
- Desert Hills Bank 2004-2010
 - Processor/Underwriter/Officer

Experiences

- Licensed Real Estate Agent in Arizona, 2022
- Arizona Community Foundation of Flagstaff, Current Board Member 2022
- Parks and Rec Commissioner, Flagstaff, 2022
- Friends of Coconino County Parks and Recreation, Current Board Member, 2020
- Coconino County Parks and Recreation Commissioner, 2018-2020
- Verde Valley Leadership, Class Two, 2009
- HOA President Mountain Gate, Clarkdale, AZ, 2008-2009
- Town of Clarkdale Chamber of Commerce, Volunteer (I sat in the caboose) 2006-2009
- Town of Clarkdale Design Review Board, 2006-2009
- Children (Olive b.2010, Daisy b.2013, Ebbe b.2015)
 - In case you wondered where I was for 8 years.

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: _____

YOUR NAME: _____

HOME ADDRESS _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

CELL: _____ HOME PHONE: _____

LENGTH OF RESIDENCY IN FLAGSTAFF: _____ PREFERRED PHONE: ☐ HOME ☐ CELL

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

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
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Applicant Signature

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1. I pride myself on always engaging in collaborative conversations and seeking multiple perspectives. If there is one group speaking the loudest, I believe I have a responsibility to seek out the softer voice, the opposite viewpoint, and gain a more holistic perspective on the issue. My goal would be to facilitate various forms of engagement to hear from the most diverse range of voices possible, whether that is through invitation to reach out through letter or email, setting up phone or video conferencing, or inviting social media outreach. I would also want to hear from the various neighborhood and community associations representing parts of our community. The channels available for civic engagement are as vast as the voices speaking into various issues facing our community; just as I value the diversity of voices and perspectives, I also hope to take full advantage of this diversity of communication channels. It is also important to note that my intention would not—nor would it ever—be to invalidate or “drown out” the strong constituency group speaking for one perspective. Their voices are just as valid as others sought to engage. However, community decisions require full community engagement. I would weigh all perspectives brought before me and make my decision based on a wholistic view of community well-being, not simply the voice that spoke loudest or nearest to my own admittedly limited perspective.
2. One of my responsibilities is navigating escalated resident concerns, which requires hearing both or multiple sides of an issue, gaining an understanding of the desired outcomes from each side, and working to come to consensus. In this role I often find myself at the intersection of the desires of a customer and the policies of a community and/or our company. This can often lead to strong disagreement from the resident with the proposed solution to mitigate their concerns. When this happens, I focus on maintaining strong communication, expressing empathy and understanding, and ensuring that the rationale behind a solution is understood. I explain that my objective is to collaborate with both sides to reach some level of satisfactory consensus. This means that I am not, in most cases, on anyone’s “side”; rather, I am a mediator between “sides” working to help all parties understand each other, what they want and need, and where compromise is possible. Across all the various volunteer roles and work functions I serve, I welcome “disagreement,” because I know that various lenses and perspectives are valuable to reach consensus. I want others to point out what my solution may be missing, just as I hope others are willing to hear the concerns I have, in addressing important issues. By being open and flexible, I believe stronger solutions are found that address a greater number of concerns than if only my perspective is considered.
3. I am a democratic, participative leader. I engage my full team in the process of achieving a goal or reaching a decision, even when I ultimately am responsible for the plan or decision. I value hearing every voice, even voices of dissent, because I believe it helps both ensure ownership of decisions and determine the best ways to communicate decisions that others may not agree with. For example, in two current roles as the Chair of the Housing Commission and Chair of the Coconino County African Diaspora Advisory Council, I practice democratic leadership by inviting the commissioners or council members to voice their opinions as I listen for common themes and seek to understand various perspectives on what is being asked of us. I then present the perspectives and present options for actions we might take. I avoid speaking my own perspective until others have had the opportunity, to avoid any assumption that my role

as “Chair” puts greater value on my opinion, and to avoid allowing my opinion to cloud or color the free expression of other thoughts simply due to my title-presumed authority. Likewise, as an apartment community manager, I sought input from my team on decisions or strategies and shared my final decision or plan with acknowledgement of the value of their input, individual or group discussion of why certain things were ultimately not included and ensuring everyone felt ownership in the plan they knew they helped develop.

4. As an advocate for the inclusion of affordable housing in all neighborhoods of Flagstaff, I would seek amendments to the Zoning Code specifically targeted toward reducing exclusionary zoning policies and expanding adoption of all housing types, including Accessory Dwelling Unit code standards. With a declared housing crisis and greater understanding of how exclusionary zoning has reinforced historical segregating policies ensuring inequity of access to both neighborhood development and broader housing needs, we are faced with an opportunity to examine the current code to determine where such exclusionary policies discourage sustainable development. What I would seek is an engaging discovery process of examining the code, in partnership with the 10 Year Housing Plan, developer partners, city and neighborhood stakeholders, and other essential voices and viewpoints, to identify which policies stand in the way of meeting Flagstaff’s affordable housing needs while also considering how such policies can be responsibly adapted, revised, or eliminated with foresight for sustainability into Flagstaff’s future.
5. Having taken part in the City of Flagstaff’s priority-based budget process, I have learned the importance of examining budget items through the lens of Key Community Priorities both exclusively and collectively. During the process through which I served, I worked intentionally to examine each budgetary consideration through the Community Priority our group was tasked with evaluating, before contributing input from a broader perspective. My approach would seek to balance the seven priorities by examining each ask for its greatest impact across each priority while also identifying primary community needs for the future. In terms of community needs, I would work to identify primary focuses for the upcoming fiscal year, and years, while considering things like declared community emergencies and anticipated needs impacting the sustainability of community infrastructure and development. I believe it behooves council to approach the budget process and policy development through means that ensure each of the priorities are given consideration, whether by direct appeal by council members or examination of policy and budgetary recommendations through the lens of its application and engagement of the priorities.
6. My top priorities are ensuring vibrant and engaged community, working towards sustainability and sustainable development, and encouraging neighborhood engagement and empowerment.

First, to ensure that Flagstaff further becomes and remains a vibrant, engaged community, it is important to work towards equitable access to community resources and neighborhood infrastructure. This involves working towards actionable initiatives meeting Flagstaff’s growing needs for affordable, attainable housing. In terms of community

health, which is essential to vibrancy, I believe we must move actively toward increased mental health awareness, advocacy, and access to resources meeting the diverse needs and backgrounds in our community.

Second, I believe Flagstaff will thrive as it continues pursuit of sustainability, through environmental stewardship, environmental justice, and sustainable solutions for our economic and infrastructural development. I hope to examine policies and practices to reduce and minimize waste and preserve community and environmental resources in ways that consider equitable access to community space, resources, and all those things that determine the health and well-being of our neighborhoods and citizenry.

Finally, I believe Flagstaff has a great opportunity to enact greater levels of neighborhood engagement and empowerment. As a community, Flagstaff is rich in culture and diverse history and heritage, with unique opportunities to acknowledge, celebrate, preserve, and engage the ongoing legacy of traditionally marginalized voices. I believe we have an obligation to ensure all people in our community have voice in our community, and to work toward engaging each neighborhood as part of Flagstaff's collective voice and story.

7. I am proud of my history of engagement with the diverse cultural communities of Flagstaff in pursuit of diversity, equity, inclusion, and belonging within our community. As reflected through my time as a member of the City's Commission on Diversity Awareness (CODA), as well as my service with the Coconino County African Diaspora Advisory Council (ADAC), the Southside Community Association (SCA), NAMI Flagstaff, and the Lived Black Experience Project, diversity, equity, and inclusion are my passion. Active engagement with DEI is part of my current work, and it remains part of my vision for Flagstaff to build bridges, establish meaningful relationships, and create sustainable partnerships across our community. I currently work, and on Council would continue to engage, with neighborhood and community organizations that seek to elevate the voices of the often-marginalized members of our community. I would continue working to make connections and engage with key contacts, to ensure that those often unheard and unseen in our community are given seats at the table and opportunities for vocal presence in important conversations for the development of our community. As expressed in the Lived Black Experience Strategic Plan as a vibrant example of engagement with diverse communities, I would continue to actively engage with community partners such as neighborhood and community associations existing in Flagstaff's historic neighborhoods to "continuously solicit input, feedback, and awareness" (p. 70).

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

Dear Mayor Deasy and Flagstaff City Councilmembers,

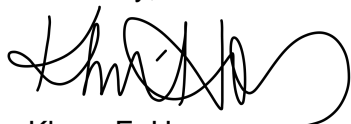
I am writing to express my strong interest in being appointed to the Flagstaff City Council. I believe that my extensive experience in board involvement, public service, and community engagement, paired with my passion for serving the people of Flagstaff and ensuring equity of voice and visibility among our diverse communities, would be great assets both to Council and to the city and people of Flagstaff.

My history of service and civic engagement includes service of the City's Commission on Diversity Awareness (CODA) and service as first Vice Chair and current Chair of the Flagstaff Housing Commission. My community engagement includes service as a board member of NAMI Flagstaff, Flagstaff Shelter Services, the Southside Community Association, and the Lived Black Experience (LBE) Project. I am proud of the partnerships fostered through this service, and of accomplishments resulting from this work including the development and adoption of the 10-Year Housing Plan, the adoption of the Lived Black Experience Strategic Plan, participation in and co-hosting of the monthly LBE CommUnity Dialogue series, etc.

I am deeply committed to public service, strong communications, and meaningful community partnerships to ensure all people—especially those who have been historically marginalized—are enabled in their voice. I am a skilled communicator with a proven history of sincere, effective, and trustworthy engagement with diverse people, groups, and organizations. My primary focus in my ongoing service to the people of Flagstaff, and my desire for service through Council, is to actively listen to and invite the engagement of the Flagstaff community in the decisions and processes shaping the future of this community. Flagstaff has been my home for just over 10 years, and as part of this community it is my sincerest desire to safeguard, preserve, and advance Flagstaff's unique character and culture through engagement of its diverse peoples and perspectives. I approach all matters with an analytical gaze and neutrality toward new information which enables me to thoughtfully consider varying perspectives and examine matters openly, evenly, and with the goal of achieving the most positive impact for the greatest number of community members. I seek and solicit as much feedback as possible to better represent the views and diverse perspectives of the people of Flagstaff, and would continue to bring this curiosity, insightfulness, and thoughtfulness to Council.

I look forward to further discussion of my candidacy and thank you for your consideration of the enclosed application.

Sincerely,

A handwritten signature in black ink, appearing to read 'Khara E. House', with a large, sweeping flourish at the end.

Khara E. House

Two solid black rectangular redaction boxes covering the address information.

KHARA E. HOUSE

EDUCATION

Master of Arts in English, May 2011

Northern Arizona University, Flagstaff, AZ

Graduated with Distinction, 4.00 GPA: Member Gamma Beta Phi National Honor Society, Golden Key International Honor Society, Phi Kappa Phi Honor Society, Sigma Tau Delta

Bachelor of Arts in English with Writing Emphasis, May 2008

Messiah College, Grantham, PA

Magna Cum Laude, 3.66 GPA

RELATED EXPERIENCE

Director of Community Engagement

July 2019-Present

Bella Investment Group, Flagstaff, AZ

- Ongoing support of all property management operations, including multifamily and single-family properties
- Overseeing public relations, community engagement, and the establishment of various business and community relationships
- Partnership in oversight of corporate social giving
- Various operational support functions including escalated resident concerns, property support and training, research and development, marketing research and program development, etc.

Property Management and Operations Coordinator

July 2017-July 2019

Bella Investment Group, Flagstaff, AZ

- Directly supporting the President of a multifamily company in Northern Arizona with duties including management of single-family assets, resident relations, and reporting oversight
- Providing ongoing property support, training, mentorship, etc.
- Assisting with market research, data analysis, business engagement, and other operational support functions

Property Manager

July 2014-July 2017

Bella Investment Group, Flagstaff, AZ

- Managing 264-unit multifamily housing community; increases in occupancy each month of management, including an 8% increase in summer occupancy and average 2-5% monthly increase in retention; under management, property experienced regular increased rental income and net operating income
- Facilitating all elements of property management, including marketing, increasing, and retaining occupancy, budget management, hiring, organizing, and overseeing resident events, maintaining partnerships with local university/businesses, etc., and oversight of monthly residential blog postings
- Oversight of hiring and training of new and current employees, as well as development of new hire and current team member training materials
- Customer service focus based in maintaining positive customer relationships with residents, campuses, and business partners, hands on property management including ensuring curb appeal, development of multi-property blog content focused on apartment life and community development, and direct marketing and social engagement with residents, local universities, businesses, etc.

Assistant Property Manager

January 2013-July 2014

Bella Investment Group, Flagstaff, AZ

- Assisting the property manager in effectively managing the property, and assuming all responsibilities associated with accomplishing property goals including marketing, social media engagement, and other administrative tasks
- Training newly hired team associates in operating procedures and accepted business practices of the company
- Maintaining residential and financial records including all rents, deposits, and application fees, preparing invoices, tracking delinquency and resident activity, and maintaining positive customer relations attitude while addressing the needs of current, future, and past residents and other local business partners

English Instructor

August 2011-December 2012, (Cont.)

Northern Arizona University, Flagstaff, AZ

- Working to ensure student advancement and achievement in ENG 105 (First-Year Composition) and ENG 371 (Intermediate Poetry)
- Generating curriculum, lesson plans, handouts, and study aids to ensure academic success and clarity of concepts, learning expectations, etc.; Providing academic support through one-on-one tutoring, advisement, student engagement, etc.
- Providing presentations, marketing, workshops on behalf of the Graduate College, University Writing Program, etc.

Graduate Teaching Assistant

August 2010-May 2011

Northern Arizona University, Flagstaff, AZ

- Serving as an instructor of ENG 105, ENG 100, and within the University Writing Center
- Generating curriculum and study tools to enhance students' understanding of complex writing skills, assignments, etc.
- Providing presentations, marketing workshops, etc. to enhance student knowledge and advertise Writing Center services

ACCOMPLISHMENTS, LICENSES & CERTIFICATIONS

- Community Engagement: Coconino County African Diaspora Advisory Council, City of Flagstaff Housing Commission, City of Flagstaff Commission on Diversity Awareness, Flagstaff Shelter Services, Lived Black Experience Community Coalition, Southside Community Association, Flagstaff Young Professionals, NAMI Flagstaff, NAACP Flagstaff, Arizona Multihousing Association Board of Directors, Arizona Multihousing Association Government Affairs Committee, Arizona Multihousing Association Charitable Foundation/Big Hearts Committee, National Apartment Association Diversity Equity Inclusion Committee, National Apartment Association GIVES Committee, National Apartment Association NextGen Committee
- Honors & Awards: 2021 NAA Emerging Leader Recipient, 2021 AMA Tribute Award Recipient (Corporate Employee of the Year), 2020 Flagstaff Key to the City Recipient, 2018 ATHENA Award Program Young Professional Finalist, 2017 AMA Tribute Award Recipient (Property Manager of the Year – Outside the Valley), 2017 AMA Tribute Award Nominee (Team & Community of the Year Outside the Valley), 2015 AMA Tribute Award Nominee (Team & Community of the Year Outside the Valley)
- Licenses & Certifications: Certified Apartment Manager (CAM); Arizona Real Estate Salesperson; Diversity, Equity, and Inclusion in the Workplace Certificate (USF); Mental Health First Aid

WORK RELATED SKILLS

- Housing/Property Management: Arizona Real Estate Salesperson licensee, Certified Apartment Manager (CAM), marketing, team building, event coordination, Section 8 Housing Choice (HUD) vouchers, social media strategy, conflict resolution, public relations and relationship development, property maintenance oversight, budget oversight, reporting and analysis, strategic problem solving, project management, experience in student housing management and undergraduate residence life
- Writing Skills: Writing, editing, proofreading, experience creating online and print marketing/advertising and effective company/corporate training guides, manuals, etc.
- Computer Skills: Microsoft Word, PowerPoint, Excel, Publisher; Microsoft Windows XP/Vista/7/8/8.1/10; FrontPage, Basic web-management/design/HTML
- Proficient in web research; familiar with developing web-based content, social media engagement, online marketing, and online community management; facilitation and development of diversity, equity, and inclusion programming and education modules; youth and adult mentorship; mental health first aid; community grassroots programming and local, statewide, and national advocacy

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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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: April 19, 2022

YOUR NAME: Lina H. Wallen
HOME ADDRESS: [REDACTED] ZIP: [REDACTED]
EMPLOYER: Coconino Community College JOB TITLE: Foundation Assistant
E-MAIL: [REDACTED]
CELL: [REDACTED] HOME PHONE: [REDACTED]
LENGTH OF RESIDENCY IN FLAGSTAFF: 30 years PREFERRED PHONE: ☐ HOME ☒ CELL

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

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. 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?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

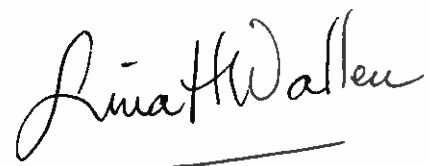
I certify that I meet the statutory requirements of living within the corporate limits of the City of Flagstaff for at least one year, that I am over the age of 18 years, that I am a registered voter of the City of Flagstaff, **and that I have read and understand the right to have my application considered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

Lina H. Wallen

Applicant Signature

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

1. My basic method in everything is respect! As a teacher and counselor I use active listening while gathering data on the issue and talk to people in community because I know that not everybody is comfortable to speak up at the Council meeting. I would arrange and publicize a public meeting with a brief presentation followed by an open discussion where all views are encouraged and respected. I would solicit local media to publicize outcomes.
2. I worked for the Flagstaff Housing Authority for 16 years in Public Housing, and Section 8 program. In that position I experienced a lot of conflicting issues or disagreement due to laws and regulations but on the other hand I had the mission to assist people in need for housing. I resolved the issues case by case with discussion & advise from my supervisor. When I work in a certain position – I can't only focus on what happened at that moment because to help a person I have to know the reasons he/she came to that situation to help them have further success in life.
3. I am an open, transparent person. If there is an issue on confidentiality I will explain the reasons. I volunteered for Court Appointed Special Advocate for many years and continue to do so on Foster Care Review Board with the focus on best interests for the children. I had many cases that involved disfunctional families with a lot of issues with alcoholism, drugs, mental illness, and social economics. They came with a lot of anger and anxiety and they think we just want to 'steal' their children. I have to explain the reasons that led to action to take their children away until their lives can be put together enough to have the children return to them safely. The confidentiality is very important to protect the children and foster families who are caring for the children and yet establish transparency of why and what can lead to family reunification.
4. Rezoning, especially for housing, which are almost always to higher density, should receive much greater scrutiny and be much more selectively granted than is now the case. Decisions should not be influenced by out of town, or local, speculators. The character of our city at stake.
5. The seven Key Community Priorities are important as guidance for the City of Flagstaff. Priority must be given to the desire of those living full time in Flagstaff. To make Flagstaff a vibrant and safe community, the residents have to actively engage in growth and economic development. When this happens, the residents will have to figure out what needs to be done in process, including financial resources to obtain the budget requirements. City Council needs to establish appropriate policy.
6. I agree with the seven Key Priorities of the City of Flagstaff, one cannot separate one from the others but three top priorities have to be established first, they are respect, safety, and inclusiveness. From the seven established key priorities we have to focus on 1) Safety & Healthy communities, 2) Livable communities, and 3) Inclusive & Engaged communities. We have to be able to feel safe wherever we are which means there is trust, safety to express opinions with respect and dignity, so the community is livable, healthy, and all people feel engaged and understand what directions the city decided.
7. Flagstaff is a beautiful city, with a highly diverse culture and rich in resources. We have to respect each other, value each others opinions, cultures, religions as a family. I don't have any blood relative family in the City of Flagstaff and yet I am part of a lot of families. I have been working to create relationships, trust, and networks among organizations or other entities. Groups with special concerns must have confidence that their concerns will receive serious consideration in decision making, not just lip service.


Linda H. Waller

April 19, 2022

City of Flagstaff

Selection Committee to Appoint City Council

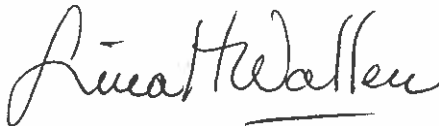
Dear Sir/Madam,

I have been living in Flagstaff for thirty years and have seen a lot of changes. I have worked on social justice and environmental issues my whole life, as you can see in my brief resume (I only list my activities since I moved to Flagstaff in 1993).

I am interested to serve on City Council because I think I can contribute my experience in working with many organizations in Flagstaff but also knowing many other people in community. I know this is a very short term appointment which will be great for me to learn and consider further whether I am fit to serve further in this role.

I appreciate your time and consideration for this important appointment to serve the Flagstaff community.

Sincerely,

A handwritten signature in cursive script, reading "Lina H. Wallen". The signature is written in dark ink and is positioned above a solid black rectangular redaction box.

Lina H. Wallen

R E S U M E

Lina H. Wallen



EDUCATION

1993 M.A. in Economics – San Francisco State University, USA

1990 Ph.D. in Psychology – Columbia Pacific University, USA

1984 Doctoranda in Education, and English Literature – Institut Keguruan dan Ilmu Pendidikan Bandung, Indonesia

1976 Bachelor Degree in Teaching English as a Second Language & Art, IKIP Bandung, Indonesia

1972 Bachelor Degree in Publicity – Universitas Pajajaran Bandung, Indonesia

WORK EXPERIENCE

1995 – 2011 Flagstaff Housing Authority

2007 – 2011 Northern Arizona University

2018 - present Coconino Community College

VOLUNTEER/COMMUNITY SERVICE ACTIVITIES

2019 – present Coconino County Mental Health First Aid Instructor

2018 – present Arizona Commission on Judicial Performance Review for Coconino County, board member

2017 – present Coconino County Community Emergency Response Team Instructor

2016 – present Coconino County Compensation Board – board member

2015 – present Coconino Community College – Scholarship Committee

2015 – present Narbha Institute Legacy Council member

2015 – present Flagstaff Family Food Center – board member

2014 – 2015 Editorial Board member for *Arizona Daily Sun* newspaper

2014 – 2019 Museum of Northern Arizona as a volunteer for research & as a docent

2014 – present Disbursing Real Educational Academic Minority Scholarships (DREAMS) – board member

2013 – 2021 Coalition of Coconino Children and Youth – board member

2007 – present Coconino Amateur Radio Club member (helping community or law enforcement with communications for events/emergencies)

2005 – 2012 City of Flagstaff – Commission on Diversity Awareness
Responsibilities: public awareness & education on diversity in the community.

2002 – 2006 The Diablo Trust – Arts Committee Chair

2002 – present National Association for Advancement of Colored People – board member (2012 – 2017 Flagstaff Branch President, 2018 – present Flagstaff Branch Treasurer)

2001 – present Coconino County Community Emergency Response Team member

2000 – 2005 Southside Neighborhood Association, Flagstaff – founder/board member and Secretary to the Board

1999 – 2015 Northern Arizona Regional Behavioral Health Authority – board member
Position: Treasurer, Vice-Chair, Secretary, and Committee Chair for Nomination, Financial, and Governance

1998 – present Arizona Foster Care Review Board for Coconino County

1998 – 2001 Flagstaff Prime Housing, President

1998 – present Surrogate Parent for Flagstaff Unified School District

1998 – 2002 Regional Council on Aging District III – board member

1997 – 2000 City of Flagstaff – Board of Adjustment (1999 – Chair)

1996 – 1999 Coconino County Senior Citizen Board – elected member

1996 – 2000 The Guidance Center – board member

1996 – 1999 Northern Arizona Gerontology Association – board member (1998 – President)

1996 – present Foster Care Review Board – board member

1995 – 1996 City of Flagstaff – Clean and Green Commission

1995 – present American Association of University Women – Flagstaff Branch
1995-1998 board member, 2011-2014 Secretary to the Board

1995 – 2013 Flagstaff Light Opera Company – board member (2008-2011: President)

1994 – present Yearly Free Income Tax preparation through VITA
1994 – 2007 through AARP, 2008-2018 through United Way, 2008-present through Northland Free Tax Assistance

1994 – 2005 Northern Arizona Council of Government / Area Agency on Aging, councilor for Medicare/Medicaid and Legal

1994 – 1999 Sierra Club Plateau Group, Executive Committee member

1994 – 1999 Arizona Natural History Association, board member (1997-1998 President)

-
- 1993 – 2000 Habitat for Humanity of Flagstaff, board member (1993-1998 Secretary to the Board)
- 1993 – 2020 Court Appointed Special Advocate for Coconino County

AWARD/HONOR

- 1999 Flagstaff Community Valentine Award
- 2002 Coconino County Best Advocate for Children
- 2014 Internal Revenue Services Award for 20 years service
- 2018 Coconino Children Caring Award
- 2019 Arizona Daily Sun, Citizen of the Year
- 2022 Eleanor Roosevelt Award

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APPLICATION TO SERVE ON THE CITY COUNCIL**

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(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: _____

YOUR NAME: _____

HOME ADDRESS: _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

CELL: _____ HOME PHONE: _____

LENGTH OF RESIDENCY IN FLAGSTAFF: _____ PREFERRED PHONE: ☐ HOME ☐ CELL

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

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Applicant Signature

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McKenzie Jones
Flagstaff City Council Vacancy
Application Responses

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

My career has been primarily focused on developing equitable community engagement around issues related to water, housing, transportation, open space, and climate change. Residents are often broadly supportive of the idea of affordable housing or bike paths in the larger community but are more reticent when the project is proposed in their neighborhood.

In my role working for the City of Sedona, I focused on building relationships within marginalized communities. I partnered with interfaith community organizers to host virtual and in-person civic academies to identify community-led solutions and train leaders on civic engagement. The community members identified linguistic and logistical barriers to participating in City planning processes. In response, I worked within the municipal organization to address those barriers and amplify the voices of marginalized residents.

With municipal projects, we are often seeking consensus where it does not exist. As such, I would prioritize amplifying the political voice of marginalized residents and ensuring the equitable distribution of benefits throughout the community.

2. 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 have spent the past decade working on different elements of municipal sustainability and climate action. If a sustainability initiative is effective, it generally involves changing the status quo. Within any local government initiative, there is tension between competing ideals such as providing safe and efficient street lighting while protecting our dark skies.

As Sustainability Manager for the City of Sedona, I regularly encountered philosophical differences with City staff or community members on how to move forward with large City projects like electrifying transit or developing workforce housing. We each bring different perspectives to our work and, ideally, that strengthens the initiatives we work on together. In these instances, I endeavored to understand what was at the root of the disagreement with my project partners and whether the disagreement was philosophical or practical. If I am viewing transportation through the lens of climate action and my colleague's main goal is reducing traffic, we will reach different conclusions about the best solution.

In some cases, these issues were resolved by providing additional research or resources that addressed their concerns. In other cases, it was a matter of having a candid conversation about

City Council priorities and how to balance competing needs. Building trusting relationships with my peers was integral to navigating these challenging discussions.

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

I have over fifteen years of experience leading professional teams, non-profit boards, and committees. Over time, my style has evolved towards facilitative leadership, which is the style I would bring to City Council.

Facilitative leadership involves growing the capacity of individuals and teams to address present and future challenges. It ensures that team members have the skills and resources to problem solve and empowers individuals to anticipate and identify the root causes of the challenges through systems thinking. On City Council, this would involve identifying which risks are worth taking and which issues are not worth investing time in.

I am collaborative by nature and I would prioritize building trusting and productive relationships with City staff, City Council, businesses, and community members. A strong leader is a strong collaborator. I would bring this consensus-building perspective to working with Council and evaluating City projects.

As a former City staff member, I understand what is involved in taking controversial and challenging initiatives to City Council. I know firsthand the effort and work that goes into evaluating different options and making recommendations. I take seriously the responsibility involved in making policy decisions that affect our community. In the rare cases where there are two intransigent positions and no forward motion has occurred, it is important to move forward with a majority vote.

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

Within our current Zoning Code, updating the Parking Standards section presents the most opportunities to positively impact our community. Our current Zoning Code assumes that individuals must have a car in order to fully participate in the community. This runs counter to the City's efforts to address our workforce housing crisis and the climate crisis.

Minimum parking requirements conflict with the City's other goals by increasing traffic congestion, creating large concentrations of exposed parking, increasing stormwater runoff and heat island effects, and providing unsafe and inconvenient environments for pedestrians. Our current code prioritizes parking over housing, which further contributes to the high cost of living in Flagstaff.

Parking is a complex issue and small businesses are often concerned about the impacts of reduced parking requirements. While our current code does include allowances for affordable housing, transit, and bicycle parking, there are opportunities to increase flexibility for developers to meet the needs of each neighborhood.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

Within any community, we have competing priorities. With a limited budget and limited staff time, the City cannot do everything. As such, we need to identify projects that provide the greatest benefit for the lowest cost and weigh their collective impact on each of our priorities.

There are often tensions between these competing priorities. For example, how do we support a livable community with workforce housing while also protecting the natural resources that make northern Arizona such an incredible place to live? I have been a long-time advocate for protecting natural areas. I oversaw the City's open space efforts for four years including managing the acquisition and conservation of Picture Canyon and Observatory Mesa. However, we are also experiencing a housing crisis and need to significantly increase the amount of safe and affordable workforce housing. When considering new affordable housing on undeveloped land, we have to evaluate the quality of the natural area and weigh that against the benefits provided by workforce housing.

In balancing the seven priorities, I intend to listen to resident input about the immediate needs of the community and evaluate how these choices might impact Flagstaff in the future.

6. What are your top three priorities for being a City Councilmember?

As this is only an eight-month appointment, my first priority would be to support continued effective governance and ensure the transition of filling the vacancy is smooth, with minimal interruption or impact on the flow of Council proceedings. As such, I would aim to be an accessible representative for Flagstaff community members. As a former City staff member, I am adept at navigating resources for residents and responding to constituent concerns.

My second priority would be to help move forward any projects or initiatives that make Flagstaff a more livable community. City Council has declared a housing emergency and I would prioritize working with other City Council members to address this crisis while taking into account equity and climate risk.

My third priority would be ensuring equitable engagement for members of marginalized communities. I would build on my existing relationships with community organizers to identify barriers to civic engagement and foster the development of community-led solutions.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

My graduate work at Northern Arizona University focused on community organizing to drive policy change and craft solutions to social problems. As a City employee, I worked to foster equity, diversity, and inclusion competencies in staff, community partners, and City planning

efforts. I worked with frontline community partners to identify and reduce linguistic and logistical barriers to participation.

Over the past decade, I have worked with frontline communities as a City employee, a graduate student, and a volunteer for Northern Arizona Interfaith Council and Flagstaff Foodlink. I have built effective partnerships with interfaith organizers in the immigrant community, affordable housing advocates, Indigenous environmental leaders, and Indigenous food access advocates.

In this role, I would be excited to build new relationships and work with community groups to reduce barriers to engagement with the City.

McKENZIE JONES

April 20, 2022

Honorable Mayor, Vice Mayor, and City Council,

I am excited to apply for the vacant position on Flagstaff City Council. I've had the privilege of calling Flagstaff home for the past 13 years and would welcome the opportunity to serve the City by fostering a healthy and more livable community for all. I share Flagstaff City Council's commitment to transparency, effective governance, and equitable engagement.

My experience conceptualizing, leading, and growing local government programs would be a key asset in this role. Critical strengths I leverage include:

Understanding of City Operations: As a sustainability professional with over a decade of local government experience in Public Works and the City Manager's Office, I understand City-level policy making and will be immediately effective. I have served under six different City Councils and presented regularly on City planning, infrastructure projects, and land acquisitions. I have served on the City's Employee Advisory Committee and as staff liaison to two City commissions. I understand Council meeting procedures, the City's budget process, bond initiatives, the limits of the City Charter, and the perspectives of City staff.

Understanding of Council Priorities: Given the broad applications of municipal sustainability, I have worked on projects that involve every City division. I am adept at navigating complex bureaucratic processes to develop programs that serve the community. While the majority of my experience was with the City of Flagstaff, I spent the last three years serving on the Leadership Team for the City of Sedona and I have benefited from seeing how other municipalities approach similar policy challenges.

Equitable Engagement: Ensuring equitable community engagement has been the primary focus of my career. My graduate work at Northern Arizona University focused on community organizing to drive policy change and craft solutions to social problems. I collaborated with interfaith organizers in Sedona's immigrant community to launch an equitable engagement effort. Together, we developed civic academies to grow community leaders and increase public involvement. One early outcome was the creation of a home energy retrofit program. These community partnerships now continue to address mobility, policing, entrepreneurship, and affordable housing.

I would be thrilled to work with you to continue to improve the lives of Flagstaff residents.

Sincerely,



McKenzie Jones

McKENZIE JONES

EFFECTIVE GOVERNANCE | MUNICIPAL POLICY | EQUITABLE ENGAGEMENT

Innovative program leader with 10+ years of experience conceptualizing and implementing effective municipal sustainability programs. Skilled at developing equitable engagement processes, navigating municipal policy and budgets, and centering the perspectives of marginalized residents in City planning.

Key skills:

- Board management and facilitation
- Community organizing and relationship building
- Strategic planning and stakeholder management
- Financial management
- Policy research and development
- Building capacity and networks

PROFESSIONAL EXPERIENCE

CITY OF SEDONA, Sedona, AZ

2018-2021

Sustainability Manager

Created, led, and grew the first Sustainability Program for the City of Sedona to a \$700,000 annual budget and three staff positions. Developed organizational staffing plans, culture, communications, and finances. Conducted needs assessments and developed innovative policies and programs to increase organizational and community sustainability. Developed a Municipal Sustainability Plan including the identification of resiliency and carbon neutrality targets, initiatives, metrics, and reporting. Fostered equity, diversity, and inclusion competencies in staff, community partners, and City planning efforts.

- Led the creation and implementation of Sedona's first Climate Action Plan, which established a target of reducing community-wide greenhouse gas emissions by 50% by 2030
- Launched an equitable engagement effort, secured funding, and built relationships with organizers in Sedona's immigrant community to grow climate leaders and develop a home energy retrofit program
- Developed and delivered trainings on resilience, decarbonization, and civic leadership for conferences, civic academies, staff trainings, community workshops, and undergraduate and graduate classes
- Built productive relationships with utility representatives and secured over \$500,000 in grant support to install on-site solar and electric vehicle charging infrastructure on City properties
- Partnered with the City of Flagstaff on a solar cooperative to increase access to affordable on-site solar for residents
- Collaborated with City staff and members of the building community to adopt current energy codes focused on solar and electric vehicle readiness
- Partnered with the Yavapai-Apache Nation on climate resilience efforts to sustain flows in the Verde River
- Participated in the equity committee for the Arizona Transportation Electrification Plan

CITY OF FLAGSTAFF, Flagstaff, AZ

2011-2018

Acting Sustainability Manager (2016-2017)

Managed the City of Flagstaff Sustainability Program, including five staff members. Led the development of sustainability programs and policies including energy, waste, food, and climate resilience. Served as staff liaison to the Sustainability Commission. Participated in the Urban Sustainability Directors Network's Equity Foundations Training. *Interim role ended due to staffing reorganization.*

- Led the development, adoption, and implementation of the City of Flagstaff's Rethink Waste Plan, which established a goal of achieving zero waste conditions by 2050
- Launched the Master Recycler Program, which educated residents on sustainable materials management and climate engagement
- Wrote the City's livestock animal keeping code and developed trainings and outreach materials on regenerative agriculture

Sustainability Specialist (2011-2018)

Created, implemented, and evaluated innovative policies and programs that promoted organizational and community sustainability. Led the City's open space, food policy, community stewards, and materials management programs. Managed marketing and social media accounts. Implemented and developed reporting for Municipal Sustainability Plan. Served as staff liaison to the Open Spaces Commission. Supervised three staff members.

- Wrote two successful grants totaling \$8.4 million to purchase and protect over 2,700 acres of conservation land at Picture Canyon and Observatory Mesa with open space bond funding
- Co-wrote two successful grants totaling \$200,000 to develop the Marketing for Action Guidebook and train municipal sustainability directors on marketing behavior change efforts
- Designed and implemented an urban farm lease program to increase affordable access to City property for regenerative agriculture
- Led the creation of the City's Innovate Waste Challenge, a sustainability competition to convert waste into marketable products
- Developed quarterly fix-it clinics to build repair skills in the community and build social cohesion

NORTHERN ARIZONA UNIVERSITY, Flagstaff, AZ

2008-2011

Development Coordinator

Coordinated alumni stewardship programs and philanthropic activities in support of scholarships. Managed the selection and distribution process for over \$300,000 in scholarships. Represented the College of Business in the Environmental Caucus. Supervised one staff member.

SCRIPPS HEALTH FOUNDATION, La Jolla, CA

2006-2008

Capital Campaign Coordinator

Coordinated the Scripps Memorial Hospital Encinitas Capital Campaign, including the strategy, case for support, volunteer organization, and management structure for raising major gifts for a capital campaign. Facilitated workshops on health and estate planning. Supervised two staff members.

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

2010-2013

Master of Arts in Sustainable Communities, 2013

Facilitated a year-long effort to foster youth-led civic engagement that identified community issues and promoted equitable community building. Received NAU's 2021 Sustainability Leadership Award.

LAFAYETTE COLLEGE, Easton, PA

2002-2006

Bachelor of Arts in Government and Law, 2006

RECENT VOLUNTEER EXPERIENCE**FLAGSTAFF FOODLINK, Flagstaff, AZ**

2015-2021

Board President

Led local food non-profit through organizational renewal including strategic planning and reassessment of organizational mission and focus areas. Managed program development including the rollout of a healthy food incentive program, a local farmer grant program, a farm business incubator, and an agricultural apprenticeship program. Developed a farmer coalition to share growing skills and resources.

OAK CREEK WATERSHED COUNCIL, Sedona, AZ

2018-Present

Board Member

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(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: 04-20-22

YOUR NAME: Samantha Stone

HOME ADDRESS: _____

ZIP: _____

EMPLOYER: Victim Witness Services for Coconino County

JOB TITLE: Sexual Assault Response Coordinator

E-MAIL: _____

CELL: _____

HOME PHONE: _____

LENGTH OF RESIDENCY IN
FLAGSTAFF: 34 years

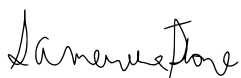
PREFERRED PHONE: ☐ HOME ☐ CELL

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7. **Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?**

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

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1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?

I believe that consultation is an invaluable tool when faced with difficult decisions. In my years working in the policy realm, I have learned that active listening is of utmost importance, but also that it's imperative to dig deeper into issues (paying close attention to less prevalent perspectives) rather than simply accepting the position of those who have the privilege of being loudest. Throughout the years I have spent as a community organizer and working in policy I have had the opportunity to build strong relationships with many subsets of the population whose voices are/have historically been silenced, who I am able to reach out to for perspective on various issues.

2. 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 lobbyist, I worked with a team of professionals to introduce and advance legislation through Congress. There are no set rules for the best way to work with Congress or advance legislation through Congress, and so there were frequently disagreements amongst those professionals about strategy. Whenever one of these disagreements arose, I spoke directly to the individual or individuals who had opposing opinions and worked to a) understand everyone's perspective, and then b) work to find an alternative that we were all comfortable with/supportive of.

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

My leadership style is a mixture of the transformational and participative styles. As mentioned previously, I believe that active listening and consultation are imperative skills. Additionally, I am a firm believer in identifying each team members strengths and working together with those strengths to accomplish goals. During my time with the United States Senate I was able to lead multiple projects, working with teams from diverse backgrounds with varying levels of experience. I prioritized identifying everyone's strengths, and then collaborating to make sure that each individual was engaged in the most effective and fulfilling way.

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

I am not an expert in zoning and potential code issues at this time and so hesitate to pinpoint a specific change I would make. However, I can say that my priority with zoning in general would be to further Council's attempts to eliminate exclusionary housing codes, and bolster inclusionary codes in order to increase housing access and affordability within Flagstaff city limits. If selected to serve as a council member I would devote time to individually researching that policy area as well as working with city staff and other experts to further develop a stance on the best way to accomplish those goals.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

Each of the key priorities identified by the City are important to me. When there is tension between those priorities, I intend to approach each issue from the perspective of furthering social and environmental justice and working to create an equitable Flagstaff Community.

6. What are your top three priorities for being a City Councilmember?

As a lifelong citizen of Flagstaff, I am extremely dedicated to the community. My top three priorities are to bolster/create a safe and healthy, livable, and inclusive/engaged community.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

In my work with the United States Senate, I had the opportunity to work with 6 Northern/rural Arizona counties, as well as all 22 Arizona based Indigenous Tribes/Nations. As a City Council member I will maintain regular connection points with those contacts, and collaborate with members of diverse communities to accomplish their goals.

Samantha Stone

Summary

With over a decade of experience working in policy, advocacy, and community service at the local, state, and federal levels, I have built close relationships with Tribal communities, business and nonprofit leaders, activists, and government officials nationally while developing expertise in the policy areas most important to our communities, including water, social and environmental justice, Indigenous affairs, natural resources, and rural development.

Experience

July 2013 - Present

Founding Partner/Consultant

GMS Strategies | Flagstaff, AZ

Develop and implement strategies for social/environmental justice organizations and underserved communities in order to help them further their state and federal legislative and relationship-building goals.

November 2019 – November 2020

Northern Arizona and Indian Affairs Outreach Coordinator

United States Senate | Flagstaff, AZ

Developed strong relationships with and acted as the primary liaison for Coconino, Yavapai, Mohave, La Paz, Apache, and Navajo Counties (and all cities, towns, and non-governmental entities within) and all 22 Arizona-based Tribes. Worked with community leaders to identify issues and solutions, and with legislative team and committee staff to establish policy priorities and develop legislative strategy for moving priorities forward.

2013 – 2019

Lobbyist - Hualapai Tribe

Stone Advocacy Solutions/Policy AZ LLC | Arizona & Washington D.C.

Developed and maintained relationships between Tribe, Mohave County, Arizona congressional delegation (members and staff), and relevant state water entities.

Successfully advanced Phase I of the Hualapai Water Settlement through congressional process (signed into law December 2014) and introduced Phase II with the support of the entire Arizona congressional delegation in multiple Congresses.

2011 – 2013

All Stars Program Coordinator and Interim Program Director

Coconino County Juvenile Court & Big Brothers Big Sisters of Flagstaff, AZ

Developed, directed, and coordinated support programs across multiple organizations to serve justice-involved youth and their families. Taught, mentored, and developed supportive relationships with justice-involved youth and family members. Led direct outreach, events, and community collaborations to fundraise for the programs. Managed 100+ full time staff and volunteers who provided a variety of services to Northern Arizona youth and families. Developed and facilitated the AllStars Group Mentoring Program and directed related programs including the Juvenile Court Diversion Program and the CCJC Transition School Program, all designed to prevent justice involved youths’ future involvement with the criminal justice system while increasing their developmental assets, prosocial skills, and study skills. Wrote and managed grants and created new partnerships with agencies and community organizations as well as the public to develop programs that fulfilled grant objectives.

2010 Arizona State Legislative Session

Legislative Intern

Arizona State Supreme Court | Phoenix, Arizona

Tracked relevant legislation and interfaced with Arizona State Legislature on Budget and Immigration issues.

Contact	Skills	Policy Interests	Education
<div></div> <div></div> <div></div> <div></div>	<ul style="list-style-type: none">Relationship-buildingLegislative strategyLeadership & managementCreative problem-solving	<ul style="list-style-type: none">Water rightsEnvironmental justiceIndigenous affairsNatural resourcesRural development	BA, Political Science Minor: Psychology <i>Northern Arizona University</i>

CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 04/22/2022
Meeting Date: 04/25/2022



TITLE:

Discussion of Eva Putzova's Qualifications and Application Materials

DESIRED OUTCOME:

Discussion of applicant's qualifications and application materials.

EXECUTIVE SUMMARY:

As part of the Council vacancy application process, the City Council indicated that they would be discussing applicants, their qualifications, and application materials in Executive Session following each Special Work Session where applicants are presenting.

In accordance with ARS 38-431.03 regarding Executive Sessions, the public body shall provide the officer, appointee or employee with written notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether the discussion or consideration should occur at a public meeting. Each applicant was provided notice of the Executive Session and an opportunity to request their qualifications and application be heard and discussed in a public session.

Eva Putzova submitted a request to have her qualifications and application heard and discussed in a public session rather than in Executive Session.

INFORMATION:

Attachments: Eva Putzova Application Materials

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

PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
(APPLICATIONS WILL BE KEPT ON FILE FOR ONE YEAR)

DATE: 4/19/2022

YOUR NAME: Eva Putzova
HOME ADDRESS: [REDACTED] ZIP: [REDACTED]
EMPLOYER: Jack Cooper Investments JOB TITLE: Director
E-MAIL: [REDACTED]
CELL: [REDACTED] HOME PHONE: [REDACTED]
LENGTH OF RESIDENCY IN FLAGSTAFF: 22 years PREFERRED PHONE: ☐ HOME ☒ CELL

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

1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?
2. 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?
3. What is your leadership style, please provide an example of your style in use.
4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?
5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?
6. What are your top three priorities for being a City Councilmember?
7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

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.***

EVA PUTZOVA

Digitally signed by EVA PUTZOVA
Date: 2022.04.19 10:39:54 -07'00'

Applicant Signature

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

- 1. What method do you expect to use to make a decision when you are faced with a strong constituency group advocating one way but you believe that there is a segment of the Flagstaff population not being heard on a particular issue?**

The Council rarely, if ever, receives input from the community that can be considered representative. Many segments of the community are excluded from civic engagement even if the policies debated affect them directly. Sometimes, it's people living in poverty or on the edge of poverty who simply don't have time and personal capacity to interact with policymakers. Sometimes, it's the reach of local media and the City's own communications capacity that limits people's access to information about the engagement process. Often, it's a combination of factors that allow some constituencies to have greater access than others to engage meaningfully in governance. Councilmembers make decisions with less than representative public input routinely. An elected councilmember has a mandate from voters to use their value system (that they presumably shared with the voters during their campaign) as a lens for decision-making. Not going through the election but after receiving a mandate through the appointment, I would first consider the Council's publicly declared priorities—livable community, environmental stewardship, high performing governance, safe & healthy community, robust resilient economy, inclusive & engaged community, and sustainable and innovative infrastructure. I would also consider other critical actions the council took to communicate urgency in near-term policymaking. The declaration of the climate crisis is an example of such action and a lens I would use in the absence of representative community input. Finally, I'd use my own community outreach capacity to invite the community to provide input on especially non-routine items of great significance to Flagstaff. Ultimately [REDACTED]

[REDACTED]

[REDACTED]

- 2. 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?**

The Council operates by majority vote and not consensus. Disagreements reflect diverse perspectives of the community and thus plurality is an asset, not an obstacle. It's important to present a clear argument and allow others on the Council to consider that perspective but then let the rules of the process guide the Council's majority decision. While on the City Council I met with representatives of the Native American community who shared with me a legal theory that suggested that contracting for the use of wastewater for snowmaking on Snowbowl conflicted with federal law. I asked the City Council for an executive session to explore possible legal and policy strategies related to the contract issues. Most of the Council did not share my policy views on the Snowbowl issue and no further action or discussion came out of the Executive Session. The resolution is acceptance of the Council's majority decision. As policymakers we don't always prevail but that is neither a reason to end engagement on the issue in the community nor a reason to be upset with colleagues who may have a different worldview or just a different perspective. To be comfortable with occasionally standing alone is part of political courage that every community needs.

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

My leadership style culturally reflects the community in which I spent my formative years and has evolved as I took on leadership roles at NAU, in the community as an elected councilmember and candidate, and in social and economic justice organizing environments where I'm invested professionally and politically. Different aspects of leadership take the center stage when one manages a team and different when one leads politically as a representative. In

both roles, I tend to take initiative and strive to be transparent. As an immigrant from Slovakia, I am a typical Eastern European who loves to be organized and systematic, which is probably why I also lead by creating structures and systems that build capacity. In the context of politics, symbolic leadership plays an important role because we not only make decisions to move policies but also inspire people to be engaged or step up their own leadership. I try to be very accessible by responding to messages across all platforms, returning calls and emails, and following through on commitments I make. Lately, I've been finding myself mentoring young people who are thinking about running for public offices and helping them to make the right decision and develop a personal plan for that decision, which is very much part of my leadership philosophy: true leaders share the knowledge and the stage. On the City Council, we can show our leadership by sharing our positions clearly, by asking clarifying questions, and by explaining our reasoning but also by being patient, [REDACTED]

[REDACTED]

[REDACTED]

4. If you could change one thing in the City of Flagstaff Zoning Code what would that be and why?

I would change the process of how proposed amendments are evaluated and drafted. While the Regional Plan allows for competing values and policies to be accommodated by the Zoning Code, the last few councils have taken clear steps to elevate some priorities. The 2018 Council adopted the Climate Action and Adaptation Plan and this Council declared a climate emergency and updated the CAA Plan. To achieve goals critical to our species survival, we should use the Zoning Code as a tool to implement policies that lead to reduction of greenhouse gas emissions and that decarbonize our community. The only way we can do it is if we assess each proposed change through the lens of the climate change or re-imagine a completely new Decarbonized Zoning Code. This doesn't mean that other priorities can't be accommodated but when addressing let's say affordable housing goals, we can also make sure that the amendment is crafted in a way that maximizes the climate goals. It's not either/ or but and/and approach.

5. The City of Flagstaff has identified Key Community Priorities. How do you intend to balance the seven priorities in terms of the budget process and policy development?

The seven priorities have a clear common denominator—the long-term resiliency and sustainability of the community—and I think that is a good guiding principle to apply to both budgeting and policy development. Most budget conversations will have taken place by the time the council vacancy is filled and there will be limited opportunity to shape the process for the newly appointed councilmember. However, there's always an opportunity to ask questions and provide some input before the final vote. In all policy areas, I will do my best to consider solutions that also help us achieve our climate goals.

For elected councilmembers, it's the community vote that gives them the confidence and the mandate to exercise their judgement when it comes to balancing community needs. Before applying, I spent considerable time reflecting on voter support I may have in the community and whether I should in fact apply. In the last elections in which I have participated in August 2020, I received the most Flagstaff votes among all candidates from either party by a large margin of over 30% over the next highest vote-getter. I concluded that, indeed, a significant part of Flagstaff respects my judgement, which the Councilmembers voting to make the appointment can also take into consideration.

6. What are your top three priorities for being a City Councilmember?

Policy-wise, I'm very much invested in affordable housing. It is difficult to solve within the private housing market context which is why the trend has not been good even though this policy area

has been a priority of several councils by now. I'd love to explore creative budget and financing ideas to raise the necessary capital.

Process-wise, if there's interest from the Council's majority, I would like us to consider zero-based budgeting for the next cycle. In too many cycles, the Council has spent way too much energy on discussing how to prioritize a tiny fraction of the budget and not enough time on how the base budget is allocated. While priority-based budgeting brings more intentionality into allocation of resources, the process is still limited to the increased funding requests. In the 2022 budget, just under 6% of the entire \$389 million budget was subject to the priority-based budgeting.

Finally, if appointed I would like to pilot the idea of co-governance by setting up a co-governing citizen group who would follow the Council's major conversations and advise my vote. This approach can provide both accountability and engagement benefits and if successful, can be replicated by other councilmembers. While eight months is a very short time, with my previous experience as a Councilmember I won't need to spend much time going through onboarding. Instead, I will be able to focus on the Council's business from day one, and these three priorities can be accomplished within that short timeframe.

7. Flagstaff is known for its rich and highly diverse cultures in Northern Arizona. How would you build bridges and partnerships with our diverse communities to strengthen inclusion, diversity, equity, and access for the City of Flagstaff?

Relationship- and partnership-building is a long-term process, so what can be done in eight months depends greatly on where one starts. My strongest relationships are with the Native American community, immigrants, and youth. The co-governance pilot project is where I would invite these communities to participate. Through weekly interactions we would together create space for civic engagement and give everybody voice through the group's voting activities. I'd be happy to also act as a liaison with community groups where the City Council needs representation.