

CITY COUNCIL SPECIAL WORK SESSION AGENDA

CITY COUNCIL SPECIAL WORK SESSION
THURSDAY
APRIL 28, 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 Interviews

The City Council will interview the following six applicants:

1. Alethea Karlin
2. Al White
3. Khara House
4. McKenzie Jones
5. Samantha Stone
6. Joe Washington

5. Public Participation

6. 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: 04/26/2022
Meeting Date: 04/28/2022



TITLE:

City Council Vacancy Interviews

DESIRED OUTCOME:

The City Council will interview the following six applicants:

1. Alethea Karlin
2. Al White
3. Khara House
4. McKenzie Jones
5. Samantha Stone
6. Joe Washington

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 received. The City Council held a Special Work Session on Monday, April 25, 2022 where each applicant provided an introduction of themselves and why they wished to serve on the City Council.

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

The order of interviews was determined using an online randomizer.

INFORMATION:

The application materials for the selected applicants have been attached to the staff summary.

Attachments: [Alethea Karlin Application Materials](#)
[Al White Application Materials](#)
[Khara House Application Materials](#)
[McKenzie Jones Application Materials](#)
[Samantha Stone Application Materials](#)

Joe Washington 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: 4/20/2022

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:

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: 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?

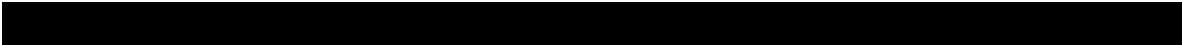
My first priority would be to provide a voice for a diverse groups of Flagstaff citizens; my one vote on the council would not represent my values alone but the values of the constituents. My second priority would be to engage the community to participate in local politics. We all hear citizens feel 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

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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:

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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.
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[Signature]
Applicant Signature

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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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APPLICATION TO SERVE ON THE CITY COUNCIL**

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PLEASE NOTE THAT THIS INFORMATION IS PUBLIC INFORMATION
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DATE: _____

YOUR NAME: _____

HOME ADDRESS _____ ZIP: _____

EMPLOYER: _____ JOB TITLE: _____

E-MAIL: _____

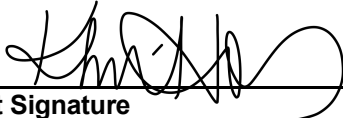
CELL: _____ HOME PHONE: _____

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

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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,

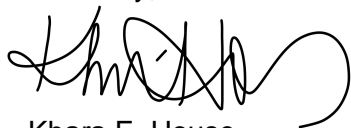
I am writing to express my strong interest in being appointed to the Flagstaff City Council. I believe that my extensive experience in board involvement, public service, and community engagement, paired with my passion for serving the people of Flagstaff and ensuring equity of voice and visibility among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

[Redacted line]

[Redacted line]

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

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: _____

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?
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

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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**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: 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: _____

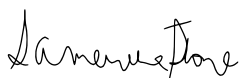
LENGTH OF RESIDENCY IN FLAGSTAFF: 34 years PREFERRED PHONE: ☐ HOME ☐ CELL

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

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>

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: 4-20-22

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:

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.

Joe W. Washington

Applicant Signature

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

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.

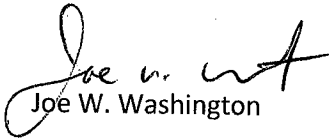
Joe W. Washington

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. Engage 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. Emgage 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 primaily 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

Dispute 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