

## 2026 Scottsdale City Council Questionnaire

Candidate Name: Raoul Zubia  
Email: raoul.zubia@zubiaforscottsdale.com  
Years in Scottsdale: 65 years



### Motivation, Values, and Governance

Why are you seeking election to Scottsdale City Council?

When I speak with people across Scottsdale, what I hear is remarkably consistent: they're worn out by the noise, and they're ready to move past the chaos that's been coming out of council. That's a big part of why I'm running because the people of Scottsdale deserve better. They deserve leadership that is thoughtful, steady, and grounded in what actually affects their daily lives. That means focusing on the fundamentals: safe streets, a city that remains livable and welcoming, and an economy that continues to create opportunity. It also means honoring what makes Scottsdale special, respecting the people and the history that shaped this community into what it is today. If we can return to those core values, and lead with a sense of purpose and respect, I'm confident not only that we'll be okay, but that our best days are still ahead.

If elected, what would you most like to accomplish during your term?

If elected, what I'd most like to accomplish is to help restore a sense of focus, stability, and trust in how our city is governed. When I talk to people across Scottsdale, what I hear is a desire to get back to basics and to see City Hall focused on the things that actually shape their day-to-day lives. That means supporting a strong economy, keeping taxes low, and making sure our police and fire departments have the resources they need to keep our community safe. It also means being intentional about preserving what makes Scottsdale special. Our parks, preserve, our neighborhoods, and the character of this city did not happen by accident, and they deserve thoughtful stewardship. And just as importantly, it means changing the tone of leadership. We can disagree without losing sight of our shared responsibility to serve the public. We can lead in a way that is calm, practical, and focused on results. If we do that, if we stay grounded in those core priorities, I'm confident we can move Scottsdale forward in a way that reflects both our values and our potential.

Are there any matters that may reasonably come before the City Council in which you would have a potential conflict of interest? If yes, please describe it generally.

No.

Governing documents you have reviewed in preparation for your candidacy:

*Scottsdale City Charter, Scottsdale General Plan 2035, Scottsdale Character Area Plans, Transportation Plan, Tourism Strategic Plan 2023, Westworld Strategic Plan*

Processes: Created, Improved, Reduced, or Eliminated

Please address which City of Scottsdale (COS) or citizen processes you believe should fall into the following categories.

Create: We should create a more structured and accessible neighborhood input process early in major development proposals, so residents are informed and heard before plans are finalized. We should also create a simple, centralized online portal where residents and small businesses can track permits, projects, and city requests in real time.

Improved: We need to improve the permitting and plan review process by setting clear timelines, increasing accountability, and making it easier to navigate for homeowners and small businesses. Communication from the city also needs improvement, especially around zoning cases, traffic impacts, and public safety updates, so residents are not left in the dark.

Reduce: We can reduce approval timelines for routine permits and small business applications that currently take longer than they should. We can also reduce unnecessary layers of review for projects that already meet existing zoning and code requirements.

Eliminate: We can eliminate redundant steps in the permitting process where multiple departments are reviewing the same information without coordination. And where there are outdated regulations or requirements that no longer reflect how our city operates today, we should be willing to remove them entirely.

Conflict Resolution

When faced with disagreement among City Council members, what approach would you take to encourage productive discussion and reach effective outcomes?

Disagreement on a council is inevitable, but the real question is whether it becomes noise or a pathway to better decisions. My approach is to channel disagreement into something constructive. That starts with a shared understanding that everyone at the table is there to serve the same community, even if we arrive at different conclusions.

Much of the important work happens before a public meeting. One-on-one conversations and careful

listening help identify areas of overlap before a discussion reaches the dais. During meetings, we must remain focused on substance and the real impact our decisions have on residents.

Stability and professionalism are essential because an unpredictable council creates uncertainty that can harm our economic health. When differences remain, they should be handled with transparency and respect. If we govern with seriousness, disagreement becomes a tool for better outcomes rather than a barrier to progress.

## Vision, Community, and Quality of Life

### Vision for Scottsdale

What is your long-term vision for Scottsdale over the next 10–20 years?

My vision for Scottsdale is grounded in the idea that we can grow without losing what made us choose this city in the first place. Over the next twenty years, Scottsdale should set the standard for a well-run, forward-looking city where quality of life is not only protected but elevated.

We have the opportunity to build a resilient economy by supporting local businesses and attracting thoughtful, disciplined investment. This growth must remain aligned with our infrastructure and environmental sustainability. Preserving our identity is just as essential. Our open spaces, parks, and the Preserve are not mere amenities; they are the heart of who we are.

We can meet the challenges of the future with purpose rather than uncertainty. By planning for water security and investing in public safety, we ensure Scottsdale remains successful and steady. Ultimately, I see a city united around a shared sense of direction and governed with transparency.

### Community Engagement

How will you engage with residents and neighborhoods before making policy decisions?

Engagement shouldn't be an afterthought in the decision-making process. It should be where the process begins.

My approach is to meet residents where they are, not just at City Hall, but in neighborhoods, at community centers, and through accessible online tools that make it easy for people to participate. Because the earlier we hear from people, the better the decisions we're going to make.

I also believe in creating multiple ways to engage, recognizing that not everyone can attend a meeting at a set time. That means clear communication, opportunities for feedback both in person and online, and making sure information is easy to find and understand.

Just as important is closing the loop. Residents should be able to see how their input shaped a decision, not feel like they spoke into the void. That kind of transparency builds trust and leads to better outcomes.

At its best, local government is not something that happens to people, it's something we do together. And if we approach engagement with that mindset, we can make decisions that are not only more informed, but more reflective of the community we serve.

## Public Safety & Neighborhood Quality of Life

What actions would you prioritize to improve public safety and neighborhood quality of life citywide?

Public safety and quality of life are the foundation of everything else we want to achieve as a city. If people do not feel safe in their neighborhoods, or if the basics are not being taken care of, nothing else works as it should.

My first priority is ensuring our police and fire departments have the staffing, competitive pay, and modern resources they need to serve effectively. This begins with a commitment to recruitment and retention, alongside an investment in the data and tools necessary to respond to issues before they escalate.

A proactive approach to neighborhood quality of life is equally vital. We must be consistent and responsive when addressing traffic safety and code enforcement, because small problems left unaddressed often grow into larger ones. At the same time, public safety depends on more than just response; it requires prevention through strong partnerships between the city and our residents.

Finally, we must maintain a clear line of accountability and communication. Residents deserve to know how their resources are used and exactly where to turn for help. By staying focused on these fundamentals, we ensure Scottsdale remains a community where every neighbor feels secure and supported.

## Noise Management and Enforcement

Noise management and enforcement have been ongoing concerns in certain areas of Scottsdale, including high-activity and entertainment districts. What is your approach to balancing vibrant activity areas with improved enforcement of existing and future noise standards to protect nearby neighborhoods?

undefined

## Growth, Land Use, and Housing

Key Issues for City Council

What do you see as the three most important issues currently facing the City Council?

First is responsible growth. In Scottsdale, growth is not a question of if, but how. The Council's role is to make sure new development reflects the character of the community, supports economic opportunity, and does not outpace infrastructure or public services.

Second is water sustainability. In a desert city, water shapes every major decision. With increasing pressure on sources like the Colorado River, the Council has a responsibility to ensure that today's choices do not compromise tomorrow's stability. That means aligning growth with long-term water planning and responsible resource management.

Third is trust and transparency. Effective leadership depends on public confidence. When residents understand how decisions are made and feel their voices are part of the process, outcomes are

stronger and more durable. The Council has an opportunity to set a higher standard for openness, communication, and accountability.

#### Key Issues for Residents

What do you see as the three most important issues currently facing the City Council?

First is responsible growth and development. Scottsdale is a desirable place to live and invest, but that brings real tension. Residents want to preserve the character of their neighborhoods, while the city also needs housing and economic vitality. The challenge is making sure growth is intentional, well-planned, and aligned with community values.

Second is water sustainability. In a desert environment, water is not just another policy issue, it is foundational. Reliance on sources like the Colorado River, combined with prolonged drought and increasing demand, means the city must plan carefully. Protecting long-term water security is essential to maintaining both livability and economic stability.

Third is trust in local government and transparency. Residents want to feel informed and confident in how decisions are made. When communication falls short or processes feel unclear, it undermines public trust. Strengthening transparency and engagement is key to ensuring that decisions reflect the community and have lasting support.

#### Land Use and Zoning Framework

How should the General Plan guide rezoning and land use decisions?

It starts with direction. The plan reflects what residents want Scottsdale to become, where growth makes sense, where neighborhood character should be preserved, and how we balance housing, jobs, and open space. When a rezoning case comes forward, the first question should be simple: does this move us in that direction?

It also needs to function as a real standard. If a proposal aligns with the plan, it deserves thoughtful consideration. If it doesn't, that should give us pause. Not every project that can be built should be built without a clear public benefit.

Consistency is key. When decisions follow the General Plan, residents and businesses know the rules are clear and applied fairly. It helps avoid one-off decisions that feel disconnected from the bigger picture.

#### Land and Zoning Framework

Under what circumstances, if any, do you support increases/decreases in building height or density?

Changes in building height or density should be the exception, not the default, and only supported when they clearly advance the community's long-term vision.

I support increases when they are in the right locations and tied to clear public benefits. That typically means areas already identified for more intense development, such as regional centers, employment corridors, or near major transportation routes. In those places, added height or density should help deliver what the community needs, whether that's attainable housing, strong job centers, or

well-designed mixed-use spaces. Just as important, projects must address design, traffic, water use, and transitions into surrounding neighborhoods. There are also times when reductions are appropriate. If a proposal conflicts with the character of established neighborhoods, strains infrastructure, or exceeds what the General Plan envisions, scaling it back is the responsible choice.

### Rural and Low-Density Areas

How should Scottsdale approach rezoning requests affecting rural or low-density areas?

Scottsdale should approach rezoning in rural and low-density areas with a clear sense of purpose, grounded in the General Plan. These areas are designated that way, to preserve open space, protect neighborhood character, and respect the desert environment. So, the default should be to uphold those designations and direct growth to places the plan already identifies for it.

At the same time, planning is not about standing still. There may be cases where a thoughtful, limited change makes sense. But that should be the exception, not the rule. The question should be whether a proposal truly aligns with the broader vision, fits its surroundings, and delivers a clear public benefit.

### Conditional Zoning and Enforcement

What is your view on conditional zoning approvals and compliance enforcement?

I see conditional zoning approvals as a tool that only works if we're willing to follow through on enforcement. The General Plan sets the vision, and the conditions we attach to projects are what make that vision real on the ground.

For me, it starts with clarity. If we're going to approve a project with stipulations, those conditions need to be specific, measurable, and tied directly to the impacts we're trying to address, whether that's traffic, design, open space, or neighborhood compatibility. Those are not side notes. They are the reason a project is acceptable in the first place.

And then there's follow-through. Scottsdale already has the tools to review plans, inspect construction, and enforce compliance over time. We need to use them consistently. If a project is approved with conditions, then those conditions should be met before, during, and after construction. If they are not, we need to act.

Conditional zoning gives us flexibility, but only if it comes with accountability.

### Conditional Zoning and Enforcement

Under what conditions should approvals be modified or revoked by City Council action, or allowed to expire?

Decisions about modifying, revoking, or allowing approvals to expire should be grounded in the intent of the General Plan and in maintaining public trust.

Modifications make sense when circumstances change but the core vision still holds. That can include

adjustments to site design, phasing, or infrastructure to improve compatibility with surrounding neighborhoods or respond to community concerns. Any change should be transparent, go through a public process, and remain consistent with the plan.

Revocation should be considered when there is a clear failure to meet approved stipulations or when a project no longer reflects what was originally approved. If commitments to the city or nearby residents are not honored, accountability has to be real, and the Council should be willing to act.

Expiration also plays a key role. When approvals sit unused or projects fail to move forward within established timelines, allowing them to lapse prevents outdated entitlements from lingering and creates an opportunity to revisit proposals under current conditions.

## Conditional Zoning and Enforcement

How would you achieve improved code enforcement?

It starts with clarity. When a project is approved with conditions, those conditions should be specific, measurable, and time-bound, with clear expectations tied to outcomes like traffic mitigation, landscaping, and design.

From there, it's about follow-through. Every project should have a compliance track with defined milestones from approval through post-occupancy. Enforcement shouldn't end when construction does. Periodic check-ins help ensure long-term commitments are kept.

Transparency is essential. A public dashboard showing approved projects, their conditions, and compliance status would build trust and allow residents to see that promises are being delivered.

Consistency also matters. Enforcement should follow a clear escalation path, starting with warnings and moving to fines or legal action when necessary. Repeat violations should carry real consequences, including pausing permits or revisiting approvals.

## Major Redevelopment Projects

What principles should guide City Council decisions on large-scale redevelopment projects that significantly affect surrounding neighborhoods or infrastructure?

First is alignment with the General Plan. If a proposal fits that shared vision, it deserves careful consideration. If it doesn't, that should give us pause.

Second is neighborhood compatibility. Growth is part of a healthy city, but it has to fit. That means being thoughtful about scale, height, traffic, and how a project transitions into existing neighborhoods.

Infrastructure is just as critical. We have a responsibility to ensure our roads, water systems, and public safety services can support new development. Growth should not outpace our ability to serve the people who already live here.

It's also important to ask what the public receives in return. Projects of this scale should deliver clear community benefits, whether that's housing, open space, or economic opportunity.

And the process matters. Residents deserve to be heard early and meaningfully. That's how trust is built.

Finally, approvals should mean something. If a project is approved with conditions, those commitments need to be honored.

## Housing Affordability and Workforce Housing

What role, if any, should the city play in addressing housing affordability for workforce residents?

A city should play a practical, enabling role in addressing housing affordability for workforce residents, while recognizing it cannot solve the issue alone.

First, the city sets the rules. Through zoning, permitting, and land use policies, it can make it easier or harder to build housing. Allowing a wider range of housing types, streamlining approvals, and reducing unnecessary barriers can help increase supply, a key part of affordability.

Second, the city can use targeted incentives, such as density bonuses, fee reductions, or partnerships that encourage workforce housing in appropriate locations. The goal is to create conditions where building attainable housing makes financial sense.

Third, there is a role in protecting stability. Cities can support efforts to prevent displacement, preserve existing affordable housing, and ensure growth does not come at the expense of current residents.

At the same time, cities have limits. Housing affordability is shaped by regional economics, interest rates, and state and federal policy.

## Economy, Infrastructure, and City Operations

### Water Sustainability

Following the shift from the 2024 Sustainability Plan to the current Sustainability Task Force, what is your vision for Scottsdale's long-term water resiliency? Specifically, how would you prioritize competing needs such as the expansion of the **Advanced Water Treatment facility** for direct potable reuse, **continued aquifer 'banking'**, and community-facing incentives like **turf removal rebates**?

Water resiliency in Scottsdale has to be approached with both urgency and discipline. This isn't about choosing one solution, it's about building a balanced, reliable portfolio.

First, I would prioritize expanding advanced water treatment, including direct potable reuse. That's a long-term investment in local control and drought resilience, and it positions Scottsdale to make the most of every drop we already have.

Second, aquifer banking remains essential. It's one of the most effective ways to store water in good years, so we're better prepared for the difficult ones. That kind of forward planning is what stability looks like in the desert.

At the same time, we shouldn't overlook community-facing efforts. Incentives like turf removal rebates are cost-effective, scalable, and help residents be part of the solution while reducing overall demand.

The key is integration. Supply, storage, and conservation all have to work together. My approach would

be to invest in long-term infrastructure, maintain strong reserves, and empower residents, so Scottsdale remains water-secure for decades to come.

## Transportation and Infrastructure

### What priorities should guide updates to the Transportation Master Plan?

When I think about updating Scottsdale's Transportation Master Plan, I come back to a few fundamentals: safety, choice, and long-term efficiency.

We need to expand transportation options, so people aren't limited to getting around by car. That means investing in walking, biking, and transit in ways that are practical and accessible. At the same time, safety has to be at the center, with street designs that reduce accidents and protect everyone.

We also have a responsibility to take care of what we already have. Before expanding, we should maintain and improve existing roads and intersections, so they function effectively. Transportation planning should align with how the city grows. Supporting areas where people can live, work, and spend time closer together reduces long commutes and eases pressure on the system.

This is also about quality of life. Reducing congestion, improving air quality, and protecting neighborhoods should be part of the outcome.

Finally, we need to plan for the future. Technology and travel patterns are changing, and our approach should be flexible enough to adapt.

If we get these priorities right, we can build a transportation system that is safer, more efficient, and ready for Scottsdale's future.

## Transportation and Infrastructure

### How should parking needs be addressed, particularly in high-activity areas?

The goal should be to manage demand, not just add supply. In busy areas, simply building more parking can actually make congestion worse. We have better tools, like shared parking, time limits, and smart pricing, which help us use existing spaces more effectively.

Parking also needs to be part of a broader transportation system. High-activity areas should be places people can reach in diverse ways, whether that's by walking, biking, transit, or car. When those options are real and convenient, the pressure on parking starts to ease.

We should also focus on access and efficiency. That means helping drivers find available spaces more easily, encouraging turnover where demand is high, and prioritizing short-term parking where it matters most.

At the same time, context matters. What works in a downtown or entertainment district may not make sense in a neighborhood. Our approach should reflect the character of each area.

And finally, parking should be integrated into how we plan land use. Structured parking, shared use, and thoughtful design can support activity without overwhelming an area with surface lots.

## Entertainment and Activity Districts

What considerations should guide the creation, regulation, and ongoing oversight of entertainment or special activity districts?

The goal should be to manage demand, not just add supply. In busy areas, simply building more parking can actually make congestion worse. We have better tools, like shared parking, time limits, and smart pricing, which help us use existing spaces more effectively.

Parking also needs to be part of a broader transportation system. High-activity areas should be places people can reach in diverse ways, whether that's by walking, biking, transit, or car. When those options are real and convenient, the pressure on parking starts to ease.

We should also focus on access and efficiency. That means helping drivers find available spaces more easily, encouraging turnover where demand is high, and prioritizing short-term parking where it matters most.

At the same time, context matters. What works in a downtown or entertainment district may not make sense in a neighborhood. Our approach should reflect the character of each area.

And finally, parking should be integrated into how we plan land use. Structured parking, shared use, and thoughtful design can support activity without overwhelming an area with surface lots.

## Short-Term Rentals and Neighborhood Impacts

What tools should cities have to manage short-term rentals and mitigate neighborhood impacts?

Short-term rentals are part of a strong tourism economy and bring real benefits, but their impact on neighborhoods is also real. The challenge is working within state limits while using every available tool effectively.

Accountability comes first. Every rental should be registered, with a clearly identified owner or local contact who can respond when issues arise. There should be no question about responsibility.

Enforcement also needs to be consistent and meaningful. Cities can track repeat violations, apply escalating penalties, and address properties that create ongoing disruption. The goal is simple: make sure the rules are taken seriously.

Clear standards help everyone. Reasonable expectations around occupancy, noise, and 24/7 local contacts create a baseline that supports both neighborhoods and responsible operators.

Better use of data is key. Working with rental platforms and modern tracking tools allows the city to respond quickly and focus on problem areas.

Finally, this requires ongoing coordination with the state. Scottsdale should continue advocating for tools that protect neighborhoods while recognizing the role short-term rentals play.

## Economic Development and Tourism

What role should the City Council and city administration play in economic development partnerships, tourism promotion, and cultural investments?

Our focus should be on creating the conditions for long-term success while ensuring public resources deliver real value to the community.

That starts with a clear sense of purpose. The Council should define the industries, tourism, and cultural investments that reflect Scottsdale's identity, not just for the next few years, but for the next 20. When priorities are clear, partnerships are more focused and decisions more consistent.

Partnerships matter, but so does accountability. Public-private efforts should include clear expectations, measurable outcomes, and transparency. Residents should be able to see not only what the city invests in, but what the community receives in return.

Scottsdale should also continue investing in what makes it distinctive. Its arts, culture, and desert environment are not just amenities; they are part of its economic foundation. Supporting them strengthens both tourism and quality of life.

Results should guide decisions. Tracking job creation, visitor activity, and community impact allows the city to adjust and improve over time.

Finally, alignment matters. When council, staff, businesses, and residents share a common vision, progress is more durable.

## Fiscal Policy and Accountability

### Fiscal Sustainability

Fiscal sustainability is often debated but rarely defined. To understand your approach to the city's long-term financial health:

How do you personally define "Fiscal Sustainability" for the City of Scottsdale?

It starts with long-term balance. It's not just about closing this year's budget, but ensuring we can sustain services, maintain infrastructure, and meet obligations over time without shifting costs forward.

As Scottsdale grows, that growth should pay its way. It should strengthen the city's finances, not leave taxpayers covering gaps later.

A fiscally sustainable city can handle economic downturns without cutting essential services. That requires strong reserves, careful debt management, and planning for uncertainty.

What priority level should the Council assign to sustainability versus immediate community needs?

Sustainability and immediate needs are not competing priorities; they are deeply connected. People expect safe streets and reliable services today, but fiscal sustainability is what ensures we can deliver them tomorrow.

We shouldn't rank one above the other. Instead, we must focus on integration, meeting today's urgent needs without weakening our future stability. This means investing before systems fail, managing growth responsibly, and avoiding the trap of deferred maintenance.

True leadership requires balancing immediate action with the long-term health of our city, ensuring we remain honest about tradeoffs while protecting our ability to serve residents for years to come.

What specific actions would you take to ensure the Council remains focused on these principles during the budget process?

To ensure long-term strength, we must evaluate every proposal through the lens of fiscal sustainability, looking beyond annual costs to protect core services and reserves. The Council must make budgeting choices explicit, weighing what is funded against the consequences of what is delayed.

Transparency is vital; residents deserve to see how today's decisions impact future obligations. We must maintain a disciplined focus on long-term planning to manage uncertainty without disrupting essentials. Ultimately, our focus must remain on outcomes, ensuring every dollar spent delivers measurable value while preserving the city's financial health for the years ahead.

## Revenue and Expenditures

The city must constantly balance its income sources with its service obligations.

What specific principles should guide your decisions to create, increase, or eliminate city revenue sources (e.g., taxes, fees, or bonds)?

Taxes are best for broad services like public safety and core infrastructure, with a focus on fairness, economic impact, and long-term stability.

Fees work when there is a clear link between payment and service. Users help cover costs, but only if fees are transparent and tied to actual expenses, not used to backfill general funding.

Bonds are suited for major, long-term investments like infrastructure. Spreading costs over time makes sense when benefits extend across years, as long as the city avoids overextending itself.

The goal is getting the balance right means meeting today's needs while protecting the city's ability to meet tomorrow's.

How would you prioritize spending when city revenues exceed expectations versus when they fall short?

Whether we face a surplus or a shortfall, our guiding principle must be fiscal sustainability. In good years, we should resist the urge to simply increase spending. Instead, we must strengthen our foundation by rebuilding reserves, reducing debt, and addressing deferred maintenance to avoid higher costs later.

When revenues fall short, we must protect core services like public safety while scaling back non-essential programs. Through it all, we need the discipline to view every budget cycle as an opportunity to secure our future. A surplus is an investment in stability, and a shortfall is a call for foresight.

### Departmental Performance and Accountability

Defining a budget is only the first step; ensuring those funds are used effectively is the second. How would you improve transparency and performance measurement across city departments?

To deliver a government as efficiently as it is accountable, we need a common language of performance. This means every department must track standardized metrics such as response times and service quality to allow for clear comparison across the board.

Transparency also requires accessibility, using intuitive dashboards to show taxpayers exactly where their money goes. But we must prioritize outcomes over inputs. Success is not measured by the number of tasks we complete, but by the tangible improvements we see in safety and infrastructure. By using evidence to drive our decisions, we can ensure that every budget dollar is linked to the results people expect.

What metrics or "red flags" would you look for to determine if a department is being held accountable for its spending and results?

Accountability is built on a simple foundation: consistent metrics that track service quality, budget adherence, and the steady reduction of backlogs.

We should be concerned when budgets rise without a corresponding lift in service, or when reporting emphasizes "activity," like meetings held, over the actual outcomes that residents care about. Red flags also include inconsistent definitions of success, unexplained cost overruns, and public reporting that obscures rather than clarifies.

Ultimately, accountability comes down to three basic questions: What did we spend, what did we deliver, and what actually got better? If the answers aren't clear, the work isn't done.

## Regional and State Relations

### Representing Scottsdale at the State Level

Cities do not control state legislation, but they are often affected by it. How would you approach working with state legislators and regional partners to communicate Scottsdale's interests and concerns on state-level issues that impact the city?

Cities may not control state legislation, but we have a responsibility to make our voice count. Effective advocacy is built on trust and communication maintained over time, not just in moments of crisis. I will use my relationships with the legislature to have direct, constructive conversations about Scottsdale's priorities.

We must also speak with a consistent voice on water, housing, and public safety. This means engaging early in the process rather than reacting to bills already in motion. By collaborating with regional partners, we strengthen our influence and ensure Scottsdale's interests are clearly reflected in every state policy.

### **Civic Leadership & Final Insights**

Please list organizations, civic volunteer involvement, and any Scottsdale boards, commissions, or task forces you have served on, including the year(s).

I am a lifelong Scottsdale resident, a graduate of Coronado High School, a retired banker, and a committed community advocate. I have held a number of leadership roles, including Chair of the Scottsdale Human Services Commission, Vice Chair of the Protect and Preserve Scottsdale Task Force, and President of Partners for Paiute, an organization that provides funding and resources to those in need.

I currently serve on the EVIT Education Foundation, the Charro Foundation, the SUSD Foundation, and the Parada del Sol Committee, where I also work as an announcer. I am also a former board member of Scottsdale Leadership.

My work has been recognized with Scottsdale Leadership's Hodges Award in 2021 and induction into the Scottsdale History Hall of Fame in 2024.

#### **Additional Comments**

Please share any additional information you believe would help voters better understand your approach to city government leadership.