

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

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

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

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

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

DATE: October 6, 2026

YOUR NAME: Alan Winninger

HOME ADDRESS: [REDACTED], Flagstaff, AZ

ZIP: 86004

EMPLOYER: Self

JOB TITLE: CEO

E-MAIL: [REDACTED]

PHONE NUMBER: [REDACTED]

LENGTH OF RESIDENCY IN FLAGSTAFF: 4 Years

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

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

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


Applicant Signature



Alan Winner

Flagstaff, AZ 86004

October 8, 2026

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

RE: Letter of Interest – Flagstaff City Council Member Appointment

Dear Members of the Flagstaff City Council and City Leadership,

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

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

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

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

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

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

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

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

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

Sincerely,

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

Alan Winninger

[Redacted address line]

Flagstaff, AZ 86004



Flagstaff City Council Application Questionnaire Responses - October 8, 2026

Applicant: Alan Winninger

1. What makes a good Council member?

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

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

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

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

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

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

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

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

The Issue: Housing affordability and workforce retention.

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

Ideas for Action:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Facilitated Structured Listening Sessions:

Developed a Phased, Hybrid Strategy:

Established Measurable Milestones:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Alan Winninger

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

Executive Summary

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

Core Competencies

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

Professional Experience

Director | Route 66 Centennial Initiative & Group 66

Flagstaff, AZ | May 2019 – Present

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

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

Various Locations / Flagstaff, AZ | 1988 – Present

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

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

Global Esports Program Ambassador & Development Advocate | Professional Esports

Global / International | 2014 – 2017

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

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

Atlanta Hartsfield Airport (ATL) | 1991 – 1993

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

Military Service

Senior Airman | United States Air Force

Tactical Air Command / Air University | 1982 – 1988

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

Civic, Public Safety & Community Leadership

Volunteer Fire Fighter | Davidson Fire Department

Davidson, NC | 1993 – 2004 (11 Years)

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

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

Broward County / North Lauderdale, FL | 1980 – 1982

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

Active Resident | Woodshire on Butler Homeowners Association

Flagstaff, AZ | Present

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

Community Event Organizer & Heritage Advocate

Flagstaff, AZ | Present

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

Civic & Professional Memberships

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

Education & Professional Certifications

Associate Degree – Business Administration

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

Professional & Tactical Certifications

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

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