

City of Flagstaff

Workforce Development Strategic Plan — Final Results



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Presentation overview



1. Brief recap of study background
2. Workforce development strategy
3. Themes in feedback received
4. Updates to the strategic plan

Study background

Research tasks

- Workforce data analysis
- Interviews/focus groups
 - City/County staff
 - Education leaders (K-12 and higher ed)
 - Workforce development professionals
 - Business representatives
- Case studies (Asheville, Bend, Missoula)
- Inventory of existing programs/services
- Literature review

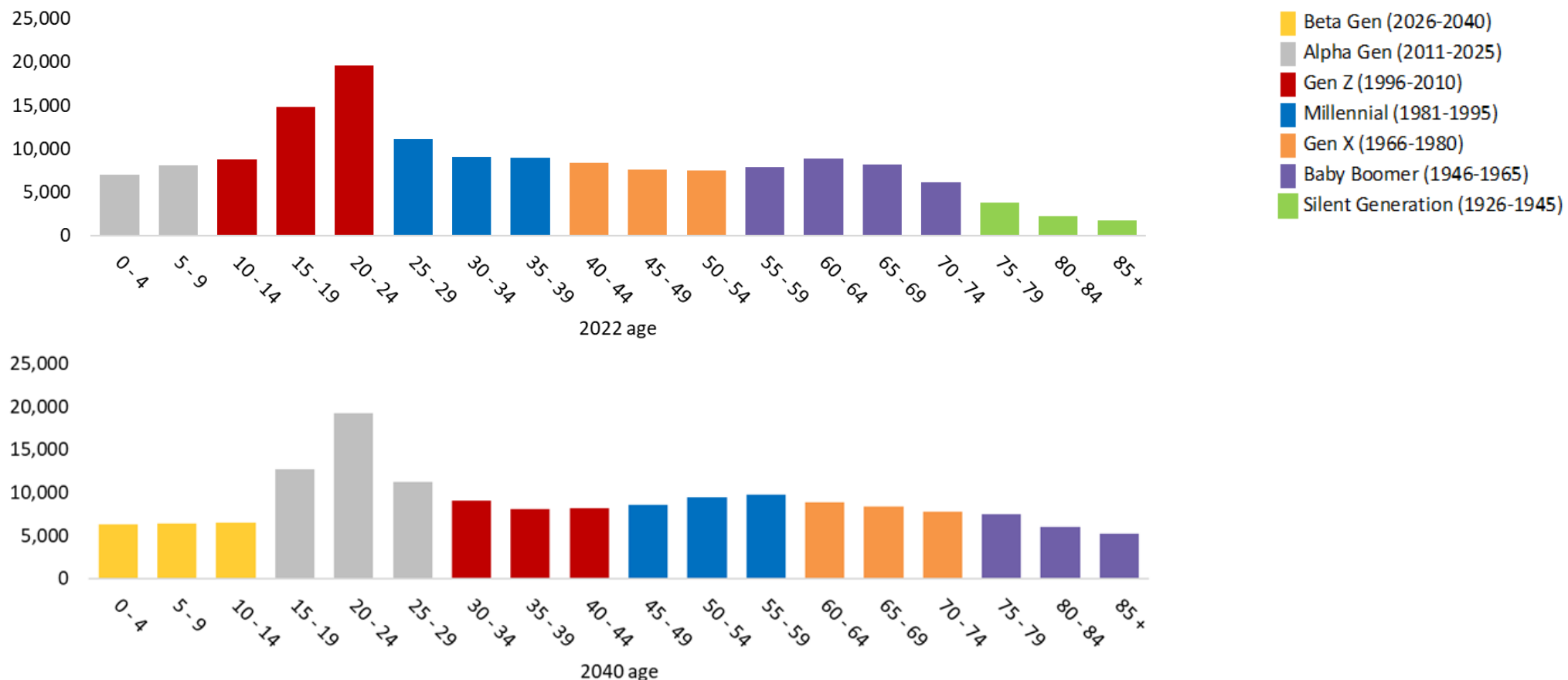
Coconino County 2022 and 2032 employment by industry

Coconino County	2022 Employment	2032 Employment	Percentage change	Numeric change
Industry				
Leisure and Hospitality	17,131	19,120	11.6 %	1,989
Education and Health Services	16,661	18,128	8.8	1,467
Trade Transportation and Utilities	10,200	10,907	6.9	707
Professional and Business Services	4,638	6,155	32.7	1,517
Self Employed	4,568	4,282	-6.3	-286
Government	4,215	4,163	-1.2	-52
Manufacturing	3,482	3,525	1.2	43
Construction	2,983	3,622	21.4	639
Other Services	2,395	2,429	1.4	34
Financial Activities	1,700	1,938	14.0	238
Information	543	646	19.0	103
Natural Resources and Mining	233	286	22.7	53
Total	68,749	75,201	100.0 %	6,452

Source: Arizona Commerce Authority, Employment Industry Projections.

Study background — Population by age

Population by age group and generational cohort, Coconino County, 2022 and 2040



Source: Arizona Commerce Authority Coconino County Medium Series Population Projections.



Study background — Findings

Key takeaways

- Flagstaff has an acute affordability challenge that greatly impacts the workforce
- County workforce development board stewards WIOA funding and leads local workforce development efforts in partnership with NAU, CCC and others
- Income ceiling (about \$14,000 per year) limits who is eligible to participate in a program or training subsidized by WIOA
- City governments serve as partners in workforce development and do not directly offer programs/services
- Stakeholders see the City of Flagstaff playing being a regional leader, educator and convener to support ongoing workforce development efforts

...I can't get anybody to move here because our rent prices are so high because our housing is so low.

Small business owner

Not everybody has to go to a four-year college. You can get certificates in different areas that are highly needed.

City elected official

Maybe the City needs to ... adopt a leadership role within Northern Arizona.

Healthcare employer representative

I would like to see us [continue to] be smart about investments in economic development. Growth has been what we've been talking about, but it really means the type of growth that we want.

City elected official

Workforce development strategy — Employment pathways

Four-year degree pathways

- NAU and CCC graduate thousands of individuals in a variety of fields each year
- Key priority sectors* with jobs requiring 4-year degrees
 - Astronomy
 - Biomedical/healthcare
 - Forestry
- Management-level positions across sectors often have bachelor's degree requirements

Median annual earnings of occupations related to astronomy, biomedical/healthcare and forestry in Coconino County, 2022

Occupation	Median annual earnings	Typical education level
Astronomy occupations		
Physical scientist	\$ 102,044	Bachelor's degree
Computer and mathematical occupations	76,190	Bachelor's degree
Biomedical/healthcare occupations		
Biomedical engineer	\$ 165,541	Bachelor's degree
Pharmacist	153,480	Doctoral or professional degree
Physician assistant	129,987	Master's degree
Nurse practitioner	121,009	Bachelor's degree
Medical and health services manager	102,911	Bachelor's degree
Forestry occupations		
Conservation scientists	\$ 75,026	Bachelor's degree
Environmental scientists	63,757	Bachelor's degree

*As defined in the City's draft economic strategic plan

Source: Arizona Commerce Authority, 2022 Occupational Employment and Wages.

Workforce development strategy — Employment pathways

High school diploma (or equivalent) pathways

- Two-year degree and certificate programs available in Flagstaff (many through CCC)
- Key priority sectors* with jobs requiring HS degrees
 - Food processing
 - Manufacturing
- Other sectors with HS degree-required jobs
 - Construction
 - Transportation
- Individuals in these jobs can also advance to supervisory positions with experience

Median annual earnings of occupations related to construction and manufacturing in Coconino County, 2022

Occupation	Median annual earnings	Typical education level
Construction occupations		
Supervisors of construction workers	\$ 66,467	HS diploma or equivalent
Construction equipment operators	50,618	HS diploma or equivalent
Construction and building inspectors	56,651	HS diploma or equivalent
Highway maintenance workers	46,226	HS diploma or equivalent
Manufacturing occupations		
Supervisors of production workers	\$ 65,932	HS diploma or equivalent
Machinists	63,070	HS diploma or equivalent
Industrial machinery mechanics	63,417	HS diploma or equivalent
Welders, cutters, solderers and brazers	46,881	HS diploma or equivalent

*As defined in the City's draft economic strategic plan

Workforce development strategy — Pathways (continued)

High school diploma (or equivalent) pathways

- Two-year degree and certificate programs available in Flagstaff (many through CCC)
- Key priority sectors* with jobs requiring HS degrees
 - Food processing
 - Manufacturing
- Other sectors with HS degree-required jobs
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Median annual earnings of occupations related to transportation in Coconino County, 2022

Occupation	Median annual earnings	Typical education level
Transportation occupations		
Transportation, storage and distribution managers	\$ 84,520	HS diploma or equivalent
Supervisors of transportation workers	47,282	HS diploma or equivalent
Heavy and tractor-trailer truck drivers	48,753	HS diploma or equivalent
Light truck drivers	45,909	HS diploma or equivalent

Source: Arizona Commerce Authority, 2022 Occupational Employment and Wages.

*As defined in the City's draft economic strategic plan

Overall goals, suggested actions and timeframe for City of Flagstaff workforce development strategy

Goal	Target population	Sample actions	Timeframe (years)		
			1-2	3-5	6-10
1. Promote existing programs and pathways to four-year+ degree required jobs	Workers with bachelor's degrees or higher	Formalize partnerships with NAU, CCC and FUSD		X	
		Develop a workforce development landing page that describes career pathways		X	
2. Encourage new certificate and training programs	Skilled trade workers	Formalize partnership with Coconino County Workforce Development Board	X		
		Collect data from employers on what types of skills incoming employees need		X	
		Endorse new training programs (e.g., through NAU or CCC) that will lead to a recognizable credential			X
3. Promote upskilling programs	Workers looking to advance/change careers	Formalize partnership with Coconino County Workforce Development Board	X		
		Develop communications strategy around skill-building programs through CCC, CCWDB and others		X	
		Build relationships with nonprofits and community organizations to support ongoing workforce efforts			X
4. Facilitate conversations with businesses to determine needs	All workers	Form business advisory groups to regularly solicit feedback from various sectors		X	
		Encourage local business leaders and workers to serve on County Workforce Development Board			X
		Explore using City BBB funds to support businesses in developing paid internships that are not eligible for WIOA funding due to income eligibility restrictions	X		

Themes in feedback received

Key strengths

- Framing the issues in Flagstaff
- Positioning the City as a partner in workforce development efforts
- Integrating with the economic strategic plan
- Focusing on career pathways

Room for improvement

- More acknowledgement of ongoing workforce activities by other local entities
 - FUSD
 - Greater Flagstaff Chamber of Commerce
 - Other local nonprofits
- Consideration of childcare



Source: Christopher Amrich via Wikimedia Commons.

Updates to strategic plan

Strategic plan report

- Broadening of workforce development partnerships for the City to consider
- Acknowledgement of childcare as an important area for consideration

Appendices

- Addition of workforce development activities of other local organizations to inventory
- Explanation of eligibility requirements for participation in WIOA-subsidized programs



Source: Ken Lund via Wikimedia Commons.

Thank you!