

City of Flagstaff

Workforce Development Strategic Plan — Preliminary Results



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Presentation overview



1. Context
2. Workforce development overview
3. Study background
4. Demographic and labor market trends
5. Existing workforce development resources
6. Stakeholder feedback
7. Case studies
8. City workforce development strategy

Context

Flagstaff: A city at a crossroads

- Tourism and service industries continue to grow
- Second homeownership contributes to high cost of housing and housing scarcity
- Minimum wage continues to cause unintended consequences (e.g., business closures, shortages of non-service industry workers)

Charting a different course

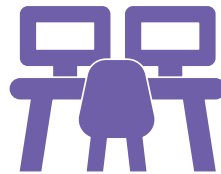
- Focus on sustainable economic growth and workforce development in key jobs
- Ensure that local talent can fill local jobs and residents can thrive



Workforce development overview

Components of workforce development

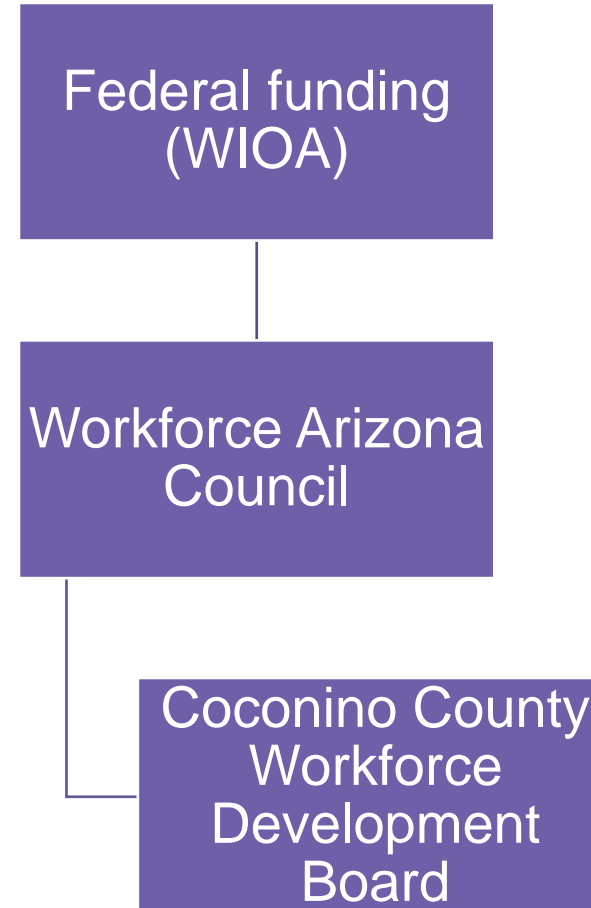
- Facilitating job search and placement
- Occupational skills training
- Job search training (e.g., advice on how/where to search, resume review, interview prep)
- Support services (e.g., direct assistance with transportation, childcare expenses, access to technology, interview clothing)



Workforce development overview

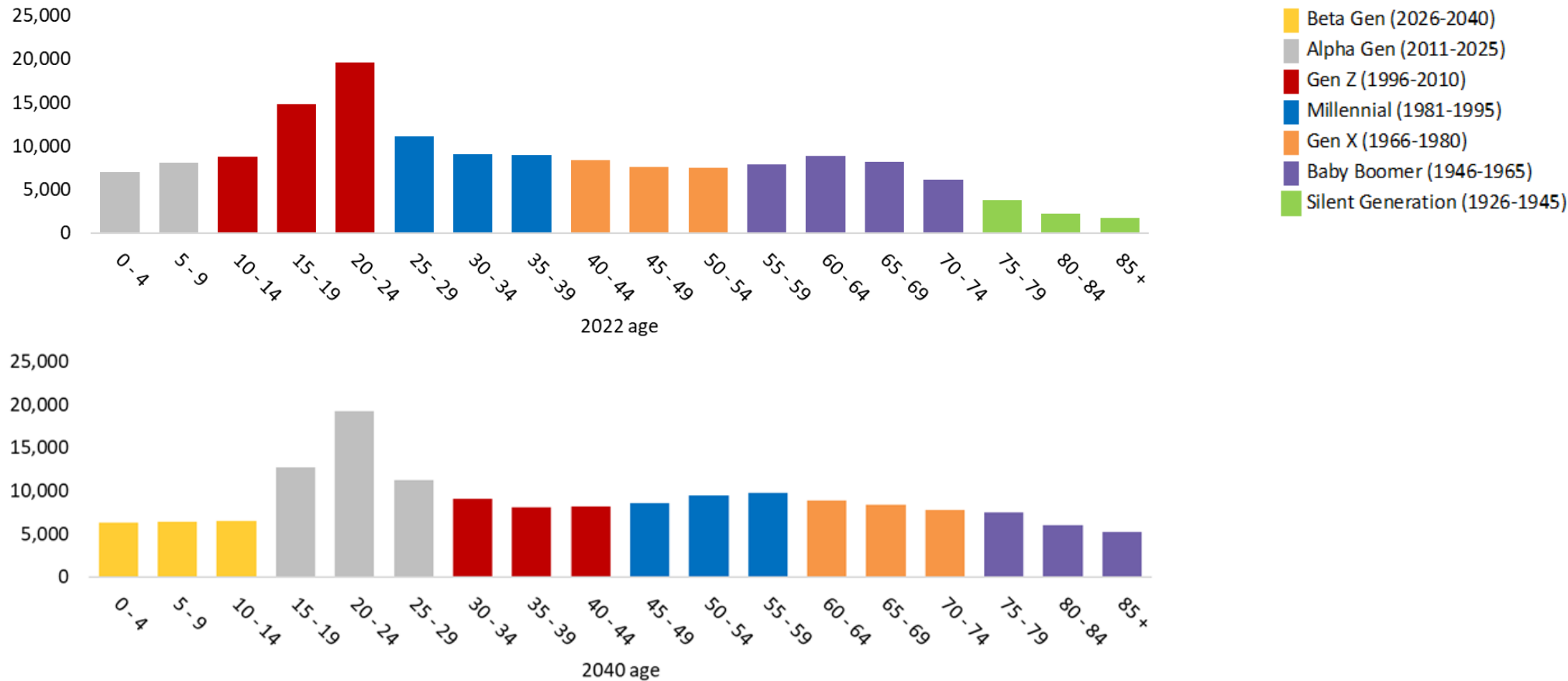
Workforce Innovation and Opportunity Act

- Federal funding that supports programs designed to develop local workers and connect them with employers
- States must have unified plans to provide core workforce development programs outlined in WIOA (e.g., adult workers, youth, displaced workers)
- State and local workforce development boards are stewards of WIOA funding
- Workforce development boards are conveners of workforce development programs and service providers



Demographic and labor market trends — 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.



Demographic and labor market trends — Employment projections

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	645	19.0	103
Natural Resources and Mining	233	285	22.7	53
Total	68,749	75,201	100.0 %	6,452

Source: Arizona Commerce Authority, Employment Industry Projections.

Existing workforce development resources

Education programs

- Northern Arizona University
- Coconino Community College

Independent training programs

- Warrior-to-Inspector
- Northland Hospice and Palliative Care

Apprenticeship programs

- Northern Arizona Contractors' Association
- Boilermakers Western States

Notes on eligibility for WIOA-funded programs

- ARIZONA@WORK Career Centers offer one-stop assistance to workers
- Individuals can sign up online or in person at a career center and their eligibility will be assessed
- Individual eligibility to participate in a training or certificate program with subsidy from WIOA is based on income (ceiling is about \$13,000 per individual in Flagstaff)
- Training and certificate programs must be on eligible training provider list (state and county boards approve these programs)

Stakeholder feedback

Challenges to workforce

- High cost of living
- Lack of affordable housing
- Lack of affordable childcare
- Limited awareness of workforce development resources
- Shortage of workers in skilled trades and nursing
- Employers struggling with City minimum wage

Potential City role

- Leadership
- Education

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

City elected official

I'm paying my guys \$40, \$45 an hour and I advertise that ... to look for other mechanics nationwide and I can't get anybody to move here because our rent prices are so high because our housing is so low.

Small business owner

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

Case studies

Key takeaways

- City governments serve as partners in workforce development and do not directly offer programs/services
- Local workforce development boards lead local workforce development efforts
- Community colleges are instrumental in providing workforce development
- Training programs are often general, but some communities invest in specific programs to meet acute workforce needs
- Cost of living and housing greatly impact the workforce



City Workforce Development Strategy — Priority sectors

Economic strategic plan

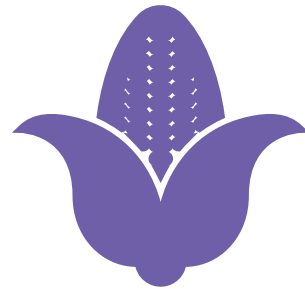
- Identifies key sectors for City to focus on sustainable growth
- Workforce plan aligns with economic plan



Astronomy



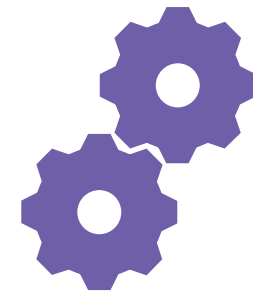
Biomedical/
healthcare



Food processing



Forestry



Manufacturing

City 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.

City 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

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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

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 and CCC		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 a workforce development landing page that includes an overview of local skills training programs available		X	
		Develop communications strategy around skill-building programs through CCC, CCWDB and others			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

Thank you!