

## WORK SESSION AGENDA

CITY COUNCIL WORK SESSION  
TUESDAY  
MAY 28, 2024

COUNCIL CHAMBERS  
211 WEST ASPEN AVENUE  
3:00 P.M.

All City Council Meetings are live streamed on the city's website  
(<https://www.flagstaffaz.gov/1461/Streaming-City-Council-Meetings>)

### **\*\*\*PUBLIC COMMENT\*\*\***

Verbal public comments not related to items appearing on the posted agenda may be provided during the "Open Call to the Public" at the beginning and end of the meeting and may only be provided in person.

Verbal public comments related to items appearing on the posted agenda may be given in person or online and will be taken at the time the item is discussed.

To provide online verbal comment on an item that appears on the posted agenda, use the link below.

### [ONLINE VERBAL PUBLIC COMMENT](#)

Written comments may be submitted to [publiccomment@flagstaffaz.gov](mailto:publiccomment@flagstaffaz.gov). All comments submitted via email will be considered written comments and will be documented in the record as such.

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#### 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 discussion and consultation 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 DAGGETT  
VICE MAYOR ASLAN  
COUNCILMEMBER HARRIS  
COUNCILMEMBER HOUSE

COUNCILMEMBER MATTHEWS  
COUNCILMEMBER MCCARTHY  
COUNCILMEMBER SWEET

#### 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. Open Call to the Public**

*Open Call to the Public enables the public to address the Council about an item that is not on the prepared agenda. Comments relating to items that are on the agenda will be taken at the time that the item is discussed. Open Call to the Public appears on the agenda twice, at the beginning and at the end. The total time allotted for the first Open Call to the Public is 30 minutes; any additional comments will be held until the second Open Call to the Public.*

*If you wish to address the Council in person at today's meeting, please complete a comment card and submit it to the recording clerk as soon as possible. Your name will be called when it is your turn to speak. You may address the Council up to three times throughout the meeting, including comments made during Open Call to the Public and Public Comment. Please limit your remarks to three minutes per item to allow everyone an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.*

**5. Review of Draft Agenda for the June 4, 2024 City Council Meeting**

*Citizens wishing to speak on agenda items not specifically called out by the City Council may submit a speaker card for their items of interest to the recording clerk.*

**6. Open Call to the Public**

**7. Informational Items To/From Mayor, Council, and City Manager; future agenda item requests**

**8. May Work Anniversaries**

Recognition of employees celebrating work anniversaries in May.

**9. Review and discuss Procurement Code Manual Amendment to revise Article 4 Definitions and add a new Article 32 Sustainable Procurement**

To discuss staff proposed revisions to amend the Procurement Code Manual to revise Article 4 Definitions and add Article 32 for Sustainable Procurement, and to obtain the City Council input on recommendations.

**10. Review and discussion of the City of Flagstaff - Workforce Development Strategic Plan prepared and presented by Keen Independent Research LLC.**

Hear a presentation, receive answers to questions, and provide feedback on the findings of the City of Flagstaff - Workforce Development Strategic Plan.

**11. 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 \_\_\_\_\_, 2024.

\_\_\_\_\_  
Stacy Saltzburg, MMC, City Clerk

THE CITY OF FLAGSTAFF ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 213-2076 or email at [stacy.saltzburg@flagstaffaz.gov](mailto:stacy.saltzburg@flagstaffaz.gov) to request an accommodation to participate in this public meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Flagstaff makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Flagstaff City Council meetings are live-streamed and recorded and may be viewed on the City of Flagstaff's website. If you permit your child to attend/participate in a televised Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacy Fobar, Deputy City Clerk  
**Date:** 05/21/2024  
**Meeting Date:** 05/28/2024



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**TITLE:**  
**May Work Anniversaries**

**DESIRED OUTCOME:**  
Recognition of employees celebrating work anniversaries in May.

**Executive Summary:**

**Information:**

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**Attachments:** [Presentation](#)



# TEAM FLAGSTAFF



# May Employee Work Anniversaries!





# TEAM FLAGSTAFF



## First Year Anniversaries

- Kylie Breslin, Animal Control Officer
- Christopher Phair Jr, Transportation Planner
- Ronald Pino, Parks Maintenance Worker
- Tia Hatton, Sustainability Coordinator II
- James Yates, Business Systems Analyst
- Soraya Padilla, Finance Specialist
- Elijah Moore, Recreation Assistant
- Robert Solomon, Code Compliance Officer I





# TEAM FLAGSTAFF



## First Year Anniversaries

- Courtney Hurst, Police Emergency Communications Specialist
- Kendra Mann, Police Emergency Communications Specialist
- Danae Presler, Sustainability Analyst
- Karissa Hugh, Police Records Technician
- Roger Medrano, Police Officer
- Patricia Felix, Victim Services Specialist
- Joanne Keene, Deputy City Manager







# TEAM FLAGSTAFF



## First Year Anniversaries

- Bethan Heng, Planner
- Hector Figueroa, On-Call Magistrate







# Five Year Anniversaries

Marty Gidley  
Streets Operations Tech III



**TEAM FLAGSTAFF**  
WE MAKE THE CITY BETTER





# Five Year Anniversaries



Chanelle Preston  
Police Officer

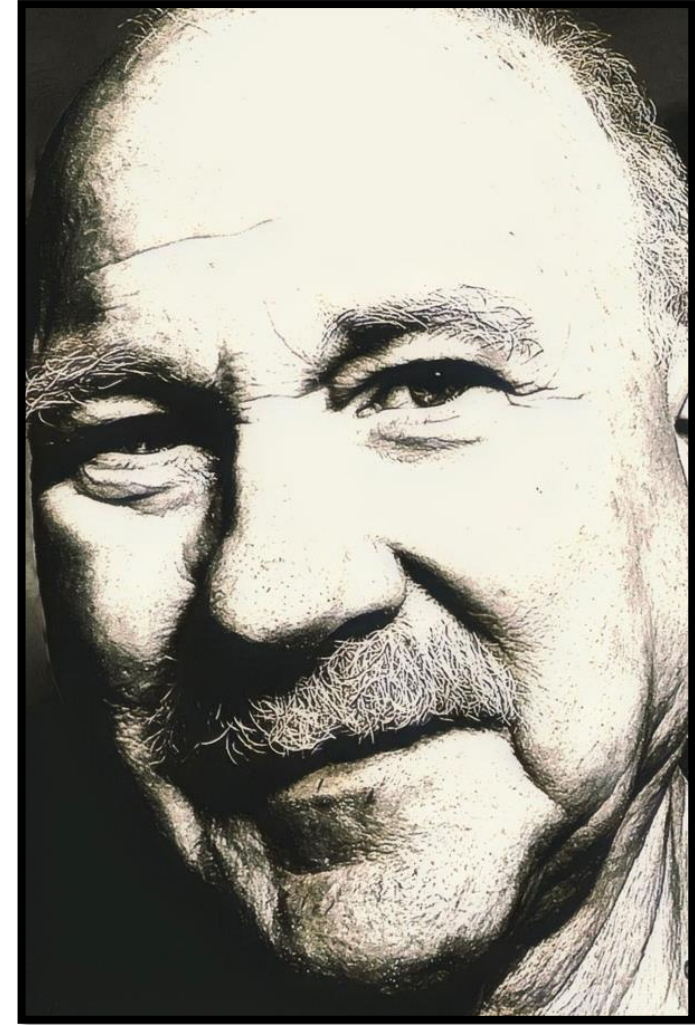


**TEAM FLAGSTAFF**  
WE MAKE THE CITY BETTER



# Five Year Anniversaries

Stephen Andersen  
Library Clerk



**TEAM FLAGSTAFF**  
WE MAKE THE CITY BETTER





# Five Year Anniversaries



Clint Stewart  
Police Officer



**TEAM FLAGSTAFF**  
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# Fifteen Year Anniversaries

David Botts  
Library Application  
Support Specialist II



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# Twenty Year Anniversaries



Nicholas Jacobellis  
Police Sergeant



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**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Patrick Brown, Purchasing Director  
**Date:** 05/13/2024  
**Meeting Date:** 05/28/2024



**TITLE:**

**Review and discuss Procurement Code Manual Amendment to revise Article 4 Definitions and add a new Article 32 Sustainable Procurement**

**DESIRED OUTCOME:**

To discuss staff proposed revisions to amend the Procurement Code Manual to revise Article 4 Definitions and add Article 32 for Sustainable Procurement, and to obtain the City Council input on recommendations.

**Executive Summary:**

Purchasing periodically updates the City's Procurement Code with current practices and adjusts policy to compliment City needs. At Council Work session on June 27, 2023, staff was asked by Council to explore and develop specific procurement policy and code for meeting the City's sustainable policies. Staff built a team of representatives from Procurement, Sustainability, Fleet, Legal and City Manager's office to develop the requested policy and code.

**Information:**

During the past year the team have been working to develop a sustainable procurement policy and Procurement Code Manual revisions. Staff is ready to present the first amendments to the Procurement Code Manual related to sustainable procurement for financial services to the City Council for consideration in June.

These amendments contain revisions to the Procurement Code Manual for adding the new Article 32 Sustainable Procurement and revisions to Article 4 Definitions for terms relating to Article 32. The first item in the Article is Section 32.1 Financial Services and sets forth guidelines when procuring financial services. Staff will present three options to the City Council.

Option 1 -- Objective and Measurable, Competitive. This option is Management Services and Purchasing recommended and aligns with state procurement rules.

Option 2 -- Less Objective and Measurable, Competitive.

Option 3 -- Direct Exclusion, Clear and Concise.

Upon receiving Council Direction, the amendment will be brought back to the City Council to amend the Procurement Code Manual as a Resolution at the June 4, 2024 Regular Council Meeting.

Staff will continue to work on the sustainable procurement policy and future additions to the Sustainable Procurement article.

**Attachments:** [Sustainable Procurement Presentation 5.22.24](#)  
[ARTICLE 32 SUSTAINABLE PROCUREMENT 5.22.24](#)



# Procurement Code Manual

PROPOSED AMENDMENT TO  
REVISE ARTICLE 4 AND ADD  
ARTICLE 32 – SUSTAINABLE  
PROCUREMENT

**Council Presentation: May 28, 2024**







# Procurement Code Manual Amendments

## Overview

### ➤ Resolution Amendment:

- Prelude to presentation
- Staff recommended revision of Article 4
  - Article 4 – Definitions (5 new related definitions)
- Staff recommended addition of Article 32.
  - Article 32 Sustainable Procurement
    - 32.1 Purchasing Financial Services
      - *Three Options*
- Future Revisions/Amendments



# Procurement Code Manual Amendments

## Prelude

- Proposed Amendment
  - New Definitions for Article 4
  - New Article and Section to the Procurement Code Manual
    - Article 32 SUSTAINABLE PROCUREMENT
    - Section 32.1 Financial Services
  - Amendment Options for Sub-Article 32.1B
    - Option 1
    - Option 2
    - Option 3





# Procurement Code Manual Amendments



## Revised Article 4 relating to Sustainable Procurement

### **ARTICLE 4**            **DEFINITIONS**

- **Direct fossil fuel relationship** means companies that fund operations and companies associated with extracting, producing, and investing in fossil fuels.
- **Financial Services** means contractual services with businesses that manage money including banking services, deposits, treasury management, credit cards, payment services, and loans/leases.
- **Fossil Fuel Industry** means the sector involved in the exploration, extraction, production, and distribution of fossil fuels. These fuels include coal, oil, and natural gas.



# Procurement Code Manual Amendments

## Revised Article 4 relating to Sustainable Procurement continued...

### **ARTICLE 4**            **DEFINITIONS**

- **Fossil fuel adjacent companies** means businesses that operate closely with or provide services to the Fossil Fuel Industry but are not directly involved in the exploration, extraction, production, and distribution of fossil fuels themselves. These companies may include suppliers of equipment and technology used in fossil fuel extraction, transportation, and refining processes, as well as firms engaged in activities such as exploration, environmental remediation, consulting, or finance tailored specifically to the fossil fuel sector.
- **Indirect fossil fuel industry relationship** means companies that fund companies that themselves have exposure to fossil fuel investments.



# Procurement Code Manual Amendments

## New Article related to Sustainable Procurement

### **ARTICLE 32 SUSTAINABLE PROCUREMENT**

The City of Flagstaff recognizes the importance of focusing procurement processes on sustainable purchasing practices. All procurements will require consideration of the following sub articles.

#### **Section 32.1 Financial Services**

- A. When procuring Financial Services, the Purchasing Agent will follow the prescribed process below related to the relationships with Fossil Fuel Industry.
- B. (Three options are provided)



# Procurement Code Manual Amendments

## Option 1 – Objective and Measurable, Competitive

B. When procuring Financial Services through a competitive process, the following evaluative criteria will be included in the solicitation regarding the relationship between the firm and the Fossil Fuel Industry.

1. Evaluation criteria are determined by the Purchasing Director and the end-user or City Treasurer. Evaluation criteria shall be objectively measurable and allow for the evaluation, selection, and award of a contract in the best interest of the City.
2. Lesser direct business relationships with the Fossil Fuel Industry will provide a higher point value. Demonstration of approach to limiting future direct involvement with Fossil Fuel Industries will be considered.
3. All solicitations advertised shall include the evaluation criterion “Business with the Fossil Fuel Industry” as follows:





# Procurement Code Manual Amendments

## Option 1 – Objective and Measurable, Competitive (Continued)

### **Business with the Fossil Fuel Industry (10 points/10%)**

Financial institutions with greater relationships with the Fossil Fuel Industry will be assessed a lower point value. Financial institutions showing a commitment to climate action, carbon neutrality, and reducing relationships with Fossil Fuel Industry may gain a higher point value. Financial institutions doing business with the City of Flagstaff must provide documentation showing their involvement with the Fossil Fuel Industry.

#### Relationships with Fossil Fuel Industry

1. Explain your institutional involvement with the Fossil Fuel Industry.
2. Describe what Fossil Fuel Industry that you currently provide financing. Provide a list of your current financing by type and amount.



# Procurement Code Manual Amendments

## Option 1 – Objective and Measurable, Competitive (Continued)

### **Business with the Fossil Fuel Industry (10 points/10%) (Continued)**

#### Commitment to Climate Action

1. Share your institution's commitment to climate action and reduction of investment in the Fossil Fuel Industry.
2. Include any initiatives your company has for reducing carbon emissions and how long the initiatives have been in place, as well as financing towards green energy (i.e., solar, wind, etc.).
3. Please provide at least two years of progress reports toward carbon emission reductions.
4. Provide your company's initiatives to reduce financing for Fossil Fuel Industry.





# Procurement Code Manual Amendments

## Option 2 – Less Objective and Competitive, Still Measurable

B. When procuring Financial Services through a competitive process, the following evaluative criteria will be included in the solicitation regarding the direct relationship between the firm and the Fossil Fuel Industry or Fossil Fuel Adjacent Companies.

1. Evaluation criteria are determined by the Purchasing Director and the end-user or City Treasurer. Evaluation criteria shall be objectively measurable and allow for the evaluation, selection, and award of a contract in the best interest of the City.
2. Lesser direct or indirect business relationships with the Fossil Fuel Industry or Fossil Fuel Adjacent Companies will provide a higher point value. Demonstration of approach to limiting future direct involvement with Fossil Fuel Industries will be considered.
3. All solicitations advertised shall include the evaluation criterion “Business with the Fossil Fuel Industry” as follows:



# Procurement Code Manual Amendments

## Option 2 – Less Objective and Measurable, Competitive (Continued)

### **Business with the Fossil Fuel Industry (10 points/10%)**

Financial institutions with greater relationships with the Fossil Fuel Industry and Fossil Fuel Adjacent Companies will be assessed a lower point value. Financial institutions showing a commitment to climate action, carbon neutrality and reducing relationships with Fossil Fuel Industry may gain a higher point value. Financial institutions doing business with the City of Flagstaff must provide documentation showing their involvement with the Fossil Fuel Industry.

#### Relationships with Fossil Fuel Industry

1. Explain your institutional involvement with the Fossil Fuel Industry and Fossil Fuel Adjacent Companies.
2. List industry, their business, and length of association.
3. Describe the nature of your institution's association.
4. Provide a list of your current financing by type and amount.



# Procurement Code Manual Amendments

## Option 2 – Less Objective and Measurable, Competitive (Continued)

### **Business with the Fossil Fuel Industry (10 points/10%) (continued)**

#### Commitment to Climate Action

1. Share your institution's commitment to climate action and reduction of investment in the Fossil Fuel Industry.
2. Include any initiatives your company has for reducing carbon emissions and how long the initiatives have been in place, as well as financing towards green energy (i.e., solar, wind, etc.).
3. Please provide at least two years of progress reports toward carbon emission reductions.
4. Provide your company's initiatives to reduce financing for Fossil Fuel Industry and Fossil Fuel Adjacent Companies.



# Procurement Code Manual Amendments



## Option 3 – Direct Exclusion, Clear and Concise

*NOTE: Not an evaluative criteria. Would be considered as responsible or non-responsible.*

B. The City of Flagstaff will not do business with financial institutions that engage in the direct or indirect exploration, production, financing, profiting, or marketing of fossil fuel. Financial institutions doing business with the City of Flagstaff must provide a signed declaration, and share evidence annually to the City Treasurer, such as third-party verification, that the institution does not directly or indirectly provide financing to the Fossil Fuel Industry.

1. If a financial institution engages in financial support during the term of the contract, the City will consider termination of the contract with the institution.
2. The signed declaration will be a factor for the City when determining “Responsibility” of the financial institution’s response.





# Procurement Code Manual Amendments

## Future Revisions/Amendments

- Continued work to advance Sustainable Procurements
  - Additions to Article 32 sub article 32.2, 32.3. etc..
- Newly created Sustainable Procurement Policy
  - Guiding principles for Article 32
  - Policy objectives
    - Environmental impacts
    - Social equity impacts
    - Economic impacts



# Procurement Code Manual Amendments

## Council Discussion / Direction

- Staff will bring back a Resolution on June 4th
- Which option would council want staff to bring back for the Procurement Code Amendments?
  - Option 1 – Objective and Measurable, Competitive
  - Option 2 – Less Objective and Measurable, Competitive
  - Option 3 – Direct Exclusion, Clear and Concise





# Procurement Code Manual Amendments



**Thank you!**

**ARTICLE 4 DEFINITIONS**

***Direct fossil fuel relationship*** means companies that fund operations and companies associated with extracting, producing, and investing in fossil fuels.

***Financial Services*** means contractual services with businesses that manage money including banking services, deposits, treasury management, credit cards, payment services, and loans/leases.

***Fossil Fuel Industry*** means the sector involved in the exploration, extraction, production, and distribution of fossil fuels. These fuels include coal, oil, and natural gas.

***Fossil Fuel Adjacent Companies*** means businesses that operate closely with or provide services to the Fossil Fuel Industry but are not directly involved in the exploration, extraction, production, and distribution of fossil fuels themselves. These companies may include suppliers of equipment and technology used in fossil fuel extraction, transportation, and refining processes, as well as firms engaged in activities such as exploration, environmental remediation, consulting, or finance tailored specifically to the fossil fuel sector.

***Indirect fossil fuel relationship*** means companies that fund companies that themselves have exposure to fossil fuel investments.

**ARTICLE 32 SUSTAINABLE PROCUREMENT**

The City of Flagstaff recognizes the importance of focusing procurement processes on sustainable purchasing practice. All procurements will require consideration of the following sub articles.

**Section 32.1                      Financial Services**

- A.        When procuring Financial Services, the Purchasing Agent will follow the prescribed process below related to the relationships with Fossil Fuel Industry.

\*\*\*\*\*

## OPTION 1 (Objective and Measurable, Competitive)

- B. When procuring Financial Services through a competitive process, the following evaluative criteria will be included in the solicitation regarding the relationship between the firm and the Fossil Fuel Industry.
1. Evaluation criteria are determined by the Purchasing Director and the end-user or City Treasurer. Evaluation criteria shall be objectively measurable and allow for the evaluation, selection, and award of a contract in the best interest of the City.
  2. Lesser direct business relationships with the Fossil Fuel Industry will provide a higher point value. Demonstration of approach to limiting future direct involvement with Fossil Fuel Industry will be considered.
  3. All solicitations advertised shall include the evaluation criterion “Business with the Fossil Fuel Industry” as follows:

### **Business with the Fossil Fuel Industry (10 points/10%)**

Financial institutions with greater relationships with the Fossil Fuel Industry will be assessed a lower point value. Financial institutions showing a commitment to climate action, carbon neutrality, and reducing relationships with Fossil Fuel Industry may gain a higher point value. Financial institutions doing business with the City of Flagstaff must provide documentation showing their involvement with the Fossil Fuel Industry.

#### Relationships with Fossil Fuel Industry

1. Explain your institutional involvement with the Fossil Fuel Industry.
2. Describe what Fossil Fuel Industry that you currently provide financing. Provide a list of your current financing by type and amount.

#### Commitment to Climate Action

1. Share your institution’s commitment to climate action and reduction of investment in the Fossil Fuel Industry.
2. Include any initiatives your company has for reducing carbon emissions and how long the initiatives have been in place, as well as financing towards green energy (i.e., solar, wind, etc.).
3. Please provide at least two years of progress reports toward carbon emission reductions.
4. Provide your company’s initiatives to reduce financing for Fossil Fuel Industry.



## OPTION 2: (Less Objective and Competitive, still Measurable)

B. When procuring Financial Services through a competitive process, the following evaluative criteria will be included in the solicitation regarding the direct relationship between the firm and the Fossil Fuel Industry or Fossil Fuel Adjacent Companies.

1. Evaluation criteria are determined by the Purchasing Director and the end-user or City Treasurer. Evaluation criteria shall be objectively measurable and allow for the evaluation, selection, and award of a contract in the best interest of the City.
2. Lesser direct business relationships with fossil fuel companies or Fossil Fuel Adjacent Companies will provide a higher point value. Demonstration of approach to limiting future direct involvement with Fossil Fuel Industry or Fossil Fuel Adjacent Companies will be considered.
3. All solicitations advertised shall include the evaluation criterion "Business with Fossil Fuel Industries" as follows:

### **Business with the Fossil Fuel Industry (10 points/10%)**

Financial institutions with greater relationships with the Fossil Fuel Industry and Fossil Fuel Adjacent Companies will be assessed a lower point value. Financial institutions showing a commitment to climate action, carbon neutrality, and reducing relationships with Fossil Fuel Industry may gain a higher point value. Financial institutions doing business with the City of Flagstaff must provide documentation showing their involvement with the Fossil Fuel Industry.

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#### Commitment to Climate Action

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3. Please provide at least two years of progress reports toward carbon emission reductions.
4. Provide your company's initiatives to reduce financing for Fossil Fuel Industry and Fossil Fuel Adjacent Companies.

OPTION 3: (Direct exclusion, clear and concise.) This would be considered as responsible or non-responsible.

- B. The City of Flagstaff will not do business with financial institutions that engage in the direct or indirect exploration, production, financing, profiting, or marketing of fossil fuel. Financial institutions doing business with the City of Flagstaff must provide a signed declaration, and share evidence annually to the City Treasurer, such as third-party verification, that the institution does not directly or indirectly provide financing to the Fossil Fuel Industry.
  - 1. If a financial institution engages in financial support during the term of the contract, the City will consider termination of the contract with the institution.
  - 2. The signed declaration will be a factor for the City when determining “Responsibility” of the financial institution’s response.

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** David McIntire, Community Investment Director  
**Date:** 05/20/2024  
**Meeting Date:** 05/28/2024



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**TITLE:**

**Review and discussion of the City of Flagstaff - Workforce Development Strategic Plan prepared and presented by Keen Independent Research LLC.**

**DESIRED OUTCOME:**

Hear a presentation, receive answers to questions, and provide feedback on the findings of the City of Flagstaff - Workforce Development Strategic Plan.

**Executive Summary:**

City Council provided resources and requested an analysis of the community workforce and the Workforce Development systems in the area. Staff procured Keen Independent Research LLC through a Request for Statement of Qualifications process. Keen has performed its analysis and will, with support from City of Flagstaff Economic Development staff, provide information and respond to questions and/or feedback.

The analysis and strategic plan is in draft form and may be amended based on the feedback provided by Council. It is intended to be considered by Council for adoption on July 2nd.

**Information:**

Workforce Development is a critical part of Economic Development and is of vital importance to a community. Council requested an analysis of the Flagstaff area workforce and Workforce Development systems to better understand the landscape and any potential role the City of Flagstaff may want to play.

A scope for the analysis was developed in consultation with various partners, one example being the Workforce Development Board. The City then used that scope to procure a firm for the analysis. Keen Independent Research was selected. The firm undertook substantial research and public interviews, and used the information received to develop its assessment. This presentation will provide information about the process, the findings, and the firm's impressions of how to further enhance Workforce Development here in Flagstaff.

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**Attachments:** [Workforce Presentation](#)

# City of Flagstaff

## Workforce Development Strategic Plan — Preliminary Results



### **Presented by:**

Dave Keen, Principal

Dr. Nicole Yates, Senior Consultant

### **Keen Independent Research LLC**

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Denver CO 80206

2929 E. Camelback Rd., Suite 115

Phoenix AZ 85016

303-385-8515

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May 28, 2024

**KEEN  
INDEPENDENT  
RESEARCH**



# 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

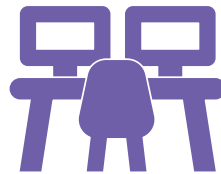




# Workforce development overview

## Components of workforce development

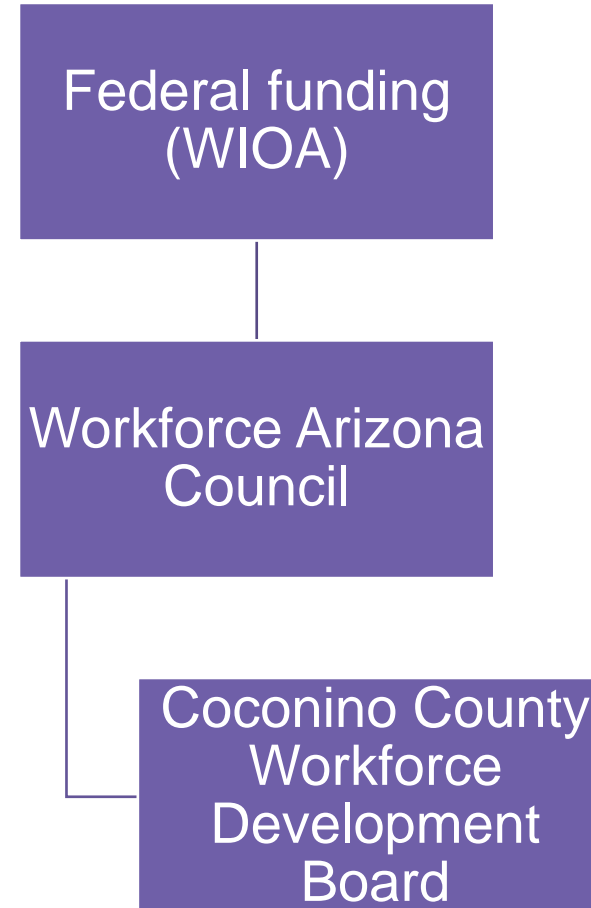
- Facilitating job search and placement
- Occupational skills training
- Job search training (e.g., advice on how/where to search, resume review, interview prep)
- Support services (e.g., direct assistance with transportation, childcare expenses, access to technology, interview clothing)



# Workforce development overview

## Workforce Innovation and Opportunity Act

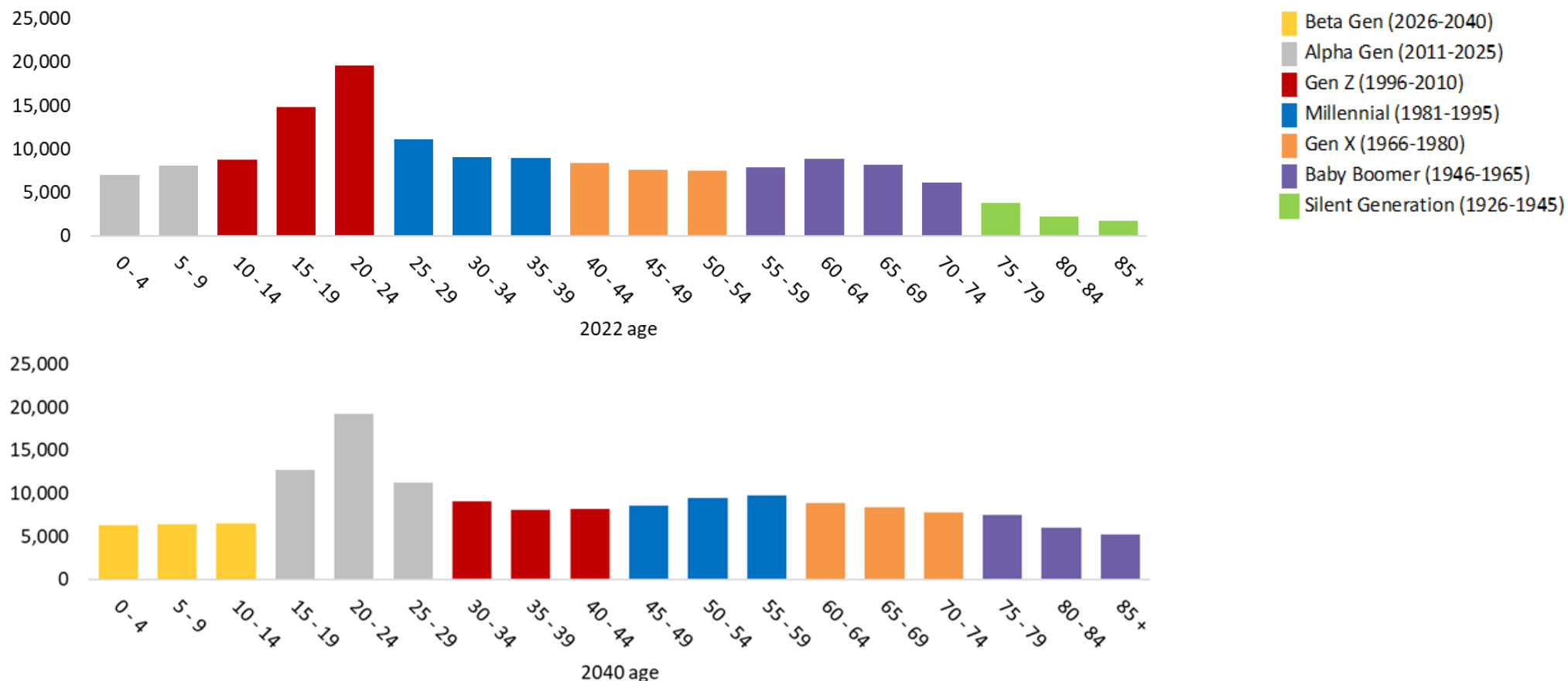
- Federal funding that supports programs designed to develop local workers and connect them with employers
- States must have unified plans to provide core workforce development programs outlined in WIOA (e.g., adult workers, youth, displaced workers)
- State and local workforce development boards are 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
<b>Industry</b>				
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
<b>Total</b>	<b>68,749</b>	<b>75,201</b>	<b>100.0 %</b>	<b>6,452</b>

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

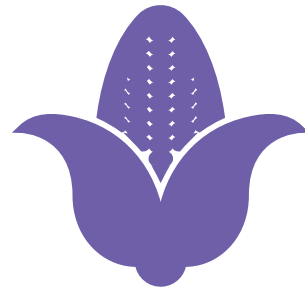
- Identifies key sectors for City to focus on sustainable growth
- Workforce plan aligns with economic plan



Astronomy



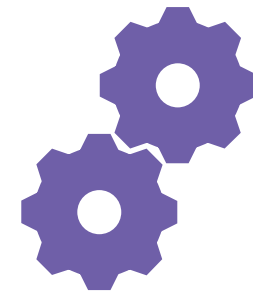
Biomedical/  
healthcare



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
<b>Astronomy occupations</b>		
Physical scientist	\$ 102,044	Bachelor's degree
Computer and mathematical occupations	76,190	Bachelor's degree
<b>Biomedical/healthcare occupations</b>		
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
<b>Forestry occupations</b>		
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
<b>Construction occupations</b>		
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
<b>Manufacturing occupations</b>		
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



# City Workforce Development Strategy — Employment pathways

## High school diploma (or equivalent) pathways

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Median annual earnings of occupations related to transportation in Coconino County, 2022

Occupation	Median annual earnings	Typical education level
<b>Transportation occupations</b>		
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 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!