

2019 BLUEPRINT

YAVAPAI COUNTY ECONOMIC DEVELOPMENT PARTNERSHIP

Prepared by
Jodi Rooney

Sponsored by
*Regional Economic Development Center
At Yavapai College*
www.yc.edu/redc

This report is funded by the Regional Economic Development Center at Yavapai College (REDC) with the objective to provide a forum for visioning and collaboration for Regional Economic Leadership. The content of the report reflects the views of the participant leaders of Yavapai County supported by the facilitator; and, do not necessarily reflect the official or policy views of Yavapai College.

To preserve the original work and contributor’s intent, the report is direct quotes, and original language and grammar from participants’ discussions and recommendations.

Contents

- Executive Summary3
- Main points:3
- Topics that day also included:3
- Subgroup participation4
- Recommendations and Regional Identity4
- Visioning and Collaboration6
- Identified Goals8
- What was learned9
- Identified challenges in the past/still going forward10
- Commonalities10
- Task Force Leaders and Key Players11
- Recommendations and Regional Identity12
- Where We Go from Here13
- Addendum 114
- Addendum 214

Executive Summary

BLUEPRINT FOR YAVAPAI COUNTY

“We came to the table thinking about our uniqueness and realized we have much in common.”

This Blueprint is in no way intended to replace or conflict with existing community and organizational economic development efforts. Rather it is intended to supplement and provide insight to current regional endeavors.

A Shared Economic Development Focus

Roughly 200 leaders across Yavapai County, comprised of elected officials, business, education and non-profit professionals, were invited to attend the Yavapai County Economic Leadership Summit. The gathering was held on February 5, 2019, and hosted by the Regional Economic Development Center at Yavapai College (REDC). The Summit presentation, *A Regional Identity*, is attached under Addendum 1.

Main points:

- Business Attraction
- Business Retention
- Business Growth
- Human Capital Supply
- Quality of Life

Topics that day also included:

- The demographics of Yavapai County
- A Case for regional collaboration
- Next steps

While this collaboration event was hosted by Yavapai College, the effort and the succeeding output were owned and driven by the participating leaders – the college took a back seat.

100 leaders were able to attend that day and through a cooperative effort five focus areas were identified.

Transportation

Workforce

Housing

County Goals

Funding

Approximately 50 participants signed up for these five identified subgroups with the goal of creating a Blueprint including regional identity. (This phase of the initiative was designed as short-term, being completed in only a few months.) Throughout the month of March (2019) the meetings rotated to each side of the county – generally meeting three times for a total of 14 meetings in all. While we focused on a primary topic for each subgroup, what we experienced was dialogue that spilled over into the other identified subject areas. Often, the ideas and dialogue brought forward were echoed through the other subgroups as well. We came to the table thinking about our uniqueness and realized we have much in common.

The notes from the 14 meetings of the five subgroups are available as a separate multi-page addendum (Addendum 2). Accordingly, the information was drawn down to create this Blueprint report. It points the direction for us to work together on issues/opportunities common to those living and working in Yavapai County. This initiative will move forward by motivated Task Force Leaders who will convene key players and stakeholders in support of each of the identified opportunities. These efforts help to bring us closer together as one county increasing our quality of life.

Subgroup participation – Some of what we learned:

- The Verde Valley used to have winter workgroups on housing (Task Force).
- Before the economy downturn in 2009, there was collaboration on housing and a regional study was one of the goals.
- Long-term rentals – investors buying and renting out housing, which reduces the housing pool for people living and working here already impacted by a housing shortage.
- People at the State Capitol only think of our area (Yavapai County) as Prescott. We have to put an all-inclusive message together (a regional identity).
- Visioning would help with the regional identity as communities are updating regional plans.
- The wine industry is a major player here; cyber security is also a growth market, lending to easy collaboration.
- By County, our resident age is in the higher numbers. This is a challenge when it comes to workforce because we already have a labor shortage.
- We have areas in the southern part of our county like Peoria, Black Canyon City and Congress that we need to better understand. The southern part of our county might be able to help with the out migration (of people going to the valley for work).

Recommendations and Regional Identity

- A countywide effort to increase Broadband capacity working in conjunction with the Arizona Commerce Authority's (ACA) new broadband initiatives.
- Learn more about and take advantage of Opportunity Zones.
- Build support with the state agencies, i.e., ACA.
- Develop a countywide brand for regional identity.
- A countywide visioning effort for regional identity.
- Develop "all in" Tourism—step it up; or, back off and bring in a different economy. Do what you're good at.
- An economic development-funding matrix for awareness of collaborative funding.
- A legislative change to fund CTEC/JTED.
- Career and Technical Education for the east side of the county.



- Explore the concept of 3-D printing for housing construction/workforce.
- Establish partnerships and help facilitate an inter-city connection employee transport.
- Explore the concept of a Regional Transportation Authority.
- A public private partnership for road construction opportunities.
- Buy up Right of Way (ROW) for roadway expansion opportunity.
- Explore Public private projects (P3) viable for our county.
- An asset inventory of each community.
- A countywide Economic Development organization with paid staff and goals.
- Create the culture of education – start with 3rd graders.
- A robust partnership with higher education institutions to train future generations to stay and work in their communities; this includes identifying the type of work.
- Yavapai College should establish a liaison between the school/business and industry.
- County and cities take a higher profile in the job fairs.
- Identify the number of people living here but working remotely.
- Reinstate Housing Task Force for collaboration to help address this issue.
- Discuss WHAT HOUSING IS; follow up with a public campaign.



Figure 1: Yavapai County, Arizona
Source: WIKIPEDIA

The Blueprint also includes: Commonalities, Identified Challenges, Goals, and Where We Go from Here.

Visioning and Collaboration

This Blueprint is in no way intended to replace or conflict with existing community and organizational economic development efforts. Rather it is intended to supplement and provide insight to current regional endeavors.

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- A case for regional collaboration
- Next steps

100 leaders were able to attend that day and through a cooperative effort five focus areas were identified.

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The notes from the 14 meetings of the five subgroups are available as a separate multi-page addendum (Addendum 2). They contain:

- Dialogue of those participating
- Commonalities
- Issues and opportunities county-wide
- Ideas/thoughts/statements that rose up
- Possible recommendations

Accordingly, the information was drawn down to create this Blueprint report. It points the direction for us to work together on issues/opportunities common to those living and working in Yavapai County. This initiative will move forward by motivated Task Force Leaders who will convene key players and stakeholders in support of each of the identified opportunities. These efforts help to bring us closer together as one county increasing our quality of life.

COMMON FOCUS

- *Transportation*
- *Workforce*
- *Housing*
- *County Goals*
- *Funding*



Identified Goals

Transportation

1. Support an inter-city connection employee transport
 - Establish partnerships and help facilitate an organized van pool
2. Canvass for creation of a Regional Transportation Authority
 - Bring forward the concept of establishing a committee—begin with CYMPO (Prescott urbanized area) and the TPO (Verde Valley)
3. Work with ERAU regarding needed future transportation access
 - Identify three leaders to convene a transportation subgroup to help with Center for the Future – Economic Growth
4. Identify a public-private partnership for a transportation construction opportunity
 - Bring together partner stakeholders to frame a P3 for success



Workforce



1. Convene a group to explore the 3-D printing concept for construction/workforce
2. Identify our workforce (or lack of it)
 - By geography
 - By age
3. Identify the number of people living here but working remotely; and/or commuting ≥ 50 miles.
 - Work through Yavapai College the ACA, among others, to identify this demographic and be able to track it

Housing

1. Reinstate the Housing Task Force (prior to 2009) for collaboration on this issue
 - Focus on housing for workers that is attainable
2. Step up to assist the Bagdad Mine community with housing opportunities for the new jobs (families) that will be coming to the region
 - Convene leaders/professionals to identify resources and mobilize to help with this expansion endeavor



County Goals



1. Prepare to execute the US Census in order to realize potential funding
 - With the County as lead, collaborate with the municipalities on a strong and deliberate planning initiative
 2. Curb insufficient broadband service
 - With key leaders, collaborate on application for the Rural e-Connectivity Pilot Program (ReConnect Program) available through reconnect.usda.gov
 - Explore expansion opportunity through Congressional representation
 3. Include economic development in each community's general/strategic plans
 - Weave it through each of the elements/chapters to help generate more funding and legislative support from the state
-

What was learned

- If we want to maximize funding associated with the upcoming **US Census** we have to be prepared.
- We have to take action to learn more about and take advantage of Opportunity Zones.
- People at the State Capitol only think of our area (Yavapai County) as Prescott. We have to put an all-inclusive message together (a regional identity).
- Visioning would help with the regional identity as communities are updating regional plans.
- With community commitment, we could work toward Economic Development being in every community plan.
- We have areas in the southern part of our county like Peoria, Black Canyon City and Congress that we need to better understand. The southern part of our county might be able to help with the out migration (of people going to the valley for work).
- The Verde Valley used to have winter workgroups on housing (Task Force).
- Before the economy downturn in 2009, there was collaboration on housing and a regional study was one of the goals.
- It is a great economy area for medical marijuana. That industry is going to continue to increase. Because of the demographic it's the medical/research side of it. We have the potential of higher paying jobs.
- The wine industry is a major player here; cyber security is also a growth market, lending to easy collaboration.
- Long-term rentals – investors buying and renting out housing, which reduces the housing pool for people living and working here already impacted by a housing shortage.
- By County, our resident age is in the higher numbers. This is a challenge when it comes to workforce because we already have a labor shortage.
- We could better market the skilled trades, including to people who want a career change.
- Below the line poverty –when people talk about economic development they aren't talking about the poor. There are kids in our community where there's nothing in their home or life to tell them they are part of the program. They are not in the game. It is a source of workers for our community.

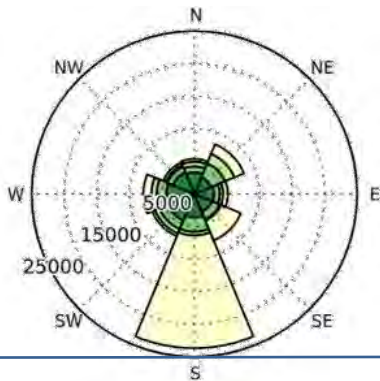


Yavapai County Residents Live in Near Poverty

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Identified challenges in the past/still going forward

- We have to get past the “over the hill” hurdle; we have to find a way to bridge the east and west side of the county.
- Lack of funding
- Water
- Labor shortage
- Improved drug testing for workers (adjust the language)
- The need for health, construction and technology industries
- Recruiting employees and retaining them
- Getting people to consider the trades—changing the mindset
- Stabilizing a culture of education
- Housing for workers that is attainable
- Broadband capacity
- Maximizing the US Census
- Exempt wells
- Lack of an asset inventory for each community
- An “out migration” of workers going to the valley



Primary Jobs by Distance	Count	Share
Less than 10 miles	27,979	39.8%
10 to 24 miles	11,435	16.3%
25 to 50 miles	5,386	7.47%
Greater than 50 miles	25,443	36.2%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

Commonalities

- We are within a days drive of multiple cities.
- The out migration of people working in the valley
- A labor shortage, i.e., tradespeople, medical personnel, teachers
- The issue of attainable housing
- Water
- The upcoming US Census



Continuing the Effort



Task Force Leaders and Key Players

To continue the countywide Economic Development visioning and collaboration, two leaders have agreed to move forward particular initiatives identified with this effort. Additional participation is welcome and encouraged from Economic Development professionals and leaders from Yavapai County.

*Key players that have industry knowledge, expertise, and/or resources have been listed for potential collaboration.

TRANSPORTATION:

Task Force Leader - Chris Bridges, Administrator, Central Yavapai Metropolitan Planning Organization (CYMPO)

*Yavapai County and the Verde Valley Transportation Planning Organization (VVTPO); Higher Education; City, Town and Tribal Leaders

WORKFORCE:

Task Force Leader - TBD

*Employer Engagement Administration Representative, ARIZONA@WORK; Higher Education/Career & Technical Education Center (CTEC); Northern Arizona Council of Government (NACOG); Goodwill of Central and Northern Arizona; YCCA; developer; Prescott Valley Economic Development Foundation (PVEDF); Arizona Association for Economic Development (AAED); Arizona Commerce Authority (ACA); Economic Development professionals in Yavapai County

HOUSING:

Task Force Leader - Tim Elinski, Mayor of Cottonwood

* NACOG; Higher Education; Arizona Department of Housing (ADOH); Yavapai County Contractor's Association (YCCA); Freeport McMoRan; developers

COUNTY GOALS:

Task Force Leader - TBD

*BROADBAND: Community & Economic Development Director, Clarkdale; Economic Development Coordinator, Prescott Valley; Economic Development Coordinator, Prescott

US CENSUS Leader: David Williams, Yavapai County Development Services Director

*County Supervisors; Communication Professionals from each community to help get the word out; Yavapai County cities/towns/tribes; City/Town Managers and Community Development personnel; libraries; schools; Quad City Interfaith Council



Recommendations and Regional Identity

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- Discuss WHAT HOUSING IS; follow up with a public campaign.

Where We Go from Here

This actionable economic development focus takes a high level look across Yavapai County. By no means is it exhaustive; rather, it is a Blueprint to build upon. Task Force Leaders are well positioned to convene key players and stakeholders regarding recommendation opportunities identified through the five subgroups. With these leaders taking charge, our communities can embrace ownership as we seek to expand economic opportunity to enhance quality of life. This path of ownership facilitates the effort, leading to success in the initiatives identified.

Each of the task force groups will identify what a successful outcome looks like along with the resources and strategies needed to achieve it; including, a timeline to bring it to fruition. That may be in the form of a monthly or quarterly meeting, dependent on the task. It is recognized that these identified opportunities may also be leveraged to help existing or future endeavors.

To close the loop, it is proposed that updates be sent out by the task force leaders to the original leader's group periodically, such as every six months for tracking purposes.

As a sponsor of the Economic Leadership Summit, the Regional Economic Development Center at Yavapai College stands ready to participate, contribute, and support the task force committees in their ongoing effort.

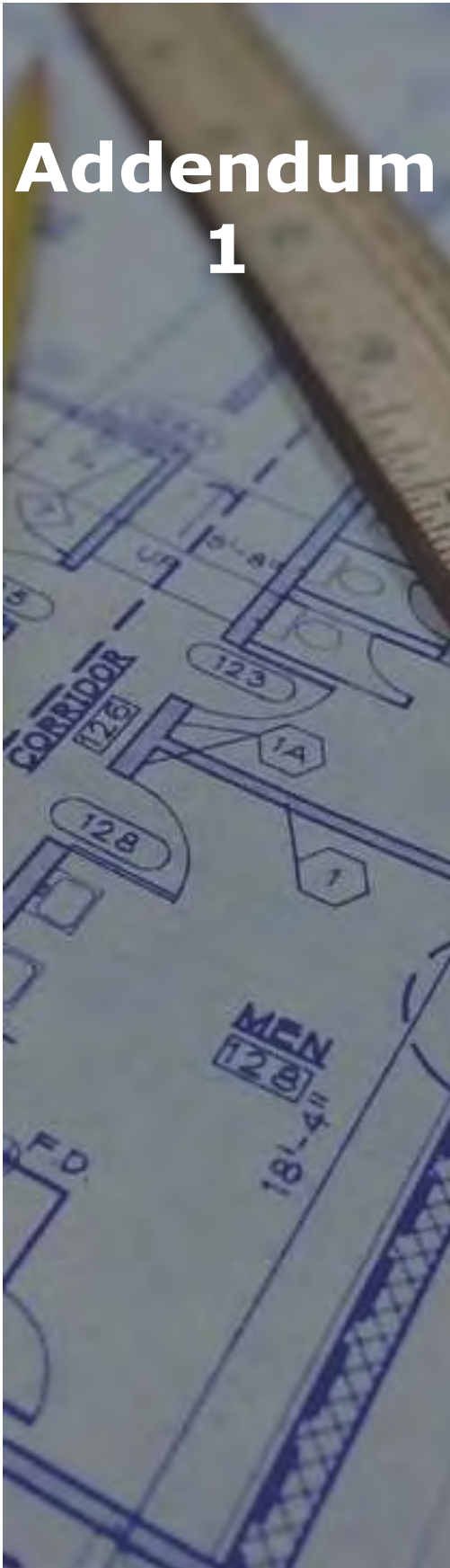
***A Shared
Economic
Development
Focus***



Addendum 1

Economic Leadership Summit Presentation

February 5, 2019



Welcome

Agenda

Buffet Lunch

Welcome and Logistics

Mr. Richard Hernandez

Why We Are Here

Mr. Rodney Jenkins

The Demographics of
Yavapai County

Dr. Tom Hughes

A Case for Regional
Collaboration

Mr. Trevor Stokes

Next Steps and Open
Discussion

Dr. Ron Liss

**Mr. Rodney Jenkins
Yavapai College Vice
President
Community Relations**

Economic Leadership
Summit



**Dr. Lisa Rhine
Yavapai College President**

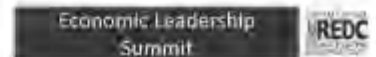
Economic Leadership
Summit



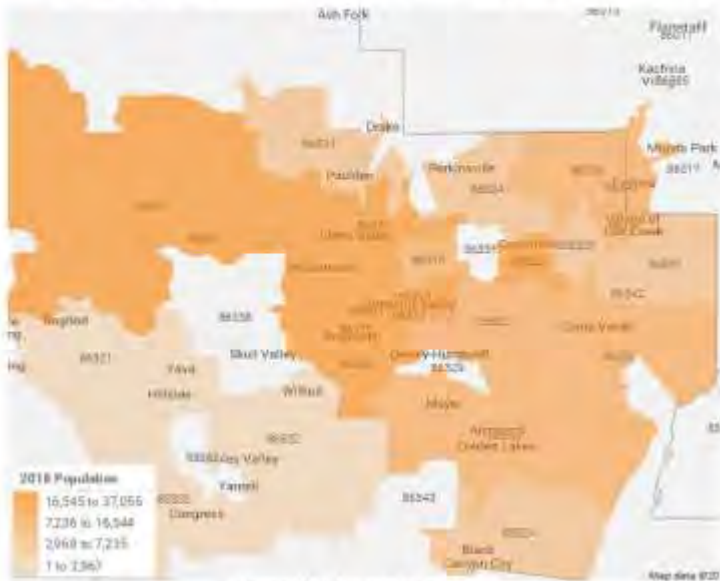
Dr. Tom Hughes
Director, Institutional Effectiveness and
Research
Yavapai College



Regional Demographics & Labor Force



Yavapai County Population



2018

West	145,776
East	74,663
Balance	12,295
	231,092

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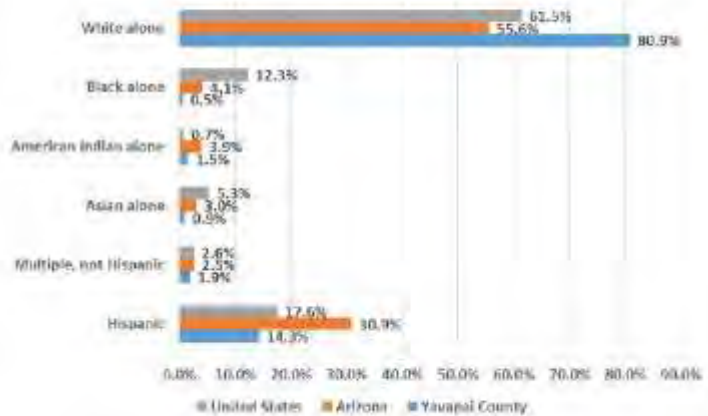


Demographics



- Under 18
- 18-64
- 65 and over

Race and Ethnicity, Yavapai County



Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

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Challenges “Future Opportunities”

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Financial Insecurity



Yavapai County Residents Lives in Near Poverty

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Near Poverty by Community

Select City/Town/County	150% Poverty Level
Prescott	8,481 (21%)
Prescott Valley	10,950 (26%)
Chino Valley	2,971 (27%)
Cottonwood	4,209 (36%)
Camp Verde	3,629 (35%)
Sedona	2,037 (20%)
Yavapai County	54,077 (25%)

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-year Estimates

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Official poverty level is so understated

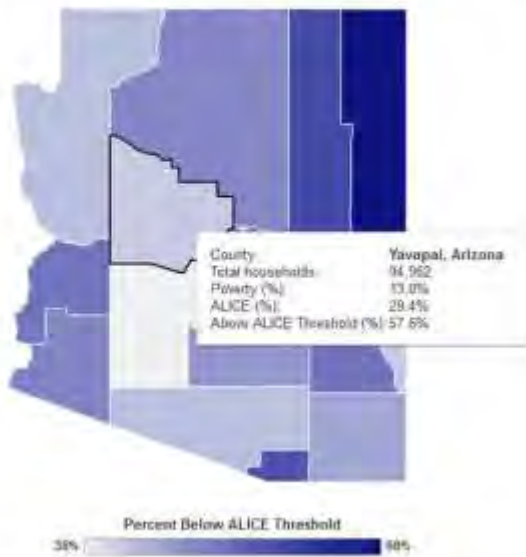
MEET ALICE
ASSET LIMITED, INCOME CONSTRAINED, EMPLOYED

A PROJECT OF
LIVE UNITED

United Way

The banner features a dark blue background. The text 'MEET ALICE' is prominently displayed in large, bold letters, with 'MEET' in yellow and 'ALICE' in white. Below it, the phrase 'ASSET LIMITED, INCOME CONSTRAINED, EMPLOYED' is written in smaller white capital letters. In the bottom right corner, there is a logo for 'LIVE UNITED' which includes the text 'A PROJECT OF LIVE UNITED' above the words 'United Way' and a circular icon containing a stylized figure.

ALICE in Yavapai County

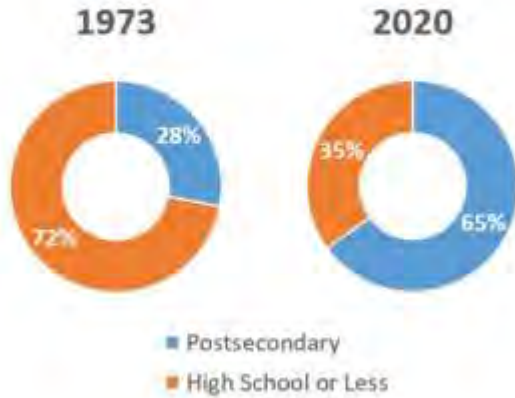


Source: www.unitedwayalice.org/in-the-us



Education

Job Education and Training Requirements

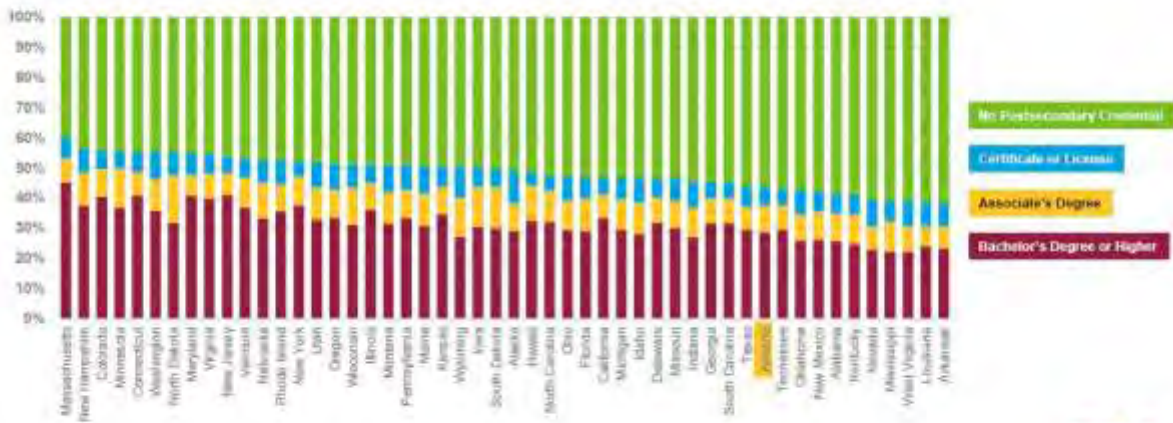


Source: Georgetown University Center on Education and the Workforce

Source: www.exploretetrends.org

Education Attainment Growth is Needed Nationally

Working-Age Population by Educational Attainment by State



Secondary Trends

Challenged K-12 system



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AZ Student Performance



ARIZONA

Grade 4 Math-2017 average score for Arizona is significantly lower than the national public average.



ARIZONA

Grade 8 Math-2017 average score for Arizona is not significantly different than the national public average.



ARIZONA

Grade 4 Reading-2017 average score for Arizona is significantly lower than the national public average.



ARIZONA

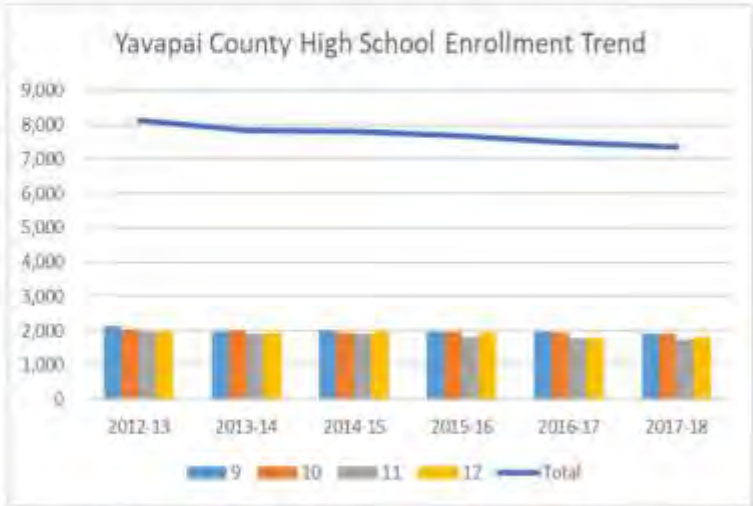
Grade 8 Reading-2017 average score for Arizona is significantly lower than the national public average.

Source: U.S. National Center for Education Statistics, National Assessment of Educational Progress 2017

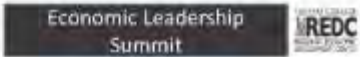
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High School Enrollment



Source: Arizona Department of Education, 2012-13 – 2016-17; YC Office of Institutional Effectiveness and Research Forecast 2017-18



Regional Economic Landscape



Economy Overview



\$46.6K
Median Household Income (2016)




75,536
Jobs (2018)



\$290,400
Median Home Sale Price (2018)

Source: Economic Modeling Systems International (EMSI), 2018

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Labor Force



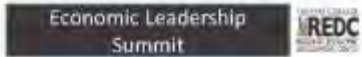
Source: Economic Modeling Systems International (EMSI), 2018

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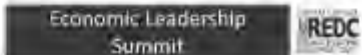
Largest Industries



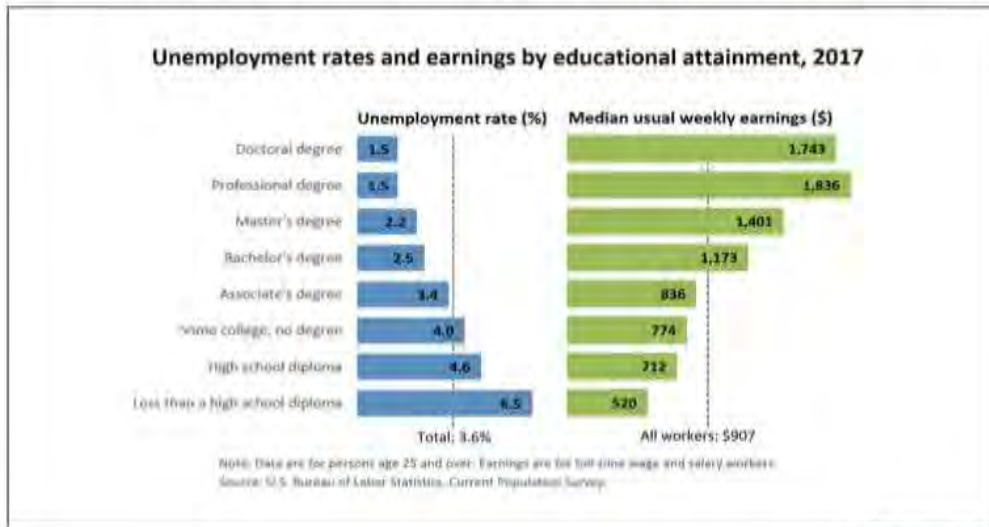
Source: Economic Modeling Systems International (EMSI), 2018



Education and Economic Investment



Educational Attainment, Earnings, Unemployment



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Educational Attainment, Median Earnings, Tax Payments



SOURCE: The College Board, Education Pays 2015, Figure 2.1

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Educational Attainment & Social Benefits

Educational Attainment

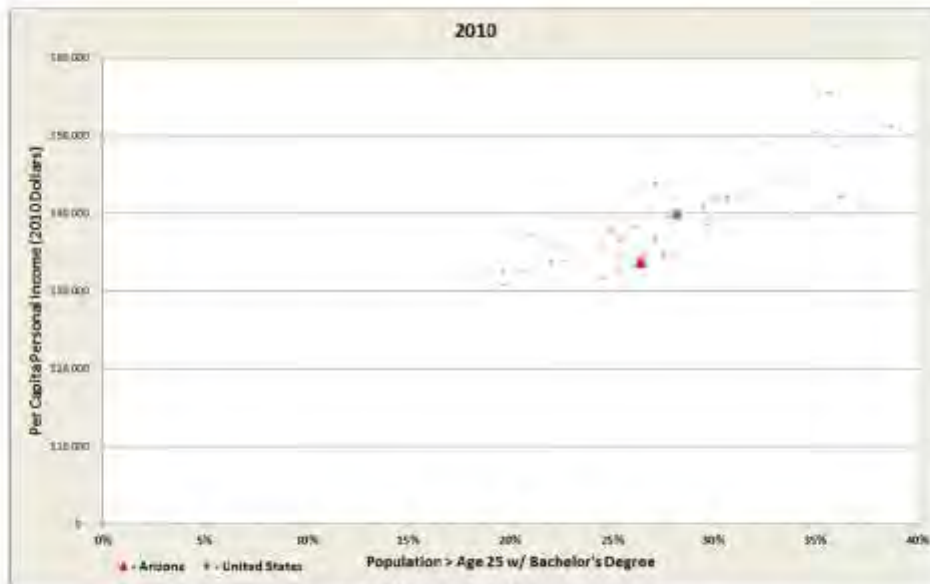


- Professional Degree
- Doctoral Degree
- Masters Degree
- Bachelors Degree
- Associates Degree
- Some College, No Degree
- High School
- Less than High School

Social Benefits/Savings

- Reduced prevalence of alcohol dependence or abuse
- Reduced prevalence of smoking
- Reduced prevalence of frequent mental distress
- Reduced prevalence of illicit drug dependence
- Reduced Medicaid
- Decreased incarceration rates
- Declines in Temporary Assistance for Needy Families (TANF) applicants
- Declines in Supplemental Nutrition Assistance Program (SNAP) applicants
- Reduced Supplemental Security Income (SSI)
- Reduced unemployment insurance

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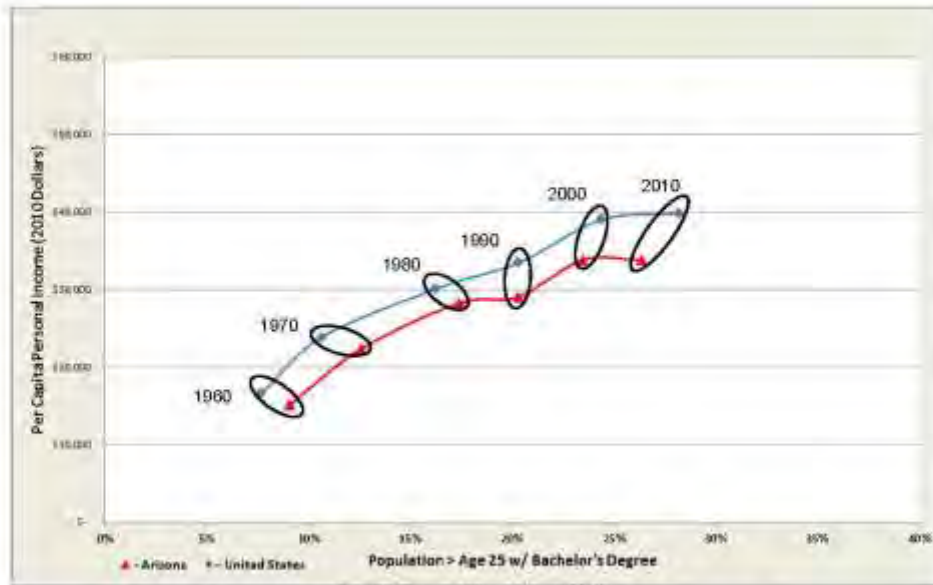


Source: U.S. Census and Bureau of Economic Analysis

ASU Morrison Institute
for Public Policy
ARIZONA STATE UNIVERSITY
Courtesy of Dan Huntink

Economic Leadership Summit





Source: U.S. Census and Bureau of Economic Analysis

ASU Morrison Institute
 on Public Policy
 ARIZONA STATE UNIVERSITY
 Courtesy of Dan Huntink

Economic Leadership
 Summit



Trevor Stokes

Workforce Programs Manager

Arizona Office of Economic Opportunity

Economic Leadership
 Summit



Economic Leadership
Summit



A Regional Identity

Economic Leadership
Summit



- Commuting Patterns and Labor Sheds
- The Impacts of Interconnectedness
- Regional Collaboration Strategies and Success Stories

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Yavapai County

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Yavapai County

Earnings	Yavapai County	Arizona
\$1,250 per month	23.9%	20.2%
\$1,251 to \$3,333 per month	42.2%	38.3%
More than \$3,333 per month	33.9%	41.6%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Yavapai County

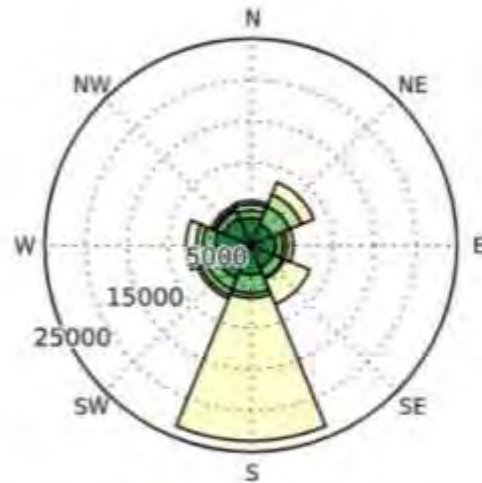
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A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



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A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



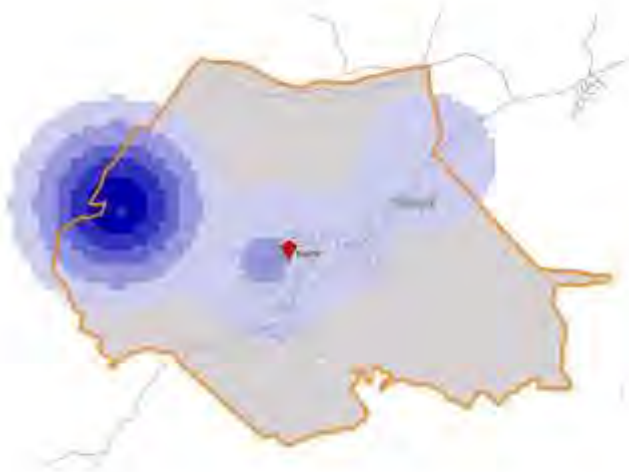
The Workers of Yavapai County

Destination of Commuters	Count	Share
Prescott	18,102	25.8%
Phoenix	10,773	15.3%
Prescott Valley	6,369	9.1%
Cottonwood	3,368	4.8%
Sedona	3,282	4.7%
Flagstaff	2,696	3.8%
Camp Verde	2,222	3.2%
Scottsdale	2,110	3.0%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

The Workers of Bagdad

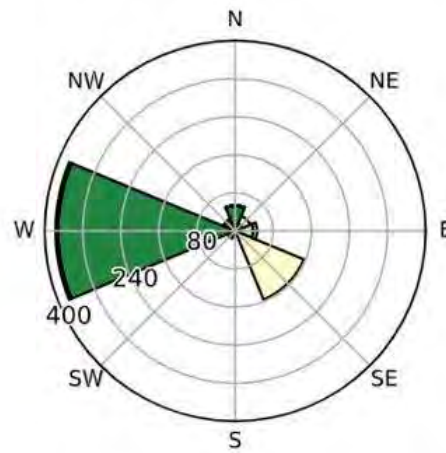
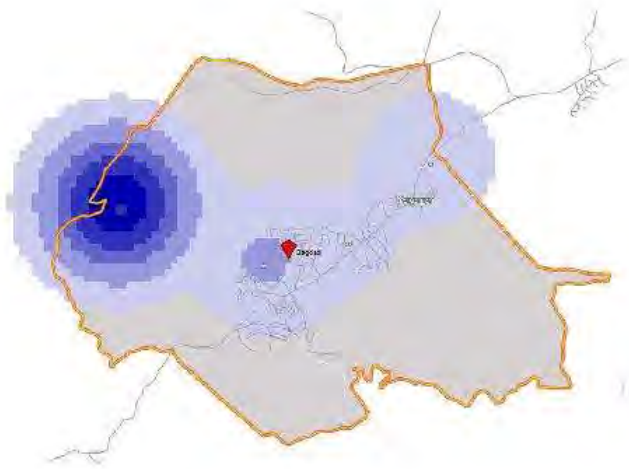


Primary Jobs by Distance	Share
Less than 10 miles	68.7%
10 to 24 miles	0.0%
25 to 50 miles	4.5%
Greater than 50 miles	26.8%

—United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

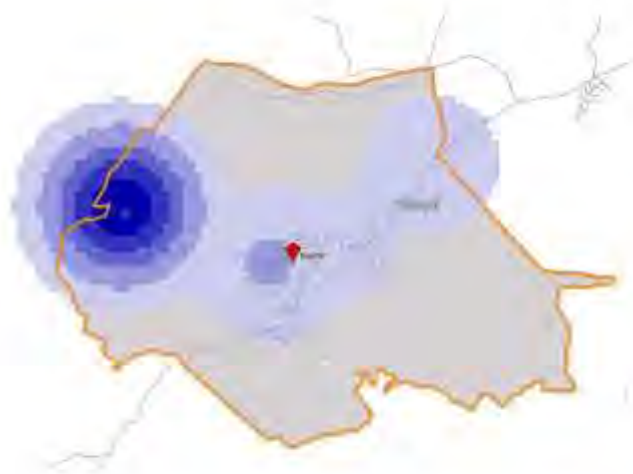
A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

The Workers of Bagdad



—United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Bagdad

Destination of Commuters	Share
Bagdad	67.9%
Phoenix	11.3%
Prescott	2.7%
Tempe	1.4%
Mesa	1.3%
Flagstaff	1.1%
Scottsdale	1.0%

-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Camp Verde

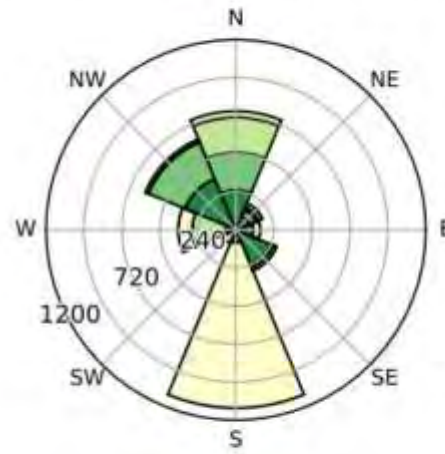
Primary Jobs by Distance	Share
Less than 10 miles	33.3%
10 to 24 miles	15.7%
25 to 50 miles	13.4%
Greater than 50 miles	37.6%

-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – Commuting Patterns and Labor Sheds



The Workers of Camp Verde



United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – Commuting Patterns and Labor Sheds



The Workers of Camp Verde

Destination of Commuters	Share
Phoenix	15.7%
Flagstaff	5.8%
Sedona	5.1%
Cottonwood	4.9%
Prescott	3.9%
Lake Montezuma	2.7%
Scottsdale	2.7%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Chino Valley

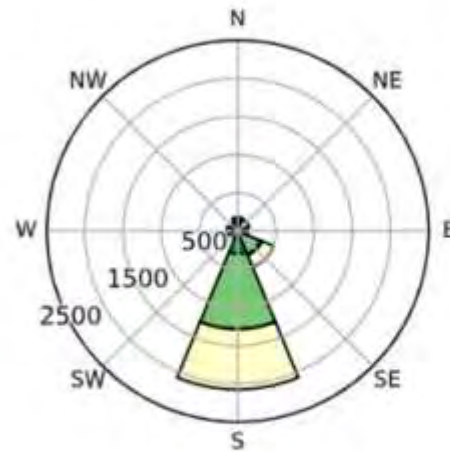
Primary Jobs by Distance	Share
Less than 10 miles	21.7%
10 to 24 miles	38.6%
25 to 50 miles	3.3%
Greater than 50 miles	36.5%

–United States Census Bureau, Longitudinal Origin–Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Chino Valley



–United States Census Bureau, Longitudinal Origin–Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

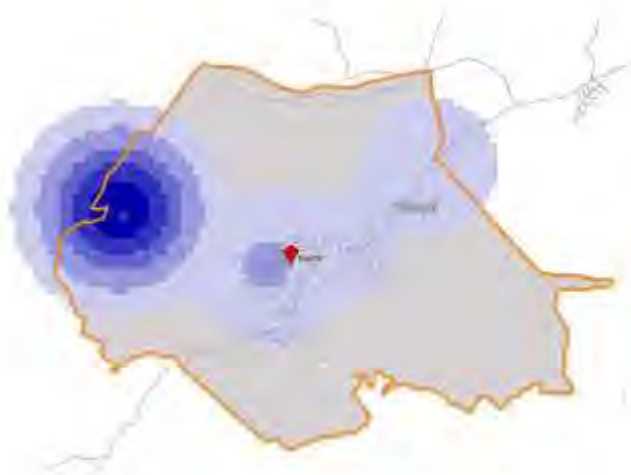


The Workers of Chino Valley

Destination of Commuters	Share
Prescott	32.2%
Phoenix	13.4%
Chino Valley	12.8%
Prescott Valley	7.6%
Flagstaff	3.1%
Scottsdale	1.9%
Tempe	1.8%

–United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



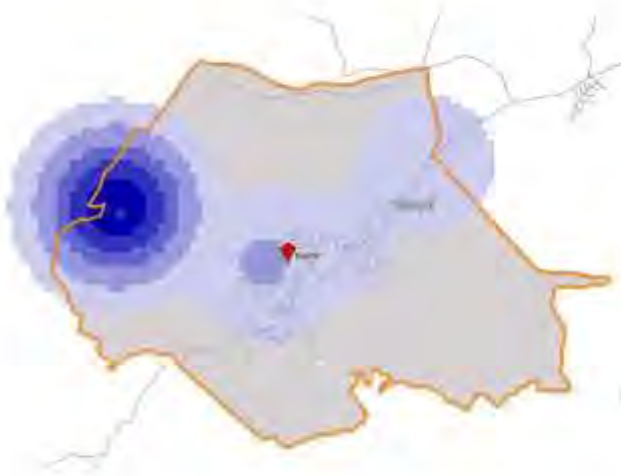
The Workers of Clarkdale

Primary Jobs by Distance	Share
Less than 10 miles	17.4%
10 to 24 miles	23.5%
25 to 50 miles	22.8%
Greater than 50 miles	36.3%

–United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

The Workers of Clarkdale



-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

The Workers of Clarkdale



Destination of Commuters	Share
Prescott	17.4%
Phoenix	14.6%
Cottonwood	12.3%
Prescott Valley	10.4%
Flagstaff	6.0%
Sedona	3.7%
Scottsdale	3.4%

-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Congress

Primary Jobs by Distance	Share
Less than 10 miles	4.7%
10 to 24 miles	17.0%
25 to 50 miles	23.2%
Greater than 50 miles	55.0%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Congress



United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

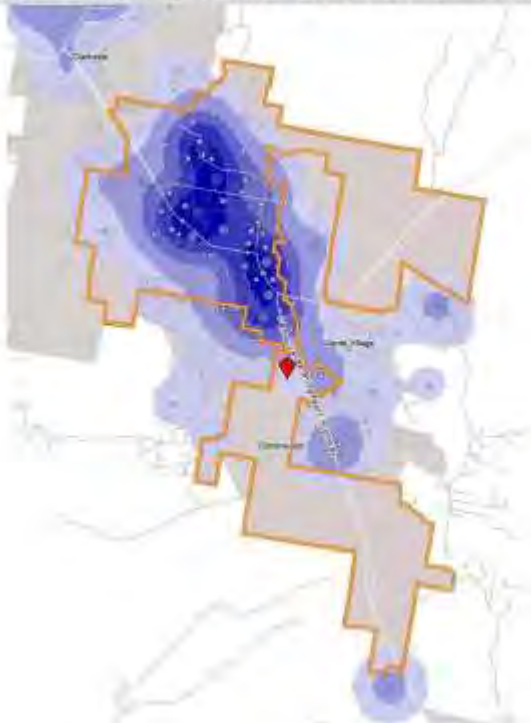


The Workers of Congress

Destination of Commuters	Share
Phoenix	23.2%
Wickenburg	10.6%
Prescott	8.1%
Scottsdale	4.5%
Black Canyon City	3.4%
Glendale	3.4%
Prescott Valley	3.4%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Cottonwood

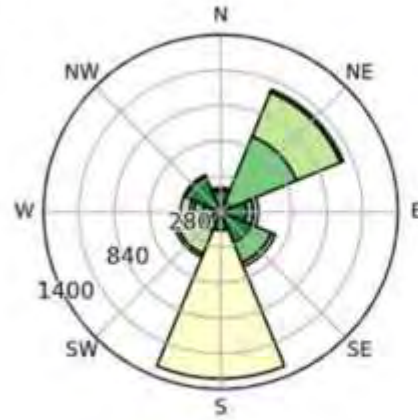
Primary Jobs by Distance	Share
Less than 10 miles	31.9%
10 to 24 miles	21.5%
25 to 50 miles	14.6%
Greater than 50 miles	32.1%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

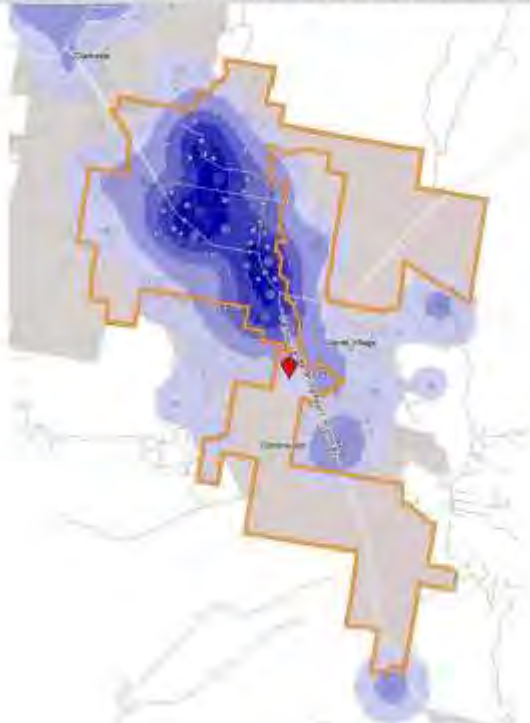


The Workers of Cottonwood



-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

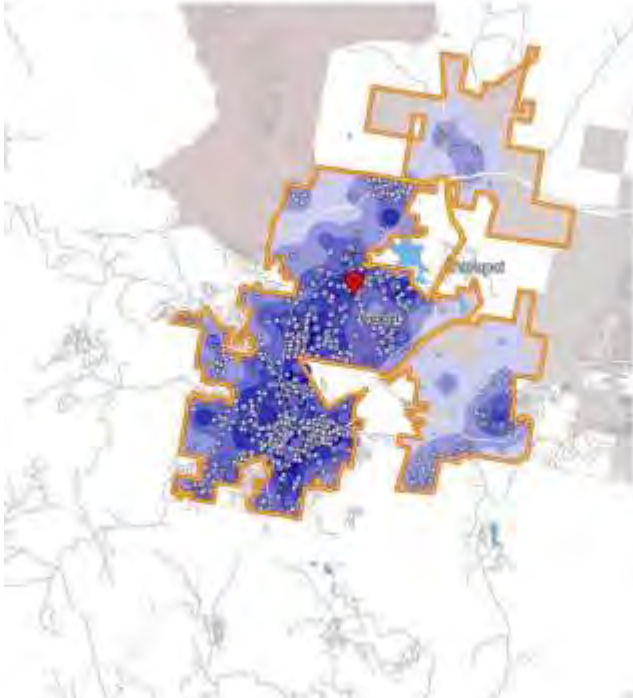


The Workers of Cottonwood

Destination of Commuters	Share
Cottonwood	23.1%
Phoenix	14.0%
Sedona	10.6%
Flagstaff	8.2%
Prescott	5.2%
Camp Verde	4.0%
Scottsdale	3.4%

-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

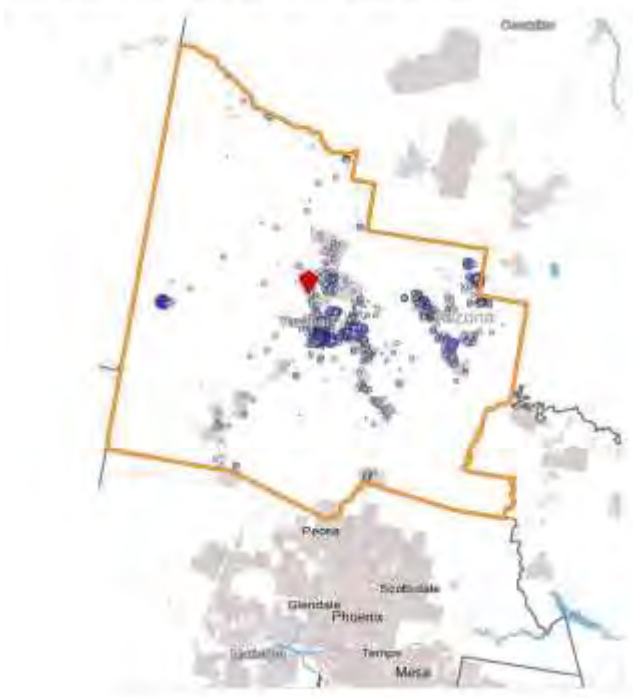


The Workers of Prescott

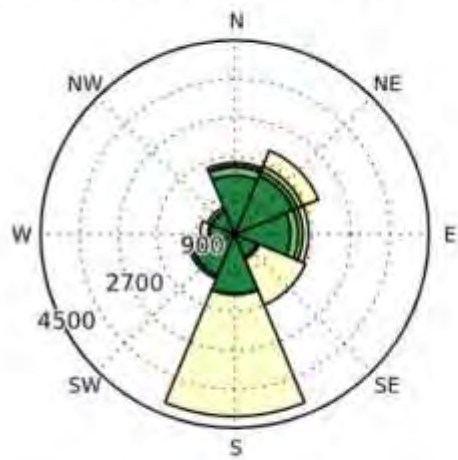
Primary Jobs by Distance	Share
Less than 10 miles	58.9%
10 to 24 miles	3.8%
25 to 50 miles	2.5%
Greater than 50 miles	34.9%

–United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Prescott



–United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Prescott

Destination of Commuters	Share
Prescott	50.0%
Phoenix	14.7%
Prescott Valley	7.3%
Scottsdale	2.8%
Flagstaff	2.2%
Glendale	1.6%
Chino Valley	1.2%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



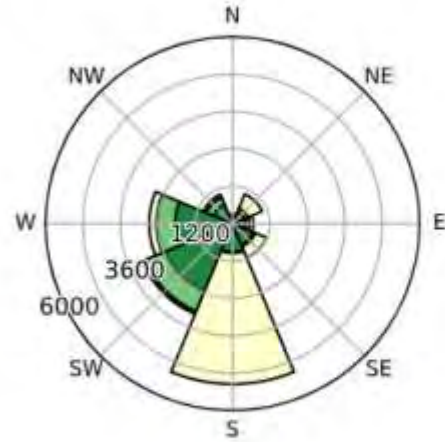
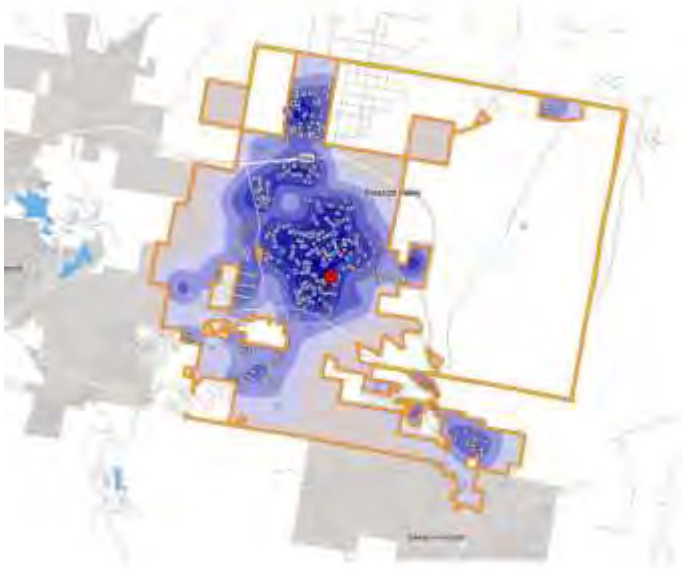
The Workers of Prescott Valley

Primary Jobs by Distance	Share
Less than 10 miles	46.7%
10 to 24 miles	13.5%
25 to 50 miles	2.4%
Greater than 50 miles	37.5%

United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

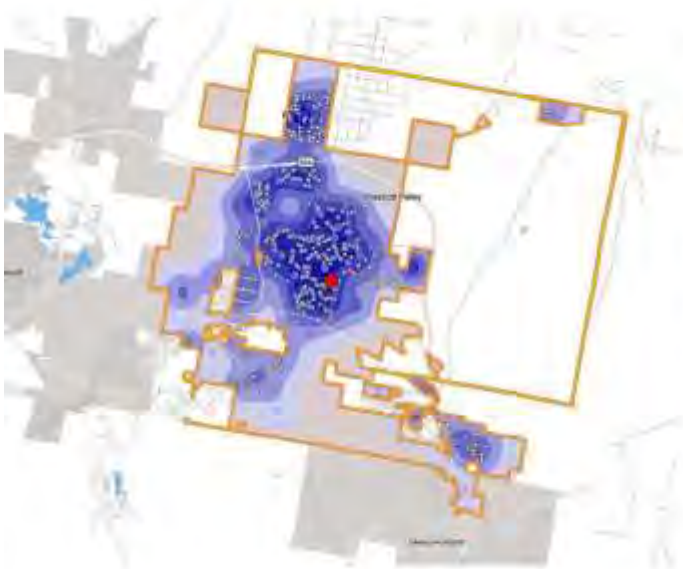
The Workers of Prescott Valley



–United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

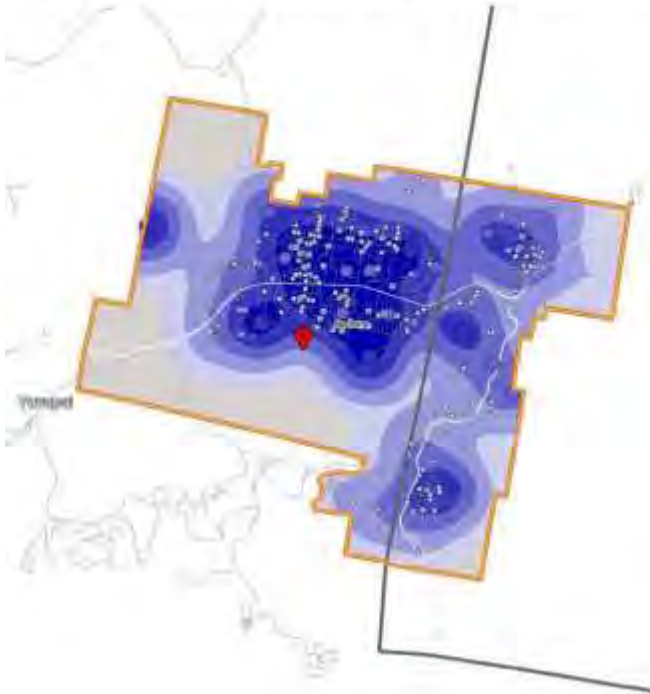
The Workers of Prescott Valley



Destination of Commuters	Share
Prescott	29.5%
Prescott Valley	20.5%
Phoenix	15.5%
Scottsdale	2.8%
Flagstaff	2.5%
Glendale	1.9%
Cottonwood	1.7%

–United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*

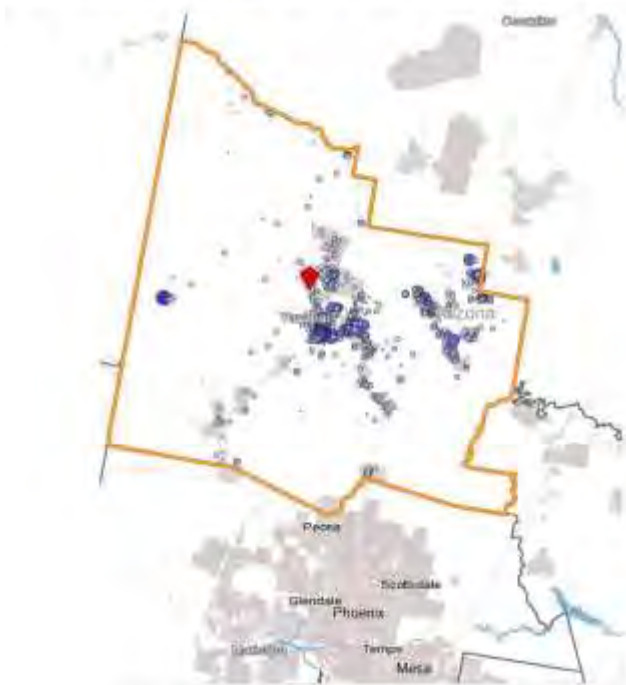


The Workers of Sedona

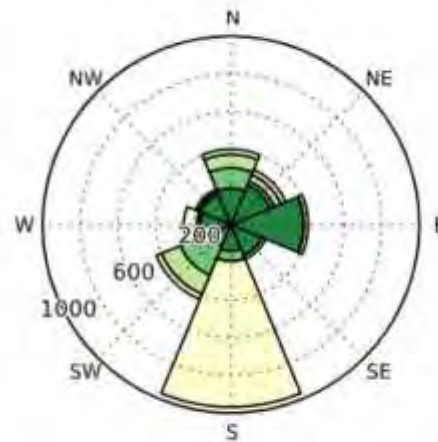
Primary Jobs by Distance	Share
Less than 10 miles	49.9%
10 to 24 miles	11.4%
25 to 50 miles	7.6%
Greater than 50 miles	31.0%

—United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Sedona



—United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Sedona

Destination of Commuters	Share
Sedona	38.0%
Phoenix	12.1%
Flagstaff	6.6%
Scottsdale	3.7%
Cottonwood	3.5%
Prescott	2.1%
Oak Creek	1.8%

-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Yarnell

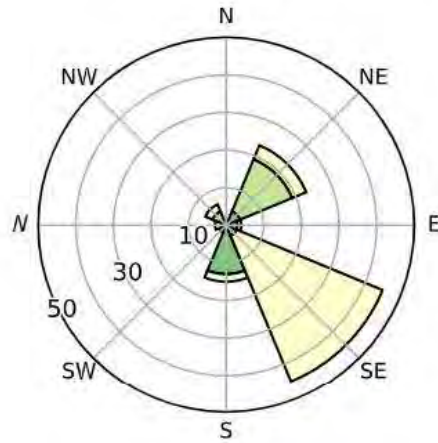
Primary Jobs by Distance	Share
Less than 10 miles	4.0%
10 to 24 miles	17.2%
25 to 50 miles	25.3%
Greater than 50 miles	53.5%

-United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Yarnell



—United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

A REGIONAL IDENTITY – *Commuting Patterns and Labor Sheds*



The Workers of Yarnell

Destination of Commuters	Share
Phoenix	22.2%
Prescott	15.2%
Wickenburg	11.1%
Scottsdale	9.1%
Bagdad	4.0%
Black Canyon City	3.0%
Congress	3.0%

—United States Census Bureau, Longitudinal Origin-Destination Employment Statistics

The Impacts of Interconnectedness (or the lack thereof)

Business Attraction
Business Retention
Business Growth
Human Capital Supply
Quality of Life

Real Life Questions from Site Selectors

- How much private-sector experience do your CTE teachers have?
- If I select an Arizona site as a location, will I be able to find the talent I need?
- Does the supply chain I need exist in the area I am considering?
- Will the public school system in Arizona offer my kids an educational experience comparable to what they would have received in New York?
- How many firms with expertise in hot bottling are close to the site?
- How many urban fish hatcheries are there in Phoenix?
- How many Tucson restaurants have won a James Beard Award?
- Describe the work ethic of the Kingman workforce.

Business Attraction
Business Retention
Business Growth
Human Capital Supply
Quality of Life

The War for Talent — A Battle for Employee Attraction and Retention

Area Development Magazine, December 2018

88% of millennials say they want to live in an urban environment within a close distance to their jobs.

The War for Talent — A Battle for Employee Attraction and Retention

Area Development Magazine, December 2018

For employers, the future of their organizations depends a lot upon the location of the real estate that is selected because, for the foreseeable future, they know they will be competing for quality employees.

The War for Talent — A Battle for Employee Attraction and Retention

Area Development Magazine, December 2018

In competing for college recruits, companies will hire first and figure out jobs for recruits later.

The War for Talent — A Battle for Employee Attraction and Retention

Area Development Magazine, December 2018

Retention will become defined by compensation, culture, and creating a positive work environment that is reflected in a company's sense of "place" or its location.

The War for Talent — A Battle for Employee Attraction and Retention

Area Development Magazine, December 2018

Stakeholder collaboration between state and local government entities, academia, unions, and other organizations is the best way to tackle the skilled worker shortage.

The War for Talent — A Battle for Employee Attraction and Retention

Area Development Magazine, December 2018

In the early stages...the location decision becomes more about site elimination. Eliminating sites will be based on...quantity and quality of the workforce...logistics/transportation, utility infrastructure, energy costs, taxes, permitting, regulatory climate, and quality of life.

**The War for Talent — A Battle for Employee
Attraction and Retention**
Area Development Magazine, December 2018

However, labor is often the No. 1 factor companies consider during the site selection process.

A REGIONAL IDENTITY – *Regional Collaboration Strategies and Success Stories*

**Regional Collaboration Strategies
and Success Stories**

The Borderplex Alliance in Texas, New Mexico and Juarez

“The time is right for regional collaboration, but that door will not be open forever.”

Volkswagen in East Tennessee

“When you’re playing at the level of a company like Volkswagen, there is an expectation that you can connect them to a workforce that is skilled and ready”

-Ron Littlefield, Mayor of Chattanooga

The Itasca Project in Minnesota

An employer-led civic alliance focused on building a thriving economy and improved quality of life.

The Itasca Project in Minnesota

Calculating the ROI of Transit Investment (2010-2012)

This Itasca Project task force sought to understand the expected economic return on regional transit investments in order to inform the regional conversation on transit expansion.



- Regional identity
- Cross-disciplinary partnerships
- Business-led strategies

Dr. Ron Liss
Yavapai College Vice President
Instruction and Student
Development

Economic Leadership
Summit



Next Steps

Economic Leadership
Summit



Thank You

Richard Hernandez



(928) 776-7332



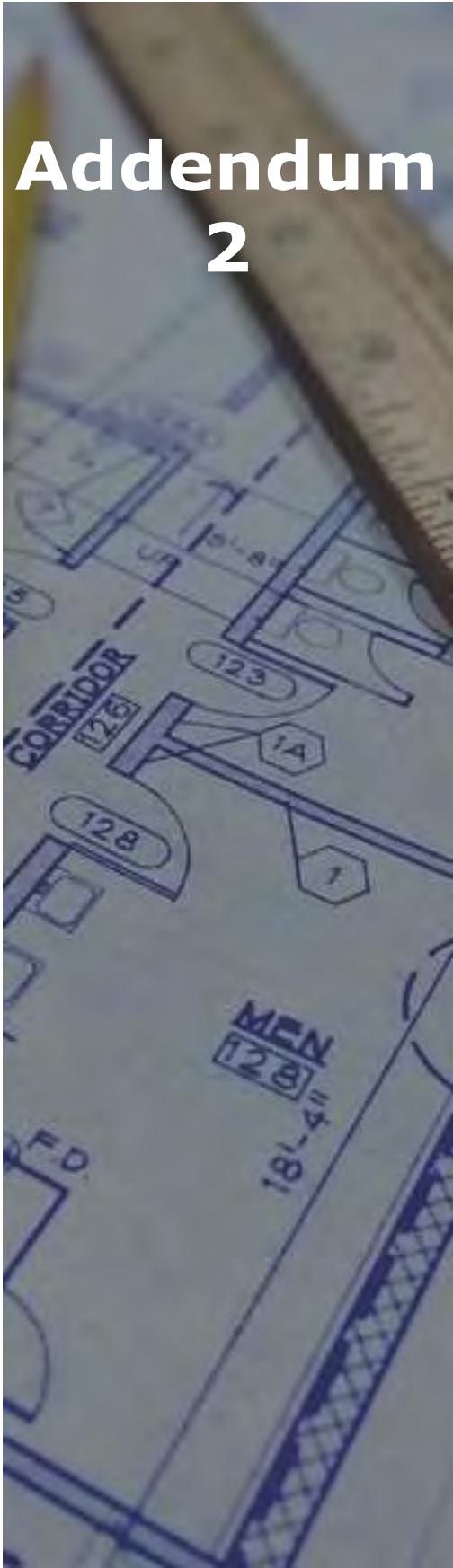
richard.hernandez@yc.edu



www.yc.edu/redc



YAVAPAI COLLEGE
REDC
REGIONAL ECONOMIC
DEVELOPMENT CENTER



Addendum 2

Subgroup Dialogue

March 2019

*Transportation – March 1
March 13
March 25*

*Workforce - March 4
March 15
March 25*

*Housing - March 8
March 20
March 29*

*County Goals - March 6
March 18
March 27*

*Funding - March 11
March 22*

***Transportation
Notes from Meetings held on:***

*March 1
March 13
March 25*

March 1, 2019 Notes for Transportation Subgroup

DRAFT

Present:

Jodi Rooney, Facilitator

Attendees	Initials	Attended by	Organization
Tom Thurman	TT	In Person	Yavapai County Board of Supervisors
Dick Milon	DM	Video Conferencing	SCORE

Location: Verde Valley – Clarkdale Campus, Room M-202

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

DM Communication is key. There is a big need for employees in season. (DM alluded to a roller coaster visual).

TT Sedona is known for hospitality.

Verde Valley is known for viticulture.

Prescott is known for aerospace.

1. Right now, the work force pool is poor.
2. We have a decent school system. (An economy needs this element.)
3. People like to recreate.

At 80,000 we need a transit system to “do the circle”. Prescott; Sedona/Cottonwood

The problem is it runs 1 time every 3 hours; it needs to run every hour.

A \$16/hr. job can't afford a Sedona house (i.e. \$500k).

3.2 M visitors in Sedona last year.

DM Worked in hospitality/hotel industry. It got down to you could never find maids. Business has to participate and team up to make it happen. In his example he told of picking up maids at the BUS STOP, getting them to work and returning them promptly back to the BUS STOP to make their return trip home.

He noted AZ Shuttle was bought out by Groome Transportation. They might be able to be part of this (the equation); hotel van – you have to do brainstorming (to find solutions for a need).

Most businesses don't take advantage of:

- SCORE <https://www.score.org/>
- SBDC <http://www.azsbdc.net/>
- NACOG <https://www.nacog.org/departments/EWD/page/economicworkforce-development-home.html>

We need to have small businesses to be part of all of this.

TT These things can be marketed better.

DM Business would do well to have SCORE give customer service classes. Sales would go up.

Facilitator pulled in what is happening at the Bagdad Mine.

TT Talked about a Bagdad shuttle; increase RV parks.

A coach bus attainable at certain locations for pickup and delivery to the mine (might be an option).

Base business – it's there all the time; but it would need a couple of locations/parking lots.

The business needs to pony up. Put in RV or park models (modular homes).

DM Throw in perks.

TT Don't think of miles – think of travel time.

Common issues county wide:

TT We are a tourist county and trying to get out of that for stabilizing (the economy): In Sedona residents live 3-4 years in a house; typical is 7-8 years. They find out what it's like to live in a tourist town, i.e. red dust gets in your car.

Water is big. The ITC project (a possible future "closed water pumping storage system" used for renewable energy) won't be generating electricity until 2028.

- It's a good job generator for Chino Valley and Paulden
- "Bigger" economic development people look at this and don't want water wars
- They want a good transportation/transit system

PLANNING IS KEY. No planning is bad planning

Recreational hunting was mentioned: Some "shooters will "love" an area to death.

We should be buying up Right of Way (ROW) as soon as possible.

Regional Identity:

DM He brought regional identity up. We have to sit back and ask "Who are we?"

We need different housing options, i.e., a manager might want a condo instead of purchasing a house or renting an apartment.

TT We don't know where the new densely populated areas are going to be, i.e., Prescott Valley and PV north, Cottonwood? I saw when SR69 to Cordes was a 2-lane highway.

APS might have the information.

DM Talk with Mike Fann. (Jodi reached out to make time to talk.)

Our main revenue stream is leisure – that being said, we need to have systems that handle that.

Yavapai College needs to be kicking out 40 people a year in hospitality.

TT Sedona has that.

Sedona Center

Certificates

- [Culinary Arts Fundamentals Certificate](#)
- [Hotel & Restaurant Management Certificate](#)

DM If you're going to do it (Tourism), step it up. Dick touched on history, years back, about Aspen, Colorado. They went from several months to year-round. We need to develop a "system" of who we are. Business uses systems; managers run systems.

One thing we could leverage is the open land. You can expand and not get in anyone's way. He suggested a road connector from Fain RD to SR69.

TT We've got to buy up the ROWs. He commented (this sounds like) a Local Town Hall

Available: Opportunity Zones – 10 years

Common issues/opportunities county-wide:

Tourism

Water

Transportation/Transit

What rose up?

Regional Identity

Possible Recommendations:

Go "all out" on Tourism—step it up. Or, back off and bring in a different economy.

Buy up Right of Way (ROW)

Take action to utilize Opportunity Zones (10 years)

March 13, 2019 Notes for Transportation Subgroup Meeting #2

Present:

Jodi Rooney, Facilitator

DRAFT

Attendees	Initials	Attended by	Organization
Chris Bridges	CB	In Person	CYMPO
Dick Milon	DM	In Person	SCORE
Marty Grossman	MG	In Person	Town of Prescott Valley

Location: Prescott Valley Chamber Conference Room

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	



azrts.org

CB Bruce Morrow, [Cottonwood Area Transit \(CAT\)](#), mentioned taking it bigger. Cottonwood, Prescott, etc., looping the county and collaborating with [Yavapai Regional Transit](#). Chris talked about the money. We give away \$1.2M every year (that we can't use). He talked about 5311 and 5307 formula monies. The [Arizona Department of Transportation \(ADOT\)](#) is even looking at intercity routes.



Bill's Daily Newscast

DM We have all these pieces but the dots are never connected. I already see three dots connected between workforce, transportation and housing. Tom Thurman started it when he talked about buying up right-of-way and getting a connector road, avoiding stoplights.

John Morgan talked about ten positions for the students that the company would pay for. There were ten slots but only one (student) took them up on it. You can't get into the homes because of the affordability, i.e., a condo is okay for some of the younger people. Fast forward 5-10 years from now, you can see how these dots connect. Everything has to go simultaneously. To follow it back up, if I finish playing golf at Antelope Hills and want to turn left on SR89, forget it! For people to take that same road in 5-10 years it will be even more cumbersome. When I lived in New Jersey I bought a house to get to the Jersey turnpike in 10 minutes. As years passed by it became 15 minutes then beyond that. I see the same thing here. Like we talked about, the transportation going from Chino Valley down SR89.

MG The other issue that comes into play when trying to build these connectors that you are dealing with State Land; it's crazy!

CB For a local public agency to work State Land it is a minimum of two years. We need to look at/consider what Maricopa County does for funding transportation (regional tax). I talked with Peter Bourgois at the [Yavapai Prescott Indian Tribe \(YPIT\)](#). They get \$80k/year; CYMPO gets \$650k/year. Should consideration be given to combining these two buckets of money?

DM There is the Law of Economics.

CB Yes, the longer you wait the more it costs. In general, AZ does not have enough money to build our roads. What may have to happen is a [Regional Transportation Authority \(RTA\)](#).

DM For the purpose of the initial meeting, if we end up developing the system for what's needed, collectively, we come up with a plan, i.e., this is the transportation need in Yavapai County to support the business and growth; update employment opportunity. Then we are doing our job of connecting the dots.

DM Brought up the Villages in Florida. MG mentioned there is a bus that picks you up and circles every 45 minutes. DM thought it was a neighborhood but instead it is 100,000 people. If you wanted a roadmap for a vision, that's it. It's primarily retired people. They move in, taking a physical (every year) and at some point in time, i.e., five years down the road, disability comes on and you have to move from a home to assisted living...beyond that, ending at the grave. We were driving around and it hit me, there was a school there because there are employees so the people can have their family near them. In theory they had a great vision. MB asked if they had workforce housing for employees. DM said they had different priced housing. The important thing is the forethought, i.e., The school—they connected the dots! In some regards it's a bigger scale of what we are talking about.

CB Opportunity zones (are part of this equation). What if you had an all-inclusive plan on this? That is to say: affordable housing, a transit system in place that served that area regularly so people could get to a job; training.

MG Look at [Yavapai Exceptional Industries \(YEI\)](#) does. They have a business here, at the airport and downtown in Prescott. They pick up their employees and take them home at the end of the day.

CB They make all kinds of things.

MG At Jay's Bird Barn, all the bags are made by YEI; they make boxes for Ruger; they make furniture. I'd love to have 1000 employees with that work ethic.

DM I used these types of employees for work in the kitchen, etc.; they come out with a coach that works with the employee to help him/her understand the work. Any thing that is repetitious, they are outstanding at it.

MG If we have a transit system, we'd have to get the businesses involved and pay a fee to get the employees there. Because of various charities I was involved in New York I got to speak to some people about that (they have a slush fund).

DM Businesses have to step up. They are already paying for retraining, etc.; if they can take a system and pay \$100/month, I could look back and see how much I was already paying for employee turnover.

MG For example, if Tom leaves you tomorrow, how much is it going to cost you to train somebody new? You have to get the mindset of the developers to put in starter homes less than \$1100/month (along with higher price points).

MG Highlighted the concern of number of people traveling to Phoenix!

DM So, thinking along those lines, what would happen if you intertwined Mayer into the loop, and tied the transportation thing from Prescott Valley to Mayer, it doesn't take any longer to get from Prescott Valley over to Prescott!

CM You could float an idea for a Regional Transportation Authority. The county has ½ cent sales tax that is not voter protected. Over the year the split has changed, i.e., 40% roads/60% jail = ~\$16M/year. So, if you did a million for transit/ \$15M for roads, \$1 Million leverages \$1 Million for transit! For example, Margaret Dunn runs the Scottsdale run to Talking Stick. Paradise Valley businesses pay for a stop for shoppers and employees to get there. It's a P3! Look up Paris, TX. United Way, and others make up the model. If we had an RTA we could get roads, transit and bicycle! A county would form an RTA and the board would develop a regional plan. Recommendation? FORM an RTA, Voters decide whether they like the plan. (Yes, to approve/No to disapprove—which is attached to revenue). Part of the strategy is to have the Supervisors look at this. The Legislature understands the problem but they don't want to raise a tax.

MG Brought up the [Greater Prescott Regional Economic Partnership](#) (GPREP) and that it's not working.

CB Brought up the [Central Yavapai Metropolitan Planning Organization](#) (CYMPO) and that it works.

DM It goes back to the first meeting of we need to know "who we are and what we what to be". If you are going to be tourism, don't waste your time with manufacturing. Yes, you have the land but you don't have the workforce. So, envision you did a sales job on me for manufacturing widgets; but you don't have employees to build them.

DM But, kids are making \$80k at the mine coming out of [Career and Technical Education](#) (CTEC)!

CB You have to be multifaceted.

Chris had to leave at 3:30.

MG Prescott Valley is a great location!

DM So establish identity; we are close to Las Vegas and close to Phoenix. List things determining what is most valuable for this area. Prescott is mostly retirement, they want hotels and medical, among others

things. You have to take out a page from [The Villages](#) in Florida. To move the ball forward you have to get the right people—position, title, and chemistry—into a group whereby everyone could use knowledge and common sense without hidden agendas. So, the key element to start is for them to take their role with it. I see the thing here that is interesting is the people that come here from other areas, the industries they were in, and their role. How did they find themselves here? There's an awful lot of knowledge that sits here (in our region).

MG I sit on interview panels for the Town; we have some super talented people here! Those of us that come from a retired perspective, we see things more clearly; people listen with a closed mind, though.

DM Knowing the negative attitudes you have to deal with, hand picking the right mix of people to “sell” the idea, and reaching around with the different approach, might make it of interest to that negative and closed-minded person.

Once you get that right group together and the picture is painted well enough for funding dollars, then the public is more ready to accept it (the idea, project, road, etc.) He gave an example: he called the assessors office and asked what \$2500 was for, monthly or yearly? He came from New Jersey and was used to big taxes. (It was only \$2500 per year.) So, everyone is used to paying the price in some form; I believe it can be brought around so people understand there is a price (to live here). (They may not be as averse to paying.)

We have 10% sales tax here. Let's assume you paid \$1000 in sales tax. Where you came from maybe you paid only \$500 in sales tax. Would you rather pay more in sales tax or more in property tax? It's how you present it so they look at it as it won't be so bad after all.

MG Talked about bringing the school bond to the voters here. We are supposed to get ~ \$1.2M/year but we only get \$300,000; therefore, we aren't our needs are not being met. The first day of school we had eight air conditioners that didn't work. The bond lost by 200 votes. That's the mentality by many of our citizens, “It's a tax, I say no.”

DM Notes that it should have been presented in a different way.

MG The other thing was when we passed a ½cent sales tax a group of people came and passed it so the council can no longer vote in a tax—it now has to go to the voters.

DM So, knowing what is coming at [Embry Riddle Aeronautical University \(ERAU\)](#) and the [Prescott Regional Airport](#), (getting a road over there to assist with the economic development happening at the proposed incubator) we would be able to help with this. If you had a straight shot up Willow Creek Road to get me to the college OR from Prescott Valley straight to ERAU, then boom! Willow creek would be the 1st connection. That gives me access to Chino Valley and Paulden along with the new developments up there. The next connection would be the one that gets to Prescott Valley. Tom had talked about buying right-of-way ahead; so, now you build the condos out there and restaurants, etc. Its about creating the accessibility for Chino Valley, Paulden, Prescott Valley, and Prescott to get you to ERAU.

Common issues/opportunities county-wide:

Lack of money for transportation

What rose up?

Opportunity Zones that include transportation/housing/training

Connector roads to ERAU

Possible Recommendations:

Consideration for forming a Regional Transportation Authority

March 25, 2019 Notes for Transportation Subgroup Meeting #3-Final

Present:

Jodi Rooney, Facilitator

DRAFT

Attendees	Initials	Attended by	Organization
Chris Bridges	CB	On Phone	CYMPO
Marty Grossman	MG	In Person	Town of Prescott Valley

Location: Verde Valley – Clarkdale Campus, Room M-202

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

CB Met with [Freeport-McMoran](#) and they were thinking the majority of their employees will be coming from the Prescott area or Phoenix. Half or more may relocate and live in Prescott, Prescott Valley, or Chino Valley. They talked about partnering with the [Central Yavapai Metropolitan Planning Association](#) (CYMPO) to get into transit dollars to get an organized van pool going.

The other one is the Sheriff's Office: 80% of the detention officers live in Prescott, Prescott Valley, Chino Valley or Dewey. Brian Silvernale is running the jail (12-hour shifts/3 shifts). So, they were actually talking about buying large busses to bring them in. Some arrive and some depart; there is a constant back and forth depending what their shift (time) is. Recruitment and retention are easier because they aren't having to drive.

Jail transport was also considered.

We could go back to the whole intercity thing, possibly. Maybe [Cottonwood Area Transit](#) (CAT) could operate it. The talking points have to highlight other people coming across the mountain through an intercity transport, i.e., medical appointments, (classes at) Yavapai College.

Roadway development expansion is grinding to a halt.

He mentioned his (online) public involvement is going extremely well. We have been receiving "I want" public transit comments; sidewalk; bicycle and pedestrian lanes.

Unless something changes like a Regional Transportation Authority (RTA) or the state raising the gas tax, nothing is really going to happen for us.

One thing where I see some potential: the collaboration of [Maricopa Association of Governments](#) (MAG), [Pima Association of Governments](#) (PAG) and [PINAL COUNTY](#) who set up the Sun Corridor. CYMPO has now joined the [Joint Planning Advisory Council](#) (JPAC). (The [Sun Corridor Metropolitan Planning Organization](#) rounds out the five-member council). CB asked Eric Anderson, MAG, "What if there was a Sun Corridor RTA?" So why tax the folks in Greenlee County when they wouldn't see it? (Hence, realize the resources within the footprint of the Sun Corridor. Greenlee County is outside of the Sun Corridor.)

With the advent of the [US Census](#), does CYMPO need to be county-wide? (Otherwise, a new metropolitan planning organization (MPO) may emerge in the county.)

Recommendation:

CB Public Private Partnership (P3) road construction opportunity, i.e., like the [South Mountain Freeway](#).

MG In Prescott Valley, new construction pays for development.

Asked CB if there were plans/ideas in the past that had to be sidelined because the time wasn't right?

CB Mentioned that transit jumps off his head. We also have some great corridor studies that could be advanced. We just have to tap into some funding.

Regional Identity – we have to get past the hurdle of "the over the hill thing" especially if we end up talking about a county-wide MPO or other.

Another opportunity is the regional airport.

Common issues/opportunities county-wide:

We have to get past the "over the hill" hurdle

What rose up?

Transportation opportunities through potential transit funds for Freeport-McMoRan and the Yavapai County Sheriff's Office (employee transport)

"The regional airport" is an opportunity

Possible Recommendations:

A public private partnership for a road construction opportunity

***Workforce
Notes from Meetings held on:***

*March 4
March 15
March 25*

March 4, 2019 Notes for Workforce Subgroup

DRAFT

Present:

Jodi Rooney, Facilitator

Attendees	Initials	Attended by	Organization
Bill Regner	BR	Video Conferencing	Town of Clarkdale
Dick Milon	DM	Video Conferencing	SCORE
John Nelson	JN	Video Conferencing	Consultant to AZ Office of Economic Opportunity
John Morgan	JM	Phone	Yavapai College
Simon Charter	SC	Phone	Freeport McMoRan
Dave Meyers	DMY	In person	Goodwill of Central and Northern AZ
Mindy Brigham	MB	In person	Goodwill of Central and Northern AZ
Mike Paredes	MP	Phone (Listen only)	PVEDF

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

MB & DMY Lots of Job Fairs, around 12 this year, in partnership with [Yavapai College](#), [Goodwill](#), [Department of Economic Security](#), [Arizona@Work](#), & [NACOG](#), i.e.,

YC REDC, Goodwill, [Arizona@Work](#) and NACOG are proud to announce the Prescott area Yavapai College Job Fair on March 27, 2019 from 3:30 - 6:00. Yavapai College's Prescott Campus is located at 1100 E. Sheldon Street in Prescott Arizona. The Job Fair will be held in Building 2

We try to improve the quality of job seekers and employers.

SC We have unskilled (workers) but mobility, getting them here, is an issue.

Concern: Transportation, Housing, Workforce

But we have no intention of expanding our town (Bagdad). But we are preparing to bring on 50+ people (employees).

BR We have the same concerns.

We are looking for people who can come with the soft skills. It needs to be developed early - 3rd grade.

There are issues with drug testing.

Was there a study done by Alex Wright on Workforce? Jodi located information through the REDC.

→Talk with NACOG

BR Clarkdale Positives

- ASU agreed to come do a study (within the next 2 years) in Clarkdale – Economic Development in the
- Central Business District, i.e. higher density mixed use
- 89A Corridor
- Commercial parks
- We play on the environment/beauty
- Education is top notch

BR Broadband is something we can come together on.

We are looking for smaller businesses and tapping into the entrepreneurial spirit. People are coming out of the urban settings. We are not looking for site selectors.

JM Now there are Opportunity Zones - Federal tax breaks (fresh on the scene)

BR We would like to know more (about Opportunity Zones). AZ does not allow Tax Increment Financing (TIF). The Arizona Commerce Authority (ACA) might know more. We have people here, but they are leaving. (Reference to 2/5/19 presentation data)

JM People are seeking journeymen. A 30-year old person is not going to walk through the door. We lose a lot to Phoenix. We are looking at who we are drawing now. The #1 issue we have is Housing.

BR I spoke with an employee; look for aptitude and character – someone who is ready to come to work.

JM Students are underemployed. They come back after receiving a bachelor's degree (but no job); we train (them) in the trades. We have been doing "tours" to talk with kids around the trades. We lose our graduates to Phoenix all the time – it's cheaper to live (there).

DMY We recently changed – we offer training (to fill gaps), i.e. computer skills: digital skills that employees have but what employers need, e.g. Power Point; Windows & MAC; IT certification)

JM Underemployed people have two to three service jobs but can't find time to go to school. (They are part-time without benefits.) There are new scholarships through Yavapai College. We see 50% completion of an associate of arts degree (AA) at five years.

BR We need an adequate level of career and technical education over here (east side of the county) – kids drive one hour for a commute.

DM Is the 50% completion about something particular?

JM We've tried classes at 6AM, etc., online helps but not everyone can complete it. (He alluded to a self motivation.) In class there are others there to help you. We try everything: shorter classes, change the time of classes, among others. We can't knock it out of the park.

DM SCORE has mentors in Prescott, Sedona, Prescott Valley, etc. Mentors come from different sectors. At the end, everybody has employees (workforce) issues. You have a lot of owners that don't know how to interview for employees.

Career and Technical Education (CTEC is positive).

Jodi asked about SCORE partnering with Goodwill on interview training for employees AND employers.

WHAT DON'T WE KNOW?

JM Whether the work force exists here. Only 9 of 52 took paid construction internships (through the college). 40% of students leave immediately.

JN AZ Office of Economic Opportunity has staff jumping on this issue because it appears it is statewide. [35 to 54 years old] There's more Jobs than workers, which means Arizona's position of importing people may be drying up.

BR Does the perception exist that they can stay here?

JM The fastest growing jobs in AZ are construction and manufacturing.

Some workers are not opting to "train up" when new technology comes to a work place so they retire.

BR Asked about workers who can't pass a drug test. It's a common problem for employers. We have to look at what (kind or level of) impairment. Finer tuned testing is needed to help better determine the impairment.

JM We have a lot of people coming to us (with a drug bust on their record). There's a five-year window. Construction (industry) will hire them but outside of that other employers won't.

BR San Francisco decided to expunge those records. AZ needs to get on board (with looking at this refinement.)

DM There are resources out there to help employees soften their record.

DM He notes that a lot of business don't know what resources are available.

Common issues/opportunities county-wide:

Broadband

Improved drug testing for workers

What rose up?

Whether the needed workforce exists

Not knowing what the compliment of resources available, i.e., NACOG/SCORE/SBDC

Possible Recommendations:

Come together on broadband Internet

Take action to learn more about & take advantage of Opportunity Zones

Career and Technical Education for the east side of the county

March 15, 2019 Notes - Workforce Subgroup Meeting #2

DRAFT

Present:

Jodi Rooney, Facilitator

Attendees	Initials	Attended by	Organization
Dick Milon	DM	In Person	SCORE
Simon Charter	SC	Phone	Freeport-McMoRan
Michelle Kessler	MK	In person	Freeport-McMoRan
Jeff Wasowicz	JW	In person	Fain Signature Group

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

SC The [Mine](#) would be interested in Opportunity Zones regarding housing.

JW For us (Fain Signature Group), what you had to do was change ownership; but, if its our land already, the zone won't work unless let loose and sell.

There has been a concern about the labor shortage. So, when companies call, the first thing they ask is about workforce and their education. But the companies they are talking to are not so much interested in the housing because of the higher pay scale. They are really looking for the training to see if [Yavapai College](#) is willing to help train people to help with this.

MK Mentioned the Mine has a relationship with the Yavapai College to train people. It is a unique program. We are the only site in Freeport-McMoRan that has this type of a program.

DM In one of the other meetings someone asked about manufacturing. If you don't have workforce, it doesn't matter. It comes back to identifying who you are going to be—Identity. Then you can identify what kind of employees you need, i.e., if its construction or mining—then you look at the benefits.

At the transportation meeting the identity was coming forward with cyber security from ERAU. If the pay scale is higher then employees can afford higher priced housing. So, then you go out and market for these types of individuals.

When you talk about [Career and Technical Education](#) (CTEC), there needs to be a tough but honest conversation with the college to step up and get involved with the businesses. They need employees that can get them to the finish line. They need to promote CTEC down in Phoenix. They need to think outside the box and use eyes that see what they have not been seeing. For instance, they need to think

about going outside of the county to get students up here. People, in general, don't know what CTEC is. It could be marketed differently/better for broader awareness. At CTEC they do have the air traffic control—75% of the students that graduate from ERAU go to Washington D.C. (for cyber security)!

Jodi asked what does that direct partnership between business and Yavapai County look like?

Example: a structured internship

DM So, there was a big connection between those businesses and the school whether you were in the culinary or auto group. It's about connecting the dots. The school really needs to develop a liaison between the school/business & industry. Bang on their door (business) and ask (what is needed); go back and share what the business needs.

JW So do we need one or two (employees) to fill the need? (Often don't need 20 employees, only a couple.)

DM If we only have a handful of students for a couple of jobs, then drop the program and build one that is needed. What they could teach at CTEC is some ancillary classes to teach the soft skills. How to be a team leader/ how to get along with people/how to be a team player.

MK We have a program with the San Carlos to teach them how to get to work on time, how to get along with others, etc.—You can't show up drunk.

DM I went to hospitality and these trainings, i.e., culinary is good and needed. Maybe now with the new college president, there might be a change, Don Michelman may be good for this. Let me tell you what we need from the college, if you can't supply it, there's nothing wrong with a company setting up their own training.

MK We have a couple of kids in our internship because their friends told them about it, not that it was advertised.

DM You will have two different markets of employees, i.e., entry and managerial material.

MK When I interview, I'm also looking for who is the next supervisor or diagnostic mechanic.

DM John Morgan can tell you how many students they have in each field, how many graduate in each field, and where the students go once they graduate. It's cool that the CTEC has the air traffic control, but you are forcing them to leave the area because there are not enough jobs here. So, take a look at it to see if we have the right combination of programs here.

JW Asked if there is an Education Subgroup. Jodi replied no, but someone else asked about it because it seems blatantly missing. It may come up as a recommendation for the blueprint.

DM Know what kind of jobs are out there and work toward filling those jobs.

JW Part of the thing with viticulture is the time—it takes a while to get it going.

MK Yes, for the skilled trades.

SC Everyone just wants their degree but the perception of skilled trades has to change.

MK Most of the interns we hire do not have degrees. Some of our older people go through it because they want a trade. She told about an older man that went through the electrical program—he's a success story. But he had the resources to live while doing that.

DM There is a valuable point to people that change industries. Now employees are sitting there saying, "I don't like this job, maybe I need to do something else". There should be some type of marketing device for those people that want to make a career change—you might find that you hit a market of people out there.

Looked at recommendations

DM When you say workforce, tell me exactly what you are saying. If you say mining or construction, then I get that.

SC It is a priority to help get the Mine story out there - Freeport Bagdad.

MK Shared about how it's late to go to Fort Collins—traffic is terrible. People now bike to work due to the traffic. Meaning, people want to "get in" (to a region) while they can.

Jodi shared about the [Verde Valley Regional Economic Organization](#) (VVREO) starting back in the day and having hard honest conversations to where they are now—collaborating!

SC We have the opportunity to collaborate on issues/projects. That is to say; working with private developers; "What do you need?"; "What do we need?"

DM Through collaborating, that's where small businesses can come in with the help of [NAEDG](#), [SCORE](#), etc.

Common issues/opportunities county-wide:

Getting people to consider the skilled trades—changing the mindset

What rose up?

The absence of an Education Subgroup

What they could teach at CTEC is some ancillary classes to teach the soft skills: how to be a team leader/how to get along with people/how to be a team player

Marketing the skilled trades; including to people who want a career change

Possible Recommendations:

Consideration of Yavapai College establishing a liaison between the school/business & industry

March 25, 2019 Notes for Workforce Subgroup Meeting #3-Final

Present:

Jodi Rooney, Facilitator

DRAFT

Attendees	Initials	Attended by	Organization
Bill Regner	BR	In person	Town of Clarkdale
Janet Regner	JR	In person	Clarkdale
John Nelson	JN	Phone	Consultant to AZ Office of Economic Opportunity
Tom Aldridge	TA	In person	Yavapai College
Simon Charter	SC	Phone	Freeport-McMoRan
Norela Harrington	NH	In person	Bent-River
Dave Meyers	DMY	In person	Goodwill of Central and Northern AZ
Mindy Brigham	MB	In person	Goodwill of Central and Northern AZ
Pat Kuykendall	PK	In person	DES
Marty Grossman	MG	In person	Town of Prescott Valley

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

I will highlight information gleaned from the other subgroups and we will work on recommendations.

TA Asked about what broadband might look like?

BR I just had a conversation with [Verizon](#) and the infrastructure is limited, so we lose bandwidth. In a rural area like ours, not all businesses are in the Central Business District. There is another company that has excellent coverage but it's not everywhere. We could all come together as a region to do some kind of bonding for the infrastructure to make that regionally possible – that would benefit. But technology does change so quick.

TA That explanation helps from a techy standpoint.

Mine the matrix

MS If we get one

BR We can talk about the different partnerships, historically we start programs because we have 70,000 people, but we run out of students. We have to see the programs as bringing in other people for sustainability—destination programs. We have to change the criteria of what things cost in evaluating the success of our programs. Rural is different from urban—so it will cost more because it's rural. Start at 3rd grade with educating the culture of education. We are looking at a long-term vision.

PK On the state side we get the money and then we distribute it out. The work centers are across the nation. [Arizona@Work](#) is in every county and as we drill this deeper, what we've seen is you have a very strong group that is putting them together. We have to get the communities and cities excited; they are the ones that need to take this on. Do we need to be bringing more people in? Our community takes workforce seriously in Yavapai County.

Regional Identity

[Verde Valley Regional Economic Organization](#)

Job fairs

Wine industry

Medical

[Salt River Materials Group](#)

[Bent-River Machine](#)

Beauty; quality of life

Verde River

→**BR** I've been looking at concepts in new urbanism. I.e., *Yavapai County, where you can Live, work, and play.*

(Jodi mentioned the new high rise in downtown Phoenix.)

BR The other demographic that wants that product is Boomers. They want to live closer to where they play. Housing is the driver right now. People who create housing products are looking for products that will sell. The money is in housing. Let's look at how we can create that and then invite people who can develop that here.

JR asked 2 questions

We learned about the high poverty rate in Yavapai county. When people talk about economic development they aren't talking about the poor. We have a fair amount of people here in the county that are struggling, i.e., students going to Yavapai College but not being able to pay for the tuition.

1. My question is how we address this? The tuition was just raised and couched that there would be scholarships for people. What does that look like? We forget about that population (of poverty).

We have a lot of people living here, working remotely. 2. What is the number of people residing here but working remote? Even those working remotely need good housing and broadband.

NH I had no idea there was that demographic in our community. There are kids in our community where there's nothing in their home or life to tell them they are part of the program. They are not in the game. It is a source of workers for our community. Patio Town was discussed – a great discussion point.

SC Last week we were at the [Central Yavapai Metropolitan Planning Organization](#) (CYMPO) and Mindy was there. What struck me was that discussion was almost completely focused on people with limited means. That one was almost the opposite (of Economic Development); it was a shift in mindset.

MB Yes, transportation is just as important for people to get to work.

SC We all are talking to the same things... (as the other subgroups)

MG Like BR said, it starts with like, the 3rd graders, you have to get the word out and it will tie in.

How does the word get out? We have Economic Development in every town.

JN Observation: transportation has been an absolutely critical issue to get to work; career exploration used to be done.

JR To tag off of MG another piece of workforce is that not everyone works at a company, government, etc. There have been numerous studies that one of the best ways to pull yourself out of poverty is to have your own business. Role models are not necessarily there. The [Small Business Development Center](#) (SBDC) could play a more significant and meaningful role in terms of how to start a small business through innate skill, i.e. artist, dressmaker, floral shop, cottage industry.

You can actually start your way out of poverty by a micro business.

Housing and work are two pillars of moving people out of poverty.

NH It's worth thinking about; for example, microloans in Bangladesh. The point is entrepreneurial because this is a vehicle to get people out of poverty. We have the Verde Valley Work Fair. It's the opportunity for kids to show how to have their small business, i.e. a chicken (to sell eggs). It is already countywide and its geared to kids for entrepreneurial projects.

BR I hear the filters that close people out. A general theme is removing the filters of workforce development, transportation is an issue, etc. let's remove the filters.

JN The state has just created the readiness.

PK [Arizona Career Readiness Credential](#) (ACRC) is accreditation that works to prepare job seekers on soft skills. We have to bring in the managers that deal with the workforce, not the CEO. These job fairs are the catalyst for the community. You don't bring 400 employers into a gym if you don't have issues. **Tag line: The County Cares** (Regional Identity).

DMy The county and cities don't take ownership. The state, college, etc., have recognized an issue. We need to get the representatives (elected officials) at the table to work to solve it. It's drilling down with

all available resources. We could learn about what is out there. He mentioned the [Bagdad mine](#) doing a big hiring push right now.

JR What is it that the cities and county are not seeing to motivate them to participate in these conversations?

PK It is learning about the employers but it was a Yavapai College and the City of Prescott job fair. Can you imagine what it was like if our (local elected) representative showed up at the job fairs, stayed all day, and talked with the employers?

MB I think another motivator is with the city realizing the lack of soft skills. I work with potential employees that need motivated—our children and grandchildren.

NH The Yavapai College tagline is: “**life explored**” and “**You can live, work and play at Yavapai College.**”

Concerns/Issues/Opportunities

TA Technology-access to broadband or access to technology- it's immersive in everything. Individuals have to understand that this is part of the future. (TA spoke to importance of technology to business.)

(It's important) for people to understand how to get a modem into their business and set up accounts. To be a start up you need this knowledge. You have to learn it. Yavapai College does help with this. TA has done consulting in the past.

DMY JR touched on this for our micro businesses to succeed.

MG At the recent Economic Development breakfast, the numbers going to Phoenix is large. If we could get some of those businesses up here then that would be an opportunity. Who can we speak to?

BR In order to get those businesses up (here) we have to develop the workforce so those companies are confident we have those skilled workers. I think those companies will move up here if they think they can move up here.

JN You cannot document that you don't have the work force.

BR The people are here (but are they workforce ready?) but they are not “plugged in” to be productive.

JN There's a concept of “[career ready communities](#)” that satisfies those site selectors. (Transportation, etc.)

JR Microbusiness – In Coconino County we have a 12 week program to [train low income micro entrepreneurs](#) on how to develop their business and make it successful—it has an output of a business plan. Some people thought they were ready but the plan showed what else was lacking. My point is that thru the SBDC, those kinds of curriculums could be established county wide. They could meet with accountants and attorneys, to earn a certificate at the end. Some figured out ‘business A’ would not work but ‘business B’ would work.

PK Another piece we are not very good at is taking the underemployed and raising them up to reopen the entry level, (which allows) for people to take their place.

MG One more thing I've talked about with other groups in the past is that high school graduates go to college but never come back to the community. The workforce is leaving. If we could keep the jobs here...

JR I think if we looked at [Yuma County](#) and the long term relationship with Economic Development folks and [Arizona State University \(ASU\)](#) to educate and train their students to live and stay—train to be employed in their community. I think there is a more robust partnership we should explore with these higher institutions.

BR We would like more of the 2+2 opportunities over here.

TA It's a lot easier to bring in those sorts of programs now. The presence of those institutions is going on 30 years. It has developed overtime.

Are your students ready to be online learners when they graduate? So much of that is where things are going. Those partnerships with those universities are a lot easier now.

PK (And there is) re-entry of retired employees that only need 10-12 hours a week that are already skilled i.e., chefs.

MG Website: [Alignable](#), The Small Business Network.

BR The issues around drug screening is a barrier and, does it need to be a barrier? I.e., if it's marijuana, are we eliminating a lot of people from the work force? It may be part of a family lifestyle that is now an impairment.

JR To follow up on that, "Ban the Box" is along those lines. County governments would not have a box on the application that people have to check if they've had a felony. Its part of the recidivism and reentry to better use the workforce. I don't know how many employers in Yavapai County know about this. Clearly it will screen out people but the job they are applying for may not even be relevant to working with money or heavy machinery, etc.

DMY It doesn't affect everything.

MB There are some employers that stopped drug testing, like [Enchantment Resort](#).

Close up

BR What business could be started here instead of importing it (from Alex's report)? Getting those people who are leaving may give them an opportunity closer to where they live.

DMY When our Sedona business location found they couldn't hire anyone they realized they had to raise wages. It comes down to employers having to be flexible and job seekers will respond to that.

BR There should be research out about raising the minimum wage, for all the effects that would have.

DMY There has not been a comprehensive study on this.

JR Flagstaff has a high cost of housing. The minimum wage increase pushed out some businesses that may have been marginal to begin with.

JN What metrics do you need to improve?

TA Define the minimum level of internet access needed, i.e., if you open a small business of 10-12 people, what level of broadband do you need? BR talked about franchise agreements for services. From a legislative standpoint, we could do more to reduce that.

Common issues/opportunities county-wide:

Broadband

Technology-access to broadband or access to technology— it's immersive in everything. Individuals have to understand that this is part of the future. Define the minimum level of internet access needed, i.e., if you open a small business of 10-12 people, what level of broadband do you need? Franchise agreements for services – from a legislative standpoint, we could do more to reduce that.

What rose up?

Below the line poverty –when people talk about economic development they aren't talking about the poor. There are kids in our community where there's nothing in their home or life to tell them they are part of the program. They are not in the game. It is a source of workers for our community.

Microfinance will fall under the umbrella of some of those other programs looking at providing support to micro entrepreneurs as well as those currently in poverty.

The SBDC could play a more significant and meaningful role in terms of how to start a small business through their innate skill, i.e., artist, dressmaker, floral shop, cottage industry.

People who create housing products are looking for products that will sell. The money is in housing. Let's look at how we can create that and then invite people who can develop that here.

What is the number of people living here but working remotely?

I think if we looked at Yuma County and the long-term relationship with ED folks and ASU to educate and train their students to live and stay, train and be employed in their community. I think there is a more robust partnership we should explore with these higher institutions.

Possible Recommendations:

Come together on broadband internet – we could all come together as a region to do some kind of bonding for the infrastructure to make that regionally possible. Define the minimum level of internet access needed.

Embed the county or city in the job fairs—take ownership, promote it – these are our constituents; if you want to build a community, you build it around work force. Focus on removing/reducing barriers and perceptions to employment.

Focus on removing/reducing barriers and perceptions to employment.

Regional solutions = creating the culture of education =start with 3rd graders.

Put more effort into creating a robust partnership with higher education institutions to explore how to train students to stay and work in their communities; this includes identifying the type of work.

Identify the number of people living here but working remotely.

***Housing
Notes from Meetings held on:***

*March 8
March 20
March 29*

March 8, 2019 Notes for Housing Subgroup

DRAFT

Present:

Jodi Rooney, Facilitator

Attendees	Initials	Attended by	Organization
Tammy DeWitt	TDW	In Person	Yavapai County
Marlyn Summers	MS	In Person	Yavapai County
Phil Goode	PG	In Person	City of Prescott
Don Packard	DP	In Person	Town of Prescott Valley
Karen Jones	KJ	In Person	Yavapai College

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

Regional Identity

TDW One brand is impossible. Cordes is the main break.

MS You can expand on a brand.

PG A lot of these communities had worked to identify themselves. Phil spoke to the uniqueness of Yavapai County and, when discussing regional identity, he remarked we may be able to market it as a whole. This took into consideration the example of General Motors. This American Automotive Company marketed their unique brands such as Cadillac, GMC, Buick, Chevrolet, among others, to sell their products to the consumer. (In essence, compare Yavapai County to General Motors and each of the unique communities to the brands mentioned.) Expand tourism to a much longer visit—people could tour (Yavapai County).

MS There are specific sight-seeing opportunities like the Courthouse. "We have a car just for you!"

Positives

MS The Courthouse; we work well with Prescott so we don't love it to death.

How well we work (Yavapai County) with the other communities.

The work with the Verde River ([Verde Front](#)). Sedona has too much tourism ☹️ We can draw tourists down (to other parts of the county.) It's a good group to look at how agencies come together.

TDW The Wickenburg/Congress area is more of a Western heritage; Crown King-historical mining. Mayer/Dewey-Humboldt are known for old mining (could give mine tours). Ash Fork and Seligman are about [RT66](#). Clarkdale has the [train](#); [Jerome/Old Town Cottonwood](#) – wineries and restaurants.

MS So there are events and tours that tourists can attend and take.

Opportunity Zones – Camp Verde, Wickenburg, Prescott Valley, Prescott, and Ash Fork

TDW Forest, wine country, kayaking, birding, fishing, off-roading

MS We are working on a grant for special events, library, emergency management. The Whiskey Off-Road is coming up.

Bagdad Mine – If the housing contractor was mobilized maybe there could be other locations the contractor could build in the neighboring communities.

[Verde Connect](#) is an alternate route that would get you off of I-17 to get you there sooner.

PG Colleges and academic talent (but graduates are leaving). We have tourism; events on the Square; Wildlife and Out of Africa.

Camp Verde Jail

5 lakes; recreational opportunities; hiking in a condensed geographical area; the Whiskey Off-Road; Regional airport; Aviation; interest in component manufacturers; cyber security/internet technology so building an infrastructure here will start bringing in the high paying jobs.

DP Medical centers; the Event Center; assisted living facilities, archeological sites

TDW Medical marijuana scenic drives

50% of Yavapai County is public; 25% State Trust Land; 26% private. There is roughly 8500 square miles with lots of open space.

Concerns

Airbnb – investors buying and renting out housing, which reduces the housing pool for people living and working here already impacted by a housing shortage. Robin notes this was an outcome of the recession. People were looking at ways to save their property by having short term rentals. It kept perpetuating and now we know it as it is today. Big investments group came in and bought up these houses. They found they could make money with the short term versus the long-term rentals. It decreases the number of rentals.

TP When the work force leaves its hard to get back into the game because you don't have a labor force to build.

PG High speed broad band; Stan Goligokyski just got some of the high speed into the schools. VVREO saw an opportunity for getting it when SR260 was being worked on.

MS Camp Verde has a huge opportunity; the Verde Connect is coming in; broadband.

The Comprehensive Plan needs updated.

DP The Prescott Valley General Plan has to be updated.

TDW The Verde Valley use to have winter work groups; many had a housing committee. We were working with cities and towns to do studies. We were also working with the AZ Department of Housing, i.e., a regional study for housing. The goal was to do a regional study; there was a lot of collaboration but the economy tanked in 2009.

Jodi asks: Recommendation to put forward?

TDW Housing types: small houses, site built is also referred to as tiny homes. Yavapai County allows for that; codes are in place. We allow for park models.

MS The County is already doing affordable housing. (Transit is a complement to dense housing.)

PG The market is responding.

MS How does Sedona deal with housing?

KJ They are looking at housing and designate places where they will support affordable housing. Recent meetings identified housing as the #1 issue.

TDW Mayer is trying to put manufactured housing on the school property to assist the teachers.

PG We are focusing on code enforcement in our lower income neighborhoods so they are improving. Investors are using infill to build smaller units; you can reduce the regulatory burden so building progresses faster. We have ~2000 units in various development stages of construction.

In 2011 the SB1525 development impact fees went into effect, with a 10-year window (which was harder on smaller cities). It's so complex because it only works in large cities.

DM The Fain Signature Group has a development at Lakeshore and Fain Rd. It's Department of Housing and Urban Development (HUD) housing.

One of the things I'm reading about is the 45-year life of a trailer.

MS Previously Tom and Richard Parker went to property owners in Castle Canyon Mesa in an effort to annex to Prescott Valley and hook up to town sewer.

PG \$255,000 is the entry price point for Saddlewood (Dorn Homes). The hurdle is the down payment. So, an option to get a teacher to stay for five years is to pay for the down payment.

KJ The Mine is not putting money above ground, i.e., housing. They are finding they can't maintain underground and above ground so they are sticking to underground.

What don't we know?

TDW What is the actual need and what type of housing are people looking for or need?

MS Where is it?

Where could we get that information?

TDW Create a survey website to get the word out.

MS We could hear from people at community meetings—the voice of the customer!

A housing authority does exist—the state does it.

How could we collaborate and leverage on housing?

PG This is a start because we are representing multiple constituencies and share best practices to replicate it in different communities.

A lot of builders say we don't have workers to build. Maybe we could have our community development team meet and share better ways to support construction and permits. Get projects to start on time with quality.

MS Said to be careful about this.

TDW What County staff have experienced: The developer is trying to "sell" a project as affordable housing when it's really senior (55+) outside Sedona. They say that 30% living there will still be working. It gets denied due to opposition.

KJ Maybe one of our objectives here is to say is what is available. i.e. for teachers. The generations look for different kinds of housing. i.e. millennials.

Common issues/opportunities county-wide:

Broadband

Housing for workers that is affordable

What rose up?

The Verde Valley used to have winter workgroups on housing (Task Force).

Before the economy tanked in 2009, there was collaboration on housing and a regional study was one of the goals.

A model to use (General Motors) to craft a brand county-wide.

Possible Recommendations:

Come together on broadband Internet

Take action to take advantage of Opportunity Zones

Reinstate Housing Task Force for collaboration to help address this issue

March 20, 2019 Notes for Housing Subgroup Meeting #2

DRAFT

Present:

Jodi Rooney, Facilitator

Attendees	Initials	Attended by	Organization
Tammy DeWitt	TDW	In Person	Yavapai County
Marlyn Summers	MS	On Phone	Yavapai County
Ron Corbin	RC	In Person	City of Cottonwood
Phil Goode- tried to call in	PG	Technology issue	City of Prescott
Rebecca Horniman -tried to call in	RH	Technology issue	
Dave Meyers	DMY	Video conferencing	Goodwill of Central and Northern AZ
Russ Martin	RM	In Person	Camp Verde
John Morgan	JM	Video conferencing	Yavapai College
Peter Bourgois -tried to call in	PB	Technology issue	YPIT
Robyn Prud'homme-Bauer	RPB	In person	VVREO
Molly Spangler- tried to call in	MS	Technology issue	City of Sedona
Richard Faust	RF	In person	City of Cottonwood

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

- Regional Identity
- Commonalities across the county
- Issues/opportunities

TDW Shared about the prior Housing Task Force (2009).

RPB There was a lot of housing going on but it was the price point we were dealing with – same problem as now; but there was more rental housing available, both single family and apartments. Because the economy tanked, so many houses went into foreclosure. The consensus is that the population numbers have not changed.

RC Back in the day there were long term rentals; now it's the same owners and they are short term rentals.

RPB It's because people were looking for places to stay. The legislation (back in the recession) was such that it helped people who were hurting to keep their homes (by renting them out). Public Private Partnerships (P3) will always be a discussion. We are trying to scale this (Housing) to the Verde Valley. Russ has experience from Colorado. Talking about a blueprint, let's talk about what we can do. We can't afford to hire a specialist to get us to that next level.

Technology Break

TDW We have affordable housing in the county.

RM The tradeoff is transportation due to living farther out.

RC Affordable Housing – it's not everywhere—it's about creating a place for people to live.

RM What you have is private folks in housing. They have corporate folks that are on these housing authorities. So, what do you do to try to solve the problem?

It's a public private partnership—you have to have a private partnership to step forward, i.e. Ruger, Home developers. It is not sustainable.

So, a synopsis is that we have to look for private entities besides the governmental folks. We need more of those folks getting engaged to make it more sustainable.

RM Said it's going to take capital, like on a project.

If you go away from those job centers housing becomes more affordable but you have to drive farther. To know, the short-term rental market has taken up the housing.

JM Previously talked about the lack of labor as an issue. From a labor standpoint we may not be able to solve the issue. When I've been in meetings with contractors, they don't know what they don't know. Somebody in the US has to jump out. There are two companies in the US that has [3-D printers](#). School districts don't have to abide by planning and zoning. If you 3-D print, kids have a good understanding of this. We are behind compared to other countries but this county has that urgency. I'd like to get a group together to work on this. Once you see this technology you will see why this makes sense. In order to fix this, we have to do something cracker jack out of the box. We have the construction expertise and robotics.

RPB In the [Verde Valley Regional Economic Organization](#) (VVREO) we have a board member with interest in this. When you see \$500,000, it is doable.

JM If we have smart people that know how to do the programming/design I think we'll generate more interest with the young people.

RPB Part of it is, "My dad used to do it and that's how he taught me". So, wages have been quite low. What you are talking about is a real possibility. It has a lot more appealing interest for a young person. It's also higher paying and it can be done quicker. One of the partners around here might be [Salt River Materials Group](#). It fits their environmental model of things to do. That would be a good partner to bring to the discussion.

JM That's an excellent idea. The other thought is that banks would also have to do loans for housing, long term. So, we could build a few demos.

TDW Notes it is a great concept but we need to look at the building codes to see if it could work. We need to look at the market. Is there anyone willing to live in this?

RC Sedona is trying it – that price range.

JM So here's the thing, it is important to get the codes rectified.

TDW So it would take a public hearing process, a public campaign to sell it to people. You would have to sell it and show communities that it would not bring down the community.

JM So if the college does this, if we brought the right team together, would that help make it work?

TDW Know that just because you are exempt from zoning codes does not mean the college is exempt from building codes.

JM Somebody is going to figure this out and have the resources to make this long term. **I believe we should pull a group together and explore it. Austin, Texas did it.**

RPB But along with this, I don't think we need a demonstration project. We need a vibrant discussion of WHAT HOUSING IS. We have a huge public education campaign ahead of us. We are trying to create a county model.

DMY When I think of the new developments here on the Verde side, we need people to come up here and work so we need some other housing options. We have to kick out our (current) mindset.

RC I like the innovative thinking and trying to get to the yes. I think we are going to have to build our zoning and planning to adjust. Cottonwood has the political will.

-Opened up Regional Identity conversation

JM Talking with a young engineer, she said:

- There is no club scene here for millennials
- The restaurant scene is not good for millennials
- She said the *great outdoors* is not for all of us (not what all of us are looking for)
- Urban setting –walk to work is what they want

TDW What are the communities missing to keep the young people here? Single people move because they can't find someone here.

MS This 3-D technology is very interesting. We have a lot of young people wanting to be firefighters.

RM I'm here because this is a county wide opportunity. So, the sustainability is something we are interested in. You could put Sedona's name on it but not get buy in with Prescott.

DMY We are proud of living in a rural area.

Commonality

JM We are within a days drive of multiple cities.

RPB There's a lot more manufacturing up here.

TDW It is a great economy area for medical marijuana.

JB That industry is going to continue to increase. Because of the demographic it's the medical/research side of it. We have the potential of higher paying jobs.

Issues/Concerns

RC The lack of opportunity zones

What kind of land use do we have in our communities?

RM Water; infrastructure, water and sewer underground or road above. It is a key component. We got SR260 because resources were brought in.

I saw that the transportation infrastructure Beaver Creek doesn't grow out because of lack of infrastructure.

RC Nobody wants high density in their back yard. Forced housing should be higher density and someone from the county has to open the door.

RF Medical personnel coming to our communities look at what there is to do in our area –that is Yavapai County wide. We have to be as best as we can (be). Richard noted his 4-year (medical) resident just bought a house in Clarkdale but may move a future family if there is not enough to offer here.

DMY To recruit our employees and retain them.

MS Transportation in outlying areas

Airbnb – investors buying and renting out housing, which reduces the housing pool for people living and working here already impacted by a housing shortage.

PG High speed broad band; Stan Goligokyski just got some of the high speed into the schools. VVREO saw an opportunity for getting it when SR260 was being worked on.

MS Camp Verde has a huge opportunity; the [Verde Connect](#) is coming in; broadband.

The Comprehensive Plan needs updated.

DP The Prescott Valley General Plan has to be updated.

Common issues/opportunities county-wide:

Broadband

Housing for workers that is affordable

What rose up?

The Verde Valley used to have winter workgroups on housing (Task Force).

Before the economy tanked in 2009, there was collaboration on housing and a regional study was one of the goals.

Be aware of building codes in the county.

A model to use (General Motors) to craft a brand county-wide.

Possible Recommendations:

Come together on broadband Internet

Bring a team together to explore the 3-D printing concept for housing construction

Have a vibrant discussion about WHAT HOUSING IS; follow up with a public campaign

Take action to take advantage of Opportunity Zones

March 29, 2019 Notes for Housing Subgroup Meeting #3- Final

Present:

Jodi Rooney, Facilitator

DRAFT

Attendees	Initials	Attended by	Organization
Tammy DeWitt	TDW	In Person	Yavapai County
Phil Goode	PG	On phone	City of Prescott
Tom Thurman	TT	On phone	Yavapai County

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

- Regional Identity
- Commonalities across the county
- Issues/opportunities

Jodi asked about [US Department of Agriculture \(USDA\)](#) money for housing?

PG Notes that taking federal funding (has constraints) due to the potential federal requirements.

We do have one project of about 65 units on Miller Valley Road receiving funding through the [Department of Housing and Urban Development \(HUD\)](#), based on income.

TDW We (county) don't have any projects.

Discussed feedback from subgroups

TT Broadband has not yet been touched on for the Verde Connect. He preached it when they brought in SR260.

TT A Regional Transportation Authority (RTA) has been talked about for years.

TT We are already telling people about the [US Census](#) on the radio.

TDW The county is overseeing it.

PG Phil Bourdon came to the Men's Forum telling how important the census is. Maybe radio, etc., would be helpful.

TDW We are just getting started on getting it together. Toni Ketchum is overseeing it.

TT They are already asking for the public to be employed as census takers.

TDW I think the county is going to have a booth at the [home show](#).

*Note: check in with Sandy Griffis, [Yavapai County Contractors Association](#) (YCCA), for feedback for 3-Dprinting (email sent 4.8.19; followed up with phone message.)

TT In the [Active Management Area](#) (AMA), all water wells are allowed by [Arizona Department of Water Resources](#) (ADWR). By state law, land owners are allowed to pump up to 35gal/water per minute for a private single family residence. They are exempt from not having to show a 100-year water supply. (Tom notes it is lot splits that the County is concerned.)

PG Every business that considers relocating to any of our communities is going to be concerned about water; therefore, if we have a common, verifiable response there should be less skepticism about relocating here.

TT Chimed in on public private partnerships (3P). They are very difficult. One way is maybe on transit. I look at the hospitality industry in Sedona. Those hotels and businesses in Sedona should kick in some dollars for a transit circuit. That would help the employees that have no place there to live. It has to be in the Verde.

[Yavapai Regional Transit](#) has done a great job out of Chino Valley but they are limited on funding. A true transit system won't work unless you have frequency of hours. Initial startup may be around \$10million.

I gave this presentation once to Prescott Valley; when it hits a population of 80,000—100,000, government has to supply transit. So, it's a question of when you get to that state. We need to start looking at something. The incentive for people to live here, the millennials, want to live here (with certain amenities, including transit choice.)

PG A transit system requires a significant amount of funding to operate it. Ridership numbers are often low. You have to have a community that can subsidize it. Because we have a broad smattering of people it is more expensive. Having an updated study would be helpful. We have a unique environment because we are spread out. If we want to put together a county wide system the costs would be higher.

TT Notes that may not work. Cottonwood Area Transit (CAT) works with the [Verde Lynx](#) connect to Sedona.

Otherwise, there's nothing we can do with 3P that makes sense. It's like law enforcement, we hit a certain number and we have to increase. I think transit right now is a little premature but in the future the Feds might get back involved.

TT I did have a meeting the other day with former Supervisor Davis. Concerning broadband, Chip could come up with a plan and he could take it to Congressman Tom O'Halleran. There's money for that right now.

What else?

TT Water is a big thing for northern Arizona and AZ as a whole. Adjudication has been going on for 39 years. Unless it gets settled....

PG We continue to see interest in infill and permits for the City of Prescott.

We are still averaging @ 1.7% growth. We have about 2000 rental units in various stages that will contribute to lower costs. So, we are encouraged.

Common issues/opportunities county-wide:

The upcoming US Census

What rose up?

Transit service might could be a potential 3P. With a rise in population we will hit a tipping point.

Prescott has one project of about 65 units on Miller Valley Road receiving funding through the [Department of Housing and Urban Development](#) (HUD), based on income. But, taking federal funding (has constraints) due to the potential federal requirements.

Possible Recommendations:

Concerning broadband, Chip Davis could come up with a plan and take it to Congressman Tom O'Halleran. There's money for that right now.

***County Goals
Notes from Meetings held on:***

*March 6
March 18
March 27*

March 6, 2019 Notes for County Goals Subgroup

DRAFT

Present:

Jodi Rooney, Facilitator

Attendees	Initials	Attended by	Organization
Cecelia Grittman	CG	Phone	Town of Chino Valley
Don Michelman	DM	In person	Yavapai College and SCORE
Joan Meyers	JM	In person	Yavapai College
Robyn Prud'homme-Bauer	RPB	In person	VVREO
Tom Pitts	TP	In person	Verde Valley Wine

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

TP We put together the 5 communities in the Verde. We looked at the elements that caused people to come here in the first place. What came out of it was the [Verde Valley Regional Economic Organization](#) (VVREO). We wanted to look at how to maximize what we have and work together. The law changed in 2006 to allow wineries. Now it's legal. I became president of the [Verde Valley Wine Consortium](#). It came under VVREO and we approached Yavapai College for classes on the campus. We then approached the board to make it a formal program at the college. A budget of \$3,000,000 was put together. To work toward sustainability, he approached the University of Arizona (U of A) working with the [Cooperative Extension](#) in putting together a report. We went from nothing to having a \$25,000,000 contribution to the economy of Arizona (AZ)

It led to the [AZ Wine Tourism study](#) (2011) with Northern AZ University (NAU) focusing on the growing regions and the area where the production is taking place. We went to eleven different groups and raised the money for a wine industry tourism impact study (for Arizona). We later went back to the [AZ Office of Tourism](#) to update the [study for 2017](#).

We also started the [Southwest Wine Center](#)! There is a workforce component, too. It is integrated.

RPB We just completed the VVREO plan for the whole Verde Valley. It does not override any of the existing community plans in the Verde. Yavapai County partners with us—they put money into VVREO because they see the partnerships that are important for economic development.

Broadband is a concern. How do we all work together throughout the county to see that it exists?

Just last year, the Verde Valley released an economic development plan. 'Talent Attraction and Development' is one pillar of the [VVRED strategic plan](#). Advanced manufacturing is an identified industry cluster suitable for the Verde Valley. We also have business here that we want to grow and others that we want to attract. There is a supply chain analysis. It is more about promoting small business, not necessarily big business.

Supporting business – we have a \$750,000 [revolving loan fund](#) through the US Department of Agriculture (USDA); we have turned it twice -\$200,000. We have been able to grow and stabilize business. These types of loans (fill the gap) support business when a bank might not extend a loan.

The Opportunity Zone in Camp Verde was also brought up in a positive way.

In my estimation we have to be respectful of the regions within because they are not homogenous. We have to be respectful of the uniqueness.

TP Some long-time businesses like the mine and agriculture have been ignored.

RPB What we all have in common is the out migration of workforce (going to the valley). Don't combine the statistics so that we miss the message.

CG The Town will be working with our new Economic Development person to develop an Economic Development strategic plan. What we currently have is quite outdated. Focuses for Chino Valley are centered around our 200-acre business park and the addition of a grocer. As we are mainly a bedroom community, the Council would like the Town to work with manufacturers to bring jobs to our business park and reduce the brain drain. As the Town owns the land, we will be working on ways to leverage that advantage. One of our biggest challenges is the lack of infrastructure in our commercial nodes. In our Council retreat we will be focusing on funding of master planning of infrastructure. We have an outside person who is working on a funding plan to help us look at opportunities for funding where we can best leverage our limited resources. So much of economic development for Chino Valley will be based on the efforts of our economic development staff person trying to work in partnership with all the resources within our region.

Asked if Chino Valley is considered rural, Cecelia said it depends on which agency you are dealing with

TP Notes the economic development is not just locked into Maricopa County.

RPB That whole sustainability component is important here. So is how we grow our economy and (maintain) beauty. I don't agree that it's a tradeoff—quality of life and natural beauty. If we can shift that paradigm...

TP Said that taking an asset inventory would be appropriate.

RPB What are some of the other auxiliary businesses that we can support or bring in that compliment (existing business)?

DM Expanding on some of the growing industry he notes [Evlation](#) wanting to come to AZ to do their manufacturing. They can get their engineers from [Embry Riddle Aeronautical University \(ERAU\)](#). We have the climate. Training for the manufacturing staff could come out of [Yavapai College](#).

TP I want to stress that we are supporting that on a number of levels. He mentioned that Mignonne Hollis, [Arizona Association for Economic Development \(AAED\)](#), is taking the lead in Sierra Vista.

RPB One of the reasons that most of us are seeing it is because most of us are too small to do it alone; so, you have to start looking at it regionally—then you become more visible. Like Tom said, if you work together then the communities around it will all benefit. Where we have the disconnect is, “*We have to do it for this town because we need it for the tax base.*” Wouldn’t it be great to share that infrastructure from community to community? I.e. SR260 How important it is that we work together to make sure that happens!

TP (Identify) where are the assets that we need to get things done. It is not a case of shutting someone out or isolating; it’s about aggregating our resources.

Tourism Council: When we were isolated communities, we worked with them to get over \$300,000 ([National Geographic Tourism](#)).

JM Noted the health and construction industry; and technology.

TT It’s a County issue!

RPB We need access to technology, wherever that coursework is being done. On our board we have someone schooled in housing. What is now...construction technology. There are new sophisticated techniques in building.

CG I agree; I think we have to draw on regional resources for success. She noted that her son-in-law was hired away to phoenix—he has these sophisticated building skills.

TP Part of this is a research issue. There is an interest but they don’t know what’s available.

RPB Twelve years ago the Verde was resistant about working together. But the group that did come together agreed to be together and to talk openly and honestly. We committed to open, honest, forthright and confidential dialogue. It’s been a mantra that we’ve kept for ourselves. We can do it for our communities and the region as a whole. 1. This is concrete. When we are talking to people outside us, we say, “*I’m in Economic Development; I’m in Clarkdale but we work as a region.*” We branded our group as from the Verde Valley. The power in that (position) is that it strengthened the communities. We have a shared vision.

CM The Verde seems to have come together at some level for tourism and economic development, but the Prescott side still struggles for joint solutions. There is still too much competition and not enough leadership to bring our communities together on the Prescott side. How do we overcome that? Now, when we consider joining forces county-wide, how do we ensure we are not overlooked when the pie gets even bigger?

RPB What worked for us was that there are no elected officials. It’s not a pay to play situation. We all volunteered. We did not have an executive director until three years ago.

TP When we put the Verde Valley Wine Consortium first together, no winery owner was on the board because it was community driven.

DM What is changing is that there was one big dog but now there is another big dog because of the growth (Referencing the east side: Prescott and Prescott Valley). Chino Valley is deciding what it wants to be.

RPB Agrees with Cecelia because Chino has a reason to be. Sedona was OUR big dog. VVREO has extended a hand to the efforts in the area.

TP In AAED there's a network here in northern Arizona to help each other. Oh, you need a new coffee shop? I've got a name for you to call. We share. We are a resource for each other. i.e. Wendy, Ben, Casey, Bobby, etc.

We would take a group down to the Arizona Governor's Economic Development Conference. We let people know WHAT was happening. (We were recognized.)

RPB How do we on a county wide basis build support in these state agencies like Arizona Commerce Authority (ACA) to get to the money?

TP A lot of us are working around the state to make change for that, assuming the Legislature doesn't 'flush' the money. There is an effort to expand rural representation. We are down there with lobbyists.

DM I think you need flexibility and quicker response.

CG I applaud your efforts for the region and your honesty in your responses. I have to check out, I'm sorry. Please let me know how Chino Valley can continue to participate in Yavapai County economic success.

Jodi asks: In order to do that, what would need to happen here in the county?

TP Besides moving at the speed of business, regarding reporting, public stance, it can be hard for an elected official to advocate for something that is clearly not in the best concern of his/her electorate.

JM This has been rolling around in my head. What happens when foreign money starts coming in?

TP Case in point: When the Saudis came in (and bought up the farms and exported) at the beginning most everyone thought it was good! There's a push out of the white house to weaken the dollar.

JM She notes there is Chinese money here but they don't become part of the community.

TP Instead of buying the product, they bought the means of production. It's cheaper to come here than to go to Napa Valley.

JM Will it affect an economic plan going forward?

DM How much of a difference is there between Chinese buying it than someone from New York state?

JM It's because they don't become part of the local community.

TP It flies in the face of what we are trying to do. Seeking investors is one thing; seeking foreign takeover is another thing.

Jodi asks: What partners are needed?

TP If you don't have a game plan you don't know what you need.

DM It may be a question for the future.

JM Provided observation: There are four needs here for the wine industry.

- 1) They need storage space. They don't have enough places to keep coolant for all the wine that is here
- 2) Lab equipment – many of the vineyards are having to drive to CA to get their equipment
- 3) Basic maintenance on the wine equipment
- 4) Volunteers are helping students (in the vineyards)-we are limited on the number of students

Also, a company is needed for harvesting and pruning to meet the needs of the state. There are people here seriously considering mechanical pruning.

Finally, technology-data gathering i.e. there is a student here, from Boeing IT. He says technology is null and void here!

TP had previously talked with the U of A regarding research and there were commitments to move forward. We will give you our data for free as long as you will disseminate it thru the AG extension. It has not moved as far and basic as it could.

JM Don't beat yourself up. We are still an early industry.

Action item: Tom Pitts asks about contact info (email) for the sub group be available.

Common Issues/opportunities county-wide:

Out migration of workforce (going to the valley)

Health, construction, and technology industries

What rose up?

The Verde Valley has a shared vision (VVREO).

Possible Recommendations:

Strategize on how to build support in the state agencies, i.e., ACA, etc., to get to the money

Take an asset inventory

March 18, 2019 Notes for County Goals Subgroup Meeting #2

Present:

Jodi Rooney, Facilitator

DRAFT

Attendees	Initials	Attended by	Organization
Don Michelman	DM	In person	Yavapai College and SCORE
Casey Rooney	CR	In person	AAED Board of Directors
Tom Pitts	TP	In person	Verde Valley Wine
Lora Lee Nye	LL	In person	Town of Prescott Valley
Phil Goode	PG	In person	City of Prescott
Jessica Eckman	JE	In person	Bent-River
David Hernandez	DH	In person	Freeport-McMoRan
Steve Ayers	SA	In person	Town of Camp Verde
Ginger Johnson	GJ	In person	GPREP
Molly Spangler	MS	Video/phone	City of Sedona

Goal: Economic Blueprint:

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

Regional Identity

PG Phil Goode shared the analogy of [General Motors](#) and the brands within this American Company to Yavapai County:

Phil spoke to the uniqueness of Yavapai County and, when discussing regional identity, he remarked we may be able to market it as a whole. This took into consideration the example of General Motors. This American Automotive Company marketed their unique brands such as Cadillac, GMC, Buick, Chevrolet, among others, to sell their products to the consumer. (In essence, compare Yavapai County to General Motors and each of the unique communities to the brands mentioned.) Expand tourism to a much longer visit—people could tour (Yavapai County).

TP Part of that, in turn, is to be mutually supportive.

DH I agree. We (Bagdad [Mine](#)) are kind of out there in the county. We are exploring adding jobs but we can't do it alone so we need regional support.

LL You are going to bring in a whole new community!

CR How does a recession affect you?

DH It actually helps us.

LL As long as we plan for it we will be fine.

TP Each of the communities doesn't ring a bell around the "world" but we do when we aggregate our resources. People at the Capitol only think of our area (Yavapai County) as Prescott. I sent out a note earlier today from the [Arizona Association for Economic Development](#) (AAED) about growth in jobs. If we are going to take it out to the state, we have to put a message together.

SA Alluded to a county-wide economic development organization noting we need a leader to run with it.

LL We will have a blue print but who will decide what we will go forward with?

Jodi noted we, as a group, will prioritize recommendations.

TP We have to give people a coherent message.

DH I think businesses have to step up and help contribute because we are having trouble finding people and getting them to come here.

SA One of the first steps is to find the funding. When we put together this [Focus Future](#) (holding it up), I promised not to let it set on the shelf.

Punch in [On the Map](#) website by the US Census Bureau.

JE What I took most out of the Feb. 5th meeting was we don't know who we are. Are we a retirement community, do we want it to be young families? We have a big group of those leaving to go to Phoenix to work.

I came from a different state and I chose this area to live in the outdoors.

SA Noted we market the outdoors in Camp Verde.

TP Look at the average age of Yavapai County compared to other areas. You are right, we need to capitalize on it and move on it.

JE Until we know what those things are in the other groups, we may not be able to do our subgroup part.

SA Another issue we have is the relationship with the four-year university. We have to build a bridge to that brain trust.

LL Does anyone in this group have a concern on the outcome of the census? Each of us should be actively managing this. There are houses in the community that will not open their door. It's not hard to control your census when you know how many water meters we have. We lost a lot of our skilled labor. They are going to Florida and Texas because that is where the consistent, long-term jobs are. That happened to Prescott Valley in the last census. Some of us grey hairs set down with our town manager to say we've been there before. So, we did strong planning. It has to be solid and well-conceived. And, there has to be a driver!

The other piece is we would not have survived without our volunteers. Many of them were our town employees. She shared about building the library during the economic downturn noting that many of the volunteers were our employees.

CR Noted Prescott Valley lost a lot of the Hispanic workforce.

LL Followed on to say, "We lost them all."

MS Noted the #1 impediment for our businesses is workforce. I don't know how to put it delicately but we have a high county age. We have a shortage now and how are we going to address it?

DH Yes, workforce is related to housing.

TP If you don't integrate the housing and workforce (we will still have issues).

DM Asked about how we could do it.

LL First we have to set a mustard seed into the Board of Supervisors.

TP We did the last study with tourism producing wine each year. Over 50% of our visitors are making over \$100,000 a year; >23% of our visitors make over \$175,000.

SA Infrastructure cost is huge, i.e., building a sewer is a multimillion-dollar project.

LL The longer we wait to do it the more it costs; do a 3P project, that's how you solve it.

A lot of people are tired of hearing about the planning but ours were approved in 1999, except for the [Jasper planned community](#).

MS In Sedona there is a high median age and lack of water. We are super dependent on tourism but I think the big one is our role in public policy, i.e., making sure Economic Development is included in every community plan.

When the county is doing development, how do we have a voice?

CR The county does not currently have Economic Development (not in house, rather, outsourced, i.e., [VVREC](#), etc.)

LL Economic Development is not always on a straight line either. I.e., our former Albertson's is now a successful church. Some have no idea the tax dollars that will provide – people will shop, buy gas and eat when they come to that building.

TP Sometimes people don't know of how Economic Development works! Sometimes legislators are clueless.

PG To Tom's point, the best thing Prescott did in the last couple of years was that we invested in a leakage study (for the Airport). We sent \$40,000 to have a consultant look at where people were going. We distributed it to potential organizations that were likely to bid on the service—we had seven bidders instead of the one in the past! With best projections, we beat our lead factor in six weeks, not six months. Those bidding on the service need data.

We are trying to identify our workforce and who that is; so, we need to identify the number that is leaving to go to Phoenix so we can show businesses that we have the workers. That's a *database we can develop.

There's always questions about water. The one key here is unlimited (exempt) wells is something that needs to be studied and put into legislation. We can grandfather wells but any new well that goes in should have a meter so we can monitor.

TP We need a seat at the table. In rural AZ there is a concern that the rules could be changed without our input or consent.

PG I think the point is that we have to have a common, verifiable response to water just like we need a common county brand. If we constantly say it, we reinforce it, especially in attaining and keeping our young people.

LL Give me your thoughts on lot splitting.

PG I'm not adverse to lot splitting...

LL Remarked that it is a huge problem. So, I don't want to touch that.

DM Do we need to research what different industries have for needs, whether water, land size, or educated workers, so we can determine what (can come here)? (referencing Phil's workforce database idea)

GJ I don't think there's a formal document, it's supply chain, i.e., firearms are suitable because we accept that in Arizona. When I work with my businesses, I ask them what can I do to support you?

TP There's a lot of data; it just hasn't been aggregated – no one to do it.

CR Recommends doing an asset inventory in each community and pull it together for the county. If you do one asset inventory for the county it would get skewed.

JE The customers we work with, they like to check the box.

GJ [Embry Riddle Aeronautical University](#) and Prescott is investing.

TP When you begin to put all the pieces together, there's a lot here.

LL Don't get involved with State Land—avoid them!

SA We also talk about attracting businesses and developing the entrepreneurial spirit—they are more likely to stay if they are home grown. There is value in investing in this kind of program. (SBDC?)

JE I have tried to take some of those classes—it was an excellent program.

SA Why would you teach a guy to weld but not go the extra step to teach him how to have a welding business?

Molly has around 20 registered for the Shark Tank!

JE Education should be on all levels. If companies are going to come in, we have to educate their kids and educate the workforce.

SA Shared about kids coming in to learn/do graphic design.

LL Shared about [Signals](#) being a champion. They added people, some are in an intern position and some are salaried. They went from one to four in a couple of months. They wanted to reach people that would reach multiple age groups. They now have a studio and its not even a year since they opened.

LL Identify need.

DH We are spending a lot of money because we don't have that economic development organization to tell us about the feasibility of expanding.

SA This initiative has to have a strong marketing effort once you know who you are. You have to attack it. A lot of people would love to live here. It starts with getting people interested.

JE We love to outsource work and have vendors; that is a goal. What is that shared vision that everyone wants to have?

LL Mayor Kell Palguta opened it to citizens to tell us what they want, i.e., a weekend event at [Arizona Downs](#) that has beer, wine, and a concert—a whole weekend event around horse racing. Another is disc golf in Fain Park.

SA I think there's a great deal of opportunity up in Chino Valley by using a lower use water crop. There is a cost to the machine but bushels of barley could be grown. It is an industry that helps solve a problem instead of compound a problem.

TP There are low water groups here in in AZ, i.e., cotton vs grapes. (He will distribute the study just to look at the numbers.)

LL Another idea that my son brought up to me is a Tech Show, like a trade show, for all the new technology.

SA There are a lot of tech businesses that you can take advantage of right here where we live. I think the quality of life we can offer has its advantages.

TP We have to have serious high-speed internet around the county.

SA We are working on this through an [Arizona Commerce Authority](#) (ACA) grant – its is a fiber wired business park. We wedged it between a park and an archeology center.

TP Are you going to put an incubator in there?

SA It could be part of the equation. That diverse workforce of smaller technology companies is out there.

CR [Kombucha](#) is growing 30% a year. A great example of economic gardening!

JE I wish I could get more business owners involved.

GJ For the better part of a year I have been struggling with that whole regional thing. I like the idea of a county wide Economic Development Initiative.

CR I like the idea of the asset inventory and bringing it together somehow.

SA One thing we haven't touched on is **bridging the gap** of we and they—The "over the hill" problem.

LL I felt very comfortable here; I think we need that safe environment to talk.

DM One of the things I mentioned is how are we going to get buy in from the other parties in county?

TP I think we need to involve the state—I think we are leaving them out. I've been tracking a lot of bills. It might need to be an intergovernmental agreement (IGA) or a private partnership to represent to the state. There's a lot (of money) we are missing out on, i.e., Jerome was not even on the map to show where the car rentals were. We have to get the message out and we can work with the legislature. They would like to feel they are a piece of something growing. Part of the mission is to take it to the state. Try imagining we put a couple of grants together.

DH How much involvement do we want? Government has a way of stagnating things.

Common issues/opportunities county-wide:

The upcoming US Census

Workforce and Housing seem to be integrated

Exempt wells

Lack of an asset inventory for each community

Serious high-speed Internet

What rose up?

Strong Planning, the importance and success of it; but, specifically for the upcoming Census (so we are not shortchanged on the money that comes from the numbers, etc.).

People at the Capitol only think of our area as Prescott. We have to put a message together.

Provide the information obtained from the other subgroups in order for the County Goals subgroup to do their part.

By County, our resident age is in the higher numbers. This is an issue when it comes to workforce because we already have a shortage.

The "over the hill" problem – how to bridge the east and west side of the county?

Economic Development is not in every community plan.

Possible Recommendations:

A model to use (i.e. General Motors) to craft a brand county-wide. This will help identify "who we are"

Once we "know who we are", market the county brand (regional identity)

Have a common verifiable response to water just like a common county brand

Discuss and identify what public partner projects (P3) might be viable for our county

Include economic development in every community plan

Asset inventory – expand it

Create a county wide Economic Development organization with paid staff and goals; create a revenue stream that funds the organization. It has to be a public/private organization not driven by the municipalities. One output already identified; a workforce database to reflect we have the people needed. *Note: one other subgroup participant thinks this concept may be premature commenting that we need to encourage relationship building where we can work together on projects with potential mutual support. We need to build a stronger relationship with the County.

We need a legislative change regarding CTEC/JTED; fund it as a regular program that students can do.

Come together on broadband Internet

March 27, 2019 Notes for County Goals Subgroup Meeting #3 - Final

Present:

Jodi Rooney, Facilitator

DRAFT

Attendees	Initials	Attended by	Organization
Casey Rooney	CR	In person	AAED Board of Directors
Tom Pitts	TP	In person	Verde Valley Wine
Robyn Prud'homme Bauer	RPB	In person	VVREO
Phil Goode	PG	On phone	City of Prescott
Jessica Eckman	JE	In person	Bent-River

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

Draw sector bubbles for visual and add in what we could bring in, i.e., cyber security

Regional Identity

PG Phil Goode shared the analogy of General Motors.

Phil Goode spoke to the uniqueness of Yavapai County and, when discussing regional identity, he remarked we may be able to market it as a whole. This took into consideration the example of General Motors. This American Automotive Company marketed their unique brands such as Cadillac, GMC, Buick, Chevrolet, among others to sell their products to the consumer. Expand tourism to a much longer visit – people could tour (Yavapai County).

TP slogan – "Mother of Counties" (Exhibit)

The original (Feb. 5th Economic Leadership) meeting was pretty impressive; it was a very successful meeting with good diversity.

RPB We have a big growing area in the southern part of our area like Peoria, Black Canyon City and Congress that we need to better understand. In many ways we only focus our area around the Prescott, and Verde area. The southern part of our county might be able to help to with the out migration.

Discussed feedback from other subgroups

The [Verde Valley Regional Economic Organization](#) (VVREO) did visioning in the past. Others mentioned that visioning has been done in some measure.

TP We put together a comparison on wine grapes and cotton. [Rod Keeling](#) started putting it together; the comparison was a 20-acre vineyard, 2.5 tons per acre for 50 tons of grapes. That 20-acre vineyard would produce \$557,280 in gross revenue. The average water usage is: 0.6acre/ft per acre. Cotton on 500 acres at 3 bales per acre produces \$525,000 and the average water usage is 3.7 acre/ft per acre. It is not hard to see the difference. So, the conclusion is that cotton takes more water than wine; and, wine produces more money with less land. (Exhibit)

RPB The issue is, "What do we want to try to promote county-wide from an agricultural position? We can use an analysis for promoting certain crops here."

She also mentioned that visioning might help with the regional identity as communities are updating regional plans.

RPB Mentioned to talk to Jodie Filardo, Clarkdale, as they are weaving areas like economic development through each of the elements/chapters of the general plan. Some (topics) like that along with historic preservation should not be stand-alone.

PG I really like the idea of including economic development in each community's general/strategic plans. With this broad uniformity we might be able to get the County Supervisors to begin supporting economic development from a county focus. This could help generate more funding and legislative support from the state.

Showed [Embry Riddle Aeronautical University](#) (ERAU Center for Future— Dr. Jon Haass) presentation by request

PG It is a three story 60,000 sq. ft. building with high speed fiber capability including an 'on hands' Cyber Warfare range. Enlisted companies so far; Boeing, Lockheed, Honeywell, N.A.S.A., Collins Aerospace, and Lincoln Labs. (There are) over 100,000 current cyber, global security jobs going begging with starting salaries at \$100,000.

All regional businesses need access to their customer base so legitimate jet air service is critical for startups and current growing businesses. We have it now and it will only get better!

RPB [Moonshots Capital](#) is into making relationships not necessarily brick and mortar. It's a way to bring investment dollars together. Moonshot brings a little bit different focus on entrepreneurship.

CR I could see businesses from all over the world looking at Prescott.

RPB That's why we have to look at how we can work with different areas. We have some opportunities.

TP I got involved when we built the library in Camp Verde and visited incubators and work spaces throughout Maricopa County with an eye toward incorporating that vision within the new library. You don't necessarily need work space but you need intellectual or virtual support. It's up to ERAU to reach out and capture resources.

CR I think there has to be a whole lot of education stuff going on.

JE Had to leave...

RPB If we want high speed broadband we need to work together. We need to look at opportunities to bring in fiber line and to get the last mile to every community.

TP Jerome is doing that right now.

RPB It's getting the last mile; the providers are not expanding their capacity right now.

TP Arizona Public Service (APS) has a [96-pair high-speed dedicated line](#) that goes up [I-17 from Phoenix] to Flagstaff.

RPB There is private fiber that exists but not everyone wants to share those lines.

If you are a user working at home, it is not considered a recognized market.

It's because we don't have that one business location with 20,000 people involved that they can charge for the final installation.

RPB Per the March 15th subgroup meeting, the concept of a Yavapai College liaison might (could) be industry specific (right now)

CR That liaison would be a big job for any person.

TP There's a move down south for part of Santa Cruz (County) into Cochise county. La Paz (County) did spin off from Yuma County.

RPB Back on the housing part, really getting people to understand the construction technology, i.e. 3-D printing rather than the traditional stick models that are here today. So, how do we up the game in the construction industry today to show students it's not just that job you fall back on? How do we up the sexiness—what skills you need today for tomorrow?

TP When I was on the Governor's Sector Strategy Committee under Brewer I started a campaign to make manufacturing cool again.

We found a company here in Prescott with enough orders to do three shifts but they could only find and train enough workers to fill one shift. The potential workforce had never heard of the [computer numerical control machining process \(CNC\)](#) or computer aided design.

RPB What is it that would attract people to be in the construction industry?

TP Marketing.

CR Norela Harrington worked for years with the college on this.

RPB Yes, but I think there is some new energy on this.

Round table

CR My challenge is how do you get both sides of the mountain working together? I.e., how do we get an incubator in Prescott so both sides of the county come out ahead?

RPB Or, how do we do it so we encompass the whole region? The southern part of the county is maybe more aligned with Maricopa County but they are part of our county. We need to change the dynamic to make it all work.

TP I work on a lot of things around the state and I've seen a lot. I want to point to the Verde Valley in general: the concept here—people did collaborate to get things done. It hasn't reached everybody on the Verde side yet. We recognized that if we didn't do something, we were going to have a problem. If we look at the county base, if 84% of the new jobs are in the Phoenix area, where does the attention go? The governor's Office of Economic Opportunity pointed out, if they were lucky, Yavapai County might see a 2% gain. We need to find a better way to aggregate our resources to share that success. Steve Ayers made a point the other day about [Northern Arizona University \(NAU\)](#) and understanding what commuting really means compared to Los Angeles—going to NAU is only a 45-minute drive from Camp Verde.

RPB Connectivity is going to be crucial if we are going to use something like [ZOOM](#) so everyone doesn't have to drive a long time to get to the meeting.

CR We have to go beyond competing with each other and support each other.

TP (rhetorically stated) In the Verde Valley, we saw what we could do in a community with a 10,000 population if we could draw on a regional population and, therefore, a market and potential workforce of 70,000. Leverage Regional Resources!

CR Mentions businesses look at the bigger number for company workers.

TP He makes the same note about having a worker database to show businesses that we have people.

RPB I think it's not just about recruiting; it's about looking at who we already have here. I.e., who is involved in some of the small manufacturing businesses? How do we entice people to come back home (to Yavapai County)?

CR With good jobs, housing and lifestyle!

TP When Yavapai College started the wine program, we had multiple students driving in from Phoenix and Flagstaff. They wanted to learn those skills and they stayed here to work! It's a great example.

RPB What are those opportunities for the future that possibly might have high skilled jobs; a diversity of housing?

CR And with a great quality of life?

Common issues/opportunities county-wide:

If we want high speed broadband we need to work together. We need to look at opportunities to bring in fiber line and to get the last mile to every community.

Collaboration gets things done.

What rose up?

We have a big growing area in the southern part of our area like Peoria, Black Canyon City and Congress that we need to better understand. The southern part of our county might be able to help to with the out migration.

Visioning might help with the regional identity as communities are updating regional plans.

Possible Recommendations:

Work together on opportunities to bring in high speed broadband.

Include economic development in each community's general/strategic plans by weaving it through each of the elements/chapters. This could help generate more funding and legislative support from the state.

***Funding
Notes from Meetings held on:***

*March 11
March 22*

March 11, 2019 Notes for Funding Subgroup

DRAFT

Present:

Jodi Rooney, Facilitator

Attendees	Initials	Attended by	Organization
Peter Bourgois	PB	In person	YPIT
Geiler Eckman	GE	In person	Bent River Machine

Goal: Economic Blueprint

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

Regional Identity

What we have:

- Local funding-public dollars
- Sales tax
- Property tax

PB So much of public funding is you tax or do a bond.

Here is the litmus test that PB and a partner used to ask themselves on a project: Is it economically feasible, environmentally sound, socially responsible and politically acceptable?

GE What percentage is devoted to community development?

PB Economic Development is getting the revenue in (it occurs in the private sector). Then the Community Development part, some of it may be revenue generating that can be harvested, i.e., building new sidewalks. It is community directed (it typically occurs in the public sector). The folks living here can appreciate this and it makes their lives better (quality of life).

PB shared a story about the twinkle lights on the street outside the book store. It's like you have to identify where people's values are. (In this story, it was the twinkle lights that made the difference.) So, after that you let the people do visioning (to identify the values). What is the picture of that perfect Saturday in Prescott Valley? What do you see? How do we get there? Did

you drive a car here? Did you take the bus? Others questions get asked... It's community development but you get there through economic development.

PB mentioned the city council meetings have a piece about the community, i.e., the students, the cops, etc. It brings you back to why you're there.

On Visioning, there's another resource to give you tools: [NCI National Charette Institute](#). (It's a little more structured and formalized but it works.)

Jodi asks about the state level.

GE I hear about people writing for grants all the time.

PB You have to make your pitch to [HUD](#), etc., to get grants. Having the knowledge of what's out there, who to talk to, and how to get it increases your success.

GE Mentioned Fred Kennedy. He is aware of other counties getting money where Yavapai is missing out.

We need goals (for our needs) and then go for what we need.

PB You need someone that knows the drill of how to do it.

GE 50% are going to the valley for more money.

PB Regarding housing, there might be opportunity zones, i.e., the owner might be getting incentives on capital gains. I have background on working in resort communities. The workers can't live there because of the price of housing; the downside is the worker can't buy in to start equity.

GE If a company is owned by a local company then profit can go back into the community. You won't get that with national or overseas companies because it goes back there.

PB I'm not sure about [Freeport-McMoRan](#).

GE I'd ask the private sector to consider paying more money to keep people here instead of them leaving.

PB So you are saying get the workers more money?

GE When I think of my parent's place, we are not in a position to raise wages. It is about competition.

PB That is another way of thinking – contract out, i.e., staff.

GE [Bent River Machine](#) has increased the benefit package i.e. \$1000 per employee.

PB If you could reduce that burden on the employer you could put more money in their pocket.

PB The public side of Public Private Partnerships (P3s) may be able to provide land or incentives to the developer that is going to build houses for the community. It was brought up at the meeting about the importance of moving the project through the process or permitting. The public side can offer a streamlined process as an incentive. So much is political but putting it into process comes from the top.

Funding strategies?

PB We need to put ourselves in the private sector shoes. (If you put a tax out there it doesn't fly.) If we put ourselves in the developer's shoes and look at their costs, at what brings them to the table, it puts the developer in a position where he is more comfortable.

They are looking at a bottom line. If they can get there, it doesn't really matter how they get there. They are expecting to make a profit and be in the black.

GE Housing in Denver was brought up. If it is higher margin homes, you have to also build lower cost units—the city put a requirement for the developer to do this.

PB The developer had to team up (with other stakeholders). It's like you develop a housing bank, i.e., multi-family units. There's a place where they can buy these housing credits so they get their deal.

EG That way it's not a tax; it is a policy decision. He mentioned [Startup Week](#) in Phoenix (providing education, connection and support for entrepreneurs). He also mentioned to check out the [City of Gilbert website](#).

EG Is there anything else I can do in between now and next time?

Common issues/opportunities county-wide:

The hunt for funding

What rose up?

Visioning

Possible Recommendations:

A Visioning Effort

March 22, 2019 Notes for Funding Subgroup Meeting #2 - Final

Present:

Jodi Rooney, Facilitator

DRAFT

Attendees	Initials	Attended by	Organization
Peter Bourgois	PB	By phone	YPIT

Goal: Economic Blueprint:

Subgroups	~ 50 people in total signed up to participate
Transportation	
Workforce	
County Goals	
Housing	
Funding	

Funding Tools to Consider

PB I was thinking after our last meeting it would be good to put together a **matrix** to check what qualifies.

In a column on the left side of the matrix, we could list certain things we are trying to fund.

Across the top we list what funding is available to us including grants, i.e., [USDA Revolving Loan Fund](#); Community Investment Dollars; county; state; and local; private; grants; opportunity zones; Yavapai College. It may not necessarily always be funding, but services could also fill in the boxes.

It could be a big matrix and take a while to fill in. From an implementation stage, it would need to reflect how much time each would take. i.e., studies may take months in the program cycle. This could be tiered for short term, moderate, long term.

It's important to have the little victories because they help people to sustain the momentum. A little bit of action helps. Everybody gets boosted a bit.

Where are our sources, how long does it take, and what do we need to do it? What do we have and what do we need? So, identify it and go after it.

Examples of Successful P3s?

No, but...

PB Flagstaff does a good job of looking for developers that fit Flagstaff's way of what they want done. Through their community office there was a project by HWY66 and 4th St. They put out a Request for

Proposal (RFP) and the developers turned responded. The city is usually the landowner or has put together the vision for that piece of property.

Off of J.W. Powell Blvd. the city wanted a traditional development; a team was selected but it did not move forward (economic downturn). The public side of it was: land, infrastructure, zoning, entitlements. The developer finances it and cultivates the market. They may also be getting the renters and buyers.

Flagstaff has done a reasonable job of doing it.

We have to be flexible and accepting of one another to help get the housing done for [Freeport-McMoRan](#). You have to understand the partnership to know what the other guy needs to win. Say, "We are going to help you win!"

Examples of Successful Economic Development in Other States

PB No, but I'm sure I can (research that).

Examples of Other Entrepreneurial Think Tanks/Initiatives

PB Actually there is an excellent one going on next week. The [Reservation Economic Summit](#) is done in Las Vegas every year but they do regional ones, too. The [National Center for American Indian Enterprise Development](#) is promoting economic development and business start-ups for native American communities.

The [Creative Problem-Solving Institute](#) (CPSI)-Buffalo NY, focuses on economics and education, and problem solving.

Fiscal Years

PB Knowing when to ask for money is really important so you don't miss the boat! To be really ready you have to be talking a good six months ahead. So, you have to map out when the process really starts. For instance, as soon as one budget finishes, you have to start thinking about the next.

The tribe is on a calendar year for their fiscal year: January 1 to December 31. We have [Proposition 202 gaming money](#) that we keep inside the quad cities. He said they get requests at the end of the year but it is too late to do anything, even if the project is good. You need to know each groups timeline or fiscal years. Even doing grants, there are too many pieces so you have to know the grant cycle—its critical. They vary on who you are going for. The 202 money is allocated at the end of the year, usually around November to December. The board get requests throughout the year. Sometimes they will sit on requests and disperse at the end of the year, all at the same time. There are anomalies, but they usually disperse at the end of the year.

[Freeport-McMoRan](#) has a strong funding arm, too. We are talking with them about their mechanism to get money into the community. What your steps are to get there. They want to do the expansion and they know they are a big part of the community—they see value in being community minded. They explore ways they can help the communities—it would be worth a discussion with them.

What rose up?

A funding matrix

Availability of local Prop 202 gaming money

USDA Revolving Loan Fund; Community Investment Dollars; county; state; and local; private; grants; opportunity zones; Yavapai College. It may not necessarily always be funding, but services could also fill in the boxes.

Possible Recommendations:

Consider putting together a funding matrix