

## **Strategic Plan Executive Summary (2016 – 2020)**

In the summer of 2015, Mohave Community College began developing its 2016 - 2020 Strategic Plan by conducting an Environmental Scan of the College's service area – which included Mohave County and adjacent areas of eastern California, southern Nevada and southern Utah. The Scan looked both forward and backward in time as a means of identifying trends and anticipating future change. From the Environmental Scan the College identified a shift in age and racial demographics, static educational attainment, and higher than average levels of sustained regional poverty in comparison to national metrics.

In the fall of 2015, the College engaged students, staff, faculty, and community groups in a series of facilitated conversations about the College and perceived community needs. Further discussions and analytic exercises with focus groups formed the basis for follow-up sessions with internal constituents.

In the winter of 2015, the District Governing Board reviewed the progress to date and crafted the vision statement for the 2016 – 2020 Strategic Plan. The Board embraced the Plan's goals, objectives, and strategies that align with community efforts to improve economic conditions in the County and to increase educational attainment throughout the service area, with specific focus on underserved populations.

Additional focus sessions throughout the spring of 2016 further refined the Strategic Plan, and assisted the College with selecting metrics and measurements aligned with both the Vision of the District Governing Board and the statewide Goals of the Arizona Attainment Alliance.

The 2016 – 2020 Strategic Plan is informed by data and exists at the confluence of Vision and Action. Through the focused and intentional allocation of human and financial resources as guided by the Strategic Plan, the College will work with community partners to build a strong and prosperous future for Mohave County.

**Mission:** “The mission of Mohave Community College is to be a learning-centered institution, serving all constituencies, inspiring excellence through innovation and empowering students to succeed.”

**Vision 2019:** “The work and service of Mohave Community College will be directed toward increasing countywide educational attainment levels and contributing to the economic growth and resilience of Mohave County.”

EDUCATIONAL ATTAINMENT AND STUDENT SUCCESS	COMMUNITY OUTREACH, INVOLVEMENT, AND PARTNERSHIPS	SUSTAINABLE FUTURE
<p>GOAL ONE <i>MCC will drive educational attainment and student success.</i></p>	<p>GOAL 2 <i>MCC will enhance its value to the community by strengthening its outreach, involvement, and partnerships.</i></p>	<p>GOAL 3 <i>MCC will plan and manage sustainable, quality growth.</i></p>
OBJECTIVES	OBJECTIVES	OBJECTIVES
<ul style="list-style-type: none"> <li>• Institutionalize a philosophy of student success</li> <li>• Offer competitive academic programs that meet student and community needs and opportunities</li> <li>• Provide teaching and learning environments that foster excellence and encourage inquiry/creativity</li> <li>• Strengthen the College’s policies, processes, and business practices to facilitate student access</li> <li>• Strengthen student support services to facilitate student completion</li> <li>• Cultivate a campus environment that encourages student success and engagement</li> <li>• Support initiatives that close the achievement gap for underserved populations in our communities</li> </ul>	<ul style="list-style-type: none"> <li>• Promote a positive image of the College and raise awareness of its strengths</li> <li>• Strengthen relationships with business, educational, governmental and non-profit organizations in support of regional workforce and economic development</li> <li>• Expand current and create new partnerships to engage multiple sectors of the community in civic engagement activities, with particular focus on underserved communities</li> <li>• Provide opportunities for greater engagement between the College and the community</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and Implement an Integrated Enrollment Management Plan</li> <li>• Align financial and human resources to the changing needs of the external environment</li> <li>• Raise external funds to augment College Affordability</li> <li>• Encourage an internal climate that embraces and implements Core College Values</li> <li>• Create a climate that is willing to challenge existing structures and practices to improve outcomes</li> </ul>
STRATEGIES	STRATEGIES	STRATEGIES
<ul style="list-style-type: none"> <li>• Develop new programs, credit and non-credit, certificates and degrees which are based on comprehensive labor market research</li> <li>• Engage all employees in a continuous, comprehensive process of program improvement</li> <li>• Engage community partners in actively assessing curricula and program content to meet market demands and standards</li> <li>• Collaborate with local high schools to align curriculum</li> <li>• Incorporate Workplace Readiness across the curriculum</li> <li>• Promote problem solving approaches and thinking skills that foster student success</li> <li>• Develop and implement a structure for students to participate in civic engagement and service learning projects</li> <li>• Expand opportunities for peer-to-peer instructional feedback for both veteran and novice teachers</li> <li>• Explore new models of multi-campus instructional delivery</li> <li>• Expand opportunities for students to credential using military, work history, and other forms of external and experiential learning</li> <li>• Design and deliver an effective and engaging new student orientation program</li> <li>• Strengthen the College-wide comprehensive student success plan and design initiatives to support underserved and/or at-risk populations</li> <li>• Enhance advising and services to ensure all first-year students receive individualized success planning</li> <li>• Explore the feasibility of providing Childcare through direct service or partnerships</li> <li>• Strengthen on-campus student employment outcomes</li> <li>• Offer diverse student life programming and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Strategically enhance MCC’s involvement in community organizations</li> <li>• Foster partnerships to deliver county-wide cultural, artistic, and academic programming;</li> <li>• Capitalize on Foundation outreach and events</li> <li>• Conduct ongoing scans of local, state and regional economic trends to anticipate workforce development needs</li> <li>• Explore regional pre-apprenticeship and apprenticeship opportunities</li> <li>• Work directly with local and county economic development partnerships to provide comprehensive workforce training opportunities and solutions to prospective businesses exploring relocation to the service area</li> <li>• Increase and expand opportunities for dual/concurrent high school enrollment</li> <li>• Design and implement a college transition pathway for at-risk and/or and institutionalized youth and adults</li> <li>• Expand College presence in pre-high school grades</li> <li>• Drive the development and implementation of a comprehensive plan to address K-12 teacher recruitment and retention in Mohave County</li> <li>• Establish Operations Plan for Corporate and Community Education</li> <li>• Promotes a calendar of themes and events that promote multicultural awareness to local communities, and secure resources to support these offerings.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore and develop options for alternative revenue sources</li> <li>• Use targeted marketing and communication to expand student enrollment in low-penetration and/or underserved populations</li> <li>• Develop a Strategic Technology Plan</li> <li>• Optimize College operations to align with current and emerging community needs while ensuring efficiency of operations</li> <li>• Explore alternative energy systems and resource conservation efforts to generate new programs, alternative revenue streams, and/or cost savings.</li> <li>• Preserve affordability while investing in innovation to ensure long-term College stability</li> <li>• Engage professional fundraising counsel to externally assess the feasibility of a comprehensive campaign.</li> <li>• Develop an Annual Grant Development Plan that is based on the College’s Strategic Action Plan</li> <li>• Align staffing to match College operational needs and strategic plan priorities</li> <li>• Develop and implement a new Master Facilities Plan to improve the physical and learning environments of the College</li> <li>• Develop a Recruitment/Retention Plan for College employees</li> <li>• Develop succession planning for key positions in each division of the institution</li> <li>• Develop a comprehensive professional development plan for all employees</li> <li>• Prioritize the safety of the campus and the security of students and staff</li> <li>• Develop and maintain Process &amp; Communications Plan with the goal of ensuring consistency and timeliness</li> <li>• Cultivate an inclusive college climate that recognizes, respects, and celebrates local and global multiculturalism and integrates application of these principles across the institution</li> </ul>
Metrics and Measurement	Metrics and Measurements	Metrics and Measurements
<ul style="list-style-type: none"> <li>• Educational Attainment Rate for Associates Degrees in Mohave County</li> <li>• Inflation adjusted median household income</li> </ul>	<ul style="list-style-type: none"> <li>• Public Service Activity</li> <li>• Community Partnerships</li> <li>• Mohave County employment &amp; business trends</li> </ul>	<ul style="list-style-type: none"> <li>• Current and future financial positions of the College</li> <li>• Climate Survey</li> </ul>

## APPENDIX A.

### STRATEGIC PLAN EXAMPLES OF ACTIONS

**Goal 1.** *MCC will drive educational attainment and student success.*

- Credit for Prior Learning; Competency Based Education\*<sup>1</sup>; Apprenticeship
- “Transition to College” programming\*
- Student Success Plan\*
- Redesign Student Success Courses\*; Early/continuous career advising
- Awareness training on the Culture of Poverty
- Evaluate and upgrade current technology to deliver synchronous distance courses\*

**Goal 2.** *MCC will enhance its value to the community by strengthening its outreach, involvement, and partnerships.*

- Deliver community programming that improves the quality of rural life\*
- Expand MCC EDU program; broaden dual enrollment opportunities for EDU; post-baccalaureate internship opportunities
- Convene an “Education Summit” with County Superintendents and 4-year University partners to chart a path forward that addresses teacher shortages and turnover in the County.
- Faculty and staff tell the MCC Story at community events; College supports employee memberships in civic organizations and community boards
- Seek specialized accreditation and certification for in-demand, high skill jobs\*; Industry support for specialized programs

**Goal 3.** *MCC will plan and manage sustainable, quality growth.*

- Develop & implement a comprehensive marketing/recruitment plan
- Expand student access to scholarships\*; Student work programs
- Competitive employee salary and benefits\*
- Leadership Academy; Management Training Institute; Peer-to-Peer Faculty Mentoring Program; Committee chair development
- College wide initiative to inform all personnel on College Process and Communications
- Explore job-sharing, telecommuting, flex-hours, strategic closures

## APPENDIX B.

### S.W.O.T. Executive Summary

**The quality and dedication of Mohave Community College faculty and staff, the caliber of its vocational and allied health programs, and the College’s commitment to investing in technology that promotes educational attainment and/or institutional efficiency, were identified as major strengths of the institution.**

**MCC faces challenges from external competitors to its traditional market.** Private 2-year and 4-year Colleges and University are actively recruiting students in Mohave County. These institutions provide a high level of personal, customized service that rapidly facilitates admission. These institutions are entrepreneurial, and aggressive – and are tailoring their message to appeal to targeted demographics in new markets. As the demographics of the County change, MCC will face strong competition from these institutions to serve the emerging market of Hispanic students.

**MCC struggles with brand recognition within its own Market.** A small, but significant, proportion of the County still does not know that there is a College in Mohave County. A larger portion of the service area believes: 1) the College only supports transfer to state Universities, 2) the College is only a trade school, and/or 3) a higher education degree or certificate from MCC is financially out of reach. Despite, or perhaps because of, its affordability and physical presence within the major population centers of the County, there is a perception that a degree from MCC is somehow worth less than a degree from a 4-year University or private College. This is particularly true among recent high school graduates, where the College’s penetration rate hovers around 30%. Current MCC students cite the “community college stigma” and a perceived lack of Student Life Activities as contributing factors for potential students selecting to go elsewhere.

**The low-level of educational attainment in the community limits the pool of local talent and causes the College to struggle with the local recruitment of highly qualified faculty, staff, and administrators.** County poverty, climate, and “ruralness” then affect the College’s ability to retain imported talent. Through an emphasis on staff development and review of hiring practices, MCC has an opportunity to foster a faculty, staff, and administration with a demonstrated commitment to student achievement, and an understanding of and respect for the cultural traditions and ethnic diversity of an evolving Mohave County.

The College has satisfied the last of its long-term debt obligations and, with the completion of Student Services Building in Kingman, it will have replaced or remodeled all of the priority one facilities in the Southern Campuses. **The College is in a strong financial position, and now has the ability to strategically invest in those initiatives that build institutional capacity to serve the changing needs of Mohave County.**

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\* Indicates an item that is a continued or expanded Strategic Funding Priority

## APPENDIX C.

### Environmental Scan Executive Summary (2016 – 2020)

**The demographics of Mohave County are changing.** There is strong growth in the 55+ age demographic. K-12 enrollments are declining throughout Southern Mohave County, thus reducing the number of potential traditionally aged students in the MCC pipeline. From 2009 – 2014, the population of white, non-Hispanic, individuals declined in multiple age categories under 55+ years of age. The reverse was true of the Hispanic population, which grew across most age categories. From 2015 to 2019, the Southern Service Area of Mohave Community College is expected to grow by nearly 4,000 individuals, with Hispanic individuals accounting for 57% of that growth.

The Northern Service, extending from the North Rim of the Grand Canyon draws students from northern Mohave County, as well as from Kane and Washington Counties in Utah and from northern Coconino County, Arizona. Though potentially serving a large geographic area, the direct service area (Colorado City, Centennial Park, and Kane Beds, Arizona and Hildale, Utah) accounts for less than 5% of the total population of Mohave County. The age distribution of the northern portion of the service area differs significantly from the south, with an average age of 16.2 years for the communities of Hildale, Colorado City, and Centennial Park.

The last economic recession had a significant impact on the number of jobs in Mohave County and its surrounding service area, most significantly in the Construction Industry. As jobs were lost in Mohave County, enrollments in Mohave County School Districts began to decline. While there has been some recovery in School District enrollments, most districts have yet to rebound to pre-recession levels. A notable exception is in the Northern Service area, where changes in community leadership have resulted in increasing K-12 enrollments (despite some declines in total population).

There is a shortage of effective teachers and high turnover rates of educators in Arizona schools and districts. This lack of stability is mirrored in Mohave County, where turnover in the teacher workforce creates challenges for the long-term educational attainment levels of the County.

The major industries serving Mohave County are Casino Hotels, Local Government, Elementary & Secondary Education, Hospitals, and Restaurants. Among these, employment opportunities at Hospitals are growing at the fastest rate.

## Environmental Scan Components

### 1. Geography and Population (Southern Service Area)



ZIP	ZIP Name	2009 Population	2014 Population	Change	% Change
86409	Kingman, AZ	25,811	26,676	865	3%
86442	Bullhead City, AZ	32,630	33,405	775	2%
86401	Kingman, AZ	23,675	24,415	740	3%
86406	Lake Havasu City, AZ	23,303	23,987	684	3%
86404	Lake Havasu City, AZ	15,919	16,507	588	4%
86403	Lake Havasu City, AZ	15,439	15,958	519	3%
86426	Fort Mohave, AZ	12,524	13,038	514	4%
86413	Golden Valley, AZ	9,316	9,784	468	5%
86402	Kingman, AZ	3,259	3,622	363	11%
89029	Laughlin, NV	4,798	5,141	343	7%
86440	Mohave Valley, AZ	6,472	6,797	325	5%
86405	Lake Havasu City, AZ	2,764	3,034	270	10%
86427	Fort Mohave, AZ	1,545	1,809	264	17%
89028	Laughlin, NV	1,092	1,285	193	18%
86429	Bullhead City, AZ	7,031	7,200	169	2%
86446	Mohave Valley, AZ	916	1,072	156	17%
86439	Bullhead City, AZ	1,882	2,037	155	8%
86434	Peach Springs, AZ	1,450	1,572	122	8%
86436	Topock, AZ	1,860	1,973	113	6%
86441	Dolan Springs, AZ	1,408	1,492	84	6%
86412	Hualapai/Kingman, AZ	453	522	69	15%
86430	Bullhead City, AZ	596	645	49	8%
86438	Yucca, AZ	852	900	48	6%
86431	Chloride, AZ	391	421	30	8%
86437	Valentine, AZ	64	71	7	11%
86411	Hackberry, AZ	128	133	5	4%
86433	Oatman, AZ	153	158	5	3%
92363	Needles, CA	5,298	5,262	-36	-1%
		201,030	208,914		

North Mohave County Primary Service Area



ZIP	ZIP Name	2009 Population	2014 Population	Change	% Change
84737	Hurricane, UT (in Washington county)	14,385	15,828	1,443	10%
86021	Colorado City, AZ (in Mohave county)	5,910	5,383	-527	-9%
84741	Kanab, UT (in Kane county)	5,700	5,986	286	5%
84784	Hildale, UT (in Washington county)	2,698	2,717	19	1%
86022	Fredonia, AZ (in Coconino county)	2,160	2,137	-23	-1%
		30,853	32,050		

2. Anticipating the Changing Educational Needs of Our Service Area (Compare 2009 through 2013)

Age Indicators	United States		Arizona		Southern Mohave County		Colorado City Arizona	
	2009	2013	2009	2013	2009	2013	2009	2013
Median Age (years)	35.4	37.5	34.9	36.8	45.9	49.2		16.2
Age dependency ratio	5.91	5.98	6.50	6.60	7.94	8.21		
Old-age dependency ratio	2.05	2.26	2.17	2.55	4.02	4.74		
Child dependency ratio	3.86	3.72	43.3	4.05	3.92	3.47		

a. Dependency Ratio

A useful metric to consider when looking at age distribution is the dependency ratio, which is a proxy for members of society who are most likely to depend on public services. The measure compares people over 65 and less than 18 years of age to those of working age. In Southern Mohave County the age dependency ratio is 8.21. This means that for every 10 people living in the county, approximately EIGHT are considered “dependent” and the

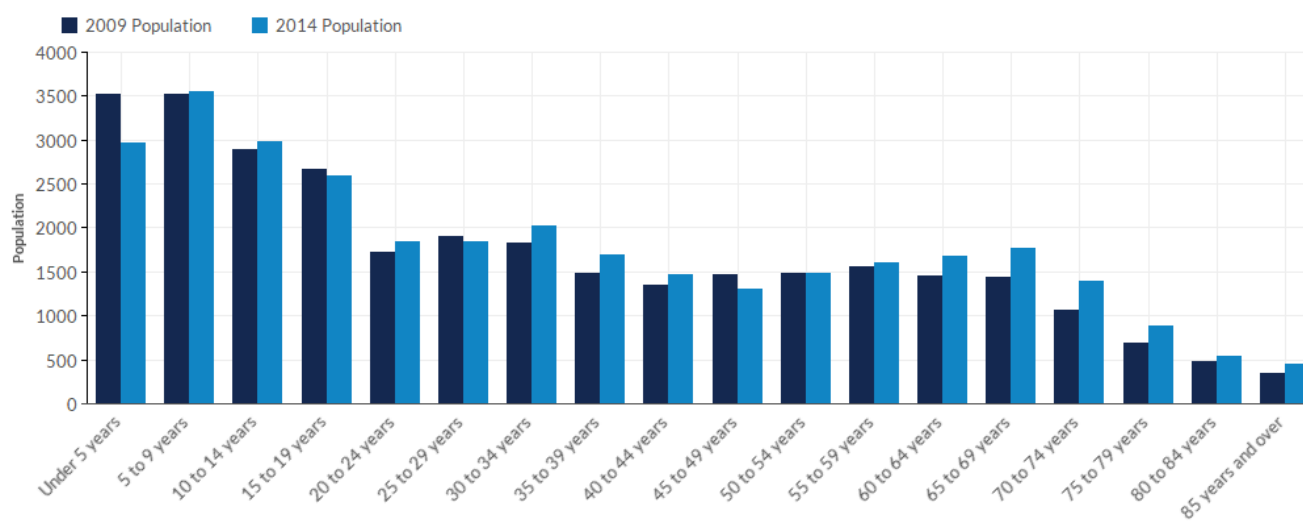
remaining two are in the workforce supporting them. Not everyone of working age is actually employed as some are stay-at-home parents or full-time caretakers of their parents.

If the 8.21 number is broken down into the two categories of over 65 years of age and under 20, youth comprise less than half of the dependents at 3.47 and **those over 65 are 4.74**. This relatively high proportion of dependent children is significant because the burden of support for families with children falls primarily on local governments through spending on elementary and secondary education and other programs. By contrast, the federal government subsidizes most programs for those aged 65 and older.

The age dependency ratio for the Northern Service area is likely in 8.21 range as well, but for the opposite reason (Child Dependency Ratio extremely high).

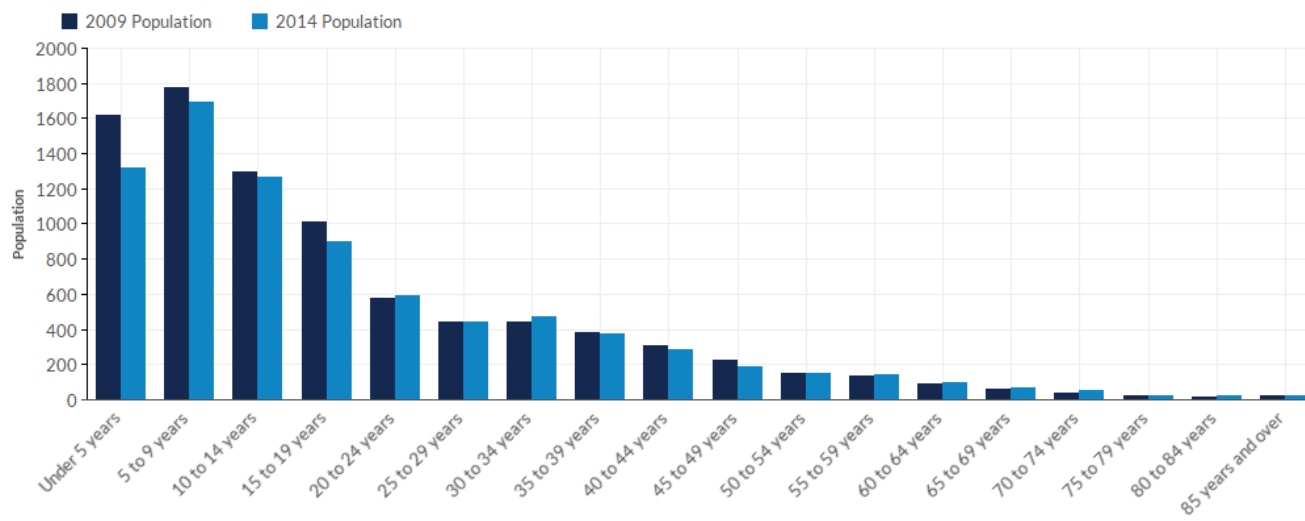
- b. Age
  - Southern Mohave County is getting significantly older
  - Northern Mohave County is VERY young
- c. Age Distribution
  - Nearly half of the Southern population is 50 years of age or older.
  - Nearly half of the Northern population is 16 years of age or younger

### Northern Mohave County Primary Service Area by Age Cohort



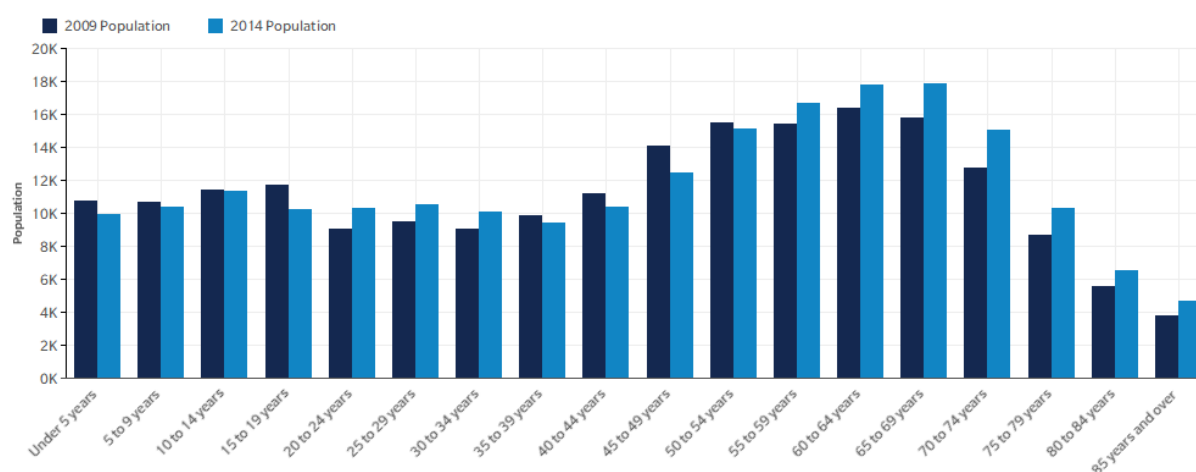
Age Cohort	2009 Population	2014 Population	Change	% Change	2009 % of Cohort
Under 5 years	3,521	2,972	-549	-16%	11.41%
5 to 9 years	3,527	3,548	21	1%	11.43%
10 to 14 years	2,893	2,975	82	3%	9.38%
15 to 19 years	2,669	2,598	-71	-3%	8.65%
20 to 24 years	1,724	1,839	115	7%	5.59%
25 to 29 years	1,898	1,838	-60	-3%	6.15%
30 to 34 years	1,823	2,017	194	11%	5.91%
35 to 39 years	1,477	1,697	220	15%	4.79%
40 to 44 years	1,351	1,467	116	9%	4.38%
45 to 49 years	1,474	1,304	-170	-12%	4.78%
50 to 54 years	1,480	1,483	3	0%	4.80%
55 to 59 years	1,552	1,605	53	3%	5.03%
60 to 64 years	1,449	1,673	224	15%	4.70%
65 to 69 years	1,433	1,762	329	23%	4.64%
70 to 74 years	1,059	1,394	335	32%	3.43%
75 to 79 years	688	888	200	29%	2.23%
80 to 84 years	483	536	53	11%	1.57%
85 years and over	351	455	104	30%	1.14%
<b>Total</b>	<b>30,853</b>	<b>32,050</b>	<b>1,197</b>	<b>4%</b>	<b>100.00%</b>

## Hildale/Colorado City/Centennial Park by Age Cohort



Age Cohort	2009 Population	2014 Population	Change	% Change	2009 % of Cohort
Under 5 years	1,617	1,319	-298	-18%	18.78%
5 to 9 years	1,772	1,691	-81	-5%	20.59%
10 to 14 years	1,299	1,266	-33	-3%	15.09%
15 to 19 years	1,009	897	-112	-11%	11.72%
20 to 24 years	580	590	10	2%	6.74%
25 to 29 years	441	445	4	1%	5.12%
30 to 34 years	445	473	28	6%	5.17%
35 to 39 years	379	373	-6	-2%	4.40%
40 to 44 years	304	288	-16	-5%	3.53%
45 to 49 years	228	185	-43	-19%	2.65%
50 to 54 years	153	146	-7	-5%	1.78%
55 to 59 years	137	145	8	6%	1.59%
60 to 64 years	89	96	7	8%	1.04%
65 to 69 years	59	69	10	17%	0.69%
70 to 74 years	41	49	8	20%	0.48%
75 to 79 years	19	23	4	21%	0.22%
80 to 84 years	17	19	2	12%	0.19%
85 years and over	20	26	6	30%	0.23%
<b>Total</b>	<b>8,608</b>	<b>8,099</b>	<b>-509</b>	<b>-6%</b>	<b>100.00%</b>

## Southern Mohave County Primary Service Area by Age Cohort



## Southern Mohave County Demographic Breakdown by Age Class by Race

Demographic	2009 Population	2014 Population	Change	% Change
White, Non-Hispanic	158,164	157,872	(292)	(0%)
Under 5 years	6,582	5,328	(1,254)	(19%)
5 to 9 years	6,559	6,083	(476)	(7%)
10 to 14 years	7,363	6,709	(654)	(9%)
15 to 19 years	7,955	6,618	(1,337)	(17%)
20 to 24 years	6,254	6,378	124	2%
25 to 29 years	6,591	6,935	344	5%



30 to 34 years	6,270	6,545	275	4%
35 to 39 years	7,142	6,425	(717)	(10%)
40 to 44 years	8,583	7,335	(1,248)	(15%)
45 to 49 years	11,439	8,758	(2,681)	(23%)
50 to 54 years	13,028	11,922	(1,106)	(8%)
55 to 59 years	13,228	13,700	472	4%
60 to 64 years	14,572	14,619	47	0%
65 to 69 years	14,308	16,036	1,728	12%
70 to 74 years	11,560	13,765	2,205	19%
75 to 79 years	8,018	10,017	1,999	25%
80 to 84 years	5,180	6,051	871	17%
85 years and over	3,533	4,649	1,116	32%
Black, Non-Hispanic	2,084	2,674	590	28%
American Indian or Alaskan Native, Non-Hispanic	4,186	4,566	380	9%
Asian, Non-Hispanic	2,246	2,530	284	13%
Native Hawaiian or Pacific Islander, Non-Hispanic	403	454	51	13%
Two or More Races, Non-Hispanic	3,363	3,798	435	13%
White, Hispanic	26,774	29,125	2,351	9%
Under 5 years	2,655	2,033	(622)	(23%)
5 to 9 years	2,657	2,505	(152)	(6%)
10 to 14 years	2,650	2,507	(143)	(5%)
15 to 19 years	2,483	2,526	43	2%
20 to 24 years	1,824	2,413	589	32%
25 to 29 years	1,885	2,155	270	14%
30 to 34 years	1,754	2,058	304	17%
35 to 39 years	1,751	1,832	81	5%
40 to 44 years	1,669	1,837	168	10%
45 to 49 years	1,589	1,723	134	8%
50 to 54 years	1,433	1,654	221	15%
55 to 59 years	1,181	1,477	296	25%
60 to 64 years	1,012	1,274	262	26%
65 to 69 years	831	1,145	314	38%
70 to 74 years	663	811	148	22%
75 to 79 years	393	589	196	50%
80 to 84 years	203	330	127	63%
85 years and over	142	256	114	80%
Black, Hispanic	403	513	110	27%
American Indian or Alaskan Native, Hispanic	1,754	2,094	340	19%
Asian, Hispanic	282	351	69	24%
Native Hawaiian or Pacific Islander, Hispanic	168	179	11	7%
Two or More Races, Hispanic	1,031	1,253	222	22%
	200,858	205,410		

- i. The Racial/Ethnic and Age characteristics of Southern Mohave County and the neighboring communities of Laughlin and Needles have shifted significantly in the period between 2009 and 2014.
- ii. We are seeing a population decline in the age classes between 0 and 19 years of age, with the most significant declines under 5 years of age and between 15 to 19 years of age. The White non-Hispanic demographic is responsible for the bulk of the emigration out of the County, but declines are evident in most demographics. Native American and Mixed Race (both Hispanic and non-Hispanic) show increases within some age classes between 0 and 19 years of age.
- iii. The 20-24 age class shows the highest increase among the age classes under 55 years of age, but large increases are also noted in the 25 to 29 and the 30 to 34 age classes. Increases in the age group between 20 and 34 years of age occur across most Racial/Ethnic demographics, with the largest gains among White (Hispanic) and White (Non-Hispanic) groups.
- iv. We are seeing a population decline in the age classes between 35 and 54 years of age. A higher number of white, non-Hispanic, individuals left the age demographic than was reflected by the total age class decline, as white non-Hispanic emigration was partially off-set by increases in Hispanic in the Hispanic population.

### School District Enrollment (Compare 2005 through 2013)

Table 1. Southern Mohave County K-12 Total Enrollment

Southern Mohave County K-12 Districts and Charters	2006	2007	2008	2009	2010	2011	2012	2013	%Change 2006-14
Lake Havasu Unified School District #1	6453	6662	6607	6485	6492	5891	5611	5595	-13.3%
Colorado River Union High School District #2	2372	2471	2471	2423	2351	2396	2272	2157	-9.1%
Hackberry Elementary School District #3	54	68	68	54	10	36	48	65	20.4%
Peach Springs Unified School District #8	789	253	199	223	224	227	240	226	-71.4%
Topock Unified School District #12	139	123	149	130	148	137	133	135	-2.9%
Yucca School District #13	29	38	34	36	36	25	37	38	31.0%
Bullhead City School District #15	3920	3924	3799	3553	3432	3325	3381	3228	-17.7%
Mohave Valley School District #16	1941	1942	1970	1877	1816	1759	1720	1596	-17.8%
Kingman Unified School District #20	7688	7808	7663	7460	7288	7221	7089	6943	-9.7%
Valentine School District #22	61	70	66	71	61	76	75	71	16.4%
Wave JTED #50	0	0	0	0	4	1	0	2	n/a
Kingman Academy of Learning	1330	1367	1443	1461	1463	1464	1469	1440	8.3%
Academy of Building Industries	87	91	109	107	103	94	88	78	-10.3%
Lake Havasu Charter School, Inc.	110	107	98	115	102	111	0	0	-100.0%
Havasut Preparatory Academy	0	0	0	0	0	0	160	253	n/a

Mohave Accelerated Elementary	142	142	151	166	196	236	281	387	172.5%
Mohave Accelerated Learning Center	302	309	339	364	383	379	383	402	33.1%
Telesis Preparatory Academy	346	345	339	312	323	449	527	468	35.3%
Young Scholars Academy	408	415	408	409	431	413	408	404	-1.0%
<b>TOTAL</b>	<b>26171</b>	<b>26135</b>	<b>25913</b>	<b>25246</b>	<b>24863</b>	<b>24240</b>	<b>23922</b>	<b>23488</b>	<b>-10.3%</b>

Source: National Center for Education Statistics

Northern Mohave County Primary Service Area K-12 Districts and Charters	2006	2007	2008	2009	2010	2011	2012	2013	%Change 2006-14
Colorado City Unified School District #14	452	453	466	385	384	403	428	421	-6.86%
Masada Charter School	362	402	458	469	489	511	509	529	46.13%
Kanab Schools	780	826	806	820	824	798	910	830	6.41%
Hurricane Schools	3033	3200	3027	3300	3270	3407	3167	3311	9.17%
Cold Water Schools (Not reported)	-	-	-	-	-	-	-	-	-
Fredonia-Mocasin Unified School District	375	343	310	266	310	284	261	239	-36.27%
<b>TOTAL</b>	<b>5002</b>	<b>5224</b>	<b>5067</b>	<b>5240</b>	<b>5277</b>	<b>5403</b>	<b>5275</b>	<b>5330</b>	<b>6.56%</b>

#### Educational Attainment (County)

Education Level	2004 Population	2009 Population	2004 % of Population	2004 State % Population	2004 Nat. % Population
Less Than 9th Grade	7,968	6,189	6%	9%	8%
9th Grade to 12th Grade	16,105	16,490	13%	7%	8%
High School Diploma	45,657	47,807	36%	26%	29%
Some College	34,704	45,230	27%	25%	20%
Associate's Degree	8,611	10,141	7%	8%	7%
Bachelor's Degree	9,367	12,073	7%	16%	17%
Graduate Degree and Higher	5,517	6,234	4%	9%	10%
Total	127,929	144,164	100%	100%	100%

Education Level	2009 Population	2014 Population	2009 % of Population	2009 State % Population	2009 Nat. % Population
Less Than 9th Grade	6,189	8,008	4%	7%	7%
9th Grade to 12th Grade	16,490	18,594	11%	7%	8%
High School Diploma	47,807	54,422	33%	25%	29%
Some College	45,230	41,617	31%	26%	21%
Associate's Degree	10,141	11,989	7%	8%	8%
Bachelor's Degree	12,073	10,889	8%	17%	18%
Graduate Degree and Higher	6,234	6,041	4%	9%	10%
Total	144,164	151,560	100%	100%	100%

Education Level	2014 Population	2019 Population	2014 % of Population	2014 State % Population	2014 Nat. % Population
Less Than 9th Grade	8,008	8,825	5%	7%	7%
9th Grade to 12th Grade	18,594	20,127	12%	8%	8%
High School Diploma	54,422	58,320	36%	25%	28%
Some College	41,617	41,044	27%	25%	21%
Associate's Degree	11,989	12,859	8%	8%	8%
Bachelor's Degree	10,889	10,908	7%	17%	18%
Graduate Degree and Higher	6,041	5,935	4%	10%	11%
Total	151,560	158,019	100%	100%	100%

Educational Attainment by Race 2004 - 2009

Race/Ethnicity	2004 Population	2009 Population	2004 Less Than High School	2004 High School Diploma	2004 College Degree
White, Non-Hispanic	110,900	121,721	18,246	71,687	20,967
Black, Non-Hispanic	852	1,259	158	540	154
American Indian or Alaskan Native, Non-Hispanic	1,932	2,215	431	1,245	256
Asian, Non-Hispanic	1,196	1,596	189	530	477
Native Hawaiian or Pacific Islander, Non-Hispanic	156	216	7	45	104
Two or More Races, Non-Hispanic	1,241	1,601	298	804	138
White, Hispanic	10,810	14,181	4,401	5,110	1,299
Black, Hispanic	92	136	38	44	11
American Indian or Alaskan Native, Hispanic	456	702	186	216	54
Asian, Hispanic	64	97	26	30	8
Native Hawaiian or Pacific Islander, Hispanic	29	49	12	14	3
Two or More Races, Hispanic	202	391	82	96	24
Total	127,929	144,164	24,073	80,361	23,495

## Educational Attainment by Race 2009 - 2014

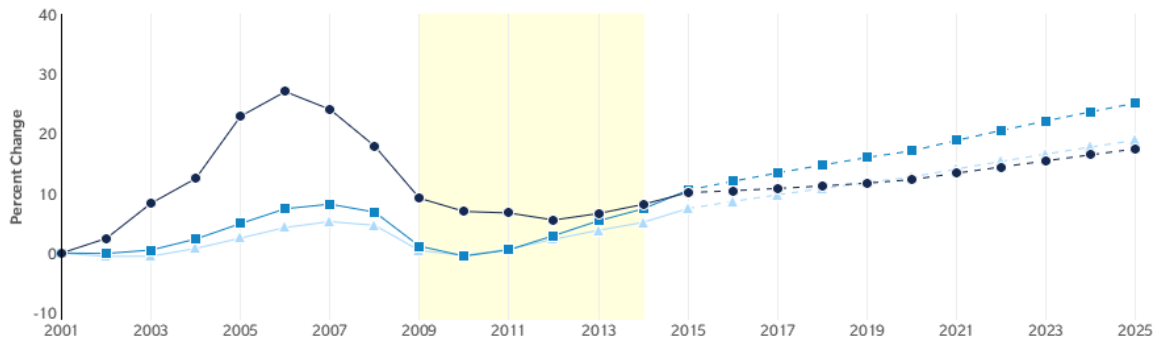
<b>Race/Ethnicity</b>	<b>2009 Population</b>	<b>2014 Population</b>	<b>2009 Less Than High School</b>	<b>2009 High School Diploma</b>	<b>2009 College Degree</b>
White, Non-Hispanic	121,721	124,891	15,576	80,919	25,227
Black, Non-Hispanic	1,259	1,638	235	801	223
American Indian or Alaskan Native, Non-Hispanic	2,215	2,617	609	1,290	316
Asian, Non-Hispanic	1,596	1,814	182	623	792
Native Hawaiian or Pacific Islander, Non-Hispanic	216	239	9	70	137
Two or More Races, Non- Hispanic	1,601	1,779	366	1,015	220
<b>White, Hispanic</b>	<b>14,181</b>	<b>16,734</b>	<b>5,203</b>	<b>7,581</b>	<b>1,397</b>
<b>Black, Hispanic</b>	<b>136</b>	<b>209</b>	<b>49</b>	<b>74</b>	<b>13</b>
<b>American Indian or Alaskan Native, Hispanic</b>	<b>702</b>	<b>946</b>	<b>256</b>	<b>377</b>	<b>69</b>
<b>Asian, Hispanic</b>	<b>97</b>	<b>131</b>	<b>35</b>	<b>52</b>	<b>10</b>
<b>Native Hawaiian or Pacific Islander, Hispanic</b>	<b>49</b>	<b>52</b>	<b>17</b>	<b>27</b>	<b>5</b>
<b>Two or More Races, Hispanic</b>	<b>391</b>	<b>511</b>	<b>143</b>	<b>209</b>	<b>39</b>
<b>Total</b>	<b>144,164</b>	<b>151,560</b>	<b>22,679</b>	<b>93,037</b>	<b>28,448</b>

### Educational Attainment by Race 2014 - 2019

Race/Ethnicity	2014 Population	2019 Population	2014 Less Than High School	2014 High School Diploma	2014 College Degree
White, Non-Hispanic	124,891	127,318	17,878	82,076	24,937
Black, Non-Hispanic	1,638	2,058	284	1,098	256
American Indian or Alaskan Native, Non-Hispanic	2,617	2,912	761	1,456	400
Asian, Non-Hispanic	1,814	2,013	441	620	753
Native Hawaiian or Pacific Islander, Non-Hispanic	239	292	54	137	48
Two or More Races, Non-Hispanic	1,779	1,982	278	1,221	280
White, Hispanic	16,734	19,229	6,215	8,494	2,025
Black, Hispanic	209	258	80	106	24
American Indian or Alaskan Native, Hispanic	946	1,135	352	480	114
Asian, Hispanic	131	147	48	67	16
Native Hawaiian or Pacific Islander, Hispanic	52	44	20	26	6
Two or More Races, Hispanic	511	632	190	259	62
<b>Total</b>	<b>151,560</b>	<b>158,019</b>	<b>26,602</b>	<b>96,040</b>	<b>28,919</b>

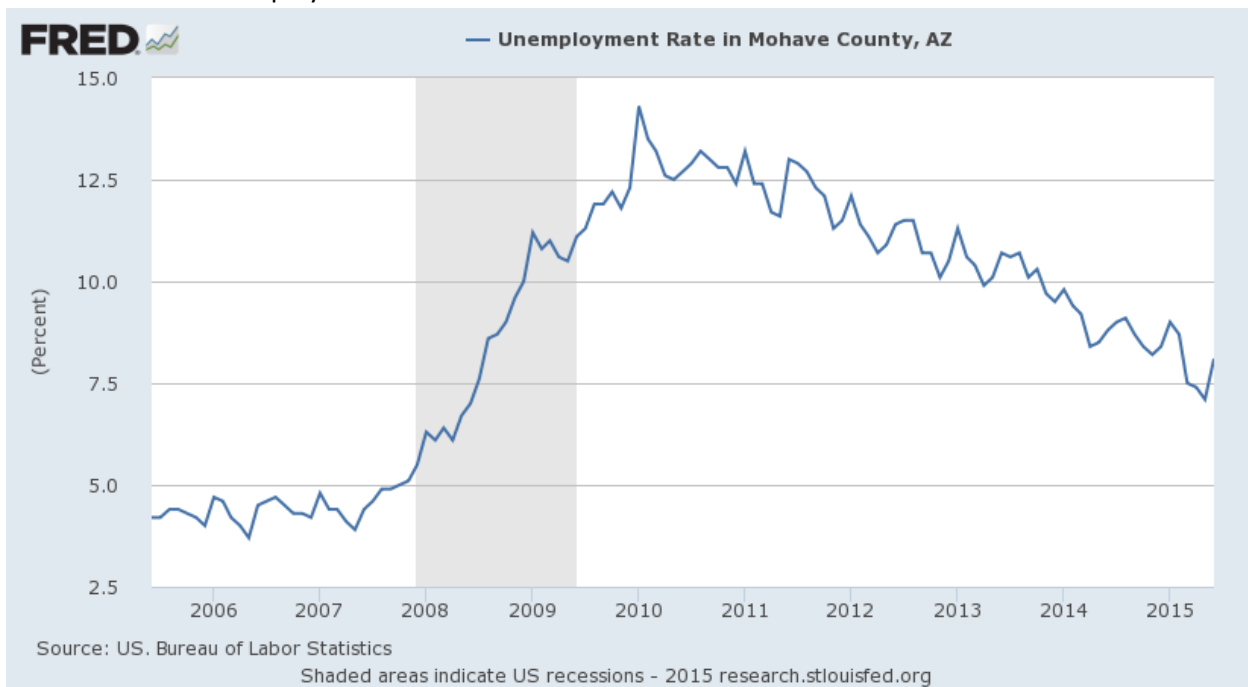
*Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2015.3 Class of Worker*

## 2. Regional Employment Trends



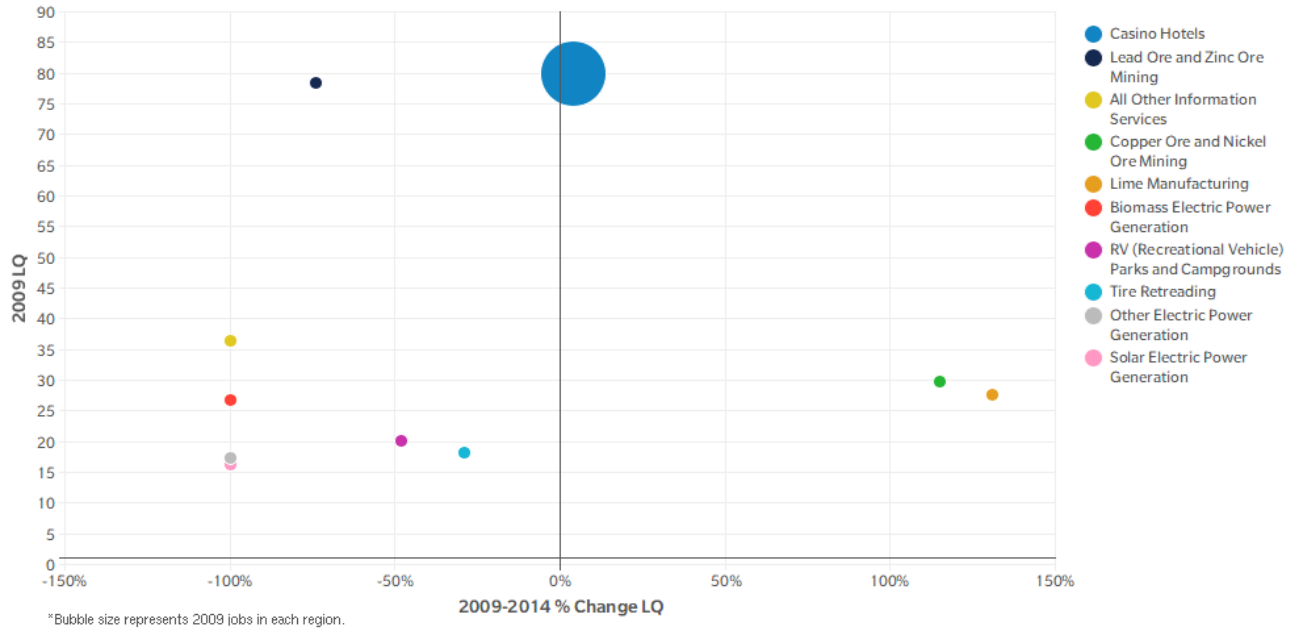
	Region	2009 Jobs	2014 Jobs	Change	% Change
●	Region	64,913	64,302	-611	-0.9%
■	State	20,785,983	22,072,742	1,286,759	6.2%
▲	Nation	145,647,181	152,496,017	6,848,836	4.7%

### a. Unemployment

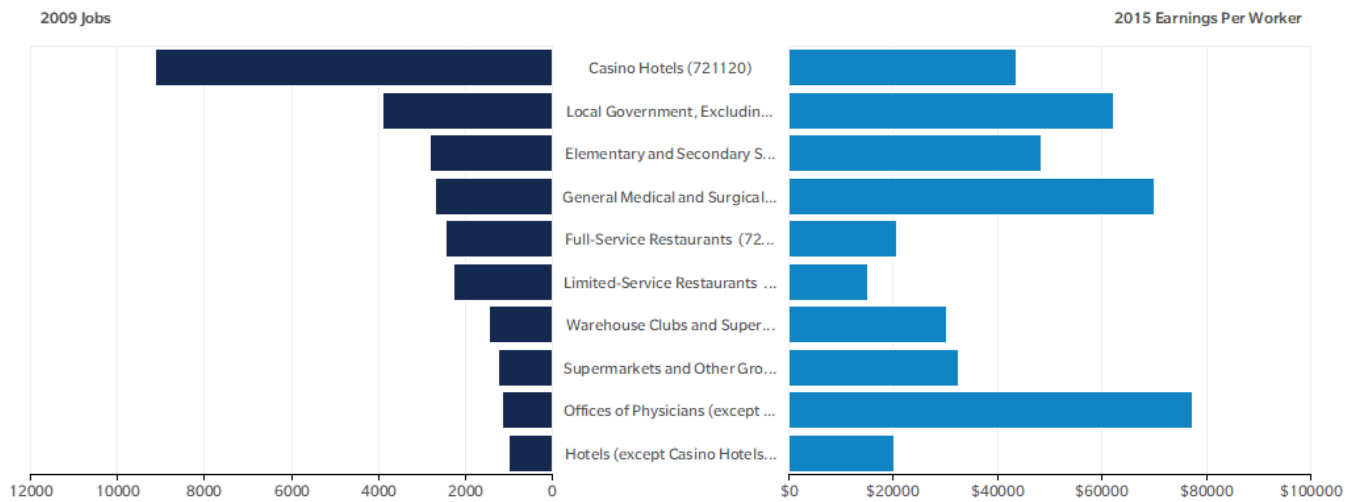


- Currently 8.1% in June 2015
- 12 Month High – 9.1% August 2014
- 12 Month Low – 7.1% May 2015
- High of 14.3% in January 2010
- Low of 3.7% in May 2006.

# Highest Industry Location Quotient



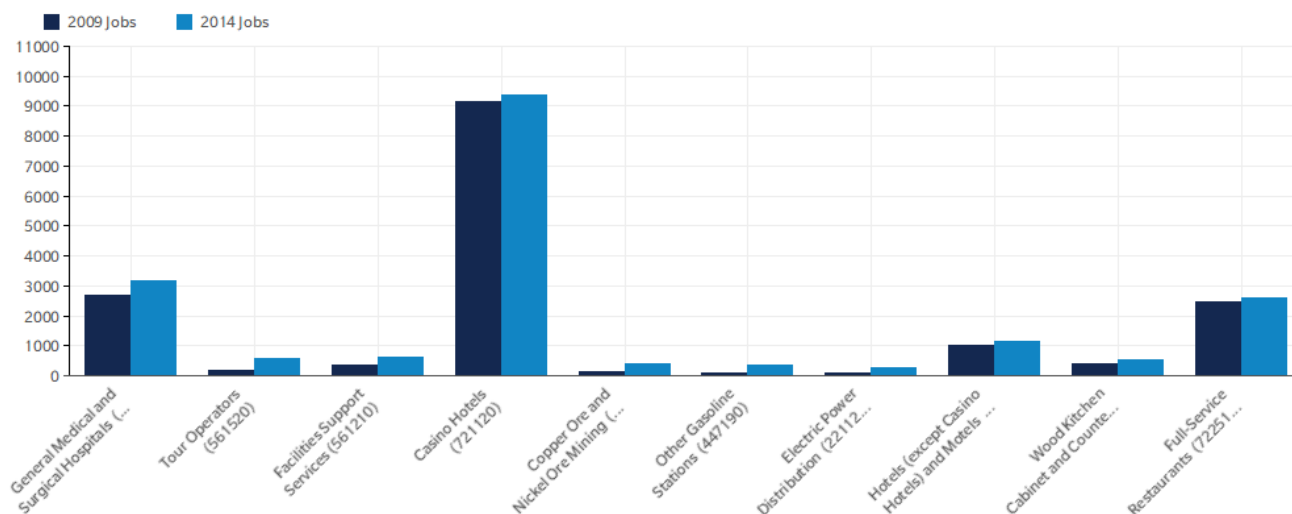
# Largest Industries



Industry	2009 Jobs	2014 Jobs	Change in Jobs (2009-2014)	% Change	2015 Earnings Per Worker
Casino Hotels	9,138	9,394	255	3%	\$43,574
Local Government, Excluding Education and Hospitals	3,908	3,803	-105	-3%	\$62,243
Elementary and Secondary Schools (Local Government)	2,817	2,584	-233	-8%	\$48,431
General Medical and Surgical Hospitals	2,703	3,158	456	17%	\$70,029
Full-Service Restaurants	2,456	2,576	120	5%	\$20,739
Limited-Service Restaurants	2,271	1,948	-323	-14%	\$15,190
Warehouse Clubs and Supercenters	1,466	1,267	-199	-14%	\$30,226
Supermarkets and Other Grocery (except Convenience) Stores	1,229	1,257	29	2%	\$32,387
Offices of Physicians (except Mental Health Specialists)	1,158	1,177	19	2%	\$77,456
Hotels (except Casino Hotels) and Motels	1,002	1,138	135	13%	\$20,099









## Fastest Growing Industries









Industry	2009 Jobs	2014 Jobs	Change in Jobs (2009-2014)	% Change	2015 Earnings Per Worker
General Medical and Surgical Hospitals	2,703	3,158	456	17%	\$70,029
Tour Operators	178	573	396	223%	\$36,690
Facilities Support Services	338	598	260	77%	\$42,476
Casino Hotels	9,138	9,394	255	3%	\$43,574
Copper Ore and Nickel Ore Mining	152	406	254	167%	\$69,152
Other Gasoline Stations	97	334	237	245%	\$23,302
Electric Power Distribution	96	245	149	156%	\$92,528
Hotels (except Casino Hotels) and Motels	1,002	1,138	135	13%	\$20,099
Wood Kitchen Cabinet and Countertop Manufacturing	382	516	133	35%	\$35,764
Full-Service Restaurants	2,456	2,576	120	5%	\$20,739

## Growing & Declining Industries

Industry	Change in Jobs (2009-2014)	
General Medical and Surgical Hospitals	456	
Tour Operators	396	
Facilities Support Services	260	
Warehouse Clubs and Supercenters	-199	
Elementary and Secondary Schools (Local Government)	-233	
Limited-Service Restaurants	-323	

## Growing & Declining Occupations

Occupation	Change in Jobs (2009-2014)	
Correctional Officers and Jailers	129	
Travel Agents	126	
Registered Nurses	117	
Combined Food Preparation and Serving Workers, Including Fast Food	-120	
Construction Laborers	-131	
Carpenters	-137	

## Top Occupations Employed by General Medical/Surgical Hospitals

Description	Employed in Industry (2015)	% of Total Jobs in Industry (2015)
Registered Nurses	928	29.3%
Medical Secretaries	206	6.5%
Nursing Assistants	142	4.5%
Medical Assistants	104	3.3%
Respiratory Therapists	101	3.2%

### Occupation Summary for Registered Nurses

<b>1,291</b> Jobs (2015) 11% above National average	<b>10.0%</b> % Change (2009-2014) Nation: 5.0%	<b>\$29.19/hr.</b> Median Hourly Earnings Nation: \$31.95/hr.
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### Occupation Summary for Medical Secretaries

<b>576</b> Jobs (2015) 150% above National average	<b>14.2%</b> % Change (2009-2014) Nation: 13.0%	<b>\$12.18/hr.</b> Median Hourly Earnings Nation: \$15.50/hr.
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### Occupation Summary for Nursing Assistants

<b>437</b> Jobs (2015) 30% below National average	<b>-6.3%</b> % Change (2009-2014) Nation: 4.5%	<b>\$12.34/hr.</b> Median Hourly Earnings Nation: \$12.04/hr.
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### Occupation Summary for Medical Assistants

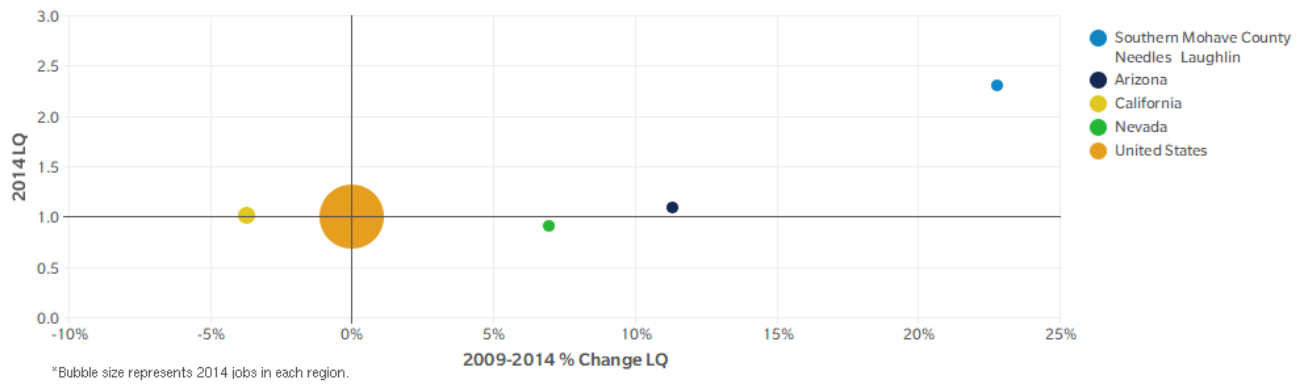
<b>465</b> Jobs (2015) 80% above National average	<b>3.4%</b> % Change (2009-2014) Nation: 8.5%	<b>\$13.44/hr.</b> Median Hourly Earnings Nation: \$14.55/hr.
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### Occupation Summary for Respiratory Therapists

<b>117</b> Jobs (2015) 129% above National average	<b>19.2%</b> % Change (2009-2014) Nation: 2.6%	<b>\$25.60/hr.</b> Median Hourly Earnings Nation: \$27.27/hr.
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# Example Location Quotient for Hypothetical New Program

## Respiratory Therapist Location Quotient Breakdown - 2014 National LQ



Occupation	Description	Southern Mohave County Needles Laughlin	Arizona	California	Nevada	United States
29-1126	Respiratory Therapists	2.31	1.10	1.02	0.92	1.00
	Total	2.31	1.10	1.02	0.92	1.00