



# COMMUNITY NEEDS SURVEY

April 2009

Written by Quenton E. Hanson  
External Institutional Researcher

On behalf of the Community Needs Survey Committee

Vicki Attaway, Associate Dean of Distant Education and Noncredit Programs  
Rhonda Entwistle, Site Supervisor, Noncredit Programs Spring Street  
Sarah Frid, Outreach Coordinator  
Quenton Hanson, External Institutional Researcher  
William Smith, Vice President of Instructional Services  
Brian Thieboux, Institutional Researcher  
George Walters, Occupational Education Manager

# Palo Verde College Community Needs Survey Index

	<u>Page</u>
Executive Summary .....	3
Methodology .....	4
Part 1 Who Are We?	
Palo Verde College .....	6
Blythe .....	8
Needles .....	9
Part 2 Focus Groups:	
Blythe .....	10
Needles .....	11
Part 3 What the High School Students Want	
Analysis of 3-years of Career Day Surveys .....	14
Part 4 Center Of Excellence Demographics	
Blythe .....	16
Needles .....	17
Bibliography .....	19
Attachments:	
Focus Group November 4, 2008 Memo plus Details of Three Groups (22 pages)	
Career Day Survey Compilations (3 pages)	
Jobs by Industry/Function – Blythe and Needles (3 pages)	
Center of Excellence Demographics (192 pages)	

## **Executive Summary**

This Community Needs Survey has attempted to highlight some of the positives, as well as some of the challenges facing the District in the near term future. There is no doubt that within the District, there is a great need for higher education and the opportunity for training in job skills not readily available within the local area.

Being a very large College District geographically, located in two counties, on the border next to two different states, yet very small in terms of population and student body, has unique challenges for the Palo Verde Community College District. This study has tried to initially identify who we are, and then proceeded to look at the results from focus groups of local residents in Blythe and Needles, Career Day Surveys from high school students, and finally, at the demographics provided by the Center of Excellence.

Each of the focus groups pinpointed the need for a comprehensive year-long marketing plan where in the College must be continually communicating with our residents the opportunities we have available, the success stories of our graduates, and the very real competitive low cost of going to Community Colleges. Word of mouth is the best form of advertising, and perhaps greater involvement of more of our faculty within events in the local community would go a long way in clarifying what the College has to offer.

Universally, there appears to be a desire to see expansion of our Health Care programs, with opportunities in both Blythe and Needles for our students to get their start in that ever growing field. Despite the challenges faced in providing the practical areas for students to study in this area, we have succeeded in establishing an extremely successful program. More needs to be done to insure that the students in Needles are able to take advantage of this program.

There also is a desire to see some expansion in the Automotive program, specifically in the diesel mechanics area for both vehicles and farm machinery. Two requested programs we do not provide, are Culinary Arts and Cosmetology classes. The process should be examined in more detail to see what the barriers are to establishment of these programs.

The demographics for eventual long term future grow in our area looks good, but with the economic challenges the nation faces right now, the time line for such is probably going to be decades rather than the short 5-year time horizon looked at in the data provided. With the emphasis from Washington, some consideration should be given to emerging fields of study in the environment and solar energy production areas.

There is no doubt in my mind, that Palo Verde Community College District is the “light on the hill” to a better future for our local residents, at a very reasonable cost for taxpayers as well as our students. Hopefully, this study will plant some seeds for new courses and programs for the future to meet the ever changing needs within our society.

## Methodology

This Community Needs Survey Report is really simply a wrap-up of a two year process which has been underway, wherein release of primary data having already taken place. In March 2008, the key document, Regional Industry & Demographic Report for Palo Verde College prepared by the Center of Excellence was provided to the visiting Accreditation Team and the President's Cabinet. In early November 2008, the summary of the three focus groups was furnished to the Accreditation Liaison, as well as to the President's Cabinet.

It has been a long journey. The initial meeting of the Community Needs Survey Committee took place on April 18, 2007. There is no record of this task having ever been done before this time for the College using internal resources. It was determined that the last attempt at conducting this task for Palo Verde College, took place during the summer of 2000, and resulted in a report published August 31, 2000.

However, this research study, was not specific to Palo Verde College, but rather focused upon all eleven Region IX Community Colleges located in Riverside and San Bernardino Counties. Of 429 responses to the telephonic survey, 27 were from the Blythe area. That report, titled, "Educational Needs Assessment Employer Survey," was prepared by the Institute of Applied Research and Policy Analysis, California State University, San Bernardino, in partnership with the Center For Business Excellence, Region IX, hosted by San Bernardino Valley College. Brian Thieboux, was Economic Development Liaison with the Center For Business Excellence at that time.

The Community Needs Survey Committee quickly determined that to conduct a "clip board" survey specific to the Palo Verde College District was extremely costly and another path was suggested – obtaining from the Center of Excellence the needed demographic data, with a series of local focus groups in both Blythe and Needles, to insure input of local needs to establish the proper context for the demographic information.

One problem -- when the Center of Excellence was approached to provide the regional data and environmental scanning, it was determined that while their data bases may be adequate for most of the Colleges in Desert Region IX, in the case of Palo Verde College, they had no data bases reflecting Arizona nor Nevada. While normal fees for Colleges seeking such data was in the neighborhood of \$5,000, our fee would be \$12,500. This would enable them to get the needed data bases, but it was a figure far beyond the College's capability for this project.

Solution – grant request submitted to Desert Regional Consortia Mini-Projects for \$7,500 to obtain for the Center of Excellence the needed data bases from Arizona and Nevada, while at the same time executing a Memorandum of Understanding with the Center of Excellence for the \$5,000 fee for their regional data and environmental scanning specific to the Blythe and Needles geographic areas. That demographic data was received in final form in January 2008.

At that point, we were ready to conduct the focus groups – two in Blythe, and one in Needles. The initial one was held in Blythe on January 22, 2008, using the Blythe Area

Chamber of Commerce membership list. Fourteen individuals showed up for the 2 hour session, moderated by Vicki Attaway, Quenton Hanson, and Brian Thieboux.

The second one was held in Needles, once more using the Chamber of Commerce membership list, resulting in 12 individuals showing up, moderated by Vicki Attaway and Quenton Hanson. The third and final one, was held in Blythe, on May 29, 2008, using the Palo Verde College Advisory Group List for Vocational Programs, two individuals showed up, moderated by Quenton Hanson and Brian Thieboux.

Finally, to insure we had input from the youth of our communities, specifically the high school juniors and seniors thinking of going to college from Blythe and Needles, we obtained from Sarah Frid, the PVC November Career Day Survey Compilations for 2005, 2006, and 2007.

**Part 1: Who Are We?**

The Palo Verde Community College District is referred to as the “Jewel of the Desert,” the “105<sup>th</sup> or 107<sup>th</sup> Largest Community College in California,” etc. Geographically, we encompass a huge expanse of territory, approximately 7,500 square miles, located in the eastern portions of Riverside and San Bernardino Counties -- the two counties offend referred to as the Inland Empire.

The boundaries of the College District extend from the northern border of Imperial County on the south, to the northern border of San Bernardino County in the north. The Colorado River, and California border is the western edge of the College District, and on the east, in Riverside County, Desert Center is roughly the border, while in San Bernardino County, it is Twenty-Nine Palms, both of which are just outside of the District.

The College District is a vast expanse of isolated desert land with two primary population centers on the Colorado River – Blythe in the south, and Needles in the north. The main College campus is located on 200 acres of land on the mesa overlooking Blythe and the Palo Verde Valley. Three phases of construction, at a cost of about \$55 million, has resulted in four major educational buildings, with a fourth phase about to begin, once the State of California releases funding.

The voters and citizens of Needles passed a \$6 million general obligation bond in June 2005, for the renovation of 26,000 square feet Claypool Building in which classes should begin in August 2009. Congressman Jerry Lewis secured a \$500,000 federal grant for computers and technology equipment for the Needles Education Center. The State of California has agreed to furnish \$1.6 million of classroom and office furnishings, however, as of the date of this report, those funds have not yet been released.

The student demographic data for the 2008 – 2009 academic year are:

STUDENT ENROLLMENT DATA FOR 2008 – 2009:	FALL 2008		SPRING 2009	
	HEADCOUNT	TOTAL CREDITS	HEADCOUNT	TOTAL CREDITS
Inmates	1,015	7,436.00	1,010	7,402.00
Main Campus	1,093	7,970.75	944	7,440.75
Needles	307	891.00	298	1,078.00
Spring Street	635	0.00	631	0.00
ISA's (In-service)	1,618	2,108.00	462	894.25
<b>TOTALS</b>	<b>4,668</b>	<b>18,405.75</b>	<b>3,345</b>	<b>16,815.00</b>

**ETHNIC BREAKDOWN FOR  
2008 – 2009 ACADEMIC YEAR**

**FALL 2008**

**\*  
SPRING 2009**

	TOTAL		TOTAL	
	ENROLLMENT	%	ENROLLMENT	%
African-American	514	11.01%	496	14.83%
Asian-American or Pacific Islander	256	5.48%	146	4.36%
Hispanic	1,386	29.69%	1,153	34.47%
Native-American	53	1.14%	57	1.70%
Caucasian Non-Hispanic Origin	2,103	45.05%	1,261	37.70%
Other	356	7.63%	232	6.94%
<b>TOTALS</b>	<b>4,668</b>	<b>100.00%</b>	<b>3,345</b>	<b>100.00%</b>

\* Spring 2009 numbers are based on enrollment data as of 4/20/2009. We will have more enrollment for ISA's and potentially for Non-Credit enrollment starting after April 20, 2009.

The College employee demographic data for Fall 2007 are:

**EMPLOYEE DATA  
BY SEX -- FALL 2007**

	MALE		FEMALE		TOTALS	
	#	%	#	%	#	%
FULL TIME FACULTY	25	60%	17	40%	42	100%
PART TIME FACULTY	41	47%	46	53%	87	100%
ADMINISTRATORS	3	38%	5	63%	8	100%
STAFF	14	22%	50	78%	64	100%
<b>TOTALS</b>	<b>83</b>	<b>41%</b>	<b>118</b>	<b>59%</b>	<b>201</b>	<b>100%</b>

**EMPLOYEE ETHNIC DATA  
FALL 2007**

	<b>HISPANIC</b>		<b>OTHER MINORITY</b>		<b>NON- MINORITY</b>
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>
<b>FULL TIME FACULTY</b>	12	29%	7	17%	23
<b>PART TIME FACULTY</b>	13	15%	4	5%	70
<b>ADMINISTRATORS</b>	1	13%	2	25%	5
<b>STAFF</b>	28	44%	3	5%	33
<b>TOTALS</b>	54	27%	16	8%	131

NOTES: Six of the full time faculty members have been at PVC for 15 or more years.

Staff includes part time permanent.

This information prepared and provided by Debbie Mitchell, Human Resource Manager.

During the past two academic years, Palo Verde College has seen substantial grow in student population at all locations and this is expected to continue into the near future as economic challenges give insight into the huge cost savings of going to a Community College for your initial two years of higher education.

**City of Blythe**

Excluding those held in secured housing, as of December 31, 2008, the City of Blythe has a population of about 13,695 (Note 2), living in about 4,100 occupied households, with a median household income of \$47,891. Excluding government and education, its primary industry is agriculture which brings in about 100 million dollars annually from crop and water transfer sales.

The influence of agriculture has been in decline for the past two decades, accelerated five years ago with the signing of a 35-year water transfer agreement with Metropolitan Water District which in recent years has resulted in a fallowing of 29% of the 110,000 acres of agriculture land available in the Palo Verde Valley. On February 27, 2009, Governor Arnold Schwarzenegger declared a “Water Emergency” for the state of California, and in response, a one-year agreement was reached in March which will result in an additional transfer of 15% of the Valley’s water, and fallowing of an additional 15% of the land, so 44% will now be fallowed.



In Blythe, other than agriculture, with 2,370 employees, the largest employers are the two state prisons (Ironwood State Prison, 1,120 employees and Chuckawalla State Prison, 795 employees) about twenty miles west of Blythe, built to accommodate 5,000 inmates, but currently housing over 8,000 inmates. The College has a model pilot distant education program at the prisons with over a thousand inmates enrolled in college courses, with over a hundred receiving Associate Degrees annually.

Enrollment in the K – 12 system has been stable, with little or no annual growth. Annually, there are about a total of 160 to 170 high school graduates from Palo Verde High School, and Twin Palms Continuation High School.

Health care is limited to one hospital, in a chronic state of instability, with few medical specialist available locally. This means that there is significant economic leakage in the local economy as individuals travel considerable distance for needed treatment.

There is definitely a need for higher education in the local communities. Within the City of Blythe, only 5.8% have a bachelors degree, and an additional 3.3% have a graduate degree. That reflects a total of 9.1% who are college graduates, when the state has an average of 30%, and for the nation that number is 27%.

### **City of Needles**

The City of Needles has a population of about 5,807, living in about 1,940 occupied households, with a median household income of \$29,156. Excluding government and education, its primary industry continues to be the railroad. However, as with Needles generally, the railroad has been in decline for the past two decades, as operations are consolidated outside of the area. A significant number of individuals commute out of state to Bullhead City or Laughlin for employment.

Enrollment in the K – 12 system has been stable, with little or no annual growth. Annually, there are about a total of 50 to 60 high school graduates from Needles High School, with less than 15 to 20 percent expressing any interest in going on to college.

Health care is limited to one hospital, also in a chronic state of instability, with few medical specialists available locally. There is significant economic leakage to the local economy as individuals travel into Arizona, and in some cases, Nevada, for needed treatment.

## **Part 2 Focus Groups**

Three community focus groups were held related to this Community Needs Survey. The first one was in Blythe, on January 22, 2008, the second in Needles, on February 28, 2008, and the third back in Blythe, on May 29, 2008. The full write up reflecting the all of the comments at those Focus Groups is attached, but the following is a summary of the principle findings:

### **Focus Group #1 -- Blythe**

Community business leaders and Chamber of Commerce types labeled “horn tooting” communications as a key need at a Palo Verde College information session. Suggestions included being specific in advertising, identifying the one thing done well and focusing on it, and selling PVC as a viable option to parents and students. There is a need for a comprehensive year-long marketing and advertising program, not just a now-and-then blitz. The community knows less about PVC than we think, and what they think they know (lack of transferable credits, inmates get priority registration over community students) may be wrong in damaging ways.

Through the focus group discussion the 14 business people identified convenience, variety, and availability as positives for the 60 year old college.

Course and program needs were identified as:

- Trained mechanics
- Agriculture classes
- Transferability of core classes
- Recruiting students
- Culinary and cosmetology classes

Problems faced:

- Courses not offered or cancelled due to lack of enrollment
- Lack of awareness on part of parents, public of programs and opportunities available
- Build student dormitories, and bring students into Blythe

One thing needed most by the College:

- Recruiting students early
- Communication
- Transferable classes
- Identify success stories

## Focus Group #2 -- Needles

Marketing problem -- not enough people know the value of this college to the Needles community, the value in their life. The communications is not there. Parents are not aware of the availability of Cal Grants, Bog waiver, Pell, FISA, low income book help, that are available at PVC, but not available across the river. Most of our people qualify.

Looking forward to College moving to new building downtown. Need daytime classes and more face-to-face live instruction classes. Younger students enjoy tele-conference courses, but not older ones. It's a generational thing.

Course and program needs were identified as:

- Nursing
- Leisure study courses, arts, photography, etc.
- Vocational trades -- carpentry, electrical, construction, EMT so students will get a job after the course.
- Railroad is largest private employer in Needles, courses for jobs there.
- Sports or physical training management
- Environmental and/or water management
- Solar cell installation
- Robotics
- Computer programming for gaming
- Casino related training for jobs in Laughlin

Problems faced:

- Classes are not transferable
- Getting books
- Needles classes are buried at rear of PVC catalog
- Student dormitories for Needles students taking classes in Blythe

One thing needed most by the College in Needles:

- Nursing program

- Marketing
- More counseling, peer to peer
- 60 California students at Parker High School (Dam) are not being reached at all.

### **Focus Group #3 -- Blythe**

Parental involvement is low. Parents are not placing the value on education that should be there. High school is not the end, but many parents think it is. They don't understand that the first two years in college is the same no matter where you go. PVC is very inexpensive.

Public service was high on agenda of this focus group. Opportunity exists in that the City of Blythe allows live fires for training, what an opportunity for the College! Border Patrol has grown from 14 to 190. They are now going for training to Carlsbad, New Mexico. In Yuma, Blythe, El Centro sectors you have maybe 600-700 officers that could be trained at an academy in Blythe.

Vocational programs in agriculture were also highlighted. Only agriculture program now locally is one in high school. College has lost huge market. I.e. Farm management, diesel repair; heavy equipment etc. We even have three farm dealerships in our area – Jordan, Dekens, and John Deer over the river. Also refrigeration and A/C programs. When is College going to get into Green – solar, wind power technicians, etc.? Solar has proposals for 140,000 acres in the desert between Blythe and Coachella Valley.

Course and program needs were identified as:

- Forklift drivers
- Welding
- Fire sciences/public service
- Alternative energy
- Border patrol agents
- Medical programs
- Construction trades – need to be certified and licensed.
- Vocational and management programs in agriculture
- Refrigeration and air conditioner programs
- Cosmetology

Problems faced:

- Too often have to travel out of area to get required training.
- Recruiting, reach out to those PVC missed the first time around, the adults in this community.
- Advertise what we have, make people aware.

One thing needed most by the College:

- Alternative fuels program
- Comprehensive marketing of opportunities at PVC
- Make the College the “destination place” in the community for events for the youth – dances, sports, plays, etc.

### Part 3 What The High School Students Want

Each year when all high school juniors and seniors from the high schools in Blythe and Needles come to Palo Verde College to participate in Career Day, they are asked to fill out a survey. The data for three years (2005, 2006, and 2007) were compiled, to get a solid average for the various responses.

While only about 23% indicated an interest in going to Community College directly from High School, and than transferring to a four-year college, the good news is that in response to the question “Would you go to PVC for one (1) year if you could transfer **all** your units to a college/university?” the response was a positive 76%. During these challenging economic times, this represents a very real and definite opportunity for us, to get some very well qualified students enrolled.

Opportunity also is seen in the question asking, “Where would you like to be in three (3) years?” While Palo Verde College may appear to be at the bottom of the top 4 responses over the three year period, note that a total of 54% of the respondents recognize the importance of higher education. That reflects a very strong inclination toward future educational goals. The specific percentages were:

California State College	23%
Job	20%
University of California	16%
Palo Verde College	15%

Also note that in the listing of the top ten program areas of study which our local High School students are interested in and considering, PVC in fact is currently offering eight of the ten, one of the remaining two, being “Undecided”. The top ten, representing over 65% of all responses, are:

Criminal Justice	11.66%
Nursing and Health Sciences	10.55%
Culinary Arts	6.80%
Undecided	6.59%
Computer Information	6.29%
Automotive	5.07%
Welding	4.87%
Child Development	4.77%
Teaching/Education	4.77%
Emergency Medical	4.46%

USA Today Snapshots, April 16, 2009, confirms the data reflected above in that in a nationwide survey of 1,023 high school students, their findings were that the top five career choices were:

Information Technology	25%
Business/Management	16%
Health Care	15%
Education	10%
Skilled Trades	6%

The one that does not appear on our Career Day Survey list, is Business Management, and that came in 11<sup>th</sup> place in our survey, at 4.16%, so it just missed the top ten.

In an August 19, 2008 article in The Wall Street Journal, it related that even in these challenging times, there is a shortage of trained workers for the “Dirty Jobs” such as welders, pipe fitters, and other trades. This shortage is simply expected to get worse, as the workforce is aging and significant retirements are just over the horizon.

Locally, in the Blythe area, a study was completed of all employment related advertisements appearing in the Palo Verde Valley Times for the calendar year 2008, and of the 436 jobs advertised, in 28 different categories, the top five, representing 54% of the advertisements, were:

Education	84
Medical	49
General Office	42
Drivers	36
Sales	23

The gist of the findings related above is simply to point out that the Career Day Survey gives us excellent insight into the career desires of our most promising market. It does so, not simply once every five or ten years, when we may do a formal Community Needs Survey, but rather is providing annual input and feedback directly from our local community.

## Part 4 Center Of Excellence Demographics

### General Disclosure

The Center of Excellence provided nearly 200 pages of demographic information related to our College District. Basically, a 50-mile circle was drawn around the City of Blythe and the City of Needles, and therein was the basis for the demographic data. Going a step further, within each of those 50-mile circles, since we are on the California border, the data within those circles is broken out for each of the states therein included.

Specifically, five reports are provided for each of the geographic circles, and than that data is again broken out to reflect data for each of the five reports for each of the states that lie within the circle. Those reports are:

- Market Profile (8 pages)
- Age by Sex Profile (2 pages)
- Comprehensive Trend Profile (7 pages)
- Retail Goods and Services Report (3 pages)
- Demographic and Income Profile (2 pages)

In addition, data bases were provided reflecting specific industry data for each and every business located within each of the 50-mile circles.

The data was extracted in September 2007, and as the report warns us, it should be updated each year. Also note, that this data was prepared before the current economic challenges began, and before national elections which has changed emphasis upon future emerging industries, thus the projections for 2012 may in fact be significantly impacted, although with the general instability in the markets, specific impacts and their duration may be very difficulty to quantify at this point in time.

### Blythe

Within the 50 mile circle around the main College campus located in Blythe, there are a total of 44,423 individuals, and 1,331 businesses. In this listing, the top five may be a good indication of where the jobs are and thus the specific needs for employee, etc. The top five, representing about 59% of the total, are:

Industry Description	# of Businesses	% of Total
• Retail Trade	218	16.38%
• Accommodation and Food Services	187	14.05%
• Other Services	157	11.80%
• Public Administration	139	10.44%
• Health Care and Social Assistance	84	6.31%



## Needles

Within the 50 mile circle around the Needles Education Center located in Needles, there are a total of 164,403 individuals, and 3,066 businesses. In this listing, the top five may be a good indication of where the jobs are and thus the specific needs for employee, etc. The top five, representing about 58% of the total, are:

Industry Description -----	# of Businesses -----	% of Total -----
• Retail Trade	545	17.78%
• Construction	370	12.07%
• Other Services	335	10.93%
• Accommodation and Food Services	265	8.64%
• Real Estate & Rental and Leasing	259	8.45%

It should be noted that while Needles is only about one-third the size of Blythe in population, within the 50-mile circle, Needles includes Bullhead City and Laughlin which have considerable population and economic centers.

## The Total College District

Looking at the District as a whole, the Center of Excellence produced 23 pages of graphs and charts detailing projections of employment growth or contraction between 2007 and 2012 within different industries. The following charts reflect the top ten growth areas, and the top ten expected not to do so well:

### Top Ten in Growth

Work Area	2007 Jobs	2012 Jobs	Change	% Change
Entertainers, performers	30	55	25	83%
Educators	348	449	101	29%
Health Care Workers	1901	2461	560	29%
Non-retail supervisors	147	190	43	29%
Personal financial advisors	118	152	34	29%
Child Care Workers	407	522	115	28%
Receptionists, Information clerks	219	275	56	26%
Wholesale sales	65	80	15	23%
Drivers, deliveries	526	623	97	18%
Construction Workers	3447	3558	510	15%

## **Bottom Ten in Growth**

<b>Work Area</b>	<b>2007 Jobs</b>	<b>2012 Jobs</b>	<b>Change</b>	<b>% Change</b>
Miners	114	73	-41	-35%
Housekeepers	390	269	-120	-30%
Military	592	559	-33	-6%
Hairdressers	188	181	-7	-4%
Loan Interviewers, Clerks	119	115	-4	-4%
Real Estate	2569	2515	-54	-2%
Farm Workers	195	193	-2	-1%
Stock Clerks, Order Filers	721	712	-9	-1%
Child Care	168	136	32	4%
Utility Support	152	161	9	5%

## BIBLIOGRAPHY

“2008, A Year In Review, A publication of the City of Blythe, March 2009, 49 pages.

“Can California Import Enough College Graduates to Meet Workforce Needs?” California Counts, Population Trends and Profiles, Public Policy Institute of California, Volume 8, Number 4, May 2007, 24 pages.

“Career Choices for High School Students,” USA Today Snapshots, Money, Section B, page 1.

Career Day Survey Compilations, compiled by Sarah Frid, for November 2005, 2006, and 2007.

Community Needs Survey Committee Minutes, Meeting held April 18, 2007.

Desert Regional Consortia Mini-Projects Face Sheet, 2007 – 2008 “Acquisition of Data Base For Community Needs Survey.”

“Economic and Community Profile, Year 2007”, City of Blythe Planning Department, 2 pages.

“Educational Needs Assessment Employer Survey,” A Research Study Conducted by Institute of Applied Research and Policy Analysis, California State University, San Bernardino in partnership with Center for Business Excellence, Region IX, hosted by San Bernardino Valley College, August 31, 2000, 96 pages.

“Employee Data by Sex,” and “Employee Ethnic Data, Fall 2007,” prepared by Debbie Mitchell, Human Resource Manager.

“Fastest-Growing Cities – Riverside County,” The Business Press, March 30, 2009, page 6.

“Fastest-Growing Cities – San Bernardino County,” The Business Press, March 30, 2009, page 4.

“Gov. Schwarzenegger Takes Action to Address California’s Water Shortage,” Press Release by Debra Bowen, Secretary of State, February 27, 2009, 6 pages.

“Jobs by Function, Calendar Year 2008,” Study of jobs advertised in Palo Verde Valley Times, prepared by Palo Verde College Small Business Economic Development Center.

Memorandum of Understanding, Palo Verde College and San Bernardino Community College District, Center of Excellence, dated July 1, 2007.

“Skilled Trades Seek Workers,” The Wall Street Journal, Marketplace, August 19, 2008, page 1.

“Stimulus Could Grow Green Jobs,” by Jannise Johnson, Press Enterprise, March 30, 2009.

“Student Enrollment Data” and “Ethnic Breakdown of 2008 – 2009 Academic Year” prepared by Melinda Wahnoha, Palo Verde College Registrar, April 20, 2009.