Resilience Action Plan

Bisbee, Arizona

May 2025

Sponsored By:

City of BISBEE

Prepared By:

Better City

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Plan Overview

The purpose of the Bisbee Resilience Plan (RAP) is to identify and address key risks that are or will negatively impact Bisbee's resilience. Resilience is defined as the ability of the community to prevent and recover from shocks that harm its economy, people, businesses, and general quality of life. The risks were identified via a community-wide, public survey that asked participants to identify and describe key risks the community faces.

A mobilization team consisting of stakeholders from the top risk areas were convened to prioritize and discuss the risk topics in detail. The team members formed four subcommittees, and together created strategies for how to address those risks.

The strategies described on pages 8 - 12 are the direct outcome of the subcommittee strategies and together comprise the Bisbee Resilience Action Plan. Each strategy includes specific actions and resources for the subcommittee leads and their partners to create a resilient future for Bisbee.

Risk Matrix

Risks were identified using a combination of two surveys. The first survey was open to to the public and asked respondents to rate possible risks the community faces across a variety of community features. Leaders from key organizations were identified in the highest-scoring categories and brought together to comprise the Mobilization Team. This team prioritized the risks in the second survey using three scales: Scale of Impact, Ability to Mitigate, and Likelihood of Occurrence. The results of both of the surveys are shown in the table below. The risks that scored high across all three categories are the ones that are addressed in this plan.

Ability to Mitigate	Scale of Impact (% of Population)			
	Low (0-25%)	Medium (26-50%)	Major (51-75%)	Severe (76-100%)
High		Low Educational Outcomes	Insufficient Workforce Pathways Insufficient Development	
Medium	Small Businesses Sustainability Issues	Aged/Degraded Road Infrastructure Reliance on Tourism	Lack of Higher-Wage Jobs Insufficient Housing Diversity	Aged/Degraded Water Infrastructure
Low			High Short-term Rental Stock	

Likelihood of Occurrence: **Very High/Already Occurring**, **High**, **Medium**, **Low**

Addressed Risks

Risk scores were averaged across respondents and the sum of the averages was used to create a total score (Figure 1). All of the risks shown in this chart are addressed within the plan.

Other Risks

While no specific actions are included for some of the risks identified by respondents, these risks are legitimate and important concerns brought up by community members and stakeholders. Those risks should be monitored and addressed as the more critical risks outlined in this plan are completed or as other resources become available. As the other tasks in the plan are completed or as more resources become available, the community should start addressing the other risks not directly addressed in this report.

Figure 1–Risks by Total Score
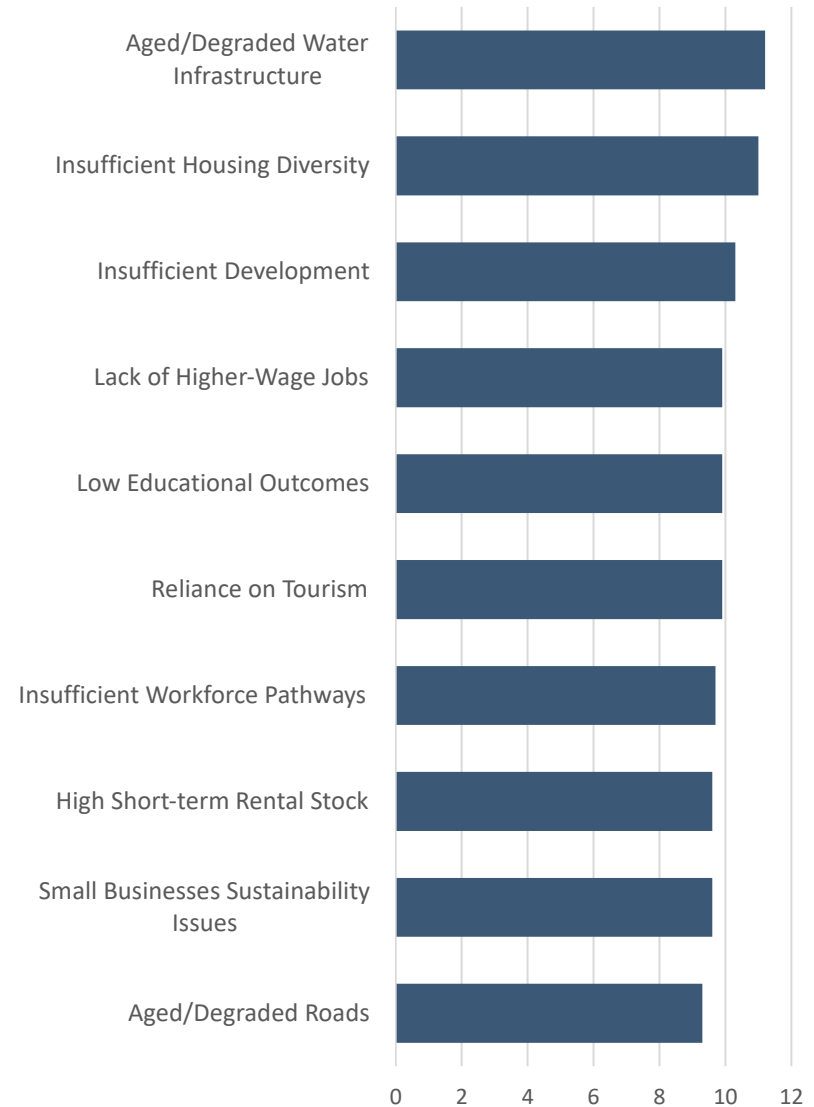
Process for Implementation

Each of the initiatives identified in this Action Plan are designed as mutually exclusive tasks, meaning each strategy can and should be pursued concurrently as resources are available. Each strategy identifies a lead organization responsible for overseeing the implementation of the actions of the strategy, along with suggested partners and resources. Leads are not expected to do all of the work to accomplish the tasks. The following implementation process provides accountability and support for the lead organizations in their efforts to accomplish the identified actions.

Implementation Timeline: Each lead organization is responsible for establishing a timeline to accomplish the sub-tasks associated with their initiatives.

Report Progress: The Freeport-McMoRan Social Performance Manager will host regular meetings (recommended frequency of once a quarter) for Leads to provide a brief report on their progress-to-date, with public-facing updates on the progress of the plan once a year at a Community Partnership Panel meeting. The report template is provided in the Appendices. Lead organizations will submit their report to the Manager one week prior to the meeting, and the compiled report packet will be emailed to the group in advance of the meeting.

Celebrate Achievements: Lead organizations should post brief celebratory updates on their social media or other public forums when a task is completed.

Implementation Grant: FMI provides a $10,000 implementation grant to facilitate the implementation of the recommendations in this plan. Use of these funds is flexible and available to project leads and partnering organizations to facilitate completion of action items. Potential uses include (but are not limited to) hiring a grant writer, promoting initiatives, and hiring consultants to perform studies or analyses. Leads are encouraged to use the Arizona Economic Resource Center to assist with project implementation, capacity support, and grant writing services.

KEYS FOR SUCCESS

1. Defining the time requirements for each action enables the lead organization to track progress and be accountable for implementation.

2. The report enables the lead organizations to regularly assess whether goals are met and what adjustments to the strategies are needed as work is accomplished.

3. Recognize and celebrate successes, both big and small, to maintain community motivation and enthusiasm.

Infrastructure

Related Risks: Insufficient Development, Aged/Degraded Roads, Aged/Degraded Water Infrastructure

Strategy 1: Water and Sewer Funding

Housing

Related Risks: Insufficient Housing Development, High Short-term Rental Stock

Strategy 1: Senior Housing Redevelopment / Renovation

Strategy 2: Workforce Housing Initiative

Employment/ Economy

Related Risks: Small Business Sustainability Issues, Reliance on Tourism, Lack of Higher-Wage Jobs

Strategy 1: Bisbee Business Alliance

Strategy 2: Industry Diversification

Education

Related Risks: Low Educational Outcomes, Insufficient Workforce Pathways

Strategy 1: Educational Internships

Infrastructure Strategy #1: Water and Sewer

OBJECTIVE: Replace key water infrastructure, especially sewer laterals that are in disrepair and water lines with major leaks.

LEAD: City of Bisbee

PARTNERS: Arizona Water Company, Danielle Bouchever, Fort Huachuca

Water is a key resource for Arizona communities and is vital to the sustainability of Bisbee and the health and wellness of its citizens. Much of the City's infrastructure is in poor condition, leading to poor outcomes such inability to put out urban fires, water contamination, and loss of water through leaks. The City must address these issues quickly to ensure baseline services for residents and businesses. However, the cost to repair and/or replace water and wastewater infrastructure is formidable and will require careful planning of limited funding. The City owns the sewer laterals and effluent water lines while Arizona Water owns and manages potable water lines.

The City has insufficient revenues to pay for these large water projects. Therefore, the city must apply for and administer grants to address these issues.

Action Steps:

- Apply for applicable grants provided by the state and that are available at [this site](#).
- Apply for eligible federal funds that may be released in future years, available at [this site](#).

KEY FINDINGS

Arizona Water estimates that it loses approximately 30% of water that is pumped due to leaking.

RESOURCES FOR SUPPORT

https://azwatermaps.azwater.gov/cws/

https://www.azwater.com/files/water-quality/ccr-bisbee_2023.pdf

METRICS

- Grant application win rate and funding amounts.

- Percent of funding goals achieved.

Housing Strategy #1:
Senior Housing Redevelopment/Renovation

OBJECTIVE: Leverage underutilized funds from the Area Agency on Housing program to renovate and redevelop a portion of the City's housing stock.

LEAD: Southeastern Arizona Governments Organization (SEAGO)

PARTNERS: City of Bisbee, Step-Up Bisbee Naco

According to a [2020 Census report](#), only 13.1% of homes in the Mountain West "have key features to accommodate older residents" such as handrails, shower seats, and a bedroom and full bathroom on the main floor. Additionally, the Area Agencies on Aging (AZ Aging) reveal that more than 85% of people want to remain in their homes for as long as possible. Given the large number of seniors who wish to age in place, Bisbee's housing market is in urgent need of high-quality, senior-friendly housing options.

SouthEastern Arizona Governments Organization (SEAGO) has funding available that can address this need. In 2023 AZ Aging received a one-time allocation of $5 million for senior housing assistance that was distributed across the state. SEAGO's portion was $240K. Of that amount, approximately $14K in funding remains available for the Bisbee area. Securing additional funding for this program is a high priority for AZ Aging and SEAGO.

Action Steps:

- Secure additional funding for the program to ensure its sustainability. This can be done by securing state appropriations, grant funds, and/or donations.
- Prioritize capital improvements to structures, which will provide a longer-term impact for the community.
- Improve marketing efforts for the program to maintain a list of families and homes that can utilize the fund.

KEY FINDINGS

- One out of every three Bisbee residents is age 65 or over.

- Bisbee's median age is 61.7 years—23 years older than Arizona's median age.

PROGRAM DESCRIPTION

Funds are available for seniors aged 60 or over and for disabled persons. Funding requests are typically at or below $4K and can be used for construction and mortgage or rental assistance.

METRICS

- Number of senior housing projects completed each year

- Average funds used per individual/ family assisted

Housing Strategy #2:
Workforce Housing Initiative

OBJECTIVE: Continue development of workforce housing in the Bisbee area.

LEAD: Step-Up Bisbee Naco

PARTNERS: City of Bisbeee, SEAGO, ARIZONA@WORK

Step-Up Bisbee Naco was awarded a grant of $50,000 in 2020 to launch the Workforce Housing Initiative (WHI), a program designed to (re)develop sub-market-priced homes that could be occupied by city, school district, and other essential services staff. The program has proven both successful and sustainable, with the WHI fund growing to a fund of $900,000 and with 11 homes completed and more homes under construction. Continued investment into the program will increase the quality and quantity of Bisbee's housing stock and will help reverse the community's recent population losses.

Action Steps:

- Increase the number of homes that are under development by securing additonal grant and/or investment funds.
- Participate in housing development workforce pathways programs in partnership with ARIZONA@WORK to increase the skills and capacity of the construction occupation.
  - Invite veterans, young adults, and un/underemployed adults from throughout the region.

KEY FINDINGS

- Bisbee's population fell by an estimated 1,100 between 2000 and 2020.

- An estimated 56.5% of Bisbee homes were built prior to 1940, with only 5% of the city's housing stock built in 2000 or later.

RESOURCES

- [Freeport McMoRan Foundation](#)

- [Housing Assistance Council](#)

METRICS

- Number of housing units developed (Building Permits Issued)

- Average days on market for median home.

Employment/Economy Strategy #1: Bisbee Business Alliance

OBJECTIVE: Establish a meeting group to discuss business topics and get updates from the City of Bisbee on infrastructure and development projects.

CO-LEADS: Sally Holcomb, Liza Kovach

PARTNERS: CITY OF BISBEE, ARIZONA DOWNTOWN ALLIANCE

Downtown businesses have endured significant challenges, including forced business shutdowns/social distancing as part of the COVID-19 pandemic, multiple fires, and difficult economic conditions. However, despite these challenges many businesses have remained open.

Interviews with the Mobilization Team have revealed that many Bisbee businesses are experiencing strong demand in the downtown (with visitation up Year-over-year as well as compared to before the pandemic).[1] However, many businesses are struggling with maintaining profitability. Reasons are somewhat varied, but some consistent issues are in business skills (i.e. bookkeeping, pricing) and in struggles to understand when infrastructure projects will occur, often causing road closures that can significantly harm sales due to intimate, pre-automobile road design.

Action Steps:

- Compile a database of business owners and start engagement with them to address key issues and updates.
- Run a quarterly survey of needs and interests to improve business outcomes.
- Based on the results of the survey, begin in-person collaboration meetings to share best practices and support investment in Bisbee businesses.
- Continue to build on key issues and form working groups to address those issues at the local level.
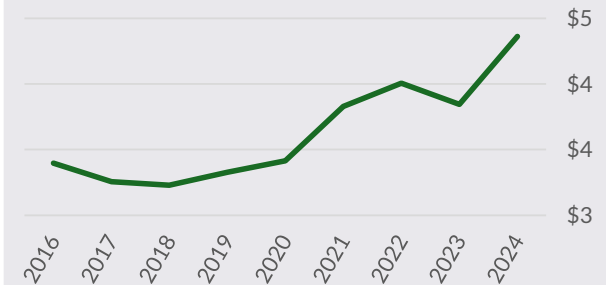
_____

[1] Source: Placer.ai Visitation Trends for Zip Code 85603; Pulled March 2025.

KEY FINDINGS

Bisbee's Transaction Privilege Taxes (TPT) collections in 2024 were up 31 percent versus 2019.

Bisbee Inflation-Adjusted Transaction Privelege Tax Collections (2024 Dollars)

RESOURCES

- https://azdowntown.wordpress.com
- https://azchamber.com/

Employment/Economy Strategy #2: Industry Diversification

OBJECTIVE: Improve economic outcomes by investing in emerging industries.

LEAD: Bisbee Science Lab

PARTNERS: CITY OF BISBEE, FREEPORT MCMORAN, COCHISE COLLEGE

Bisbee is currently dominated by three industries, as measured by job counts: Public Administration (43%), Healthcare and Social Assistance (14%), and Accommodation and Food Services (13%). These comprise the economic base of the community. To improve its resilience, Bisbee should reduce its reliance on these industries and continue investing in higher-skilled workforce pathways in emerging sectors. The Bisbee Science Lab, along with the high performance of the Bisbee Library and Cochise College, provide an opportunity to support these higher-skilled businesses, especially in science and research industries.

Action Steps:

- Conduct site visits and establish relationships with Arizona-based research centers.
- Establish programming and services that can benefit the partners, especially if work can be done in Bisbee and can allow for youth participation.
- Apply for state and federal grants to enhance programming and support continuing operations at the Science Lab.

KEY FINDINGS

27% of students at Cochise College moved up two or more income quantiles, among the highest in the state (Source: New York Times)

RESOURCES

- https://www.societyforscience.org/

- https://phoenixbiosciencecore.com/
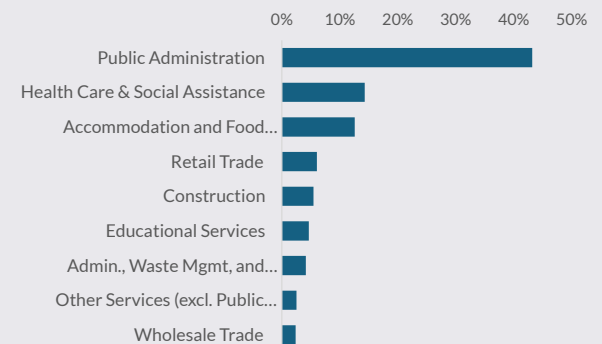
- http://saxenafoundation.com/guidelines/

Education Strategy # 1: Educational Internships

OBJECTIVE: Create an internship program for local students so they can get exposure to the different types of occupations available at the local level.

LEAD: Bisbee Unified School District (BUSD)

PARTNERS: Copper Queen Library, Bisbee Science Lab

Having a good job is an important aspect of living a fulfilling life. Unfortunately, "less than half (49%) of Gen Zers in rural areas believe they can find good jobs" in their community, per a 2025 Gallup-Walton Family Foundation survey. Rural youth are more likely to want to leave their community, citing jobs (34%) and education opportunities (57%) as the top reasons for leaving. Only 9% of Bisbee residents aged 25 to 44 years hold a bachelor's degree (compared to 25% for Cochise County). Bisbee's educated youth are not remaining in the City, and providing exposure to high-quality jobs can improve retention of youth, stabilizing the economy and increasing the quality of the local workforce.

Action Steps:

- The mobilization team will sign an MOU establishing an internship program between BUSD and mobilization team partners such as the Copper Queen Library, Step-Up Bisbee Naco and the Bisbee Science Lab.
- A funding source will be established to pay for programmatic and supply needs for the program. If possible, the funds should be large enough to provide funds to the participating students so they can receive income from their work.
- BUSD will implement and administer the internship program, allowing students to intern at various local businesses throughout the school year or to remain at the same one for the duration of the school year if it is a good fit.
- After the program is running, it can be expanded with partners outside of the mobilization team, such as local small businesses.

KEY FINDINGS

69% of young adults who grew up on the Tuscon Commuting Zone (Pima, Santa Cruz, Cochise) stayed within that area (Source: https://migrationpatterns.org/).

RESOURCES FOR SUPPORT

- https://arizonaatwork.com/locations/southeastern-arizona/local-board

METRICS

- Participation in internship program by year.

Appendix I–Community Risk Survey

The Bisbee Resilience Action Plan will assess community risks and opportunities to provide guidance to build community resilience in the face of natural disasters, economic decline, public health crises, social decline, infrastructure failures, and environmental degradation.

This survey will help select which issues are relevant to the community and should be addressed by the Bisbee Resilience Action Plan. The survey focuses on the community's overall risks at a high level. You will have the chance to provide more details in the open-response section. **The survey should take 5-10 minutes to complete.**

1. Please rate the level of risk each of the following 10 categories poses to the community's sustainability. These categories capture a range of topics under each, so if you see a topic that is high risk under a category, please label the entire category as such. If you're unsure about a category, select N/A. *

	Minimal Risk	Some Risk	Medium Risk	High Risk	N/A
Essential Resources: Broad access to resources such as food, water, and heating/cooling.	◯	◯	◯	◯	◯
Governance: Knowledgeable leaders (elected and appointed) and a pipeline of qualified future leaders	◯	◯	◯	◯	◯
Policy & Planning: Plans and procedures for emergency response and to prevent decline (economic, health, infrastructure, etc.)	◯	◯	◯	◯	◯
Community Services: Adequate medical, police, fire, and other resources, such as workforce and behavioral health support services, to meet local needs	◯	◯	◯	◯	◯
Employment: Available well-paying jobs and skilled workforce	◯	◯	◯	◯	◯

Economy: Diverse industries, a strong small business sector, and presence of innovative firms to support economic growth and resilience

◯   ◯   ◯   ◯   ◯

Infrastructure: Quality infrastructure (water, sewer, electricity, roads, internet)

◯   ◯   ◯   ◯   ◯

Environment: Pollution, local environmental changes, or loss of biodiversity, which threaten ecosystem health, reduce natural resources, and impact community quality of life

◯   ◯   ◯   ◯   ◯

Collaboration: Local organizations support each other and collaborate on community issues

◯   ◯   ◯   ◯   ◯

Education: Access to high-quality education through the full pipeline (PK to post-secondary)

◯   ◯   ◯   ◯   ◯

Housing: Homes (rent and owned types) are affordable, available, and well maintained

◯   ◯   ◯   ◯   ◯

Other: Category that is not included in list above (please describe in question 2)

◯   ◯   ◯   ◯   ◯

2. From the categories above, please select the **THREE** you believe are **MOST IMPORTANT** to address in the Resilience Action Plan. Choose risks that could **significantly impact the community** and can be **effectively addressed at the local level**. If a category you consider important isn't listed, select "Other" and provide a brief description. *

Please select 3 options.

☐ Essential Resources

☐ Governance

☐ Policy & Planning

☐ Community Services

☐ Employment

☐ Economy

☐ Infrastructure

☐ Environment

☐ Collaboration

☐ Education

☐ Housing

☐ Other

3. Which category did you choose as your **FIRST** pick?

[   ]

4. Please explain why you chose the **FIRST** category. What might be causing or worsening this risk, and how does it affect the community? Do you recommend any local organization(s) that should be approached to help address this issue?

[   ]

5. Which category did you choose as your **SECOND** pick?

[   ]

6. Please explain why you chose the **SECOND** category. What might be causing or worsening this risk, and how does it affect the community? Do you recommend any local organization(s) that should be approached to help address this issue?

[ ]

7. Which category did you choose as your **THIRD** pick?

[ ]

8. Please explain why you chose the **THIRD** category. What might be causing or worsening this risk, and how does it affect the community? Do you recommend any local organization(s) that should be approached to help address this issue?

[ ]

9. OPTIONAL: Please provide your name and which groups or organizations, if any, you represent (if not representing any specific group or organization, please respond "community member")

Note: This is to help us understand who participated in this survey. Your responses will be kept confidential and will not be connected to your name or organization

[ ]

10. OPTIONAL: Would you like to be more involved in this project, such as through interviews or by joining the steering committee to select projects and play a role in implementation? If so, please provide your contact information (email and/or phone number).

[ ]

APPENDIX II—RISK PRIORITIZATION SURVEY

1. What is each risk's Likelihood of Occurrence? *

	Very Low / Not Occurring	Low	Medium	High	Already Occurring
Housing: High Short-term Rental Stock	◯	◯	◯	◯	◯
Housing: Insufficient Housing Diversity	◯	◯	◯	◯	◯
Housing: Insufficient Development	◯	◯	◯	◯	◯
Employment/Economy: Lack of Higher-Wage Jobs	◯	◯	◯	◯	◯
Employment/Economy: Reliance on Tourism	◯	◯	◯	◯	◯
Employment/Economy: Small Businesses Sustainability Issues	◯	◯	◯	◯	◯
Infrastructure: Aged/Degraded Water Infrastructure	◯	◯	◯	◯	◯
Infrastructure: Aged/Degraded Roads	◯	◯	◯	◯	◯
Education: Insufficient Workforce Pathways	◯	◯	◯	◯	◯
Education: Low Educational Outcomes	◯	◯	◯	◯	◯

2. What is each risk's Scale of Impact? *

	Low (0%–25% of Population)	Medium (26-50%)	Major (51-75%)	Severe (76-100%)
Housing: High Short-term Rental Stock	◯	◯	◯	◯
Housing: Insufficient Housing Diversity	◯	◯	◯	◯
Housing: Insufficient Development	◯	◯	◯	◯
Employment/Economy: Lack of Higher-Wage Jobs	◯	◯	◯	◯
Employment/Economy: Reliance on Tourism	◯	◯	◯	◯
Employment/Economy: Small Businesses Sustainability Issues	◯	◯	◯	◯
Infrastructure: Aged/Degraded Water Infrastructure	◯	◯	◯	◯
Infrastructure: Aged/Degraded Roads	◯	◯	◯	◯
Education: Insufficient Workforce Pathways	◯	◯	◯	◯
Education: Low Educational Outcomes	◯	◯	◯	◯

3. What is each risk's Ability to Mitigate at the Local Level? *

	Low	Medium	High	Can only be addressed at regional/state level
Housing: High Short-term Rental Stock	◯	◯	◯	◯
Housing: Insufficient Housing Diversity	◯	◯	◯	◯
Housing: Insufficient Development	◯	◯	◯	◯
Employment/Economy: Lack of Higher-Wage Jobs	◯	◯	◯	◯
Employment/Economy: Reliance on Tourism	◯	◯	◯	◯
Employment/Economy: Small Businesses Sustainability Issues	◯	◯	◯	◯
Infrastructure: Aged/Degraded Water Infrastructure	◯	◯	◯	◯
Infrastructure: Aged/Degraded Roads	◯	◯	◯	◯
Education: Insufficient Workforce Pathways	◯	◯	◯	◯
Education: Low Educational Outcomes	◯	◯	◯	◯

Appendix III–Bisbee Economic Data

Population

Population by Year

● Bisbee city ● Cochise County
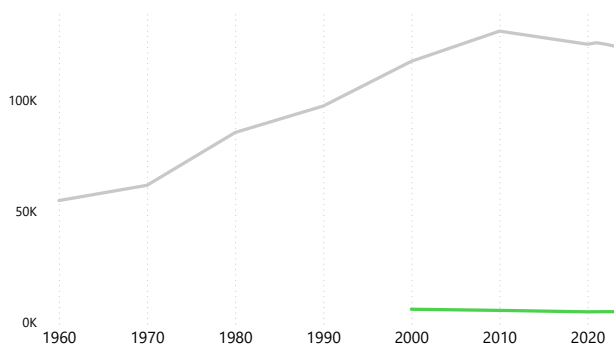
Source: U.S. Census Bureau, Population Estimates Program

Components of Population Growth by Year

Measure ● Natural Increase ● Net Domestic Migration ● Net International Migration ● Residual
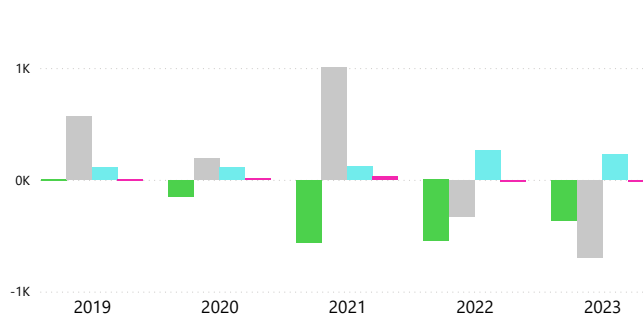
Source: U.S. Census Bureau, Population Estimates Program, Components of Population Change

Current Daytime Population	Daytime Population Gain/Loss
6,117	1,154

Sources: U.S. Census Bureau, American Community Survey, TableID: B01003, B08604, B08007

Sex by Age Group

● Female ● Male
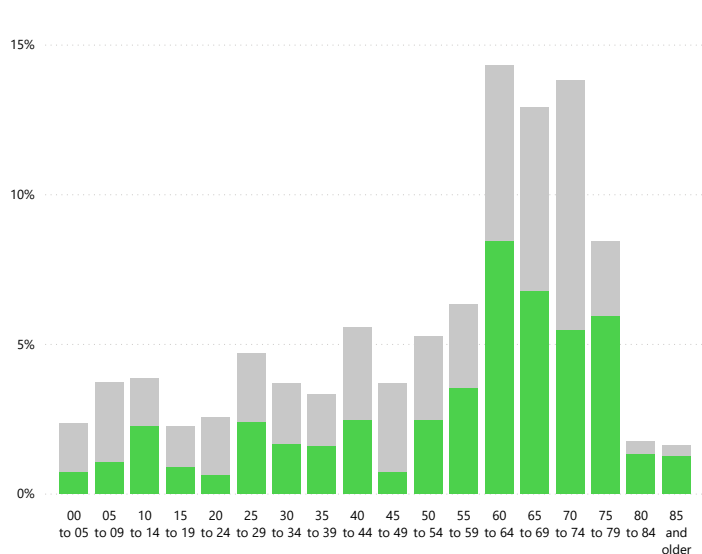
Source: U.S. Census Bureau, TableID: S0101

Sex by Age Group

● Female ● Male
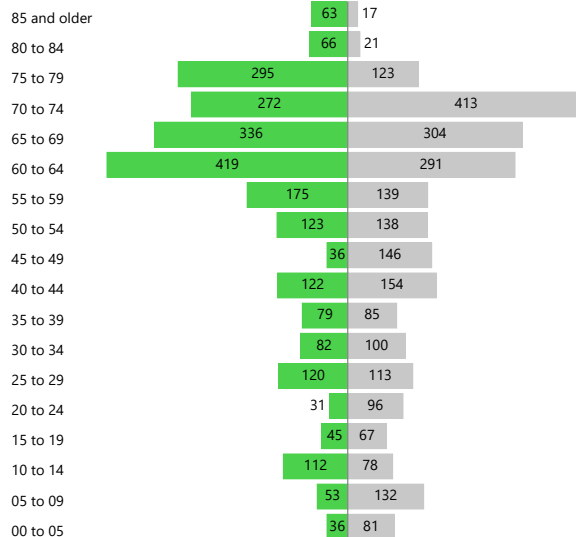
Age Group	Female	Male
85 and older	63	17
80 to 84	66	21
75 to 79	295	123
70 to 74	272	413
65 to 69	336	304
60 to 64	419	291
55 to 59	175	139
50 to 54	123	138
45 to 49	36	146
40 to 44	122	154
35 to 39	79	85
30 to 34	82	100
25 to 29	120	113
20 to 24	31	96
15 to 19	45	67
10 to 14	112	78
05 to 09	53	132
00 to 05	36	81

Source: U.S. Census Bureau, TableID: S0101

Age Dependency Ratio 97.4
Old-Age Dependency Ratio 76.0
Child Dependency Ratio 21.4
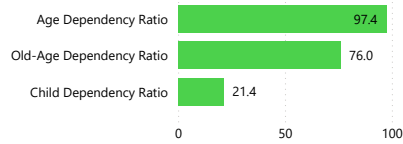
Median Age

61.7

↑ 21.46%   vs 2018

Population by Race

White 72.5%
Two or More Races 19.6%
Some Other Race 4.7%
American Indian and Alaska Native 2.2%
Black or African American 1.0%
Native Hawaiian and Other Pacific I... 0.0%
Asian 0.0%
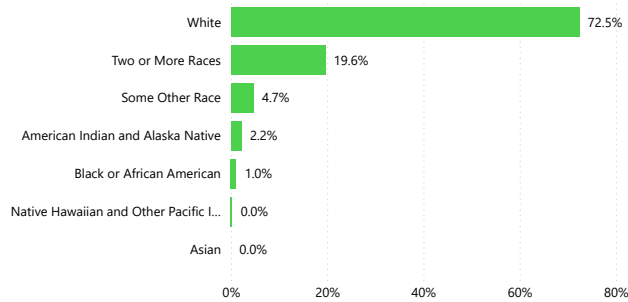
Population by Hispanic / Latino Origin

Not Hispanic or Latino 70.5%
Mexican 26.4%
Other Hispanic Latino 2.3%
Central American 0.7%
Puerto Rican 0.2%
Cuban 0.0%
Dominican 0.0%
South American 0.0%
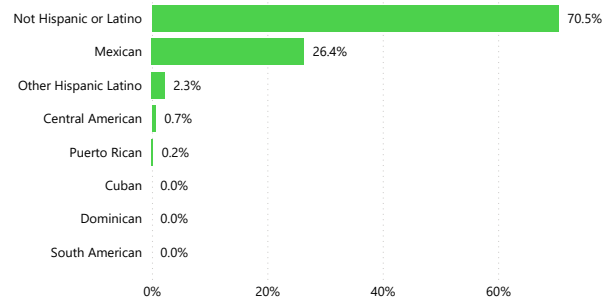
Language Spoken at Home (Pop. 3+)

English 77.1%
Spanish 20.4%
Other Indo-European Languages 1.9%
Other Languages 0.5%
Asian and Pacific Island Languages 0.0%
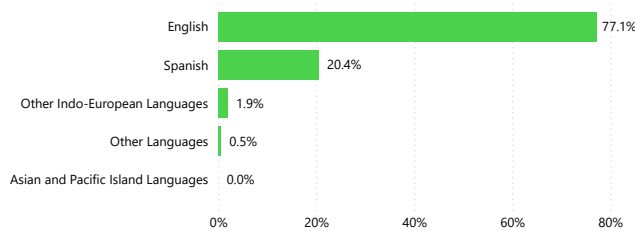
Minority Share

34.5%

↓ -2.7% vs 2018

Housing

Housing Units by Year

● Bisbee city ● Cochise County
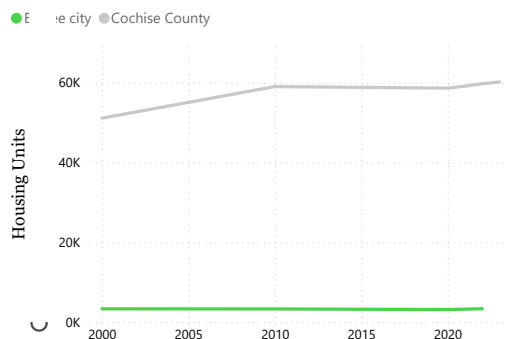
% Rurality (2020 Census)

% Urban 96.3%
% Rural 3.7%
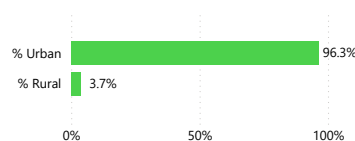
Housing Units per Square Mile

606.26

Type	Arizona	Bisbee city
Median Annual Rent to Income Ratio	0.22	0.22
Median Home Value to Income Ratio	4.67	4.49

Units by Ownership Type

Owner-Occupied Units	59.1%
Renter-Occupied Units	22.2%
Vacant Units	18.7%

Source: U.S. Census Bureau, American Community Survey TableID: DP04

For Seasonal, Recreatio...	48.0%
Other Vacant	45.8%
For Sale Only	4.5%
For Rent	1.7%
For Migrant Workers	0.0%
Rented, Not Occupied	0.0%
Sold, Not Occupied	0.0%

Owner-occupied	1.8
All Units	1.8
Renter-occupied	1.8

Source: U.S. Census Bureau, American Community Survey TableID: B25010
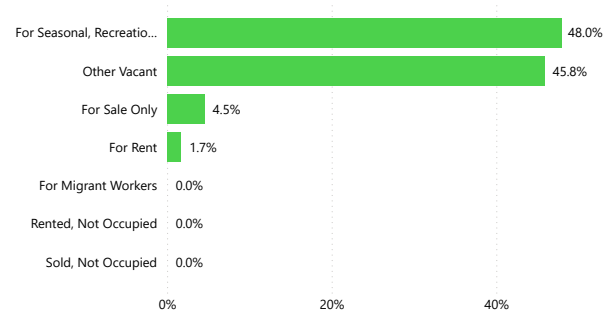
Source: U.S. Census Bureau, American Community Survey TableID: B25004

Units by Income Group and Ownership

Ownership ● Owner-Occupied ● Renter-Occupied

Income Group	Owner-Occupied	Renter-Occupied
$150,000 or more	86	0
$100,000 to $149,999	252	11
$75,000 to $99,999	201	127
$50,000 to $74,999	357	145
$35,000 to $49,999	358	54
$25,000 to $34,999	283	75
$20,000 to $24,999	115	10
$15,000 to $19,999	75	65
$10,000 to $14,999	80	103
$5,000 to $9,999	30	45
$0 to $4,999	50	75
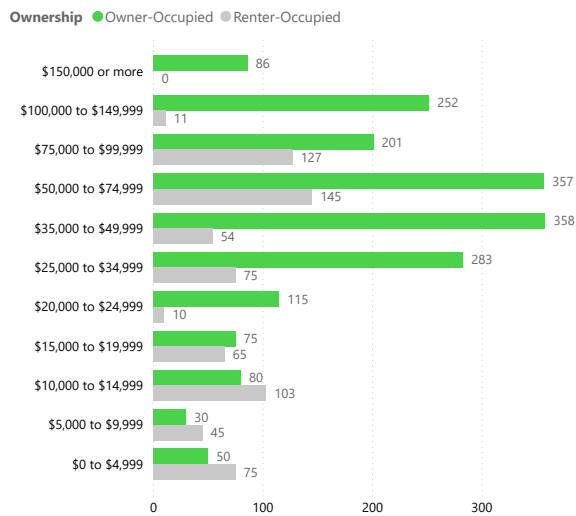
Source: U.S. Census Bureau, American Community Survey TableID: S2503

Monthly Housing Cost Burden (Owners)

% HH Income: ● 0 to 20 Percent ● 20 to 29 Percent ● 30 Percent or More ● Zero
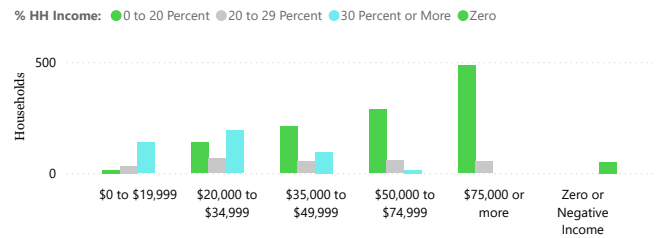
Monthly Housing Cost Burden (Renters)

% HH Income: ● 0 to 20 Percent ● 20 to 29 Percent ● 30 Percent or More ● Zero
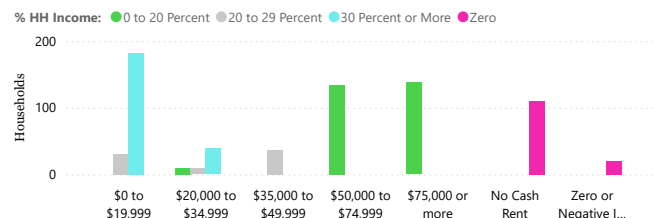
Source: U.S. Census Bureau, American Community Survey TableID: S2503

Residential Construction by Units

● 1-unit ● 2-units ● 3-4 Units ● 5+ Units

2019	2020	2021	2022	2023
249	333	422	508	486
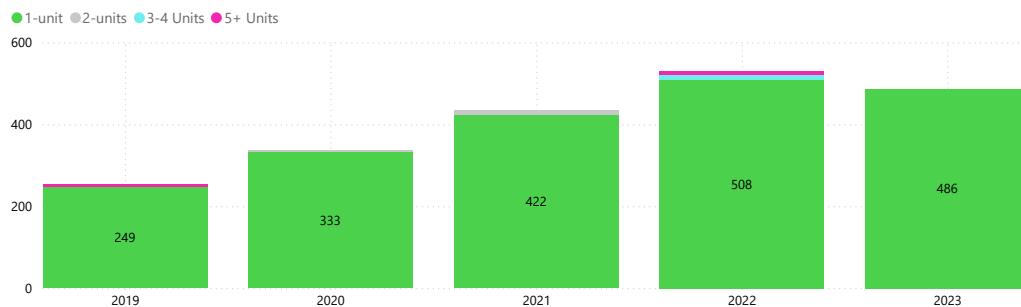
Date

7/1/2016   11/1/2024

Geography

| Bisbee, Az | Cochise, Az |

Median List Price

● Bisbee, Az ● Cochise, Az
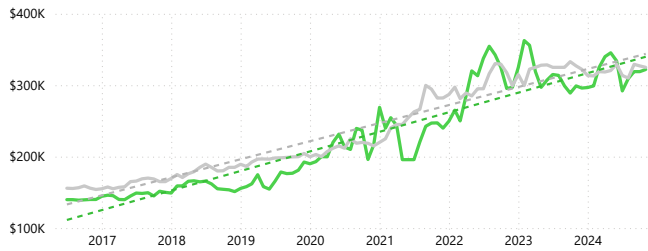
Median List Price Per Square Foot

● Bisbee, Az ● Cochise, Az
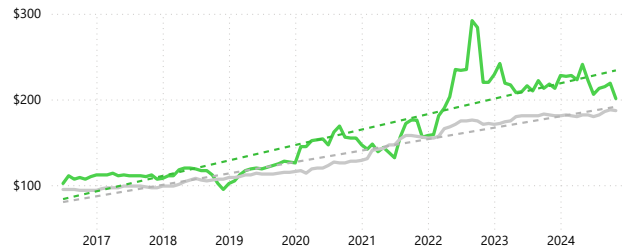
● Bisbee, Az ● Cochise, Az
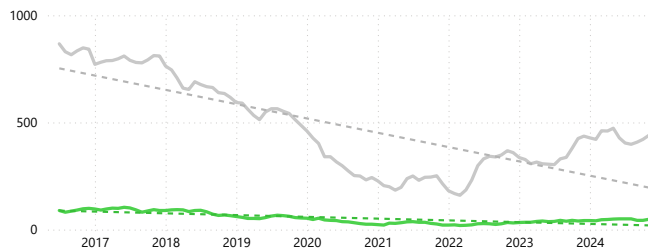
Median Days on Market

● Bisbee, Az ● Cochise, Az
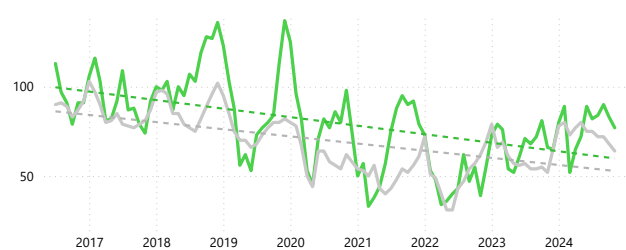
Source: Realtor.com Economic Research. For more information, visit https://www.realtor.com/research/data/.

County-to-County Migration

NAME	Number of Individuals
Pima County, AZ	10660
Maricopa County, AZ	5810
Pinal County, AZ	1252
El Paso County, TX	1147
El Paso County, CO	1108
Bell County, TX	939
Honolulu County, HI	894
San Diego County, CA	855
Pierce County, WA	729
Bexar County, TX	640
Graham County, AZ	638
Cumberland County, NC	617
Yavapai County, AZ	601
Clark County, NV	596
Los Angeles County, CA	556
Montgomery County, TN	556
Yuma County, AZ	398
Riverside County, CA	354

Flow Direction

| 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | Inflow Only | Net Flow | Outflow Only |

Source: Internal Revenue Service Migration Data

Income and Poverty

Number of Households by Income

Income Range	Percentage
$200,000 or more	2.0%
$150,000 to $199,999	1.3%
$100,000 to $149,999	10.1%
$75,000 to $99,999	12.6%
$50,000 to $74,999	19.3%
$35,000 to $49,999	15.9%
$25,000 to $34,999	13.8%
$15,000 to $24,999	10.2%
$10,000 to $14,999	7.0%
$0 to $9,999	7.7%

Source: U.S. Census Bureau, American Community Survey TableID: DP03
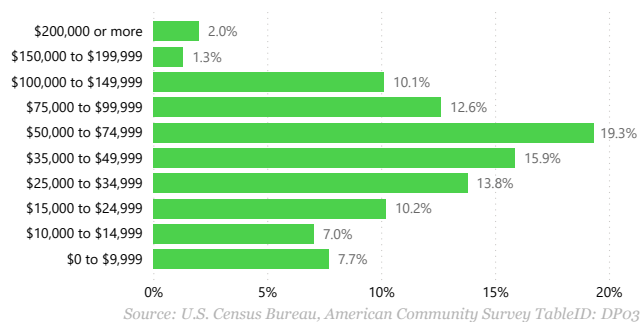
Median Earnings per Worker

$28.12K

↑ 25.2% vs 2018

Source: U.S. Census Bureau, American Community Survey TableID: DP03

0.42

↓ -5.9% vs 2018

Source: U.S. Census Bureau, American Community Survey TableID: B19083
For more information about the Gini Index, see the Census Bureau Definition

Poverty Level by Age Group

Age Group	Percentage
65 years and over	29.2%
35 to 64 years	38.0%
18 to 34 years	7.8%
5 to 17 years	19.6%
0 to 4 years	5.4%

Source: U.S. Census Bureau, American Community Survey TableID: S1701
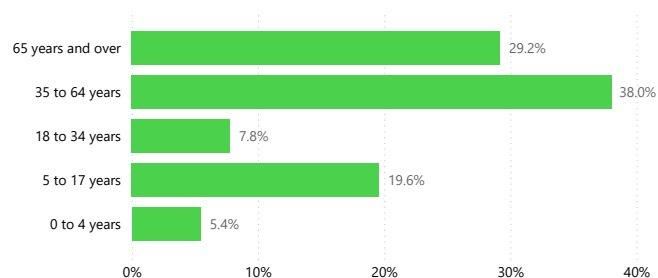
Percent of Population Living Under Poverty Level

21.2%

↓ -7.4% vs 2018

Source: U.S. Census Bureau, American Community Survey TableID: S1701

Sources of Income (Non-exclusive)

Source	Value
Social Security	1,525
Earnings	1,332
Retirement Income	907
Food Stamp ap Bene...	498
Supplemental Security I...	241
Cash Public Assistance I...	103

Source: U.S. Census Bureau, American Community Survey TableID: DP03

Income Statistics

Statistic	Value
Mean Household Income	$57,243
Median Earnings, Female, Full-Time	$48,208
Median Household Income	$46,689
Median Earnings, Male, Full-Time	$35,346
Per Capita Income	$31,970
Median Earnings per worker	$28,121

Source: U.S. Census Bureau, American Community Survey TableID: DP03

Economic Policy Institute: Family Budget Calculator

Time Period		Family Type
Annual	Monthly	2 adults, 1 child

County

State Cost Rank	*State Income Rank*
13	**7**

Expense Type	Sum of Value
Childcare	$7,692
Food	$8,652
Healthcare	$15,372
Housing	$11,568
Other Necessities	$7,152
Taxes	$8,520
Transportation	$16,260
Total	**$75,216**
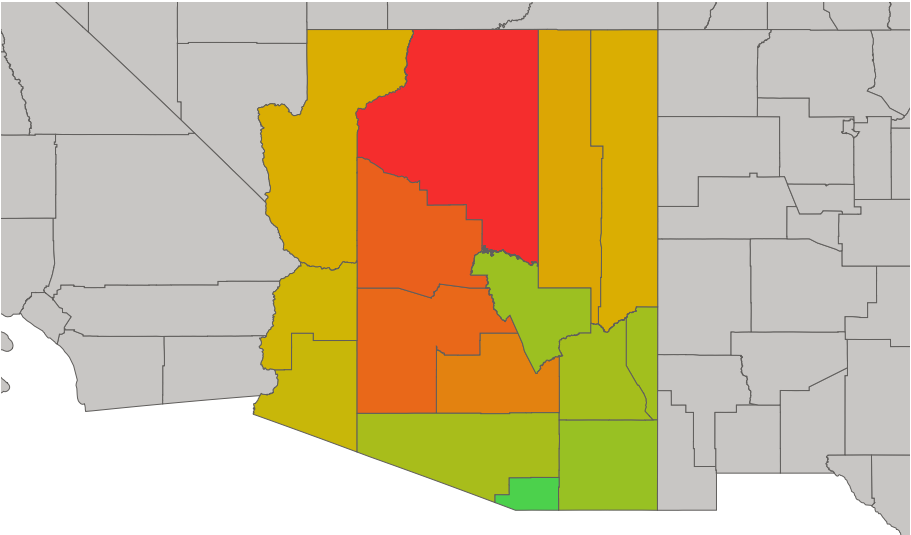
Source: Economic Policy Institute, Family Budget Map. To learn more, go to https://www.epi.org/resources/budget/budget-map/.

Workforce

Occupations by Employment

Employment by Occupation

Office and administrativ...	210
Sales and related	210
Educational instruction a...	152
Construction and extract...	136
Food preparation and se...	130
Management	87
Business and financial o...	82
Building and grounds cl...	59
Firefighting and preventi...	59
Healthcare support	59
Community and social s...	54
Production	50
Health diagnosing, treati...	44
Law enforcement	38
Arts, design, entertainm...	32
Computer and mathema...	29
Architecture and engine...	25
Transportation	24
Installation, maintenanc...	22
Legal	22
Material moving	16
Health technology and t...	14
Personal care and service	14
Farming, fishing, and for...	0
Life, physical, and social ...	0

Area Average: 63

Source: U.S. Census Bureau, American Community Survey TableID: S2401

Labor Force Status

Category	Value
Not in labor force	60.9%
Employed	35.2%
Unemployed	4.0%
Armed Forces	0.0%
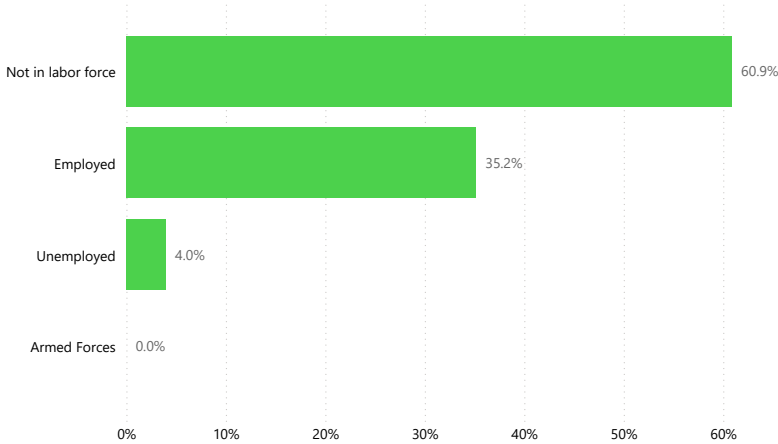
Prime Age Labor Force Participation Rate

63.5

Employment to Population Ratio

35.2

Unemployment Rate

10.1

Source: U.S. Census Bureau, American Community Survey, TableID: DP03

Unemployment Rate by Year and Month

4.7% — 4.4% — 4.3% — 4.4% — 4.3% — 3.3% — 3.0% — 3.7% — 4.4% — 5.0% — 4.3% — 4.3% — 4.2%

(Nov 2023, Jan 2024, Mar 2024, May 2024, Jul 2024, Sep 2024)
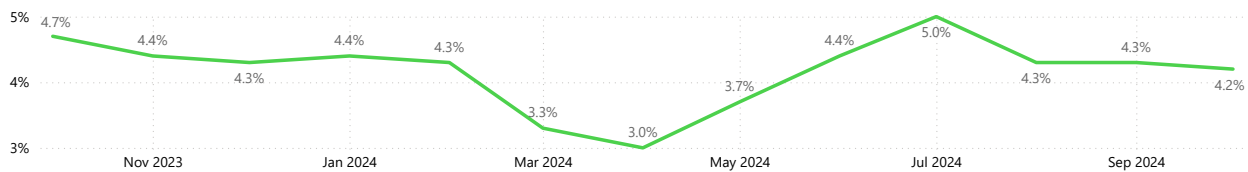
Source: Bureau of Labor Statistics, Local Area Unemployment Statistics

Commute Time to Work
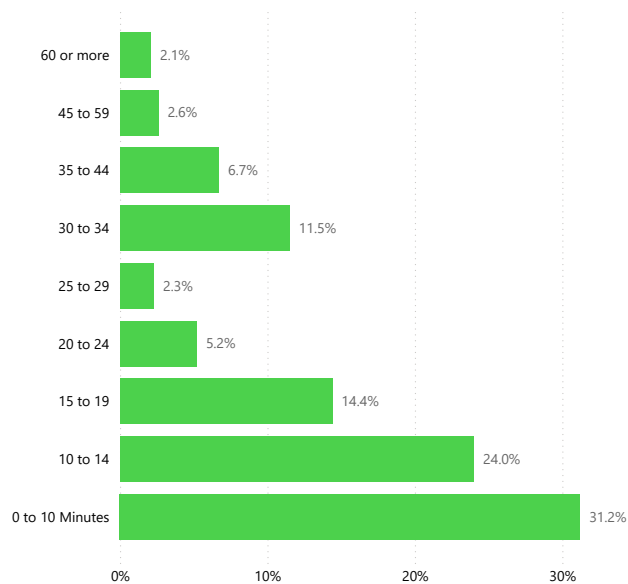
Category	Value
60 or more	2.1%
45 to 59	2.6%
35 to 44	6.7%
30 to 34	11.5%
25 to 29	2.3%
20 to 24	5.2%
15 to 19	14.4%
10 to 14	24.0%
0 to 10 Minutes	31.2%
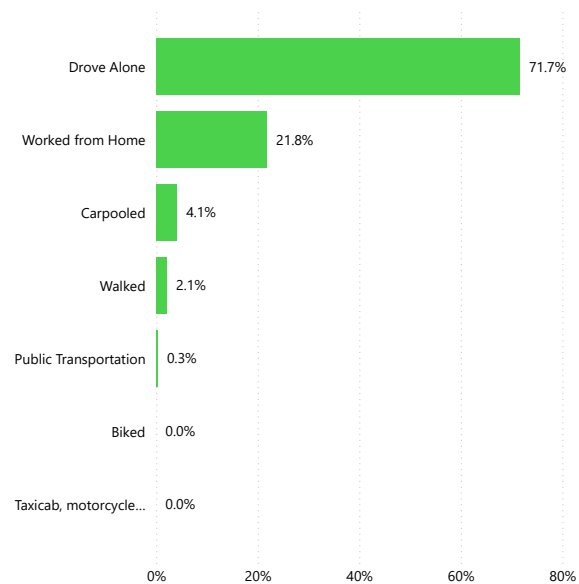
Commute Type

Category	Value
Drove Alone	71.7%
Worked from Home	21.8%
Carpooled	4.1%
Walked	2.1%
Public Transportation	0.3%
Biked	0.0%
Taxicab, motorcycle...	0.0%

Source: U.S. Census Bureau, American Community Survey, TableID: S0801

Commute Type

Worked Outside the Home	78.2%
Worked from Home	21.8%

0% 20% 40% 60% 80%

17.80

↓ -10.1% vs 2018

Industry and GDP

Establishments	Employment	

Public administration — 5,029
Retail trade — 4,492
Health care and social assistance — 4,207
Accommodation and f... — 3,548
Professional, s... — 2,475
Construction — 1,992
Administrative and ... — 1,502
Manuf... — 704
Educ... — 650
Oth... — 561
Fina... — 558
Transportation and ... — 1,010
Arts, enter... — 555
Informati... — 453
Utili... — 320
Agriculture, forestry,... — 867
Wholesale... — 454
Real esta... — 440
U...

LQ (Employment) — 2.5, 2.0, 1.5, 1.0, 0.5
High Cluster
Low Cluster
Employment YoY Change (%) — 0, 200, 400, 600, 800

2-digit NAICS	3-digit NAICS	Federal Government	Local Government	Private	State Government
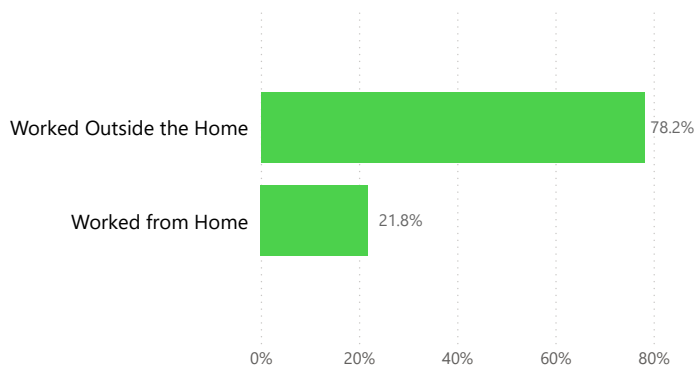
Real GDP by Year (Thousands of 2017 Chained Dollars)
Cochise, AZ

$4.4M, $5.0M, $4.7M, $5.0M, $5.0M, $4.5M, $4.6M, $4.0M, $3.6M
$4M, $2M, $0M
2005 2010 2015 2020
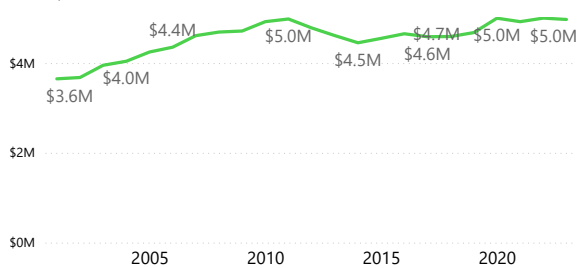
Total Full and Part Time Employment by Year
Cochise, AZ

51K, 51K, 52K, 53K, 53K, 53K
40K, 20K, 0K
2017 2018 2019 2020 2021 2022

Hachman Index by Year (GDP Method)
Cochise, AZ

● Hachman Index (vs State) ● Hachman Index (vs US)

100

2017	2018	2019	2020	2021	2022

vs US: 74, 75, —, 78, 73, 83
vs State: 61, 60, 74, 61, 57, 71
(2019 vs US: 74, 2019 vs State: 59)
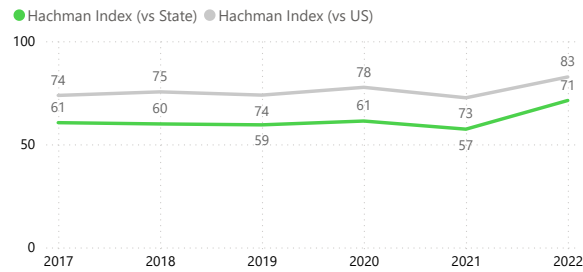
Hachman Index by Year (Employment Method)
Cochise, AZ

● Hachman Index (vs State) ● Hachman Index (vs US)

100

2017	2018	2019	2020	2021	2022

vs US: 72, 71, 73, 70, 74, 76
vs State: 74, 74, 69, 74, 68, 70
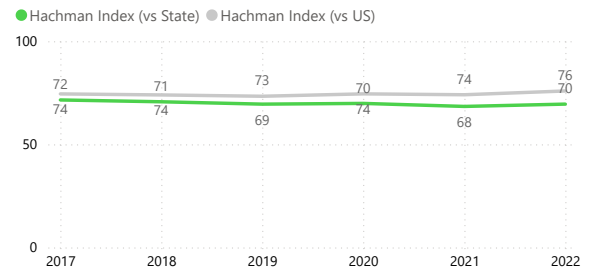
Source: Better City Calculations of Bureau of Economic Analysis Data; Value of 100 indicates perfect similarity to US shares by industry, while 0 indicates perfect non-similarity

GDP by Industry
Cochise, AZ

- Government and government enterprises **33.9%**
- Finance, insurance, real estate, rental, and leasing **23.7%**
- Professional and ... **9.7%**
- Educational s... **8.1%**
- Retail trade **6.5%**
- Arts, e... **3.5%**
- Utilit... **3.0%**
- Construction **2.6%**
- Transportati... **1.8%**
- Wholesale tr... **1.3%**
- Manufactur... **2.0%**
- Information
- Ot...
- Ag...

GDP by Industry
Cochise, AZ

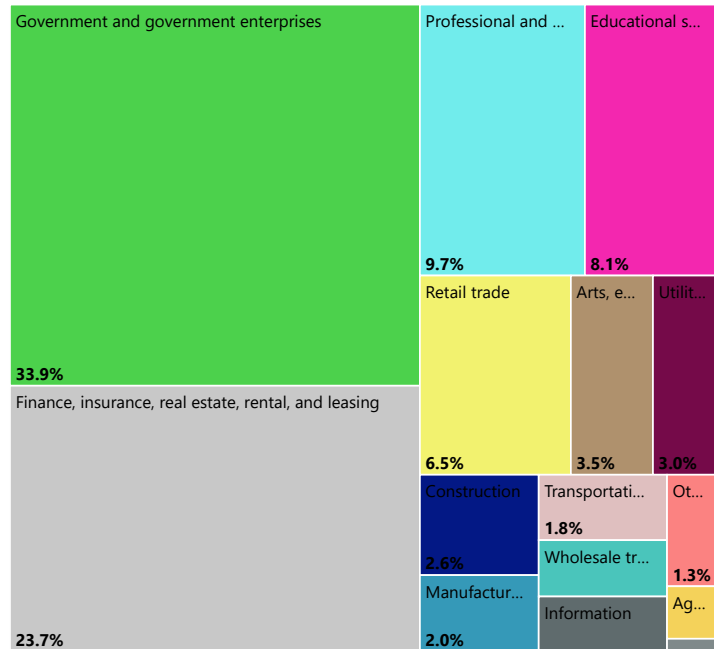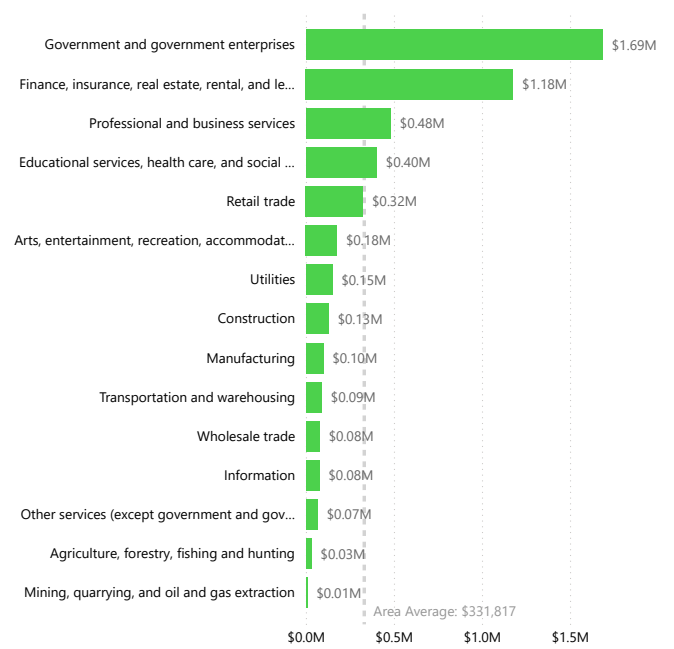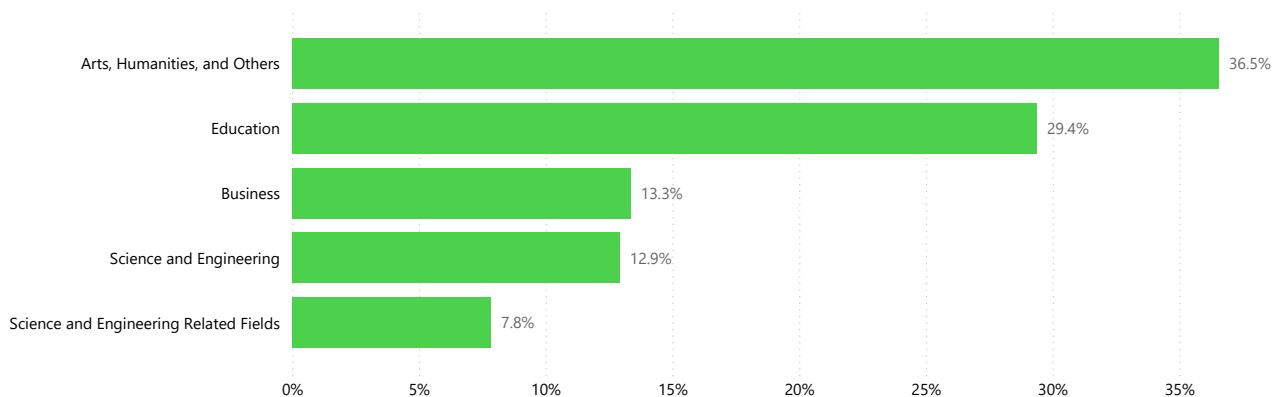| Industry	Value
Government and government enterprises	$1.69M
Finance, insurance, real estate, rental, and le...	$1.18M
Professional and business services	$0.48M
Educational services, health care, and social ...	$0.40M
Retail trade	$0.32M
Arts, entertainment, recreation, accommodat...	$0.18M
Utilities	$0.15M
Construction	$0.13M
Manufacturing	$0.10M
Transportation and warehousing	$0.09M
Wholesale trade	$0.08M
Information	$0.08M
Other services (except government and gov...	$0.07M
Agriculture, forestry, fishing and hunting	$0.03M
Mining, quarrying, and oil and gas extraction	$0.01M

Area Average: $331,817

$0.0M $0.5M $1.0M $1.5M

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Education

Bachelor Degrees by Type

Type	Percent
Arts, Humanities, and Others	36.5%
Education	29.4%
Business	13.3%
Science and Engineering	12.9%
Science and Engineering Related Fields	7.8%

0%   5%   10%   15%   20%   25%   30%   35%

Source: U.S. Census Bureau, American Community Survey TableID: S1502

Educational Attainment

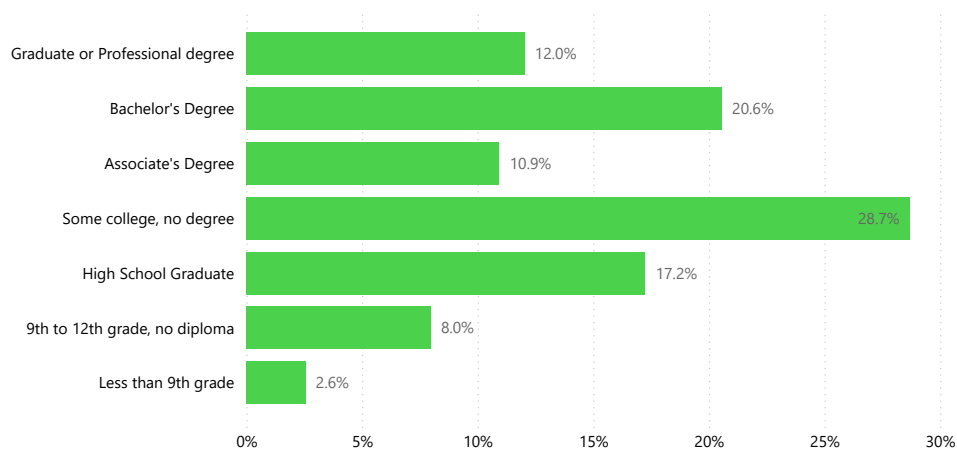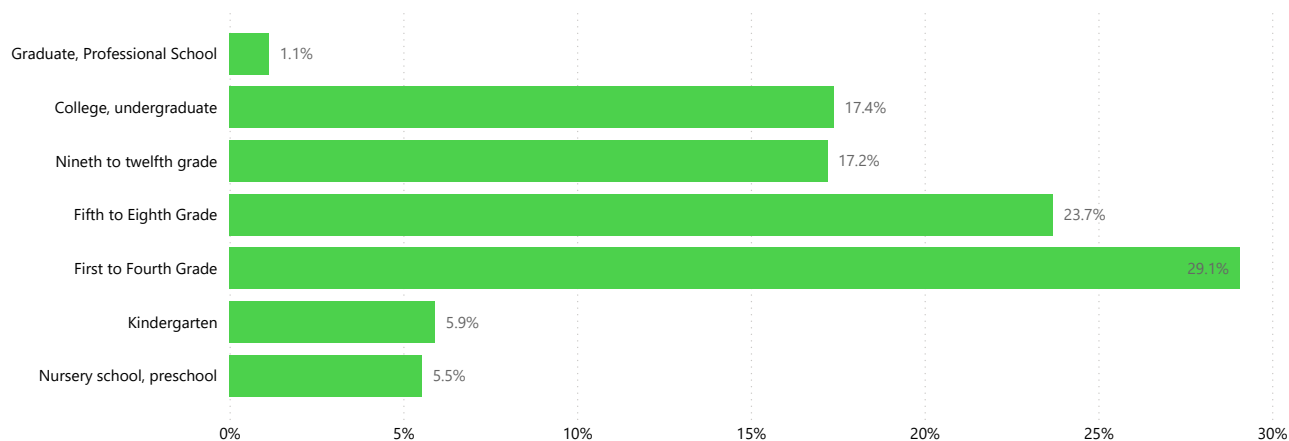| Category	Percentage
Graduate or Professional degree	12.0%
Bachelor's Degree	20.6%
Associate's Degree	10.9%
Some college, no degree	28.7%
High School Graduate	17.2%
9th to 12th grade, no diploma	8.0%
Less than 9th grade	2.6%

High School Graduate or Higher

3,787

Bachelor's Degree or Higher

1,379

Source: U.S. Census Bureau, American Community Survey TableID: S1501

School Enrollment

Category	Percentage
Graduate, Professional School	1.1%
College, undergraduate	17.4%
Nineth to twelfth grade	17.2%
Fifth to Eighth Grade	23.7%
First to Fourth Grade	29.1%
Kindergarten	5.9%
Nursery school, preschool	5.5%

Source: U.S. Census Bureau, American Community Survey TableID: S1401

School Proficiency Index

School Index Score: 0, 25, 50, 75, 100
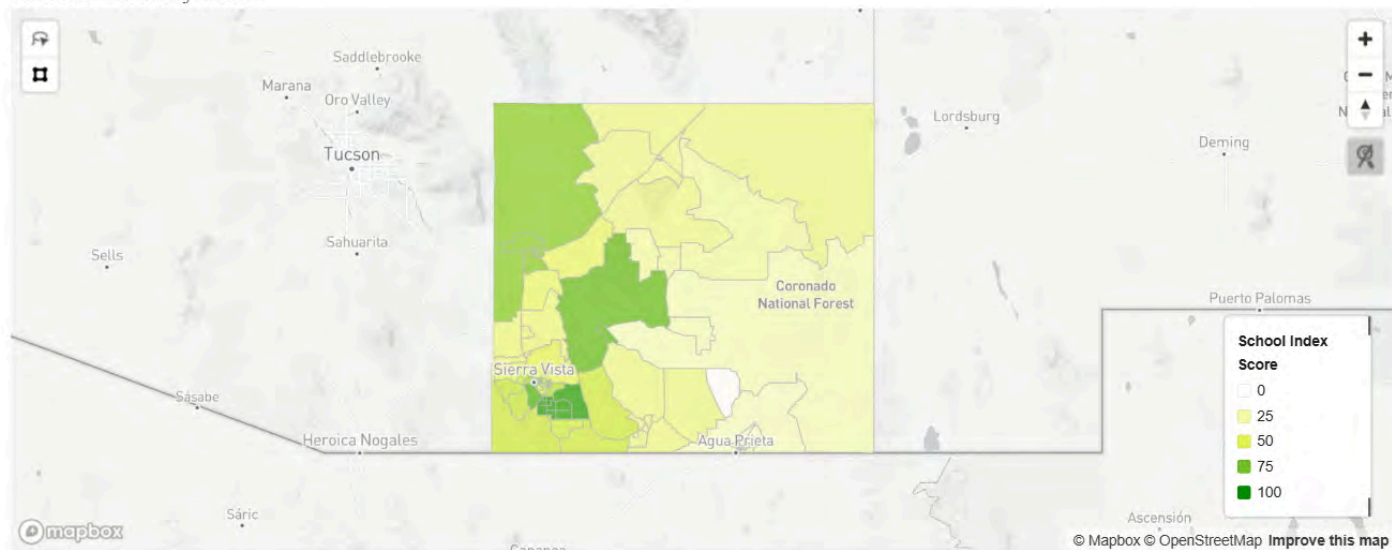
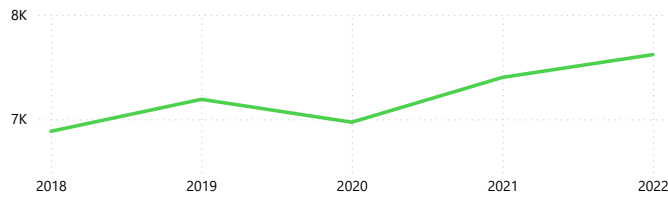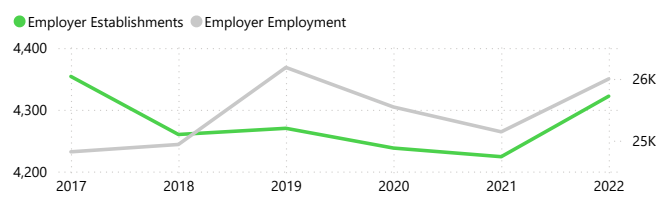*Source: U.S. Department of Housing and Urban Development*

Business and Entrepreneurship

Nonemployer Establishments over Time

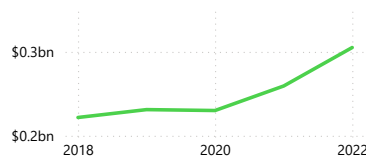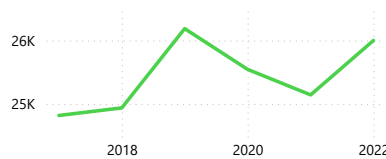## Employer Establishments and Employment over Time

- Employer Establishments
- Employer Employment

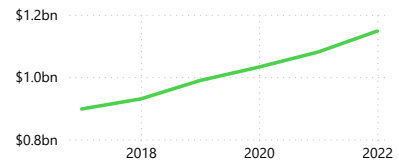## Nonemployer: Value of Shipments, or Revenue
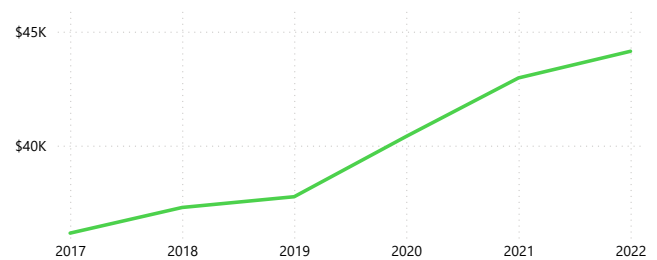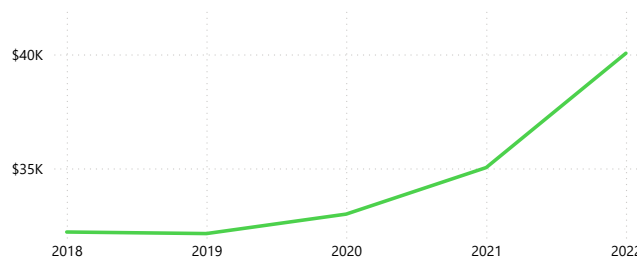
$305.16M

Employer Employment

26K

Employer Annual Payroll

$1.15bn

Revenue per Establishment by Year

Source: U.S. Census Bureau, County Business Patterns, Non-Employer Statistics

Small Business Loans by Census Tract

- Number of Loans to Businesses with Gross Annual Revenues <= $1M
- Amount of Loans to Businesses with Gross Annual Revenues <= $1M
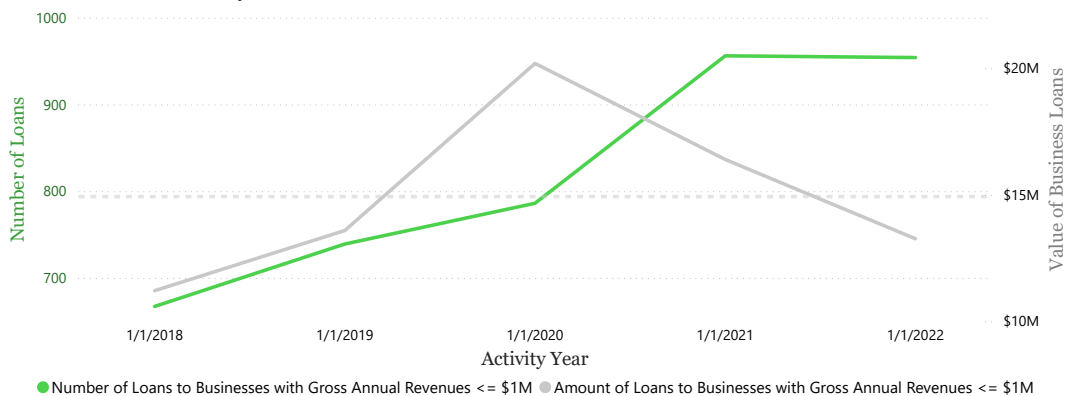
Source: FFIEC, Community Reinvestment Act Aggregate Data.

Census Tracts

Ctrl+ click to Select Multiple

Census Tract

Search

- Select all
- 0001.00
- 0001.01
- 0001.02
- 0002.01
- 0002.02
- 0002.03
- 0003.01
- 0003.02
- 0003.03
- 0003.04

Employer Establishments by Employment Size

Employment Size	Count
0 to 5	1,087
5 to 9	476
10 to 19	318
20 to 49	196
50 to 99	54
100 to 249	25
500 to 999	4

Source: U.S. Census Bureau, County Business Patterns

Establishment Entries, Exits by Year

● Establishment Entries ● Establishment Exits ● Net Establishments

Year	Establishment Entries	Establishment Exits	Net Establishments
2018	166	-192	-26
2019	167	-173	-6
2020	161	-194	-33
2021	174	-205	-31
2022	204	-180	24

Source: U.S. Census Bureau, Business Dynamics Statistics

Total Establishments by Year

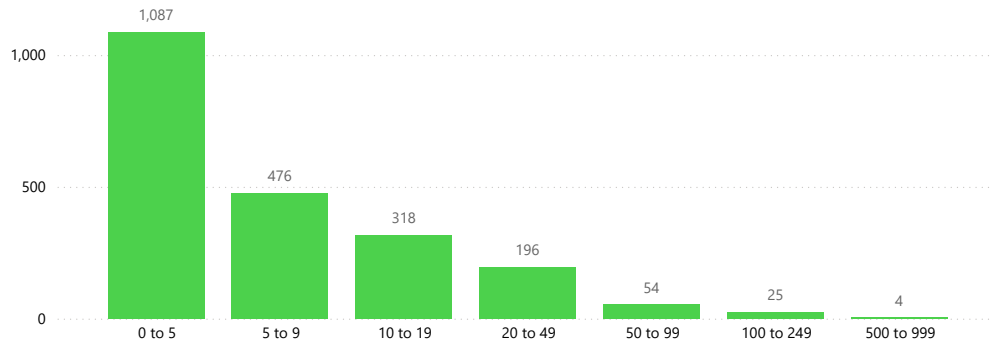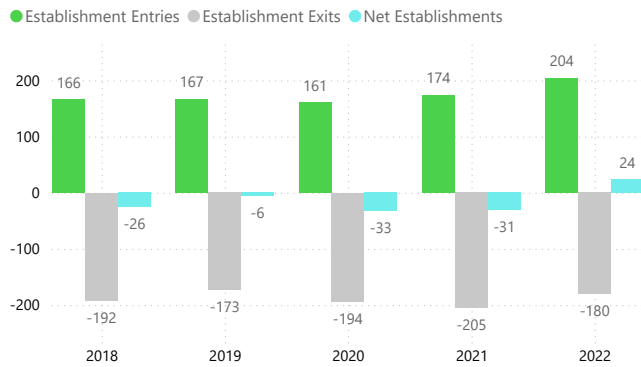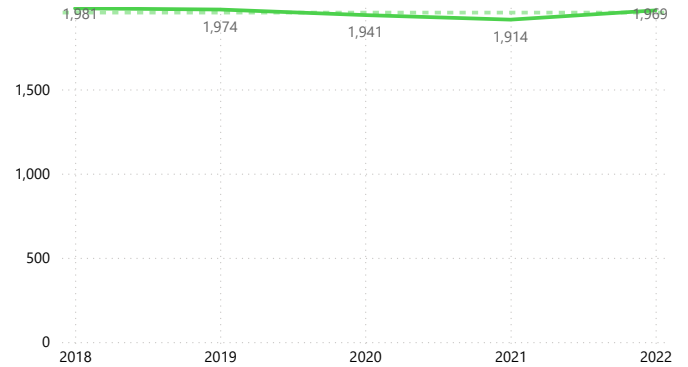| Year	Total Establishments
2018	1,981
2019	1,974
2020	1,941
2021	1,914
2022	1,969

Source: U.S. Census Bureau, County Business Patterns, Non-Employer Statistics

Business Applications by Year

Year	Business Applications
2018	716
2019	739
2020	774
2021	883
2022	1104
2023	1272
2024	1316
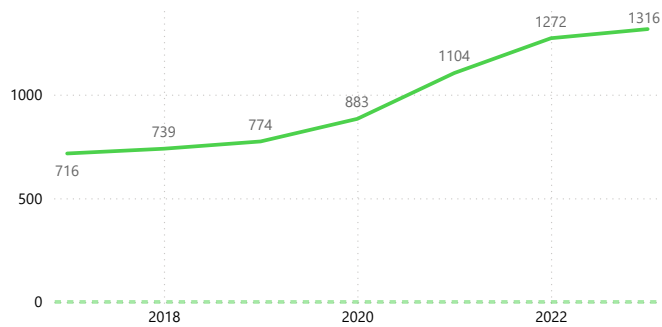
Source: U.S. Census Bureau, County-Level Annual Business Applications

Net Job Creation by Year

Year	Net Job Creation
2018	0.1K
2019	1.3K
2020	-0.7K
2021	-0.2K
2022	0.6K

Source: U.S. Census Bureau, Business Dynamics Statistics

Healthcare
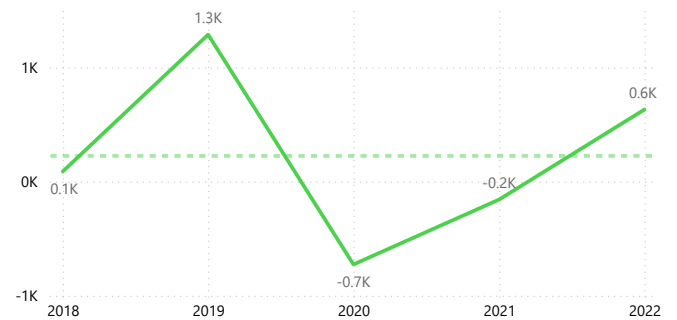
Social Vulnerability Index (SVI) Rank: **0.93**
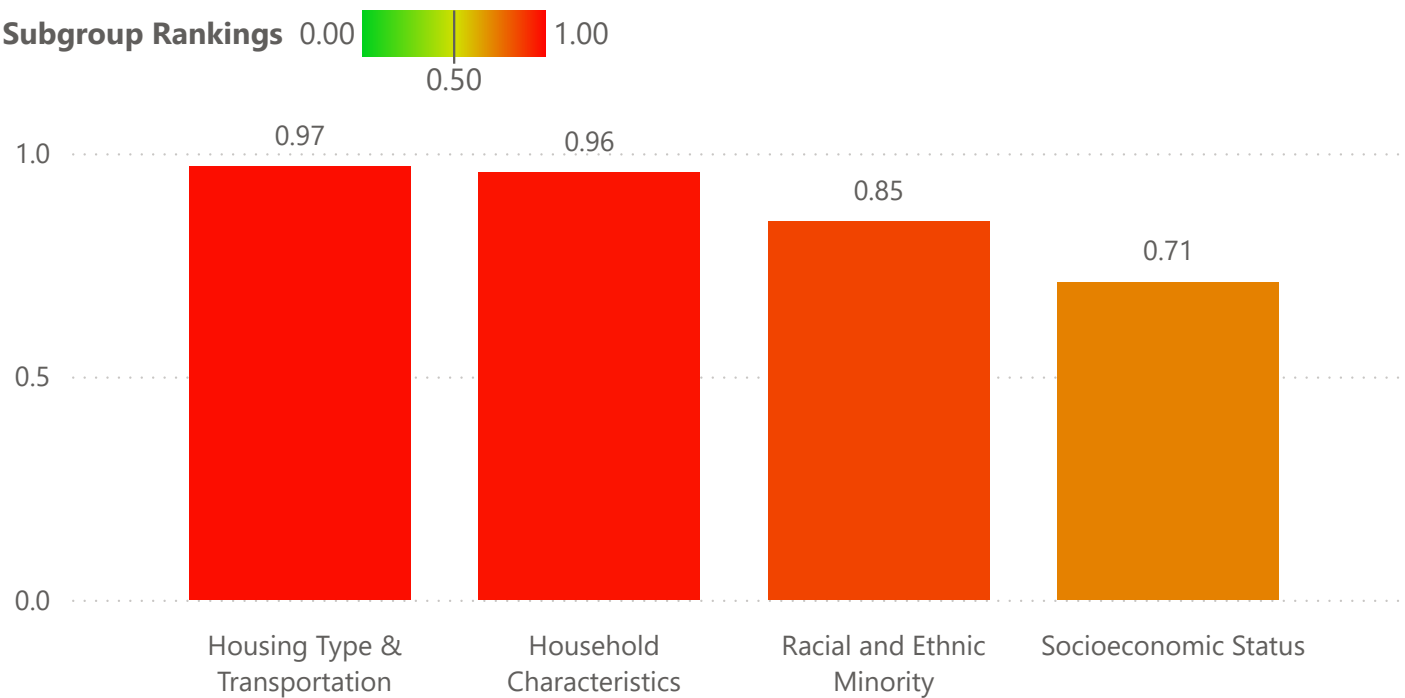
Subgroup Rankings 0.00 [color gradient green to red] 1.00
0.50

0.97	0.96	0.85	0.71
Housing Type & Transportation	Household Characteristics	Racial and Ethnic Minority	Socioeconomic Status

Source: Centers for Disease Control and Prevention; Agency for Toxic Substances and Disease Registry.

Percentile rank of all counties in the United States, with rankings from 0 to 1 and a higher value indicating greater social vulnerability. For example, a percentile ranking of .6 would indicate higher social vulnerability compared to 60% of counties and ranking lower than 40% of counties. Methodology and data sources can be found at https://www.atsdr.cdc.gov/place-health/php/svi/svi-data-documentation-download.html.

County Health Rankings

Measure	Estimate	Z-Score
% Access to Exercise Opportunities	65.34	-0.15
% Adults with Obesity	34.30	-0.68
% Children in Poverty	24.60	0.61
% Excessive Drinking	17.58	0.28
% Fair or Poor Health	17.00	-0.17
% Physically Inactive	25.20	-0.29
% Severe Housing Problems	12.37	-0.11
% Vaccinated	29.00	1.08
Average Daily PM2.5	5.10	-1.47
Average Number of Mentally Unhealthy Days	4.81	-0.69
Average Number of Physically Unhealthy Days	3.98	0.12
Dentist Rate	57.30	-0.25
Food Environment Index	6.90	0.57
Mental Health Provider Rate	137.67	0.29
Presence of Water Violation		1.30
Primary Care Physicians Rate	57.91	-0.10
Social Association Rate	7.93	0.62

Source: Centers for Disease Control and Prevention; Agency for Toxic Substances and Disease Registry.

Z-scores are adjusted (multiplied by -1 if a positively framed measure, set to zero for missing and unreliable values, and truncated at -3 or +3 if county population is less than 20,000). A z-score near zero is interpreted that the measure is nearly equal to the U.S. average of counties. For more information, see https://www.countyhealthrankings.org/health-data/methodology-and-sources/data-documentation

Appendix IV: Meetings and Agendas

The Mobilization Team is a voluntary coordination group and can be absorbed into another coordination group or disbanded altogether if that best serves the needs of the community. The team should meet at a regular time as agreed upon by the members. Meeting every 2-3 months is recommended based on the capacity of current members and the assigned tasks; however, the team is welcome to adjust this schedule based on the circumstances and needs of the team over time.

Each meeting should last approximately 30-45 minutes and should be organized as follows:

1. **Greetings and introductions** (3 minutes)

2. **Updates from leads on task progress** (15 minutes)

   2.1.   Prompt: What did we do since our last meeting, and what did we learn?

3. **Discussion of changes to the tasks or strategies** (10 minutes)

   3.1.   Prompt: What will we do before our next meeting?

4. **Discussion of additional partners needed** (optional, 5 minutes)

   4.1.   Prompt: Is there anyone missing from these discussions who should be included?

5. **Closing and scheduling of next meeting** (2 minutes)

The leads are welcome to use the worksheet on the following page to prepare for each meeting. The worksheets should be sent a few days in advance of the meeting by the meeting coordinator so leads have sufficient time to fill it out.

Bisbee Resilience Action Plan: Lead Update Report

Organization Name:

Commitments from Previous Meeting (fill in table below):

Task	Deadline	Progress to Date

Things I Learned Since the Last Meeting:

Things I Will Do Before the Next Meeting:

Funding / Resources Needed: