

**BUILDING BRIDGES TO BUSINESS**



**2011 CITY OF KINGMAN  
SMALL BUSINESS RETENTION REPORT**

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## Open for Business

The Mohave County Economic Development Department uses the Synchronist Business Information System® to evaluate, understand and report local business and workforce opportunities and issues. This diagnostic tool makes it possible for our organization to adopt and apply limited economic development resources for maximum impact.

Synchronist data is used to achieve our mission: Connect business and industry with federal, state and local resources to enhance and stimulate our economic growth through business retention, expansion and attraction efforts; and advance, develop and advocate for the area's workforce.

The following report summarizes the overall results of individual confidential business interviews to present a snapshot of existing business perspectives of the economic climate in the City of Kingman.

The Synchronist Business Information System® is part of our continuing initiative to observe and identify business trends. Every attempt was made with each business to complete the entire survey. However, some gaps may exist.

This comprehensive report covers many economic development issues including business markets, trends, satisfaction, opportunities, risks and workforce. Future surveys will report and analyze individual data, workforce information, communities and/or business cluster groups.

On behalf of the Mohave County Economic Development Department, we extend our gratitude to the businesses that took time to participate in the survey.

## Respondents

*Marks Appliance Repairs*

*Pikes Transportation*

*H & H Homes*

*Absolute Smiles Dentistry*

*Mohave Insurance Center Inc.*

*Vic's Tease Shirts*

*Kingman Animal Hospital*

*Kingman Transportation Serv. LLC.*

*Mailboxes Net*

*Aloha Plumbing LLC.*

*Attwoods Appliances LLC.*

*Susiels Signature Sweets Horizon Community*

*Bank*

*Masters & Youth In Art*

*TNT Auto Center LLC*

*Dalux Equipment Service Corp.*

*Twist & Shake*

*Windswept Images*

*Game Over Productions*

*R& B Landscaping*

*BBVA Compass Bank*

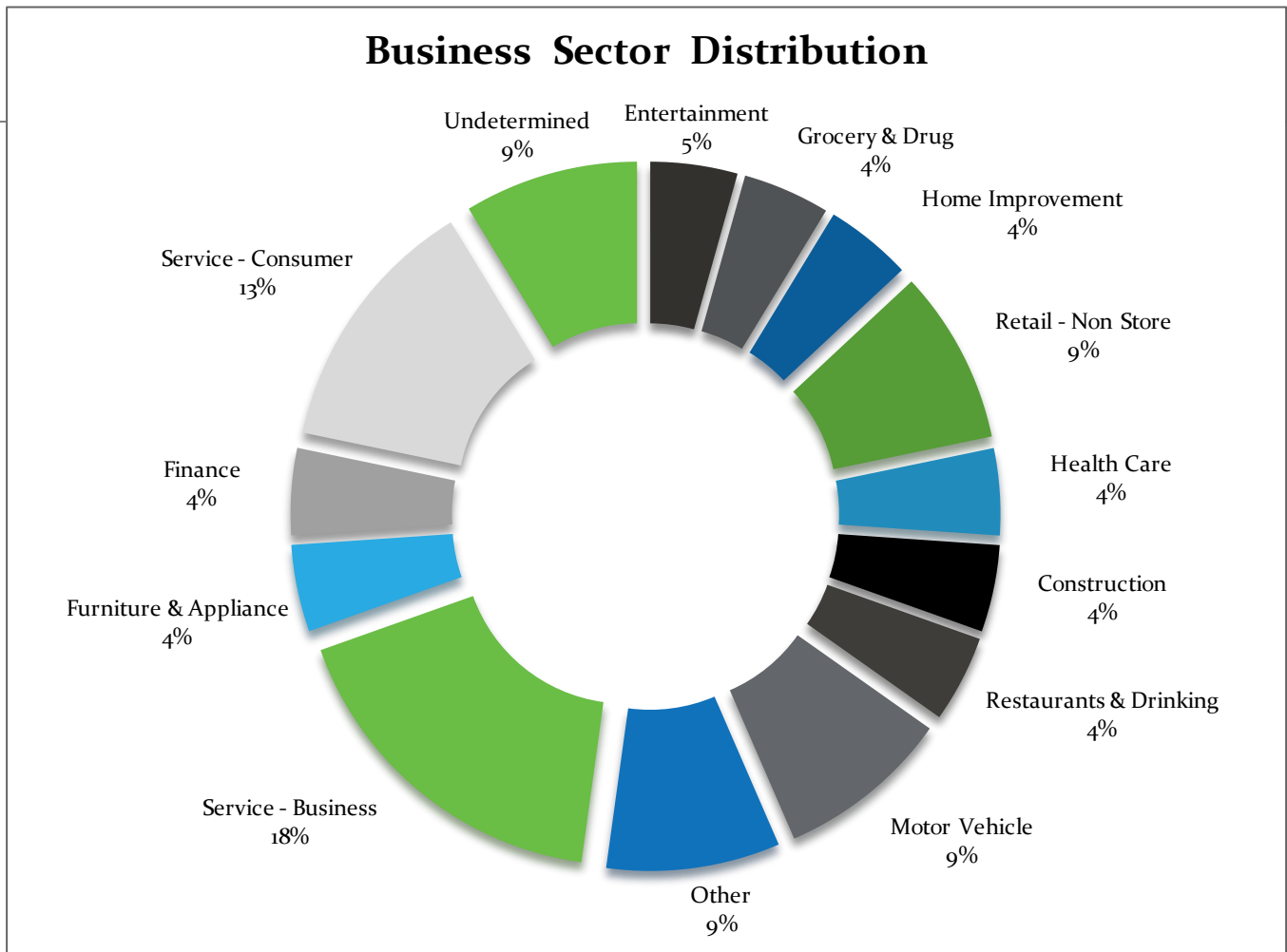
*Hyperspace Internet Technologies*

*Showcase 66*

*Budget Blinds Inc.*

## Kingman Business Sector Distribution Breakdown

There were 24 individual businesses which participated in the 2011 Kingman Small Business survey representing wide range of business sectors. Listed below is the percentage breakdown of he participating business sectors. The largest business sectors were 'Customer Services' and 'Business Services' respectively, which together represented over 30% of total business participants.

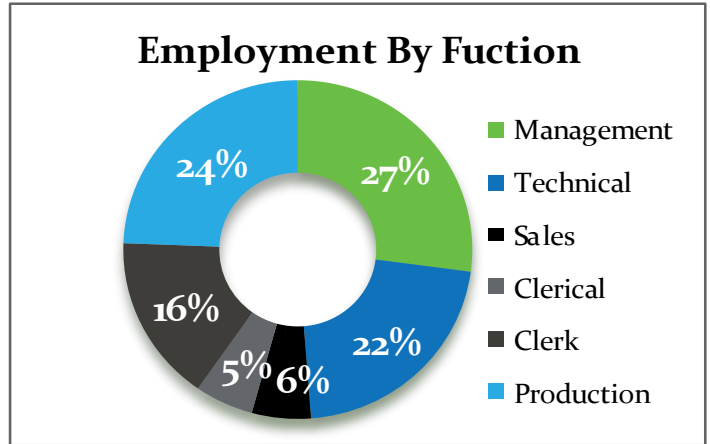


# Employment, Payroll and Business Pricing Strategy

## Employment by Function

In terms of function, the majority of employees perform Management, Production and Technical tasks. The workforce make-up is common within the relatively small, sole-proprietorships.

Figure 2

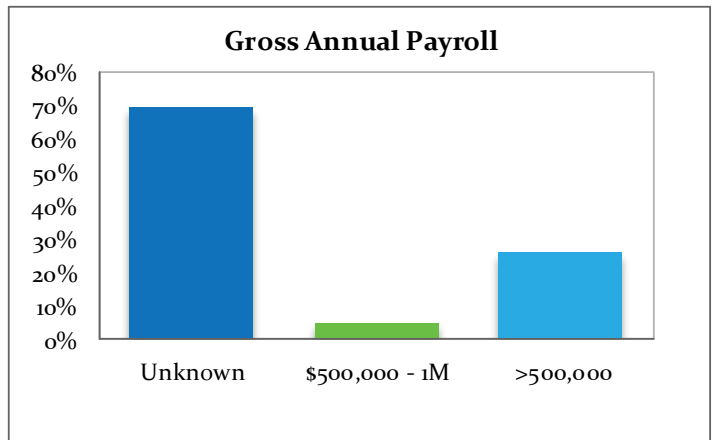


## Gross Annual Payroll

26% interviewed businesses indicated their Gross Annual Payroll is less than \$500,000.

*(70% of participants did not responded to this question)*

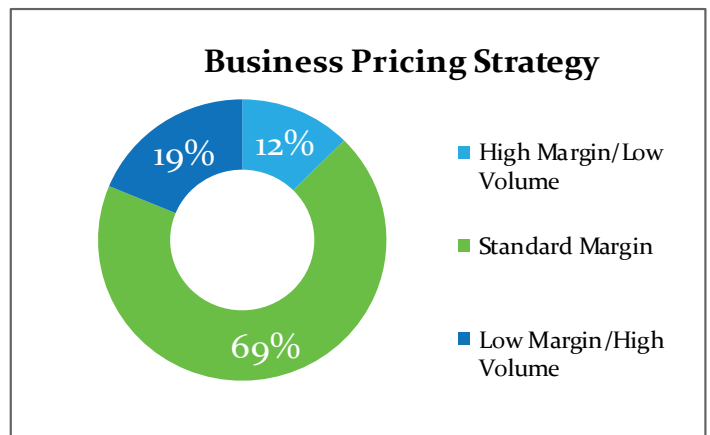
Figure 3



## Business Pricing Strategy

Most business owners within the survey area have indicated a standard margin pricing strategy. Relatively low inventory levels, limited foot traffic and semi-generic products are common characteristics of this pricing strategy.

Figure 4

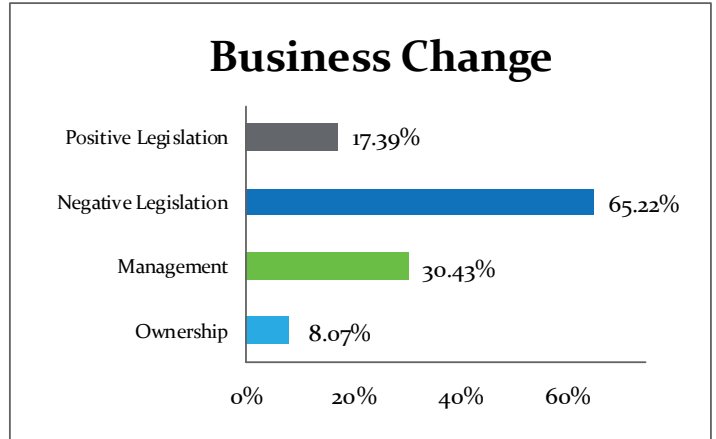


# Business Change, Advertising and Business Sales Generators

## Business Change

The majority of the business operations interviewed feel they are experiencing many negative Legislative changes or environment at the state and local levels. Some of these concerns are higher taxes / business fees, impact fees, funding decreases for existing programs, health care law, & the privacy information act. 30% percent of all business also saw some form of management changes.

Figure 5

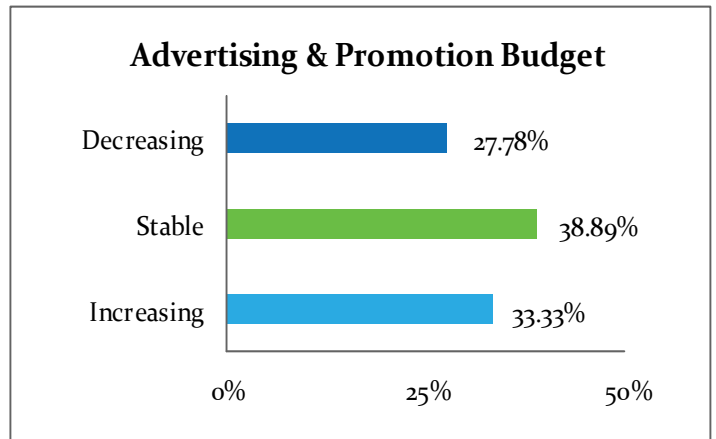


## Advertising and Promotion Budget

Although many business owners identified “walk-in” traffic and “word of mouth” as their most effective sources of advertising, many do utilize formal media based advertising. Of those surveyed, most believed that their advertising budget would remain stable or increase in the near future.

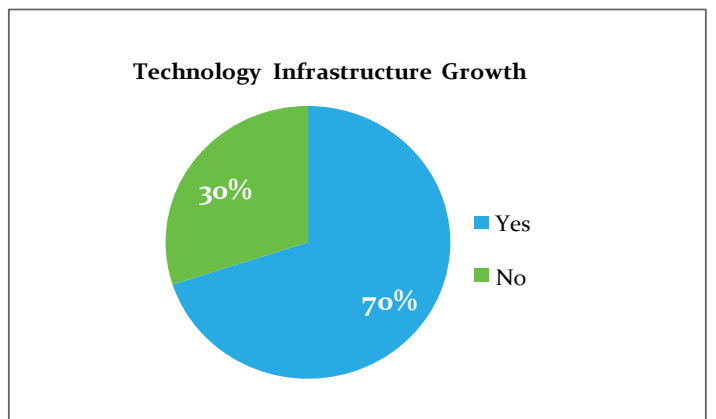
*(Not all participants responded to this question)*

Figure 6



## Technology Infrastructure Growth

Of those interviewed, a clear majority (70%) feel that the community’s technology infrastructure is adequate for their current activities and future growth.



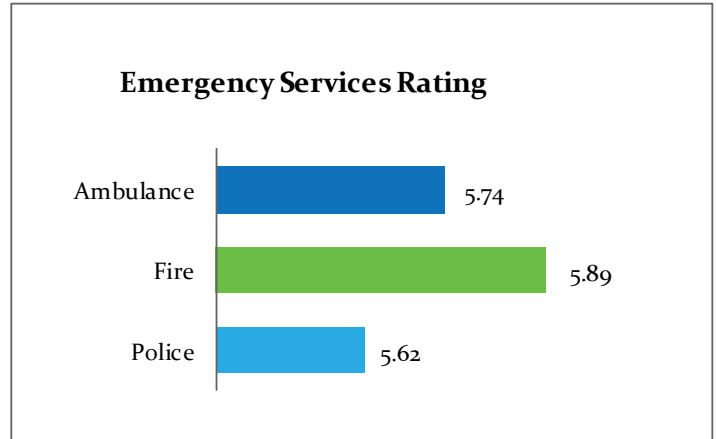
## Emergency Services, Streets and Technology

### Emergency Services Rating

Emergency Services (Ambulance, Fire and Police) in Kingman city area all received relatively high ratings. The level of satisfaction regarding Police service was slightly lower yet still very favorable.

*\*See Figure #20: Public Services Evaluation on page 11.*

Figure 8



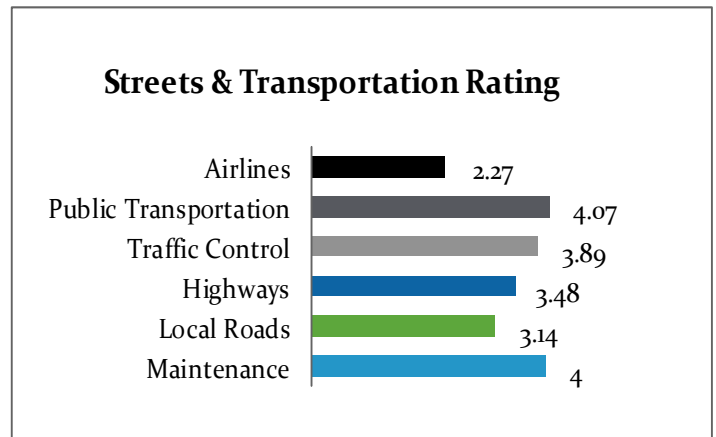
### Streets and Transportation Rating

The level of satisfaction business owners expressed with the elements of our local transportation infrastructure was mixed. Specifically, airline passenger services were rated low while maintenance, transportation & traffic control were viewed relatively positive. Highways and local roads were average.

*\*See Figure #20: Public Services Evaluation on page 11.*

*\*Rated from 1 (poor) 7 (excellent)*

Figure 9



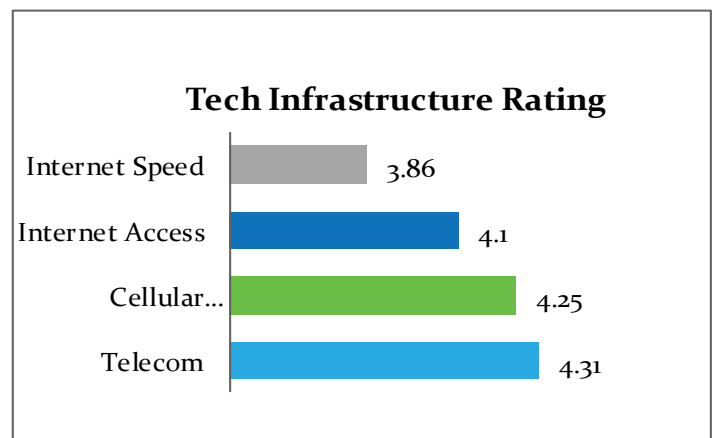
### Technology Infrastructure Rating

The current technology infrastructure provided to the businesses interviewed is generally viewed as adequate to meet their current and future growth needs. The reliability and service of cellular and phone providers was rated above average while Internet received slightly lower reviews.

*See Figure #21: Utility Services Satisfaction on page 12.*

*\*Rated from 1 (poor) 7 (excellent)*

Figure 10

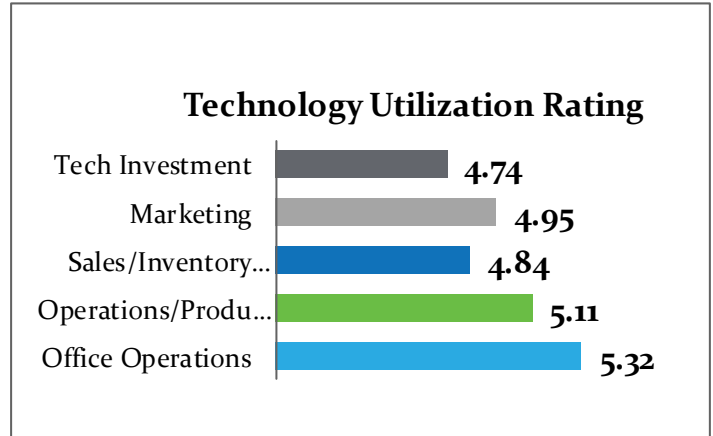


## Tech Utilization, Utilities and Planned Expansions

### Technology Utilization

As compared to their competitors most businesses believe that their relative technology investment is adequate or above average. In particular, the local use of technology for Office operations received the highest rating of 5.32

Figure 11



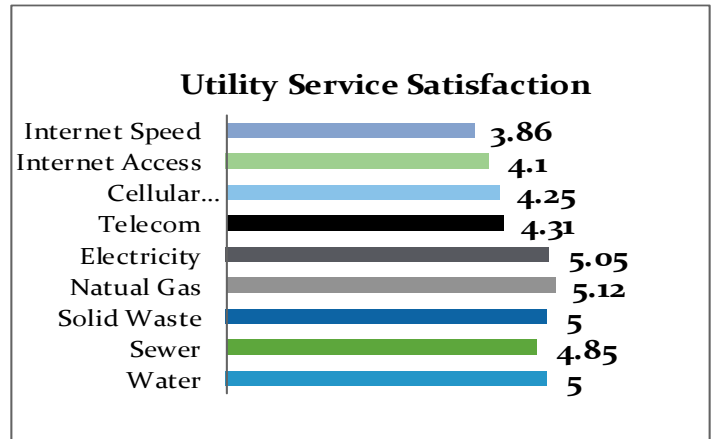
### Utility Service Satisfaction

Most business owners/managers were satisfied with the level of service and quality provided by local utilities. Although specific complaints were noted, in general all the utilities discussed received favorable ratings.

*\*See Figure #21: Utility Services on page 12 for full report*

*\*Rated from 1 (poor) 7 (excellent)*

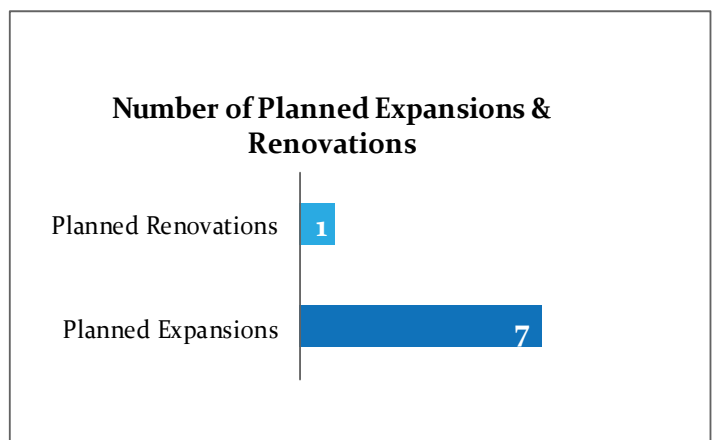
Figure 12



### Percentage of Planned Renovations / Expansions

Of those interviewed, 8 have plans for an upcoming expansion or renovation in the next three (3) years.

Figure 13



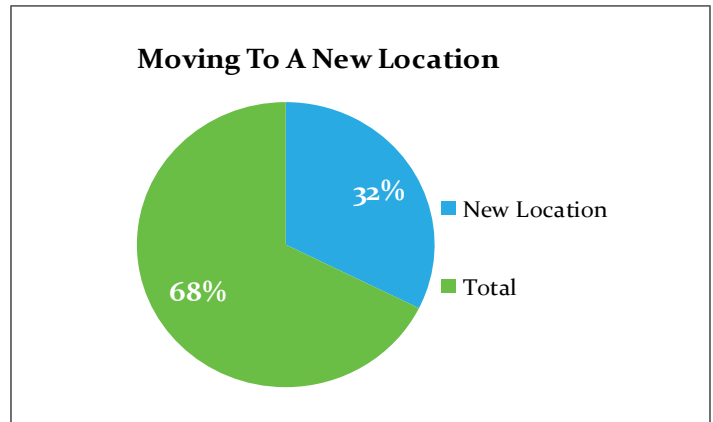


## Planned Investment and Workforce and Skill Gaps

### Moving To New Location

32% of the Business surveyed planned on moving to a new location.

Figure 14



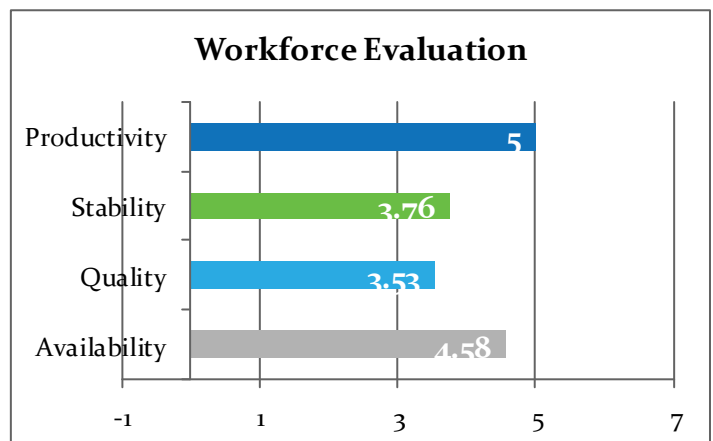
### Workforce Evaluation

The local workforce in Kingman received a relatively low rating in quality. However, the overall productivity of workers was viewed positively by most employers.

*\*See Figure #22: Work Force Evaluation on page 13 for full report.*

*\*Rated from 1 (poor) 7 (excellent)*

Figure 15

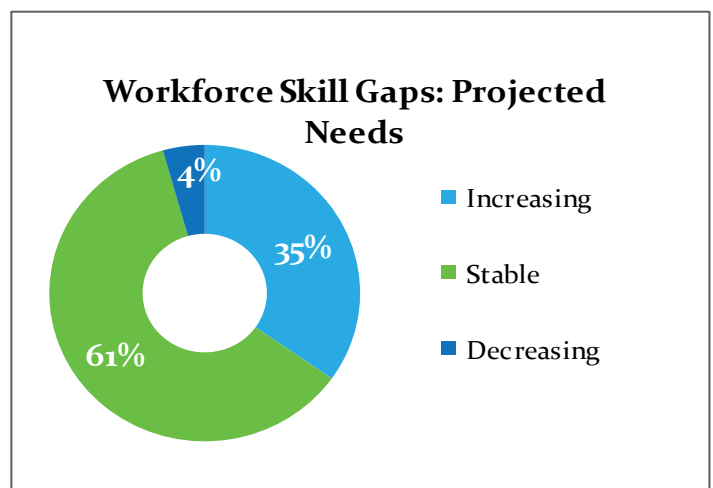


### Workforce Skill Gaps: Projected Needs

Almost all of the employers we interviewed believe that their projected employment needs will increase or remain stable in the short term. 4% felt that their needs would decrease.

*\*See Figure #27: Training Investment chart on page 13.*

Figure 16



## Workforce Skill Gaps (Training and Unfilled Positions)

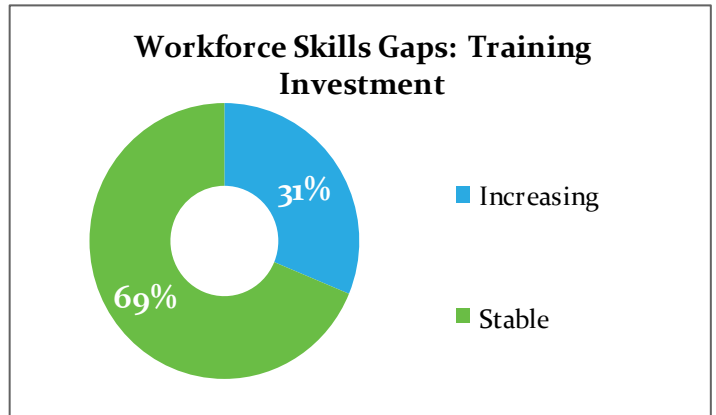
### Employment Training

Figure 17

The expected level of training investment provided by employers was viewed as stable by the majority (69%) of those interviewed. No employer expected this investment to go down in the near future.

*(Not all participants responded to this question)*

*\*See Figure #23: Training Investment chart on page 13.*

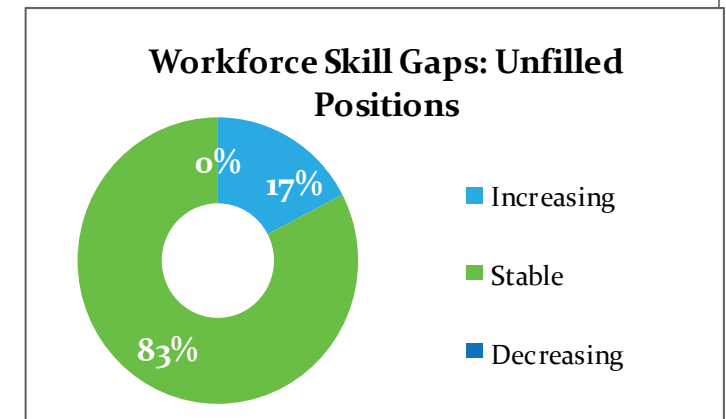


### Employment—Unfilled Positions

Figure 18

Although almost 83% of those interviewed are experiencing stability with their current number of unfilled positions, slightly more than 17% are seeing increases. ZERO employers identified a decrease in the level of unfilled positions.

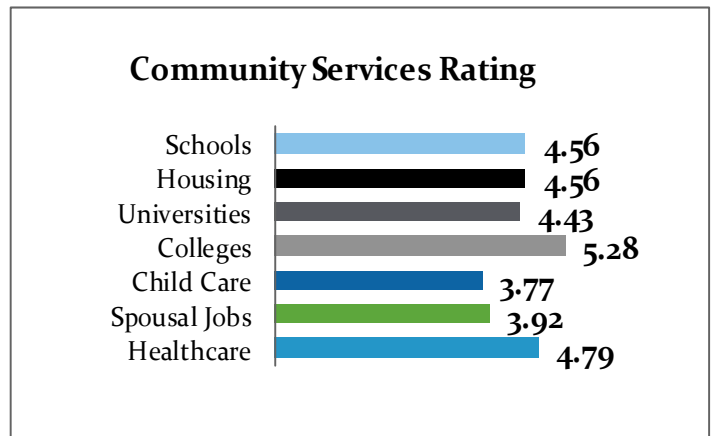
*\*See Figure #27: Training Investment chart on page 13.*



### Community Services Rating

Figure 19

The level of satisfaction with community services in Kingman was average. Spousal Jobs and Child Care received the lowest ratings while the Mohave Community College received the most favorable rating of 5.28 out of 7.



## Figure #20: Public Services Evaluation Report

*Rating System: 1-poor, 4-satisfactory, 7-excellent*

Ratings:	1	2	3	4	5	6	7	Others*	Average
<b>PUBLIC</b>	<b>NUMBER OF RESPONDENTS (top row) &amp;</b>								
<b>SERVICE</b>	<b>PERCENTAGE OF RESPONDENTS (second row)</b>								
Police	0	0	2	6	6	10	6	4	5.40
Department	0.00%	0.00%	5.88%	17.65%	17.65%	29.41%	17.65%	11.76%	
Fire	0	0	0	2	7	12	9	4	5.93
Department	0%	0.00%	0.00%	5.88%	20.59%	35.29%	26.47%	11.76%	
Streetscape	1	3	7	7	9	4	0	3	4.03
Maintenance	2.94%	8.82%	20.59%	20.59%	26.47%	11.76%	0.00%	8.82%	
Local	1	4	5	7	8	3	1	5	4.03
Roads	2.94%	11.76%	14.71%	20.59%	23.53%	8.82%	2.94%	14.71%	
Highways	1	0	5	8	10	5	0	5	4.41
(state/federal)	2.94%	0.00%	14.71%	23.53%	29.41%	14.71%	0.00%	14.71%	
Traffic	3	3	2	6	7	5	2	6	4.21
Control	8.82%	8.82%	5.88%	17.65%	20.59%	14.71%	5.88%	17.65%	
Health	2	4	5	5	6	7	0	5	4.03
Care	5.88%	11.76%	14.71%	14.71%	17.65%	20.59%	0.00%	14.71%	
Housing	0	2	4	7	7	8	0	6	4.54
Available	0.00%	5.88%	11.76%	20.59%	20.59%	23.53%	0.00%	17.65%	
Property	5	4	1	5	10	4	1	4	3.90
Tax	14.71%	11.76%	2.94%	14.71%	29.41%	11.76%	2.94%	11.76%	
Sign	3	4	5	2	5	10	1	4	4.20
Regulations	8.82%	11.76%	14.71%	5.88%	14.71%	29.41%	2.94%	11.76%	
Community	1	2	5	7	5	4	5	5	4.55
Planning	2.94%	5.88%	14.71%	20.59%	14.71%	11.76%	14.71%	14.71%	
Chamber or	1	2	1	1	3	14	9	3	5.61
Business Assoc.	2.94%	5.88%	2.94%	2.94%	8.82%	41.18%	26.47%	8.82%	

\*Others is defined as the following: did not answer, did not know, would not answer.

Note: A list of corresponding graphs are as follows: Page 7; Figure #8: Emergency Services Rating, Figure #9: Streets & Transportation Rating and Figure #10: Tech (Technology) Infrastructure Rating.

## Figure #21: Utility Services and Satisfaction Report

*Rating System: 1-poor, 4-satisfactory, 7-excellent*

Ratings:	1	2	3	4	5	6	7	Other	Average
<b>UTILITY</b>	<i>NUMBER OF RESPONDENTS (top row) &amp;</i>								
<b>SERVICES</b>	<i>PERCENTAGE OF RESPONDENTS (second row)</i>								
Water	0	1	3	4	4	5	4	2	5
Consistency	0.00%	4.35%	13.04%	17.39%	17.39%	21.27%	17.39%	8.7%	
Sewer	0	2	3	3	4	4	4	3	4.85
Service	0.00%	8.7%	13.04%	13.04%	17.39%	17.39%	17.39%	13.04%	
Solid Waste	0	1	1	5	4	4	3	5	5
Removal	0.00%	4.35%	4.35%	21.74%	17.39%	17.39%	13.04%	21.74%	
Natural	0	0	3	4	2	4	4	6	5.12
Gas	0.00%	0.00%	13.04%	17.39%	8.7%	17.39%	17.39%	26.09%	
Electrical	0	0	2	7	3	4	4	3	5.05
Lines	0.00%	0.00%	8.7%	30.43%	13.04%	17.39%	17.39%	13.04%	
Telecom	2	1	1	3	5	3	1	7	4.31
(voice)	8.07%	4.35%	4.35%	13.04%	21.74%	13.04%	4.35%	30.43%	
Cellular	0	3	4	4	5	2	2	3	4.25
Service	0.00%	13.04%	17.39%	17.39%	21.74%	8.7%	8.7%	13.04%	
Internet	2	2	4	3	5	4	1	2	4.1
Access	8.7%	8.7%	17.39%	13.04%	21.74%	17.39%	4.35%	8.7%	
Internet	3	2	6	2	2	4	2	2	3.86
Speed	13.04%	8.7%	26.09%	8.7%	8.7%	17.39%	8.7%	8.7%	

## Figure #22: Work Force Evaluation Report

Rating System: 1-poor, 4-satisfactory, 7-excellent

Ratings:	1	2	3	4	5	6	7	Other	Avg
LABOR	<i>NUMBER OF RESPONDENTS (top row) &amp;</i>								
TOPICS	<i>PERCENTAGE OF RESPONDENTS (second row)</i>								
Availability	1 4.35%	2 8.7%	1 4.35%	5 21.74%	4 17.39%	3 13.04%	3 13.04%	4 17.39%	4.58
Quality	3 13.04%	3 13.04%	2 8.7%	2 8.7%	6 26.09%	0 0.00%	1 4.35%	6 26.09%	3.53
Stability	4 17.39%	0 0.00%	4 17.39%	2 8.7%	3 13.04%	3 13.04%	1 4.35%	6 26.09%	3.76
Productivity	3 13.04%	0 0.00%	0 0.00%	1 4.35%	3 13.04%	7 30.43%	3 13.04%	6 26.06%	5

### Figure #23: Training Investment

Employer Investment:	Increasing	Stable	Decreasing
	31.25%	68.75%	0%

### Figure #26: Work Force Training Provided

On the Job:	75%
Outside:	6.25%
Both:	18.75%

### Figure #24: Business Health Indicators

	Increasing	Stable	Decreasing
Business Sales:	39.13%	43.48%	17.39%
Avg Sale Value	21.74%	69.57%	8.7%

### Figure #27: Work Force Future Needs

	Increasing	Stable	Decreasing
Unfilled Positions:	17.39%	82.61%	0%
Projected Employment:	34.78%	60.87	4.35%

### Figure#25: Work Force Quick Stats

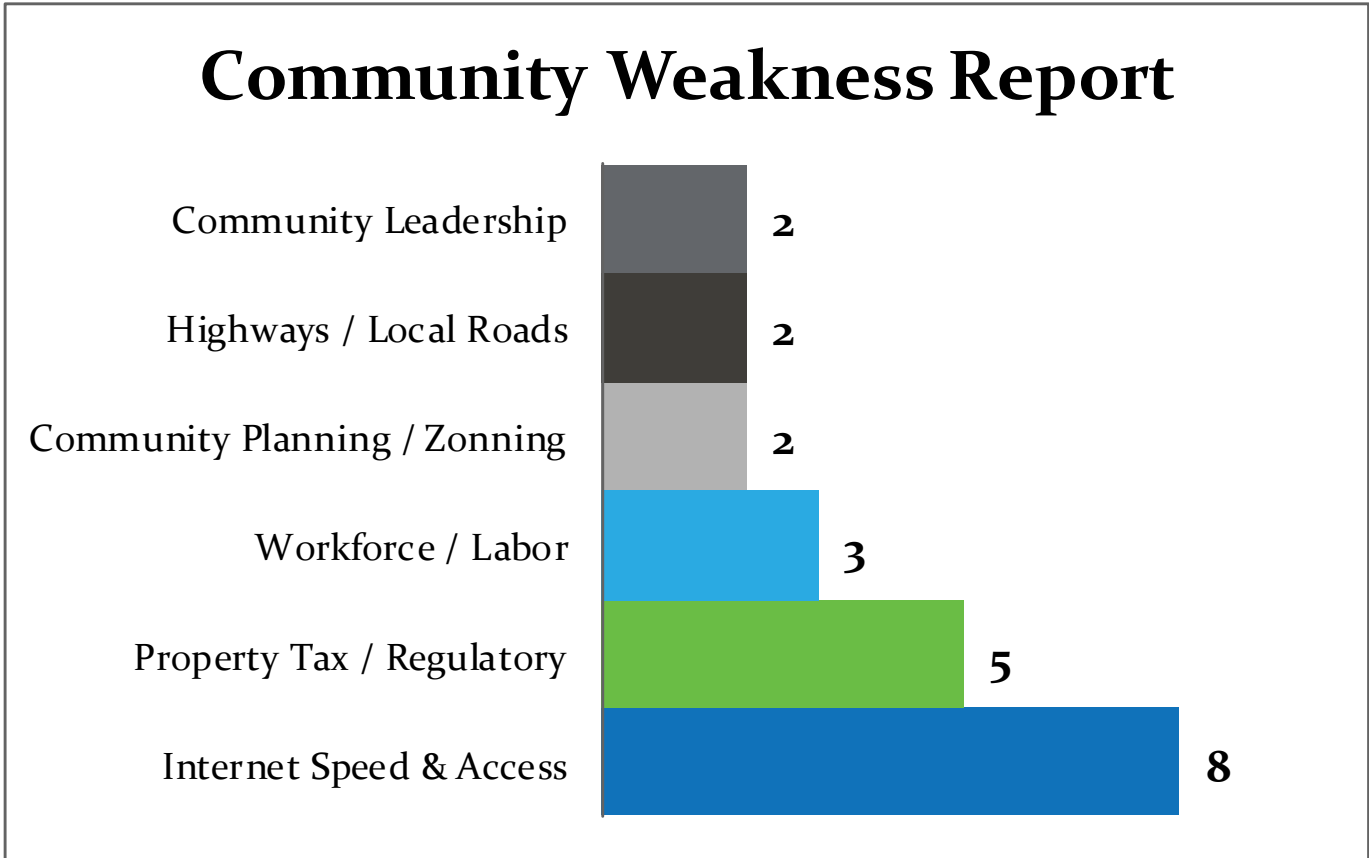
Number participating in survey:	23
Average age of employees:	42.65
Percentage of FT emps/head of HH:	2.3%

### Figure #28: Company Investment in Employee Training

Increasing:	31.25%
Stable:	68.75%
Decreasing:	0.00%

## Community Rating: Weaknesses

Figure 29



### Community Weaknesses Report

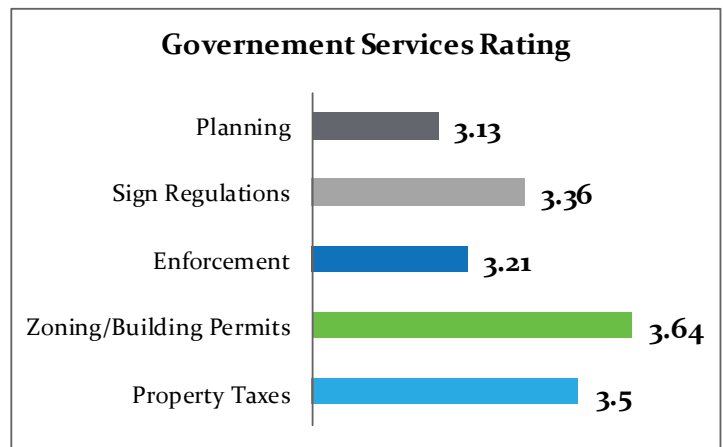
The workforce received the highest number of comments as a community weakness. In particular, employers frequently mentioned workforce difficulties regarding reliability (high turnover) and quality of work.

### Government Services Rating

The level of satisfaction business owners expressed with government services was generally below satisfactory across all categories.

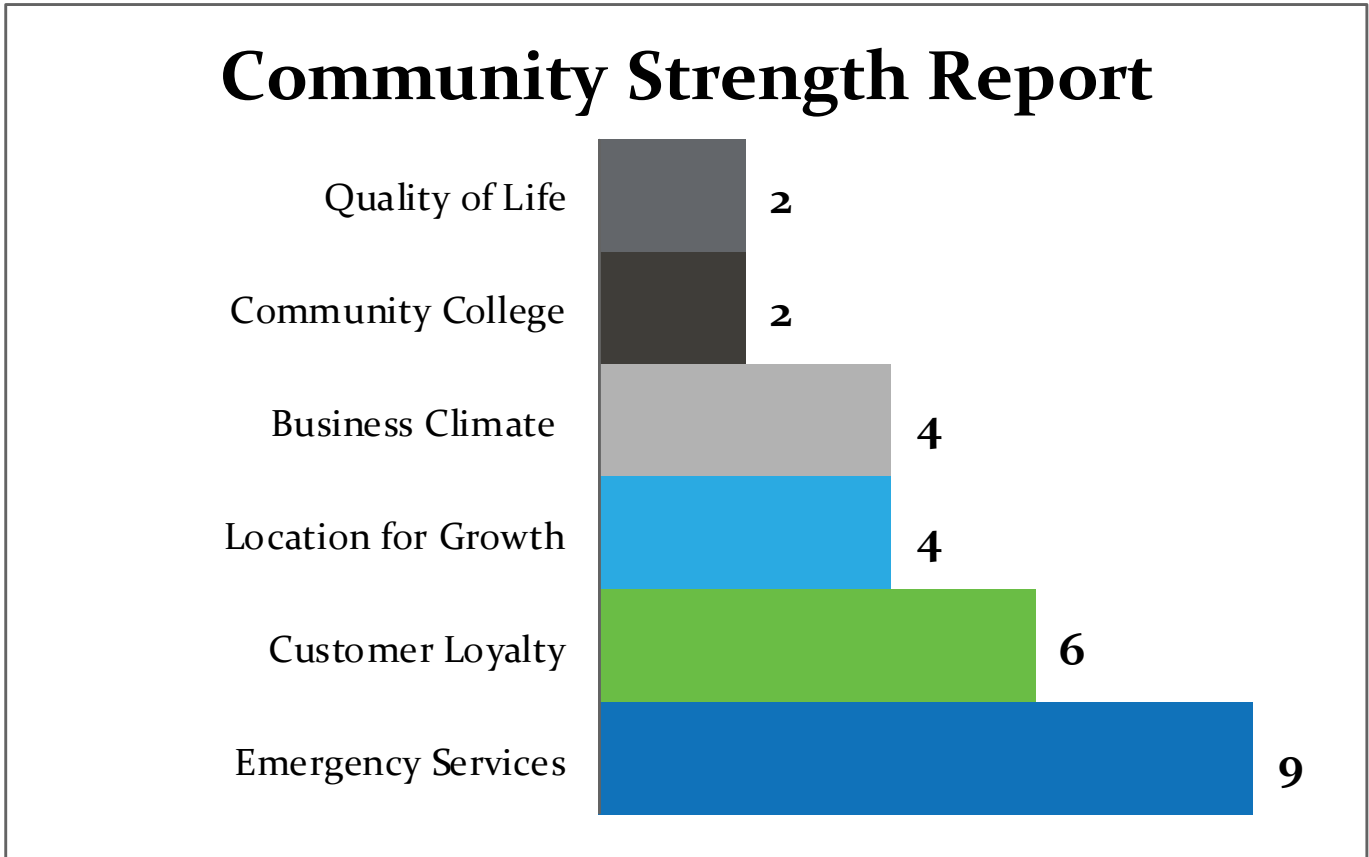
*\*See Figure #20: Public Services Evaluation on page 11.*

*\*Rated from 1 (poor) 7 (excellent)*



## Community Rating: Strengths

Figure 30



### Community Strengths Report

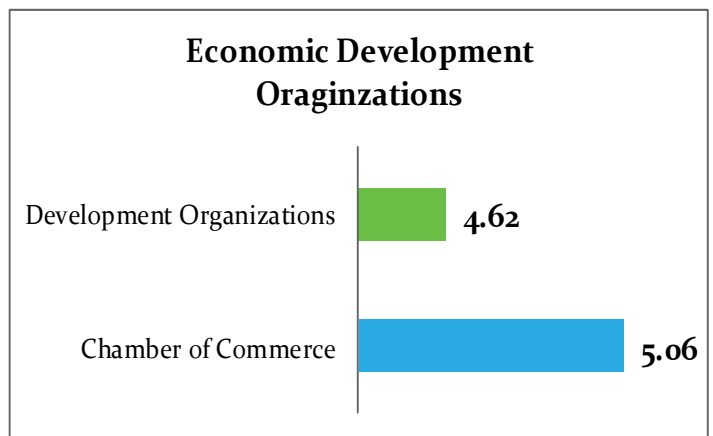
By far the most commonly mentioned community strength was growth. Comments received support ongoing pro-growth policy and believe that it will translate into economic growth and stability.

### Economic Development Rating

The ongoing efforts of the area's economic development agency and chamber of commerce functions both received above satisfactory ratings.

*\*See Figure #20: Public Services Evaluation on page 11 for full report.*

*\*Rated from 1 (poor) 7 (excellent)*



## In Summary

The Synchronist Business Information System is a valuable economic tool to aid area development. This report represents is used to review and analyze the area’s local business health, growth trends, operational satisfaction and business enhancement opportunities.

As we closely monitor trends for possible future programs, policies and funding to aid development in our region, the Mohave County Economic Development Department continues to visit and interview businesses to support them in reaching their goals and assist them in recruiting skilled and talented workers to the region.

We will continue to develop effective, cooperative partnerships for marketing our county, while fostering new relationships to advance our economic health.

In addition, we will continue our efforts to meet with decision-makers interested in choosing the City of Kingman as their home. And, we want to identify suppliers of local businesses and make determined efforts to attract those companies as well.

We will continue our work with our local and state leadership to develop economic development programs which can successfully attract businesses. And, we’ll encourage local businesses to continue to invest in their facilities, equipment and workforce.

Our business attraction and workforce recruitment efforts will be maintained, as we’ll continue our support for a highly trained, skilled and diverse workforce.

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Prepared by:

Mohave County Economic  
Development Department



The Building Bridges to Business (B3) program is an ongoing partnership between Mohave County Economic Development Department and it's Regional Partners.







**You've Got Priorities, We've Got a Lot to Offer.**