



HUMAN INFRASTRUCTURE IN THE KINGMAN REGION

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Highlighting the capacity of the region to support potential employers from priority industry sectors

Key Findings and Executive Summary

Executive Summary

This report was commissioned by the City of Kingman-Economic Development and provides perspective on the regional labor market, economic trends and challenges and opportunities faced by the region. Its objective was two-fold: provide perspective on the region’s most important and highest-priority industries and evaluate the talent pipelines that support them; and make recommendations for regional talent-facing initiatives that will optimize the region’s ability to supply the talent necessary to attract, retain and develop these priority sectors.

Analysis of economic impact, labor market trends, and educational program mix was undertaken, and recommendations based on those findings were shared with regional leaders.

Key Findings

Demographics and Population

- The population and the workforce are older than most similar communities, the state and the nation.
- The unique age profile of the Kingman region, including its neighbor cities, presents both particular challenges and particular opportunities.
- Mohave County has a significantly higher proportion of veterans in its population than either Arizona or the nation as a whole.
- The number of adults in the Mohave region who have some college experience, but no degree, is larger than the number with an associate’s degree, a bachelor’s degree and an advanced degree combined.
- Violent crime is somewhat lower than the national average, and is significantly lower than the average for communities with a similar educational attainment profile. Property crime, however, is slightly higher than the national average.

Key Findings-Industry and Employment

- The increase in the number of jobs since 2014 (10.4%) far outpaces the rate of population growth (3.5%).
- The increase in the number of jobs in the Mohave region has far outpaced the national average since 2014 (10.4% vs 6.9%).
- The region's labor force participation rate has ridden these trends to 49.7% from 45.5% in 2014.
- Small business is critically important to the region's labor market. More than 97% of the region's businesses have between 1 and 49 employees.

Regional profile

Population, Education and Demographic Trends

Population

The populations of Kingman and other communities in the Mohave County area are particularly relevant to understanding its labor market dynamics because of the extraordinary changes they have experienced in recent years. The age profiles of communities in the region are critical to understanding the challenges and opportunities present in the region’s economy and to developing strategies that will result in the talent development ecosystem that can best support the region’s economic prospects.

According to the United States Census Bureau, Kingman was home to 30,314 people in 2018. Lake Havasu City’s population was 55,090; Bullhead City’s was 40,421; and altogether 209,550 people called Mohave County home.

All the communities in the Mohave County region tend to be older than national and state averages. While 16.2% of Arizonans are older than 65 years, in Mohave County, that number is 28.0%. The percentages of residents older than 65 in Lake Havasu City and Bullhead City are 29.2% and 31.5% respectively.

Moreover, the population continues to trend toward an older profile. The median

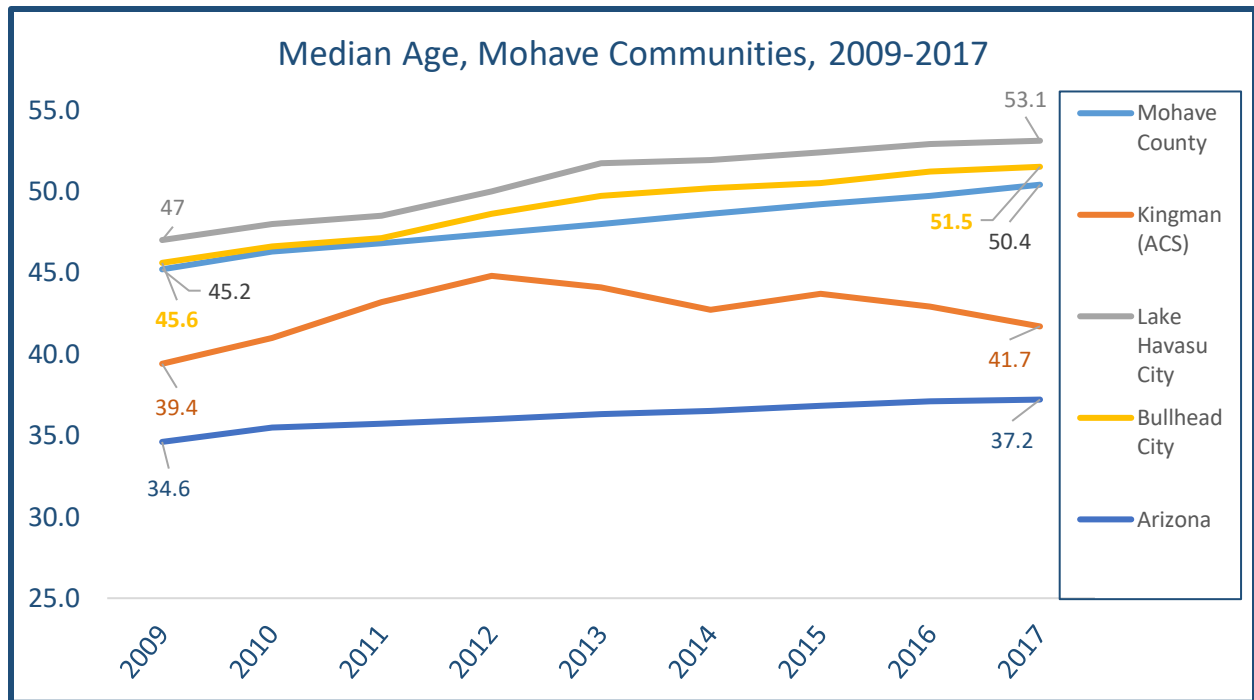
Table 1: Kingman, AZ Population by Select Age Characteristics:

Age Band	Kingman	Lake Havasu City	Bullhead City	Mohave County	Arizona
5 to 14 years	12.2%	9.4%	9.3%	10.4%	13.4%
15 to 17 years	3.6%	3.3%	3.1%	3.3%	4.0%
Under 18 years	22.3%	15.8%	17.6%	18.2%	23.8%
18 to 24 years	7.3%	5.6%	6.9%	6.6%	9.9%
15 to 44 years	34.4%	27.9%	28.4%	29.1%	39.7%
16 years and over	80.1%	86.6%	84.6%	84.1%	78.9%
18 years and over	77.7%	84.0%	82.4%	81.8%	76.2%
21 years and over	74.9%	81.8%	79.4%	79.0%	71.9%
60 years and over	28.9%	40.2%	37.2%	35.9%	22.1%
62 years and over	26.9%	36.9%	34.3%	32.9%	19.7%
65 years and over	23.0%	31.5%	29.2%	28.0%	16.2%
75 years and over	10.0%	13.6%	11.9%	11.6%	6.8%

United States Census Bureau, American Community Survey

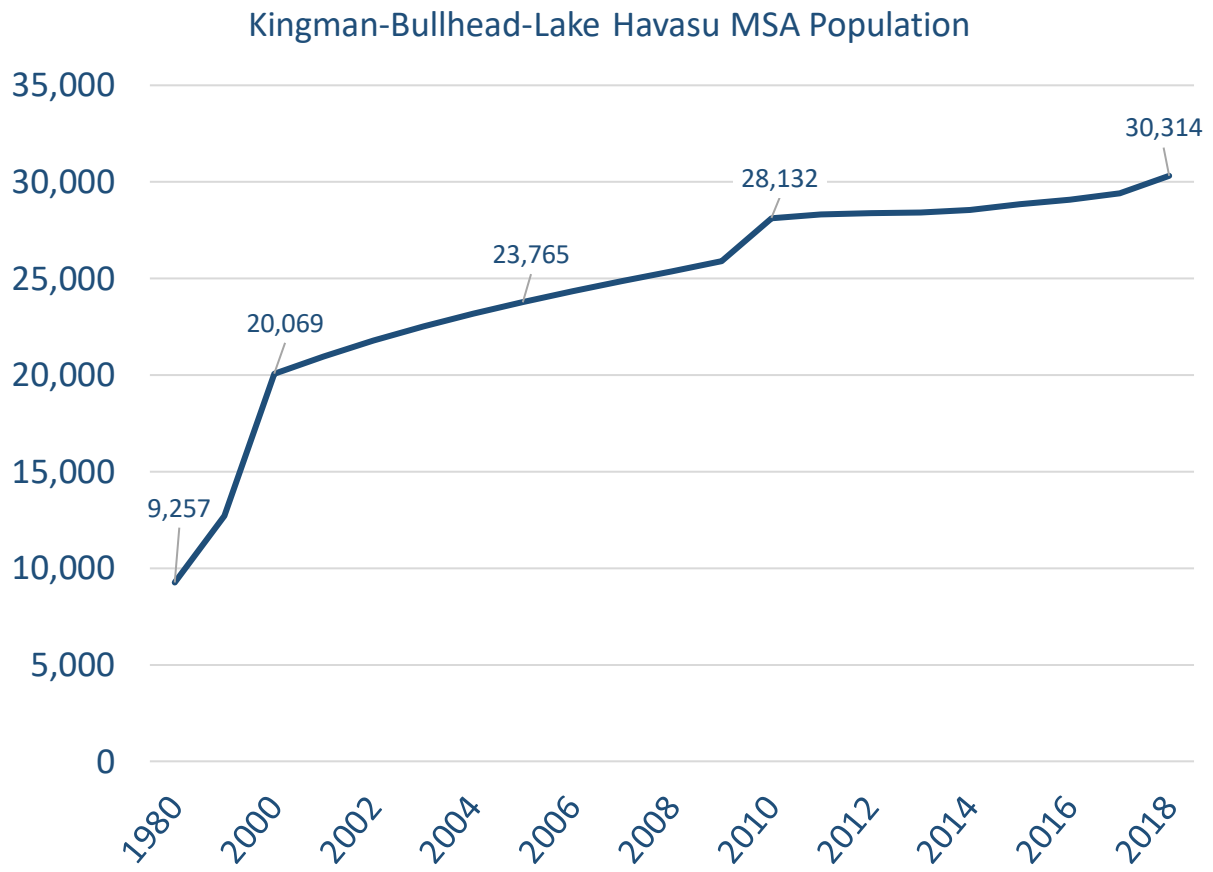
age for most Mohave communities has moved steadily upward since 2009. The median age in Mohave

County overall has moved from 45.2 to 50.4 years since 2009. The exception has been the city of Kingman, which currently has a median age roughly similar to its 2010 level.



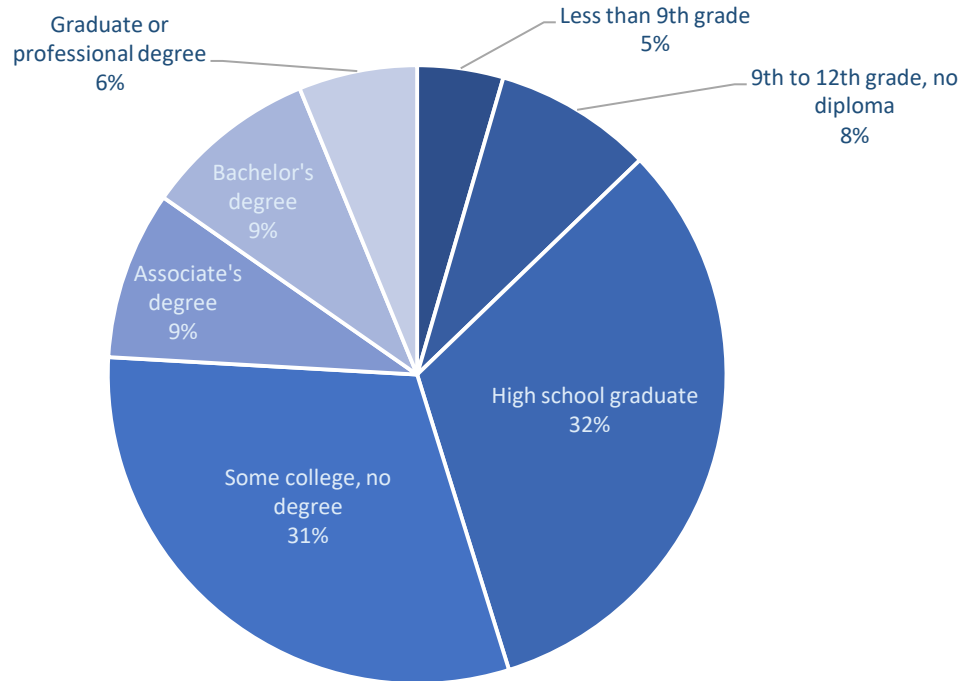
Year	Mohave County	Kingman (ACS)	Lake Havasu City	Bullhead City	Arizona
2009	45.2	39.4	47.0	45.6	34.6
2010	46.3	41.0	48.0	46.6	35.5
2011	46.8	43.2	48.5	47.1	35.7
2012	47.4	44.8	50.0	48.6	36.0
2013	48.0	44.1	51.7	49.7	36.3
2014	48.6	42.7	51.9	50.2	36.5
2015	49.2	43.7	52.4	50.5	36.8
2016	49.7	42.9	52.9	51.2	37.1
2017	50.4	41.7	53.1	51.5	37.2

The population has seen steady increases since 2001, including a significant spike at the end of the Great Recession.

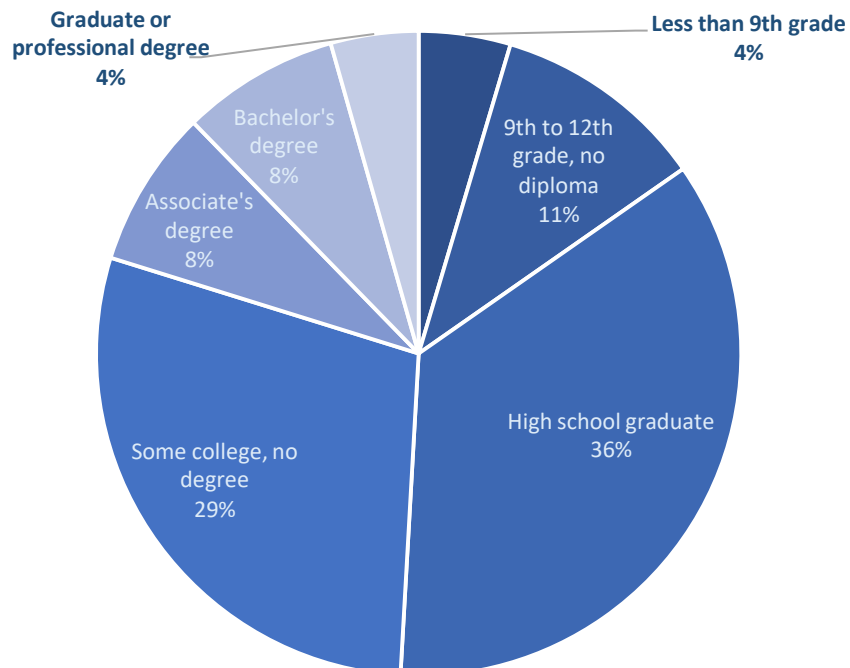


Education

About one of every eight people in the city of Kingman hold a bachelor's degree or higher level of education. The percentage with an associate's degree is larger than either national or state averages.



Mohave County's educational profile is similar to Kingman's.



The age profiles of Kingman and the other Mohave communities, combined with other select characteristics, begins to develop a perspective on some of the unique characteristics of the region:



Millennials



Retiring Soon



Racial Diversity



Veterans



Violent Crime



Property Crime

Commuting Patterns

The Workers of Kingman

People who live in Kingman and report having a commute tend to work in the community rather than driving significant distances for work. This seems to indicate that workers are satisfied with the quality of local jobs and do not find it necessary to commute to Phoenix or Las Vegas or other employment centers for work.

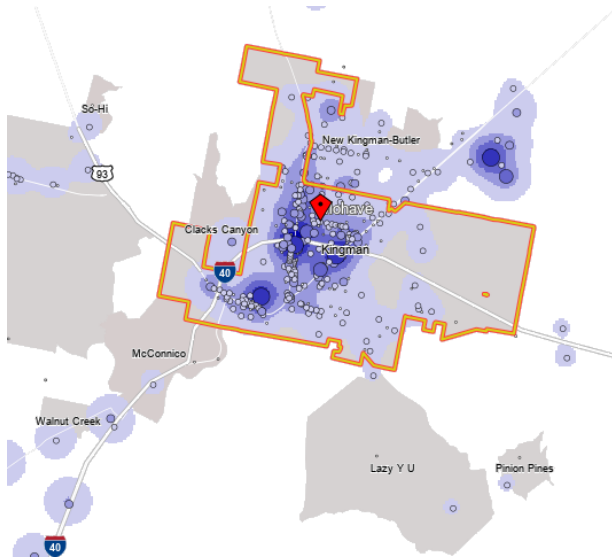


Table 3: Commuters by Distance:

Destination of Commuters	Count	Share
Less than 10	10,155	57.6%
10 – 24	499	2.8%
25 – 50	709	4.0%
>50	6,262	35.5%

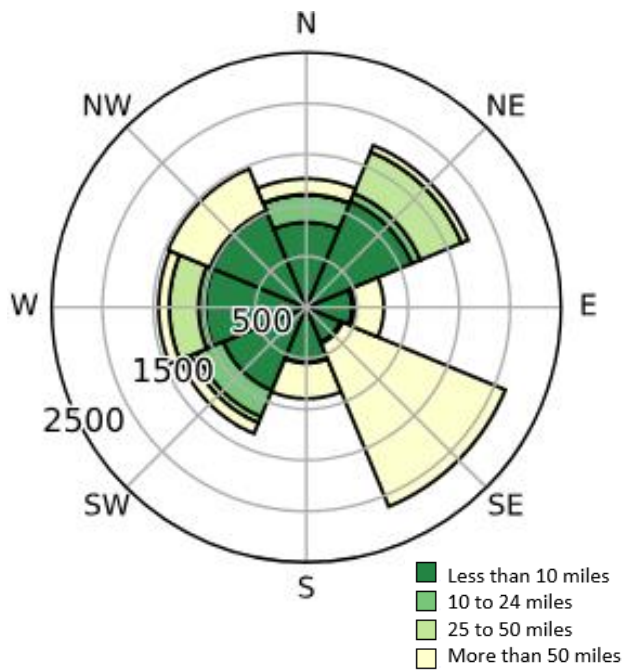


Table 4: Commuters by Destination:

Destination of Commuters	Count	Share
Kingman	4,833	43.9%
Phoenix	841	7.6%
Lake Havasu City	255	2.3%
New Kingman-Butler	183	1.7%
Peach Springs	166	1.5%
Scottsdale	136	1.2%
Flagstaff	127	1.2%
Las Vegas	109	1.0%

The Workers of Lake Havasu City

People who live in Lake Havasu City and report having a commute tend to work in the community rather than driving significant distances for work. This seems to indicate that workers are satisfied with the quality of local jobs and do not find it necessary to commute to Phoenix or Las Vegas or other employment centers for work.

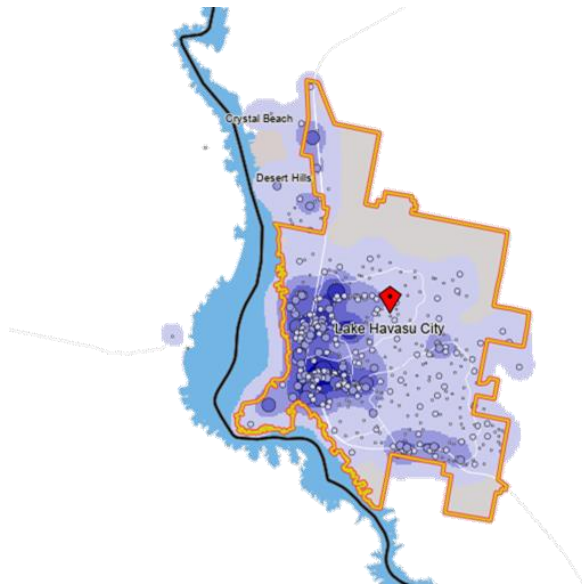


Table 5: Commuters by Distance:

Destination of Commuters	Count	Share
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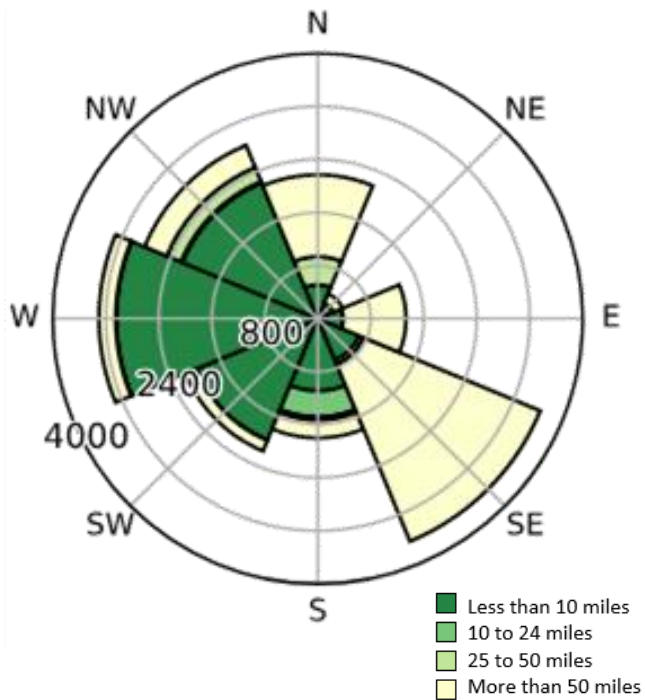


Table 6: Commuters by Destination:

Destination of Commuters	Count	Share
Lake Havasu City	9,908	56.2%
Phoenix	1,603	9.1%
Kingman	731	4.1%
Bullhead City	352	2.0
Scottsdale	292	1.7%
Desert Hills	226	1.3%
Parker	199	1.1%
Flagstaff	189	1.1%

Key Findings-Demographics and Population

- Mohave County has a significantly higher proportion of veterans in its population than either Arizona or the nation as a whole.
- The number of adults in the Mohave region who have some college experience, but no degree, is larger than the number with an associate's degree, a bachelor's degree and an advanced degree combined.
- The population and the workforce are older than most similar communities, the state and the nation.
- Violent crime is somewhat lower than the national average, and is significantly lower than the average for communities with a similar educational attainment profile. Property crime, however, is slightly higher than the national average.

Industry and Employment in the Kingman Region

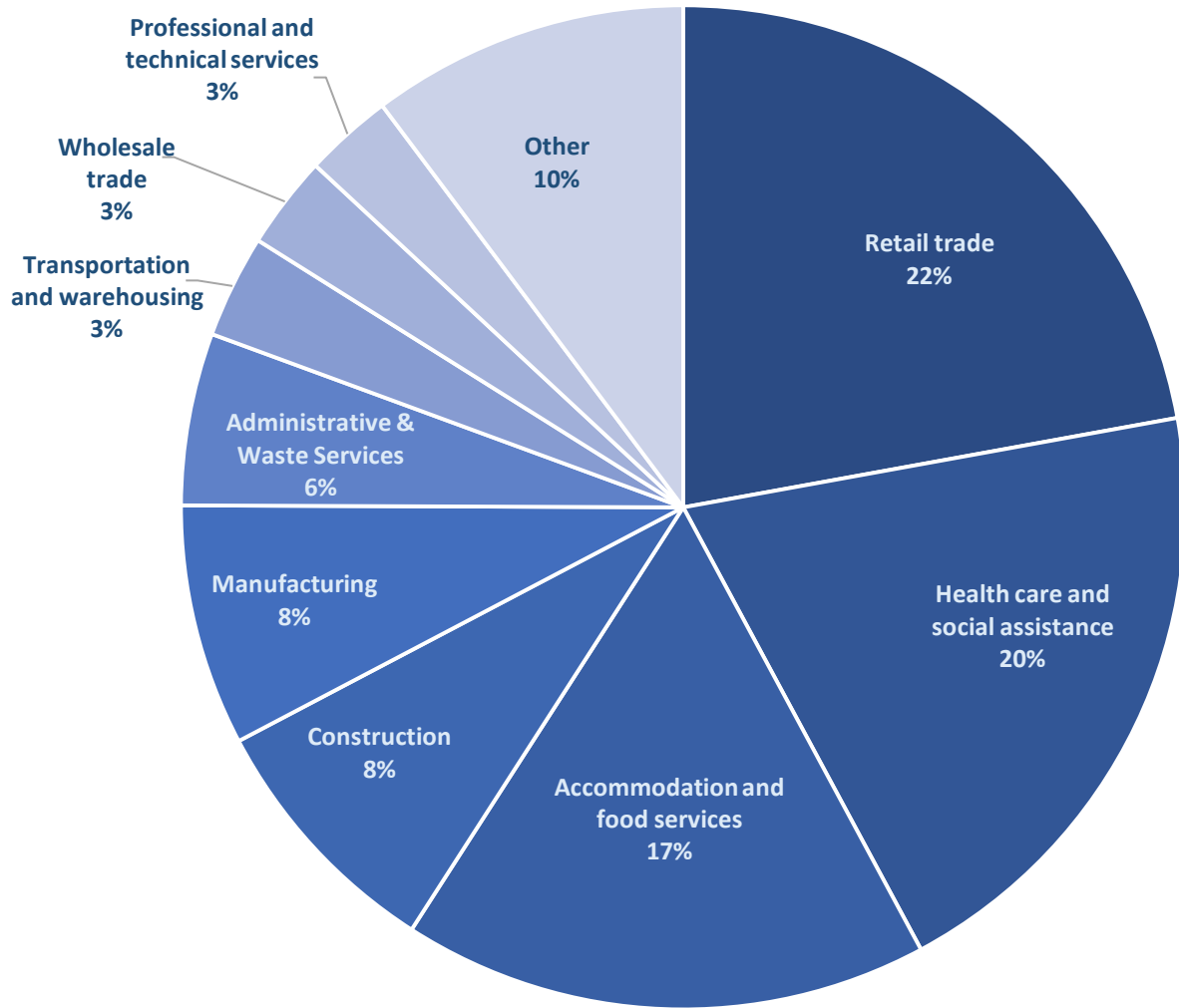
Labor Inventory

Data on employment within specific industries is organized within a taxonomy called the North American Industry Classification System (NAICS). Industries at the most general level are organized into two-digit codes based on the primary outputs of the business, and each of those categories is then subdivided into three-digit codes, then four digits and so on to the six-digit level. In this profile, we look at a complete inventory of jobs by industry, and later will identify the largest and fastest-growing sectors at a four-digit level.

Table 7: Employment by Industry, Lake Havasu-Kingman-Bullhead City, MSA 2019 Q1

NAICS	Industry	Establishments	Employment	Wage	Location Quotient
44-45	Retail trade	547	9,165	\$29,484	1.7
62	Health care and social assistance	419	8,279	\$51,740	1.18
72	Accommodation and food services	373	7,013	\$19,448	1.45
23	Construction	523	3,393	\$38,636	1.36
31-33	Manufacturing	160	3,215	\$45,656	0.72
56	Administrative and waste services	209	2,295	\$36,712	0.73
81	Other services, except public administration	389	1,654	\$28,600	1.05
48-49	Transportation and warehousing	112	1,373	\$45,604	0.74
42	Wholesale trade	138	1,240	\$57,096	0.61
54	Professional and technical services	245	1,178	\$45,552	0.36
52	Finance and insurance	148	1,084	\$53,976	0.52
61	Educational services	30	630	\$33,592	0.6
53	Real estate and rental and leasing	230	580	\$29,172	0.74
71	Arts, entertainment, and recreation	40	556	\$21,112	0.7
51	Information	38	458	\$42,744	0.46
22	Utilities	27	384	\$67,028	2
11	Agriculture, forestry, fishing and hunting	14	284	\$39,832	0.72
21	Mining, quarrying, and oil and gas extraction	11	142	\$65,520	0.59
55	Management of companies and enterprises	10	100	\$67,080	0.12

Employment by Industry, Lake Havasu City-Kingman-Bullhead City MSA

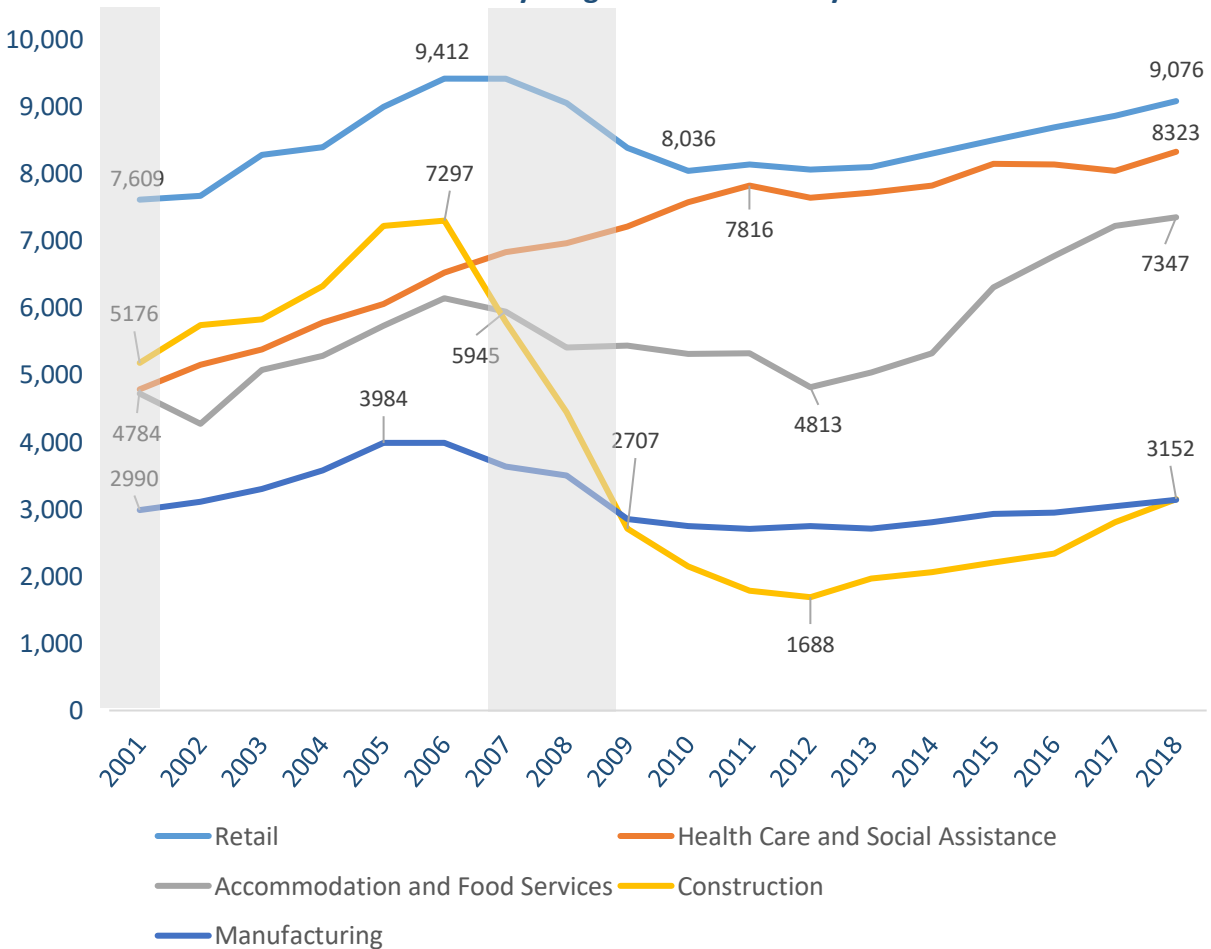


Employment trends in the region’s largest industries has been generally uneven since 2001, and the Great Recession hit the region particularly hard. Most industries saw significant job losses, including the Retail Trade sector, which lost 14.6% of all its jobs. The Construction sector, however, was decimated, losing 76.9% of its jobs.

Notably, all other major sectors in the region have recovered and now have employment levels at or above their pre-recession peaks. The Construction sector, though, while seeing steady growth since its real recovery began in 2013, is still sits at only 43.2% of its 2007 high water mark.

The region’s only major sector not to suffer significantly during the downturn was Health Care and Social Assistance, which continued to grow at an average rate of .5% during the recession years.

**Employment Trends, Primary Industries, Annual Averages, 2001-2018,
Lake Havasu City-Kingman-Bullhead City MSA**



To gain perspective on the more detailed industries that make up the Kingman area’s labor market, we inventoried employment at a four-digit NAICS level.

Table 8: Employment by Four-Digit Industry:

NAICS	Industry	Establishments	Employment	Annual Wages	Location Quotient
7225	Restaurants and other eating places	258	5,330	\$19,188	1.42
6221	General medical and surgical hospitals	4	3,351	\$62,712	2.01
4523	General merchandise, warehouse clubs, supercenters	44	1,884	\$26,884	2.81
4451	Grocery stores	26	1,419	\$28,340	1.52
4471	Gasoline stations	78	1,234	\$23,400	3.81
6211	Offices of physicians	158	1,140	\$60,840	1.24
7211	Traveler accommodation	50	1,073	\$20,436	1.58
2382	Building equipment contractors	132	843	\$41,028	1.09
4411	Automobile dealers	31	832	\$49,868	1.84
6212	Offices of dentists	59	734	\$53,144	2.17
8111	Automotive repair and maintenance	121	718	\$32,396	2.18
5613	Employment services	23	677	\$28,444	0.55
2381	Building foundation and exterior contractors	82	672	\$39,572	2.17
2361	Residential building construction	120	606	\$35,048	2.19
5221	Depository credit intermediation	37	566	\$59,436	0.91
5617	Services to buildings and dwellings	101	564	\$26,780	0.8
6111	Elementary and secondary schools	13	545	\$35,776	1.79
2383	Building finishing contractors	92	544	\$34,476	1.9
6231	Nursing care facilities, skilled nursing	8	530	\$32,500	0.95
6233	Continuing care, assisted living facilities	24	491	\$26,676	1.47
6213	Offices of other health practitioners	76	481	\$39,000	1.44
4841	General freight trucking	38	466	\$48,880	1.27
4413	Auto parts, accessories, and tire stores	39	452	\$30,628	2.31
6216	Home health care services	16	444	\$37,388	0.84
2389	Other specialty trade contractors	53	375	\$34,476	1.68

Recent trends in the regional labor market provide valuable intelligence on animating factors within the regional economy. These industries often represent opportunities for policymakers to target initiatives and investments toward economic sectors that are already realizing desired growth rates as well as career opportunities for incumbent and emerging workers to target the region’s highest-growth and highest-demand career pathways. Growth trends and projected demand are two of the most valuable components of any career literacy initiative.

Table 9: Largest growth industries at four digit level:

NAICS	Industry	New Jobs Since 2015	% New Jobs Since 2014
7225	Restaurants and Other Eating Places	850	20%
5613	Employment Services	258	53%
2381	Foundation, Structure, and Building Exterior Contractors	257	62%
2382	Building Equipment Contractors	243	40%
4523	General Merchandise Stores, Warehouse Clubs & Supercenters	217	14%
6233	Elderly Care Communities and Assisted Living Facilities	183	58%
4244	Grocery and Related Product Merchant Wholesalers	181	348%
2361	Residential Building Construction	163	43%
9039	Local Government, Excluding Education and Hospitals	154	4%
2383	Building Finishing Contractors	142	36%
5416	Management, Scientific, and Technical Consulting Services	106	79%
4481	Clothing Stores	104	151%
3371	Household & Institutional Furniture/Kitchen Cabinet Mfg	102	17%
4471	Gasoline Stations	101	9%
2389	Other Specialty Trade Contractors	92	34%
7211	Traveler Accommodation	88	5%
3261	Plastics Product Manufacturing	85	19%
6212	Offices of Dentists	77	13%
8111	Automotive Repair and Maintenance	75	12%
4441	Building Material and Supplies Dealers	72	8%

Business Size

Approximately 97% of businesses in Mohave County have fewer than 50 employees. Two-thirds have fewer than 10.

Occupational Employment

A last perspective comes from occupational data. For the sake of clarity, a definition of terms is in order.

- An industry is a category of businesses, defined by their primary outputs.
- An occupation is a group of tasks, typically performed by a single individual for a single employer.

Occupations, then are not subsets of industries. A typical occupation is employed by dozens of different industries of various types. For example, in the Lake Havasu-Kingma-Bullhead City MSA, while many Automotive Service Technicians (SOC 49-3023) are employed in Automotive Repair and Maintenance (NAICS 8111) industry, almost half are actually employed in the Retail Trade sector, primarily in Automobile Dealers (4411) and Automotive Parts and Tire Stores (4413).

Every two years, the Arizona Office of Economic Opportunity calculates employment projections for more than 750 occupations. The most recent versions of these projections used 2016 employment data as a baseline and projected employment change for each occupation through 2026. Occupation families are groups of individual occupations, and they are ranked here in terms of projected 2016-2026 change.

Table 10: Businesses by Size, Kingman:

Business Size	Percentage	Count
1-9	66.5%	4,446
10-49	30.4%	2028
50-99	2.1%	142
100-249	.7%	49
250-499	.2%	14
500+	.1%	6

U.S. Census Bureau, Annual Population Estimates

Table 11: Employment Projections by Occupation Family, Mohave County, 2016-2026:

Occupation Family	2016	2026	2016 Growth	2016 % Growth
Healthcare Practitioners and Technical Occupations	3,793	5,145	1,352	35.6%
Sales and Related Occupations	8,409	9,654	1,245	14.8%
Office and Administrative Support Occupations	8,605	9,566	961	11.2%
Healthcare Support Occupations	1,918	2,735	817	42.6%
Food Preparation and Serving Related Occupations	6,740	7,531	791	11.7%
Management Occupations	4,206	4,882	676	16.1%
Building and Grounds Cleaning and Maintenance Occupations	2,566	3,067	501	19.5%
Personal Care and Service Occupations	1,876	2,372	496	26.4%
Installation, Maintenance, and Repair Occupations	3,620	4,072	452	12.5%
Transportation and Material Moving Occupations	3,222	3,610	388	12.0%
Construction and Extraction Occupations	2,315	2,626	311	13.4%
Business and Financial Operations Occupations	1,356	1,601	245	18.1%
Community and Social Service Occupations	670	871	201	30.0%
Protective Service Occupations	2,080	2,271	191	9.2%
Production Occupations	2,714	2,860	146	5.4%
Farming, Fishing, and Forestry Occupations	1,009	1,153	144	14.3%
Education, Training, and Library Occupations	2,416	2,550	134	5.6%
Computer and Mathematical Occupations	452	545	93	20.6%
Legal Occupations	352	424	72	20.5%
Architecture and Engineering Occupations	389	438	49	12.6%
Life, Physical, and Social Science Occupations	253	297	44	17.4%
Arts, Design, Entertainment, Sports, and Media Occupations	411	444	33	8.0%

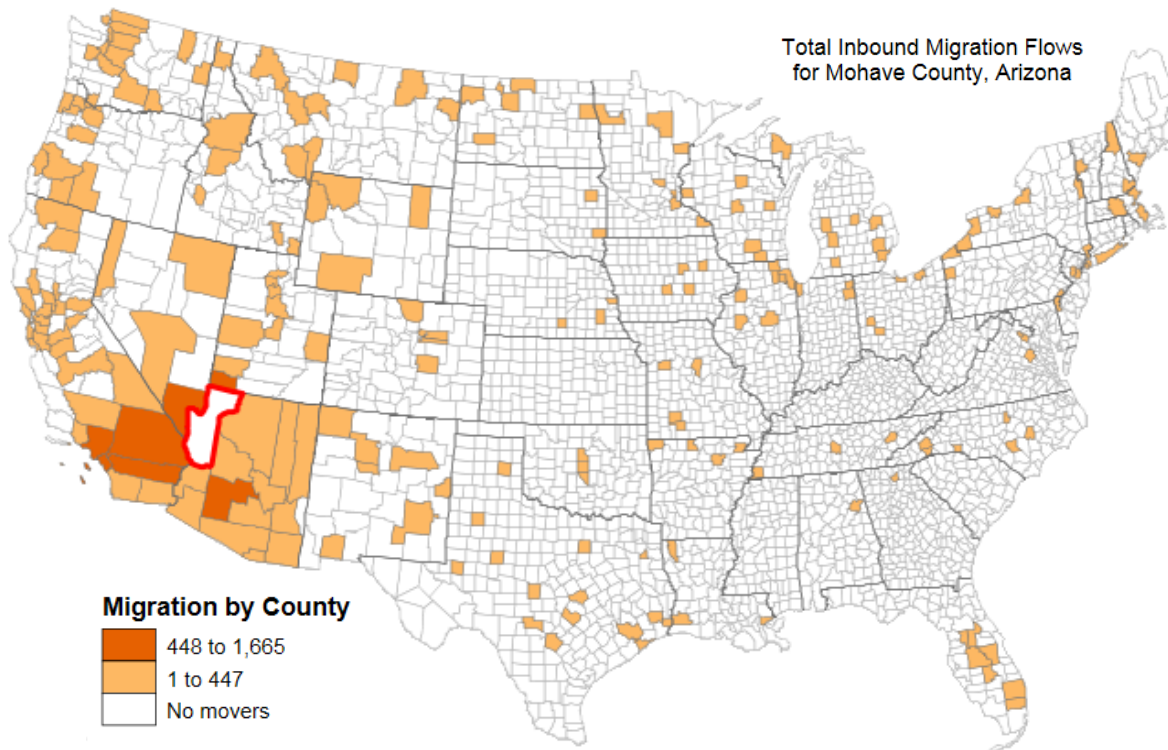
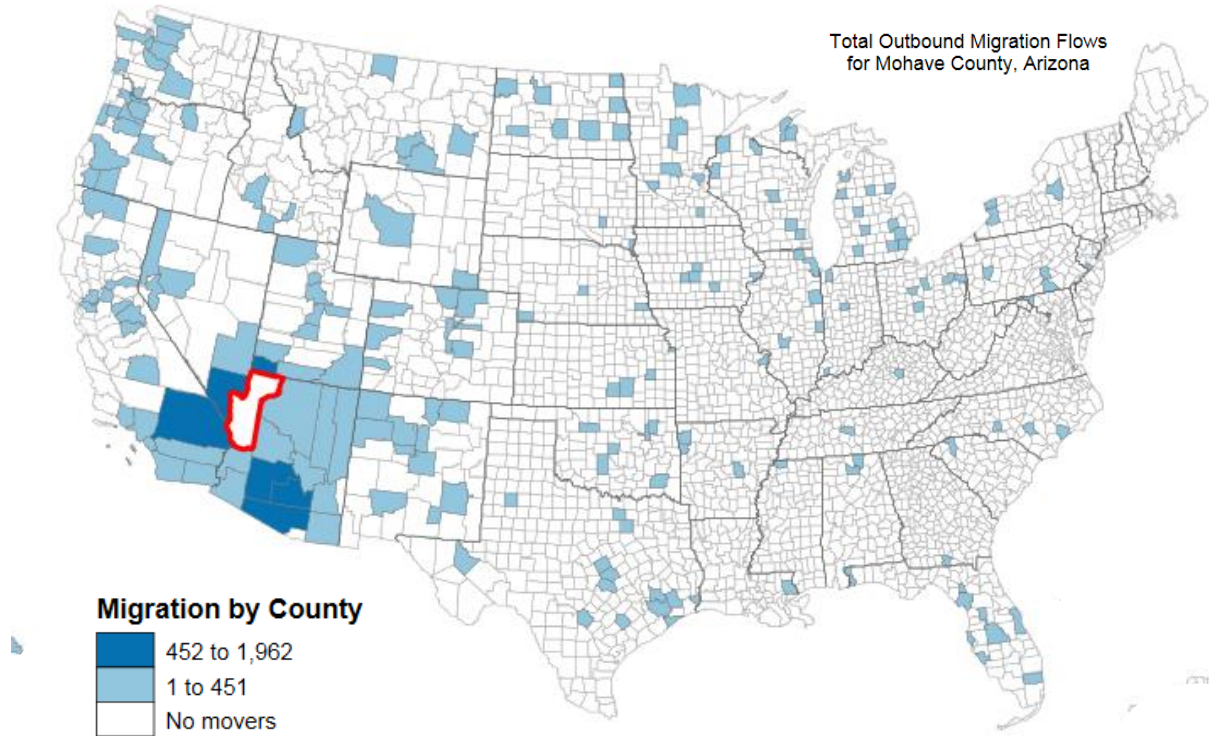
Arizona Office of Economic Opportunity

Table 12: Occupations by Career Cluster:

Occupation	2016	2026	Change	% Change
Medical				
Registered Nurses	1,310	1,838	528	40.3%
Nursing Assistants	669	965	296	44.3%
Medical Assistants	477	691	214	44.9%
Medical Secretaries	368	513	145	39.4%
Licensed Practical and Licensed Vocational Nurses	250	350	100	40.0%
Retail and Sales				
Cashiers	3,548	4,014	466	13.1%
Retail Salespersons	2,174	2,519	345	15.9%
First-Line Supervisors of Retail Sales Workers	1,231	1,467	236	19.2%
Customer Service Representatives	939	1,066	127	13.5%
Maintenance and Operations				
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,007	1,204	197	19.6%
Stock Clerks and Order Fillers	700	838	138	19.7%
Maintenance and Repair Workers, General	853	985	132	15.5%
Landscaping and Groundskeeping Workers	605	707	102	16.9%
Accommodation and Food Services				
Combined Food Preparation/Serving Workers, Including Fast Food	1,904	2,261	357	18.8%
Maids and Housekeeping Cleaners	568	693	125	22.0%
Waiters and Waitresses	1,226	1,341	115	9.4%
Office and Administrative				
General and Operations Managers	1,337	1,594	257	19.2%
Personal Care Aides	344	556	212	61.6%
First-Line Supervisors of Office and Administrative Support Workers	638	751	113	17.7%
Receptionists and Information Clerks	611	718	107	17.5%

Migration trends

Mohave County tends to have more people moving into it every year than out of it.



According to the United States Census Bureau, 2,380 people who are “eligible to naturalize” and lived elsewhere recently lived in the Mohave/La Paz region in 2017. Almost all them migrated from locations in North America, including 57% who came from Mexico.

- Around two-thirds of these migrants have less than a high school diploma. A quarter have some college experience.
- A third are between 45 and 64 years old.

Of these migrants who are in the labor force, the distribution among most recent types of work is interesting:

Table 13: Employment Experience, Migrants, Mohave County:

Occupation Group	Percentage
Services	33.1%
Managerial and Professional	21.2%
Precision Production, Craft and Repair	19.0%
Operators, Fabricators and Installers	18.2%
Farming, Forestry and Fishing	8.4%
Technical, Sales and Administrative Support	0%

Key Findings-Industry and Employment

- The increase in the number of jobs since 2014 (10.4%) far outpaces the rate of population growth (3.5%).
- The increase in the number of jobs in the Mohave region has far outpaced the national average since 2014 (10.4% vs 6.9%).
- The region’s labor force participation rate has ridden these trends to 49.7% from 45.5% in 2014.
- Small business is critically important to the region’s labor market. More than 97% of the region’s businesses have between 1 and 49 employees.

Talent Pipeline Profile-Manufacturing

There are three primary components of any region’s talent pipeline: incumbent workforce, emerging talent and transitory workers. This profile highlights the region’s capacity to support growth in this critical sector.

Industry Employment

The manufacturing sector in the Kingman region is broad, with several types of manufacturing businesses calling the area home.

Table 1: Industries, Lake Havasu City-Kingman-Bullhead City MSA, 2019 Q1:

NAICS	Industry	Establishments	Employment	Total Wages-Annual	Average Annual Wages	LQ
337	Furniture and related product manufacturing	13	751	24,755,070	\$34,372	5.54
326	Plastics and rubber products manufacturing	11	601	27,844,166	\$47,060	2.34
332	Fabricated metal product manufacturing	30	338	18,195,586	\$58,396	0.65
327	Nonmetallic mineral product manufacturing	9	273	16,620,178	\$61,204	1.9
336	Transportation equipment manufacturing	15	244	11,603,542	\$52,884	0.4
331	Primary metal manufacturing	4	129	9,991,455	\$74,932	0.95
321	Wood product manufacturing	7	123	4,646,866	\$36,192	0.87
323	Printing and related support activities	13	84	2,478,020	\$27,352	0.57
333	Machinery manufacturing	10	81	3,607,598	\$40,664	0.2
312	Beverage and tobacco product manufacturing	5	62	1,953,833	\$38,324	0.65
325	Chemical manufacturing	8	41	2,921,964	\$51,740	0.14
339	Miscellaneous manufacturing	21	239	8,567,689	\$33,748	0.82

United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Key employers

- American Woodmark’s Kingman Plant serves America’s west coast, featuring a high-tech finishing system for wood doors and drawer fronts and final assembly of finished cabinetry.¹
- Swire Coca Cola USA bottles soft drinks at its Kingman location.²
- Henry Company manufactures roofing materials at its Kingman facility.³

¹ <https://americanwoodmark.com/about/locations>

² <https://www.swirecc.com/Arizona>

³ <https://henry.com/henry-locations>

- The Star R Foam Company is producing foam and insulation products at its Kingman facility.⁴
- Laron Engineering has established a reputation over the past 30 years as a leader in machining, fabrication, millwright services, electrical equipment repair and manufacturing, new equipment sales, and predictive maintenance. This reputation has been based on supporting the mining, manufacturing, power generation, gas transmission and construction industries by creating a partnership of trust and confidence.
- Sterilite Corporation in Lake Havasu City, has manufactured household and storage products for more than 70 years. Sterilite is the world's largest manufacturer of plastic housewares.
- Cantex employs around 90 people and manufactures PVC conduit and electrical supplies at its pipe extrusion facility in Kingman.

Manufacturing firms obviously employ people in a lot of different roles, ranging from administrative and legal personnel to production associates and quality control supervisors. For this profile, we are primarily concerned with the production occupations most typically associated with the work of manufacturing firms. More than 2,500 people work in these occupations in Mohave County, making them one of the most critical elements of the region's workforce.

Table 2: Employment by Occupation, Lake Havasu City-Kingman-Bullhead City MSA, 2018:

Occupation	SOC code	Employment	Median Wages
Production Occupations-Total	510000	2500	\$33,690
First-Line Supervisors of Production and Operating Workers	511011	180	\$51,470
Assemblers and fabricators, all other, including team assemblers	512098	130	\$30,890
Computer-Controlled Machine Tool Operators, Metal and Plastic	514011	30	\$43,140
Machinists	514041	70	\$44,500
Welders, Cutters, Solderers, and Brazers	514121	180	\$38,710
Laundry and Dry-Cleaning Workers	516011	40	\$23,570
Upholsterers	516093	70	\$27,760
Cabinetmakers and Bench Carpenters	517011	170	\$30,650
Water and Wastewater Treatment Plant and System Operators	518031	140	\$39,600
Inspectors, Testers, Sorters, Samplers, and Weighers	519061	270	\$35,410
Helpers--Production Workers	519198	100	\$25,690
Production Workers, All Other	519199	60	\$29,120

United States Bureau of Labor Statistics, Occupational Employment Statistics, 2018

⁴ <https://starrfoam.com/about-leader-in-eps-industry/>

Industry Associations

The Kingman and Mohave Manufacturing Association

KAMMA is a non-profit employer association dedicated to serving businesses in the manufacturing and manufacturing service industries by providing a forum where problems, ideas, needs and solutions can be explored, shared and implemented. Established in 2011, the Kingman and Mohave Manufacturing Association (KAMMA) exists to strengthen the ability of the manufacturing organizations to improve profitability, capture the synergies of our manufacturing community, work collaboratively to improve the education and skill development streams which feed our community and to encourage new manufacturers to bring their new capacity into our region’s family of manufacturers.⁵

The Emerging Workforce

The Western Arizona Vocational Education (WAVE) District is a Career and Technical Education District (CTED) with ten partner high schools across two counties. In November of 2008 the voters of LaPaz and Mohave County voted to form a CTED, and WAVE became an official district on July 1, 2009. CTED’s provide high quality vocational and technical education that is needed in the public school system to keep students in school and be better prepared for the workforce. Working with local businesses is the vision of WAVE. The district creates educational links to employment in the region with quality training and continuing education opportunities. The structure supports strong articulation within the local community college system through dual and concurrent enrollment choices. The WAVE Governing Board and administration work closely with local employers to define the evolving vocational and technical skill needs in our areas.

WAVE programs of particular interest to the manufacturing sector include welding, electrical technologies, drafting/design, engineering, and cabinetmaking/construction technologies.

Table 3: Career and Technical Education Programs of Study, Western Arizona Vocational Education CTED:

Program	Schools
Mechanical Drafting and Design	Kingman High School
	Lake Havasu High School
Introduction to Welding/Welding Technology	River Valley High School
	Parker High School
Industrial Technology	Lake Havasu High School
	Parker High School
Cabinetmaking	Kingman High School
	Lake Havasu High School
Engineering Sciences	Lake Havasu High School

⁵ <http://mohavemfgassociation.com/>

ARIZONA@WORK

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- **Pre-Employment Assistance**

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- **Qualified Instructors**

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- **Facilities And Equipment**

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- **Award-winning orientation and work process videos and DVD's**

Postsecondary Programs of Study

In the most recent academic year, Mohave Community College awarded 346 certificates and 370 Associate's degrees. Several programs are of particular importance to this industry.

Program	Awards	Related Jobs	Openings-Related Occupations	Workforce Equilibrium Value
Automotive Mechanics Technology/ Technician	5	304	34	(29)
Engineering, General	3	22	2	1
HVAC Maintenance Technology/Technician	47	252	41	6
Welding Technology/Welder	31	181	29	2

Summary

The manufacturing sector is the heart and soul of the Kingman region's economic vitality. It is a legacy industry that is key to both the region's past and its future.

The Kingman region is well positioned for expansion in the manufacturing sector. Public investments in the region's transportation infrastructure are further positioning it for intentional and intelligent growth in the manufacturing sector. Significant federal and state investments could make Kingman the effective gateway to the west coast.

Because of these factors, this report finds that the Kingman region is uniquely qualified as a home for employers in this sector, and projects significant growth in the Manufacturing Sector.

Talent Pipeline Profile - Transportation

There are three primary components of any region’s talent pipeline: incumbent workforce, emerging talent and transitory workers. This profile highlights the region’s capacity to support growth in this critical sector.

Industry Employment

The Transportation and Warehousing sector in the Kingman region is broad, with several types of manufacturing businesses calling the area home.

Table 1: Industries, Lake Havasu City-Kingman-Bullhead City MSA, 2019 Q1:

NAICS	Industry	Establishments	Employment	Average Annual Wages	LQ
484121	General Freight Trucking, Long Distance, Truckload	23	344	\$45,864	1.9
492110	Couriers and Express Delivery Services, Less-than-truckload	10	200	\$43,576	1.3
484122	General Freight Trucking, Long Distance	6	81	\$67,600	1.7
484110	General Freight Trucking, Local	9	41	\$34,268	.47
486210	Pipeline Transportation of Natural Gas	3	37	\$107,172	3.2
492210	Local Messengers and Local Delivery	4	19	\$36,972	1.0
484210	Used Household and Office Goods Moving	4	16	\$18,148	.35

United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Key employers

Central Trucking Incorporated

Central Trucking Inc is a growing refrigerated carrier moving freight from the Midwest to the West coast. CTI currently runs 300 tractors and 400 trailers. Locally owned and operated, CTI has been in operation since 1974.

McKee Foods

The McKee Distribution Center in Kingman employs office and warehouse employees, mechanics and long-haul drivers to support the company’s distribution of prepared foods throughout the Southwest.

Dillon Transportation

Dillon Transportation, a 20-year-old Dry Van company, maintains a major terminal in Kingman.

TruServ Corporation

TruServ is the largest member-owned cooperative in the do-it-yourself industry, with members operating hardware stores, lumber yards, home centers, and equipment rental stores. TruServ operates a distribution center in Kingman and supports more than 10,500 retailers across the United States.

The region's top transportation and warehousing organizations also include Romer Beverage Company in Lake Havasu City and Blue Moon Transportation and IWX Motor Freight in Kingman. Rail transportation is represented by Patriot Rail and Signature Flight Support is one of many organizations providing services at the Kingman Regional Airport. Transportation products are a key focus of many of the region's manufacturing firms, including Jasper Engines and Honeywell's facility that manufactures airplane braking systems.

Occupations

Transportation and Warehousing firms obviously employ people in a lot of different roles, ranging from administrative and legal personnel to stock associates and warehouse supervisors. For this profile, we are primarily concerned with the occupations most typically associated with the work of transportation and warehousing firms. More than 3,300 people work in these occupations in Mohave County, making them one of the most critical elements of the region's workforce.

Table 2: Employment by Occupation, Lake Havasu City-Kingman-Bullhead City MSA, 2018:

Occupation	SOC code	Employment	Median Wages
Transportation and Material Moving Occupations-Total	53-0000	3,340	\$30,600
Heavy and Tractor-Trailer Truck Drivers	53-3032	790	\$47,040
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	720	\$28,800
Light Truck or Delivery Services Drivers	53-3033	390	\$35,000
Bus Drivers, School or Special Client	53-3022	290	\$25,170
Automotive Service Technicians and Mechanics	49-3023	270	\$38,430
Cleaners of Vehicles and Equipment	53-7061	270	\$23,530
Driver/Sales Workers	53-3031	240	\$22,770
Packers and Packagers, Hand	53-7064	160	\$23,300
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	110	\$38,370
First-line supervisors of transportation and material moving workers	53-1048	100	\$48,790

United States Bureau of Labor Statistics, Occupational Employment Statistics, 2018

The Emerging Workforce

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WAVE programs of particular interest to the transportation sector include automotive technologies and support sciences like business administration and operations.

Table 3: Career and Technical Education Programs, Western Arizona Vocational Education:

Program	Schools
Transportation-Automotive Technologies	Lake Havasu High School
	Parker High School
Business Management and Administration	Lake Havasu High School
	Kingman High School
	Parker High School
	Mohave Accelerated Learning Center
Business Operations	River Valley High School

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Postsecondary Programs of Study

In the most recent academic year, Mohave Community College awarded 346 certificates and 370 Associate’s degrees. Several programs are of particular importance to this industry.

Program	Awards	Related Jobs	Openings-Related Occupations	Workforce Equilibrium Value
Automotive Mechanics Technology/ Technician	5	304	34	(29)
General Vehicle Maintenance and Repair Technologies	7	547	60	(53)
Autobody/Collision and Repair Technology/Technician	2	132	17	(15)
Welding Technology/Welder	31	181	29	2

The Transitory Workforce

The migrants to the Mohave region do not appear to be a statistically significant element of the talent pipeline.

Summary

The Kingman region is well positioned for expansion in the Transportation and Warehousing sector. Significant employers in the road transportation sector, a legacy presence of rail transportation and a burgeoning air transportation sector provide for the possibility of an organically developing cluster of these employers.

Public investments in the region's transportation infrastructure are further positioning it for intentional and intelligent growth. Local leadership has been the animating force behind initiatives like the Rancho Santa Fe Parkway Interchange, development of the Industrial Park Access and the recent federal investments in the Kingman Regional Airport.

Because of these factors, this report finds that the Kingman region is uniquely qualified as a home for employers in this sector, and projects significant growth in the Transportation and Warehousing sector.

Talent Pipeline Profile - Aviation

The Kingman Army Airfield, which serves today as the Kingman Airport and Industrial Park (IGM) was founded at the beginning of WWII as one of the nation largest aerial gunnery training bases. After the war, the Kingman Airfield served as one of the largest reclamation sites for obsolete military aircraft. Today, the airport spans 4,000 acres and has two active runways.

The Kingman Airport and Industrial Park is the largest industrial park in Arizona outside the Phoenix area. It features 1,100 acres of developed land, with an additional 1,500 acres planned for future expansion. Currently, the industrial park is home to more than 75 companies, employing over 2,300 people.⁶

There are approximately 150 general aviation operators and/or individual aircraft owners at the airport along with 250 aircraft in storage. The aircraft in storage are in surplus of market demands with most of them maintained in airworthy condition.

Kingman Municipal Airport aerial photo In addition to providing aircraft rental, maintenance, charter, and fueling services, Kingman Airport also provides air ambulance services, supports the Bureau of Land Management's (BLM) aviation operations, and services the Mohave County Sheriff's Department aviation section.⁷

There are three primary components of any region's talent pipeline: incumbent workforce, emerging talent and transitory workers. This profile highlights the region's capacity to support growth in this critical sector.

Key employers

Kingman Aviation Parts and Kingman Airline Services

Kingman Aviation Parts has been in business since 2000, performing aircraft teardowns and retailing aircraft parts inventory. KAP's sister company, Kingman Airline Services, Inc. has been operating for more than 16 years, conducting aircraft maintenance, repairs, teardowns, and providing long and short term storage.⁸

Straube's Coast to Coast Aircraft Services

Straube's Aircraft Services is a family owned and operated aircraft paint and refinishing company. They were founded on Maui, Hawaii in 1985, and relocated to Kingman, Arizona in 1994, where they occupy a 10,000 sq. ft. hangar. The Arizona location serves as the main corporate office and offers full aircraft upholstery services.⁹

⁶ <https://www.cityofkingman.gov/government/departments-a-h/economic-development/key-industries/aviation>

⁷ <https://www.cityofkingman.gov/business/airport-authority>

⁸ <https://kingmanaviationparts.com/about-us/>

⁹ <https://airstraube.com/>

M-14P Inc.

In 2005 M-14P opened its doors in a new 10,000 square-foot facility located in Kingman, Arizona. They have greatly expanded their capabilities with new tooling and custom-designed shop space that has allowed them to become a one-of-a-kind, one-stop shop for Yak and M-14P aircraft.¹⁰

Bracket Aircraft Company, Inc.

Brackett Aircraft Company, Inc. is an aerospace company dedicated to producing quality aviation products. They have been manufacturing aircraft ground support equipment for both fixed and rotor wing aircraft since 1986.¹¹

Bracket Aero Filters, Inc.

Bracket Aero Filter, Inc. produces a proven filter in production on aircraft and helicopters since 1968. At present, Brackett foam filters are installed as factory original equipment on 16 current aircraft and four helicopters.¹²

West Coast Netting

West Coast Netting has been a proven domestic manufacturer to all branches of government for many years. Past and current projects include safety nets for NASA space shuttle, heavy lift 5k, and 10k helicopter nets and safety nests on ships for helicopter landing areas and inflight refueling basket and canopies.¹³

Alpha-Zulu Composites, LLC

Alpha-Zulu Composites is a composite and structural repair facility located in a 10,000 sq. ft. facility directly on the tarmac of the Kingman Municipal Airport. They take on many different projects that range from simple cosmetic reconstruction to major sutural repair as well as aerodynamic enhancements.¹⁴

Air'Zona Aircraft Services, Inc.

Air'Zona Aircraft Services offers a full-service FBO out of the Kingman Airport since 1988. They offer full and self service and general aircraft maintenance.¹⁵

Occupations

Transportation and Warehousing firms obviously employ people in a lot of different roles, ranging from administrative and legal personnel to stock associates and warehouse supervisors. For this profile, we are primarily concerned with the occupations most typically associated with the work of transportation and warehousing firms. More than 3,300 people work in these occupations in Mohave County, making them one of the most critical elements of the region's workforce.

¹⁰ <http://m-14p.com/>

¹¹ <http://www.brackettaircraft.com/>

¹² <http://www.brackettaerofilters.com/>

¹³ <http://www.westcoastnetting.com/>

¹⁴ <https://www.alphazulucomposites.com/>

¹⁵ <https://airzonaaircraft.com/>

Table 2: Employment by Occupation, Lake Havasu City-Kingman-Bullhead City MSA, 2018:

Occupation	SOC code	Employment	Median Wages
Welders, Cutters, Solderers, and Brazers	51-4121	180	\$38,709
Assemblers and Fabricators, All Other, Including Team Assemblers	51-2098	130	\$30,888
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061	270	\$35,402
Aircraft Mechanics and Service Technicians	49-3011	120	\$39,541
Structural Metal Fabricators and Fitters	51-2041	54	\$72,488
First-Line Supervisors of Production and Operating Workers	51-1011	180	\$51,480
First-Line Supervisors-Transportation and Material Moving Workers	53-1048	94	\$72,717
Painters, Construction and Maintenance	47-2141	100	\$36,150
Airline Pilots, Copilots, and Flight Engineers	53-2011	N/A	\$87,984

United States Bureau of Labor Statistics, Occupational Employment Statistics, 2018

The Emerging Workforce

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WAVE programs of particular interest to the aviation sector include aerial systems, mechanical drafting and welding.

Program	Schools
Mechanical Drafting and Design	Kingman High School
Welding Technologies	River Valley High School
	Kingman High School
Aerial Systems	Lake Havasu City
	Parker High School

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Postsecondary Programs of Study

In the most recent academic year, Mohave Community College awarded 346 certificates and 370 Associate's degrees.

The Transitory Workforce

The migrants in the Mohave region have some experience relevant to the work of the Aviation sector. 19.0% report their last employment in the Precision Production, Craft and Repair occupations, and 18.2% come from Operators, Fabricators and Installers.

Summary

The aviation sector is an important component in the Kingman region's economic well-being. The airport and industrial park are a major employment center. The current cluster of aviation-focused businesses has created an environment in which new aviation-focused employers will thrive. Public investments in the region's transportation infrastructure are further positioning it for intentional and intelligent growth.

Because of these factors, this report finds that the Kingman region is uniquely qualified as a home for employers in this sector, and projects significant growth in the Aviation sector.

Talent Pipeline Profile - Tourism

There are three primary components of any region’s talent pipeline: incumbent workforce, emerging talent and transitory workers. This profile highlights the region’s capacity to support growth in this critical sector.

Industry Employment

The Tourism industry sector in the Kingman region is broad, with several types of accommodation, food service and recreation businesses calling the area home.

Table 1: Industries, Lake Havasu City-Kingman-Bullhead City MSA, 2019 Q1:

NAICS	Industry	Establishments	Employment	Average Annual Wages	LQ
72251	Restaurants and Other Eating Places	258	5330	\$19,188	1.42
72111	Hotels	49	1,802	\$28,856	2.88
72241	Drinking Places	33	302	\$14,612	2.2
71391	Golf Courses and Country Clubs	11	284	\$20,800	2.76
72121	RV Camps	24	213	\$25,636	13.35
71394	Fitness and Recreational Sports Centers	10	116	\$13,312	0.52

United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Samples of Key Attractions and Accommodations

Prescott National Forest

Portions of the Prescott National Forest today are much the same as they were when Sam Miller panned for gold in Lynx Creek and was wounded by a cougar, or when General Crook's flag fluttered over Palace Station.

Desert Diamond Distillery

Located off of historic Route 66. A manufacturer of Distilled Spirits (white rum, vodka, dark rum, agave rum, barrel reserve rum) with tours & tastings

Cella Winery

The first Kingman winery, Cella Wines is located right off of Route 66.

Mohave County Historical Society

While not a large employer, the MCHS operates three museums in the Kingman area: the Mohave Museum of History and Arts, the Bonelli House and the Arizona Route 66 Museum.

Table 2: Employment by Occupation, Lake Havasu City-Kingman-Bullhead City MSA, 2018:

Occupation	SOC code	Employment	Median Wages
Fast Food Workers	35-3021	1,540	\$21,861
Waiters and Waitresses	35-3031	1,240	\$21,861
Cooks, Restaurant	35-2014	580	\$25,293
Bartenders	35-3011	470	\$21,861
Maids and Housekeepers	37-2012	580	\$23,296
Restaurant Supervisors	35-1012	350	\$23,608
Hotel, Motel and Resort Desk Clerks	43-4081	130	\$23,899
Amusement and Recreation Attendants	39-3091	N/A	\$23,358
Food Service Managers	11-9051	100	\$55,058
Chefs and Head Cooks	35-1011	N/A	\$34,320

United States Bureau of Labor Statistics, Occupational Employment Statistics, 2018

The Emerging Workforce

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WAVE programs of particular interest to the tourism sector include retail management.

Table 3: Career and Technical Education Programs, Western Arizona Vocational Education:

Program	Schools
Retail Management	Parker High School
Culinary Arts	Lake Havasu City High School
	Kingman High School
	River Valley High School
	Mohave High School

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Postsecondary Programs of Study

In the most recent academic year, Mohave Community College awarded 346 certificates and 370 Associate's degrees. Only one program is of particular importance to this industry.

Program	Awards	Related Jobs	Openings-Related Occupations	Workforce Equilibrium Value
Retail Management	4	2,124	237	(233)

The Transitory Workforce

The migrants to the Mohave region do not appear to be a statistically significant element of the talent pipeline.

Summary

The natural beauty, recreational opportunities and proximity to major tourist destinations makes Kingman's Tourism industry sector a critical component of the regional economy. Its impact is an important component of the regional economy, and its very nature makes it a source of pride for local residents. Outside dollars that flow into the regional economy because of this sector create indirect and induced effects that benefit the region as a whole.

Opportunity remains to expand the regional tourism sector. As transportation options continue to evolve, Kingman may very well become an even more important component of the strategies of major tourist destinations like Las Vegas, the Grand Canyon and Los Angeles.

Talent Pipeline Profile – Health Care

There are three primary components of any region’s talent pipeline: incumbent workforce, emerging talent and transitory workers. This profile highlights the region’s capacity to support growth in this critical sector.

Industry Employment

The Health Care industry sector in the Kingman region is broad, with several types of Health Care organizations calling the area home.

Table 1: Industries, Lake Havasu City-Kingman-Bullhead City MSA, 2019 Q1:

NAICS	Industry	Establishments	Employment	Average Annual Wages	LQ
622110	General medical and surgical hospitals	4	3,351	\$62,712	2.01
621111	Offices of physicians	154	1,128	\$60,996	1.25
621210	Offices of dentists	59	734	\$53,144	2.17
623110	Nursing care facilities, skilled nursing	8	530	\$32,500	0.95
621610	Home health care services	16	444	\$37,388	0.84
621910	Ambulance services	8	314	\$54,652	5.2
623312	Assisted living facilities for the elderly	17	249	\$27,508	1.58
623311	Continuing care retirement communities	7	242	\$25,740	1.37
621340	Offices of specialty therapists	14	159	\$28,028	1.09
621320	Offices of optometrists	8	104	\$58,396	2.14

United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Samples of Key Employers

Valley View Medical Center

VVMC employs 274 people in its Fort Mohave facility. VVMC is the region’s newest hospital, serving Bullhead City, Laughlin and Needles. Valley View opened in November 2005 as a 102,000-square-foot acute-care facility with two adjacent medical office buildings. Growth in the area meant growth at the hospital, and Valley View’s main building is now 126,000 square feet. It is currently licensed with 52 medical/surgical beds, 12 acute rehabilitation beds, 12 intensive care beds, and an eight-bed labor, delivery and post-partum unit. The hospital is home to 30 medical specializations¹⁶

¹⁶ https://www.valleyviewmedicalcenter.net/Content/Uploads/Valley%20View%20Medical%20Center/Files/LOWRES_LPHHealth_CBR_YR2018_ValleyView_SkComm.pdf

Western Arizona Regional Medical Center

Western Arizona Regional Medical Center is a 139-bed acute care facility offering the residents of the greater Bullhead City community inpatient, outpatient, diagnostic imaging, medical, surgical and emergency services.¹⁷

Kingman Regional Medical Center

Kingman Regional Medical Center (KRMC) is the largest healthcare provider in northwest Arizona. As a 235-bed multi-campus healthcare system, the center includes more than 1,800 employees, 280 physicians/allied health professionals, and 250 volunteers. KRMC's growth has been a boon to the Kingman economy. Over the past 10 years, KRMC's employee base has grown by 80%.¹⁸

In 2010, KRMC was one of the first hospitals in the nation to become a member of the Mayo Clinic Care Network. With this membership, we have direct access to Mayo Clinic medical expertise, research, and clinical practices. KRMC also has the distinction of being Arizona's first rural teaching hospital, offering doctors residency training in family medicine and emergency medicine.

Mohave Mental Health Clinics

Mohave Mental Health Clinic, Inc. (MMHC) was founded in May of 1968 as a private, not-for-profit corporation to seek, promote, assist and contribute to the improved mental health of individuals, families, and communities in Mohave County. The agency operates outpatient clinics in Kingman, Bullhead City, and Lake Havasu City, with two group homes and a Level I Subacute Facility in Kingman as well.

North Country HealthCare operates primary care facilities in 13 communities across northern Arizona, including Lake Havasu City, Kingman and Bullhead City. Services include physical therapy, pharmacy, pediatrics, OB/GYN, dental and behavioral health.

A.T. Still University School of Osteopathic Medicine (SOMA) is using an innovative curriculum where students spend their first year of study at the Mesa, AZ campus and their last three years at one of twelve Community Campuses across the nation. North Country HealthCare serves as a Community Campus, continually serving 30 medical students in their second, third and fourth years at A.T. Still University.

Occupations

Health Care firms obviously employ people in a lot of different roles, ranging from administrative and legal personnel to professional nurses, physicians and surgeons. For this profile, we are primarily concerned with the occupations most typically associated with the work of Health Care firms. More than 3,380 people work in these occupations in Mohave County, making them one of the most critical elements of the region's workforce.

¹⁷ <https://www.warmc.com/>

¹⁸ <https://www.azkrmc.com/about-krmc>

Table 2: Employment by Occupation, Lake Havasu City-Kingman-Bullhead City MSA, 2018:

Occupation	SOC code	Employment	Median Wages
Healthcare Practitioners and Technical Occupations	29-0000	3,380	\$64,147
Healthcare Support Occupations	31-0000	1,760	\$30,035
Registered Nurses	29-1141	1,150	\$71,843
Nursing Assistants	31-1014	480	\$27,040
Medical Assistants	31-9092	420	\$30,493
Dental Assistants	31-9091	300	\$37,378
Pharmacy Technicians	29-2052	220	\$33,197
Emergency Medical Technicians and Paramedics	29-2041	210	\$34,882
Licensed Practical and Licensed Vocational Nurses	29-2061	190	\$40,144
Medical Records and Health Information Technicians	29-2071	190	\$32,864
Medical and Health Services Managers	11-9111	180	44.40
Radiologic Technologists and Technicians	29-2034	140	\$63,565
Pharmacists	29-1051	130	\$147,576
Clinical Laboratory Technologists and Technicians	29-2010	70	\$60,195
Physical Therapists	29-1123	60	\$77,875

United States Bureau of Labor Statistics, Occupational Employment Statistics, 2018

The Emerging Workforce

The Western Arizona Vocational Education (WAVE) District is a Career and Technical Education District (CTED) with ten partner high schools across two counties. In November of 2008 the voters of LaPaz and Mohave County voted to form a CTED, and WAVE became an official district on July 1, 2009. CTED's provide high quality vocational and technical education that is needed in the public school system to keep students in school and be better prepared for the workforce. Working with local businesses is the vision of WAVE. The district creates educational links to employment in the region with quality training and continuing education opportunities. The structure supports strong articulation within the local community college system through dual and concurrent enrollment choices. The WAVE Governing Board and administration work closely with local employers to define the evolving vocational and technical skill needs in our areas.

WAVE programs of particular interest to the Health Care sector include Nursing Assistant, Nursing Services, Medical Assisting Services, Sports Medicine and Rehabilitation, Emergency Medical Technicians, and Exercise and Wellness.

Table 3: Career and Technical Education Programs, Western Arizona Vocational Education:

Program	Schools
Nursing Services	Lee Williams High School
	River Valley High School
	Mohave High School
	Academy High School
	Lake Havasu City High School
	Lake Havasu City High School
Medical Assisting Services	River Valley High School
	Academy High School
Sports Medicine and Rehabilitation	Mohave High School
	Lake Havasu City High School
Emergency Medical Technician	Parker High School

ARIZONA@WORK

The federal workforce development system is administered in Mohave and La Paz counties by ARIZONA@WORK. This system provides valuable to employers to connect them with the region’s talent and to find innovative solutions to workforce-related challenges.

- **Pre-Employment Assistance**

Arizona@work job centers make our County a pacesetter on job placement services. Companies benefit from a strong, internet-based job applicant listing system to screen applicants. Job analysis assistance is another important resource available to industries for help in determining appropriate employee selection and testing instruments.

- **Qualified Instructors**

A skilled network of professionals provides industry-based instruction in a variety of technologies and disciplines. Whether it's leadership training, Six Sigma, Lean Manufacturing, or other quality initiatives, qualified instructors offer valuable assistance in meeting specific job-training requirements. Because the best instructor for a particular training course may be a company representative, our program can offset the costs of instructor wages, "train-the-

trainer" expenses, and travel for a negotiated number of company employees who provide start-up training.

- **Facilities And Equipment**

A company may use the Arizona@work if it is not prepared for onsite training.

- **Supplies And Materials**

Support to new and expanding companies includes the costs of training supplies and materials necessary to deliver effective instruction. Depending on the size and scope of a particular training project the program will develop customized training materials that may include:

- **Award-winning orientation and work process videos and DVD's**

Postsecondary Programs of Study

In the most recent academic year, Mohave Community College awarded 346 certificates and 370 Associate's degrees. Only one program is of particular importance to this industry.

Program	Awards	Related Jobs	Openings-Related Occupations	Workforce Equilibrium Value
Registered Nursing/Registered Nurse	89	1,212	72	3
Dental Hygiene/Hygienist	17	6	1	16
Medical Radiologic Technology/Science	12	229	16	-4
Surgical Technology/Technologist	11	47	4	7
Physical Therapy Technician/Assistant	9	60	10	-1
Substance Abuse/Addiction Counseling	8	80	14	-6
Medical/Clinical Assistant	6	485	63	-57
Health Information/Medical Records Technician	4	183	14	-10
Emergency Medical Technology/Technician	4	224	25	-21
Medical Office Assistant/Specialist	0	915	116	-116
Medical Reception/Receptionist	0	1,092	156	-156

Summary

As the age profile of the region continues to trend older and the overall population continues to grow, demand for health care services will only increase. The presence of extraordinarily high quality health care facilities, including a Mayo Clinic Network member, positions the region well for growth in high-impact healthcare fields, including research and development, medical technology manufacturing and specialized care.

This report finds that significant growth in the Health Care sector is imminent, and that those growth trends present an opportunity to invest in and develop ancillary industry clusters that could bring high-wage and high-quality career opportunities to the Kingman region.



RECOMMENDATION FOR THE TALENT DEVELOPMENT ECOSYSTEM IN THE KINGMAN REGION

Trevor Stokes

THE INSTITUTE FOR WORKFORCE EXCELLENCE Peoria, AZ



Recommendations for Enhancing the Available Talent Supply in the Kingman/Mohave County Region

Introduction

The City of Kingman’s Economic Development Department commissioned an analysis of the region’s labor market, including a profile of its key industries and strategic recommendation for supporting the region’s talent development ecosystem. The analysis highlighted unique characteristics, recent trends and looming challenges of the Kingman region’s workforce. The recommendations that emerged from the analysis are driven by the region’s workforce data and are intended to serve as a starting point for conversations among regional leadership about how best to positively impact the region’s talent development ecosystem.

1. *The Mohave Center for Commercial Transportation, a Commercial Transportation Center of Excellence at Mohave Community College*

Currently, more than 1,400 people in the region work at more than 110 *Transportation and Warehousing* establishments. More than 3,200 people work in *Transportation and Material Moving* occupations for a spectrum of industries, ranging from manufacturing to education. That number of jobs is projected to swell to 3,600 by 2026, an increase of 12%.

Infrastructure strategies and investments make the transportation and warehousing sector critically important the economic well-being of the Kingman/Mohave County community. The recent investment of more than \$2 million by the Airport Improvement Program in the Kingman Municipal Airport speaks to not only the importance of transportation to the region’s economic well-being, but also to its breadth. Road, rail and air transportation all play key roles in the regional economy.

The four-part mission of the *Mohave Center for Commercial Transportation*:

- Provide research and analysis on the region’s transportation assets, industries and companies to support regional organizations and policy makers
- Advocate for transportation infrastructure investment
- Develop a world-class transportation workforce in the Kingman/Mohave area
- Become the nation’s leader in developing cutting-edge educational programs to support the industry

2. The Mohave Mayors' Career Literacy initiative

The most critical legacy industries in Mohave County are industries, which on a national level at least, suffer from a perception issue that crimps their supply of emerging talent.

- Manufacturing and Construction are the fourth and fifth-largest industries, respectively, in Mohave County. The region's workforce is employed by construction firms at a rate more than 30% higher than the national average, and the sector contributes more than \$250 million to the regional economy every year. Manufacturing contributes another \$300 million. Many careers in these industries offer higher-than-average wages and valuable career pathways while requiring little to no formal postsecondary education. Employment in specialty trades contractors alone are projected to increase by more than 17% in Mohave County by 2026.
- The health care sector is the region's second-largest industry, and its growth since 2001 is striking. That trend shows no sign of slowing, with projected growth of more than 34% by 2026. According to the 2019 Greater Phoenix Chamber of Commerce *State of the Workforce* report, one of the issues that keeps young people from pursuing these careers is the perceived cost of earning a college degree in these fields. All three subsectors of the health care sector, hospitals, ambulatory care and nursing/residential care facilities, are projected to experience significant growth.

The unfortunate truth about labor supply is that people do not make career decisions on the basis of reality. They make them on the basis of perception. If people are entering or transitioning within the workforce do not have accurate and realistic information about the quality career opportunities within these critical industries, they will gravitate toward "cooler" and more easily understood fields, and not toward those with the most real career potential and those on which the region most relies.

The *Mohave Mayors' Career Literacy Initiative* would be a cooperative effort of regional mayors' offices to introduce career literacy efforts to middle and high school students in the region. A delegate from each office would work as a committee to bring information, data and people from the world of work to regional schools in innovative and effective ways.

3. The Mohave Nursing Cooperative

The regional labor market analysis looked at the projected growth rates for more than 700 occupations in the region, paying particular attention to those with the fastest projected growth rates. Of the top ten occupations in terms of rate of change in employment, four are from the HealthCare Practitioners occupation family, registered nurses, nurse practitioners, physician assistant and physical therapists. Another four, including medical assistants, nursing assistants and physical therapist assistants, are from the Healthcare Support occupation family.

All three subsectors of the health care sector, hospitals, ambulatory care and nursing/residential care facilities, are projected to experience significant growth, and all three of these sectors rely on nurses. Eighty-nine degrees and certificates were awarded from regional institutions last year, but the Arizona Office of Economic Opportunity projects more than 290 regional openings per year in these jobs.

4. A Veterans Workforce Initiative

The concentration of veterans in Kingman and Mohave County (15.5% and 14.7%, respectively) outpaces both Arizona and United States. The county is home to more than double the number of veterans one would expect for a community this size. This unusual concentration of citizens with military experience presents a number of opportunities:

- An available supply of veterans is an attractive regional characteristic to companies who want to be veteran-friendly employers.
- A veterans job exchange in which the region's veterans and veteran-friendly employers can connect with each other.
- A shockingly large number of veterans never take advantage of the college benefits they have earned via their service. A marketing/public messaging campaign that encourages veterans to go to school to earn their degree in one of the region's high-demand fields and offers support and navigation of the process could improve the educational attainment levels of the veteran community.

5. Finish IT Up Campaign

Around a third (29%) of the Mohave County population has some college experience, but no degree. That is more than the percentages that hold a bachelor's degree, an advance degree or an associate's degree, combined. This speaks to a real opportunity to encourage local adults to return to college to finish the degree they started at some point in the past. Funding from a public budget, a workforce collaborative (see recommendation #6) or a foundation could provide a partial scholarship for local adults who go back to school to finish a degree in one of the region's high-demand fields.

6. Workforce Collaboratives

Modelled after the Greater Phoenix Chamber Foundation's workforce development program, this initiative would involve partnerships between the cities of Kingman, Bullhead City, and Lake Havasu City, Mohave County and Mohave Community College to design and deploy industry-led collaboratives around the region's high-value and high-need sectors and to provide industry-designed solutions around workforce issues.

These public entities would convene and host the collaboratives via a Workforce Collaborative Committee. The public entities would provide structure and support, while industry representatives would provide leadership and commitments of time and staffing for the collaboratives' projects.