MEMORANDUM

Date: October 21, 2021

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

Re: Build Back Better Regional Challenge Grant from the American Rescue Plan Act

Attached please see the County’s grant application as the lead agency for a Build Back Better Regional Challenge Grant for six projects totaling $68.8 million. This federal funding is to assist communities in their post-pandemic recovery through economic development strategies that contribute to regional growth clusters. The focus of the County’s grant submittal is to build shovel-ready development capacity in and around the Tucson International Airport and to provide significant job training opportunities for unemployed and underemployed individuals, especially in the zip codes hit hardest by the COVID-19 pandemic (85746, 8514, 85706).

In addition, based on the need to provide additional qualified job applicants in the sectors related to aviation, advanced manufacturing and technology, the primary partners in the grant application are the Tucson Airport Authority and Pima Community College.

The County has also enlisted the assistance of the Joint Technical Education District (JTED) in attracting students from all school districts to participate in job training related to these fields that are over prescribed for qualified job applicants. The County will utilize JobPath to identify and assist training applicants in those zip codes most directly impacted by COVID-19.

Included in the attachment is the grant submittal in its entirety, including supporting letters from a number of significant community partners.

CHH/anc

Attachment

c: Jan Lesher, Chief Deputy County Administrator
    Carmine DeBonis, Jr., Deputy County Administrator for Public Works
    Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer, Health and Community Services
    Diana Durazo, Special Projects Manager, Pima County Administrator’s Office
FY 2021 American Rescue Plan Act
Build Back Better Regional Challenge
EDA-HDQ-ARPBBB-2021-2-6976

Pima Takes Flight: Building an Aeronautical and Technical Workforce
I. Narrative

a. Coalition Vision for the Pima Takes Flight Regional Growth Cluster
The Pima Takes Flight Build Back Better Regional Challenge (BBBRC) application aligns with several of the Economic Development Administrations (EDA)’s investment priorities, such as resilience and recovery, workforce development, growth in manufacturing and job creation, business expansion and equity across programs. The coalition’s vision is to fund projects that will add land capacity to the area in and around the Tucson International Airport (TUS) and expand training and education opportunities to spur economic growth in the region, specifically in the aeronautics and high technology industries. We seek to meet the observed and anticipated demand of the market by offering shovel-ready land parcels that shorten development timelines and reduce the business’s initial capital investment in order to bring jobs to all sectors of the Pima County workforce that will provide greater access to job development in the region, positive economic impact and increase job access to historically underrepresented and highly vulnerable populations in the workforce. A cornerstone of this proposal is increasing workforce education and skills training, especially to vulnerable populations, to meet growing hiring and skills needs for business retention, expansion and new business locating here.

b. Economic Opportunity presented by the growth cluster in relation to Aeronautical and Technical Industries in Pima County
Our community has been impacted significantly by the economic downturn due to COVID-19. The economic shock of the pandemic disrupted ongoing coordinated efforts to improve long-standing issues of poverty and inequity throughout the community. However, the region is resilient and continues to work towards recovery with strong leadership commitment and a focus on economic and workforce development for critical regional industries. According to the Arizona Office of Economic Opportunity, three of the highest demand industry jobs in Southern AZ, particularly Pima County, are for avionics, manufacturing and technology. Sun Corridor, Inc., one of the region’s economic development partners, authored the Pivot Playbook, garnering national attention for its forward-thinking methodology to redefine our economy in the post-pandemic world. The Tucson Airport Authority then drafted a Commercial and Industrial Business Implementation Plan defining specific actions to market the airport’s land and create a sustainable secondary source of revenue considering the aviation industry’s impacts resulting from COVID-19. Long recognizing the importance of growing the regional airport area, Pima County’s 2019-2021 Economic Development Plan also focuses on attracting high wage employment to the airport area with a focus on workforce development. Together, these documents all highlight the airport environs as a regional cluster opportunity for economic growth and job creation, through the recruitment of aerospace and technology companies to the airport growth cluster. The development readiness and accessibility of the land is a concern for businesses that are on a tight timeline to develop. A second concern for these businesses is the ability to hire qualified workers from the area. This effort will not only bring jobs to the cluster,
in the targeted industries, but will also provide construction jobs, helping to sustain the construction industry in the region.

This regional asset is well positioned for robust expansion. With the assistance of BBBRC grant funds, one of the region’s largest economic engines can accelerate its current growth plans, expand workforce development and spur the region’s economic recovery through smart and diverse business growth - particularly in one of the most economically strained areas of southern Arizona.

c. Coalition Members, Roles, and Commitment to the Pima Takes Flight Coalition
A coalition lead by Pima County which includes Pima Community College (PCC) and the Tucson Airport Authority (TAA) has formed to support the growth of the regional cluster defined as the airport environment. The positive relationship between the three members has endured for decades, with each member working together by committing resources to enhance the airport’s regional cluster.

Acting as the lead agency, the County will ultimately be responsible for the outcomes of the Pima Takes Flight growth cluster. Pima County is the second most populous county in Arizona with just over one million residents. It is located in southern Arizona along the international border with Mexico, and is the size of the state of New Jersey. The county includes the City of Tucson, four smaller municipalities, the Tohono O’odham Nation, and the Pascua Yaqui Tribe, which together are the main population centers of the County. Per the U.S. Census Bureau’s 2019 Community Resilience Estimates for Equity and Diversity, 22.8% of Pima’s population exhibits three or more risk factors, suggesting lower resilience, compared to 21.8% for the country as a whole, discussed further in Appendix iv. Since 2000, the County has been focusing on developing two of its highest priorities: growing the local economy and workforce development. Both of these priorities have been severely impacted by the Great Recession and the ongoing pandemic. In keeping with those priorities, Pima County has invested in significant infrastructure improvements in the airport area for business attraction and expansion. Likewise, for more than 30 years, Pima County has administered the public workforce system for the region creating enduring partnerships helping to develop innovative and inclusive programs for building a skilled regional workforce.

TAA is an independent quasi-governmental non-profit corporation authorized to operate, maintain and develop TUS. TUS is located eight miles south of the city’s central business district and serves commercial air-carrier service, cargo and military operations. As a regional employer, TAA has committed to implementing an environmentally-friendly, strategic facility and land use development plan that aligns with the region’s strategic economic development efforts in the vicinity of the airport. TAA’s goals include:

- Expand the airport’s role as a major air transportation hub,
- Promote on-airport land uses that benefit the surrounding community,
- Identify opportunities to integrate the airport into the region’s intermodal transportation network,
- Prepare airport land for long-term aeronautical growth,
- Leverage airport assets as a catalyst for industrial development and growth,
- Integrate and align airport development with regional transportation and infrastructure planning.

Located throughout the County, Pima Community College (PCC) is an open-admissions college, serving the community by building an inclusive community through a social justice lens with a reskilling and recovery framework. The recent pandemic has only exacerbated inequities and employment opportunities for employment in vulnerable industries. PCC is one of the region’s critical workforce training cornerstones. They provide both classroom and hands-on training to participants that help them enter into high-wage, high skill positions in aviation, manufacturing and technology and other industries. PCC closely collaborates with local industry employers and workforce partners to develop curriculums and embed industry certifications into their coursework to assist participants entering the workforce obtain higher education levels. PCC’s goals include: expand their workforce training programs in aviation, advanced manufacturing and technology and increase outreach efforts to targeted vulnerable populations, helping increase employment. PCC plays a critical role in elevating individuals and families by achieving marketable employment in these growing higher-wage industry sectors.

d. Component Projects within the Pima Takes Flight Growth Cluster

To further the efforts of the coalition, the following five projects are being submitted for your consideration for funding. All are projects that will enhance economic growth across the targeted industries of aerospace, advanced manufacturing and technology. These projects are “force multipliers” for the region’s development and cross the spectrum of skill and education levels by offering opportunities to the entire community; particularly those surrounding the airport environs. This will help make the region a resilient and prosperous community for decades into the future. Projects are listed as follows:

1. Construction of a Workforce Training Hub. The Pima Takes Flight cluster relies on the synergy between incoming businesses who need specialized technical training and our educational partners who can provide the programs that create this skilled workforce. A critical component is to create a training facility that is located within the cluster providing easy access to adjacent residents and businesses. This facility will include classrooms, hands on training rooms as well as open shell space that can accommodate equipment, vehicles, and other large scale needs as new businesses continue to work with PCC to further enhance their training programs. The request for this building and equipment is $9.5M.

2. Site Preparation for Pima County’s Aerospace Research Campus (ARC). This project would utilize funding to level the former sand and gravel site, enabling the marketing of the full site. Additionally, this project will ensuring the work will accommodate an extension of the roadway to Nogales Highway. The cost of this project is anticipated to be $2M.

3. Site Preparation for Tucson Airport Authority’s land (Sonoran Commerce Center - West). This 550-acres of land is located along the newly constructed parkway and is part of a larger industrial campus called the Sonoran Commerce Center. This parcel has been significantly disrupted by former sand and gravel operations and would require approximately $13M to bring the site to grade, ready for development. Once leveled, this land acres of shovel-ready land for aerospace and manufacturing industries.

4. Construction of the Country Club Road Extension and Airside Campus. TAA needs to extend Country Club Road south, into a 600-acre parcel on the northeast side of the airfield (part of...
the Sonoran Commerce Center) to open up this area to accommodate future development of the parcel as an additional airside campus and provide better roadway network connection for the Airport and adjacent properties. Planning has begun on the two-phased project, with Phase I costs estimated at $18.4M to extend the road and utilities south, into the airside campus.

5. Increase Community Workforce Training Opportunities for Aerospace, Advanced Manufacturing and Technology Sectors. Demand for skilled and certified employees is outpacing the number of skilled laborers completing training programs. Expanding outreach and training opportunities can increase the output of skilled workers; a crucial goal for our region. PCC is seeking funding for expansion for their Aviation Technology Program as well as their PimaFastTracks, programs in Automated Industrial Technology, Building and Construction Technology, IT/Cybersecurity, and Automotive fields, discussed in Appendix i. The total request for expansion start-up costs and necessary equipment is $8.169M.

6. Construction of a Second Air Cargo Ramp at TAA. This project would utilize an undeveloped 40-acre parcel adjacent current air cargo ramp, by providing space to accommodate airside services for two Boeing 737 sized aircraft for $17.7 million. This would meet the short term projected demand.

e. Preliminary Proposed Metrics of Success Relating to the Growth Cluster

There are three metrics for the measurable success of these components:

- The number of direct and indirect jobs added as a result of the grant funded construction work,
- The number of permanent jobs that were added through the increased business inquiries in the land improved by grant funds, and
- The increase of trained workers as a result of the PCC initiative.

To evaluate the first metric, the coalition used the federal government’s calculation for job creation through construction spending.\(^1\) Four construction components totaled $51M of construction expense. This results in the creation of 426.17 construction jobs in the region. The second metric is easily measured by tracking the number of unsolicited inquiries from site selectors looking to expand or relocate business to the region, and the number of jobs each inquiry would create. Finally, the third metric is measured through the investment in workforce development at PCC. With the BBBRC grant funds, PCC expects to increase the workforce capacity of the region and double output. With an estimated 400 aviation mechanics needed immediately in the region with the demand expected to increase annually, this expansion would yield tremendous dividends to not only the local community, but the aircraft service industry.

f. Identify the Accessibility Of Matching Funds for the Phase 2 and Other Investments

The Coalition is prepared to provide matching funds to support the project proposals submitted. Over $83 million in past investments have been made in infrastructure improvements and workforce training within the airport environs, by the current coalition members. Pima County will utilize its existing general fund budget to meet the required match for project one and two. TAA will utilize their special reserve budget fund to meet the required match for projects three, four, and six. PCC will provide the match requirement through their general fund budget to support the required match for listed Project five.

\(^1\) Direct multiplier of 8.34 jobs per one million dollars of construction spending
g. Potential Barriers to Implementation and Strategies to Mitigate
The two largest barriers to business attraction within the airport environs include the time and funds necessary to establish shovel ready land and the availability of a qualified workforce. Most companies looking to expand or relocate require a twelve-to-eighteen-month timeline for construction and site development. In the airport environs, this aggressive development timeline can be difficult to meet when you factor in outside agency reviews, including Federal Aviation Administration (FAA) clearances necessary to develop the land must also be considered. Additional Federal NEPA requirements can also impact the time required to commence the construction of the Country Club Road extension along with the Air Cargo Ramp expansion. Funding these construction projects would enable the County and the airport to meet the business demand while permitting a more competitive posture for growth in the region. Through an enduring good partnership, TAA established the needed communications process to expedite the projects on their land and has begun the planning and coordination process with the local FAA district office to help in mitigating these delays. Pima County likewise continues to invest in infrastructure improvements, as well as working with utilities to increase land capacity in the airport environs.

Major barriers to mid to high-skill jobs include a lack of education and hands-on experience, costs of obtaining needed training, education, or certifications, and weak job retention skills. Companies want to know that a workforce exists to meet their growth needs. The County’s Community and Workforce Development department (CWD) workforce and education division works directly with businesses to identify needs and partner with local education institutions to meet the need. An example is the Southern Arizona Manufacturing Partnership where industry employers, education programs and workforce partners closely collaborate to assess needs and gaps in the workforce, in the aviation and manufacturing sectors. Identified gaps and needs are then used to develop appropriate curriculums to meet these deficiencies and to better prepare students. Strategies include partnerships with PCC and Pima County’s Joint Technological Education District (JTED). The ARIZONA@WORK Pima County One-Stop System also provides eligible individuals access to training dollars for needed training, education or certificates including job retention skills. CWD also leverages community resources for additional supportive services.

h. Pima Takes Flight Cluster Implementation and Construction Timelines
Implementation timelines should proceed fairly quickly for the construction projects. If funds were awarded, earthwork for projects two and three could begin as soon as notified and would likely take up to 18 months to complete. The Country Club Road extension is already in the preliminary design phase and a construction award could proceed within 12 months. The extension project could be complete as soon as 14 months after award. The Air Cargo ramp has not yet been designed, however it is a straightforward project and should be completed within 12 months depending on logistics and materials. PCC’s workforce training programs expansion project has various components, with a majority ready to go live in spring of 2022. The Pima County workforce training hub facility would need to be both designed and constructed, which would take 20 months to complete.

Attached find appendices on regional assets, industry leaders, sustainability and equity.
Appendix i: Key Elements – Focus on Regional Assets

Regional Description
The Pima Takes Flight growth cluster is centered on the Tucson Airport environs, in Pima County, AZ. This area includes many important existing regional assets that will be further developed in order to increase economic and workforce development outcomes. This is the southwestern portion of the state, and is just north of the junction between Interstate 10 (from California to Florida) and Interstate 19 (entirely in Arizona, with connection to Sonora, Mexico). See map inset below, where Interstate Highways are shown in blue, US Routes in red, and State Routes in green. Pima County has a total area of 9,189 square miles and a population of 1,047,279 (estimated 2019). The largest city is Tucson with a population of 548,073 (estimated 2019).

This region is particularly strong in the aerospace sector due to a multitude of regional assets, which include key military installations, the presence of several major aerospace companies, busy ports of entry with strong bi-national ties, universities with strong research programs, and a diverse workforce. With a well-established industry cluster, strong military presence, specialized educational programs to supply and support a highly-educated workforce, and favorable weather and climate, the region is highly desirable as a location for retention and growth of Aerospace & Defense. In addition, the region offers excellent flying weather, level terrain, little rainfall, rarity of high winds and the availability of vast uninhabited territory for gunnery range purposes.

Tucson is ranked a top 10 metro for aerospace manufacturing due to its highly concentrated aerospace product and parts manufacturing sector that has an 8.62 location quotient, a ratio calculated to compare a region’s industrial activity level to the rest of the United States. The location quotient means that Tucson is 8.62 times more concentrated in the aerospace product and parts manufacturing industry than the average of all metropolitan statistical areas across the country.

The communities surrounding the airport and targeted to benefit from this opportunity include some of the most vulnerable communities in Pima County. The populations in these zip codes have been historically under-served and represent vulnerable populations. The US Centers for Disease Control and Prevention Social Vulnerability Index (SVI) uses census data to determine the social vulnerability of every census tract, which can be configured to represent a zip code.
The majority of the census tracts that cover zip codes 85714, 85706 and 85756 fall within the highest vulnerability percentile within Pima County (over 90%), indicating high levels of vulnerability.

Below is a list of regional assets critical to the success of the Pima Takes Flight cluster:

**Union Pacific Railroad**
In Pima County, the Nogales rail line operated by Union Pacific is only one of six international rail gateways into Mexico along the U.S. border, and the only one in Arizona. As part of the...
infrastructure investments made in the airport environment cluster area, an extension of the Nogales line has been accommodated, encouraging development of rail-served properties along Union Pacific’s network. This alignment will provide rail service to lands targeted within the cluster, creating availability for companies with freight or rail access needs to locate in a part of the region planned for large scale industrial uses.

National/International Intermodal Corridor
Tucson sits at the junction of Interstate 10/Union Pacific Railroad Mainline – a major transcontinental east-west route between the Pacific Rim and the Southeast – and Interstate 19/UP Nogales Line a major north-south trans-border route between Mexico and the U.S. CANAMEX is a High Priority Corridor, as defined by Congress in the 1995 National Highway Systems Designation Act. The CANAMEX Corridor Coalition convenes stakeholders from Arizona, Nevada, Idaho, Utah, Montana, Alberta, Canada and Sonora, Mexico to carry out coordinated improvements and development along the trade route. With $26 billion in annual imports and exports, Nogales is one of the top 10 busiest U.S.-Mexico ports of entry. Situated near key markets in Southern California within an 8-hour radius and Salt Lake City, Denver, Houston and Dallas within 16 hours by highway, the region also enjoys proximity to northern Mexico for businesses who collaborate with Mexico’s West Coast supply chain. The EDA-supported “Ambos Nogales” initiative capitalizes on these bi-national manufacturing linkages to create higher-wage jobs in southern Arizona. Trans-border supply chains are a significant regional driver and offer a competitive advantage to the regional manufacturing sector. Foreign Trade Zones are found in Yuma, Pima County, Nogales, Sierra Vista, and Las Cruces.

Port of Tucson
Port of Tucson is a private development located on a double-tracked Union Pacific main line. The complex has 1.7 million square feet of warehouse and manufacturing space in a prime commercial area. The park is a “Foreign Trade Zone” which allows companies to ship/receive goods in bonded areas while reducing or eliminating tariffs.

Tucson International Airport
The Tucson International Airport is located within the growth cluster, with over 134,000 landings and takeoffs annually, ranking it as the 65th busiest airport in the United States. Additionally, the airport is a full service International Port of Entry with U.S. Customs present 24 hours a day, 365 days a year. The airport has three runways and three helipads, capable of accommodating aircraft up to the B-747 class of aircraft. The airport plans to develop land surrounding the airport to attract users to the Maintenance, Repair, and Overhaul facilities that require airfield access, as well as the planned Sonoran Commerce Center with nearly 6000 acres available for development.

Arizona Department of Transportation
Pima County enjoys a strong working relationship with the Arizona Department of Transportation (ADOT). ADOT is a multimodal transportation agency serving one of the fastest-growing areas of the country. ADOT is responsible for planning, building and operating a complex multimodal transportation system, including the State’s highway system, and views its role as assisting policymakers by providing objective information that helps them decide the best solutions to connect communities across Arizona with the full range of resources available.
Within the Tucson metro area Pima County has prioritized transportation projects that connect employment centers, especially critical aerospace/defense jobs, and labor sheds. Transportation projects, in turn, allow for the efficient delivery of goods and services that spur economic development and attract jobs to the state, creating a cycle of economic benefit.

**Davis-Monthan Air Force Base**

Davis-Monthan Air Force Base is home to the 355th Fighter Wing, one of the Air Force’s largest. The 2,600 acre Aerospace Maintenance and Regeneration Group provides critical aerospace maintenance and regeneration capabilities for Joint and Allied/Coalition warfighters with a highly skilled 662-member workforce. Fort Huachuca houses the U.S. Army’s Intelligence Center, Network Enterprise Technology Command, Military Affiliate Radio System, the Joint Interoperability Test Command and the Electronic Proving Ground. Its testing mission covers a wide range of command, control, communications, computer, intelligence, surveillance, and reconnaissance systems. The base supports Army and Department of Defense aviation elements as home to the premier restricted military Unmanned Aircraft System (UAS) training airspace in the western United States. Fort Huachuca is also playing an increasingly important role as a facilitator of Department of Homeland Security Customs and Border Protection aviation operations. CBP Tucson Sector is also headquartered in Tucson.

**Pima Community College (PCC)**

PCC’s premier Aviation Technology Program provides students in Arizona the opportunity to access careers in the aerospace sector. The program operates out of the Aviation Technology Center, a state-of-the-art training facility located on the grounds of the Tucson International Airport, and combines lectures, hands-on work and independent projects to prepare students to pass the FAA certification exams and enter the high paying aerospace industries. PCC created its PimaFastTracks micropathways to facilitate training in Automated Industrial Technology, Building and Construction Technology, IT/Cybersecurity and Automotive fields. These micropathways stack into PCC’s Certificate and Associate of Applied Science degrees. The Aviation Technology program places nearly 90 percent of its graduates in high demand jobs soon after graduation, and is a model industry-education partnership with aerospace with employers actively demonstrating their support of the program. For example, FedEx donated two aircraft to education institutions in the U.S., one of them being PCC, making PCC’s programs one of the few in the U.S. providing hands-on training on both commercial and regional jets, and only one of two statewide. With data analytics showing this industry exponentially growing, PCC has maximized the use of its existing infrastructure as much as possible, including the development of a high school program in partnership with JTED, however without expansion these initiatives cannot meet regional demands.

**Pima County Aerospace Research Campus**

The Aerospace Research Campus was developed to address the increasing need for supply chain locations for the aerospace industry and other key sector industries as well as imports/exports with Mexico. Pima County has made major infrastructure improvements to the area, including the realignment and expansion of roadways and delivery of utilities to serve the needs of future industrial tenants. The property is mostly flat, unpopulated, virgin desert located immediately south of the Tucson International Airport complex and Raytheon Missile Systems. The Campus provides proximity to two interstate highways and major surface streets. Future transportation infrastructure plans include an auxiliary Interstate connecting Interstates 10 and 19.
A proposed auxiliary highway has been added to federal and state planning documents and fast-tracked for FHA funding. Union Pacific has shown interest in extending a rail connection into the Aerospace Research Campus. In addition, the region’s only inland multimodal port, Port of Tucson, lies fewer than five miles from the site. The port provides duty and tax benefits through federal Foreign Trade Zone and State of Arizona Enterprise Zone designations. With more than 500 total acres available, users have the opportunity to consolidate and customize properties to meet specific needs. This park is the initial portion of a larger planned industrial park that will encompass as many as 2,400 additional acres over time.

**Pima County Open Space**

Cited as the number one reason visitors travel here, Pima County is known for its incredible natural surroundings, and employers such as Raytheon have stated that Pima County’s open space and natural areas are seen as contributing to their employees’ quality of life. Over the last 30 years, Pima County has actively protected and acquired open space, and presently owns or manages over 250,000 acres of conservation lands, which includes mountain parks, natural preserves, working ranches, and the protection of high value natural resources. Parks and open space help create a high quality of life that attracts businesses to communities, revitalize cities, boosts tourism, while preventing flood damage, protecting farms and ranches, promoting sustainable development and healthy lifestyles through areas for the public to recreate, which have become even more critical during the pandemic. In response to a number of development conflicts with the Federal Endangered Species Act, Pima County was also able to leverage its conservation lands as mitigation lands in the creation of a Multi-species Conservation Plan in collaboration with the U.S. Fish and Wildlife Service, resulted in a Federal Section 10 Permit, allowing for both regulatory certainty in addition to a cost and time savings for development in unincorporated Pima County.

Establishing some of our conservation land as mitigation land, helps offset impacts to native species, while also providing significant benefits to tourism, recreation and promoting a healthy economy. The U.S. Fish and Wildlife Service recognizes the conservation efforts the County has undertaken with the granting of the Section 10 Permit; further enhancing our region’s reputation as a desirable place to live, work and do business.

**University of Arizona Tech Parks Arizona**

As one of the five largest employers in Pima County, the University of Arizona (UA) is a major growth catalyst in Arizona, but most particularly in Pima County and Southern Arizona. The UA educates our critical future workforce while its research and commercialization of the resulting intellectual property brings tremendous value to the region by attracting new business, expanding our economy and exposing our region to potential employers.

UA is an economic engine partly driven by the continued growth of the UA Tech Parks Arizona, which is one of the nation’s premier research developments that provide space for high-tech business, R&D facilities, and laboratory facilities; maintaining its status as a leader in attracting companies to our area. It creates connections with the university, community and industry sectors in pursuit of technology innovation and commercialization by linking cutting-edge technology companies with the resources of the university.
The UA Tech Park recruits companies in technology sectors, including aerospace and aviation, that help startups and emerging companies transform ideas into successful business ventures for the region, helping these companies expand and grow, contributing to the growth and success of the cluster. The UA Tech Parks Arizona is home to over 40 companies including, Raytheon Missile Systems, IBM, Citi, and United Health Group/OptumRx which together, employ nearly 6000 people, and is also home to the UA’s Center for Innovation, which has produced several startups including Copperhead Aeronautics, an aerospace startup currently located in the Tech Park.

**Pima County’s Spaceport Tucson**
Spaceport Tucson is a 700-foot diameter concrete launch pad located in the County’s Aerospace and Research Campus (ARC), adjacent to the World View Enterprises headquarters facility. The launch pad is primarily used by World View for their stratospheric vehicle launch purposes, but it remains a public asset and available for other commercial near-space or stratospheric users, which help attract cluster-related companies to this area.

**University of Arizona Center for Excellence in Border Security and Immigration (BORDERS)**
BORDERS is a DHS funded center, co-led by the University of Arizona researching new technologies for implementation along international borders. It is dedicated to the development of innovative technologies, proficient processes, and effective policies that will help protect our Nation’s borders, foster international trade, and enhance long-term understanding of immigration determinants and dynamics. BORDERS' singular focus is to provide government agencies and stakeholders with scientifically-informed knowledge to expedite the development of innovative, practical, and cost-effective solutions to meet the ever-changing operational demands at the northern and southern borders.

*Letters of support begin on next page*
October 18, 2021

C.H. Huckelberry
Pima County Administrator
115 N. Church Street, 2nd Floor
Tucson, AZ 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Regional Partner Letter of Support
Airport Environ Aeronautics & Technology Employment Hub Supporting Workforce Development

Dear Mr. Huckelberry:

I am pleased to support Pima County in their pursuit of funding through the Economic Development Administration’s Build Back Better Regional Challenge Notice of Funding Opportunity. The funding would support creating economic development strategies and components that, together, will create and grow the aerospace, aviation, technology and logistics sector, which is vitally important to the region, while expanding other regional cluster opportunities. Through this BBB effort, Pima County will help the Pima County regional community to recover from the pandemic and build economic diversity and resiliency to mitigate the impacts of future disasters.

Supporting Pima County’s application is aligned with our goals as the state transportation agency. This employment cluster is located within the Tucson International Airport environs or immediately adjacent, and has the potential of significantly increased employment related to aerospace, aviation and technology, and the attraction of high skill, high wage jobs. It will serve as a primary logistics hub. The location of the hub is positioned to take advantage of the planned ADOT Sonoran Corridor, a critical link between I-19 and I-10 within the Tucson metro area. Additionally, ADOT works with both the Federal Aviation Agency (FAA) and the Tucson Airport Authority (TAA) to ensure airport development continues to meet the Pima community needs.

The Build Back Better Regional Challenge is a unique opportunity. We are pleased to support Pima County in this pursuit. If you have any questions or concerns please feel free to contact my office at (520)904-1358.

Sincerely,

Roderick Lane, PE
Southcentral District Engineer
Arizona Department of Transportation

cc: Kohinoor Kar, ADOT
October 15, 2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 University of Arizona Tech Park Letter of Support

Dear Mr. Huckelberry:

Tech Parks Arizona which consists of the UA Tech Park (at Rita Road), The UA Tech Park at The Bridges, and the UA Center for Innovation science and technology incubator has been serving Arizona, and particularly Pima County and Southern Arizona since 1994. As a regional asset and economic driver, Tech Parks Arizona is a dynamic, interactive community where innovations and business leaders meet, work, and where emerging companies and technology giants work side by side.

Aerospace, aviation and defense are important industries in our region and align with the strengths of the Tier 1 Research institution, the University of Arizona, also the designated land-grant university in the state. We are excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help us make investments in traditional infrastructure, human capital development, entrepreneurship, and economic development resulting in resilience critical to supporting our industry growth and innovation in a sector that is transformational to our region. We are proud to support Pima County’s BBBRC coalition proposal for expansion and growth of workforce development and our regional airport economic cluster by collaborating with our county partners in our university based economic development efforts of growing and supporting our startups and attracting strategic foreign direct investment of both SMEs and global industry leaders to S. Arizona.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Carol Stewart

Carol Stewart  
Associate Vice President, TECH PARKS ARIZONA
University of Arizona  
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Appendix ii: Key Elements – Industry Leadership

Private Sector Engagement Strategy
Arizona is one of the fastest growing states in attracting and expanding companies that have a need for qualified employees. The zip codes around the airport are expected to see the highest percentage of job growth over the next 5+ years. Investment in infrastructure, enhancing the Aerospace Research Campus and improving Tucson Airport Authority properties will increase the viability of this area to attract even more employment.

The Pima County Economic Development and Community Workforce Development have extensive connections focused on interaction with many segments of the private sector around the Tucson International Airport. As exhibited by the commitment from our Partners to engage in collaborative training programs, internships, employment, support and supplemental training as well as public outreach to encourage underserved populations to participate in their industries, the private sector is motivated on several fronts to ensure the success of this program. The cluster will work with industry partners and community workforce groups to develop materials to distribute to families and unemployed individuals as well as work with non-profits to arrange outreach recruitment events. The Pima County One-Stop expertise in arranging job fairs for multiple industries will be leveraged to create industry specific and general job fairs focused on underserved populations in the target region. The cluster will also engage the Pima County Small Business Commission to ensure that programs developed to include more workers are also available to small businesses in Pima County, building in resiliency in our community.

Pima Community College is in the final stage of expanding a number of facilities and “Centers of Excellence” focused on the trades, advanced manufacturing, and aviation expertise. As programs focused on trades see significant workforce shortages, the cluster will work through PCC as well as other cluster partners to develop campaigns to increase enrollment to include private sector employers utilizing these programs to upskill their existing workers. Expanded exposure of the value and content of the various PCC programs to the private sector is critical to expanding the partnership with PCC programs through employer endorsements and commitments to hire program graduates. Creating a visible pathway to escaping poverty is important to attracting the underserved into a prospering workforce in this cluster.

The cluster will partner with the new companies looking to locate here to enhance visibility of new jobs and work with new employers to recruit within the targeted area, support the training programs that will increase the opportunities for underserved communities and contribute to community programs focused on equity and reducing poverty. Developers of industrial properties are also focused on improving the livability of the communities in which they locate. Pima County, Tucson Airport Authority and Sun Corridor, Inc. will provide information on these programs as a part of the business recruitment process, followed up by the Pima County One-Stop as they assist new and expanding employers to find appropriate workforce. 
The private sector has come to realize that they must be a part of the workforce shortage solution and are increasingly willing to engage in programs that improve their communities. The cluster will facilitate this involvement by utilizing the collective, extensive contacts throughout the community to expand private sector participation in this program.

**Pima Takes Flight Growth Cluster - Partners**

**JobPath** is an organization that provides, financial support, case management and career preparation for students pursuing training or certifications in key sectors, such aviation and manufacturing. Pima County supports their role in assisting low income residents the ability to pursue education and training for employment. The county provides funding to JobPath to assist our low-income students. The Pima County Economic Development Office attends all JobPath Board meetings, and the JobPath leadership team meets with Pima County monthly and has a liaison relationship with the Pima County Community and Workforce Development Department.

**CAID Industries** is a custom fabrication company located in the airport environs that is the focus of this Grant application. CAID, along with other local companies in conjunction with the Pima County Business Services unit, founded the Southern Arizona Manufacturing Partnership that is focused on the Sunnyside Unified School District, located in a census stressed area. The partner companies in this effort provided equipment, supplies, and instructors to facilitate a program designed to attract underserved youth and provide them with marketable skills leading to highly successful careers. CAID has hired many of their workers from this area.

**Universal Avionics** is a manufacturer of aircraft guidance systems. As a technology company, they are very involved in advanced manufacturing and hire staff locally. They are located near the airport, have test aircraft that operate out of the airport, and the company is a member of the Tucson Airport Authority. The company is engaged in a number of programs including internships and engagement with the Pima Community College Aviation program.

**The Pima Joint Technical Education District (JTED)** is a state-created 9th to 12th grade public school district that focuses on career technical education for all school districts in Pima County. Their new innovation center is located in the target region, just north of the airport. The District attracts students with interest in applicable skills to combine with STEM classes, internships, and other support to prepare students from this low-income area for careers in industries with significant worker shortages, essentially building the workforce pipeline. Pima JTED’s plans to conduct outreach into middle schools for initial recruitment are consistent with Pima County’s focus on increasing the number of skilled entrants into the local workforce.

**The Raytheon Company** is one of the region’s largest employers and located adjacent to the airport environs. For a few years now, representatives from Raytheon, Pima County, Tucson Airport Authority, City of Tucson and major utilities meet monthly to share and collaborate on any issues that arise in the airport environs and planning necessary for projected growth. Due to Pima County, Tucson Airport Authority and City of Tucson’s efforts in acquiring and protecting safety buffer lands for Raytheon, the company is able to stay and expand here.
Arizona General Contractors / Arizona Transportation Board are both critical partners with respect to leading the construction industry within Pima County. These professional organizations consist of many local, regional and national construction firms with a presence in our local construction industry. As such, we consider them critical partners with respect to the continued development relating to skills trades labor, including trucking and heavy equipment operators. The region sees an ongoing need to create a workforce pipeline for construction jobs within our primary education system. Working within existing frameworks (such as existing apprenticeship programs) to extend and enhance versus replacing with entirely new systems is an important consideration for these two organizations.

Industry employers are supportive and committed to growing the airport environs cluster, as it benefits local employers, related supply-chain businesses, expansion opportunities, attraction of new business and the community in which they do business. Many of the employers in the focus zip codes have significant need for skilled workers. Companies like CAID, Bombardier, Mitsubishi Heavy Industries, Raytheon Missiles and Defense, and the 162d Wing or the Air National Guard are critically dependent on having a skilled workforce and are all focused on hiring eligible candidates. The issue is attracting more participants and broadening the training pipeline to increase the supply of skilled workers. To put it in perspective, the companies named above could easily hire 600 workers if they were available. Commitments from partner employers include, hiring skilled workers and participating in joint development of specialized classes to upskill existing lower level employees to meet demand. For example, Ascent Aviation has its own training programs to expand the skills of employees entering their workforce. Bombardier does something similar and offers internships and other hands-on experience. Others contribute equipment, supplies, and expertise to the Pima Community College Aviation and manufacturing programs as well as other training programs operated by a number of non-profits. Similar companies attracted to the expanded availability of land and infrastructure also focus on assisting in the solution of the workforce problem. Many of the underserved communities in Pima County are in the zip codes around the airport. The badly needed incremental workforce participants are there, but training capacity must be increased and outreach in place to promote the benefits of working in these industries and clarifying and expanding pathways to get these potential employees into a productive job that can elevate them out of poverty.

The partners’ roles will be to focus on the development of outreach programs that target potential workers, raise awareness of the long term advantages found in these high-demand industries, provide the appropriate skills, supplemental training and job retention skills once workers complete their certifications and offer social and financial support to low-income students. Aviation and manufacturing industry partners will increase awareness of the benefits of jobs in their industry in order to attract incremental participants in industry training programs. Manufacturers already participate in the Southern Arizona Manufacturing Partnership and have expressed support for expansion of programs in order to attract a wider range of participants as well as to reach more low income individuals in underserved communities.

Partner letters of support are included as an attachment.
10/14/21

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste. 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support

Dear Mr. Huckelberry:

JobPath is an organization that has been serving Pima County since 1998. The services we provide include case management, financial support, and career preparation for low income students pursuing a two year degree or certificates that lead to direct employment in key sectors like aviation, advanced manufacturing, and information technology.

Aerospace, aviation, defense and manufacturing are important industries in our region. We are excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help our region make investments in infrastructure, human capital development, entrepreneurship, and economic development to support industry growth and innovation in sectors that are critical to our region. JobPath is proud to support Pima County’s BBBRC coalition proposal regional cluster by providing support services and financial support to participants that co-enroll with JobPath, as well as soft skills and employment training for any participant interested in attend workshops.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Ana Greif  
CEO  
JobPath
10-15-2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste. 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support

Dear Mr. Huckelberry:

CAID Industries is a company that has been serving Pima County as a major employer since 1947. We have grown over the years to be one of the largest specialty manufacturers in the southwest with around 300 team members based in Tucson on a 20 acre engineering and manufacturing campus. Our very unique skill sets align perfectly with the goals of the BBBRC coalition as we specialize in manufacturing products that need engineering, robotics, mechanical/electrical design, precision machining, welding and equipment integration.

Aerospace, manufacturing, aviation and defense are important industries in our region. CAID Industries is excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help make investments in infrastructure, human capital development, entrepreneurship and economic development to support industry growth and innovation in our region. We are proud to support Pima County’s BBBRC coalition proposed regional cluster by leveraging the programs investments to support our organization in workforce development by means of internships, apprentice programs, educational institutional partnerships and tuition assistance to our team members.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

[Signature]

Robert W. Assenmacher  
CAID Group - President
October 14, 2021

Chuck Huckelberry
Pima County Administrator
115 N. Church Ave., Ste. 231
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support

Dear Mr. Huckelberry:

Universal Avionics Systems Corporation is a company that has been serving Pima County as a major employer since 1987. The services we provide include design, manufacturing, sales, and support of advanced avionics equipment for commercial and military customers worldwide.

Aerospace, manufacturing, aviation, and defense are important industries in our region. Universal Avionics is headquartered in Tucson, employs over 200 local workers, maintains a hangar and two aircraft at TIA, and is very involved with the local business and educational communities. We are very excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help our region make investments in infrastructure, human capital development, entrepreneurship, and economic development to support industry growth and innovation in our region. We are proud to support Pima County’s BBBRC coalition proposal regional cluster in a number of potential ways, including hiring, internships, growth of our local supply chain, and continued support of the PCC Aviation program.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Steve Pagnucco
Vice President, Operations
Universal Avionics Systems Corporation
3260 E. Universal Way
Tucson, AZ 85756
October 14, 2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste. 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support

Dear Mr. Huckelberry:

Pima Joint Technical Education District (JTED) is a public career and technical education district that has been serving Pima County since 2007. Pima JTED provides tuition-free and fee-free career and technical education opportunities to high school students in our region in partnership with our 14 member public school districts, Pima Community College, business and industry and community organizations. Our programs available to high school students include aviation mechanical and structural repair, air transportation (drone), engineering, robotics and automation, engineering, welding, computer-aided design, construction, machining and manufacturing.

Aerospace, aviation, manufacturing and defense are important industries in our region. We are excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help our region make investments in infrastructure, human capital development, entrepreneurship, and economic development to support industry growth and innovation that will in turn provide high-wage employment opportunities for our graduates. Pima JTED is proud to support Pima County’s BBBRC coalition proposal regional cluster by providing a comprehensive array of services specific to supporting high school age youth including career exploration services, technical skill development and training, nationally-recognized industry credential testing and support, professional development support for teachers, work-based learning opportunities including internship coordination, student placement services, etc.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Kathy Prather, Superintendent
October 15, 2021

C.H. Huckelberry  
Pima County Administrator  
115 N. Church Street, 2nd Floor  
Tucson, AZ 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Employer Letter of Support

Dear Mr. Huckelberry:

Raytheon Missiles & Defense is pleased to support Pima County’s Build Back Better Regional Challenge (BBB) application, to create transformational economic development strategies and components that, together, will create and grow the aerospace, aviation and defense sector, which is vitally important to the region, while expanding other cluster opportunities. Through this BBB effort, Pima County will build economic diversity and resiliency to mitigate the impacts of future pandemics.

The Tucson International Airport (TUS) has been the center of manufacturing jobs within the region for several decades. This employment center has the potential of significantly increased employment related to aerospace, aviation and defense, as well as a center for innovative technological development and entrepreneurship. While regional partners like Pima County have made economic development investments in certain properties to stimulate the TUS corridor, the BBB provides opportunities to implement several core components critical for full, transformational development, including the expansion of the aerospace, aviation and defense industries, related manufacturing and supply chain locations. The goals for TUS include:

- Expansion of available prime developable and shovel-ready land;
- Increase community workforce training capacity to meet growing demand; and
- Increase capacity and needed infrastructure to support business expansions and recruitment of new business and supply chains.

With nearly 13,000 employees, Raytheon Missiles & Defense is located adjacent to the Tucson International Airport and is a major employer in the aerospace & defense industry in this region. We are invested in the expansion, diversification, and resiliency of our region’s economy and are critically dependent on having a skilled workforce to meet the needs of our industry. BBB provides an opportunity to invest in several core components to augment our aerospace and defense communities, develop new manufacturing, expand existing businesses and supply chains and recruit new employers. We support Pima County’s BBB effort, which will help us expand our business and ensure that our residents have the workplace needs to meet the high-skilled, high-wage positions that we need now and in the future.

Our commitment to Pima County is to collaborate on the TUS concept development, particularly relating to business recruitment and supply chain development near Raytheon’s campus, to ensure the economy and resiliency of the Pima community, for the future of all of our residents.

Sincerely,

Amy Cohen  
Raytheon Missiles & Defense  
Vice President, Quality and Mission Assurance
October 18, 2021

C.H. Huckleberry
Pima County Administrator
115 N. Church Street, 2nd Floor
Tucson, AZ 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Regional Partner Letter of Support
Airport Environ Aeronautics & Technology Employment Hub Supporting Workforce Development

Dear Mr. Huckleberry:

I am pleased to support Pima County in their pursuit of funding through the Economic Development Administration’s Build Back Better Regional Challenge Notice of Funding Opportunity. The funding would support creating economic development strategies and components that, together, will create and grow the aerospace, aviation, technology and logistics sector, which is vitally important to the region, while expanding other regional cluster opportunities. Through this BBB effort, Pima County will help the Pima County regional community to recover from the pandemic and build economic diversity and resiliency to mitigate the impacts of future disasters.

Supporting Pima County’s application is aligned with our goals as the state transportation agency. This employment cluster is located within the Tucson International Airport environs or immediately adjacent, and has the potential of significantly increased employment related to aerospace, aviation and technology, and the attraction of high skill, high wage jobs. It will serve as a primary logistics hub. The location of the hub is positioned to take advantage of the planned ADOT Sonoran Corridor, a critical link between I-19 and I-10 within the Tucson metro area. Additionally, ADOT works with both the Federal Aviation Agency (FAA) and the Tucson Airport Authority (TAA) to ensure airport development continues to meet the Pima community needs.

The Build Back Better Regional Challenge is a unique opportunity. We are pleased to support Pima County in this pursuit. If you have any questions or concerns please feel free to contact my office at (520)904-1358.

Sincerely,

Roderick Lane, PE
Southcentral District Engineer
Arizona Department of Transportation

cc: Kohinoor Kar, ADOT
October 18, 2021

C.H. Huckelberry
Pima County Administrator
115 N. Church Street
2nd Floor
Tucson, AZ 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Regional Partner Letter of Support
Airport Environments Aeronautics & Technology Employment Hub Supporting Workforce Development -
BBB Regional Challenge

Dear Mr. Huckelberry:

The Arizona Chapter Associated General Contractors of America, Inc (AZAGC) and Arizona
Transportation Builders Association (ATBA) is pleased to participate with Pima County in its proposed
Build Back Better Regional Challenge (BBB), to create transformational economic development
strategies and components that, together, will create and grow the aerospace, aviation, technology and
logistics sector, which is vitally important to the region, while expanding other regional cluster
opportunities. Through this BBB effort, Pima County will help the Pima County regional community to
recover from the pandemic and build economic diversity and resiliency to mitigate the impacts of future
disasters.

AZAGC is a construction trade association representing highway/heavy civil, municipal, federal and
industrial contractors and their service suppliers statewide since 1934. The organization is dedicated to
further the ever-changing agenda of heavy civil construction, improving job site safety, training and
retaining a workforce that addresses cutting edge technologies within the industry today. AZAGC’s
members construction airports, factories, industrial plants, flood control facilities, highways, roads,
bridges, public transit, underground facilities, mining operations and water/wastewater treatment
facilities. The association also as a robust apprenticeship program, providing training in various industry
related subjects including on the job training, mechanics and operators program, cdl driver training and
paving.

ATBA purpose is to educate its members and to preserve and promote the common interests of those in
the construction industry who are engaged in the business of infrastructure (“Infrastructure”)
construction, which includes, without limitation, the construction of such work as utility lines; storm and
sanitary sewers and drainage; water lines; irrigation and flood control projects; roads and streets; dams;
airports and railways; and highways and bridges, whether any such work is a part of public or private
projects.
Supporting the Pima application is aligned with our strategic planning goals to recruit, train and retain the workforce. The employment hub has the potential to bring in specialty contractors to construct many of the opportunities anticipated utilizing a skilled workforce trained through partnership opportunities created with BBB challenge.

Both AZAGC and ATBA is committed to Pima County and welcomes the opportunity to collaborate on the Pima concept development particularly relating to construction workforce.

The Build Back Better Regional Challenge is a unique opportunity. We are excited to participate, to ensure the economy and resiliency of the Pima community, for the future of all of our residents.

Sincerely,

Corey Foster
Workforce Development Specialist
AZAGC

Sincerely,

Michele Bettini
Executive Director
ATBA
Appendix iii: Key Elements - Sustainability

This region is fortunate in its strong civic leadership commitment to both economic and workforce development. Pima County has long been at the forefront of investing in needed infrastructure, community workforce development and land availability to not only retain and expand local businesses and employers, but also to attract new business to Pima County. To meet a truly sustainable balanced economy within the Pima region, we are looking to balance our existing economic sectors to ensure we are not over-reliant on any one element. For example, the pandemic impact on our tourism and attraction industry or the recession’s impact on our skilled labor force have had significant negative impacts to our region’s economy. As we work to build our economy back, we must also consider potential impacts to our existing regional economic drivers using this balanced approach.

Through strong long-standing partnerships, much work has been done and will continue in the airport environment growth cluster area to ensure its success well beyond grant funding. Post-pandemic recovery will require continued infrastructure investment, protection and development of capacity availability for retention and expansion of existing regional industry employers, for the dual benefit of recruiting new business in the aerospace, advanced manufacturing and technology industry sectors, and also growing the supply-chain businesses. In tandem to this industry growth is the increasing demand of a skilled workforce and the opportunity to make meaningful inroads in addressing poverty rates in Pima County, especially in Census tracts around the airport and providing vulnerable populations opportunities to move into these higher-wage and high skill industry jobs.

In recent years, Pima County led a public private partnership to build the corporate headquarters of Worldview, a high-altitude balloon exploration startup company in 2015. This effort is part of a broader project to revitalize the airport environment, whereby the County built a new parkway along the county’s Aerospace Research Campus and to the south of the airport and installed utility infrastructure along the three-mile stretch of road to prepare for aerospace and technology industry interest. The County also partnered with the TAA and Raytheon Company to purchase buffer land along the same roadway to protect the missile manufacturer’s expansion in the region. The 600+ acre land purchase ensures the community’s largest private employer, Raytheon Missile Systems, will have room to expand and increase jobs well into the future.

The County, the City of Tucson and TAA drafted a joint letter to the Arizona Department of Transportation (ADOT) to advocate for the development of road infrastructure in the airport environment. The letter specifically calls for the expansion of a road that would connect the airport to downtown Tucson (State Route 210) and to a proposed highway (SR410) that will connect Interstate 19 and Interstate 10. After much work and collaboration, a Bill was introduced in Congress to amend the Intermodal Surface Transportation Efficiency Act of 1991 to designate the Sonoran Corridor (SR410) a new major, limited controlled access freeway.
connecting both Interstates south of Tucson. This project would create a transportation nexus around the County’s Aerospace Research Campus, and TAA’s 6,000 acres of undeveloped land by connecting this area to the UA Tech Park, linking two critical employment centers in the region. Interstate 19 originates at the US-Mexico border, before ending south of the region’s central business district. The Sonoran Corridor will provide a critical link to Mexico, tying Interstate 10 to I-19 through the Corridor project. The Corridor will eliminate the need to travel into downtown Tucson to connect to I-10, saving over 10 miles while traveling east of Tucson. The Corridor will cross a largely undeveloped area, with sizeable parcels of land available for future development, allowing the future expansion of the cluster along a federally recognized, multi-modal transportation corridor. Coupled with ongoing discussions with Union Pacific on rail line alignments in this area, these investments and partnerships are part of the cluster’s long-term sustainability and smart mobility growth.

TAA has also leveraged its robust land resources to bolster passenger air travel safety and create an additional revenue stream for the airport system. TAA currently has a project underway at Tucson International Airport (TUS) that is referred to as the Airfield Safety Enhancement Program (ASE). With an estimated cost of $330 million, TAA will build a second commercial runway and renovate the entire taxiway system to increase aircraft capacity, improve operational efficiency and enhance the airport’s sterling record of safety. Additionally, TAA dedicated $4.1 million to develop 50 acres of land in the interior of the facility to generate aviation related business in the community. The Maintenance, Repair, and Overhaul 50-acre campus (MRO 50) is a land development created to facilitate economic expansion at the airport with a shovel ready parcel in place for interested businesses. TAA has already secured a tenant for some of the acreage and there is more interest expressed than shovel ready land is available.

Anticipating growth in these industry sectors, Pima Community College (PCC) joined efforts with the community to advocate for state funding for an expanded campus for its aviation maintenance program. The State of Arizona allocated to PCC $15 million to construct a new state-of-the-art facility to construct the new Aviation Technology Center at the airport for aviation training. Once complete, the new facility will double the throughput of this highly sought-after training program. PCC in response to meet the needs of the community, learners and employers, worked with our business and industry partners to launch PimaFastTracks (i.e. micro-pathways) in automated Industrial Technology, Building and Construction Technology, Advanced Manufacturing, IT/Cybersecurity and Automotive fields that have current and projected labor market growth and can offer family-sustaining wages. However, industry demand continues to outpace student throughput.

Pima County, industry employers, education/training entities and workforce partners also established the Southern Arizona Manufacturing Partnership after recognizing the dire need for a cohesive approach to growing a skilled workforce, which ultimately will help to grow the regional economy.

Pima County, TAA and PCC will continue to support the successful growth of the Pima Takes Flight cluster.
Appendix iv: Key Elements -- Equity

Regional Description: Pima County is the largest county in Southern Arizona, covering more than 9,000 square miles. Based on data from US Cluster Mapping, the region ranks in the second quintile for both private, non-agricultural employment and average private wage, and the fourth quintile for prosperity. The county ranks in the fourth quintile for advanced scientific workers but in the top quintile relative to total numbers of individuals completing a bachelor’s degree or more.

Despite these rankings, the prosperity of the county is not evenly distributed. The communities surrounding Tucson International Airport and south are among the most vulnerable, underserved communities in the region. The communities surrounding the airport and targeted to benefit from this opportunity include some of the most vulnerable communities in Pima County. The populations in these zip codes have been historically under-served and represent vulnerable populations. The US Centers for Disease Control and Prevention Social Vulnerability Index (SVI) uses census data to determine the social vulnerability of every census tract, which can be configured to represent a zip code. The majority of the census tracts that cover zip codes 85714, 85706 and 85756 fall within the highest vulnerability percentile within Pima County (over 90%), indicating high levels of vulnerability. These communities have greater percentages of their residents living below the poverty level (up to 28.4%, based on data from the 2019 Census Bureau’s American Community Survey 5-year estimate; lower employment rates (51%, compared to 60.2% for the country as a whole); fewer people with a college or advanced education. These communities are also highly diverse, with large populations identifying as Hispanic.

Median household income in these communities range from $29,652 to $52,247. In contrast, the Pima County median household income of $56,169 while the median household income in Arizona of $62,055. The percentage of families falling below the poverty level in these communities range from 15.2 percent to 28.4 percent. This compares to the overall 13.8 percent of all Pima County families that fall below the poverty level.

These three zip codes have a higher percent of individuals under the age of 18 at 27.4 percent compared to the County at 21.1 percent. Most of the zip codes’ population identify as Hispanic ranging from 57.1 percent to 84 percent for a combined percentage of 73.6 percent as compared to the County’s overall population of 37.3 percent; 31.3 percent for the State of Arizona and for the country as a whole, 18 percent.

Given the social vulnerability of these communities, it is not surprising that these zip codes experience the highest incidences of COVID-19 infection.

These are the communities that need the most support and help to be prepared for high wage, high skill jobs that are available in the aerospace-related industries critical to our region.
**Equity Outreach Efforts:**

The County will employ a multi-prong effort to ensure that the benefits of our cluster are equitably distributed and particularly benefit the TIA surrounding community. Our outreach will be driven by Pima County’s Community and Workforce Development Office (CWD), which has a lengthy and successful history of connecting individuals, families, neighborhoods, businesses and community based organizations to resources essential for learning, working, living and thriving in the county.

Our plan includes the following activities:

- Engaging with Industry Leaders to understand what their labor needs are, as well as understanding the skills gaps that they are experiencing. This assessment will include employers not only in the aerospace-related fields but in other fields that will be critical to implementing the component projects such as construction.

- Engaging with education partners to assess existing training opportunities, training gaps that exist. We would also be surveying our communities to understand why certain training opportunities are and are not utilized, and to understand what types of supportive services may be required to increase enrollment, especially from our target population. Finally, we will evaluate the effectiveness of workforce and training outreach programs to understand what changes might be needed to increase engagement, especially from our target communities.

- Engaging with community partners (such as the United Way) to better understand what resources exist in the communities to help build a workforce pipeline, the gaps and barriers that exist, and to undertake efforts to mitigate those challenges and barriers.

Once CWD completes its assessments, we will work with partners to make the changes identified in the assessments and can begin to take action:

- Citizen outreach, particularly to the target communities, focused on middle school, high school and college CTE programs. Outreach may also include Rapid Response teams, Job centers and kiosks (located in the communities), and military base transition assistance.

- Recruitment: potential “speed dating” programs to match individuals to employment opportunities; faith-based center and other grass root community organization recruitment events; individualized career counseling and exploration; referrals from and to other county programs involving underserved populations (such as the county’s eviction prevention program) and management, financial and human resource support and evaluation. 

- Engagement activities, utilizing career days, field trips, guest speaking opportunities, career assessments, networking, local media, faith based community coordination, participation in community events, particularly in the target communities.

- Strengthen inclusion efforts for women in non-traditional employment opportunities.

- Supportive services, including services to meet preconditions to enter training programs, transportation, child care services, tuition support, testing, training supplies and the like.

- Participant and community feedback to assess outreach effectiveness and participant satisfaction.
3. Identify the Key Coalition Member Serving as Lead and Identify the Regional Economic Competitive Officer

Pima Takes Flight Lead Agency
Pima County will serve as the coalition’s lead institution and has identified Pima County’s Economic Development Director, a position that reports directly to the County Administrator, as the Regional Economic Competitive Officer (RECO). Please see the model below for how Pima County will act as the hub within the proposed growth cluster.

This position is currently open and being filled by Pima County administration as our recent Economic Development Director has recently announced retirement. It is our expectation that this position will be filled in advance of the Phase 1 period of performance. Local employer and development leaders are participating in the selection process, to ensure the incoming director will be immediately immersed into the position.

Key Links:
Tucson Airport Authority: Commercial and industrial Business Implementation Plan.
Tucson Airport Authority: FY 2021 – 2023 Strategic Plan
Pima Community College: 2021 – 2025 Strategic Plan
Pima County: Pima Prospers
Pima County: Economic Development Plan
4. **Pima Takes Flight Growth Cluster: Documentation for Coalition Commitment**

**Pima County**
Pima County, the lead agency, is a political subdivision within the State of Arizona and is positioned to build a coalition bridge between our partners, balancing business generation with infrastructure investment and targeted workforce development.

*Please see the following pages, with letters of commitment from Sharon Bronson, Chair, Pima County Supervisors and Chuck Huckelberry, Pima County Administrator.*

**Tucson Airport Authority**
The Tucson Airport Authority (TAA) is dedicated to providing Tucsonans and visitors to Southern Arizona with excellence in aviation services and facilities, hallmarked by unparalleled safety, security and customer service. TAA recognizes that both nationally and regionally we are in the midst of an unprecedented time in history, one that has devastated our economy and impacted airports and air service in ways we are not yet to fully realize. Their current strategic plan is designed to ensure TAA continues to be self-sustaining and delivers operational success for the benefit of the Pima County region. This opportunity provides a means to accelerate the plan, and help guarantee success.

*Please see the following pages, with a letter of commitment from Danette Bewley, President/CEO of Tucson Airport Authority.*

**Pima Community College**
Pima Community College (PCC) is committed to serving our community and building an inclusive economy through a social justice lens and a Reskilling and Recovery framework. The pandemic surfaced and exacerbated inequities and unemployment for vulnerable people in vulnerable industries. PCC has adopted a strategic plan that unblinkingly confronts the gap between the county’s current educational state and an ideal future state. This opportunity provides the ability for PCC to assist Pima County residents – regardless of background or circumstances – to have the skills necessary to meet the employment challenges of an era of accelerating change, to change the trajectory of their lives for the better.

*Please see the following pages, with a letter of commitment from Lee D. Lambert, Chancellor/CEO of Pima Community College.*
October 19, 2021

Ms. Alejandra Y. Castillo
Assistant Secretary of Commerce
For Economic Development
U.S. Department of Commerce
1401 Constitution Avenue NW, Suite 71014
Washington, D.C. 20230

Re: EDA-HDO-ARPBBB-2021-2006976, the FY 2021 American Rescue Plan Act Build Back Better Regional Challenge

Dear Ms. Castillo,

I am the Chair of the Pima County Board of Supervisors, which is responsible for setting policy in Pima County, Arizona and setting the direction for County Administration. On behalf of the Board of Supervisors, I write to strongly support the Economic Development Administration’s FY 2021 American Rescue Plan Act Build Back Better Regional Challenge (BBBRC). I further authorize Pima County to participate in the BBBRC as the lead regional coalition member.

In its role as lead institution, Pima County is submitting a Phase I application on behalf of itself and major regional partners such as the Tucson International Airport, Pima Community College, Sun Corridor, and many others. Our proposal looks to build upon our aerospace and advanced manufacturing sectors through critical infrastructure investments and investments in expanding and innovating our workforce development capacity and participation.

There is no greater public policy initiative for the Board than to improve and strengthen our local and regional economies. The BBBRC provides Pima County and the region the chance to make investments in people, industry, and infrastructure, building resilience and creating opportunity for all of our community. Workforce development and investment in the aerospace and advanced manufacturing sectors are key objectives for the region’s economic future.

We appreciate this extraordinary opportunity and respectfully submit this application on behalf of our region and partners for your consideration.

Sincerely,

Sharon Bronson
Chair, Board of Supervisors
Re: EDA-HDQ-ARPBBBB-2021-2006976, the FY 2021 American Rescue Plan Act Build Back Better Regional Challenge

Dear Ms. Castillo,

On behalf of Pima County and our regional partners, I respectfully submit a FY 2021 American Rescue Plan Act Build Back Better Regional Challenge (BBBRC) application for our Pima Takes Flight: Building an Aeronautical & Technical Workforce grant proposal.

This challenge provides the incentive and opportunity to further transform our regional economy. Historically, this region has been highly dependent on the travel and tourism sectors. These industries were devastated as a result of COVID-19, although they are slowly recovering.

The region has long been expanding our aerospace, advanced manufacturing and technology industries, which are critical to the region. These industries are dynamic, with technological advancements and innovations occurring at rapid rates. Today, there are few shovel ready properties in the vicinity of our international airport where employment and business expansion can occur. This grant would greatly expand our manufacturing and aviation capacity.

These industries need a skilled workforce, offering high paying jobs to those with the right credentials. Three zip codes in Pima County (85706, 85756 and 85714) have been hit the hardest by the COVID-19 pandemic. These zip codes also represent an underserved and disadvantaged population, which is low income, primarily Hispanic and with lower employment than the region. This grant application will benefit individuals in these zip codes by providing job training opportunities for the unemployed and underemployed in this same area.

Pima County has collaborated with the Tucson Airport Authority and Pima Community College to grow the region’s economy and workforce. We welcome the opportunity to continue this collaboration and further our region’s economic diversity and resilience. We appreciate your consideration of this application and would welcome the opportunity to submit a full application for Phase II.

Sincerely,

C.H. Huckelberry
County Administrator
October 18, 2021

C. H. Huckelberry
Pima County Administrator
115 N. Church Ave. Ste 231
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Coalition Letter of Support and Acknowledgment

Dear Mr. Huckelberry:

The Tucson Airport Authority (TAA) is pleased to be a coalition member with Pima County in its Build Back Better Regional Challenge (BBBRC) application. Through BBBRC, our coalition plans to create transformational economic development strategies and components that will grow critical regional industry sectors in aerospace, aviation and defense, while developing resilience in our region. We are pleased to support this effort by developing the land and infrastructure in the Tucson International Airport environment.

TAA is an important member of this region. As of 2018 TAA, through its airport system, was responsible for generating over 7.4 billion dollars in fiscal impact to the Arizona economy. We are southern Arizona’s commercial service airport authority. In addition to managing the award-winning Tucson International Airport (TUS) and Ryan Airfield (RYN), TAA controls over 6000 acres of undeveloped land around the City of Tucson. TAA has drafted a plan to bring this land to market, and with your assistance through the BBBRC grant, TAA can accelerate that process and lay a foundation for diverse job creation and sustainable, smart economic growth in the region.

As a member of the Pima County BBBRC coalition, we have reviewed the application narrative for Phase I. We are committed to executing the components of our identified regional growth cluster, specifically relating to the development of our southern property, the construction of the Country Club road extension, and the expansion of the TUS air cargo ramp.

The Pima community has weathered significant challenges from the pandemic. The BBBRC affords us the opportunity to build resilience into our economy, diversify our opportunities, and expand the benefits of economic development to all of our residents, particularly those who have traditionally been left behind. We appreciate the opportunity to participate in this coalition.

Sincerely,

[Signature]
Danette Bewley, A.A.E.
President/CEO
Tucson Airport Authority
October 13, 2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste. 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Coalition Letter of Support and Acknowledgment

Dear Mr. Huckelberry:

Pima County Community College (PCC) is pleased to be a coalition member with Pima County in its Build Back Better Regional Challenge (BBBRC) application. Through BBBRC, our coalition plans to create inclusive and transformational economic development strategies and components that will grow critical workforce development and regional industry sectors in aerospace, aviation and transportation, while developing resilience in our region. We are pleased to support this effort by being the premier educational provider of Southern Arizona and providing high quality competency-based training and 21st century skills that align with the evolving needs of business and industry.

PCC is an important member of this region and a catalyst for economic growth and building an inclusive and resilient economy during Industry 4.0. We are a comprehensive two-year institution serving learners and employers throughout Pima County in Arizona and beyond through a social justice lens. As an open-access institution that is centered on serving the community, we welcome everyone striving to achieve upward social mobility, and attain a high-tech/high-skill job with a family-sustaining wage for their family and community.

As a member of the Pima County BBBRC coalition, we have reviewed the application narrative for Phase I. We are committed to executing the components of our identified regional growth cluster, specifically relating to cutting-edge education, 21st century training, and work-based learning opportunities in state-of-the-art facilities.

The Pima community has weathered significant challenges from the pandemic. The BBBRC offers us the opportunity to build resilience into our economy, diversify our opportunities, and expand the benefits of economic development to all of our residents, particularly those who have traditionally been left behind. We are appreciative of the opportunity to participate in this coalition.

Sincerely,

Lee D. Lambert, Chancellor/CEO

Cc: Dr. David Doré, President of Campuses and Executive Vice Chancellor  
Dr. Ian R. Roark, Vice President of Workforce Development & Strategic Partnerships
5. Pima Takes Flight Growth Cluster: Community Support

Community Support Strategy
The Pima Takes Flight growth cluster will rely on community support partners to ensure that we are meeting the needs of our community throughout the implementation. The pandemic has increased our connectivity with community partners, as we work together regionally to support those most vulnerable and impacted. This grant opportunity will build upon this long standing framework, and leverage funding to best create a sustainable economy. Below, see the scorecard with underlying measures of a healthy community, which are compared to several similar sized western metropolitan areas. Our cost of living (housing cost burden) performs well regionally, but we rank in the bottom third in terms of both behavioral health and poverty rate. Increasing opportunities for underemployed and unemployed, improving the skilled workforce, and bringing in new businesses to increase our economic opportunities are critical to overall regional improvement. Our community partners are a critical way to improve these often overlooked metrics.

University of Arizona Eller College, Regional Health & Social Well-being Key Indicators

Local Community Partners Providing Support – See Letters after narrative

United Way
The United Way’s mission is to improve lives by mobilizing the caring power of communities around the world to advance the common good. Specifically, the United Way has been an important partner with Pima County for many years, working with our Employees Care About Pima County (ECAP) program with specific focus on ending poverty now, working to end the cycle of poverty in our region. The United Way has several programs relating to education,
financial stability, healthy communities, and helping the working poor that are all critical to success for those most vulnerable in our community. These types of programs can be leveraged to assist with the *Pima Takes Flight* growth cluster goals. Please see their letter of support, attached.

**Goodwill**
Goodwill is a non-profit agency that works within the Pima County region to assist with support for our vulnerable residents, including youth, people with disabilities and adults who are entering (or re-entering) the workforce. Goodwill provides case management, drop-in centers and employment readiness workshops and works closely with the County’s Community and Workforce Development Department (CWD) in the development of replicable, comprehensive workforce strategies. Please see their letter of support, attached.

**City of Tucson**
The City of Tucson is a critical partner for economic growth and vitality within the Pima region, as they are the largest jurisdiction within the county, with generally just over half of the population. The City was significantly impacted, as most communities were, by the recession, and since building back has created a focus on setting the stage for continued economic growth. Downtown Tucson has seen a dramatic change due to their programs, become a vibrant center that has in turn created a national spotlight on our region. We look to continue to leverage this support for economic growth into the growth cluster directly. Please see their letter of support, attached.

**Tucson Metro Chamber**
Founded in 1896 The Tucson Metro Chamber is a membership-based business advocacy and community development organization that represents 1,500 businesses, employing more than 160,000 employees in Tucson and Pima County. The Tucson Metro Chamber is committed to being the connector of leaders and influencers, catalyst for business growth, and champion for a stronger community. The Tucson Metro Chamber is very supportive of efforts such as this grant opportunity that will bring economic growth to our region. Please see their letter of support, attached.

**Tohono O’odham Nation**
The Tohono O’odham Nation (TON) is located on sovereign reservation land south and west of Tucson, mostly within Pima County. The TON San Xavier administrative district abuts portions of the Airport, the Aerospace Research Campus, and the Raytheon campus. While TON has partnered with the county on many initiatives, its residents have not had many opportunities to fully participate in workforce development efforts geared towards advancement opportunities. TON is supportive of the Pima Take Flight initiative. Please see their letter of support, attached.

**Pima Association of Governments**
Serving as the region’s metropolitan planning organization and council of governments, PAG works to enhance mobility, sustainability, and livability in all our communities. It was an instrumental part of the development of the Pima County 2019-2021 Economic Development Plan and is supportive of developing the resilience of the regional economy.
Sun Corridor, Inc.
Sun Corridor is committed to leading a regional approach to economic development by focusing primarily on job growth in industries that best match regional assets with market demand, including aerospace & defense, automotive, bioscience, health care, and transportation & logistics. This effort aligns with Sun Corridor’s long-term strategic economic blueprint as well as its Pivot Playbook. Please see their letter of support, attached.

Tucson Electric Power
Tucson Electric Power (TEP) is the utility that provides Pima County residents safe, reliable electricity. It is a regional partner in economic development activities with the county and others. It is please to support the Pima Takes Flight initiative. Please see their letter of support attached.

United Way of Tucson and Southern Arizona
United Way of Tucson and Southern Arizona is a non-profit organization that fights for education, financial wellness, equality and healthy communities. It has long been a partner with CWD, most recently teaming up to offer the Pima Early Education Program, an effort to provide scholarships to qualifying families to afford high quality preschool. United Way is supportive of Pima County’s Build Back Better Regional Challenge program. Please see their letter of support attached.

Southern Arizona Manufacturing Partnership
SAMP is an industry-led initiative, partnering with education and the public sector, to develop the manufacturing workforce of the future. It has been a long-time partner with CWD to create hands-on workforce development programs to meet the needs of Pima’s regional employers.

The University of Arizona Partnerships
The University’s mission is to improve the prospects and enrich the lives of the people of Arizona and the world through education, research, creative expression, and community and business partnership. It serves as a regional innovation hub, connecting individuals and teams that might not otherwise meet. The University supports the regional development and expansion of opportunities for partnerships, for faculty, and for students.

Sunnyside Neighborhood Association/Sunnyside Foundation
Sunnyside Neighborhood Association, located in Tucson, Arizona, is a nonprofit grassroots organization, working to better the Sunnyside community. It partners with Pima County in a variety of ways, including supporting CWD’s efforts to provide financial assistance (eviction prevention), mobile vaccinations, and other critical resources to support this vulnerable community.

Las Artes Arts & Education Center
A division of CWD, Las Artes offers unique learning environments for youth ages 17-22. It combines structured classroom study combined with community art projects allowing youth to prepare for General Education Development (GED) test and learn valuable job-readiness skills.
October 15, 2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste. 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Community Letter of Support

Dear Mr. Huckelberry:

The Tohono O’odham Nation is located on sovereign reservation land south and west of Tucson, and mostly within Pima County with a population of more than 35,000 members. One of our districts, the San Xavier District, is located near the Tucson International Airport/Aerospace Research Campus. With an unemployment rate that has historically been more than three times higher than the state average, access to training and workforce opportunities is critical to the economy of our tribal members and our Nation. We write to support the county’s application to the Economic Development Administration’s Build Back Better Regional Challenge to enhance participation in workforce development by our people.

Historically, our residents have not had the opportunity to fully participate in workforce development efforts to access occupations/professions that provide a meaningful opportunity for advancement. The Pima County Build Back Better Regional Challenge provides a chance to change this history. By specific outreach strategies and wrap around services to support our community, our members will be able to participate in development opportunities that will enhance their skills, qualifying them for in-demand, significant employment opportunities. Through the Tohono O’odham Community College and other workforce development programs enabled by this funding opportunity, the Nation will be able to offer enhanced training and opportunities that simply do not currently exist.

We look forward to working with Pima County and the Economic Development Administration to bring our regional cluster forward, transforming the fabric of our region.

Sincerely,

[Ned Norris Jr.
Chairman]
October 19, 2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste. 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Community Letter of Support

Dear Mr. Huckelberry:

I am pleased to offer this letter of support for Pima County’s application to the EDA’s Build Back Better Challenge. The City of Tucson is a community of more than 550,000 population and is the largest city in Pima County and second largest in the State of Arizona. The City of Tucson and Pima County collaborate on a number of initiatives including workforce development with a focus on inclusion and equity.

Our community is experiencing growth in several sectors including aviation, logistics, and manufacturing. Expansion of training resources to ensure needed skills to support these industry sectors is one of our greatest needs. The Pima County Build Back Better Regional Challenge proposal recommends specific outreach strategies and wrap around services to support our community such that our citizens will be able to access programs that will enhance their skills, qualifying them for in-demand, significant employment opportunities.

In addition, our region has the highest poverty levels of our competitive set of cities in the Western U.S. The goals of this proposal is to remove barriers to create meaningful employment pathways for Tucson’s most vulnerable population with income levels below the poverty line is consistent with the City of Tucson’s goals. Reducing our poverty levels and developing a skilled workforce will ensure that we can attract and retain jobs for years to come.

We look forward to working with Pima County and the Economic Development Administration to bring our regional cluster forward, transforming the workforce to create opportunities and economic vitality throughout our region.

Sincerely,

[Signature]

Michael J. Ortega, P.E.  
City Manager
October 18, 2021

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support

Dear Mr. Huckelberry:

For more than 25 years, DKA has been serving Pima County by providing job training, employment related and vocational services to people with disabilities and other barriers to employment.

Our training programs and services are focused on important industries in our region, including logistics, technology, archiving, administrative support, customer service and other areas of interest to the people we serve. We are excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help us participate in human capital and economic development as well as the resilience critical to support industry growth and innovation in sectors critical to our region. We are proud to support Pima County’s BBBRC coalition proposal regional cluster through collaboration with partner agencies and by serving individuals with special needs (behavioral health disorders, intellectual challenges, veterans, housing insecurity and others) to enable them to enter (or re-enter) the workforce and to maintain employment.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Dorothy E. Kret

Dorothy Kret, MRA, CDMS, CCM
President, CEO
October 15, 2021

Chuck Huckelberry
Pima County Administrator
115 N. Church Ave., Ste 231
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support

Dear Mr. Huckelberry:

Goodwill Industries of Southern Arizona is an organization that has been serving Pima County since 1969. Goodwill is dedicated to the ideal of strengthening our families and community through the Power of Work! Our nonprofit organization is about providing opportunity to youth and adults that may not find it elsewhere. Goodwill’s mission is to provide training, services and jobs for people with barriers to employment. Through our Workforce Development Programs, we provide skill development and support services. Goodwill® is also a major employer in Tucson – our programs and services, donation centers and thrift stores employ over 500 individuals.

Our training programs and services are focused on important industries in our region. We are excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help us participate in human capital development and economic development and resilience critical to support industry growth and innovation in sectors critical to our region. We are proud to support Pima County’s BBBRC coalition proposal regional cluster by sending eligible community members to programming and partnering in any way needed.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Liz Gulick
Co-President/CEO
October 18, 2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Ste. 231  
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support

Dear Mr. Huckelberry:

The Tucson Metro Chamber’s mission is to “champion an environment where business thrives and our community prospers.” Founded in 1896 the Tucson Metro Chamber is a membership-based business advocacy and community development organization that represents 1,500 businesses, employing more than 160,000 employees in Tucson and Pima County. The Tucson Metro Chamber is committed to being the **connector** of leaders and influencers, **catalyst** for business growth, and **champion** for a stronger community.

Aerospace, aviation, manufacturing and defense are important industries in our region. The Tucson Metro Chamber is excited by the prospects of the Build Back Better Regional Challenge (BBBRC) because it will help our region make investments in infrastructure, human capital development, entrepreneurship, and economic development and to support industry growth and innovation. We are proud to support Pima County’s BBBRC coalition proposal regional cluster by engaging our business and company leaders to develop the partnerships necessary to address the skills and talent needs our region needs to grow and thrive.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Michael S. Guymon  
Interim President & CEO
October 15, 2021

Chuck Huckelberry  
Pima County Administrator  
115 N. Church Ave., Suite 231  
Tucson, Arizona 85701  

Re: EDA-HDQ-ARPBBB-2021-200976 Partner Letter of Support  

Dear Mr. Huckelberry:

Since 2005 Sun Corridor Inc. has led successful economic development initiatives in Pima County, resulting in nearly 200 company locates/expansions and an economic impact of $30 billion. Sun Corridor Inc.’s diverse Board of Directors represents over 70% of the direct employment in Southern Arizona.

The primary goal of our organization is to facilitate primary (non-retail) job creation and strengthen/grow the economic base in Southern Arizona. Our body of work includes the recruitment of primary companies, expansion of companies and marketing the region to a national and international audience.

Aerospace, aviation, and defense are important industries in our region’s Economic Blueprint. We are excited by the prospect of the Build Back Better Regional Challenge (BBBRC) because it will help the region make investments in infrastructure, human capital development, entrepreneurship, and economic development and resilience critical to support industry growth and innovation in these sectors.

We are proud to support and partner with Pima County’s BBBRC coalition proposal as it will help Sun Corridor Inc. achieve even further success in business attraction and expansion of high-skilled, high-wage employers.

Thank you for the opportunity to support our community through the BBBRC. This is a unique opportunity to truly benefit and transform the region, and we greatly appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Joe Snell  
President & CEO  
Sun Corridor Inc.
October 15, 2021

C.H. Huckelberry
Pima County Administrator
115 N. Church Street, 2nd Floor
Tucson, AZ 85701

Re: EDA-HDQ-ARPBBB-2021-200976 Employer Letter of Support

Dear Mr. Huckelberry:

On behalf of Tucson Electric Power (TEP), I’d like to extend our enthusiastic support for Pima County’s request for a Build Back Better (BBB) Regional Challenge grant. The county’s proposal would expand opportunities in the aerospace, aviation and defense sectors that are so vital to our region, building economic diversity and resiliency that will help our community power through any future pandemics.

The Tucson International Airport, known to travelers as TUS, is recognized in our community as a focal point for manufacturing jobs at companies attracted to the area by affordable land and unbeatable convenience. Conditions in the TUS corridor are now ripe for real economic growth through timely investments that expand employment in the aerospace, aviation and defense sectors, creating a center for innovative technological development and entrepreneurship.

While Pima County and other regional partners have made targeted economic development investments in this region, the BBB offers a unique opportunity to execute several critical steps that could support transformational growth, including the expansion of the aerospace, aviation and defense industries, related manufacturing and supply chain locations. The goals for Pima County’s proposed projects include:

- An expansion of available prime developable and shovel-ready land;
- Increased community workforce training capacity to meet growing demand; and
- Increased capacity and infrastructure to support business expansions, new businesses and stronger, more resilient supply chains.

TEP is an active partner in regional economic development efforts. We’re fully aligned with Pima County’s vision for greater employment through investments in diversification and resiliency and the development of a skilled workforce that meets the needs of industries that drive our region’s growth. We’re also investing in wind, solar and storage resources to power that growth with cleaner, greener energy.

Thank you for your leadership in preparing our community to capitalize on the BBB Regional Challenge grant. Pima County’s proposal will truly energize the expansion of our local economy, providing good jobs in promising industries that support regional resiliency and growth.

Sincerely,

[Signature]

Susan M. Gray
President and CEO
Tucson Electric Power
October 15, 2021

Chuck Huckelberry
Pima County Administrator
115 N. Church Ave., Ste 231
Tucson, Arizona 85701

Re: EDA-HDQ-ARPBBB-2021-200976 [Community Letter of Support]

Dear Mr. Huckelberry:

United Way of Tucson and Southern Arizona supports and will actively participate in Pima County's application to the Economic Development Administration's Build Back Better Regional Challenge.

Our hundred years of service to the residents of Southern Arizona positions us to build a thriving community by uniting people, ideas and resources. Our role as community convener enables us to form strategic partnerships with an extensive variety of business, government, non-profit, and educational institutions. We engage the business community in our efforts to mobilize the best resources. For example, Raytheon is an active partner in our Cradle to Career Partnership and a member of our Board of Directors.

United Way of Tucson is a leader in early childhood care and education. We work to expand high-quality childcare in Pima County through our Accelerate Quality program. With our partners, we provide professional development for early childhood teachers and work to increase the number of early childhood teachers with degrees.

United Way also works to strengthen employment opportunities and long-term financial stability by offering financial wellness resources to families facing eviction, connecting them with housing, employment, credit building, and budgeting assistance.

Our emergency fund efforts support vulnerable people with crisis expenses. Our Volunteer Income Tax Assistance (VITA) program helps low-wage workers access critical tax credits and refunds. Through our Financial Wellness Partnership, we have developed strong relationships with 19 local organizations committed to addressing inequities in workforce development, affordable housing, and financial wellness.

"Building a thriving community by uniting people, ideas and resources."
United Way’s Cradle to Career Partnership (C2C) is a collaborative of local leaders from education and business who use data to improve educational outcomes. Local school districts, Pima Community College, the University of Arizona, and community-based organizations are convened through C2C to increase post-secondary enrollment, develop career pathways into Early Childhood Education, and support opportunity youth in the attainment of educational goals.

Finally, our ELDER Alliance is piloting a unique program to bolster the direct care workforce by combining candidate recruitment with high quality training and peer support.

For all of these efforts, we actively engage vulnerable populations such as low-income families, opportunity youth, veterans, and single mothers.

Historically, not all residents have had the skills or the opportunity to participate in workforce development efforts to access occupations/professions that provide a meaningful opportunity for advancement. The Pima County Build Back Better Regional Challenge provides a chance to change that. By specific outreach strategies and wrap around services to support our community, our residents will be able to participate in development opportunities that will enhance their skills, qualifying them for in-demand, significant employment opportunities. Ensuring that parents have a safe place to leave their child when they go to work and that families have access to financial wellness resources is critical to helping workers enter and stay in the workforce.

We look forward to working with Pima County and the Economic Development Administration to bring this regional cluster forward and transforming our community. We appreciate the chance to be part of Pima County’s growth and future.

Sincerely,

Tony Penn
President & CEO
United Way of Tucson and Southern Arizona
330 N Commerce Park Loop Ste 200
Tucson AZ 85745
(520) 903-3900
tpenn@unitedwaytucson.org
6. Project and Budget Narrative for Technical Assistance Grant

Regional Assets Critical to the Success of the Pima Takes Flight Cluster
The Phase 1 Technical Assistance portion of the grant is designed to set the Pima Takes Flight growth cluster up for success. Phase 1 will include several activities to focus our efforts in three major areas: physical construction of projects that will create shovel ready opportunities in aeronautics and technology industries, creation of job training and workforce support systems designed to support the cluster, and the creation of the growth cluster team as lead by the Regional Competitiveness Officer (RECO). These three components each provide a different leg of support necessary for long term success of this program. The table below outlines the main activities during the Phase 1 process and budget.

<table>
<thead>
<tr>
<th>Lead</th>
<th>Task Description</th>
<th>Phase 1 Budget</th>
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<tbody>
<tr>
<td>PC</td>
<td>1. Grant Project Management Plan including Metrics for Success</td>
<td>$105,000</td>
</tr>
<tr>
<td>TAA &amp; PC</td>
<td>2. Construction Project Management Plan (per project)</td>
<td>$300,000</td>
</tr>
<tr>
<td>PCC</td>
<td>3. Develop Growth Cluster Workforce Educational Plan</td>
<td>$0</td>
</tr>
<tr>
<td>PC &amp; TAA</td>
<td>4. Development of a Targeted Industry Recruitment Outreach Plan</td>
<td>$74,000</td>
</tr>
<tr>
<td>PC</td>
<td>5. Workforce Support and Outreach Plan</td>
<td>$21,000</td>
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<td></td>
<td></td>
<td><strong>$500,000</strong></td>
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</table>

Detailed Approach for Phase 1 Tasks

1. **Grant Project Management Plan including Metrics for Success**: includes creation of a team consisting of internal and consultant staff to fully develop the project management plan for the Pima Takes Flight Regional Cluster. This will include a need to refine metrics, develop a baseline condition assessment, and set up ongoing tracking for elements related to new/retained employment, workforce training, and impacts to the region. This will include critical management elements such as goal definition, roles and responsibility confirmation, risk management, communication plans, and cost/schedule tracking components. A key component is to continue to engage with affected stakeholders and ensure the project management plan will meet the needs not only of the cluster, but the region in its entirety.

This effort will require a significant portion of the RECO’s time and effort, as well as additional administrative oversight of all other Phase 1 tasks as proposed that will be rolled into this task budget. Pima County staff from the departments of Economic Development, Community and Workforce Development and Public Works will be assisting with this effort to support
creation of the plan, and tracking elements. We expect to hire consultants to assist, such as the University of Arizona’s Eller College of Management’s Making Action Possible (MAP) research group. MAP’s mission is to measurably improve southern Arizona through data-driven, collective civic action and education. Other key stakeholders will participate throughout the process, but will not be seeking reimbursement for inclusion.

Detail Budget:
A. Grant project management: $47,033
   a. 30% of the RECO burdened salary for project management related to the grant
B. Grant management plan: $15,070.
   a. project management plan development,
   b. project consultant procurement,
   c. multiple consultant project management,
   d. consultant closeout,
   e. project management close out
C. Land use masterplan: $40,000
   a. consultant developed land use plan
   b. recommends land uses and ROW locations
   c. develops initial stakeholder and public outreach plan
   d. develops phasing and implementation plan

2. **Construction Project Management Plan**: includes Pre-Engineering, Analysis and Environmental clearances for construction projects as listed in the narrative. Each agency will lead for their individually defined projects. These will include standard best practices for development of a project management plan, and build upon existing engineering or design information already developed such as in the TAA master plan, or the Pima County capital improvement plan.

This effort is intended to allow both a jump start to the Phase 2 agreement (which we anticipate may require some NEPA related work to already be well underway). The projects included are generally an initial phase of a much broader plan, which will allow for the cluster to continue to grow past the grant implementation period. Costs, risk, environmental impacts and schedule are the critical elements to further refine and clearly outline for the Phase 2 application.

- Pima County Project 1: Workforce Training Hub
- Pima County Project 2: 80 Acres / Prepare for land development and roadway extension
- TAA Project 3: 550 Acres / Prepare for land development
- TAA Project 4: Country Club Road
- TAA Project 6: Second Air Cargo Ramp at TUS

Each of these projects will require Phase 1 funds that will be used for project management and engineering and environmental professional services as needed. Each individual project will track costs separately.

A. Project specific studies: $200,000.
a. consultant specific alignment, geotechnical, and engineering studies,
b. analyze and develop road and utility alignment in support of shovel ready projects,
c. conduct environmental studies,
d. conduct cultural resource studies,
e. make recommendations based on engineering and study analysis,

B. Project management plan (for each project): $70,000
a. project management plan development,
b. develops efficient project schedule,
c. develops efficient project construction management method (CMAR, low bid, etc.),
d. develops project order based on asset availability and efficiency,

3. Develop Growth Cluster Workforce Educational Plan: includes specific educational programs and curricula based on existing workforce training programs, including any potential new staff development. The proposed project within this grant will be planned in detail, including any outreach to other educational partners for potential partnering opportunities, such as expanding those already in place with JTED. These programs may take advantage of opportunities such as apprenticeships, internships, and job shadows. Existing PCC programs that will be enhanced and expanded to support the cluster include:

- Aviation
- Advanced Manufacturing
- Building and Construction Technology
- Truck Driver Training and Logistics
- IT/Cybersecurity
- Automotive

The purpose of this plan will be to position Pima Community College to move forward with Phase 2 upon notice of award. This plan will incorporate the need for specific faculty and equipment, timelines for program development and implementation, as well as metrics based on enrollment and demographics. It is currently PCC’s intent to perform Phase 1 efforts with their own local funds at this time.

A. Develop educational workforce plan: *no reimbursement requested.
   a. develop plan to integrate education development with employers in cluster,
   b. develop appropriate building location and size to accommodate educational uses,
   c. develop an estimated cost and timeline to implement uses based on cluster scaling,
   d. determine and develop an outside partnership plan based on needed skills,
   e. develop an implementation plan.

4. Development of a Targeted Industry Recruitment Outreach Plan: includes materials and outreach specific to the growth cluster location. This team will be led by the RECO position,
but include TAA leadership and local leadership partners such as the City of Tucson, Sun Corridor and Tucson Chamber of Commerce. The purpose of this plan is to consolidate the growth cluster goals into a clear actionable plan for communication and connection with businesses appropriate to the aeronautical and technical economic corridor. This may target not only those interested in the Pima County region but also concerned overall with the resiliency of the region and its ability to sustain growth at all levels within the community.

A. Economic and development outreach planning: $74,000
   a. develop an economic development plan to implement growth and workforce training within the growth cluster,
   b. develop an outreach plan in coordination with the partners to target industries specific to the growth cluster (aeronautical, defense, logistics, and education),
   c. develop an implementation plan, with prioritized outreach and implementation strategies and goals.
   d. 20% of the RECO burdened salary for project management related to the grant
   e. Outside professional strategic outreach services to plan and run campaigns

5. **Workforce Support and Outreach Plan**: develops an outreach plan to support and build the workforce pipeline within stressed communities. This plan will also include a strong focus on equity and inclusion as described in Appendix iv: Equity section of this proposal. Education outreach may include: pre-K opportunities for working parents, recruiting middle and high school students, creating GED/ Training joint programs, working with unemployed and underemployed residents in areas surrounding the cluster, or other key targeted supportive service areas. Equity and inclusion efforts may include citizen outreach, working with school districts and faith based communities, and development of career outreach and job networking events. These efforts will be led by the Pima County Community Workforce Development Office (CWD) in tandem with local industry leaders, educational partners and community partners.

A. Economic and development outreach planning: $21,000
   a. Create a targeted plan that takes advantage of existing partners within the Pima Workforce community,
   b. Hold public meetings as needed for community outreach within the airport environs,
   c. Provide materials or other support for the individual partners to assist with efforts related to the consolidated plan.

**Line Item Budget Narrative**

Pima County is requesting $500,000 for the following Phase I costs:

**Personnel: $94,000**

Pima County will hire a Regional Competitiveness Officer with projected salary of $100,000, with half of this cost to be leveraged from the Pima County general funds budgeted for economic development. This cost is applicable to overall grant management and targeted industry
recruitment functional areas. A Planning Director with annual salary of $100,000 will dedicate 10% time and effort to oversee the grant management plan for total personnel cost of $10,000. A Planner will allocate time and effort to develop the construction management plans for each project – at 40% of full time and an annual salary of $50,000, this cost is projected at $20,000. Pima County Community and Workforce Development Department will assign its Business Manager at 20% of full-time to develop the workforce recruitment and support outreach plans, for a total cost of $14,000, based on a $70,000 annual salary.

<table>
<thead>
<tr>
<th>a. Personnel</th>
<th>FTE</th>
<th>( \text{Personnel} )</th>
<th>( \text{FTE} )</th>
<th>( \text{Personnel} )</th>
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<td>Regional Competitiveness Officer</td>
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<td>Planning Director</td>
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<td>Workforce Services Manager</td>
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<td><strong>TOTAL PERSONNEL</strong></td>
<td></td>
<td></td>
<td>$94,000</td>
<td>$94,000</td>
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</table>

Fringe Benefits: $34,780
Pima County is projecting fringe benefits at 37% of salaries, based on the current average for employees county-wide. Individual rates may vary depending on employee elections. Below is a sample breakdown for fringe benefits:

<table>
<thead>
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<th>Insurance</th>
<th>Rate</th>
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<tbody>
<tr>
<td>Medicare</td>
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<tr>
<td>Social Security</td>
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<td>Unemployment</td>
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<tr>
<td>Health Premiums</td>
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<td>Workers' Compensation</td>
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<td>Life, Disability Insurance</td>
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<td>Retirement</td>
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<tr>
<td>Dental Insurance</td>
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<tr>
<td></td>
<td>37.00%</td>
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</table>

Travel: $1,157
Staff mileage is projected based on Pima County’s reimbursement rate of $.445 per mile for a total of 2600 miles (average of 50 miles per week).

Supplies: $1,881
Minor office equipment will be purchased for the RECO to include desktop computer, telephone and mobile device.

Contractual costs: $340,000
Pima County will subaward to Tucson Airport Authority to carry out project-specific studies and pre-construction design work. This cost is projected at $200,000 based on the following breakdown:
- TAA Project 3: 550 Acres / Prepare for land development - projected at $75,000 for remaining design work.
- TAA Project 4: Country Club Road - projected at $40,000 for remaining design work.
- TAA Project 6: Second Air Cargo Ramp at TUS - projected at $85,000 for remaining design work.

Procurement contracts include the land-use planning consultant, projected at $40,000, strategic industry sector outreach services, also projected at $40,000, and project specific studies for the projects that do not fall under the purview of Tucson Airport Authority. This last cost is budgeted at $60,000 based on three contracts at $20,000 each, for environmental impact assessments, alignment, and engineering recommendations, respectively.

Indirect costs: $28,182
Pima County uses the de minimis rate, per 2 CFR 200.414(f), of 10% of Modified Total Direct Costs. MTDC was calculated at $281,818, based on the total of Personnel, Fringe, Travel, Supplies and the first $25,000 of six anticipated contracts and subawards.