

WHITE PAPER



Tucson, Arizona.

From Black Boxes to the Boneyard.

May 2019

By Michael Coretz and Jan Knight

Think of Tucson and you may just think of a place where the sun shines more than 350 days a year and the skies are clear and blue. That sunshine and the low humidity not only are attractive to tourists and residents. They also are two of the many reasons why Tucson is a key player in the Aerospace & Defense industry.



**Commercial Real Estate Group
Of Tucson LLC**



Your Trusted Adviser For Your
A & D Real Estate Needs



This white paper explores what Tucson, Arizona has to offer to companies in A&D. Whether they manufacture black boxes and aviation batteries or help to maintain, revitalize or store thousands of aircraft at what we Tucsonans fondly call The Boneyard, commercial and government-contracted companies find a ready workforce and a supportive business environment.

Anyone with plans to start, relocate or expand their Aerospace & Defense business would benefit from knowing what Tucson can offer wherever they are in the supply chain.

This white paper is published by Commercial Real Estate Group of Tucson, LLC. Contact Michael Coretz, your Tucson commercial real estate partner, for more information.



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Aerospace & Defense: Facts & Figures

Just what makes up the A&D industry?

- ▶ The Aerospace & Defense industry, according to PwC (PricewaterhouseCoopers), is made up of companies “that generate the majority of revenue from A&D activities or, for diversified companies, those reportable segments that derive a majority of their revenue from A&D activities.”

Deloitte’s latest global A&D outlook shows an industry ready for strong, global growth and cites A&D as the leading net exporting industry in the U.S. In 2017, it generated a net trade surplus of \$86 billion and was projected to grow 4.1% in 2018.

Tucson and Arizona have even more impressive facts.

Tucson Highlights

- In Tucson and the Southern Arizona region, there are over 25,000 people employed in A&D working in over 200 companies. In addition, Tucson is known as Optics Valley, recognizing it as a leader in the state’s \$3 billion optics industry.
- Tucson’s highly concentrated aerospace product and parts manufacturing sector has an 8.35 location quotient. This ratio is calculated to indicate industry activity among different regions of the United States. Tucson’s location quotient means the area is over eight times more concentrated in this industry than the average of all metropolitan statistical areas across the country.
- Tucson has often been in the spotlight for space exploration and research. A decade ago, The University of Arizona’s Lunar and Planetary Laboratory became internationally known as it partnered with NASA’s Jet Propulsion Laboratory and Lockheed Martin, among others, to launch the Phoenix Mars Mission to “excavate, sample and analyze” the soil on Mars. The Mars Lander sent back more than 25,000 photos to Tucson and fulfilled the long-term need for ongoing analysis and study.
- In 2011, Tucson gained national attention when NASA chose the University of Arizona’s Lunar and Planetary Laboratory to lead the OSIRIS-Rex mission. It became the first mission to ever discover water on Asteroid Bennu and is slated to return a sample of surface material to Earth in 2023.

“Tucson is in the Top 5 Metro Areas Nationwide for its concentration of employment in aerospace and defense.”

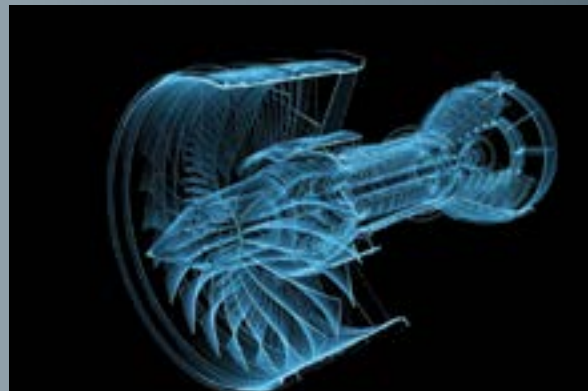
...Economy.com





Arizona Highlights

- PricewaterhouseCoopers (PwC) ranks Arizona fourth, after Washington, Georgia and Texas, in aerospace attractiveness with over 54,000 employees working in the sector statewide, while the Arizona Commerce Authority (ACA) cites \$10.7 billion in Department of Defense contracts alone.
- Arizona is a “relatively science- and engineering-intensive state and workers in these fields account for 5.4% of total Arizona employment, compared to the 5.2% share of those workers in U.S. employment.”
- Arizona has the second largest employment in guided missile and space vehicle manufacturing in the country, the third in aviation maintenance and the fifth in aerospace and defense.
- From an export point of view, a 2015 study by the International Trade Administration, WorldTradeStatistics.com cited that total exports in Arizona’s Aerospace & Defense rose by almost 22% from 2011 to 2014, reaching a \$3.47 billion total. That increase was primarily due to a near \$400 million increase in aircraft, engines and parts exports.
- Arizona is ranked 10th in defense contract spending, according to the U.S. Defense Department’s Office of Economic Adjustment. Pima County, where Tucson is located, is the state’s top-ranked county in defense contract spending,





Introduction: Tucson, Arizona. An Envidable Location?

Yes! Tucson is in an enviable location for any company involved in the Aerospace & Defense industry.

The city's central southwestern U.S. location provides a number of advantages to companies in the area. Imports and exports are easily handled due to Tucson's many transportation options. Not only does it sit within easy access of interstates, but this industry, along with many others, also benefits from the Port of Tucson, an inland warehousing, manufacturing and rail distribution hub. This intermodal rail facility, registered as a Foreign Trade Zone, simplifies domestic and international shipping for manufacturers involved in all parts of the supply chain.



"Southern Arizona has historically been and continues to be an industry force in support of national security, aerospace and defense. It is particularly strong in cutting-edge optical research and the optics industry that provides critical systems to A&D end users. Statewide, Arizona boasts a strong infrastructure that includes leading military installations and private sector development of new missions and future requirements in areas ranging from unmanned systems to cyber threats to modernization of current assets across the defense spectrum."

...Jeff Sales, Executive Director Southern Arizona,
Arizona Technology Council

Industry research shows that for companies to be successful in any sort of aircraft manufacturing industry, it's imperative they can provide prompt delivery to market and have a willingness to outsource when appropriate.





It's a Dry Heat!

Residents and visitors alike may joke or boast that in Tucson, "it's a dry heat," but the climate does indeed play a part in making this industry one of Tucson's most prominent. The clear blue skies and large expanses of surrounding desert make the area prime real estate for testing and training.

The dryness of the Sonoran Desert also provides an ideal storage environment for aviation in what residents fondly refer to as The Boneyard.

Davis-Monthan Air Force Base

Tucson's local Air Force base has been in operation since 1925 and, among many other things, provides initial and ongoing training for all U.S. Air Force A-10, OA-10 and EC-130 pilots and crews, including many military personnel from other countries.

Adjoining Davis-Monthan, the local Air Force base in the southern part of the city, is **AMARG (Aerospace Maintenance and Regeneration Group)**, the largest and most visited "Boneyard" where typically over 4,000 aircraft and other types of military equipment are stored. The aircraft are kept in stable condition with anti-corrosion and preservation processes and all military branches (Air Force, Navy, Marines, Coast Guard and Army), along with other U.S. national agencies, benefit from this center, as do thousands of visitors a year who are able to tour the AMARG space.

Local Airports

Tucson International Airport sees over 3.56 million passengers a year and in 2018 its cargo operations moved almost 65 million pounds of freight. The airport's location allows easy access to the east-west Interstate 10 and to the international border with Mexico just 60 plus miles away. There are numerous additional airparks in the Tucson region each with a different focus.

The Pinal Airpark and Marana Aerospace Solutions located on the northern outskirts of Tucson offer more than 600 acres of secured ramp and storage area for all sizes and types of commercial and military aircraft. Formerly Evergreen Maintenance Center, Marana Aerospace Solutions is internationally recognized and describes itself as one of the world's most reliable aviation service facilities.



"There is no better place to train pilots than right here in Tucson. When I send my young fighter pilots into combat there is no training and there is nothing that can be replicated than what we have here around Davis-Monthan."

...Col. James Meger, 355th Fighter Commander

"Veterans from Davis-Monthan Air Force Base have been the backbone of our enterprise for nearly 20 years."

...Sean Finn, Aerovation





State & Local Support

As a major component in the region's economy, Tucson's Aerospace & Defense industry is ranked as one of the top five areas in the United States for industry activity. A good number of activities are represented by the work of local companies. It's not difficult to find people working in any of the following segments:

- defense-related development and manufacturing
- space-related development and manufacturing
- research and development
- assembly, distribution and warehousing
- rehabilitation and storage of fleets.

Many organizations in Tucson, and the state overall, understand just how important it is to support and grow the area's role in Aerospace & Defense.

Arizona Technology Council (AZTC) is a statewide non-profit trade association connecting, representing and supporting members in a variety of technology-related industries. In addition to aviation and defense companies, other members involved in bioscience, electronics, information technology, optics, semiconductors and telecommunications make up the association's membership and all make great collaborators for the A&D sector. AZTC hosts the state annual Aviation, Aerospace & Defense Requirements Conference that attracts companies ranging from prime contractors to tier four suppliers to the U.S. Department of Defense (DoD) community and state policy makers.

Arizona Commerce Authority is one of the state's primary private economic development organizations and supports the overall mission to recruit, grow and create business in the state. One of its targeted industries is Aerospace & Defense and it does a great job of proactively supporting and incentivizing companies in this sector.

Sun Corridor is the primary economic and business development agency for the Tucson region, and supports the city's quest to be on a short list for corporate site selectors considering moving or expanding their companies.

Pima County, the second largest county in the state, is the government jurisdiction where Tucson is located. Its involvement and support for the local Aerospace & Defense industry includes the Pima County Aerospace and Defense Corridor Initiative. This high-speed bypass plans to connect strategic areas of town, including the two major interstates, Tucson International Airport and the University Tech Parks, making it easier to grow and retain new high-tech aerospace and defense jobs in the vicinity of the airport.

Aerospace Research Campus. Already the home of World View Enterprises and Vector Space Systems, this 500 acre area next to Raytheon will continue to focus on the aerospace and microelectronics industry.





“Universal Avionics, and Elbit Systems Company, has been headquartered in Tucson for over 30 years. The combination of a collaborative business environment, workforce, excellent University and Community Colleges, and outstanding weather for both living and flying, has made Tucson an outstanding home for our company.”

...Steve Pagnucco, VP Operations, Universal Avionics

Incentives

In addition to ongoing business and workforce support for the industry, Arizona’s incentives for A&D companies are also impressive.

- More than \$200 million is available through refundable tax credits, reimbursable grants and property tax reductions. Those incentives include R&D Tax Credits, Quality Jobs Tax Credits and a Qualified Tax Incentive Program. The last one provides up to 10% refundable tax credit for investment in manufacturing facilities.
- Tucson is located in a Foreign Trade Zone and businesses located in a zone or sub-zone are eligible for up to 70% reduction in state, real and personal property taxes.
- A recent federal tax credit for long-term investors of real estate has created a number of Tucson Opportunity Zones in the Tucson and Pima County region, with many of them straddling the key logistical routes of Interstates 10 and 19. Investors can reduce the amount of their reinvested taxable capital gains by 10% or 15%, depending on the length of the investment. This has created great opportunity for commercial real estate investment.

Specialized Commercial Real Estate Needs

Businesses involved in aviation, aerospace or defense manufacturing and service have specialized real estate needs. Tucson can fulfill these needs. The expertise of a local commercial real estate expert is crucial when seeking specialized commercial real estate, especially for manufacturers. This person will understand the needs that are specific to companies who might focus on manufacturing and distribution:

- adequate warehouse space for materials and end product
- building configurations and infrastructure that optimize production and service
- locations with easy access to multiple transportation modes.



Research shows that a key success factor in the global aircraft manufacturing industry includes the ability to expand or curtail operations rapidly as the market demands. The ability to establish a flexible production facility that can meet “troughs and peaks” in demand is key to maintaining profitability. Local commercial real estate experts can readily provide value in all of the above areas because of their familiarity with both the industry and the community.

A few commercial real estate sources that directly address these needs include CREG Tucson’s **Relocation Guide**

www.commercial-real-estate-tucson.com/resources/2018-relocation-guide

and **Infographic on Buying vs. Leasing**

www.commercial-real-estate-tucson.com/market-resources/infographics





Let's Not Forget Lifestyle

▶ We know that employers have an easier time recruiting people to work in places that offer not just a great business working environment, but a lifestyle that they and their families can enjoy.

For those who haven't heard, Tucson boasts 350-plus days of sun a year. For most of the year, humidity is low, although the brief summer monsoons bring a welcome break with heavy rainfall and strikingly beautiful storms that amateur and professional photographers love. Tucson is surrounded by mountains, offers the best sunsets and provides hiking and walking opportunities galore.

Tucson Emerges as Global Leader in Bicycling? Yes, Really!



One of Tucson's major benefits for those who like the outdoors is The Loop. Consisting of 131 car-free miles, the paved trails provide an urban system that connects bus and bike routes, hotels, restaurants, parks and trailheads. Most areas are flat and family-friendly. Much of The Loop runs adjacent to Tucson's river beds and almost all of it provides views of the mountains. In addition to cyclists and pedestrians, The Loop is open to horseback riders, who also use adjacent dry river beds. In addition, the city boasts 1,098 miles of bike facilities overall.

"10 Most Bike-Friendly Cities in America." – *Forbes Magazine*

No. 1 "Top Best Bike Towns" – *Outside Magazine*

Golfing & Hiking

For amateurs, there are dozens of municipal courses and PGA pro-designed resort courses, plus golf communities, allowing golfers of all levels to play year-round. Tucson has been home to PGA, LPGA and Championship Tournaments over the years and we even have pros who make Tucson their home.

If you prefer to walk less manicured environs and replace golf clubs for walking poles, there are hiking trails available around the desert floor and within mountain forests. Tucson's world-famous resorts and spas often offer golf and hiking in close proximity and attract visitors and business conferences from all over the world.

Arts & Culture

The *Wall Street Journal* has described the Tucson region as a "mini-mecca" for the arts. Tucson is known for a special arts vibe. It's home and host to fully professional symphony orchestra, opera, ballet and theater companies. It has dozens of small playhouses and hundreds of large and intimate music venues. Its revitalized downtown is also experiencing a renaissance as an entertainment hub.

Food

Another vibe Tucson is known for is food. In 2017, Tucson became the first American city to become part of the UNESCO Creative Cities Network for Gastronomy. The award honors and recognizes the "region's rich agricultural heritage, thriving food traditions and culinary distinctiveness." It's also been named "Best Under the Radar Food City." While the Mexican and Southwestern cuisines are especially prominent, the variety of restaurants, bars and eateries is mind-boggling to even long-time residents.



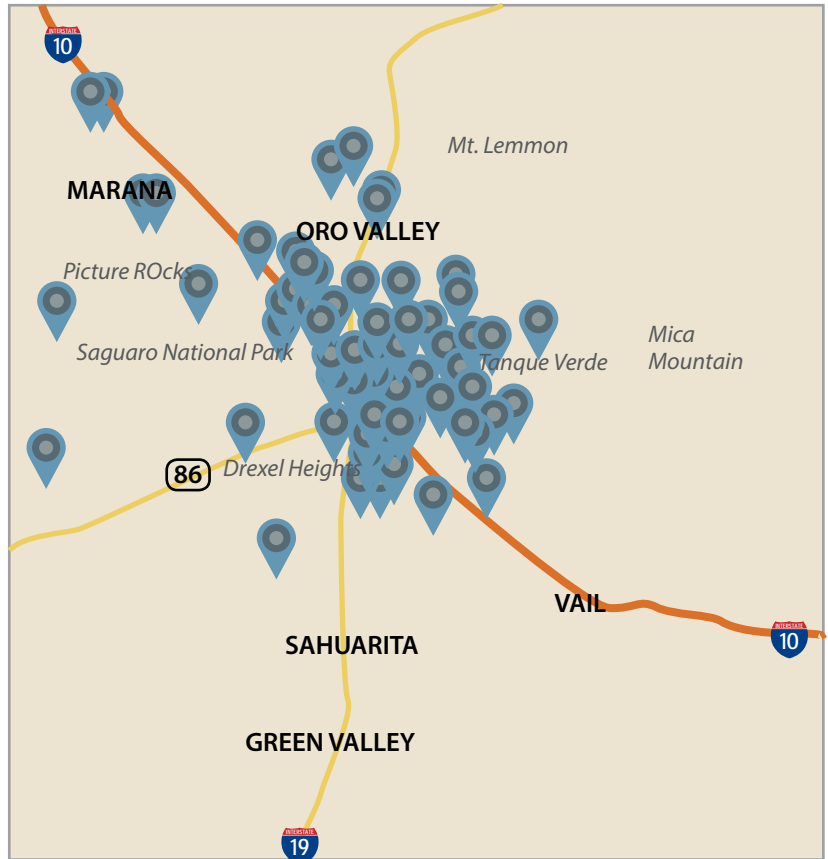


Flying High: Some Local Success Stories

Tucson already is home to some of the largest names in the industry. Many companies are headquartered here, as well as B2B firms with supply-chain connections throughout Arizona and around the world.

The 1,200-plus companies involved in aerospace and defense are located throughout the city, where there are opportunities to easily connect and partner with other businesses. This map of aerospace and defense companies provides just a glimpse of how prevalent the industry is throughout the Tucson metropolitan area. Nearly every community is touched by people who work in these jobs.

Raytheon is Tucson's largest private employer with over 9,000 Tucson-area workers. Best known as the world's leader in the building of missile systems, it will become an aerospace and defense giant if its merger with United Technologies, announced in June 2019, is approved. In Tucson, engineers and staff work toward providing both defensive and offensive weapons for air, land, sea and space, as well as sensors for the battlefield. In October 2014, Raytheon announced it had won a \$149.3 million contract to help build an Israeli rocket-defense system, so it's good to assume that local and national A&D companies will continue to benefit from that news.



Source: Map of A&D companies in Tucson, Arizona. TREO - www.treoaz.org





A few other names that might sound familiar to players in the A&D sector, all of whom have a Tucson presence, include Honeywell Aerospace, Bombardier Aerospace, Areté Associates, Lockheed Martin and Sargent Aerospace & Defense. There also are many small- and mid-sized companies that support these companies in a variety of ways and Tucson has some companies in the Aerospace & Defense sector that maintain a high profile locally.

Glancing at some details of a few of them will better support the idea that internationally renowned companies have committed to and have been successful in Tucson, Arizona. According to "The Arizona Daily Star 200" of top Tucson-area employers, many of these companies have seen an uptick in employee hiring in the past year or two. This bodes well for Tucson and the industry overall.

AD **Airtronics** has been in the business of designing and manufacturing aircraft components for nearly 40 years and is currently in the process of setting up a manufacturing facility, a maquiladora, in northern Mexico. It plans to continue healthy growth in Tucson at the same time. www.airtronicsinc.com



AD **Areté Associates** describes itself as a company dedicated to "revolutionizing the mission effectiveness of their National Security customers" and maintains an optical engineering division in Tucson. www.arete.com

AD **Bombardier Aerospace**, headquartered in Canada, is an international company operating a Tucson maintenance facility for business and commercial aircraft. With over 900 employees, over 100 of whom were hired in the last three years, the company has benefitted from federal stimulus money channeled through the Arizona Commerce Authority. According to the Vice President of the Service Center, "Tucson is Bombardier's only wholly owned facility serving both commercial and business aircraft customers that includes a state-of-the-art paint facility, positioning the center as Bombardier's center of excellence for paint and refurbishment." www.usbombardier.com/us

AD **Freefall Aerospace** offers disruptive technology consisting of unique 3-dimensional phased array antennas for applications in both space and ground. www.freefallmovingdata.com

"When we started FreeFall Aerospace, we had a choice of locating in southern California, where I still live, or here in Tucson, where the concept was born. Looking back, it was a no-brainer and I'm very glad we chose to stay in Tucson. We've maintained a close working relationship with the University of Arizona and are very fortunate to be a part of the vibrant and growing space and technology community here. Everyone pulls together and shares their experience and success, and those friendships and business relationships have proven invaluable to our early development."

...Doug Stetson, President, FreeFall Aerospace Inc.





AD Paragon Space Development Corporation designs, builds, tests and develops environmental controls for extreme and hazardous environments, including life support systems for astronauts, water divers and other extreme environments. As former "Biospherians," the founders were part of the Biosphere 2 project, a two-year mission where eight scientists lived and worked inside a three-acre materially closed ecological system. www.paragonsdc.com

AD Planetary Science Institute (PSI). Another Tucson gem is the Planetary Science Institute (PSI). PSI, while not an aviation company or a manufacturer, is dedicated to solar system exploration. This private, nonprofit corporation is headquartered in Tucson and has scientists based in 20 states and in over 10 countries. PSI's work has included numerous NASA and international missions, the study of Mars and other planets and a variety of additional scientific missions. www.psi.edu

AD Sargent Aerospace & Defense has its headquarters, as well as one of its five North American facilities, in Tucson. Known as a leading supplier of precision-engineered components and aftermarket services, the company is owned by Dover Engineered Systems (DES) and employs over 250 local workers. www.sargentaerospace.com

AD Securaplane brings innovation to the commercial aerospace industry in the form of a variety of batteries and electronics. Lithium batteries, power electronics, wireless control systems, high-definition cameras and fully integrated aircraft security systems form the basis of its products. In September 2014, the company announced it was increasing the size of its sales team to support ongoing growth. Earlier in the year it celebrated its 10-year anniversary as a supplier to Airbus. Securaplane is headquartered in Tucson from which it oversees sub-assembly and repair/overhaul operations in Vietnam, the United Kingdom and Singapore. In its relatively new location in north Tucson, the company employees almost 200 workers. www.securaplane.com

AD Universal Avionics Systems Corporation, a leading manufacturer of avionics systems, is headquartered near the Tucson International Airport. Locally, the company is well-known as a developer and manufacturer of the cockpit voice recorders and flight data recorders we all refer to as Black Boxes. Its complete line is much larger and includes products like flight management systems, instrument displays, radio control units, electronic flight bags and terrain awareness and warning systems. Its products can be found in business jets, turboprop aircraft, transport aircraft, helicopters, commercial airliners and military operators. www.uasc.com

AD World View Enterprises is a full-service commercial launch provider whose Stratollite flight balloon platform enables short- and long-duration flights to serve multiple commercial and research applications. www.worldview.space





Additional Local Support

- ▶ Tucson and Arizona have other benefits to offer in addition to those specific to the aerospace and defense industry. Companies that might plan to move, expand or establish a start-up here can benefit greatly from the variety of support available locally.

Availability of Funding

- Recently, three new venture capital funds were launched in Tucson. UA Ventures focuses exclusively on technology coming from the UA. Bluestone Venture Partners aims to build their portfolio around life sciences in the Southwest. Diamond Ventures invests in both real estate and high-growth companies.
- SBIR (Small Business Innovation Research) grants have been awarded to many Tucson-based companies through multiple federal agencies.
- ACA (Arizona Commerce Authority) provides numerous funding opportunities in the form of grants and loans to companies at all stages of growth.
- The Tucson Desert Angels is a highly active angel investor funding group that has invested over \$47 million in more than 105 companies since 2000.
- Silicon Valley Bank has a track record of helping Arizona companies and has committed to lending at least \$100 million to technology and life-science companies based in Arizona through 2019.

City of Tucson Incentive Programs

- Tucson offers over 20 different business incentives and assistance programs to companies who are considering moving or expanding to the city. Categories include financial incentives, loan programs, business assistance programs, development services programs and incentive districts.
- Hundreds of millions of dollars have been invested in the city as a result of these incentives, creating hundreds of new jobs. The City Manager's Office of Economic Initiatives combines Economic Development, Annexation, Small Business Assistance and Special Events coordination into one team to continue to improve Tucson's economic environment.

Strong Research & Educational Presence

- The University of Arizona's Department of Aerospace and Mechanical Engineering is in a perfect position to help educate and support the A&D industry. Nineteen research laboratories focus on cutting-edge aerospace research on topics including fluid dynamics, aerodynamics, energy and fuel cell efficiency, mechanical characterization of materials and space engineering.
- The university's Tech Park, The Arizona Center for Innovation (AzCI) and Tech Launch Arizona (TLA) combine resources to help faculty and private companies to commercialize product.
- NASA's \$420 million Phoenix Mars Mission was led by University of Arizona researchers and the UA ranks fifth in the number of NASA grants in the country. The university is also a leader in bio-sensing techniques and unmanned aerial vehicles (UAVs).





- Pima Community College's Aviation Technology Program is a great example of workforce development, offering four major program fields of study — structural repair, airframe and power plant, avionics and ground school for professional flight training. PCC offers both certificate and associate degree training in each area of study. The programs are highly regarded in the aerospace industry and the aviation curriculum has been called "one of the best kept secrets among many in the Tucson region." The college recently gained \$15 million in state funding to sharply increase enrollment in its program.

"Pima Community College graduates not only form a steady source of employees for local aviation businesses, they also are a boon to the Tucson regional economy. They give those aviation companies reason to expand here in Tucson because there is a ready workforce available to them. Also, our trained workforce serves to help attract other aviation companies to locate here."

...Tom Hinman, Aviation Technology Program Manager, Pima Community College (cited in *Inside Tucson Business* article April 2012)

"Being located in Tucson has been key for Universal Avionics, from many facets: Over the past 30 years in Tucson, Universal Avionics has added incredible talent from the University of Arizona and Pima Community College, the fantastic weather (critical to first time flight testing of advanced avionics systems) and the ability to collaborate with a community of technology companies right here in Tucson has all combined to make us successful."onthan."

... Paul DeHerrera, CEO Universal Avionics (Retired)

Summary

- This white paper has identified a number of reasons why Tucson, Arizona, has been, and continues to be, a hub for aerospace and defense industry leaders and suppliers.

It also provides evidence of a supportive business community with many local leaders, stakeholders and professionals who are eager to help new or established companies be successful and feel supported if they choose to make Tucson, Arizona, their new home.

In addition, it's clear that with the University of Arizona and Pima Community College providing well-trained workers ranging from engineers and scientists to aviation technicians, there is a bright future for both companies and individuals in Tucson.





Resources, Associations & Publications

Aerospace & Defense in Arizona Industry Profile www.azcommerce.com/industries/aerospace-defense

Arizona Technology Council www.aztechcouncil.org

BizTucson The Region's Business Magazine www.biztucson.com

City of Tucson www.tucsonaz.gov

Davis-Monthan Air Force Base www.dm.af.mil

Desert Angels Investment Funding Group www.desertangels.org

Pima Community College www.pima.edu

Planetary Science Institute (PSI) www.psi.edu

"Sources of Tucson Venture Capital Grow" www.bit.ly/2Pzfetw

Sun Corridor Economic Development www.suncorridorinc.com

The University of Arizona Resources

Arizona Center for Innovation (AzCI) Tech Incubator www.azinnovation.com

Department of Aerospace & Mechanical Engineering <https://ame.engineering.arizona.edu/>

Department of Lunar & Planetary Sciences www.lpl.arizona.edu

Tech Launch Arizona (TLA) techlaunch.arizona.edu

Tech Parks Arizona techparks.arizona.edu

Lifestyle

"45 Reasons to Move to Tucson" www.tucsontopia.com/45-reasons-to-move-to-tucson

Visit Tucson www.visittucson.org

"Tucson 101" from Sun Corridor www.suncorridorinc.com/Living-Working/Tucson-Introduction.aspx

Commercial Real Estate

Relocation Guide

www.commercial-real-estate-tucson.com/resources/2018-relocation-guide

Infographic on Buying vs. Leasing

www.commercial-real-estate-tucson.com/resources/buying-vs-leasing

"New Tucson Opportunity Zones May Spur Growth"

www.commercial-real-estate-tucson.com/about/opportunity-zones-incentive

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