

# **Davis-Monthan AFB Economic Impact Analysis FY13**



**Tucson, Arizona**

**MESSAGE FROM THE 355th FIGHTER WING COMMANDER**



Davis-Monthan Air Force Base (DM AFB) is pleased to present its Economic Impact Analysis for fiscal year 2013. The Wing's mission is clear - deploy, employ, support, and sustain attack airpower in support of Combatant Commanders anywhere in the world at a moment's notice. Train the finest attack pilots for the Combat Air Forces. Provide every member of Team D-M with responsive, tailored, mission-focused base support.

Members of DM AFB live, work and educate their children in the Tucson area. They take advantage of the vast recreational opportunities and are involved with local charities and organizations. The Economic Impact Analysis is an annual publication designed to inform the reader of the economic impact DM AFB has on the surrounding communities.

Davis-Monthan Air Force Base could not succeed in its mission without the contribution and support of our local communities. We are proud to be a part of a community that faithfully and consistently supports our military.

*K Blanchard*

KEVIN E. BLANCHARD, Col, USAF  
355th Fighter Wing Commander

**MESSAGE FROM THE DM AFB COMPTROLLER**

The 355th Comptroller Squadron annually prepares the Davis-Monthan Air Force Base (DM AFB) Economic Impact Analysis (EIA) to provide unclassified information to the public concerning our significant economic impact to the greater Tucson area.

The Office of the Secretary of Defense initially developed the EIA model in order to provide decision makers with a reasonable, fair, and consistent tool to compare the potential economic impacts of alternative 1995 Base Realignment and Closure (BRAC) Commission recommendations. Today, in addition to making that strong argument for the importance of DM AFB in the local Tucson community, the EIA provides public officials and visitor's key information concerning the mission, resources and economic impact of Davis-Monthan.

This EIA provides readers with an understanding of the vital economic and supporting relationship between our base and the surrounding communities. Items addressed include: personnel assigned to or employed by the base; annual payroll of all assigned and employed personnel; expenditures for construction, services and procurement of materials, equipment and supplies; and estimated number and dollar value of indirect jobs created by the DM AFB presence.

A handwritten signature in black ink, appearing to be "GAS", written over a light blue and yellow background.

GERALD A. STEVENSON, Maj, USAF  
Comptroller

## US AIR FORCE CORE VALUES

*Integrity first, service before self, and excellence in all we do!*

### 355th FIGHTER WING MISSION

*Deploy, employ, support, and sustain attack airpower in support of Combatant Commanders anywhere in the world at a moment's notice.*

*Train the finest attack pilots for the Combat Air Forces.*

*Provide every member of Team D-M with responsive, tailored, mission-focused base support.*

### 355th FIGHTER WING VISION

*A premier Fighter Wing comprised of resilient Warrior Airmen, armed with precise tools and training; powered by a culture of leadership and innovation; prepared to provide responsive combat airpower which exceeds Combatant Command expectations for excellence.*

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## HISTORY OF DAVIS-MONTHAN AFB

Davis-Monthan Air Force Base, a key Air Combat Command installation, has a colorful history and a long tradition of excellence in service to our country. The base was named in honor of Lieutenants Samuel H. Davis and Oscar Monthan, two Tucsonans and World War I era pilots who died in separate military aircraft accidents. Davis, who died in a Florida aircraft accident in 1921, attended the University of Arizona prior to enlisting in the Army in 1917. Monthan enlisted in the Army as a private in 1917, was commissioned as a ground officer in 1918, and later became a pilot. He was killed in a crash of a Martin bomber in Hawaii in 1924.

In 1919, Tucson had the proud distinction of opening the first municipal owned flying field in the nation, named New Macauley Field. The field was located four miles south of the city on Nogales Highway and is now home to the Tucson Rodeo Grounds. In 1925, the Tucson City Council purchased 1,280 acres of land southeast of the city to relocate the flying field in hopes that the military would consider establishing an aviation branch at the larger location. In a brief ceremony on 23 September 1927, Charles Lindbergh dedicated the new facility "Davis-Monthan Field."

As a result of the expanding conflict in Europe, the War Department officially announced a decision to establish an Army Air Base in Tucson on 29 September 1940. Initially named Army Air Base, Tucson, Arizona, work began with the arrival of Lt. Col Ames S. Albro on 04 February 1941. Two months later on April 17 Army Air Base, Tucson officially activated and on May 1 the 1st Bombardment Wing Headquarters assumed command of the field. In late May personnel and aircraft from the first assigned units, 1st Bombardment Wing, 41st Bombardment Group, and 31st Air Base Group, began arriving. The first aircraft assigned were mostly obsolete Douglas B-18 *Bolos*, LB-30s, A-29s, and Stearman PT-17 trainers. The new Base Commander, Brigadier General Frank D. Lackland, arrived on 30 May and assumed command the next day, 01 June. Exactly six months later, 01 December 1941, the base was formally named Davis-Monthan Field.

The outbreak of World War II brought major changes to Davis-Monthan beginning with elements of the 1st Bombardment Wing and 41st Bombardment Group departing for the Pacific. In January 1942 jurisdiction of the field transferred from Fourth Air Force to Second Air Force. The following month the 39th Bombardment Group (BG) arrived and immediately began training B-17 *Fortress* and B-24 *Liberator* units and crews, initially as an Operational Training Unit (OTU) and later as a Replacement Training Unit (RTU). By mid-year B-24 *Liberator* training became the sole mission of the 39 BG as all other flight training was phased out. The B-24 *Liberators* would fill the skies over the old pueblo until late 1944 when the Army Air Force's latest bomber arrived. In December Davis-Monthan became home to the B-29 *Superfortess* until V-J Day (Victory over Japan) in August. With the Japanese surrender came drastic mission changes for Davis-Monthan Field.

Non-stop flightline operations fell silent with the war's end as Davis-Monthan's mission transitioned from training to separation and aircraft storage. The period of inactivity ended in March 1946 with the newly activated Strategic Air Command (SAC) assuming control of the base. Two months later two B-29 Bombardment Groups, the 40th and 444th, arrived

and once again the sights and sounds of the B-29 *Superfortress* filled the skies of the old Pueblo. Both the 40th and 444th BGs were inactivated with the activation of the 43 BG. Davis-Monthan entered the “Jet Age” in February 1953 when the 303<sup>rd</sup> Bomb Wing received four Lockheed T-33 *Shooting Stars* training jets. The following month three B-47 *Stratojets*, the first all jet bomber, arrived and was assigned to the 303 BW.

The decade of the 1960’s brought sweeping changes to Davis-Monthan AFB with the transfer of the 43 BW and inactivation of the 303 BW. It was also during this time that the U.S. Air Force’s first operational *Titan II* missile wing, the 390th Strategic Missile Wing (SMW), activated at Davis-Monthan. Reconnaissance and Combat Crew Training (CCT) also returned during to Davis-Monthan during this decade with the arrival of the 4080th Reconnaissance Wing (RW) and 4453rd Combat Crew Training Wing (CCTW). The 4080 RW was inactivated in 1966 as the 100 RW was activated. All personnel and equipment of the 4080th were transferred to the 100th.

Davis-Monthan’s operations tempo during the 1970s was as busy as the three previous decades. On 1 July 1971 the Air Force reactivated the 355th Tactical Fighter Wing (TFW) at Davis-Monthan with the Vought A-7D *Corsair II* as the primary weapon system. In early 1975 the 355 TFW prepared for conversion to the nameless Fairchild Republic A-10. It would be nearly three years before the name *Thunderbolt II* was officially selected for the A-10. In October 1975 the 355th Tactical Training Squadron activated to conduct A-10 academic training. Five months later, on 2 March 1976 the wing received the first A-10. In the midst of constant change, jurisdiction of D-M was officially transferred from the Strategic Air Command to Tactical Air Command on 30 September 1976. It was also on this day that the 355 TFW became DM’s host wing. Before the close of the decade two additional changes would occur. On 1 September 1979 the 355 TFW was redesignated the 355th Tactical Training Wing and on October 2, the last A-7D mission was flown ending an eight years presents at DM.

The 1980s brought several diverse missions to D-M. The 836th Air Division activated 1 January 1981 and took jurisdiction over all assigned base units. Shortly thereafter, the base welcomed the 868th Tactical Missile Training Group, which trained the crews to operate, maintain, and defend the Ground Launch Cruise Missile system. The 41st Electronic Combat Squadron, equipped with the EC-130H *Compass Call* aircraft, arrived next on 1 July 1980, and reported to the 552d Airborne Warning and Control Wing. One year later, the 868th Tactical Missile Training Squadron made Davis-Monthan its home. Next, the 602nd Tactical Air Control Wing, responsible for the Air Force’s tactical air control system west of the Mississippi River, stood up at DM on 1 September 1982. In 1984 the Titan II wing inactivated, while the cruise missile mission terminated in 1990. Resulting treaties between Russia and the United States concerning cruise missiles meant the base was subject to inspection under the INF and START agreements.

In the 1990s, the 355 TTW continued to train A-10 crews for assignments to units in the United States, United Kingdom and Korea. During this period, the 355 TTW deployed Airborne Forward Air Controllers (FAC) in their OA-10 aircraft to Operation DESERT STORM, providing nearly 100% of this capability to the war. The next change for the installation occurred on 1 May 1992 when the Air Force policy of “one base-one boss” was

implemented. This change resulted in all Air Divisions, including the 836 AD, being inactivated. With this action, the 355 FW was once again DM's host wing. Other changes occurred on this day with the 41st Electronic Control Squadron (ECS) and 43 ECS, flying EC-130E Compass Call aircraft being assigned to the 355 FW, this resulted in its' redesignation as the 355th Wing (WG).

The attacks on September 11, 2001, led to the initiation of three missions--Operation ENDURING FREEDOM in Afghanistan, which Davis-Monthan currently continues to support, Operation IRAQI FREEDOM (renamed Operation NEW DAWN), and Operation NOBLE EAGLE. After the execution of OEF, eight A-10s from the 355th Wing were deployed to Bagram AB, Afghanistan to fly close air support missions supporting multinational ground forces. Other deployments to Bagram AB would follow in 2003, 2005, and 2007. In 2009 the 355 FW made history deploying the first A-10C unit and maintenance personnel to Kandahar Airfield, Afghanistan. In 2011 the unit deployed for another six months, only this time it would be to Osan AB, Republic of Korea, in support of Pacific Command's Theater Security Package. In September 2012 the 354 FS deployed again to Bagram AB for a six month deployment in support of OEF.

In the mist of all the deployments, changes still occurred within the 355<sup>th</sup> Wing. In September 2002, control of the 48th, 55th, and the 79th Rescue Squadrons (RQS) was transferred to the 355th Wing. At the same time, the 41st and 43rd Electronic Combat Squadrons were realigned under the 55th Electronic Combat Group (55 ECG). While personnel and aircraft remained on Davis-Monthan AFB operational control of the 55 ECG was assumed by the 55th Wing at Offutt AFB, Nebraska. Additionally, one other major wing realignment occurred on 1 October 2003 with the activation of the 563rd Rescue Group (563 RQG) on Davis-Monthan AFB. Control of the 48th, 55th, and 79th Rescue Squadrons (RQS) was passed to the new unit with the 23rd Wing at Moody AFB, Georgia assuming operational command of the 563 RQG. Finally, with only fighter aircraft assigned, the 355 WG was redesignated as the 355th Fighter Wing on 26 April 2007.

Other units currently assigned to Davis-Monthan AFB are 12th AF Headquarters, 309th Aerospace Maintenance and Regeneration Center, 55th Electronic Combat Group, 563rd Rescue Group, and the 162nd Arizona Air National Guard Alert Detachment. Other federal agencies using the base include the Federal Aviation Administration and the U.S. Immigration Customs Enforcement (ICE) air service branch. Approximately 7,500 military and 2,900 civilian employees work at Davis-Monthan and nearly 19,000 military retirees reside in the Tucson area. In 2012 Davis-Monthan AFB received the Commander-in-Chiefs' Installation Excellence Award and was recognized as the "Best" installation in the U. S. Air Force!

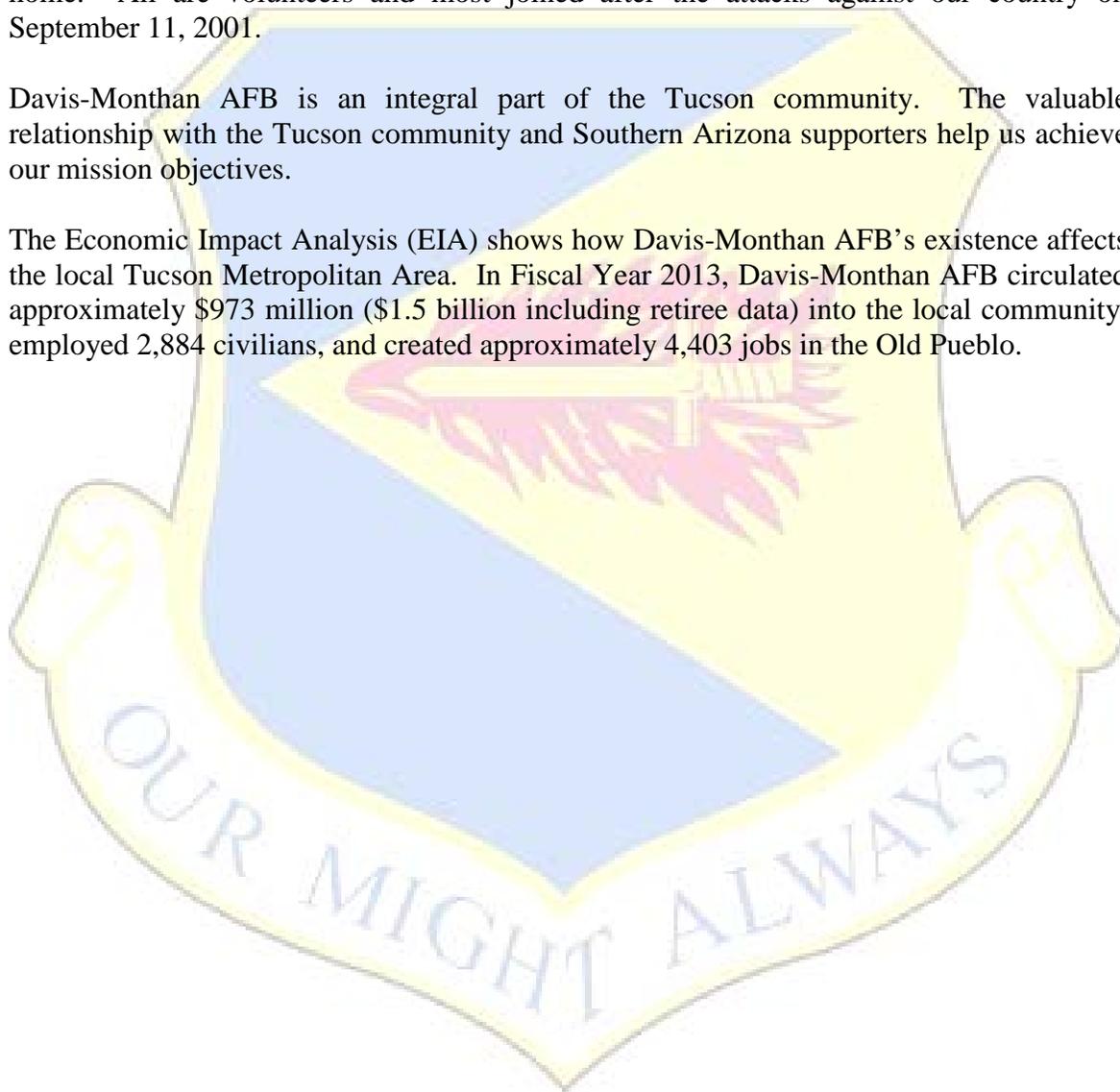
## **FOREWORD**

### **DAVIS-MONTHAN ECONOMIC IMPACT ANALYSIS**

Davis-Monthan AFB is home of the 355 FW and its nine major tenant units, to include 12th Air Force Headquarters (AFSOUTH). At any given time, Davis-Monthan AFB has anywhere from 1,000 to 2,000 Airmen deployed around the world engaged in combat operations. Although these Airmen come from every state in the nation, they call Tucson home. All are volunteers and most joined after the attacks against our country on September 11, 2001.

Davis-Monthan AFB is an integral part of the Tucson community. The valuable relationship with the Tucson community and Southern Arizona supporters help us achieve our mission objectives.

The Economic Impact Analysis (EIA) shows how Davis-Monthan AFB's existence affects the local Tucson Metropolitan Area. In Fiscal Year 2013, Davis-Monthan AFB circulated approximately \$973 million (\$1.5 billion including retiree data) into the local community, employed 2,884 civilians, and created approximately 4,403 jobs in the Old Pueblo.



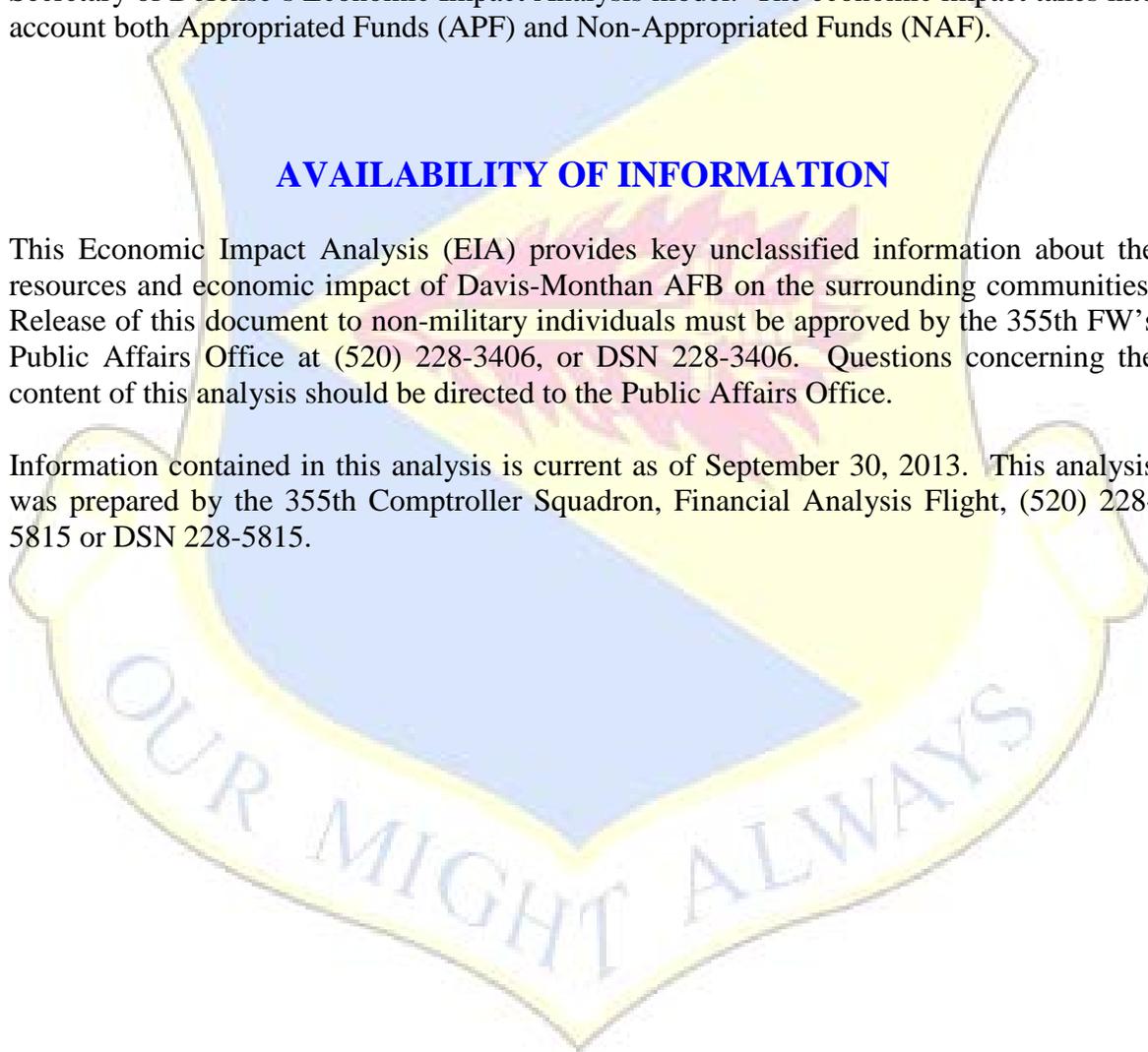
## METHODOLOGY

The total economic impact of a base on its economic area is computed by summing annual base payroll, annual base expenditures, and the estimated dollar value of indirect jobs created. An economic area is generally defined as a Metropolitan Statistical Area (MSA). Each MSA has unique indirect job multipliers that are calculated by the Bureau of Labor Statistics and are used to estimate the number of the indirect jobs created. This analysis was prepared using a Secretary of the Air Force's Directorate of Economic and Business Management program that was developed within the parameters of the Office of the Secretary of Defense's Economic Impact Analysis model. The economic impact takes into account both Appropriated Funds (APF) and Non-Appropriated Funds (NAF).

## AVAILABILITY OF INFORMATION

This Economic Impact Analysis (EIA) provides key unclassified information about the resources and economic impact of Davis-Monthan AFB on the surrounding communities. Release of this document to non-military individuals must be approved by the 355th FW's Public Affairs Office at (520) 228-3406, or DSN 228-3406. Questions concerning the content of this analysis should be directed to the Public Affairs Office.

Information contained in this analysis is current as of September 30, 2013. This analysis was prepared by the 355th Comptroller Squadron, Financial Analysis Flight, (520) 228-5815 or DSN 228-5815.



## SYNOPSIS ECONOMIC IMPACT ANALYSIS

The Davis-Monthan AFB's Economic Impact Analysis (EIA) is a useful resource for Air Force planners and a source of information for community leaders, legislators, and installation visitors. It presents the total economic impact and number of off-base secondary jobs supported by Air Force expenditures in the Economic Impact Region. In addition to the total economic impact and although not normally captured in the EIA, retiree data was included to illustrate the growing number of veterans that call Tucson home.

The information presented in this pamphlet is updated annually by fiscal year.

THE TOTAL ECONOMIC IMPACT OF DAVIS-MONTHAN AFB ON THE  
SURROUNDING COMMUNITY IN FISCAL YEAR 2013 WAS:

**\$973,027,066**

INCLUDING RETIREES, THE TOTAL ECONOMIC IMPACT OF DAVIS-MONTHAN  
AFB ON THE SURROUNDING COMMUNITY IN FISCAL YEAR 2013 WAS:

**\$1,477,339,066**

OFFICE OF PRIMARY RESPONSIBILITY:

355th Comptroller Squadron

Financial Analysis Flight

3405 S. Fifth St.

Davis-Monthan AFB, AZ 85707

Telephone (520) 228-5815

DSN 228-5815

**TABLE 1**  
**PERSONNEL BY CLASSIFICATION**  
**AND HOUSING LOCATION**

	<b>LIVING ON BASE</b>	<b>LIVING OFF BASE</b>	<b>TOTAL</b>
1. APPROPRIATED FUND MILITARY	1,842	5,684	7,526
2. ACTIVE DUTY MILITARY DEPENDENTS	965	8,200	9,165
3. APPROPRIATED FUND CIVILIANS			1,407
4. NON-APPROPRIATED FUND CONTRACT CIVILIANS AND PRIVATE BUSINESS			1,477
<b>TOTAL PERSONNEL</b>			<b>19,575</b>

**TABLE 2**  
**ANNUAL PAYROLL BY CLASSIFICATION**  
**AND HOUSING LOCATION**

	<b>LIVING ON BASE</b>	<b>LIVING OFF BASE</b>	<b>TOTAL</b>
1. APPROPRIATED FUND MILITARY	\$104,797,619	\$303,573,654	\$408,371,273
2. APPROPRIATED FUND CIVILIANS			\$82,465,694
3. NON-APPROPRIATED FUND CONTRACT CIVILIANS AND PRIVATE BUSINESS			\$62,897,109
<b>TOTAL PAYROLL</b>			<b>\$553,734,076</b>

**TABLE 3**  
**EXPENDITURES FOR CONSTRUCTION, SERVICES, AND PROCUREMENT OF**  
**MATERIALS, EQUIPMENT, AND SUPPLIES**

	<b>ACTUAL EXPENDITURES</b>
1. CONSTRUCTION	\$28,744,479
2. SERVICES	\$29,608,279
3. MATERIALS, EQUIPMENT, AND SUPPLIES PROCUREMENT	\$173,680,642
<b>TOTAL EXPENDITURES</b>	<b>\$232,033,400</b>

**TABLE 4**  
**ESTIMATE OF NUMBER AND DOLLAR VALUE OF**  
**INDIRECT JOBS CREATED**

	# of Base Jobs	Multiplier <sup>1</sup>	# of Indirect Jobs
1. ACTIVE DUTY MILITARY	6,450	0.41	2,645
2. RESERVE/ANG/TRAINEEES	1,076	0.16	172
3. APF CIVILIANS	1,407	0.55	774
4. OTHER CIVILIANS	1,477	0.55	812
<b>TOTAL JOBS</b>	<b>10,410</b>		<b>4,403</b>
<b>AVERAGE ANNUAL PAY FOR THE LOCAL COMMUNITY<sup>2</sup></b>			<b>\$42,530</b>
<b>ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED</b>			<b>\$187,259,590</b>

**TABLE 5**  
**TOTAL ANNUAL ECONOMIC IMPACT ESTIMATE**

<b>ANNUAL PAYROLL:</b>		<b>TOTAL</b>	<b>\$553,734,076</b>
	Military	\$408,371,273	
	Federal Civilian	\$82,465,694	
	Other Civilian	\$62,897,109	
<b>ANNUAL EXPENDITURES:</b>			<b>\$232,033,400</b>
<b>ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED:</b>			<b>\$187,259,590</b>
	Estimated Indirect Jobs Created	4,403	
	Average Annual Pay	\$42,530	
<b>GRAND TOTAL:</b>			<b>\$973,027,066</b>
	Retiree Pay <sup>3</sup>		\$504,312,000
<b>GRAND TOTAL W/ RETIREES:</b>			<b>\$1,477,339,066</b>

<sup>1</sup> LMI Economic Impact Database, Installations and Indirect/Induced Job Multipliers, Feb 95

<sup>2</sup> U.S. Department of Labor, Bureau of Labor Statistics [www.bls.gov/ncs](http://www.bls.gov/ncs)

<sup>3</sup> U.S. Department of Defense, Office of the Actuary <http://actuary.defense.gov>

**TABLE 6**  
**CAPITAL ASSETS**

<b>Buildings/Facilities</b>	<b>Number of Buildings</b>	<b>Sq Ft</b>
Communications/Nav Aids/Airfield Lighting	9	53,233
Land Operations Facilities	64	739,809
Training Facilities	15	115,290
Maintenance Facilities	118	1,226,867
Explosive Facilities	5	18,337
Storage Facilities	106	562,168
Medical Facilities	7	157,176
Administrative Facilities	52	527,463
Dormitory Quarters and Dining Facilities	26	514,495
Personnel Support	23	559,382
Morale/Welfare/Recreation-Indoors	30	280,799
Electricity and Heating	21	17,155
<b>TOTAL</b>	<b>476</b>	<b>4,772,174</b>

**TABLE 7**  
**LAND, RUNWAY, DORMITORY QUARTERS**

<b>Land</b>	<b>Acres</b>
Government Owned	5,952
Easement, Right-of-Way, Leased	4,578
<b>TOTAL</b>	<b>10,530</b>

<b>Runway</b>	<b>Width (ft)/Length (ft)</b>
Entire Runway	200/13,643

<b>Dormitory Quarters</b>	<b>Quantity</b>
Temp Lodging Facilities (50 rooms)	6
Distinguished Visitor Facilities (12 rooms)	1
Visiting Quarters (172 rooms)	2
VAQ (61 rooms)	1
<b>TOTAL</b>	<b>10</b>

Figure 1

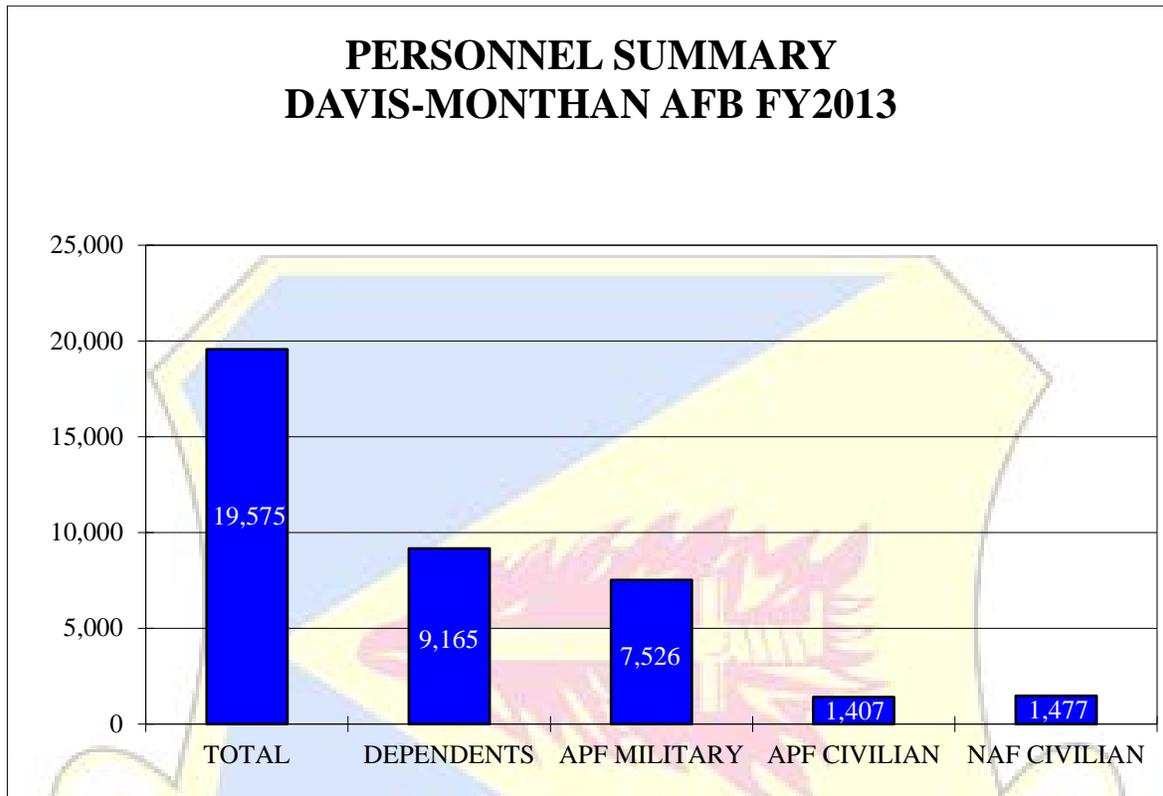


Figure 1 Description: In total, DM AFB has an estimated 19,575 personnel. To the right of the Total column, the respective subcategories are displayed.

Figure 2

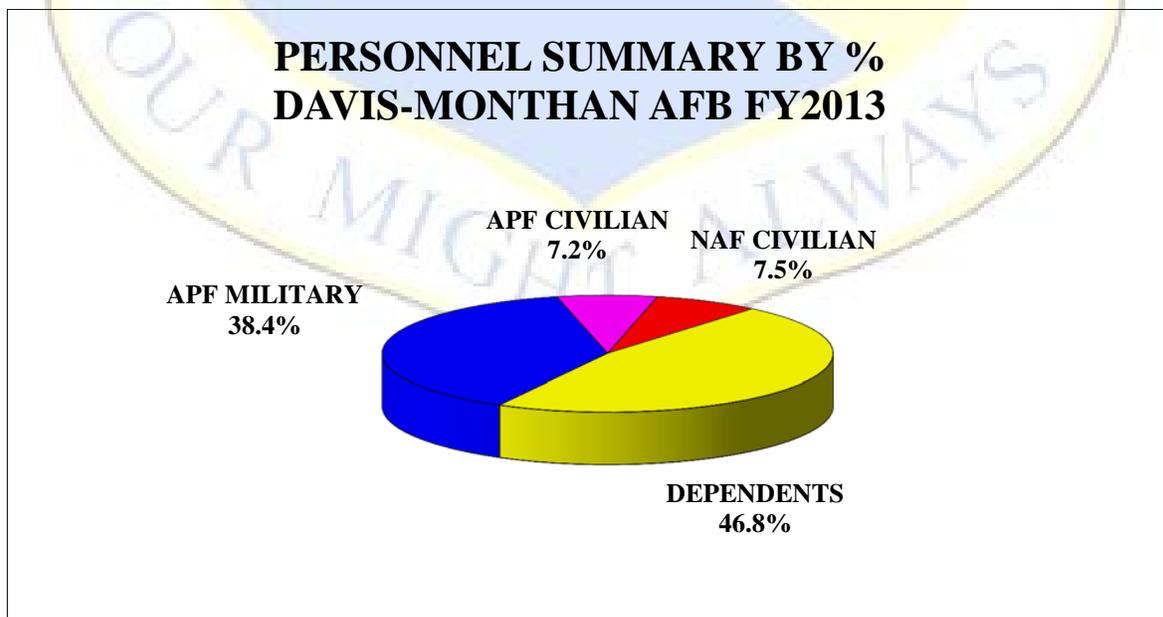


Figure 2 Description: Each subcategory is broken out as a percent of the total number of personnel on DM AFB. For example, APF Military accounts for 38.4% of the total population on DM AFB.

Figure 3

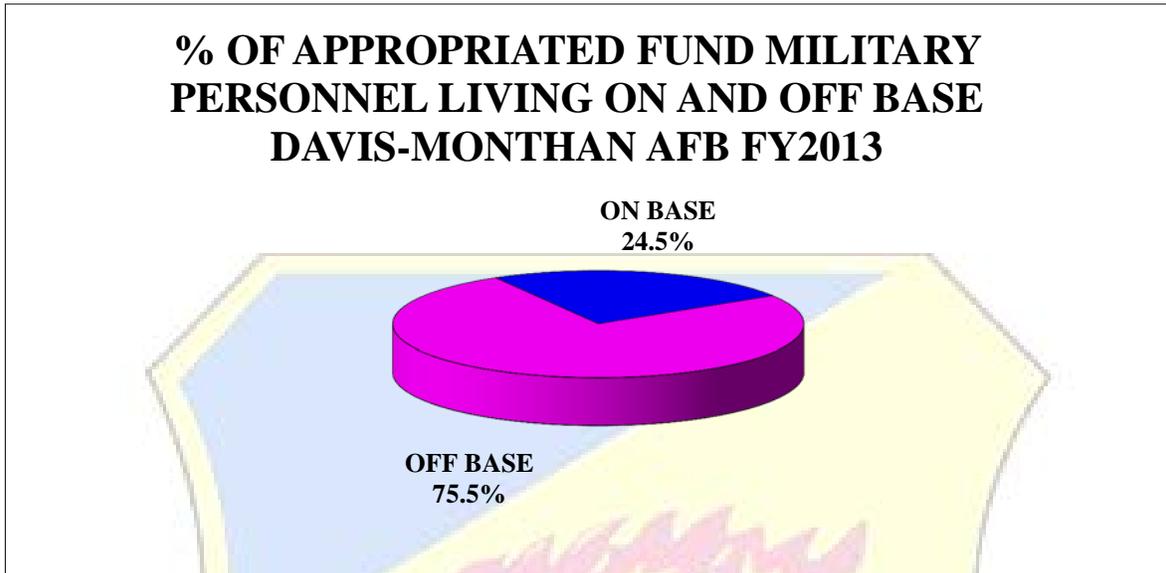


Figure 3 Description: Of the total number of APF Military personnel on DM AFB, 75.5% live off base and 24.5% live on base.

Figure 4

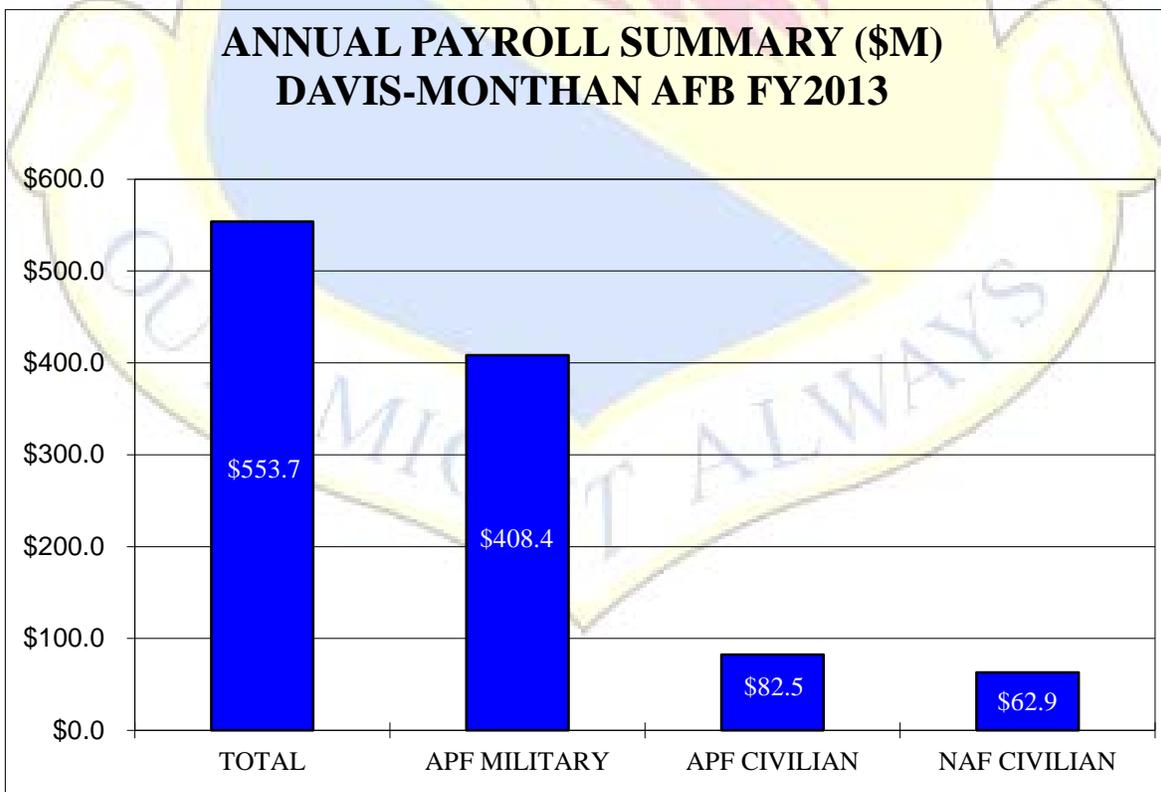


Figure 4 Description: In total, DM AFB has an estimated \$553.7M in total payroll. To the right of the Total column, the respective subcategories are displayed.

Figure 5

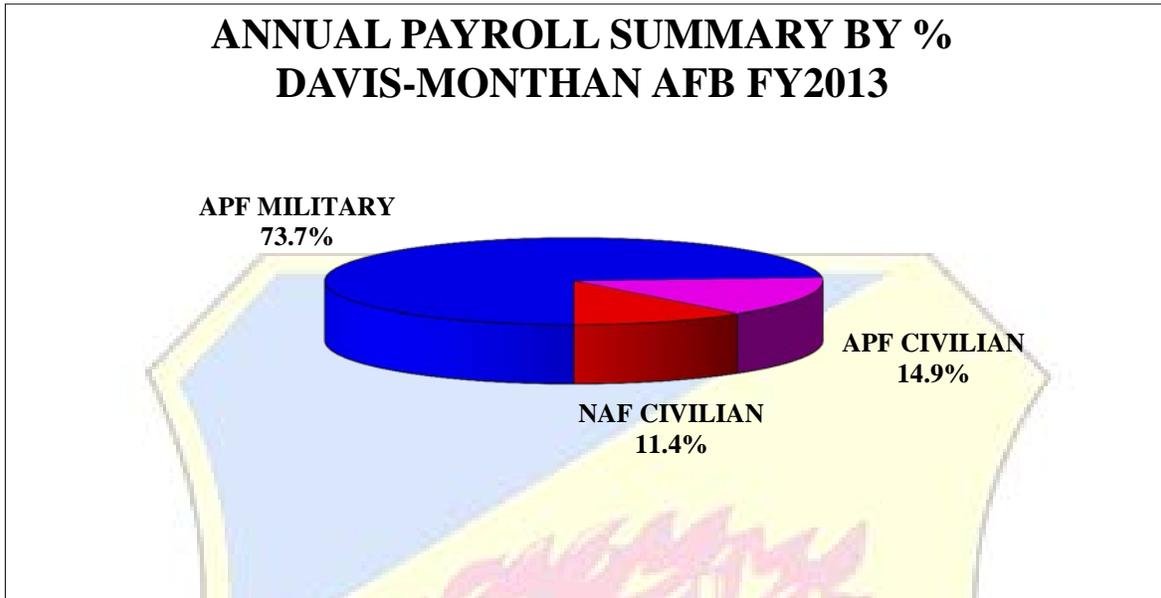


Figure 5 Description: Of the total \$553.7M payroll of all personnel on DM AFB, 73.7% are APF Military, 14.9% are APF Civilian, and 11.4% are NAF Civilian.

Figure 6

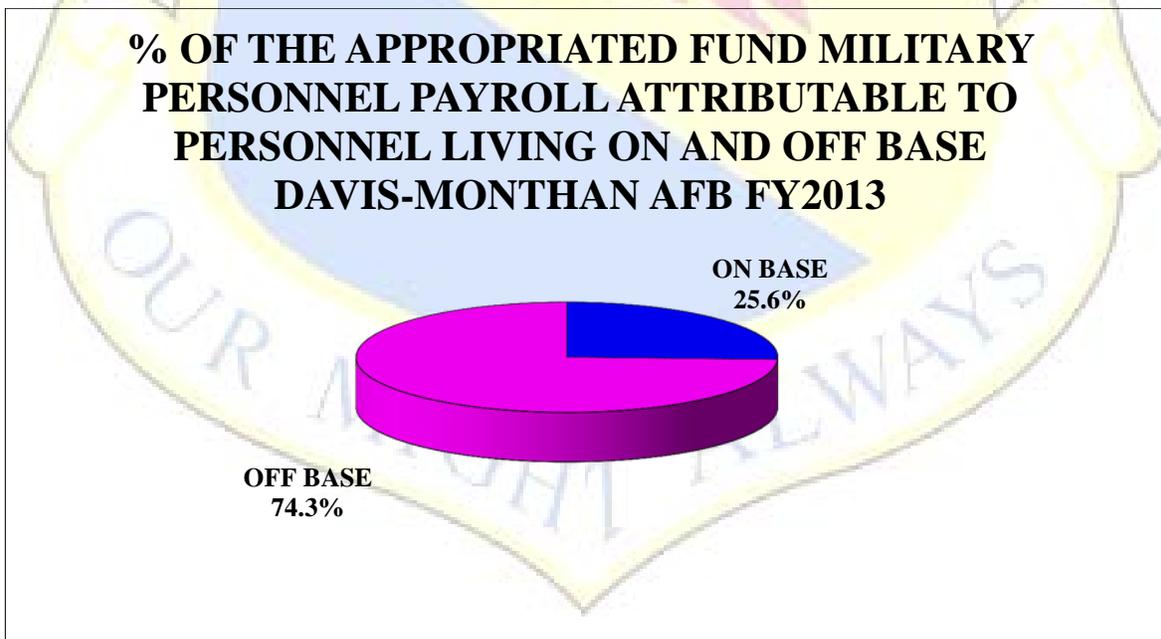


Figure 6 Description: Of the total \$408.4M APF Military payroll, 74.3% of the payroll belongs to off-base personnel and 25.6% belongs to on-base personnel.

Figure 7

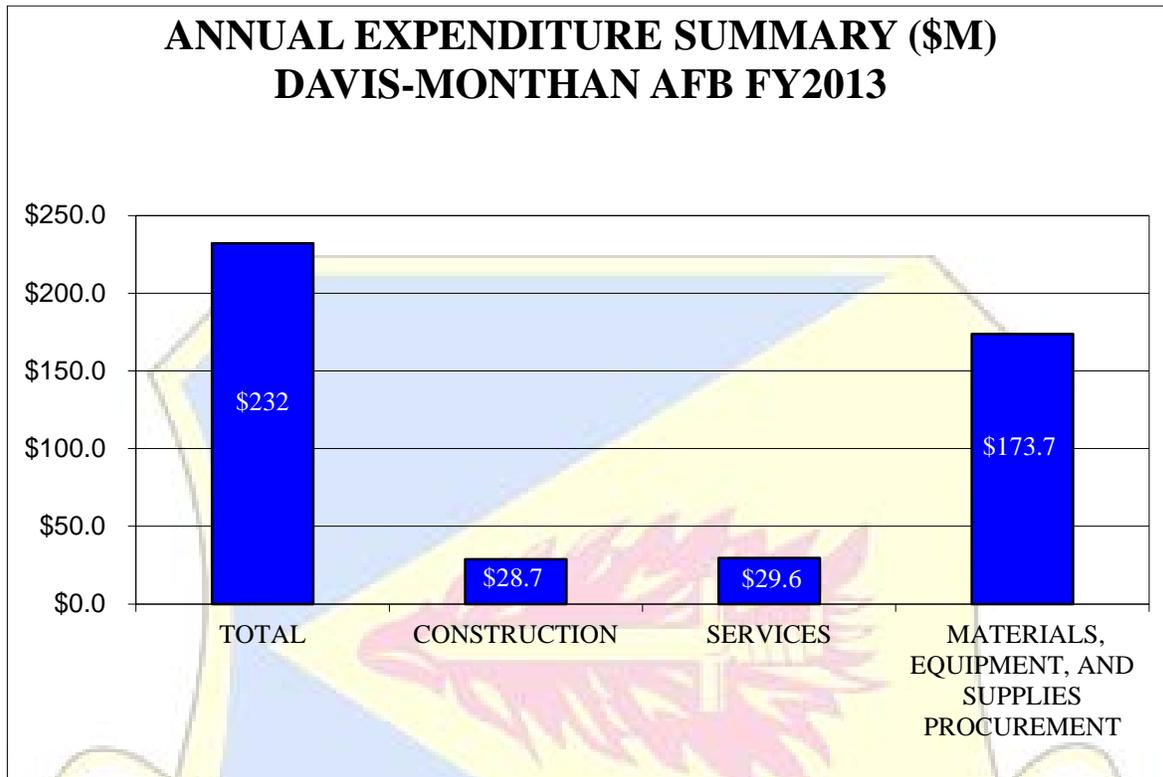


Figure 7 Description: In total, DM AFB has an estimated \$232M in expenditures. To the right of the Total column, the respective subcategories are displayed.

Figure 8

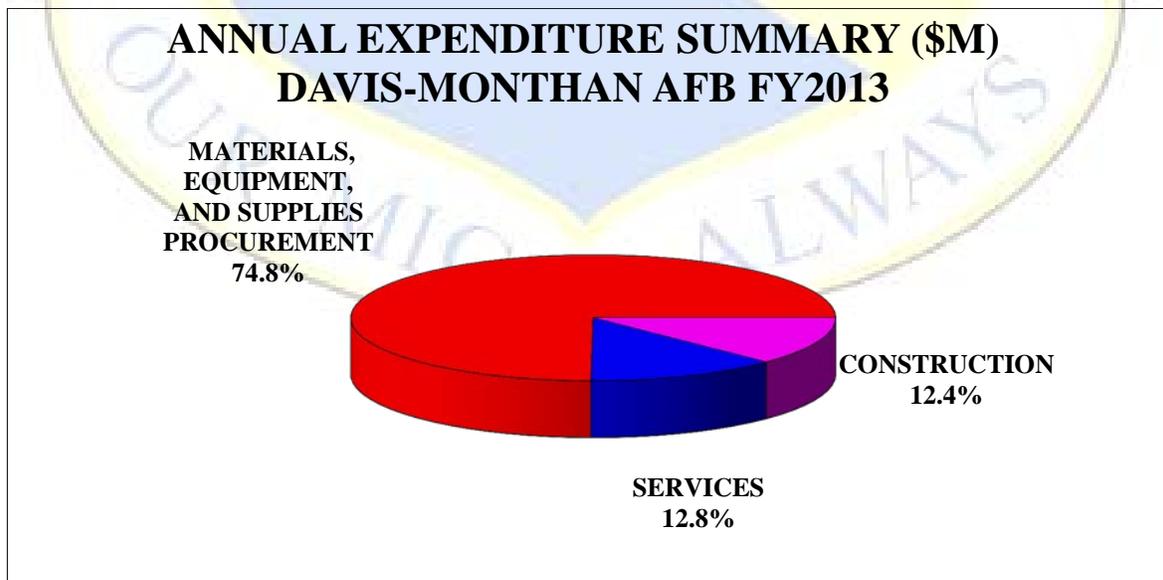


Figure 8 Description: Each subcategory is displayed as a percentage of the total \$232M in expenditures on DM AFB. For example, 12.4% of expenditures are classified as construction.

Figure 9

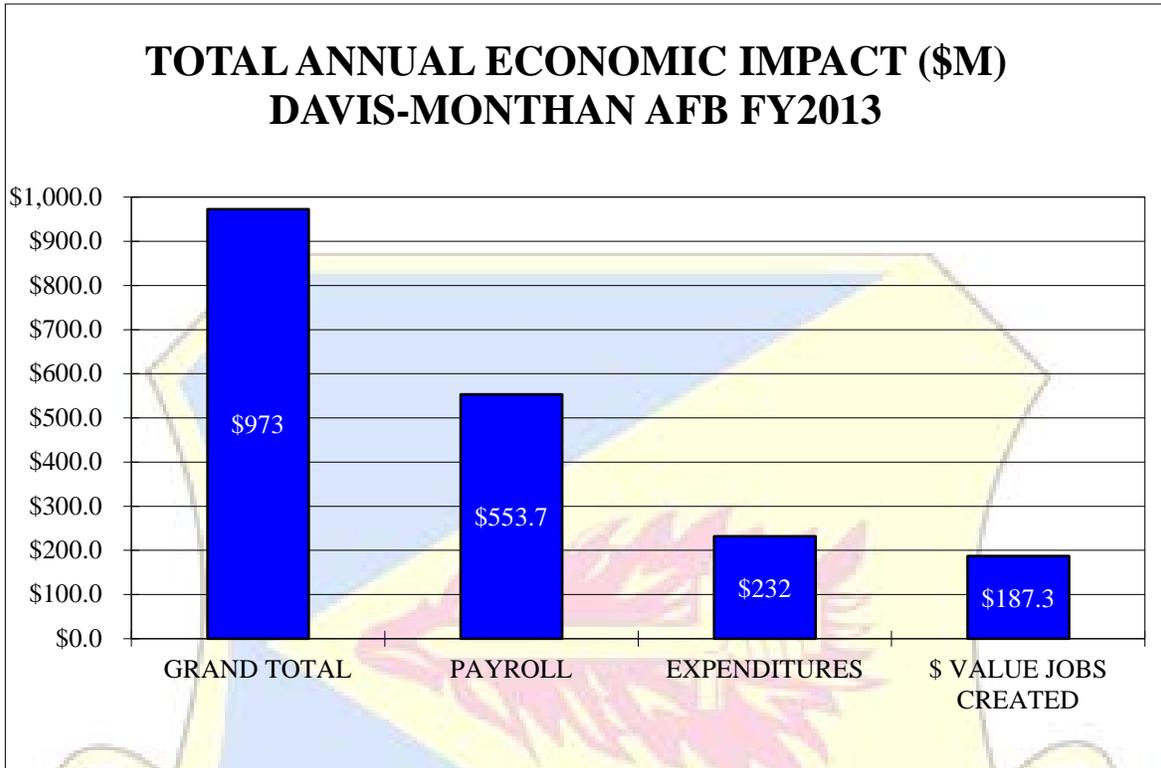


Figure 9 Description: In total, DM AFB has an estimated \$973M impact on the Tucson area. To the right of the Total column, the respective subcategories are displayed including payroll, expenditures, and the dollar value of jobs created.

Figure 10

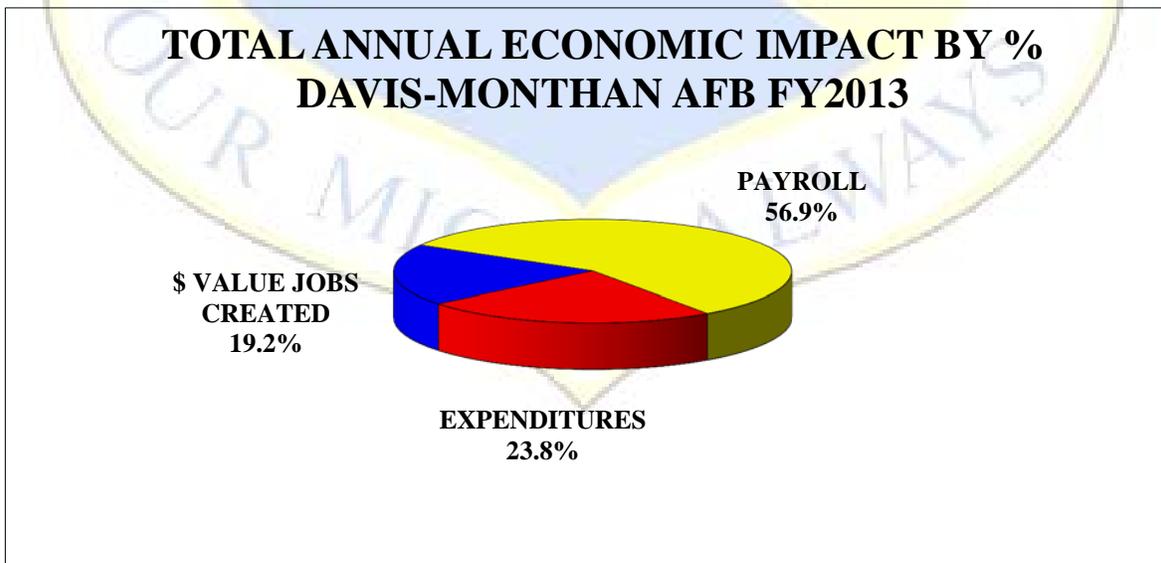


Figure 10 Description: Of the \$973M total impact on the surrounding community, expenditures, value of jobs created, and payroll account for 23.8%, 19.2%, and 56.9% respectively.

Figure 11

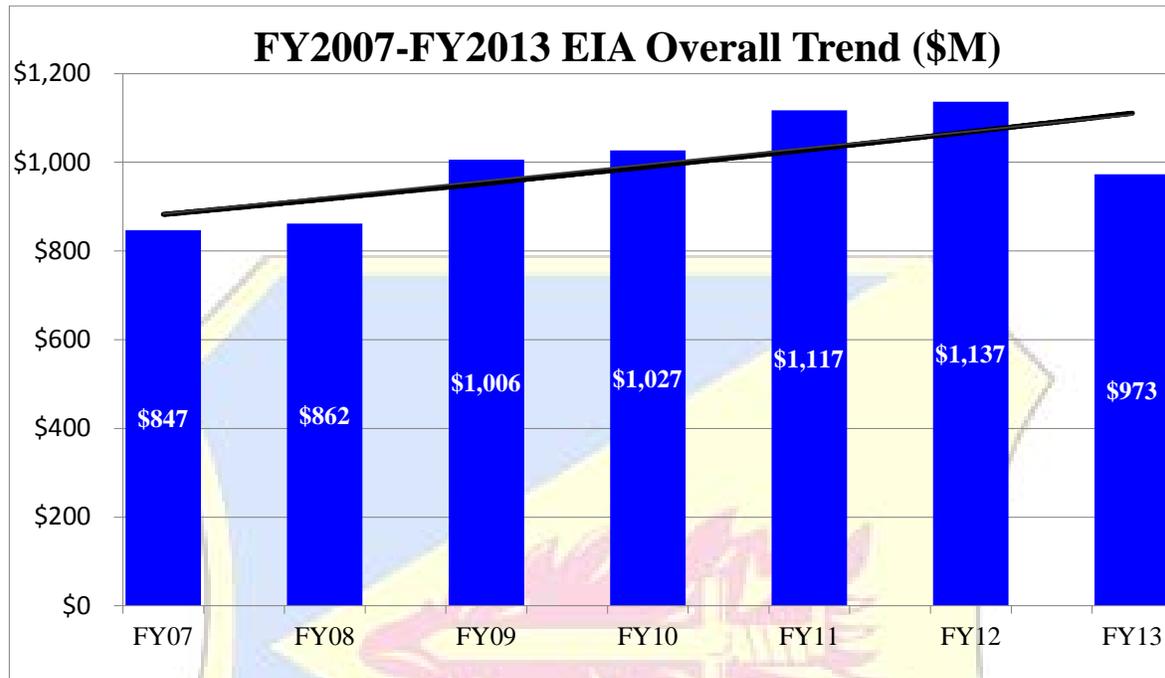


Figure 11 Description: Shows the past seven fiscal years of total economic impact on the Tucson community.

Figure 12

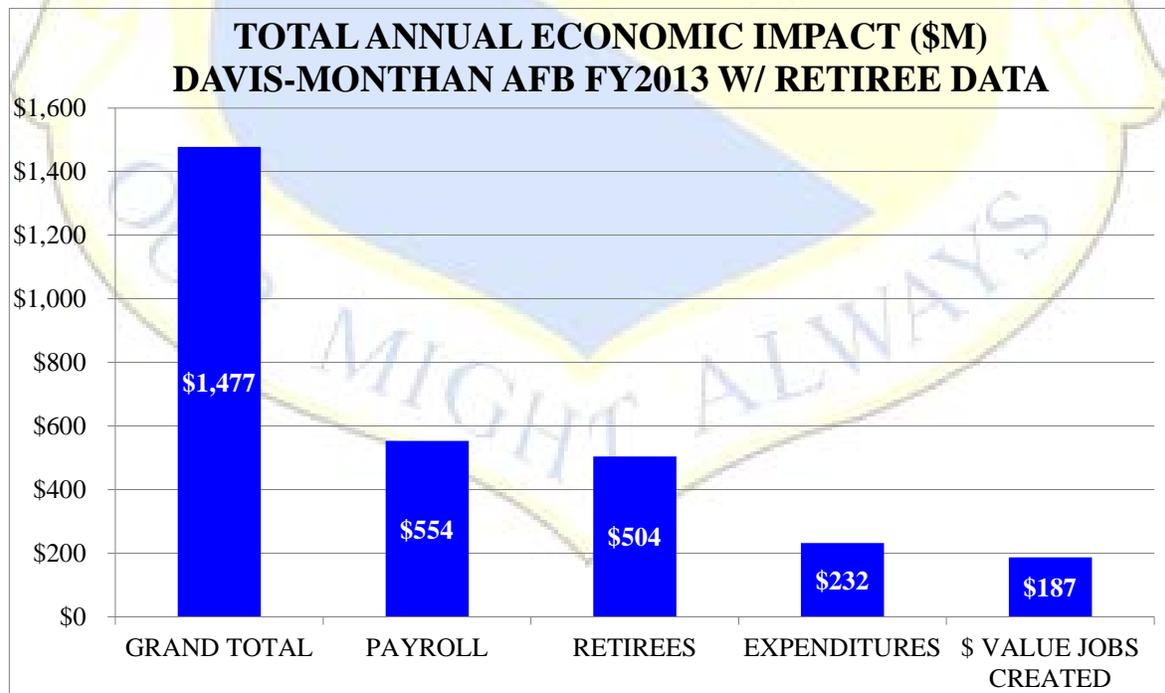


Figure 12 Description: Including retirees, DM AFB has an estimated \$1,477M impact on the Tucson area. To the right of the Total column, the respective subcategories are displayed including payroll, retiree pay, expenditures, and dollar value of jobs created. It includes retirees from all service branches, including Air Force, Coast Guard, Navy, Marines, and Army.

**ECONOMIC IMPACT ANALYSIS  
DISTRIBUTION**

DM AFB

DM AFB Leadership  
Arizona Commander's Summit

GOVERNMENT

Senator John McCain  
Senator Jeff Flake  
Congresswoman Ann Kirkpatrick  
Congressman Ron Barber  
Congressman Raul Grijalva  
Congressman Paul Gosar  
Congressman Matt Salmon  
Congressman David Schweikert  
Congressman Ed Pastor  
Congressman Trent Franks  
Congresswoman Krysten Sinema  
Governor Janice K. Brewer  
Arizona Governor's Southern Arizona Office  
Arizona Governor's Military Affairs Commission  
Pima Association of Governments  
Pima County Board of Supervisors  
Pima County Administrator  
City of Tucson, Mayor and Council  
Tucson City Manager  
Town of Marana  
Town of Oro Valley  
Town of South Tucson  
Town of Sahaurita  
Green Valley Coordinating Committee  
Vail Coordinating Committee

LOCAL BUSINESS/DEVELOPMENT/OTHER

Tucson Metropolitan Chamber of Commerce  
Tucson Hispanic Chamber of Commerce (THCC)  
Black Chamber of Commerce  
Northwest Chamber of Commerce  
Davis-Monthan 50  
Metropolitan Pima Alliance (MPA)  
Southern Arizona Leadership Council (SALC)  
Tucson Regional Economic Opportunities (TREO)  
University of Arizona (UofA)  
University of Arizona Science and Technology Park (UATechPark)  
Southern Arizona Defense Alliance (SADA)  
Tucson Association of Realtors (TAR)  
Southern Arizona Home Builders Association (SAHBA)

### **ACKNOWLEDGEMENT**

A special thanks to all those involved in building the FY 2013 Economic Impact Analysis, including those who provided data, formatted the product, and distributed the EIA throughout southern Arizona.

