



G.T. Bynum
OFFICE OF THE MAYOR

March 10, 2022

The Honorable Gina Raimondo
Secretary of Commerce
1401 Constitution Ave NW
Washington, DC 20230

RE: City of Tulsa Letter of Support
Tulsa Region Advanced Mobility (TRAM) Cluster BBB Phase II Application

Dear Madam Secretary:

It is with pleasure that I write to express my commitment – as well as the full support of the City of Tulsa and Tulsa City Council – for the accompanying Phase II application to the Build Back Better Regional Challenge, which outlines our collective vision for an Advanced Mobility Cluster in the Tulsa region.

We propose to address a key barrier to development by investing in critical wastewater infrastructure to support the Robson Ranch industrial park at the intersection of the proposed I-42 (current US 412) and I-44. This site is a part of a larger landholding of nearly 15,000 acres and, most recently, was considered by Tesla and Canoo for major manufacturing facilities. Additionally, over the past 12 months, eight (8) major OEM and battery projects with an average employment of 2,660 people \$1.5 billion in capital investment have considered the site for potential manufacturing operations.

Since the Phase I award, the City of Tulsa, through the Tulsa Authority for Economic Opportunity, has worked with the Robson Family Trust to develop and execute a Letter of Intent that establishes a framework for a Phase II Joint Development Agreement (JDA). The JDA in Phase II will further document a plan for governance and decision-making while ensuring public benefit from the improvements and long-term sustainability. Further, the City has invested in completing Preliminary Engineering documents and **dedicated over \$4,300,000 in matching funds for construction of sanitary sewer improvements.**

We also support the construction of a new hangar to support manufacturing and maintenance of future electric vertical take-off and landing (eVTOL) aircraft at the Tulsa International Airport. This hangar would fill a significant gap in our ability to build economic resilience in the local aerospace and Advanced Mobility market sector by providing much needed flexible operations space. Since award of the Phase I, our team has worked with Tulsa Airport Improvements Trust (TAIT) to lay the groundwork for eVTOL and vertiport planning, as reflected in TAIT's Letter of Support. **Further, we have committed \$3,000,000 in matching funds for project construction.** We are committed to developing this asset in connection with the other portions of aerial Advanced Mobility proposed by this application, including the aerial mobility testing corridor.

While many cities and regions will claim to have the support of major employer partners for this Challenge, Tulsa undoubtedly stands head-and-shoulders above others as a result of decades of

proven public-private partnerships. Over the past three years alone, key aerospace and Advanced Mobility employers – including L3Harris, Navistar, Spirit AeroSystems, and American Airlines – have announced nearly \$750 million in planned Tulsa investments – all located in publicly owned facilities, supported by major public co-investments – and the retention and addition of nearly 2,000 jobs.

While we submit this application with confidence in the decades of industry partnerships that have driven our economic growth to-date, we also recognize that public leaders must engage more deeply to ensure economic opportunity reaches a broader swath of our residents than has historically been present. Tulsa is not alone in the economic disparities which have plagued our residents. Over five years ago, I ran for Mayor out of recognition that children living in north Tulsa were expected to live nearly 13 fewer years than children living just a few miles to the south. This is driven by persistently high rates of poverty, with nearly 1 in 5 Tulsa County children living in poverty in 2019 – with rates soaring higher for minority families and children.

With this statistic in mind, the City of Tulsa has reoriented its strategic plan and economic and community development strategy with the explicit goal of working to reduce and eliminate economic disparities. In April 2021, the Tulsa City Council approved the creation of the Tulsa Authority for Economic Authority (TAEAO), establishing an independent Public Trust to lead the City's community and economic development efforts. TAEAO's mission is focused on increasing shared prosperity and racial equity, and its Board of Trustees has been deliberately built to represent the diversity of Tulsa's residents. At present, the Board is comprised of 38 percent women, with 8 percent of the full board identifying as Latinx, 23 percent as African American, and 8 percent as Native American. Should Tulsa be selected for this grant, the TAEAO Board of Trustees would serve as a key body for monitoring whether economic strategies are translating into equitable outcomes for its residents.

As a 5th generation Tulsan, my family has witnessed the impact of this city and region's investments in the public infrastructure that can support and drive innovation. It is an honor to serve as Mayor of this great City, and to offer my support for this ambitious vision of establishing an Advanced Mobility Cluster here in Tulsa. Should you have any questions for me, or the City of Tulsa's capabilities in executing the proposed projects, please do not hesitate to contact me at gt@cityoftulsa.org.

Best regards,



G. T. Bynum
Mayor
City of Tulsa

GEORGE KAISER FAMILY FOUNDATION

A supporting organization of Tulsa Community Foundation

March 15, 2021

To the Economic Development Administration:

On behalf of the George Kaiser Family Foundation (GKFF), it is my pleasure to share this letter of support and commitment to the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the Build Back Better regional challenge. We embrace and support the vision of this coalition and look forward to helping expand the cluster's impact on our economy.

GKFF is Oklahoma's largest charitable entity, with assets of approximately \$4.5 billion. Our mission is focused on breaking the cycle of intergenerational poverty in the Tulsa region through investments in early childhood education, community health, civic enhancement and economic opportunity.

The Tulsa region's economy faces an uncertain future with our heavy dependence on the oil and natural gas industry. We believe economic diversification is critical for our region, as highlighted by the volatility in the energy market in 2015 and again in 2020. GKFF has committed itself to expanding economic opportunity and enhancing the region's resiliency by promoting economic diversification, creating well-paying jobs and building inclusive pathways to stable and prosperous careers for our fellow citizens. Notably, we have invested approximately \$100 million in recent years to strengthen the regional economy. These investments include an entrepreneurial support and co-working organization, talent matching programs, workforce development initiatives and applied research endeavors.

In 2020, with GKFF's support, Tulsa Innovation Labs collaborated with McKinsey & Company on a study that identified Tulsa's five highest-potential growth industries, collectively called "Tulsa's Tech Niche." One industry cluster, advanced mobility, and particularly aerial advanced mobility, was identified as Tulsa's strongest right-to-win opportunity. Building on these findings, the coalition has developed a data-driven strategy to bolster the advanced mobility industry, while simultaneously cultivating lasting partnerships with key stakeholders in the region. These stakeholders range from higher education institutions such as Tulsa Community College and Oklahoma State University – Tulsa, to equity focused organizations like Build In Tulsa, which supports Black and BIPOC entrepreneurs, to Black Tech Street, which has a vision of rebuilding Black Wall Street with a strong tech sector, to the Osage Nation, among many others. In doing so, the coalition has built a coordinated, community-led vision to diversify our economy by setting the foundation for an emerging advanced mobility industry to flourish in our region.

The strength of the projects in this application is impressive. We believe all of the projects will be critical to the success of the cluster: a distinctive 114-nautical mile commercial-scale testing site for aerial mobility (Flight Corridor); a state-of-the-art advanced mobility research facility that will leverage the Flight Corridor and bring together academic leaders in the field and industry partners (LaunchPad); a robust, three-program workforce development agenda designed with an emphasis on diversity, equity, and inclusion; additional hangar space at the airport that will enable our legacy mobility sector to expand while enabling the region to prepare for the arrival of drone companies in the future (Hangar); and two pad-ready industrial sites totaling ~4,000 acres that will house advanced mobility supply chain manufacturers who will be critical to the long-term success of the cluster (Inola Industrial Park and Robson Industrial Park).

Since the Phase 1 application, we have witnessed incredible momentum in the development of the component projects. The coalition members have engaged a wide range of community members (e.g., setting up a DEI working group with members like Tyrance Billingsley from Black Tech Street and Karen Pennington from Tulsa-area WorkAdvance / Madison Strategies Group who has experience providing

wrap around supports for workforce programming) and industry leaders to develop the projects in this application. Since Phase 1, the coalition's engagement with industry leaders has evolved from general support to include specific commitments including participation in apprenticeship programs, use of the Flight Corridor, and interest in membership in the LaunchPad Research Center's industry consortium, among others. We have also seen the focus on equity deepen across all projects. At GKFF, we are committed to supporting the aspects of projects that will ensure an equitable distribution of these opportunities such as scholarships, stipends, marketing to underserved communities and wraparound services. In addition, as a committed member of the coalition, we will advocate for long-term interventions to increase equity in our region.

In Phase 1, GKFF committed to up to \$10 million in matching funds for proposed projects. For this second Phase, **GKFF commits a match of ~\$21.8 million towards the cluster development**, doubling its commitment from Phase 1. GKFF's matching share will be committed to the project for the period of performance, available as needed, and not conditioned or encumbered in any way that may preclude its use consistent with the requirements of EDA investment assistance.

GKFF's match is comprised of the following:

- ~\$5.5 million for the certifications and trainings programs described in the application. This commitment includes allocations for student stipends and scholarships, Program & DEI Coordinators, bridge program personnel and marketing;
- ~\$3.2 million for the LaunchPad Research Center at Oklahoma State University, allocated towards marketing, stipends for cohorts of fellows, and four years' salary for an Industry Partnerships Manager;
- ~\$2.1 million for the Flight Corridor project, allocated towards marketing and events, four years' salary for a Corridor Director, and engineering support;
- ~\$1 million for a senior leader at TAEO to provide cluster-level oversight of project execution over 5 years;
- ~\$10 million reserved for investments in startups in the advanced mobility space including startups incubated in collaboration with the LaunchPad Research Center.

GKFF commits to working alongside the other coalition members and partners to ensure successful implementation of the projects, in particular leveraging our extensive experience in education and community investment to advocate for equitable access to these opportunities for all residents of the region. GKFF is also proud to support the long-term sustainability of this project, and its vision for a more equitable, diverse, and inclusive Tulsa, through contributions to non-revenue generating wraparound service offerings and other DEI focused initiatives after EDA grant funding expires in year four. In addition to philanthropic contributions, we will use our leadership position in the community, our network, and our expertise in project operation to ensure program success. GKFF will secure an added **\$10 million** to sustain these efforts described in this application beyond the grant period.

In addition to our direct matching funds and investment in sustainability, GKFF plans to invest over **~\$100 million** in complementary regional investments that will help achieve the outcomes of the coalition over the five years. This includes the following:

- **~\$20 million to build inclusive talent pathways in northeast Oklahoma**
 - ~\$3.5 million over five years for Tulsa Community WorkAdvance (TCW), an evidence-based workforce training program that takes unemployed and under-employed Tulsans from all backgrounds and provides them skill-based, long-term technical training for a sustainable career, including careers in well-paying jobs in emerging advanced mobility industries;
 - ~\$1.5 million for Campus Tulsa to provide diverse and equitable access to internships and job opportunities through Campus Tulsa, creating necessary pathways to industry that

- incentivize student demand in AM programs and connect Tulsa's talent pool to AM companies expanding to the region;
- ~\$15 million committed to InTulsa's Talent Matching, which supports diverse candidates from all backgrounds by connecting them to directly to jobs or upskilling opportunities. The coalition's projects will be able to leverage InTulsa's existing business development and partner operations to conduct employer outreach and support participant placement in work-and-learn opportunities and high-quality tech jobs in the AM space.
 - **~\$55 million to support innovation and research efforts in the northeast Oklahoma region**
 - ~\$20 million (including a state match) for 10 GKFF-endowed chairs at Tulsa universities to AM-oriented disciplines to strengthen research and teaching;
 - ~\$1 million in additional capital to help 36 Degrees North – hub entrepreneurial service organization - to serve AM-focused entrepreneurs in the region;
 - ~\$25 million investment in early stage venture capital efforts to foster equitable job creation in the Tulsa region and in partnership with this endeavor;
 - ~\$10 million in Build in Tulsa, a new effort to attract and retain BIPOC-led or owned companies in Tulsa as part of a larger community effort to restore the legacy of Black Wall Street and the Greenwood District with program partners: i2e ACT House, Lightship Capital & BuildinTulsa Techstars.
 - **~\$10 million for infrastructure investments** for additional assets, as needed, at the Peoria-Mohawk industrial park site in the North Tulsa community as the AM cluster grows over time.
 - **~\$20 million to bolster cyber talent in the northeast Oklahoma region:**
 - ~\$10 million for the Cyber Innovation Institute at the University of Tulsa (TU), which will further bring together industry, research, and students and could include funding doctoral students and professional researchers specializing in the intersection of cybersecurity and advanced mobility;
 - ~\$5 million over the next five years for University of Tulsa-Team8 Cyber Fellows program, a co-funded doctorate program which recruits doctoral students interested in entrepreneurship and technology commercialization;
 - ~\$5 million for a Cyber and Data Analytics Skill Center at Tulsa Community College, which includes a bridge program focused on preparing underserved populations for new careers in technology, an accelerated training program, work-and-learn apprenticeship opportunities, and wraparound services, among other components.

These programs outlined above demonstrate our belief in the importance, our clear commitment and the potential for impact of this proposal. By investing in the advanced mobility industry, we will be taking a necessary step towards fortifying the competitiveness of our regional economy. Moreover, we will support the long-term sustainability of this cluster by exploring options to continue funding successful programs beyond EDA's period of performance.

Together with regional partners, we have succeeded in building the core structure for an inclusive innovative economy for the Tulsa region and laid the groundwork for major investments in emerging sectors like advanced mobility. Now, with EDA's support, we can accelerate these efforts and catalyze the development of a cluster that will make our region a leader in advanced mobility nationally, without leaving any Tulsans behind.

Sincerely,



Ken Levit
Executive Director



March 11, 2022

The Honorable Gina Raimondo
Secretary of Commerce
1401 Constitution Av. NW
Washington, DC 20230

Dear Madam Secretary:

The Indian Nations Council of Governments, a regional council of governments and an Economic Development District designated by the Economic Development Administration is pleased to submit and heartily endorses the Phase 2 application of the Tulsa Regional Advanced Mobility (TRAM) Cluster Project under EDA's Build Back Better Regional Challenge. The application builds upon our region's historic aviation and manufacturing successes and envisions a bright future that maintains Northeastern Oklahoma's competitive advantage.

The TRAM Project brings together some of the most diverse and influential partners in Northeast Oklahoma to craft a bold, transformational vision to make Advanced Mobility a cornerstone of our future economy that fosters economic growth and talent development and attraction. Our partners include the City of Tulsa and public trust authorities, a tribal government, a flagship university, Oklahoma's largest charitable foundation and other non-profits, and private economic development organizations. Most of these partners have a long history of cooperation and have worked together on countless economic development projects to grow our regional economy.

The Northeast Oklahoma region is comprised of both urban and rural areas with varying economic conditions. Of the 14 counties included in the TRAM area, 3 are listed as persistent poverty counties by the US Census Bureau, and there are over 100 census tracts within the other 11 counties that are areas of persistent poverty and that have per capita incomes below the 80% federal threshold. Our partners are focused not just on growth but on equitable economic growth that provides shared prosperity across urban and rural and racial and economic divisions. This commitment is particularly illustrated in the missions of our partners, the George Kaiser Family Foundation, the Tulsa Authority for Economic Opportunity, and the Osage Nation.

Participation by Oklahoma State University as an applicant with support from University of Tulsa, the University of Oklahoma, Tulsa Community College, Tulsa Tech and OSU-IT assures that as the projects develop a trained workforce will develop simultaneously. The focus on education, research and development assures that the projects will be sustainable over the

short and long term, and able to respond to advances in knowledge and innovation and rapidly changing market conditions.

The Tulsa Regional Advanced Mobility cluster outlines a visionary and collaborative approach to move our region forward. We look forward to the Economic Development Administration joining us in working with our partners in this exciting effort.

Sincerely,

A handwritten signature in black ink, appearing to read "Rich Brierre". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rich Brierre
Executive Director

KA.SN.KA
Geoffrey M. Standing Bear
Principal Chief

Osage Nation
Office of the Principal Chief

KA.SN.KA O.HA.DZA
Raymond Red Corn
Assistant Principal Chief



March 10, 2022

The Honorable Gina Raimondo
U.S. Secretary of Commerce
1401 Constitution Ave., NW
Washington, DC 20230

Dear Secretary Raimondo,

The Osage Nation is a proud nation of more than 23,400 tribal members. We provide vital services to our citizens, including education, employment, health and human services, housing, economic and infrastructure development, environmental protection and more. Across our myriad investments, The Osage Nation has an annual economic impact of more than \$200 million on the Oklahoma economy.

We are committed to protecting our inherent sovereignty, preserving and promoting culture, language and values, and improving the quality of life for the next generations of Osage Nation citizens. The relationships we have with our municipal, county, state, and other tribal governments here in the Tulsa region demonstrate our commitment to improving the lives of all our citizens. These partnerships have been forged over decades and strengthened through ongoing cooperation in joint economic development efforts which recognize the mutual role each plays in economic growth. As we look at the future of the Osage Nation, we understand the need to foster the growth of new industries and know that this proposal will have a direct impact on the citizens of our nation, providing new opportunities to access additional good, high-paying jobs. We are excited to join this coalition in pursuit of these projects.

The Osage Nation reaffirms its strong support for the efforts of the Tulsa Regional Advance Mobility Cluster (TRAM) proposal under the American Rescue Plan Act Build Back Better Regional Challenge. We have been working to develop a plan to foster the growth of technology innovation and industry within the region focused on unmanned aircraft. As part of this process, we have conducted market assessments and feasibility studies which have confirmed that an abundance of companies in eastern Oklahoma and across the heartland see value in building this industry in our state. These efforts recently led to a \$2.1 million award from EDA

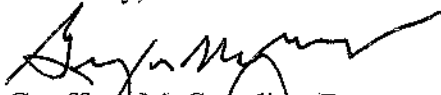
to modernize facilities and attract top-class AAM companies to Skyway36, and we are exploring opportunities for future development as this cluster grows.

To build on these assets and further differentiate our region, Osage LLC, a business entity of the Osage Nation has worked in coordination with OSU to develop a plan for a beyond visual line-of-sight (BVLOS) Flight Corridor connecting Skyway36 to OSU's FAA-approved Flight Corridor and the Osage Nation Ranch. This project has the potential for transformative economic impact in our community and our region, and we look forward to supporting Osage LLC and OSU throughout the execution of this proposal. Following submission of this Phase II proposal, we commit to working with Osage LLC and OSU to approve the Flight Corridor route over Osage Nation Ranch with a precise legal agreement, assist with any required documents pertaining to this asset, work with Osage Nation Ranch staff to coordinate use of the corridor, and provide necessary data for compliance during the reporting period.

In addition, we are excited to support the broader coalition's efforts to strengthen this industry in our region. The LaunchPad Research and Technology Center will complement the AAM Flight Corridor as a magnet for innovative companies to develop new technologies in our region. The Hangar and Industrial Sites will create thousands of direct jobs, and the Workforce initiatives will ensure that all people can access careers in this industry. Together, this cluster is poised to generate major economic benefits for our region and create opportunities for Osage citizens and Oklahomans in general.

We are excited to be a part of the Tulsa Regional Advance Mobility Cluster coalition, and we look forward to sustained collaboration with other coalition members. Together, these TRAM Cluster investments will provide Oklahoma with unique R&D and testing infrastructure, attract business expansion and job growth, and educate our region's workers for good paying and resilient jobs of the future. We are confident that this project will drive economic growth for the Osage Nation and help position Oklahoma as a global leader in the Advanced Mobility sector.

Sincerely,



Geoffrey M. Standing Bear
Principal Chief, Osage Nation

GMS/aah



Dear Secretary Raimondo,

My name is Dr. Kayse Shrum and I serve as President at Oklahoma State University (OSU), a public land-grant research university located in Stillwater, Oklahoma approximately 65 miles outside of downtown Tulsa. We are the clear leader in aerospace within our state – we have been training pilots for more than 80 years and have had a partnership with NASA for more than 50 years. Our depth and breadth of knowledge, faculty and research investments cannot be matched. We recognize that advanced mobility technologies across unmanned and autonomous systems, electric propulsion and batteries, sensors, materials, data collection, and cybersecurity are poised to disrupt the aerospace field, creating exciting opportunities for collaboration with industry and opening new avenues of research. This is why I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge.

In August of 2021, OSU announced The Oklahoma Aerospace Institute for Research and Education (OAIRE). This new initiative will further expand our national leadership to support partnerships among university, commercial, military, and governmental agencies and serve as a resource for developing the state's aerospace ecosystem. A core outcome of this new initiative will be to generate high-tech jobs and cutting-edge research that attracts commercial enterprise and military sustainment support. The comprehensive scope of OAIRE also includes K-12 outreach programs focused on STEM connections, building the aerospace workforce pipeline, and promoting community involvement. OSU's mission is to drive cross-industry collaborations and innovation and we offer a complete turnkey solution for the aerospace industry's needs. From K-12 enrichment and workforce development, through faculty and graduate research to groundbreaking innovations in industry partnerships, we are leading the state to advance this important economic engine and are pleased to offer Tulsa's Helmerich Research Center as a home for this proposal's Launchpad Research & Technology Center, which will further this mission.

Additionally, the Unmanned Systems Research Institute (USRI) provides access to design, manufacturing, and testing facilities specializing in Tier 1 research performed in collaboration with industry and spanning federal partners such as DoD, NASA, and others. With our university research capabilities and the vision of this coalition, OSU is eager to see this partnership flourish and further expand our leadership in this sector. The partnership between USRI and this coalition is further detailed in USRI's letter of support.

The Flight Corridor proposed in this project - measuring 114-nautical miles - would be one of only two commercial-scale beyond visual line-of-sight (BVLOS) testing sites in the nation. Combined with the coalition's proposed 25k sq. ft. hangar at Tulsa International Airport, advanced aerial mobility companies would have access to a complete package, from testing site through to production, maintenance, repair, and overhaul services. OSU holds existing FAA-approved flight test infrastructure near our main campus Stillwater, Oklahoma, that, along with this Flight Corridor, will leverage decades of research and development done through OSU and bolster its foundation with further partnerships with industry. OSU



has worked with our partners at Osage LLC to develop a vision for a BVLOS corridor that links these OSU assets with Osage LLC's Skyway36 and Osage Nation Ranch.

As we did during Phase 1 of the BBB process, OSU is currently participating in a planning process with Osage LLC, Tulsa Innovation Labs, and the UAS Cluster Initiative to determine an optimal governance model and define an efficient decision-making structure for this corridor. We participated in the RFQ selection process and have developed a strong relationship with these partners, and we are confident that this process will result in an agreement that is favorable for all parties and results in robust industry engagement. Furthermore, we will work with Osage LLC following the submission of this application to determine an optimal route for the flight corridor and secure regulatory approvals.

If this project is selected for funding, Oklahoma State University commits to procuring equipment, contracting additional support, and executing on the vision for this project as outlined in the Project Narrative and Budget Narrative. Upon Phase II award, Oklahoma State University will enter a formal subaward agreement with Osage LLC to ensure the smooth execution of the proposed project. OSU has a strong relationship with these partners and has the utmost confidence in our ability to jointly execute on the project proposal.

Furthermore, we are excited to also see OSU-Tulsa involved in this coalition's vision. We are committed to building out the development of a brand-new computer engineering transfer pathway in collaboration with Tulsa Community College (TCC). It would be one of few public four-year STEM degrees that can be completed entirely in Tulsa and would provide an important pathway for Tulsans and the AM labor marketplace. The addition of the Launchpad Research & Technology Center at Helmerich Research Center is additionally complimentary, amplifying research and entrepreneurship on our campus and creating exciting new opportunities for our students. We look forward to supporting these initiatives and exploring ways to deepen our collaboration.

In conclusion, we've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center since Phase I. In combination, these efforts constitute a major expansion of OSU's research and educational footprint in the Tulsa region, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kayse Shrum, D', with a stylized flourish at the end.

Dr. Kayse Shrum
President
Oklahoma State University

Wednesday, March 9, 2022

The Honorable Gina Raimondo
Secretary of Commerce
1401 Constitution Ave NW
Washington, DC 20230

Dear Madam Secretary:

I write this letter to express the commitment and support of the Tulsa Authority for Economic Opportunity (TAEO) for the Tulsa region's Phase II application to the Build Back Better Regional Challenge. TAEO is a Public Trust, established to serve as the lead entity for the City of Tulsa in carrying out its community and economic development efforts. TAEO was created following a year-long strategic planning process through the effective merger of five (5) separate public entities: the Mayor's Office of Economic Development, Economic Development Commission, Tulsa Development Authority, Tulsa Industrial Authority, and Tulsa Parking Authority. We envision a future where race, nativity, gender, or zip code do not determine economic opportunity, and all people can maximize their potential to create and share in Tulsa's economic prosperity.

Perhaps more than any other public economic development organization in the country, TAEO is uniquely positioned to lead the types of holistic efforts envisioned by this challenge. Our model is based upon the recognition that addressing racial disparities and economic inequality will require persistent investments across a multitude of programs – whether investments in small businesses, support for the growth and attraction of quality jobs, development of workforce programming to increase access to jobs for our most at-risk residents, or the creation of innovative solutions to drive the development of affordable housing in strong neighborhoods. TAEO's work is bolstered by a unique asset base comprised of nearly 200 properties, including residential real estate, downtown parking structures, and major industrial facilities leased to Tulsa's largest employers. These assets serve a dual mission in our operations through the generation of stable and sustainable operating revenue, while also providing us with a direct means to spur targeted development across Tulsa through asset disposition and acquisition efforts.

Should the Tulsa region have the honor of being selected for a Phase II award through this challenge, TAEO will remain a committed and steadfast leader and partner in the implementation of the proposed projects. In particular, we commit to the following:

- **Serve as a key partner to the City of Tulsa and Robson Ranch Industrial Park.** TAEO will lead coordination efforts between the City of Tulsa and Robson Ranch to advance the proposed wastewater project, working in tandem with the City's Engineering Services and Water and Sewer Departments, and the Tulsa Metropolitan Utility Authority. Additionally, TAEO will serve as the lead in broader site development and master planning efforts, and will negotiate all incentive contracts for those employers locating at the industrial park. We intend to build upon our experience implementing job quality measures through our [Economic Development Infrastructure Fund policies](#), with the intent of ensuring incentive contracts reflect our commitment to increasing economic opportunity in Tulsa.

- **Lead implementation of the Hangar project at Tulsa International Airport.** Building upon our experience constructing and leasing Hangar 80 to American Airlines, TAEO seeks to drive investments in the advanced mobility cluster through construction of a new hangar, and the subsequent leasing of this hangar to a tenant in the advanced mobility industry. This hangar will have the dual purpose of driving growth within the industry cluster while also generating revenue for TAEO's operations, thereby increasing the long-term sustainability of our work to build the cluster and serve our broader mission of increasing economic opportunity.
- **Facilitate and transfer best practices around community engagement.** As is outlined in our broader application, TAEO will serve as the lead entity coordinating engagement with community-based organizations for those projects within the city limits of Tulsa, leading efforts to ensure projects incorporate economic benefit for local residents, and that community benefit agreements are incorporated into projects. For those projects occurring outside Tulsa's municipal boundaries, TAEO will serve as a strategic advisor to the project owners, transferring knowledge and best practices to these parties on TAEO's engagement policies and practices, incentive policies that incorporate community benefits, and contract structures that memorialize community benefit commitments and requirements. TAEO's commitment to community engagement is further bolstered by our [3-year Strategic Plan](#), which includes multiple actions intended to strengthen our approach to community engagement.
- **Provide cross-project oversight as a part of a multi-layered approach to governance.** Our application proposes funding a position within TAEO that would enable cross-project collaboration, including convening an AM strategic working group and regional advisory group. In this role, TAEO will monitor and track progress across projects, including identifying and addressing risks and challenges, and supporting on equity initiatives. This position in TAEO will be funded by the George Kaiser Family Foundation (GKFF).

Since submission of our Phase I application, TAEO, the City of Tulsa, and our regional partners have diligently worked to advance key project components critical to the viability and sustainability of our proposal. In particular, I would highlight the following activities as indicative of our region's ability to quickly advance the vision proposed by our application:

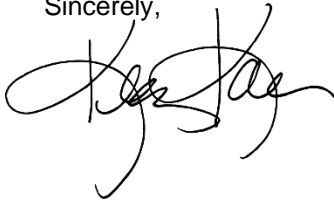
- TAEO and Fair Oaks Ranch LLC (Robson Ranch) have executed a Letter of Intent which memorializes our intent to enter into a Joint Development Agreement governing the future industrial park and surrounding acreage (an estimated 5,000 acres in total), complete a new Master Plan to guide the redevelopment of the area, and implement a Tax Increment Finance (TIF) District to support equitable development efforts and the buildout of the advanced mobility cluster. We are actively working with Fair Oaks Ranch LLC to initiate the planning process for the Master Plan, and following execution of the LOI we immediately transitioned to outlining the key principles that will be incorporated into the Joint Development Agreement.
- TAEO and Tulsa Airport Improvement Trust (TAIT) staff have initiated discussions on ground lease terms for the proposed hangar and have begun preparing an initial LOI, as well as reviewing terms for the ultimate ground lease. TAIT and Tulsa Airport's commitment to the hangar project and our broader application is memorialized through their accompanying letter of support.

We are thrilled to have the opportunity to compete for this once-in-a-lifetime opportunity to transform not just Tulsa's economy, but to participate in the modernization of the U.S. economy as a whole. We are committed to pursuing innovative initiatives that will establish an advanced mobility cluster in the Tulsa region, and are uniquely positioned to ensure that the results of these efforts create meaningful change for those residents who have historically been left behind. As is outlined in our [Inaugural Strategic Plan](#), our Board of Trustees – which stands as the most diverse of any

public Trust in the City of Tulsa – will monitor and measure our results and impact on an annual basis, focusing on evaluating results captured by the City of Tulsa’s annual [Equality Indicators report](#). While we know that the inequities that have been created and exacerbated by a century-plus of policies and institutional barriers will not be shifted overnight, we remain committed to addressing them head on.

Should you have any questions about our application, please do not hesitate to email me at kkamas@cityoftulsa.org or call me at 918.497.0704.

Sincerely,



Kian Kamas
Executive Director



Dear Secretary Raimondo,

On behalf of Tulsa Community Foundation (“TCF”), we are excited to share our full and enthusiastic commitment to the Tulsa Regional Advanced Mobility (TRAM) grant application for the EDA’s Build Back Better Regional Challenge. Tulsa Community Foundation (TCF) is committed to enhancing our region’s economic resiliency by creating an environment that can attract and generate innovative companies and create quality jobs in our community. We are confident that the TRAM Cluster will further our mission by providing the greater Tulsa region with a nationally unique testing facility with the Flight Corridor for beyond visual line-of-sight (BVLOS) companies, an applied AM research and commercialization hub at the LaunchPad Research and Technology Center, shovel-ready Industrial Parks for manufacturing, and workforce development programs.

We proudly developed this proposal in collaboration with our partners at INCOG, GKFF, Tulsa Innovation Labs (“TIL”), Tulsa Authority for Economic Opportunity, Oklahoma State University, the Tulsa Regional Chamber, and the Osage Nation. We are confident that this proposal would successfully scale our region’s existing strengths to develop a sector that will have immense impact for the community.

Tulsa Innovation Labs was established in March 2020 to drive strategy for TCF’s economic development and resiliency efforts in order to build a more vibrant and inclusive Tulsa. With TIL’s focus on Advanced Aerial Mobility (AAM), the Tulsa region will be able to leverage local research and testing assets such as OSU USRI and Skyway36 and revolutionize our foundational industries and provide more opportunities for Tulsa citizens. The Tulsa Regional Advanced Mobility Cluster will be an important catalyst to this end, and we are excited to offer our full commitment to this proposal.

Specifically, TCF commits to executing the Advanced Mobility Workforce Programs component project as described in the Project Narrative and Budget Narrative, including hiring an Account Manager to oversee the administration and reporting of TCF and the subawardees, and working with our colleagues at Tulsa Innovation Labs who will be overseeing the strategic development and implementation of these programs.

Additionally, Tulsa Community Foundation and Tulsa Innovation Labs commit to providing all staff and resources necessary to ensure the proper execution of this grant by our sub-awardees. Daniel Plaisance, Associate, Advanced Aerial Mobility, and Jennifer Hankins, Head of Partnerships, will provide strategic oversight of this grant for the duration of the period of performance. Mr. Plaisance and Ms. Hankins have been instrumental in forming the relationships, conducting the research, and designing the programs at the heart of this proposal and its projects. This will enable them to appropriately administer and build upon the program. Tulsa Community Foundation will make available additional administrative and technical support as needed.

Beyond the projected outcomes of this proposal, TIL and TCF will continue to add value to the AM industry by building out new, complimentary programs and fostering a dynamic innovation ecosystem. As an economic development organization, TIL’s top priority is maximizing the economic benefits of this investment.

In the past few years, Tulsa has built new locally-focused VC networks, accelerators, startup support programs, dynamic coworking spaces, and has welcomed more than 400 highly skilled remote workers through Tulsa Remote – all of which make Tulsa a great place to locate or launch an advanced mobility company.

Furthermore, as described in this proposal, TIL plans to expand its AM programming to include a Drone Fellows program, which will recruit and support talented graduate students to pursue research, in collaboration with industry experts, with the explicit intention of launching new startup companies. This program will replicate a similar TIL-backed program in the cybersecurity industry, along with the University of Tulsa and Team8, a leading cybersecurity venture capital firm. Finally, we will continue to build partnerships with public and private stakeholders to attract funding and increase the impact of this investment.

TCF is excited to support the TRAM Cluster because it will simultaneously strengthen our existing economy, attract new companies, train the next generation of innovators, and provide more opportunities for Tulsans to access good-paying jobs, all of which align with our goal of a more vibrant and inclusive Tulsa. The mobilization of our region's pre-eminent academic, philanthropic, and private sector stakeholders behind this proposal and the strong support from local and tribal governments is evidence of the transformative potential of this program, further underscoring our enthusiasm and unwavering support.

We welcome any questions the review committee may have pertaining to this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'William J. Stava', with a horizontal line extending to the right.

William J. Stava
Chief Operating Officer
Tulsa Community Foundation



The Honorable Gina M. Raimondo
Secretary of Commerce
U.S. Department of Commerce
1401 Constitution Ave NW
Washington, DC 20230

Dear Secretary Raimondo,

On behalf of Tulsa Innovation Labs (TIL), a working group within Tulsa Community Foundation (TCF), I am pleased to share our highest level of commitment and support to the Tulsa Regional Advanced Mobility (TRAM) grant application for the EDA's Build Back Better Regional Challenge. Backed by an initial commitment of \$50 million from George Kaiser Family Foundation, TIL is enhancing our region's economic resiliency by creating an environment that can generate and grow innovative companies and create quality jobs in our community.

We proudly developed this proposal in collaboration with our partners at the Tulsa Regional Chamber, INCOG, Tulsa Authority for Economic Opportunity, Oklahoma State University, TCF, and the Osage Nation. We are confident that the TRAM Cluster will further our mission by providing the greater Tulsa region with a nationally unique testing facility with the Flight Corridor for beyond visual line-of-sight (BVLOS) companies, an applied AM research and commercialization hub at the LaunchPad Research and Technology Center, shovel-ready Industrial Parks for manufacturing, and workforce development programs. These factors would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

Tulsa's economy has historically been anchored by the energy sector. With the rise of artificial intelligence, machine learning, and big data, Tulsa's employers stand to be disrupted and workers displaced through automation. The pandemic has only accelerated many of these trends, so the time is now to prepare Tulsa for a new, more resilient and inclusive economy.

To address this urgent need, Tulsa Innovation Labs was established in March 2020 to drive strategy for TCF's economic development and resilience efforts. Most notably, we collaborated with McKinsey & Company on a



major study that identified niches where Tulsa could rapidly grow its capacity and diversify its economy. One of the five areas that emerged from our analysis was Advanced Mobility (AM), based on strong forecasted growth, contestability, local research and testing assets such as OSU USRI and Skyway36, and the huge potential for UAS technologies to revolutionize Tulsa's foundational industries. Following this study, TIL built an entire team dedicated to creating AM-related initiatives as well as an advisory council consisting of leading academics, investors, innovators, and executives in the AM industry, including Dr. Jamey Jacob of OSU's USRI. TIL staff have spent more than a year building a regional AM strategy in coordination with this council and key local stakeholders, and we are proud to see the enthusiastic support and deep partnerships these efforts have yielded.

For Tulsa to excel in this industry, it is critical that we develop forward-looking infrastructure, a talent pool, and an industry-aligned research agenda that are capable of inspiring innovation and attracting international attention. The Tulsa Regional Advanced Mobility Cluster will be an important catalyst to this end, and we are excited to offer our full commitment to this proposal.

Over the past several months, as part of the Phase 1 award, Tulsa Innovation Labs has helped develop and further detail several projects. In partner with OSU, Osage LLC, and UASCI, TIL is working to determine an optimal governance model and define an efficient decision-making structure for the Flight Corridor after participating in the RFQ selection process. For the LaunchPad Research and Technology Center, TIL is coordinating the IP Planning process with OSU and TU, as well as leading the development of the entrepreneurial support and commercialization programming in coordination with Lightship Foundation, OSU OTC, VCs, and other partners. For both the Flight Corridor and LaunchPad Research and Technology Center, TIL is working to leverage our network to gain general support for the programs and opportunities with the recruitment of LaunchPad Center consortium members and potential end users of the corridor. TIL is leading the strategic oversight of the AM-Oriented Certification and Training Programs project, including procuring a DEI Consultant and overseeing the unified marketing & events across programs (as described in the Project Narrative and Budget Narrative). In collaboration with TCC, OSU-Tulsa, InTulsa, Tulsa Tech, and the Oklahoma Manufacturing Alliance, and more, TIL is formalizing the workforce program details.



We are aligned with what is being proposed in the overarching narrative and project component narratives, which we believe have taken into consideration community and industry feedback throughout Phase 2 project development. Moving forward, and pending EDA Phase 2 funding, TIL commits to the following:

- Flight Corridor: Formalizing the governance model for the Corridor with OSU and Osage LLC with legal documentation; building out the network of industry AAM companies that utilize this Corridor;
- LaunchPad Research and Technology Center: Acting as an advisor for the Center; Building out the consortium with our network and strategic expertise;
- Advanced Mobility Workforce Programs: Setting the strategic direction of the workforce programs on behalf of TCF in coordination with TCC, OSU-Tulsa, Tulsa Tech, InTulsa, and OMA. As described in the Project Narrative and Budget Narrative, our efforts will include procuring and supporting the DEI Consultant, overseeing coordinated marketing, events, and recruitment, and building partnerships to strengthen the programs and reach sustainability.

Beyond the projected outcomes of this proposal, TIL will continue to add value to Tulsa's AM industry by building out new programs and fostering a dynamic innovation ecosystem. TIL is currently supporting the University of Tulsa-Team8 Cyber Fellows program, with Israeli Venture Capital and Company Foundry Team8, that is focused on guiding research toward immediate industrial applications, and a Cyber and Data Analytics Skill Center at Tulsa Community College, which includes a bridge program focused on preparing underserved populations for new careers in technology, an accelerated training program, work-and-learn apprenticeship opportunities, and wraparound services. We plan to serve as national and international evangelists for Tulsa, ensuring that this cluster is viewed as a leader in the dynamic and growing AM industry. This TRAM Cluster is a truly visionary, data-driven strategy that can simultaneously strengthen our existing economy, create new companies, and train the next generation of innovators in Oklahoma.

The mobilization of our region's pre-eminent academic, philanthropic, and private sector stakeholders behind this proposal and the strong support from local and tribal governments is evidence of the transformative potential of this program. By investing in this promising industry, we will be



creating the conditions for Tulsa's AM ecosystem to thrive and thereby fortifying the health and resilience of our regional economy.

We have full confidence in this TRAM Cluster and thank you for your consideration. Please reach out with any questions you might have as you review this proposal.

Sincerely,

A handwritten signature in black ink that reads "Nicholas J. Lalla".

Nicholas Lalla
Co-Founder and Managing Director
Tulsa Innovation Labs

Tulsa Airports Improvement Trust

March 3, 2022

To whom it may concern:

As the hub of aeronautical activity in northeastern Oklahoma that was born from a pioneering spirit of our city's founders, Tulsa International Airport continues to seek development opportunities that support the growth of the nation's air transportation system. Our airfield offers three runways, multiple precision approaches, and four FBO's to support the 195 based aircraft and 92k + annual operations of our users. According to our Master Plan update in 2018, airport activity is expected to grow by 19% over the next 14 years generating demand for hangaring an additional 41 aircraft.

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CHIEF EXECUTIVE OFFICER

Today, hangar occupancy at TUL is at an all-time high. Of the four FBO's on site, storage is only available for smaller aircraft. Jet engine aircraft and helicopters are the fastest growing segment of our users and their ability to find hangar storage or rental has been impossible since the sale of the last vacant hangar on airport property in early 2019. Our team responds to inquiries on a weekly basis from aircraft owners and service providers looking for available hangar space to accommodate G550 to G650 and larger aircraft with immediate occupancy, a need that is currently unfulfilled at TUL.

The Tulsa Authority for Economic Opportunity's proposed investment in a hangar facility that accommodates larger jet engine aircraft will meet a critical need of aviation users in our region. The hangar will not only add value to our airport for our users, but to our community as we work to recruit additional aviation services and to the nation by generating resources that will utilize our national assets available throughout the NPIAS network. On its part, the Tulsa Airports Improvement Trust commits to working with TAEO on planning efforts around Advance Mobility, including the addition of a vertiport for eVTOL aircraft in the future. Tulsa International Airport is currently home to the Army National Guard's 2-245th Aviation Battalion helicopter port, which provides the template for future vertiport operations.

Besides the runway system, the utilization of our land is our greatest available asset. An investment in airfield infrastructure will provide a return to our users and community for decades to come. I fully support the City of Tulsa's planned hangar development and look forward to the opportunities it will create for additional aeronautical use of our airport system. Thank you for your time and consideration.

Sincerely,



Alexis Higgins, A.A.E.
Chief Executive Officer
Tulsa Airports Improvement Trust





TULSA PORTS
BARGE · RAIL · INDUSTRIAL PARK
CATOOSA · INOLA

March 10, 2022

The Honorable Gina Raimondo
Secretary of Commerce
1401 Constitution Ave NW
Washington, DC 20230

RE: City of Tulsa-Rogers County Port Authority (“Tulsa Ports”) Letter of Support
Tulsa Region Advanced Mobility (TRAM) Cluster BBB Phase II Application

Dear Madam Secretary:

On behalf of Tulsa Ports, I am pleased to offer our commitment for the Build Back Better Regional Challenge phase 2 application. As part of the regional coalition that has engaged in a cooperative and meaningful way to develop a project that will deliver transformational change to the region, we provide this letter to further outline our vision and contribution to the TRAM Corridor project that is submitted to EDA for its consideration.

We propose to address a key barrier to development by investing in critical wastewater infrastructure to support the Tulsa Port of Inola industrial park located in Inola, Oklahoma with direct access to US-412 (future Interstate 42), Union Pacific Railroad, and the McClellan-Kerr Arkansas River Navigation System. The park encompasses 2,200 available acres for industrial development and, in the last 24 months, was considered for twelve (12) different major manufacturing projects. Six (6) of these projects advanced the site to final stages of site selection and were directly related to the advanced mobility cluster.

While Tulsa Ports did not make a funding request as part of the Phase I award, we are making direct investments alongside our partners to advance site-readiness for the Tulsa Port of Inola. In addition to the waste-load allocation study, preliminary engineering, and preliminary environmental investigation submitted with our project application, Tulsa Ports is invested in railroad infrastructure upgrades as well as site prep to make the property even more attractive for high impact economic development projects.

Over the last 50 years we have responsibly executed a sustainable infrastructure development model to make our flagship location, the Tulsa Port of Catoosa, a world class industrial park and inland port. However, we also recognize that to advance the regional economy, we must pledge our support to deliver economic opportunity with equitable outcomes to more of the region’s residents than ever before.

Through consistent outreach and programming for workforce development and recruitment programs over the past five years, it has become clear that opportunity remains unavailable to those without the necessary connection and skills to capture it. With this concept in mind, Tulsa



TULSA PORTS
BARGE · RAIL · INDUSTRIAL PARK
CATOOSA · INOLA

Ports is committed to working with our beneficiary, the City of Tulsa, and Tulsa Authority for Economic Opportunity as well as the other coalition members to reduce and eliminate economic disparities and advance equitable outcomes.

To assist with driving these outcomes, we will:

- Target disadvantaged business entity (DBE) contracting of 10% in construction, with early outreach to ensure participant awareness and preparation
- Provide online training on how to prepare bid documents in partnership with TAEO
- Conduct a mandatory pre-bid meeting and site walk for interested prime contractors to provide an opportunity for DBE businesses to meet and interact with general contractors

We believe these efforts in combination with the investments made in the projects set forth in our application will create multi-generational impact in the Tulsa Region and the State of Oklahoma. We look forward to proceeding with the coalition in the spirit of “building back better” and we appreciate your consideration of our application. If you have any questions, please feel free to reach out to me at david@tulsaports.com.

Sincerely,

David L. Yarbrough, PE
Port Director
Tulsa Ports



TULSA REGIONAL CHAMBER

March 11, 2022

RE: Tulsa Regional Chamber of Commerce, Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Economic Development Administration:

On behalf of the Tulsa Regional Chamber of Commerce, it is with pleasure I write to express our commitment to the accompanying application to the Build Back Better Regional Challenge. The strength of the projects in this application is impressive, and we believe all of the projects will be critical to the success of the cluster: a distinctive 114-nautical mile commercial-scale testing site for aerial mobility (Flight Corridor); a state-of-the-art advanced mobility research facility that will leverage the Flight Corridor and bring together academic leaders in the field and industry partners (LaunchPad); a robust, three-program workforce development agenda designed with an emphasis on diversity, equity, and inclusion, additional hangar space at the airport that will enable our legacy mobility sector to expand and for the region to prepare for future eVTOL companies at the airport (Hangar); and two pad-ready industrial sites totaling around 3,000 acres that will house advanced mobility supply chain manufacturers that will be critical to the long-term success of the cluster (Industrial Parks).

The Tulsa Regional Chamber, representing 2,150+ member organizations and 178,000+ workers, has developed and executed a wide range of programs for the benefit of Tulsa-area businesses. For example, Tulsa's Future, the regional economic development partnership has supported the creation of more than 14,000 jobs and \$1.1 billion in capital investment. We are proud of the work of this coalition to identify a cluster so closely aligned to our existing Tulsa's Future economic development strategy, which identifies aerospace and manufacturing as target industries of focus.

As a demonstration of the Chamber's commitment to this proposal, we intend on convening industry leaders through our Advanced Aerial Mobility committee, Automotive committee, and Diversity Equity and Inclusion committee. We commit to helping attract and retain companies in advanced manufacturing for the Inola and Robson Industrial Parks, as well as MRO companies for Hangar.

We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,



Michael S. Neal, CCE, CCD, HLM
President and CEO
Tulsa Regional Chamber

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March 3, 2022

The Honorable Gina M. Raimondo
Secretary of Commerce
U.S. Department of Commerce
1401 Constitution Ave NW
Washington, DC 20230

Dear Secretary Raimondo,

Canoo Technologies, Inc. (Canoo) strongly supports the Tulsa Regional Advanced Mobility (TRAM) Corridor's proposal for U.S. Economic Development Administration funding through the Build Back Better Regional Challenge. Canoo is a developer and manufacturer of breakthrough electric vehicles that are reinventing the automotive landscape with bold innovations in design, pioneering technologies and a unique business model that spans the full lifecycle of the vehicle.

Canoo recently announced plans to build our main factory and to locate our R&D and software development centers in the Tulsa region. Our factory will be built in Pryor, Oklahoma on Cherokee Nation land. We expect these investments to bring more than 2,300 jobs to Northeast Oklahoma. Local technology talent and strong existing partnerships between universities, non-profits and businesses were among the many things that attracted our company to the Tulsa region.

Canoo will hire hundreds of engineers, software developers and factory technicians for our Tulsa area operations in the coming years. We look forward to drawing on graduates of local institutions and programs, such as the proposed TRAM manufacturing apprenticeship program, internship programs and the future College Park expansion from TCC and OSU-Tulsa. The addition of these valuable programs will help the Tulsa region meet the future needs of employers like Canoo.

Canoo is particularly excited about the proposed LaunchPad Research and Technology Center located in Tulsa's historic Greenwood District. This consortium can further support the work of our new facilities and power technological advancements that benefit the entire advanced mobility industry. As a company deeply committed to the communities where we live and work, Canoo appreciates the opportunity the Center will provide for our employees to help mentor the next generation of mobility innovators.

We are pleased that the TRAM proposal takes industrial "site-readiness" into consideration through the application's industrial projects and that it proposes geographically strategic and needed investments at the Port of Inola and Robson Ranch. Strong transportation networks and opportunities to cluster near other advanced mobility

Canoo Technologies Inc.
15520 TX 114, Suite 2c
Justin, TX 76247 USA

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companies and suppliers will be critical to the success of our company and the many others in the area.

We have seen tremendous progress in the structure of all the projects being developed for Phase 2 of this application since our conversations in Phase I, especially as it relates to industry input. We are excited to see these projects come to fruition with the EDA's continued support. We urge you to give the submitted application your full consideration and support.

Sincerely,



Josette Sheeran
President

Canoo Technologies Inc.
15520 TX 114, Suite 2c
Justin, TX 76247 USA



36 E Cameron St,
Tulsa, OK, 74103, USA
info@InTulsa.com

Mar 10, 2022

To the Economic Development Administration:

InTulsa enthusiastically supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal through the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

As a talent matchmaking driver, InTulsa empowers Tulsa to be a hub of diverse companies and communities committed to the region's continued growth. We connect innovative companies with diverse talent to grow Tulsa into a vibrant and inclusive community. InTulsa has been actively working to build our Advance Mobility ecosystem, leveraging our talent matchmaking services to help fulfill local hiring needs for electric vehicle manufacturer Canoo. In this role, InTulsa sourced talent from across the region to place managers, embedded software engineers and others in instrumental positions to further the research and development of electric vehicles. Additionally, InTulsa works closely with higher education institutions and workforce development partners to assist graduates in their job search. This work highlights the capabilities and role InTulsa can play developing Tulsa's Advance Mobility sector. To this end, **InTulsa commits to provide our services to match graduates of the advanced mobility programs to companies looking to hire in Tulsa.**

In this capacity, we also closely monitor labor market trends, corporate relocations, and growth trends across high-tech industries. To that end, we wholeheartedly endorse the need for large-scale, transformational investment cultivating new industries in our region. We have seen the enormous job growth in regions like Grand Forks, ND and upstate New York that have invested in BVLOS (drone) flight corridors over the past few years and believe that with the combination of research assets, local corporate interest, and nationwide momentum in the advanced mobility industry Tulsa has the potential to outperform these peers.

InTulsa's work provides unique insight into the needs of employers and the trajectories of local job markets, in which we look forward to lending this expertise to the coalition to ensure that the workforce programs are meeting the skills and scale required by industry. Specifically, **we commit to produce an annual Labor Market Observatory report that includes regional and national hiring trends of advanced mobility companies, identifying clear gaps in local talent**



36 E Cameron St,
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info@InTulsa.com

pipelines and monitoring changes in the skills required by these postings. This data will inform the basis of annual convenings in collaboration with a group of workforce stakeholders where we can discuss topics like: labor force metrics, program curricula, and programmatic scale – with the potential to scale up or scale back cohort sizes of certification programs, ensuring that the advanced mobility workforce is not only aligned with this developing industry but responsive to time-sensitive skill and demand changes.

In January, InTulsa presented the initial Labor Market Observatory (LMO) findings to leaders from Tulsa’s higher education institutions and workforce development partners. Through the LMO’s detailed analysis of industry and workforce data, education data, profile analytics and job postings, InTulsa identified several gaps that need to be addressed to build a robust and skilled advanced mobility workforce. First, Tulsa needs to produce more software engineers with a background in embedded systems – usually associated with computer engineering curriculum; second, Tulsa should prepare for anticipatory demand for various advanced mobility and drone-specific credentials; and, lastly, Tulsa needs to diversify it’s manufacturing capabilities with an eye toward advance mobility inputs – battery manufacturing, semiconductor manufacturing and other advanced electrical assembly.

We’ve had the pleasure of working with multiple coalition members including TIL, Tulsa Regional Chamber, and TAEO and have full confidence in their ability to execute on this vision. It’s because of these thriving regional partnerships that InTulsa has been able to help community members and industry partners find success. As an organization working to match the future needs of companies with innovative talent, InTulsa is eager to ensure that the proposed programs create widespread economic impact.

We welcome the opportunity to be a regional partner of this coalition and are eager to offer our support. We respectfully request EDA’s strong consideration of this application, and we welcome any questions from reviewers that may help this proposal’s success. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'MTH'.

Megan Thomas
Managing Director



Navistar, Inc.
601 Pennsylvania Avenue, NW
South Building Suite 403
Washington, DC 20004

P : 202-517-1307
W : navistar.com

Jacqueline W. Gelb
Vice President
Government Relations

March 8, 2022

The Honorable Gina Raimondo
Secretary of Commerce
United States Department of Commerce
1401 Constitution Avenue, NW
Washington, DC 20230

Dear Secretary Raimondo,

I write in support of the TRAM grant application for funding through the Build Back Better Regional Challenge. Through the LaunchPad Research and Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

Navistar has a strong history in Tulsa with our operations employing 1,200 employees located at the City-owned Air Force Plant 3 building. The company manufactures our market leading school buses at the 1,000,000 square foot facility and produces diesel, propane and battery electric powered buses at the site. Navistar's market strategy is focused on electrification in the school bus industry, with our success tied to our ability to hire a skilled workforce in manufacturing and technical trades. A robust workforce development agenda like that of the TRAM coalition, which aims to increase the number of engineers, software developers, manufacturers, and electrical technicians in Tulsa is essential to the growth of Navistar and our dealer network. The commercial vehicle industry is already experiencing labor shortages of qualified technicians, manufacturing employees, engineers and drivers. Providing federal support for apprenticeship and certification programs for Tulsa, will allow Navistar to leverage locally qualified individuals in our growth strategy.

As the nation prepares for the electrification of all forms of transportation, it is critical that we make early investments in the infrastructure – both human and physical – that will support the growth of the advanced mobility industry. In addition to advocating for workforce investments like those referenced above, we are also eager to see federal, state, and local governments invest in diverse solutions for charging infrastructure that recognize the varying transportation needs. We strongly advocate that the unique charging needs of commercial vehicles are a priority in the infrastructure strategy as electrification will provide health, air quality and investment benefits. We believe that the Tulsa region's focus in this space can play a key role in the expansion of electric vehicle technology, and we look forward to partnering with the City and others as they advance these efforts.

We respectfully request the EDA's consideration of the submitted application.

Sincerely,

A handwritten signature in black ink, appearing to read "Jacqueline W. Gelb". The signature is written in a cursive style with a large, stylized initial "J" and a prominent flourish at the end.

Jacqueline Gelb



NORDAM Corporate Office
P.O. Box 3365
Tulsa, OK 74101

Dear Secretary Raimondo,

My name is Meredith Madden and I am CEO of NORDAM, a family-owned, global aerospace manufacturing and repair firm headquartered in Tulsa, Oklahoma. NORDAM currently employs 1800 individuals globally, with 1500 in the Tulsa Area.

We write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. We are confident that with each piece of this application, the LaunchPad Research & Technology Center, Flight Corridor, workforce development programs, hangar, and Industrial Parks, the Tulsa region will be creating a hub for research, testing, and production and maintenance in this industry. These factors, along with a robust workforce, would make the region nationally unique in building and retaining advanced mobility companies and talent, ultimately developing a sector that will have immense impact for this region and companies like NORDAM.

NORDAM has a long history in Tulsa and our success now and growth in the future will depend on our ability to hire a skilled workforce. A robust workforce development agenda like that of the TRAM coalition, which aims to increase the number of electrical engineers, software developers, computer engineers, manufacturers, and electrical technicians in Tulsa is essential to our growth in Oklahoma. We can attest to labor shortages in our industry.

As a company deeply committed to the Tulsa region with over 1500 employees here, NORDAM is eager to source talent locally and would explore hiring engineers of all disciplines along with information technology professionals graduating from the certifications, engineering, and apprenticeship programs that would be established with funding received through the proposed grant.

To create the engaged workforce our company and industry can depend on, we believe it essential to promote learning opportunities that provide an introduction to advanced industries through on the job training and related instruction. NORDAM is also interested in potentially hiring from and participating in advanced manufacturing apprenticeships, through which students and adults across the Tulsa region can develop advanced mobility manufacturing skills while earning a livable wage.

Furthermore, we commit to exploring additional collaboration with local universities such as University of Oklahoma, Oklahoma State University and University of Tulsa, as internship partners, to give university students the opportunity to explore advanced mobility occupations before graduation. Internships at NORDAM are constructed with our founder's guiding principle in mind. Our interns tackle challenges and create solutions to bring innovation and next generation ideas to our diverse array of products.

Whether engineering, finance, supply chain, or operations, interns have a stake in the company as do our other stakeholders.

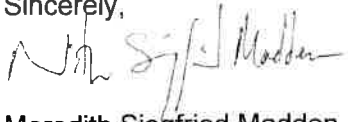
The LaunchPad Research & Technology Center brings together research facilities, entrepreneurial support programs, fellowship grants and a co-working space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. The LaunchPad Center's focus on innovative advanced mobility research aligns with NORDAM's proven ability to pioneer products in this field. In addition, the inclusion of sponsored research, shared facilities, community events and publications, and translational funding and support programs to accelerate commercialization will ensure that this Center becomes a regional center of gravity for this industry, attracting outside collaborators and strengthening this region's position as a national center.

We are excited about the general economic development outcomes for the region that would come with the launch of the LaunchPad Research & Technology Center, Flight Corridor and other initiatives outlined in the TRAM cluster proposal. The creation of new jobs, technologies, and businesses will contribute to the important work of diversifying our state's economy away from traditional energy sources.

Overall, NORDAM is eager to support this proposal and the Tulsa regional coalition in its submission. We have personally witnessed the tremendous growth that the coalition has demonstrated from Phase 1 to Phase 2, in detailing out project plans and planning for long-term sustainability. I can attest to the strong commitment of these coalition members to innovative methods of economic development and increasing equitable economic prosperity across the region, and I am pleased to support the TRAM corridor.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Meredith Siegfried Madden". The signature is written in a cursive style with some loops and flourishes.

Meredith Siegfried Madden
CEO



March 4, 2022

U.S. Economic Development Administration

RE: American Rescue Plan Act Build Back Better Regional Challenge

To Whom It May Concern:

On behalf of the Oklahoma Manufacturing Alliance, we enthusiastically commit our resources and support to the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge.

As you may know, the Oklahoma Manufacturing Alliance is a statewide economic development organization chartered by the Legislature in 1992 to specifically help grow industry. Our team includes field agents, applications engineers, and manufacturing specialists located in communities across the state. Services are extensive with an emphasis on transformation through the adoption of new technologies, strategic planning, expanded markets, and workforce development.

To create an engaged advanced mobility workforce, we believe it is essential to promote learning opportunities that introduce cutting-edge industries through on-the-job training and related instruction. Over the past four years the Oklahoma Manufacturing Alliance has developed several strategic workforce initiatives, including a registered apprenticeship program. In partnership with the Oklahoma Office of Apprenticeship, the Department of Labor, and other stakeholders it is specifically designed for in-demand advanced manufacturing careers.

In collaboration with the TRAM cluster, the Oklahoma Manufacturing Alliance commits to providing its services in recruiting apprentices and developing new apprenticeship programs as outlined in the Project Narrative. Furthermore, we commit to working with Madison Strategies Group, directing apprentices to this organization for wraparound services. Upon award, the Oklahoma Manufacturing Alliance will enter into a formal subaward agreement with Tulsa Community Foundation to complete this scope of work. We have a strong relationship with TCF and Madison Strategies Group and have the utmost confidence in our ability to jointly execute on the project proposal.

Our organization's experts—including Dr. Sharon Harrison, our director of workforce development—hold diverse backgrounds and bring a world of experience including workforce, business, finance, process improvement, quality control and advanced technologies.

In Oklahoma, we have a long history of innovation dating back to the early oil days. Today, that ingenuity is greater than ever. We constantly see a variety of innovative technologies, new business processes, and enlightened management techniques leading to greater productivity and economic growth. It is our mission to help facilitate those transformational endeavors. Trust us, we know a good idea when we see it.

Again, the Oklahoma Manufacturing Alliance unreservedly offers its full resources to this initiative. If you have questions about our organization or our support of the Tulsa Regional Advanced Mobility cluster, please do not hesitate to contact us.

Your vision is our mission.

A handwritten signature in black ink that reads "Dave Rowland". The signature is written in a cursive, flowing style with a large initial "D".

Dave Rowland,
President and CEO



TULSA

700 North Greenwood Avenue
Tulsa, OK 74106-0702
918-594-8000
tulsa.okstate.edu

Dear Secretary Raimondo,

My name is Johnny Stephens, and I serve as Interim President at Oklahoma State University-Tulsa, the metropolitan branch campus of Oklahoma State University located in Tulsa's historic Greenwood District. As Tulsa's downtown, urban-serving research university, OSU-Tulsa is focused on increasing the number of Tulsans with bachelor's degrees by offering workforce-responsive degree programs and accessible transfer pathways. Our students are largely working adults seeking to advance their careers and improve their lives through education, and we also serve a growing number of traditional college students who want a public university experience while remaining in Tulsa.

Today, I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. Oklahoma State University-Tulsa has been a proud partner throughout the planning process and is excited to be working with the Tulsa region coalition to develop a brand-new computer engineering transfer pathway in collaboration with Tulsa Community College (TCC).

This a brand-new computer engineering four-year degree in partnership with TCC, would be one of few public four-year STEM degrees that can be completed entirely in Tulsa. This program would be an extension of TCC and OSU's successful College Park program, a transfer pathway for students to earn their associate's degrees at TCC and their bachelor's degree from OSU, ultimately resulting in a four-year degree. This tested program model leverages annual cohorts of 25 - 30 students who act as a support system for one another and take courses separately from other TCC and OSU students as part of College Park. We believe this model is particularly important in STEM programs, like computer engineering, which see higher attrition rates than non-STEM degrees.

EDA funding would be essential to create this degree pathway, again, one of a handful of public four-year STEM degrees in the region that would provide the next generation of computer engineers in Tulsa. As a result of the TRAM coalition's efforts across other projects, we are confident that our graduates would be entering a vibrant AM labor marketplace by the time the first cohort graduates in spring of 2027, knowing computer engineers are one of the most heavily demanded professions among all advanced mobility companies, particularly among advanced aerial mobility and electric vehicles. To reduce attrition, and support students of underrepresented backgrounds through program completion, we will also be coordinating with MSG to provide wraparound services for these cohorts.



TULSA

700 North Greenwood Avenue
Tulsa, OK 74106-0702
918-594-8000
tulsa.okstate.edu

Furthermore, I look forward to welcoming the College of Engineering, Architecture and Technology's new LaunchPad Research and Technology Center to campus. This program will stimulate activity at the Helmerich Research Center, amplifying research and entrepreneurship on our campus and creating exciting new opportunities for our students. We look forward to supporting this initiative and exploring ways to deepen our collaboration.

Oklahoma State University-Tulsa is committed to developing a new College Park transfer pathway in computer engineering as outlined in the Project Narrative. Furthermore, we commit to working with Madison Strategies Group, directing students to this organization for wraparound services. Upon award, Oklahoma State University-Tulsa will enter into a formal sub-award agreement with Tulsa Community Foundation to complete this scope of work. We have a strong relationship with TCF, TCC, and Madison Strategies Group, and have the utmost confidence in our ability to jointly execute on the project proposal.

In conclusion, we've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink that reads "Johnny Stephens".

Johnny Stephens, Pharm.D.
Interim President
Oklahoma State University-Tulsa

Robson Ranch
23515 E. 31st Street
Catoosa, OK 74015

Wednesday, March 9, 2022

The Honorable
Gina Raimondo
Secretary of Commerce
1401 Constitution Ave NW
Washington DC 20230

RE: Fair Oaks Ranch, LLC
Support for Tulsa Region Advanced Mobility Cluster Phase II BBB Application

Dear Madam Secretary:

I am honored to submit this letter of support for the Tulsa Region's Advanced Mobility Cluster application for Phase II of the Build Back Better Challenge. Tulsa's approach builds upon the region's expertise in the aerospace and manufacturing industry to grow an Advanced Mobility Cluster in Northeast Oklahoma. This Cluster is supported by unique assets supporting growth of this emerging market cluster, including Robson Ranch, a former strip-mined coal site that now constitutes a 2,000-acre Advanced Mobility industrial park, part of a larger 5,000-acre master planned development. Robson Ranch, which in total is comprised of more than 15,000 acres, is the largest contiguous land ownership near a metropolitan area in the State of Oklahoma and one of the key regional assets identified by Tulsa's application.

For more than 30 years, the Robson Family has worked with the City of Tulsa, the Tulsa Regional Chamber, other utility providers and the State of Oklahoma to ensure infrastructure to this megasite is planned and constructed to support the growth of the mobility cluster. To date, over \$100M has been invested by these partners to bring roads, bridges, highways, potable water, electricity and other utilities to the site. Nevertheless, the site lacks the sanitary sewer service key to making large-scale, rapid-turn development possible.

Since the award of the Phase I BBB Regional Challenge, our family has worked with the City of Tulsa to execute a Letter of Intent (LOI) that sets forth our commitment to donating all road right of way and utility easements, comprising some 276 acres to make this project possible. The LOI also provides the framework for a Joint Development Agreement (JDA) that will establish the roles and responsibilities to ensure public benefit and long-term sustainability of the buildout of the Industrial Park and surrounding area. At present, we are actively engaged in discussions related to developing an updated Master Land Use Plan for the aforementioned 5,000 acres, and in coming weeks we intend to diligently work with the Tulsa Authority for Economic Opportunity to draft and finalize a robust JDA that will reflect our mutual commitments to establishing a transformative development that will advance economic opportunity across the region

The Robson Family sincerely appreciates the consideration being provided for infrastructure serving this megasite. We understand that federal funding comes with a commitment to development in keeping with EDA's goals of job creation and economic equity, and we share those objectives. With an eye towards growing the Tulsa regional economy, we look forward to partnering with EDA and our local agencies to create jobs that provide the basis for the next 100 years of Tulsa's, Oklahoma's and the Nations' future.

Sincerely,



Joe Robson

Manager – Robson Ranch



1601 Northwest Expressway
Oklahoma City, OK 73118

Dear Secretary Raimondo,

My name is Dr. Robert Miller and I'm the CEO & Co-Founder of Skydweller Aero, a U.S.-Spanish aerospace company developing the world's first commercially viable solar-powered unmanned aerial vehicle. Having closed the solar cycle, our aircraft can achieve perpetual flight providing unprecedented capability for telecommunications, emergency services, geospatial mapping, defense and surveillance. As a cutting-edge aerospace company with its headquarters and engineering center in Oklahoma City as well as a recently securing a lease in Ardmore OK to establish a future manufacturing and integration facility, I wanted to write you to voice our enthusiastic support for the Tulsa Regional Advanced Mobility (TRAM) grant application for funding through the Build Back Better Regional Challenge.

The TRAM cluster proposal provides a vision for developing a cohesive ecosystem that enables companies developing advanced mobility technologies like ours to launch and thrive. We are confident that each piece of this application, the LaunchPad Research and Technology Center, Flight Corridor, workforce development programs, hangar, and industrial parks, the Tulsa region is a critical element of the foundation necessary to establish Oklahoma as a innovation hub for research, testing, production and maintenance within the advanced mobility industry. Integration of these foundational elements with a robust workforce, would create a nationally unique center of excellence in advanced mobility. Such an innovation hub will be capable of fostering, attracting and ultimately retaining high tech companies necessary to make advanced mobility concepts a reality. This will result in an immense this region and growing companies like Skydweller.


As Skydweller plans to increase operations in Oklahoma by 2024, the workforce development agenda of the TRAM coalition will provide the pathways necessary to fill and retain these critical jobs that are essential to the growth of this sector in Oklahoma. The industry need, both in Tulsa and across the Oklahoma and the Nation, is clear. Skydweller foresees expanding its workforce to over 100 within the next 3 years by hiring across several technical roles including aerospace, electrical, mechanical and software development engineers along with technicians and UAV operators. The proposed computer engineering, drone pilot certification, and advanced manufacturing workforce programs address key gaps that we have seen in the state's current workforce, and we look forward to considering graduates of these programs for open positions for internships and full-time positions at Skydweller.

With a recent industrial park investment in Ardmore, Oklahoma and the potential for future expansion in the state, Skydweller understands firsthand how important the proposed industrial park investments are for continued expansion of this industry in Oklahoma. Sites with these resources and infrastructure are critical to companies in our industry and given the recent stress placed on global supply chains, we know our partners and suppliers will significantly benefit from co-locating in proximity to one another as this proposal outlines. Considering the proposed federal legislation requiring the reshoring of drone component manufacturing, it is essential that our region bolsters industrial park infrastructure to prepare for this shift. As we continue to explore further expansion in Oklahoma, Skydweller will seriously consider these industrial parks as sites for expansion, given the impressive level of infrastructure and favorable conditions for growth. Additionally, as Skydweller develops new products and explores new applications for AAM technologies, the opportunities within the proposed BVLOS Flight Corridor are extremely interesting and an innovative and necessary piece of infrastructure for this cluster.

Once the details of the LaunchPad Center are finalized, Skydweller is also interested in possibly joining the Industry Consortium to shape the research direction of the Center. We know that collaboration around the proposed research areas like battery performance and materials, embedded systems, and autonomous systems, are all critical to the success and continued competitiveness of companies like ours.

Overall, this proposal provides a much-needed diversification of Oklahoma's economy and a key investment in the state's economy long-term and we are thrilled to see the progress this coalition has integrating feedback from industry since the Phase I application process. By validating the needs of companies like ours and refining the proposal to fit those needs, this coalition has ensured that the proposed investments will fill critical gaps that benefit our local economy. Skydweller is proud to support this proposal and stand by the Tulsa regional coalition in its submission. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink that reads "R H Miller". The signature is written in a cursive, slightly slanted style.

Dr. Robert H Miller
CEO & Co-Founder
Skydweller Aero



Dear Secretary Raimondo,

My name is Ed Doerr, I serve as site leader at Spirit AeroSystems (Spirit), an aerostructures manufacturing business. In 2018, Spirit announced plans to expand our operations in Tulsa by hiring 250 employees and investing more than \$80 million in capital projects to support fuselage manufacturing and assembly work. This multi-year expansion project was made possible in part by collaborations between Spirit and the City of Tulsa. From this experience, we are confident in the Tulsa regional coalition's capacity for bringing together key stakeholders, from industry partners to local government, to develop a burgeoning advanced mobility hub in this region.

Accordingly, I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. Through the LaunchPad Research & Technology Center, commercial flight corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS technologies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

Spirit AeroSystems saw the promise this region held when we first announced plans to expand operations at our Tulsa site back in 2018. Today, we reassert that vision with these project investments in sight. We are particularly excited about the workforce development programming and industrial park growth listed in this application.

Spirit, and any advanced mobility manufacturer considering expanding their operations to Tulsa, will benefit from, and depend on, a skilled workforce. A robust workforce development agenda like that of the TRAM coalition, which aims to increase the number of electrical engineers, software developers, computer engineers, manufacturers, and electrical technicians in Tulsa, is essential to the growth of this sector in Oklahoma.

Spirit AeroSystems is a major employer in the Tulsa region with more than 900 employees and growing. With immediate hiring needs in core areas of our business, we are thrilled to see an investment in local talent pipelines and commit to hiring manufacturing engineers and electrical technicians graduating from the certifications, engineering, and apprenticeship programs that would be established with this funding. Furthermore, Spirit commits to hiring from and participating in advanced manufacturing apprenticeships, through which students and adults across the Tulsa region can develop advanced mobility manufacturing skills while earning a livable wage.

As we think about the future of Spirit's role as a Tier One supplier in this industry, we are pleased that the TRAM proposal takes industrial "site-readiness" into consideration through the application's industrial projects. It will be critical to the success of companies like ours that suppliers and other partners are also able to successfully locate and expand in close proximity to one another, which makes geographically strategic investments at the Port of Inola and Robson Ranch a welcome and critical addition to the application. We are incredibly impressed with this coalition's progress since our engagement in Phase I and respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ed Doerr", written over a light blue circular stamp.

Ed Doerr
Senior Director, Oklahoma Operations
Spirit AeroSystems



OFFICE OF THE PRESIDENT & CEO
LEIGH B. GOODSON, Ph.D.

March 11, 2022

Dear Secretary Raimondo,

I serve as President & CEO at Tulsa Community College (TCC), Oklahoma's largest two-year college. We educate approximately 23,000 students each year, with an average student age of 25 years old. We serve a diverse student body, including 45 percent students of color and 22 percent first-generation college students. Our mission is building success through education, leading to an educated, employed, and thriving community. As such, TCC plays a crucial role in preparing and connecting our regional workforce with good-paying jobs. Our knowledgeable faculty teach in state-of-the-art facilities across four campuses, and we offer affordable programs for students at every stage of life, including robust online learning opportunities. At present, TCC offers a variety of programs that prepare students for careers across the advanced mobility industry, including Certificate Programs in Aircraft Dispatch, Electronics Technician, and Aerospace Drafting, and Associate Degrees in Air Traffic Control, Professional Pilot, Electronics Technologist, Electrical Engineering, Electrical Engineering Technology, and Mechanical Engineering. Today, I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge.

Through the LaunchPad Research and Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

TCC is excited to be partnering closely with the Tulsa region coalition to develop two programs, each contributing to the accessible education of Tulsans in high demand skills for advanced mobility companies: 1) a robust, equity-focused marketing and recruitment program for our existing certifications, and 2) a brand-new computer engineering transfer pathway in collaboration with Oklahoma State University (OSU).

The first, a robust marketing and recruitment program, is focused on our existing non-credit software engineering certificates through TCC's Coursera partnership, our electrical technician certificate, and an aerospace drafting super-certification. This effort is essential to raising program awareness for Tulsans of all backgrounds. Although TCC offers these certifications today, many K-12 students and existing workers are unaware of the career options available through this course of study. With catalytic EDA funding, TCC would invest heavily in an information campaign targeting a set of key challenges: awareness, perceived accessibility, financial accessibility, support to completion, and institutional support. By increasing student awareness of these programs, while simultaneously addressing perceived accessibility, financial or otherwise, we aim to convince Tulsans from underrepresented backgrounds to explore these certifications and unlock in-demand skills and well-paying jobs in advanced mobility. To ensure these students have the support they need to complete the programs, we will be leveraging the TRAM coalition's partnership with Madison Strategies Group (MSG) as a wraparound service provider for our students. These wraparounds could include childcare support, transportation, and mental health services, among other services, to tackle the real challenges many Tulsans face when choosing between their education and their livelihood or that of their family. Still, we understand many students may find an introductory level of study is the best access point to enter into this industry. Accordingly, TCC commits

to partnering with Tulsa Tech to redirect these students towards Tech's new Certified Advanced Mobility Associate program, and, in doing so, reduce regionwide attrition from the industry. Furthermore, TCC commits to reviewing Tulsa Tech's Certified Advanced Mobility Associate curriculum to identify where Tech students could obtain credit for their Tech studies when transferring to TCC, through prior learning assessments, for example.

The second, a new computer engineering four-year degree in partnership with OSU, would be one of a handful of public four-year STEM degrees that can be completed entirely in Tulsa. This program would be an extension of TCC and OSU's successful College Park program, a transfer pathway for students to earn their associate degree at TCC and their bachelor's degree from OSU, ultimately resulting in a four-year degree. This tested program model leverages annual cohorts of 25 - 30 College Park students who act as a support system for one another and take courses separately from other TCC and OSU students. We believe this model is particularly important in STEM programs, like computer engineering, which see higher attrition rates than non-STEM degrees. EDA funding would be essential to create this degree pathway, again, one of a handful of public four-year STEM degrees in the region and the only public four-year computer engineering degree in the region, providing the next generation of computer engineers in Tulsa. Computer engineers are one of the most heavily demanded professions among all advanced mobility companies, particularly among advanced aerial mobility and electric vehicles. As a result of the TRAM coalition's efforts across other projects, we are confident that our graduates would be entering a vibrant AM labor marketplace by the time the first cohort graduates in spring of 2027. To reduce attrition, and support students of underrepresented backgrounds through program completion, we will also be coordinating with MSG to provide wraparound services for these cohorts.

TCC commits to leading a robust marketing campaign for our existing certification programs in software engineering, electrical technician, and aerospace drafting, as well as to developing a new College Park transfer pathway in computer engineering, as outlined in the Project Narrative. We agree to \$294,380 total match over five years, which includes the post-grant year. This match is contingent on having 20 students in the first College Park cohort and a maximum of 25 students, and 25 – 30 students in subsequent cohorts. Cohort sizes will be contingent on demand. Furthermore, we commit to working with Madison Strategies Group, directing students to this organization for wraparound services. Upon award, Tulsa Community College will enter into a formal subaward agreement with Tulsa Community Foundation to complete this scope of work. We have a strong relationship with TCF, OSU-Tulsa, and Madison Strategies Group, and have the utmost confidence in our ability to jointly execute on the project proposal.

In conclusion, we've seen how the Tulsa coalition has developed each of their projects since Phase I, from workforce development to an advanced mobility research center, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,



Leigh B. Goodson, Ph.D.
President and CEO



TULSA PUBLIC SCHOOLS

EQUITY CHARACTER EXCELLENCE TEAM JOY

March 9, 2022

Dear Secretary Raimondo,

I hope this message finds you well and healthy. It has been exciting to follow your journey over the last few years, and I was not surprised to see you called to serve our country!

I am pleased to write this letter of support for Tulsa's Build Back Better Regional Challenge. As the superintendent of Tulsa Public Schools, the largest school district in Oklahoma serving approximately 33,000 students who will be our next generation of leaders, I am thrilled to support effective and accessible opportunities for economic growth and sustainability for all in our community.

Through the LaunchPad Research & Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready industrial parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region. As an education leader in the region, Tulsa Public Schools welcomes the opportunity to be a community partner for this regional coalition.

A robust workforce development agenda like that of the TRAM coalition, which aims to increase the number of electrical engineers, software developers, computer scientists, manufacturers, drone pilots, electrical technicians in Tulsa is essential to the growth of this sector in Oklahoma. This work is well-aligned with our existing STEM programs through Career Tech and partnerships with local universities, inclusive of pre-engineering, computer science, and cybersecurity. Additionally, we have programs in Advanced Manufacturing, Computer Aided Drafting & Design, as well as a construction program that partners with the Tulsa Home Builders' Association. The industry need, in Tulsa and across the United States, is clear.

At Tulsa Public Schools, we believe in the importance of bringing the industries of the future to the youth that will ultimately shape it. Students in pre-K - 12 public schools should have access to information on advanced mobility as an industry and should be aware of the occupations available to people of all backgrounds in advanced manufacturing, software engineering, avionics and more. We are committed to strengthening our partnerships with industry to bring the students of Tulsa tailored, accessible information on careers in advanced mobility through career and occupation-focused events. Specifically, we look forward to hosting career and college fairs, technology days, and more

DESTINATION EXCELLENCE

3027 SOUTH NEW HAVEN AVENUE | TULSA, OKLAHOMA 74114

918.746.6800 | www.tulsaschools.org

in collaboration with our workforce partners in order to advertise the coalition's AM educational and career opportunities. These opportunities include the certification programs, the computer engineering transfer pathway, pre-apprenticeship bridge program, and apprenticeships in advanced mobility-oriented manufacturing.

This project will advance our shared goals of creating innovative talent, expanding our local startup ecosystem, and providing the opportunity for more Tulsans to have access to high-paying jobs in our region. We are excited about the general economic development outcomes for the region that would come with the launch of the LaunchPad Research & Technology Center, Flight Corridor and other initiatives outlined in the TRAM cluster proposal. The creation of new jobs, technologies, and businesses will contribute to the important work of diversifying our state's economy away from traditional energy sources.

We have personally witnessed the tremendous growth that the coalition has demonstrated from Phase 1 to Phase 2, in detailing our project plans and planning for long-term sustainability. I can attest to the strong commitment of these coalition members to collaboratively increase economic prosperity across the region. I am pleased to support the TRAM corridor because we live in this community, educate in this community and innovate in this community.

We are eager to stand by the Tulsa regional coalition in its submission and hope that you will support the submitted application.

Best,

A handwritten signature in black ink, appearing to read 'Deborah A. Gist', with a stylized flourish at the end.

Deborah A. Gist
Superintendent



5005 S Darlington Ave.
Tulsa, OK 74135

- Phone: 918.779.4010
- Email: info@TulsaSTEM.org
- Website: TulsaSTEM.org

March 10, 2022

Gina M. Raimondo
Secretary of Commerce
U.S. Department of Commerce
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Tulsa Regional STEM Alliance Support for the TRAM Coalition's Build Back Better Regional Challenge Grant Application

TRSA is a non-profit organization based in the Tulsa region that offers broad, deep and innovative pathways for all students to access high-impact careers. We focus on coordinating, strengthening, and directly providing opportunities, possibilities, and resources for educators and students in science, mathematics, engineering, and technology (STEM). Knowing that STEM drives advancement in Oklahoma's key industries, Tulsa Regional STEM Alliance is thrilled to offer enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge.

Through the LaunchPad Research & Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region. As an education leader in the region, TRSA welcomes the opportunity to be a community partner for this regional coalition.

To ensure our region continues to play a competitive role in the national economy, it is essential to have a robust workforce development agenda, like that of the TRAM coalition, which aims to increase the number of electrical engineers, software developers, computer scientists, manufacturers, drone pilots, electrical technicians in Tulsa. TRSA has grown to serve as a resource hub for K-12 drone programming including professional development on drones for educators, classroom grants to support access to drones, and a statewide drone competition. TRSA creates over 160,000 experiences each year to ensure students have the strong K-12 STEM background needed to excel in the increasingly important advanced mobility job market.

At TRSA we believe in the importance of bringing the industries of the future to the youth that will ultimately shape it. Students in K-12 public schools should have access to information on advanced mobility as an industry, and should be aware of the occupations available to people of all backgrounds in advanced manufacturing, software engineering, avionics, and more.

Tulsa Regional STEM Alliance commits to partnering with Black Tech Street (BTS) to lead collaboration with Tulsa Public Schools and other school districts. This partnership commits to advertising the TCC / Tulsa Tech certification program, the TCC / OSU computer engineering transfer pathway, the pre-apprenticeship bridge program, and apprenticeships in advanced mobility-oriented manufacturing. TRSA and BTS will lead this information campaign with an emphasis on accessibility and the wraparound services to make clear that the educational and career opportunities in this industry have extremely high potential for everyone, not just a portion of Tulsa.

These growth opportunities align closely with our vision of creating an abundance of diverse STEM talent fueling a more globally competitive northeastern Oklahoma. We are excited about the general economic development outcomes for the region that would come with the launch of the LaunchPad Research & Technology Center, Flight Corridor and other initiatives outlined in the TRAM cluster proposal. The creation of new jobs, technologies, and businesses will contribute to the important work of diversifying our state's economy away from traditional energy sources.

We have personally witnessed the tremendous growth that the coalition has demonstrated from Phase 1 to Phase 2, in detailing out project plans and planning for long-term sustainability. I can attest to the strong commitment of these coalition members to collaboratively increase economic prosperity across the region. I am pleased to support the TRAM corridor and its impressive vision.

Overall, TRSA is eager to stand by the Tulsa regional coalition in its submission. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Levi J. Patrick". The signature is fluid and cursive, with the first name "Levi" being the most prominent.

Levi J. Patrick, M. Ed.
Executive Director



P.O. Box 477200 Tulsa, OK 74147 918.828.5000

Dear Secretary Raimondo,

My name is Dr. Matt Litterell, I serve as Director of Business and Industry Services at Tulsa Tech. Tulsa Tech is a public-school district providing career and technical education opportunities across 9 counties and six campus locations throughout the Tulsa region. The district was originally established in 1965 as a part of Tulsa Public Schools, and later became an independent public-school district that has grown to serve over 20,000 students annually. The students participate in career and technical training through full time, part time, and customized industry training programs that are targeted to fill specific workforce needs in our community. This targeted training methodology benefits students through best in class outcomes. Our most recent completion and retention rate is 86%, with a graduate positive placement rate of 96%. Our long history and commitment to students and companies is best described by our vision to be the regions leader of career and technical education, resulting in a quality job for every Tulsa Tech student and a skilled workforce for every company.

I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. Through the LaunchPad Research and Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS technologies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region and the industry more broadly.

Tulsa Tech is excited to be partnering closely with this coalition to co-create a dedicated advanced mobility certification pathway at our institution. As we work to ensure all of our students are prepared for the workforce of both now and the future, Tulsa Tech is thrilled to play a part in this burgeoning innovative sector that holds such potential for impact. The Certified Advanced Mobility Associate program at Tulsa Tech would be a 50-week, part-time program targeted towards high school students, college pausers, and Tulsans looking to upskill to pivot into the AM industry in the region.

The curriculum for this program would include an introduction to advanced mobility electronics, an introduction to programming including embedded systems, a drone pilot course, and an introduction to electric vehicles course. Students who successfully complete

Administrative Offices
6111 E. Skelly Dr.
Tulsa, OK

Broken Arrow Campus
4000 W. Florence St.
Broken Arrow, OK

Owasso Campus
10800 N. 140th E. Ave
Owasso, OK

Peoria Campus
3850 N. Peoria Ave.
Tulsa, OK

Riverside Campus
801 E. 91 St.
Tulsa, OK

Sand Springs Campus
924 E. Charles Page Blvd.
Sand Springs, OK

Memorial Complex

Career Services Center
3420 S. Memorial Dr.
Tulsa, OK

Health Sciences Center
3350 S. Memorial Dr.
Tulsa, OK

Lemley Campus
3420 S. Memorial Dr.
Tulsa, OK

Training Center
3638 S. Memorial Dr.
Tulsa, OK



P.O. Box 477200 Tulsa, OK 74147 918.828.5000

the program would receive a Tulsa Tech certification, as well as an FAA-recognized certification as drone pilots. Graduates would be equipped to enter entry-level jobs at advanced mobility and advanced aerial mobility companies or to pursue an apprenticeship program in advanced mobility manufacturing.

An existing and longstanding partnership already exists between Tulsa Community College (TCC) and Tulsa Tech. It is our shared vision that this suite of advanced mobility introductory courses serves as a catalyst for those in Tulsa's existing workforce seeking to break into advanced mobility, even when that means pursuing additional education. Accordingly, Tulsa Tech will work closely with TCC to serve as conduits for one another's certification programs, ensuring students at Tulsa Tech who may benefit from a more in-depth study are aware of TCC's software engineer, electrical technician, and aerospace drafting certifications and can be directed towards this step in their education.

Similarly, TCC has also committed to reviewing Tulsa Tech's Certified Advanced Mobility Associate curriculum to identify where Tulsa Tech students could get recognition for their studies when transferring to TCC via prior learning assessments, for example. We've also agreed that students at TCC who may benefit from more introductory level study at Tulsa Tech will be redirected towards our institution for training, creating additional pathways for recruitment and industry program retention across both institutions.

In conclusion, we've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Matt Litterell, Ed.D.
Director of Business and Industry Services
Tulsa Tech

Administrative Offices
6111 E. Skelly Dr.
Tulsa, OK

Broken Arrow Campus
4000 W. Florence St.
Broken Arrow, OK

Owasso Campus
10800 N. 140th E. Ave
Owasso, OK

Peoria Campus
3850 N. Peoria Ave.
Tulsa, OK

Riverside Campus
801 E. 91 St.
Tulsa, OK

Sand Springs Campus
924 E. Charles Page Blvd.
Sand Springs, OK

Memorial Complex

Career Services Center
3420 S. Memorial Dr.
Tulsa, OK

Health Sciences Center
3350 S. Memorial Dr.
Tulsa, OK

Lemley Campus
3420 S. Memorial Dr.
Tulsa, OK

Training Center
3638 S. Memorial Dr.
Tulsa, OK

The Honorable Gina M. Raimondo
U.S. Department of Commerce
1401 Constitution Ave NW
Washington, DC 20230

Dear Secretary Raimondo,

On behalf of the Unmanned Aerial Systems Cluster Initiative (UASCI), I am excited to support the TRAM Cluster proposal put forth by our colleagues in the Tulsa region. UASCI, founded in 2015, is funded by private partners and through a contract with the U.S. Small Business Administration. Our mission is to accelerate the growth of the UAS and Advanced Air Mobility (AAM) industry by enabling established companies and emerging entrepreneurs in Oklahoma to work together and gain access to national technologies, global capital, and advanced business models.

Given this work, we understand the opportunity for this region and the need for catalytic investment. The proposed BVLOS corridor is essential to setting the Tulsa region apart, and the operational plan of the corridor is essential to ensuring that the economic benefits of this asset are maximized. UASCI was selected by Tulsa Innovation Labs to outline a governance model for the AAM Flight Corridor in collaboration with OSU and Osage LLC under the BBBRC Phase I technical assistance award. We have received full cooperation and participation of all parties, and we are confident that we can outline an efficient operating model that maximizes industry engagement and economic impact.

In addition, UASCI plans to be an active participant in the growth of the advanced mobility ecosystem in Tulsa. We have built a strong network of major stakeholders in the AAM industry, and we commit to making introductions to these companies as the consortium recruitment plan is executed. As part of our current Small Business Administration contract, UASCI is holding a series of industry demo day and networking events focused on potential use cases for UAS technologies. We have also launched a UAS and AAM industry specific mentoring program for new start-ups as well as technology transfer and licensing assistance as needed. UASCI has also committed to growing capital investment in Oklahoma. We are doing that through the launching of the UAS Angel Network which is a nationwide group of accredited investors who hold pitch sessions for UAS and AAM companies seeking early-stage funding opportunities.

If the proposed LaunchPad Center is approved and UASCI is provided additional funding:

- We would utilize its [UAS Angel Network](#) (UASAN) to expand capital access to the Advanced Air Mobility market in the Tulsa region. We will increase the number of annual angel pitch events to eight and host up to four of the UAS Angel Network pitch events in the City of Tulsa hosted by either the Tulsa Innovation Lab or the LaunchPad Research and Technology Center.
- UASCI currently offers technology commercialization consulting for serial entrepreneurs and start-ups in the UAS and AAM industry. We would double our current number of technology pitch sessions from three to six, which would also increase the number of technologies pitched from nine to eighteen. Technologies will be selected with Tulsa Advanced Mobility Cluster members to identify technology challenges faced by Oklahoma companies.

- In order to strengthen the capabilities of small businesses in the state, UASCI currently provides up to 200 hours per year building the provider network and delivering mentoring to 20 small businesses. The mentors are experienced professionals who volunteer their time to work 1:1 with a small business owner. UASCI will expand our current mentoring program to include specific Advanced Mobility companies. We will do this by adding an additional 200 hours per year of AAM industry mentoring in direct support of Tulsa's Regional Advanced Mobility Cluster and the future LaunchPad Research and Technology Center.
- In order to support all of the above-mentioned initiatives connected to the Tulsa Regional Advanced Mobility Cluster, UASCI will hire an experienced project manager who will be located in Tulsa so as to provide maximum contact and support to the Mobility Cluster. This individual will report to UASCI's Executive Director and will provide support for the Capital Access, Technology Commercialization, Mentoring, and the Advanced Air Mobility Conference related to the Mobility Cluster's objectives.

In closing, I would like to reiterate the UAS Cluster Initiative's strong support for this proposal and our commitment to ensuring its success.

Sincerely,



Craig Mahaney
Executive Director
Unmanned Aerial Systems Cluster Initiative



GWYD DBF
CHEROKEE NATION®

P.O. Box 948 • Tahlequah, OK 74465-0948
918-453-5000 • www.cherokee.org

Chuck Hoskin Jr.

Principal Chief
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ᑕᑦᑕᑦᑕᑦ

Bryan Warner

Deputy Principal Chief
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ᑱᑱᑱᑱᑱᑱ ᑕᑦᑕᑦᑕᑦᑕᑦ

March 9, 2022

The Honorable Gina Raimondo
Secretary of Commerce
United States Department of Commerce
1401 Constitution Avenue NW, Suite 71014
Washington, DC 20230

Re: Tulsa Regional Advanced Mobility Cluster Proposal
EDA Build Back Better Regional Challenge

Dear Secretary Raimondo,

Cherokee Nation is one of the largest tribes in the United States with more than 400,000 tribal citizens worldwide. As a sovereign government and economic engine, Cherokee Nation invests in our region to create the conditions for growth for our citizens and companies. We are committed to protecting our inherent sovereignty, preserving and promoting Cherokee culture, language and values, and to improving the quality of life for future generations of Cherokee Nation citizens.

Cherokee Nation continues to play an integral role in the economic development of our region and wherever our people call home. In addition to our government-to-government relationship with the federal government, our relationships with municipal, county, state, and tribal governments and economic drivers demonstrate how, working side by side, we are collaborating to improve the lives of all our citizens and neighbors. These partnerships have been forged over decades and strengthened through ongoing cooperation in joint economic development efforts which recognize the mutual role each plays in economic growth.

The Cherokee Nation is pleased to affirm its enthusiastic support for the efforts of the Tulsa Regional Advanced Mobility Cluster (TRAM) proposal under the EDA Build Back Better Regional Challenge. We recognize that, as we look to the future of Cherokee Nation, there is a need to foster the growth of new industries. Through the proposed LaunchPad research center, Flight Corridor, and industrial parks included the TRAM proposal, the Tulsa region will create a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These initiatives, along with the region's robust and skilled workforce will make the region nationally competitive in attracting and retaining advanced mobility companies.

We are confident that these efforts will result in the development of a research and manufacturing sector that will have immense impact for this region, and for the Cherokee Nation. The results of this proposal will have a direct impact on our citizens by providing new opportunities to access good, high-paying jobs in a burgeoning industry while allowing our citizens to continue to build careers and futures here at home. We also look forward to further exploring how our forthcoming State Small Business Credit Initiative (SSBCI) program via the US Department of the Treasury might be brought to support business creation and development in this sector. We find the convergence of these two initiatives very compelling for future opportunities.

This is our home, and we value our long-term, mutually beneficial relationships with our regional partners in economic development. We are ready for further discussions on how to best utilize our unique assets and capabilities to help ensure the success of this important initiative.

If you have any questions or require further information, please contact our Director of Government Relations, Kimberly Teehee, at kim-teehee@cherokee.org or 202-615-9505.

Wado,

A handwritten signature in black ink that reads "Chuck Hoskin, Jr." in a cursive, slightly slanted script.

Chuck Hoskin, Jr.
Principal Chief of the Cherokee Nation



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CHEROKEE NATION®

P.O. Box 948 • Tahlequah, OK 74465-0948
918-453-5000 • www.cherokee.org

Office of the Chief

Chuck Hoskin Jr.
Principal Chief

Bryan Warner
Deputy Principal Chief

March 9, 2022

Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce
1401 Constitution Avenue NW, Suite 71014
Washington, DC 20230

Re: Support for INCOG Build Back Better Phase II Application

It is with great enthusiasm that I write to express strong support for the Indian Nations Council of Government's EDA Build Back Better Advanced Mobility Cluster application on behalf of Cherokee Nation Career Services (CNCS). Through dynamic partnerships and innovative collaborations with the tribes, companies, universities, not-for-profit organizations, and local leaders, CNCS is helping to build a business environment that supports growth and shared prosperity for Cherokees and our neighbors.

The Cherokee Nation is a primary driver of economic prosperity for northeastern Oklahoma. We deliver training programs, business support, and wrap-around services designed to bolster and benefit businesses of all shapes and sizes, from large corporations to small startups. From 2019 to 2021, the region saw a significant increase in the number of advanced mobility companies growing in the Cherokee Nation with Canoo announcing a \$400M electric vehicle OEM plant, L3 Harris growing its Tulsa Airport operations base with a \$1B defense contract, and Cherokee Federal Services announcement of data analysis contracts. These jobs are dependent on a skilled and growing workforce.

For the Advanced Mobility Cluster application, CNCS is interested in partnering with the cluster's certification and training programs to ensure that our citizens have access to apprenticeship and certification programs to advance into high-growth, in-demand jobs in fields such as electrical engineering, computer engineering, drone operations, and advanced manufacturing. We are ready to work with the coalition, the Tulsa Regional Chamber of Commerce and other economic development partners to attract and retain businesses in Northeast Oklahoma and the Cherokee Nation. We are excited about the prospect of attracting advanced manufacturing companies to the proposed Robson Ranch, Inola Port, and Hangar construction sites.

We are also ready to providing workforce development services to entrepreneurs that participate in the LaunchPad research center, particularly in the areas of growth acceleration. We look forward to future opportunities to partner with the cluster with our complimentary growth strategies and initiatives to build our regional economy and create high-growth jobs for the future.

If funded, the BBB Advanced Mobility Cluster would help to address one of the Cherokee Nation's strategic priorities: the attraction of high-quality employment opportunities. We believe that this initiative will help the region's workforce and local businesses remain competitive and secure. We are excited to continue to play a key role in seeing technology jobs locate in the Cherokee Nation, and in the Tulsa region

Sincerely,

Diane Kelley
Executive Director
Cherokee Nation Career Services



9 March 2022

On behalf of Osage LLC, I am writing to express my strong support for the Tulsa Regional Advanced Mobility Cluster and outline our commitment to implementing the AAM Flight Corridor component project. Osage LLC is a tribally-owned company whose mission is to grow the economic development of the Osage Nation while also providing job training and employment opportunities to its people. To fulfill this mission, we feel Skyway 36, its Technology Innovation Zone and Tribal Droneport are essential to the growth and success of the Flight Corridor, the Osage Nation, the Tulsa region and the State of Oklahoma.

In this capacity, Osage LLC, its subsidiary Osage Nation Ranch LLC and with legal authority from the Osage Nation have been charged with the development of Skyway36 and surrounding properties. As described in the Project Narrative, these assets have the potential to be major economic engines as testing sites for unmanned aerial systems (UAS) and advanced aerial mobility (AAM) technologies, as demonstrated in a former EDA grant awarded to renovate the facilities at Skyway36. Osage LLC has worked with our partners at Oklahoma State University to develop a vision for a beyond visual line-of-sight (BVLOS) corridor that links these two assets with OSU's existing flight test infrastructure near Stillwater, Oklahoma. This Corridor would attract significant investment in our region, create good-paying jobs, and complement our planned operations at Skyway36 by expanding the capabilities of the site, making it and surrounding land more attractive to industry partners or prospective tenants.

As part of the BBB Phase I award, Osage LLC is currently participating in a planning process with Oklahoma State University, Tulsa Innovation Labs, and the UAS Cluster Initiative to determine an optimal governance model and define an efficient decision-making structure for this corridor. We participated in the RFQ selection process and have developed a strong relationship with these partners, and we are confident that this process will result in an agreement that is favorable for all parties and results in robust industry engagement. Furthermore, we will support OSU following the submission of this application to determine an optimal route for the flight corridor and secure regulatory approvals.

If this project is selected for funding, Osage LLC commits to hiring a Flight Corridor Director and Flight Technician at Skyway36 in addition to deploying marketing and community engagement funding, as described in the Project Narrative and Budget Narrative. These employees will work with OSU's Unmanned Systems Research Institute (USRI), the LaunchPad Center and Tulsa Innovation Labs to oversee the development of this corridor, ensure efficient integration with Skyway36 and the Osage Nation Ranch, and build partnerships with industry. Once operational, this staff will oversee the logistics and scheduling of the corridor. Upon Phase II award, Osage LLC will enter a formal sub award agreement with Oklahoma State University to ensure the smooth execution of the proposed project. The funds total \$1,280,000 over the duration of the contract spanning four (4) years.

Finally, we acknowledge that the success of the Flight Corridor and the magnitude of its impact are closely tied to our region's workforce, industrial capacity, and innovative research community. We look forward to support this coalition's projects and exploring ways to deepen our collaboration with these regional stakeholders.

Sincerely,

Frank Freeman

Frank Freeman
Chairman of the Board
Osage LLC



Devon Laney,
36 East Cameron Street
Tulsa, OK 74103

Dear Secretary Raimondo,

My name is Devon Laney and I am the President & CEO of 36 Degrees North, a Tulsa-based organization that has 70,000 sq.ft. of collaborative workspace in downtown Tulsa and gives entrepreneurs access to a state-certified incubation program, critical resources to growing a business, and a vibrant community of like-minded entrepreneurs. Recently, we received the \$374,608 Venture Challenge grant funds via the EDA's Build to Scale program and look forward to further scaling our entrepreneurship business support, especially as it relates to innovative industries like advanced mobility.

I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. Through the LaunchPad Research & Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region. As a part of our robust and growing entrepreneurial ecosystem in Tulsa, backed by support from local government, philanthropy, and industry partners, 36 Degrees North welcomes the opportunity to be a community partner for this regional coalition.

The LaunchPad Research & Technology Center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand. For this LaunchPad Center, 36 Degrees North commits to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other startups. In regard to the fellowship program, we are excited to coach faculty and fellows as Mentors in Residence as they move along the commercialization process exploring product-market fit, business models, market opportunities, and more.

I can attest to the strong commitment of these coalition members to innovative methods of economic development, and I am pleased to support the TRAM cluster. By combining industry input with world-class multi-institutional research, robust commercialization programs, and best in class testing infrastructure, these projects will advance our shared goals of promoting innovation, supporting innovative talent, expanding our local startup ecosystem, and creating high-tech jobs in the Tulsa region.

As a part of our entrepreneurial ecosystem, 36 Degrees North knows the dedication of this Tulsa community to making our region an ideal place to launch and grow a company. We work closely and often with inTulsa, Atento, TIL, Holberton, and more of these coalition members to be a steadfast resource and cheerleader for growing companies, and this will only expand with the additional funding from EDA. We've seen how the Tulsa coalition has developed each of their projects since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

Overall, 36 Degrees North is eager to support this proposal and stand by the Tulsa regional coalition in its submission. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Devon Laney".

T. Devon Laney

President & CEO

36 Degrees North



March 11, 2022

RE: Support of TRAM Proposal Under the Build Back Better Regional Challenge

Dear Secretary Raimondo,

My name is Scott Shtofman, I am the Manager of Grassroots Advocacy and Chapter Engagement at the Association for Uncrewed Vehicle Systems International (AUVSI). AUVSI is the world's largest nonprofit organization dedicated to the advancement of uncrewed systems and robotics, represents corporations and professionals from more than 60 countries involved in industry, government, and academia.

I am reaching out in enthusiastic support of the Tulsa Regional Advanced Mobility (TRAM) proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks; the Tulsa region will be creating a research hub, a nationally unique testing facility for Beyond Visual Line of Sight (BVLOS) companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space. Together, these create a unique, in-demand ecosystem for both advanced mobility start-ups and established advanced mobility companies. This program would reside in the Helmerich Research Center while being in close collaboration with Oklahoma State University. This would complement the Flight Corridor and offering a pathway to research commercialization, which is an essential component of advanced mobility industry development that is always in high demand.

We believe in the Tulsa coalition's vision for Tulsa as a national leader in advanced mobility. We are particularly excited about advanced mobility research that could come out of this state-of-the-art facility in Tulsa. This would be great for industry and Tulsa as a whole. We welcome the opportunity to serve as a professional association that will support entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for upcoming startups.

Since Phase I, we have seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center. We are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Scott Shtofman".

Scott Shtofman, Esq.

Association for Uncrewed Vehicle Systems International

sshtofman@auvsi.org



Oklahoma Center for the Advancement of Science and Technology

March 7, 2022

Ms. Alejandra Y. Castillo
Assistant Secretary of Commerce for Economic Development
U.S. Department of Commerce, Economic Development Administration
1401 Constitution Avenue, NW
Suite 71014
Washington, DC 20230

RE: Support for the Tulsa Regional Advanced Mobility (TRAM) Cluster Proposal (EDA BBB)

Dear Assistant Secretary Castillo,

The Oklahoma Center for the Advancement of Science and Technology (OCAST) enthusiastically supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. Innovation, collaboration and job creation are at the core of what we do at OCAST and together with our strategic partners—the Oklahoma Manufacturing Alliance (OMA), i2E Inc., the New Product Development Center (NPDC) at Oklahoma State University and the Tom Love Innovation Hub (TLIH) at the University Oklahoma. This partnership makes up the Oklahoma Innovation Model—a public-private partnership with a common mission and strategy to work collaboratively to expand Oklahoma’s pipeline and ecosystem of research activity, inventions, investment capital and advanced manufacturing in diverse communities across the state. Our support of this proposal aligns well with OCAST’s purpose as the state agency, established more than three decades ago, to be Oklahoma’s engine for technology based economic development, therefore we wholeheartedly endorse the need for large-scale, transformative investment in cultivating new mobility industries in the region. The projects proposed by the TRAM coalition directly reflect the strategic interests and vision of OCAST, and we look forward to supporting these programs during and beyond the grant period.

OCAST is committed to supporting the LaunchPad Research and Technology Center by providing in-kind support to faculty and entrepreneurs via OKCatalyst, an award-winning joint venture with the US Small Business Administration that helps Oklahoma startups assess and pursue non-dilutive Small Business Innovation Research (SBIR) and/or Small Business Technology Transfer (STTR) funding from federal agencies including NSF, NASA and DoD. This funding can provide critical support that enables companies to develop and refine their product or process while at the same time helping them take the first steps towards growing their business. Additionally, we will support the Workforce Programs of this proposal by leveraging our existing internship resources which each year help accomplish job placement for students in the Oklahoma workforce upon graduation. Since 1998, OCAST has supported nearly 21,000 student interns with 94% of them being employed in Oklahoma following their internship as well as leveraging more than \$278M from the state's investment. OCAST interns are vital to developing a well-educated and well-trained workforce that is essential to building an advanced mobility industry

in the Tulsa region. Fortunately, OCAST's partner organization, the OMA, manages the state's top apprenticeship program and with our continued funding will be able to target part of its apprenticeship efforts towards students and adults in the Tulsa region allowing them to develop advanced mobility manufacturing skills while earning a livable wage.

We look forward to our continued work with TRAM coalition members including Tulsa Innovation Labs, Tulsa Area Economic Opportunity (TAEO), and The Tulsa Regional Chamber and we have full confidence in their ability to execute this vision. These thriving regional partnerships have made it possible for OCAST to help community members and industry partners find success for more than 34 years. Therefore, we respectfully request that the U.S. Economic Development Administration strongly consider funding the Tulsa Regional Advanced Mobility Cluster proposal.

Sincerely,



C. Michael Carolina
Executive Director



**NEW PRODUCT
DEVELOPMENT CENTER**

College of Engineering, Architecture and Technology

1812 W. Tyler
Stillwater, OK 74078
W: npdc.okstate.edu
E: npdc@okstate.edu
P: 405-744-8727

March 11, 2022

Dear Secretary Raimondo,

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The OSU LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.

The Oklahoma State University New Product Development Center (NPDC) operates as an outreach unit from the College of Engineering Architecture and Technology. The unit serves an economic development function for the state of Oklahoma by providing engineering support for product and process development to individuals and small business organizations. The NPDC provides engineering support to more than 100 entrepreneurs and small manufacturing companies on an annual basis and generally focuses on the development of new products or product manufacturing processes.

We welcome the opportunity to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other start ups. We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Dr. Robert Taylor

Director

Oklahoma State University

New Product Development Center



March 11, 2022

Dear Secretary Raimondo,

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The OSU LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.

The Spears School of Business and Spears Riata Center for Entrepreneurship look forward to supporting the TRAM proposal with student and faculty support and to lend our expertise in workforce and economic development. Continuing our partnership with OSU Engineering and other TRAM partners, we look forward to help get new technologies into the marketplace while developing the workforce to support the businesses.

We welcome the opportunity to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other start-ups. We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink that reads "Ken Eastman".

Ken Eastman, Dean
Spears School of Business



Vice President for Research

203 Whitehurst
Stillwater, OK 74078-1020
405.744.6501 (P)
405.744.6244 (F)
www.research.okstate.edu

March 11, 2022

Dear Secretary Raimondo,

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The OSU LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants, and coworking spaces. Thus unique ecosystem will accelerate advanced mobility start-ups and established advanced mobility companies alike. The program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization—an essential component of advanced mobility industry development that is always in high demand.

As a comprehensive, Land-grant university in Carnegie's top tier category of research institutions, Oklahoma State University has an integrative mission of innovative instruction, impactful research, and vital connectedness to the communities we serve through outreach, extension, and service. Collaborations such as the TRAM proposal are at the core of OSU's identity and how we strive to create opportunities and solutions for our students, our region, the State of Oklahoma, and our nation.

On behalf of the entire leadership of Oklahoma State University, I welcome the opportunity for OSU experts to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other start-ups. I have tracked this process since the onset of Phase 1, and have been very impressed with how the Tulsa coalition has developed each of their projects, from workforce development to the advanced mobility research center. We at OSU are excited to see these projects come to fruition with the EDA's continued support.

OSU respectfully requests the EDA's full consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Kenneth W. Sewell, Ph.D.
Vice President for Research



Dear Secretary Raimondo,

My name is Tyrance Billingsley II, I serve as the Founder and Executive Director at Black Tech Street, a Tulsa-based organization founded to build a community of black visionaries and entrepreneurs in Tulsa dedicated to cultivating black talent through tech -- a Black Wall Street for the twenty-first century. Through targeted program design and narrative building, Black Tech Street looks to spur both economic development and entrepreneurial wealth creation through the tech industry. Black Tech Street is currently working on N2031, an initiative to create a 10 ecosystem innovation strategy for building a Black Tech Ecosystem for Black Wall Street. We have worked alongside this regional coalition in order to further develop these programs for the Phase 2 funding opportunity with an intentional eye on equitable accessibility.

This is why I write to you in such enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. The LaunchPad Research & Technology Center, Flight Corridor, and Industrial Parks, along with a robust workforce, will develop a sector that will have immense impact for the Tulsa region, particularly those who have been left behind in the past. With these major economic development investments, this regional coalition is creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing – all while making sure these opportunities in this unique advanced mobility cluster are for every Tulsan.

Throughout this process, BTS has been working with coalition partners to ensure that this cluster's projects is furthering the BTS mission, and providing opportunities for all Black Tulsans. As we look to build up a skilled workforce, a robust workforce development agenda, like that of the TRAM coalition, is essential to the growth of this sector in Oklahoma. Increasing the number of electrical engineers, software developers, computer scientists, manufacturers, drone pilots, electrical technicians in Tulsa will be a huge step forward, thanks to the training, certification programs, apprenticeship opportunities, and pre-apprenticeship bridge program outlined in this proposal. BTS commits to providing strategic support through this continued engagement with coalition members, soliciting input from community contacts, and ensuring that these AM jobs are an opportunity for all black community members looking to break into this unique cluster workforce long-term. Furthermore, as these various certification pathways are built up, BTS looks forward to working with the relevant group of recruiters from the education partners to provide community integration insight.

The LaunchPad Research & Technology Center, located in the historically segregated and disadvantaged Greenwood District, brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. One way that BTS hopes to build upon this vision is to create a committee at the LaunchPad Center and provide high-level advisory support to ensure there is a continuous focus on DEI, specifically in terms of the start-ups and entrepreneurs it outputs. Additionally, Black Tech Street commits to being a constant presence at LaunchPad Center events and



providing the necessary support to black entrepreneurs coming out of the Center. Through our use of story telling and resource coordination, it is our objective to ensure that these entrepreneurs have everything they need to succeed in the 21st century economy.

Black Tech Street is eager to explore further opportunities for collaboration into this coalition's vision further as it is built out. This coalition presents a unique opportunity to help realize the Black Tech street mission of giving Black people in Tulsa a viable path to wealth creation through the tech industry.

We have a strong history of working with members of this coalition and can attest to the strong commitment to innovative methods of economic development and equitable opportunities. The Tulsa region has proven itself to be a steadfast resource and cheerleader for growing companies, especially for entrepreneurs of color, and this will only expand with the additional funding from EDA. I am pleased to support the TRAM corridor and the outlined projects.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Tyrance Billingsley II
Founder and Executive Director
Black Tech Street

DocuSigned by:
Tyrance Billingsley
6032C491B2B641B...



BUILDINTULSA.COM

March 9, 2022

Dear Secretary Raimondo,

My name is Ashli Sims and I am the Managing Director at Build in Tulsa, a multi-sector effort to rebuild the historically rooted Black Wall Street around technology, entrepreneurship, business, and capital. Centered around the country's only 3-stage accelerator pipeline, Build in Tulsa is building the infrastructure for Black wealth creation in America. With the goal of reestablishing Tulsa as a Black business and entrepreneurship center in America, Build in Tulsa is committed to providing Black entrepreneurs with first-class support, networks, and funding needed for breakout success – the outcome being the creation of hundreds of new companies and businesses and thousands of new jobs in Tulsa. Today, I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge.

Envisioned around the Centennial of the 1921 Tulsa Race Massacre, Build in Tulsa is a key component of Tulsa's burgeoning entrepreneurial ecosystem dedicated to supporting Black entrepreneurs in the creation of Black wealth in Tulsa. The LaunchPad Research & Technology Center, Flight Corridor, and Industrial Parks, along with a robust workforce, will develop a sector that will have immense impact for the Tulsa region. With these major economic development investments, this regional coalition is creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing – all while making sure the opportunities in this unique advanced mobility cluster are equitable and built with everyday Tulsans at its core.

The LaunchPad Research & Technology Center, located in Tulsa's Historic Greenwood District, brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. Build in Tulsa already partners with Lightship Foundation, an organization working with underrepresented entrepreneurs in the Midwest who are building sustainable early and growth-stage businesses positioned to be market makers or dominators. Similarly, we recently announced a partnership with Techstars who will further support diverse founders who are routinely overlooked or undervalued by venture firms and investors. We are excited that our partners are similarly eager to work with the TRAM coalition as we build an economy of the future.

Build in Tulsa commits to leveraging our tailored resources and support, exploring mentorship opportunities, and considering funding for black-owned startups and entrepreneurs coming out of the LaunchPad Center interested in developing their idea or business in Tulsa. Additionally, Build In Tulsa is excited by the potential opportunity to work with black entrepreneurs and help them navigate the accelerator opportunities after exiting the LaunchPad Center.

We have a strong history of working with members of this coalition and can attest to the strong commitment to innovative methods of economic development and equitable opportunities. The Tulsa region has proven itself to be a steadfast resource and cheerleader for growing companies, especially for entrepreneurs of color, and this will only expand with the additional funding from EDA. I am pleased to support the TRAM corridor and the outlined projects.

We respectfully request the EDA's thoughtful consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in blue ink that reads "Ashli Sims". The signature is fluid and cursive, with the first name "Ashli" and the last name "Sims" clearly legible.

Ashli Sims
Managing Director
Build in Tulsa



Dear Secretary Raimondo,

I am writing to express the enthusiastic support of the Lightship Foundation for the proposed Tulsa Regional Advanced Mobility (TRAM) cluster. Lightship Foundation works with underrepresented entrepreneurs in the Midwest who are building sustainable early and growth-stage businesses positioned to be market makers or dominators.

Lightship has had tremendous success in Tulsa since beginning their work in summer 2021, in one year we have:

- Hosted 7 Workflow Wednesdays, a networking event for investors, entrepreneurs, creatives and young professionals working in the startup space. Each event averaged 40 attendees.
- Invested in BootUp, a company that has created a tech talent marketplace, and to date has created over \$30MM in tech salaries for untraditional tech talent and Boddle, a gamification platform designed to propel K-6 math education, and has seen over 1.2M children sign up on the platform.
- Hosted “Miami Meets Tulsa”, a tour for Miami ecosystem leaders of Tulsa, showcasing history, culture, and small businesses. The event concluded with a dinner with 30+ investors from across the country to discuss black entrepreneurship and creating more inroads to capital in the Heartland of the United States.
- Supported 25 founders through Lightship Bootcamp, their comprehensive early stage business coursework intensive program that enables them to gain a more in-depth, comprehensive understanding of processes around product development, fundraising, business models and investor pitches.

The Foundation is enthusiastic about finding, accelerating, and relocating more companies to Tulsa this and next year.

The proposed commercialization programs at the LaunchPad Research and Technology Center – focused on market-oriented product development, translational funding, and access to industry expertise and mentorship – are designed to address the most common challenges that we see facing young companies. They are eager to supplement these efforts by providing our proven programs to underrepresented entrepreneurs, including women, people of color, and people with disabilities. Lightship has partnered with Build In Tulsa to build an entrepreneurship ecosystem to catalyze the creation of generational Black wealth through programming and capital. This project is designed to attract and keep talent in Tulsa while developing a thriving workforce and innovation ecosystem.

Lightship Foundation current offerings in Tulsa include: 1) *Workflow Wednesday*, which provides an opportunity for founders, creators, and others in the ecosystem to gather and fellowship; 2) *Lightship Accelerator*, a specialized 12-week residential accelerator; 3) *Twitch Pitch*, an online pitch competition; 4) *Lightship Commercialization*, which helps to ensure that the IP a startup is developing aligns with emerging trends and bridges gaps in the tech and startup ecosystem; and 5) *Investments* into promising companies from Lightship Capital. Since the inception of each program, Lightship has served over 90



minority-led companies who have gone on to raise over \$120MM. To ensure that eligible entrepreneurs at the LaunchPad Center are aware of these programs, **Lightship will maintain engagement with the Center** by joining on collateral, being regularly present at Center events, and proactively coordinating outreach opportunities with Center staff where possible.

In addition, Lightship will support the broader growth of the Center by recommending minority EIRs and MIRs from our network to the Center, attending pitch days and demo days at the Center, and evaluating companies incubated at the Center for potential equity investment. Lightship has recently acquired Black Tech Week, a nationally-renowned convening of black entrepreneurs, and plans to host a mobility-focused Black Tech Week event at the LaunchPad Center in 2023 that will bring together luminaries and leaders from across the advanced mobility ecosystem dedicated to promoting Black entrepreneurship. Lightship will also explore all opportunities to participate in and or/host future programming and events at the Center.

Lightship understands the need for catalytic investment in forward-looking, high-growth industries in the heartland, and they are dedicated to ensuring that the economic benefits of these programs are fully realized by communities of color, who are too often excluded from such opportunities. We ask that this proposal receive your utmost consideration, and we welcome any questions that may contribute to its success.

Sincerely,

DocuSigned by:

PROFESSOR
Brian Brackeen

Co-Founder & General Partner
Lightship Capital

March 10, 2022

Dear Secretary Raimondo,

My name is Karen Pennington and I am the Executive Director of Madison Strategies Group, operating the Tulsa Community WorkAdvance (TCW) program. Founded in 2011, Madison Strategies Group is a non-profit organization whose mission is to build and strengthen the talent and skill of job seekers we serve. We empower job seekers with the ability to effectively meet the needs of our employer partners. Madison Strategies Group's Tulsa Community WorkAdvance (TCW) program is unique in its evidence-based outcomes for participants. WorkAdvance is a sector-based career advancement model designed to help low-income underserved adults prepare for, enter, and grow in quality jobs in high-demand fields with opportunities for career advancement. By investing and engaging in innovative solutions and partnerships, we provide hope for those we serve, our business partners, and the community at large. MSG bridges the skills gap by providing no-cost technical and soft skills training for low-income, under-skilled residents while simultaneously providing businesses with qualified workers.

This is why I am thrilled to offer enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. Through the LaunchPad Research & Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region. As we build upon Tulsa's workforce and training programs in the aerospace and manufacturing industries to grow an Advanced Mobility Cluster, MSG welcomes the opportunity to be a community partner for this regional coalition.

While 9 out of 10 workforce training programs in the U.S. do not produce economic improvements for participants, WorkAdvance has been proven to increase earnings, education and advancement for participants. Our approach has been confirmed through the use of a randomized control trial (RCT) administered by MDRC, which showed that WorkAdvance participants earn up to \$4,125 more per year and are more likely to: enroll and complete training, find employment in the targeted sector, have higher job satisfaction, and secure a job that offers benefits and opportunities for advancement. Over the last 10 years, we've provided soft skills, technical training, job placement and advancement coaching free of charge, to over 1,800 residents, with graduation rates of 80% and placement rates of 70% or higher. WorkAdvance is also highly effective for targeted populations including justice-involved individuals and parents of children under the age of eighteen.

Building upon the success we have outlined above; MSG knows it can help build out this emerging industry with the strategy set out in the TRAM grant application. To ensure that our region continues to play a competitive role in the national economy, a robust workforce development agenda aiming to increase the number of electrical engineers, software developers, computer scientists, manufacturers, drone pilots, electrical technicians in Tulsa is essential to the growth of the advanced mobility sector in Oklahoma. The certifications track, computer engineering transfer pathway, pre-apprenticeship bridge program, and apprenticeships in advanced mobility-oriented manufacturing will provide the skills to succeed in this sector; however, we know all too well that workers need support in other areas as well. Under a subaward from TCF as outlined in the Budget Narrative, MSG commits to being the wraparound service provider for all of these programs, to ensure that those we serve fulfill their greatest potential when provided the necessary encouragement, support, resources, training and time. These wraparounds include career readiness training, career coaching, technology such as laptops and internet access, transportation, childcare, mental health and family support services, such as food security, legal services and housing stability resources.

In addition, in collaboration with Tulsa Tech, MSG is committed to owning the pre-apprenticeship program in full. This pre-apprenticeship program has the potential for cohorts of 10 – 15 students at a time and will provide 30 – 40 hours of technical skills (in combination of online, VR, and in-person teaching) which will result in the trainee receiving a certification from Tulsa Tech, thus allowing them to enter directly into the job market.

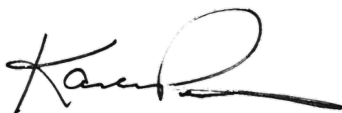
MSG has become a key partner to the City of Tulsa, Tulsa Authority for Economic Opportunity, and Tulsa County as we collectively seek to expand regional workforce supports to women, disenfranchised youth, and COVID 19-displaced workers and solve for the gaps that hinder the economic success of Tulsa residents. Beyond simply focusing on employees, we partner with businesses large and small, keeping a pulse on emerging and existing skills gaps and crafting training to fill in-demand careers. We partner with local employers seeking individuals with these training certifications and connect them with these qualified new training graduates. MSG believes that every person can thrive at the intersection of their talent and their purpose.

We understand that economic growth and opportunity does not automatically spread equally across our city, and that we must develop targeted, sustainable programs, supports, and investments to increase workforce and employment equity. Our work over the past 5 years in particular has proven that we are a capable and competent partner, and we have long-standing relationships with public, private, and philanthropic partners to continue to scale this work in response to accelerated economic growth. We are excited about the general economic development outcomes for the region that would come with the launch of the LaunchPad Research & Technology Center, Flight Corridor and other initiatives outlined in the TRAM cluster proposal. The creation of new jobs, technologies, and businesses will contribute to the important work of diversifying our state's economy away from traditional energy sources. As we consider the potential impacts of the growth of an innovation-based industry cluster in Tulsa, MSG is committed to being a key partner in carrying out efforts to reduce existing economic disparities for our residents through retraining and upskilling.

We have personally witnessed the tremendous growth that the coalition has demonstrated from Phase 1 to Phase 2, in detailing out project plans and planning for long-term sustainability. I can attest to the strong commitment of these coalition members to collaboratively increase economic prosperity across the region. I am pleased to support the TRAM corridor and its impressive vision.

Overall, MSG is eager to stand by the Tulsa regional coalition in its submission. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,



Karen Pennington
Executive Director
Madison Strategies Group, Tulsa Community WorkAdvance



CHARLES AND LYNN
SCHUSTERMAN
FAMILY FOUNDATION

March 7, 2022

Re: U.S. Economic Development Administration's *Build Back Better Regional Challenge*

Dear Secretary Raimondo,

My name is Alana Hughes and I am the Director of Tulsa Grantmaking at Charles and Lynn Schusterman Family Philanthropies ("Schusterman"). Schusterman's mission is to improve lives, strengthen communities and advance equity. In Tulsa, we support youth and families to overcome the effects of systemic, racial, and economic inequity so they can achieve their full potential. From our founding in 1987, we have focused on investing in the potential of young people. We do this by investing in K-12 education, workforce development, college success initiatives, and social services.

Building on our interest in education, our work in Tulsa has expanded to focus on exposing youth to learning experiences in science, technology, engineering, and mathematics ("STEM") and building a more skilled workforce by creating clearer pathways to earning a post-secondary credential. This is why I write to you in enthusiastic support for the Tulsa Regional Advanced Mobility ("TRAM") grant application for funding through the Build Back Better Regional Challenge.

We are confident that with each piece of this application—the LaunchPad Research & Technology Center, Flight Corridor, workforce development programs, hangar, and Industrial Parks—the Tulsa region will create a hub for research, testing, and production and maintenance in this industry. These factors would make the region nationally unique in building and retaining advanced mobility companies and talent, ultimately developing a sector that will have immense impact for this region.

A robust workforce development agenda like that of the TRAM coalition—which aims to increase the number of electrical engineers, software developers, computer scientists, manufacturers, drone pilots, and electrical technicians in Tulsa—is essential to the growth of this sector in Oklahoma and builds on investments that Schusterman has been making over the past decade in STEM education and post-secondary pathways.

At Schusterman, we believe in the importance of bringing the industries of the future to the youth who will ultimately shape it, which is why we have focused on expanding K-12 STEM education through foundational investments in the Tulsa Regional STEM Alliance—which is reaching 50,000 young people and 1,000 educators each year with programming and professional development—and in Tulsa-area school districts to bring STEM content to 18,000 students each year in Pre-K – 12th grade. As these students accumulate STEM experiences during their K-12 journey, we are confident that they will be ready to continue their education in pursuit of a variety of STEM-focused disciplines.

Our support for post-secondary pathways has included funding Tulsa Community WorkAdvance to design and launch several workforce training programs to enable young adults to complete technical training, earn

industry-recognized credentials, and gain employment in high-demand sectors. We have also partnered with Tulsa Community College ("TCC") to develop over 100 transfer maps and improve its support for students planning to transfer to a regional university to complete their bachelor's degrees. Through our excellent partners in education, Tulsa is well-positioned to deliver the talent that industry needs.

Looking forward, we will support efforts to ensure K-12 students of all backgrounds are exposed to opportunities in the advanced mobility industry. Schusterman also commits to leveraging our major scholarship programs to ensure students—primarily low-income students and first-generation college students—can pursue degrees in related fields without taking on a significant financial burden. **Over the past 12 years, our scholarship programs have provided over \$8 million to 1,200 students.** The programs include:

1. **The My Dream Scholarship** allows undocumented students who are graduating from any high school in Tulsa County to attend Tulsa Community College at no cost by providing up to \$10,000 per student over three years. This program has benefitted 417 students since 2011, of which 60% have graduated with an associate degree, transferred to a university, or remain enrolled at TCC.
2. **The OSU-Tulsa Continuation Scholarship** supports students transferring to OSU-Tulsa from TCC (including My Dream students) by providing up to \$6,000 per year for students who are pursuing a degree in engineering or computer science and up to \$3,000 per year for students pursuing other degrees. This program has benefitted 339 students since 2010, of which 91% have earned their bachelor's degree or remain enrolled at OSU-Tulsa.
3. **The Tulsa Engineering Scholarship** supports graduates of Tulsa-area high schools who pursue a degree in Engineering at any higher education institution by providing up to \$6,000 per year. This scholarship is also available engineering majors who are transferring from Tulsa Community College to any university to complete their bachelor's degree. This program has benefitted 249 students since 2011, of which 72% have earned their bachelor's degree or remain enrolled in college.
4. **Holberton School Living Assistance** supports students who are studying software engineering at the Holberton by providing up to \$1,500 per month in living assistance. This program has benefitted 164 students since 2020. 16 students have graduated, of which 94% found employment within six weeks of graduation, 60 students will graduate in 2022, and 35 are expected to graduate in early 2023.

Across these four programs, Schusterman expects to continue awarding \$1.2 million in scholarship funding to about 180 students each year. We will partner closely with the TRAM coalition to leverage these programs to advance our shared goals of creating innovative talent, expanding educational opportunities for all, and creating resilient, high-paying jobs in our region.

The initiatives outlined in the TRAM cluster proposal will create new jobs, technologies, and businesses and contribute to the important work of diversifying our state's economy. Schusterman is excited to join coalition members to collaboratively increase economic prosperity across the region. We stand with the Tulsa Regional Advanced Mobility coalition in its submission, and we respectfully request the EDA's approval of the submitted application so we can get to work.

Sincerely,



Alana Hughes
Director, Tulsa Grantmaking



(An Affiliate of the Oklahoma Alliance for Manufacturing Excellence, Inc.)
P.O. Box 891745 • Oklahoma City, OK 73189
Phone: (405) 801-5818

March 7, 2022

To the U.S. Economic Development Administration:

The Central Oklahoma Manufacturers Association enthusiastically supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge.

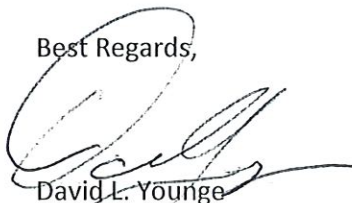
The COMA mission is *"To promote cooperation, collaboration and educational opportunities within the manufacturing community in Oklahoma"* This is accomplished by holding bimonthly meetings with guest speakers sharing information important to manufacturers regarding government services, legal concerns, and other services available to manufactures. In addition, each December COMA sponsors a legislative forum at which state legislators answer questions important to manufacturers.

A common theme in these meetings is the need for a qualified workforce. This includes entry level employees that are prepared to join the workforce to highly skilled and specialized workers to replace those that will soon be retiring. A major emphasis is developing apprenticeships that match the many career opportunities in manufacturing.

These apprenticeships benefit both employer and employee. The employer gains a skilled employee meeting the high production and quality standards needed in advanced manufacturing required in today's economy. The employee earns a certified transferrable skill that raises his self-image through competency and usually totally paid for by the employer. Both employer and employee gain from the long-term relationship that is developed.

To create the engaged advanced mobility workforce we depend on, we believe it essential to promote learning opportunities that introduce advanced industries through on the job training and related instruction. COMA members commit to hiring from and participating in advanced manufacturing apprenticeships, through which students and adults across the Tulsa region can develop advanced mobility manufacturing skills while earning a livable wage. As our industry expands and diversifies, we see an increased need for apprentices and hope to leverage our partnerships with the Oklahoma Manufacturing Alliance and the Indian Nations Council of Governments.

Best Regards,



David L. Younge
President

Sponsor

Moore Norman Technology Center
"Working Together for a Stronger Oklahoma"
www.oklahomamanufacturers.org



Stephen Clary
Lead Requirements Engineer
Simulation

March 3, 2022

U.S. Economic Development Administration
RE: American Rescue Plan Act Build Back Better Regional Challenge

To Whom It May Concern,

At FlightSafety Simulation Systems in Broken Arrow, Oklahoma, we build flight simulators to train pilots. The simulators range from large trainers with wrap around visual systems and motion, to touchscreen desktop trainers. While what one sees when they look at a simulator is hardware, most of the engineering effort is software. We employ hundreds of software engineers and currently are seeking programmers and engineers who can program.

What we have discovered is that it is easier to recruit and retain employees who come from our region. Having a talent pipeline coming from Oklahoma universities and colleges is crucial to our success. We support and applaud the Oklahoma Manufacturing Alliance's working with the Regional Advanced Mobility Cluster initiative to create new pathways to two to four year degree programs within the Tulsa area.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Clary", written in a cursive style.

To: Oklahoma Manufacturing Alliance and U.S. Economic Development Administration
From: Myers Industries – Scepter
Date: March 8, 2022
RE: American Rescue Plan Act Build Back Better Regional Challenge

To Whom It May Concern:

We at Myers Industries and Scepter, are pleased to share our support of the Oklahoma Manufacturing Alliance, and we enthusiastically commit our resources and support to the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge.

There are numerous benefits that an apprenticeship program would bring to our company. Scepter is constantly looking for great workers, and we are not immune to the challenges disrupting our country's skilled-labor pipeline. One of the most successful approaches is an apprenticeship program that begins with a very basic, foundational understanding of our business and builds a sustainable career path for the apprentice in training. The machine technician program will allow apprentices to learn and develop technical skills in industrial manufacturing machinery. At Scepter, this would have a heavy-focus on the blow-molding industry.

Our program will build from the basics and fill a growing need at Scepter, as well as offer better opportunities to develop our people. As technology and processes advance, we work to identify how we can also grow and advance our people. Sometimes the concern is that a machine may take the place of a person doing a job. The primary focus in our apprenticeship program is not to lose jobs to machines; but rather to advance skills that will create greater opportunities for our people. For example, we would ensure our team is able to maintain that machine, learn more about advanced mechanics or management and grow their skillset.

We recognize that we must shift our approach to find and train individuals looking for meaningful work. At Scepter, we are aiming to launch our apprenticeship program in 2022 to offer new and exciting opportunities for our local community. Finding apprentices who want to learn a skill and grow their career is a win-win for employees and for Scepter. Employees who are well-trained and valued by their company feel appreciated. Companies who invest in employee development and offer opportunities to grow their careers, end up with happier employees, who become loyal and stay longer.

To create the engaged workforce we depend on, we believe it essential to promote learning opportunities that introduce advanced industries through on-the-job training and related instruction. Scepter is committed to hiring from and participating in advanced manufacturing apprenticeships, through which apprentices across the region can develop advanced mobility manufacturing skills, while earning a livable wage. We look forward to our continued engagement with the Oklahoma Manufacturing Alliance and welcome any opportunities to partner with you to enhance and improve the local communities where we live and work.

Best,

Loyd Qualls
Business Unit Leader
Myers Industries - Scepter



OKLAHOMA
Commerce

900 N. Stiles Avenue
Oklahoma City, OK 73104, USA
405-815-5251 | Toll Free 800-588-5959
OKCOMMERCE.GOV

March 4, 2022

U.S. Economic Development Administration

RE: American Rescue Plan Act Build Back Better Regional Challenge

To Whom It May Concern:

I am writing this letter to support the efforts of the Oklahoma Manufacturing Alliance as part of the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge and the multiple businesses represented in their efforts to expand the quantity and quality of Registered Apprenticeship Programs (RAP) in the advanced manufacturing sector.

To create the engaged advanced mobility workforce we depend on, we believe it essential to promote learning opportunities that provide an introduction to advanced industries through on the job training and related instruction with specific emphasis on Registered Apprenticeships. The Oklahoma Office of Workforce Development commits to supporting advanced manufacturing apprenticeships, across the Tulsa region..

At the Oklahoma Office of Workforce Development, we believe that a Registered Apprenticeship Program (RAP) is the most effective and proven solution for job seekers to start the career they want and businesses to build the advanced mobility talent pipeline they need to secure the future of our economy. In 2021 Scott Mueller, Oklahoma Secretary of Commerce and Workforce Development, set a goal to increase the number of Registered Apprenticeships in our state by 30%. This goal shows the Cabinet level commitment Oklahoma has to grow and expand RAP opportunities. The Governor's Council for Workforce and Economic Development also supports the need for advanced work-based learning opportunities as way to accomplish the strategies in place in the Oklahoma State Workforce Plan. Given the labor needs at hand as well as the great success we have shared with OMA in past and current partnerships, the Oklahoma Office of Workforce Development fully supports growing RAPs and we are committed to helping in any way.

Sincerely,

Don Morris
Director
Oklahoma Office of Workforce Development



March 7, 2022

U.S. Economic Development Administration

RE: American Rescue Plan Act Build Back Better Regional Challenge

To Whom It May Concern:

As a growing business committed to Oklahoma and in particular the Tulsa area at OsecoElfab we see the need for increased focus on workforce development and the continued pursuit of creative work-based learning solutions. We are supporters of the Oklahoma Manufacturing Alliance and its workforce efforts, volunteering our companies' time and expertise as members of the Future Technologies subcommittee. There we support efforts in creating workforce solutions with particular emphasis on the integration of advanced technologies and automation.

To create the engaged workforce we depend on, we believe it essential to promote learning opportunities that provide an introduction to advanced industries through on the job training and related instruction. We are focused on alternative talent pipelines which strive to increase diversity, equity and inclusion across our workforce. OsecoElfab is also committed to research and development not just of new products, but of manufacturing processes and continue to look for ways to diversify our business model with new technologies.

OsecoElfab commits to hiring from and participating in advanced manufacturing apprenticeships, through which students and adults across the region can develop advanced manufacturing skills while earning a livable wage. We fully support the Oklahoma Manufacturing Alliance and the Tulsa Regional Advanced Mobility cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge.

Sincerely,



Mark Holt
Global VP Operations

March 8, 2022

To Whom It May Concern at the U.S. Economic Development Administration:

In reference to the American Rescue Plan's Build Back Better Regional Challenge, PACCAR Winch, Inc. expresses their support of the Indian Nations Council of Governments project application. PACCAR Winch, Inc. employs approximately 250 people in skilled trades including machining, assembly, and welding, across two manufacturing plants in Northeast Oklahoma. PACCAR Winch, Inc. has maintained active involvement in various workforce initiatives around the state and is keenly aware of the need for growth and increased diversity within the talent pipeline to fulfill future requirements of Oklahoma's manufacturing community.

It is our understanding that a successful grant award would expand and publicize opportunities for certificate programs and apprenticeships, provide increased focus on Industrial Maintenance preparation programs, and generally lead to business diversification and growth for the Tulsa area. PACCAR Winch, Inc. would directly benefit from each of these proposed solutions, which indirectly reinvests in the success and development of our employees and local communities we operate in. We have closely partnered with the Oklahoma Manufacturing Alliance on recent workforce initiatives. We look forward to being part of any future initiative that focuses on apprenticeships in advanced technologies.

Thank you for your consideration of this project and the stimulus that it could provide to ensure a productive future for the general manufacturing community of Oklahoma.

Sincerely,



Jim Braden

Vice President Sales and Marketing

PACCAR Winch, Inc.

The Toro Company

8111 Lyndale Avenue South, Bloomington, Minnesota 55420-1196

March 7, 2022

U.S. Economic Development Administration

RE: American Rescue Plan Act Build Back Better Regional Challenge

To Whom it May Concern:

On behalf of The Toro Company and our Construction Operations headquartered in Perry, Oklahoma, we express our support and ongoing partnership with the Oklahoma Manufacturing Alliance targeting all avenues for workforce development feeding manufacturing operations throughout the State of Oklahoma. As a growing business committed to Oklahoma, we see the need for increased focus on workforce development and the continued pursuit of creative work-based learning solutions. We are supporters of the Oklahoma Manufacturing Alliance and its workforce efforts volunteering our companies time and expertise in creating workforce solutions with particular emphasis on the integration of advanced technologies and automation.

To create the engaged workforce we depend on, we believe it is essential to promote learning opportunities that introduce advanced manufacturing processes through on the job training and related instruction. As chair of the OMA's Manufacturing Workforce Committee, I express our willingness to focus committee resources to serve as a catalyst and voice for the workforce initiatives that are part of this EDA grant application. Oklahoma manufacturers will all share in the benefits and opportunity this project will bring to them. The Toro Company commits to hiring from and participating in advanced manufacturing apprenticeships, through which students and adults across the region can develop advanced manufacturing skills while earning a livable wage.

The Toro Company takes great pride in our manufacturing heritage dating back to the early 1900's. We intend to extend the legacy of our company through the unwavering support of workforce development programming that ensures a robust talent pipeline that supports our growing businesses in Oklahoma.



Michael Grant
Managing Director, Construction Operations
The Toro Company



J. Kevin Stitt
Office of the Governor
State of Oklahoma

March 11, 2022

Gina Raimondo
United States Secretary of Commerce
1401 Constitution Avenue NW
Washington, DC 20230

Dear Secretary Raimondo,

I am writing to express my strong support for the Indian Nations Council of Governments' (INCOG) application for the Economic Development Administration's Build Back Better Regional Challenge. This proposal represents an important step forward for not only the Tulsa region, but the state as a whole.

The Tulsa Regional Advanced Mobility (TRAM) Project initiative will focus on 14 counties in Northeast Oklahoma that include the seven counties of the Tulsa metropolitan area. This region has a proud and longstanding history in aviation, mobility, and manufacturing that makes it an ideal location to lead the development of next generation mobility technologies. Moreover, Oklahoma is already home to more than 1,100 aerospace entities, 120,000 good-paying aerospace jobs, and the largest Maintenance, Repair and Operations facilities in the world. The TRAM Cluster would further leverage these existing industries and harness the region's competitive advantages to cement our state as a hub of advanced mobility.

Just recently, in my State of the State 2022 speech, I acknowledged the importance of strengthening our workforce and improving our infrastructure in order to bolster our state's economy – two of the key projects within this TRAM Cluster. I recognize that investing in the critical industries of emerging mobility is essential to supporting both the local and state economies as well as maintaining the competitive advantages we hold in the nation. The proposed projects have the potential to bring thousands of jobs and billions of dollars in investments that without an injection of EDA funding would take our state and the industry decades to achieve.

I commend the City of Tulsa, INCOG, Tulsa Innovation Labs, and all the regional partners on their efforts to build a cohesive and bold vision for the future of our economy. Through increasing innovative research and development, bolstering talent pools and improving the skills-readiness of our citizens, and improving the region's industrial assets, the proposed investments would support the resilience of critical pieces of our economy that stand to benefit Oklahomans and the country more broadly.

The success of this coalition's Phase I application and the strong support this vision has received from key public and private institutions across various state entities is a testament to the strength of this vision and its potential to be transformative for the economy of our great state of Oklahoma. I look forward to supporting this coalition as it works to build out this cluster during and beyond the EDA process.

I appreciate your consideration of this application and am confident in its ability to succeed.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Stitt".

J. Kevin Stitt
Governor

United States Senate

WASHINGTON, DC 20510

March 07, 2022

Jorge Ayala
Regional Director
U.S. Economic Development Administration
903 San Jacinto, Suite 206
Austin, TX 78701

Dear Mr. Ayala:

We are pleased to strongly support the Indian Nations Council of Government's (INCOG) application for Phase II of the Economic Development Administration's Build Back Better Regional Challenge to fund the Tulsa Regional Advanced Mobility Project (TRAM). This project would support the development of an industrial cluster to build on Oklahoma's historic success in aviation and advanced manufacturing by pursuing growth in the evolving advanced air mobility sector.

The TRAM project will focus on 14 counties in Northeast Oklahoma and the seven counties which comprise the Tulsa metropolitan area. This region has a proud and longstanding history in aviation, mobility, and manufacturing that makes it an ideal location to lead the development of next-generation mobility technologies. Oklahoma is already home to more than 1,100 aerospace entities, 120,000 good-paying aerospace jobs, and the commercial and military largest Maintenance, Repair and Operations facilities in the world. The TRAM cluster would harness the region's competitive advantages and utilize strategically located industrial parks to cement the region as a hub of advanced mobility. We are confident the TRAM project would support the resiliency of the regional economy while growing the future advanced manufacturing and aerospace workforce in Oklahoma.

We commend INCOG, the City of Tulsa, Oklahoma State University, the Osage Nation and all the regional partners on their efforts to form a strong coalition and build a cohesive vision for the future of Northeast Oklahoma. The success of this coalition's Phase I application and support of stakeholders across the state is a testament to the transformative potential of this project to make Oklahoma a world-leading advanced mobility hub.

We appreciate your strong consideration of this application. Please contact Victor Sarmiento (202-224-4721 or Victor_Sarmiento@inchofe.senate.gov) on my staff if you have any questions related to this project.

Sincerely,



James M. Inhofe
United States Senator



James Lankford
United States Senator

21

Congress of the United States
Washington, DC 20515

March 9, 2022

The Honorable Gina Raimondo
Secretary of Commerce
United States Department of Commerce
1401 Constitution Avenue, NW
Washington, DC 20230

RE: *INCOG Application for the Build Back Better Regional Challenge (BBBRC)*

Dear Secretary Raimondo,

We are writing to express our strong support for the Indian Nations Council of Government's (INCOG) application for the Economic Development Administration's Build Back Better Regional Challenge. This proposal represents an important step forward for our region as we seek to build on our existing assets, strengthen our economic prospects, and increase American competitiveness.

The Tulsa Regional Advanced Mobility (TRAM) Project initiative will focus on 14 counties in Northeast Oklahoma that include the seven counties of the Tulsa metropolitan area. This region has a proud and longstanding history in aviation, mobility, and manufacturing that makes it an ideal location to lead the development of next generation mobility technologies. Oklahoma is already home to more than 1,100 aerospace entities, 120,000 good-paying aerospace jobs, and the largest Maintenance, Repair and Operations facilities in the world. The TRAM Cluster would harness the region's competitive advantages and utilize strategically located industrial parks to cement the region as a hub of advanced mobility.

We recognize that investing in these critical industries is essential to supporting both the local and state economies as well as maintaining the competitive advantages we hold in the nation. The proposed investments would support the resilience of our existing industries while growing the innovative research and development, building the talent pool and skills, and promoting the entrepreneurship necessary for our region's economy to grow and diversify. A project of this nature is especially timely, as Tulsa is the Nation's newest major metropolitan area with a population greater than 1 million.

We commend the City of Tulsa, INCOG, Oklahoma State University, and all the regional partners on their efforts to build a cohesive vision for the future of our economy. The success of this coalition's Phase I application and the strong support this vision has received from key public and private institutions across our region is a testament to the strength of this


vision and its potential to be transformative for the economy of the Tulsa metropolitan area. We stand ready to support this coalition as it works to build out this cluster during and beyond the EDA process.

We appreciate your consideration of this application, and we welcome any questions that would contribute to its success.

Sincerely,



Frank Lucas
Member of Congress



Kevin Hern
Member of Congress



Markwayne Mullin
Member of Congress



Tom Cole
Member of Congress



Stephanie Bice
Member of Congress



Dear Secretary Raimondo,

My name is David Zahn, I serve as the Principal Investigator for Advanced Air Mobility Procedures, under the Aeronautics Research Mission Directorate (ARMD) at NASA Ames, assigned to the Mike Monroney Aeronautical Center in Oklahoma City, OK.

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.

I believe in the Tulsa coalition's vision for Tulsa as a national leader in advanced mobility. Accordingly, I David Zahn would like to support their research initiatives in any way I can to help leverage the expertise and resources made available through this program.

The Launchpad research center, located in a historically segregated and disadvantaged neighborhood on the city's north side provides an excellent opportunity to simultaneously support a HUD zone while advancing aerospace initiatives. From a research perspective, I am particularly excited about advanced mobility research that could come out of this state-of-the-art facility in Tulsa.

I welcome the opportunity to serve as a mentor to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other startups.

I've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and I am excited to see these projects come to fruition with the EDA's continued support.

I respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter. If I can provide additional support or information, please feel free to reach out.

Sincerely,

David Zahn

David Zahn

918-409-1363

david.zahn@nasa.gov



**RESOLUTION OF THE
CITY OF TULSA-ROGERS COUNTY PORT AUTHORITY BOARD OF DIRECTORS
SUPPORTING THE TULSA REGIONAL ADVANCED MOBILITY CORRIDOR
PROJECT AND THE ECONOMIC DEVELOPMENT ADMINISTRATION BUILD
BACK BETTER REGIONAL CHALLENGE**

WHEREAS, the City of Tulsa-Rogers County Port Authority (“Tulsa Ports”) is an entity of the State of Oklahoma and a participant in the Indian Nations Council of Governments which provides planning and coordination services in creating solutions to local and regional challenges in a wide array of program areas in an effort to further the economic growth and enhanced quality of life of the region, and

WHEREAS, the Indian Nations Council of Government (“INCOG”) was created by way of the Oklahoma Interlocal Cooperation Act through which participating public agencies can coordinate their efforts to address the physical, economic and social well-being of the region, its citizens and business enterprises, and

WHEREAS, Tulsa Ports acknowledges the creation of a regional coalition, led by INCOG, that is tasked with submitting an application to the U.S. Department of Commerce, Economic Development Administration (EDA) – Build Back Better Regional Challenge (BBRC) for federal funding consideration of projects to support the creation of a new regional growth cluster for the purpose of delivering transformational economic change, and

WHEREAS, one of the projects that is a part of the Tulsa Regional Advanced Mobility (TRAM) Corridor is located at the Tulsa Port of Inola in Rogers County, and

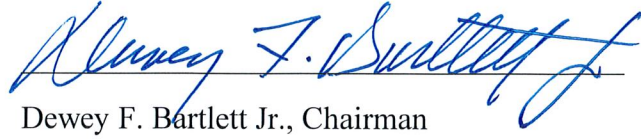
WHEREAS, Tulsa Ports has a strong history of supporting economic development activities that will create quality jobs, deliver equitable prosperity, and improve the quality of life of its citizens over the long-term, and is a strong supporter of the US Department of Commerce Economic Development Administration and its economic development programs, and

WHEREAS, Tulsa Ports will implement the infrastructure investment at the Tulsa Port of Inola site in Rogers County for it to be a “pad ready” mega site for major targeted industry investment in support of the TRAM Corridor project and new growth cluster.

NOW THEREFORE BE IT RESOLVED, that Tulsa Ports’ board of directors affirms its commitment to take all actions within its power, to assist in pursuing projects of mutual interest with TRAM Corridor coalition for the development of additional utility or transportation infrastructure at the project location or in areas near the location that will build upon an Economic Development Administration Build Back Better Regional Challenge (EDA BBRC) investment.

Approved this 17 day of Feb 2022.

City of Tulsa-Rogers County Port Authority Board,
Oklahoma

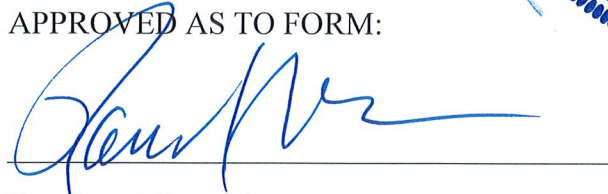


Dewey F. Bartlett Jr., Chairman

ATTEST: Charlotte Pyle
Notary



APPROVED AS TO FORM:



Port Legal Counsel

RESOLUTION 2022-146

ROGERS COUNTY BOARD OF COUNTY COMMISSIONERS

**SUPPORTING THE TULSA REGIONAL ADVANCED MOBILITY CORRIDOR PROJECT
AND THE ECONOMIC DEVELOPMENT ADMINISTRATION BUILD BACK BETTER
REGIONAL CHALLENGE**

WHEREAS, Rogers County is a local unit of government and a participating member government in the Indian Nations Council of Governments which provides planning and coordination services in creating solutions to local and regional challenges in a wide array of program areas including community and economic development, and transportation planning and programs in an effort to further the economic growth and enhanced quality of life of the region, and

WHEREAS, the Indian Nations Council of Government (“INCOG”) was created by way of the Oklahoma Interlocal Cooperation Act through which participating public agencies can coordinate their efforts to address the physical, economic and social well-being of the region, its citizens and business enterprises, and

WHEREAS, Rogers County acknowledges the creation of a regional coalition, led by INCOG, that is tasked with submitting an application to the U.S. Department of Commerce, Economic Development Administration (EDA) – Build Back Better Regional Challenge (BBBRC) for federal funding consideration of projects to support the creation of a new regional growth cluster for the purpose of delivering transformational economic change, and

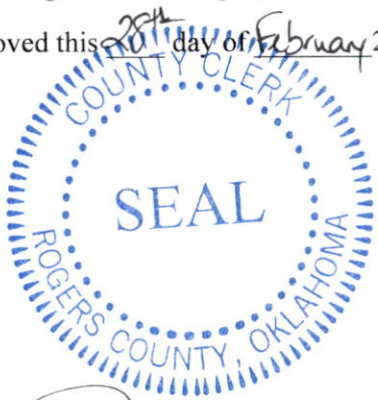
WHEREAS, one of the projects that is a part of the Tulsa Regional Advanced Mobility (TRAM) Corridor is located at the Port Inola Industrial Park in Rogers County, and

WHEREAS, Rogers County has a strong history of supporting economic development activities that will create quality jobs, deliver equitable prosperity, and improve the quality of life of its citizens over the long-term, and is a strong supporter of the US Department of Commerce Economic Development Administration and its economic development programs, and

WHEREAS, Rogers County supports the infrastructure investment at the Tulsa Ports planned Port Inola industrial site in Rogers County for it to be a “pad ready” mega site for major targeted industry investment in support of the TRAM Corridor project and new growth cluster.


NOW THEREFORE BE IT RESOLVED, that Rogers County Board of County Commissioners affirms its commitment to take all actions within its power, to assist in pursuing projects of mutual interest with Tulsa Ports for the development of additional utility or transportation infrastructure at the project location or in areas near the location that will build upon an Economic Development Administration Build Back Better Regional Challenge (EDA BBBRC) investment.

Approved this ^{28th} day of February 2022.



Board of County Commissioners of
the Rogers County, Oklahoma


Steve Hendrix, Chairman

ATTEST: 
County Clerk

APPROVED AS TO FORM:


Assistant District Attorney

**RESOLUTION OF THE
GRAND GATEWAY EDA COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY COMMITTEE

SUPPORTING THE TULSA REGIONAL ADVANCED MOBILITY CORRIDOR
PROJECT AND THE ECONOMIC DEVELOPMENT ADMINISTRATION BUILD
BACK BETTER REGIONAL CHALLENGE**

WHEREAS, the Grand Gateway EDA is a substate planning district and federally recognized economic development district within the state of Oklahoma which provides planning and coordination services in creating solutions to local and regional challenges in a wide array of program areas in an effort to further the economic growth and enhanced quality of life of the region, and

WHEREAS, the Public Entities of the Membership of Grand Gateway EDA is a local unit of general-purpose government and has provided opportunity for input by residents in determining and prioritizing business development needs, and assisting in Disaster related projects and

WHEREAS, Grand Gateway EDA supports the regional coalition and its fellow INCOG development district that is tasked with submitting an application to the U.S. Department of Commerce, Economic Development Administration (EDA) – Build Back Better Regional Challenge (BBRC) for federal funding consideration of projects to support the creation of a new regional growth cluster for the purpose of delivering transformational economic change, and

WHEREAS, one of the projects that is a part of the Tulsa Regional Advanced Mobility (TRAM) Corridor is located at the Tulsa Port of Inola in Rogers County, within the Grand Gateway EDA development district, and

WHEREAS, Grand Gateway EDA has a strong history of supporting economic development activities that will create quality jobs, deliver equitable prosperity, and improve the quality of life of its citizens over the long-term, and is a strong supporter of the US Department of Commerce Economic Development Administration and its economic development programs, and

NOW THEREFORE BE IT RESOLVED, that Grand Gateway EDA board of directors affirms its commitment to take all actions within its power, to assist in pursuing projects of mutual interest with TRAM Corridor coalition for the development of additional utility or transportation infrastructure at the project location or in areas near the location that will build upon an Economic Development Administration Build Back Better Regional Challenge (EDA BBRC) investment.

Approved this 10th day of March 2022.



ATTEST:
Notary

Diana Reaser

Chief Elected Official

Russell Carl

(Name)



900 N. Stiles Avenue
Oklahoma City, OK 73104, USA
405-815-5251 | Toll Free 800-588-5959
OKCOMMERCE.GOV

March 13, 2022

Dear Secretary Raimondo,

I am Scott Mueller the Secretary of Commerce for The Oklahoma Department of Commerce. I am writing to express my strong support for the Indian Nations Council of Governments' (INCOG) application for the Economic Development Administration's Build Back Better Regional Challenge. This proposal represents an important step forward for not only the Tulsa region, but the overall state as we seek to build on our existing assets and strengthen our economic prospects.

As we look to position Oklahoma as a top 10 state in innovation and economic growth, we recognize that investments to support technology transfer and commercialization of university R&D, public/private partnerships for workforce development, venture capital for growing startups, and infrastructure to support company expansion are critical.

While we have a multitude of industry sectors worthy of investments, we recognize that as a state, we must prioritize our limited resources and support industry sectors with the greatest probability for large scale job creation and maximum return on investment. In our State's recent Science and Innovation Strategic Plan, aerospace and autonomous systems were outlined as one of three critical areas of focus for the state as we scale our significant industry expertise and existing infrastructure.

Furthermore, in 2018 our state established the ACES (Aerospace Commerce Economic Services) Program whose goal is to create and implement a statewide strategy for the growth of the Oklahoma aerospace industry. The ACES strategic plan is focusing on objectives also aligned to this proposal: (1) providing the infrastructure to recruit, educate, and train the workforce needed to sustain and grow the aerospace industry within the state, (2) creating an environment to attract startups of advanced technologies that are interwoven and connected to one another, and (3) developing a university-led innovation cluster to support the aerospace industry of the future.

Because of this, I write with great enthusiasm for support of The Tulsa Regional Advanced Mobility (TRAM) Proposal. This initiative focuses on 14 counties in Northeast Oklahoma that include the seven counties of the Tulsa metropolitan area. This region has a proud and longstanding history in aerospace, mobility, and advanced manufacturing. This, coupled with the outstanding partnerships that exist between the TRAM coalition members, leave our state leadership with no doubt that with a successful bid for the Build Back Better Regional Challenge, we could successfully transform the state into a hub of innovation that would benefit all corners of our state and our nation more broadly.

I commend the City of Tulsa, INCOG, and all the regional partners on their efforts to build a cohesive vision for the future of our economy. The success of this coalition's Phase I application and the strong support this vision has received from key public and private institutions across various state entities is a testament to the strength of this vision and its potential to be transformative for the economy of our great state of Oklahoma.

It is these types of investments that are urgently important for the future of our state. I stand ready to support this coalition as it works to build out this cluster during and beyond the EDA process.

I appreciate your consideration of this application and am confident in its ability to succeed.

Sincerely,

A handwritten signature in blue ink, appearing to read "Scott R. Mueller". The signature is fluid and cursive, with a large initial "S" and "M".

Scott R. Mueller
Secretary of Commerce
The Oklahoma Department of Commerce



Dear Secretary Raimondo,

My name is Elizabeth Hutt Pollard and I serve as the Secretary of Science and Innovation for the State of Oklahoma. In this capacity, I place a strategic emphasis on enabling science and innovation to impact health, commerce, and STEM education for Oklahoma. In May 2021, my administration published a Science & Innovation Strategic Plan regarding how to develop an innovative economy in Oklahoma. In this plan, we emphasize that we are at a crucial inflection point our economy and how we need to transform and modernize it, including:

- Long-term state investments in research, education, and innovation infrastructure;
- Visionary leadership of regional leaders who aggressively pursue state and federal investments in strategic research, including federal research centers;
- Presence of top research universities that produce world- class research outputs, as well as a highly skilled workforce;
- Industry investments in research;
- Concentration of pioneering, research-intensive companies;
- Strong collaboration among state, philanthropy, industry, and academia; and
- Established infrastructure for high tech entrepreneurship including early- stage and late-stage capital, incubators and accelerators for startup companies, and programs to support technology transfer and commercialization of research.

As we look at these strategic interests, the Office of Science and Innovation enthusiastically writes in support of the TRAM grant application for funding. We are proud of Oklahoma's legacy of aviation leadership - a legacy bolstered by research and development activity related to aerospace that has been underway for decades in the state. This has been accelerated in the most recent decade by research in unmanned systems, and I know that his proposal will only build upon the work we have set out for our great state of Oklahoma.

Through the LaunchPad Research and Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for Beyond Visual Line of Sight (BVLOS) companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make our state nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The Oklahoma Office of Science and Innovation is excited by the coalition's plans to further develop infrastructure like the Flight Corridor to test the next generation of advanced mobility projects using the site's unique offerings to test BVLOS flight, among other key performance indexes. This is in line with our own strategic innovation interests for the State, and we look forward to supporting the TRAM coalition vision to make the Tulsa region a national hub for unmanned systems testing and development.

We also fully support the coalition's efforts to develop the LaunchPad Research and Technology Center located in the Helmerich Research Center in close collaboration with Oklahoma State University. This research center leverages the expertise of one of our strongest universities and brings together research facilities, entrepreneurial support programs, fellowship grants and a co-working space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. In doing so, this center complements the Flight Corridor and offers a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.



OKLAHOMA
Office of Science
and Innovation



Furthermore, the Oklahoma Office of Science and Innovation believes in the importance of bringing the industries of the future to the youth that will ultimately shape it. Students in K - 12 public schools should have access to information on advanced mobility as an industry, and should be aware of the occupations available to people of all backgrounds in advanced manufacturing, software engineering, avionics and more. Our office is interested in partnering with coalition members and Tulsa's school districts to bring the students of Tulsa tailored, accessible information on careers in advanced mobility through career and occupation focused events. We are excited to know that the coalition is also making strides to develop Tulsa's higher education STEM programs, through the creation of Tulsa's only public four-year computer engineering degree via Tulsa Community College and Oklahoma State University's College Park transfer pathway program.

We view the culmination of the TRAM coalition's projects as a catalyst to further align the Oklahoma Center for Advancement of Science and Technology (OCAST) with industry by providing more avenues for advanced mobility-centered STEM education, industry partnerships, and research development. This is just another way the State of Oklahoma stands ready to support this effort through strategic alignment.

In conclusion, we respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in cursive script that reads 'Elizabeth Hutt Pollard'.

Elizabeth Hutt Pollard
Secretary of Science and Innovation
State of Oklahoma
2300 N. Lincoln Blvd.
Oklahoma City, OK 73105



Secretary of Transportation
Tim J. Gatz
200 NE 21st St.
Oklahoma City, OK 73105
(405) 522-1800

March 10, 2022

Honorable Gina Raimondo
U.S. Secretary of Commerce
1401 Constitution Ave NW
Washington, DC 20230

RE: U.S. Economic Development Administration's Build Back Better Regional Challenge – Letter of Support for Tulsa Regional Advanced Mobility Corridor project

Dear Secretary Raimondo,

I serve as Oklahoma's Secretary of Transportation and write to you in enthusiastic support of the Tulsa Regional Advanced Mobility (TRAM) Corridor proposal for consideration under the U.S. Economic Development Administration's Build Back Better Regional Challenge.

The coalition's proposed improvements would help make the region a national and global competitor in attracting and growing advanced mobility companies, which will have an immense economic impact in Oklahoma.

As part of my duties as cabinet secretary, I chair the Oklahoma Advanced Mobility Program Advisory Council, which was created in 2020 to help identify and support projects just like those proposed by Tulsa's coalition. This council has the support and attention of Gov. Kevin Stitt and state lawmakers, who want to see Oklahoma become a Top Ten State for advanced mobility technology research, production and workforce development. The TRAM Corridor proposal aligns perfectly with our goals and our council strongly endorses this effort.

The members of the Tulsa coalition have been excellent partners with the State of Oklahoma and bring resources to the table that are unmatched in the region. I have observed with much interest how the coalition has developed each of its projects, and the State is very excited to see them come to fruition with the EDA's continued support.

I respectfully request the EDA's consideration of the submitted application. Please do not hesitate to contact my office with any questions regarding this letter of support.

Thank you again for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim J. Gatz", written in a cursive style.

Tim J. Gatz
Oklahoma Secretary of Transportation

"The mission of the Oklahoma Department of Transportation is to provide a safe, economical, and effective transportation network for the people, commerce and communities of Oklahoma."

AN EQUAL OPPORTUNITY EMPLOYER

**RESOLUTION OF THE
BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF TULSA
SUPPORTING THE TULSA REGIONAL ADVANCED MOBILITY CORRIDOR
PROJECT AND THE ECONOMIC DEVELOPMENT ADMINISTRATION BUILD
BACK BETTER REGIONAL CHALLENGE**

WHEREAS, Tulsa County is a local unit of government and a participating member government in the Indian Nations Council of Governments which provides planning and coordination services in creating solutions to local and regional challenges in a wide array of program areas including community and economic development, and transportation planning and programs in an effort to further the economic growth and enhanced quality of life of the region, and

WHEREAS, the Indian Nations Council of Government (“INCOG”) was created by way of the Oklahoma Interlocal Cooperation Act through which participating public agencies can coordinate their efforts to address the physical, economic and social well-being of the region, its citizens and business enterprises, and

WHEREAS, Tulsa County acknowledges the creation of a regional coalition, led by INCOG, that is tasked with submitting an application to the U.S. Department of Commerce, Economic Development Administration (EDA) – Build Back Better Regional Challenge (BBBRC) for federal funding consideration of projects to support the creation of a new regional growth cluster for the purpose of delivering transformational economic change, and

WHEREAS, two of the projects that are a part of the Tulsa Regional Advanced Mobility (TRAM) Corridor are located within Tulsa County, and

WHEREAS, Tulsa County has a strong history of supporting economic development activities that will create quality jobs, deliver equitable prosperity, and improve the quality of life of its citizens over the long-term, and is a strong supporter of the US Department of Commerce Economic Development Administration and its economic development programs, and

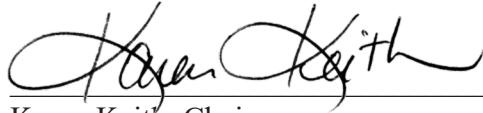
WHEREAS, Tulsa County supports the infrastructure investment at Oklahoma State University Tulsa for the LaunchPad Research Center at the Helmerich Research Center and at Tulsa Airport Authority property adjacent to the Tulsa International Airport for the Airport in support of the TRAM Corridor project and new growth cluster.

NOW THEREFORE BE IT RESOLVED, that Tulsa County Board of County Commissioners affirms its commitment to take all actions within its power, to assist in pursuing projects of mutual interest with Oklahoma State University, the City of Tulsa, the Tulsa Airport Authority, the Tulsa Authority for Economic Opportunity and the Tulsa Innovation Labs for the development of additional hard and soft infrastructure at the project locations or in areas near the

location that will build upon an Economic Development Administration Build Back Better Regional Challenge (EDA BBRC) investment.

Approved this ____ day of February 2022.

Board of County Commissioners of
The County of Tulsa, Oklahoma



Karen Keith, Chair



ATTEST: _____



County Clerk

APPROVED AS TO FORM:

James G. Rea

Digitally signed by James G. Rea
Date: 2022.02.18 15:26:08 -06'00'

Assistant District Attorney

RESOLUTION 2022-032

WAGONER COUNTY BOARD OF COUNTY COMMISSIONERS

**SUPPORTING THE TULSA REGIONAL ADVANCED MOBILITY CORRIDOR
PROJECT AND THE ECONOMIC DEVELOPMENT ADMINISTRATION BUILD
BACK BETTER REGIONAL CHALLENGE**

WHEREAS, Wagoner County is a local unit of government and a participating member government in the Indian Nations Council of Governments which provides planning and coordination services in creating solutions to local and regional challenges in a wide array of program areas including community and economic development, and transportation planning and programs in an effort to further the economic growth and enhanced quality of life of the region, and

WHEREAS, the Indian Nations Council of Government (“INCOG”) was created by way of the Oklahoma Interlocal Cooperation Act through which participating public agencies can coordinate their efforts to address the physical, economic and social well-being of the region, its citizens and business enterprises, and

WHEREAS, Wagoner County acknowledges the creation of a regional coalition, led by INCOG, that is tasked with submitting an application to the U.S. Department of Commerce, Economic Development Administration (EDA) – Build Back Better Regional Challenge (BBBRC) for federal funding consideration of projects to support the creation of a new regional growth cluster for the purpose of delivering transformational economic change, and

WHEREAS, one of the projects that is a part of the Tulsa Regional Advanced Mobility (TRAM) Corridor is located at the Robson Ranch Industrial site in Wagoner County, and

WHEREAS, Wagoner County has a strong history of supporting economic development activities that will create quality jobs, deliver equitable prosperity, and improve the quality of life of its citizens over the long-term, and is a strong supporter of the US Department of Commerce Economic Development Administration and its economic development programs, and

WHEREAS, Wagoner County supports the infrastructure investment at the planned Robson Ranch industrial site in the City of Tulsa in Wagoner County for it to be a “pad ready” mega site for major targeted industry investment in support of the TRAM Corridor project and new growth cluster.

NOW THEREFORE BE IT RESOLVED, that Wagoner County Board of County Commissioners affirms its commitment to take all actions within its power, to assist in pursuing projects of mutual interest with the City of Tulsa for the development of additional utility or transportation infrastructure at the project location or in areas near the location that will build

upon an Economic Development Administration Build Back Better Regional Challenge (EDA BBRC) investment.

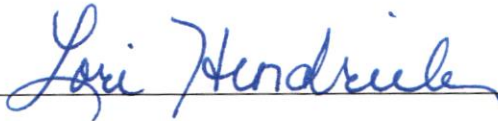
Approved this 28 day of Feb 2022..

Board of County Commissioners of
the Wagoner County, Oklahoma



Chris Edwards, Chairman

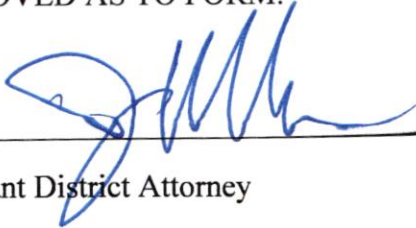
ATTEST:



County Clerk



APPROVED AS TO FORM:



Assistant District Attorney



Expertise Made Easy.

6737 South 85th East Avenue

Tulsa, OK 74133

918-900-4973

airwisesolutions.com

Dear Secretary Raimondo,

My name is Zac Clark and I am the President of AirWise Solutions, an AAM startup based in Tulsa that provides aerial platforms and intelligent software to help streamline entire UAV operations, from the flight plan to the final product. Our commitment to the Tulsa region is clear. We initially set up operations in Tulsa last year and look to expand in the years to come with the help of our region's assets. That is why I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge.

We are confident that with each piece of this application, the LaunchPad Research & Technology Center, Flight Corridor, workforce development programs, hangar, and industrial parks, the Tulsa region will be creating a hub for research, testing, and production and maintenance in this industry. These factors, along with a robust workforce, would make the region nationally unique in building and retaining advanced mobility companies and talent, ultimately developing a sector that will have immense impact for this region and startups like AirWise Solutions.

AirWise Solutions plans to expand by 23 people or 385% in the next year and continuing our scaling up in the future. As we grow, we are excited to work with the certification and training programs this proposal puts forward and explore hiring locally, especially for roles such as mechanical engineers, electrical engineers, sales representatives and engineers, manufacturing & MRO technicians/apprentices, electrical technicians, and computer engineers.

To ensure our aerial platforms and intelligent software are the best in the nation, AirWise is currently engaged in collaborative research projects with OSU USRI on topics such as runway inspection using unmanned aerial vehicles. We believe that the expansion of this team into Tulsa at the LaunchPad Center and the ability of industry to drive the direction of that Center will be a major asset for this ecosystem and for innovative companies like ours. We look forward to the additional opportunities to pursue further collaborations with OSU's USRI and influence the direction of research done at the LaunchPad R&D Center. Specifically, we look forward to exploring further involvement with the Center, possibly to include consortium membership if this process is funded, serving as entrepreneurs in residence, participating in industry events, and using shared testing facilities at the center.

Additionally, the flight corridor provides the ideal test-bed for new technologies critical to the success of startups like AirWise Solutions. BVLOS research and testing will rapidly expand as this industry takes off and create a need for new innovations across hardware, software, sensors,



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Tulsa, OK 74133

918-900-4973

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and policy. AirWise Solutions would strongly consider leveraging the flight corridor to test our own technology and BVLOS research in the future should this project get funding.

At this point, AirWise's growth-mindset requires a robust infrastructure for current and future development. In the short term, AirWise will utilize additive manufacturing technologies to produce ground control stations at scale. We anticipate shipping over 1000 units in the next 20 months. We are also busy building a world class software platform and ecosystem that delivers actionable business intelligence for enterprise customers. And in the long term, we have a strategic plan to design and build our own fully autonomous aerial vehicle with unmatched obstacle avoidance and precision. To deliver on our plan, we need industrial space for full-scale manufacturing and a mature talent development pipeline – we need the support to grow our capacity for production and innovation. As proud Tulsa natives, we are honored to build our company here and we are passionate about building our community through local talent retention and in-sourcing.

As a Tulsa-based AAM startup, we've seen first-hand the dedication of this community to making this region an ideal place to launch and grow a company. We have partnered with inTulsa to in-source tech talent that aligns with our mission for diversity and inclusion. Atento Capital has been extremely generous and has provided connections to TIL, Holberton, individuals, other private companies that share our vision for building a community passionate about technology and innovation. The Tulsa region has proven itself to be a steadfast resource and cheerleader for growing companies, and this will only expand with the additional funding from EDA.

Overall, AirWise is eager to support this proposal and stand by the Tulsa regional coalition in its submission. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Zac Clark".

Zac Clark

President

AirWise Solutions & AirWise Platforms



Babel Analytics LLC
9627 S. Indianapolis Ave.
Tulsa, OK 74137-3920
Catherine@babelanalytics.net
Phone: 918-310-3385

March 11, 2022

Dear Secretary Raimondo:

My name is Catherine Ha, and I am the founder of Babel Analytics, a Tulsa-based startup developing novel artificial intelligence systems for the Healthcare and Defense industries. I write to you in enthusiastic support of the TRAM proposal under consideration for the Build Back Better Regional Challenge. This proposal represents a fantastic opportunity for small businesses to enter the rapidly growing Advanced Aerial Mobility (AAM) space. The TRAM LaunchPad and Flight Corridor will help make the AAM industry more accessible for small to mid-sized businesses. If approved, our company would immediately plan to expand our autonomous control research and development efforts in offerings to take advantage of this first-in-the nation testing ground for these novel technologies.

The Tulsa region is uniquely well-suited for this type of project. Recent private-sector investment in small business development has helped to nurture a startup ecosystem that is just beginning to come in to its own. The heavy focus on aerospace and machine learning sectors by state's flagship universities has created a well-equipped workforce for AAM research and development. Cooperation by the Osage nation promises to produce one of the first commercial-scale beyond visual line-of-sight flight corridors in the nation. The fact that this corridor will connect the Tulsa metropolitan area to the research facilities at Oklahoma State University is, itself, highly unique. It is for these reasons that we strongly believe in the Tulsa coalition's vision for Tulsa as a national leader in advanced mobility.

Should the project go ahead, we are strongly considering involvement in the LaunchPad Advanced Mobility Research Center. This center plans to bring together research facilities, entrepreneurial support programs, fellowship grants, and coworking spaces to create a unique ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This center will help connect startups with larger companies to facilitate effective collaboration and establish new business-to-business relationships. The center will help reduce a startup's barrier to entry while fostering a community for innovation in the field. The Tulsa-based Helmerich Research Center's collaboration with local partners such as Oklahoma State University and the Flight Corridor offers a complementing ecosystem and pathway to research commercialization – an essential component of advanced mobility industry that is yet to be realized anywhere in the nation.

We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Catherine Ha, M.S.
Chief Executive Officer
Babel Analytics LLC

Dear Secretary Raimondo,

My name is Jenny Hellman, and I serve as the CEO and founder of Growing Bridges LLC, a company focused on generating verified carbon offsets through nature-based projects in Oklahoma. Starting in 2022, we will be implementing an approximately 6500 acre climate-smart afforestation pilot project in eastern Oklahoma focused on strengthening rural and agricultural communities through encouraging and enabling wide spread participation by key stakeholders in climate-smart forestry production practices on marginal lands. One of the main focuses of the pilot project is to evaluate the use of drone technology for the measurement of carbon stocks stored in climate-smart afforestation and reforestation projects. In light of Growing Bridges focus on the integration of drone technology with climate-smart production practices across Oklahoma, I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for Beyond Visual Line of Sight companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.

We believe in the Tulsa coalition's vision for Tulsa as a national leader in advanced mobility. Accordingly, Growing Bridges commits to collaboration on research projects focused on climate-smart drone applications. Growing Bridges is also interested in and considering involvement in the Launchpad research center, located in a historically segregated and disadvantaged neighborhood on the city's north side. From a research perspective, we are particularly excited about advanced mobility research that could come out of this state-of-the-art facility in Tulsa. We are also very supportive of the proposal's focus on attracting and developing a skilled workforce, particularly the focus on drone operator training programs, as we have identified skilled labor shortages as one of our key concerns as we look to scaling our climate-smart afforestation production practices across a larger acreage footprint in future years.

We welcome the opportunity to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other start ups.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized initial 'J' followed by a long, horizontal line that tapers to the right.

Jenny Hellman
Founder and CEO





Dear Secretary Raimondo,

My name is Danielle McLean, I serve as CEO of Happy Takeoff, Inc.(HTO), an electric powertrain developer for Advanced Air Mobility, and CEO of Hy-Sky™, an eLearning platform for all-electric drones, air taxis, and fixed-wing aircraft.

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Advanced Air Mobility, the next revolution in aviation, is exciting! The thought of riding in a flying taxi speaks to everyone so it attracts *everyone*, which has not been the case in aviation's past.

For the first time in aviation history, the playing field is even. This means that *now* is the time to attract people from underrepresented groups like women, Black, Latino, Indigenous and Native American persons and underserved communities that have been denied the opportunity to join the wonderful field of aviation.

I also serve as the Workforce Development Advisor at The Vertical Flight Society. In an upcoming white paper, I discuss the biggest threat to aviation sustainability. It is not emissions. It is the **lack of talent**. Through the LaunchPad Advanced Mobility research center, the Tulsa region will develop a robust workforce by attracting underrepresented talent to the aerospace industry.

The LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial programs, fellowship grants and a coworking space, to create a unique ecosystem for advanced mobility start-ups and legacy companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - a high-demand component of advanced mobility industry development.

HTO/Hy-Sky are also interested and considering involvement in the Launchpad research center, located in a historically segregated and disadvantaged neighborhood in North Tulsa. We would like to research if/how our **simple but powerful** eLearning platform can provide nearby residents a barrier-free entry into aviation by:

- Educating on why electric power is important
- Providing an introduction to Advanced Air Mobility
- Describing what opportunities LaunchPad Advanced Mobility provides them
- Empowering them to lift others in their communities through LaunchPad Advanced Mobility

As a former North Tulsa resident, volunteer, and churchgoer, I have decades of first-hand experience with the challenges that local residents face. These barriers **can** be broken, bit by bit, through care, hope, and technology.

We welcome the opportunity to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other startups.

We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Danielle McLean

HTO & Hy-Sky™ CEO



Dear Secretary Raimondo,

My name is Kelly Echols, I am the Founder of LeVanta Tech LLC. LeVanta is Spanish for “raise.” That describes our technology and our mission. We seek to raise the communities we are engaged with. We want to increase access to STEM jobs for economically-disadvantaged individuals in our country, particularly for young people in our Hispanic and rural communities.

We are developing wing-in-ground-effect (WIG) vehicles. We are working on drones, hoverbikes, and aircraft of various sizes. Our initial vehicles will likely be “drone-scale.” Tulsa’s creation of a 114 mile Beyond Visual Line of Sight (BVLOS) testing corridor is of incredible value to us. The ability to fly BVLOS is crucial for the drone industry and for us. Accordingly, BVLOS testing is a critical part of our development strategy. There are only a few places in the country where BVLOS testing over long distances is regulatorily possible. Tulsa has attracted our company because of its BVLOS testing corridor. Other Advanced Air Mobility (AAM) companies will similarly be drawn to Tulsa’s BVLOS testing corridor.

Additionally, Tulsa has the LaunchPad Advanced Mobility Research Center and Flight Corridor . This is very beneficial to us for several reasons. First, the LaunchPad provides access to faculty and students at two great Universities. We need Universities to partner with as we develop our vehicles. We also need access to high-caliber students as we build out our teams. Therefore, University connections are important to us. Second, the LaunchPad provides access to other companies in the Advanced Air Mobility (AAM) ecosystem. LeVanta Tech is focused on airframes and propulsion systems. We want to partner with other companies for developing our communication, control, guidance, obstacle detection, and other systems. The LaunchPad is becoming a home to other companies in the Advanced Air Mobility ecosystem. We need access to the creativity and products that others have to offer. The more exposure we have to other AAM companies, the faster we can develop our vehicles and bring products to market. The LaunchPad, in combination with the BVLOS testing corridor, will attract AAM companies to Tulsa. We want to be part of it.

Tulsa has also dedicated 25,000 square feet of hangar space and a 3,000-acre Industrial Park for Advanced Air Mobility (AAM) companies. This further increases Tulsa’s attractiveness as a place where we and other AAM companies can test, repair, and manufacture AAM vehicles.

Tulsa is taking exactly the right steps to attract us. Other AAM companies also feel the draw of the benefits Tulsa provides. Federal funding under the Build Back Better Regional Challenge will accelerate the process of Tulsa attracting AAM companies. Why does this matter? Just as access to a diverse ecosystem of companies and technologies will advance our development, a robust ecosystem accelerates the development of all companies in the ecosystem. Federal funding of Tulsa under the Build Back Better Regional Challenge will accelerate the development of the AAM ecosystem, which in turn accelerates development of jobs and new opportunities.

We respectfully request the Economic Development Administration’s consideration of Tulsa’s submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "KAE".

Kelly A. Echols



LuftCar

Dear Secretary Raimondo,

My name is Santh Sathya, I serve as CEO at LuftCar LLC.

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.

We believe in the Tulsa coalition's vision for Tulsa as a national leader in advanced mobility. Accordingly, LuftCar LLC commits to research on:

Hydrogen powered electric air mobility, cargo last mile delivery through air vehicles, air highway management, autonomous air mobility, prototyping and validation of advanced air mobility vehicles with pathway to net zero emissions etc.,

LuftCar is also interested and considering involvement in the Launchpad research center, located in a historically segregated and disadvantaged neighborhood on the city's north side. From a research perspective, we are particularly excited about advanced mobility research that could come out of this state-of-the-art facility in Tulsa.

We welcome the opportunity to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other start ups.

We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Santh Sathya; 7th March 2022



Dear Secretary Raimondo,

My name is Irina Pchelintceva, I serve as Chief Executive Officer at MACA US, LLC (or just MACA United states?) . We are developing high-speed electric Vertical Takeoff and Landing Aircraft powered by Hydrogen fuel cells for Urban and Peri-urban mobility.

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have an immense impact on this region.

The LaunchPad Advanced Mobility Research Center and Osage Nation Flight Corridor bring together research facilities, entrepreneurial support programs, fellowship grants, and coworking space to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.

We believe in the Tulsa coalition's vision for Tulsa as a national leader in advanced mobility. Accordingly, MACA commits to research project options that include drone manufacturing, based on the technology and design that we are developing for our full-scale eVTOL, BVLoS (beyond visual line of sight) testing, AI for vehicle steering and air traffic management, EV security, advanced sustainable materials, battery reuse and recycling, and full-scale vehicle concept/prototype testing, designing and integrating collision avoidance system.

MACA US is also interested and considering involvement in the Launchpad research center, located in a historically segregated and disadvantaged neighborhood on the city's north side. From a research perspective, we are particularly excited about advanced mobility research that could come out of this state-of-the-art facility in Tulsa.

We welcome the opportunity to serve as mentors to entrepreneurs at this center, particularly those from underrepresented backgrounds, and to contribute to the community of innovators in this region as mentors for other start ups.

We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,
Irina Pchelintceva



Peggy Simmons
President and COO
Public Service Company of Oklahoma
918-599-2555
PISimmons@aep.com

March 11, 2022

Secretary Gina Raimondo
U.S. Secretary of Commerce
Economic Development Administration
U.S. Department of Commerce

Dear Secretary Raimondo:

I would like to take this opportunity to express Public Service Company of Oklahoma's (PSO) support for the Tulsa Regional Advanced Mobility Cluster Project Application for the U.S. EDA Build Back Better Regional Challenge.

PSO is an operating company of American Electric Power (Nasdaq: AEP) headquartered in Tulsa. AEP is one of the largest electric utilities in the U.S. delivering electricity and custom energy solutions to 5.5 million customers in 11 states. At AEP and PSO, we have a strong commitment to economic development in our communities. For over 100 years, PSO has prioritized community collaboration to improve and advance the areas we serve. We hope to continue this by partnering with the Tulsa Regional Advanced Mobility Cluster Project.

PSO's Ongoing Commitment to Economic Development

Headquartered in downtown Tulsa, PSO has vested interest in Tulsa and Oklahoma's economic success. PSO has been actively involved in economic development projects in the Tulsa region that helped build the foundation for the Advanced Mobility Cluster including:

PSO initiated the site development, site certification and subsequent transfer of the Inola Industrial Park ("Tulsa Port of Inola"), 2,500 acres, from PSO to Tulsa Ports. Valued at \$20,000,000, PSO's contribution was a catalyst for growth in the region and for projects included in the Mobility Cluster. PSO works closely with Tulsa Ports in the continued improvement and marketing of this economic development site.

PSO is an investor and partner in the Northeast Oklahoma Automotive Corridor, an initiative led by the Tulsa Regional Chamber to target regional growth in the automotive sector. Prior to the establishment of the Corridor, PSO helped fund two site analyses to determine the region's marketability to the automotive industry, laying the groundwork for proposed expansion to the Advanced Mobility Cluster.

PSO is fully invested in the long-term success of the Advance Mobility Cluster. Our economic development program includes a specific sector-based strategy to attract EV & battery related facilities and supports marketing the Tulsa Region and the Inola, Robson and Airport sites.

PSO's Utility Infrastructure Investments

As the leading electric service provider in the Tulsa region, PSO collaborates closely with economic development officials at key sites such as Tulsa Port of Inola, Robson Ranch, Osage Nation Skyway 36, and Tulsa International Airport to facilitate expansions and relocations. Providing customers safe and reliable power is PSO's number one priority. Delivering on this commitment includes working 24/7 to protect the electric system from cyber and physical attacks. We deploy advanced technology systems, extensively train employees on security measures, and collaborate with our peers and government entities. Our parent company, AEP runs an industry leading Third Party Risk program, assessing vendors and third parties for risk and developing mitigations

In support of the Tulsa Port of Inola economic development site, PSO has invested approximately \$10,000,000 in system upgrades including transmission extensions for the first customer in the park and a 5-mile rebuild of the 3-phase distribution lines at this site. PSO will continue to make notable investments in the transmission and distribution system for future companies at the Tulsa Port of Inola, Robson Ranch Site, Tulsa International Airport, and throughout our service area.

PSO is ready to expedite timelines for constructing electrical system infrastructure to meet the needs of new customers. For Tulsa Regional Advanced Mobility Cluster economic development projects, PSO will continue to ensure that timelines are met and that revenue justification models are utilized to facilitate an easy start-up in the market. Also of note, PSO has a new economic development rate to incentivize economic development investment and job growth in the market.

PSO's Commitment to Electric Vehicle Adoption and Implementation

PSO is a leader of developing programs and products to facilitate their transition to electric vehicles. This is evidenced by PSO's EV rates, charger rebates, partnerships with charging providers, Oklahoma EV Coalition membership, Tulsa area National Drive Electric Week sponsorship, and Tulsa Transit partnership. PSO also partners with other utilities to conduct quarterly reliability testing of Oklahoma's robust DC Fast charging network.

PSO is bringing the many benefits of transportation electrification to our customers and communities. We will actively collaborate with regional partners to share best practices and information on technology adoption. Together, we will meet the evolving demands of customers as the Advanced Mobility Cluster grows in the Tulsa region.

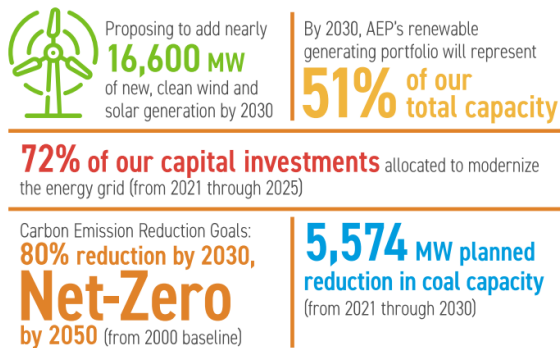
PSO's and AEP's Commitment to a Clean Energy Future

At PSO and AEP we know the importance of providing communities and companies with access to clean and reliable electric power. Clean, reliable, and secure energy is the foundation of economic growth and critical to our nation's future. This is vital to our communities in achieving their economic development goals. Our investments in wind and solar energy as well as advanced technologies stabilize energy costs, stimulate further economic growth, and meet the requirements of clean energy conscious companies. PSO is an industry leader in the regulated clean energy space.

By midyear 2022, PSO will have invested nearly \$1B into clean energy facilities and have more than 1800MW of wind generation as part of our energy mix. This represents 34% of our overall energy mix. PSO is also working to secure up to an additional 1,350MW of solar energy and 2,800MW of wind energy capacity to meet the growing demand for renewable energy.

PSO's cost-effective future generation plan includes natural gas, wind, and solar energy resources, all of which are abundant in Oklahoma. PSO's current long-term integrated resource plan includes a reliance on wind and solar resources that will increase to 45%. PSO's voluntary WindChoice program allows companies to choose to be served by 100% renewable electric energy on day one of their operation. Electric energy solutions can also be customized by PSO to meet companies' individual needs. PSO is ready to meet the current and future renewable energy needs of companies targeted through the Tulsa Advanced Mobility Cluster Project.

Advancing AEP's Clean Energy Transformation



PSO's Commitment to DEI in our Communities and in the Workplace

PSO is committed to a culture that values diversity and recognizes the ways diversity positively impacts AEP's mission to serve and support our employees, customers, suppliers, and stakeholders. We support the equitable distribution of benefits associated with our activities and believe all communities should have access to clean, reliable electricity. At PSO and AEP, we continue to strive towards meaningful DEI progress both internally and externally. AEP and PSO have policies in place to increase supplier diversity. Our goal is to develop a pool of diverse, strategic suppliers and business partners that mirror the customers we serve. We have set a target of 13% diverse supplier resources by 2023.

Diversity & Inclusion Strategic Plan Roadmap to 2025



In each of the last six years, PSO has been named a Top Inclusive Workplace by Mosaic, the Tulsa Regional Chamber's diversity business council. The Mosaic Inclusive Workplace Index, used to quantify progress toward inclusivity and equity, is taken annually by dozens of Tulsa-area companies and organizations. The index results provide feedback for participants to help them continuously improve their efforts. PSO scored strongly in all five categories: community outreach, CEO commitment, diverse suppliers, diverse people and internal policy

PSO's and AEP's Work in the Unmanned Vehicle Space

AEP and PSO have recognized the value and opportunities offered through the adoption of unmanned vehicles in the utility sector, improving factors such as safety and efficiency. As a leader in the utility sector, we are advancing the integration of unmanned aerial vehicles (UAVs) into the system. Currently our technicians are testing UAV technology in damage assessment on the transmission and distribution system in both urban and rural settings. This includes beyond visual line of site operations (BVLOS). The company is conducting inspections, surveying, maintenance inspections, and integrating automating data collection into the web-based mapping tool, Grizzly Bear. The company is also utilizing UAVs in adverse weather monitoring of electrical infrastructure. PSO has been a participant in the FAA UAV Pilot with the Choctaw Nation of Oklahoma with plans to be a part of FAA Beyond.

Through the Tulsa Regional Advanced Mobility Cluster, PSO anticipates a collaboration with the regional partners in sharing best practices, technology integration, and new technology adoption. As workforce training and development plans are developed, PSO will work closely with project partners to find areas for cooperation and assistance in the creation of the unmanned vehicle workforce in the region.

PSO's Investment and Commitment to the Regional Educational System

At PSO, we understand the strength of our region's workforce and education systems drives economic growth. This is why PSO and AEP prioritize investments in strategic and impactful educational programs to promote access and interest in STEM careers for students of all ages. Investing in education builds stronger communities and develops the workforce of the future.

PSO and the AEP Foundation have a strong track record of making strategic and impactful investments in public education with an emphasis on STEM. These investments include a \$250,000 equipment grant to Oklahoma State University's Tulsa Helmerich Research Center, a state-of-the-art research, development, testing and education center located on the OSU-Tulsa campus near downtown Tulsa. On behalf of PSO, the AEP Foundation also awarded a \$250,000 grant to Reading Partners, a kindergarten through fourth-grade literacy program in Tulsa Public Schools, and a \$30,000 grant to Teach For America in Oklahoma. A \$1.25 million investment in Gathering Place established the Explore and Imagine Program, which provides teacher professional development and STEM field trips to Title I schools across the region.

Credits Count, a signature program of PSO and the AEP Foundation, was established in 2015 through a \$3 million dollar grant to the Tulsa Community College Foundation. With staff based in four area high schools, the Credits Count team serves Tulsa Public Schools secondary students and their families in alignment with their unique cultures and goals. Credits Count helps students gain the social, emotional, and academic skills to enter and succeed in STEM fields. The ultimate goal of Credits Count is to encourage students to participate in and pursue STEM career opportunities through collegiate or trade programs they otherwise would not have been exposed to or aware of.

In total, PSO and AEP contributed nearly \$1,000,000 to community and educational initiatives/ programs in the Tulsa metro area in 2021.

PSO is powering the infrastructure, innovation, and workforce needed to develop an ecosystem of Advanced Mobility within the Tulsa region. Through the collaboration of the Tulsa Advanced Mobility Regional Cluster, PSO will continue to partner with others across the region to increase access and economic opportunity for the communities and customers we serve. I greatly appreciate your consideration of our application and potential investment in this transformative, regional effort.

Sincerely,



Peggy Simmons
President and COO
Public Service Company of Oklahoma



March 10th 2022

Dear Secretary Raimondo,
US Economic Development Administration.

Dear Madam,

My name is Umesh N. Gandhi, I serve as Executive Scientist at Toyota Motor Engineering and Manufacturing North America, Inc (TEMA), in Ann Arbor, Michigan. Toyota is a world leader in the design, engineering, and manufacturing of advanced mobility products and systems. We are focused on improving vehicle performance and efficiency and view innovations in mobility technology as a critical path towards the goal of mobility for all. As part of this goal, we have research interest in aerial mobility and related emerging trends as they progress.

I write to you in enthusiastic support of the TRAM (Tulsa Regional Advanced Mobility) proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS (beyond visual line of sight) companies. We believe such infrastructure may be helpful in future collaborative research work with Professor Jamey Jacob's group at Oklahoma state university.

TEMA is interested in the Launchpad research center, research lab and flight corridor that will create opportunity to test the aerial concept vehicles. We are particularly excited about advanced mobility concepts that could come out of such state-of-the-art facilities in Tulsa.

We've seen how the Tulsa coalition has developed each of their projects since Phase I. We encourage further development and looking forward to seeing them mature in the future.

We encourage and support Professor Jamey Jacob's work and this Phase II proposal.

Sincerely,

Umesh Gandhi

Umesh Gandhi, Ph.D.
Executive Scientist
Toyota Research Institute North America
TMNA R&D
Umesh.gandhi@toyota.com

Dear Secretary Raimondo,

My name is Dalibor Djuran, I serve as an SVP of Engineering and Manufacturing at Volansi. Volansi is a leader in providing drone logistic through use of fully autonomous systems. We're reimagining logistics and mobility to deliver what you need, where you need it. Volansi's point-to-point drone delivery solution uses easy-to-transport platforms and automation to revolutionize the way materials are delivered to increase equipment up-time, shorten critical delivery times and save on unnecessary warehouse inventory.

We write to you with enthusiastic support for the Tulsa Regional Advanced Mobility Cluster grant application for funding through the Build Back Better Regional Challenge. Through the LaunchPad Research and Technology Center, Flight Corridor, and Industrial Parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS flight, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would enable companies to access academic R&D, testing, production, maintenance, and repair in a single region, making it nationally competitive location for companies like Volansi to locate or expand.

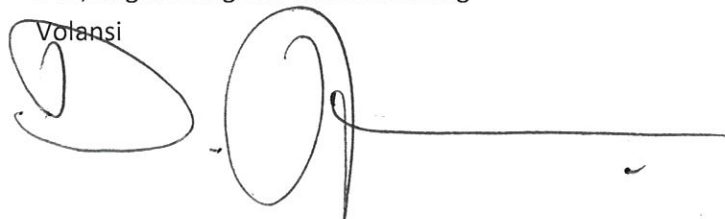
In particular, the Flight Corridor proposed in this project – measuring 114-nautical miles – would enable our company to conduct long-range BVLOS tests that are not possible at our current facility, while the corridor's proximity to an urban hub would enable expansion to suburban and urban testing as regulations change. These factors make this an attractive site for companies like Volansi to test products and demonstrate safety in a wider range of situations than is possible at other sites. As this corridor is developed, we will consider opportunities to test our technologies at this facility.

Additionally, the LaunchPad Research and Technology Center provides an attractive model for industry engagement by allowing members to both leverage R&D funding and direct sponsorship of research projects of specific interest to an individual company. Several of the proposed focus areas for the Center, including battery technology, propulsion technology, autonomous system safety, pilot/remote operator training, interaction with smart environment are aligned with our projected R&D needs. We are excited to explore the possibility of joining this consortium once the details are finalized.

While several regions are investing in this cluster, the combination of projects proposed by this coalition have the potential to differentiate this region and create a hub for AAM activity. For these reasons, Volansi is excited to support this proposal and stands by the Tulsa regional coalition in its submission. We respectfully request the EDA's utmost consideration of this application, and we look forward to furthering collaborations with these partners. Thank you for your time and attention to this matter.

Sincerely,

Dalibor Djuran
SVP, Engineering and Manufacturing

Volansi 



The Honorable Gina M. Raimondo
U.S. Department of Commerce
1401 Constitution Ave NW
Washington, DC 20230

Dear Secretary Raimondo,

On behalf of Xeo Air, I am writing to express my strong support for the Tulsa Regional Advanced Mobility Cluster application for the Build Back Better Regional Challenge. Xeo Air is an AI-based drones services, data analytics, and autonomous systems company based in Atlanta, Georgia and St. Louis, Missouri. Xeo Air is an outsourced AI based drone services, data analytics and autonomous solutions platform for critical infrastructure (ie. telecom, utilities, energy, oil and gas, civil infrastructure), catastrophe/disaster and climate and environmental observation. I also lead MOUV UAM, whose focus is artificial intelligence based AAM pilot training and cognitive cockpits.

The proposed programs directly address persistent challenges facing Xeo Air, MOUV UAM, and the AAM industry as a whole, from technology to talent. The LaunchPad Center's combination of academic expertise, research, community events, and shared facilities is attractive to companies like Xeo and MOUV, and the range of potential points of engagement will help create a focal point for the industry in this region. We look forward to attending events and **engaging with the activities of the Center** and will consider **joining the Industry Consortium** if the Center is funded.

Furthermore, as we seek to develop and market new use cases for UAS technologies and AAM capabilities, we will explore opportunities to **test these technologies at the BVLOS Flight Corridor**. The proposed corridor would be one of only a handful of locations in the United States to test BVLOS technologies and is extremely attractive to companies like ours, especially in combination with the other assets in this region.

Finally, as an entrepreneur I can personally attest to the importance of a vibrant startup ecosystem and community that supports founders and lowers barriers for young companies. The Tulsa region's intentional commitment to fostering companies in this industry and the connections to venture capital, academic innovation, customers, and startup support services make it strongly positioned to become a national hub for AAM companies.

In closing, I would like to reiterate my strong support of this proposal and of the unique AAM ecosystem that Tulsa is building.

Sincerely,

Bronwyn Morgar
Chief Executive Officer
Xeo Air



L3HARRIS

FAST. FORWARD.

Dear Secretary Raimondo,

My name is Robert Moskal and I am the General Manager at L3Harris Aeromet, a division of L3Harris Technologies located in Tulsa, OK. L3Harris Aeromet has approximately 280 employees with plans to add an additional 70-100 employees over the next year. We design, develop, integrate, and operate advanced technology electro optical / infrared (EO/IR) sensor system to track stressing targets. We have sensor systems that can acquire and track cold exo-atmospheric missile targets / decoys in medium wave infrared (MWIR) and long wave infrared (LWIR) from long slant ranges. We also manufacture a TRL-9 multi band (visible and infrared) high resolution full motion video sensor system for a proprietary customer. L3Harris Aeromet was recently awarded a major defense contract supporting the Missile Defense Agency Airborne Sensors (ABS) program. ABS supports the development, operations and sustainment, and mission execution of the High Altitude Observatory (HALO) aircraft and sensor equipment. The ABS program collects critical missile and interceptor flight test data in support of the development U.S. missile defense system. We believe this contract and our multiple other technology customers are a testament to the strength of our industry expertise, talent, and overall capability of our company as a leader in the future of aerospace and advanced mobility technologies.

We write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge. We are confident that with each piece of this application, the LaunchPad Research & Technology Center, Flight Corridor, workforce development programs, hangar, and Industrial Parks, the Tulsa region will be creating a hub for research, testing, production and maintenance in this industry. These factors, along with a diverse robust workforce, would make the region nationally unique in building and retaining advanced mobility companies and talent, ultimately developing a sector that will have immense impact for this region and companies like L3Harris.

L3Harris Aeromet has a 40 year history in Tulsa and our success now and growth in the future depend on our ability to hire a skilled workforce. A robust workforce development agenda like that of the TRAM coalition, which assists in increasing the skilled work force in Tulsa is essential to our growth in the region. Due to our continued growth in high technology fields, we can attest the need to continue to fill the pipeline to support aerospace and advanced mobility across multiple engineering disciplines.

We have recruited graduates locally from the University of Tulsa and Oral Roberts University, regionally from the University of Oklahoma and Oklahoma State and as well as nationally. As a company deeply committed to the Tulsa region with over 280 employees, L3Harris is eager to source more talent locally and are actively hiring engineers across multiple disciplines. These include system engineers, project engineers, mechanical / electrical engineers, optical engineers, software engineers, and AI/ML subject matter experts. Due to the growth in these fields, we need to engage and recruit diverse candidates and assist with transitioning two year degreed technology students to Bachelor / Mastered degreed programs. We are also hiring skilled touch labor to support complex mission system integration and test activities. Funding received from this grant would greatly assist to ensure there is a continued pipeline of talent to fill the demand for these rapidly growing and high technology jobs.

Due to the rapid growth and demand for an engaged and diverse advanced mobility workforce, it essential to promote learning opportunities that provide an introduction to advanced industries through on the job training and related instruction. We are interested in hiring from and participating in



L3HARRIS

FAST. FORWARD.

advanced manufacturing apprenticeships, through which students and adults across the Tulsa region can develop mission system integration manufacturing skills while earning a livable wage. We will continue to exploring collaboration with local universities such as Oral Roberts University, University of Tulsa, University of Oklahoma, and Oklahoma State University as internship partners, to give university students the opportunity to explore high technology and advanced mobility occupations before graduation.

The LaunchPad Research & Technology Center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. The LaunchPad Center's focus on innovative advanced mobility research aligns with L3Harris' proven ability to pioneer high technology products, specifically as we utilize traditional electric air vehicles as intelligence, reconnaissance, and surveillance solutions. The inclusion of sponsored research, shared facilities, community events and publications, and translational funding and support programs to accelerate commercialization will ensure that this Center becomes a regional center of gravity for this industry, attracting outside collaborators and strengthening this region's position as a national center. L3Harris is excited to explore consortium membership or mentorship opportunities at the Center.

The Industrial Parks in this coalition's proposal are a key asset in this industry. This investment would ensure pad-readiness of two industrial sites totaling ~3,000 acres, aimed to house Advanced Mobility players across key control points in the value chain, including advanced materials, battery reuse and recycling, and light vehicle production. L3Harris can attest that sites with these resources and infrastructure are in demand to companies in our industry. As we look to expand our footprint at the Tulsa Airport with an additional 125,000 square feet of hangar and office space. We can confirm we would consider this project's hangar as a site for an expansion, given the impressive level of infrastructure and favorable conditions for growth.

We are excited about the general economic development outcomes for the region that would come with the launch of the initiatives outlined in the TRAM cluster proposal. The creation of new jobs, technologies, and businesses will contribute to the important work of diversifying our state's economy away from traditional energy sources.

Overall, L3Harris is eager to support this proposal and stand by the Tulsa regional coalition in its submission. We have personally witnessed the tremendous growth that the coalition has demonstrated from Phase 1 to Phase 2, in detailing out project plans and planning for long-term sustainability. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Robert Moskal

General Manager, Aeromet

INTEGRATED MISSION SYSTEMS / L3HARRIS TECHNOLOGIES

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COLLEGE OF ENGINEERING, ARCHITECTURE AND TECHNOLOGY

Office of the Dean

201 Advanced Technology Research Center

Stillwater, OK 74078

Phone: 405-744-5141

Email: paul.tikalsky@okstate.edu

March 14, 2022

Secretary Raimondo:

On behalf of the Oklahoma State University College of Engineering, Architecture and Technology we are excited to partner on the Tulsa Regional Advanced Mobility (TRAM) proposal under the American Rescue Plan Act Build Back Better Regional Challenge. We understand that this region is uniquely suited to excel in Advanced Mobility (AM) due to the ideal geography with flight testing infrastructure positioned at the urban and rural divide, such as the Skyway36 droneport. As we look to invest and make use of new technologies to grow our shared university industry research center, we are excited about the Launchpad Technology Development Center and Flight Corridor programs that offer further advances in Advanced Aerial Mobility (AAM) technologies, alignment across industry, and leverage the commercialization potential in our region. We are excited to utilize the proposed Launchpad Technology Development Center and Flight Corridor for research collaborations and testing new business applications.

The College of Engineering, Architecture and Technology's mission is to advance the quality of human life through strategically selected programs of instruction, research, and public service, incorporating strong social, economic, and environmental dimensions, and emphasizing advanced level programs in engineering that are internationally recognized for excellence. Dr. Jacob is a world leader in unmanned aircraft systems (UAS) and exemplifies Oklahoma's commitment to leading research in aviation and aerospace. OSU is fully committed to furthering this type of research to benefit the economy, environment, and well-being of people in Oklahoma and in the US. As a demonstration of this, the university has committed to supporting the *Unmanned Systems Research Institute* both with funding and the construction of a dedicated facility to catalyze the university's expertise in unmanned systems.

The College is providing space for the Center for Advanced Mobility in the OSU Tulsa Helmerich Research Center (HRC), which is a state-of-the-art research, development, testing and education center located on the OSU-Tulsa campus near downtown Tulsa. It was created to fulfill the commitment made to the citizens of Tulsa for Vision 2025 through a public-private partnership with support from the Helmerich Family and the City of Tulsa. The HRC, also home to the OSU School of Materials Science and Engineering (MSE) and contains laboratories, conference and meeting rooms, and faculty and staff offices. Faculty from Mechanical & Aerospace Engineering, Electrical Engineering and MSE work collaboratively on research and education. The HRC places the OSU College of Engineering, Architecture and Technology in a unique position to conduct world-class education, research and technology development and transfer in advanced materials of strategic importance to our nation. The mission of Helmerich Research Center is focused on providing research, testing, technology transfer and

education to advance the region's aerospace, energy, manufacturing, and transportation industries. Research at the HRC has a positive impact on the economy and quality of life for the region and provides opportunities for OSU students and faculty to work hand-in-hand with industries. The HRC will serve as an ideal location for this center.

The College recently completed the EXCELSIOR facility, which is dedicated to the development of autonomous systems and serves as the hub for all UAS activities within the state. EXCELSIOR provides 10,000-square-feet of integration and collaborative space for undergraduate and graduate research projects, outreach activities including K-12 and REU experiences, and public demonstrations of cutting-edge technologies. CEAT is committed to uniting industry and higher education backed research into energy, aerospace, and advanced manufacturing into one ecosystem and will build a deeper pipeline of STEM talent geared to provide more learning opportunities for students across the country.

Oklahoma State University is a land-grant institution committed to excellence in diversity and inclusion. We strive to maintain a welcoming and inclusive environment that appreciates and values all members of society. OSU is dedicated to cultivating and enriching the competitive advantages that diversity and inclusion provides all members of the university community. As examples of our dedication to this principle, OSU has received 10 consecutive HEED Awards. OSU is the nation's top-ranked institution for Native American students earning engineering bachelor's degrees over the last decade. The U.S. Department of Education designated OSU as a Minority Serving Institution (MSI), based on its enrollment of Native American students.

We are pleased to support the Air Mobility proposal as outlined in the narrative and budget put forth by this regional coalition through commitment to supporting the appointment of 5 faculty in the OSU Center for Advanced Mobility, along with associated startup and administrative support, to be housed at the Helmerich Research Center on the OSU Tulsa campus. The Launchpad Technology Development Center and Flight Corridor programs offer the chance to be the leader of this emerging AM industry and help ensure that our region takes advantage of this new growth opportunity. I look forward to continuing and deepening our collaboration with these stakeholders, and I welcome any questions from reviewers that may help this proposal's success.

Paul J. Tikalsky

Dr. Paul J. Tikalsky, P.E., F.ASCE, F.ACI, EACR
Dean, Don and Cathey Humphreys Chair of
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College of Engineering, Architecture &
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201 Advanced Technology Research Center
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Sandip Harimkar

Dr. Sandip Harimkar, Interim School Head
Mechanical and Aerospace Engineering
201 General Academic Building (GAB)
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COWBOY INNOVATIONS

1201 S. Innovation Way Dr.
Stillwater, OK 74074
(405) 744-6930 | 
cowboyinnovations.okstate.edu

Dear Secretary Raimondo,

On behalf of Cowboy Innovations at Oklahoma State University, I am writing to express my strong support and commitment for the Tulsa Regional Advanced Mobility Cluster proposal. Cowboy Innovations has been established as the industry engagement point of contact for Oklahoma State University with multiple value add programs and services to advance early-stage ideas to commercial opportunities and attract industry partners to conduct R&D with OSU, locate in Oklahoma, and provide students with real-world opportunities resulting in a stellar workforce to support Oklahoma industries.

Over the past several months, I have worked with my colleagues at the Unmanned Systems Research Institute (USRI) and Tulsa Innovation Labs (TIL) on the design of the LaunchPad Center programs, including the LaunchPad Fellows, Industry Consortium model, and commercialization programs. These programs have been designed with the explicit goal of maximizing economic benefit for the Tulsa region based on national best practices in technology transfer and direct industry input from our partners. We are excited to build Cowboy Innovations' presence in Tulsa and leverage our resources to specifically support opportunities in this AM industry.

To support this project, Cowboy Innovations will oversee the Industry Partnership Manager at the LaunchPad Center and support EIR and MIR recruitment, management of Facility Use Agreements, and the commercialization of new innovations. This will allow the Center to seamlessly integrate the Advanced Mobility-specific programs at the Center with existing OSU initiatives, including:

Office of Technology Commercialization ("OTC"), which fosters the creation and innovative technology and manages those technologies and other intellectual property for the benefit of OSU and the public. OTC has licensed multiple bio-related technologies and created 10s of jobs and hundreds of thousands of dollars in revenue associated with those licensed technologies;

Proactive Industry Engagement, acts as a liaison between industry and OSU to form mutually beneficial collaborations by identifying and connecting researchers to corporate sponsors. Cowboy Innovations has launched its Fast Track Program with industry friendly agreements making engaging with OSU, especially industry associated with the OBIC, fast and efficient with a focus on relationship building vs single transactions;

Brightest Orange Ventures provides business model and go-to-market plan development assistance using customer discovery techniques, and manages Cowboy Technologies, an investment vehicle to provide seed capital to startups licensing OSU technologies, for example Plasma Bionics, LLC; and

OSU Research Park situated on highway 51 is a physical environment that stimulates innovation, attracts, and builds corporations, and drives mutually beneficial engagements between OSU and industry, resulting in accelerated economic development and diversification. The OSU Research Park has facilities for lease to existing companies and burgeoning start-ups, for example Weaver Labs, LLC.

Finally, under the BBB Phase I award I have worked with Tulsa's Innovation Labs and The University of Tulsa to identify legal counsel and begin negotiations to develop a standardized IP agreement that will allow faculty at both institutions to efficiently pursue and commercialize collaborative research projects. I am also representing OSU in the Flight Corridor Governance Process with Osage LLC, Tulsa Innovation Labs, and the UAS Cluster Initiative, also funded under BBB Phase I award. I am confident that both processes will result in agreements that will simplify our relationships and strengthen our partnerships.

In closing, I would like to reiterate my strong support for the TRAM Cluster projects and OSU's commitment to ensuring their success. I firmly believe in the transformative potential of these programs, and I look forward to continuing to work with our coalition partners to execute on this vision.

Thank you for your consideration, and I welcome any questions that may contribute to this application's success.

Sincerely,



Zachary Miles
Senior Vice President for Technology and Economic Development
Oklahoma State University



COLLEGE OF

Engineering, Architecture, and Technology

Raman P. Singh

Oklahoma EPSCoR State Director
Associate Dean for Engineering at OSU-Tulsa
Director, Helmerich Research Center
Professor, School of Mechanical and Aerospace Engineering
Professor, School of Materials Science and Engineering
Helmerich Family Endowed Chair Professor of Engineering

College of Engineering, Architecture and Technology
Oklahoma State University
700 N. Greenwood Avenue
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March 14, 2022

Dear Secretary Raimondo,

I write to you in enthusiastic support of the TRAM proposal for consideration under the Build Back Better Regional Challenge. Through the LaunchPad research center, Flight Corridor, and Industrial parks, the Tulsa region will be creating a hub for research, a nationally unique testing facility for BVLOS companies, and shovel-ready Industrial Parks for manufacturing. These factors, along with a robust workforce, would make the region nationally competitive in attracting and retaining advanced mobility companies, ultimately developing a sector that will have immense impact for this region.

The OSU LaunchPad Advanced Mobility research center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program would live in the Helmerich Research Center in close collaboration with Oklahoma State University, complementing the Flight Corridor and offering a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand.

The Helmerich Research Center (HRC) is a state-of-the-art research, development, testing and education center located on the OSU-Tulsa campus near downtown Tulsa. It was created to fulfill the commitment made to the citizens of Tulsa for Vision 2025. The HRC, also home to the OSU School of Materials Science and Engineering (MSE), contains laboratories, conference and meeting rooms, and faculty and staff offices. Faculty from mechanical engineering, electrical engineering and materials science and engineering work collaboratively on research and graduate education. The mission of Helmerich Research Center is focused on providing research, testing, technology transfer and education to advance the region's aerospace, energy, manufacturing, transportation, electronics and medical industries. Research at the HRC has a positive impact on the economy and quality of life for the region and provides opportunities for OSU students and faculty to work hand-in-hand with industries.

The HRC places the OSU College of Engineering, Architecture and Technology in a unique position to conduct world-class education, research and technology development and transfer in advanced materials of strategic importance to our nation. We welcome the opportunity to serve as mentors to entrepreneurs at this center, particularly those from under-

represented backgrounds, and to contribute to the community of innovators in this region as mentors for other start ups. We've seen how the Tulsa coalition has developed each of their projects, from workforce development to an advanced mobility research center, since Phase I, and we are excited to see these projects come to fruition with the EDA's continued support.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink that reads "Raman Pal Singh". The signature is written in a cursive style with a horizontal line underneath the name.

Raman P. Singh, Ph.D.



Oklahoma State University
School of Mechanical and Aerospace Engineering
Unmanned Systems Research Institute

201 General Academic Building
Stillwater, OK 74078-5016
Phone: (405) 744-5900
Phone: (405) 744-7873
www.mae.okstate.edu
March 14, 2022

To the Economic Development Administration:

On behalf of Oklahoma State University (OSU) Unmanned Systems Research Institute (USRI), I am excited to participate and help lead the Tulsa Regional Advanced Mobility cluster (TRAM) proposal under the American Rescue Plan Act Build Back Better Regional Challenge. This proposal will enable OSU to solidify its leadership in Advanced Aerial Mobility (AAM) research and expand the economic impact of this work through cross-sectoral collaboration with industry leaders, entrepreneurs, and tribal nations. If supported by the EDA, this project will help secure US leadership in the globally highly competitive and crucial AAM technology sector.

With over \$25M in external funding, USRI has been demonstrated itself as a world leader in autonomous systems and AAM technology. We are committed to developing the next generation of students and leading the world as we make the transition to cleaner, safer, and more equitable transportation for the globe and ensuring that the US remains at the forefront of technology. We strongly believe that this partnership is essential in keep the US in this leadership role. USRI seeks to incubate ideas and research technologies within autonomous systems and provide related expertise for Oklahoma State University (OSU), the state of Oklahoma, and the global unmanned community. As one of the inaugural Tier 1 initiatives, USRI strives to fulfill OSU's land grant mission through: Fostering K-12 and beyond STEM outreach, nurturing engagement in underrepresented communities, and promoting teaching, research and service for the public good.

AAM research is a core strength of our institution. OSU has one of the top-ranked and fastest-growing Aerospace Engineering degree programs in the nation. Over the past five years, enrollment in our Aerospace Engineering program has increased by 58%, with nearly 200 new students. OSU was also the first institution in the nation to offer advanced degrees focused on UAS research. Through our flagship degree programs, we've made significant contributions in the field. For example, OSU USRI was one of the first programs in the nation to receive FAA approval to fly unmanned fixed-wing swarms and beyond visual line of sight flights. Working with tribal partners has been a key element to this success and we are enthusiastic to continuing doing so.

The coming years are likely to produce the most significant advancements in non-military and military aviation in decades as new mobility needs, urbanization, interconnectedness, and emissions standards incentivize businesses to invest in innovation. Our industry partners have been critical in the realization of our research ambitions. We have received over \$25 million in funding from NASA, DOD, NSF, FAA, and AAM industry partners such as Toyota, Skydweller Aero, Kratos, and Boeing, among others. Our region is home to several industries that stand to adopt AAM technologies, including agriculture, energy, meteorology, e-commerce, and healthcare. The proposed LaunchPad Research and Technology Center and Osage Nation Flight Corridor will catalyze the expansion and initiation of these industry relationships by concentrating research

capabilities, commercialization and entrepreneurial support programs, and the burgeoning tech ecosystem in downtown Tulsa. We are in the process of developing Centers of Excellence to support these activities in the region. In addition, we are excited to explore collaborative research projects with our peers at the University of Tulsa, whose expertise in autonomous systems, battery technology, and cybersecurity will be essential to the development of new AAM technologies.

In addition to developing new technologies, the proposed cluster is uniquely positioned to create widespread economic impact by attracting world-class industry partners and driving the commercialization of new AAM applications that will help establish the future of aerial mobility. The Flight Corridor project is key to achieving this potential, as it will capitalize on the non-replicable geographic and regulatory assets in our region create the nation's pre-eminent destination for AAM testing and commercialization. As the only BVLOS testing corridor so close to a major city, the proposed Flight Corridor would ensure that northeastern Oklahoma remains an ideal innovation cluster for decades to come and provide opportunities to urban, rural and tribal entrepreneurs.

The vision for this flight corridor is the result of our history of successful partnership with the Osage Nation and Tulsa Innovation Labs. We have worked closely with Osage Nation to craft a unified vision that will allow us to leverage OSU's existing FAA-approved 14-mile Flight Corridor and the Osage Nation's Skwyay36 droneport. Together, we have defined our intention to position our region as a national destination for AAM research and commercialization. We commit to working with our partners at the Osage Nation and to establish an effective governance model for the Flight Corridor during Phase 1, and based on our strong partnership history we are confident that we will be ready to implement this vision during Phase 2. We are actively taking steps to enter into an MOU to formalize this partnership.

In closing, I would like to reiterate my enthusiasm and strong support for this proposal. The proposed cluster is the culmination of several years of partnership between OSU, Tulsa Innovation Labs, the Osage Nation, and industry partners and builds upon the decades of efforts and expertise in autonomous aerial technology developed at OSU. As the demand for Advanced Mobility research and testing facilities increases, the Launchpad Technology Development Center and the Flight Corridor will ensure that our region is positioned to be a leader in this field and that the US claims leadership ahead of foreign nations. I look forward to deepening our collaboration with these stakeholders, and I welcome any questions from reviewers that may help this proposal's success.

Yours,



Jamey D. Jacob, Ph.D., PE
John Hendrix Chair and Professor of Aerospace Engineering
Director, Unmanned Systems Research Institute
jdjacob@okstate.edu
usri.okstate.edu



THE UNIVERSITY *of*
TULSA

Office of the President

March 8, 2022

To the Economic Development Administration:

On behalf of The University of Tulsa (TU), I am writing to express enthusiastic support for the Tulsa Regional Advanced Mobility (TRAM) Cluster application under the Build Back Better Regional Challenge. The proposed investments will build upon research and manufacturing assets to diversify our region's economy, expand the local innovation ecosystem, and create new jobs.

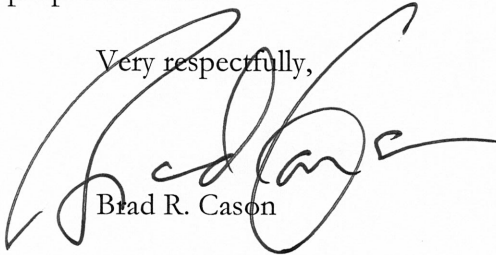
The University of Tulsa is a private university, located near downtown Tulsa, with the "Doctoral University: High Research Activity" Carnegie Classification. Its enrollment averages 4300 students, encompassing undergraduates, graduate students, and law students. TU has a strong STEM program, dominated by its College of Engineering and Natural Sciences that offers BS, MS, and PhD degrees in engineering disciplines, computer science, and cyber studies. By partnering with this coalition, we seek to create enhanced research opportunities for our faculty and students, and ultimately support the creation of promising job opportunities that will keep students in the region after graduation.

As a proud partner to OSU and LaunchPad Center, TU shares the vision for the TRAM proposal and believes that advanced mobility technologies have exciting applications across industries such as energy, meteorology, rural medicine, e-commerce, and passenger transport, to name a few. We are eager to work alongside our colleagues at OSU to meet these industry advances through research and development that equips autonomous aerial vehicles with safety and security aware decision-making functionality, along with robust propulsion technology. During the Phase I application process, researchers across our Electrical and Computer Engineering, Chemistry, Chemical Engineering, Mechanical Engineering, Cyber Studies, and Computer Science departments expressed enthusiasm for the proposed LaunchPad Center and collaborative research opportunities with peers at OSU. As part of the Phase II proposal several of these faculty have met with peers at OSU and outside experts to align on potential Priority Areas for the Center including propulsion technology, battery materials and charging technology, software for air traffic control and autonomous system safety, cyber security threats, and operational technology. These topics are well-aligned with the specialties of our faculty and represent exciting areas of potential collaboration with OSU.

To further formalize this relationship, TU and OSU have procured legal representation in coordination with Tulsa Innovation Labs to produce IP agreement templates for collaborative research projects in this industry. I am confident that we will be able to finalize these agreements in the coming months, and I look forward to expanding upon these collaborations upon award of Phase II funding.

In closing, I would like to reiterate my strong support for the Tulsa Regional Advanced Mobility Cluster. By promoting collaborative industry-aligned research and investing in the infrastructure, workforce, and facilities necessary to ensure broad economic benefit, these proposed efforts will centralize and mobilize our region's considerable assets in Advanced Mobility. TU has collaborated with Tulsa Innovation Labs, Tulsa Regional Chamber, and Tulsa Authority for Economic Opportunity on several initiatives in the past, and we have the utmost confidence in these stakeholders to execute on the proposed vision.

Very respectfully,

A handwritten signature in black ink, appearing to read "Brad R. Cason", with a large, sweeping flourish extending upwards and to the right.

Brad R. Cason

March 4, 2022

To the U.S. Economic Development Administration:

Vigilant Aerospace Systems, Inc. is excited to support the proposed Build Back Better Application put forth by the Tulsa regional coalition for an Advanced Mobility cluster.

Vigilant Aerospace is a technology company founded and headquartered in Oklahoma that provides airspace management and safety software for remotely piloted aircraft. The company's technology is based on two licensed NASA patents and helps unmanned aircraft to maintain safe distances from other traffic, which is required to fly beyond the sight of the remote pilot. The system fuses data from aircraft transponders, radar and the drone autopilot to create a single picture of the airspace and to prevent conflicts between aircraft.

The system is specifically designed to help enable unmanned aircraft flight corridors and has been used at multiple unmanned aircraft flight centers throughout the U.S. In addition to being a member of multiple FAA Integration Pilot Program (IPP) and BEYOND teams, the company has been contracted by the FAA to develop, test and demonstrate our UAS safety system along the Trans-Alaska Pipeline corridor for UAS flights beyond visual line-of-sight in Alaska, has provided our system to the Northern Plains UAS Test Site in North Dakota for their operations on the state-wide Vantis UAS network and continues to support NASA's innovative CST program for supersonic flights and technology development throughout the U.S.

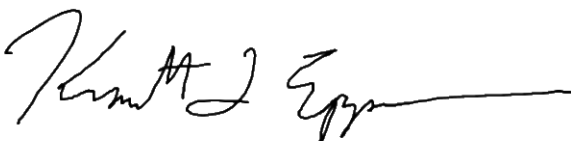
The company has previously partnered with Oklahoma State University's Unmanned Systems Research Institute in the development and testing of new technologies. I also serve on the steering committee of the UAS Cluster Initiative of Oklahoma and Kansas and provide national leadership as a member of the FAA's Beyond Visual Line-of-Sight Aviation Rulemaking Committee.

Specifically, we are interested in the Advanced Mobility Cluster's Flight Corridor Project and see it as a critical component to the future success of the Tulsa region and as contributing to the overall development of autonomous systems and advanced mobility innovations in the United States while helping to maintain the nation's competitiveness in this critical sector.

Investing in this Flight Corridor Project will help early-stage companies like ours to hire and train more local technology talent, partner with university research centers, commercialize new technologies and grow the industry in our region. Based on our knowledge of this industry and our involvement with similar projects, we can attest to the growing demand for BVLOS facilities. The corridor proposed in this application will have the distinct advantage of flexibility and proximity to an urban area, increasing its relevance to a variety of future AAM applications.

We are happy to partner with this coalition to provide expertise, industry connections and airspace safety and management services to support the growth of this sector and expansion of unmanned aircraft use and development in the Tulsa region.

Sincerely,



Kraettli L. Epperson
CEO, Vigilant Aerospace Systems, Inc.



March 9, 2022

Dear Secretary Raimondo,

My name is Susan Moring and I am the Investment Principal at Cortado Ventures, an Oklahoma-based firm that invests in early-stage capital efficient businesses that leverage technology to scale in the Fintech, Biotech, Aerospace, Ag Tech, Energy Tech, Manufacturing and Logistics sectors. We look for outstanding teams, building truly differentiated products, in large addressable markets, and we are excited to see this proposal merge several local assets to drive innovation across many of our markets of interest and expertise. That is why I write to you in enthusiastic support of the TRAM grant application for funding through the Build Back Better Regional Challenge.

We are confident that with each piece of this application, the LaunchPad Research & Technology Center, Flight Corridor, workforce development programs, hangar, and Industrial Parks, the Tulsa region will be creating a hub for research, testing, and production and maintenance in this industry. These factors, along with a robust workforce, would make the region nationally unique in building and retaining advanced mobility companies and talent, ultimately developing a sector that will have immense impact for this region and firms like Cortado Ventures.

The LaunchPad Research & Technology Center brings together research facilities, entrepreneurial support programs, fellowship grants and a coworking space, to create a unique, in-demand ecosystem for advanced mobility start-ups and established advanced mobility companies alike. This program offers a pathway to research commercialization - an essential component of advanced mobility industry development that is always in high demand. Cortado Ventures is excited by the potential of the LaunchPad Center to produce these innovative companies and is committed to exploring investment in them once deemed a good fit. Additionally, Cortado is committed to supporting the Center through participation in all types of events including pitch competitions, demo days, and speaking events. This is not just in order to be helpful, but because we see programs like the Center as an important source of deal flow for innovative, high-potential new companies and entrepreneurs in Oklahoma.

The LaunchPad Center's focus on innovative advanced mobility research aligns with Cortado's analysis of high-potential niches in this field. In addition, the inclusion of sponsored research, shared facilities, community events and publications, and translational funding and support programs to accelerate commercialization will ensure that this Center becomes a regional

center of gravity for this industry, attracting outside collaborators and strengthening this region's position as a national center.

In addition to the potential of the Launchpad Research & Technology Center, the flight corridor provides the ideal test-bed for new technologies critical to the success of advanced mobility startups. BVLOS research and testing will rapidly expand as this industry takes off and create a need for new innovations across hardware, software, sensors, and policy. Cortado Ventures is excited to share the Flight Corridor project with our portfolio of companies as an opportunity for future innovation and collaboration.

This project will advance our shared goals of attracting and creating innovative talent, expanding our local startup ecosystem, and creating high-tech jobs in our region. In addition to the opportunity for potential new investment targets, we are also excited about the general economic development outcomes for the region that would come with the launch of the LaunchPad Research & Technology Center, Flight Corridor and other initiatives outlined in the TRAM cluster proposal. The creation of new jobs, technologies, and businesses will contribute to the important work of diversifying our state's economy away from traditional energy sources.

We have a strong history of working with members of this coalition to ensure the businesses we invest in are incorporated into the Tulsa community and that they will thrive in our ecosystem. The Tulsa region has proven itself to be a steadfast resource and cheerleader for growing companies, and this will only expand with the additional funding from EDA. In addition, we have personally witnessed the tremendous growth that the coalition has demonstrated from Phase 1 to Phase 2, in detailing out project plans and planning for long-term sustainability. I can attest to the strong commitment of these coalition members to innovative methods of economic development, and I am pleased to support the TRAM corridor.

Overall, Cortado is eager to support this proposal and stand by the Tulsa regional coalition in its submission. We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,



Susan Moring
Investment Principal
Cortado Ventures



Peter Shannon
Managing Director
Radius Capital
San Francisco – Tulsa
www.radius.capital
peter@radius.capital
+1 (773) 837 7638

1 March, 2022

To the Economic Development Administration:

On behalf of Radius Capital, we enthusiastically offer our support to the Tulsa Regional Advanced Mobility (TRAM) Cluster under the American Rescue Plan Act Build Back Better Regional Challenge. This proposal represents an ambitious and actionable investment in a growing industry that builds on our region's existing aerospace assets, manufacturing talent, and research community, and we look forward to continuing to support the LaunchPad Center, the Flight Corridor, and the ecosystem as a whole.

Radius Capital is a seed and Series A investment fund that invests in the enabling technologies driving advanced aerial mobility (AAM). We have overseen the deployment of tens of millions of dollars into this field and manage equity positions in over a dozen companies relevant to advanced aerial mobility. Innovations in software, digital systems, electric propulsion, composite materials, autonomy, and ubiquitous connectivity stand to create the most significant disruption in mobility in several decades. Our mission is to capture the value created by the commercialization of advanced mobility through investments in the most scalable software and technology businesses driving the sector and to support entrepreneurs over the long-term as applications of the technology commercialize and scale. We recently added additional capital and limited partners, including Toyota and the George Kaiser Family Foundation, and are in the process of establishing an office in Tulsa.

As part of the broader strategy of Radius Capital, **we are committed to supporting efforts in the growth and development of high-tech industries in Oklahoma and Tulsa in particular.** During Phase II of this grant, we have advised Tulsa Innovation Labs and Oklahoma State University on the development of the LaunchPad Research and Technology Center. The focus on aerospace supply chain technologies including energy storage, propulsion, advanced manufacturing, sensing and navigation, and trusted autonomy as well as AAM network systems aligns with Radius' analysis of high-potential niches in this field. In addition, the inclusion of sponsored research, shared facilities, community events and publications, and translational funding and support programs to accelerate commercialization will ensure that this Center becomes a regional center of gravity for this industry, attracting outside collaborators and strengthening this region's position as a national center.

Radius Capital is eager to continue our engagement with this program if awarded Phase II funding. Specifically, **we commit to supporting the success of the LaunchPad Center** by:

- Recommending and introducing potential new members of the industry consortium to Center staff, including at least 12 introductions in 2022 as the consortium recruitment plan is executed and continued engagement as needed;
- Evaluating companies coming out of the Center for potential investment;
- Coaching faculty and fellows as Mentors in Residence as they explore product-market fit, business models, market opportunities, etc.;

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- Inviting a faculty representative of the Center to sit on Radius' Technical Advisory Board to further align the activities of the Center with market developments;
- Suggesting areas of research for faculty and fellows;
- Participating as guest speakers or lecturers for events at the Center; and
- Participating in demo days and judging pitch events at the Center.

To execute on this mission, we are highly visible within the innovation community, touching over 600 startups developing technologies relevant to advanced aerial mobility. We also are deeply engaged with the public sector, serving as advisors on NASA's Aeronautics Research and Technology Roundtable and co-authoring a national strategy for industrial leadership in advanced air mobility, Advanced Aerial Mobility - A National Blueprint, through our service on the Committee on Air Mobility Research and Technology through the Aeronautics and Space Engineering Board of the National Academies of Science, Engineering, and Medicine. We routinely publish thought leadership, technology, and market analyses in support of the broader community. As part of these activities, we will continue to **support the growth of Tulsa's AAM ecosystem** by: promoting the visibility of ecosystem developments and programs on the Radius platform and The Vertical Space podcast, introducing Radius portfolio companies to the Tulsa ecosystem through 'road shows' to explore opportunities to research, test, commercialize, and hire in this region, and recommending commercial partners for the flight corridor.

I can attest to the strong commitment of these coalition members to innovative methods of economic development, and I am pleased to support the TRAM cluster. By combining industry input with world-class multi-institutional research, robust commercialization programs, and best in class testing infrastructure, these projects will advance our shared goals of promoting innovation, supporting innovative talent, expanding our local startup ecosystem, and creating high-tech jobs in the Tulsa region. In closing, I would like to reiterate my enthusiasm and strong support for this proposal. I look forward to continuing and deepening our collaboration with these stakeholders, and I welcome any questions from reviewers that may help this proposal's success.

Sincerely,



Peter Shannon
Founder & Managing Director
Radius Capital



Dear Secretary Raimondo,

On behalf of American Airlines, I am pleased to submit this letter of support for the Tulsa Regional Advanced Mobility (TRAM) grant application for funding through the Build Back Better Regional Challenge.

American Airlines has a long and productive history in the region. The proposed request by INCOG would bring significant momentum to the area. We see this proposed project as an opportunity to help build the long-term talent pipeline, which is one of American Airlines' top opportunities to continue to grow in Oklahoma.

The aviation industry and American Airlines have maintained a steady, strong presence throughout the COVID-19 pandemic. Here in Oklahoma our Tulsa maintenance facility remained open and we continued to service aircraft that provide critical air and cargo movement around the country and the world. But the impact of the last two years has not gone unfelt. There have been setbacks due to workforce development challenges. Accelerating the establishment of the LaunchPad Research and Technology Center, Flight Corridor, and Industrial parks will enhance the local aerospace economy in northeast Oklahoma, allowing for a stronger workforce as well as more collaboration and innovation long into the future.

As a major employer in Tulsa, we can attest to the strength of the local aerospace industry in this region, and the success Tulsa has experienced as it has differentiated itself nationally in this sector. As a result, we celebrate this new venture to promote advanced mobility investment in this sector in Tulsa. We are confident the elements that have made Tulsa a hub for aerospace will contribute to its excellence and success as a leader for advanced mobility in the future.

Any advanced mobility manufacturer considering expanding their operations to Tulsa will heavily depend on a skilled local workforce. A robust workforce development agenda like that of the TRAM coalition, which aims to increase the number of electrical engineers, software developers, computer engineers, manufacturers, drone pilots, electrical technicians in Tulsa is essential to the growth of this sector in Oklahoma. Strong opportunities to cluster near other manufacturing companies and suppliers will be critical to the success of our company and the many others in the area.

We respectfully request the EDA's consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Sangricco".

Ed Sangricco

Managing Director, American Airlines Base Maintenance