

Tulsa Regional **ADVANCED MOBILITY** Cluster Project

Build Back Better
Regional Challenge
**Letters of
Support**

SUBMITTED BY





G.T. Bynum
OFFICE OF THE MAYOR

October 15, 2021

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

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

Dear Madam Secretary:

I write today to express my commitment – as well as the full support of the City of Tulsa – for the accompanying application to the Build Back Better Regional Challenge, which outlines our collective vision for establishing an Advanced Mobility Cluster in the Tulsa region. While aspirational in nature, this cluster builds upon decades of deep industry knowledge and expertise in aerospace and manufacturing – and the public investments which have allowed major employer partners like Navistar, Spirit AeroSystems, L3Harris, and American Airlines to not only thrive, but grow world-class operations here in Tulsa. These operations undoubtedly drive American competitiveness here and abroad, and will form a foundation for the next generation of innovation that will cement the United States’ role in driving the global economy and our position as the greatest nation on earth.

While many cities and regions will claim to have the support of major employer partners for this Challenge – and nearly all are likely to have spent the past three months working to foster deeper relationships for the sake of this application – Tulsa undoubtedly stands head-and-shoulders above others as a result of decades of proven public-private partnerships. Since the 1940s, Tulsa has invested in major public assets which are now home to the operations of the corporate partners noted above. Over the past three years alone, these employers have announced nearly \$750 million in planned investments in their Tulsa operations – all located in publicly owned facilities, and supported by major public co-investments – and the retention and addition of nearly 2,000 jobs.

These investments are the direct result of the ongoing cooperative relationships maintained between the City, key regional partners like INCOG and the Tulsa Regional Chamber, the State of Oklahoma, and our largest employers. In short, we come to this Challenge not with a need to identify or develop relationships with the industry partners that will define and accelerate our Advanced Mobility Cluster, but with deep and genuine partnerships that form a strong foundation for our proposed investments in innovation infrastructure.

In addition to building upon our expertise in leveraging public assets to support industry growth, such as through the development of a new hangar at Tulsa International Airport, we propose investing in critical wastewater infrastructure to support the Robson Ranch industrial park at the intersection of the proposed I-42 (current US 412) and the Creek Turnpike on the edge of the city limits of Tulsa. This site is a part of a larger landholding of nearly 18,000 acres and, most recently, was considered by Tesla for a major manufacturing facility. Additionally, over the past 12 months, eight (8) major OEM and battery projects with an average employment of 2,660 people and an average of \$2.25 billion in capital investment have considered the site for potential manufacturing operations. The proposed wastewater project will remove a key barrier to the location of companies in the Advanced Mobility Cluster in the region, thereby accelerating the growth of the cluster long-term. We have estimated the cost of these improvements at \$12 million for the AM hangar and \$17.6 million for industrial park sanitary sewer improvements. **Further, we are prepared to contribute the required 20% match, totaling approximately \$6 million from local funds.**

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 concern that children living in the predominantly African American areas of Tulsa were expected to live nearly 11 fewer years than children living elsewhere in the city. 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.



G.T. Bynum
OFFICE OF THE MAYOR

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, we established 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 equality of opportunity, and its Board of Trustees has been deliberately built to represent the diversity of Tulsa's residents. 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 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, please do not hesitate to contact me directly at gt@cityoftulsa.org.

Best regards,

G.T. Bynum
Mayor
City of Tulsa



TULSA PORTS
BARGE · RAIL · INDUSTRIAL PARK
CATOOSA · INOLA

October 15, 2021

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

RE: Tulsa Ports, Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary,

It is my honor to submit this letter in support of the Tulsa Region's application to your organization's EDA Build Back Better challenge. I believe the opportunity you have set forth for this program is an ideal scenario for our coalition to bring all the Tulsa Region's best assets and aspirations to bear in making critical changes that will drastically alter the trajectory of our growth and resiliency.

To explain our support of this effort, I believe it is important to reflect on the development of our organization over the past 50 years. As a non-appropriated state agency, and authority of the City of Tulsa and Rogers County, the City of Tulsa-Rogers County Port Authority ("Tulsa Ports") was created to operate the "Tulsa Port of Catoosa" as a publicly owned catalyst for private investment, job creation, and commodities transportation. The 70+ companies that have invested in our original 2,500-acre industrial park are indicative of the industry trends that have been the foundation of Tulsa's growth over the past five decades including oil & gas related fabrication, automotive suppliers, steel processing, semi-conductor suppliers, and agricultural transportation.

In 2019, Public Service Company of Oklahoma (American Electric Power) transferred 2,200 acres of land with rail and barge access to the Port Authority for industrial development. This historic investment by PSO in creating a new publicly owned inland port and industrial park marked the beginning of the next 50 years for the newly branded "Tulsa Ports." With the industrial property having been master planned for development and hosting its first industrial tenant, Tulsa Port of Inola is now primed to be a location for manufacturing facilities to support the Tulsa Region's next chapter of industrial success... the Advanced Mobility (AM) Cluster.

Through the master planning process with Burns & McDonnell, the strengths of Tulsa Port of Inola's infrastructure became a clear advantage in our focus on the industries that support advanced mobility. In addition, the companies that have expressed a deep interest in developing in Inola over the past 24 months include electric vehicle OEM assembly, EV component manufacturing, battery production, composite materials manufacturing, advanced metals manufacturing, and others which solidify the selection of our targeted industries that represent the AM cluster. This process also identified the primary development weakness of the Tulsa Port of Inola as a lack of industrial and sanitary wastewater systems that can support both the development of the industrial park, as well as the commercial growth of the City of Inola. Which is why our "Tulsa Port of Inola Wastewater Project" has been submitted for inclusion into this BBB proposal at an estimated cost of \$20,000,000.



TULSA PORTS
BARGE · RAIL · INDUSTRIAL PARK
CATOOSA · INOLA

Our organization prides itself on spending significant time and resources on planning infrastructure projects that look at needs far into the future for development. With that, we have already begun the steps to determine discharge limits, permitting requirements, preliminary site location, and collaboration plans with the City of Inola for this wastewater project. Within the next 6 months, Tulsa Ports will spend up to \$500,000 to advance the engineering and permitting of this project to enhance project readiness for potential inclusion in Phase II of the EDA-BBB program. In addition, the Port Authority is committed to providing \$4 million in matching funds for this project subject to final approval by our Board of Directors.

Tulsa Ports' inclusion in this powerful coalition is a testament to the group's commitment to supporting not only the innovation, research, education, equity, sustainability, and development of this industry cluster, but to the broad change and benefit that the manufacturing and industrial transportation base of the advanced mobility sector could bring to our region. We look forward to implementing the plans this partnership has presented through this challenge, and to the equitable investment and job creation it will provide for the Tulsa Region.

Sincerely,

David Yarbrough, PE
Port Director
Tulsa Ports

GEORGE KAISER FAMILY FOUNDATION

A supporting organization of Tulsa Community Foundation

October 15, 2021

To the Economic Development Administration:

I write this letter of support and commitment on behalf of the George Kaiser Family Foundation (GKFF) for the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the EDA's Build Back Better Regional Challenge. We fully support the vision put forth by this coalition and look forward to magnifying the cluster's long-term impact on our economy.

GKFF is Oklahoma's largest charitable entity, with assets of over \$4 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 development.

The Tulsa region's economy faces an uncertain future with our historic and heavy dependence on the oil and natural gas industry. We view this as a serious threat to the long-term strength of our community, and continued volatility in the energy markets has only highlighted the imperative for economic diversification within our region.

To address this urgent need, GKFF has committed itself to expanding opportunity and enhancing the region's resiliency by promoting economic diversification, creating good-paying jobs, and building inclusive pathways to stable and prosperous careers for our fellow citizens. Notably, we have invested more than \$100 million in recent years to strengthen the regional economy and in talent development and attraction. These investments include an entrepreneurial support and co-working organization, talent matching programs, workforce development initiatives, education and applied research endeavors.

In 2020, with our lead support, Tulsa Innovation Labs collaborated with McKinsey and Company on a study that identified Tulsa's five highest-potential growth industries, collectively called "Tulsa's Tech Niche." Advanced aerial mobility was identified as Tulsa's strongest right-to-win opportunity and this proposal solidifies this positioning.

Building on these findings, this coalition has developed a data-driven strategy to bolster the advanced mobility industry, cultivated meaningful partnerships with key stakeholders from the Osage Nation to Build in Tulsa, an effort focused on supporting Black entrepreneurship in the tech sector, and in doing so has built a coordinated community-led vision to diversify our economy and be a global leader in the new advanced mobility industry.

GKFF supports this vision and will dedicate considerable assets to ensure its success. We will work to maximize the impact of EDA's award through investments of approximately \$30 million across the five-year investment period, as outlined below:

- GKFF and our partners will secure cash matching of up to \$10 million, as needed, for Phase II of the EDA challenge across the Flight Corridor, the LaunchPad Research and Technology Center at OSU-Tulsa, as well as the related workforce and training programs necessary for success in those areas. In keeping with the charitable mission of our foundation, GKFF is

especially interested in workforce and talent development components that bolster diversity, equity, and inclusion across all areas of the initiative;

- GKFF will devote \$5 million in support through its assets at the Peoria-Mohawk industrial park site in North Tulsa and to foster partnerships that link this initiative with a comprehensive economic and job development initiative in that area of high poverty rates.
- GKFF will support the development of a robust Phase II proposal, providing up to an additional \$1 million in technical assistance funding and in-kind support for coalition members. This assistance will also be used by partners to ensure effective and accountable management of the EDA funds awarded in each phase of the project.
- GKFF will allocate five GKFF-endowed chairs at Tulsa universities to advanced mobility disciplines to strengthen teaching, applied research and commercialization of cutting edge research nurtured by this cluster effort. These endowed positions have a value of up to \$10 million, including the existing state match of GKFF's endowed chair gifts.
- GKFF will support workforce training goals in this cluster by providing dedicating skills training from 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. GKFF support of TCW and similar efforts has a value of \$2 million.
- GKFF will support and align applied research priorities at the intersection of mobility and cyber security at the University of Tulsa. This could include funding each year for two new doctoral students specializing in the intersection of cybersecurity and advanced mobility. This investment has a value of approximately \$2 million.

We believe this TRAM proposal represents an important step forward in securing the long-term competitiveness for our regional economy. GKFF is committed to this proposal and, if selected for funding, will ensure its sustainability beyond EDA's five-year period of performance. Together with regional partners, GKFF has helped to prepare a framework for an inclusive innovation economy for the Tulsa region in emerging sectors like advanced mobility. Now, with EDA's support, we can accelerate our efforts and catalyze an advanced mobility cluster that grows jobs, expands opportunities and supports our global competitiveness.

Sincerely,



Ken Levit

Executive Director,

George Kaiser Family Foundation

DR. KAYSE SHRUM
PRESIDENT



October 15, 2021

To the Economic Development Administration:

On behalf of Oklahoma State University, we are writing to express our enthusiastic support for the Tulsa Regional Advanced Mobility Cluster (TRAM) proposed under the Build Back Better Regional Challenge. The proposed cluster is well aligned with our institutional priorities, including a dedication to excellence in aerospace research, a commitment to creating economic benefit through education and commercialization of research, and a desire to expand our footprint in downtown Tulsa.

Oklahoma State University is 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.

As the state's leader in aviation and aerospace, OSU is committed to expand its reach and serving the state with the creation of a new institute that will bring the state's aerospace innovation economy together under one umbrella. The Oklahoma Aerospace Institute for Research and Education (OAIRE) will support partnerships among university, commercial, military, and governmental agencies and serve as a resource for developing the state's aerospace ecosystem. That includes generating 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 Oklahoma's aerospace industry 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.

We are pleased to support the AM proposal put forth by this regional coalition and look forward to continued work with AAM technology. 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.

Sincerely,

A handwritten signature in black ink that reads "Kayse M. Shrum, D.O." with a stylized flourish at the end.

Kayse M. Shrum, D.O.



Economic Development Administration
U.S. Department of Commerce
1400 Constitution Avenue, NW
Washington, DC 20230

To the Economic Development Administration,

On behalf of Tulsa Innovation Labs (TIL), we are excited to share our full and enthusiastic commitment to the Tulsa Regional Advanced Mobility Cluster (TRAM) proposal. We are proud to have developed this proposal in collaboration with our partners at the Tulsa Regional Chamber, INCOG, Tulsa Authority for Economic Opportunity, Oklahoma State University, and the Osage Nation.

Backed by an initial commitment of \$50 million from George Kaiser Family Foundation, TIL is committed to enhancing our region's economic resiliency by creating an environment that can generate and grow innovative companies and create quality jobs in our community.

The TRAM Cluster will further this mission by providing the greater Tulsa region with a unique Flight Corridor that enables cutting-edge research and attracts leading companies for drone testing and operations, applied research and commercialization hub at the LaunchPad Center, workforce development programs to create pathways to these opportunities and support this cluster, and industrial park developments to ensure that the full economic benefits of these investments are felt across our region.

TIL was established in January 2020 to lead a strategy for Tulsa's economic diversification efforts with a goal to catalyze an inclusive innovation economy. Historically, Tulsa's economy has been anchored by legacy industries such as oil and gas. With the rise of artificial intelligence, machine learning, and big data, Tulsa's industry-base stands to be disrupted and workers displaced through rising trends in automation. Tulsa Innovation Labs collaborated with McKinsey & Company to identify the top opportunities for the region to diversify its economy. This study highlighted Advanced Mobility (AM) as one such industry, 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 report, 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 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.

Specifically, Tulsa Innovation Labs will continue to lead strategic development and implementation for three projects:

- 1) **The Flight Corridor**, by providing strategic guidance and leveraging our network of industry experts throughout the Phase I development of a governance model for the corridor;
- 2) **The LaunchPad Research and Technology Center**, by driving the Phase 1 IP Planning process and leading the development of the entrepreneurial support and commercialization programming in coordination with Lightship Foundation, iHub, VCs, and other partners;
- 3) **AM-Oriented Certification and Training Programs** by formalizing and implementing programs in collaboration with TCC, OSU-Tulsa, inTulsa, and the Oklahoma Manufacturing Alliance.



We commit to providing all staff resources necessary to ensure a robust and detailed proposal for these projects ahead of Phase II and to lend our network and our strategic expertise to partners to ensure the success of the entire coalition.

As an economic development organization, TIL's top priority is maximizing the economic benefits of this investment. 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. 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. TIL has recently had an Op-Ed in Newsweek and been featured by ABC News, we have upcoming publications with the Aspen Institute and Heartland Forward, and we will be presenting at the 2022 South by SouthWest Festival in Austin, TX.

TIL is thrilled to endorse the Tulsa Regional Advanced Mobility Cluster as 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 LaunchPad and Flight Corridor programs will cement our region's position as a leading hub of innovation and commercialization in this growing industry, ensuring that the groundbreaking research at OSU USRI and TU can be efficiently commercialized and lead to economic benefits for our region. 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.

I welcome the opportunity to address your questions, and I appreciate your consideration.

Sincerely,

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

Nicholas Lalla
Co-Founder and Managing Director
Tulsa Innovation Labs

Friday, October 15, 2021

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

RE: Tulsa Authority for Economic Opportunity, Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary:

I am honored to submit this letter of support for the Tulsa Region's application to the Build Back Better Challenge, which sets out our intention of building upon Tulsa's longstanding expertise in the aerospace and manufacturing industry to grow an Advanced Mobility Cluster in Northeast Oklahoma. In addition to building upon legacy expertise and proven industry leadership, this Cluster is supported by a unique ecosystem which is unmatched elsewhere in the Nation in its focus on truly advancing economic mobility and driving equitable outcomes through our economic and community development efforts.

While many cities, states, and regions have adopted a symbolic focus on equity and are beginning to advance individual measures which will drive outcomes, Tulsa has taken the unprecedented step to fully reorient its community and economic development efforts around a mission of increasing shared prosperity and racial equity. This was done following a year-long, community-driven strategic planning process in which public leaders collectively evaluated the best institutional structure through which to drive change. Earlier this year, we took the groundbreaking step to merge five (5) formerly separate public entities and establish the Tulsa Authority for Economic Opportunity (TAEO) – forever changing the landscape of how we do our work in Tulsa.

This focus is not accidental, but rather a direct response to the persistent economic distress we see in our city and throughout the Tulsa region. According to the US Census Bureau, between 2010 and 2019, the overall rate of poverty in Tulsa County grew from 11.0 to 14.3, with childhood poverty growing from 16.3 to 19.6. These high rates of poverty are not surprising when reviewing average wages per job – which, while generally rising year over, have failed to keep pace with the overall growth of wages nationally, according to the Bureau of Labor Statistics. In 2012, Tulsa County's average wage of \$46,598 placed us at 94.5% of the U.S. average wage, whereas our 2020 average wage of \$54,296 places us at only 84.8%.

With these challenging realities in mind, TAEO is unique in that its commitment to driving equitable outcomes has been solidified not only through its Mission, Vision, and Values, but through the Trust Indenture which legally

establishes its authority to operate in the City and State. Additionally, TAEO has tackled the longstanding issue of non-diverse Boards by ensuring appointments to the Board are made to reflect the changing diversity of the city: at present, our Board of Trustees is made up of 38 percent women, with 8 percent of the full board identifying as Latinx, 23 percent as African American, and 15 percent as Native American. The Board of Trustees will serve as one of the primary bodies within the region monitoring the work implemented through the BBB Challenge, assessing whether our efforts truly are driving equitable outcomes, and adjusting strategy to increase impact.

Another fundamentally unique aspect of TAEO's work lies around its focus on managing and leveraging public assets in service of the city's broader economic and community development outcomes. As a result of the merger of our five (5) predecessor public organizations, TAEO has the privilege of managing a portfolio of nearly 200 residential, commercial, and industrial assets; an inaugural FY22 operating budget of \$8.4 million; and nearly half a billion dollars in special funds and public incentive programs. This allows us to maintain a unique position of leveraging our assets to drive outcomes, whether via the growth of the aerospace industry through the leasing of an 80,000 SF hangar, or via the preservation of quality, affordable housing through the disposition and targeted redevelopment of vacant residential parcels. Additionally, this asset base assures the long-term sustainability of this grant and our work. We propose to build upon this expertise through management of the proposed aircraft hangar project included in this application, and intend to partner with the City of Tulsa to provide the required local matching funds for the project.

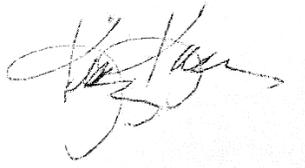
While TAEO is unique in its approach to institutionalizing a focus on equity and the implementation of major structural changes to reduce inefficiency, we are not unique in our recognition that truly impactful work requires partnerships. In this sense, Tulsa is further positioned to lead change and set national best practices in that the leading partner organizations in the region for economic and community development stand beside us and are working to advance equitable outcomes in their own unique and meaningful ways. Longstanding partnerships with the City of Tulsa, Tulsa Regional Chamber, Indian Nations Council of Governments, Tulsa Innovation Labs, Tulsa Economic Development Corporation, 36 Degrees North, Housing Solutions, Tulsa Housing Authority, and many others mean we are a part of a broader ecosystem focused on change and outcomes.

I will close by highlighting a current project which we believe exemplifies TAEO's commitment to driving innovative and equitable growth, while advancing the next generation of industries in Tulsa. We are currently in the process of facilitating a partnership with the Tulsa Economic Development Corporation and the Black-owned development firm Pine Place Development to rehabilitate and redevelop the site on which the Historic Moton hospital sits – a hospital which originally served victims of the Tulsa Race Massacre and which was the birth home of many of the City's Black leaders. Leveraging \$4,000,000 in public funding from the City of Tulsa, the Greenwood Entrepreneurship Incubator at Moton will build out a hub for Black entrepreneurship and business growth, providing physical space to support business growth, cohort-based programs to support the business development lifecycle, and access to capital to facilitate growth. This will be paired with a mixed-use development comprised of new housing and retail space on the remainder of the site. By leveraging an asset that we own and

aligning multiple complimentary economic development initiatives around this single site, we hope to transform a neighborhood while providing the tools that spur equitable long-term growth.

In short, the NOFO outlines a visionary, comprehensive, and collaborative approach to transformational economic and community development. Many cities, regions, and states have likely spent the past months since the announcement of the program assessing how they might establish efforts that align with the approach proposed through the Build Back Better Challenge – but in Tulsa, we have the unique ability to build upon and accelerate existing efforts. The Board and Staff team at TAEO look forward to the opportunity to leverage our industry expertise, our focus on economic and community development, our assets and resources, and our unique commitment to equity to lead our work with this grant over the course of the next 6 years – and beyond.

Sincerely,



Kian Kamas
Executive Director

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Geoffrey M. Standing Bear
Principal Chief

Osage Nation
Office of the Principal Chief

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Raymond Red Corn
Assistant Principal Chief



October 15, 2021

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.

The Osage Nation affirms its strong support for the efforts of the Tulsa Regional Advanced Mobility Cluster (TRAM) proposal under the EDA Build Back Better Regional Challenge. 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. More importantly, the relationships we have with our municipal, county, state, and other tribal governments 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.

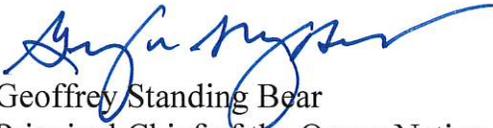
To date, we have applied for and received a \$2.1M EDA grant in support of our UAV/UAS research and development park and aerospace related facilities, and have conducted market assessments which highlight the value in building this industry. The Osage Nation is in a unique position to support and be a leader in the

growing Advanced Mobility industry, as we have the resources and stakeholder relationships to help address the important challenges on the horizon for this emerging commercial sector.

The Flight Corridor, supported by the LaunchPad Research and Technology Center, will provide testing infrastructure to spur new business development and create a pipeline of new advanced mobility technologies, while also preparing our workforce for the jobs of the future. We are confident that the projects associated with the EDA application will drive economic growth for the Osage Nation and help position our region as a global leader in the Advanced Mobility.

We offer our full support for the Tulsa Regional Advance Mobility cluster, and we look forward to sustained collaboration with the coalition members.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Geoffrey Standing Bear". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Geoffrey Standing Bear
Principal Chief of the Osage Nation

GMS/sld

Tulsa Airports Improvement Trust

Friday, October 15, 2021

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

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CHIEF EXECUTIVE OFFICER

RE: Tulsa International Airport's Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary:

I am honored to submit this letter of support for the Tulsa Region's application to the Build Back Better Challenge, which sets out our intention of building upon Tulsa's long standing expertise in the aerospace and manufacturing industry to grow an Advanced Mobility Cluster in Northeast Oklahoma. In addition to building upon legacy expertise and proven industry leadership, this Cluster is supported by unique assets supporting growth of this emerging market cluster.

Aerospace is one of the state's largest industry clusters with 400 companies that directly or indirectly employ more than 143,000 people with a payroll of \$4.7 billion and an industrial output of \$11.7 billion. Tulsa is ranked 8th nationally for the size of its aerospace engines manufacturing cluster and 20th for its defense-related cluster. Tulsa's central location in the midwest is easily accessible by a multi-modal transportation network.

With a total of 4,911 acres and 13,000 on-airport employees, it's clear that Tulsa International Airport is the region's core of aerospace activity, and an ideal location for the growth of advanced mobility operations. The combined Tulsa International Airport and City of Tulsa industrial park supports multiple businesses currently engaged in the transition to advanced mobility including:

- Navistar International which employs over 1,000 and produces 30% of the nation's school buses began producing **electric vehicle buses** in 2021;
- L3 Harris, a leading defense contractor and maker of **air traffic control technologies for unmanned aerial vehicles** that enable safe and routine beyond visual line of sight (BVLOS) operations in a complex environments; and
- Skydweller Aero which was recently awarded a Small Business Technology Transfer award by the U.S. Air Force to research high-efficiency, cost-effective **solar panels for unmanned aerial vehicles** in partnership with the University of Tulsa.

Within the context of the Build Back Better Notice of Funding Opportunity, Tulsa International Airport and the City of Tulsa would continue their partnership with



Tulsa Airports

Improvement Trust

construction of a new hangar to support growth of advanced aerial mobility. The airport has had over a dozen requests for aircraft hangar and manufacturing space in the past year, but without additional vertical infrastructure, we have been unable to accommodate the growth of new entrants into this emerging market. Construction of hangar space would further support the growth of the Oklahoma State University-Osage Nation unmanned aerial vehicle flight-testing corridor by providing direct to market production capacity.

Board of Trustees

Joe Robson
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Kent Harrell
VICE CHAIR

Mayor G.T. Bynum
MEMBER

Mary Smith Crofts
MEMBER

Jeff Stava
MEMBER

Alexis Higgins, A.A.E.
CHIEF EXECUTIVE OFFICER

In short, the NOFO outlines a visionary, comprehensive, and collaborative approach to transformational economic development. Many cities, regions, and states have likely spent the past months since the announcement of the program assessing how they might *establish* efforts that align with the approach proposed through the Build Back Better Challenge – but in Tulsa, we have the unique ability to *build on existing markets and accelerate existing efforts*. The team at Tulsa International Airport looks forward to the opportunity to leverage our industry expertise, our focus on resilient economic development, our assets and resources, and our unique commitment to advanced mobility to lead our work with this grant over the course of the next six years.

Sincerely,



Alexis Higgins
Chief Executive Officer

October 15, 2021

Re: Support for Tulsa Regional Advanced Mobility Application to the Build Back Better Regional Challenge

To the Economic Development Administration:

As the Tulsa region's primary entrepreneurial support organization, 36 Degrees North is thrilled to support the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. 36 Degrees North 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. We are confident this proposal would enhance regional assets such as our leading aerospace industry and strong manufacturing talent pipelines and enable our region to cement itself as a hub of advanced mobility.

36 Degrees North is part of a robust and growing entrepreneurial ecosystem in Tulsa, backed by support from local government, philanthropy, and industry partners. 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. Tulsa's innovation and entrepreneurial ecosystem is growing rapidly, with many assets in place to make growing a successful business in the region achievable for many in our community. By bringing stronger research assets and commercialization programs into the Helmerich Research Center through the LaunchPad program, this proposed cluster will build upon the existing startup community and solidify downtown Tulsa as the pre-eminent for tech-driven entrepreneurship.

We look forward to collaborating with this coalition to support the region's continued push to support homegrown innovation. We've seen firsthand how these coalition members work to increase economic prosperity across the region. 36 Degrees North's success has been due in part to the strong culture of collaboration around our local economic development community. 36 Degrees North has generated more than \$375 million in economic impact on the Tulsa region since 2017.

We welcome the opportunity to be a regional partner of the strategy to grow the AM industry within the Tulsa region with the funding of this grant. We are proud to be actively contributing to Tulsa's entrepreneurial renaissance, and we look forward to the proposed projects strengthening and furthering this work. We respectfully request EDA's strong consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,



T. Devon Laney
President & CEO

October 15, 2021

To the Economic Development Administration:

On behalf of the Oklahoma State University College of Engineering, Architecture and Technology's Tulsa campus 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 operations, 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 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 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 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, 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.



TULSA

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

We are pleased to support the AM proposal put forth by this regional coalition and look forward to continued work with AAM technology. 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.

Sincerely,

A handwritten signature in black ink that reads "Raman Singh". The signature is written in a cursive style and is underlined.

Dr. Raman Singh
OK EPSCoR State Director
Associate Dean for Engineering at OSU Tulsa
Director, Helmerich Research Center
Professor, School of Materials Science and Engineering
Professor, School of Mechanical & Aerospace Engineering
Helmerich Family Endowed Chair Professor of Engineering



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
October 14, 2021

To the Economic Development Administration:

On behalf of Oklahoma State University Unmanned Systems Research Institute (OSU USRI), I am excited to write a letter in support of the NE OK regional coalition's 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.

With over \$20M 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 Oklahoma. 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 the first program in the nation to receive FAA approval to fly unmanned fixed-wing swarms and beyond visual line of sight flights.

The coming years are likely to produce the most significant advancements in non-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 \$20 million in funding from NASA, DOD, NSF, FAA, and industry partners such as 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 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 this activities in the region. In addition, we are excited to explore

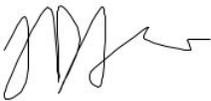
collaborative research projects with our peers at the University of Tulsa, whose expertise in autonomous systems, battery technology, and cybersecurity will be essential to the development of new AAM technologies.

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.

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. 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. 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,

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

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

October 15, 2021

RE: Tulsa Regional Advanced Mobility Proposal - (EDA) Build Back Better Regional Challenge

Dear Economic Development Administration:

The [Unmanned Aerial Systems Cluster Initiative](#) (UASCI), is thrilled to see the proposed Build Back Better Application put forth by our colleagues at INCOG, Tulsa Authority for Economic Opportunity, Tulsa Innovation Labs, and The Tulsa Regional Chamber. Specifically, we are interested in the LaunchPad Technology Development Center and the Flight Corridor projects and see them as critical components to the future success of the Tulsa region and the State of Oklahoma's growing UAS industry.

By investing in the Tulsa region's academic research assets at the LaunchPad Technology Development Center and emphasizing industry partnerships and commercialization, the proposed Center will allow organizations like ours to more easily support the development of talent and technological innovations that are critical to the future of our industry. The Flight Corridor project can support growing companies in this burgeoning industry, and collaborate with other regional droneports that are emerging across the state. We look forward to combining our efforts in ecosystem development and conducting industry Demo Days at corridor facilities, showcasing drone service entrepreneurs.

The 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 industry by enabling established companies and emerging entrepreneurs in Oklahoma to work together and gain access to national technology, global capital, advanced business models and global markets.

We are eager to partner with the coalition to ensure alignment across research, development, and ultimately the commercialization of new technologies and look forward to seeing further expansion of the Tulsa region's supply chain and manufacturing capabilities through a robust Industrial Park project.

We look forward to contributing as the details of these programs are finalized in Phase I.

Sincerely,



Sallie Traxler

UASCI Program Manager



THE UNIVERSITY *of*
TULSA

Office of the President

October 15, 2021

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.

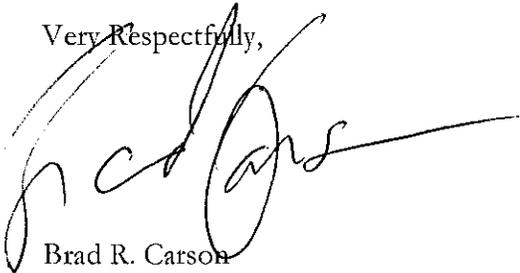
TU recognizes that advanced mobility technologies have exciting potential applications across industries such as energy, meteorology, rural medicine, e-commerce, and passenger transport. To accomplish these advances, autonomous aerial vehicles must be equipped with safety- and security-aware decision-making functionality, along with robust power technology. The R&D for these interdependent technologies should not be performed in silos. Rather experts from TU that span autonomous aerial systems, material science, and cyber security will work collaboratively within the proposed *LaunchPad Research and Technology Center* to achieve system-wide outcomes that can lead to commercializable components. For example, an autonomous systems team will develop a common benchmarks and system code that can be ported to vehicles and certify their operations. Shared benchmarks allow for increased collaboration and experimentation across teams, even when vehicles have embedded customizations. For safe, autonomous navigation in an urban environment, vehicles will need advanced power systems and onboard sensor technology to address different cargo and communication expectations. A materials science team will develop in-flight power generation and advanced battery recharge systems. A light-weight photovoltaic system using new nanostructured perovskite solar cells will be investigated for in-flight power generation. A cyber security team will focus on securing the communications infrastructure to maintain safety, resilience, and operational requirements across a fleet of vehicles. Research will ensure threat detection and mitigation with respect to not only the fleet communications, but also vehicle communications with a smart environment. Given an autonomous aerial vehicle comprised of novel components, the safety- and security-awareness technology will also sense the damage and failure of the hardware, software, and communications network to provide self-healing and fail-safe instructions that secure the vehicle and follow in-air and on-ground safety protocols. To date, TU researchers across our Electrical and Computer Engineering, Chemistry, Chemical Engineering, Mechanical Engineering, Cyber Studies,

and Computer Science departments have expressed enthusiasm for the proposed Center and collaborative opportunities.

Upon the award of a Phase I planning grant, TU is committed to pursuing an agreement with our peers at Oklahoma State University that will include coordination of tech transfer and commercialization efforts, IP governance, sourcing outside research funding, including industry input, and potential sharing of space and equipment. Furthermore, we are committed to working with coalition partners to identify further linkages between the TU and the coalition's proposed *Industrial Park and Workforce Center* projects.

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. Carson", with a long horizontal flourish extending to the right.

Brad R. Carson

October 15, 2021

RE: Tulsa Regional Advanced Mobility Proposal - (EDA) Build Back Better Regional Challenge

Dear Economic Development Administration:

Vigilant Aerospace Systems, Inc. is excited to see the proposed Build Back Better Application put forth by our partners at INCOG, Tulsa Authority for Economic Opportunity, Tulsa Innovation Labs, and The Tulsa Regional Chamber.

Specifically, we are interested in the 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.

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. and in NASA and FAA research programs.

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.

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.

We are happy to partner with this coalition to provide expertise, industry connections and airspace safety and management products and services for the growth of this sector and expansion of unmanned aircraft use and development in the Tulsa region. We look forward to further involvement and consultation as the details of these programs are finalized in Phase I.

Sincerely,



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



October 15, 2021

To the Economic Development Administration:

On behalf of Veroplane, we are thrilled to offer our support to 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 facilities positioned at the urban and rural divide, such as the Skyway36 droneport. As we look to invest and make use of new technologies to scale our products, we are excited about the Launchpad Technology Development Center and Flight Corridor programs that offer further advances in technologies, alignment across industry, and leverage the commercialization potential in the Tulsa region. We are excited to utilize the proposed Launchpad Technology Development Center and Flight Corridor for research collaborations and testing new business applications.

Veroplane is an Oklahoma aerospace technology company that intends to establish its engineering and manufacturing in the Tulsa area. Veroplane is bringing highly-innovative and disruptive aircraft technology to the market. Our fixed-wing aircrafts will be capable of manned and unmanned vertical take-off and landing. Being able to research, test, and develop these technologies is crucial to the success of our company. Thus, with this in mind, we recently partnered with OSU's USRI to work together on our unmanned aircraft research. With continued investments in drone capabilities like the Launchpad Technology Development Center and Flight Corridor programs, companies like ours will be able to further enhance the unmanned aircraft potential.

We are pleased to support the AM proposal put forth by this regional coalition and look forward to continued work with Advanced Aerial Mobility technology. The Launchpad Technology Development Center and Flight Corridor programs offer the chance to be the leader of this emerging industry and help ensure that the Tulsa region grows with these advanced times. 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,

A handwritten signature in black ink that reads "Charles E. Boyer".

Chuck Boyer
Chairman and CEO



L3HARRIS

FAST. FORWARD.

Robert Moskal
General Manager
L3Harris Aeromet
6501 E. Apache
Tulsa, OK 74115

October 15, 2021

RE: Tulsa Regional Advanced Mobility Proposal - (EDA) Build Back Better Regional Challenge

Dear Economic Development Administration:

L3Harris Aeromet is thrilled to see the proposed Build Back Better Application put forth by our colleagues at INCOG, Tulsa Authority for Economic Opportunity, Tulsa Innovation Labs, and The Tulsa Regional Chamber. Specifically, we are interested in the LaunchPad Technology Development Center as well as the Industrial Park and see them as critical components to the future success of our region. Technology growth within the region will assist all technology companies as well as L3Harris Aeromet.

By investing in the Tulsa region's academic research assets at the LaunchPad Technology Development Center and emphasizing industry partnerships and commercialization, the proposed Center will allow companies like ours to more easily develop talent and technological innovations that are critical to the future of our industry. Additionally, the Industrial Park project will continue to support growing companies and future partners in this burgeoning industry.

L3Harris Aeromet a division of L3Harris Technologies is located in Tulsa, OK. Our company was recently awarded a major defense contract providing support for the Missile Defense Agency Airborne Sensors (ABS) program which will continue operations and sustainment of the High Altitude Observatory (HALO) aircraft and sensor equipment, mission planning and flight test execution, and improvement and modernization efforts. 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.

We are eager to partner with the Center to ensure alignment across research, development, and ultimately the commercialization of new technologies and look forward to seeing further expansion of the Tulsa region's supply chain and manufacturing capabilities through a robust Industrial Park project.

These proposed projects would be a critical investment in the Tulsa innovation economy and directly relevant to our operations and sustained growth in the Tulsa region. Furthermore, we look forward to continuing to contribute as the details of this program are finalized in Phase I.

Sincerely,

Robert Moskal
General Manager L3Harris Aeromet

October 14, 2021

To the Economic Development Administration:

On behalf of MaxQ we are thrilled to offer our support to 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 operations, 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.

Based in Stillwater, Oklahoma, MaxQ designs and manufactures operationally validated cool chain packaging for the life science industry. Our mission is to help our clients protect the safety of patients. Every second counts whether you're transporting vaccines or packed red blood cells. With this in mind, we recently partnered with OSU's USRI to use unmanned delivery systems to advance our work in terms of efficiency and safety. With continued investments in drone capabilities like the Launchpad Technology Development Center and Flight Corridor programs, companies like ours will be able to marry industry technology and unmanned delivery systems to better meet our customers' needs.

We are pleased to support the AM proposal put forth by this regional coalition and look forward to continued work with AAM technology. 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.

Sincerely,



Saravan Kumar, Ph.D.
CEO, MaxQ Research LLC
saravank@flymaxq.com

October 19, 2021



Brian Hlavinka
Director, New Energy Ventures – Williams Companies
One Williams Center
Tulsa, OK 74172

To the Economic Development Administration,

I am writing to voice the The Williams Companies, Inc.'s ("Williams") support for the Tulsa Regional Advanced Mobility Cluster (TRAM) proposal for the Build Back Better Regional Challenge, which we believe will enable innovative research and catalyze the creation and adoption of new technologies in the Tulsa region. Williams is dedicated to improving safety and enhancing our operations by investing in and deploying new technologies. Looking ahead, unmanned aerial systems technologies can be increasingly important to these efforts.

Williams is a Fortune 500 energy company based in Tulsa, Oklahoma with nearly 5,000 employees across the United States. Our core business is in natural gas gathering, processing and transportation. Research that supports the development of new drone technology that can be deployed for safety inspections and pipeline monitoring would play a part in enabling Williams to improve operational efficiency and become a corporate leader for reducing fugitive emissions. The proposed LaunchPad Research and Technology Center and Flight Corridor can provide the research and assets needed to test and operationalize these technologies for commercial use. We look forward to contributing to this effort by providing our expertise on promising use cases in the energy industry, and we expect these sorts of collaborations to yield fruitful partnerships that result in more innovative local companies.

For companies like Williams, it is critical that we have access to cutting-edge research and testing facilities necessary to deploy unmanned aircraft such as drones at scale. We recognize that OSU's Unmanned Systems Research Institute is a top program for developing new drone technologies, and we support this coalition's proposal to invest in this research capacity, pair it with one-of-a-kind testing facilities, and seek out connections between these innovations and companies like ours. If funded, we look forward to supporting development of these technologies and ultimately utilizing them for safer, more sustainable operations.

In closing, I would like to reiterate my strong support for the Tulsa Regional Advanced Mobility cluster. We have full confidence in this coalition to execute on this vision, and we look forward to seeing the results of their partnership on this initiative.

Sincerely,

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

Brian Hlavinka
Brian.Hlavinka@williams.com
918-573-3610



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

October 15, 2021

To the Economic Development Administration:

InTulsa enthusiastically supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. 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.

In this capacity, we 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, transformative investment in 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 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.

Our work gives us insight into the needs of employers and the trajectories of local job markets, and 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, beginning in Phase I, that includes regional and national hiring trends of advanced mobility companies, identifies clear gaps in local talent pipelines, and monitors changes in the skills required by these postings. This data will form the basis of biannual convenings in collaboration with Tulsa Higher Ed Consortium where stakeholders can discuss topics such as periodic updates to program curricula and 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 changes.

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 we will continue to offer our support through the Planning Grant and Implementation stages. We respectfully request EDA's strong consideration of this application, and we welcome any questions from reviewers that may help this proposal's success and thank you for your consideration.

Sincerely,

DocuSigned by:
Megan Thomas
0CB382488290423

Megan Thomas
Executive Director



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

October 15, 2021

Dear Economic Development Administration,

On behalf of Tulsa Community College (TCC) I am writing to express support for the Tulsa Regional Advanced Mobility (TRAM) cluster. This large-scale investment in an emerging industry will strengthen and diversify our region's economy and create good-paying jobs for Oklahomans, and we are excited to engage with the design and implementation of the cluster's workforce initiative.

As Oklahoma's largest two-year college TCC plays a crucial role in preparing and connecting our regional workforce with good-paying jobs. TCC educates approximately 23,000 students each year, with an average student age of 25 years old, 45% racial/ethnic minority, and 22% first-generation college student. With knowledgeable faculty teaching in state-of-the-art facilities on four campuses, programs for students at every stage of life, robust online learning opportunities, and a commitment to affordable excellence, TCC is building success through education, leading to an educated, employed, and thriving community. 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. As our local economy shifts, we understand the importance of keeping up with the evolving needs of employers. We are keen to **work with the Labor Market Observatory** and other coalition partners to ensure that the scale and content of our programs remain aligned with emerging trends.

In addition, we are excited to explore opportunities to develop and expand upon new programs in Phase II of this grant. In 2021 TCC partnered with OSU-Tulsa to establish College Park, an innovative cohort model through which students earn both an associate degree and a bachelor's degree in four years. This provides students with access to the services and resources of both institutions, combining the support and scholarship programs of TCC with the benefits of studying and networking at a four-year research university. At present, College Park students can pursue business degrees with plans to expand into cybersecurity and data analytics. TCC, OSU-Tulsa, and several of our community partners are keen to expand this partnership, and we are **excited to explore the potential to build similar pathways in Electrical Engineering and Mechanical Engineering if awarded a Phase I planning grant.**

In closing, I would like to reiterate my strong support for this proposal. TCC has strong partnerships with core coalition members including Tulsa Innovation Labs, George Kaiser Family Foundation, Tulsa Authority for Economic Opportunity, Tulsa Regional Chamber, INCOG and OSU-Tulsa. We look forward to deepening these partnerships and expanding our impact through this cluster.

Sincerely,

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



October 13, 2021

To the Economic Development Administration:

My name is Dr. Laura Latta and I am the Executive Director of the Tulsa Higher Education Consortium. The Tulsa Higher Education (THE) Consortium is excited to support the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. Specifically, we are interested in the AM-Oriented Certification & Training Programs and building this critical education component for the future success of our mission and region.

THE Consortium is a multi-institutional collaborative effort to meaningfully improve students' journeys towards degree completion, professional independence, and mobility. Serving as a convener, THE Consortium brings together seven Tulsa-area higher education institutions to innovate, share ideas and research, and collaborate to effectively support Tulsa students on their journeys to degree completion.

By investing in the Tulsa region's educational and upskilling programs and emphasizing the reorientation of the regional workforce towards the future, the AM-Oriented Certification & Training Programs will pair well with organizations like ours that take a comprehensive approach to helping nontraditional students gain higher education experience and a stronger foothold in the job market. We are eager to partner with this coalition and offer our expertise in convening and working across educational institutions as the details of this program are further developed. Specifically, we look forward to helping institutions assess and implement the findings of the Advanced Mobility Labor Market Observatory's reports.

The proposed programs would be a critical investment in the Tulsa workforce and build upon exciting momentum in our community around improving the quality and alignment of educational programs in our region. THE Consortium is excited to deepen and continue our collaboration with the Tulsa Region coalition. Please feel free to reach out with any questions that might help with proposal's success.

Sincerely,

A handwritten signature in black ink that reads "Laura Latta". The signature is written in a cursive, flowing style.

Laura Latta, Ph.D.
Executive Director, Tulsa Higher Education Consortium
llatta@tulsahighered.com
c. 918-237-3473



info@tulsahighered.com



[@HigherTulsa](https://twitter.com/HigherTulsa)



facebook.com/TulsaHigherEducationConsortium

907 S. Detroit Ave. Ste 1100B | Tulsa OK 74120 | 918-237-3473 | www.tulsahighered.com



October 12, 2021

From: Dave Rowland, President/ CEO

Date: October 15, 2021

RE: Tulsa Regional Advanced Mobility Cluster

To the Economic Development Administration:

On behalf of the Oklahoma Manufacturing Alliance, we enthusiastically commit our resources to the proposed Tulsa Regional Advanced Mobility (TRAM) cluster. As you may know, OMA is a network of trusted experts working with manufacturers to help them grow and evolve. When manufacturers are strong, communities prosper, and the state's economy thrives. We are the only statewide organization dedicated to the manufacturing industry and we recognize the exciting potential of the advanced mobility industry to build on our existing strengths and lead to the creation of new and more resilient manufacturing jobs.

In relation to the development of the TRAM cluster, our organization is uniquely positioned to provide its expertise and ensure the appropriate information and tools are available to improve productivity, assure consistent quality, accelerate the transfer of manufacturing technologies, create resilient supply chains and workforce pipelines, as well as infuse innovation into production processes and products. With an emphasis on transformation through the adoption of new technologies, the organization works every day to foster emerging concepts. Through our array of internal capabilities and external networks, OMA has the ability to quickly develop feasible plans and efficiently drive implementation.

Our organization is a proud part of the Oklahoma Innovation Model, joining with organizations like OCAST, i2E and the OU Innovation Hub. Nationally, OMA is an affiliate of the Manufacturing Extension Partnership, a program of the Department of Commerce with similar centers in all states. This consortium allows us to proactively engage federal resources and best practices on a local level. The track record of delivering results speaks for itself. For every dollar invested, OMA generates \$75 in new sales growth and \$19 in new factory improvements. Cost savings realized through its work is enormous:

about \$70 million over the past five years. During that same period, efforts have created more than 4,000 new high-wage jobs.

In support of the proposed Advanced Mobility cluster, OMA pledges to work with coalition members, the Labor Market Observatory team, and our wide network of local and national partners to design an apprenticeship program in AM manufacturing. Over the past year, our director of workforce development has created and launched an innovative apprenticeship program that is already helping build a pipeline for future technology-driven workers. The Oklahoma Manufacturing Alliance will continue to increase equity and diversity in apprenticeship opportunities, focusing on women, minorities, and low-income individuals.

In closing, I would like to reiterate OMA's strong support for this proposed cluster. By investing in innovation, workforce development, and industrial infrastructure, these projects will build our existing aerospace assets and create an exciting new avenue for our state's manufacturing industry. The Oklahoma Manufacturing Alliance looks forward to supporting this coalition to ensure that these investments create widespread economic impact across the region.

Your vision is our mission.

Sincerely,

A handwritten signature in black ink, appearing to read "Dave Rowland". The signature is fluid and cursive, with a large initial "D" and "R".

Dave Rowland,
President and CEO



The University of Oklahoma

October 15, 2021

To The Economic Development Administration:

On behalf of the University of Oklahoma – Tulsa (OU-Tulsa), I am writing to express support for the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the Build Back Better Regional Challenge. We recognize the importance of strategic investment to diversify our economy, and we look forward to working with this coalition to strengthen local educational pathways into the advanced mobility industry and create exceptional career opportunities for our students.

Since we began offering classes in Tulsa in 1957, OU-Tulsa has always placed a heavy emphasis on community engagement within our degree programs. The mission of the statewide OU system is to provide the best possible educational experience for our students through excellence in teaching, research and creative activity, and service to the state and society. At OU-Tulsa, we approach this mission by ensuring that our research and instructional programming is thoroughly embedded in the community. We have a diverse student body that is reflective of the community we serve. We are working to increase strategic alignment between our programs and industry to ensure that students are prepared to succeed in the future economy.

We understand the importance of tracking the evolving needs of employers and industries, and we look forward to working with the proposed Labor Market Observatory to ensure that we are equipping students with the skills and knowledge they need to pursue careers in advanced mobility. Additionally, OU-Tulsa would be interested supporting this innovative effort through the allocation of endowed chairs in fields directly complementary to the AM cluster, such as software engineering, analytics, etc. This will provide further teaching and research support to foster the long-term growth of the advanced mobility cluster.

In closing, I would like to reiterate my strong support for this proposal. OU-Tulsa has had the pleasure of working with the coalition members on past projects and we look forward to building upon these partnerships to ensure the success and maximize the impact of this proposal.

Sincerely,

James J. Sluss, Jr., Ph.D.

Interim President of OU-Tulsa

Regents' Professor of Electrical & Computer Engineering



907 South Detroit Avenue
Suite 600
Tulsa, OK 74120

• Phone: 918.779.4010
• Email: info@tulsastem.org
• Website: tulsastem.org

October 15, 2021

Re: Tulsa Regional STEM Alliance, Support for Tulsa Regional Advanced Mobility Application to the Build Back Better Regional Challenge

To the Economic Development Administration:

Tulsa Regional STEM Alliance (TRSA) is thrilled to offer our support to the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. Specifically, we are interested in the AM-Oriented Certification & Training Programs and building this critical education component for the future success of our mission and region.

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, like aerospace, we are eager to see this advanced mobility focus in our region's application come to fruition and know it aligns closely with our vision of creating an abundance of diverse STEM talent fueling a more globally competitive northeastern Oklahoma. With the AM-Oriented Certification & Training Programs in place, students from our organization will be able to bolster their educational background for a place for the advanced mobility job market.

We welcome the opportunity to collaborate with this coalition to ensure the transition from a strong K-12 STEM background to an AM-Oriented career path is both seamless and effective. The proposed programs would be a critical investment in the Tulsa workforce and build upon exciting momentum in our community around improving the quality and alignment of educational programs in our region. We've seen firsthand how these coalition members work to increase economic prosperity across the region and look forward to the proposed projects strengthening and furthering this work. We respectfully request EDA's strong 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".

Levi J Patrick | Executive Director, Tulsa Regional STEM Alliance



P.O. Box 477200 Tulsa, OK 74147 918.828.5000

October 15, 2021

RE Tulsa Regional Chamber (EDA) Build Back Better Regional Challenge Proposal — Advanced Mobility

Dear Economic Development Administration:

Tulsa Tech supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal for funding through the Build Back Better Regional Challenge. Specifically, we are excited about the proposed AM-oriented certification and training project.

As an education leader in the region, Tulsa Tech is proud to provide a piece of the solution in getting our community educated. With the addition of the upskilling, certification and training programs, our workforce will be able to adeptly shift its abilities to fill a much-needed talent and workforce gap across our industry and region.

This program will lead to continued individual growth opportunities and a stronger overall economy within the northeast Oklahoma region, especially as we position ourselves for long-term vitality. In order to create new opportunities for our community members, we need to ensure the education pipeline is not only effective but accessible to all.

We've seen firsthand how the members of this coalition work collaboratively to increase economic prosperity across the region, and we welcome the opportunity for this coalition to grow the industry with the support of this grant. We support this application because we live in this community, educate in this community and innovate in this community. We look forward to hearing of this proposal's success.

Sincerely,

Steve Tiger, Ph.D.
Chief Executive Officer

Administrative Offices
6111 E. Skelly Dr.
Tulsa, OK

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

Owasso Complex
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
500 N. Adams Rd.
Sand Springs, OK

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

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

Memorial Complex

Lemley Campus
3420 S. Memorial Dr.
Tulsa, OK

Training Center
3638 S. Memorial Dr.
Tulsa, OK

Holberton

October 15, 2021

RE: Tulsa Regional Advanced Mobility Proposal - (EDA) Build Back Better Regional Challenge

Dear Economic Development Administration:

Holberton Tulsa supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal for funding through the Build Back Better Regional Challenge. Specifically, we are excited about the proposed AM-oriented certification and training project.

As an education leader in the region, Holberton Tulsa is proud to provide a piece of the solution in getting our community educated. With the addition of the upskilling, certification and training programs, our workforce will be able to adeptly shift its abilities to fill a much-needed talent and workforce gap across our industry and region.

This program will lead to continued individual growth opportunities and a stronger overall economy within the northeast Oklahoma region, especially as we position ourselves for long-term vitality. In order to create new opportunities for our community members, we need to ensure the education pipeline is not only effective but accessible to all.

We've seen firsthand how the members of this coalition work collaboratively to increase economic prosperity across the region, and we welcome the opportunity for this coalition to grow the industry with the support of this grant. We support this application because we live in this community, educate in this community and innovate in this community. We look forward to hearing of this proposal's success.

Sincerely,

All my best,

Elizabeth "Libby" Ediger

Executive Director, Holberton Tulsa





TULSA PUBLIC SCHOOLS

EQUITY CHARACTER EXCELLENCE TEAM JOY

October 15, 2021

Dear Economic Development Administration:

Tulsa Public Schools supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal for funding through the Build Back Better Regional Challenge. Specifically, we are excited about the proposed AM-oriented certification and training project.

As an education leader in the region, Tulsa Public Schools is proud to provide a piece of the solution in getting our community educated. With the addition of the upskilling, certification and training programs, our workforce will be able to adeptly shift its abilities to fill a much-needed talent and workforce gap across our industry and region.

This program will lead to continued individual growth opportunities and a stronger overall economy within the northeast Oklahoma region, especially as we position ourselves for long-term vitality. In order to create new opportunities for our community members, we need to ensure the education pipeline is not only effective but accessible to all.

We've seen firsthand how the members of this coalition work collaboratively to increase economic prosperity across the region, and we welcome the opportunity for this coalition to grow the industry with the support of this grant. We support this application because we live in this community, educate in this community and innovate in this community. We look forward to hearing of this proposal's success.

Best,

Deborah A. Gist
Superintendent

DESTINATION EXCELLENCE

3027 SOUTH NEW HAVEN AVENUE | TULSA, OKLAHOMA 74114
918.746.6800 | www.tulsaschools.org



October 15, 2021

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.

Radius Capital is an investment fund that invests in the enabling technologies driving advanced air mobility. 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 air 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.

Today, technology is rapidly weaving software and data into physical world systems. Electric propulsion, advanced materials processes, sensing, reasoning and control systems, as well as ubiquitous connectivity are enabling transformative new models to emerge across the economy. Nowhere is this more pronounced and impactful than in transportation mobility.

We are seed and Series A investors in the deep technologies weaving software and data into physical world systems that open new markets, leveraging our national thought leadership in the advanced air mobility domain. Through advanced air mobility, these technologies will create impact in how transportation affects the economy and society.

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.

To execute on this mission, we are highly visible within the innovation community, touching over 600 startups developing technologies relevant to advanced air 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 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. We understand that Tulsa is uniquely suited to excel in AM due to the unique combination of top-level research, robust aviation workforce and supply chain, strong aerospace professional networks and supportive political leadership, ideal geography, flight testing facilities positioned at the urban and



rural divide and existing drone infrastructure such as the Skyway36 droneport – all of which combine to create a region highly attractive to entrepreneurs.

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 investments will propel northeast Oklahoma towards becoming a national hub of advanced mobility. Radius looks forward to contributing our expertise to the development of this cluster, potentially investing in and supporting startups from the LaunchPad Center and LaunchPad Fellows, and providing opportunities for our portfolio companies and others in our network to utilize the Flight Corridor. 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. The Launchpad Research and Technology Center and LaunchPad Fellows programs build on exciting momentum in our local ecosystem and the Flight Corridor project is critical to the future success of the industry. 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,

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

Peter Shannon
Founder, Managing Director
Radius Capital Ventures

October 8, 2021

Re: Atento Capital, Support for Tulsa Regional Advanced Mobility Application to the Build Back Better Regional Challenge

To the Economic Development Administration:

On behalf of Atento Capital, we are thrilled to offer our support to the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. This proposal would enhance regional assets such as our leading aerospace industry and strong manufacturing talent pipelines and enable our region to cement itself as a hub of advanced mobility innovation.

Atento Capital is a Tulsa-based investment firm focused on reliable returns and quality job creation. A large part of what we do is look for exceptional entrepreneurs that address large market opportunities. We invest early and strive to be helpful through pre- and post-investment phases. Being based in Tulsa is not a requirement for direct investment consideration, but it is preferred. As part of the broader strategy of Atento Capital, we are committed to supporting efforts in the growth and development of high-tech industries in Tulsa. To date, we have made several investments in the AAM technology space, including Percepto and SeeTree. We understand that Tulsa is uniquely suited to excel in AM due to the ideal geography with flight testing facilities positioned at the urban and rural divide and existing drone infrastructure such as the Skyway36 droneport.

We have a strong history of working with Tulsa Innovation Labs, Tulsa Regional Chamber of Commerce, and Tulsa Authority for Economic Opportunity to ensure the businesses we invest in are incorporated into the Tulsa community and thrive in our ecosystem. 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. Atento looks forward to potentially investing and supporting startups from the LaunchPad Center and LaunchPad Fellows. 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 closing, I would like to reiterate my enthusiasm and strong support for this proposal. The Launchpad Research and Technology Center and LaunchPad Fellows programs build on exciting momentum in our local ecosystem. 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,



Michael Basch
Managing Partner
m@atentocapital.com



October 15, 2021

Re: Cortado Ventures, Support for Tulsa Regional Advanced Mobility Application to the Build Back Better Regional Challenge

To the Economic Development Administration:

On behalf of Cortado Ventures, we are thrilled to offer our support to the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. This proposal would enhance regional assets such as our leading aerospace industry and strong manufacturing talent pipelines and enable our region to cement itself as a hub of advanced mobility innovation.

Cortado Ventures is 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.

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. 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. Cortado Ventures looks forward to potentially investing and supporting startups from the LaunchPad Technology Development Center and LaunchPad Fellows. We are also excited to share the Flight Corridor project with our portfolio of companies as an opportunity for future innovation.

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 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.

In closing, I would like to reiterate my enthusiasm and strong support for this proposal. The Launchpad Research and Technology Center and LaunchPad Fellows programs and Flight

Corridor build on exciting momentum in our local ecosystem. 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,

A handwritten signature in black ink, appearing to read "Susan Moring". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Susan Moring
Venture Associate
Cortado Ventures
12 E. California Ave., Suite 200

Friday, October 15, 2021

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

RE: Madison Strategies Group / Tulsa Community WorkAdvance
Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary:

I am honored to submit this letter of support for the Tulsa Region's application to the Build Back Better Challenge, which sets out our intention of building upon Tulsa's established workforce and training programs in the aerospace and manufacturing industries to grow an Advanced Mobility Cluster in Northeast Oklahoma. More importantly, I am committed to continuing to align the work of Madison Strategies Group (MSG) to ensure the economic mobility presented in these investments is experienced by *all Tulsans*, particularly historically disadvantaged workers.

Founded in 2011, Madison Strategies Group is a non-profit organization whose mission is to build and strengthen the talent and skill of those job seekers we serve. We empower job seekers with the ability to effectively meet the needs of our employer partners. 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, underskilled residents while simultaneously providing businesses with skilled and qualified workers.

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. 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 18.

Most recently, MSG has become a key and growing 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 COVID19-displaced workers and solve for the gaps that hinder the economic success of Tulsa residents. Through our **retraining programs**, we are providing services previously unavailable, including training in information technology, programming, professional services such as accounting and office administration, and MEP (Mechanical, Electric, Plumbing).

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. Those we serve can fulfill their greatest potential when provided the necessary encouragement, support, resources, training and time. It's a win-win for the Tulsa region.

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. 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**.

If you have any questions regarding our current work to spur equitable workforce participation or our support for this application, please do not hesitate to contact me.

Sincerely,



Karen Pennington
Executive Director



CHARLES AND LYNN
SCHUSTERMAN
FAMILY FOUNDATION

October 15, 2021

To the Economic Development Administration:

Charles and Lynn Schusterman Family Philanthropies (“Schusterman”) is excited to support the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act Build Back Better Regional Challenge. We are confident this proposal would enhance regional assets such as our leading aerospace industry and strong manufacturing talent pipelines and enable our region to cement itself as a hub of advanced mobility.

Our philanthropic journey began in Tulsa, OK, in 1987. Charles and Lynn decided to establish a family foundation as a way to give back to the causes and communities closest to their hearts: the Jewish people, Israel and their beloved hometown of Tulsa. They decided from the outset that they would focus on investing in the potential of young people—and in particular, ensuring that all students, regardless of race or zip code, have access to a quality education. Building on this early 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.

Schusterman’s support for STEM education has featured foundational investments in the Tulsa Regional STEM Alliance—which is reaching 50,000 young people and 1,000 educators with programming and professional development each year—and in Tulsa-area school districts to expand STEM content and elective courses for over 18,000 students 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 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.

Across all of these areas, we aspire to strengthen Tulsa’s workforce by making it easier for young people to gain in-demand skills at earlier ages and navigate post-secondary pathways that will lead to a high-demand degree or credential and gain employment.

With this in mind, we wholeheartedly support the advancements targeted by this TRAM cluster proposal and we are confident in the potential of building this critical education component for the continued success of our mission and region through the AM-Oriented Certification & Training Programs.

The proposed programs would be a critical investment in the Tulsa workforce and build upon exciting momentum in our community around improving the quality and alignment of educational programs in our region. Schusterman is eager to deepen and continue our collaboration with the Tulsa Regional Advanced Mobility coalition. Please feel free to reach out with any questions that might help with proposal’s success.

Sincerely,

Michael DuPont
Senior Program Officer, Tulsa Grantmaking
Charles and Lynn Schusterman Family Philanthropies

Atlanta | Jerusalem | New York | San Francisco | Tulsa | Washington DC

October 15, 2021



To the Economic Development Administration,

I am writing on behalf of Black Tech Street to express strong support for the Tulsa Regional Advanced Mobility (TRAM) cluster. With these major economic development investments comes an opportunity to design and implement programs that are accessible, equitable, and transformative for communities of color in Tulsa. Black Tech Street is excited to work with this coalition and to define, quantify, and realize this opportunity to ensure that this cluster creates opportunity for all Tulsans.

Black Tech Street was 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 look to spur both economic development and entrepreneurial wealth creation through the tech industry.

As the Tulsa community coordinates around a vision for its Advanced Mobility cluster, it's essential to develop and apply metrics like these to these programs. Too often, even programs designed to be accessible are not equitable in impact due to a failure to accurately communicate opportunities to underserved populations and an unwillingness to learn from and refine processes that are not working. To ensure everyone can benefit from the growth of Tulsa's tech and business sectors, Black Tech Street is intentionally, actively, and urgently responding to systemic barriers and influencing the design of this future economy to be more diverse, equitable, and inclusive. Essential to this work is: (1) expanding the pipeline of diverse individuals entering skilled professions; (2) strengthening the hiring, retention and promotion of racially- and gender-marginalized individuals within the workforce; and (3) developing diversity, equity, and inclusion resources to institutionalize best practices and align Tulsa's ecosystem toward achieving shared DEI goals.

In particular, Black Tech Street sees the potential of the proposed the LaunchPad Center in historic Greenwood and the Workforce and Training programs to create pathways to good-paying jobs and entrepreneurial opportunities in advanced mobility. We have confidence in this coalition's ability to work alongside organizations like Black Tech Street to create a more resilient and equitable Tulsa and we are excited to develop a concrete and actionable plan to realize this vision should our coalition be invited to a Phase II application.

Sincerely,

Tyrance Billingsley II
Founder and Executive Director
Black Tech Street



October 11, 2021

Lightship Foundation

FY 2021 American Rescue Plan Act Build Back Better Regional Challenge

To the Economic Development Administration,

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. We understand the need for catalytic investment in forward-looking, high-growth industries in the heartland, and we 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.

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. Along with capital investment through Lightship Capital, they provide meaningful support and programming for innovators and entrepreneurs, ranging from boot camps, incubators, accelerator programs, pitch competitions, and more--all designed to give participants the knowledge and resources they need to succeed.

With a proven record of supporting Black and minority founders and inventors in Tulsa, Lightship will deepen our support with Advanced Mobility and AI-focused programming to reduce barriers to entry for BIPOC, LBGTQ+, women & people with disabilities at the LaunchPad Research and Technology Center. Originally based in Cincinnati, Lightship has strong relationships with major companies in the Aviation and Mobility industry, such as GE Aviation. We plan to leverage these connections as part of a national network exposing founders to the Aviation & Mobility industry and practices. Through Exposure, Acceleration, & Iteration, Lightship will find and fund early stage companies with our proven 3-step approach:

1. Expose: Lead programming to expose the local community and future founders to Aviation, Advanced Mobility, Additive Manufacturing, and AI
2. Accelerate: Help mobility focused companies scale through Lightship Accelerator
3. Iterate: Implement. Measure. Repeat with on-going support from Lightship full-service team and network.

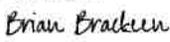


Lightship's entrepreneur education programs are led primarily by minority EIR's (Entrepreneurs In Residence) and executives who have successfully fundraised and exited companies. These team members are current founders, institutional lawyers and Venture Capitalists (VC's) who all provide meaningful insights to our entrepreneurs about the road ahead. Insights are derived from their experiences, and challenges, as underrepresented entrepreneurs gaining access to capital, and are put to use to empower future business leaders and innovators. Lightship programming includes Lightship Accelerator, Lightship Bootcamp, Lightship Commercialization, & Twitch Pitch.

We are excited to deepen and expand this vision ahead of the Phase II application, specifically by pursuing a partnership with Langston University, the only historically Black college or university in the state of Oklahoma, to increase their presence in the Greenwood District and create a pipeline for students and graduates to have their research and businesses supported and commercialized. Finally, as our Coalition Partners develop detailed program plans in Phase I, we look forward to contributing our expertise to ensure that these programs are designed for equity.

We ask that this proposal receive your utmost consideration, and we welcome any questions that may contribute to its success.

Sincerely,

DocuSigned by:

BRIAN BRACKEEEN

Lightship Foundation



BUILDINTULSA.COM

October 11, 2021

To the Economic Development Administration,

I am writing to express the strong support of Build in Tulsa for the Tulsa Regional Advanced Mobility (TRAM) cluster proposal for the Build Back Better Regional Challenge. As a key component of Tulsa's burgeoning entrepreneurial ecosystem dedicated to supporting Black entrepreneurs in the creation of Black wealth in Tulsa, we fully support the need for substantial investment in programs that support inclusive innovation, industry-aligned workforce initiatives, and strong job growth in resilient industries aligned to Tulsa's core strengths such as advanced mobility.

Envisioned around the Centennial of the 1921 Tulsa Race Massacre, Build in Tulsa is a local and national 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 re-establishing 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.

Build in Tulsa is already partnering with Lightship Foundation to recruit, accelerate, and fund underrepresented founders through Lightship's Tulsa accelerator and bootcamps. We see strong potential for alignment between these programs and the AM-specific programming at the LaunchPad Research and Technology Center, including our ability to serve as a supportive landing pad for black entrepreneurs coming out of the LaunchPad Center and as a potential capital partner for promising black founders interested in developing their idea or business in Tulsa. Build in Tulsa also looks forward to contributing our expertise to the Coalition members as they develop detailed program plans in Phase I, ensuring all programs are designed for equity.

We have worked with several partners, including Atento Capital, Lightship Foundation, and inTulsa, and Tulsa Innovation Labs in the past, and we look forward to finding new ways we can collectively partner together on these initiatives.

In closing, we would like to reiterate our support for the proposed investments and we welcome any questions that may help this proposal's success.

Sincerely,

A handwritten signature in blue ink that reads 'Ashli Sims'.

Ashli Sims
Build in Tulsa Development Lead

October 15, 2021

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

RE: Tulsa Economic Development Corporation, Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary:

I am pleased to submit this letter of support for the Tulsa Region's application to the Build Back Better Challenge. As the current Chair of the Tulsa Regional Chamber and CEO of TEDC Creative Capital, I recognize the opportunity this challenge presents to build upon our region's excellence in aerospace and manufacturing to build out an Advanced Mobility Cluster through major innovation and infrastructure investments. More importantly, however, I am committed to continuing to align the work of TEDC to ensure the economic growth generated by these investments is experienced by *all Tulsans*, particularly minority-owned and historically disadvantaged small businesses and residents.

Over the last five years, we've provided or located more than \$150 million to help nearly 300 small businesses start, expand, or sustain. These dollars will impact over 3,500 jobs. In 2005, we began the TEDC Creative Capital brand to reflect our expanded range of programs and geographic reach. Today, we make or facilitate loans ranging from \$5,000 to \$10 million using public and private funds. Our mission remains the same as it was at our founding: to create economic vitality in communities by encouraging small business growth.

Most recently, TEDC has become a key and growing partner to the City of Tulsa, Tulsa Authority for Economic Opportunity, Tulsa County, and key partners throughout the region as we collectively seek to expand supports to small and minority businesses and entrepreneurs and solve for the gaps in business services that hinder the economic success of Tulsa residents. In 2020 alone, we provided \$60 million in loans to distressed small businesses impacted by COVID-19 through a partnership with the City of Tulsa and Tulsa County. Earlier this year, we celebrated the grand opening of Oasis Fresh Market, a beautiful new grocery store in one of Tulsa's most persistent food deserts – a project which was led by TEDC and facilitated through the financial collaboration of multiple partners. And in May of this year, we announced a groundbreaking initiative to spur entrepreneurship and revive the spirit of Black Wall Street through a partnership with the City of Tulsa and Tulsa Authority for Economic Opportunity to build the Greenwood Entrepreneurship Incubator at Moton through a \$4,000,000 grant.

At TEDC, 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 equity in Tulsa. Our work over the past 2 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. As we consider the potential impacts of the growth of an innovation-based cluster in Tulsa, TEDC is committed to being a key partner in carrying out efforts that will ensure economic benefits result in the reduction of existing economic disparities for our residents, and to mitigating the potential negative impacts of growth on low-income and minority communities and neighborhoods.

If you have any questions regarding our current work to spur equitable economic growth or our support for this application, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rose Washington-Jones', written over the printed name and title.

Rose Washington-Jones
Chief Executive Officer



2915 E Fifth St, Ste 200
Tulsa, OK 74104
918.322.9922
housingsolutionstulsa.org

Friday, October 15, 2021

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

RE: Housing Solutions, Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary:

I am pleased to submit this letter of support for the Tulsa Region's application to the Build Back Better Challenge. As the lead agency for Tulsa County for HUD-funded Continuum of Care efforts, Housing Solutions is dedicated to building systems that make homelessness rare, brief, and non-recurring. In the context of this grant application, we stand as a critical partner to the City of Tulsa, Tulsa Authority for Economic Opportunity (TAEO), and Tulsa County as a part of our collective efforts to ensure the region's most vulnerable residents have access to the most basic right of safe, quality, affordable housing.

While our work will not play a *direct* role in the growth of the proposed Advanced Mobility Cluster, it is undisputed that – in order to drive more equitable economic outcomes and ensure all residents have access to the opportunity generated by the growth of a new industry – cities must take a more proactive approach to building out the network of programs and resources which will reduce homelessness and preserve and expand access to quality, affordable housing. Housing Solutions and TAEO are already proven partners in this work, most recently through a series of grants that seek to ensure individuals experiencing homelessness can transition into permanent housing, and ultimately rejoin the workforce. As a region, these forms of support will be critical to ensuring economic growth created by the growth of the Advanced Mobility Cluster lifts up and impacts the lives of those most vulnerable among us.

If you have any questions regarding our current work to support economic development through housing programs and initiatives, please do not hesitate to contact me. Fundamentally, Tulsa is a city that believes housing is a basic right – and that safe, quality, affordable housing is a key component of any long-term economic growth strategy.

Sincerely,


Becky Gligo (Oct 9, 2021 09:43 CDT)

Becky Gligo
Executive Director



Friday, October 15, 2021

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

Aaron Darden
President/CEO

Rick Neal
Chair

Debra Morrow
Vice Chair

Sheila Brown

Lisa Albers

RE: Housing Authority of the City of Tulsa, Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary:

It is with pleasure that I submit this letter of support for the Tulsa Region's application to the Build Back Better Challenge. The Housing Authority of the City of Tulsa's (THA) vision is to empower Tulsa's most vulnerable to achieve self-sufficiency through the provision of safe, affordable, decent housing in tandem with supportive services. As it relates to the Build Back Better Regional Challenge, we offer our current and ongoing commitment to developing innovative, housing-focused solutions which ultimately provide the foundation for economic success for Tulsa's residents. The visionary nature of this NOFO is such that it demands a holistic approach from communities – without such an approach, while cities or regions may be successful in spurring job growth and innovation, they will fail their residents and continue the historic pattern of omitting far too many residents from the positive impact of economic progress.

Over the course of the past three years, THA has undertaken a series of transformational efforts meant to revitalize some of our most challenging neighborhoods. In the Eugene Field neighborhood, THA's River West project has brought over \$170M worth of investments to establish a 435-unit mixed income community. While not only creating new, safe affordable housing, River West has also prioritized workforce development and work readiness through a work readiness collaborative led by Tulsa Community WorkAdvance resulting in 60 residents obtaining full-time, living wage employment, over 100 residents enrolling in work force development programming, and facilitating over 5000 hours of Section 3 employment through the construction of the first two, of six, housing phases. In North Tulsa, THA launched Envision Comanche in 2018, facilitating a community wide effort to reimagine portions of the 36th Street North Corridor through the redevelopment of Comanche Park, THA's largest public housing property. The master plan resulted in a vision for over 400 new mixed income units, but also the establishment of intentional commercial spaces for neighborhood-centric small businesses, the expansion of the tech training to career pathway provided by area partners and the intentional hiring of public housing residents to serve as



community ambassadors to bridge communication and trust between the current community and the new opportunities envisioned in the master plan.

We are confident that the existing partnerships that are in place between the City, County, THA, and countless key partners positions us well to support comprehensive strategies to promote economic growth, should Tulsa be selected for this grant opportunity. If you have any questions regarding our work or our support for this transformational investment, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Aaron Darden", with a long horizontal flourish extending to the right.

Aaron Darden
President & CEO

Aaron Darden
President/CEO

Rick Neal
Chair

Debra Morrow
Vice Chair

Sheila Brown

Lisa Albers

| |
- C A N O O -

| |
October 12, 2021

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

RE: Tulsa Regional Advanced Mobility Proposal
EDA Build Back Better Regional Challenge

Dear Mr. Ayala,

Canoo Inc. (Canoo) recently announced plans to build a new factory for our innovative electric vehicles spanning 400 acres at the Mid America Industrial Park in the Tulsa Region. This investment in our "mega micro factory" will create as many as 2,000 jobs.

Canoo enthusiastically supports the Tulsa region coalition's grant application for funding through the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, construct and improve necessary infrastructure to streamline connections between strategic regional assets and drive even more innovation in our industry. The upskilling, certification and training programs that are part of the project will also address a much-needed talent and workforce gap across our industry and region.

We've seen firsthand how economic coalitions in northeast Oklahoma work collaboratively to increase economic prosperity across the region, and we welcome the opportunity to be a partner in growing the Advanced Mobility industry.

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

Sincerely,



Josette Sheeran
President

Canoo Inc.
15520 HWY 114 Suite 2C
Justin, TX 76247



October 14, 2021

RE: Tulsa Regional Advanced Mobility Proposal - (EDA) Build Back Better Regional Challenge

Dear Economic Development Administration:

TAT Technologies Ltd. serves as a strategic global partner to leading players in the aerospace industry specializing in innovative commercial, defenses, OEM, and MRO solutions. With more than 600 employees worldwide, we are excited to have our thermal management solutions activities with a primary focus on the aerospace industry relocating from Israel to Tulsa, Oklahoma. We are committed to excellent in product quality, safety and on-time delivery and can't wait to extend this high standard to a new global research and development center we hope to build here in Tulsa.

With our own investment in the Tulsa region, we are enthusiastically supporting the Tulsa Regional Advanced Mobility proposal for the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, construct and improve necessary infrastructure to streamline connections between strategic regional assets, and drive even more innovation in our industry. The upskilling, certification and training programs as part of the project will also address a much-needed talent and workforce gap across our industry and region.

We've seen firsthand how economic coalitions in northeast Oklahoma work collaboratively to increase economic prosperity across the region, and we welcome the opportunity to be a regional partner of the strategy to grow the industry with the support of this grant.

Through our support, those from other regional communities, and the large scope of business and residents dependent on the project's success, we respectfully request EDA's strong consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to be "GW", written over a light blue horizontal line.

Greg Watson
TAT Limco General Manager



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

Jacqueline W. Gelb
Vice President
Government Relations

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

October 15, 2021

RE: Tulsa Regional Advanced Mobility Proposal - (EDA) Build Back Better Regional Challenge

Dear Economic Development Administration:

Navistar, IC Bus, is the market leader of school buses in the country. The company operates and manufactures over 11,000 school buses a year at the Tulsa International Airport in Tulsa, OK. The city and community have supported IC Bus in the company's growth into clean diesel, propane and now electric school buses.

Navistar is investing in a zero-emission future with our electric products in school bus and medium duty delivery trucks. Just recently, our first CE series school buses were delivered to British Columbia, Canada for operation. As our customers look for a sustainable transportation option, an advanced mobility community cluster will support the company's transition to this technology. Focus on charging infrastructure, work development initiatives, technical expertise and knowledge in key competencies will complement the investment that the automotive industry in building an electric future.

Because of this, we enthusiastically support the Tulsa region coalition's grant application for funding through the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, construct and improve necessary infrastructure to streamline connections between strategic regional assets, and drive even more innovation in our industry. The upskilling, certification and training programs as part of the project will also address a much-needed talent and workforce gap across our industry and region.

We've seen firsthand how economic coalitions in northeast Oklahoma work collaboratively to increase economic prosperity across the region, and we welcome the opportunity to be a regional partner of the strategy to grow the advanced mobility industry with the support of this grant.

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

Sincerely,

Jacqueline Gelb



October 15, 2021

RE: Tulsa Regional Chamber (EDA) Build Back Better Regional Challenge Proposal – Advanced Mobility

Dear Economic Development Administration:

Francis Energy, LLC supports the Tulsa regional coalition's grant application for funding through the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, infrastructure improvements and drive commercialization in our industry. The upskilling, certification and training programs will help fill a much-needed talent and workforce gap across our industry and region.

This will lead to continued growth and innovation within existing industry while creating new opportunities for firms like Francis Energy to expand with new, emerging technology. The proposed projects will aid in northeast Oklahoma's economic recovery and will position the region for long-term vitality.

We've seen firsthand how the Tulsa Regional Chamber works collaboratively to increase economic prosperity across the region, and we welcome the opportunity for the Chamber to grow the industry with the support of this grant. We support this application because we live in this community, hire in this community, and innovate in this community. We look forward to hearing of this proposal's success.

Sincerely,

Clark Wheeler

Clark Wheeler
Chief of Staff



October 15, 2021

RE: Tulsa Regional Chamber (EDA) Build Back Better Regional Challenge Proposal – Advanced Mobility

Dear Economic Development Administration:

Spirit AeroSystems supports the Tulsa Regional Chamber's grant application for funding through the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, infrastructure improvements and drive commercialization in our industry. The upskilling, certification and training programs will help fill a much-needed talent and workforce gap across our industry and region.

This will lead to continued growth and innovation within existing industry while creating new opportunities for firms like Spirit AeroSystems to expand with new, emerging technology. The proposed projects will aid in northeast Oklahoma's economic recovery and will position the region for long-term vitality.

We've seen firsthand how the Tulsa Regional Chamber works collaboratively to increase economic prosperity across the region, and we welcome the opportunity for the Chamber to grow the industry with the support of this grant. We support this application because we live in this community, hire in this community and innovate in this community. We look forward to hearing of this proposal's success.

Sincerely,

A handwritten signature in blue ink, appearing to read "James Ed Doerr". The signature is fluid and cursive, with a long horizontal stroke at the end.

James Ed Doerr
Senior Director of Oklahoma Operations



NORDAM Corporate Offices

P.O. Box 3365
Tulsa, OK 74101-3365
USA

Bailey J. Siegfried

Vice President, Culture,
Communication, IT, HR &
Corporate Responsibility

October 15, 2021

U.S. Economic Development Administration
United States Department of Commerce
Washington, D.C.

RE: Tulsa Regional Chamber (EDA) *Build Back Better Regional Challenge* Proposal –
Advanced Mobility

Dear Economic Development Administration:

NORDAM supports the Tulsa Regional Chamber's grant application for funding through the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, infrastructure improvements and drive commercialization in our industry. The upskilling, certification and training programs will help fill a much-needed talent and workforce gap in aerospace across our industry and region.

New research and testing facilities along with trained and certified talent will lead to continued growth and innovation in our industry, while creating new opportunities for companies like ours to compete and expand business as new technologies emerge. The proposed projects will also aid in northeast Oklahoma's economic recovery and will position the region for long-term vitality.

We have seen firsthand how the Tulsa Regional Chamber works collaboratively to increase economic prosperity across the region, and we welcome the opportunity for the Chamber to grow the industry with the support of this grant. We support this application because we live in this community, hire in this community and innovate in this community. We look forward to hearing of this proposal's success.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. J. Siegfried".

Bailey J. Siegfried

Joe Robson
Robson Ranch
901 N. Forest Ridge Blvd.
Broken Arrow, OK. 74014

Friday, October 15, 2021

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

RE: Robson Family
Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Dear Madam Secretary:

I am honored to submit this letter of support for the Tulsa Region's application to 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 emerging market cluster growth, including Robson Ranch, a former strip-mined coal site that now constitutes a 2,000 acre greenfield industrial park, part of a larger 18,000 acre holding. Robson Ranch is the largest contiguous such property in the state of Oklahoma and one of the key regional assets identified by Tulsa's application.

For more than 20 years, the Robson Family Trust has worked with the City of Tulsa, the Tulsa Regional Chamber of Commerce, Public Service Company of Oklahoma, Oklahoma Department of Transportation, and other entities 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, interstate highway, potable water, and electricity to the site. Nevertheless, the site lacks the sanitary sewer service key to making large-scale, rapid-turn development possible.

The Oklahoma Department of Commerce is currently working 101 business attraction projects and a quarter of those, 24 projects, are advanced mobility developments. Weekly, it seems, announcements are being made of new electric vehicle, battery, or supply chain projects across the country. In 2021, the Robson Ranch industrial park has been viewed by at least eight major OEM and battery projects with an average employment of 2,660 people and an average capex of \$2.25B. The current market disruption offers a unique opportunity to restructure Tulsa's economy and diversify its industrial base while building on existing strengths. However, as a function of the dynamic advanced mobility environment, speed to market is key, with most companies targeting start-up 12-24 months from site selection. Due

to the capital funding and construction timelines for sanitary sewer improvements, the Robson megasite has not been able to meet the implementation schedules needed.

Within the context of the Build Back Better Notice of Funding Opportunity, the City of Tulsa and Tulsa Metropolitan Utility Authority would construct sanitary sewer mains through publicly-owned and statutory easement to Robson Ranch while also increasing the upstream conveyance capacity to handle higher flow rates. There is a plan for sustainability beyond this investment, with the City of Tulsa placing a Tax Increment Finance (TIF) district over the 2,000 acres of the planned park build-out. Increment generated from first-in projects would be reinvested into additional infrastructure construction, providing an ongoing financial stream for future growth.

The Robson Family Trust 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 future.

Sincerely,



Joe Robson
Robson Family Representative

INOLA

OKLAHOMA

October 15, 2021

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

RE: Tulsa Ports, Support for Tulsa Regional Application to the Build Back Better Regional Challenge

Madam Secretary,

The City of Inola, Oklahoma has been blessed with our location in a thriving metropolitan area and has always been a community of hard-working people that seek to provide for their families by having equitable access to opportunity through quality education and employment. As a rural community on the verge of immense growth due to the development that has already begun at the Tulsa Port of Inola, as well as the plans for US-412 to become an interstate highway that directly intersects our city, Inola must plan far into the future to responsibly sustain this growth.

Partnering with Tulsa Ports to facilitate the construction of new and improved wastewater facilities to be located at and around their site in our city, is just one of the primary projects that Inola hopes to have realized by federal funding in the coming years. This particular project has clear economic benefits for a new generation of industries that will be the life blood of Northeast Oklahoma for decades to come. The Advanced Mobility (AM) Cluster has already shown its potential in the recently announced investments by Canoo in Pryor, Oklahoma (less than 18 miles away) as well as Lyseon North America's new facility at the Tulsa Port of Catoosa.

The City of Inola fully supports the efforts of our regional partners in this coalition developed to bring new opportunity to all the current and future citizens of Northeast Oklahoma and will assist in the development of the wastewater infrastructure to be built in partnership with Tulsa Ports. Thank you for your consideration of this application and we look forward to working with your organization to build the future!

Sincerely,



Larry Grigg
Mayor
City of Inola



Billy Wilson
City Councilor
City of Inola

United States Senate
WASHINGTON, DC 20510

October 15, 2021

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

Dear Mr. Ayala:

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

The Tulsa Regional Advanced Mobility Project initiative will focus on 21 counties in Northeast Oklahoma and the seven counties which comprise the Tulsa metropolitan area. 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. As an active aviator for over forty years, I've seen firsthand how important the aviation and aerospace sector is for continued economic growth in our State. 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. This grant would harness the region's competitive advantages and utilize strategically located industrial parks to cement the region as a hub of advanced air mobility. I am confident the Tulsa Regional Advanced Mobility Project would facilitate a more resilient regional economy for the future anchored in manufacturing, aerospace, and a robust culture of entrepreneurship in Oklahoma.

I commend the City of Tulsa, INCOG, and the regional partners on their efforts to form a strong coalition and develop solutions that address development needs and expand the state and nation's critically important manufacturing and aerospace sectors.

I appreciate your 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



Muscogee (CREEK) Nation

Executive Office

October 19, 2021

Economic Development Administration
U.S. Department of Commerce
1401 Constitution Avenue, NW
Washington, DC 20230

To the Economic Development Administration:

The Muscogee Nation offers our support to the Tulsa Regional Advanced Mobility (TRAM) proposal under the American Rescue Plan Act Build Back Better Regional Challenge. As this project looks to cement the region as a hub of AM due to the high intersectionality of Advanced Aerial Mobility (AAM) and Electric Vehicles (EV) value chains, the desire to ensure inclusivity and diversity is apparent as they establish this program with an equity lens firmly attached.

The Muscogee Nation strives to foster, promote, and develop commerce in economic development and technological advances. We look forward to supporting the TRAM proposal. This project will advance our shared goals of educating innovative, diverse talent through high-tech industries and ensuring that our community's young entrepreneurs have the resources needed to succeed.

In closing, I would like to reiterate our support for this proposal. The TRAM program offers the chance to be the leader of this emerging AM industry and help ensure that our region grows with these advanced times. I look forward to continuing and deepening our collaboration with these stakeholders, and welcome any questions from reviewers that may help this proposal's success.

Sincerely,

David W Hill

David W. Hill
Principal Chief



Scott R. Mueller

Secretary of Commerce & Workforce Development
State of Oklahoma

October 19, 2021

Economic Development Administration
U.S. Department of Commerce
1401 Constitution Avenue, NW
Washington, DC 20230

RE: Tulsa Regional Advanced Mobility (TRAM) Proposal - (EDA) Build Back Better Regional Challenge

Dear Economic Development Administration:

On behalf of the State of Oklahoma, we are excited to partner with INCOG, The Tulsa Authority for Economic Opportunity, Tulsa Innovation Labs, and the Tulsa Regional Chamber in support of the Tulsa Regional Advanced Mobility (TRAM) cluster proposal. If funded, this series of projects will cement the Tulsa Region's place as a hub of the Advanced Mobility industry thereby creating good-paying, inclusive jobs and building a more diverse and resilient economy across Northeast Oklahoma.

I serve as the Secretary of Commerce and Workforce Development for the state of Oklahoma. Our job is to bring employment, investment, and economic prosperity to the state by partnering with companies, universities, not-for-profit organizations, and government leaders.

The State of Oklahoma is home to considerable workforce assets in both the aerospace and manufacturing industries, research assets in unmanned systems and advanced materials, and geographic assets that no other community can duplicate. We strongly support this coalition's proposal to tie together our state's long-standing expertise across the aerospace and manufacturing sectors with new, innovative research, development, and commercialization to catalyze growth in a right-to-win industry like Advanced Mobility.

I can attest to this coalition's commitment to their community and creating economic prosperity for the residents of Northeast Oklahoma, and I am pleased to support the Tulsa Regional Advanced Mobility program, which will advance our shared goals of attracting investment and creating jobs in our state. 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,

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

Scott Mueller
Oklahoma Department of Commerce
Secretary of Commerce and Workforce Development



Analyze. Advise. Act.

99 Hudson Street, 3rd Floor, New York, NY 10013

T: 212.977.5597 | F: 212.208.4658 | www.hraadvisors.com

October 14, 2021

Re: Letter in Support of Tulsa Authority for Economic Opportunity (TAEO)'s BBB Challenge Application

To Whom It May Concern,

My name is Cary Hirschstein and I'm a Partner at HR&A Advisors, Inc. (HR&A). HR&A is a real estate, economic development, and public policy consulting firm working nationally for clients in the public, private, and non-profit sectors. For the past 18 months, I have led a team from HR&A that has been working closely with the City of Tulsa's economic and community development team to help re-position the City's approach to economic and community development to focus on racial equity and shared prosperity as core objectives.

In our first phase of work in 2020, we assisted the City in developing a comprehensive strategy to enhance the City's community and economic development service delivery systems. The primary objective of this strategy was to shape a sustainable new organizational structure that will have maximum impact on reducing inequities in outcomes for Tulsa residents, particularly along racial, ethnic, and geographic lines, while also enhancing Tulsa's economic competitiveness. Through this process, the City decided to take the bold step to consolidate aspects of seven existing economic and community development entities – including City departments, authorities, and commissions – into a new independent economic and community development authority that can more effectively leverage resources to achieve the City's objectives – the Tulsa Authority for Economic Opportunity (TAEO).

During our collaboration with the City's team to stand up TAEO, which has continued into 2021 as we co-develop TAEO's first three-year strategic plan, we have found the City's (and now TAEO's) staff to be extraordinarily committed to their mission as stewards of the City's economic and community development resources. TAEO is governed by a diverse board of trustees consisting of 13 residents that bring expertise, passion, and dedication to fulfilling TAEO's mission. Guided by its forward-thinking board and staff, TAEO institutionalizes the City's commitment to fostering racial equity and shared prosperity within the economic development ecosystem. TAEO's staff and board consistently ask our team to push them, stretching the organization's programming and operations to create new pathways towards economic opportunity for Tulsans historically excluded from the city's growth and prosperity. TAEO is doing innovative work, setting a new standard for municipal economic and community development, one that stretches beyond traditional metrics of jobs created and dollars of new investment attracted to focus on providing resources that enable Tulsa's residents and families to build fulfilling and purposeful lives. With an ambitious yet achievable charge and program – encompassing areas as diverse as affordable housing, economic incentives, small business support, and workforce development – TAEO has a lot of work to do, and deserves strong consideration for this funding.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cary Hirschstein', with a long horizontal flourish extending to the right.

Cary Hirschstein
Partner
HR&A Advisors, Inc.



September 29, 2021

RE: Tulsa Regional Chamber (EDA) Build Back Better
Regional Challenge Proposal -Advanced Mobility

Dear Economic Development Administration:

Oklahoma State University Institute of Technology-Okmulgee (OSUIT) supports the Tulsa Regional Advanced Mobility (TRAM) cluster proposal for funding through the Build Back Better Regional Challenge. Specifically, we are excited about the proposed AM-oriented certification and training project.

As an education leader in the region, OSUIT is proud to provide a piece of the solution in getting our community educated. With the addition of the upskilling, certification and training programs, our workforce will be able to adeptly shift its abilities to fill a much-needed talent and workforce gap across our industry and region.

This program will lead to continued individual growth opportunities and a stronger overall economy within the northeast Oklahoma region, especially as we position ourselves for long-term vitality. In order to create new opportunities for our community members, we need to ensure the education pipeline is not only effective but accessible to all.

We've seen firsthand how the members of this coalition work collaboratively to increase economic prosperity across the region, and we welcome the opportunity for this coalition to grow the industry with the support of this grant. We support this application because we live in this community, educate in this community and innovate in this community. We look forward to hearing of this proposal's success.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Bill R. Path', with a long horizontal line extending to the right.

Dr. Bill R. Path
President



...removing

October 18, 2021

obstacles

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

standing

RE: Tulsa Regional Coalition (EDA) Build Back Better Regional Challenge Proposal – Advanced Mobility

in the way

Dear Secretary Raimondo,

of people

The City of Owasso supports the Tulsa region coalition's grant application for funding through the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, construct necessary utility infrastructure to streamline connections between strategic regional assets, and drive economic development. The upskilling, certification and training programs as part of the project will help fill a much-needed talent and workforce gap across industries in our region.

celebrating

These types of projects will lead to continued growth and innovation while creating new opportunities for existing businesses within our community to expand with new, emerging technology in support of the Advanced Mobility cluster.

their lives.

The proposed project is a necessary investment for the transformative change needed in the region to improve economic conditions. We've seen firsthand how economic coalitions in northeast Oklahoma work collaboratively to increase economic prosperity and we welcome the opportunity to be a regional partner in the strategy to grow the regional growth cluster with the support of this grant.

Through our support, those from other regional communities, and the large scope of business and residents dependent on the project's success, we respectfully request EDA's strong consideration of the submitted application. Thank you for your time and attention to this matter.

Sincerely,

Chelsea L. Feary
Economic Development Director





October 15, 2021

RE: Tulsa Regional Chamber (EDA) Build Back Better Regional Challenge Proposal – Advanced Mobility

Dear Economic Development Administration:

Lyseon North America Inc. supports the Tulsa Regional Chamber's grant application for funding through the Build Back Better Regional Challenge. The proposed projects will assist in the creation of research and testing facilities, infrastructure improvements and drive commercialization in our industry. The upskilling, certification and training programs will help fill a much-needed talent and workforce gap across our industry and region.

This will lead to continued growth and innovation within existing industry while creating new opportunities for firms like Lyseon North America Inc. to expand with new, emerging technology. The proposed projects will aid in northeast Oklahoma's economic recovery and will position the region for long-term vitality.

We've seen firsthand how the Tulsa Regional Chamber works collaboratively to increase economic prosperity across the region, and we welcome the opportunity for the Chamber to grow the industry with the support of this grant. We support this application because we live in this community, hire in this community and innovate in this community. We look forward to hearing of this proposal's success.

Sincerely,

A handwritten signature in blue ink, appearing to read "YBS", is written over the typed name.

Yasunori Bruce Suzuki
Managing Director
Lyseon North America Inc.
1110 West Tenkiller Rd, Catoosa, OK, 74015, USA



October 18, 2021

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 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 Cluster Project brings together some of the most diverse and influential partners in Northeast Oklahoma to craft a bold plan 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 21 counties included in the TRAM area, 17 have incomes below 80% of the national per capital income. 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 a co-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 changing market conditions.



Regional Partners — Regional Solutions

2 West Second Street Suite 800 | Tulsa, OK 74103 | 918.584.7526 | www.INCOG.org

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 that reads "Rich Brierre".

Rich Brierre
Executive Director



TULSA REGIONAL CHAMBER

Monday, October 18, 2021

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

Dear Economic Development Administration:

It is with pleasure that I write to express commitment – on behalf of the Tulsa Regional Chamber of Commerce – for the accompanying application to the Build Back Better Regional Challenge, which outlines our collective vision for establishing an Advanced Mobility Cluster in the Tulsa region. While aspirational in nature, this cluster builds upon decades of deep industry knowledge and expertise in aerospace and manufacturing – and the public investments which have allowed major employer partners like Navistar, Spirit AeroSystems, L3Harris, and American Airlines to not only thrive, but grow world-class operations here in Tulsa.

While many cities and regions will claim to have the support of major employer partners for this Challenge – and nearly all are likely to have spent the past three months working to foster deeper relationships for the sake of this application – Tulsa undoubtedly stands head-and-shoulders above others as a result of decades of proven public-private partnerships. Since the 1940s, Tulsa has invested in major public assets which are now home to the operations of the corporate partners noted above. Over the past three years alone, these employers have announced nearly \$750 million in planned investments in their Tulsa operations – all located in publicly owned facilities, and supported by major public co-investments – and the retention and addition of nearly 2,000 jobs.

These investments are the direct result of the ongoing cooperative relationships maintained between the City, key regional partners like INCOG and the Tulsa Regional Chamber, the State of Oklahoma, and our largest employers. In short, we come to this Challenge not with a need to identify or develop relationships with the industry partners that will define and accelerate our Advanced Mobility Cluster, but with deep and genuine partnerships that form a strong foundation for our proposed investments in innovation infrastructure.

The Tulsa Regional Chamber, in its capacity of representing 2,150+ member organizations and 178,000+ workers, has developed and delivered a wide range of programs for the benefit of Tulsa-area businesses (e.g., the Tulsa's Future partnership that has supported the creation of 14,000+ jobs and \$1.1 billion+ in capital investment). The Chamber is excited to shape the TRAM Corridor and play a key role in execution of the proposed projects, ensuring access to industry expertise for the AM-Oriented Certification and Training Programs, driving partnerships with innovation leaders for the Flight Corridor and Launchpad



TULSA REGIONAL CHAMBER

Research and Technology Center, and leveraging its network to attract investments to the AM-focused Industrial Parks.

As demonstration of the Chamber's commitment to this proposal, we intend to stand up an Advanced Mobility Council to ensure representation across major corporate partners and drive opportunities for the industry to inform and guide the economic development strategy. The effort will build upon our experience in managing a regional Aerospace Council as well as a regional Manufacturer's Council. The Chamber is also committed to exploring avenues to maximize the sustainability of the cluster, including identification of the TRAM corridor as a core component of the Tulsa's Future 5-year strategic plan, and transparent tracking of economic impact via regional convenings and quarterly reports.

Sincerely,



Mike Neal
President/CEO
Tulsa Regional Chamber
1 W. 3rd St., Suite 100
Tulsa, OK 74103



October 18, 2021

To the Economic Development Administration:

Skydweller Aero is 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 fly for days on end providing unprecedented capability for defense, surveillance, geospatial mapping, telecommunications, and emergency services. As a cutting-edge aerospace company headquartered in Oklahoma, we are excited to support the Tulsa Regional Advanced Mobility (TRAM) cluster proposal under the American Rescue Plan Act 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. The LaunchPad Research and Technology center will provide the technical and entrepreneurial foundation required to support growth of the advanced mobility industry in Oklahoma, while the Flight Corridor project will create infrastructure critical for testing of advanced aerial mobility solutions. Development of this sector of the economy requires a modern technically savvy workforce, and the AM-Oriented Certification and Training programs will deliver that. Together, these projects are key elements to developing and growing the advanced mobility industry in Oklahoma as these projects help ensure companies have the tools needed to succeed.

As a high-growth company in the advanced mobility industry, Skydweller is excited about partnering with this coalition to raise the bar of excellence in our industry even higher here in Oklahoma. I whole-heartedly support the vision behind and projects included in the TRAM cluster proposal. We have full confidence that this coalition will execute this strategic vision, and we look forward to seeing this initiative thrive.

Sincerely,

Dr. Robert H. Miller
CEO Skydweller Aero



October 18, 2021

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

RE: Tulsa Regional Coalition (EDA) Build Back Better Regional Challenge Proposal – Advanced Mobility

Dear Mr. Ayala:

We write in support of the Indian Nations Council of Governments grant application on behalf of a regional coalition that is submitting for funding through the Build Back Better Regional Challenge. Grand Gateway EDA has a strong working relationship and partnership with INCOG and other members of the regional coalition. As recent as 2017-2020, GGEDA and INCOG worked together for a project to extend water and sewer utilities to an industrial park in Rogers County. We have been a part of regional partnerships in support of major economic development projects since GGEDA inception.

Regarding the Tulsa Regional Advanced Mobility application being submitted to the U.S. Economic Development Administration (EDA) for its consideration, we recognize that the success of these projects will lead to continued growth and innovation while creating new opportunities for existing businesses within our district and all of northeast Oklahoma. With this in mind, we are eager to continue our support with our fellow Economic Development District by extending our full support to it and the regional coalition

Sincerely,

A handwritten signature in blue ink, appearing to read 'Tami McKeon'.

Tami McKeon
Deputy Director
Grand Gateway EDA