



SouthEastern Arizona Governments Organization

Economic Development District

Comprehensive Economic
Development Strategy (CEDS)

2026-2031



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September 10, 2026

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Contributions:

This document was made possible through contributions from the following agencies, funding sources, and member entities:

- The Seattle Regional EDA Office for Planning Partnership Opportunities;
- SEAGO's member entities for their continued support of economic development and strategic planning, as well as their financial contributions towards matching funds and resource procurement;
- Our research team at the Economic Policy Institute assists SEAGO in the development of a strong Comprehensive Economic Development Plan.
- The public, who reviewed and commented on the plan during the July 15-August 15 review period.

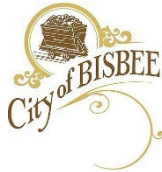


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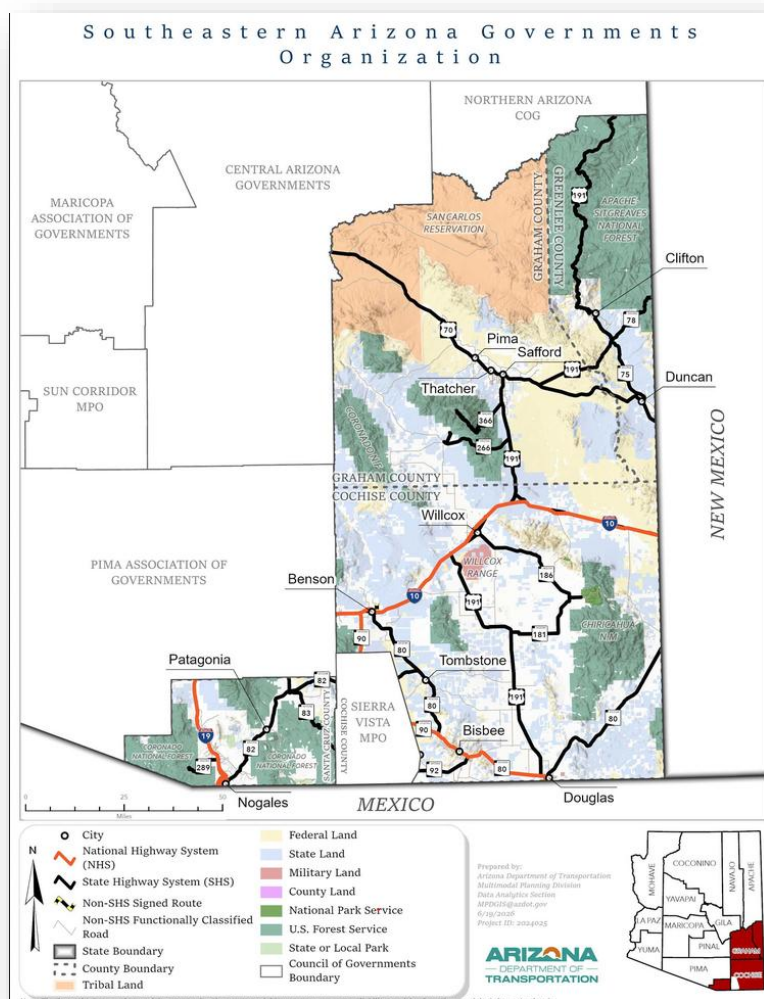
1. SEAGO Overview

1.1 Organization background

The SouthEastern Arizona Governments Organization (SEAGO) was established in 1972 through an intergovernmental agreement among local governments in southeastern Arizona and was incorporated as a nonprofit organization in 1976. SEAGO serves as a regional planning and coordination agency that supports economic development, transportation planning, community development, housing programs, environmental planning, and aging services. The organization promotes collaboration among local, state, federal, tribal, nonprofit, and private-sector partners to address regional priorities.

1.2 Service area

The SEAGO Region includes Cochise, Graham, Greenlee, and Santa Cruz Counties and encompasses fourteen incorporated municipalities and the San Carlos Apache Tribe. Covering approximately 13,935 square miles, the region contains a variety of geographic, economic, and demographic characteristics that influence planning and development needs. The region's communities are connected through shared infrastructure, workforce, transportation, and economic development priorities.



1.3 Economic Development District

SEAGO has been designated by the U.S. Economic Development Administration (EDA) as an Economic Development District (EDD) since 1991. This designation enables SEAGO to coordinate regional economic development activities, establish investment priorities, and maintain eligibility for EDA planning and implementation of resources. As the EDD for southeastern Arizona, SEAGO leads development of the Comprehensive Economic Development Strategy (CEDS) for the entire region

SEAGO serves as the regional planning and economic development organization for southeastern Arizona, providing coordination, technical assistance, and strategic leadership across a four-county region recognized as an EDA Economic Development District.

1.4 Mission and Vision

SEAGO's mission is:

"To provide services that promote collaboration among federal, state, and regional entities to enhance economic and social progress for communities throughout the four-county SEAGO Region."

SEAGO Vision is:

"To continue being an invaluable resource for leadership, information, funding, planning, technical expertise, and services."

CEDS Mission

The mission of the 2026–2031 Comprehensive Economic Development Strategy is to identify regional strengths and opportunities, build local capacity, and develop a collaborative economic development framework that guides public and private investment decisions. The CEDS serves as a roadmap for sustainable and resilient economic growth throughout the SEAGO Region.

CEDS Vision

The vision of the 2026–2031 CEDS is to assist communities throughout the SEAGO Region in understanding, advancing, and implementing economic development strategies that reflect local priorities while supporting regional collaboration. The strategy emphasizes community engagement, local leadership, and coordinated planning to strengthen economic resilience and long-term prosperity.

The mission and vision statements establish a framework centered on regional collaboration, economic resilience, local leadership, and sustainable development throughout the SEAGO Region.

CEDS Purpose

The Comprehensive Economic Development Strategy (CEDS) is the SEAGO Region's primary economic development planning document for the 2026–2031 period. It provides a strategic framework for identifying regional challenges and opportunities, prioritizing projects, and directing investments that support economic growth and resiliency.

The CEDS is designed to:

- Promote sustainable economic development;
- Support job creation and private investment;
- Improve regional competitiveness;
- Enhance infrastructure, transportation, and community assets;
- Strengthen economic resilience with natural, economic, and market disruptions; and
- Align regional priorities with EDA investment objectives.

The strategy also serves as a tool for coordination among local governments, private industry, educational institutions, tribal governments, nonprofit organizations, and state and federal partners.

The CEDS provides a shared roadmap for regional economic development by linking stakeholder priorities, investment opportunities, and long-term resilience strategies.

1.5 Planning Process

Committee Structure

Development of the 2026–2031 CEDS was guided by the SEAGO CEDS Committee, which served as the primary advisory body throughout the planning process. The committee includes representatives from local governments, private industry, economic development organizations, educational institutions, workforce agencies, and tribal interests. To ensure local perspectives were incorporated, the committee operated through four sub-regional working groups representing each of the four counties in the SEAGO region. Committee members for each are listed in Appendix F.

- Cochise County
- Graham
- Greenlee Counties
- Santa Cruz County

Additional guidance was provided by the SEAGO Executive Board, Administrative Council, and Economic Development stakeholders throughout the region.

Public Participation

Broad public participation was a central component of the planning process. SEAGO utilized public outreach, stakeholder meetings, website announcements, email communications, and community engagement opportunities to gather input from residents, businesses, nonprofits, and local governments. **The public comment period was available July 15 - August 15, 2026 and yielded a number of comments included in the appendices.**

Participation was intentionally structured to encourage representation from all counties and a variety of economic sectors. Public comments and stakeholder feedback were incorporated throughout the development of the strategy.

Surveys and Stakeholder Engagement

SEAGO conducted a regional SWOT survey and facilitated multiple stakeholder meetings between January and May 2026. The survey generated 173 responses, while 31 individuals participated directly in in-person SWOT sessions.

Stakeholders were asked to identify regional strengths, weaknesses, opportunities, and threats affecting economic development. Survey findings were shared during meetings and used to validate economic data, identify emerging issues, and prioritize strategic initiatives. The process encouraged open discussion and allowed participants to evaluate issues from their local county and sub-regional perspectives.

Methodology

The CEDS development process followed a data-driven and collaborative methodology that integrated:

- Regional socioeconomic and demographic analysis;
- Review of economics, workforce, infrastructure, and industry data;
- SWOT analysis at both regional and sub-regional levels;
- Stakeholder surveys and public engagement;
- Review of existing plans and regional development initiatives; and
- Identification of priorities, goals, objectives, and implementation of actions.

Findings from the analysis were used to establish four strategic focus areas:

1. Foundational Readiness;
2. Workforce Readiness;
3. Economic Growth and Sustainability; and

4. Border Region Economic Competitiveness.

The resulting strategy reflects both quantitative data and community input and is intended to guide economic development activities across the SEAGO Region through 2031.

The 2026–2031 CEDS was developed through a comprehensive planning process that combined economic analysis, stakeholder engagement, public participation, and regional collaboration to establish shared priorities and implementation strategies for the SEAGO Region.

2. Regional Profile

2.1 Regional Geography

Regional Size

The SEAGO Region encompasses Cochise, Graham, Greenlee, and Santa Cruz counties and covers approximately 13,935 square miles. Cochise County is the largest county at 6,219 square miles, followed by Graham County (4,630), Greenlee County (1,848), and Santa Cruz County (1,238). The region's large geographic footprint contributes to long travel distances between communities and influences economic development patterns. The SEAGO Region is a large, predominantly rural area characterized by a variety of landscapes, extensive public land ownership, and significant natural resource assets that influence future development opportunities.

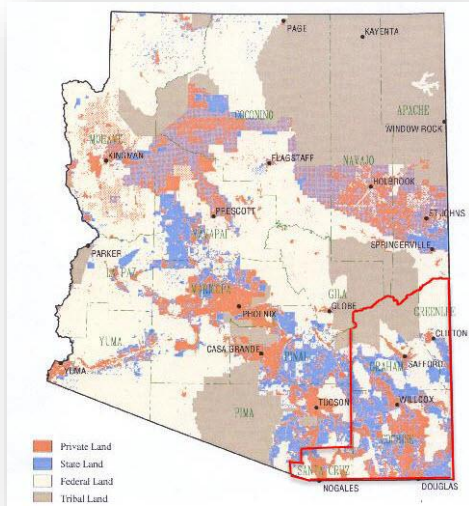
Physiograph

The SEAGO Region lies within a transition area between the Sonoran and Chihuahuan Deserts and includes three major physiographic zones: the Basin and Range Province, the Transition Zone, and the Colorado Plateau. Elevation ranges from low desert valleys to mountain landscapes, creating a wide range of environments that support agriculture, outdoor recreation, tourism, and natural resource industries. The region's "Sky Island" mountain ranges contribute to exceptional biodiversity and outdoor amenity value.



Land Ownership

Land ownership in the SEAGO Region is predominantly public. Approximately 37.6% of land is federally owned, 24.3% is state-owned, 11.3% is tribal land, and 25.5% is privately owned. This ownership pattern influences development opportunities, infrastructure expansion, housing availability, and economic activity by limiting the amount of land readily available for private development.



2.2 Economic Context

Market areas

The Arizona Department of Commerce identifies two primary economic sub-regions within SEAGO: Southeast Region: Cochise and Santa Cruz counties.

Mining Region: Graham and Greenlee counties.

The Southeast Region's economy is influenced by military operations, agriculture, tourism, and international trade. The Mining Region relies primarily on mining operations, agriculture, and outdoor recreation-related economic activity. These distinct economic bases create different workforce, infrastructure, and development needs across the region.

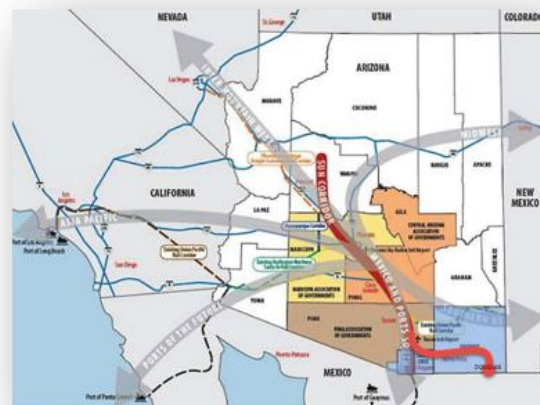
Border trade impact

International trade is a major economic driver, particularly in Santa Cruz and Cochise counties. The Nogales and Douglas ports of entry serve as critical gateways for goods moving between the United States and Mexico. Santa Cruz County alone facilitates more than \$32 billion in annual trade activity, while Foreign Trade Zone 60 supports manufacturing, logistics, and warehousing operations. Continued investment in border infrastructure and port modernization is expected to strengthen regional competitiveness.

Sun Corridor connection

The SEAGO Region occupies a strategic position along Arizona's Sun Corridor Mega-Region, one of the nation's emerging economic corridors. By 2050, the Sun Corridor is projected to contain approximately 85% of Arizona's population and jobs. The region's location along major north-south trade routes and proximity to international ports of entry creates opportunities for logistics, transportation, warehousing, manufacturing, and international trade growth.

The regional economy benefits from a combination of mining, agriculture, military activity, and cross-border trade. SEAGO's connection to the Sun Corridor provides significant long-term opportunities for economic diversification and business growth.



2.3 Demographic Profile

Population

The SEAGO Region's estimated population is approximately 230,330 residents, (12-2025 Estimates) distributed as follows:

- Cochise County: 129,042;
- Graham County: 40,277;
- Greenlee County: 9,687; and
- Santa Cruz County: 51,324.

Population growth is projected to remain slower than statewide trends, with the region expected to grow by approximately 3.1% over the next decade, compared to roughly 9% statewide. Demographic trends indicate an aging population and continued demand for workforce attraction and retention strategies.

Educational Attainment

Educational attainment levels remain below statewide averages. Across the region:

- 54.2% of residents have a high school diploma;
- 34.2% have completed higher education degrees; and
- Approximately 13.4% lack a high school diploma.

While attainment varies by county, workforce development stakeholders consistently identified the need for stronger alignment between education, technical training, and employer workforce needs. Regional colleges and workforce partners play a critical role in addressing skill gaps.

Housing

Housing affordability and availability emerged as one of the most significant regional challenges. The region faces shortages in workforce housing, rising home prices, and increasing housing cost burdens for both homeowners and renters. An estimated household income of approximately \$62,500 is required to afford an average-priced home in the region, exceeding many local wage levels. Housing constraints have become a barrier to workforce recruitment, business expansion, and long-term economic growth.

Population growth remains modest; educational attainment requires continued improvement, and housing availability remains one of the most critical factors affecting the region's economic competitiveness.

2.4 Economic Profile

Employment

The regional economy is largely service-based, with approximately 88% of jobs in service-providing industries. Major employment sectors include government, healthcare, education, mining, agriculture, trade, transportation, and logistics. Key employers include Fort Huachuca, Freeport-McMoRan, educational institutions, healthcare providers, and federal agencies. Regional unemployment was approximately 5.0% in late 2025, with variation among counties.

Employment by Industry

The Southeastern Arizona Governments Organization (SEAGO) region is heavily reliant on government employment. Regionally, 27.8% of nonfarm employment is in the government sector (more than double the statewide rate of 13.4%). Government employment is especially prevalent in Cochise County where 30.8% of jobs are in the government sector

(led by the region's largest employer, Fort Huachuca, along with U.S. Department of Homeland Security, including Immigration and Customs Enforcement [ICE] and Customs and Border Protection [CBP]), and a state prison complex), Graham County with overall government employment accounting for 28.0% of all jobs there (including a federal correctional facility and state prison complex), and Santa Cruz County where government employment accounts for 27.5% of jobs (led by U.S. Department of Homeland Security including ICE and CBP). Greenlee County is least dependent on government jobs, which account for just 9.8% of countywide employment.

The SEAGO region, like Arizona overall, is predominantly a service economy with 83.9% of all jobs in service industries (including government) compared to 86.6% statewide. Santa Cruz has the most service-oriented labor market in the region with 93.6% of all jobs in services (including government). Due to Santa Cruz County's location along the international border with Mexico, international trade and border management are major drivers of both public and private service-sector employment. The other border county in the region (Cochise) is also heavy on service-sector jobs, which account for 91.4% of countywide employment. Greenlee County is the least reliant on service jobs in the region with 73.9% of all jobs in the goods-producing sector—led by mining operations of the area's largest employer, Freeport-McMoRan. Graham County also has a bigger share of goods-producing jobs than regionally and statewide at 21.1% (also largely attributable to Freeport-McMoRan).

Arizona Employment by Industry		
	Jobs (000s)	Share of Total Nonfarm Jobs (%)
Total Nonfarm	3,238.4	100.0%
Total Private	2,805.6	86.6%
Goods Producing	434.5	13.4%
Mining and Construction	239.5	7.4%
Manufacturing	195.1	6.0%
Service-Providing	2,803.9	86.6%
Private Service-Providing	2,371.1	73.2%
Trade, Transportation, and Utilities	619.3	19.1%
Information	48.5	1.5%
Financial Activities	239.1	7.4%
Professional and Business Services	460.6	14.2%
Private Educational and Health Services	536.3	16.6%
Leisure and Hospitality	363.7	11.2%
Other Services	103.6	3.2%
Government	432.8	13.4%
Federal Government	59.6	1.8%
State Government	95.4	2.9%
Local Government	277.8	8.6%
Source: Arizona Office of Economic Opportunity and US Economic Research, 2025-2026 local employment release US Bureau of Labor Statistics		

Cochise County Employment by Industry		
	Jobs	Share of Total Nonfarm Jobs (%)
Total Nonfarm	34,700	100.0%
Total Private	24,000	69.2%
Goods Producing	3,000	8.6%
Mining and Construction	2,100	6.1%
Manufacturing	900	2.6%
Service-Providing	31,700	91.4%
Private Service-Providing	21,100	60.8%
Trade, Transportation, and Utilities	6,500	18.7%
Information	400	1.2%
Financial Activities	1,000	2.9%
Professional and Business Services	3,900	11.2%
Educational and Health Services	4,900	14.1%
Leisure and Hospitality	3,600	10.4%
Other Services	800	2.3%
Government	10,700	30.8%
Federal Government	4,400	12.7%
State and Local Government	6,300	18.2%

Graham County Employment by Industry		
	Jobs	Share of Total Nonfarm Jobs (%)
Total Nonfarm	10,800	100.0%
Total Private	7,775	72.0%
Goods Producing	2,275	21.1%
Service-Providing	8,525	78.9%
Private Service Providing	5,500	50.9%
Trade, Transportation, and Utilities	2,000	18.5%
Other Private Service-Providing	3,500	32.4%
Government	3,025	28.0%
Federal Government	400	3.7%
State and Local Government	2,625	24.3%

Greenlee County Employment by Industry		
	Jobs	Share of Total Nonfarm Jobs (%)
Total Nonfarm	5,850	100.0%
Total Private	5,275	90.2%
Goods Producing	4,325	73.9%
Service-Providing	1,525	26.1%
Private Service Providing	950	16.2%
Trade, Transportation, and Utilities	550	9.4%
Other Private Service-Providing	400	6.8%
Government	575	9.8%
Federal Government	25	0.4%
State and Local Government	550	9.4%
Santa Cruz County Employment by Industry		
	Jobs	Share of Total Nonfarm Jobs (%)
Total Nonfarm	13,375	100.0%
Total Private	9,700	72.5%
Goods Producing	850	6.4%
Service-Providing	12,525	93.6%
Private Service Providing	8,850	66.2%
Trade, Transportation, and Utilities	5,700	42.6%
Other Private Service-Providing	3,150	23.6%
Government	3,675	27.5%
Federal Government	1,650	12.3%
State and Local Government	2,025	15.1%
Source: Arizona Office of Economic Opportunity and US Economic Research 2025-2026.		

Comparisons: Employment by Industry						
	Arizona	SEAGO Region	Cochise	Graham	Greenlee	Santa Cruz
Total Nonfarm	3,238,400	64,725	34,700	10,800	5,850	13,375
Total Private	86.6%	72.2%	69.2%	72.0%	90.2%	72.5%
Goods Producing	13.4%	16.1%	8.6%	21.1%	73.9%	6.4%
Service-Providing	86.6%	83.9%	91.4%	78.9%	26.1%	93.6%
Private Service-Providing	73.2%	56.2%	60.8%	50.9%	16.2%	66.2%
Trade, Transportation, and Utilities	19.1%	22.8%	18.7%	18.5%	9.4%	42.6%
Other Private Service-Providing	54.1%	33.4%	42.1%	32.4%	6.8%	23.6%
Government	13.4%	27.8%	30.8%	28.0%	9.8%	27.5%
Federal Government	1.8%	10.0%	12.7%	3.7%	0.4%	12.3%
State and Local Government	11.5%	17.8%	18.2%	24.3%	9.4%	15.1%
Note. Percentages show the share of total nonfarm employment accounted for by the sectors/industries shown. Source: Arizona Office of Economic Opportunity and US Economic Research 2025-2026 Local Area Unemployment Statistics & Quarterly Census of Employment and Wages.						

Cochise County Major Employers
Fort Huachuca
Arizona Department of Corrections
Canyon Vista Medical Center
Cochise College
Cochise County
Douglas Unified School District
Sierra Vista Unified School District
U.S. Department of Homeland Security
Walmart

Graham County Major Employers
Arizona Department of Corrections
Arizona Department of Transportation
City of Safford
DRG Technologies
Eastern Arizona College

Empire Southwest
Federal Correctional Institution—Safford
Freeport-McMoRan
Graham County
Haralson Tire Pros & Auto Service
The Home Depot
Mt. Graham Regional Medical Center
NatureSweet
Open Loop Energy
Pima Unified School District
Safford Unified School District
Thatcher Unified School District
U.S. Bureau of Land Management
U.S. Forest Service
Walmart

Greenlee County Major Employers
Freeport-McMoRan
Clifton Unified School District
Duncan Unified School District
Gila Health Resources-Morenci
Greenlee County
Haralson Tire Co.
Kempton Chevrolet
Town of Clifton

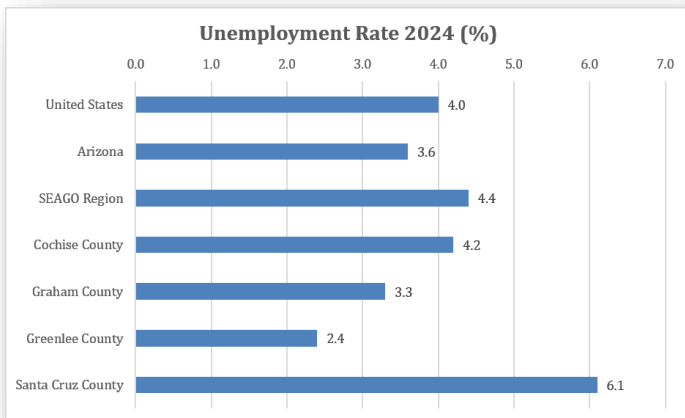
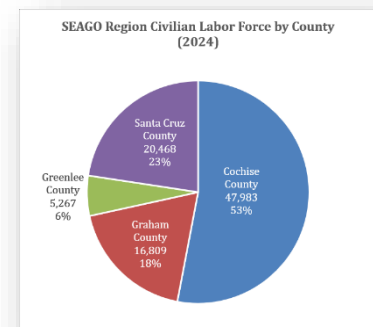
Santa Cruz County Major Employers
U.S. Department of Homeland Security
Carondelet Health Network (Holy Cross Hospital)
City of Nogales
Mariposa Community Health Center
Nogales Unified School District
Rio Rico Golf Club
Santa Cruz County
Santa Cruz Unified School District
Tubac Golf Resort & Spa
Walmart

Labor Force, Employment, and Unemployment.

Unemployment in the SEAGO region is higher than statewide and national levels. The regional unemployment rate in 2024 was 4.4% (compared to 3.6% statewide and 4.0% nationally). The highest unemployment rate in the region in 2024 was Santa Cruz County at 6.1%. Unemployment rates in Graham and Greenlee counties were considerably lower than state and national levels in 2024 at 3.3% and 2.4%, respectively, while Cochise County was higher than state and national levels at 4.2%.

The regionwide civilian labor force consists of 90,527 actual or potential workers as of 2024, with 53% of those in Cochise County. Greenlee County has the smallest share of the regional labor force at 6%, while Graham and Santa Cruz counties account for 18% and 23%, respectively.

Labor force participation rates (share of the population ages 16 and older who are either employed or actively seeking work) in all counties in the SEAGO region are lower than statewide and nationally. For the region overall, labor force

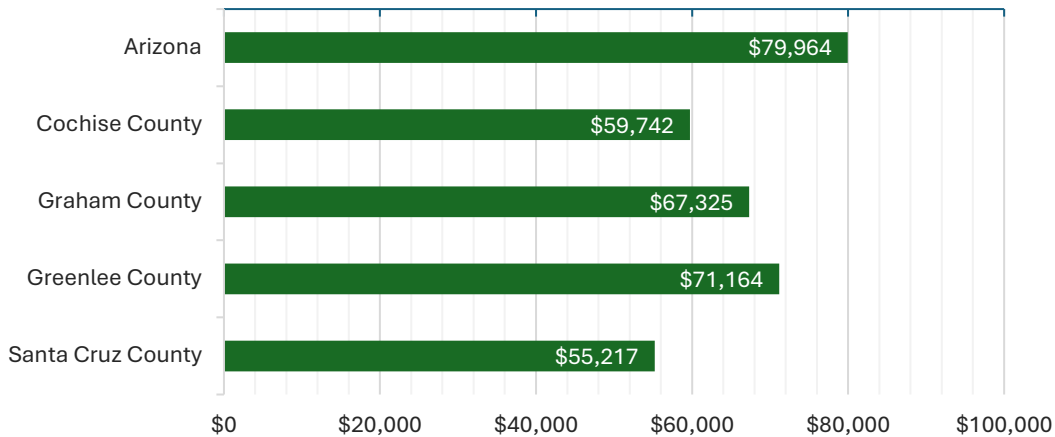


participation was 49.8% from 2019 to 2023 (compared to 60.5% for all Arizona and 63.5% nationwide). The lowest labor force participation rates in the SEAGO region are Cochise and Graham counties (49.4% and 50.8%, respectively) while the highest are Greenlee at 59.1% and Santa Cruz at 56.7%.

Wages and Income

The average annual wage in the SEAGO Region is approximately \$43,555, below the Arizona average of \$68,329. Income levels vary significantly among counties and industries, particularly between mining-related occupations and other sectors. While wages are expected to increase modestly over the planning period, many communities continue to experience affordability challenges related to housing, childcare, and essential services.

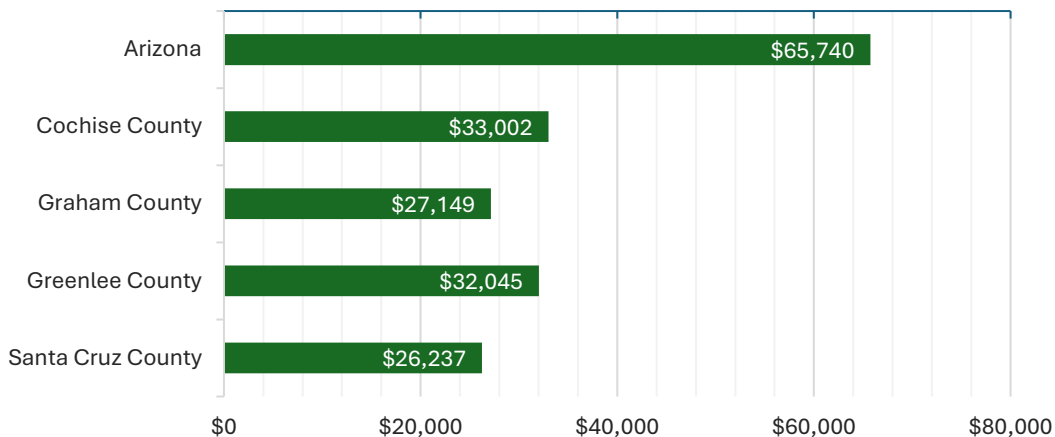
Annual Median Household Income in 2024



The Annual Median Household Income for Arizona is: \$79,964

In Cochise County, the median is: \$59,742
In Graham County, the median is: \$67,325
In Greenlee County, the median is: \$71,164
In Santa Cruz County, the median is: \$55,217

Annual Average per Capita Income in 2024



The Annual Average Wage per Capita in Arizona is: \$65,740

In Cochise County, the average is: \$33,002
In Graham County, the average is: \$27,149
In Greenlee County, the average is: \$32,045
In Santa Cruz County, the average is: \$26,237

Trade and Commerce

Trade and transportation are critical components of the regional economy. Retail sales activity varies across counties, with Cochise County accounting for the largest share of regional retail activity. International commerce remains

particularly important in Santa Cruz County due to border-related trade. Transportation, logistics, warehousing, and Foreign Trade Zone activities continue to support regional economic growth and diversification opportunities.

Tourism

Tourism remains an important support industry throughout the SEAGO Region. Historic communities, outdoor recreation resources, public lands, scenic byways, wine country destinations, cultural attractions, and national parks contribute to visitor spending. Annual travel spending generates approximately \$380 million in economic activity and supports local businesses, hospitality services, retail establishments, and community tax revenues.

The SEAGO economy is anchored by government, mining, agriculture, trade, and tourism. Long-term economic resilience will depend on diversification, workforce development, infrastructure investment, and continued expansion of border-related economic opportunities.

3. Regional SWOT Analysis

3.1 Regional SWOT Analysis.

Given the geographical and socioeconomics of the SEAGO Region, the SWOT analysis sessions of the strategic planning process were conducted at a sub-regional level.

The CEDS team met for Cochise County SWOT sessions, one in Bisbee and one in Benson, on January 13, 2026, in the morning and the afternoon, respectively. The Greenlee County SWOT Session was held in the morning on January 14, 2026, and the Graham County SWOT in the afternoon of the same day. Santa Cruz County convened in a SWOT analysis session on January 20, 2026.

Prior to the in-person SWOT sessions, SEAGO developed a SWOT survey which it published on its website, soliciting participation through an extensive email invitation explaining the need for public feedback regarding the CED Plan development. QR codes for the survey were made available at each SWOT session and broadly distributed within each County. Survey results, as collected, were shared with attendees at each SWOT session, allowing participants to see trends developing and inspiring additional thoughts on economic development indicators, strengths, weaknesses, opportunities, and threats.

In total, 173 survey responses were received and 31 people participated in the SWOT sessions.

In this CEDs update, the SWOT analysis allowed participants to review existing indicators, add new indicators, and determine if any indicators were no longer relevant to the region or County. Participants, both at the SWOT sessions and through the survey were allowed to determine if a given indicator should be considered a Strength, Weakness, Opportunity, or Threat, allowing for differences in each County's specific economic and geographic area. This method also allowed participants to voice their point of view without judgement. As an example, from the same County, some respondents classified affordable housing as a strength while others listed it as a weakness and even a threat. While SWOT analysis is useful, our attempt was to be less directive (only listing indicators without presupposing their SWOT status) and more open, thereby encouraging thought and sparking new ideas.

The following are the SWOT conclusions that resulted from survey data collected from online and sub-regional sessions.

REGION-WIDE DATA

Collected from survey data, the following focuses on Strengths, Weaknesses, Opportunities, and Threats whereby survey respondents determined in which SWOT category they believed each indicator fell. Because each respondent could choose based on their personal or professional perspective, some indicators fall into more than one category. Looking at trends

from responses helps to determine priorities and define indicators regarding their potential for broader application and clearer information on service support and delivery. For example, Entrepreneur Support, as an indicator, was listed by 28% of respondents as a strength, and by 33% of respondents as a weakness. This may be an indication that some areas of the region have stronger support programs but may also be an indication that survey respondents were not aware that such support programs were available.

Region-wide Executive Summary

The SEAGO region possesses a strong economic base anchored by the mining and agricultural sectors and is valued for its rural lifestyle and natural beauty. However, significant challenges, including a critical lack of affordable housing, insufficient sectoral balance, and workforce gaps, threaten sustainable growth. Key opportunities lie in expanding the tourism sector, diversifying the economy through business attraction, and investing in crucial infrastructure like housing, broadband, and transportation.

Notable Trends

1. **Aspiration vs. Reality for Rural Living:** Respondents express a strong desire to maintain the region's valued 'rural lifestyle' while concurrently demanding a greater variety of shopping, dining, and entertainment options, highlighting a core challenge in balancing preservation with growth.
2. **Systemic Impact of Housing Shortage:** The lack of affordable housing is not an isolated issue; comments consistently link it directly to the inability to attract a workforce, the difficulty of starting a small business, and the overall high cost of living for non-mining employees.

Key Strengths

- **Economic Anchors in Mining and Agriculture:** The mining industry is consistently identified as the primary economic driver and a major employer, complemented by a strong agricultural sector that is integral to the region's economy and identity.
- **Desirable Rural Lifestyle and Natural Beauty:** The quality of life offered by the region's rural character, scenic landscapes, and access to outdoor recreation is a highly valued core asset for residents.
- **Strong Community and Educational Foundations:** Key community assets include strong local government services, robust educational resources like Eastern Arizona and Cochise Colleges, and active community organizations that provide a foundation for development.
- **High Wages in Primary Sector:** The presence of the mining industry provides high-paying jobs, boosting the overall wage levels for a segment of the population and contributing to the local tax base where mining operations are located. These higher paying jobs are not available throughout the region, however, and do not reflect sub-regional strengths.

Key Weaknesses

- **Critical Shortage of Affordable and Available Housing:** This is the most pervasively cited weakness, with the housing market heavily skewed by the mining industry in Graham and Greenlee counties, and by retirees and seasonal residents in Cochise County who drive housing prices, leading to high rental costs and low availability that prices out workers in other sectors.
- **Lack of Economic and Commercial Diversification:** Respondents widely report a lack of variety in shopping, dining, and entertainment options, leading to economic leakage as residents travel or shop online to meet their needs.
- **Workforce Gaps and Development Needs:** Despite a willing population, there is a perceived shortage of skilled labor and a lack of sufficient workforce development programs to upskill residents for a greater variety of higher-wage jobs.
- **Inadequate Infrastructure:** Deficiencies in public transit between communities, inconsistent high-speed internet access, and aging transportation infrastructure are significant barriers to economic activity and quality of life.
- **Insufficient Healthcare and Childcare Services:** Limited access to specialized healthcare and a severe shortage of affordable childcare options are critical weaknesses that impact the region's ability to attract and retain families.

Key Opportunities

- **Tourism and Recreation Expansion:** Leveraging the region's unique natural beauty, including the Sky Island mountain ranges, and rural lifestyle to develop and market the area as a premier cultural, ecological, and recreation destination.
- **Economic Diversification and Small Business Growth:** Actively recruiting new industries and supporting local entrepreneurs to fill gaps in retail, dining, entertainment, and value-added industries, reducing over-reliance on the mining sector.
- **Strategic Housing Development:** The acute housing shortage presents a major opportunity for public-private partnerships to develop a mix of housing types at various price points to support a dynamic workforce.
- **Workforce and Skills Training Alignment:** Partnering with local colleges and major employers to create targeted training programs that address local skills gaps, support wage growth, and create career pathways for residents.
- **Infrastructure Modernization:** Pursuing federal and state funding to upgrade critical infrastructure, including expanding broadband, improving transportation corridors, and developing regional public transit options.

Key Threats

- **Housing Unaffordability and High Cost of Living:** The housing crisis is a primary threat that impedes the attraction and retention of a dynamic workforce, directly stifling business growth and economic expansion.
- **Water Security and Resource Management:** The long-term sustainability of water resources is a significant concern, with potential future scarcity threatening both the agricultural sector and overall community viability.
- **Economic Volatility from Mining Dependence:** The region's heavy reliance on the cyclical and volatile mining industry creates economic instability; a downturn could severely impact employment and public revenue.
- **Wage Disparities and Labor Competition:** The pronounced gap between high mining wages and lower wages in other sectors create labor shortages for small businesses and service industries, while straining affordability for many residents.
- **Deterioration of Public Services:** Potential cuts to federal and state funding, combined with existing weaknesses in healthcare and infrastructure, threaten the essential services required to maintain a healthy and stable community.

Potential region-wide strategic priorities

1. **Execute a Comprehensive Housing Strategy:** Aggressively facilitate the development of affordable, and attainable housing options through public-private partnerships, land use reform, and incentives to address the critical workforce housing shortage.
2. **Drive Economic Diversification:** Launch a targeted initiative to attract new businesses in retail, hospitality, and light industry, while bolstering support for local entrepreneurs through resources like SBDC to create a more resilient, multi-faceted economy.
3. **Invest in Workforce and Education:** Strengthen partnerships between industry and educational institutions to create clear career pathways and skills training programs that lead to higher-wage jobs outside of the primary economic sectors.
4. **Modernize Critical Regional Infrastructure:** Secure state and federal grants to expand broadband access, improve water infrastructure and security, and develop regional transportation solutions, including public transit, to connect communities and support economic growth.
5. **Enhance Quality of Life and Place:** Focus on improving essential services like healthcare and childcare while promoting and expanding the tourism and recreation economy built on the region's natural assets.

Understanding that Graham County residents' survey responses represent 69% of the total response (Graham County population is 17% of the total four-county population), the following top strengths, weaknesses, opportunities, and threats were identified region-wide.

Top Strengths

1. Mining Presence (115 votes)
2. Rural Lifestyle (109).
3. Natural Beauty/Recreation (104)
4. Agriculture (99)
5. Educational Resources (70)

Top Weaknesses

1. Housing Availability (86 votes)
2. Affordable Housing (85)
3. Shopping/Dining/Entertainment Options (79)
4. Public Transit (77)
5. Mixed economy (variety of business types) (72)

Top Opportunities

1. Shopping/Dining/Entertainment Options (71 votes)
2. New Industry Attraction (68)
3. Economic Competition (65)
4. Remote Work Trends (65)
5. Tourism (65)

Top Threats

1. Water Security (39 votes)
2. Housing Availability (36)
3. Wage Levels (29)
4. Environmental Hazards (meteorological conditions) (28)
5. Public Transit (28)

Indicator Response Heatmap
Visual intensity map of SWOT ratings by indicator

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Indicator	Strength	Weakness	Opportunity	Threat
Affordable Housing	7 0%	85 0%	51 0%	26 0%
Agriculture	99 0%	18 0%	34 0%	5 0%
Available Workforce	37 0%	59 0%	54 0%	13 0%
Business Support	48 0%	38 0%	54 0%	7 0%
Child Care and Family Support Services	20 0%	66 0%	39 0%	14 0%
Community Organizations and Social S...	53 0%	37 0%	60 0%	8 0%
Economic Competition	12 0%	61 0%	65 0%	13 0%
Economic Diversity (variety of business ...	14 0%	72 0%	58 0%	15 0%
Educational Resources	70 0%	50 0%	39 0%	3 0%
Energy Resources	33 0%	51 0%	49 0%	8 0%
Entrepreneurship support	41 0%	46 0%	53 0%	8 0%
Environmental Hazards (climate conditi...	35 0%	36 0%	28 0%	28 0%
Federal Funding	12 0%	54 0%	44 0%	19 0%
Federal Government Services	20 0%	68 0%	34 0%	14 0%
Food Access	54 0%	51 0%	51 0%	8 0%

Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

📄 Export

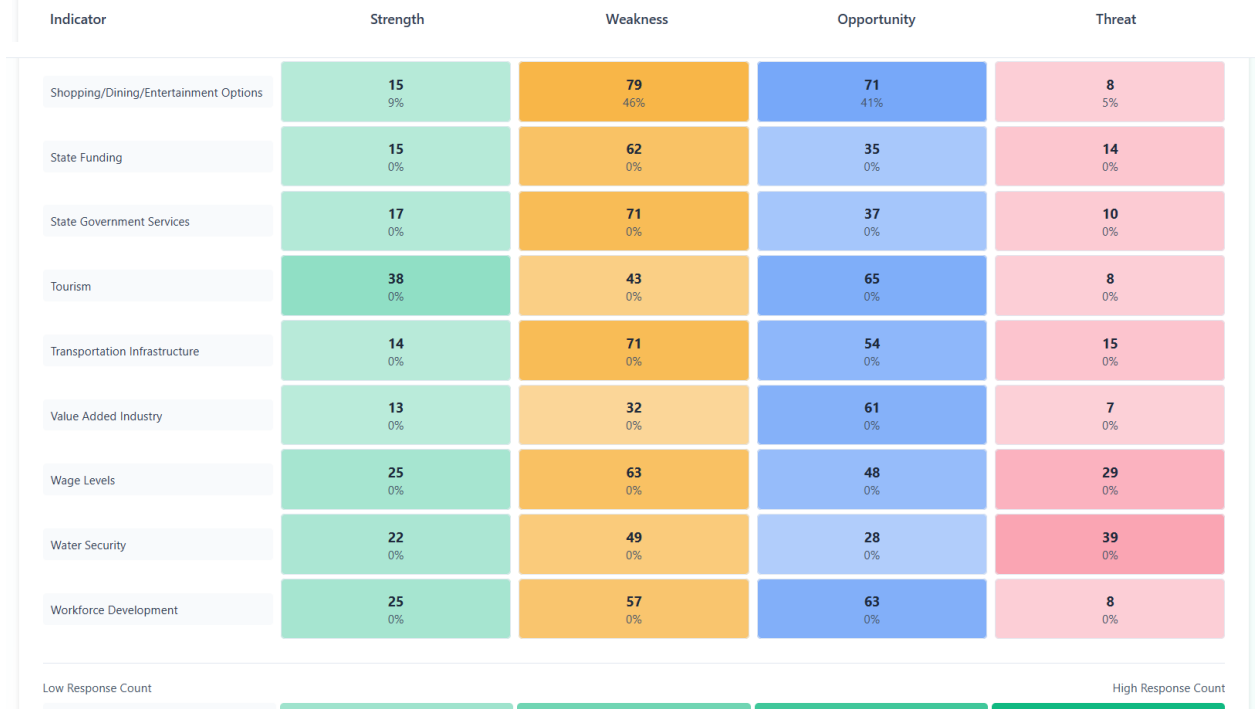
Indicator	Strength	Weakness	Opportunity	Threat
Healthcare	50 0%	59 0%	44 0%	15 0%
High Speed Internet	52 0%	48 0%	63 0%	4 0%
Housing Availability	3 0%	86 0%	44 0%	36 0%
Investment Resources	9 0%	60 0%	48 0%	9 0%
Land Use Regulations	23 0%	35 0%	37 0%	22 0%
Local Government Services	68 0%	37 0%	46 0%	5 0%
Market Volatility	9 0%	34 0%	40 0%	27 0%
Mining Presence	115 0%	14 0%	22 0%	9 0%
Natural Beauty/Recreation	104 0%	29 0%	28 0%	4 0%
New Industry Attraction	12 0%	67 0%	68 0%	14 0%
Public Transit	13 0%	77 0%	43 0%	28 0%
Regulatory Changes	11 0%	37 0%	35 0%	21 0%
Remote Work Trends	13 0%	44 0%	65 0%	9 0%
Renewable Energy Growth	12 0%	46 0%	63 0%	4 0%
Rural Lifestyle	109 0%	26 0%	26 0%	3 0%

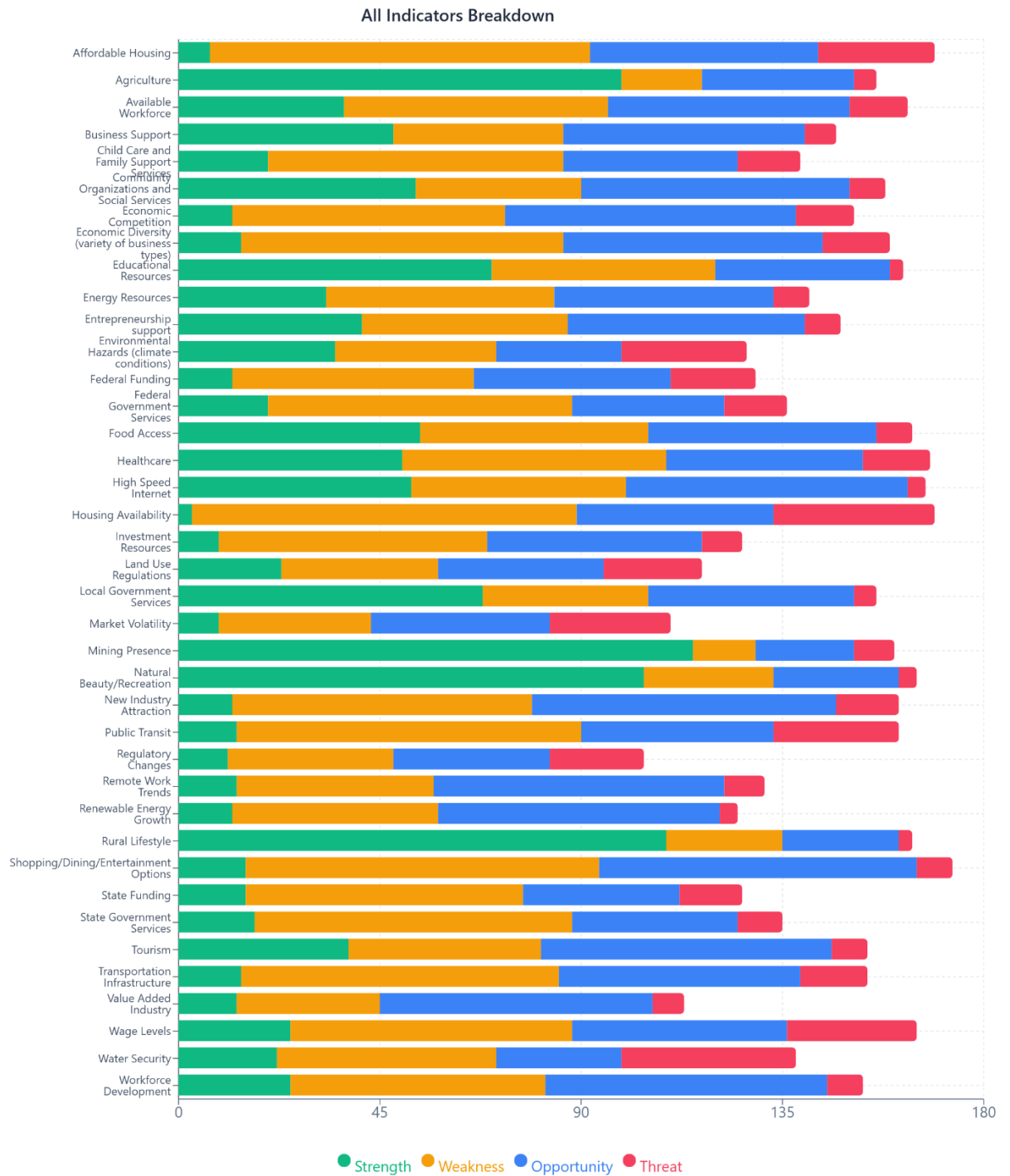


Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

Export





3.2 COCHISE COUNTY

Cochise County is located in the southeasternmost corner of Arizona. The population of 120,042 represents 52.11% of the four-county SEAGO region's population (230,330). It is one of three counties in Arizona without a Native American reservation. It is home to Ft. Huachuca, a federal army base in Sierra Vista, which attracts Department of Defense contractors which have a direct impact on the economy but rely heavily on skilled workers from outside the sub-region. Tombstone and Bisbee rely heavily on tourism for their economic sustainability, while Douglas, as a bi-national city, depends on the port of entry and border patrol as a primary source of economic opportunity. Benson, located at I-10, has potential for significant commerce requiring access to the highway grid. Once an active mining area (Bisbee/Douglas), the mines closed in the mid-70s, leaving a population and economic downturn in its wake that is still felt today in parts of the sub-region.

COCHISE COUNTY SESSION OUTCOMES

Bisbee and Benson sessions

Seven members of the CEDs team convened on January 13, 2026, at 10:00 a.m. in Bisbee to discuss strengths, weaknesses, opportunities, and threats for the county. Additionally, five members of the CEDs team convened in the afternoon in Benson. Representatives from SEAGO, the City of Bisbee, City of Benson, Southeast Arizona Economic Development Group, Local First Arizona, and Cochise County were in attendance.

Representatives discussed several economic development topics that could be categorized as tourism, human services, event development, infrastructure, workforce, government (federal, state, and county), housing, education, and healthcare. Representatives meeting in Bisbee discussed tourism and the need for more events, local culture, and arts events. Also discussed was the potential for medical tourism as many people from across the country come to the border for dental and prescription services and further into Mexico for a variety of treatments as well as plastic surgery. Participants felt that guided medical tourism could be a new market for the borderlands and worth pursuing a feasibility study. A remaining concern in Cochise County, particularly the southern portion, is the perception of safety around the border. With national news and governmental policy participating in fear of mongering across the border region, tourism slows in what could otherwise be a safe and enjoyable discovery of the bi-national community residing on both sides of the border. Finally, in addition to the priorities found in the previous CEDS, representatives felt that programs promoting food as medicine could be a growing economic development strategy for the region.

In Benson, where the Executive Director of the Economic Development Council attended, issues regarding rail services – both commercial and passenger – was discussed and encouraged as a strategy for economic growth. A park project for Benson is slated for development in hopes that additional recreation space will draw more new residents, enhancing the economic condition of the area. Because Benson hosts a significant number of winter residents, it was determined that businesses that cater to this population could be important and successful economic drivers. Finally, it was discussed that the airport is an important terminal for future industry and visitors. Placing the airport in the priority strategies for the area was determined to be important and necessary for future economic growth.

Outcomes from surveys were shared, though limited, and the representatives concurred with the indicator analysis. The crossover between indicators that were identified in more than one category (strength, weakness, opportunity, or threat) highlights both differences in perception and also differences in the economic conditions county-wide. As would be expected, survey participants would identify an indicator as

both an opportunity and a threat meaning that if the county pursued an indicator as an opportunity, it would not become a threat. A good example is affordable housing. While housing itself is not an economic development activity, outside of construction, it is foundational in its impact on the economic environment. A lack of, or extreme shortage of, affordable housing deters future development and limits the available workforce. Affordable housing, then, becomes a threat to economic development in the sub-region. As an opportunity, affordable housing development reduces the threat and sustains the economic environment of a community or county.

Other foundational factors include access to high-speed internet, affordable childcare, water, and infrastructure. Without these and other foundational supports such as affordable housing, the necessary workforce cannot be developed or sustained appropriately to achieve economic development goals.

From the Bisbee session, there was interest in ways to increase local arts and culture events, food as medicine programs, and medical-tourism (guided information and assistance in seeking medical treatments across the border) and eco-tourism. Ongoing concerns about the negative border security perceptions were also discussed with regard to economic development.

From the Benson session, in addition to the indicators mentioned, interest in the development of the Aluminum Dynamics Plant was suggested as a priority as was the Gunnison Mine effort in the Benson areas. Since the Benson session, the Aluminum Dynamics Plant has been withdrawn by the developer, leaving Benson without a key industrial opportunity for the region.

Weaknesses and Threats mentioned in Benson included NIMBY attitudes, workforce readiness, water – as it is politically controlled, and lack of variety in program offerings through Cochise College.

Opportunities from this session that the CEDs team member from the Economic Development Group provided were a feasibility study for a Trade Port between Willcox and Benson, and the revitalization and expansion of the old Iron Horse Railway for commercial trade management including warehousing (in conjunction with the new commercial port of entry in Douglas), within a new industrial park, also serving the new Douglas port of entry.

COCHISE COUNTY SURVEY OUTCOMES

Summary

Cochise County's population is 127,465; 56.13% of the four-county area's population and the largest geographically. The SWOT analysis of Cochise County reveals a landscape with robust agricultural foundations and a strong community service network, but it faces significant challenges related to workforce availability and housing. Key opportunities exist in enhancing business support and diversifying the local economy through investment in education and infrastructure.

Notable Trends

1. Recurring identification of workforce development as both a strength and a critical weakness, indicating a need for alignment in education and local employment.
2. A strong presence of community and social services, reflecting a collaborative ethos among local organizations.
3. A variety of opinions regarding federal and state support indicate uncertainty and a need for clearer communication on available resources.

Key Strengths

- Strategic international border location with two ports of entry and expanding cross-border trade opportunities.
- Fort Huachuca, one of Arizona's premier defense, intelligence, cybersecurity, communications, and unmanned systems installations, serving as the region's primary economic engine.
- Multiple Opportunity Zones and widespread eligibility for New Markets Tax Credits (NMTC), providing access to capital stacking and private investment incentives.
- Strong agricultural, mining, and natural resource sectors supporting regional employment, exports, and value-added industries.
- Significant tourism and recreation assets, including sports tourism, the Cochise County Fairgrounds, outdoor recreation, dark skies, wineries, and cultural heritage attractions.
- Strong agricultural base with potential for diversification into local food crops.
- Established community organizations and social services to support residents.
- Natural beauty and recreational offerings that enhance tourism and quality of life.
- Multiple energy resources potential, including renewable energy growth opportunities.
- High-speed internet accessibility, essential for modern business operations.

Key Weaknesses

- Limited available workforce and concerns about educational resources aligned with local job needs.
- Challenging affordability of housing, identified as a barrier for residents.
- Public transit services and transportation infrastructure lacking sufficient support.
- Weaknesses in business support systems for existing enterprises, impacting growth and competition.
- Federal funding and government services showing inconsistency and concerns from residents.

Key Opportunities

- Potential growth in economic variety through local entrepreneurship and new industry attraction.
- Investment in childcare and family support services for workforce retention.
- Utilizing federal and state funding to enhance community services and infrastructure.
- Promoting remote work trends and attracting remote workers to the area.
- Developing local tourism-related businesses to leverage Cochise's natural attractions.
- Grow tourism through recreation, sports tourism, heritage tourism, agritourism, wineries, and dark-sky destinations.
- Increase workforce and attainable housing to support employers, military personnel, healthcare workers, educators, and regional economic growth.
- Leverage the new Douglas Commercial Port of Entry and cross-border trade to attract logistics, manufacturing, warehousing, and supply-chain investment.

Key Threats

- Economic competition from large retail entities diminishing local businesses.
- Environmental hazards such as drought affecting agriculture and natural resources.
- Market volatility and lack of economic stability hindering investment prospects.
- Rising costs and availability issues regarding housing and wage levels.
- New industry attraction hampered by regulatory hurdles and local perception.
- Long-term drought, water availability, and weather variability affecting agriculture, communities, and economic development.
- Aging population adds to workforce shortages.

- Federal funding and mission uncertainty can affect Fort Huachuca.

Top Strengths

1. Natural Beauty/Recreation (24 votes)
2. Rural Lifestyle (20)
3. Tourism (18)
4. Community Organizations and Social Services (15)
5. Local Government Services (13)

Top Weaknesses

1. Affordable Housing (18 votes)
2. Housing Availability (18)
3. Child Care and Family Support Services (16)
4. Federal Government Services (16)
5. State Government Services (16)

Top Opportunities

1. Shopping/Dining/Entertainment Options (18 votes)
2. Remote Work Trends (16)
3. Renewable Energy Growth (15)
4. Transportation Infrastructure (15)
5. Value Added Industry (14)

Top Threats

1. Water Security (10 votes)
2. Land Use Regulations (9)
3. Environmental Hazards (meteorological conditions)(8)
4. Market Volatility (8)
5. State Funding (8)

Potential Strategic Priorities

- Enhancing workforce development programs to align educational outcomes with job market demands.
- Investing in affordable housing initiatives to ensure community sustainability.
- Strengthening local business support systems through resource allocation and partnerships.
- Promoting tourism, developing new tourism opportunities such as medical and eco-tourism, and revitalizing existing tourism to enhance economic activity.
- Encouraging agricultural innovation and diversification to address food security.
- Broaden economic development opportunities through a coordinated effort among local governments, higher education (community college and university), and business to promote economic development strategies within the county.
- Develop a comprehensive housing strategy to address the affordable housing crisis.
- Enhance educational resources and establish workforce development programs to align skills with local job market needs.
- Foster local entrepreneurship and diversify the business landscape to create a more resilient economy.
- Leverage federal and state funding opportunities for community projects, infrastructure, and sustainability initiatives.
- Promote renewable energy projects, capitalizing on identified strengths and opportunities in this sector.

Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

 Export

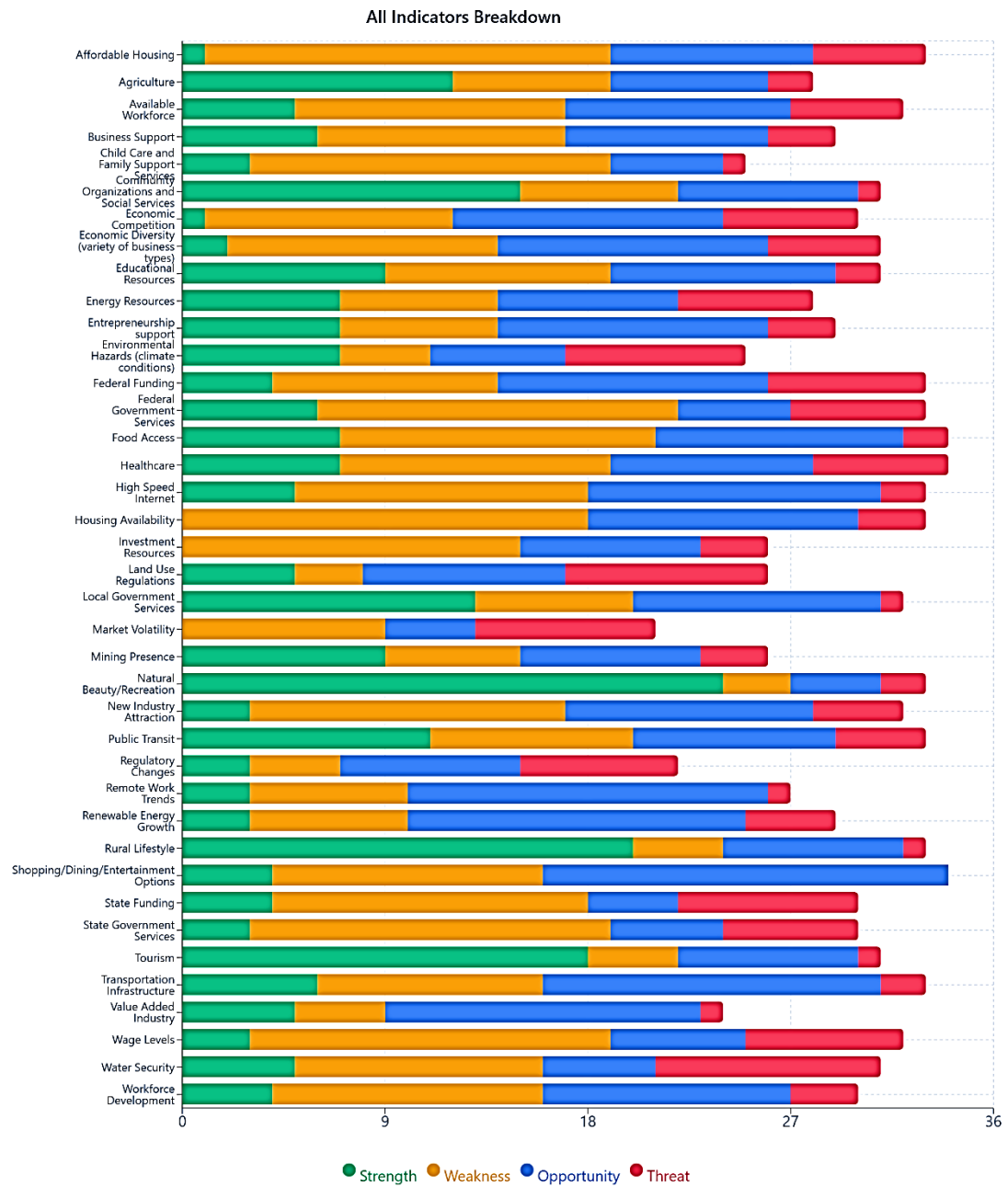
Indicator	Strength	Weakness	Opportunity	Threat
Agriculture	12 0%	7 0%	7 0%	2 0%
Available Workforce	5 0%	12 0%	10 0%	5 0%
Business Support	6 0%	11 0%	9 0%	3 0%
Child Care and Family Support Services	3 0%	16 0%	5 0%	1 0%
Community Organizations and Social S...	15 0%	7 0%	8 0%	1 0%
Economic Competition	1 0%	11 0%	12 0%	6 0%
Economic Diversity (variety of business ...	2 0%	12 0%	12 0%	5 0%
Educational Resources	9 0%	10 0%	10 0%	2 0%
Energy Resources	7 0%	7 0%	8 0%	6 0%
Entrepreneurship support	7 0%	7 0%	12 0%	3 0%
Environmental Hazards (climate conditi...	7 0%	4 0%	6 0%	8 0%
Federal Funding	4 0%	10 0%	12 0%	7 0%
Federal Government Services	6 0%	16 0%	5 0%	6 0%
Food Access	7 21%	14 41%	11 32%	2 6%
Healthcare	7 21%	12 35%	9 26%	6 18%
High Speed Internet	5 15%	13 39%	13 39%	2 6%
Housing Availability	0 0%	18 0%	12 0%	3 0%
Investment Resources	0 0%	15 0%	8 0%	3 0%
Land Use Regulations	5 0%	3 0%	9 0%	9 0%

Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

 Export

Indicator	Strength	Weakness	Opportunity	Threat
Market Volatility	0 0%	9 0%	4 0%	8 0%
Mining Presence	9 0%	6 0%	8 0%	3 0%
Natural Beauty/Recreation	24 0%	3 0%	4 0%	2 0%
New Industry Attraction	3 0%	14 0%	11 0%	4 0%
Public Transit	11 0%	9 0%	9 0%	4 0%
Regulatory Changes	3 0%	4 0%	8 0%	7 0%
Remote Work Trends	3 0%	7 0%	16 0%	1 0%
Renewable Energy Growth	3 0%	7 0%	15 0%	4 0%
Rural Lifestyle	20 0%	4 0%	8 0%	1 0%
Shopping/Dining/Entertainment Options	4 12%	12 35%	18 53%	0 0%
State Funding	4 0%	14 0%	4 0%	8 0%
State Government Services	3 0%	16 0%	5 0%	6 0%
Tourism	18 0%	4 0%	8 0%	1 0%
Transportation Infrastructure	6 0%	10 0%	15 0%	2 0%
Value Added Industry	5 0%	4 0%	14 0%	1 0%
Wage Levels	3 0%	16 0%	6 0%	7 0%
Water Security	5 0%	11 0%	5 0%	10 0%
Workforce Development	4 0%	12 0%	11 0%	3 0%
Low Response Count High Response Count				



3.3 SANTA CRUZ COUNTY

Santa Cruz County, with a population of 51,324 residents – 22.28% of the four-county area population- is, geographically, the smallest county in both the region and the state. Located on the border with Mexico, Nogales, the largest city in Santa Cruz County, is a city that was divided by the international border in 1854 with the Gadsden Purchase. Hosting Arizona's busiest port of entry in Nogales, most of the development and growth has followed the I-19 corridor from the US/MX border to the Pima County border just south of Tucson.

SANTA CRUZ SESSION OUTCOMES

While the Santa Cruz SWOT session had limited attendance (competing local government and community events), the discussion among attendees representing the CEDS team were thoughtful and in depth; covering SWOT indicators such as education, mining, infrastructure, water, wages, housing, medical tourism, workforce, childcare, agri-business (wineries), revitalization efforts, health-care, retail, water resources and contamination, and the political history and culture of the area that drives much of the economic development in this sub-region.

Key highlights from these discussions included the need for a more robust effort in higher education that includes direct ties between education and workforce development, especially with regards to the provisional college offerings. It was suggested more than once that Santa Cruz County may need to look toward a greater variety of course options with Pima and Cochise Community Colleges in order to meet workforce demands.

The South 32 mining operations near Patagonia were mentioned in terms of the need for additional housing. With a workforce now at 200 people, and expected to grow to 900, concerns for both a shortage of housing and a demand-based increase in the cost of housing are considered potential threats.

Infrastructure and warehousing capacity were discussed as a key weakness in building economic development strategies with water contamination issues still a critical concern for the community of Nogales.

Tourism, especially in the eastern portion of the county, was considered a strength and opportunity for economic growth. The wineries, scenic areas around Patagonia, Elgin, and Sonoita, and the Sky Island mountain ranges were all listed as having potential to increase the tourism sector for the sub-region. Also mentioned were the historical assets that often draw tourism to the area. Tourism, be it medical, ecological, or historical, plays a significant role in the economic health of Santa Cruz County.

Key to all the discussions was a common thread – the impact of federal political influence on various economic indicators. These impacts were largely discussed in terms of federal policy on immigration, tariffs, and moves toward reducing financial and technical support for rural areas of the west.

Workforce alignment and readiness was also discussed in both the context of partnerships with higher education institutions through the provisional college, and also in the context of the mining industry which is prioritizing a skilled workforce that is typically hired from outside the sub-region.

Like other sub-regions, Santa Cruz County has significant foundational needs that must be met in order to support further economic development. Housing, food access, childcare, education, and water resources were each discussed as potential threats to economic development that, without which, development is neither feasible nor sustainable.

SANTA CRUZ COUNTY SURVEY DATA

Summary

The CEDS SWOT survey data for Santa Cruz County reveals a complex picture of economic development, with notable strengths in community services and resources but significant weaknesses in housing and workforce availability. The findings underscore urgent opportunities for improvement in various sectors while simultaneously highlighting threats that jeopardize sustainable growth.

Notable Trends

- A notable concern regarding affordable housing and workforce availability, suggesting these are fundamental issues impeding growth.
- Mixed views on economic competition and business variety indicate a need for a strategic approach to strengthen local industries.
- A strong emphasis on opportunities related to government support and community resilience, reflecting optimism about collaborative local efforts.

Key Strengths

- Federal Funding: Identified as a strength by several respondents, indicating potential for leveraging financial support for development projects.
- Community Organizations and Social Services: Frequently mentioned as a key strength, reflecting a robust network that can support economic initiatives.
- Local Government Services: Recognized as a strength, suggesting effective local governance structures that can facilitate community development.
- Tourism: Several responses identified tourism as a strength, which can be further capitalized on for economic growth.
- Natural Beauty/Recreation: This demographic advantage can attract visitors and support local businesses.

Key Weaknesses

- Affordable Housing: Frequently cited as a weakness, indicating a pressing need for strategies to improve housing availability.
- Available Workforce: Identified as a major concern, highlighting challenges in matching workforce skills with economic needs.
- Transportation Infrastructure: A critical weakness, pointing to potential barriers in mobility and access for workers and businesses.
- High Speed Internet: Labeled as a weakness, which could hinder remote work and business operations.
- Business Variety: Many respondents recognized this as a concern, signaling reliance on a narrow range of industries.

Key Opportunities

- Workforce Development: Identified as an opportunity, emphasizing the need to invest in training programs to enhance skills.
- New Industry Attraction: Mentioned in multiple responses, potential for attracting a variety of industries to bolster economic resilience.

- Land Use Regulations: Seen as an opportunity, suggesting room for reform to better facilitate development.
- Entrepreneurship Support: Recognized as an opportunity, pointing towards the possibility of fostering local business development.
- High Speed Internet: Indicated as an opportunity, implying investment in this area could promote remote work and tech businesses.

Key Threats

- Economic Competition: Identified as a threat, suggesting challenges from neighboring regions or markets.
- Child Care and Family Support Services: Mentioned as a threat, indicating a gap that may deter workers from entering the labor force.
- Public Transit: Highlighted as a threat, potentially limiting access to jobs and essential services.
- Water Security: Identified as a significant threat, raising concerns about sustainability and resource availability.
- Market Volatility: Recognized as a threat, suggesting increased risk for businesses dependent on fluctuating markets.
- Hazards including weather, changing weather, fire, agricultural disease (i.e. New World Screwworm)

Top Strengths

1. Mining Presence (4 votes)
2. Rural Lifestyle (4)
3. Community Organizations and Social Services (3)
4. Local Government Services (3)
5. Natural Beauty/Recreation (3)

Top Weaknesses

1. State Government Services (5 votes)
2. Child Care and Family Support Services (4)
3. Educational Resources (4)
4. Housing Availability (4)
5. Land Use Regulations (4)

Top Opportunities

1. Affordable Housing (4 votes)
2. New Industry Attraction (3)
3. Transportation Infrastructure (3)
4. Workforce Development (3)
5. Available Workforce (2)

Top Threats

1. Food Access (3 votes)
2. Water Security (3)
3. Economic Competition (2)
4. Environmental Hazards (2)
5. Healthcare (2)

Potential Strategic Priorities

- Develop a comprehensive affordable housing strategy to address critical housing shortages. Invest in affordable housing initiatives to alleviate housing shortages and improve quality of life.
- Invest in improving transportation and internet infrastructure to enhance connectivity and access.
- Leverage federal funding and support mechanisms to foster entrepreneurship and industry diversification.
- Enhance childcare and family support services to improve workforce participation rates.
- Enhance workforce development programs to address the skills gap and meet local industry needs.
- Strengthen public transit options for residents and businesses.
- Leverage federal funding opportunities to support local services and economic initiatives.

Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

 Export

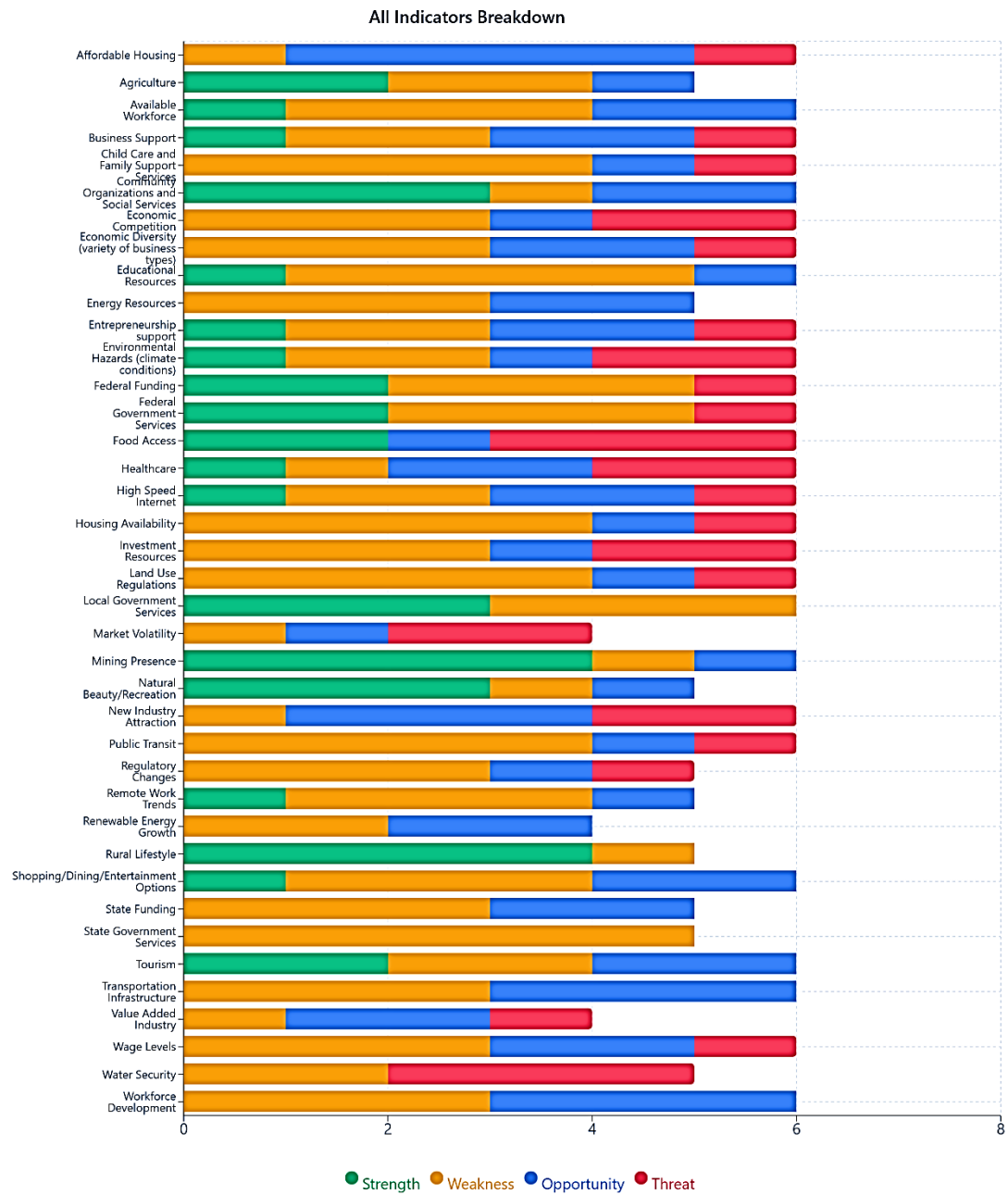
Indicator	Strength	Weakness	Opportunity	Threat
Affordable Housing	0 0%	1 17%	4 67%	1 17%
Agriculture	2 0%	2 0%	1 0%	0 0%
Available Workforce	1 17%	3 50%	2 33%	0 0%
Business Support	1 17%	2 33%	2 33%	1 17%
Child Care and Family Support Services	0 0%	4 67%	1 17%	1 17%
Community Organizations and Social S...	3 50%	1 17%	2 33%	0 0%
Economic Competition	0 0%	3 50%	1 17%	2 33%
Economic Diversity (variety of business ...	0 0%	3 50%	2 33%	1 17%
Educational Resources	1 17%	4 67%	1 17%	0 0%
Energy Resources	0 0%	3 0%	2 0%	0 0%
Entrepreneurship support	1 17%	2 33%	2 33%	1 17%
Environmental Hazards (climate conditi...	1 17%	2 33%	1 17%	2 33%
Federal Funding	2 33%	3 50%	0 0%	1 17%
Federal Government Services	2 33%	3 50%	0 0%	1 17%
Food Access	2 33%	0 0%	1 17%	3 50%
Healthcare	1 17%	1 17%	2 33%	2 33%
High Speed Internet	1 17%	2 33%	2 33%	1 17%
Housing Availability	0 0%	4 67%	1 17%	1 17%
Investment Resources	0 0%	3 50%	1 17%	2 33%
Land Use Regulations	0 0%	4 67%	1 17%	1 17%

Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

[Download](#) Export

Indicator	Strength	Weakness	Opportunity	Threat
Local Government Services	3 50%	3 50%	0 0%	0 0%
Market Volatility	0 0%	1 0%	1 0%	2 0%
Mining Presence	4 67%	1 17%	1 17%	0 0%
Natural Beauty/Recreation	3 0%	1 0%	1 0%	0 0%
New Industry Attraction	0 0%	1 17%	3 50%	2 33%
Public Transit	0 0%	4 67%	1 17%	1 17%
Regulatory Changes	0 0%	3 0%	1 0%	1 0%
Remote Work Trends	1 0%	3 0%	1 0%	0 0%
Renewable Energy Growth	0 0%	2 0%	2 0%	0 0%
Rural Lifestyle	4 0%	1 0%	0 0%	0 0%
Shopping/Dining/Entertainment Options	1 17%	3 50%	2 33%	0 0%
State Funding	0 0%	3 0%	2 0%	0 0%
State Government Services	0 0%	5 0%	0 0%	0 0%
Tourism	2 33%	2 33%	2 33%	0 0%
Transportation Infrastructure	0 0%	3 50%	3 50%	0 0%
Value Added Industry	0 0%	1 0%	2 0%	1 0%
Wage Levels	0 0%	3 50%	2 33%	1 17%
Water Security	0 0%	2 0%	0 0%	3 0%
Workforce Development	0 0%	3 50%	3 50%	0 0%
Low Response Count High Response Count				



3.4 GRAHAM COUNTY

Graham County, with a population of 40,277 (17.48% of the four-county population), is the only county in the SEAGO region that includes a Native American reservation – home to the San Carlos Apache tribe. It has an active mining industry outside Safford and is neighboring Greenlee County's Morenci mine. In addition to mining, the county is a large agricultural producer – primarily cotton. Safford is the county seat and largest community. The Graham County CEDS team met on January 14, 2026, for the SWOT session with 14 representatives and had the largest return on surveys at 69% of 173 surveys submitted.

GRAHAM COUNTY SESSION OUTCOMES

Of the four-county SEAGO region, Graham County has the most robust economic development effort which includes a newly formed Economic Partnership group, an incubator program, and a development corporation that is the holding fund for development investment. Topics discussed during the session included Housing – both lack of and affordability, water, transportation infrastructure, education, loan access, entrepreneurial support, workforce availability and readiness, childcare availability and affordability, healthcare, broadband, rail lines, government support, tourism, and more.

As in other counties, housing was a priority for discussion. Graham County not only has an affordable housing shortage, but a severe shortage of housing overall. The mining industry workers receive a housing stipend that drives up pricing in addition to typical demand drivers where a housing shortage, particularly multi-family housing, is extreme. Additionally, mining employees from Morenci (Greenlee County) also seek housing in Safford as housing in Morenci and Clifton are already unavailable. This leaves workers outside of the mining industry with little or no affordable housing options, making it difficult for new and diversified economic development to take hold in the area. Eastern Arizona College also suffers from the housing shortage and has had scholarship recipients to forgo their awards when they find housing too expensive or unavailable.

Reliable water sources for future housing and economic development make it difficult to attract developers and workforce development efforts, while in place, are burdened by the lack of an available population to join the workforce. Childcare is extremely limited and expensive with regulatory barriers suppressing innovation. Childcare for shift workers at the mine is non-existent. Pre-school funding has eroded and resulted in closures, impacting working families who rely on childcare to maintain their employment.

Discussions around public entity bonding, loan access, and investment prioritized the need for more encompassing, innovative, and available financing for economic development efforts. In this consumer-side – demand-oriented economy that is Graham County, the discussion acknowledged that opportunity was significant but that barriers, be they regulatory or financial, were stifling economic growth.

The healthcare and remote work sectors were described as good. The county is focusing on feasibility studies for partnered development, rural road infrastructure, and water quality and effluent management.

Like other counties in the SEAGO region, foundational indicators known to be critical for economic development are lacking; creating a vacuum or basic worker needs that are unattractive to entrepreneurs and developers.

GRAHAM COUNTY SURVEY DATA

Summary

The survey of the Graham County community reveals a complex economic landscape characterized by significant strengths in agriculture and community organizations, while facing substantial challenges in affordable housing and workforce availability. There are promising opportunities in renewable energy and infrastructure growth, but significant threats exist from regulatory changes and environmental hazards, indicating an urgent need for strategic action.

Notable Trends

- Majority of respondents highlighted weaknesses in affordable housing and workforce availability, indicating a systematic issue in these domains.
- Continued recognition of agriculture as a strength suggests it remains a critical pillar of the local economy despite the threats it faces.
- There is a notable split in perception regarding business support, with many identifying it as both a strength and a weakness, indicating uneven development.

Key Strengths

- Strong agricultural base identified as a key strength, providing stability in the local economy.
- Community organizations and social services deemed effective, highlighting a supportive social infrastructure.
- Eastern Arizona College brings high-level educational resources to the region and can attract and retain talent.
- Mining presence is viewed positively for job creation and economic activity.
- Mt. Graham Regional Medical Center services show growth potential, providing improved access to necessary medical care.

Key Weaknesses

- Available and affordable housing remains a critical issue, as the lack of options stresses both residents and workforce retention.
- Available workforce is perceived as insufficient, especially for non-mining sectors, limiting economic diversification.
- Business support infrastructure is underdeveloped, hindering small business growth and development.
- Childcare and family support services are noted as lacking, affecting workforce participation, especially among single-parent families.
- High-level comments indicate that wage levels outside the mining industry do not support the cost of living, leading to economic strain for residents.

Key Opportunities

- Growth in renewable energy sources presents significant economic opportunities for the region, leveraging local natural resources.
- Public transit improvements could facilitate workforce accessibility and encourage local economic interactions.
- Investment in business variety and attraction of new industries can lead to an improved economic landscape.

- Federal and state funding opportunities mentioned could provide critical support for development projects and infrastructure enhancements.
- Enhancements in food access and tourism capabilities can also provide new revenue streams for the community.

Key Threats

- Environmental hazards, especially related to mining activities, are recognized as degrading air and water quality, raising health concerns.
- Market volatility tied to the mining sector exposes the economy to risks, making it dependent on fluctuating commodity prices.
- Regulatory changes and local government practices are viewed as obstacles to new business attractions, stifling innovation and economic growth.
- A potential shortage of available and affordable housing puts increased pressure on the workforce, leading to an unstable community environment.
- Wage levels below living costs threaten retention of workforce and overall community sustainability.

Top Strengths

1. Mining Presence (91 votes)
2. Agriculture (80)
3. Rural Lifestyle (77)
4. Natural Beauty/Recreation (67)
5. Educational Resources (53)

Top Weaknesses

1. Affordable Housing (60 votes)
2. Housing Availability (57)
3. Shopping/Dining/Entertainment Options (55)
4. Public Transit (54)
5. Transportation Infrastructure (53)

Top Opportunities

1. New Industry Attraction (49 votes)
2. Shopping/Dining/Entertainment Options (49)
3. Tourism (48)
4. Economic Competition (47)
5. Remote Work Trends (44)

Top Threats

1. Housing Availability (28 votes)
2. Water Security (24)
3. Public Transit (23)
4. Wage Levels (20)
5. Affordable Housing (18)

Potential Strategic Priorities

- Develop affordable housing initiatives to address identified weaknesses and support workforce retention.
- Enhance public transit options to increase accessibility to employment and services, thereby supporting local businesses.
- Invest in workforce development programs that promote skill enhancement, education, and training, especially in emerging sectors.
- Encourage diversification of the economy to reduce dependency on mining through incentives for new businesses in various sectors.
- Enhance community efforts towards renewable energy initiatives to build an eco-friendly and economically sustainable future.
- Strengthening business support systems, particularly aimed at fostering local entrepreneurship.
- Enhance support for childcare services to improve workforce participation, especially among parents.

Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

 Export

Indicator	Strength	Weakness	Opportunity	Threat
Affordable Housing	6 0%	60 0%	32 0%	18 0%
Agriculture	80 0%	8 0%	21 0%	3 0%
Available Workforce	28 0%	37 0%	40 0%	6 0%
Business Support	39 0%	21 0%	37 0%	3 0%
Child Care and Family Support Services	15 0%	38 0%	30 0%	11 0%
Community Organizations and Social S...	34 0%	24 0%	42 0%	7 0%
Economic Competition	11 0%	38 0%	47 0%	5 0%
Economic Diversity (variety of business ...	12 0%	47 0%	40 0%	9 0%
Educational Resources	53 0%	31 0%	27 0%	1 0%
Energy Resources	24 0%	34 0%	36 0%	2 0%
Entrepreneurship support	28 0%	33 0%	34 0%	4 0%
Environmental Hazards (climate conditi...	24 0%	28 0%	16 0%	15 0%
Federal Funding	5 0%	35 0%	29 0%	10 0%
Federal Government Services	11 0%	43 0%	26 0%	6 0%
Food Access	41 0%	32 0%	35 0%	2 0%
Healthcare	37 0%	44 0%	28 0%	6 0%
High Speed Internet	42 0%	31 0%	41 0%	1 0%
Housing Availability	3 0%	57 0%	29 0%	28 0%
Investment Resources	9 0%	38 0%	33 0%	4 0%
Land Use Regulations	17 0%	25 0%	22 0%	11 0%

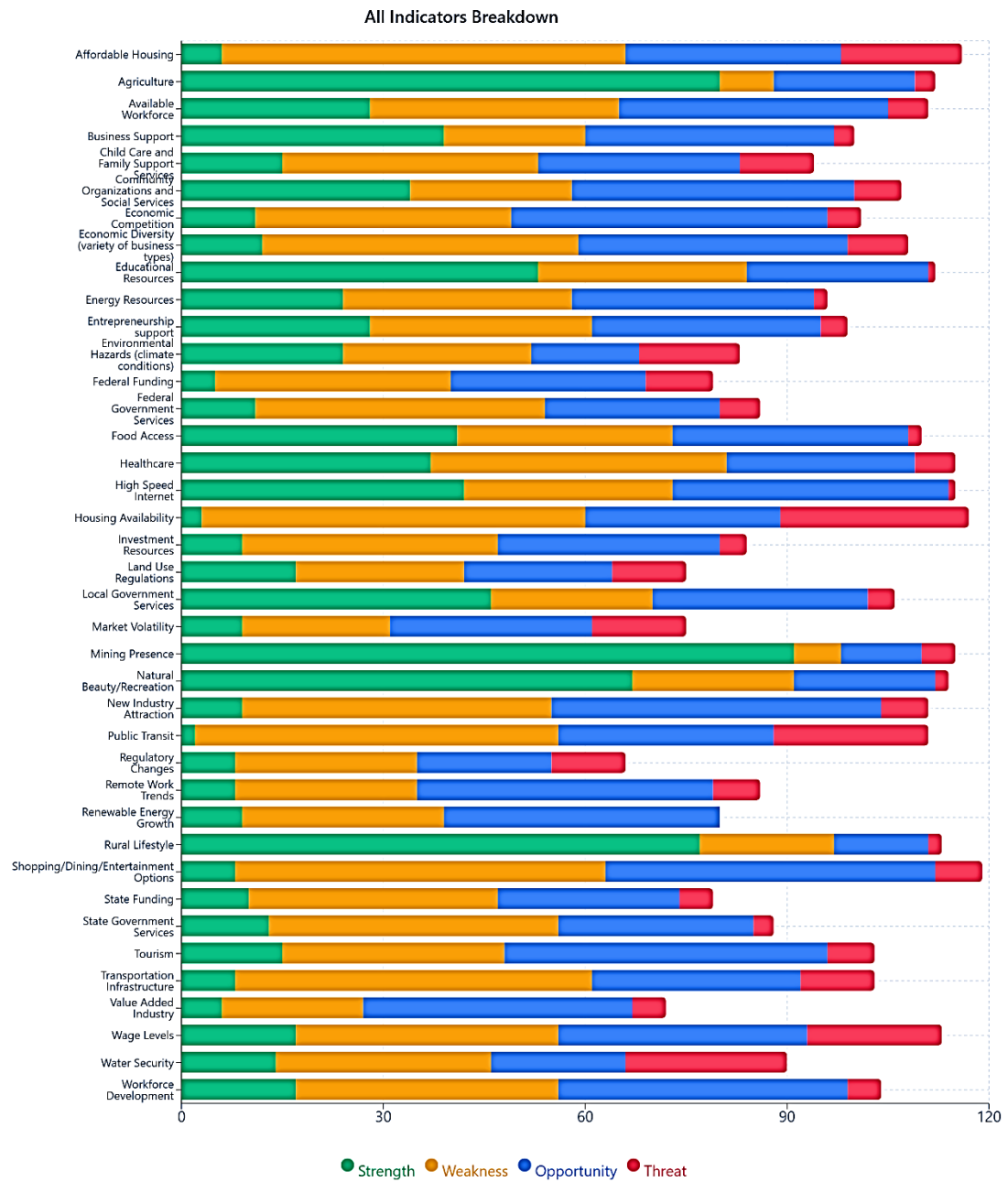
Indicator Response Heatmap
Visual intensity map of SWOT ratings by indicator

📄 Export

Indicator	Strength	Weakness	Opportunity	Threat
Local Government Services	46 0%	24 0%	32 0%	4 0%
Market Volatility	9 0%	22 0%	30 0%	14 0%
Mining Presence	91 0%	7 0%	12 0%	5 0%
Natural Beauty/Recreation	67 0%	24 0%	21 0%	2 0%
New Industry Attraction	9 0%	46 0%	49 0%	7 0%
Public Transit	2 0%	54 0%	32 0%	23 0%
Regulatory Changes	8 0%	27 0%	20 0%	11 0%
Remote Work Trends	8 0%	27 0%	44 0%	7 0%
Renewable Energy Growth	9 0%	30 0%	41 0%	0 0%
Rural Lifestyle	77 0%	20 0%	14 0%	2 0%
Shopping/Dining/Entertainment Options	8 7%	55 46%	49 41%	7 6%
State Funding	10 0%	37 0%	27 0%	5 0%
State Government Services	13 0%	43 0%	29 0%	3 0%
Tourism	15 0%	33 0%	48 0%	7 0%
Transportation Infrastructure	8 0%	53 0%	31 0%	11 0%
Value Added Industry	6 0%	21 0%	40 0%	5 0%
Wage Levels	17 0%	39 0%	37 0%	20 0%
Water Security	14 0%	32 0%	20 0%	24 0%
Workforce Development	17 0%	39 0%	43 0%	5 0%

Low Response Count

High Response Count



3.5 GREENLEE COUNTY

Greenlee County, population 9,687, is the smallest populated county in the SEAGO region. It comprises 4.20% of the four-county area population. Clifton, the larger of the two municipalities in Greenlee County, is the county seat. Located on the eastern most border of Arizona the county line shares the state line with New Mexico. While mining is the major industry and largest employer in the county, Greenlee is home to a significant number of scenic byways, highways, and trails.

GREENLEE COUNTY SWOT SESSION OUTCOMES

The six-member CEDS committee met in Clifton on January 14th to discuss strengths, weaknesses, opportunities, and threats related to economic development in the SEAGO sub-region. Among the topics discussed were Transportation and transportation infrastructure, housing and short-term accommodation, public transit, mining industry, broadband and technology, recreation and tourism, solar and alternative energy generation, land use and water resources, government land acquisition, investment and development finance, education, workforce development, business support and childcare, among others.

Highest on the priority list was housing. Workers at the Morenci mine are given a stipend for housing; however, the housing stock in Greenlee County is extraordinarily limited and mostly occupied by owners and long-term residents of the area. Mining employees are forced to seek out housing in neighboring Safford (Graham County) creating a bleed-over demand that has a negative impact on both counties with regard to available and affordable housing. Because housing is so scarce in both counties, workers often resort to camping on State or Federal lands as there are very few developed RV spaces with amenities.

When discussing development potential for hotels, multi-family housing, and temporary (RV) housing sites, the barrier that often halts development is water resources. Most of Greenlee County relies on ground water for residential and commercial use. Water tables have been lowering, and well drilling has become a deal-breaking expense for developers in this rocky and mountainous region. Additionally, much of the developable land in Greenlee County is State or Federal land, making acquisition of best suited parcels difficult or impossible. Neither the towns of Clifton nor Duncan have in-fill parcels suitable for development at a scale necessary to relieve the housing shortage. Ideas around land trusts, feasibility studies, and potential funding sources were discussed.

Transportation infrastructure was another high priority for the County as roads and streets are heavily used in support of the mine in Morenci, and county revenues for infrastructure maintenance, repair and replacement are extremely limited for non-state roads and streets. While FMI (mine owner) provides limited van-pool transportation for workers housed outside of the mining district, regular transit services are not available between Clifton, Duncan, and Safford.

Renewable energy development, including solar and wind farms, were discussed along with regulatory confinements, land use regulations, and investment potential.

Also discussed was the general pullback in state and federal support of workforce development and small businesses. Programs in these two areas are badly needed but not affordable with local resources.

Health care was seen as stable given that FMI provided clinic services to its workers, and that clinics were located in both Clifton and Duncan. Greenlee County residents often use hospital services based in Safford and Tucson but cite that transportation can be problematic in reaching follow up appointments.

Recreation and eco-tourism were considered an opportunity for economic growth.

GREENLEE COUNTY SURVEY DATA

Summary

The SWOT survey for Greenlee County reveals significant challenges in workforce availability and affordable housing yet highlights robust strengths in community services and local resources such as agriculture and mining. There are promising opportunities for economic diversification and development, particularly in renewable energy and tourism, which could leverage existing strengths.

Notable Trends

- A strong recognition of healthcare as a community strength, indicating a potential focus for retaining and attracting residents.
- Concerns about workforce availability linked to economic monopolies in specific sectors, such as mining, impacting diversification efforts.
- A high level of interest in renewable energy and tourism as strategic avenues for economic growth reflects broader national trends.

Key Strengths

- Strong healthcare resources, with multiple responses highlighting the importance of healthcare access.
- High-speed internet is recognized as a strength in that funding for fiberoptic advancements has been dedicated to expanding accessibility, providing crucial infrastructure for remote work and business development.
- Positive sentiment towards local government services, indicating reliable support for residents' needs.
- Mining presence is noted as a strength, contributing to economic stability and local employment.

Key Weaknesses

- Affordable housing is frequently cited as a critical weakness, with concerns about high prices and limited availability affecting residents' well-being.
- Limited availability of a dynamic workforce, particularly due to dependence on a single major employer (mine), which restricts job competition.
- Childcare services are insufficient, contributing to additional barriers for working families.
- Economic multiplicity is deficient, with many respondents expressing a need for more varied business types beyond mining.
- Overall, weak business support, hindering local entrepreneurship, and small business development.
- High-speed internet.

Key Opportunities

- Significant potential exists in agriculture, both for economic development and local food systems.
- Tourism is highlighted as a growing opportunity, capitalizing on natural beauty and recreational offerings in the region.
- Investment resources can be leveraged, with calls for more targeted initiatives to attract funding and support.
- Remote work trends present an opportunity to diversify the local economy and attract residents seeking a rural lifestyle.

- Potential for enhanced community organizations and social services, which respondents feel could support economic resilience.
- While agriculture has been declining, it is a sector of opportunity for production and local food access.
- Redevelopment of commercial districts in both Duncan and Clifton.

Key Threats

- Ongoing federal funding and government service concerns, which could impact local projects and economic growth.
- Threats from environmental hazards and flooding affect public health, and perceptions of the community.
- Market volatility in the mining sector can pose risks to economic stability, especially with limited industry mix.
- Rising wage levels can strain local businesses, highlighting concerns about cost-of-living increases if wages aren't matched with economic development.
- Transportation infrastructure issues threaten accessibility and service delivery, impacting both residents and businesses.

Top Strengths

1. Mining Presence (11 votes)
2. Natural Beauty/Recreation (10)
3. Rural Lifestyle (8)
4. Educational Resources (7)
5. Local Government Services (6)

Top Weaknesses

1. Economic sectoral balance (variety of business types)(10 votes)
2. Public Transit (10)
3. Economic Competition (9)
4. Shopping/Dining/Entertainment Options (9)
5. Child Care and Family Support Services (8)

Top Opportunities

1. Community Organizations and Social Services (8 votes)
2. High Speed Internet (7)
3. Tourism (7)
4. Affordable Housing (6)
5. Business Support (6)

Top Threats

1. Housing Availability (4 votes)
2. Environmental Hazards (meteorological conditions)(3)
3. Market Volatility (3)
4. Affordable Housing (2)
5. Available Workforce (2)

Potential Strategic Priorities

- Develop affordable housing initiatives to improve living conditions and attract a broader workforce.
- Encourage economic diversification by supporting small businesses and varied industries beyond mining.
- Enhance childcare services to assist working families and improve workforce participation.
- Promote tourism by investing in marketing and infrastructure to attract visitors and showcase local attractions.
- Strengthen community organizations to build resilience and provide comprehensive services to residents that provide the foundation for economic development.



Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

Export

Indicator	Strength	Weakness	Opportunity	Threat
Affordable Housing	0 0%	6 43%	6 43%	2 14%
Agriculture	5 0%	1 0%	5 0%	0 0%
Available Workforce	3 21%	7 50%	2 14%	2 14%
Business Support	2 0%	4 0%	6 0%	0 0%
Child Care and Family Support Services	2 14%	8 57%	3 21%	1 7%
Community Organizations and Social S...	1 7%	5 36%	8 57%	0 0%
Economic Competition	0 0%	9 64%	5 36%	0 0%
Economic Diversity (variety of business ...	0 0%	10 71%	4 29%	0 0%
Educational Resources	7 54%	5 38%	1 8%	0 0%
Energy Resources	2 0%	7 0%	3 0%	0 0%
Entrepreneurship support	5 36%	4 29%	5 36%	0 0%
Environmental Hazards (climate conditi...	3 0%	2 0%	5 0%	3 0%
Federal Funding	1 0%	6 0%	3 0%	1 0%
Federal Government Services	1 0%	6 0%	3 0%	1 0%
Food Access	4 29%	5 36%	4 29%	1 7%
Healthcare	5 38%	2 15%	5 38%	1 8%
High Speed Internet	4 31%	2 15%	7 54%	0 0%
Housing Availability	0 0%	7 54%	2 15%	4 31%
Investment Resources	0 0%	4 0%	6 0%	0 0%

Indicator Response Heatmap

Visual intensity map of SWOT ratings by indicator

Export

Indicator	Strength	Weakness	Opportunity	Threat
Land Use Regulations	1 0%	3 0%	5 0%	1 0%
Local Government Services	6 0%	3 0%	3 0%	0 0%
Market Volatility	0 0%	2 0%	5 0%	3 0%
Mining Presence	11 85%	0 0%	1 8%	1 8%
Natural Beauty/Recreation	10 77%	1 8%	2 15%	0 0%
New Industry Attraction	0 0%	6 0%	5 0%	1 0%
Public Transit	0 0%	10 0%	1 0%	0 0%
Regulatory Changes	0 0%	3 0%	6 0%	2 0%
Remote Work Trends	1 0%	7 0%	4 0%	1 0%
Renewable Energy Growth	0 0%	7 0%	5 0%	0 0%
Rural Lifestyle	8 0%	1 0%	4 0%	0 0%
Shopping/Dining/Entertainment Options	2 14%	9 64%	2 14%	1 7%
State Funding	1 0%	8 0%	2 0%	1 0%
State Government Services	1 0%	7 0%	3 0%	1 0%
Tourism	3 21%	4 29%	7 50%	0 0%
Transportation Infrastructure	0 0%	5 0%	5 0%	2 0%
Value Added Industry	2 0%	6 0%	5 0%	0 0%
Wage Levels	5 36%	5 36%	3 21%	1 7%
Water Security	3 0%	4 0%	3 0%	2 0%
Workforce Development	4 0%	3 0%	6 0%	0 0%

4. Resilience and Risk Assessment

4.1 Economic Resilience

Economic resilience is the ability of the SEAGO Region to withstand, adapt to, and recover from economic disruptions while maintaining long-term growth and stability. The U.S. Economic Development Administration defines resilience as the ability to recover quickly from shocks, withstand disruptions, and reduce future vulnerabilities. Throughout development of the 2026–2031 CEDS, stakeholders identified resilience as a fundamental component of sustainable economic development.

The SEAGO Region faces unique challenges related to its rural geography, distance from major metropolitan markets, extensive public land ownership, and dependence on a limited number of economic sectors. These conditions increase vulnerability to economic fluctuations, supply chain disruptions, labor shortages, and external policy changes. At the same time, the region benefits from strong local partnerships, established institutions, transportation assets, and natural resources that support long-term resilience.

During the planning process, stakeholders emphasized four resilience strategies: stakeholder engagement, implementation support, capacity building, and impact-targeted decision-making across the region. These strategies support regional collaboration and strengthen the ability of counties and communities to prepare for future economic uncertainties while continuing to pursue economic development opportunities.

Economic Resilience Priorities

- Strengthen regional coordination among public, private, and nonprofit partners.
- Improve infrastructure reliability, including broadband, water, and transportation systems.
- Expand access to business development resources and technical assistance.
- Increase community capacity to secure and manage state and federal funding.
- Support economic diversification and innovation across the SEAGO Region.

Economic resilience requires a coordinated regional approach that strengthens infrastructure, community capacity, and partnerships while reducing vulnerability to economic shocks.

4.2 Distress Indicators

Economic distress indicators are measures used by the U.S. Economic Development Administration (EDA) to identify areas eligible for grants. The primary distress indicators used by EDA are the unemployment rate and per capita income. In addition to determining grant eligibility, these indicators are also used for strategic planning. The National Economic Resilience Data Explorer (NERDE) (www.ANL.gov/dis/national-economic-resilience-data-explorer-nerde) makes this data available to help community leaders design strategic recovery and resilience projects. The “Measuring Distress—County Tool” from StatsAmerica (www.StatsAmerica.org/distress) allows users to download regional distress indicators and data profiles with various metrics to better understand local economic challenges.

Unemployment Rate

An area can qualify as distressed if its unemployment rate is at least 1 percentage point higher than the national average for a 24-month period. In the table below, the threshold calculation for unemployment reflects the percentage point difference between the unemployment rate for the regional area and the U.S. figure.

Regionally, only Santa Cruz and Cochise counties qualify as distressed based on unemployment due to its 24-month rate compared to the U.S. rate of 4.2 as of June 2026. The threshold calculations of 1.6 and 1.9 means that these counties are at least one percentage point higher than the U.S. rate and qualify as distressed. Rates in Graham and Greenlee counties (4.4 and 3.3, respectively) are below the national rate, and, thus, do not qualify as distressed. The SEAGO region, overall, likewise does not qualify as distressed under the unemployment criterion due to its 24-month rate of 4.9 (for a threshold calculation of 0.7, below the 1.0 required to qualify as distressed).

<i>Unemployment rate (24 months ending June 2026)</i>			
	24-month Unemployment Rate	Threshold Calculation	Distressed?
United States	4.2	0.00	
SEAGO Region	4.9	-.7	No
Cochise County	5.8	1.6	Yes
Graham County	4.4	-.2	No
Greenlee County	3.3	.9	No
Santa Cruz County	6.1	1.9	Yes
Source: StatsAmerica, using U.S. Bureau of Labor Statistics data			

Per Capita Income

An area can also qualify as distressed if its per capita income is at or below 80% of the national level. EDA primarily considers two measures of income: per capita personal income (PCPI) as reported by U.S. Bureau of Economic Analysis (BEA) and per capita money income (PCMI) as reported by U.S. Census Bureau in its American Community Survey (ACS) 5-year estimates. The main difference between the two is that PCPI from BEA is a broader measure that includes both money and most in-kind income (e.g., employer health insurance and pension contributions, Medicare, imputed rent for owner-occupied housing, etc.), while PCMI from the Census Bureau is a narrower measure focusing only on cash income to households (i.e., excluding all in-kind benefits). BEA's measure is generally higher due to its broader scope of income sources, while the Census Bureau's measure is more focused on the actual cash flow available to a typical household for daily spending.

BEA PCPI. An area can qualify as distressed if its PCPI, as reported by BEA, is at or below 80% of the national level. The national PCPI in 2026 is \$77,790. All SEAGO-region counties qualify as distressed under the EDA PCPI guidelines with PCPI levels well below the national level, ranging from a low of \$44,055 in Graham County (56.6% of US level) to a high of \$58,573 in Greenlee (75.2% of the U.S. level). The SEAGO region overall qualifies as distressed under the PCPI criteria due to its PCPI of \$52,193 (for a threshold calculation of 67%), falling well within the 80.0% or lower required to qualify as distressed).

ACS 5-year PCMI. An area can also qualify as distressed if its PCMI, as reported by the U.S. Census Bureau in its ACS 5-year estimates, is at or below 80% of the national PCMI which is \$44,673 in 2026. In the SEAGO region, all counties and the region overall qualify as distressed based on PCMI, which ranges from a low of \$26,237 in Santa Cruz County (61.7% of the U.S. PCMI) to a high of \$33,022 in Cochise (77.6% of the U.S. level). PCMI for the SEAGO region overall is \$29,613 (for a threshold calculation of 66.2%, well within the 80.0 level or lower required to qualify as distressed).

Location	PCPI	% of PCPI	PCMI	% of PCMI
US	\$77,790	100%	\$44,673	100%
AZ	\$68,283	87.7%	\$42,503	95.1%
Cochise	\$55,303	71.%	\$33,022	73.9%
Graham	\$44,055	56.6%	\$27,149	60.7%
Greenlee	\$58,573	75.2%	\$32,045	71.7%
Santa Cruz	\$50,841	65.3%	\$26,237	58.7%
SEAGO Region	\$52,193	67.%	\$29,613	66.2%

Summary

EDA primarily considers the 24-month unemployment rate and per capita income to identify distressed areas eligible for grants. In the SEAGO region, only Santa Cruz County can qualify as distressed based on unemployment. Based on per capita income, however, all counties in the SEAGO region can qualify as distressed considering PCMI (a narrow measure that excludes in-kind benefits). All but Greenlee County can also qualify as distressed under the broader PCPI measure, which includes in-kind benefits (the difference is largely due to higher fringe benefits paid by Freeport McMoRan, the largest employer in Greenlee County and the largest private sector employer in the SEAGO region).

All counties in the SEAGO region (and the region overall) qualify as distressed under at least one of the EDA criteria (24-month unemployment rate, PCMI, or PCPI) while only Santa Cruz County qualifies as distressed under all three. A region needs to meet only one (or more) of the economic distress criteria to potentially qualify for certain EDA grant programs; however, meeting more than one can sometimes favorably impact factors such as the maximum federal investment rate. The following table shows the SEAGO region and county-level qualification under EDA standards for designation as “distressed” in conjunction with grant applications:

<i>SEAGO Region Qualification as Distressed Area (June 2026)</i>			
	24-month Unemployment Rate	Per Capita Personal Income (PCPI)	Per Capita Money Income (PCMI)
SEAGO Region	No	Yes	Yes
Cochise County	Yes	Yes	Yes
Graham County	No	Yes	Yes
Greenlee County	No	Yes	Yes
Santa Cruz County	Yes	Yes	Yes
Yes = the area is economically distressed under EDA guidelines for the criterion shown; No = the area is not distressed under EDA guidelines for that criterion.			

4.3 Natural Hazards

Natural hazards remain a significant threat to the economic stability of the SEAGO Region. Wildfires, flooding, and prolonged drought affect public infrastructure, business operations, transportation systems, water resources, and community safety. Stakeholders consistently identified these hazards as long-term risks that require proactive planning and investment.

New World Screwworm

The New World Screwworm (NWS) is a highly destructive parasitic fly whose larvae feed exclusively on the living tissue of warm-blooded animals, posing a significant threat to livestock operations, domestic pets, and native wildlife populations. At the time of publishing this study (2026), Arizona had no confirmed cases of the New World screwworm, but the state was on high alert due to outbreaks in Texas and New Mexico. USDA committed \$25 million to build a sterile fly distribution facility at the Bisbee-Douglas International Airport to block the flesh-eating parasite's advance.

Wildfire

Wildfire risk is one of the most persistent hazards facing the SEAGO Region. Large areas of federal, state, and private lands contain grasslands, forests, and desert vegetation that are vulnerable to wildfire, particularly during periods of extreme heat and drought. Wildfires can damage infrastructure, interrupt transportation corridors, reduce tourism activity, and threaten residential and commercial development.

Wildfire preparedness efforts should focus on vegetation management, community education, emergency response coordination, and infrastructure hardening. Coordination among counties, municipalities, state agencies, federal land managers, and emergency response organizations remains critical to reducing risk and minimizing economic losses.

Flooding

Seasonal monsoon events and localized storm activity create flood risks to life and property throughout the SEAGO Region. Flooding can damage transportation networks, utility infrastructure, public facilities, and private property, while also disrupting commerce, personal movement, and public services. Rural communities are particularly vulnerable because of limited infrastructure capacity and long distances between service centers.

Local governments continue to invest in flood mitigation planning, infrastructure improvements, and emergency preparedness activities. Future resilience efforts should prioritize drainage improvements, hazard mitigation projects, and coordination among jurisdictions to protect critical infrastructure and economic assets.

Drought

Drought remains one of the most significant long-term risks to the SEAGO Region. Water availability directly affects economic development potential, infrastructure planning, agriculture, community growth, and environmental sustainability. Stakeholders consistently identified water security as a major regional concern and one of the most significant threats to future economic development.

Continued investment in water conservation, watershed management, water reuse, infrastructure modernization, and regional planning will be essential to maintaining economic stability. Partnerships with state and federal agencies can help counties and communities identify innovative approaches to water resource management and long-term sustainability.

4.4 Opportunity Zones

Opportunity Zones provide an important tool for encouraging private investment in economically distressed areas of the SEAGO Region. These federally designated census tracts offer tax incentives designed to attract capital investment and stimulate economic growth in communities that may otherwise struggle to secure development financing.

Several communities within the SEAGO Region qualify for Opportunity Zone designation. By encouraging investment through Qualified Opportunity Funds, these areas can attract new businesses, infrastructure projects, commercial development, and redevelopment activities. Opportunity Zones can serve as a catalyst for broader economic development objectives.

Local governments, economic development organizations, and private-sector partners should continue promoting Opportunity Zone locations and identifying projects that align with regional development priorities. Improved marketing, site readiness, and investment partnerships can increase the effectiveness of these designations and enhance long-term economic outcomes.

Opportunity Zones provide a strategic mechanism to attract private capital and support economic investment in targeted areas across the SEAGO Region.

4.5 Recovery and Preparedness

The SEAGO Region recognizes that effective recovery planning is essential for maintaining economic stability following natural disasters, economic downturns, public health emergencies, or other disruptive events. Lessons learned from recent economic and public-sector challenges reinforce the importance of proactive preparedness and coordinated response efforts.

Recovery planning focuses on maintaining continuity of government services, protecting critical infrastructure, supporting businesses, and restoring economic activity as quickly as possible after a disruption. Regional stakeholders emphasized the need for strong communication networks, collaborative partnerships, and coordinated implementation strategies that can be activated when needed.

Preparedness efforts should include regular risk assessments, emergency planning, disaster mitigation strategies, funding readiness, and technical assistance programs. State and federal resources, including EDA resilience programs, hazard mitigation funding, and infrastructure grants, provide important tools for strengthening local preparedness efforts and accelerating recovery when disruptions occur.

Recovery and Preparedness Priorities

- Maintain regional resilience and hazard mitigation planning.
- Strengthen emergency response coordination among jurisdictions.
- Protect critical infrastructure and public facilities.
- Improve access to technical assistance and recovery funding.
- Build organizational capacity to respond to economic disruptions.
- Monitor resilience performance through regular planning and evaluation activities.

A resilient SEAGO Region depends on preparedness, collaboration, and sustained investment in recovery capacity to ensure communities can adapt to future challenges and continue pursuing long-term economic growth.

5. Strategic Framework

5.1 SEAGO Overview

The Southeastern Arizona Governments Organization (SEAGO) serves as the designated Economic Development

District (EDD) for Cochise, Graham, Greenlee, and Santa Cruz Counties. Established in 1972, SEAGO provides regional planning, economic development, transportation, community development, environmental planning, housing, and aging services across the four-county region. The organization brings together counties, municipalities, tribal partners, public agencies, private-sector stakeholders, and community organizations to address regional priorities and coordinate economic development initiatives

5.2 Mission and Vision

Mission Statement

To provide services that promote collaboration among federal, state, tribal, regional, and local entities to enhance economic and social progress throughout the SEAGO Region.

Vision Statement

To remain a trusted regional resource for leadership, planning, technical assistance, funding opportunities, information sharing, and collaborative economic development.

5.3 Regional Service Area

The SEAGO Region encompasses approximately 13,935 square miles and includes Cochise, Graham, Greenlee, and Santa Cruz Counties. The region contains a variety of landscapes, including desert basins, mountain ranges, river valleys, and high-elevation forests. These geographic characteristics create distinct sub-regional economies and influence infrastructure, transportation, land use, and development opportunities.

SEAGO's membership includes county governments, municipalities, and the San Carlos Apache Tribe. The organization serves as a regional forum where local governments and stakeholders work together to identify common needs, pursue funding opportunities, and coordinate long-term planning efforts.

5.4 Strategic Planning Approach

The 2026–2031 Comprehensive Economic Development Strategy (CEDS) was developed through a collaborative planning process involving local governments, businesses, educational institutions, nonprofit organizations, tribal representatives, and community stakeholders. The process included public outreach, SWOT assessments, economic analysis, stakeholder meetings, and review of regional development trends. More than 170 survey responses and multiple sub-regional planning sessions informed the final strategy.

The strategic framework focuses on identifying regional strengths, addressing common challenges, and establishing priorities that support economic resilience and long-term prosperity. While individual counties have distinct opportunities and needs, stakeholders consistently emphasize the importance of regional collaboration and coordinated implementation.

5.5 Strategic Focus Areas

The SEAGO Region's strategic framework is organized around four interconnected focus areas:

Foundational Readiness

This focus area emphasizes the infrastructure, water resources, and community assets necessary to support economic growth and resilience. Stakeholders identified reliable infrastructure and long-term resource planning as essential to maintaining regional competitiveness and supporting future investment

Workforce Readiness

This focus area supports educational alignment, career pathways, entrepreneurship, and workforce sustainability. The objective is to strengthen connections between employers, educational institutions, and workforce providers while improving access to career opportunities across the region.

Economic Growth and Sustainability

This focus area promotes economic diversification, business development, innovation, regional competitiveness, cross-border commerce, and strategic investment. Emphasis is placed on creating a more resilient economy that can adapt to changing market conditions while leveraging the unique assets of the SEAGO Region.

Economic Growth and Sustainability

This focus area relates to the long-term sustainability of the economy, which relies on steady and strategic growth, diversification of economic strategies, and consideration of available resources, trends, and workforce readiness. Emphasis has been placed on existing and emerging economic drivers including Tourism, Trade Ports, Investment Resources, Remote Work, and Renewable Energy. Expansion of existing drivers and broadening their reach positions businesses to utilize existing economic strategies while diversifying the economic environment.

Expanding current tourism markets to include eco- and medical tourism, increasing access to trade logistics at both border crossings (Nogales & Douglas), identifying and enhancing remote work opportunities for residents, and developing renewable energy options for new and existing businesses, enhances economic growth potential and sustainability.

Regional Collaboration and Partnerships

Successful implementation of the CEDS depends on strong partnerships among local, state, federal, tribal, nonprofit, educational, and private-sector organizations. SEAGO serves as the coordinating entity that connects stakeholders, facilitates communication, and supports the pursuit of funding and technical assistance. These partnerships strengthen regional capacity and help ensure that economic development efforts remain aligned with local and regional priorities.

SEAGO also maintains relationships with agencies such as the U.S. Economic Development Administration, Arizona Commerce Authority, USDA Rural Development, workforce development organizations, educational institutions, and economic development groups throughout southeastern Arizona. These relationships expand opportunities for project implementation and long-term regional growth.

5.6 Implementation and Performance Monitoring

The CEDS serves as the primary economic development framework for the SEAGO Region during the 2026–2031 planning period. Progress will be monitored through regular reviews by SEAGO staff, advisory committees, and partner organizations. Performance measures will align with Economic Development Administration requirements and will focus on investment, job creation and retention, infrastructure improvements, and implementation of regional priorities.

Annual evaluations and periodic updates will allow SEAGO and its partners to respond to changing economic conditions while maintaining alignment with the region's long-term vision. Continuous stakeholder engagement will support accountability, transparency, and coordination throughout implementation.

The Strategic Framework establishes a unified direction for the SEAGO Region during 2026–2031. Through regional collaboration, focused investment, and coordinated implementation, SEAGO seeks to strengthen economic resilience, expand opportunities, and support sustainable prosperity across all counties and sub-regions.

6. Focus Areas, Strategic Goals, Objectives, and Tasks



The following Focus Areas, Strategic Goals, and accompanying objectives and tasks, are also derived from the data and strategic planning process that has been identified in this document. It is important to recognize that many of the following objectives and tasks will require financial resources not currently available to the SEAGO EDD. While not specifically indicating that obtaining additional funding for the SEAGO EDD is a critical and essential goal, the CEDS Committee recognized that implementing the Strategic Goals will require SEAGO staff and Economic Development (ED) Stakeholders to aggressively pursue additional and extensive funding sources and assistance to accomplish those goals.

Goal 1: Foundational Readiness Focus on the foundational indicators required for sustainable economic development and growth.

Priority Indicators: Housing, Water, Infrastructure

The SEAGO Region continues to face challenges associated with housing availability and affordability. While conditions vary by county and sub-region, stakeholders consistently identified the availability of attainable housing as an important factor in supporting economic development and community growth. Housing readiness influences the ability of communities to attract residents, employers, and private investment.

Reliable water resources are essential to the long-term economic viability of the SEAGO Region. Stakeholders identified water availability, water quality, conservation, and long-term resource management as critical priorities across all counties. Future economic growth depends on balancing community needs, environmental stewardship, and sustainable resource management.

Infrastructure investment is essential to support economic growth and regional competitiveness. Throughout the planning process, stakeholders emphasized the importance of transportation networks, broadband expansion, utility infrastructure, and public facilities. Modern infrastructure supports business activity, improves community access, and enhances overall resilience.

Foundational readiness provides the framework upon which future economic development efforts depend. By improving housing readiness, strengthening water security, and modernizing infrastructure systems, the SEAGO Region will be better positioned to support economic growth, enhance resilience, and improve regional competitiveness.

Regional Objectives:

1. Increase housing availability and affordability in each sub-region

Tasks:

- a) Conduct thorough housing assessment studies in each sub-region that include inventories, affordability factors, demand forecasts, regulatory barriers, development considerations (water, land use, funding sources, etc.), and partnerships;
- b) Identify development opportunities and regulatory barriers including brownfield sites;
- c) Promote partnerships with developers, housing agencies, and funding organizations;
- d) **Utilize State and Federal workforce and affordable housing programs including state Community Housing Development Organization (CHDO) status and Brownfield redevelopment opportunities; and**
- e) Create housing prospectuses in each sub-region to identify and build partnerships with, and market to, developers.

2. Consider, protect, and preserve, where possible, water resources when developing new economic resources

Tasks:

- a) Incorporate water sustainability considerations into development projects;
- b) Promote regional collaboration on long-term water security initiatives;
- c) Develop and/or update water management data and tools for use in economic feasibility studies for each sub-region and/or watershed;
- d) **Partner with Arizona Department of Water Resources (ADWR) and North American Development Bank to develop conservation, reclamation and reuse, and protection studies that focuses on economic development and sustainability in each sub-region or watershed; and**
- e) Coordinate with state and federal agencies on water resource planning.

3. Prioritize infrastructure maintenance, repair, replacement, and new construction with economic development and sustainability as a primary consideration

Tasks:

- a) In partnership with AZDOT and SEAGO transportation departments, link economic development and sustainability impacts to State and Federal funding priorities and to State Transportation Improvement Plans;
- b) Explore feasibility of a Rural/Regional Transit Authority or a Joint Powers Agreement between transit providers;
- c) In partnership with school districts, municipalities, county governments, and private providers, identify and/or update geographical gaps in high-speed / fiber optic broadband availability;
- d) Amend CEDS plan with anticipated infrastructure projects from each sub-region;
- e) Expand broadband and high-speed internet access throughout the region;
- f) Support water, wastewater, and utility infrastructure improvements;
- g) Develop and maintain infrastructure project inventories and priorities; and
- h) **Pursue state and federal funding opportunities for infrastructure development.**

Goal 2: Workforce Readiness Focus on workforce development and sustainability

Priority Indicators: Workforce Pathways, Entrepreneurial Support, Childcare

Workforce readiness focuses on ensuring that residents, businesses, educational institutions, and community organizations work together to create a sustainable and adaptable labor force. Stakeholder input identified workforce pathways, entrepreneurship support, and childcare availability as key factors influencing economic development across the SEAGO Region. These priorities support both business growth and long-term community prosperity.

A coordinated workforce system is necessary to align educational outcomes with employer needs and emerging economic opportunities. Stakeholders emphasized the importance of strengthening relationships among educational institutions, workforce providers, local governments, and employers. Improving workforce readiness supports economic competitiveness and helps communities respond to changing labor market demands.

Entrepreneurship plays an important role in economic diversification and local business growth throughout the SEAGO Region. Stakeholders identified opportunities to expand technical assistance, improve access to business resources, and strengthen support networks for entrepreneurs and small businesses. Supporting local business development helps build a more resilient regional economy.

Affordable and accessible childcare was a key need among stakeholders and employers when identifying barriers to a ready workforce. The lack of facilities and/or private, independent childcare providers is now approaching crisis levels across the region. Without adequate childcare, the workforce is diminished both by reducing the availability of workers but also by reducing overall family income and threatening the economic health and sustainability of the region.

Workforce readiness is critical to the long-term success of the SEAGO Region. By strengthening workforce development systems, supporting entrepreneurship, and improving access to childcare and family services, the region can enhance labor force participation, support business growth, and build a stronger foundation for economic resilience during the 2026–2031 planning period

Regional Objectives:

1. Develop/revive partnerships to conduct annual workforce needs assessments across sub-regions.

Tasks:

- a) **Convene annual Workforce Summit with key businesses and industry, public and private/charter schools, community colleges, universities, and other stakeholders to identify and project workforce gaps for each of the sub-regions with impact and performance measures;**
- b) Annually, publish workforce trends and skills needed for use across educational pathways in each of the sub-regions;
- c) Strengthen partnerships among employers and educational institutions;
- d) Develop career pathway programs aligned with regional industries;
- e) Expand access to workforce training and credential programs; and
- f) Monitor workforce trends and emerging skill requirements.

2. In a partnership between SEAGO, community colleges, USDA RBDG, and workforce development agencies, develop a small business and workforce support center providing technical assistance for development, expansion, and sustainability of small rural businesses across the SEAGO region.

Tasks:

- a) **Work with the USDA Community Development Division in Phoenix to initiate a feasibility study for Small Business and Workforce Support Center; and**
- b) Apply for RBDG and RCDI funding to provide technical assistance for small business development and workforce pathway support.

3. In collaboration with regional commerce organizations and educational institutions, develop more robust entrepreneurial services.

Tasks:

- a) Expand access to business development resources;
- b) Promote business incubation and entrepreneurial initiatives;
- c) Support mentorship and networking opportunities; and
- d) Encourage innovation and local business expansion.

4. Develop pathways toward increasing childcare options across the SEAGO region.

Tasks:

- a) **Develop child-care provider inventory including individual, small business, non-profit/church organizations, for-profit entities for each sub-region. Include certification and licensing requirements for each, age ranges of children each is certified to serve, days and hours of operation, location, typical monthly fees for each child and any known subsidies available;**
- b) Identify geographical and affordability gaps in childcare availability and capacity;
- c) Work with community colleges to toward developing a certification in pre-school childcare and a course in childcare facility development in each of the sub-regions;
- d) Advocate for improvement in regulatory requirements for very rural and single operator childcare programs;
- e) Promote partnerships among public, private, and nonprofit organizations; and
- f) Advocate for solutions that improve childcare access across rural communities

Goal 3: Economic Growth and Sustainability

Priority Indicators: Tourism, Trade Ports, Investment Resources, Remote Work, Renewable Energy

The region's natural beauty, rural lifestyle, cultural heritage, and emerging niches such as eco-tourism and medical tourism present significant opportunities for economic diversification. Tourism is one of the few sectors with immediate potential for growth across all counties, making it a critical pillar for diversification.

With major ports of entry in Nogales and Douglas, the SEAGO Region is uniquely positioned to capitalize on international trade. Stakeholders consistently identified trade logistics, warehousing, and transportation services as high-value opportunities. Leveraging trade port development aligns with regional strengths and supports long-term competitiveness in the Sun Corridor mega-region.

New Markets Tax Credits and Opportunity Zones can attract private investment and stimulate development in distressed areas. Expanding awareness, access, and strategic use of these tools is essential for supporting business growth and regional competitiveness.

High-speed internet access remains inconsistent across the region, yet remote work trends present a major opportunity for attracting new residents and supporting small business development. Improving broadband infrastructure and supporting remote workers directly addresses weaknesses identified in the SWOT analysis and aligns with modern economic trends.

Renewable energy development—solar, wind, and other emerging technologies—was repeatedly identified as both an opportunity and a strategic necessity. Renewable energy can support existing and new economic development projects, reduce long-term costs, and attract industries seeking sustainable operations. This objective also aligns with regional concerns about water security, environmental hazards, and infrastructure resilience.

Together, these objectives form a cohesive strategy that responds directly to the region's most pressing challenges: economic volatility, housing and workforce constraints, infrastructure gaps, and over-reliance on a small number of industries. They also leverage the region's strongest assets—its geography, trade position, natural beauty, and emerging innovation opportunities.

Regional Objectives:

1. Advance and diversify tourism opportunities across the region.

Tasks:

- a) Convene sub-regional tourism stakeholders to define potential for new tourism markets;
- b) Support feasibility studies and implementation plan for new tourism markets, particularly in the eco- and medical-tourism sectors for each sub-region;
- c) Develop partnerships between government, non-profit, and for-profit entities in piloting new tourism opportunities; and
- d) Revise or form marketing strategies that focus on domestic and international tourism markets identified in the eco- and medical-tourism sectors.

2. Leverage Trade Port development in conjunction with new and expanded ports of entry in Santa Cruz County and Cochise County sub-regions.

Tasks:

- a) **Establish baseline industry inventory in each county to determine gaps in commercial trade support including warehousing, transportation services, destination logistics services, and workforce availability;**
- b) Convene governmental and private sector stakeholders to identify and prioritize potential for trade port locations, services, and funding resources; and
- c) Develop a Trade Port Development plan for at least one trade port.

3. Identify and expand economic development resources for use across the region.

Tasks:

- a) Determine how New Markets Tax Credits can be leveraged across the region, but more specifically in established Opportunity Zones;
- b) Review existing Opportunity Zones and determine if other geographical areas are eligible to be included;
- c) Develop region-wide marketing strategy to promote development opportunities eligible for New Market Credits or located in Opportunity Zones. Share in industry publications;

- d) Utilize Small Business and Workforce Support Center (See Goal2 Objective2) to provide resource-based educational opportunities for developers seeking opportunities in the region; and
- e) Establish regular communications with State and Federal congressional delegations to identify established and new resources available for economic development in the region.

4. Support remote workforce and new tech-based business development through improved high-speed internet expansion.

Tasks:

- a) Update existing high-speed/fiber optic cable geographic inventory including providers, costs, and speed availability across the region. Identify gaps in locations best suited for economic development or remote workforce settlement;
- b) Work with stakeholders to identify alternative high-speed access portals including satellite and newly developing technologies as well as potential resources for establishing new access; and
- c) Partner with Small Business and Workforce Support Center (Goal2 Obj.2) to provide technical assistance to small businesses and remote workers in acquiring high-speed technology access.

5. Establish renewable energy pathways in support of existing and new economic development projects.

Tasks:

- a) Identify existing renewable energy resources. Include information on ownership, energy produced, cost of production, and target users;
- b) With energy stakeholders (producers, consumers, manufacturers of renewable energy assets), conduct a regional study that identifies potential renewable energy sources, locations suited to produce renewable energy, and potential for shared access. The study may include the feasibility of developing publicly owned and privately owned renewable energy resources; and
- c) Work with planned economic development projects to identify potential renewable energy resources to be included in the development. This can include government (e.g., Port of Entry), public-private partnerships, (e.g., Trade Port), and private projects (e.g., housing developments).

Goal 4: Expand Border Economic Opportunities

Priority Indicators: Broad-based Economy, Investment Resources, New Industry Attraction, Value Added Industry

Goal 4 recognizes that the SEAGO Region's location along the U.S.–Mexico border is one of its most powerful and defining economic assets. With two major ports of entry—Nogales and Douglas—The SEAGO region is strategically positioned within national and international trade corridors that influence logistics, warehousing, transportation, manufacturing, and cross border commerce.

Expanding border economic opportunities is essential for strengthening regional competitiveness, attracting new industries, and supporting long-term economic resilience. Modernizing port infrastructure, improving freight movement, and strengthening cross border partnerships will allow the region to capitalize on global trade flows while supporting local business development and job creation.

Regional Objectives

1. Strengthen cross-border business, trade, and investment relationships.

Tasks:

- a) Facilitate business and investor networking in an annual borderlands business symposium to discuss planned development, federal-state-private investment opportunities, trade port efforts, and bi-national opportunities for economic growth and sustainability.

2. Improve transportation and communications infrastructure in support of business development supporting border crossings in Cochise and Santa Cruz counties.

Tasks:

- a) Advocate at the state and federal level for infrastructure improvements and investments to transportation corridors, warehousing, logistics hubs, and industrial sites; and
- b) Identify potential sites for business development with considerations for locating on-site renewable energy, existing water resources, transportation infrastructure, and high-speed internet capability.

3. Develop a marketing and promotional plan to promote the SEAGO region as a strategic gateway for bi-national and international trade.**Tasks:**

- a) To reach investors, businesses, and trade organizations, develop regional and subregional marketing strategies to promote foreign trade zones; and
- b) Coordinate with state, federal, and international partners to maximize exposure using existing domestic and foreign trade outreach and marketing efforts.

Goal 5: Regional Partnerships and Collaboration

Priority Indicators: All indicators

Each of the above goals, objectives, and tasks relies on a robust regional collaborative partnership to share information on strategies, resources, best practices and experiential findings, data collection, performance measurement, training, infrastructure requirements, regulatory advocacy, and collaborative opportunities.

Objectives

1. Strengthen collaboration among local, regional, state, federal, tribal, and private-sector partners.
2. Increase coordination between economic development organizations operating within the SEAGO Region.
3. Improve communication and information sharing among stakeholders.
4. Support collaborative projects that advance regional economic priorities.
5. Maintain strong working relationships with funding agencies and resource providers.

Tasks

- Maintain regular communication with federal and state agencies, including EDA, USDA Rural Development, SBA, and the Arizona Commerce Authority.
- Continue supporting and strengthening the SEAGO Economic Development Advisory Council.
- Develop and maintain a comprehensive network of economic development practitioners and partner organizations.
- Establish regular forums to share best practices, funding opportunities, project updates, and economic trends.
- Promote regional partnerships that leverage shared resources and expertise.
- Coordinate multi-jurisdictional economic development initiatives when regional benefits can be achieved.
- Expand engagement with tribal partners and support mutually beneficial economic development efforts.
- Pursue collaborative grant applications and funding opportunities that support long-term economic sustainability.

7. Implementation Plan

The SEAGO Comprehensive Economic Development Strategy (CEDS) for 2026–2031 provides a framework for coordinating economic development efforts across Cochise, Graham, Greenlee, and Santa Cruz counties. Successful implementation will require continued collaboration among local governments, economic development organizations, educational institutions, tribal partners, businesses, and state and federal agencies. The strategy focuses on advancing projects and initiatives that align with regional priorities while remaining responsive to changing economic conditions.

SEAGO will serve as the regional coordinator for implementation activities. Member jurisdictions and partner

organizations will identify project opportunities, pursue funding sources, and support the development of initiatives that advance the goals and objectives established within this CEDS. Regional collaboration will be emphasized to maximize resources and leverage opportunities that benefit multiple counties and sub-regions.

Implementation activities will focus on:

- Advancing priority infrastructure and economic development projects;
- Identifying and pursuing federal, state, and private funding opportunities;
- Strengthening partnerships among public, private, nonprofit, and tribal organizations;
- Supporting business development, regional competitiveness, and economic diversification; and
- Monitoring progress and reporting outcomes through established evaluation processes.

The CEDS is intended to be a living document. As economic conditions evolve, projects and priorities may be updated to reflect emerging opportunities, challenges, and funding availability. SEAGO will work with stakeholders throughout the planning period to ensure activities for implementation remain aligned with regional needs.

Implementation of the 2026–2031 CEDS depends on coordinated leadership, strategic investment, and ongoing collaboration throughout the SEAGO Region. Regular monitoring and evaluation will help ensure that regional priorities remain relevant and measurable.

8. Evaluation and Performance Measures

8.1 Annual Review Process

SEAGO will conduct an annual review of the CEDS to assess progress toward regional goals and objectives. The review will include updates from counties, municipalities, partner organizations, and economic development stakeholders. Project status, funding awards, completed activities, and emerging priorities will be evaluated to determine whether revisions are needed.

The annual review will also examine trends in economic conditions across the SEAGO Region. Performance data will be incorporated into the review process to measure progress and identify areas requiring additional attention or resources. Recommendations resulting from the review will be presented to the SEAGO Executive Board and Economic Development Advisory Council.

8.2 Biannual Review Process

The SEAGO Economic Development Advisory Council will conduct biannual reviews focused on implementation progress. These reviews will evaluate the status of priority projects, funding pursuits, partnership activities, and regional economic indicators. Progress reports will be used to identify barriers, opportunities, and corrective actions when necessary.

Biannual reviews will help ensure accountability and maintain communication among regional partners. The process will also support adjustments to project priorities as economic conditions and funding opportunities change throughout the 2026–2031 planning period.

8.3 Performance Indicators

Jobs

- Total employment within the SEAGO Region
- Labor force participation rates
- Unemployment rates by county
- Jobs created or retained through economic development initiatives
- Growth in target industry sectors

Housing

- Number of housing units developed or rehabilitated
- Housing affordability indicators
- Availability of workforce and attainable housing
- Public and private investment in housing-related projects

Infrastructure

- Broadband expansion and accessibility
- Transportation improvement projects completed
- Water and wastewater infrastructure investments
- Infrastructure funding secured and leveraged
- Industrial site and facility improvements

Workforce

- Workforce training program participation
- Educational attainment trends
- Industry and education partnership activities
- Workforce credential and certification completions
- Labor market alignment with regional industry needs

Tourism

- Visitor spending within the SEAGO Region
- Visitor volume and lodging activity
- Event attendance and visitation growth
- Tourism-related business development activities
- Marketing and destination promotion outcomes

Business Development

- New business formation
- Business expansion and retention projects
- Access to capital and financing programs
- Business assistance services provided
- Private sector investment leveraged through economic development projects

8.4 Arizona Progress Meters

The Center for the Future of Arizona's Progress Meters provides additional benchmarks for measuring statewide and regional progress. These indicators align closely with the goals contained within the SEAGO CEDS and provide a useful framework for evaluating long-term outcomes. SEAGO will review these indicators annually as part of its evaluation process.

Relevant Arizona Progress Meters include:

- Jobs;
- Education;
- Young Talent;
- Health and Wellbeing;
- Natural Resources;
- Infrastructure;
- Civic Participation; and
- Connected Communities.

These measures support a comprehensive approach to assessing economic resilience, quality of life, and regional competitiveness across the SEAGO Region.

The evaluation framework establishes a consistent process for measuring implementation of progress and economic outcomes. Regular reviews and performance indicators will help ensure that investments and initiatives continue to support the long-term goals of the SEAGO Region.

9. Regional Priority Projects

The following priority projects were identified through the CEDS process and represent strategic investments that support economic development, infrastructure improvement, and regional competitiveness. Projects are organized by county and reflect local priorities with regional significance.

9.1 Cochise County Projects

Countywide

- Affordable and Accessible Childcare:
 - Analysis and feasibility study for increased and improved childcare options including workforce development.
- Agriculture, Agribusiness, Mining & Advanced Manufacturing – Support value-added agriculture, food processing, agricultural technology, mining, critical minerals, advanced manufacturing, rural enterprise, and agritourism to strengthen the County's export economy and industrial base.
- Airport & Aviation Economic Development:
 - Expand economic opportunities at Bisbee-Douglas International Airport and Cochise County Airport through industrial site development, aviation-related businesses, aerospace, logistics, multimodal transportation improvements, and infrastructure supporting agricultural biosecurity initiatives, including New World screwworm response and livestock protection.
- Fort Huachuca Defense, Cybersecurity & Technology Cluster:
 - Strengthen the County's largest economic engine by supporting defense innovation, cybersecurity, military intelligence, unmanned systems, aerospace, technology commercialization, workforce partnerships, and compatible commercial development.
- Infrastructure development:
 - Industrial Park near port of entry area;
 - Planning for improvements on SR-191 & Davis Rd.; and
 - Flood mitigation.
- Port of Entry & Trade Port development:
 - Support completion of the new Douglas Port of Entry;

- Expand logistics, manufacturing, warehousing, cold-chain, and industrial development;
 - Advance transportation, utility, and infrastructure improvements that capitalize on increased U.S. - Mexico Trade; and
 - Conduct planning and feasibility studies focusing on freeways and rail lines that support trade.
- Regional Transportation, Freight & Broadband Infrastructure:
 - Improve freight corridors, rail access, highways, broadband, and multimodal transportation networks that support international trade, defense, agriculture, manufacturing, tourism, and rural economic development;
 - Commercial carrier corridor enhancements; and
 - Connector roads to new port of entry in Douglas.
- Strategic Site Readiness, Infrastructure & Opportunity Zone Development:
 - Help prepare development-ready industrial, commercial, and mixed-use sites through utility, broadband, transportation, and water infrastructure improvements, environmental due diligence, and strategic use of Brownfield redevelopment and strategic marketing to attract private investment.
- Water and wastewater infrastructure projects:
 - Need service at new port of entry in Douglas; and
 - Need engineering assessments for water and wastewater infrastructure condition and replacement in several unincorporated areas.
- Workforce & Attainable Housing Infrastructure:
 - Implement the Cochise County Housing Strategy and Implementation Plan by expanding workforce and attainable housing, neighborhood revitalization, housing rehabilitation, adaptive reuse, and public-private partnerships in communities with demonstrated housing needs.
- Tourism, Recreation & Community Revitalization:
 - Expand tourism through investments in outdoor recreation, cultural heritage, wineries, dark skies, sports tourism, and the Cochise County Fairgrounds while supporting redevelopment of underutilized commercial areas and historic communities.
- Mescal-J6 Fire District new fire station and

City of Douglas

- Airport:
 - New Pilot's Lounge;
 - New Beacon; and
 - Brush Hog.
- Blight removal:
 - Brownfield site – clean up and renovation – 357 E. 10th St. & E. 20th Street properties; and
 - Abandoned homes abatement.
- Infrastructure:
 - Solar field for well and Public Works; and
 - New fire station.
- New World Screw Worm sterilization and mitigation.
- Parks & Recreation:
 - New Ball Fields/Park;
 - Lighting;
 - Community Center; and
 - Basketball Courts.
- Port of Entry:
 - Industrial Park development; and
 - Public parking for border crossing.
- Tourism:
 - Bike Paths and connected to other communities (example Bisbee to Douglas via Rails to Trails) and city-wide bike paths.
- Transportation:
 - Chino Road corridor improvements;
 - Connector road development serving the new commercial port of entry; and

- Downtown streetscape and revitalization.
- Water Management:
 - Water and sewer infrastructure extensions supporting the commercial port of entry;
 - Water system improvements including effluent reuse;
 - Waterline mapping;
 - Water/Sewer line replacements;
 - Water recharge study and design;
 - AMA Assured Water Supply study;
 - Flood Control:
 - New 100-year map revision;
 - 3rd Street between Chino Rd and Pan Am; 8th and Washington;
 - Airport Rd.; and
 - Lynn's Lake & Golf Course Road.

City of Bisbee

- Airport improvements:
 - Apron rehabilitation – design and construction;
 - Airfield lighting;
 - Develop Airport Master Plan;
 - Taxiway design and construction;
 - Fuel tank replacement; and
 - Weather reporting equipment replacement.
- Bikeways Community Connection Plan and implementation of infrastructure.
- Brownfield site – clean up and renovation – 404 Bisbee Rd. & 317 Arizona Street.
- Community revitalization:
 - Expand tree canopy;
 - Scoping, feasibility, and project development for placemaking;
 - Right of way, construction for parklets, micro-parks, pop-up plazas, festival streets, painted crosswalks, bike lanes, wayfinding, public art, and heritage signage and installation;
 - Develop area revitalization plans for Bisbee Road, Arizona Street, and San Jose; and
 - Copper Queen Library infrastructure repairs and improvements.
- Expanded high-speed internet access.
- Fire Suppression System improvements:
 - Engineering and Construction for fire suppression systems and hydrants;
 - Melody Lane fire hydrant at former middle school;
 - Install backup generator capacity for fire stations;
 - Tombstone fire station bridge engineering;
 - Wildfire mitigation and education; and
 - New fire trucks.
- Housing (re)development:
 - Senior transitional living facilities;
 - Multi-family housing feasibility study;
 - Affordable housing site development;
 - Brownfield site identification;
 - Housing rehabilitation for substandard housing stock;
 - Create Community Housing Development Organization (CHDO); and
 - Install and upgrade water lines, sewer lines, lift stations, roads, and other infrastructure in support of infill housing.
- Infrastructure:
 - Housing projects – sewer, water, and other foundational efforts;

- Sidewalk development and repair;
- ADA compliance for public spaces and buildings;
- Bridge repair replacement:
 - Commerce Street;
 - Arizona Street Bridge;
 - Mule Gulch Bridge;
 - Assess other off-system bridges;
 - Complete Spring Canyon Bridge studies, plans, and construction; and
 - Complete Gentry Bridge studies, plans, and construction.
- Arizona Street site planning;
- Bisbee Road site planning;
- Old Bisbee streetscapes;
- San Jose streetscapes;
- Scoping, design, feasibility, engineering for bike/ped street improvement;
- Scoping to improve street safety infrastructure;
- Identify and close gaps in sidewalk infrastructure;
- Safety improvements; and
- Engineering and developing safe routes to school infrastructure.
- Parks and Recreation:
 - Improve parks infrastructure, including restrooms and playgrounds;
 - Parks repair/maintenance;
 - Expand parks staff;
 - Trees/plants and infrastructure study and development/maintenance plan;
 - Recreation programming;
 - Splash pad development;
 - Sports facilities development; and
 - Develop regenerative educational/recreational STEM park in partnership with Bisbee Science Exploration & Research Center.
- Small business support:
 - Small business support accelerator; and
 - Remote worker support.
- Tourism:
 - Conduct tourism study:
 - Use for underutilized areas.
 - Eco-tourism: Development of eco-tourism programming in partnership with the Bisbee Science Exploration & Research Center;
 - Medical-tourism development;
 - Camp Naco:
 - Visitor Center/Museum rehabilitation;
 - Small Business incubator;
 - Non-profit Hub building;
 - Short-term housing;
 - Small business spaces; and
 - North end community park development.
 - Expand arts, heritage, cultural tourism, econ-tourism and related tourism opportunities.
- Transit expansion:
 - Additional buses;
 - Expand service coverage;
 - Operations support;
 - Bus shelters; and
 - ADA compliance.
- Water Management:
 - San Pedro aquifer recharge project;
 - Storm water management;
 - Install and upgrade water lines;
 - Storm water infrastructure and drainage ditches for Cochise Row;
 - Downspouts for Library;

- Sewer and water lines in Zacatecas Canyon;
- Wastewater plant upgrades;
- Sewer line upgrades in old Bisbee;
- Engineering and construction for sewer laterals;
- Scoping/Engineering to upgrade water lines across City;
- Scoping/Engineering to upgrade sewer lines across City;
- Renewable stormwater infrastructure planning, scoping, design, and construction across City;
- Clean and dredge canals in old Bisbee and construct water-flow mitigation check dams;
- Clean and repair check dams leading into Mule Gulch Channel; and
- Workforce Development and Engineering
 - Expand childcare access and capacity;
 - Identify barriers that limit access to childcare, housing, small business growth;
 - Strengthen workforce development programs tied to local job needs; and
 - Develop partnerships between employers, schools, colleges, workforce providers, and local governments.

City of Sierra Vista

- Air & Space Reentry Port Development Projects:
 - FAA Spaceport licensing and environmental studies;
 - Airspace and feasibility studies;
 - Terminal and operational facility improvements;
 - Taxiway, apron, hangar and utility expansion;
 - Roadway, water, sewer, electric, natural gas, and broadband infrastructure; and
 - Public-private partnerships for aerospace employers.
- Community Infrastructure and Resiliency Projects:
 - Buffalo Soldier Trail improvements;
 - Highway 92 transportation improvements;
 - Wastewater treatment plant expansion;
 - Aquifer recharge; and
 - Stormwater infrastructure.
- Industrial & Technology Park Projects:
 - Master planning and zoning;
 - Utility extensions;
 - Transportation improvements;
 - Site grading and pad preparation;
 - Broadband and fiber infrastructure; and
 - Speculative industrial buildings.
- New Commercial Development Projects:
 - Highway 90/92 commercial corridor improvements;
 - West End redevelopment opportunities;
 - Opportunity Zone investment initiatives;
 - Mixed-use commercial centers;
 - Tourism and hospitality projects; and
 - Retail recruitment infrastructure.
- Sports Tourism and Recreation Development Projects:
 - Tourism-quality athletic fields;
 - Sports complex expansion;
 - Parking improvements;
 - Restrooms and concession facilities;
 - Multi-use pathways;
 - Visitor amenities;
 - Park/Sierra Vista Golf Center at Pueblo del Sol rehabilitation; and
 - Trail connectivity.

- Tourism, Heritage, and Quality of Life Projects:
 - Historic preservation;
 - Trail connections;
 - Gateway beautification;
 - Wayfinding signage;
 - Public art;
 - Cultural tourism; and
 - Event venues.
- West End Revitalization and Housing Projects:
 - Street reconstruction;
 - Water and sewer upgrades;
 - Sidewalks, lighting, and ADA improvements;
 - Housing redevelopment;
 - Neighborhood beautification;
 - Public spaces and plazas; and
 - Utility undergrounding, where feasible.
- Workforce and Innovation Projects:
 - Workforce training center;
 - Business incubator;
 - Small business accelerator;
 - Cochise College partnerships;
 - Veteran workforce initiatives;
 - Entrepreneurship programs; and
 - Digital skills training.

City of Benson

- Rail improvements and expanded access.
- Trade Port development.

City of Tombstone

- Food Bank development.
- ADA compliance for public spaces and facilities.

Town of Huachuca City

- Childcare Services:
 - Support for Library Programs; and
 - Boys & Girls Club/After School Childcare.
- Housing:
 - Low-Income Housing (Apartments) Construction; and
 - Owner-Occupied Housing Rehabilitation.
- Infrastructure:
 - ADA Compliance for Public Buildings;
 - Blight/Slum Debris Removal; and
 - Diaper changing stations in public buildings.
- Parks and Recreation
 - Activity Center – Kitchen Updating and ADA Compliance;
 - Eliminate goat-head weeds in town;
 - Eliminate goat-head weeds in the entire park (Leffingwell Park);
 - Replace existing grass with comfortable sitting/picnic grass;
 - Park Improvements;
 - Public Pool Improvements (Shade Structures);
 - Improve Parks Connections to Public Facilities with ADA Compliant Path;
 - Xeriscape (non-irrigated) grasses and wildflowers for public grounds;
 - Path improvements to connect Lower and Upper Huachuca City; and

- Splash Pad Park Improvements in Lower Huachuca City.
- Transportation:
 - Traffic Calming to Slow Speeding in Neighborhoods (Skyline Hill); and
 - Gila (Street) Improvements.
- Water Management:
 - Installation of Smart Water Conservation Meters;
 - Water main infrastructure improvements;
 - Engineering assessment of water and wastewater systems;
 - E. Yuma (Street) Water/Wastewater Infrastructure Improvements;
 - Pima (Street) Water/Wastewater Infrastructure Improvements; and
 - Water Sprinklers in Park.

City of Willcox

- Housing:
 - Affordable Housing with Habitat for Humanity; and
 - Affordable Housing Apartments.
- Infrastructure:
 - Removal of Dilapidated Structures in the City;
 - A Sidewalk along Arizona Avenue;
 - Flagstaff, Prescott, and Mesa Curb, Gutter, Sidewalk, Drainage, and Road Improvements;
 - City Hall Improvements to include Windows, Roof, and Painting;
 - 1st, 2nd, and 3rd Streets Curb, Gutter, Drainage, and Road Improvements;
 - Downtown Railroad Alley Improvements Project to include Painting and Multi-use Paths along the Alleyway;
 - Curb, Gutter, Drainage, and Sidewalk Improvements along Ironwood Street; and
 - A Shop Covering for Heavy Equipment for Public Works and City Utilities.
- Parks and Recreation:
 - Renovating the City Pool;
 - Community Center Building Improvements;
 - Keiller Park Improvements;
 - Spray Park at Keiller Park;
 - Field Lights at Quail and Keiller Parks;
 - Event Center at Quail Park;
 - New Playground Equipment and/or ADA Equipment at Keiller Park;
 - New Park Restrooms at Railroad, Keiller, and Quail Parks;
 - Restroom Remodels at Keiller Park;
 - Multi-purpose Trails along the Willcox Flood Canal;
 - Playground Canopies at Quail and Keiller Parks;
 - Curb, Gutter, Drainage, and Sidewalk Improvements along Scott Street;
 - Transform Fields One and Two into Multi-purpose Fields to be used for Soccer, Football, and Baseball at Keiller Park;
 - Workout and Exercise Equipment along Walking Paths; and
 - Match for State Park Grants to Include Recreational Amenities.

9.2 Santa Cruz County Projects

Countywide

- Affordable Childcare:
 - Analysis and feasibility study for increased and improved childcare options including workforce development; and
 - Early childhood support.
- Affordable Housing:
 - Brownfield site identification;
 - Update Santa Cruz County Housing Strategy and create implementation strategy;
 - Housing project study and design for Mariposa residency program;
 - Review of development policies and regulations toward easing affordable housing development; and
 - Homeownership assistance.
- Airport:
 - Planning and feasibility of developing land around the airport; and
 - Expand airport operations.
- Broadband Expansion and Connectivity Initiative Tourism – Nature based economy projects:
 - Planning, mapping, and implementation of trails, bicycle paths; and
 - Develop plan and implementation of cuisine tourism effort.
- Community Development:
 - Investment Development Authority;
 - Review feasibility of selling bonds for development activities;
 - Regulatory review for development barriers, explore regulatory changes/enhancements that promote development; and
 - Demolition of real property Pete Kitchen.
- DeConcini Port of Entry improvements.
- Digital commerce and technology adoption programs.
- Education:
 - Develop Community College:
 - Feasibility study;
 - Development Plan; and
 - Implementation Plan.
- Emergency Services:
 - Emergency Services assessment and audit; and
 - New fire truck for fire district.
- Healthcare access:
 - Mariposa Health clinic expansion;
 - Mobile health clinics;
 - Purchase mobile health clinic vehicle; and
 - Patagonia clinic expansion.
- Infrastructure:
 - Demolition of real property on Pete Kitchen; and
 - Sidewalk rehabilitation on Chula Vista.
- Public Transit:
 - Review transit plan and development implementation strategy.
- Recreation:
 - County-wise parks, recreation and open space master plan;
 - Santa Cruz River restoration; wildlife corridor, storm water mitigation;
 - Mapping of regional trails and improvements/maintenance plan;
 - Play area for children at Pierson school;
 - Soccer field in Rio Rico;
 - Tennis and Pickleball Courts at Damon Park;
 - Park improvements at Chula Vista and Tubac;
 - Rio Rico Community Center improvements;

- Park restrooms on Western Ave; and
 - Recreational land acquisition.
- Tourism:
 - Cuisine Tourism Initiative;
 - Traffic congestion mitigation; and
 - Parking.
- Transportation infrastructure:
 - Spine roads, bridges and frontage roads.
- Vitality district development – Rio Rico:
 - Scoping, Outreach, Implementation;
 - Land acquisition for public improvements;
 - Create zoning district for commercial core;
 - Create stormwater master plan;
 - Create Improvement District to manage and create funding mechanisms;
 - Create design guidelines;
 - Codify incentives;
 - Marketing and events for investors;
 - Off-street parking construction;
 - Small business incubation;
 - Construct recreational trail; and
 - Construct public buildings including community center, library, museum, studios, college extension classrooms, entertainment venue.
- Water quality and quantity:
 - Watershed management projects including Rio Rico resilience corridor, Nogales Wash, and Oso Wash;
 - Flood control study at Pete Kitchen and North Rio Rico; and
 - Flood control study for Patagonia.
- Workforce and education:
 - Attracting and retaining local workforce;
 - Workforce training programs; and
 - Vocational training center, robotics and other high-tech pathways.

Town of Patagonia

- Affordable Housing:
 - Remodel rooms at Old Main to provide low-income housing for teachers and others; and
 - Design and engineering for affordable housing project.
- Design for Birth-to-5 Years Daycare;
- Expand fire and EMS, infrastructure, equipment & training;
- Health clinic expansion;
- Internet capacity community wide;
- Office expansion to include Marshall's office;
- Recreation/Community center on 3rd Ave.;
- Road and street improvements:
 - Pave dirt roads to reduce dust.
- Water Management:
 - Flood control study Phase II;
 - Water quality;
 - New water main along Harshaw Ave.;
 - New well and reservoir; and
 - [completed]
- Welcome center on 4th Ave.

City of Nogales

- Business development and support:
 - Business incubator implementation;
 - Innovation Center – shared workspace center in Old Foxworth Building; and
 - Childcare development.
- Commercial and Housing Re- Development:
 - Code review for barriers to development;
 - New World Screwworm mitigation and sterilization;
 - Renewably-built Infrastructure in Downtown (Morley Avenue & Grand Avenue Fruit Tree Plantings) – Water Harvesting, Increased Shade, Education Collaboration);
 - Historic Clock Tower Building Rehabilitation; and
 - Brownfield site cleanup and renovation at 2251 N. Grand Ave.
- Community Development:
 - Electric vehicle infrastructure; and
 - Permanent home for farmer's market.
- Emergency Services:
 - Expand fire and EMS, infrastructure, equipment & training.
- Infrastructure:
 - Visitor center development:
 - Solar and alternative energy projects:
 - Power reliability to handle growth – capacity to generate sustainable power, connections and availability to access energy including gas lines; and
 - ADA improvements in public buildings and spaces.
- Parks and Recreation:
 - Baseball and soccer fields;
 - Park restrooms improvements; and
 - Municipal golf course improvements.
- Tourism:
 - Regional tourism and destination development initiatives.
- Transportation:
 - Roadway beautification improvements; and
 - Feasibility study for passenger rail connectivity between Nogales and Tucson.
- Water Management:
 - Waste water and water quality infrastructure improvements.

9.3 Graham County Projects

Countywide

- Affordable Childcare:
 - Analysis and feasibility study for increased and improved childcare options including workforce development;
 - AZ State land dept – consolidating parcels Little Hollywood;
 - Bike and pedestrian pathway and regional trail system connecting recreation/tourism – Next phase – connect Pima into system, market as regional trail system for local and tourist interests;
 - Broadband and digital infrastructure enhancements;
 - Brownfield site identification and mitigation; and
 - Business development plan including attracting a greater variety of business types.
- Business Sector Balance:
 - Business inventory; and
 - Connect Safford Discovery Park to County Park to Mayor Kouts Park.
- County partnerships and business development initiatives.
- County-wide development Master Plan – including towns, city, etc. – include land use and growth and future transportation (comprehensive plan):

- Develop regional multi-model pathways plan for all communities;
 - Development of local community housing development organization (CHDO); and
 - East/West Corridor development across communities.
- Educational and workforce collaboration projects.
- Housing development:
 - Housing Master plan;
 - Implementation Plan; and
 - Building code alignment – collaborative building code and minor land division.
- Infrastructure:
 - Park grades and development;
 - Fairground development:
 - Sidewalks;
 - fill lower pond;
 - remove rail ties from playground;
 - pickleball courts; and
 - parking.
 - Safety improvements to paths along Golf Course Rd. & Discovery Park Blvd; and
 - Graham County Courthouse restoration.
- Parks and Recreation:
 - Playgrounds, sports and action parks, playing fields;
 - Review development standards and revise in support of housing development;
 - Review of childcare regulations and advocacy for changing legislation;
 - River Walk pathway in partnership with Safford;
 - Walking paths on Reay Lane;
 - Solar lighting; and
 - Central Parks improvements.
- Transportation and roadway improvements:
 - East-West throughways:
 - 1st Ave. Thatcher, 8th St. Thatcher, Reay Lane, Safford Bryce Rd.;
 - 40th St. connection street development;
 - Clifton St. intersection development;
 - Eden, Fred Webb, subdivision road improvements;
 - Chip seal for Hot Springs Rd.;
 - 43rd Street improvements;
 - Chip seal dirt roads; and
 - Clifton St. intersection roundabout.
- Water Management:
 - Water resource and utility system improvements;
 - Power Line Rd. water service extension;
 - Water utilities improvements across the river;
 - Conduct public outreach and water conservation education;
 - Gila Valley flood protection and watershed improvement project – study expansion;
 - Graham County Drainage Criteria manual development;
 - Building code alignment; and
 - Beaver dam and stream restoration.

City of Safford

- Commercial Development:
 - Downtown historic theater redevelopment;
 - Expansion of available development sites; and
 - Industrial Park development.
- Economic Development Initiatives:
 - Regional economic development investment; and
 - Support for business diversification and entrepreneurship.
- Housing:

- Create Community Housing Development Organization (CHDO);
 - Identify Brownfield sites;
 - Brownfield sites clean up and renovation at 625 W. Main and 627 W. Main;
 - Temporary shelter for homeless; and
 - Tiny home development for low-income and homeless.
- Infrastructure:
 - Fire station development;
 - Hospital expansion 200,000 sq ft.;
 - Infrastructure improvements that promote long-term economic growth;
 - New City Hall;
 - Street lighting near 8th St.;
 - Sidewalk ADA improvements on 3rd Ave.;
 - Dorothy Stinson School safe walking path near Canal; and
 - Improved street lighting, marked crosswalks and traffic safety improvements near middle school and train tracks.
- Parks and Recreation:
 - Irrigation of Golf Course – Effluence management;
 - Recreation Center – Field House;
 - Development of pocket parks;
 - School recreation facilities improvements for public use;
 - Community activity and resource center for all ages;
 - Indoor recreation and social space; and
 - School playground equipment safety upgrade.
- Water Management:
 - Water Master plan – future water sources outside the Gila River;
 - Water resources - Extend availability; and
 - Water resources and utility system improvements.

Pima

- Economic development – around new high school access road.
- Fire station development:
 - New fire station; and
 - New fire truck.
- Housing:
 - Brownfield site identification and redevelopment planning.
- Library development – new library.
- Parks and Recreation:
 - Pool Park Improvements; and
 - Bikeway/Pathway development.
- Transportation:
 - Highschool access road from Highway with stoplight;
 - Hwy. improvements for new development along highway;
 - Main Street road improvements;
 - Tripp Canyon Rd. for residential access; and
 - 400S 100W improvements.
- Water Management:
 - Wastewater and Sewer development and upgrades;
 - Water storage study and implementation;
 - Water well development and water access lines; and
 - Sewer Lift Station.

Thatcher

- Housing:
 - Brownfield site identification and redevelopment planning; and
 - Housing rehabilitation programming.
- Infrastructure:
 - Sidewalks to schools;
 - New sidewalks on 1st Ave, south of 8th St.; and
 - Night lighting for areas used by the elderly.
- Parks and Recreation:
 - ADA improvements to Parks;
 - New ADA playground equipment; and
 - Cold water and shade stations.
- Transportation:
 - Regional Transportation Program.
- Water Management:
 - Drainage improvements at Frye Creed Rd.;
 - Drainage improvements on Reay Lane; and
 - Retention basins to mitigate flooding.

9.4 Greenlee County Projects

Countywide

- Affordable Childcare:
 - Analysis and feasibility study for increased and improved childcare options including workforce development.
- Broadband and technology improvements:
 - Increased accessibility and affordability for fiberoptic and Starlink connectivity.
- Business support for startups and remote workers:
 - Coworking facilities and other flex spaces;
 - Light manufacturing facilities; and
 - Industry related research.
- Career development programming.
- Critical infrastructure expansion projects:
 - Airport at Three-way; and
 - Public Safety Radio Tower/Repeater.
- Hazzard mitigation:
 - Expand Flood control efforts;
 - Fire mitigation efforts in residential and commercial areas; and
 - Vegetation management for fire risk on the Gila River near Duncan.
- Housing Development:
 - Master plan;
 - Feasibility study;
 - Implementation Plan;
 - CHDO Status; and
 - Brownfield identification and mitigation.
- Infrastructure:
 - New Post Office for Duncan Valley.

- Water Management:
 - Water storage and utility system upgrades;
 - Sewer line assessment; and
 - Wastewater expansion.

Duncan

- Commercial redevelopment:
 - Master planning for revitalization, restoration, and preservation;
 - Chase Creek and Duncan Main Street;
 - Brownfield site cleanup and renovation – Duncan Theater 105 Railroad Ave.;
 - Train Depot revitalization; and
 - Historic preservation of ACC building.
- Community infrastructure development/redevelopment planning:
 - Fairgrounds improvements;
 - Community connectivity – bike paths, walking trails, public transit;
 - Grocery business access through concurrent development of local produce outlet; and
 - Broadband accessibility for low-income households.
- Housing:
 - Housing rehab program.
- Increased Tourism and Recreation:
 - San Francisco River Recreation Access; and
 - RV Park expansion.
- Parks and Recreation:
 - Install lighting; and
 - ADA improvements.
- Water Management:
 - Water and utility upgrades;
 - Sewer line assessment;
 - Flood control; and
 - Wastewater improvements.

Clifton

- Community Development:
 - 4th Street Senior Center emergency backup generator;
 - Library gazebos, electric sliding doors, and ADA improvements; and
 - Library retaining wall stabilization.
- Housing:
 - Owner-occupied housing rehab.
- Infrastructure:
 - Low voltage street lighting;
 - EV charging stations;
 - ADA improvements for public buildings and spaces;
 - Police Department repair;
 - Fire station improvements;
 - New animal shelter;
 - Road repairs;
 - Cliff mountain wall stabilization; and

- Parking lot construction covering Chase Creek and serving Chase Creek Street buildings.
- Parks and Recreation:
 - Windmill at Veteran's Park to generate electric needs for the park;
 - Triangle Beach Park – build;
 - RV Park expansion;
 - Riverwalk improvements; and
 - San Francisco River recreation access.
- Revitalization:
 - Commercial District;
 - Chase Creek;
 - Blight abatement;
 - Elk's Building rehabilitation;
 - Train depot building repair; and
 - Historic AZ Copper Co. headquarters building repair.
- Water Management:
 - Flood control;
 - Sewer FOG program;
 - Sewer line repairs; and
 - Wastewater treatment plant grinder pumps and pipe replacement.

9.5 Region-wide projects

- Brownfield Identification and mitigation:
 - Conduct brownfield assessments with local government stakeholders;
 - Conduct community engagement with residents and stakeholders;
 - Conduct Phase I/II ESAs and RBM surveys; and
 - Develop site-specific cleanup/reuse plans.
- Bi-Annual Workforce needs Assessment:
 - Region-wide;
 - Partnership with area employers to determine workforce readiness gaps;
 - Partnership with area colleges to determine how to fill gaps; and
 - Published report.
- Borderlands Business and Development Symposium:
 - Annual;
 - Region-wide; and
 - Partnership with local governments, investors, developers, and business associations to share upcoming development and investment opportunities.
- Childcare Study:
 - Assessment of current childcare options across the region, identification of gaps in service, costs, and regulatory requirements; and
 - Recommendations for policy and regulatory change.
- Housing:
 - Technical assistance to update subregional housing studies;
 - Feasibility and Implementation Plan on the development of a region-wide Community Housing Development Organization (CHDO);
 - Annual Housing Forum for SEAGO Region to discuss best practices for local governments and their partners; and
 - Technical assistance to identify housing development and funding strategies.

- Investments/Funding Study:
 - Review and Assessment of current investment strategies including New Markets and other Tax Credit programs and how they are effectively used in rural areas;
 - Review and Assessment of current federal and state funding resources for economic development projects; and
 - Publish bi-annual report and present findings to regional stakeholders.
- Small Business and Workforce Support Center:
 - Technical assistance provision across the region in support of existing workforce and business development organizations, local governments, and individuals.
- Tourism Stakeholders Forum:
 - Annual meeting of tourism officials in the region to discuss tourism economic development indicators, expansion into medical and eco-tourism, understand changes and trends in tourism markets, and workforce development in support of tourism.
- Trade Port Development Plan:
 - Region-wide;
 - Partnership with regional communities, Port Authorities, Transportation, and other stakeholders; and
 - Published Feasibility Study.

The Regional Priority Projects provide a roadmap for targeted investment across the SEAGO Region during 2026–2031. By advancing these projects through coordinated planning, funding, and implementation efforts, the region can strengthen economic resilience, improve infrastructure, and support long-term sustainable growth.

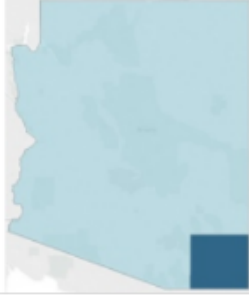
APPENDICIES

A – COCHISE COUNTY DATA
 B – GRAHAM COUNTY DATA
 C – GREENLEE COUNTY DATA
 D – SANTA CRUZ COUNTY DATA
 E – RESILIENCE TOOL KIT
 F – CEDS COMMITTEE
 G - REGIONAL ECONOMIC DEVELOPMENT PLANS

APPENDIX A - COCHISE COUNTY DATA

Population - Cochise County, AZ	2021	2022	2023	2024	2025
<i>July 1st Estimates, Employment and Population Statistics, Arizona Department of Administration</i>					
Total Population	126,463	126,648	127,305	128,253	129,042
% Chg from Year Ago	0.6%	0.1%	0.5%	0.7%	0.6%
Benson	5,365	5,388	5,447	5,536	5,589
% Chg from Year Ago	0.1%	0.4%	1.1%	1.6%	1.0%
Bisbee	4,968	5,045	5,091	5,028	4,954
% Chg from Year Ago	0.9%	1.5%	0.9%	-1.2%	-1.5%
City of Sierra Vista	45,851	45,773	45,466	45,492	45,838
% Chg from Year Ago	0.9%	-0.2%	-0.7%	0.1%	0.8%
City of Douglas	16,302	15,713	15,940	16,059	16,347
% Chg from Year Ago	-1.4%	-3.6%	1.4%	0.7%	1.8%
Huachuca City	1,626	1,626	1,635	1,628	1,616
% Chg from Year Ago	0.0%	0.0%	0.6%	-0.4%	-0.7%
Tombstone	1,313	1,376	1,398	1,406	1,408
% Chg from Year Ago	0.2%	4.8%	1.6%	0.6%	0.1%
Willcox	3,229	3,248	3,278	3,271	3,255
% Chg from Year Ago	0.5%	0.6%	0.9%	-0.2%	-0.5%
Unincorporated Cochise County	47,809	48,479	49,050	49,833	50,035
% Chg from Year Ago	1.1%	1.4%	1.2%	1.6%	0.4%
Published by Economic and Business Research Center.					

Cochise County



Arizona State or County:

Cochise County

Year:

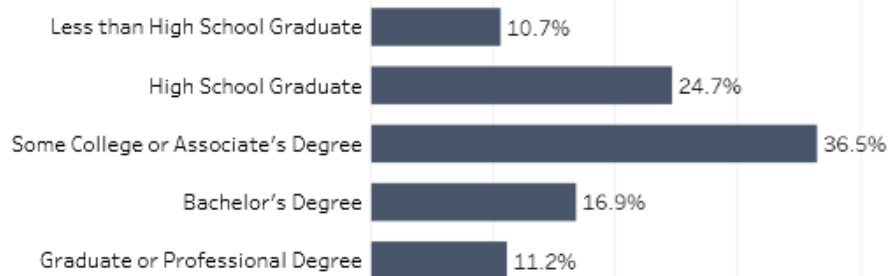
2024

Survey Type:

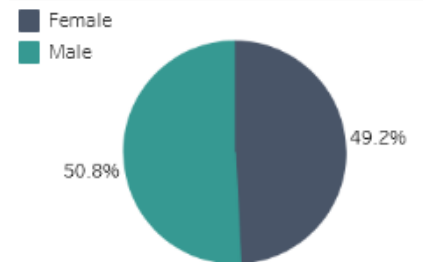


- ☐ 1-year estimates
☒ 5-year estimates

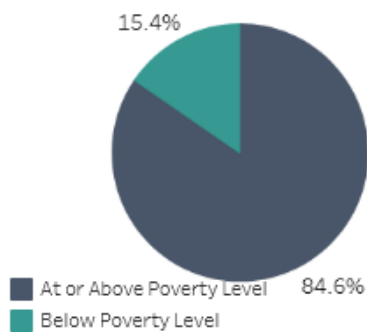
Population by Education



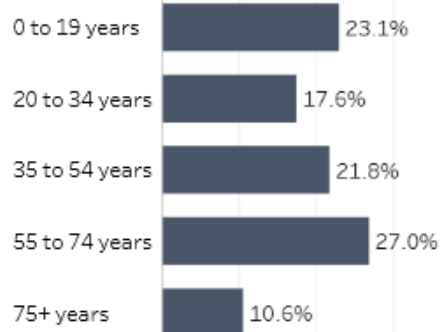
Population by Gender



Population by Poverty



Population by Age



Population by Disability

With any disability 15.4%



View on Tableau Public

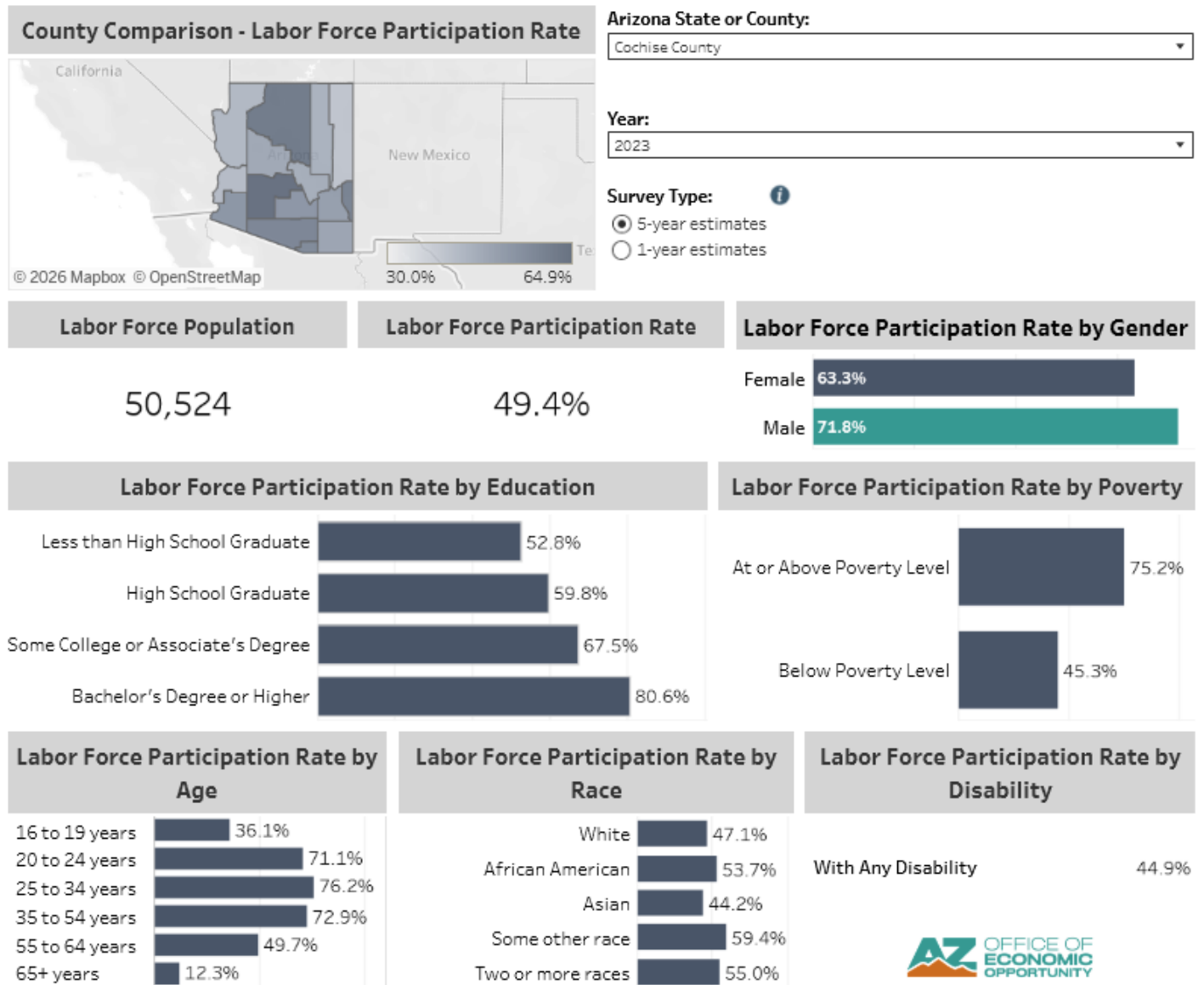
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Sierra Vista-Douglas MSA (Cochise County) Monthly Summary	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026
<i>Labor Force, Not Seasonally Adjusted, Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics</i>						
Civilian Labor Force	46,328	46,678	45,535	45,755	45,106	45,245
% Chg from Year Ago	-2.7% ↓	-3.5% ↓	-5.2% ↓	-5.8% ↓	-5.8% ↓	-4.2% ↓
Employment	44,001	43,821	42,760	43,153	42,669	42,606
% Chg from Year Ago	-3.1% ↓	-4.8% ↓	-6.4% ↓	-6.7% ↓	-6.5% ↓	-5.0% ↓
Unemployment	2,327	2,857	2,775	2,602	2,437	2,639
% Chg from Year Ago	7.2% ↑	20.7% ↑	17.8% ↑	13.3% ↑	9.0% ↑	10.0% ↑
Unemployment Rate	5.0	6.1	6.1	5.7	5.4	5.8
Change from Year Ago	0.4 ↑	1.2 ↑	1.2 ↑	1.0 ↑	0.7 ↑	0.7 ↑
<i>Earnings, \$, Not Seasonally Adjusted, Current Employment Statistics, U.S. Bureau of Labor Statistics</i>						
Average Hourly Earnings of All Employees (Private Sector)	\$31.05	\$30.39	\$30.18	\$30.01	\$29.54	\$29.07
% Chg from Year Ago	-9.6% ↓	-9.7% ↓	-12.5% ↓	-11.6% ↓	-11.6% ↓	-11.4% ↓
<i>Nonfarm Payroll Jobs, Thousands, Seasonally Adjusted, Current Employment Statistics, U.S. Bureau of Labor Statistics</i>						
Total Nonfarm Jobs	33.2	33.3	33.2	33.2	33.4	33.6
% Chg from Year Ago	-4.3% ↓	-5.1% ↓	-4.0% ↓	-4.6% ↓	-3.2% ↓	-2.0% ↓

Nonfarm Payroll Jobs, Thousands, Not Seasonally Adjusted, Current Employment Statistics, U.S. Bureau of Labor Statistics

Total Nonfarm Jobs	33.5	33.0	33.2	33.3	33.5	33.7
% Chg from Year Ago	-4.3%	-5.2%	-4.6%	-5.1%	-3.2%	-2.3%
Mining, Logging, and Construction	2.1	2.1	2.0	2.1	2.1	2.1
% Chg from Year Ago	0.0%	0.0%	-4.8%	0.0%	0.0%	0.0%
Manufacturing	0.6	0.6	0.6	0.6	0.6	0.6
% Chg from Year Ago	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Trade, Transportation, and Utilities	6.6	6.4	6.4	6.5	6.6	6.6
% Chg from Year Ago	0.0%	-3.0%	-1.5%	0.0%	3.1%	3.1%
Information	0.7	0.7	0.7	0.7	0.7	0.7
% Chg from Year Ago	-30.0%	-22.2%	-22.2%	-36.4%	-36.4%	-22.2%
Financial Activities	1.0	1.0	1.0	1.0	1.0	1.0
% Chg from Year Ago	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Professional and Business Services	3.5	3.4	3.5	3.5	3.5	3.5
% Chg from Year Ago	-7.9%	-10.5%	-10.3%	-10.3%	-5.4%	-5.4%
Priv. Education and Health Services	4.6	4.6	4.7	4.7	4.7	4.7
% Chg from Year Ago	-4.2%	-4.2%	0.0%	-2.1%	0.0%	0.0%
Leisure and Hospitality	3.4	3.4	3.4	3.4	3.4	3.4
% Chg from Year Ago	-2.9%	-2.9%	-2.9%	-5.6%	-5.6%	-5.6%
Other Services	0.7	0.7	0.8	0.8	0.8	0.8

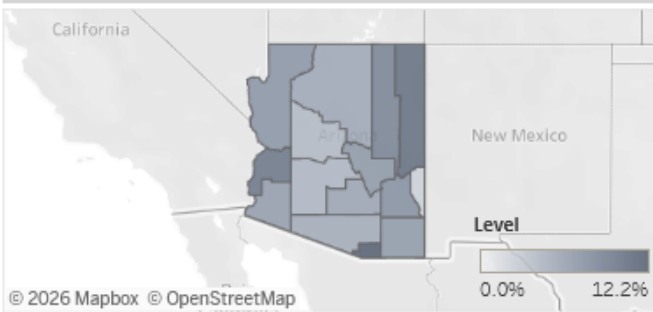
Government	10.3	10.1	10.1	10.0	10.1	10.3
% Chg from Year Ago	-5.5%	-5.6%	-6.5%	-6.5%	-5.6%	-4.6%
Federal Government	3.9	3.7	3.7	3.7	3.8	3.9
State + Local Government	6.4	6.4	6.4	6.3	6.3	6.4
<i>Taxable Sales, \$, Accrual, Not Seasonally Adjusted, Arizona Department of Revenue</i>						
Retail (less food and gasoline)**	126,832,903	89,638,343	95,804,434	112,259,486	86,828,722	
% Chg from Year Ago	2.8%	-1.3%	4.1%	3.8%	-14.2%	
Restaurants and Bars	20,058,490	18,479,312	18,433,550	21,920,276	20,311,472	
% Chg from Year Ago	6.7%	5.8%	8.3%	-1.9%	4.2%	
Hotel/Motel	5,383,283	3,989,835	5,100,436	5,592,818	4,978,829	
% Chg from Year Ago	2.4%	-4.0%	10.5%	-9.8%	3.8%	
Amusements	753,708	664,995	721,131	949,981	917,711	
% Chg from Year Ago	21.7%	14.3%	60.5%	-16.0%	8.3%	
<i>New Housing Units Authorized, Permits, Not Seasonally Adjusted, C-40, U.S. Census Bureau</i>						
Total	38	32	30	34	30	28
Chg from Year Ago	3	-5	-30	-2	-2	-7
Single Family	38	32	30	34	30	28
Chg from Year Ago	3	-5	-22	-2	-2	-7
Published by Economic and Business Research Center.						



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County Comparison - Unemployment Rate



Arizona State or County:

Cochise County

Year:

2024

Survey Type:

☐ 1-year estimates

☒ 5-year estimates

Unemployment Population

3,486

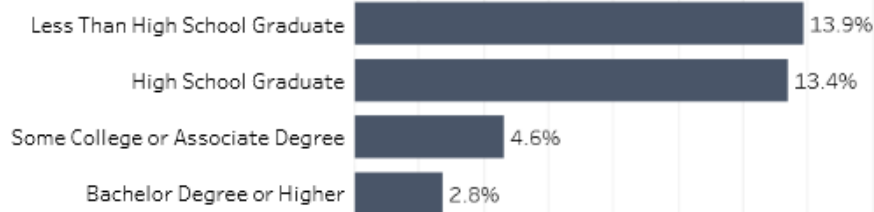
Unemployment Rate

6.9%

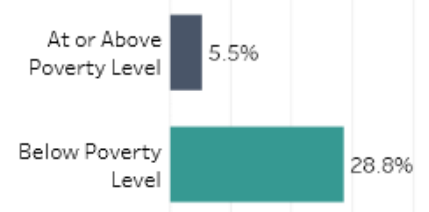
Unemployment Rate by Gender



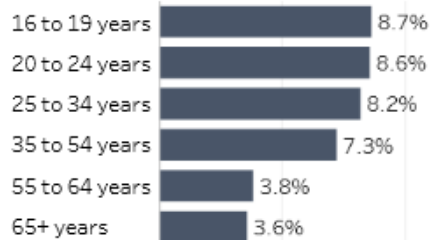
Unemployment Rate by Education



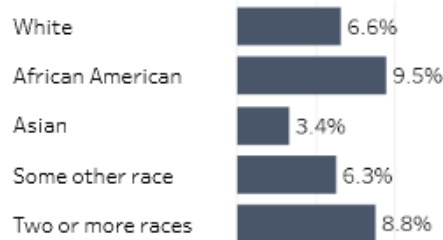
Unemployment Rate by Poverty



Unemployment Rate by Age



Unemployment Rate by Race



Unemployment Rate by Disability

With any disability 17.1%



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Employment trends (monthly)

Area Name:

Cochise County

Date Range:

February 3, 2006 May 1, 2026

Seasonally Adjusted:

☐ Yes

☒ No

Industry:

☒ Total Nonfarm

☐ Construction

☐ Financial Activities

☐ Government

☐ Information

☐ Leisure & Hospitality

☐ Manufacturing

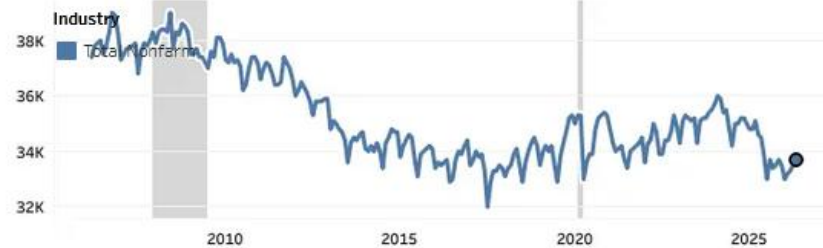
☐ Natural Resources & Mining

☐ Other Services

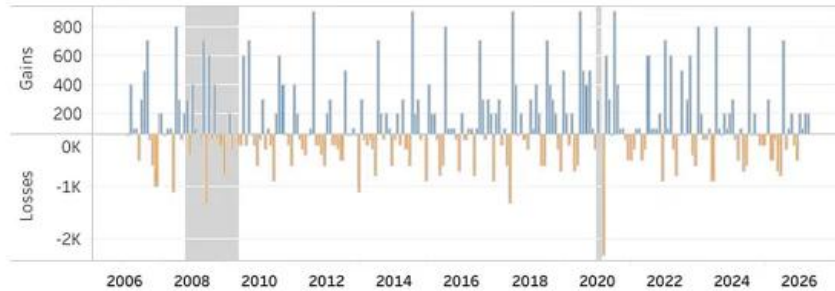
☐ Professional & Business Svcs

☐ Trade, Transportation & Utilities

Cochise County Total Nonfarm Employment



Cochise County Total Nonfarm Monthly Employment Change



Cochise County Total Nonfarm Employment (Seasonally Adjusted: No)

Area	Industry	Date	Current	Last Month	Last Year	Monthly Change	Yearly Change
Cochise County	Total Nonfarm	May 2026	33,700	33,500	34,500	200	-800
		April 2026	33,500	33,300	34,600	200	-1,100
		March 2026	33,300	33,200	35,100	100	-1,800
		February 2026	33,200	33,000	34,800	200	-1,600
		January 2026	33,000	33,500	34,800	-500	-1,800
		December 2025	33,500	33,700	35,000	-200	-1,500
		November 2025	33,700	33,500	35,200	200	-1,500

[Click Here to Export Data Based on Filter Selections](#)

Job growth projections (by industry)

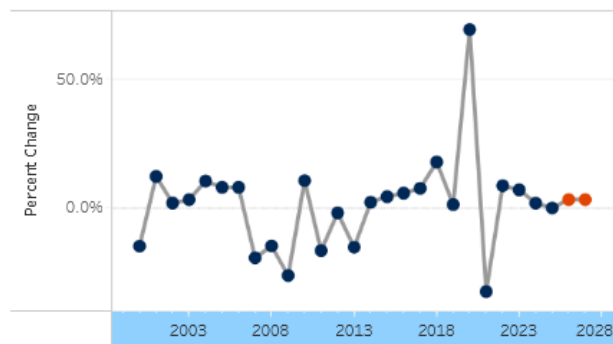
Area: Industry Level: Projection Type: ☒ Short Term (2025 - 2027) ☐ Long Term (2024 - 2034)

Short Term (2025 - 2027) Cochise County Industry Projections

Industry	Base Employment	Projected Employment	Total Employment Numeric Change	Total Employment Percentage Change	Annual Employment Numeric Change	Annual Employment Percentage Change
Construction	2,172	2,305	133	6.1%	67	3.0%
Educational Services	3,281	3,191	-90	-2.7%	-45	-1.4%
Financial Activities	1,169	1,198	29	2.5%	15	1.2%
Government	6,361	6,327	-34	-0.5%	-17	-0.3%
Health Care and Social Assistance	3,922	3,961	39	1.0%	20	0.5%
Information	1,062	1,095	33	3.1%	17	1.5%
Leisure and Hospitality	3,910	4,035	125	3.2%	63	1.6%
Manufacturing	609	584	-25	-4.1%	-13	-2.1%

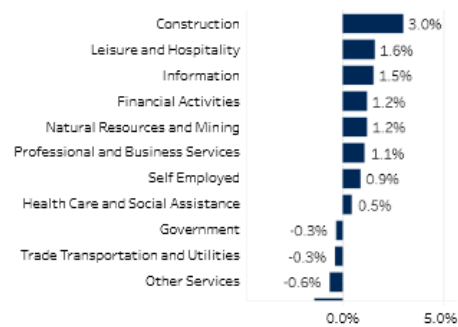
Annual Employment % Change

Industry: ☒ Actual Annual % Change ☐ Projected Annual % Change



Employment Change Short Term (2025 - 2027)

Measure Type:



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Job growth projections (by occupation)

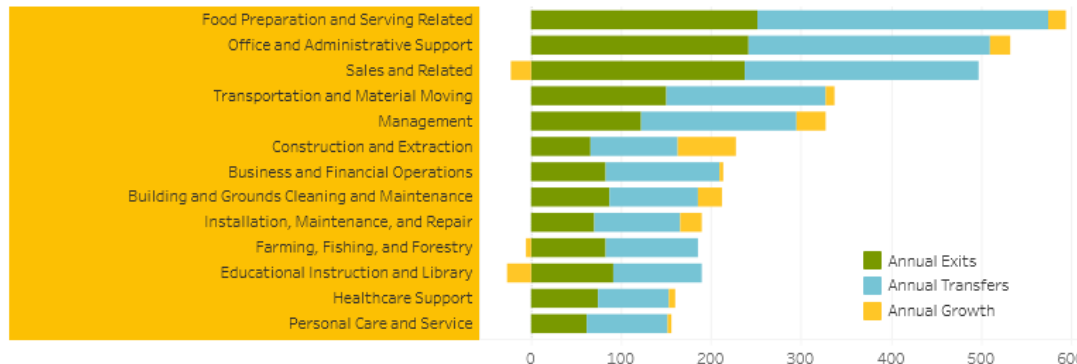
Projections Type: ☒ Short-Term (2025-2027) ☐ Long-Term (2024-2034)

Area:
 Level of Detail:
 Occupation Group:
 Occupation Title:
 Typical Education Level:

Short-Term (2025-2027) Cochise County Occupational Projections

SOC Code	Occupation Title	Based Employment	Projected Employment	Annual Growth	Annual Percent Change	Total Annual Openings
35-0000	Food Preparation and Serving Related	3,103	3,143	20	0.6%	594
43-0000	Office and Administrative Support	4,581	4,625	22	0.5%	532
41-0000	Sales and Related	3,561	3,516	-22	-0.6%	475
53-0000	Transportation and Material Moving	2,661	2,680	10	0.4%	338
11-0000	Management	3,693	3,756	32	0.8%	327
47-0000	Construction and Extraction	2,071	2,195	64	3.0%	228
13-0000	Business and Financial Operations	2,727	2,736	4	0.2%	214
37-0000	Building and Grounds Cleaning and Maintenance	1,347	1,400	26	1.9%	212
49-0000	Installation, Maintenance, and Repair	1,885	1,932	24	1.2%	190
45-0000	Farming, Fishing, and Forestry	1,268	1,258	-5	-0.4%	181

Cochise County Projected Annual Openings by Type



[Click Here to Download Data Based on Filter Selections](#)

Personal Income, Earnings, Wages Sierra Vista-Douglas MSA* (Cochise Co.)	2019	2020	2021	2022	2023
<i>\$ Thousands, Place of Residence Profile, Bureau of Economic Analysis</i>					
Personal Income	5,174,896	5,876,370	6,269,961	6,340,860	6,643,755
% Chg from Year Ago	4.6%	13.6%	6.7%	1.1%	4.8%
Net earnings by place of residence	2,449,023	2,698,199	2,730,733	2,845,599	2,976,778
% Chg from Year Ago	3.8%	10.2%	1.2%	4.2%	4.6%
Personal current transfer receipts	1,789,625	2,227,101	2,550,958	2,498,926	2,588,452
Income maintenance benefits	114,889	133,516	223,124	218,014	142,527
Unemployment insurance compensation	4,565	135,939	46,587	3,303	5,342
Retirement and other	1,670,171	1,957,646	2,281,247	2,277,609	2,440,583
Dividends, interest, and rent	936,248	951,070	988,270	996,335	1,078,525
% Chg from Year Ago	2.8%	1.6%	3.9%	0.8%	8.2%
<i>Number of Persons, Bureau of Economic Analysis</i>					
Population	125,334	125,527	126,119	125,487	124,640
% Chg from Year Ago	0.4%	0.2%	0.5%	-0.5%	-0.7%
<i>\$, Per Capita Incomes Profile, Bureau of Economic Analysis</i>					
Per capita personal income	41,289	46,814	49,715	50,530	53,304
% Chg from Year Ago	4.2%	13.4%	6.2%	1.6%	5.5%
Per capita net earnings	19,540	21,495	21,652	22,676	23,883
% Chg from Year Ago	3.4%	10.0%	0.7%	4.7%	5.3%

Per capita personal current transfer receipts	14,279	17,742	20,227	19,914	20,767
% Chg from Year Ago	6.3%	24.3%	14.0%	-1.5%	4.3%
Per capita income maintenance benefits	917.0	1,064	1,769	1,737	1,144
Per capita unemployment insurance compensation	36.0	1,083	369.0	26.0	43.0
Per capita retirement and other	13,326	15,595	18,088	18,150	19,581
Per capita dividends, interest, and rent	7,470	7,577	7,836	7,940	8,653
% Chg from Year Ago	2.4%	1.4%	3.4%	1.3%	9.0%
<i>\$ Thousands, Place of Work Profile, Bureau of Economic Analysis</i>					
Earnings by place of work	2,873,552	3,187,677	3,203,229	3,339,338	3,498,502
% Chg from Year Ago	3.8%	10.9%	0.5%	4.2%	4.8%
Wages and salaries	2,014,733	2,246,932	2,235,043	2,311,976	2,424,249
% Chg from Year Ago	4.3%	11.5%	-0.5%	3.4%	4.9%
Supplements to wages and salaries	624,013	671,795	685,004	672,122	721,615
% Chg from Year Ago	1.3%	7.7%	2.0%	-1.9%	7.4%
Employer contributions for employee pension and insurance funds	464,994	495,596	508,405	493,666	533,168
Employer contributions for government social insurance	159,019	176,199	176,599	178,456	188,447
Proprietors' income	234,806	268,950	283,182	355,240	352,638
% Chg from Year Ago	6.6%	14.5%	5.3%	25.4%	-0.7%
Farm proprietors' income	14,431	-2,356	-6,675	35,624	9,031
% Chg from Year Ago	-567.5%	-116.3%	183.3%	-633.7%	-74.6%
Nonfarm proprietors' income	220,375	271,306	289,857	319,616	343,607
% Chg from Year Ago	-1.4%	23.1%	6.8%	10.3%	7.5%

Number of Jobs, Place of work Profile, Bureau of Economic Analysis

Total employment (number of jobs)	51,635	52,679	52,612	52,748
% Chg from Year Ago	0.6%	2.0%	-0.1%	0.3%
Wage and salary employment	39,820	40,474	39,950	39,373
% Chg from Year Ago	1.5%	1.6%	-1.3%	-1.4%
Proprietors employment	11,815	12,205	12,662	13,375
% Chg from Year Ago	-2.5%	3.3%	3.7%	5.6%
Farm proprietors employment	916.0	927.0	925.0	915.0
Nonfarm proprietors employment	10,899	11,278	11,737	12,460

\$, Place of Work Profile, Bureau of Economic Analysis

Average earnings per job (dollars)	55,632	60,484	60,610	63,315
% Chg from Year Ago	3.2%	8.7%	0.2%	4.5%
Average wages and salaries	50,540	55,514	55,900	58,497
% Chg from Year Ago	2.6%	9.8%	0.7%	4.6%
Average nonfarm proprietors' income	20,223	23,961	24,040	28,010
% Chg from Year Ago	1.1%	18.5%	0.3%	16.5%

*MSA = Metropolitan Statistical Area

Published by  Economic and Business Research Center.



Cochise County economic information, data & statistics

[Get it at CochiseEconomy.com](http://CochiseEconomy.com)

Asset inventory: Cochise County

Community assets (*people, land, buildings, quality of life, transportation, infrastructure, and business environment*)

Includes population · demographics · age groups · income · language & English proficiency · school enrollment · educational attainment · poverty rates · labor market & workforce · unemployment rates · housing units · vacancy rates · home ownership rates · home values · homeowner costs · rental costs · housing affordability · available land & properties · local realtors · planning & zoning resources · health care providers · weather & meteorological conditions · things to do · restaurants · libraries · school districts · colleges & universities · average travel time to work · distance & routes to major metro markets · shipping & parcel delivery · trucking companies · airports · hotels · rail service · utility & telecom providers · financial services · economic development programs & incentives · tax & regulatory info · maps & more [Cochise Community Assets](#)

Local & regional resources

Economic, business & workforce development

- [Cochise County \(Economic Development\)](#)
- [City of Sierra Vista \(Economic Development\)](#)
- [City of Douglas \(Economic Development\)](#)
- [Benson Economic Development Center](#)
- [Douglas Business Network](#)
- [Arizona Regional Economic Development Foundation \(ARED\)](#)
- [Southeast Arizona Economic Development Group \(SAEDG\)](#)
- [Cochise Business Resource Hub](#)
- [Cochise College Small Business Development Center \(SBDC\)](#)
- [Arizona@Work \(Southeastern Arizona\)](#)

Chambers of commerce

- [Benson Chamber](#)
- [Bowie Chamber of Commerce](#)
- [Sky Islands Regional Partnership](#)
- [Tombstone Chamber of Commerce](#)
- [Willcox Chamber of Commerce & Agriculture](#)

Information, data & statistics

- [Census QuickFacts](#)
- [Census data profile](#)
- [Census data library](#)

- [Economic data](#)
- [Community asset inventory](#)
- [Market report](#)

Real estate

- [Commercial property \(for sale\)](#)
- [Commercial property \(lease\)](#)
- [Land for sale](#)
- [Homes for sale](#)
- [Rentals \(residential\)](#)
- [GIS maps \(parcel, subdivision plats & surveys, tax lien\)](#)
- [Parcel inquiry](#)

International trade

- [Foreign trade zone](#)
- [New Douglas commercial port of entry](#)
- [Douglas port of entry](#)
- [Naco port of entry](#)

Local government

- [Cochise County](#)
- [City of Sierra Vista](#)
- [City of Douglas](#)
- [City of Benson](#)
- [City of Bisbee](#)
- [City of Willcox](#)
- [City of Tombstone](#)
- [Town of Huachuca City](#)

APPENDIX B – GRAHAM COUNTY DATA

Population

Population - Graham County, AZ	2021	2022	2023	2024	2025
<i>July 1st Estimates, Employment and Population Statistics, Arizona Department of Administration</i>					
Total Population	39,025	39,010	39,656	40,107	40,277
% Chg from Year Ago	1.0%	-0.0%	1.7%	1.1%	0.4%
Pima	2,921	3,009	3,058	3,140	3,196
% Chg from Year Ago	2.3%	3.0%	1.6%	2.7%	1.8%
Safford	10,324	10,355	10,319	10,253	10,329
% Chg from Year Ago	1.7%	0.3%	-0.3%	-0.6%	0.7%
Thatcher	5,332	5,467	5,496	5,590	5,700
% Chg from Year Ago	1.4%	2.5%	0.5%	1.7%	2.0%
Unincorporated	20,448	20,179	20,783	21,124	21,052
% Chg from Year Ago	0.4%	-1.3%	3.0%	1.6%	-0.3%
Published by Economic and Business Research Center.					

Graham County (5-year Estimates O..

Arizona State or County:

Graham County (5-year Estimates Only)

Year:

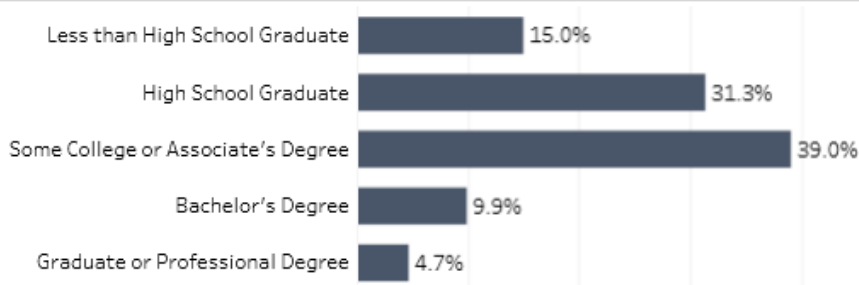
2024

Survey Type:

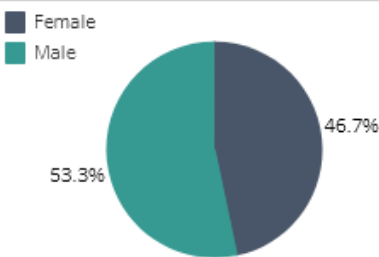
- ☐ 1-year estimates
☒ 5-year estimates



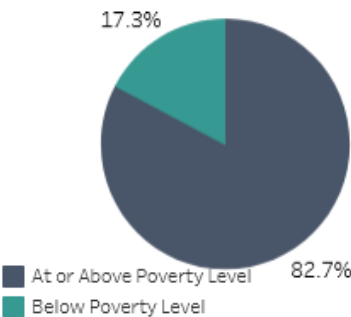
Population by Education



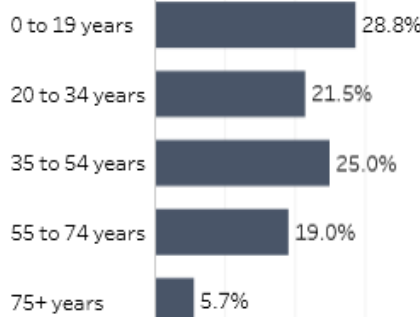
Population by Gender



Population by Poverty



Population by Age



Population by Disability

With any disability 12.3%



View on Tableau Public

Navigation icons: back, forward, search, and share.

Graham County - Monthly Summary	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026
---------------------------------	----------	----------	----------	----------	----------	----------

Labor Force, Thousands, Seasonally Adjusted, Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics

Civilian Labor Force	16,906.5	17,069.7	16,910.5	16,896.8	16,812.3	
% Chg from Year Ago	1.5%	-1.0%	-1.7%	-2.2%	-3.1%	
Employment	16,151.2	16,201.1	16,113.6	16,123.6	16,041.4	
% Chg from Year Ago	0.8%	-2.2%	-2.5%	-2.9%	-3.7%	
Unemployment	761.7	852.6	799.0	789.8	781.2	
% Chg from Year Ago	19.5%	29.7%	18.7%	16.7%	15.9%	
Unemployment Rate	4.5	5.0	4.7	4.7	4.6	
Chg from Year Ago	0.7	1.2	0.8	0.8	0.8	

Nonfarm Payroll Jobs, Thousands, Seasonally Adjusted, Current Employment Statistics, U.S. Bureau of Labor Statistics

Total Nonfarm Jobs	10,791.9	10,963.4	10,953.7	10,982.3	11,035.1	11,019.9
% Chg from Year Ago	0.8%	-2.1%	-0.5%	-0.8%	0.7%	0.4%
Total Private	8,022.5	8,105.0	8,121.6	8,171.3	8,226.2	8,228.4
% Chg from Year Ago	3.3%	0.3%	1.2%	1.1%	2.2%	1.8%
Goods Producing	2,326.9	2,358.6	2,375.6	2,416.8	2,432.0	2,450.2
% Chg from Year Ago	-0.9%	-1.1%	-0.1%	1.0%	3.2%	4.2%
Service Providing	8,462.3	8,593.0	8,584.3	8,574.4	8,613.6	8,580.4
% Chg from Year Ago	1.2%	-2.3%	-0.6%	-1.2%	-0.0%	-0.6%
Trade, Transportation, and Utilities	2,039.4	2,059.3	2,059.1	2,055.7	2,052.6	2,055.8
Other Services	3,648.6	3,696.6	3,692.8	3,703.9	3,749.9	3,718.6
Government	2,797.9	2,857.7	2,839.1	2,821.3	2,822.9	2,802.4
% Chg from Year Ago	-5.5%	-8.5%	-4.8%	-5.7%	-3.3%	-3.4%
Federal	377.8	377.6	377.0	372.8	377.0	378.2
State and Local	2,419.8	2,477.0	2,461.4	2,447.6	2,443.5	2,422.8

Taxable Sales, \$, Accrual, Not Seasonally Adjusted, Arizona Department of Revenue

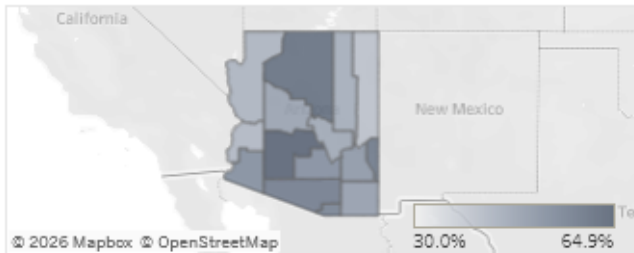
Retail Sales (less food and gasoline)	43,186,709	38,046,167	36,666,588	44,165,853	39,395,194	
% Chg from Year Ago	0.1%	1.3%	-3.5%	9.4%	2.5%	

Published by Economic and Business Research Center



Labor Force

County Comparison - Labor Force Participation Rate



Arizona State or County:

Graham County (5-year Estimates Only)

Year:

2023

Survey Type:

☒ 5-year estimates

☐ 1-year estimates

Labor Force Population

15,106

Labor Force Participation Rate

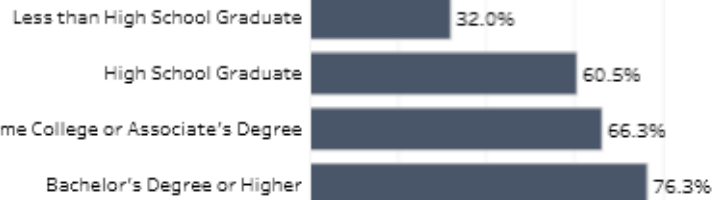
50.8%

Labor Force Participation Rate by Gender

Female 62.7%

Male 62.6%

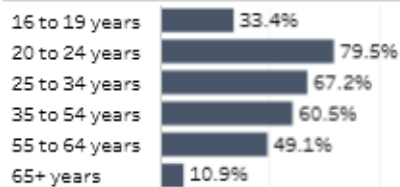
Labor Force Participation Rate by Education



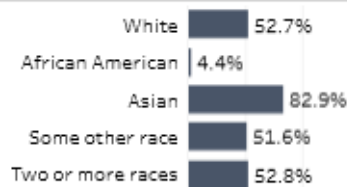
Labor Force Participation Rate by Poverty



Labor Force Participation Rate by Age



Labor Force Participation Rate by Race



Labor Force Participation Rate by Disability

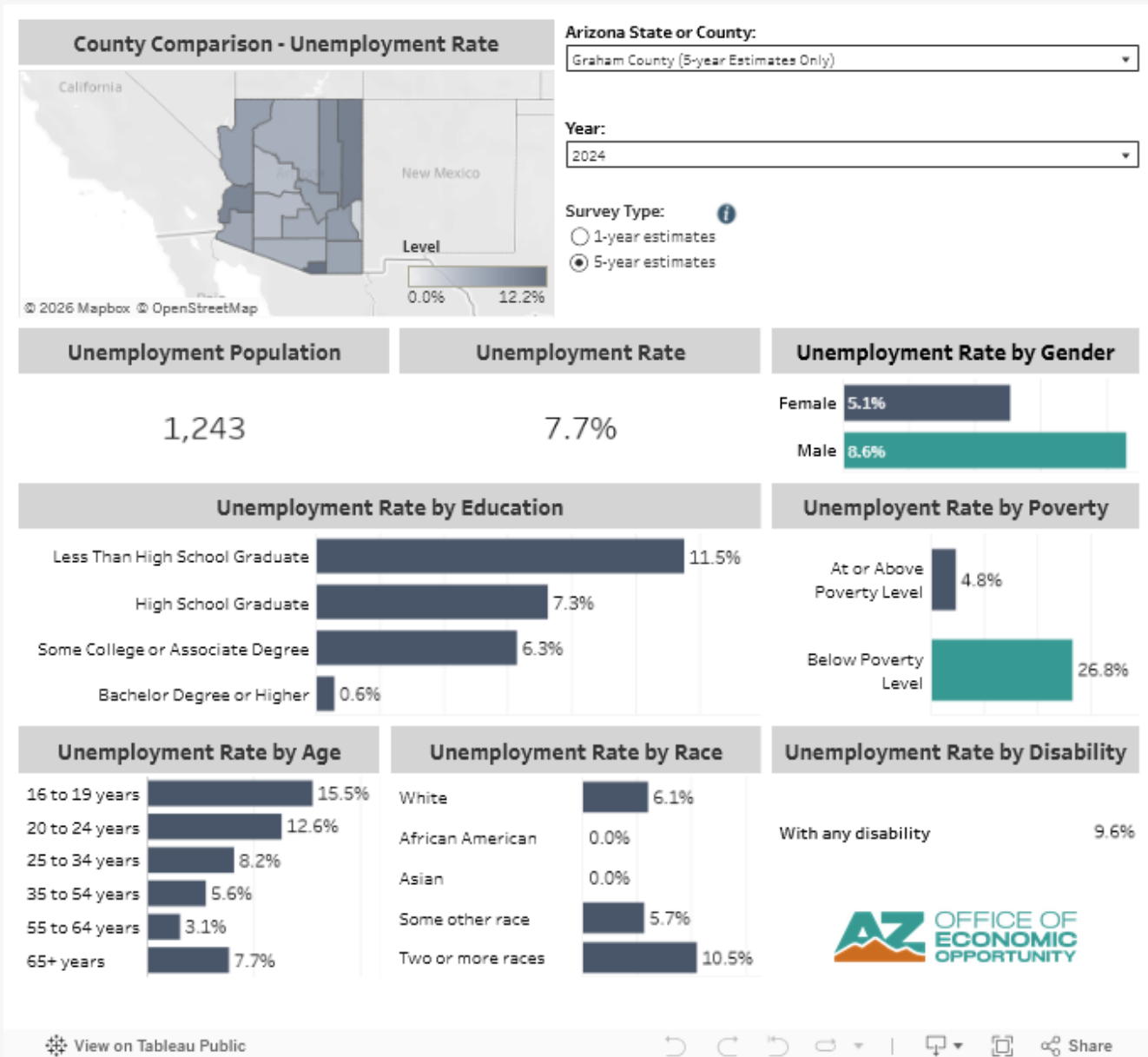
With Any Disability 37.0%



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Navigation icons: back, forward, search, and share.

Unemployed population



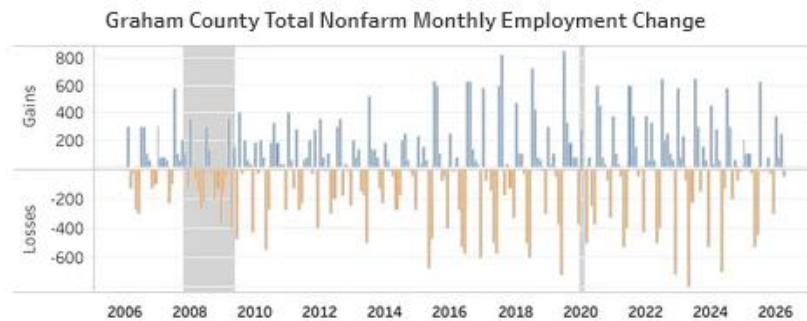
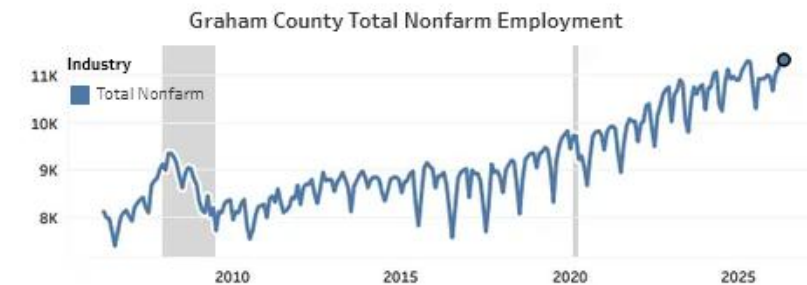
Employment trends (monthly)

Area Name:
Graham County

Date Range:
February 3, 2006 May 1, 2026

Seasonally Adjusted:
☐ Yes
☒ No

Industry:
☒ Total Nonfarm
☐ Construction
☐ Financial Activities
☐ Government
☐ Information
☐ Leisure & Hospitality
☐ Manufacturing
☐ Natural Resources & Mining
☐ Other Services
☐ Professional & Business Svcs
☐ Trade, Transportation & Utilities



Graham County Total Nonfarm Employment (Seasonally Adjusted: No)

Area	Industry	Date	Current	Last Month	Last Year	Monthly Change	Yearly Change
Graham County	Total Nonfarm	May 2026	11,325	11,375	11,275	-50	50
		April 2026	11,375	11,125	11,300	250	75
		March 2026	11,125	11,050	11,200	75	-75
		February 2026	11,050	10,675	11,100	375	-50
		January 2026	10,675	10,975	10,900	-300	-225
		December 2025	10,975	11,000	10,900	-25	75
		November 2025	11,000	10,925	10,975	75	25

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Job growth projections (by industry)

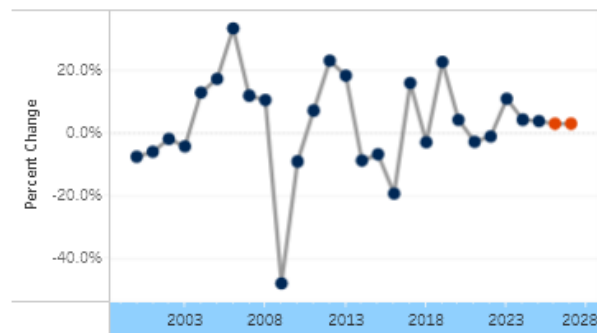
Area: Industry Level: Projection Type: ☒ Short Term (2025 - 2027) ☐ Long Term (2024 - 2034)

Short Term (2025 - 2027) Graham County Industry Projections

Industry	Base Employment	Projected Employment	Total Employment Numeric Change	Total Employment Percentage Change	Annual Employment Numeric Change	Annual Employment Percentage Change
Construction	519	549	30	5.8%	15	2.8%
Educational Services	1,574	1,476	-98	-6.2%	-49	-3.2%
Financial Activities	198	198	0	0.0%	0	0.0%
Government	1,255	1,226	-29	-2.3%	-15	-1.2%
Health Care and Social Assistance	1,460	1,534	74	5.1%	37	2.5%
Leisure and Hospitality	1,219	1,274	55	4.5%	28	2.2%
Manufacturing	251	244	-7	-2.8%	-4	-1.4%
Natural Resources and Mining	2,196	2,328	132	6.0%	66	3.0%

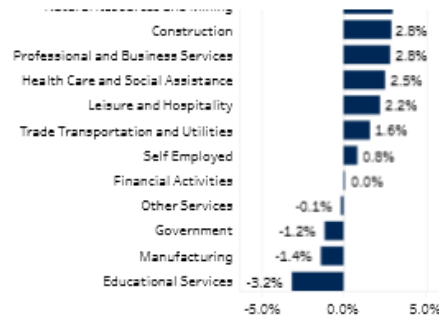
Annual Employment % Change

Industry: ☒ Actual Annual % Change ☐ Projected Annual % Change



Employment Change Short Term (2025 - 2027)

Measure Type:



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Job growth projections (by occupation)

Projections Type: ☒ Short-Term (2025-2027) ☐ Long-Term (2024-2034)

Area: Level of Detail: Occupation Group: Occupation Title: Typical Education Level:

Short-Term (2025-2027) Graham County Occupational Projections

SOC Code	Occupation Title	Based Employment	Projected Employment	Annual Growth	Annual Percent Change	Total Annual Openings
35-3023	Fast Food and Counter Workers	347	364	8	2.4%	88
47-2073	Operating Engineers and Other Construction Eq...	587	627	20	3.4%	68
41-2011	Cashiers	339	340	0	0.1%	65
41-2031	Retail Salespersons	394	400	3	0.8%	59
53-7065	Stockers and Order Fillers	260	277	8	3.2%	50
35-3031	Waiters and Waitresses	150	157	4	2.3%	34
45-2092	Farmworkers and Laborers, Crop, Nursery, and ..	223	224	0	0.2%	33
49-3042	Mobile Heavy Equipment Mechanics, Except Eng...	289	304	8	2.6%	32
47-5041	Continuous Mining Machine Operators	206	222	8	3.8%	31
11-1021	General and Operations Managers	339	344	2	0.7%	28

Graham County Projected Annual Openings by Type



[Click Here to Download Data Based on Filter Selections](#)

[View on Tableau Public](#)

Share

Graham County economic information, data & statistics

[Get it at SAEconomics.com](http://SAEconomics.com)

Asset inventory: Graham County

Community assets (*people, land, buildings, quality of life, transportation, infrastructure, and business environment*)

Population · demographics · age groups · income · language & English proficiency · school enrollment · educational attainment · poverty rates · labor market & workforce · unemployment rates · housing units · vacancy rates · home ownership rates · home values · homeowner costs · rental costs · housing affordability · available land & properties · local realtors · planning & zoning resources · health care providers · weather & meteorological conditions · things to do · restaurants · libraries · school districts · colleges & universities · average travel time to work · distance & routes to major metro markets · shipping & parcel delivery · trucking companies · airports · hotels · rail service · utility & telecom providers · financial services · economic development programs & incentives · tax & regulatory info · maps & more

Local & regional resources



Economic, business & workforce development

[Graham County \(Economic Development\)](#)

[City of Safford \(Economic Development\)](#)

[Town of Thatcher \(Economic Development\)](#)

[San Carlos Apache Tribe \(Economic Development\)](#)

[Graham County Chamber of Commerce](#)

[Eastern Arizona College Small Business Development Center \(SBDC\)](#)

[Arizona@Work \(Southeastern Arizona\)](#)

Information, data & statistics

[Census QuickFacts](#)

[Census data profile](#)

[Census data library](#)

[Economic data](#)

[Community asset inventory](#)

[Market report](#)

Real estate

[Commercial property \(for sale\)](#)

[Commercial property \(lease\)](#)

[Land for sale](#)

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[Maps \(GIS\)](#)

Government

[Graham County](#)

[City of Safford](#)

[Town of Thatcher](#)

[Town of Pima](#)

[San Carlos Apache Tribe](#)

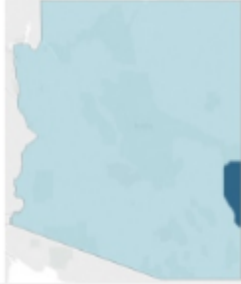
APPENDIX C – GREENLEE COUNTY DATA

Population

Population - Greenlee County, AZ	2021	2022	2023	2024	2025
<i>July 1st Estimates, Employment and Population Statistics, Arizona Department of Administration</i>					
Total Population	9,593	9,652	9,671	9,673	9,687
% Chg from Year Ago	0.3%	0.6%	0.2%	0.0%	0.1%
Clifton	3,909	3,909	3,912	3,923	3,901
% Chg from Year Ago	-0.5%	0.0%	0.1%	0.3%	-0.6%
Duncan	692.0	696.0	694.0	692.0	701.0
% Chg from Year Ago	-0.3%	0.6%	-0.3%	-0.3%	1.3%
Unincorporated	4,992	5,047	5,065	5,058	5,085
% Chg from Year Ago	1.1%	1.1%	0.4%	-0.1%	0.5%
Published by Economic and Business Research Center					

Demographics

Greenlee County (5-year Estimates ..



Arizona State or County:

Greenlee County (5-year Estimates Only)

Year:

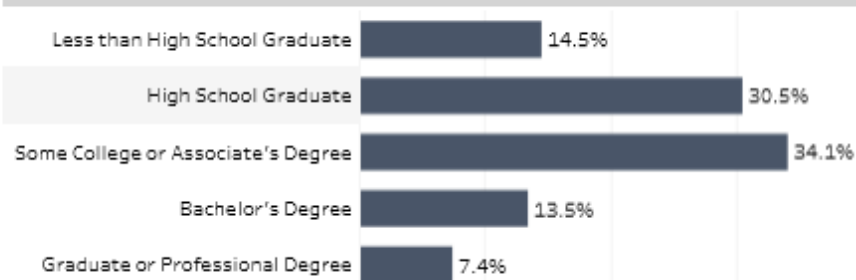
2024

Survey Type:

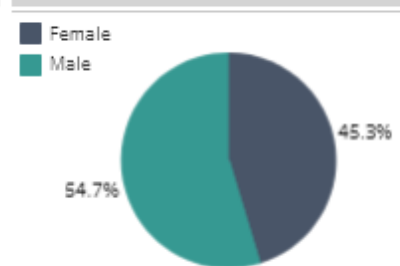
☐ 1-year estimates

☒ 5-year estimates

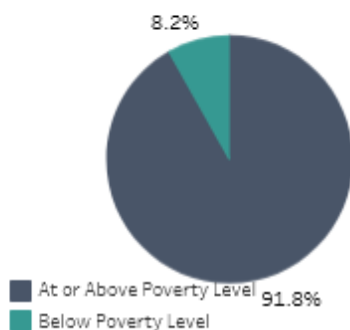
Population by Education



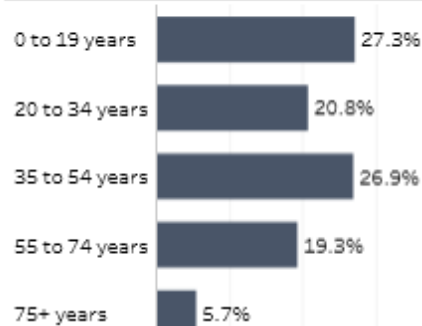
Population by Gender



Population by Poverty



Population by Age



Population by Disability

With any disability 15.0%



View on Tableau Public

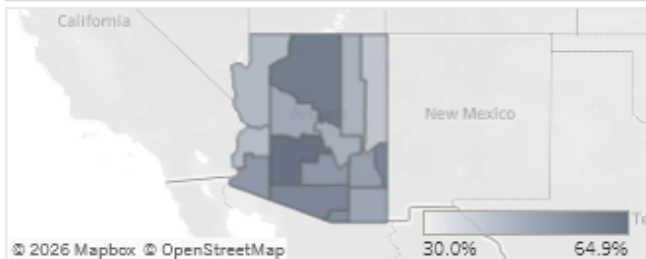
Share

Labor market and taxable sales (monthly)

Greenlee County - Monthly Summary	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026
<i>Labor Force, Thousands, Seasonally Adjusted, Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics</i>						
Civilian Labor Force	5,104.5	5,150.0	5,099.7	5,099.5	5,067.8	
% Chg from Year Ago	-2.5%	-0.5%	-2.1%	-1.7%	-2.6%	
Employment	4,946.1	4,976.7	4,929.7	4,934.0	4,906.8	
% Chg from Year Ago	-2.8%	-1.1%	-2.5%	-2.0%	-3.0%	
Unemployment	154.1	175.9	167.0	168.3	165.4	
% Chg from Year Ago	7.5%	18.8%	10.7%	12.3%	12.7%	
Unemployment Rate	3.0	3.4	3.3	3.3	3.3	
Chg from Year Ago	0.3	0.6	0.4	0.4	0.4	
<i>Nonfarm Payroll Jobs, Thousands, Seasonally Adjusted, Current Employment Statistics, U.S. Bureau of Labor Statistics</i>						
Total Nonfarm Jobs	5,682.3	5,711.1	5,724.4	5,738.7	5,738.8	5,775.2
% Chg from Year Ago	-3.0%	-0.5%	-0.1%	0.8%	1.4%	0.0%
Total Private	5,131.4	5,166.3	5,186.8	5,201.6	5,208.2	5,220.7
% Chg from Year Ago	-3.8%	-1.5%	-0.6%	0.3%	1.1%	-0.0%
Goods Producing	4,271.7	4,269.1	4,267.8	4,296.3	4,307.9	4,341.2
% Chg from Year Ago	-4.0%	-1.2%	-0.2%	1.1%	2.5%	0.6%
Service Providing	1,422.0	1,440.3	1,425.1	1,423.4	1,413.6	1,422.9
% Chg from Year Ago	0.0%	1.8%	-0.0%	-0.1%	-1.6%	-1.7%
Trade, Transportation, and Utilities	490.0	488.9	484.1	475.5	478.5	475.9
Other Services	405.3	405.5	414.3	413.5	407.8	414.9
Government	531.9	551.7	536.8	533.2	536.9	544.7
% Chg from Year Ago	4.5%	10.5%	5.1%	4.9%	4.7%	-0.0%
Federal	51.3	52.2	27.1	54.2	51.7	50.5
State and Local	478.5	497.0	499.5	478.1	480.1	482.3
<i>Taxable Sales, \$, Accrual, Not Seasonally Adjusted, Arizona Department of Revenue</i>						
Retail Sales (less food and gasoline)	\$16,285,402	\$21,076,069	\$20,809,177	\$25,580,098	\$24,928,216	
% Chg from Year Ago	-11.2%	17.4%	96.6%	33.9%	33.6%	
Published by Economic and Business Research Center						

Labor force

County Comparison - Labor Force Participation Rate



Arizona State or County:

Greenlee County (5-year Estimates Only)

Year:

2023

Survey Type:

☒ 5-year estimates

☐ 1-year estimates

Labor Force Population

4,265

Labor Force Participation Rate

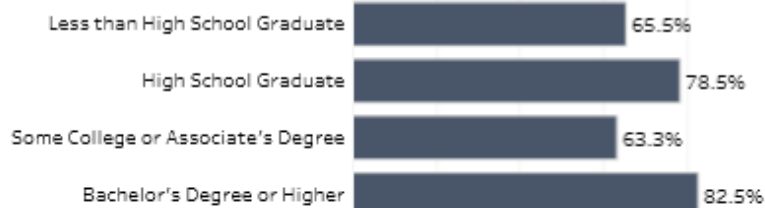
59.1%

Labor Force Participation Rate by Gender

Female 58.1%

Male 85.6%

Labor Force Participation Rate by Education



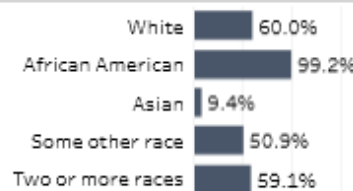
Labor Force Participation Rate by Poverty



Labor Force Participation Rate by Age



Labor Force Participation Rate by Race



Labor Force Participation Rate by Disability

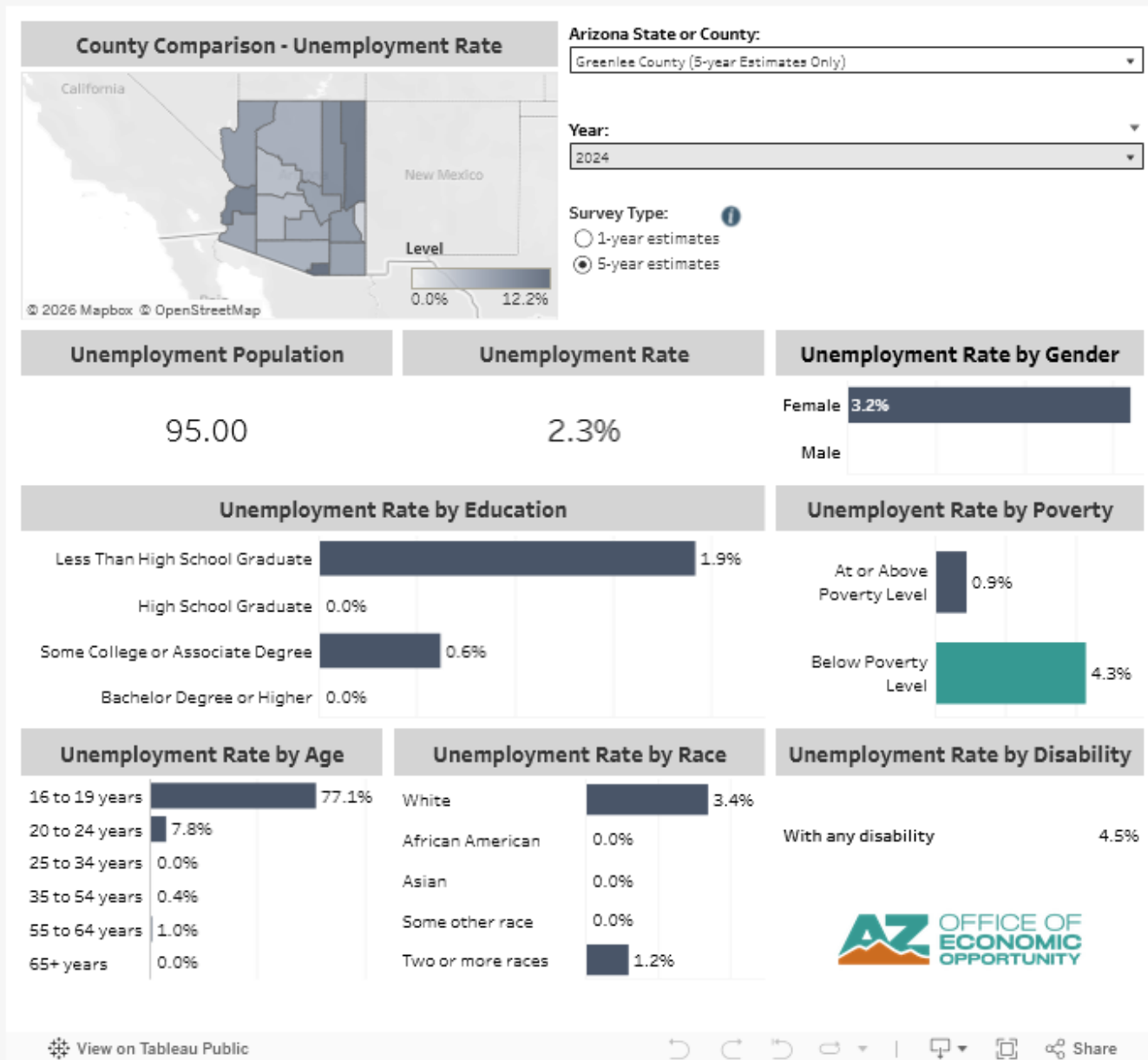
With Any Disability 44.3%



View on Tableau Public

Navigation icons: back, forward, search, etc.

Unemployed population



Employment trends (monthly)

Area Name:

Greenlee County

Date Range:

February 3, 2006 May 1, 2026

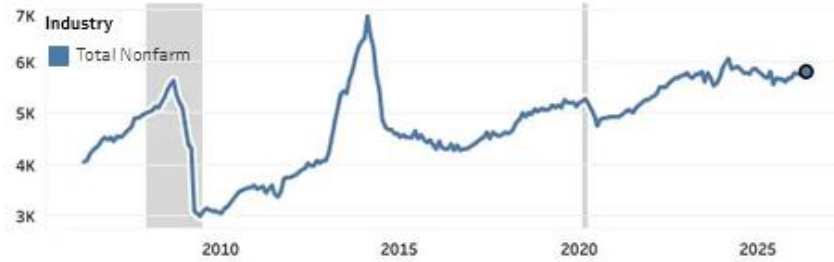
Seasonally Adjusted:

☐ Yes
☒ No

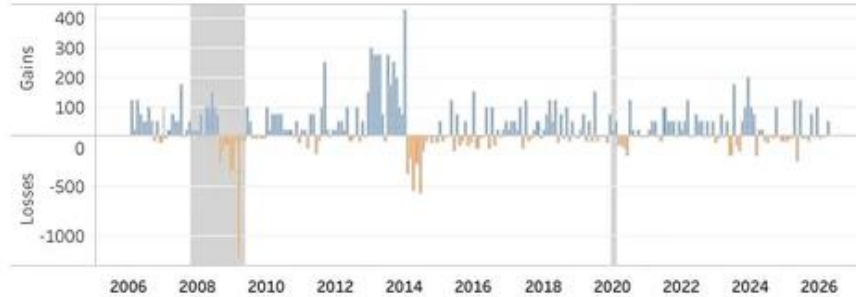
Industry:

- ☒ Total Nonfarm
- ☐ Construction
- ☐ Financial Activities
- ☐ Government
- ☐ Information
- ☐ Leisure & Hospitality
- ☐ Manufacturing
- ☐ Natural Resources & Mining
- ☐ Other Services
- ☐ Professional & Business Svcs
- ☐ Trade, Transportation & Utilities

Greenlee County Total Nonfarm Employment



Greenlee County Total Nonfarm Monthly Employment Change



Greenlee County Total Nonfarm Employment (Seasonally Adjusted: No)

Area	Industry	Date	Current	Last Month	Last Year	Monthly Change	Yearly Change
Greenlee County	Total Nonfarm	May 2026	5,800	5,750	5,800	50	0
		April 2026	5,750	5,750	5,675	0	75
		March 2026	5,750	5,750	5,700	0	50
		February 2026	5,750	5,775	5,750	-25	0
		January 2026	5,775	5,675	5,800	100	-25
		December 2025	5,675	5,675	5,850	0	-175
		November 2025	5,675	5,600	5,850	75	-175

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Job growth projections (by industry)

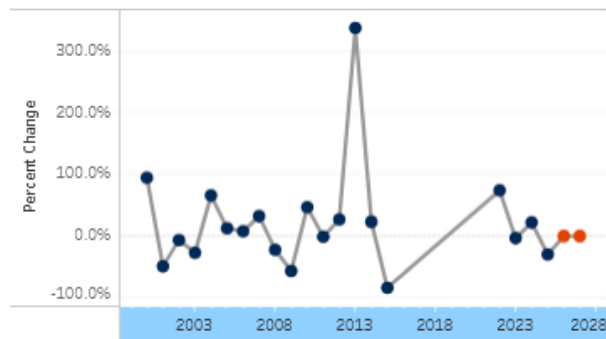
Area: Industry Level: Projection Type: ☒ Short Term (2025 - 2027) ☐ Long Term (2024 - 2034)

Short Term (2025 - 2027) Greenlee County Industry Projections

Industry	Base Employment	Projected Employment	Total Employment Numeric Change	Total Employment Percentage Change	Annual Employment Numeric Change	Annual Employment Percentage Change
Construction	167	161	-6	-3.6%	-3.0	-1.8%
Educational Services	290	272	-18	-6.2%	-9.0	-3.2%
Government	194	181	-13	-6.7%	-6.5	-3.4%
Leisure and Hospitality	152	155	3	2.0%	1.5	1.0%
Professional and Business Services	130	137	7	5.4%	3.5	2.7%
Self Employed	468	477	9	1.9%	4.5	1.0%
Trade Transportation and Utilities	526	520	-6	-1.1%	-3.0	-0.6%

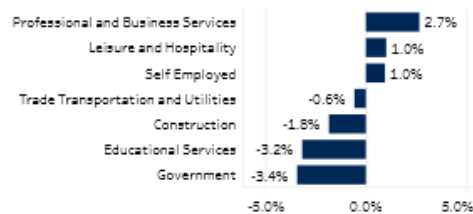
Annual Employment % Change

Industry: ☒ Actual Annual % Change ☐ Projected Annual % Change



Employment Change Short Term (2025 - 2027)

Measure Type:



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Job growth projections (by occupation)

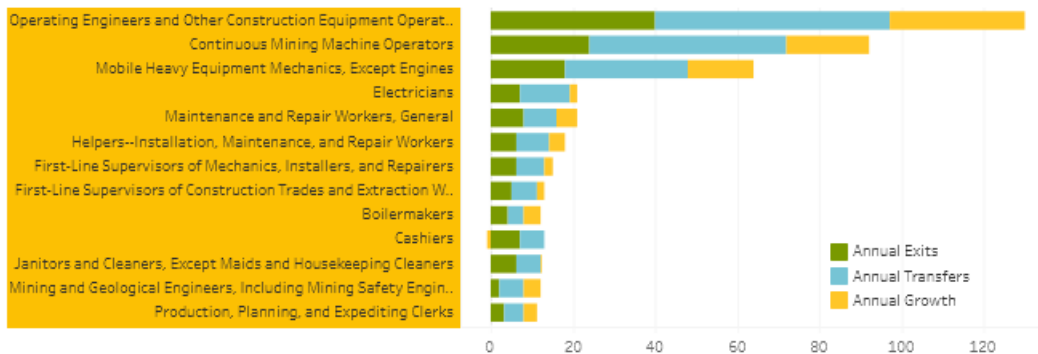
Projections Type: ☒ Short-Term (2025-2027) ☐ Long-Term (2024-2034)

Area: Level of Detail: Occupation Group: Occupation Title: Typical Education Level:

Short-Term (2025-2027) Greenlee County Occupational Projections

SOC Code	Occupation Title	Based Employment	Projected Employment	Annual Growth	Annual Percent Change	Total Annual Openings
47-2073	Operating Engineers and Other Construction Eq...	1,176	1,242	33	2.8%	130
47-5041	Continuous Mining Machine Operators	652	693	20	3.1%	92
49-3042	Mobile Heavy Equipment Mechanics, Except Eng...	585	616	16	2.6%	64
47-2111	Electricians	227	231	2	0.9%	21
49-9071	Maintenance and Repair Workers, General	166	176	5	3.0%	21
49-9098	Helpers--Installation, Maintenance, and Repair ...	108	115	4	3.2%	18
49-1011	First-Line Supervisors of Mechanics, Installers, ...	151	156	2	1.6%	15
47-1011	First-Line Supervisors of Construction Trades an...	151	156	2	1.6%	13
17-2151	Mining and Geological Engineers, Including Mini...	132	139	4	2.6%	12
37-2011	Janitors and Cleaners, Except Maids and Housek...	76	76	0	0.0%	12

Greenlee County Projected Annual Openings by Type



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[View on Tableau Public](#)

Navigation icons: back, forward, search, etc.

Greenlee County economic information, data & statistics

[Get it at AZEconomics.com](https://www.azeeconomics.com)

Local & regional resources



Economic, business & workforce development

- [Greenlee County \(Economic Development\)](#)
- [Greenlee County Chamber of Commerce](#)
- [Eastern Arizona College Small Business Development Center \(SBDC\)](#)
- [Arizona@Work \(Southeastern Arizona\)](#)
- [Community of Morenci](#)

Information, data & statistics

- [Census QuickFacts](#)
- [Census data profile](#)
- [Census data library](#)
- [Economic data](#)
- [Market report](#)

Real estate

- [Commercial property \(for sale\)](#)
- [Commercial property \(lease\)](#)
- [Land for sale](#)
- [Homes for sale](#)
- [Rentals \(residential\)](#)
- [Parcel search](#)

Local government

- [Greenlee County](#)
- [Town of Clifton](#)
- [Town of Duncan](#)

APPENDIX D – SANTA CRUZ COUNTY DATA

Population

Population - Santa Cruz County, AZ	2020	2021	2022	2023	2024	2025
<i>July 1st Estimates, Employment and Population Statistics, Arizona Department of Administration</i>						
Total Population	47,787	48,468	49,039	50,004	50,580	51,324
% Chg from Year Ago	0.2%	1.4%	1.2%	2.0%	1.2%	1.5%
Nogales (Arizona)	19,775	19,921	19,945	20,041	19,998	19,994
% Chg from Year Ago	-0.8%	0.7%	0.1%	0.5%	-0.2%	-0.0%
Patagonia	804.0	807.0	804.0	804.0	800.0	796.0
% Chg from Year Ago	-0.9%	0.4%	-0.4%	0.0%	-0.5%	-0.5%
Unincorporated	27,208	27,740	28,290	29,159	29,782	30,534
% Chg from Year Ago	0.9%	2.0%	2.0%	3.1%	2.1%	2.5%
Published by Economic and Business Research Center						

Demographics

Santa Cruz County (5-year Estimate..



Arizona State or County:

Santa Cruz County (5-year Estimates Only)

Year:

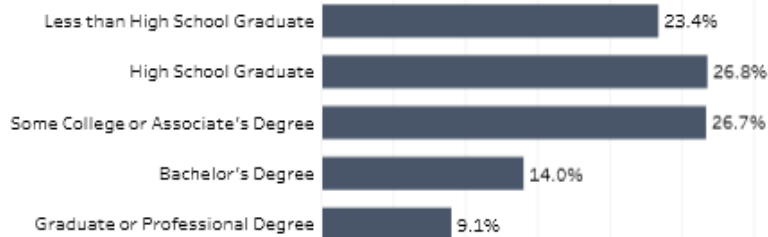
2024

Survey Type:

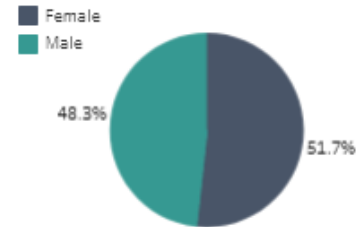
☐ 1-year estimates

☒ 5-year estimates

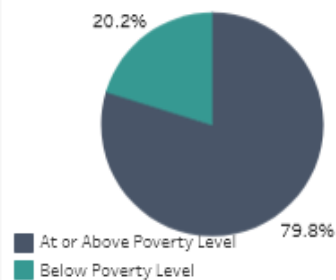
Population by Education



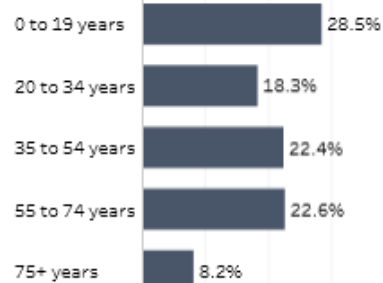
Population by Gender



Population by Poverty



Population by Age



Population by Disability

With any disability 9.9%



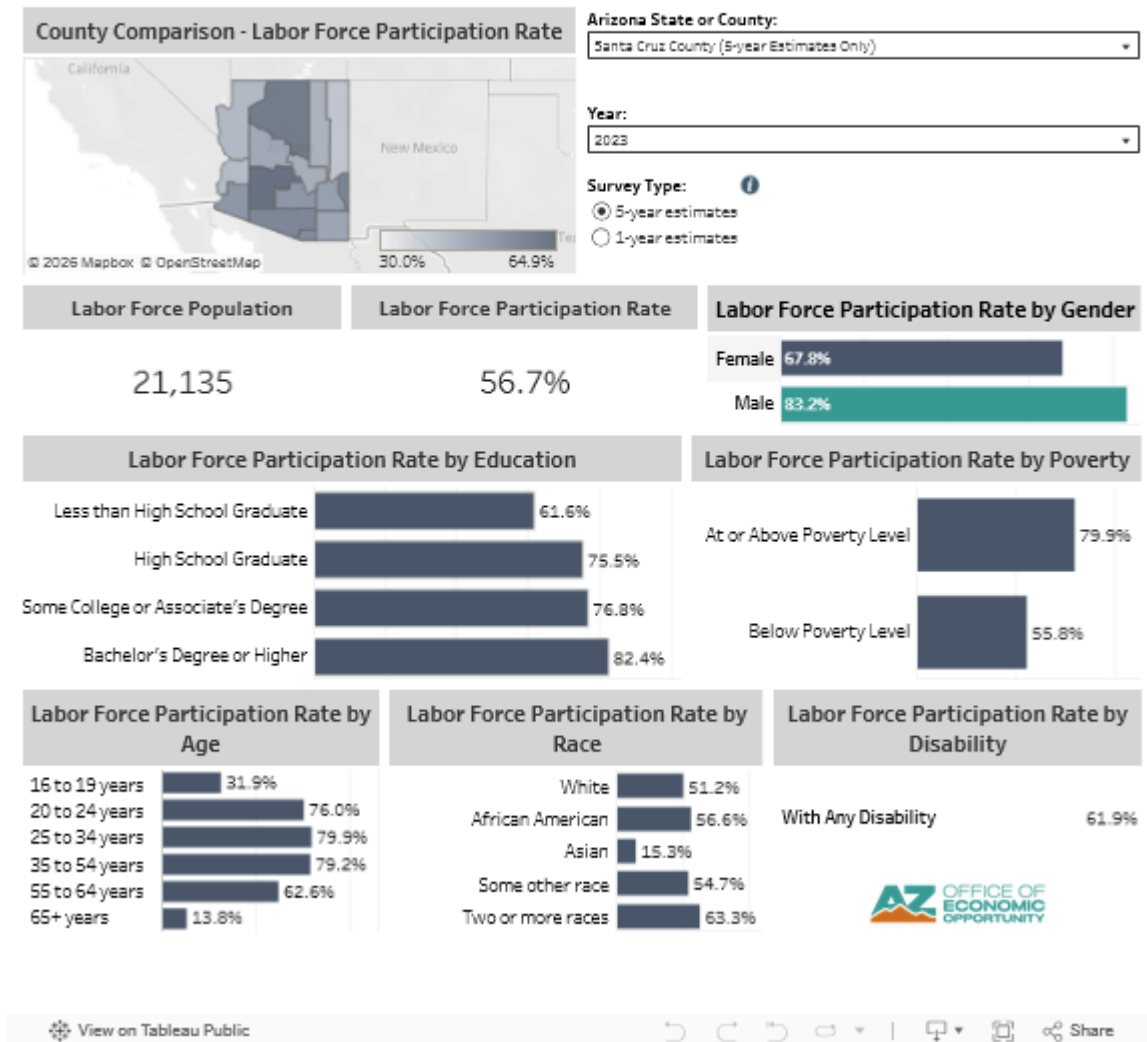
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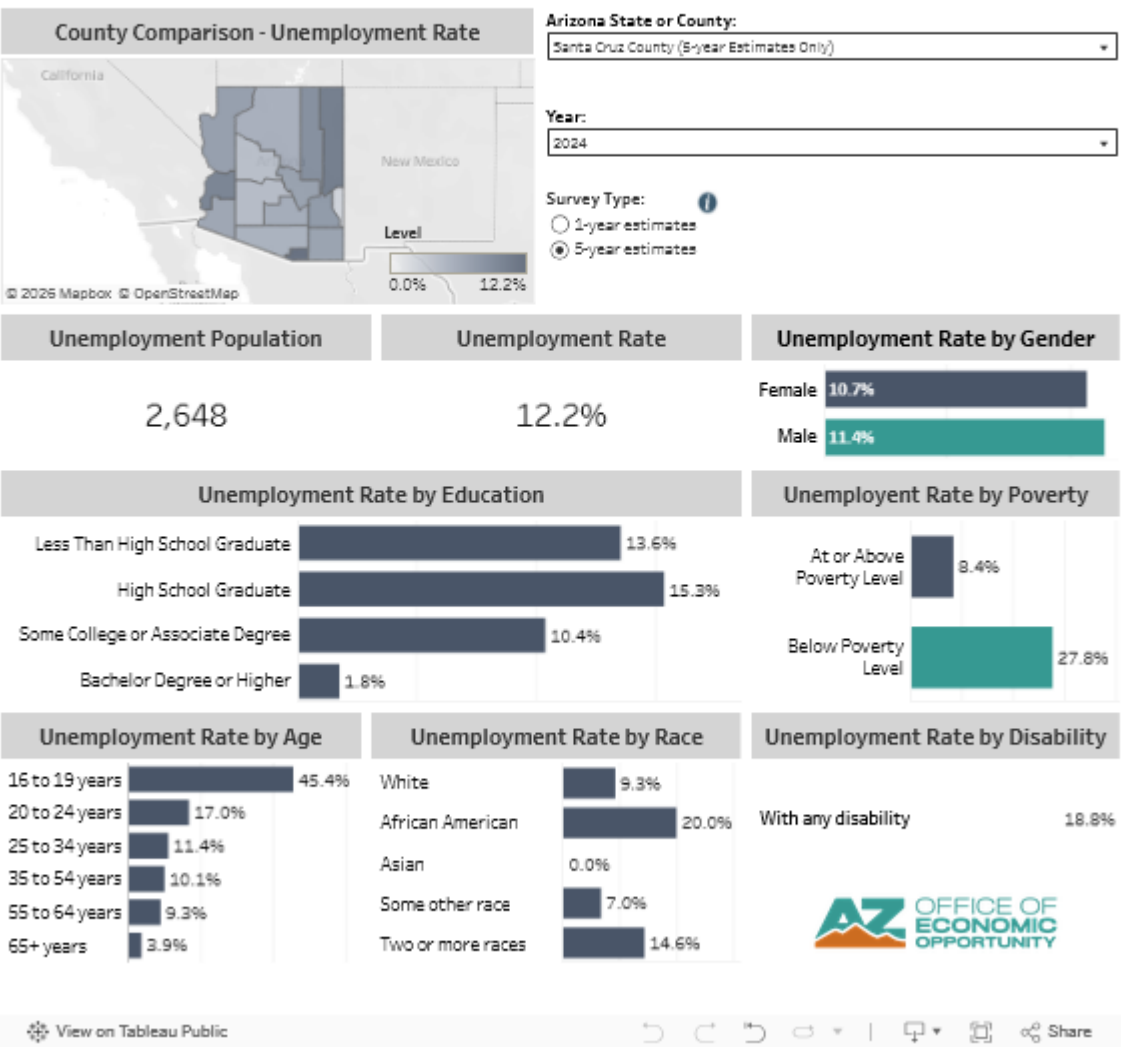
Labor market, taxable sales & new home permits (monthly)

Santa Cruz County - Monthly Summary	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026
<i>Labor Force, Thousands, Seasonally Adjusted, Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics</i>					
Civilian Labor Force	21,347.2	21,197.1	21,114.4	21,164.8	
% Chg from Year Ago	1.0%	0.7%	2.0%	2.6%	
Employment	19,785.1	19,639.9	19,628.8	19,651.6	
% Chg from Year Ago	0.2%	1.3%	2.0%	2.6%	
Unemployment	1,597.1	1,583.3	1,521.7	1,531.9	
% Chg from Year Ago	12.1%	7.5%	1.4%	3.8%	
Unemployment Rate	7.5	7.5	7.2	7.2	
Chg from Year Ago	0.7	0.6	0.0	0.1	
<i>Nonfarm Payroll Jobs, Thousands, Seasonally Adjusted, Current Employment Statistics, BLS & EBRC</i>					
Total Nonfarm Jobs	14,131.8	14,170.3	14,173.6	14,281.1	14,273.9
% Chg from Year Ago	2.2%	1.6%	1.6%	3.0%	1.9%
Total Private	10,174.0	10,202.3	10,233.5	10,321.5	10,317.8
% Chg from Year Ago	1.1%	0.2%	0.3%	2.0%	0.5%
Goods Producing	957.4	973.8	982.5	987.6	1,002.7
% Chg from Prior	0.1%	1.7%	0.9%	0.5%	1.5%
Service Providing	13,175.1	13,201.5	13,206.1	13,283.2	13,273.8
% Chg from Year Ago	1.7%	1.2%	1.1%	2.2%	1.5%
Trade, Transportation, and Utilities	5,858.6	5,839.0	5,862.7	5,920.9	5,900.5
Other Services	3,359.8	3,377.5	3,389.0	3,402.8	3,407.6
Government	3,942.5	3,952.0	3,955.6	3,968.4	3,979.5
% Chg from Year Ago	5.2%	5.2%	5.3%	5.2%	5.8%
Federal	1,708.2	1,712.2	1,715.0	1,723.2	1,723.0
State and Local	2,240.1	2,244.7	2,251.4	2,251.8	2,268.8
<i>Taxable Sales, \$, Accrual, Not Seasonally Adjusted, Arizona Department of Revenue</i>					
Retail Sales (less food and gasoline)	39,444,637.0	41,819,139.0	46,177,658.0	38,629,936.0	
% Chg from Year Ago	1.3%	5.9%	5.3%	13.8%	
<i>New Housing Units Authorized, Permits, Not Seasonally Adjusted, C-40, U.S. Census Bureau</i>					
Total	16.0	28.0	49.0	28.0	20.0
Chg from Year Ago	29.0	5.0	19.0	5.0	21.0
Single Family	16.0	28.0	49.0	26.0	20.0
Chg from Year Ago	29.0	5.0	19.0	3.0	21.0
Published by Economic and Business Research Center					

Labor force



Unemployed population



Employment trends (monthly)

Area Name:

Santa Cruz County

Date Range:

February 3, 2006 May 1, 2026

Seasonally Adjusted:

☐ Yes

☒ No

Industry:

☒ Total Nonfarm

☐ Construction

☐ Financial Activities

☐ Government

☐ Information

☐ Leisure & Hospitality

☐ Manufacturing

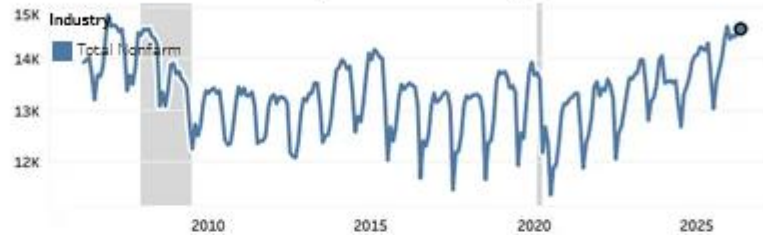
☐ Natural Resources & Mining

☐ Other Services

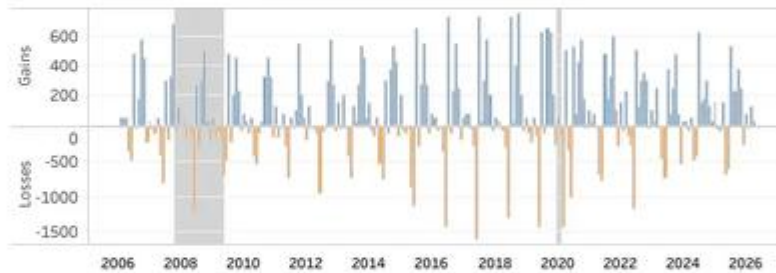
☐ Professional & Business Svcs

☐ Trade, Transportation & Utilities

Santa Cruz County Total Nonfarm Employment



Santa Cruz County Total Nonfarm Monthly Employment Change



Santa Cruz County Total Nonfarm Employment (Seasonally Adjusted: No)

Area	Industry	Date	Current	Last Month	Last Year	Monthly Change	Yearly Change
Santa Cruz County	Total Nonfarm	May 2026	14,575	14,550	14,300	25	275
		April 2026	14,550	14,425	14,150	125	400
		March 2026	14,425	14,450	14,200	-25	225
		February 2026	14,450	14,375	14,225	75	225
		January 2026	14,375	14,625	14,075	-250	300
		December 2025	14,625	14,375	14,050	250	575
		November 2025	14,375	14,000	13,925	375	450

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Job growth projections (by industry)

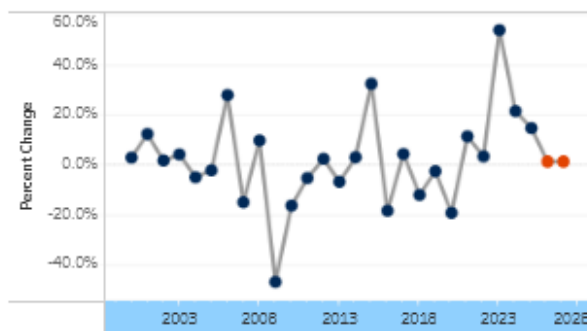
Area: Industry Level: Projection Type: ☒ Short Term (2025 - 2027) ☐ Long Term (2024 - 2034)

Short Term (2025 - 2027) Santa Cruz County Industry Projections

Industry	Base Employment	Projected Employment	Total Employment Numeric Change	Total Employment Percentage Change	Annual Employment Numeric Change	Annual Employment Percentage Change
Construction	394	403	9	2.3%	5	1.1%
Educational Services	1,101	1,030	-71	-6.4%	-36	-3.3%
Financial Activities	309	305	-4	-1.3%	-2	-0.6%
Government	2,552	2,563	11	0.4%	6	0.2%
Health Care and Social Assistance	904	965	61	6.7%	31	3.3%
Information	106	104	-2	-1.9%	-1	-0.9%
Leisure and Hospitality	1,486	1,537	51	3.4%	26	1.7%
Manufacturing	627	657	30	4.8%	15	2.4%

Annual Employment % Change

Industry: ☒ Actual Annual % Change ☐ Projected Annual % Change



Employment Change Short Term (2025 - 2027)

Measure Type:



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Job growth projections (by occupation)

Projections Type: ☒ Short-Term (2025-2027) ☐ Long-Term (2024-2034)

Area: Level of Detail: Occupation Group: Occupation Title: Typical Education Level:

Short-Term (2025-2027) Santa Cruz County Occupational Projections

SOC Code	Occupation Title	Based Employment	Projected Employment	Annual Growth	Annual Percent Change	Total Annual Openings
35-3023	Fast Food and Counter Workers	409	426	8	2.1%	102
41-2011	Cashiers	562	549	-6	-1.2%	100
53-7062	Laborers and Freight, Stock, and Material Move..	605	612	4	0.6%	80
41-2031	Retail Salespersons	441	431	-5	-1.1%	57
53-7065	Stockers and Order Fillers	324	329	2	0.8%	53
11-1021	General and Operations Managers	628	634	3	0.5%	51
53-3032	Heavy and Tractor-Trailer Truck Drivers	480	482	1	0.2%	49
43-9061	Office Clerks, General	364	366	1	0.3%	45
45-2092	Farmworkers and Laborers, Crop, Nursery, and ..	299	299	0	0.0%	44
35-3031	Waiters and Waitresses	191	197	3	1.6%	41

Santa Cruz County Projected Annual Openings by Type



Santa Cruz County economic information, data & statistics

[Get it at SAEconomics.com](http://SAEconomics.com)

Asset inventory: Santa Cruz County

Community assets (people, land, buildings, quality of life, transportation, infrastructure, and business environment)

Population · demographics · age groups · income · language & English proficiency · school enrollment · educational attainment · poverty rates · labor market & workforce · unemployment rates · housing units · vacancy rates · home ownership rates · home values · homeowner costs · rental costs · housing affordability · available land & properties · local realtors · planning & zoning resources · health care providers · weather & meteorological conditions · things to do · restaurants · libraries · school districts · colleges &

universities · average travel time to work · distance & routes to major metro markets · shipping & parcel delivery · trucking companies · airports · hotels · rail service · utility & telecom providers · financial services · economic development programs & incentives · tax & regulatory info · maps & more

Local & regional resources



Economic, business & workforce development

- [Nogales-Santa Cruz County Economic Development Foundation](#)
- [Nogales Community Development](#)
- [SAEDG Santa Cruz Economic Development Resource Center\)](#)
- [PCC Small Business Development Center \(SBDC\)](#)
- [Arizona@Work-Santa Cruz County](#)

Chambers of commerce

- [Nogales-Santa Cruz County Chamber of Commerce](#)
- [Sonoita & Elgin Chamber of Commerce](#)
- [Tubac Chamber of Commerce](#)

Information, data & statistics

- [Census QuickFacts](#)
- [Census data profile](#)
- [Census data library](#)
- [Economic data](#)
- [Community asset inventory](#)
- [Market report](#)

Real estate

- [Commercial property \(for sale\)](#)
- [Commercial property \(lease\)](#)
- [Land for sale](#)
- [Homes for sale](#)
- [Rentals \(residential\)](#)
- [Parcel inquiry](#)

- [Maps \(GIS\)](#)

International trade

- [Nogales port of entry](#)
- [Foreign trade zone](#)

Local government

- [Santa Cruz County](#)
- [City of Nogales](#)
- [Town of Patagonia](#)

APPENDIX E – EDA RESILIENCE TOOLKIT

Economic Resilience

Table of Contents

[Overview](#) | [Content](#) | [Format](#) | [Preparation](#) | [Equivalent/Alternative Plans](#)

Content: [Summary Background](#) | [SWOT Analysis](#) | [Strategic Direction/Action Plan](#) | [Evaluation Framework](#) | [Economic Resilience](#) | [Workforce Development](#)
[Full Report](#) (PDF)

It is becoming increasingly apparent that regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from major disruptions (i.e., shocks) to its economic base. Many definitions of economic resilience limit its focus on the ability to quickly recover from a disruption. However, in the context of economic development, economic resilience aims to better prepare regions to anticipate, withstand, and bounce back from any type of shock, disruption, or stress it may experience. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. Often, the shocks/disruptions to the economic base of an area or region are manifested in three ways:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns in particular industries that constitute a critical component of the region's economic activity; and/or
- Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, etc.).

At the regional or community level, economic development practitioners are instrumental in building the capacity for economic resilience. Economic development professionals and organizations often become the focal point for post-incident coordination, information dissemination, responding to external inquiries, and the lead grant administrator for federally funded recovery initiatives.

In building economic resilience, it is critical that economic development organizations consider their role in the pre- and post-incident environment to include **steady-state** and **responsive** initiatives.

Steady-state initiatives tend to be long-term efforts that seek to bolster the community or region's ability to withstand or avoid a shock. Responsive initiatives can include establishing capabilities for the economic development organization to be responsive to the region's recovery needs following an incident.

Examples of **steady-state** economic resilience initiatives include:

- Engaging in comprehensive planning efforts that involve extensive involvement from the community to define and implement a collective vision for resilience that includes the integration and/or alignment of other planning efforts (e.g., hazard mitigation plans) and funding sources;
- Undertaking efforts to broaden the industrial base, such as by targeting the development of emerging clusters or industries that (a) build on the region's unique assets and competitive strengths; and (b) provide stability during downturns that disproportionately impact any single cluster or industry;
- Adapting business retention and expansion programs (e.g., economic gardening or other enterprise supports) to assist firms with economic recovery post-disruption;
- Building a resilient workforce that can better shift between jobs or industries when their core employment is threatened through job-driven skills strategies and support organizations;
- Maintaining geographic information systems (GIS) that link with municipal business licenses, tax information, and other business establishment data bases to track local and regional "churn" and available development sites. GIS can also be integrated with hazard information to make rapid post-incident impact assessments;
- Ensuring redundancy in telecommunications and broadband networks to protect commerce and public safety in the event of natural or manmade disasters;

- Promoting business continuity and preparedness (i.e., ensuring businesses understand their vulnerabilities—including supply chains—in the face of disruptions and are prepared to take actions to resume operations after an event); and
- Employing safe development practices in business districts and surrounding communities. Strategies may include locating structures outside of floodplains, preserving natural lands that act as buffers from storms, and protecting downtowns and other existing development from the impacts of extreme weather.

Some examples of **responsive** economic resilience initiatives include:

- Conducting pre-disaster recovery planning to define key stakeholders, roles, responsibilities, and key actions;
- Establishing a process for regular communication, monitoring, and updating business community needs and issues (which can then be used after an incident);
- Establishing/using a capability to rapidly contact key local, regional, state, and federal officials to communicate business sector needs and coordinate impact assessment efforts; and
- Establishing/using coordination mechanisms and leadership succession plans for short, intermediate, and long-term recovery needs.

The CEDS provides a critical mechanism to help identify regional vulnerabilities and prevent and/or respond to economic disruptions. Therefore, embracing economic resilience must be a key component of the CEDS document.

Integrating resilience into the CEDS should be undertaken as part of a two-pronged approach:

1. **Planning for and implementing resilience** through specific goals or actions to bolster the long-term economic durability of the region (**steady state**), and
2. **Establishing information networks** among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges (**responsive**).

Recommended Resource

See NADO's CEDS Resiliency Library (<http://www.nado.org/resources/ceds-library/>) for catalogued examples of how EDDs are currently addressing resilience. The library allows users to browse CEDS that incorporate resilience by state and topic.

Planning for and Implementing Resilience

All communities, whether those in locations likely to experience significant natural disasters or those dealing with immediate or pending economic shifts, must be able to recognize their vulnerabilities. They should then develop goals, strategies, and actions that can mitigate the effects of an economic incident and support long-term recovery efforts. While there is no universal blueprint for building regional economic resilience, the following items may help in establishing a general framework or identifying specific activities/projects:

- *Identify persistent economic challenges or deficiencies:* What are the region's economic "weak spots" (i.e., vulnerabilities)? Is there a specific asset deficiency (e.g., poorly educated workforce, excessive dependency on a single employer or industry, lack of transportation access/options, low levels of broadband availability and/or adoption, impediments hindering a firm's ability to gain access to the financial resources required to advance its business, major employers located in vulnerable areas)? Has a "planning horizon" been established (e.g., 10 to 15 years) for assessing economic vulnerabilities?
- *Prepare for disruptions by identifying "early-warning" tools:* Does the region have an "anticipatory focus" that will help it react quickly when confronted with potential disruptions and challenges? Do community economic development professionals work with their local/regional emergency managers to address the risks identified through hazard mitigation planning? Do community leaders employ mechanisms (e.g., scorecards, state of the region reports, economic dashboards) that offer a regularly updated assessment of the regional economy?

- *Build mechanisms that create flexibility:* Do the local governments have detailed and tested disaster response and recovery plans? Do the local governments and major employers have access to “surge” capital/credit resources? Does the region have a good handle on its assets to help identify emerging economic sectors that may lead to an expanded economic base? Has the region established mechanisms to realign and retrain its workforce post-disruption?
- *Promote a positive vision for the region:* Is the messaging about the region’s assets and opportunities positive (to encourage investments in both times of tranquility and disruption)? Do stakeholders understand that actions that build resilience are good for the regional economy whether or not an economic shock occurs, and have they reached consensus on a set of actions they can take proactively? Are economic shocks used as an opportunity to “re-vision” (i.e., reassess) the region’s economy?

Regardless of the specific steady-state approaches considered or undertaken, the CEDS, *at a minimum*, should include an identification of the region’s key vulnerabilities and resilience-building goals, measurable objectives, and/or projects in the action plan.

Recommended Resource

See Southeastern Vermont CEDS (<http://seveds.com/wp-content/uploads/2012/08/FINALCEDSReport.2013.pdf> (PDF)) for a good example of how to effectively describe a region’s economic vulnerabilities and recommend a strong set of measurable objectives and actions to address the challenges.

Establishing Information Networks

In addition to identifying regional vulnerabilities and specific actions to address them, the region should establish mechanisms to facilitate active and regular communication between the relevant sectors to collaborate on common challenges. The economic development organization should be prepared to serve as a responsive participant in economic recovery efforts. The region should also be prepared to serve as an information hub by collecting data and convening the appropriate players to facilitate recovery post-disruption. The effectiveness of a region’s response to a major economic disruption is often enhanced if the public, private, education, and nonprofit sectors are aware of each other’s roles and responsibilities – particularly as they pertain to recovering from economic shocks. Established communication networks and information collection protocols coupled with broadly understood knowledge of key elements (such as supply-chain relationships) can help speed a region’s response. Once the networks are established, participants can be called upon in times of crisis to provide services and support in the case of a disruption.

More experienced economic development organizations will find opportunities to enhance and expand their business retention and expansion programs as a vehicle to mobilize action and facilitate information sharing. Other networking examples include the establishment of Business Emergency Operation Centers (BEOC) or Business Recovery One-Stop Centers. Among other actions, BEOCs serve as a hub of business-to-business collaboration and communication to connect private sector organizations with each other and with emergency response and recovery efforts while interfacing with local and federal emergency operations centers to ensure assistance and resources are being directed to businesses in need.

Recommended Resource

Information on establishing a Business Recovery Center can be found at <http://restoreyoureconomy.org/recovery/business-recovery-center/>. Several states operate BEOCs, including Louisiana, Rhode Island, Missouri, and New Jersey. They take a variety of forms: state funded, state and university partnerships, and privately organized collaborations with universities. There is also a National BEOC operated by FEMA (see http://www.fema.gov/media-library-data/20130726-1852-25045-2704/fema_factsheet_nbeoc_final_508.pdf (PDF)).

Regardless of the specific responsive approaches considered or undertaken, the CEDS, *at a minimum*, should demonstrate how the region serves as both a source for information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post-disruption.

A note on structure: The two-pronged approach to resilience noted above can be included in the CEDS as a separate section. However, resilience could also be addressed by weaving the concept throughout the document (e.g., identifying a region's vulnerabilities in the SWOT section, then developing specific goals or action items to counter those vulnerabilities in the strategic direction/action plan, followed by an exploration of ways to measure success in the evaluation framework). Regardless of how resilience is included in the CEDS, it is critical for regions to identify vulnerabilities and, where possible, bolster the capacities that may lead to economic resilience as part of regional planning efforts.

Recommended Resource

The North Central Florida Regional Planning Council's Economic and Disaster Resiliency Study (http://ncfrpc.org/Publications/EADRS/NCFRPC_EconomicAndDisasterResiliencyStudy.pdf (PDF)) assesses the vulnerability of the region's industries, critical infrastructure, housing, and other economic assets to hurricanes, and models the effects of a catastrophic event. This type of assessment could be used to inform the SWOT analysis.

Pre-Disaster Recovery Planning

It should be noted that a number of regions, particularly those that are prone to natural disasters, have engaged in resilience planning by focusing on the development of disaster recovery strategies. Developing and implementing a strategy for disaster recovery is often a good first step in establishing resilient regions. Specifically, certain regions have integrated economic development strategies, sustainability principles and hazard mitigation planning to ensure such activities are undertaken in a complimentary fashion. Examples of the benefits from this "cross-pollination" planning include promoting local procurement and hiring, the pre-prioritization of the resumption of major employers, and the siting of new commercial and industrial development in locations that are out of harm's way.

In addition to providing a vehicle to approach resilience in a comprehensive fashion, a CEDS can often fill an important role in ensuring that disaster mitigation efforts are well-coordinated across municipal and county-lines to shape stronger, more resilient regions. Regardless of focus (i.e., broader economic resilience or a more directed look at disaster recovery planning), the CEDS should still include the two primary elements: 1) "steady-state" initiatives that seek to bolster the community or region's long-term ability to withstand or avoid a shock and, 2) "responsive" initiatives that establish and utilize capabilities for an economic development organization to be responsive to the region's recovery needs post-disruption.

Recommended Resources

See the Eastern Plains Economic Development Corporation's appendix on disaster and economic recovery and resilience in its most recent CEDS at <http://www.epedc.com/brochures/full2012-2017CEDS.pdf> (PDF). Other examples include [South Florida RPC's CEDS](#) (PDF), [Iowa Northland Regional COG's CEDS](#) (PDF), and [Mountainland EDD's CEDS](#) (PDF).

The [Northwest Oregon CEDS](#) (PDF) quantifies the region's economic vulnerability by measuring the number of businesses and jobs located in flood zones, total and by industry, and the number of critical facilities in flood zones.

EDA, working with the State of Colorado, has developed an [Economic Resilience Planning Evaluation Tool](#) (PDF)) that contains a list of economic mitigation, preparedness and/or recovery components that could be used in infusing resilience into a CEDS.

A number of tools exist to help regions craft robust disaster resilience strategies. The [Infrastructure Security Partnership's 2011 Regional Disaster Resilience Guide for Developing an Action Plan](#) (RDR Guide) provides a practical, "how to" approach to help communities and regions develop a useable disaster resilience strategy along with a number of key lessons learned from recent disasters and events. Also see [Florida's guidebook Post-Disaster Redevelopment Planning: A Guide for Florida Communities](#). The guidebook is intended to assist communities developing post-disaster redevelopment plans during pre-disaster periods. It provides best practices for planning and implementation based on research and pilot programs associated with the initiative led by the Florida Department of Community Affairs and Florida Division of Emergency Management.

NADO's publication titled [Resilient Regions: Integrating Economic Development Strategies, Sustainability Principles and Hazard Mitigation Planning](#) highlights how several regional organizations are incorporating disaster mitigation and sustainable development approaches into their economic recovery and resilience work.

In addition, RestoreYourEconomy.org (<http://restoreyoureconomy.org/>) contains a wealth of information to help regions impacted by disasters, as well as a number of tips and techniques to support overall economic resilience (see "Leadership in Times of Crisis: A Toolkit for Economic Recovery and Resiliency"). The site is a one-stop shop for disaster preparedness and post-disaster economic recovery resources, tools, event announcements as well as opportunities to connect with peers through social media groups.

Measuring Resilience

Measuring the economic resilience of a community or region, including the actions taken to foster resilience, will vary depending on the assets and vulnerabilities of each region. Two common measures are the degree of regional income equality (i.e., how evenly income is distributed across a regional population) and the degree of regional economic variation (i.e., degree to which economic activity is spread across sectors). Regardless of the specific types of data collected and measures used, it may be helpful to benchmark data collected against national averages to help identify trends and better inform the development of key strategies.

Recommended Resources

See the University of Southern California and the University of California Berkeley's Network on Building Resilient Regions at <https://dornsife.usc.edu/perc/building-resilient-regions/> for general information on resilience and specifics on measuring resilience through the Resilience Capacity Index (RCI). As a means to gauge a region's ability to effectively respond to a future stress, the RCI identifies regional strengths and weaknesses, and provides regional leaders with the ability to compare their region's capacity profile to that of other metropolitan areas. In addition, see the Economic Mix in Appalachia tool at <http://economicdiversityinappalachia.creconline.org/> for one method of determining industry, employment, and occupational variety by region across the United States.

APPENDIX F – CEDS COMMITTEE AND PUBLIC COMMENTS

Name	Title	Organization	County
Chris Vertrees	Executive Director	SEAGO	All
William Osborne	Community and Economic Dev. Mgr.	SEAGO	All
Maria Valles	Community Coordinator	SEAGO	All
Melanie Greene	Planner	SEAGO	All
Robin Dumas	Economic Resource Center Mgr.	Local First	All
Melissa Hartman	Planner	City of Bisbee	Cochise
Matthew Gurney	Public Works Director	City of Bisbee	Cochise
Emmanuel Stuart	Planner	City of Bisbee	Cochise
Ginny Terrell	Public Works A.A.	City of Benson	Cochise
Jennifer Smith	Community Services and Economic Dev. Dir.	City of Douglas	Cochise
Luis Pedroza	Deputy City Manager	City of Douglas	Cochise
Tony Boone	Tourism and Economic Dev. Dir.	City of Sierra Vista	Cochise
Dianna Cameron	Sr. Program Manager	City of Sierra Vista	Cochise
Jeff Pregler	Senior Planner	City of Sierra Vista	Cochise
Mark Mermis	Private Sector Representative SEAGO	Cochise County	Cochise
Christine McLachlan	Development Services Director	Cochise County	Cochise
Sharon Gilman	County Administrator	Cochise County	Cochise
John Benedict	Local Co-op / Cochise Co. P&Z commissioner	Cochise County	Cochise
George Scott	Executive Director	Southeast Arizona Economic Development Group	Cochise
Adrian Chamberlain	Business Services	Arizona@Work	Santa Cruz
Jorge Maldonado	Mayor	City of Nogales	Santa Cruz
Jamie Fontes	Interim City Manager	City of Nogales	Santa Cruz
Clariza Gastelum	Community Development	City of Nogales	Santa Cruz
Ron Robinson	Town Manager	Town of Patagonia	Santa Cruz
Jesus Valdez	County Manager	Santa Cruz County	Santa Cruz
Chris Young	Deputy County Manager	Santa Cruz County	Santa Cruz
John Moffatt	Economic Development Specialist	Santa Cruz County	Santa Cruz

Colin Bishop	Community Development	Santa Cruz County	Santa Cruz
Brent Morris	Private Sector Representative - SEAGO	Citizen of Graham County	Graham
Arnold Lopez	Vice Mayor	City of Safford	Graham
Jaime Embick	Planning & Community Development Dir.	City of Safford	Graham
Eric Bejarano	City Manager	City of Safford	Graham
Jeff Low	Utilities Director	City of Safford	Graham
Dusty Brantner	City Council	City of Safford	Graham
Vernon Batty	Town Manager	Town of Pima	Graham
Torey Cranford	SBDC Business Analyst	Eastern AZ College SBDC	Graham
Keith Alexander	Chief Government Relations Officer	Eastern AZ College	Graham
Dustin Welker	County Manager	Graham County	Graham
Danny Smith	County Supervisor	Graham County	Graham
Paul David	County Supervisor	Graham County	Graham
Austin Adams	HR Dept. & Co. Admin	Greenlee County	Greenlee
Derek Rapier	County Administrator	Greenlee Countee	Greenlee
Haiden Lafoy	Engineering P&Z	Greenlee County	Greenlee
David Gomez	County Supervisor	Greenlee County	Greenlee
Marshall Lehman	Community Volunteer	Greenlee County	Greenlee
Marina Campos-Morales	Clifton Social Club	Clifton	Greenlee
Cindy Blackmore	Town Manager	Clifton	Greenlee
Terry Hinton	Town Manager	Duncan	Greenlee
Alex Blake	Mayor	Duncan	Greenlee
Skaidra Smith-Heisters	Environmental Social Scientist	Duncan	Greenlee
Joshua Gigantino	Business Owner	Duncan	Greenlee

Public Comments received during review period both online and via email.

ONLINE COMMENTS SUBMITTED THROUGH COMMENT PORTAL

Received Aug 6, 2026, 5:23 PM Emanuel Stewart – Bisbee AZ jstuart@bisbeeaz.gov

Transportation, Bridges, Streets, and Mobility

- Engineering, planning & Repair/Replace Commerce Street Bridge. (Two separate grant funding areas) and other projects including:
- Arizona Street Bridge
- Mule Gulch Bridge
- Assess other off-system bridges
- Complete Spring Canyon Bridge studies, plans, and construction
- Complete Gentry Bridge studies, plans, and construction
- Expand transit services
- Funding for more buses
- Expanded service coverage
- Operating expenses
- More infrastructure, (bus shelters, stops)
- Arizona Street site planning
- Bisbee Road site planning
- Old Bisbee streetscapes
- San Jose streetscapes
- Scoping, design, feasibility, engineering for bike/ped street improvements and stormwater management
- Construction of stormwater infrastructure and construction of bicycle and pedestrian improvements.
- Construction of Community Connections Master Plan - bicycle infrastructure, trails, multi-use paths, bike lockers, and bike racks.
- Bike/pedestrian infrastructure.
- Scoping to improve street safety infrastructure, identify and close sidewalk gaps, ADA improvements, identify pilot projects.
- Build safety improvements.
- Engineering and building Safe Routes to School infrastructure
- Infrastructure, Water, Wastewater, and Public Facilities
- Install and upgrade water lines, sewer, roads, and other infrastructure that supports infill housing.
- Clean and dredge canals in Old Bisbee and construct water-flow mitigation check dams.
- Inspection and cleaning out of check dams leading into Mule Gulch Channel
- Engineering & scoping, repair/constructing retaining walls.

Parks and Recreation:

- Improve parks infrastructure, including restrooms and playgrounds.
- Parks general maintenance and repair.
- Expand Parks staff.
- Trees/ plants and infrastructure to support them.
- Recreation programming

- Splash pad
- Sports facilities

Improve water and wastewater treatment systems

- Continued Engineering and construction costs to Repair/ replace sewer laterals.
- Scoping/Engineering to upgrade water lines across the city.
- Scoping/Engineering to upgrade sewer lines across the city.
- Green stormwater infrastructure planning, scoping, design.
- Building green stormwater infrastructure through the city.

Solid waste and recycling

Fire department

- Engineering and Construction for fire suppression systems and hydrants.
- Replace or add fire trucks.
- Install backup generator capacity for the fire station.
- Tombstone Canyon fire station bridge –engineering costs, construction costs
- Wildfire mitigation and education efforts

Community Revitalization, Housing, and Placemaking

- Housing redevelopment
- Expand tree canopy

Placemaking:

- Scoping, feasibility, and project development for placemaking.
- Right of way, construction of parklets, micro-parks, pop-up plazas, festival streets, painted crosswalks, bike lanes, wayfinding, public art, wayfinding, and heritage signage and installations.
- Develop area revitalization plans for Bisbee Road, Arizona Street, and San Jose.
- Copper Queen Library funding for infrastructure and building repair construction costs
- For building upgrade scoping, design, engineering.
- Programming, community resources, and educational resources.
- Fund rehabilitation of existing housing and upgrades to substandard housing conditions.

Economic Development, Small Business

- Provide small business support/accelerator
- Support remote workers and remote-work opportunities
- Robust internet access
- Tourism and hospitality projects

Arts and Tourism

- Support BSERC infrastructure and programming to support community resources and Southeast AZ tourism
- Construction drawings completion
- Exhibit development planning
- Operations and programming costs

Construction

- Camp Naco Priority Capital Projects
- Visitor Center/Museum Rehabilitation
- Completion of Small Business Incubator
- Completion of Nonprofit Hub building

- Rehabilitate former officers and NCO quarters into short-term housing, infrastructure, and a small business space
- North end community park development

Expand arts, heritage, cultural tourism, eco-tourism, and related tourism opportunities.

Workforce Development and Community Support

- Expand childcare access and capacity.
- Identify regulatory barriers that limit childcare, housing, small business growth, and other economic supports.
- Strengthen workforce development programs tied to local job needs.
- Support partnerships between employers, schools, colleges, workforce providers, and local governments.

Planning, Studies, Technical Assistance, and Strategies

- Complete a tourism study.
- Get technical support to identify uses for underutilized areas and activate them as community destinations.
- Identify barriers to redevelopment, infrastructure, and economic growth.
- Complete a feasibility study to identify redevelopment and adaptive reuse opportunities throughout the city.
- Study transportation network gaps, including sidewalk gaps and ADA-compliant ramps.

Airport infrastructure improvements

- Apron rehabilitation –Design and construction.
- Airfield lighting
- Plan, conduct and update airport master plan study
- Taxiway design and construction
- Design and replacement of airport fuel tank
- Replace weather reporting equipment

Received Aug 4, 2026, 9:28 AM Joshua Gigantino jgigantino@gmail.com

Innovation & Industry

One thing we didn't get to discuss is what kinds of businesses communities like Duncan, AZ could attract beyond mining and ranching. The usual answer is tourism or services but the smart answer is light manufacturing. Southeastern AZ is ideally situated for custom, rapid manufacturing. Drone and aerospace development, and other industry-oriented research are also good candidate businesses.

Received Jul 31, 2026, 4:33 PM Dianna Cameron dianna.cameron@sierravistaaz.gov

CEDS Projects Sierra Vista

1. Reentry Air & Space Port Development

Objective: Develop Sierra Vista as a regional aerospace, defense, and commercial space hub.

Potential Projects:

- FAA Spaceport licensing and environmental studies

- Airspace and feasibility studies
- Terminal and operational facility improvements
- Taxiway, apron, hangar and utility expansion
- Roadway, water, sewer, electric, natural gas, and broadband infrastructure
- Public-private partnerships for aerospace employers

2. Sierra Vista Industrial & Technology Park

Objective: Expand shovel-ready employment sites for advanced manufacturing, defense, aerospace, and technology industries.

Potential Projects:

- Master planning and zoning
- Utility extensions
- Transportation improvements
- Site grading and pad preparation
- Broadband and fiber infrastructure
- Speculative industrial buildings

3. New Commercial Development

Objective: Increase private investment and job creation along key commercial corridors.

Potential Projects:

- Highway 90/92 commercial corridor improvements
- West End redevelopment opportunities
- Opportunity Zone investment initiatives
- Mixed-use commercial centers
- Tourism and hospitality projects
- Retail recruitment infrastructure

4. West End Revitalization and Housing

Objective: Revitalize aging neighborhoods while supporting workforce housing and neighborhood investment

Potential Projects:

- Street reconstruction
- Water and sewer upgrades
- Sidewalks, lighting, and ADA improvements
- Housing redevelopment
- Neighborhood beautification
- Public spaces and plazas
- Utility undergrounding, where feasible

5. Sports Tourism and Recreation Development

Objective: Expand Sierra Vista's sports tourism economy.

Potential Projects:

- Tourism-quality athletic fields
- Sports complex expansion
- Parking improvements

- Restrooms and concession facilities
- Multi-use pathways
- Visitor amenities
- Park/Sierra Vista Golf Center at Pueblo del Sol rehabilitation
- Trail connectivity

6. Community Infrastructure and Resiliency

Objective: Invest in infrastructure that supports long-term economic growth.

Potential Projects:

- Buffalo Soldier Trail improvements
- Highway 92 transportation improvements
- Wastewater treatment plant expansion
- Aquifer recharge
- Stormwater infrastructure

7. Workforce and Innovation

Objective: Support workforce development and entrepreneurship.

Potential Projects:

- Workforce training center
- Business incubator
- Small business accelerator
- Cochise College partnerships
- Veteran workforce initiatives
- Entrepreneurship programs
- Digital skills training

8. Tourism, Heritage, and Quality of Life

Objective: Enhance Sierra Vista's visitor economy and community attractiveness.

Potential Projects:

- Historic preservation
- Trail connections
- Gateway beautification
- Wayfinding signage
- Public art
- Cultural tourism
- Event venues

Received Jul 30, 2026, 4:35 PM John Moffatt Moffattconsulting@outlook.com

Once I review today's changes, I will likely have other suggestions but one aspect that I failed to mention for the County list is the Airport. There is developable land on and around the Airport that should be called out in the CEDS as there will likely be an opportunity to look for Federal Grants to expand operations at the Nogales Airport. Thank you for the review session today. I look forward to seeing the updated version of the Draft.

Received Jul 28, 2026, 11:56 AM Paul R. David-pdavid@graham.az.gov

In section 3.4 Graham County's population is listed as 50,275 but our actual population is approximately 40,000. Please correct and check if this incorrect population number was used in calculating rates, percentages and graphics.

Received Jul 28, 2026, 11:51 AM Skaidra Smith-Heisters smithheisters@gmail.com

Through three nonprofits in southern Greenlee County, we are actively in pursuit of funding for a few projects that should be mentioned in the CEDS: (1) Vegetation management for fire risk reduction on the Gila River near downtown Duncan, to be integrated into the flood mitigation strategy for Duncan's commercial district; (2) Business support for small business startups and remote workers through development of coworking facilities and other flex spaces in Duncan and Clifton; and (3) Grocery access in southern Greenlee County through concurrent development of a local produce outlet and for-profit supermarket. According to Feeding America, the food insecurity rate in Greenlee County is 14.4% (1,360 people) and 45% of county residents are eligible for SNAP under Arizona's nutrition benefits program; the Duncan area additionally has low vehicle access according to USDA data and 100% of Duncan residents live *twice* as far from a supermarket as the 20-mile low-food-access USDA benchmark, making it the most underserved category in USDA food access estimates.

Received Jul 27, 2026, 4:34 PM Christine McLachlan cmclachlan@cochise.az.gov

Section 3

I have some concern that the level/extent of outreach may not reflect the perspectives and priorities across the SEAGO region.

Strengths

Add:

- Strategic international border location with two ports of entry and expanding cross-border trade opportunities.
- Fort Huachuca, one of Arizona's premier defense, intelligence, cybersecurity, communications, and unmanned systems installations, serving as the region's primary economic engine
- Multiple Opportunity Zones and widespread eligibility for New Markets Tax Credits (NMTC), providing access to capital stacking and private investment incentives.
- Strong agricultural, mining, and natural resource sectors supporting regional employment, exports, and value-added industries.
- Significant tourism and recreation assets, including sports tourism, the Cochise County Fairgrounds, outdoor recreation, dark skies, wineries, and cultural heritage attractions.

Opportunities

Add

- Grow tourism through recreation, sports tourism, heritage tourism, agritourism, wineries, and dark-sky destinations.
- Increase workforce and attainable housing to support employers, military personnel, healthcare workers, educators, and regional economic growth.
- Leverage the new Douglas Commercial Port of Entry and cross-border trade to attract logistics, manufacturing, warehousing, and supply-chain investment.

Threat

- Long-term drought, water availability, and climate variability affecting agriculture, communities, and economic development.
- Aging population adds to workforce shortages
- Federal funding and mission uncertainty can affect Fort Huachuca

Section 6

Regional Objectives number 1: Increase housing availability and affordability in each sub-region.

Cochise County recently adopted a Housing Strategy and Implementation Plan. Rather than requiring each sub-region to conduct a new housing assessment, I recommend recognizing that communities are at different stages of housing planning.

Section 9

Cochise County Priority Projects

Douglas Commercial Port of Entry & International Trade Corridor– Support completion of the new Douglas Commercial Port of Entry and expand logistics, manufacturing, warehousing, cold-chain, and industrial development. Advance transportation, utility, and infrastructure improvements that capitalize on increased U.S.-Mexico trade.

Fort Huachuca Defense, Cybersecurity & Technology Cluster – Strengthen the County's largest economic engine by supporting defense innovation, cybersecurity, military intelligence, unmanned systems, aerospace, technology commercialization, workforce partnerships, and compatible commercial development.

Airport & Aviation Economic Development - Expand economic opportunities at Bisbee-Douglas International Airport and Cochise County Airport through industrial site development, aviation-related businesses, aerospace, logistics, multimodal transportation improvements, and infrastructure supporting agricultural biosecurity initiatives, including New World screwworm response and livestock protection.

Agriculture, Agribusiness, Mining & Advanced Manufacturing – Support value-added agriculture, food processing, agricultural technology, mining, critical minerals, advanced manufacturing, rural enterprise, and agritourism to strengthen the County's export economy and industrial base.

Regional Transportation, Freight & Broadband Infrastructure – Improve freight corridors, rail access, highways, broadband, and multimodal transportation networks that support international trade, defense, agriculture, manufacturing, tourism, and rural economic development.

Strategic Site Readiness, Infrastructure & Opportunity Zone Development – Help prepare development-ready industrial, commercial, and mixed-use sites through utility, broadband, transportation, and water infrastructure improvements, environmental due diligence, and strategic use of Brownfield redevelopment and strategic marketing to attract private investment.

Workforce & Attainable Housing Infrastructure – Implement the Cochise County Housing Strategy and Implementation Plan by expanding workforce and attainable housing, neighborhood revitalization, housing rehabilitation, adaptive reuse, and public-private partnerships in communities with demonstrated housing needs.

Tourism, Recreation & Community Revitalization – Expand tourism through investments in outdoor recreation, cultural heritage, wineries, dark skies, sports tourism, and the Cochise County Fairgrounds while supporting redevelopment of underutilized commercial areas and historic communities.

COMMENTS RECEIVED AS EMAILS

From: Thora Colot <thora.colot@gmail.com>

Sent: Thursday, 06 August 2026 08:07:04

To: Melanie Greene <melanie@mgreeneprd.com>; Emmanuel Stuart <jstuart@bisbeeaz.gov>

Subject: Re: BSERC Projects for Economic development potential funding

I have added and articulated the separate processes that need to be funded. See what you two think. I just inserted into your list, but since I'm doing this on my phone, it didn't pick up your formatting.

Thanks so much you guys! Go ahead and text me if you have any additional questions.

Thora

703-362-8892

I have not heard from you about the needs for BSERC.

This is what I have so far:

Support BSERC infrastructure and programming to support community resources and Southeast AZ tourism

Construction drawings completion

Construction of site starts with ground shaping and utilities installation

Irrigation and water pathways dug out and reinforced

All Path surfaces installed.

Recreational areas built, including basketball courts, children's playground and baseball field

All landscape plantings completed

Exhibit development completed with construction documentation, fabrication and installation

Shade structures, engineered, built, and installed

Design of building structures on site, including the Mini- observatory and the welcome/orientation building; construction documentation, fabrication, and construction completed

Operations and programming costs

On Aug 5, 2026, at 4:08 PM, Thora Colot <thora.colot@gmail.com> wrote:

.....

From: Clariza Gastelum <cgastelum@nogalescdc.org>

Sent: Monday, August 3, 2026 10:08 AM

To: Melanie Greene <melanie@mgreeneprd.com>

Subject: Re: SEAGO CEDS Update Meeting - Santa Cruz County

Hi Melanie,

This is Clariza from Nogales Community Development.

I would like to clarify a point from our last meeting. We are preparing to begin the Business incubator project, where our offices are currently located. This renovation represents phase two of the overall project.

While we have received grant funding for this phase, it is possible that additional funds may be required to complete the project. Construction costs have increased substantially, particularly the cost of building materials, and these price increases could affect the overall project budget.

The Commercial Kitchen is a completed project

Thank you so much for everything.

Best regards,

Clariza Gastelum
Executive Director
520-397-9219
NCD logo

.....
From: Ron Robinson
Sent: 07/30/26 5:04 P.M.
Early Actions Agreement
Manager@patagonia-az.gov
You
Melanie,

Thank you for facilitating today's CEDS meeting. Attached is the executed Early Actions Agreement.

Tank you again,
Ron Robinson
Patagonia Town Manager
(520) 394-2229

1

Early Action Community Investment Agreement – March 5 2026 – Exec able

Early-Action Community Investment Agreement by and between

Santa Cruz County Arizona, Town of Patagonia, City of Nogales, and South32 Hermosa Inc.

This Early-Action Community Investment Agreement ("Agreement") is entered into March 6th, 2026 (the "Effective Date") by and between Santa Cruz County, Arizona, acting by and through its Board of Supervisors (the "County"), the Town of Patagonia, Arizona, acting by and through its Mayor and Council ("Patagonia"), the City of Nogales, Arizona, acting through its Mayor ("Nogales"), and South32 Hermosa Inc. ("South32"), each of which may be referred to herein individually as a "Party" or collectively as the "Parties." County, Patagonia, and Nogales may also be referred to together as the "Local Governments."

RECITALS

Whereas, South32 is a diversified mining and metals company that acquired the Hermosa Project in 2018 which could produce lead, silver, zinc, copper, and manganese mining project under construction located in the Santa Cruz County (the "Project") and which values community investment pursuant to a rigorous process to support the communities in which it does business; and

Whereas, the Local Governments desire to work with South32 to promote community investment, explore opportunities to develop new community facilities and infrastructure, promote local employment and workforce development, support new business opportunities, and otherwise promote the benefits, the shared economic value, and capacity building opportunities that may come from the development and operation of the Project; and

Whereas, the Parties desire to ensure the protection of water and air resources, conservation of land, opportunities for recreation and preservation of the rural character of the area surrounding the Project; and

Whereas, the Parties intend for this Agreement ensure mutually beneficial outcomes for the Local Governments and South32 and to provide a framework for investment in community-based projects and for achieving the objectives set forth herein; and

Whereas, the University of Arizona, through a collaboration between the College of Engineering, the College of Architecture, Planning, and Landscape Architecture, and the Eller College of Management, prepared and released a capacity gap analysis (“UA Gap Analysis”) that identified the region’s short-term deficits in emergency services, community health infrastructure, early education and childcare, and affordable housing, and ranked these sectors as highest-urgency investment priorities for the Local Governments; and

Whereas, the UA Gap Analysis was intended by its authors to inform the negotiation of agreements between the Parties as to immediate community needs; and

Now Therefore, in consideration of the mutual promises and covenants contained in this Agreement, and the understanding reflected in the Recitals set forth above, which are hereby incorporated into the following Agreement by this reference, and for other good and valuable consideration, the Parties agree as follows:

AGREEMENT

1. Authority

Authority for this Agreement is pursuant to Arizona Revised Statutes §§ 9-240, 9-244, 11- 201, 11-251 and the Nogales City Charter.

2. Community Investment / Early-Action Projects

The Parties have all worked together in good faith to identify opportunities to collaborate regarding the development, funding, and execution of projects that benefit the communities surrounding the Project. The Parties formed a workgroup to create the foundational concepts and structure for implementing these community-investment projects pursuant to a phased Community Protections and Benefits Agreement (“CPBA”). While the Parties are negotiating terms and details of the CPBA, South32 has agreed to provide funding and other support for

certain community investment projects, identified herein as “Early- Action Projects,” according to the following terms:

- (a) The Parties have jointly developed a priority list of Early-Action Projects related to five broad categories identified in the UA Gap Analysis: emergency services, community health, early education and childcare, nature-based restorative economy/parks, affordable housing. The Early-Action Projects were selected, in part, based on the community needs identified in the UA Gap Analysis. The list of Early-Action Projects is attached to this Agreement as “Exhibit A.”
- (b) South32 has agreed to fund these Early-Action Projects directly. Prior to funding any of the identified Early-Action Projects, the Parties must execute an individual Statements of Work (“SOW”), which shall detail the scope, timing, resources, and funding requirements in a form substantially similar to the Sample SOW Template attached to this Agreement as “Exhibit B”. The term “Agreement” as used throughout this Agreement shall also include all SOWs executed under the terms of this Agreement. In the event of a conflict between the terms of the Agreement and the terms of an executed SOW, the terms of the Agreement shall prevail.
- (c) The Parties may request a change to the terms of an existing SOW by issuing a Change Order describing the nature of the modification for South32’s written approval and execution, which shall be provided by South32 within twenty (20) days from receipt of the proposed Change Order. A sample Change Order template is included herein as part of Exhibit B.
- (d) Funding for Early-Action Projects will be made by South32 directly to the Party responsible for execution of that specific Early-Action Project according to the terms and timing further outlined in the specific SOW.
- (e) The Parties may identify additional Early-Action Projects through the regular meetings of the authorized representatives of each of the Parties. These additional Early-Action Projects shall be prioritized by consensus of the authorized representatives of the Parties and tracked on a tracking tool chosen by that team. No additional Early-Action Projects shall become effective or become part of this Agreement until it is detailed in a SOW which is signed by all Parties according to the terms of this Agreement. Any project tracking or other document related to this Agreement but maintained outside this Agreement and the SOW process shall not be legally binding on any Party.
- (f) If an Early-Action Project subject to this Agreement is cancelled for any reason, it shall not be deemed to cancel any other pending Early-Action Projects.

3. Additional Future Projects

The Parties envision additional community-investment and protections projects will be implemented under the CPBA and not this Agreement. These future projects may be responsive to the community needs summarized in the Capacity Gap Analysis, or similar, such as forthcoming pursuant to Spheros Environmental's *CPBA Phase 1 Update Protections Roadmap* (January 2026), and would broadly relate to promotion and enhancement of community health and welfare, promotion and enhancement of community quality of life, enhancement and promotion of arts and culture, enhancement of transportation corridors, promotion and protection of agriculture and open space, promotion and improvement of the environment, promotion and enhancement of police, fire and emergency medical service and response, promotion and enhancement of education and workforce training, promotion and enhancement of economic development opportunities, and promotion and advancement of employment opportunities. These future projects are not intended to fund any of the Local Governments' governmental operational needs, apart from the envisioned building of requisite local capacity to address sustainable development needs. In addition to financial support provided by South32, non-monetary assistance may include staffing support, strategic planning support, matching funding for grants, and collaborative efforts at state and federal levels.

4. Information Sharing Between the Parties

In compliance with all applicable laws, including but not limited to, publicly-traded exchange disclosure requirements as well as state and local regulations and requirements the Local Governments, South32 and the Local Governments will provide each other with the information necessary to carry out the commitments set forth in this Agreement. When suitable for public review and comment in accordance with applicable environmental laws and permitting regulations, such other documentation as may be reasonably necessary for the Parties to make informed decisions related to the Early-Action Projects for their potential impact on the community, including but not limited to public health, water and air quality. However, the obligations set forth herein shall not be construed to require any Party to provide any confidential business information to any other Party. The Parties agree that information provided related to or under this Agreement shall be provided to all other Parties at the same time and containing the same content.

5. Accountability

- (a) The Local Governments hereby agree to use commercially reasonable efforts to consider South32's written corporate policies related to the Project's environmental, stewardship, health and safety, or community-engagement objectives and South32 hereby agrees to respect the sovereignty of each of the Local Governments. Each Party will endeavor to conduct all negotiations fairly, honestly, in good-faith and consistent with applicable law.

- (b) The Parties agree to respond to requests from each other promptly, honestly and in a manner that respects the responsibility and authority of the authorized representatives of the Local Governments and the responsibilities and authority of South32's leadership.

6. Conflict of Interest; No Personal Liability

- (a) Pursuant to Arizona law, rules and regulations, no member, official or employee of a Community Group or South32 shall have any personal interest, direct or indirect, in this Agreement, nor shall any such member, official or employee participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is, directly or indirectly, interested.
- (b) No member, official, or employee of a Local Government shall be personally liable to South32, or any successor or assignee, (i) in the event of any default or breach by a Local Government, (ii) for any amount which may become due to South32 or its respective successor or assign, or (iii) pursuant to any obligation of a Local Government under the terms of this Agreement.
- (c) No member, agent, or employee of South32 shall be personally liable to any Local Government (i) in the event of any default or breach by South32 or any successor or assign, (ii) for any amount which may become due to a Local Government, or

(iii) pursuant to any obligation of South32 or any successor or assign under the terms of this Agreement.

7. Representations and Warranties by County

- (a) The Santa Cruz County Board of Supervisors has authorized the County Manager to enter into this Agreement and facilitate the performance of the County's obligations, representations, covenants, and undertakings under this Agreement.
- (b) All consents and approval necessary to the execution, delivery and performance of this Agreement have been obtained, and the County will execute all documents and take all actions reasonably necessary to implement, evidence, and enforce this Agreement.
- (c) The County knows of no litigation, proceeding, initiative, referendum, investigation, or threat of any of the same contesting the powers of the County or its officials with respect to this Agreement.

- (d) The County has been assisted by legal counsel of its own choosing and has had the opportunity to discuss this Agreement and its consequences with its chosen legal counsel.

8. Representations and Warranties by Patagonia

- (a) The Patagonia Town Council has authorized Town Manager to enter into this Agreement and facilitate the performance of Patagonia's obligations, representations, covenants, and undertakings under this Agreement.
- (b) All consents and approval necessary to the execution, delivery and performance of this Agreement have been obtained, and Patagonia will execute all documents and take all actions reasonably necessary to implement, evidence, and enforce this Agreement.
- (c) Patagonia knows of no litigation, proceeding, initiative, referendum, investigation, or threat of any of the same contesting the powers of Patagonia or its officials with respect to this Agreement.
- (d) Patagonia has been assisted by legal counsel of its own choosing and has had the opportunity to discuss this Agreement and its consequences with its chosen legal counsel.

9. Representations and Warranties by Nogales

- (a) The Nogales City Council has authorized the Mayor to enter into this Agreement and facilitate the performance of Nogales's obligations, representations, covenants, and undertakings under this Agreement.
- (b) All consents and approval necessary to the execution, delivery and performance of this Agreement have been obtained, and Nogales will execute all documents and take all actions reasonably necessary to implement, evidence, and enforce this Agreement.
- (c) Nogales knows of no litigation, proceeding, initiative, referendum, investigation, or threat of any of the same contesting the powers of Nogales or its officials with respect to this Agreement.
- (d) Nogales has been assisted by legal counsel of its own choosing and has had the opportunity to discuss this Agreement and its consequences with its chosen legal counsel.

10. Representations and Warranties by South32

- (a) South32 has the full right, power, and authorization to enter into and perform this Agreement, and South32's execution, delivery and performance of this Agreement has been duly authorized and agreed to in accordance with its

organization documents, and upon this Agreement's Effective Date, it shall be binding and enforceable against South32.

- (b) All consents and approvals necessary to the execution, delivery and performance of this Agreement have been obtained, and South32 will execute all documents and take all actions necessary to implement, evidence, and enforce this Agreement. South32 knows of no litigation, proceedings, investigation, or threat of any of the same contesting the powers of South32 or its officials with respect to this Agreement.
- (c) The execution, delivery and performance of this Agreement by South32 is not prohibited by, and does not conflict with, any other agreements, laws, instruments or judgments to which South32 is a party or is otherwise subject.
- (d) South32 has been assisted by legal counsel of its own choosing and has had the opportunity to discuss this Agreement and its consequences with its chosen legal counsel.

11. Term and Termination

- (a) This Agreement shall begin on the Effective Date and, unless terminated or extended by the Parties according to the terms herein, shall continue in full force and effect until all Early-Action Projects authorized under this Agreement are completed to the extent described in the associated SOW or any approved changes thereto.
- (b) This Agreement may be extended through an amendment to this Agreement which is signed by all the Parties.
- (c) This Agreement may be terminated as to any one Party in if in the performance of any obligation it has under this Agreement, the Party acted fraudulently, intentionally violated any applicable law or regulation, or committed any other act or omission that may reasonably be interpreted to frustrate the purpose of this Agreement.
- (d) A Local Government may exit this Agreement by providing written notice to all other Parties at least sixty (60) days prior to the effective date of such Local Government's exit. In the event a Local Government exits this Agreement, and unless otherwise terminated by the remaining Parties, the Agreement shall remain in full force and effect for South32 and the remaining Local Government(s).
- (e) The Parties acknowledge that the success of this Agreement relies on maintaining a collaborative partnership among all Parties. Accordingly, South32 may terminate this Agreement as to a specific Local Government if that Local Government acts in any way to impede, undermine, or obstruct the

collaborative purpose of this Agreement; provided, however, South32 shall not terminate the Agreement with a Local Government pursuant to this subsection unless it has first exhausted reasonable non-adversarial opportunities to resolve the potential issue with the offending Local Government. Notwithstanding such a termination of an offending Local Government, and subject to subclause (c) above, this Agreement will remain in full force and effect as to South32 and the non-terminated Local Governments, and South32 agrees not to reduce its overall financial commitment to support projects under this Agreement as result of such termination of an offending Local Government.

- (f) The Parties may also terminate a specific SOW according to the SOW termination terms contained in each specific SOW. In the event of the termination of this Agreement, the wind-up, conclusion, and/or continuance of projects under the SOWs will be determined according to the termination terms contained in each specific SOW.

12. Cooperation

Each Party to this Agreement will reasonably cooperate in good faith and diligently perform any further acts, deeds, and execute and deliver any documents that may from time to time be reasonably necessary or otherwise reasonably required to consummate, evidence, confirm, and/or carry out the intent and provisions of this Agreement, all without undue delay or expense and without further consideration.

13. Dispute Resolution

In the event of any dispute between any of the Parties regarding the interpretation or performance of the Agreement or any SOW executed pursuant to this Agreement, before resorting to any legal recourse, the Party raising the issue shall provide written notice to the other Parties specifying the nature of the issue and formally commencing the dispute resolution process. Within seven (7) business days of the receipt of the notice of dispute by the receiving Parties, the Party raising the issue shall arrange a meeting, either in person, by telephone, or virtual, with the authorized representatives of each other Party to attempt to resolve the dispute. If the issue cannot be resolved by discussion between the authorized representatives of the Parties within fourteen (14) days following the meeting with the authorized representatives, the Parties shall seek relief first through arbitration and only if that does not resolve the issue, then through court proceedings. The Parties will continue to perform the respective obligations under the Agreement during this dispute resolution process. Nothing in this dispute resolution process shall preclude a Party from initiating court proceedings related to any dispute arising hereunder at any time where the Party seeks urgent or interim declaratory or injunctive relief. For all disputes under this Agreement, each Party shall be responsible for its own costs related to the dispute resolution process.

14. Force Majeure

- (a) A Party shall not be responsible for any failure to perform its obligations under this Agreement if it is prevented or delayed in performing those obligations by a Force Majeure Event. Where there is a Force Majeure Event, the Party prevented from, or delayed in, performing its obligations under this Agreement or a SOW (the “Claiming Party”) must promptly notify the other Parties giving full particulars of the Force Majeure Event and the reasons for the Force Majeure Event preventing or delaying the Claiming Party from performing its obligations under this Agreement. The Claiming Party must use its reasonable efforts to mitigate the effect of the Force Majeure Event upon its performance of the Agreement and to fulfil its obligations under the Agreement. The Claiming Party must recommence performance of its obligations as soon as reasonably practicable once the Force Majeure Event no longer prevents or delays such Party’s ability to perform its obligations under this Agreement.
- (b) “Force Majeure Event” means an event which is beyond the reasonable control of the Claiming Party, that directly and materially affects the Claiming Party’s performance of obligations under this Agreement or a SOW under this Agreement, and could not be reasonably prevented by the Claiming Party, including: war, armed conflict or the serious threat of the same, act of a foreign enemy, civil war, riot, rebellion, revolution, military or usurped power, insurrection, civil disorder, mob violence, act of terrorism, plague, epidemic, pandemic, outbreaks of infectious disease or any other public health crisis, including quarantine or other government mandated employee restrictions, act of God or natural disaster such as but not limited to violent storm, cyclone, monsoon, typhoon, hurricane, tornado, blizzard, earthquake, volcanic activity, landslide, tidal wave, tsunami, flood, damage or destruction by lightning, drought, explosion, fire, destruction of machines, equipment, general labor disturbance such as but not limited to boycott, strike and lock-out, or any other events or circumstances not within the reasonable control of the Claiming Party, whether similar or dissimilar to any of the foregoing.

15. Indemnity and Joint Defense

To the fullest extent permitted by law, each Party (as “Indemnitor”) shall defend, indemnify, and hold harmless any other Party (as “Indemnitees”), its officers, officials, employees, agents, volunteers, successors, and assigns (“Indemnified Group”) for claims, damages, losses, liabilities and reasonable and customary expenses of any nature whatsoever (including but not limited to attorneys’ fees, court costs, the costs of appellate proceedings, and all claim adjusting and handling expense) relating to, arising out of, resulting from or alleged to have resulted from the Indemnitor's acts, errors, mistakes or omissions relating to any action or inaction of this Agreement (collectively “Claims”) including but not limited to

work, services, acts, errors, mistakes, or omissions in the performance of this Agreement by anyone directly or indirectly employed by or contracting with the Indemnitor, or any person for whose acts and liabilities are the obligation of the Indemnitor. If any Claim is brought against the Indemnified Group, Indemnitor shall have a duty, at its sole cost and expense, to resist or defend such claim or action on behalf of the Indemnified Group but only to the extent that such claims result in vicarious/derivative liability to the Indemnitee and are caused by the act, omission, negligence, misconduct, or other fault of the Indemnitor, its officers, officials, agents, employees or volunteers, provided, however, that the Indemnitor shall have no obligation to indemnify the Indemnified Group for the Indemnified Group's passive negligence. All insurance recoveries, proceeds, or receipts are separate and independent from the indemnity provisions of this Agreement, and neither the existence of insurance nor the indemnity provisions shall be construed in any way to limit the scope, magnitude, or enforcement of the other provisions. The indemnity provisions of this Agreement shall survive the termination of this Agreement only as to the Early-Action Projects completed under this Agreement. If a claim or claims by third parties become subject to this indemnity provision, the Parties shall expeditiously meet to discuss a common and mutual defense, including possible proportionate liability and payment of possible litigation expenses and damages.

16. Notices

Unless otherwise specifically provided herein, formal notices, demands or other communications relating to this Agreement, shall be in writing and shall be deemed to have been duly delivered upon personal delivery or upon delivery by expedited courier services or four (4) days after deposited in the United States Mail, postage prepaid, registered or certified, return receipt requested, addressed to the persons identified below, with copies to the following:

For the County:

Jesus Valdez

2150 N Congress Drive Nogales, AZ 85621

Email: jvaldez@santacruzcountyaz.gov With copy to:

Robert May (Attorney) 2150 N Congress Drive Nogales, AZ 85621

Email: rmay@santacruzcountyaz.gov

For the Town of Patagonia: Town of Patagonia Attn: Ron Robinson

P.O. Box 767 Patagonia, AZ 85624

Email: manager@patagonia-az.gov

With copy to:

Michael Massee (Attorney)

P.O. Box 767 Patagonia, AZ 85624

Email: mmassee84@gmail.com

For the City of Nogales:

Mayor Maldonado 777 N Grand Ave. Nogales, Az 85621

Email: jorge.azmixers@gmail.com With copy to:

Trish Stuhan

17851 North 85th street, Suite 175

Scottsdale, AZ 85255

Email: Trish@piercecoleman.com

For South32:

South32 Hermosa Inc. Attn: Pat Risner

1860 E. River Road, Suite 200

Tucson, Arizona 85718

Email: Pat.Risner@south32.net

With copy to:

South32 Hermosa Inc. Attn: Legal Counsel

1860 E. River Road, Suite 200 Email: Todd.Gwillim@south32.net

17. Miscellaneous Provisions

- (a) **Governing Law.** This Agreement and any dispute arising out of or in connection with the Agreement is governed by, construed, and interpreted in accordance with the laws of the State of Arizona, without regard to the conflict of laws principles thereof. Any action seeking legal or equitable relief arising out of or relating to this Agreement will be brought only in the courts of the State of Arizona or the United States District Court for the District of Arizona.
- (b) **Relationship.** Nothing in this Agreement creates or is deemed to create any contract relationship of employment, principal and agent, partnership or joint venture between any of the Parties or the employees of any of the Parties, or renders or should be construed to render, any employee of a Party as an employee of any other Party or any Party's affiliates, or provides or should be construed to provide any Party with rights or benefits to which an employee of any other Party or a Party's affiliates is entitled.

- (c) **Waiver.** No waiver by any Party of any breach of any of the terms, covenants or conditions of this Agreement shall be construed or held to be a waiver of any succeeding or preceding breach of the same for any other term, covenant or condition herein contained.
- (d) **Attorneys' Fees.** In the event of any actual litigation between the Parties in connection with this Agreement, the Party prevailing in such action shall be entitled to recover from the other Party its reasonable and customary costs and fees, including reasonable attorneys' fees, which shall be determined by the court and not by the jury.
- (e) **Exhibits.** The exhibits attached hereto are incorporated herein by this reference as though fully set forth herein.
- (f) **Entire Agreement.** This Agreement constitutes the entire agreement between the Parties hereto pertaining to the subject matter hereof and all prior and contemporaneous agreements, representations, negotiations and understandings of the Parties hereto, oral or written are hereby superseded.
- (g) **No Third-Party Beneficiary.** This Agreement shall not create any third-party beneficiary rights to any person or entity who is not a Party to this Agreement, unless expressly provided to the contrary in this Agreement (and then only to the extent so provided).
- (h) **Binding Agreement.** Subject to any limitation on assignment elsewhere set forth herein, all terms of this Agreement shall be binding upon, inure to the benefit of, and be enforceable by the Parties hereto and their respective legal representatives, successors and permitted assigns.
- (i) **Assignment.** No Party may assign, transfer, subcontract, or otherwise deal with any of its rights or obligations under this Agreement without the prior written consent of all the Parties, which shall not be unreasonably withheld. However, South32 may, without the consent of the other Parties, assign, transfer, subcontract or otherwise deal with any or all of its rights or obligations under this Agreement at any time to any South32 affiliate.
- (j) **Modification.** This Agreement may be modified only by a written instrument executed by all Parties.
- (k) **Severability.** In the event that any phrase, clause, sentence, paragraph, section, article or other portion of this Agreement shall become illegal, null or void, or against public policy, for any reason, or shall be held by any court of competent jurisdiction to be illegal, null or void or against public policy, the remaining portions of this Agreement shall not be affected thereby and shall remain in full force and effect to the fullest extent permitted by law.

- (l) **Counterparts.** This Agreement may be executed in multiple counterparts, each of which shall constitute an original but all of which together shall constitute one and the same instrument. Signature and acknowledgement pages may be removed from one counterpart and inserted into another counterpart to form a single document.
- (m) **Consents and Approvals.** Except as may be otherwise set forth in this Agreement, the Parties hereto shall at all times act reasonably with respect to any and all matters which require any Party to review, consent, or approve of any act or matter hereunder.
- (n) **Nondiscrimination.** The Parties agree to comply with all applicable state and federal laws, rules, regulations, and executive orders governing equal employment opportunity, immigration, nondiscrimination.
- (o) **Cancellation.** Pursuant to A.R.S. § 38-511 this Agreement may be canceled within three years after its execution, if any person significantly involved in initiating, negotiating, securing, drafting, or creating the contract on behalf of the state, its political subdivisions or any of the departments or agencies of either is, at any time while the contract or any extension of the contract is in effect, an employee or agent of any other party to the contract in any capacity or a consultant to any other party of the contract with respect to the subject matter of the contract.

IN WITNESS WHEREOF, the Parties hereto have executed this Early Action Community Investment Agreement as of the Effective Date.

SOUTH32 HERMOSA INC.:

Signature:

Name: Pat Risner

Title: President

SANTA CRUZ COUNTY:

Signature:

Name: Jesus Valdez

Title: County Manager

TOWN OF PATAGONIA:

Signature:

Name: Ron Robinson

Title: Town Manager

CITY OF NOGALES:

Signature:

Name: Jorge Maldonado

Title: Mayor

EXHIBIT A

Early Action Community Investment Agreement Early Action Items

1. Protections Roadmap
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$300,000.
2. Independent Emergency Services Audit: assess the readiness, gaps, and coordination capabilities of emergency services in the region (Countywide).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$200,000.
3. Expand fire and EMS, infrastructure, equipment, and training (Patagonia and Nogales).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$630,000
4. Designs to expand Patagonia main office to create a space for the local Marshall's Office (Patagonia).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$300,000.
5. Patagonia Flood Control Study Phase II (Facilitated by County) (Patagonia).
 - a. Scope of Work completed within 12 months of Effective Date.

- b. Funding provided by South32 up to \$380,000
- 6. Funding to support Mariposa mobile clinic for remote and underserved areas. (Includes equipment and possibly staffing) (Countywide).
 - a. Purchase completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$200,000.
- 7. Purchase County Mobile Health Vehicle/Clinic to increase convenient access to primary care, immunizations, screenings, and health education (Countywide).
 - a. Purchase completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$100,000.
- 8. Housing Project study and design for Mariposa residency program (Countywide).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$150,000.
- 9. Vehicle purchase for Mariposa Clinic transportation programs. (Countywide).
 - a. Purchase completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$220,000.
- 10. Design for expansion of clinic for imaging, ER, and crisis counseling. (Patagonia).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding Provided by South32 up to \$500,000
- 11. Create a strategic childcare plan for the entire County. Work toward solutions for capacity, affordability, and quality. Will look for partnerships from private business, government, and nonprofits (Countywide).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$150,000.
- 12. Design and concept drawings for Patagonia daycare birth to 5. (Patagonia).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$150,000
- 13. County wide parks, recreation, and open space master plan. This covers parks, birding, trails (horse, hiking, walking), cycling, sports facilities, natural open spaces, and recreation programming. Includes inventory and needs assessment, economic impact, possible impacts from growth, environmental considerations, and a strategic plan with a CIP (Countywide).

- a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$150,000.
- 14. Design and engineering for Affordable Housing Project (Patagonia).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$350,000
- 15. Update current Santa Cruz County Housing Strategy 22-27 and create an implementation strategy which includes regulatory changes, affordable housing projects, environmental considerations, and infrastructure expansion with CIP. Would emphasize housing for middle income professions such as teachers (Countywide; Nogales).
 - a. Scope of Work completed within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$150,000.
- 16. Reimbursement for the Sewer and water engineering study (Nogales).
 - a. Funding provided within 12 months of Effective Date.
 - b. Funding provided by South32 up to \$70,000.

EXHIBIT B

Early Action Community Investment Agreement Sample SOW Template

SOW# Number: SOW Effective Date:

This Statement of Work # ("SOW# ") is part of the Early Action Community Investment Agreement dated [insert] ("Agreement"), entered into between Santa Cruz County Arizona (the "County"), the Town of Patagonia Arizona ("Patagonia"), the City of Nogales Arizona ("Nogales"), and South32 Hermosa Inc. ("South32"). This SOW is subject to all terms and conditions contained in the Agreement, which will continue in full force and effect. In the event of a conflict between this SOW# and the Agreement, the Agreement shall prevail. Capitalized terms used, but not defined, herein this SOW# , shall have the meaning given in the Agreement.

Project Title

Primary Project Sponsor Sponsor Contact Information Project Location

Part A – SOW # Project

The Primary Project Sponsor (the "Sponsor") shall organize and execute the following SOW# Project in accordance with the terms set forth herein.

Purpose:

Goals/Deliverables/Achievables: The Sponsor shall be responsible for the following key activities including all labor, supervision, equipment, materials, tools, health and safety obligations, and incidentals related to:

Assumptions: The purpose of this SOW# Project is based on the following assumptions:

Should any of these assumptions change, the Sponsor will immediately notify all other Parties.

Milestones: The SOW# Project shall be subject to the following Milestones:

Completion and Measure of Success: The Project shall be Completed upon meeting the following completion criteria:

SOW# Administration: (insert the names of the Representatives of each Party and any other relevant information regarding the management under this SOW#)

Name	Title	Party	Email

Part B – Costs and Funding

The Costs and Funding for SOW# Project performed by the Sponsor and its contractors and representatives in accordance with the Agreement is as follows:

Part C – General

- a. **Term and Termination:** This SOW# shall begin on the SOW 1 Effective Date indicated above in this SOW# and,

unless terminated by a Party or the Parties according to the terms of the Agreement, shall remain in full force and effect until Completion of the SOW# Project under this SOW# .

- b. **SOW Termination Impacts:** (Insert impacts or expected continuing and/or wind-down activities that would result from a termination of this SOW#)

- c. **Counterparts:** This SOW# may be executed in counterparts, each of which will be deemed to be an original, but all of which, taken together, will constitute one and the same SOW# .

SANTA CRUZ COUNTY

TOWN OF PATAGOINA

BY: _____ BY: _____
NAME: _____ NAME: _____
TITLE: _____ TITLE: _____
DATE: _____ DATE: _____

CITY OF NOGALES

SOUTH32 HERMOSA INC.

BY: _____ BY: _____
NAME: _____ NAME: _____
TITLE: _____ TITLE: _____
DATE: _____ DATE: _____

IN WITNESS WHEREOF, each Party has executed this SOW# by its duly authorized representative, and it shall become effective as of the SOW# Effective Date indicated above:

.....

Received 7/27/26 4:53 P.M. from Dustin Welker Dustin Welker<DWelker@graham.az.gov>

RE: SEAGO CEDS Update Meeting - Graham County

You

Chris Vertrees

Good Afternoon Melanie and Chris,

Can you please double check the population numbers on Graham County? On page 39 it states 50,275 population. On page 84 in the appendix it says 40,277. I've never seen our population stated above 40,000 so I believe your appendix is correct.

.....

Received 8/7/26 2:59 P.M. from David Martinez david.martinez@douglasaz.gov

City of Douglas - List of Projects for CEDS

David Martinez<david.martinez@douglasaz.gov>

You;cdvertrees@seago.org

Jennifer Smith;Luis Pedroza

Good afternoon,

I've attached the City of Douglas list of projects for CEDS. Please let us know if you need anything else moving forwards.

Best regards,

David



David Martinez

Economic Development/CMO Project Coordinator

425 E. 10th Street Douglas, Az 85607

 520-895-2111

 520-417-7308



List of Projects for SEAGO Comprehensive Economic Development Strategy (CEDS)

New Projects

- Flood Control: New 100-year map revision
- 3rd Street between Chino Rd and Pan Am
- 8th and Washington
- Airport Rd.
- Lynn's Lake & Golf Course Road
- Solar Field for Well and PW
- Water recharge study and design
- AMA Assured Water Supply Study
- Airport Improvements New Pilot's Lounge
- New Beacon
- Brush Hog
- Parks New Ball Fields/Park
- Lighting
- Community Center
 - Basketball Courts
 - Tourism Bike Paths and connected to other communities (example Bisbee to Douglas via Rails to Trails) and city-wide bike paths
- Blight Removal Abandoned Homes Abatements
- Port of Entry Industrial Park Development
- Public Parking for Border Crossing

- Facilities New Fire Station

Projects already on list:

- Water and sewer infrastructure extensions supporting the commercial port of entry.
- Connector road development serving the new commercial port of entry.
 - New Commerce Way/Kings Highway Connector Road
 - US-191 Improvements
 - Davis Rd. Improvements
- Chino Road corridor improvements.
 - Old Chino Road
 - Chino Road segment remediation
- Municipal water system improvements.
 - Water line mapping
 - Water/Sewer line replacements

.....

APPENDIX G – REGIONAL ECONOMIC DEVELOPMENT PLANS

Freeport McMoRan City of Bisbee Resilience Action Plan (2025)

The purpose of the Bisbee Resilience Plan (RAP) is to identify and address key risks that are or will negatively impact Bisbee’s resilience. Resilience is defined as the ability of the community to prevent and recover from shocks that harm its economy, people, businesses, and general quality of life. The risks were identified via a community-wide, public survey that asked participants to identify and describe key risks the community faces.

Infrastructure	Related Risks: Insufficient Development, Aged/Degraded Roads, Aged/Degraded Water Infrastructure Strategy 1: Water and Sewer Funding
Housing	Related Risks: Insufficient Housing Development, High Short-term Rental Stock Strategy 1: Senior Housing Redevelopment / Renovation Strategy 2: Workforce Housing Initiative
Employment/ Economy	Related Risks: Small Business Sustainability Issues, Reliance on Tourism, Lack of Higher-Wage Jobs Strategy 1: Bisbee Business Alliance Strategy 2: Industry Diversification
Education	Related Risks: Low Educational Outcomes, Insufficient Workforce Pathways Strategy 1: Educational Internships

Freeport McMoRan Graham County Resilience Plan (2023)

Freeport-McMoRan sponsored this Graham County Resilience Action Plan to help the community identify risks that could negatively impact residents and public and private operations. Interviews with community leaders were used to identify risks. Challenges were identified related to the economy, meteorological conditions, housing, mental health, and nonprofits.

Economy

Graham County relies on the mining industry, yet dependence on a single sector can be risky, as it leaves the community vulnerable to fluctuations in the copper market and potential mine closures in the long run. To enhance resilience, it is crucial to diversify the local economy by promoting businesses that export goods and services beyond the region. Supporting the growth of existing businesses and operations can have a substantial impact on job creation and tax contributions, ultimately enhancing Graham County's economic resilience.

1 | Business Expansion Program

Market research and strategic planning to support the growth of second-stage export-oriented companies for industry diversification.

Lead: Graham Economic Partnership

2 | Commercial Space Resources

Resources to ease the transition from a home-based setup to commercial space provides businesses visibility and room for growth.

Lead: Graham Economic Partnership

3 | B2B Support

Facilitation of business-to-business services and products reduces reliance on external suppliers and strengthens the local business ecosystem.

Lead: Graham County Chamber of Commerce

Freeport McMoRan Greenlee County Resilience Plan (2024)

Freeport-McMoRan sponsored this Greenlee County Resilience Action Plan to help the community identify risks that could negatively impact residents and public and private institutions. Interviews with community leaders, along with primary and sourced data, were used to identify and measure risks. Challenges were identified related to the economy, housing, civic engagement, and water availability & disaster response.

Economy

Greenlee County's economy is overwhelmingly dependent on mining, making it vulnerable to industry fluctuations. Diversifying the economy beyond mining will help mitigate the impact of potential downturns in mining and ensure long-term stability.

Economic development is driven by the reciprocal relationship between a region's appeal as both a place to live and conduct business, fostering a virtuous cycle of prosperity. Investing in projects that enhance the quality of place boosts community pride and stimulates local economic activity by attracting residents and visitors to spend more time and money within the area.

1 | Assess Regional Economic Development Support Structure

Prioritize economic development objectives and identify approach to achieve outcomes.

Lead: Local First Arizona

2 | Main Street Development

A vibrant main street can bolster economic development by attracting new businesses, investments, residents, and tourists.

Lead: Clifton Social Club, Greenlee County Tourism Association

Cochise County Comprehensive Plan (2026 update)

The purpose of the economic development element is to establish policies and strategies that foster a robust and diversified economy. Although optional, this element specifically aims to:

Attract and retain businesses: Implement initiatives to draw new businesses and support the retention and expansion of existing ones.

Enhance employment opportunities: Develop programs that create jobs and improve workforce skills to meet market demands.

Improve quality of life: Invest in infrastructure, education, and community services to enhance living standards, making the area more appealing to residents and businesses alike.

Cochise County Economic Development Website

This website outlines key assets impacting the economy of Cochise County

Cochise County Affordable Housing Plan Website

This website identifies the ongoing Affordable Housing Study and includes a housing needs assessment, a housing barriers analysis and an investment and implementation strategy.

City of Bisbee General Plan (currently being updated for 2026)

While still under update development, the current General Plan (2015) includes elements on economic development. The document lists many policies and goals under the Land Use Element and Transportation/Circulation Element. Specifically, economic development-related strategies appear in sections such as Growth Areas Component, which includes goals and policies to promote economic development, infill, redevelopment, partnerships, infrastructure upgrades, and airport/rail/ San Jose growth area planning. Notable items include: promoting economic development opportunities with Sonora (Policy 11-1c/d), development incentives for clean industries (Policy 11-1a/b), infrastructure upgrades in historic areas (Policies 5-1c to 5-1f), supporting bi-national/regional growth (Growth Areas Component), leveraging airport and rail facilities for economic development (Policy 9-1c, 9-1a, 9-1b; Table A-6), and multiple implementation programs for growth areas, area plans, and specific plans.

City of Douglas General Plan Economic Development Strategies

The economic development plan for the City of Douglas, Arizona, focuses on the [Douglas General Plan 2024](#), the [Douglas Downtown Revitalization Plan](#), and the [Two-Port Solution](#) border modernization project. These initiatives aim to expand international trade, boost local tourism, and upgrade community infrastructure.

City of Benson Economic Development Strategic Plan (2009)

The purpose of the Economic Development effort in Benson is to plan infrastructure to support new business growth, develop a strategy to diversify the local economy and assist existing businesses to grow and thrive, create a more entrepreneurially supportive environment, assist the City of Benson to evolve its “Quality of Life” through expanding the local economy and to identify and target quality businesses based on a realistic evaluation of what types of enterprises can and should be supported.

City of Benson General Development Plan (2015)

The economic development element of the General Plan includes goals for retaining a skilled labor force; developing new economic activity with up-to-date infrastructure, amenities, and local development; establishing and maintaining an attractive community; and targeting new industry and businesses.

City of Willcox General Development Plan (2020)

While the General Plan does not include a specific element for economic development, most elements identify connections to economic development.

City of Willcox Strategic Plan (2023)

The following initiatives, part of the larger list of strategies, were identified in the Strategic Plan.

ECONOMIC DEVELOPMENT

12. FOSTER AN ENVIRONMENT FOR BUSINESSES TO FLOURISH

- A. Create a community profile package that displays the incentives of moving to Willcox to potential businesses and future residents

13. STRENGTHEN VISITATION IN WILLCOX THROUGH TOURISM

- A. Implement projects to attract visitors to downtown Willcox

14. LOBBY FOR CHIRICAHUA NATIONAL MONUMENT TO BE CHANGED TO THE CHIRICAHUA NATIONAL PARK

15. LOBBY FOR AMTRAK RAILROAD STOP

16. PERFORM ANNEXATIONS TO ALLOW FOR GROWTH AND DEVELOPMENT

17. IMPLEMENT A SHOP LOCAL CAMPAIGN

18. CONTINUE TO PARTNER WITH ARIZONA OFFICE OF TOURISM IN MARKETING

[Graham County Economic Development \(Website\)](#)

Graham County maintains a website for economic development that includes regional data, asset inventories, and resource information for the [City of Safford](#) and towns of [Thatcher](#) and [Pima](#).

[City of Safford General Plan \(2026\)](#)

The economic development element of the General Plan includes these four strategies:

1. Protecting our existing employer base;
2. Creating new opportunities for job growth to revitalize tourism;
3. Promoting a positive environment for business investment; and
4. Positioning the Gila Valley region as the gateway to Southeastern Arizona.

[Graham County Housing Assessment & Housing Strategy \(2025\)](#)

A study commissioned by SEAGO and developed by Grow America to understand the housing needs of Graham County.

Keeping it Green in Greenlee County (2012)

This report describes eleven tourism-related project plans designed to build local economic capacity in Greenlee County and reduce the leakage of income earned in the county and spent elsewhere.

Santa Cruz County Comprehensive Plan (2016 being updated in 2026)

Goal 11 of this plan addresses economic development and includes land use, airport, industries, employment diversification, tourism, and new business development.

Santa Cruz County economic development focuses on cross-border international trade, nature-based tourism, and regional business growth supported by assets like Foreign Trade Zone 60. Key organizations driving these efforts include the [Nogales Economic Development Foundation](#) and the [Santa Cruz Economic Development Resource Center](#).

Santa Cruz County Cuisine Tourism Initiative (2024)

Funded by a \$300,000 U.S. Economic Development Administration grant to connect local wineries with restaurants, food entrepreneurs, and businesses.

Santa Cruz County Nature-based Restorative Economy (2021)

Conducted by the University of Arizona to measure the economic impact of nature-based tourism, sustainable natural resource products, and local conservation efforts.

Bi-National Business Linkages (2021)

Analyzed fresh produce imports and production-sharing/maquiladora operations connected to the Mariposa Port of Entry in Nogales.

Rio Rico Vitality District Master Plan (2023)

Outlines land use, retail, services, and multi-family housing concepts to encourage targeted community growth.

Santa Cruz County Housing Strategy (2022-27)

Evaluates housing conditions, affordability gaps, and strategies to align housing availability with workforce and economic recovery.

Santa Cruz County Five-Year Tourism Sector Prosperity Plan (2023)

Developed by ASU, the plan explores tourism as a means of promoting economic development in SC County.

Cochise, Graham, Greenlee Counties Workforce Development Plan (2025)

A plan developed by Arizona@Work to train workers for regional technical and industrial demands.

Area Plan on Aging (2024-2028)

Submitted by the Area Agency on Aging, providing a blueprint of programs, priorities, services and policies of the agency.

APPENDIX H – SEAGO EXECUTIVE BOARD APPROVAL OF RESOLUTION TO ACCEPT CEDS

Approved on September 10, 2026

SEAGO Resolution #26-03



SouthEastern Arizona Governments Organization

Serving our member governments and their constituents since 1972

RESOLUTION NO. 2026-03

A RESOLUTION OF THE SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION APPROVING AND ADOPTING THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

SEAGO

Member Entities

Cochise County

*Benson
Bisbee
Douglas
Huachuca City
Sierra Vista
Tombstone
Willcox*

Graham County

*Pima
Safford
San Carlos
Apache Tribe
Thatcher*

Greenlee County

*Clifton
Duncan*

Santa Cruz County

*Nogales
Patagonia*

SEAGO Main Office

Administration Community and Economic Dev. Transportation

*1403 W. Hwy 92
Bisbee, AZ 85603
520-432-5301
520-432-5858 Fax*

Area Agency on Aging Office

*1403 B W. Hwy 92
Bisbee, AZ 85603
520-432-2528
520-432-9168 Fax*

www.seago.org

WHEREAS, the SouthEastern Arizona Governments Organization (SEAGO) has been designated by the Economic Development Administration (EDA) as an Economic Development District (EDD) for the four-county region of Cochise, Graham, Greenlee, and Santa Cruz Counties; and

WHEREAS, the U.S. Economic Development Administration (EDA) requires regions to develop and maintain a Comprehensive Economic Development Strategy (CEDS) to guide economic development planning and investment; and

WHEREAS, SEAGO in cooperation with local governments, businesses, community organizations, educational institutions, and other stakeholders, has prepared the 2026-2031 Comprehensive Economic Development Strategy (CEDS) for the SEAGO Region; and

WHEREAS, the CEDS identifies the region's economic strengths, challenges, opportunities, strategic priorities, goals, objectives, and implementation activities designed to promote economic resilience and sustainable economic growth; and

WHEREAS, the CEDS was developed through a planning process that included stakeholder engagement, public participation, and review by the CEDS Strategy Committee; and

WHEREAS, the Board of Directors has reviewed the proposed CEDS and finds that its goals and strategies are consistent with the economic development needs and priorities of the region.

NOW, THEREFORE, BE IT RESOLVED:

THAT, the SEAGO Executive Board hereby approves and adopts the 2026-2031 Comprehensive Economic Development Strategy (CEDS) for the SEAGO Region; and

THAT, the Board authorizes staff to submit the adopted CEDS to the U.S. Economic Development Administration and other appropriate agencies as necessary; and

THAT, The Board supports the implementation of the goals, objectives, and strategies identified in the CEDS and encourages regional partners to participate in its execution; and

THAT, The Executive Director is authorized to make administrative, technical, or non-substantive revisions to the CEDS as needed, provided such revisions do not materially alter the adopted strategy.

Passed and adopted by the SEAGO Executive Board on this 10th day of September 2026.

Jorge Maldonado

Jorge Maldonado,
Executive Board Chair

Christopher Vertrees

Christopher Vertrees,
Executive Director