

Resilience Action Plan

Ajo, Arizona
November 2024

Sponsored By



Prepared By



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Plan Overview

The purpose of the Ajo Resilience Action Plan is to identify and address risks that are or will negatively impact residents and businesses in Ajo. The risks were identified based on interviews with community members, previous plans and studies, and primary and secondary data. The risks were scored and prioritized by a committee of individuals identified as knowledge experts in at least one risk area and who volunteered to support implementation of the action plan strategies. The risks identified and discussed in this report relate to the economy, workforce, and quality of life.

The plan also outlines strategic actions to mitigate these risks and enhance overall community resilience, defined as the ability of the community to prevent and recover from shocks to the community that can harm its economy, people, businesses, and general quality of life. Each strategy includes specific actions and resources for project leads and partners to utilize to create a resilient future for Ajo.

Risk Matrix

More than 40 stakeholders were engaged from across the community to learn what risks Ajo faces as well as the existing opportunities and resources to address them. Each stakeholder was asked to provide risks the community faces, with the most commonly cited risks recorded and added to this plan. A Mobilization Team representing a variety of community stakeholders who are knowledgeable about one or several risks provided input on how to prioritize the risks based on three categories: Scale of Impact (x-axis), Ability to Mitigate (y-axis), and Likelihood of Occurrence (text color). Definitions for each risk can be found in the Appendix.

Ability to Mitigate	Scale of Impact (% of Population)			
	Low (0-25%)	Medium (26-50%)	Major (51-75%)	Severe (76-100%)
High	Information Asymmetry Cultural and Recreation Activities Clean Water Access	Food insecurity Aging Demographic	Pandemic Response Housing Affordability	Infrastructure
Medium	Wildfires	Concentrated Leadership Transportation	Healthcare Access Financial Resources Access Career Pathways	Amenity Access
Low		Short-term Rental Stock	Tourism Dependence	Port of Entry Dependence Workforce Reliability

Likelihood of Occurrence: **Very High/Already Occurring**, **High**, **Medium**, **Low**

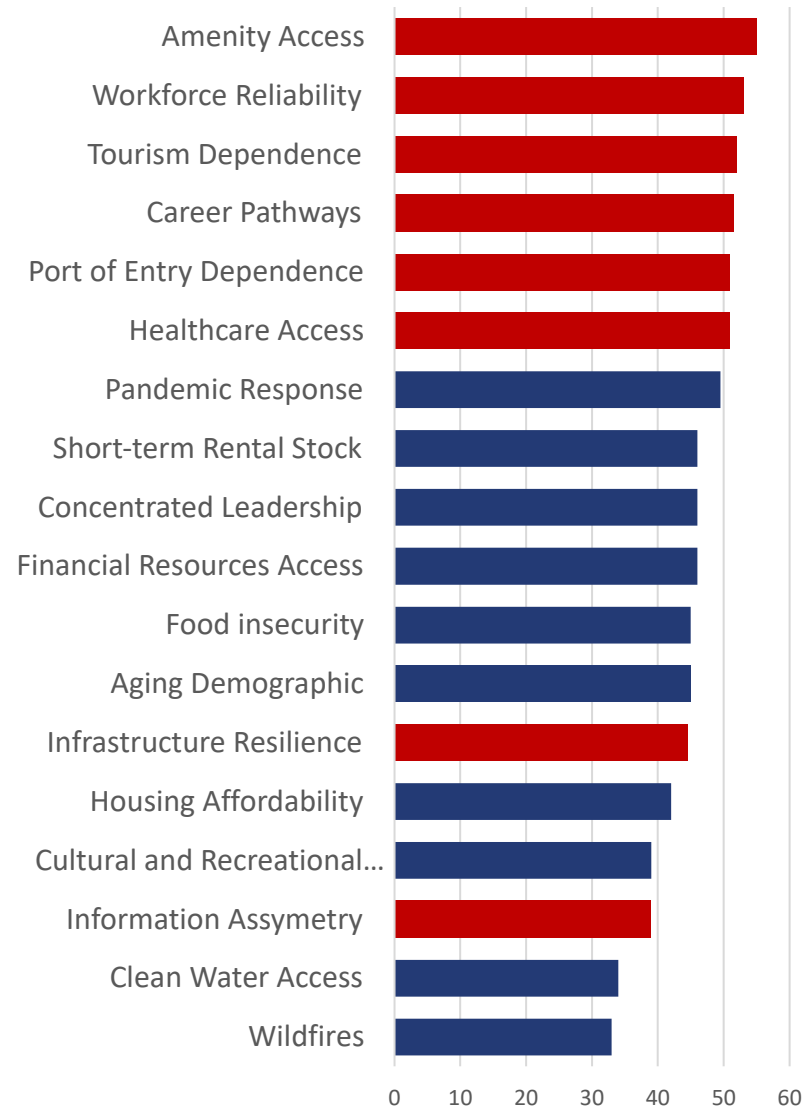
Addressed Risks

High-scoring risks, as well as some connected and relevant risks (shown with the red bars in the chart above), are directly targeted by the strategies and actions described within this plan. These include Amenity Access, Workforce Reliability, Tourism Dependence, Career Pathways, Port of Entry Dependence, Healthcare Access, Infrastructure Resilience, and Information Asymmetry.

Other Risks

While no specific actions are provided for some of the risks identified in this report, these risks are legitimate and important concerns brought up by community members and stakeholders. These risks should be monitored and addressed as the more critical risks outlined in this plan are completed or as other resources become available. The full list of risks are included in this plan to highlight those needs and validate the risks as they were identified by community members and the aforementioned analyses. As the other tasks in the plan are completed or as more resources become available, the community should start to address the other risks highlighted in this report.

Figure 1–Risks by Total Score



Process for Implementation

Each of the initiatives identified in this Action Plan are designed as mutually exclusive tasks, meaning each strategy can and should be pursued concurrently as resources are available. Each strategy identifies a lead organization responsible for the implementation of the actions of the strategy, along with suggested partners and resources. The following implementation process provides accountability and support for the lead organizations in their efforts to accomplish the identified actions.

Implementation Timeline: Each lead organization is responsible for establishing a timeline to accomplish the sub-tasks associated with their initiatives.

Report Progress: The Freeport-McMoRan Social Performance Manager will host regular meetings (recommended frequency of every two months) for Leads to provide a brief report on their progress-to-date, with public-facing updates on the progress of the plan once a year at a Community Partnership Panel meeting. The report template is provided in the Appendices. Lead organizations should submit their report to Manager one week prior to the meeting, and the compiled report packet will be emailed to the group in advance of the meeting.

Celebrate Achievements: Lead organizations should post brief celebratory updates on their social media or other public forums when a task is completed.

Implementation Grant: FMI provides a \$10,000 implementation grant to facilitate the implementation of the recommendations in this plan. Use of these funds is flexible and available to project leads and partnering organizations to facilitate completion of action items. Potential uses include (but are not limited to) hiring a grant writer, promoting initiatives, and hiring consultants to perform studies or analyses. Leads are encouraged to use the [Arizona Economic Resource Center](#) to assist with project implementation, capacity support, and grant writing services.

KEYS FOR SUCCESS

1. Defining the time requirements for each action enables the lead organization to track progress and be accountable for implementation.
2. The report enables the lead organizations to regularly assess whether goals are met and what adjustments to the strategies are needed as work is accomplished.
3. Recognize and celebrate successes, both big and small, to maintain community motivation and enthusiasm.

Quality of Life

Related Risks: Amenity Access, Healthcare Access

Strategy 1: Amenity Enhancement – Develop varied community amenities and determine the quality of life and tourist impact. Further invest in those that have community interest and support. **Lead: International Sonoran Desert Alliance**

Strategy 2: Healthcare Access – Leverage federal/state programs and partner with local colleges and universities to increase healthcare worker placements and increase local health service offerings. **Lead: Desert Senita Community Health Center**

Strategy 3: Transportation – Improve transportation access and quality to support at-risk populations. **Lead: Ajo Chamber of Commerce**

Related Risks: Career Pathways, Workforce Reliability

Strategy 1: Workforce Development Pathways – Increase alignment between educational institutions, local businesses, and workforce partners by defining career pathways and outcomes. **Lead: Ajo Unified School District**

Strategy 2: Job Opportunities – Increase local participation in regional contracting opportunities. **Lead: International Sonoran Desert Alliance**

Related Risks: Tourism Dependence, Information Asymmetry, Infrastructure Resilience

Strategy 1: Infrastructure Reliability – Ensure electric, water, and wastewater systems remain functional. **Lead: Ajo Improvement Company**

Strategy 2: Destination Development – Make Ajo a destination unto itself to capture overnight visitors rather than drive-through visitors. **Lead: Ajo Chamber of Commerce & International Sonoran Desert Alliance**

Strategy 3: Resort-Style Hospitality Offerings – Introduce a resort-style hotel to capture overnight tourists and provide new amenities. **Lead: International Sonoran Desert Alliance**

Workforce

Economy

Quality of Life Strategy # 1 Amenity Enhancement

OBJECTIVE: Enhance local amenities to improve Ajo's quality of life and economic sustainability

LEAD: Desert Senita Community Health Center

PARTNERS: INTERNATIONAL SONORAN DESERT ALLIANCE, AJO CHAMBER OF COMMERCE, NATIONAL PARK SERVICE, PIMA COUNTY ECONOMIC DEVELOPMENT, BONZAI STUDIO

Amenities are community level assets that support the economic, social, or perceived quality of life of a place. Ajo is located near multiple public amenities such as Cabeza National Wildlife Refuge and Organ Pipe Cactus National Monument. It also has several private amenities, such as Olsen's Market, Ajo plaza, and several local restaurants.

Many residents report that the community needs further entertainment options that generate a sense of community and can help businesses capture additional revenue, especially from visitors. Ajo has few revenue-generating entertainment amenities, and there is potential to capitalize on existing unused space. The Ajo Plaza buildings provide the opportunity to create entertainment-based venues, such as a small movie or community theater. Other areas have similar opportunities. Amenities can take time to mature and become economically viable. Incremental "small bets" are the best way to test ideas before investing in large capital investments of amenities.

Action Steps:

- Incrementally introduce new events in underutilized space in the Ajo Plaza, such as a Community Movie Night that shows second-run movies.
- Assess the feasibility of renovating underused space into a community space for presentation-style events (conferences, large-group meetings) and small-scale entertainment amenities (horse shoe pit, splash pad, chess boards, outdoor furniture)
- Coordinate with existing organizations to establish a fresh produce Co-op that brings in fruit & vegetable deliveries at bulk prices.



KEY FINDINGS

ADOT estimates average annual daily traffic of 2,668 cars at the intersection of SR-85 and Plaza Street, or 974,000 cars per year.

RESOURCES FOR SUPPORT

[Arizona Department of Economic Security](#)

[Community Facilities Direct Loan & Grant Program](#)

[NEA Our Town Grant Program](#)

[Farmers Market Promotion Program](#)

METRICS

Number of new events/offerings added to the community

Quality of Life Strategy #2 Healthcare Access

OBJECTIVE: Improve access to healthcare services for Ajo residents.

LEAD: Desert Senita Community Health Center

PARTNERS: Pima County Health Department, Arizona Board of Regents, Arizona Community Colleges, Arizona Center for Rural Health

The number of aging resident in Ajo poses unique risks and challenges. Specifically, healthcare utilization and costs reach highs in populations 65 and older (an estimated 35% of Ajo's resident population). Studies show that [half of average lifetime health expenditures occur after the age of 65](#).

Ajo has a strong healthcare sector (24% of Ajo jobs). Residents reported difficulties accessing emergency care and long wait times for ambulatory and emergency care services. Senita Community Health Center has a strategic plan to improve access and services; however, workforce constraints will make introducing new healthcare offerings difficult. The community must focus on the healthcare workforce to effectuate this plan and improve the healthcare industry for the community.

Action Steps

- Partner with UofA's Center for Rural Health in increase health worker placements in rural communities, with the intent of scaling up to eventually provide emergency health services.
- Develop a partner program with regional technical and community schools to offer job shadowing, career fairs, and scrubs camps that introduce rural students to health careers.
- Partner with existing federal programs that connect healthcare workers with under-served medical facilities and areas.
- Commission a feasibility study for constructing an assisted living facility in Ajo.



KEY FINDINGS

- Ajo's median age (56) is approximately 15 years older than the median Pima County resident (source: 2020 Census estimates)
- 52% of Ajo households rely on social security as a source of income (Source 2022 ACS 5-year estimates)

RESOURCES FOR SUPPORT

- [Community Development Block Grant Program](#)
 - [Nurse Corps*](#)
 - [Community Health Center Program*](#)
- [Clinical Workforce Development and Sustainability Partnerships](#)
- [Arizona Council on Aging](#)

METRICS

- Size of healthcare industry (employment, expenditures)

** Program requires shortage designation, which Ajo has (HPSA ID: 1047043503)*

Quality of Life Strategy #3 Transportation

OBJECTIVE: Improve transportation access and quality to support at-risk populations.

LEAD: Ajo Chamber of Commerce

PARTNERS: Ajo Transit, National Express Transit, Regional Transportation Authority (RTA)

Ajo is located approximately 100 miles from Phoenix and 130 miles from Tucson. The transit corridors primarily run through small rural communities and desert areas with limited services. Due to the community's remote location, reliable transportation services are important. Ajo is unique in that it has a local transportation service, including on-demand services. In early 2024, the community's long-standing local transportation service, Ajo Transportation, was purchased by a larger non-local firm. Since then, the service offerings and options have changed, which has been difficult for many Ajo residents. There are now opportunities to work with the new service providers to identify needs that have arisen as part of this change and to work to address them to better serve residents.

Beyond the services themselves, many of the dedicated stops are not signed and do not provide shelter and seating for residents. This especially harms seniors and disabled people and can provide significant health concerns in the hottest months.

Action Steps

- Administer a community-wide Needs Survey to understand transportation needs and shortcomings.
 - Work with the Regional Transportation Authority (RTA) to adjust the scope of work for transportation services to address Needs Survey outcomes.
- Add ramadas, benches, and other improvements to bus stops to provide shelter and comfort to riders.



KEY FINDINGS

- An estimated 16.5% of Ajo households do not have access to a vehicle (Source: 2022 5-year ACS Estimates)
- Transportation costs account for an estimated 22% of the typical Ajo household's budget (Source Housing and Transportation Affordability Index)

METRICS

- % of stops with pedestrian improvements
- Transportation ridership growth

RESOURCES

- RTA Next (20-year regional transportation plan): <https://rtanext.com/>

Workforce Strategy #1 Job Opportunities

OBJECTIVE: Develop a local contracting pool that can implement and support local projects.

LEAD: International Sonoran Desert Alliance

PARTNERS: Ajo Unified School District, Freeport McMoRan, Arizona Chapter Associated General Contractors of America, Inc. (AZAGC)

Ajo is the local service and housing center for many federal, state, and county jobs. Combined, these jobs create a major economic base industry for the community and region. Larger bids for services are regularly sent out from local organizations (i.e. U.S. Fish and Wildlife Service, National Park Service, US Customs and Border Patrol, Pima County); however, local companies are often unable to service these requests due to limited workforce and the administrative burden of responding to federal projects. Additionally, many of these entities have open positions available for local residents, including seasonal jobs. There is an opportunity for the community to secure more federal and state contracting as an economic base industry for the community.

Action Steps

- Increase the number of local licensed construction contractors.
 - Support the development of the pipeline by capturing workers who have transferable skills, such as in construction, engineering, and handyman work.
 - Host annual meetings with AZAGC and other contractor organizations to educate and capture potential workers.
- Partner with statewide and local contracting companies to offer apprenticeship and training programs in skilled trades.
- Support the development of an Ajo contracting opportunities board that collects and showcases current contracting opportunities.
- Provide technical assistance to local businesses to assist with federal compliance and to lessen the administrative burden of securing and managing federal contracts.



KEY FINDINGS

- Approximately \$26 Million in federal contracts were obligated within zip code 85321 between FY2022 and FY2024 (Source:

RESOURCES FOR SUPPORT

- [SAM.gov Contract Opportunities](#)
- [Pima County Bid Opportunities](#)
- [How to do business with Customs and Border Patrol](#)
- [Doing business with National Parks Service](#)
- [U.S. Fish and Wildlife Contracting](#)
- [USAspending.gov](#)

METRICS

- Percent federal contracts awarded to local organizations
 - Percent of government job openings filled by local residents (will require regular survey of employers)

Workforce Strategy #2

Workforce Development Pathways

OBJECTIVE: Create a workforce development program that better aligns workforce skills and jobs.

LEAD: Ajo Unified School District

PARTNERS: Arizona Board of Regents, Arizona Community Colleges, Arizona at Work, Pima County Workforce Investment Board, Pima County Library, Pima County School Superintendent's Office

Stakeholder interviews revealed that Ajo is facing significant workforce challenges in two key areas: workforce reliability and career pathways. Due to the community's demographic realities of low population count, high median age, low prime-age workforce participation rate (45%), and small number of high school graduates each year, workforce is a scarce resource for the community and must be strategically addressed. Compounding issues are the community's reliance on Mexican-based workers (most often expats living in Sonoyta) and the cost and availability of housing. The best way forward is to retain and support current residents so they can fill jobs and acquire needed skills.

The community must support access to high-quality public education and develop career pathways to retain youth in the community.

Action Steps – Needs Assessment

- Conduct a Needs Assessment to determine the best CTE pathways for both existing and needed industries with key leaders, employers, and school officials with public and student input.
- Convene a local workforce steering committee comprising workforce development partners including college and university liaisons, the Pima County Workforce Investment Board, and large employers to develop workforce pathways and opportunities in Ajo to ensure coordination between schools, training programs, and businesses.
- Develop a presentation/book of the identified workforce pathways (see Figure on next page for example pathway) to provide students and workers.



KEY FINDINGS

- 51% of local jobs found on only three industry sectors (healthcare, education, and accommodation/food services).
- Businesses expressed concerns with reliability, particular punctuality, appearance, and professionalism.

RESOURCES FOR SUPPORT

- [Pima County Joint Technical Education District](#)
- [Grant County, NM Workforce Development Strategic Plan](#)

METRICS

- Student placements in local businesses
- Ajo prime age employment rate

Action Steps – Pathways Expansion

Expand CTE pathways and Employment Opportunities Initiative and participate in a community dialogue between Ajo School officials, Pima County's JTED, nearby or servicing colleges and local, large employers (Clinic, National Parks, Hospitality, Port, Schools, etc.) and invite representative of industries that Ajo wants to attract in order to develop and grow talent in those areas to determine suitable courses to develop employable skills reflected in the findings of the needs assessment. Based on recent Indeed.com job postings, these are commonly identified needed workers in the Ajo area based on occupation:

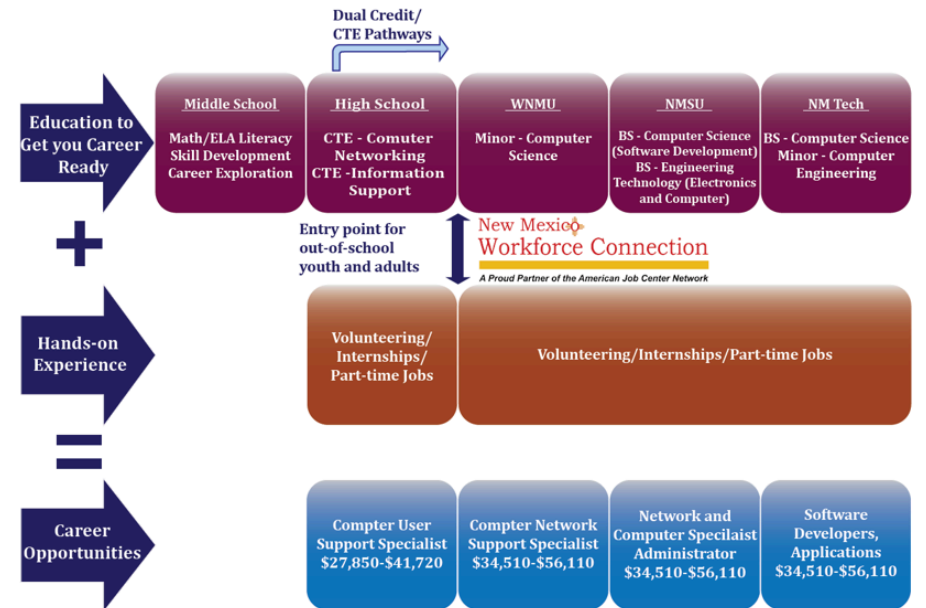
- HealthCare workers*
- Education*
- Construction Trades–Federal contractor*
- Maintenance Trades–Custodial/Maintenance/Building tech*
- Hospitality and Culinary*
- Marketing
- Border Patrol
- Energy Technicians

* Pathways currently available with JTED

Action Steps – Expand Opportunities for Adult Workforce Opportunities

- Consider using the High School or other spaces in town for "night school" and related programs. Incorporate ISDA programming to expand these programs, where possible.
- Develop Workforce Sector partnerships with key business and industries and add representation in the local workforce board.
- AZ Workforce Solutions – Look into apprentice programs, WIOA funding, and other Workforce Solutions funding and programs for funding, structure, internships and partnerships.
- Apply for regional EDA funding for workforce and economic development opportunities.

Workforce Pathways Example (Cybersecurity/IT)



Source: Grant County, NM Workforce Development Strategic Plan

These are the current CTE programs at Ajo High School available through the JTED program and which should be evaluated as part of the pathways effort:

- [Air Transportation I & II](#)
- [Computer Programming](#)
- [Culinary Arts](#)
- Digital Photography I & II
- [Modeling and Simulation Technology](#)

Economy Strategy #1 Infrastructure Reliability

OBJECTIVE: Ajo's electric, water, and wastewater systems have sufficient backups and redundancies so outages do not last longer than a few hours.

LEAD: Ajo Improvement Company

PARTNERS: Arizona Public Service, Pima County, Local First Arizona, Table Top, Ajo Free Range Internet

Keeping residents, workers, and visitors safe and comfortable is difficult when critical infrastructure fails. Ajo's remote location make infrastructure development, operations, and maintenance difficult. This issue is evidenced by several longer power outages experienced by the community in the spring of 2024.

In order to best keep a high quality of life, backup systems and emergency services should be available to provide emergency power and support for Ajo's residents, especially high-risk residents such as the elderly, children, disabled, and those in poverty.

Action Steps

- Apply for funding to develop a strategic energy plan that documents the stakeholders and energy needs for Ajo and the broader region, categorizes and describes necessary upgrades, and proves the need for sustainable energy stewardship
- Apply for funding for a detailed alternative feasibility analysis to document the following for energy production and storage alternatives:
 - Forecasts and lifecycle; feasibility analysis; net present value
 - Capital costs
 - O&M Cost
 - Benefits and costs
- Work with APS and Pima County to implement the strategies of the analysis, apply for funding to secure energy development and storage infrastructure, where possible



KEY FINDINGS

- On July 5th, 2024 Ajo experienced a 7-hour power outage on a 110 degree day

RESOURCES FOR SUPPORT

- [Green Infrastructure Study](#)
- [USDA Electric Programs](#)
- [EPA Brownfields Technical Assistance \(Brightfields Initiative\)](#)

METRICS

- Percent uptime in water, electric, and internet systems
- System maintenance and repair expenditures per year

Economy Strategy #2 Destination Development

OBJECTIVE: Reduce the community's dependence on drive-through tourism by making Ajo a destination unto itself.

LEADS: Ajo District Chamber of Commerce, International Sonoran Desert Alliance

PARTNERS: Pima County, Desert Senita Health Clinic

Ajo can reduce its reliance on pass-through tourism by developing its local offerings. This will enhance its ability to be a destination. Ajo's previous investments into its sense of place make Ajo a unique place that has inspired national write-ups, including in [the Atlantic](#). Ajo has an opportunity to invest in destination development to redefine itself as a destination rather than a stopping point on the way to and from Mexico or Organ Pipe. Changing the focus of tourism toward overnight visitors should flow down into the day-to-day operations and decisions of stakeholders, with businesses thinking about how to make Ajo a great experience for that market.

Action Steps:

- Increase collaboration on destination tourism efforts:
 - Create steering committee within the Chamber (ISDA, Visit Tucson, hotel operators, and small businesses as members) to decide on Rural Co-Op Funding Ad Buys.
 - Create programming, services, and signage targeted toward overnight visitors (restaurant openings; radio station advertisements for events and activities).
- Develop heat-mitigating amenities (i.e. sidewalk covers, tree and bush coverage) to make the community more livable in summer months, lengthening winter resident stays. Much of these amenities should focus on RV parks and other winter resident common areas.
- Make improvements to the Eric Marcus Municipal Airport and attached amenities (golf course, infrastructure, and lodging) to increase air travelers.
 - Add a rental car to site so air travelers can easily go into town.



KEY FINDINGS

- An estimated 41% of jobs located in Ajo are in tourism-related industries (retail trade, accommodation and food services, etc.). This is much higher than the State share of 33% for the same set of industries. Tourism is a key industry for the community. (Source: U.S. Census Bureau, Center for Economic Studies, LEHD)

RESOURCES FOR SUPPORT

- [Rural Market Co-Op Program](#)
- [DMO Designation FAQs](#)
- [Local Airports as the Engine of Economic Growth](#)

METRICS

- Average length of stay (Placer.ai or similar data)
 - Average hotel occupancy

Economy Strategy #3 Resort-Style Hospitality

OBJECTIVE: Enhance local hotel offerings by introducing a resort-style product into Ajo's market.

LEAD: International Sonoran Desert Alliance

PARTNERS: Ajo District Chamber of Commerce, Pima County Economic Development

Ajo's hospitality offerings generate significant economic benefits for Ajo, with visitors sustaining many local businesses that otherwise wouldn't be able to survive on the resident population alone. A focus on resort-style offerings can capture a new market of visitors without directly competing with current hotel offerings. A resort style hotel would be situated as an alternative destination to Rocky Point. To achieve this, it must include amenities such as pools and spas, gourmet dining, larger suites, cultural and educational experiences, and unique vacation activities (hot air ballooning, pottery or woodworking classes, etc.). The experience should blend vacation activities with Ajo's unique brand and character.

Action Steps:

- Work with current Ajo hotels to improve and upgrade their properties.
- Conduct a preliminary needs assessment to define what amenities should be included in the new hotel and how the hotel could support current businesses and activities in Ajo.
- Identify a parcel that could serve as the location of the hotel, meeting with hotel brands to gauge interest in having a location in Ajo.
- Commission a hotel feasibility study to measure the expected returns for a new hotel product in Ajo. If a brand is interested in participating, the cost of the study can be shared between the community and the brand. In exchange for local participation, the study's findings can be share with other leads if the brand decides not to commit.
- Leverage county funds to secure incentives and funding support, if needed.



KEY FINDINGS

- Ajo's Revenue per Available Room (RevPAR) performs well generally (at \$72 per night)*
- 12-month Occupancy Rate was 63.4% (as of July 2024)*
- 12-month Average Daily Rate was \$113 (as of July 2024)*

RESOURCES FOR SUPPORT

- [Pima County Business Retention and Attraction Incentives](#)
- [USDA Rural Business Development Grant \(RBDG\)](#)

METRICS

- Progress will be measured based on task completion.

*Source: Costar, STR, Inc.
Sonoran Desert Region includes all properties located in Ajo, Gila Bend, and rural Pima County

Appendix I – Risk Definitions and Connections

Ageing Demographic–The average age for Ajo’s business owners and leaders has increased over the last several years, introducing added risks of losing key businesses and activities due to poor health and/or retirements.

Amenity Access–Ajo’s distance from key amenities such as intensive/emergency care, post-secondary education, and entertainment.

Career Pathways–There are few careers that can be pursued for people who grow up and want to stay in Ajo, increasing the likelihood of urban flight.

Clean Water Access–Ajo’s location in the middle of the Sonoran Desert increases the risk of accessing water, and what water is available naturally is susceptible to contamination

Concentrated Leadership–Ajo’s leadership is concentrated in just a few organizations, and if any of those organizations fail much of the community’s progress is at risk.

Cultural and Recreational Activities–Due to Ajo’s size and remoteness, there are not many activities for Ajo’s residents, especially for families with young children or teenagers.

Financial Resources Access–As a small community, Ajo has limited access to banks, credit units, community development financing institutions (CDFIs), and philanthropist.

Food Insecurity–Ajo is located in the heart of Sonoran Desert, with limited growth potential due to high heat and unfavorable soils. It’s remoteness and size also make fresh foods expensive and difficult to access, especially during emergencies.

Healthcare Access–There are no local hospitals or urgent care services, and pharmaceutical services were historically limited.

Housing Affordability–Housing prices are appreciating much faster than wages, making housing unattainable for many community members, especially for low-income households.

Information Asymmetry - Community members and visitors often don't know when businesses are open and where to go for different issues that might arise.

Infrastructure - HWY 85 is the only road into and out of Ajo. Broadband is limited. There is only one electrical line serving Ajo and the town experiences frequent power outages.

Pandemic Response - Ajo will struggle to provide the necessary PPE, services, and other services in case of pandemics.

Port of Entry Dependence - The businesses are dependent on the port of entry, not just for customers but also for the workforce, many of whom come from Sonoyta.

Short-term Rental Stock - Many of the current short-term rental stock is taken up by government contractors, leading to a shortage of this type for recreational or other purposes.

Tourism Dependence - Ajo's economy is heavily reliant on travelers to and from Puerto Peñasco, as well as to Organ Pipe.

Wildfires - The region has experienced wildfires throughout the region, including the Cuerdo De Lena Fire in 2023.

Workforce Reliability - Several business owners cited issues with the local workforce in terms of punctuality, appearance, and behavior.

Figure 2 - Connections Between Identified Risks



Appendix II – Border Closure Impacts

On December 4, 2023 the Lukeville Port of Entry (POE) closed indefinitely and without warning. It was closed for approximately a month, depressing the Sonoran Desert Biosphere Region's (SDBR) economy. Despite lasting only one month, the closure stirred border communities' concerns regarding their dependency on the POE, as well as the impact of the closure on businesses and residents. This study provides insight into how the SDBR was impacted by this closure. Using visitation-travel data, POE border crossing data, and business testimonials, there is compelling evidence that an extended or permanent closure would have catastrophic impacts on the region's economy.

The Lukeville POE serves as a main crossing for those going between the Arizona metro areas and the Mexican coastline. Ajo, Why, Lukeville, several Tohono O'odham Nation districts, and Gila Bend rely heavily on consistent traveler flows to visit gas stations, restaurants, and hotels as a means of revenues. During the closure, various businesses reported devastating impacts on their sales and their ability to stay afloat. Eric Algeria, owner of the [Agave Grill Restaurant](#) in Ajo, reported a 25% decrease in sales during the closure. Other business owners reported up to an [80% decrease](#) in sales, describing Rocky Point as a 'ghost town' immediately following the closure.

In the months following the border closure, Rocky Point businesses remained [impacted](#). Restaurant owner Cindi Lowe reflected on the lack of business in March, several months after the port had been reopened and typically a time of high-volume business due to spring break tourist flows. Lowe suspects that the POE closure earlier in the year posed a degree of uncertainty for tourist flows, causing university students to change their typical plans. Rental property owners stated that reservations were either moved or made last-minute. For example, while nights were rented out during spring break, reservations were made just days in advance instead of weeks or months out. The border closure ultimately created an air of uncertainty among businesses and visitors—plans and reservations remained influenced by the potential for another closure.

Tourism/Visitation

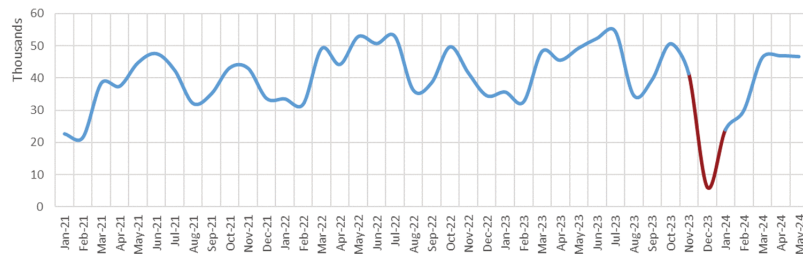
These news reports largely align with retail foot-traffic data provided for the tourist town of Ajo, AZ. Located about 38 miles from the Lukeville border crossing, Ajo is a common pass-through town and is the only larger community with traveler services close to the POE. Retail foot-traffic estimates refer to the number of individuals that enter a store or location within an area. Comparing the weeks before and after the post closure, Ajo's retail foot traffic decreased substantially. Ajo experienced a 56% decrease in retail foot traffic in the weeks directly preceding and ensuing the closure (November 20 and December 17). In the week before the closure, Ajo brought more than 11,000 visitors to the town; for the two weeks

following the closure, the community experienced a steady decline with an initial drop to 7,400 visitors and then to 4,800 visitors. Tourism traffic data tells a very similar story, with a drop of 78% comparing the weeks preceding and ensuing the closure (Source: Placer.ai estimates).

Border Crossings

The reports are also collaborated by border crossings. The Lukeville/Sonoyta POE sees an average of 483 thousand crossings into the U.S. a year, or 40 thousand per month. However, this number dropped significantly in December due to the closure (see chart below where the red shade of the line indicates the closure period).

Figure 3 – Number of Lukeville/Sonoyta POE Crossings Into U.S. by Month



The closure had a significant impact on crossings during the months of December, when crossings weren't allowed through the port export for the first few days. However, the impact on the crossings continued even after the port was re-opened. As show by the darkest line in the chart below, the number of crossings were slightly lower than 2022 and 2023 crossings in January and still showed some impacts in February. This shows that people became nervous about the port closing again and chose different travel plans until their

confidence was restored. In other words, the impact of the closure lasted several weeks after the port was re-opened.

The graphic below shows the percent change in all border crossings at four ports of entry between November to January. Featured on the map are four surrounding ports of entry throughout the state of Arizona: Naco, Lukeville, Nogales, and San Luis. According to 2023 border crossing data, San Luis and Nogales intake close to 90% of total border crossings throughout the state—39% and 52% respectively. Lukeville and Naco experience 6% and 3% of the total border crossings throughout the state, respectively. In the month of December, Lukeville dropped down to receive just 0.55% of the total border crossings throughout the state. This drop in crossings results in a spill-over effect for other ports of entry. San Luis experienced a 1% increase in the number of crossings and Nogales saw a 3% increase in the number of crossings during the Lukeville port of entry closure.

Figure 4 – Lukeville/Sonoyta Crossings into U.S. by Month and Year

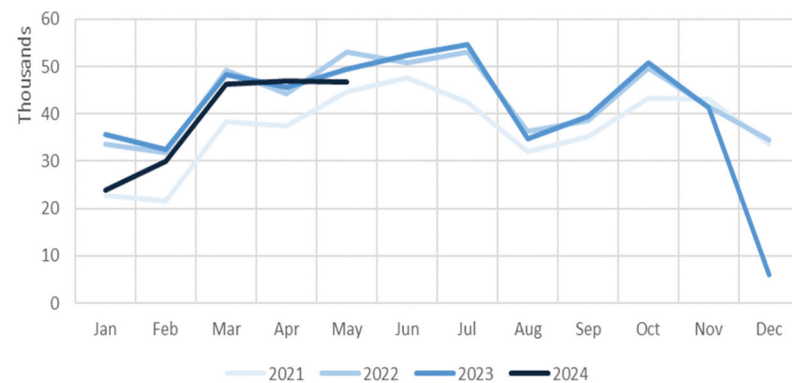
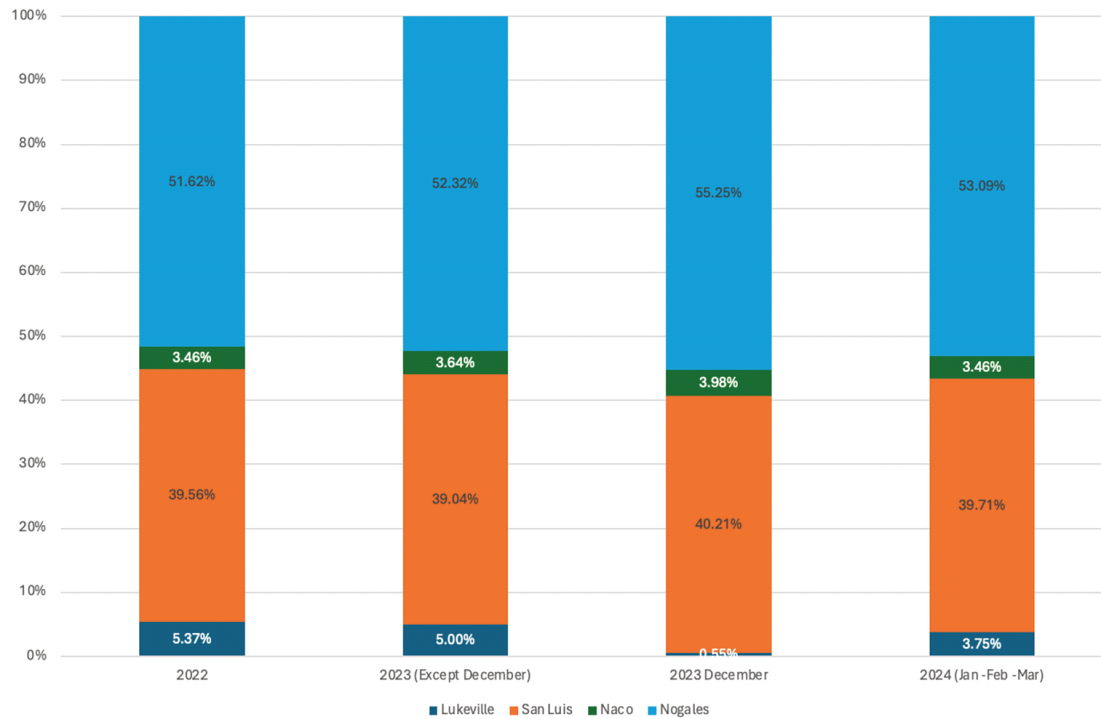


Figure 5 – Border Crossings by Period as Percentage of Total



These data suggest that the Lukeville POE closure contributed to an increase in the number of crossings in other ports. The diversion of resources to other ports also contributed to a diversion of economic activities out of the region and made recovery more difficult following the closure.

Labor Force

The closure also had impacts on the labor force. Interviews with local stakeholders described issues with Mexican-based labor unable to return home, needing to secure accommodations to stay in Ajo during the week and then

traveling to the nearest border on weekend to be with family and friends, some of whom need home care services. It increased the commute time for Sonoyta workers from 43 minutes to 5 hours. It also introduced safety risks to workers going from Sonoyta to other ports because they had to travel along routes deemed unsafe and within cartel territory.

Conclusion

The region is highly reliant on the Lukeville/Sonoyta POE and the closure of the port has significant impacts on businesses and workers. Closure of the port introduces serious risks for the sustainability and resiliency of the region. The region should do what it can to prevent additional closures by working with state and federal agencies to prevent closures in the future.

Appendix III – Ajo Incorporation

When a community is examining incorporation, it is asking basic questions about its past, its present and, most importantly, where it wants to go and what it wants to accomplish in the future. These are important questions and the answers to these questions can be valuable to a community regardless of its final decision about incorporation.

There are two basic legal requirements for incorporation.

1. A community considering incorporation must have a population of at least 1,500 people.
2. The area must be a “community.” A community is defined in state law as “a locality in which a body of people resides in more or less proximity having common interests in such services as public health, public protection, fire protection and water which bind together the people of the area, and where the people are acquainted and mingle in business, social, educational and recreational activities.”

A community with a population of less than 3,000 incorporates with the status of a "town". A community also has the option to incorporate with a status of "city" if it has a population of 3,000 or more. There really is no difference in the authority exercised by a city or a town, except that a city may adopt a charter. If a community incorporates as a town but has or attains a population level above 3,000, it may later change its status to a city with approval of the voters.

METHODS OF INCORPORATION

The incorporation of a community is an action that must be taken by the citizens residing in the community itself, and there are two basic methods which the community can use to incorporate. These methods, explained below, are petition without election and petition with election.

PETITION WITHOUT ELECTION - This method of incorporation requires the signatures of two-thirds of the qualified electors (registered voters) residing within the area proposed for incorporation on a petition addressed to the county board of supervisors.

PETITION WITH ELECTION - The second method of incorporation requires that ten percent of the qualified electors residing within the area proposed for incorporation petition the board of supervisors to call an election on the question of incorporation.

THE FIRST COUNCIL

When the county board of supervisors issues the order for incorporation, it will also appoint seven persons from the community to serve as the first city or town council. This appointed council serves until a new council is elected in May following the incorporation. Within twenty days after their appointment, the council is required to assemble and choose a mayor from among the seven council members.

Financial Considerations

Any community examining municipal incorporation should carefully consider the financial impact on the community. The community should begin by estimating the area's potential revenues from state shared revenues and proposed local taxes.

FEDERAL REVENUES

In the final analysis, when estimating revenues, federal funds should not be included in the amount that a city or town can expect to receive following incorporation.

One program still available to cities and towns is the Community Development Block Grant (CDBG). This program provides funding for a variety of local housing, public works and physical construction projects on a competitive grant basis.

STATE REVENUES

Not all funds available immediately. In Arizona the fiscal year begins on July 1. Municipalities share in the following State collected revenues.

- **Urban Revenue Sharing.** The state is required to maintain an urban revenue sharing fund, consisting of 15% of the net proceeds of the state income tax, to be distributed directly to cities and towns. The funds are distributed each month based on the individual municipality's population in relation to the total incorporated population of the state except that a city or town with a population of less than 1,500 receives at least an amount equal to what a city or town with a population of fifteen hundred or more persons would receive.
- **State Sales Tax.** Incorporated cities and towns in the state are entitled to receive a portion of the state sales tax collections. The distribution of these funds is based strictly on the population of the incorporated city or town as a percentage of the total population of all incorporated cities and towns in the state.²⁰
- **Highway User Revenue Fund.** Cities and towns are also entitled to receive a portion of the highway user revenues

collected by the state. The highway user revenues consist of the gasoline and diesel fuel taxes as well as other transportation related fees. This money is distributed on a two-part formula. One half of the money is distributed on the basis of the population of an incorporated city or town as a percentage of the total of all incorporated cities and towns in the state. The remaining half of the money is distributed based on the level of gasoline sales in the county in which the municipality is located and the population of each city and town in the county.²¹ Highway user revenue funds may only be used for street and highway purposes.

- **Vehicle License Tax (VLT).** The Arizona Constitution entitles cities and towns to receive a share of the money collected from tax payments for the registration of motor vehicles. (A percentage of the total revenue from this source is also deposited in the highway user revenue fund and the state highway fund.) These revenues are distributed on the basis of the population of a city or town in relation to the total incorporated population of the county.

LOCAL REVENUES

In addition to state revenues, nearly all cities and towns have instituted one or more forms of local taxation to meet the costs of municipal government. The following is a brief description of the common forms of local revenue.

- **Sales Tax (Transaction Privilege Tax).** In addition to the state sales tax, cities and towns in Arizona may impose local sales taxes on the gross receipts of sales within the corporate limits of the city or town. In enacting the sales tax, cities and towns must comply with the Model City Tax Code. The Model City Tax Code was developed by cities and towns and is maintained by the League. At present, all of the cities and towns in Arizona have a local sales tax. This tax is the most important source of local revenue for most municipalities. The average local sales tax rate is approximately 2.4% of gross sales. Rates range from 1.5% to 4%. The collection totals from a local sales tax can be estimated by obtaining a rough estimate of the amount of gross retail sales within the community and then multiplying this amount by the percentage of the sales tax. The Arizona Department of Revenue can assist you in calculating such an estimate using state sales tax collections from your area. This tax can be imposed by ordinance of the city or town council; no election is required.
- **Property Tax.** The property tax has been a traditional means of financing city and town services. While the importance of the property tax has been decreasing in recent years due to the increased revenues from excise taxes, it still is an important source of local revenue for a majority of Arizona cities and towns. The property tax has also been one of the most stable sources of revenue, because it is not subject to the same fluctuations sometimes experienced with excise taxes. Prior to the imposition of a primary property tax, an election must be held on the third Tuesday in May setting forth the proposed levy. If the voters approve, the levy is instituted in the fiscal year immediately following the election. If the voters do not approve, the city or town may not levy a primary property tax for that year or until voters do approve a levy.²³ In estimating the amount of revenue which may be derived in a community from a property tax, there are two important factors to be considered: 1) the assessed valuation of the property in the community, and 2) the tax rate necessary to meet expected costs.
- **Business and Occupational License Taxes.** Business license taxes may be instituted by a municipality for regulatory

purposes and for raising revenue. Cities and towns are authorized to issue and determine the amount of license taxes "for carrying on any business, game or amusement, calling, profession or occupation." No license can be granted for more than one year and not less than \$10 or more than \$5,000 can be charged annually for any one license.

- **Utility Franchise Taxes.** Utility franchise taxes are imposed by cities and towns in payment for the use of streets and alleys within the corporate limits by public utility companies. The traditional tax payment for a franchise is two percent of the gross receipts of utility sales within the corporate limits. A city or town is limited in granting a franchise for a period of more than twenty-five years, and this franchise cannot be exclusive. Prior to the granting of a franchise, an election must be held to obtain voter approval of the franchise. In practice, utilities usually desire to have a franchise agreement with a municipality and may request an arrangement of this nature. The advice of an attorney may be useful in determining the exact status of franchises in light of the particular local situation.
- **Development Fees.** Cities and towns may also charge for building permits and fees for mechanical, gas, and plumbing inspections. Impact fees are paid by new development to offset the costs of providing necessary infrastructure (streets, water, sewer, police, fire, parks, etc.) to serve those areas. Revenue available from these sources can be estimated by examining budgets from other cities and towns with similar characteristics and anticipated building levels.
- **Fines and Forfeitures.** A city or town receives fines and forfeitures imposed by its local magistrate court following citations by local police officers for violations of state or municipal law occurring within the corporate limits. Estimates of revenues from this source can be based on information from the county sheriff relating to the level of misdemeanors and traffic infractions in the community.
- **Municipal Utility Operations.** Many cities and towns maintain utilities, such as water, sewer, trash, and garbage although there is no requirement that such services be provided. Such services may be operated on a "pay-as-you-go-basis" with fees for the service approximately equal to the operating costs. Any surplus from utility operations can be transferred to the general fund and defray other city and town expenses.

COST OF INCORPORATION

After a community incorporates, the county will discontinue a number of services it previously provided on July 1 following incorporation or at an earlier date if the city or town, by resolution or ordinance, assumes these county responsibilities.

- Police
- Streets
- Admin: budget and finance and elections at a min
- Not legally required but recommended
 - **Employ or retain an attorney.** The legal requirements of being an incorporated local government are numerous and competent legal advice is necessary for success.

- **Have a planning and zoning function.** All cities and towns are required to adopt a general plan and all adopt a zoning code pursuant to that plan. This activity requires resources, staff or contract, to accomplish.
- **Implement and administer building codes and issue various types of building permits.** Because cities or towns take over responsibility for streets, roads and police protection at a minimum, they assume the liability for those as well.
- **Liability insurance.** There are affordable options even for the smallest jurisdictions for such insurance through the League endorsed insurance pool (Arizona Municipal Risk Retention Pool www.amrrp.org) where the cities and towns come together to pool their risk to provide workers' comp and property/liability coverage.

THE PROS

The most common arguments in favor of incorporation are as follows:

- Incorporation establishes a city or town government through which a community can express itself, address its problems, and supply necessary services to the area. The community can exercise self-determination with regard to the nature and level of local services.
- Municipal government is more responsive to the people living within the community. The members of the city and town council are closer to the people and, as a result, react more quickly to the community's requests.
- A city or town government will receive substantial amounts of state revenues which do not flow to an unincorporated community.
- An incorporated city or town has additional powers not found in an unincorporated community. An unincorporated community is under the jurisdiction of the county and, as a result, does not have much control over the level of services provided to the residents. The county must provide services as uniformly as possible throughout the unincorporated areas of the county. On the other hand, a city or town council has the authority to intensify services within the community.
- An incorporated city or town is able to plan for the future growth of the community by adopting planning and zoning regulations which will provide for controlled land use. This regulation protects the community against undesirable land use patterns. In addition, incorporated cities and towns may adopt building, plumbing, mechanical and electrical codes in the interest of public health, safety and welfare.
- A separate city or town preserves the unity and pride of a particular community and maintains local individuality.
- As a governmental unit, the city or town can better represent its citizens in transactions with the county, the State and Federal governments. In addition, local government may be used as a vehicle for positive progress in the community.
- Municipalities may be the instrumentality for providing numerous utility services such as water, sewer, garbage and trash collection, gas and electrical service if the council decides to enter into these operations.

THE CONS

The following are the most common arguments against incorporation:

- Incorporation is unnecessary because the particular needs of the community are limited in scope. The residents of the community may prefer to organize a special district to meet these limited needs. For example, the community may create a rural fire district to satisfy the necessity for fire protection, or a special district may be formed to fulfill other particular needs such as sewer service. As a result, the special district approach may be more appropriate if the residents of an area want to incorporate only to provide one specific service. However, a special district is not a substitute for incorporation, and the residents of a community should be careful in creating more than one in the same area. The creation of a number of special districts for one area leads to unnecessary levels of government if the area is incorporated at some later date.
- The separate incorporation of an area which is economically and physically part of a larger community will produce what is known as a “rump” incorporation. This situation can produce an incorporated city or town with inadequate resources or physical facilities necessary to meet its needs. This is particularly true if the character of the community is predominantly residential. A “residential community” may discover after incorporation that its tax base can only maintain a minimal level of public service. In this case, it might be to the community’s advantage to be annexed into an existing city or town or remain unincorporated.
- The community is too small in either land area or population to serve as an efficient and effective unit of government. It may be difficult, if not impossible, in extremely small areas to provide for an adequate level of services. It may be more advantageous for an area of this nature to receive services from the county.
- The incorporation of a small area which is an integral part of a larger metropolitan area will create a costly duplication of local services. This situation can lead to a lack of coordinated and orderly urban growth as well as a lower level of such vital services as police, fire, water, and sanitation.
- The area possesses certain rural or farm characteristics which it wishes to retain, and incorporation is an undesirable step towards urbanization.
- The most common argument against incorporation is that it will increase taxes. Every incorporated city and town has imposed some additional taxation, most often a local sales tax.

In summary, the question of incorporation requires a thorough study by the community. It is to the advantage of all involved if pro and con arguments are fully explained and weighed against each other before the final decision is made.

Other considerations:

The following are other considerations that involve incorporation powers and authorities:

- **DRAWING BOUNDARIES** - determine size of the town/city and which properties are serviced/taxed.
- **ELECTION OF FIRST COUNCIL** - the first council following incorporation will be appointed by the county board of supervisors. The election for the first council is to be held in the spring following incorporation with a primary in March and a general election in May.
- **BONDING** - must go to voters, city can float but not approve
- **PROPERTY AND SALES TAXES** - property tax not required, but A local sales tax can be passed by ordinance by the city or town council. Authority for a local sales tax is contained in state law; a vote of the people to initiate a sales tax is not required. All cities and towns including those recently incorporated have enacted a local sales tax, and the sales tax rates range from 1.5% to 4%. Some of the explanation for the difference between the use of the sales tax versus the property tax by these newly incorporated communities is that the sales tax is a method of taxation where the burden does not lie solely with the residents of the community as out of town visitors must also pay the tax.
- **CITIZEN INVOLVEMENT** - elections, referendums and recalls
- **POLICE SERVICE** - A city or town is not required to provide police protection for the municipality until the next July 1 after the incorporation date. ...a common practice for a newly incorporated municipality to contract with the county sheriff until it can afford to provide police services on its own. Some continue to contract for this service long after incorporation.
- **IMPROVEMENT DISTRICT** - The local governing body may order a public improvement district if the council determines that it is in the public interest and convenience. However, a public improvement district cannot be initiated until the city or town council passes a resolution of intention describing the improvement and specifying the boundaries of the assessment district. A notice of this resolution must be posted within the assessment district described in the resolution. Additionally, the city or town council is required to publish the resolution of intention in a newspaper as required by law.
- **ORDINANCES** - Ordinances are local laws enacted by a city or town council. Like other laws, an ordinance is subject to the referendum process. If any ordinance is passed by the council, there is a thirty day period in which a referendum petition may qualify against the ordinance requiring an election and approval of the voters prior to the ordinance going into effect.
- **FIRE DISTRICTS** - There are actually several alternatives available to a newly incorporated community for fire protection services. If the new city or town encompasses all of a previous fire district, then the district and all its assets may be taken over by the newly incorporated community. In this situation, the city or town could provide direct fire protection services. There is, however, nothing to require the assumption of fire protection services by the city or town; the fire district can continue to operate as a separate entity even if the boundaries are the same.

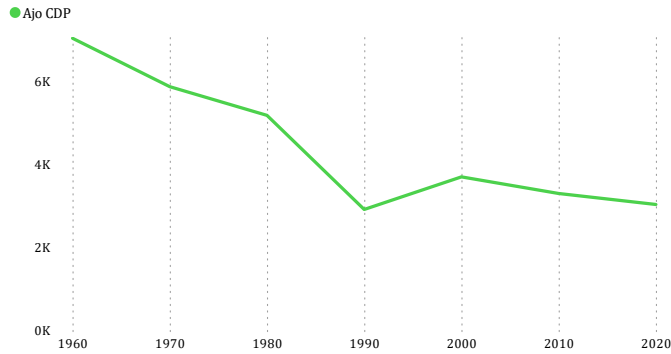
- **DISINCORPORATION** - A city or town in Arizona has the option to disincorporate if two-thirds of the qualified electors petition their board of supervisors
- **CHARTER GOVERNMENT** - Only a city with a population of 3,500 or more people may adopt a charter. Historically, even those cities which might have qualified to adopt a charter immediately after incorporation have not rushed into that process. In fact, over the past four decades, no city has adopted a charter until at least ten years after incorporation.

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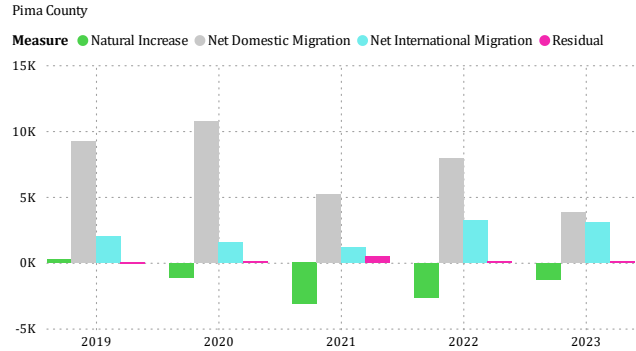
Appendix IV – Ajo Economic Data

Population

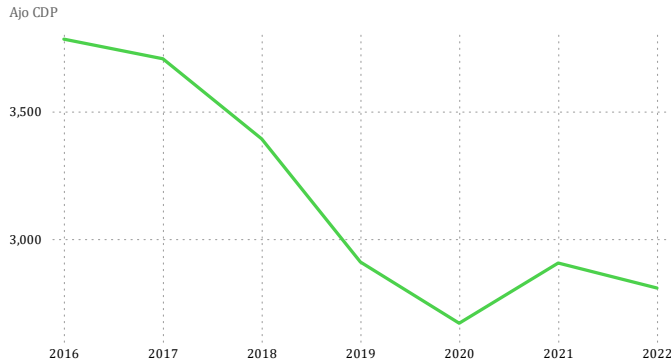
Population by Year



Components of Population Growth by Year



Daytime Population by Year



Current Daytime Population

Ajo CDP

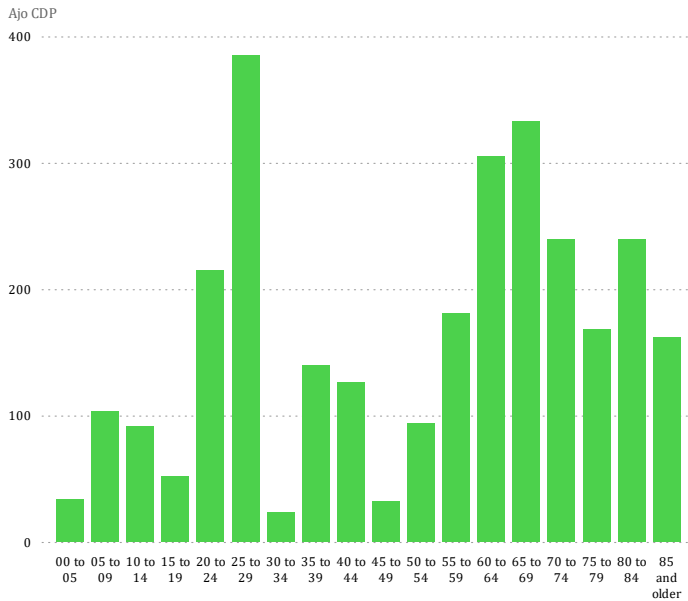
2,808

Current Daytime Gain/Loss

Ajo CDP

-114

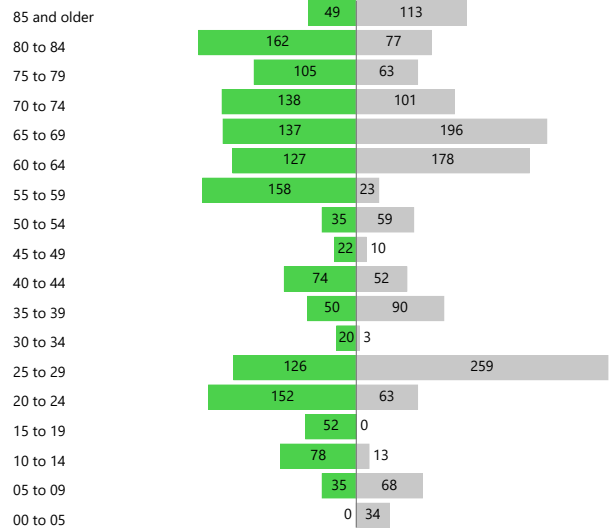
Age Groups



Sex by Age Group

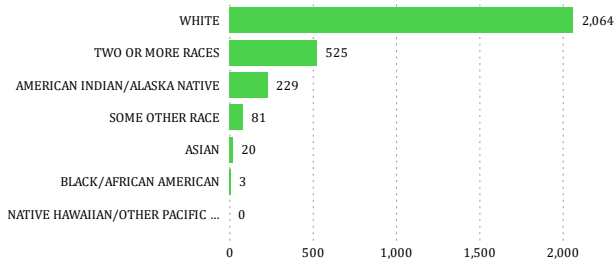
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Female Male



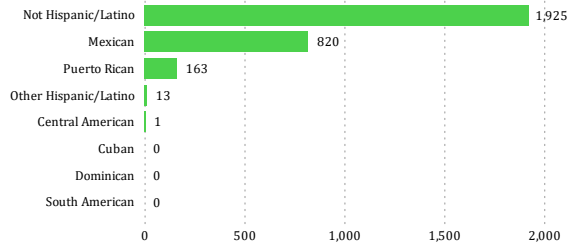
Population by Race

Ajo CDP



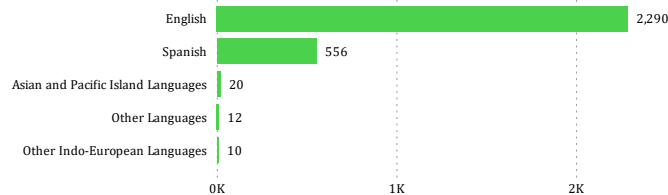
Population by Hispanic / Latino Origin

Ajo CDP



Language Spoken at Home (Pop. 3+)

Ajo CDP



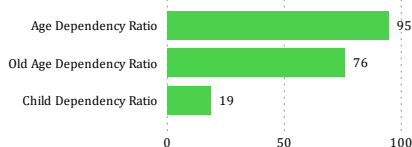
Minority Share

Ajo CDP

↓ **43.0%**
-30.5% vs 2017

Age Dependency

Ajo CDP



Median Age

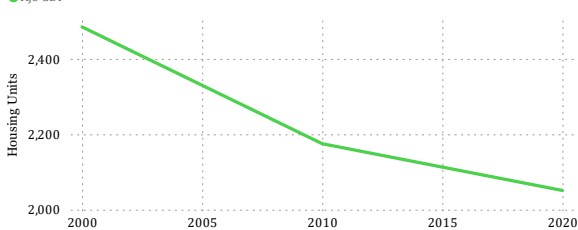
Ajo CDP

↑ **59.6**
23.1% vs 2017

Housing

Housing Units by Year

Ajo CDP



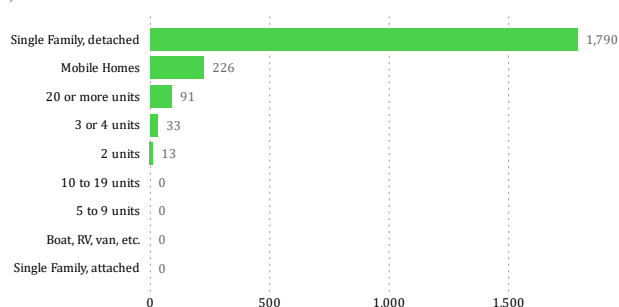
Housing Units per Square Mile

Ajo CDP

↑ **65**
4.97% vs 2020

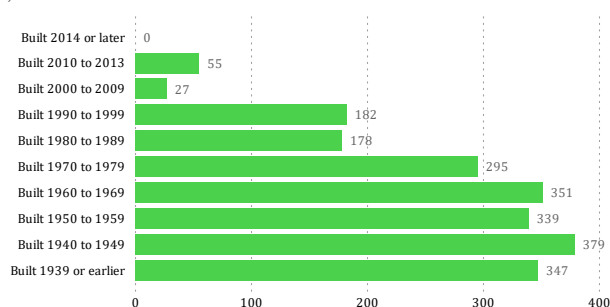
Housing Units by Structure Type

Ajo CDP



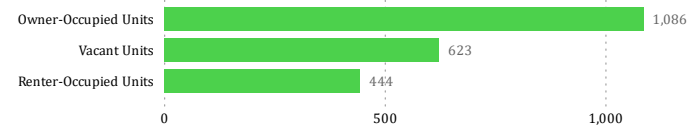
Housing Units by Year Built

Ajo CDP



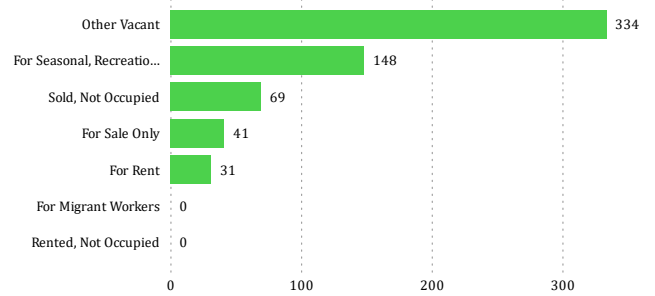
Units by Ownership Type

Ajo CDP



Vacant Units by Type

Ajo CDP



Average Household Size by Ownership Type

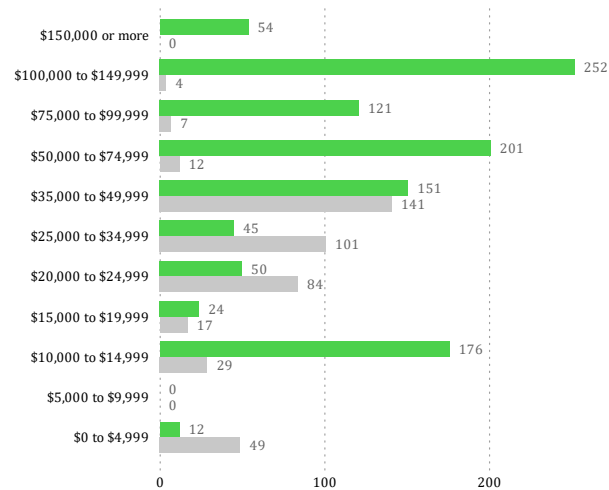
Ajo CDP



Units by Income Group and Ownership

Ajo CDP

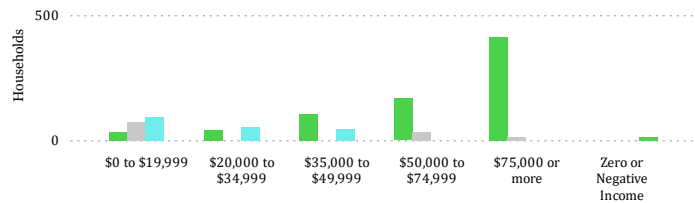
Ownership ● Owner-Occupied ● Renter-Occupied



Monthly Housing Cost Burden (Owners)

Ajo CDP

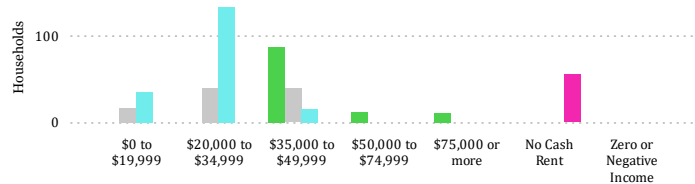
% HH Income: ● 0 to 20 Percent ● 20 to 29 Percent ● 30 Percent or More ● Zero



Monthly Housing Cost Burden (Renters)

Ajo CDP

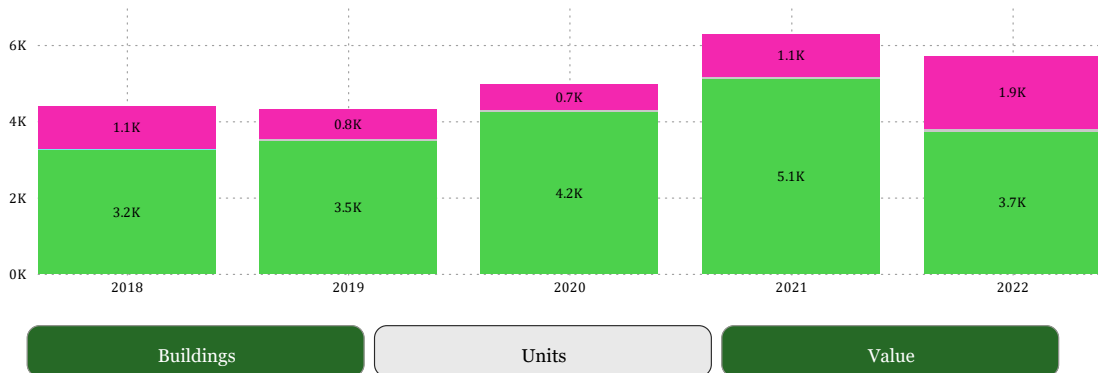
% HH Income: ● 0 to 20 Percent ● 20 to 29 Percent ● 30 Percent or More ● Zero



Residential Construction by Units

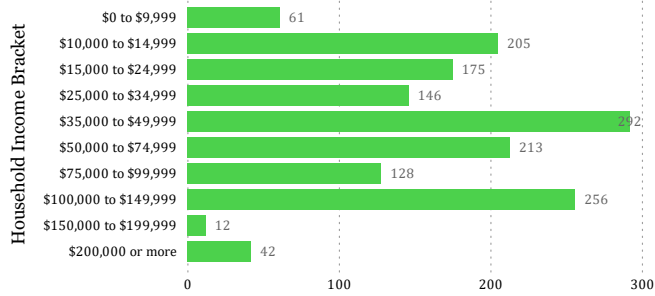
Pima County

● 1-unit Units ● 2-unit Units ● 3-4 unit Units ● 5+ unit Units



Income and Poverty

Number of Households by Income



Median Earnings per Worker

Ajo CDP

\$25.21K
 ↑ 19.0% vs 2017

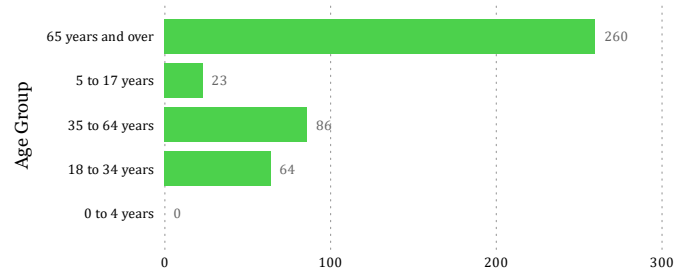
Average Gini Index

Ajo CDP

0.44
 ↓ -17.4% vs 2017

Poverty Level by Age Group

Ajo CDP



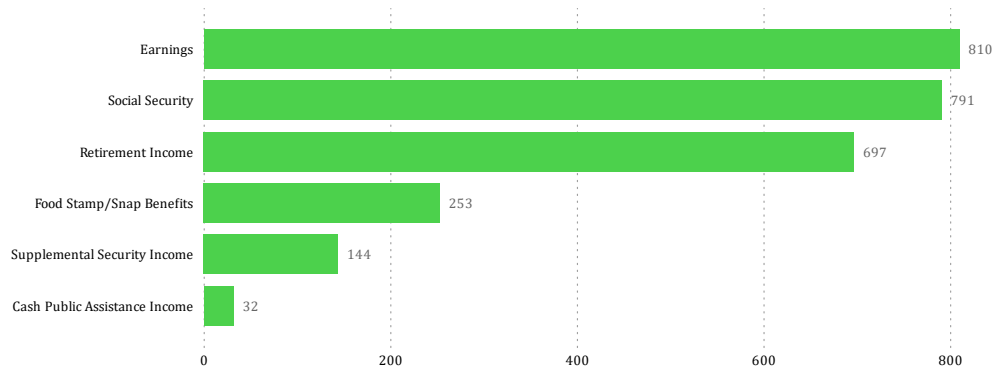
Percent of Population Living Under Poverty Level

Ajo CDP

14.9%
 ↓ -54.6% vs 2017

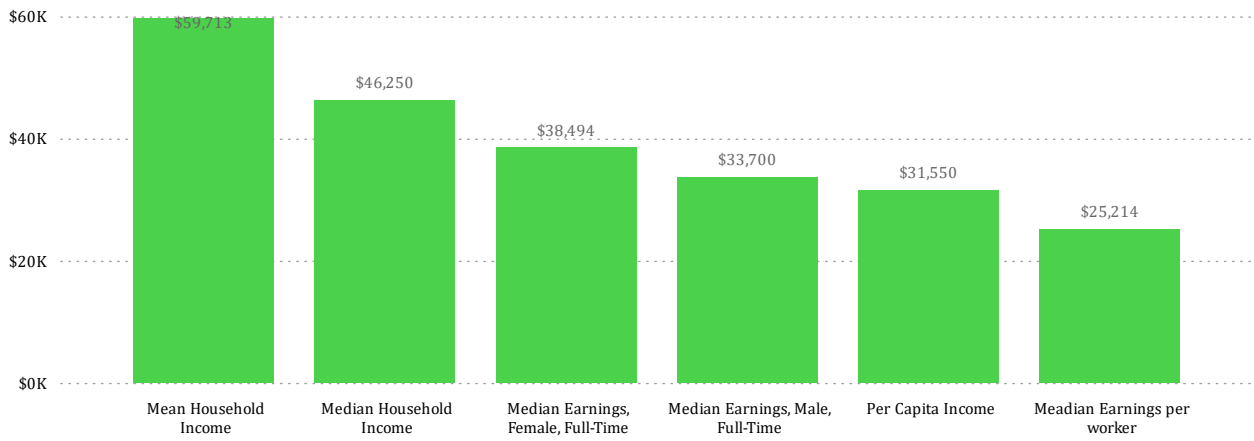
Sources of Income (Non-exclusive)

Ajo CDP



Income Statistics

Ajo CDP



Workforce

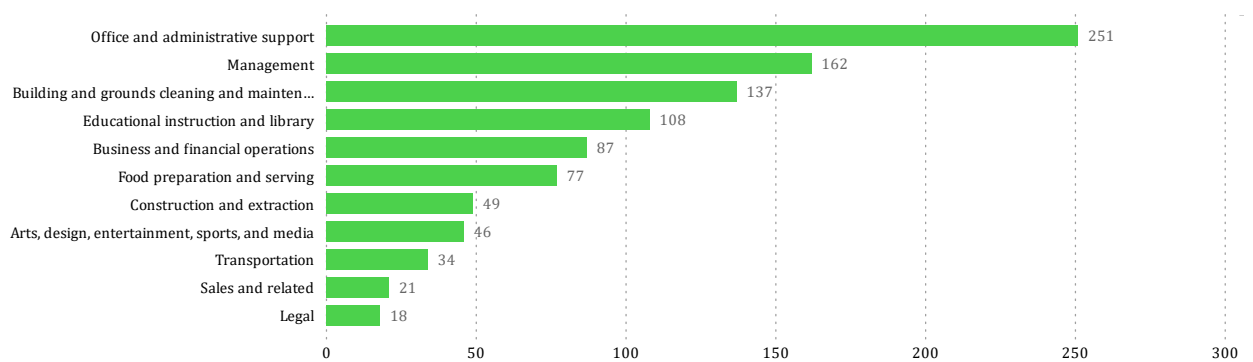
Occupations by Employment

Ajo CDP



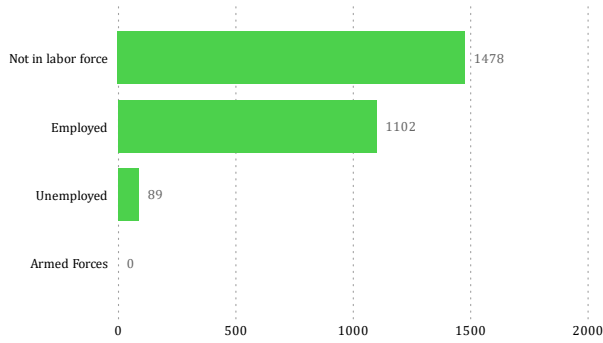
Occupations by Employment

Ajo CDP



Labor Force Status

Ajo CDP



Labor Force Participation Rate

Ajo CDP

44.6%
↑ 1.8% vs 2017

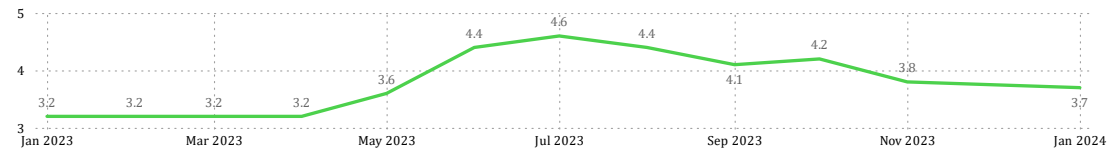
Unemployment Rate

Ajo CDP

7.5%
↓ -71.5% vs 2017

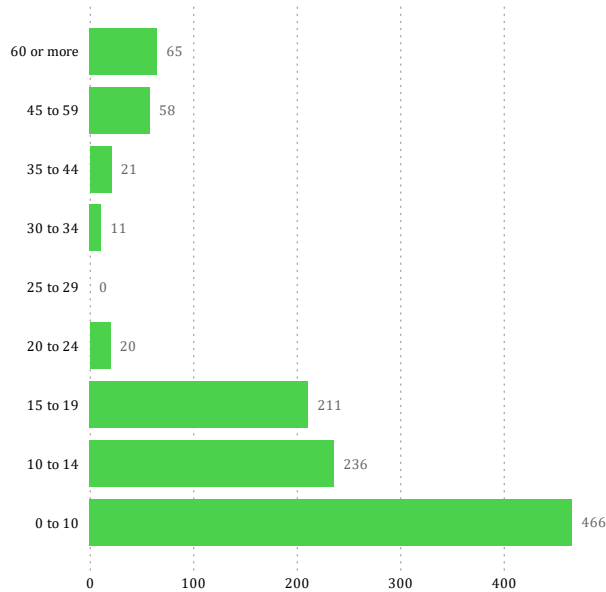
Unemployment Rate by Year and Month

Pima County



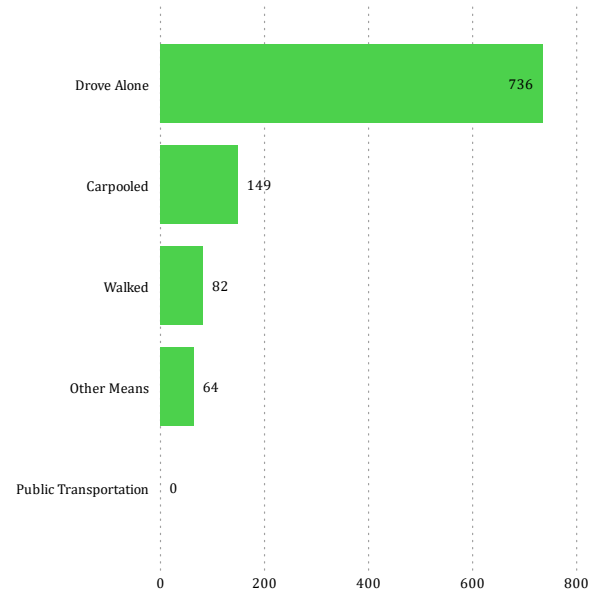
Commute Time to Work

Ajo CDP



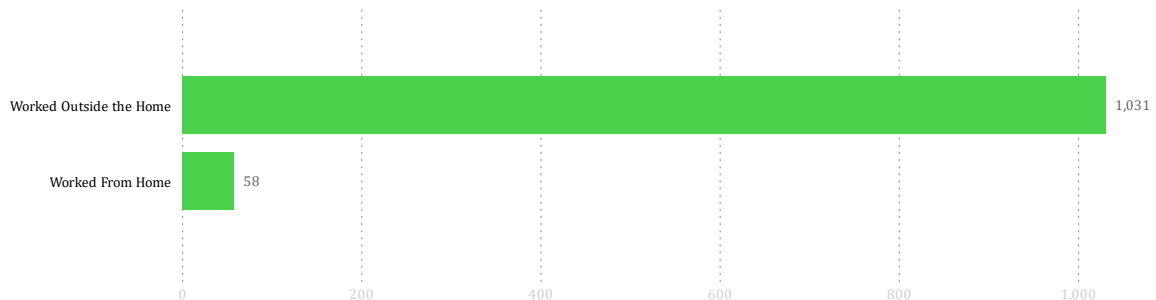
Commute Type

Ajo CDP

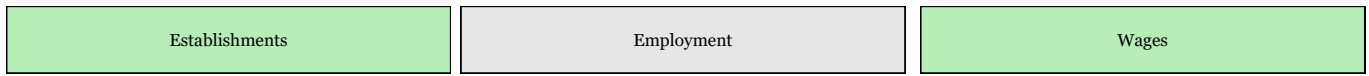


Commute Type

Ajo CDP

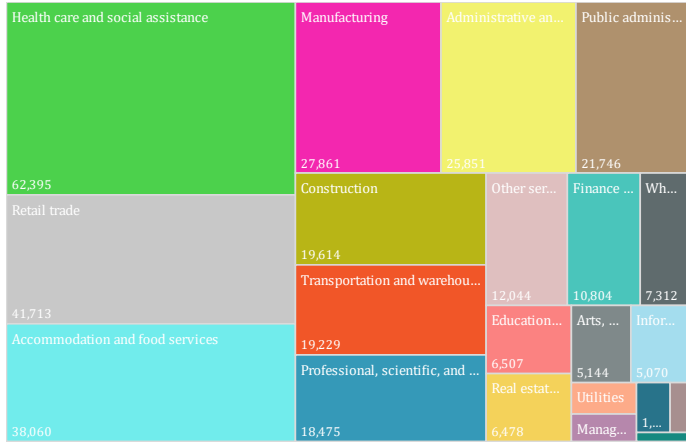


Industry and GDP



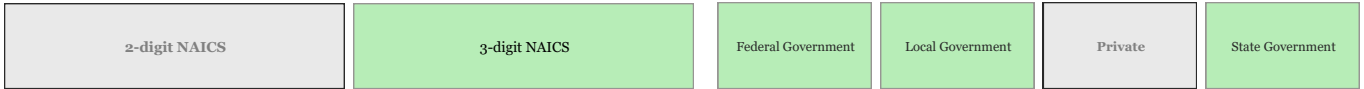
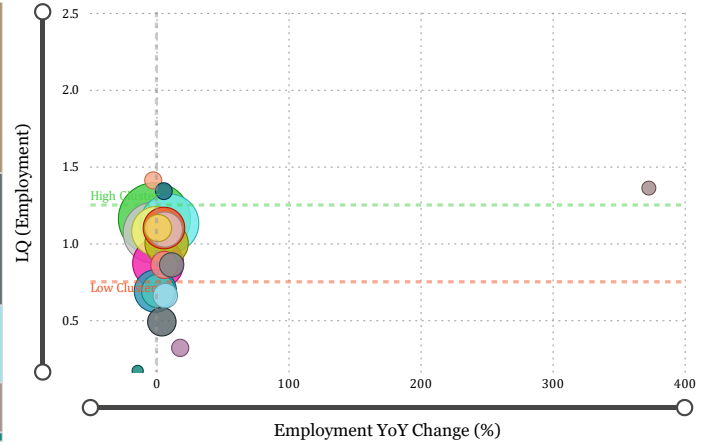
Annual Average Employment by Industry (All Ownership Types)

Pima County, Arizona



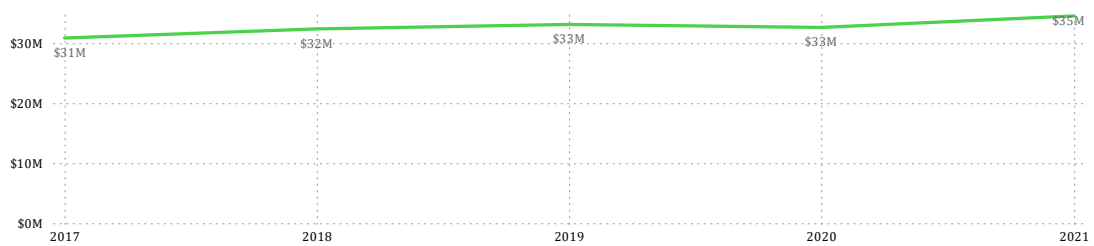
Average Annual Employment Growth, LQ, and Number of Employees

Pima County, Arizona



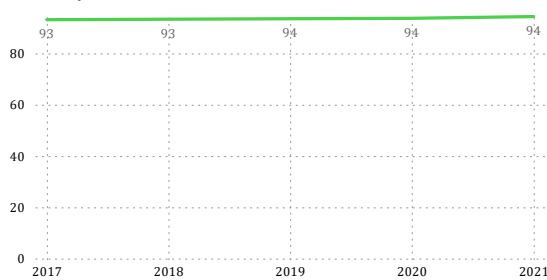
GDP by Year

Pima County



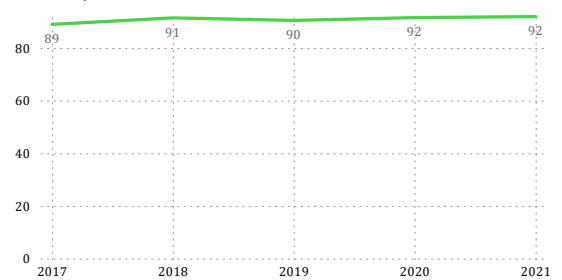
Hachman Index by Year (Employment Method)

Pima County



Hachman Index by Year (GDP Method)

Pima County



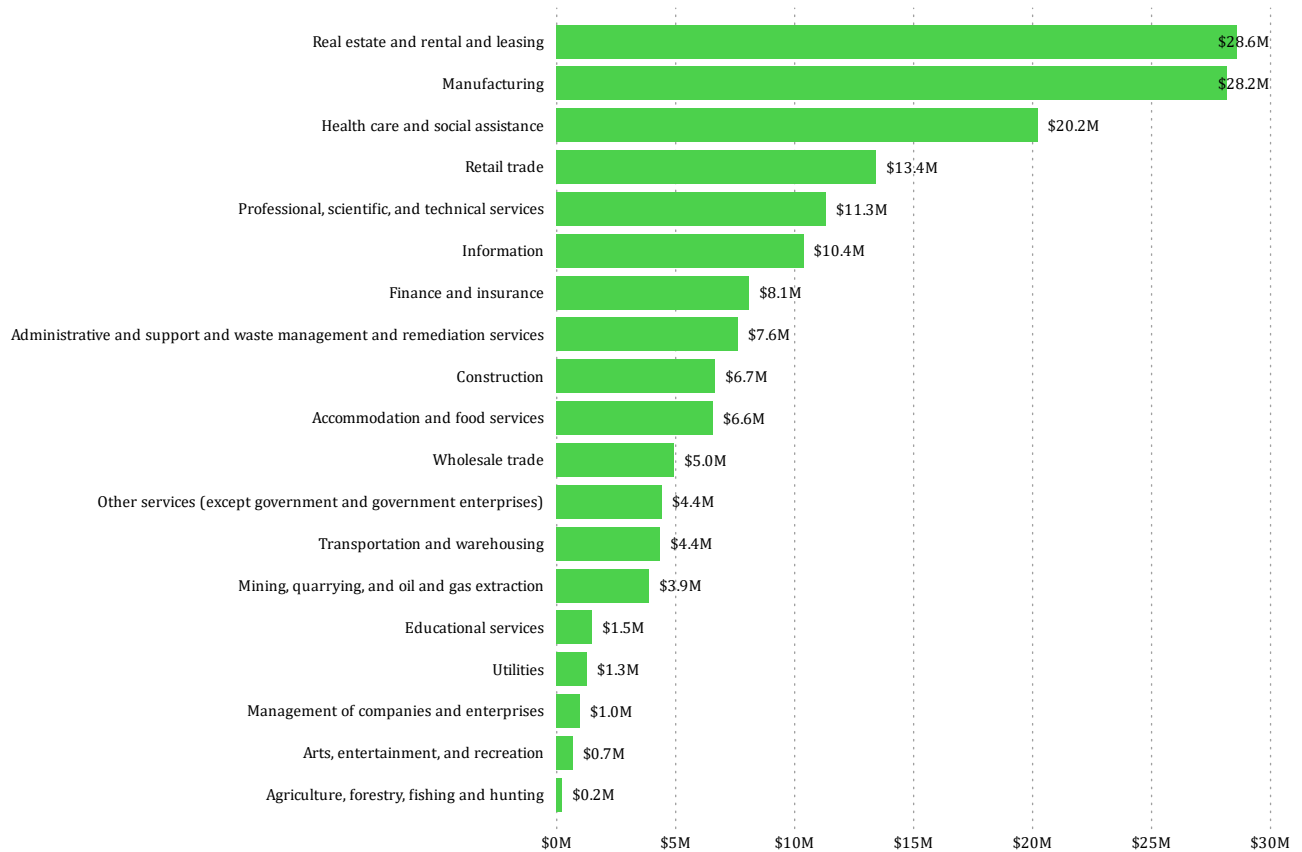
GDP by Industry

Pima County



GDP by Industry

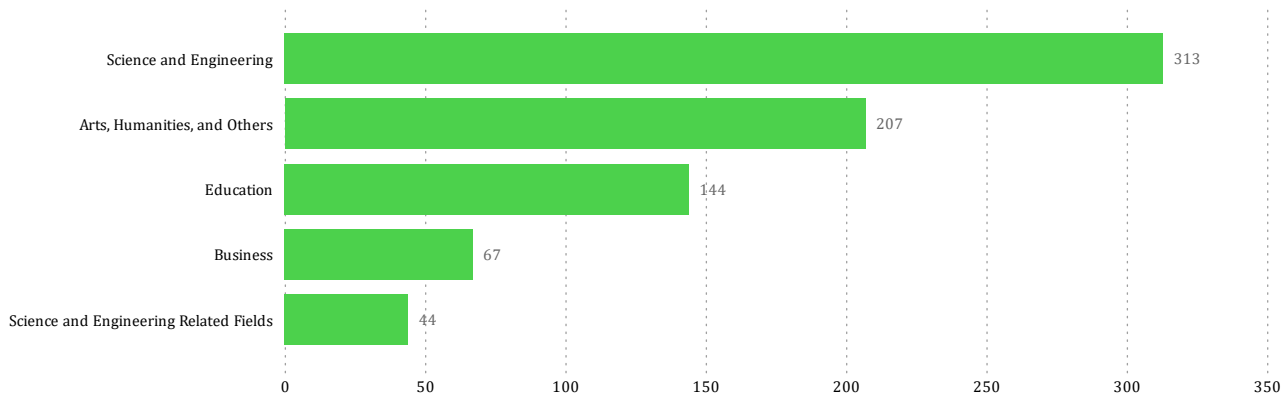
Pima County



Education

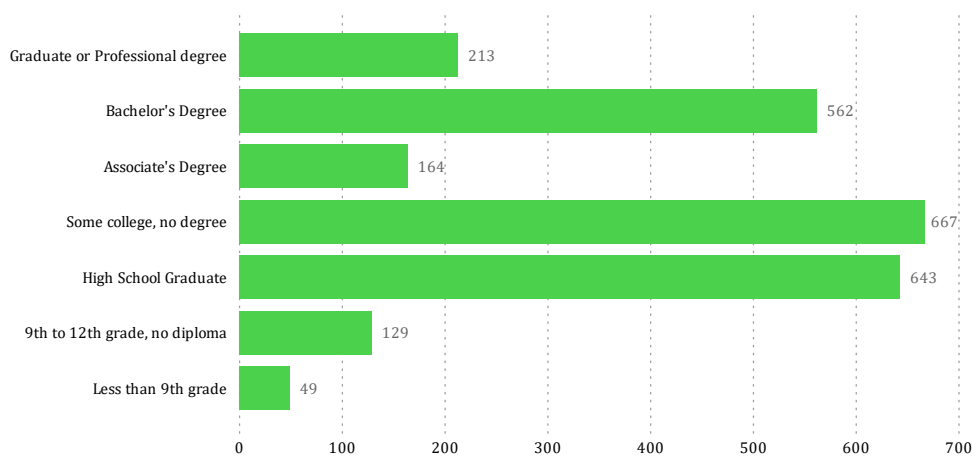
Bachelor Degrees by Type

Ajo CDP



Educational Attainment

Ajo CDP



High School Graduate or Higher

Ajo CDP

2,249

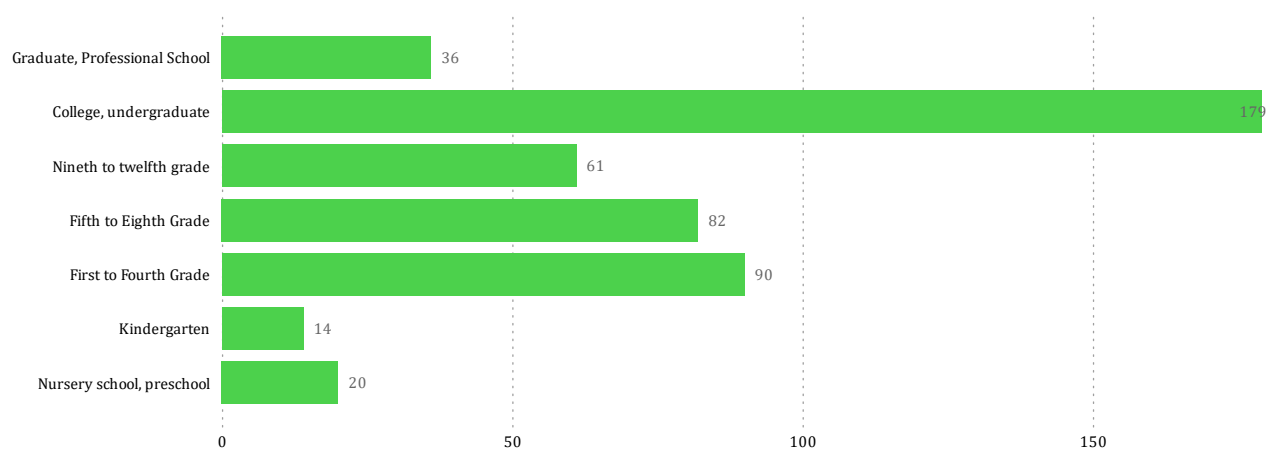
Bachelor's Degree or Higher

Ajo CDP

775

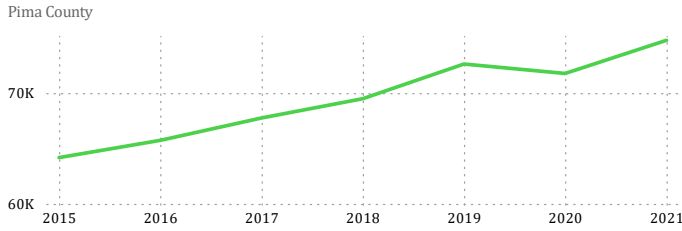
School Enrollment

Ajo CDP

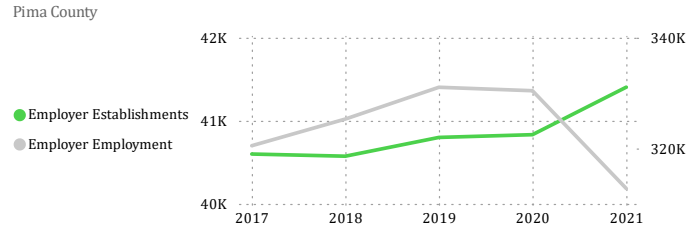


Business and Entrepreneurship

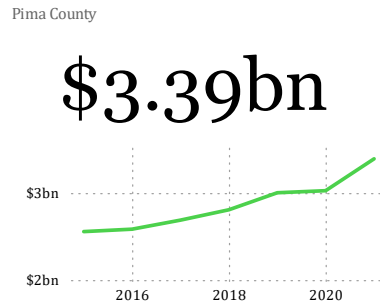
Nonemployer Establishments over Time



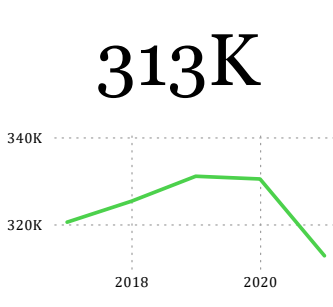
Employer Establishments and Employment over Time



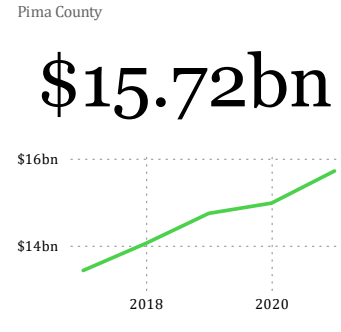
Nonemployer: Value of Shipments, or Revenue



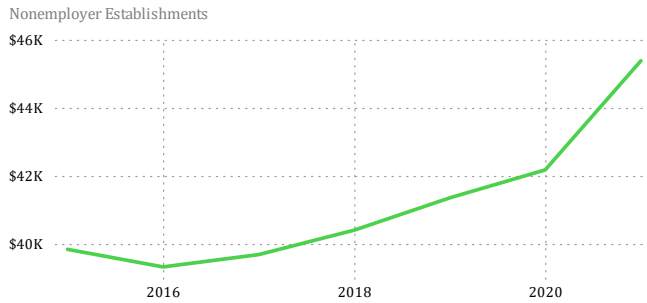
Employer Employment



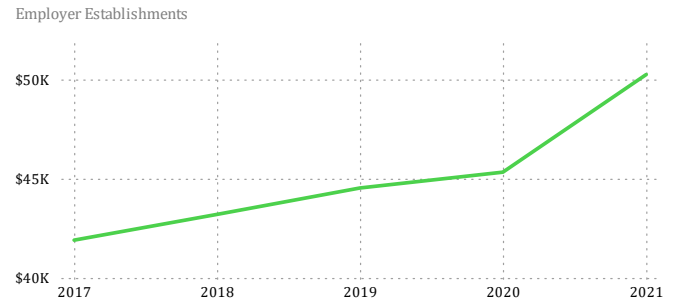
Employer Annual Payroll



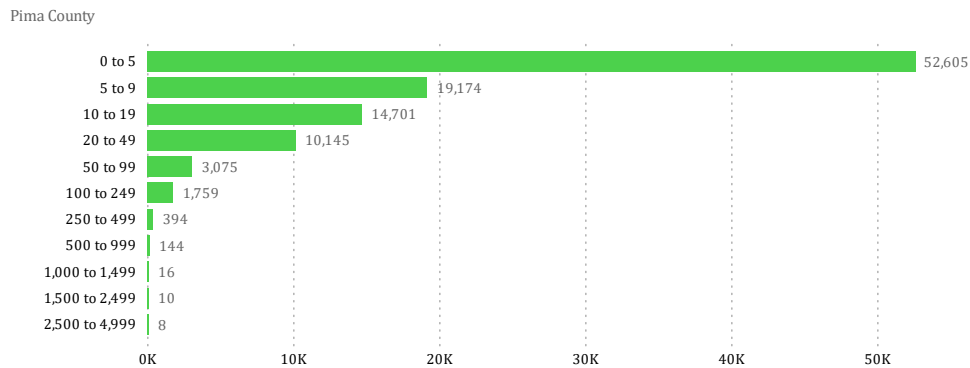
Revenue per Establishment by Year



Average Annual Payroll per Employee

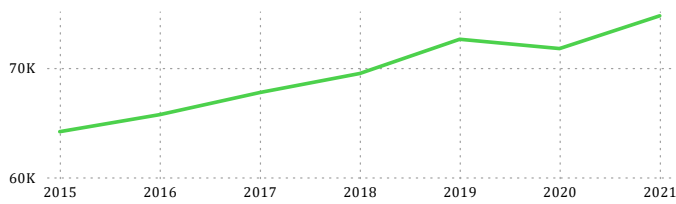


Employer Establishments by Employment Size



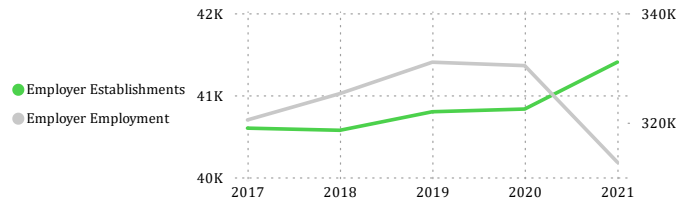
Nonemployer Establishments over Time

Pima County



Employer Establishments and Employment over Time

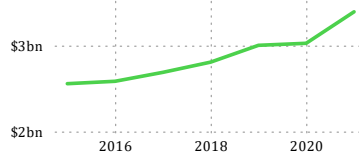
Pima County



Nonemployer: Value of Shipments, or Revenue

Pima County

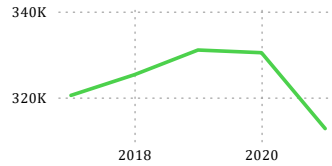
\$3.39bn



Employer Employment

Pima County

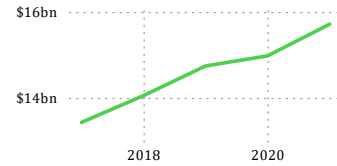
313K



Employer Annual Payroll

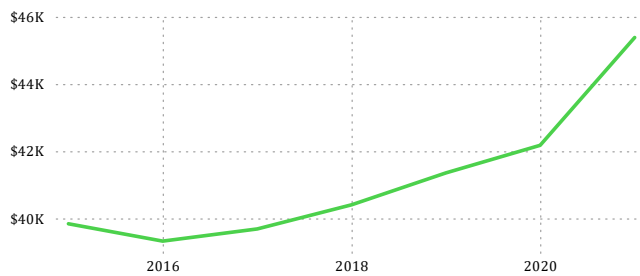
Pima County

\$15.72bn



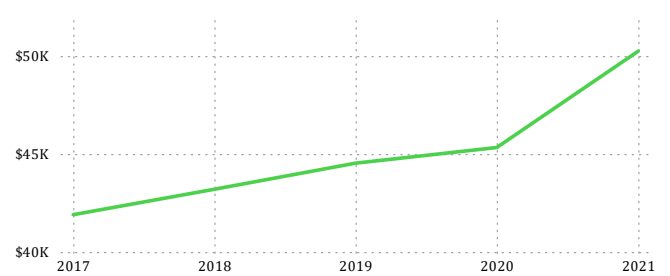
Revenue per Establishment by Year

Nonemployer Establishments



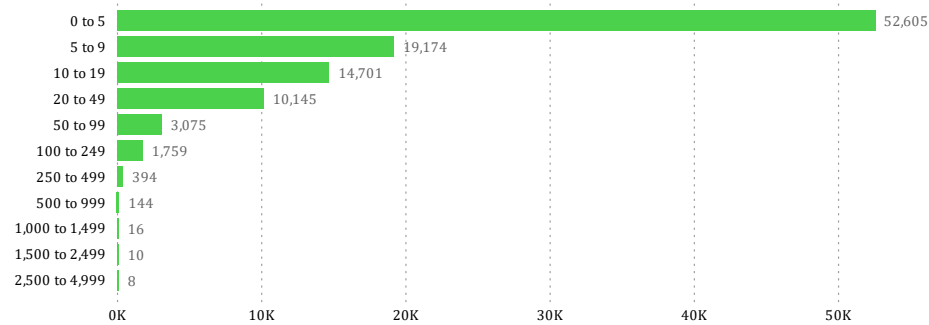
Average Annual Payroll per Employee

Employer Establishments



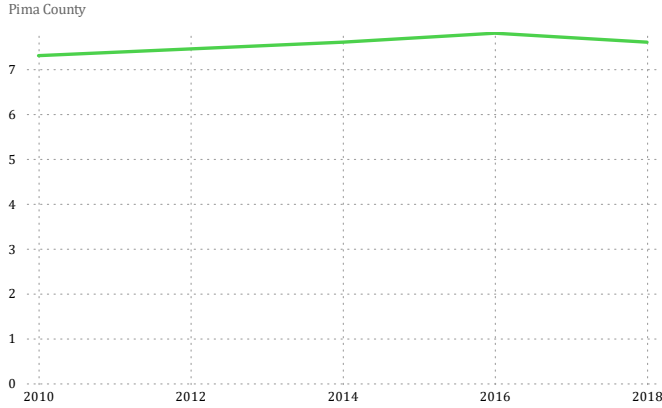
Employer Establishments by Employment Size

Pima County

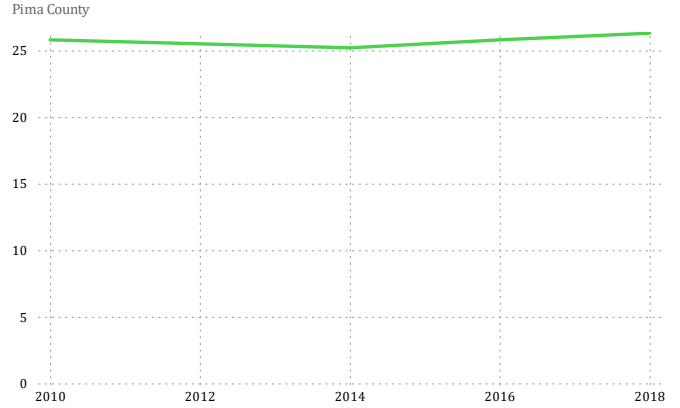


Healthcare

Diagnosed Diabetes as a Percentage of Total Population by Year



Obesity Rate as a Percentage of Population by Year



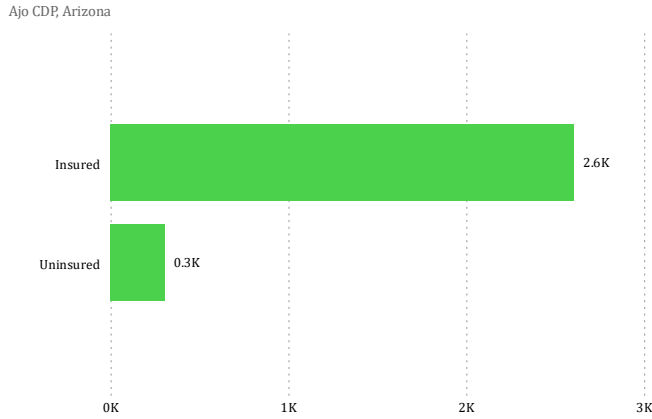
Percent Access to Exercise Opportunities
Pima County

84.06

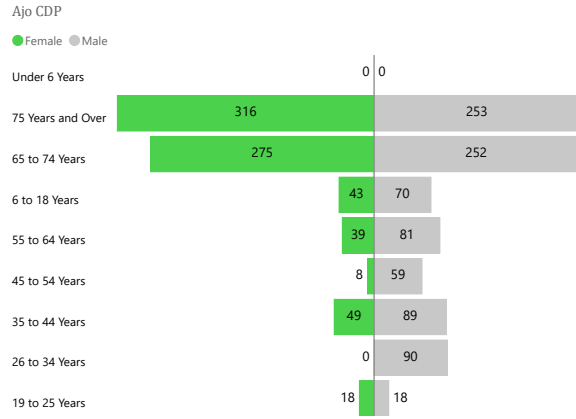
Food Environment Index Score
Pima County

7.40

Current Insured vs Uninsured



Public Health Insurance Enrollment by Age and Sex



Uninsured
Ajo CDP

305
0.0% vs 2017

Appendix V: Meetings and Agendas

The Mobilization Team is a voluntary coordination group and can be absorbed into another coordination group or disbanded altogether if that best serves the needs of the community. The team should meet at a regular time as agreed upon by the members. Meeting every 2-3 months is recommended based on the capacity of current members and the assigned tasks; however, the team is welcome to adjust this schedule based on the circumstances and needs of the team over time.

Each meeting should last approximately 30-45 minutes and should be organized as follows:

- 1. Greetings and introductions** (3 minutes)
- 2. Updates from leads on task progress** (15 minutes)
 - 2.1. *Prompt:* What did we do since our last meeting, and what did we learn?
- 3. Discussion of changes to the tasks or strategies** (10 minutes)
 - 3.1. *Prompt:* What will we do before our next meeting?
- 4. Discussion of additional partners needed** (optional, 5 minutes)
 - 4.1. *Prompt:* Is there anyone missing from these discussions who should be included?
- 5. Closing and scheduling of next meeting** (2 minutes)

The leads are welcome to use the worksheet on the following page to prepare for each meeting. The worksheets should be sent a few days in advance of the meeting by the meeting coordinator so leads have sufficient time to fill it out.

Ajo Resilience Action Plan: Lead Update Report

Organization Name:

Commitments from Previous Meeting (fill in table below):

Task	Deadline	Progress to Date

Things I Learned Since the Last Meeting:

Things I Will Do Before the Next Meeting:

Funding / Resources Needed: