



GALLUP ECONOMIC DEVELOPMENT PLAN

JULY 2022

CITY OF GALLUP ECONOMIC DEVELOPMENT PLAN

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Bohannon & Huston

TABLE OF CONTENTS

Introduction.....	3
Community Overview.....	3
History.....	3
Demographics (2020).....	4
Population Statistics	4
Educational Attainment	5
Employment and Commuting Statistics.....	5
Housing.....	8
SWOT Analysis.....	10
Strengths.....	10
Weaknesses.....	10
Opportunities	11
Threats.....	11
Recommendations and Industry Targets.....	12
Business Growth	12
Sustainability.....	12
Economic Resiliency.....	13
Industry Targets	13
Industry Target 1: Arts, and Culture.....	14
Background Information.....	14

Existing Organizations/Plans	14
Action Items	14
Target Industry Benefits	15
Industry Target 2: Retail Trade.....	16
Background Information.....	16
Existing Organizations/Plans	16
Action Items	17
Target Industry Benefits	17
Industry Target 3: Healthcare.....	18
Background Information.....	18
Existing Organizations/Plans	18
Action Items	19
Target Industry Benefits	19
Industry Target 4: Tourism	20
Background Information.....	20
Existing Organizations/Plans	20
Action Items	20
Target Industry Benefits	21
Target 4: Housing.....	23
Background Information.....	23
Existing Organizations/Plans	23
Action Items	24
Target Industry Benefits	24
Business Development Resources	25
Technical Assistance Providers	25
Business Incentives	26
Recommendations and Action Items Matrix	26

INTRODUCTION

The purpose of the *City of Gallup Economic Development Plan (EDP)* is to establish goals to attract capital investment and business relocation, while supporting existing businesses and maintaining and enhancing the community's quality of life. The planning process utilized in the development of the EDP includes the analysis and integration of demographic data and regional and local planning efforts to create a strong and sustainable business environment. Ultimately, the EDP guides the city's efforts to strengthen and diversify the City of Gallup's economy for the benefit of current and future residents and businesses.

The contents of the plan include:

- A **Community Overview** which provides a brief history of Gallup, as well as demographic information from the United States Census Bureau which examines the city population, educational attainment, industrial, commuting, and housing statistics.
- A **SWOT Analysis** which identifies the current strengths which the city can build upon, weaknesses that can be addressed through economic development, opportunities for new economic bases, and threats to the community.
- A **Recommendations and Target Industries** section based upon the previous SWOT analysis. The recommendations within this section provide high-level suggestions relating to business growth, sustainability, and economic resiliency. The target industries detail the current state of the individual target industry in Gallup, existing plans and organizations related to the target industry, action items the city can take to bolster the target industry, and the benefits associated with the target industry.
- A **Business Development Resources** section intended to direct business startups to organizations that assist with the opening of new businesses in the Gallup area, as well identifying incentives for new businesses.

COMMUNITY OVERVIEW

HISTORY

Located in northwest New Mexico, the City of Gallup is the county seat of McKinley County, and is the largest city between Albuquerque, NM and Flagstaff, AZ. Named after David Gallup, a railroad paymaster, the city was formally founded in 1881 and served as a railhead for the Atlantic and Pacific Railroad. However, the Gallup's history extends far beyond its initial founding, and was once known as Na'Nizhoozhi, or "The Bridge" among the Navajo/Dine' people. In fact, several archeological sites near Gallup record the presence of Ancestral Puebloans from 300 to 1200 CE. From 1700 to the present, members of the Navajo tribe and the Zuni Pueblo have inhabited the region, and the area acted as a thriving trading hub for visits from neighboring Hopi, Apache, Laguna, and Acoma tribes.¹

¹ "About Gallup," Visit Gallup, <https://www.visitgallup.com/about-gallup/>

During the height of Route 66, Gallup acted as one of the primary stops along the route, and is mentioned in the lyrics of the song "(Get Your Kicks on) Route 66." The City was also a popular filming location for multiple Westerns produced in the 1940's and 50's. Today, Gallup is known as one of the epicenters of Native American art culture, a rich outdoor recreation destination, and as one of the most patriotic small towns in America.

DEMOGRAPHICS (2020)

The following section contains selected demographic information from the 2020 decennial census and American Community Survey 5-Year Estimates.

POPULATION STATISTICS

Over the last decade, the City of Gallup and McKinley County have both faced population stagnation. As of 2020, the City of Gallup maintained a total population of 21,899 residents, only up 221 people (0.1%) from 2010. Over the same time period the county only increased by 67 people in the unincorporated areas (228 including Gallup's increase) – 71,780 in 2020 compared to 71,492 in 2010. The median age of Gallup residents is 32.9, with 48.4% of residents being male, and 51.6% being female. **Table 1** contains the racial breakdown of both Gallup and McKinley County residents.

Figure 1: Gallup Historic Population 1970-2020, US Decennial Census

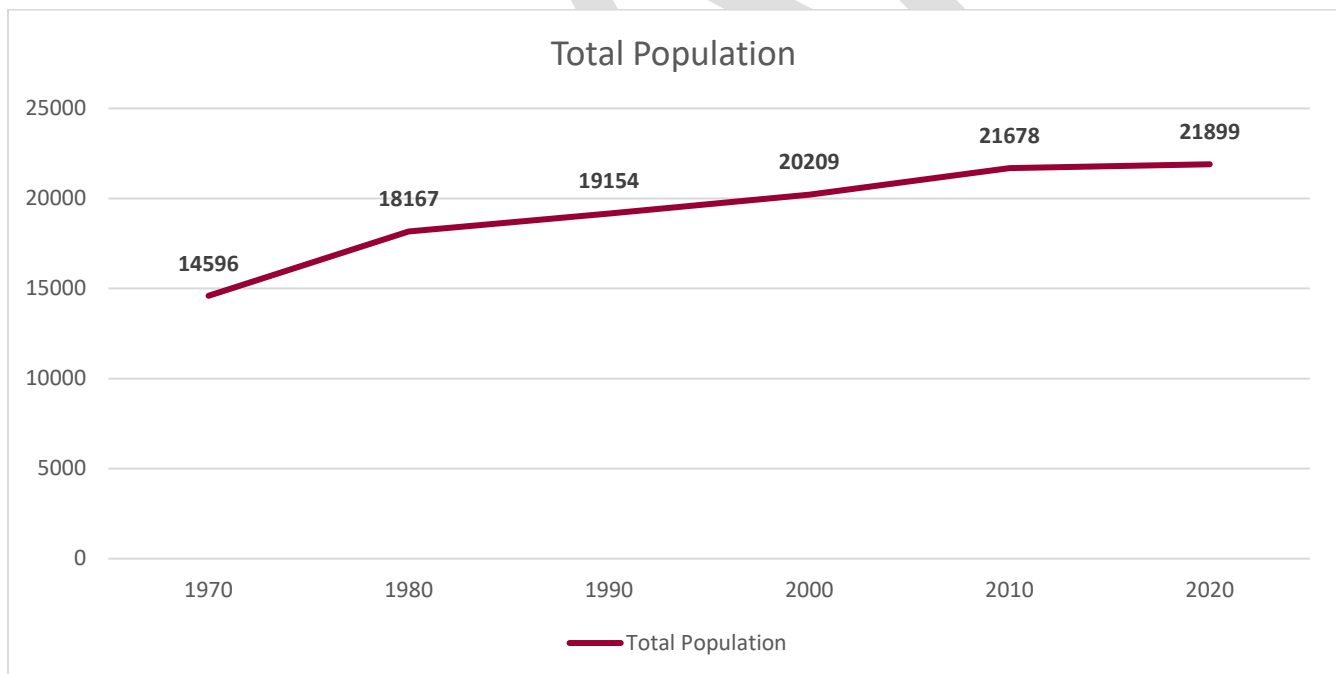


Table 1: Race and Hispanic Origin, 2020 Census, US Census Bureau²

Race	Gallup, NM	McKinley County
White	31.50%	16.30%
Black or African American	1.40%	0.70%
American Indian and Alaska Native	47.70%	79.60%
Asian	3.20%	1.10%
Native Hawaiian and Other Pacific Islander	0.40%	0.10%
Two or More Races	6.50%	2.30%
Hispanic or Latino	30.60%	14.20%
White alone, not Hispanic or Latino	18.90%	8.30%

EDUCATIONAL ATTAINMENT

Gallup maintains a population with a high school or equivalent diploma (32.9%) higher than the state average (26.2%), however, the proportion of the population with a bachelor's degree or higher (20.9%) falls below the overall state average (28.1%).

Table 2: Educational Attainment, 2020: ACS 5-Year Estimates

Population 25 years and over	Gallup	New Mexico
Less than 9th grade	6.1%	5.6%
9th to 12th grade, no diploma	9.8%	7.9%
High school graduate (includes equivalency)	32.9%	26.2%
Some college, no degree	22.8%	23.4%
Associate's degree	7.6%	8.8%
Bachelor's degree	10.3%	15.8%
Graduate or professional degree	10.6%	12.3%

EMPLOYMENT AND COMMUTING STATISTICS

Gallup maintains a labor force of 8,304 people, with a median household income of \$45,754, which is 10.7% below the state's median household income of \$51,243. The per capita income of Gallup residents is \$21,231. Gallup also has higher poverty and unemployment rates than the state average, with a 33.7% poverty rate and 7.3% unemployment rate compared to statewide rates of 18.6% and 6.6% respectively. The City also has a lower workforce participation rate (49.1%) compared to the state rate (53.2%).

² <https://www.census.gov/quickfacts/fact/table/NM,gallupcitynewmexico,mckinleycountynewmexico/PST045221>

Table 3: Gallup Economic Characteristics, ACS 5-Year Estimates (2020)

Employment Status	Estimate	Percent
Population 16 years and over	15,694	100%
In labor force	8,304	52.9%
Civilian labor force	8,304	52.9%
Employed	7,699	49.1%
Unemployed	605	3.9%
Not in labor force	7,390	47.1%
Civilian labor force	8,304	8,304
Unemployment Rate	(X)	7.3%

According to the 2020 American Community Survey estimates, the top industries by total number of jobs within Gallup are currently educational services, health care and social assistance (34.8%), retail trade (12.5%), and Arts, entertainment, recreation, accommodation, and food services (11.6%). **Figure 2** contains a full breakdown of employment by industry sector, while **Table 4** contains a list of the top employers in Gallup and McKinley County according to the Gallup Economic Development Corporation.

GALLUP ECONOMIC DEVELOPMENT PLAN

Figure 2: Gallup Employment by Industry, ACS 5-Year Estimates (2020)

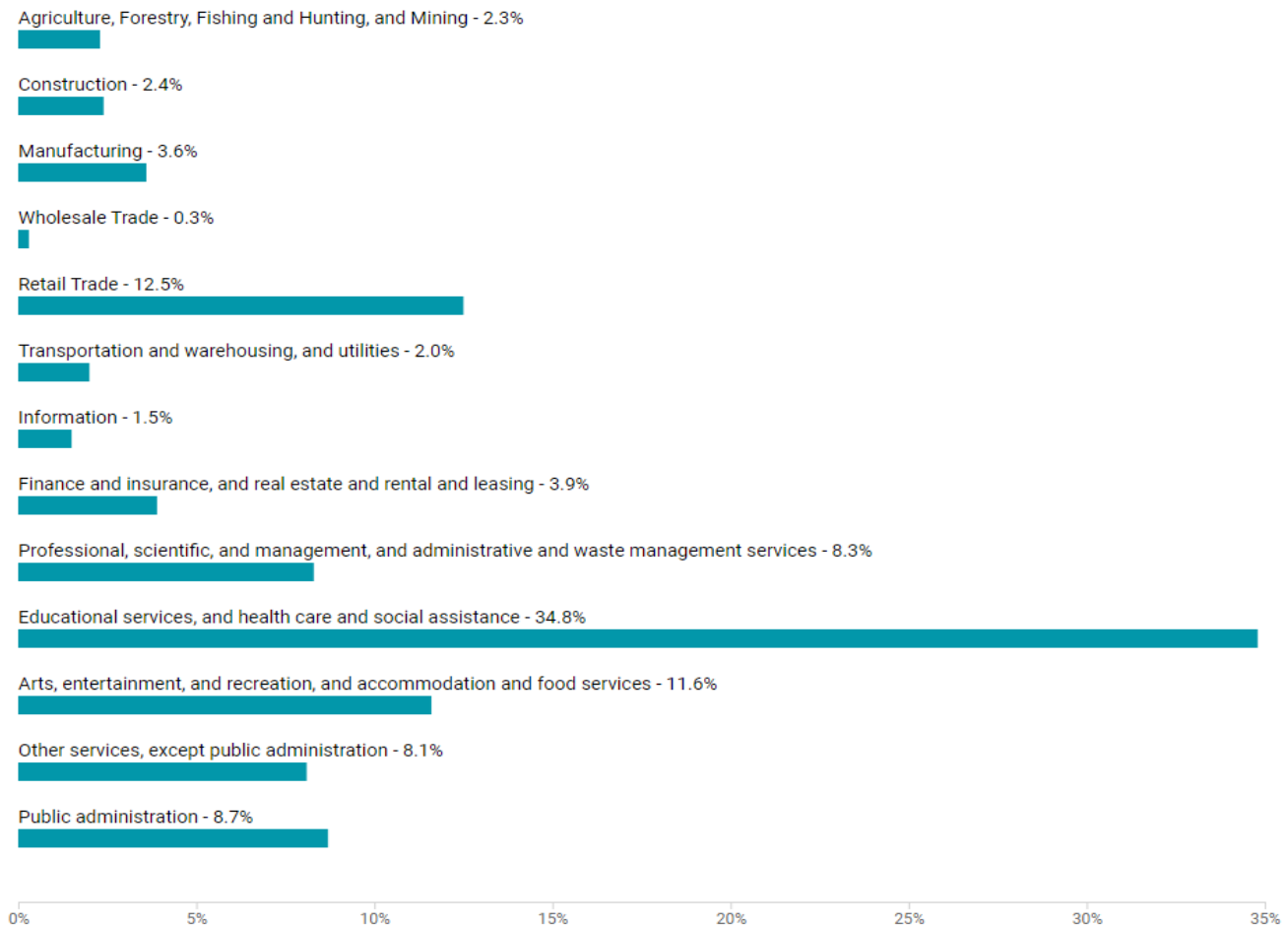
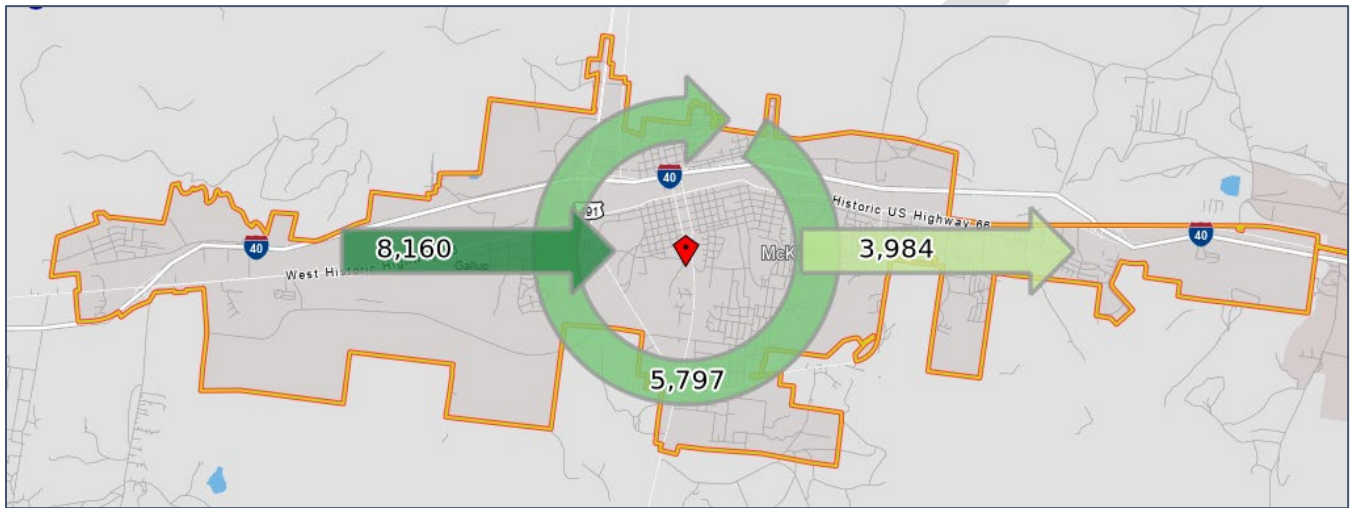


Table 4: Top Employers Gallup/McKinley County (Gallup Economic Development Corporation)

Company	Industry	# of Employees
Gallup Indian Medical Center	Medical	1,692
Gallup-McKinley County Schools	Education	1575
Wal-Mart	Retail	530
Rehoboth McKinley Christian Hospital	Medical	524
City of Gallup	Government	469
Bureau of Indian Affairs	Energy	323
University of New Mexico-Gallup	Education	266
McKinley County	Government	242
Peabody Energy	Energy	216
Zuni Public School District	Education	215
McKinley Paper Company/Bio Pappel	Manufacturing	150
Continental Divide Electric Co-op	Electric Power Distribution	77
Sacred Wind Communications	Telecommunication	58
BNSF Railway Company	Rail Transport	44
El Paso Natural Gas Company, LLC / Kinder Morgan	Natural Gas Transmission	44

According to OnTheMap employment statistics from 2019, 8,160 workers are employed in Gallup, but live outside the city, 5,797 workers are employed and live in Gallup, while 3,984 workers live in Gallup but are employed elsewhere.³ Of all Gallup workers, the primary mode of transportation to work was driving alone (76.7%), followed by carpooling (9.6%), walking (4.1%), and public transportation (3.6%), while 5.6% worked from home.

Figure 3: Inflow-Outflow Commuting Statistics, OnTheMap, 2019



HOUSING

In general, Gallup maintains lower housing and rental prices, and consists of a greater share of homeowners than compared to other cities in the state. Gallup's housing stock currently consists of 8,294 housing units and of those units, 795 (9.6%) are vacant. The median value of owner-occupied housing units from 2016-2020 was \$135,500, compared to \$204,100 in Albuquerque, and \$161,100 in Las Cruces. Over the same time period, the median gross rent was \$675, compared to \$889 in Albuquerque, and \$805 in Las Cruces. Of occupied housing within the city, 49% are renter-occupied, which is higher than both Albuquerque (39.7%) and Las Cruces (44.7%). **Table 5** contains select housing statistics for these communities.

³ <https://onthemap.ces.census.gov/>

Table 5: Selected Housing Characteristics, ACS 5-Year Estimates 2020

	Gallup, NM		Albuquerque, NM		Las Cruces, NM	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
Total Housing Units	8,294	-	247,926	-	45,889	-
Occupied Housing Units	7,499	90.4%	229,701	92.6%	41,467	90.4%
Vacant Housing Units	795	9.6%	18,225	7.4%	4,422	9.6%
Homeowner Vacancy Rate	1.7%	-	1.3%	-	2.3%	-
Rental Vacancy Rate	2.1%	-	7.3%	-	7.1%	-
Occupied Housing Units	7,499	-	229,701	-	41,467	-
Owner-Occupied	3,824	51.0%	138,568	60.3%	22,946	55.3%
Renter-Occupied	3,675	49.0%	91,133	39.7%	18,521	44.7%
Median Housing Value	\$135,500	-	\$204,100	-	\$161,100	-
Median Rent	\$675	-	\$889	-	\$805	-

COMPREHENSIVE HOUSING MARKET ANALYSIS PLAN (2020)

In 2020, the City of Gallup drafted a *Comprehensive Housing Market Analysis Plan* to “identify housing needs and barriers to housing development within the City of Gallup and propose goals and implementation steps aimed at addressing housing needs.”⁴ The following conditions were identified in the plan for the current Gallup housing market:

- *There is a housing shortage in general. Few units are available for sale or for rent.*
- *New residents who have recently accepted employment offers find that it is difficult to find rental housing, and rents are higher than many workers can afford.*
- *A significant percentage of the local workforce accepts jobs in Gallup on a term or temporary basis. This includes teachers and medical personnel who have contracts for one or a few years. Some large employers provide housing, but most do not. It is common for these workers to rent rooms rather than their own apartment or house due to availability.*
- *People cannot move up or down because of the lack of inventory and range of choices.*
- *Entry level professionals and service workers need housing affordable to them. Very little is available for workforce housing.*
- *Choices for higher wage earners are limited. There is a need for more market rate housing, both rental housing and housing for sale.*
- *Temporary workers, such as visiting nurses, short-term medical staff and teachers, need higher quality rental options.*
- *Middle density housing like townhouses and duplexes are an option for affordability. Gallup needs good models of these housing types.*

⁴ https://www.gallupnm.gov/DocumentCenter/View/4057/City-of-Gallup-Comprehensive-Housing-Market-Analysis_Final

SWOT ANALYSIS

The following SWOT (strengths, weaknesses, opportunities, threats) analysis identifies Gallup's unique assets juxtaposed against the factors that keep the area from realizing its full potential. By determining and analyzing what the city already possesses (i.e. cultural, economic, technological, intellectual and physical assets) that could be leveraged better to build the capacity for economic growth, the City can then develop a strategic direction and implementation plan to promote regional economic vitality. The SWOT analysis will also be used to identify specific industry targets that can be used to strengthen the overall economic development of Gallup in the near future.

STRENGTHS

- Access to major transportation corridors, including I-40 and multiple State highways
- Access to rail and freight transportation
- Regional center for goods, services, and various necessities, especially for nearby reservations
- Multicultural and diverse residents, with a high level of bilingual speakers (English, Spanish, Navajo, etc.)
- A unique, authentic cultural history featuring distinct activities, events, and traditions
- A pleasant climate conducive to outdoor events, recreation, and activities year-round
- A large market area servicing the various communities of Northwestern New Mexico and Northeastern Arizona.
- Calm and tranquil setting
- Businesses and institutions with established loyalty of customers
- Abundant natural beauty, trails, and public open spaces
- Local talent base: artists, craftspeople, sales, professionals, and naturists
- Gallup-McKinley County School District and UNM-Gallup educational institutions
- Regional medical facilities
- Discretionary income is available for local businesses, especially on the weekends when there is a population influx from nearby reservations

WEAKNESSES

- Large distance from major metropolitan areas
- Limited choices for entertainment and shopping
- Limited housing choice, particularly for workforce and short-term rental products
- Limited new businesses
- High crime rate
- High spring winds
- Limited higher education and specialty education opportunities
- Limited professional class or employment opportunities for lateral and upward career moves
- Public schools: some find limiting
- Lack of available industrial workspace

GALLUP ECONOMIC DEVELOPMENT PLAN

- Limited skilled and experienced professional workforce
- Lack of venture capital locally available to fund new or expanding base industry businesses
- Historic lack of state support outside “Rio Grande Corridor” — out of sight from Santa Fe and Albuquerque
- National Forest lands are located near, but not directly adjacent to Gallup
- No river within the community
- Older housing supply
- High poverty rate
- Major air service is remote
- Medical schools not located nearby
- Limited fiber optics and Internet providers
- Population influx on the weekend puts a strain on the local transportation network

OPPORTUNITIES

- Demand for natural gas, oil, hydrogen and renewable energy
- Prime setting for wind and solar energy production
- Special populations: talents, distinct medical conditions that could be studied or treated
- Build upon existing arts and culture, tourism, and travel services
- Build on trade center status, further solidifying attractive marketing
- Historic and scenic city for professionals, artists, trades, possibly retirees
- Water availability through Navajo-Gallup Water Supply Project
- Hospitals: additional services and potential for growth
- BIA and other federal agencies
- Improvements to higher education: UNM-Gallup and others can progress
- Large public school district has potential for diversity, growth and improvements
- Burgeoning cannabis industry
- Capitalize on increasing amount of film projects in New Mexico
- Build upon downtown revitalization efforts
- Various events are held throughout the year, including the annual Inter-tribal Indian Ceremonial
- Children, family, and elder activities/services are available to local residents and could have increased promotion
- Rural air service to Phoenix, AZ is beginning operations on August 1, 2022

THREATS

- Loss of population: out-migration due to weak economy; children leaving and not returning
- Competition with other emerging market centers
- Drought, heat, and climate change
- Cost of living might increase and impact low-income individuals
- Lack of sufficient funds to maintain infrastructure, facilities, and parks if tax base corrodes
- Loss of higher education or continued limitation of offerings

GALLUP ECONOMIC DEVELOPMENT PLAN

- Reputation as a city with alcohol abuse issues
- High cost of fuel reducing interstate traffic or reducing trade center traffic
- Casino sapping disposable income
- Vulnerable if loss of Indian Health Service or Rehoboth McKinley Hospitals – lack of specialized care/availability of appointments.

RECOMMENDATIONS AND INDUSTRY TARGETS

The following section identifies specific recommendations and economic-based industries the City of Gallup can recruit, expand, or start in near future. The specific recommendations and industry targets are based upon the findings of the SWOT analysis and are intended to strengthen the overall economic resiliency of Gallup going forward.

BUSINESS GROWTH

Promote business startups and expansion. The City of Gallup can take steps to support business startups and expansion within the community. Among the steps that could be taken by the City include creating startup spaces for pop-up businesses, food and retail truck courts and events, and farmers markets and sellers marketplaces that can serve as business incubators prior to businesses occupying conventional storefronts. Programs can also be implemented to provide technical and financial assistance to entrepreneurs and existing businesses for workforce training, human resource management, marketing, and other general business practices. Additional details can be found in the Business Development Resources on page 24.

SUSTAINABILITY

Expand upon renewable energy production. The climate of Gallup makes it uniquely situated for the production of wind and solar energy. In recent years, multiple renewable energy production projects have been completed in the city. In 2018, Standard Solar completed and began operating a 9.8-megawatt solar farm to provide power to the city. The project is located on approximately 31 acres of city-owned land south of Interstate Highway 40 and generates approximately 20 million kilowatt-hours of power annually providing nearly 10% of the city's energy use. The solar farm will generate enough electricity to power 2,500 homes and offset production of 3,500,000 pounds of carbon dioxide annually.⁵ In 2020, The Borderlands Wind Project was made operational. The wind farm is comprised of 34 wind turbines that produce a combined 100 megawatts of power. The farm is expected to power 26,000 homes over the course of a year.⁶ As the state transitions to renewable energy as part of the Energy Transition Act, Gallup can capitalize on its climate to become a regional hub for energy production and storage going forward while also providing job opportunities for the public. Discussions

⁵ <https://standardsolar.com/project/city-of-gallup/>

⁶ <https://www.kold.com/2022/01/12/tep-expands-renewable-energy-with-new-wind-farm/>

have also taken place in recent years to determine the possibility of converting the retired Escalante coal power plant into a hydrogen facility.⁷

ECONOMIC RESILIENCY

Develop a Comprehensive Economic Development Strategy (CEDS) for the City of Gallup.

Economic resiliency, or an area's ability to prevent, withstand, and recover quickly from shocks or disruptions to the local economy, is vital to ensuring the continued growth and wellbeing of the Gallup community. These disruptions can include natural disasters, damage to infrastructure, communication disturbances, temporary or permanent job displacement, property and crop damage, loss of revenue, and other unforeseen factors that directly affect the Gallup economy. By developing a city-specific CEDS, Gallup can identify specific strategies to bolster economic resilience within the community. These strategies can include initiatives that emphasize climate and renewable energy development, combating inequality and unemployment, workforce training programs, statewide programs that promote economic resilience; and funding and financing options that can help individuals and businesses. Due to the unique character of the Gallup community, the CEDS should also include case studies and strategies intended specifically to help strengthen the economic resiliency of indigenous and other disadvantaged communities; an Emergency Communication Plan is recommended.

INDUSTRY TARGETS

The following section identifies five specific industries the City of Gallup can look to target for expansion in the near future. Within each specific industry target are background information describing the current conditions of the target industry within Gallup, an overview description to existing organization and planning efforts related to the target industry, a list of action items the city can take to expand and bolster the industry target, and the overall benefits of the target industry as it relates to the economy, quality of life, and the workforce. **The five identified industry targets to be detailed below include: (1) arts and culture, (2) retail trade, (3) healthcare, (4) tourism, and (5) housing.**

⁷ <https://nmpoliticalreport.com/2021/04/20/the-retired-escalante-power-plant-may-be-converted-into-a-hydrogen-plant/>



INDUSTRY TARGET 1: ARTS, AND CULTURE

BACKGROUND INFORMATION

With a rich history that dates back thousands of years, Gallup is home to descendants of various Native American, Hispanic, European, and other peoples. Gallup is also the center of a flourishing community of indigenous artists and craftsmen who produce turquoise and silver jewelry, paintings, murals, pottery and sculptures, rugs and blankets, Kachina dolls and other Native American arts and crafts. Gallup also has a history of films being made in the city and is home to a creative Native American filmmaker community.

EXISTING ORGANIZATIONS/PLANS

Organization/Plan	Description
Gallup MainStreet Arts & Cultural District	Gallup MainStreet Arts & Cultural District (GMSACD) is a non-profit organization centered around asset-based economic development Historic Downtown Gallup, NM. GMSACD assists the downtown Gallup community with promotion, design, economic vitality, and organization to bolster and strengthen the downtown economy and community.
gallupARTS	gallupARTS is a nonprofit organization with a mission to foster creativity, culture, commerce and quality of life in Gallup and McKinley County through the arts and a commitment to growing Gallup's creative economy and art scene for the benefit of the entire community. The organizations current programming includes two art galleries, artist talks, art and music festivals, youth art programs, art classes, and public art projects.
Gallup Arts & Cultural District Plan (2015)	The Gallup Arts and Cultural District Plan details strategies for an economic development concept that emphasizes Gallup's quality of place, including cultural assets, downtown vibrancy, entertainment amenities, and the natural environment and attractions. These assets and amenities are intended to attract talented "knowledge workers" and creative entrepreneurs to live and flourish in the city.

ACTION ITEMS

- 1. Advance Artist Work Space Development Within the Arts and Cultural District.** When implementing large-scale facility projects, the city can incorporate arts and performance locations into the programming of these spaces. A formalized artisan district established downtown that has maker-spaces, live/work units,

GALLUP ECONOMIC DEVELOPMENT PLAN

and/or a market space where local artisans can create and showcase their work would prove beneficial. Specific areas for youth programming should also be considered in future facilities.

- 2. Promote the Film Industry within Gallup.** As the film industry continues to thrive and expand in New Mexico, Gallup can look to attract film production to the area. Netflix can be a primary target for this effort with the opening of the company's Albuquerque production studio. Regular programming can also be implemented to highlight the city's existing filmmakers, educational workshops can encourage filmmaking among the city's youth, and the existing Gallup Film Festival can be expanded upon with additional support and marketing.
- 3. Partner with GallupARTS to Establish Additional Arts Programming.** GallupARTS has identified the opportunity to establish new artistic programming, among them being a virtual art museum. The Virtual Art Museum will curate Gallup's collection of New Deal architecture, Spanish Colonial-style tinwork, oak furniture, murals, prints, western American painting, and Native art (157 objects in total) through a multi-faceted, interpretive website.

TARGET INDUSTRY BENEFITS

Economic Benefits

According to the National Governor's Association Center for Best Practices, arts and culture-related industries provide direct economic benefits by creating jobs, attracting investments, generating tax revenues, and stimulating local economies through tourism and consumer purchases.⁸ Arts and cultural activities also draw crowds from within and around the community, increasing attention and foot traffic to an area, and increasing the length of time and money they spend in that area.⁹

Quality of Life Benefits

Participation in arts and cultural activities has been found to be associated with improved health and well-being, healthier aging, and stronger communities. According to research compiled by the University of Florida, Arts and Culture-based initiatives have resulted in increased physical activity, stress-reduction, increased social cohesion and reduced loneliness, better coping with chronic conditions, increased happiness and wellbeing, and many other positive outcomes.¹⁰

Workforce Benefits

The arts are an important complement to community development and play an important role in attracting young professionals to an area. According to Richard Florida, a leading expert on economic competitiveness, innovation, and demographic trends, the "Creative Class" (young and talented individuals such as scientists, engineers, architects, artists, designers, etc.) are more likely to locate where there is a vibrant arts and culture environment.¹¹

⁸ National Governors Association, "Using Arts and Culture to Stimulate State Economic Development," <https://www.americansforthearts.org/sites/default/files/0901ARTSANDECONOMY.pdf>

⁹ American Planning Association, "How the arts and culture sector catalyzes economic vitality," <https://planning-org-uploaded-media.s3.amazonaws.com/publication/online/How-Arts-and-Culture-Catalyzes-Economic-Vitality.pdf>

¹⁰ University of Florida Center for Arts in Medicine, "Creating Healthy Communities: Arts + Public Health in America." <https://arts.ufl.edu/sites/creating-healthy-communities/resources/evidence-based-framework/provide-direct-health-benefits/>

¹¹ Richard Florida, *Cities and the Creative Class*, Pg. 8, <https://creativeclass.com/rfcgdb/articles/4%20Cities%20and%20the%20Creative%20Class.pdf>



INDUSTRY TARGET 2: RETAIL TRADE

BACKGROUND INFORMATION

Gallup acts as the primary destination for goods and services for the majority of the region's residents. However, despite being the region's primary retail hub, choices and variety among retail shopping is still limited. Gallup is also home to a historic downtown area running parallel to Route 66 featuring restaurants, shops, motels, and multiple buildings listed on the National Register of Historic Places, such as the El Morro Theater and the Kitchen's Opera House. The area's mix of commercial uses continue to make downtown Gallup a regional destination. Downtown is also home to the region's federal, state, regional and local government offices, including the McKinley County Courthouse complex, post office, and library.

EXISTING ORGANIZATIONS/PLANS

Organization/Plan	Description
<u>City of Gallup, New Mexico Market Study (2020)</u>	The <i>City of Gallup, New Mexico Market Study</i> , completed in 2020, evaluates the potential for commercial and lodging development in the City of Gallup, identifies specific targets for recruitment or business development, and develops marketing resources used to conduct a retail attraction campaign.
<u>Gallup Metropolitan Redevelopment Area Plan (2021)</u>	The Gallup Downtown Metropolitan Redevelopment Area (MRA) Plan defines the downtown vision through community participatory processes which have identified priority catalytic projects to revitalize the downtown district. The MRA Plan examines existing conditions and assets, analyses the downtown economics and market, develops a physical land use plan and design guidelines, designs specific redevelopment sites, and projects, and identifies sustainable implementation strategies and funding sources for downtown's future physical improvements
<u>Gallup MainStreet Arts & Cultural District</u>	Gallup MainStreet Arts & Cultural District (GMSACD) is a non-profit organization centered around asset-based economic development Historic Downtown Gallup, NM. GMSACD assists the downtown Gallup community with promotion, design, economic vitality, and organization to bolster and strengthen the downtown economy and community.

GALLUP ECONOMIC DEVELOPMENT PLAN

Gallup-McKinley County Chamber of Commerce	<p>The Gallup-McKinley County Chamber of Commerce mission is to be the “driving force for positive influence and action in business and leadership for Gallup-McKinley County.”</p>
ACTION ITEMS	
<p>1. Encourage a variety of shopping choices including pedestrian-friendly retail centers. Efforts should be made to attract new businesses to the city, specifically those identified within the <i>City of Gallup Market Study</i>. Pedestrian-friendly locations that encourage visitation to additional businesses should be prioritized, especially in the downtown area.</p>	
<p>2. Develop the Cannabis Sector, including sales and production services. With recreational cannabis sales becoming legal in New Mexico in 2022, the city can capitalize on a new source of income and tourism within the city. In addition to sales, Gallup can act as a production source for the region and beyond.</p>	
<p>3. Implement the Action Items within the Gallup Metropolitan Redevelopment Area Plan. Within the Gallup MRA Plan are several action items intended to help further the revitalization of the downtown area. These action items include beautification efforts, such as replacing building facades and adding murals, pedestrian infrastructure improvements, additional placemaking and wayfinding installations, and large-scale facilities and redevelopment projects.</p>	
<p>4. Leverage available Qualified Opportunity Zone (QOZ) designations. According to the IRS, a QOZ is an “economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Localities qualify as QOZs if they have been nominated for that designation by a state, the District of Columbia, or a U.S. territory and that nomination has been certified by the Secretary of the U.S. Treasury via his delegation of authority to the Internal Revenue Service (IRS).”¹²</p>	
TARGET INDUSTRY BENEFITS	
Economic Benefits	
<p>Retail trade is the largest private-sector employer nation-wide, and accounts for 24% of all jobs in New Mexico.¹³ In addition to providing employment, retail sales bring in sales tax revenue, helping to circulate money within the community. According to an economic impact analysis by the American Independent Business Alliance, 48% of each purchase at local independent businesses and 13.6% of purchases at chain stores are recirculated locally.¹⁴</p>	
Quality of Life Benefits	
<p>By its nature, the retail sector contributes to the quality of life of a community by providing it with essential goods and services, in addition to employment opportunities. According to Main Street America, a thriving main street district can also have several positive impacts on the community, including increased visitation, increased spending in the district, retention of current residents and attraction of new residents, individual economic opportunity, entrepreneur investment and support, and small businesses support.¹⁵</p>	
Workforce Benefits	
<p>The retail sector provides jobs within the community, especially for young people (over half of all retail workers are age 16 to 34), women (over half of all retail workers are female), and people of color (approximately one third of all retail workers are either Black or Hispanic) according to a US Census Bureau report.¹⁶</p>	

¹² <https://www.irs.gov/credits-deductions/opportunity-zones-frequently-asked-questions>

¹³ National Retail Federation, “Retail’s Impact in New Mexico,” <https://nrf.com/retails-impact/new-mexico>

¹⁴ American Independent Business Alliance, *The Local Multiplier Effect: How Independent Local Businesses Help Your Community Thrive*, pg.3, <https://amiba.net/wp-content/uploads/2021/02/The-Local-Multiplier-Effect.pdf>

¹⁵ Main Street America, “Economic Vitality: Transportation Matters for Main Streets,” <https://www.mainstreet.org/howwecanhelp/navigatingmainstreets/transportationmatters/economicvitality>

¹⁶ US Census Bureau, “Retail Jobs Among the Most Common Occupations,” <https://www.census.gov/library/stories/2020/09/profile-of-the-retail-workforce.html>



INDUSTRY TARGET 3: HEALTHCARE

BACKGROUND INFORMATION

Healthcare is one of the primary industries in the City of Gallup, with the city acting as the primary health care hub for northwest New Mexico, northeast Arizona, and the Navajo Nation. Regional healthcare facilities located in the City of Gallup currently offer various inpatient and outpatient services at both smaller healthcare clinics, and the regional hospital. For more specialized services and procedures currently not offered within Gallup, residents must travel to Albuquerque or an out-of-state facility. As regional air service expands in Gallup, residents will also have direct access to specialized healthcare options in Phoenix, AZ.

EXISTING ORGANIZATIONS/PLANS

Organization/Plan	Description
<u>Rehoboth McKinley Christian Health Care Services</u>	Rehoboth McKinley Christian Health Care Services (RMCHCS) is an integrated delivery system providing care for northwestern New Mexico and eastern Arizona. RMCHCS has 60 licensed beds, two outpatient clinics, home health and hospice services, behavioral health services and offers a full range of inpatient and outpatient services to the people of Gallup and the surrounding area.
<u>Gallup Indian Medical Center</u>	Gallup Indian Medical Center (GIMC) is a 99-bed hospital in Gallup, New Mexico, on the border of the Navajo Reservation. Clinical specialties at GIMC include Internal Medicine, Cardiology, Anesthesia, OB/GYN, General Surgery, Orthopedics, Ophthalmology, ENT, Radiology, Pathology, Pediatrics, Psychiatry, Emergency Medicine, and Urology.
<u>New Mexico Cancer Center</u>	New Mexico Cancer Center (NMCC) is an independent, multi-disciplinary, multi-site practice operated by New Mexico Oncology Hematology Consultants Ltd. Several years after opening the primary Albuquerque facility, NMCC opened a second comprehensive cancer care facility in Gallup, NM, for the first time, bringing cancer care to western New Mexico and the Navajo Nation. NMCC centers offer a full range of onsite oncology care, including chemotherapy, radiation therapy, imaging, laboratory and rheumatology services.
<u>UNM Health Specialty Care Clinic</u>	The 2,300-square-foot UNM Health Gallup Specialty Care Clinic provides services to adult and pediatric patients from throughout the Four Corners area, including tribal members and Indian Health Service patients. Clinical services include urogynecology, gynecological

GALLUP ECONOMIC DEVELOPMENT PLAN

	oncology, dermatology, high-risk pregnancy care and vascular care, as well as several pediatric specialties, including pediatric cardiology and orthopedics
ACTION ITEMS	
1. Support Navajo Nation efforts to develop replacement Indian Health Service facilities	in or adjacent to Gallup by developing supportive infrastructure and considering creative financing approaches and organizational approaches such as co-locating or combining services with other institutions, including Rehoboth McKinley Christian Hospital (RMCH). Finalizing a location for the replacement hospital can kickstart funding for construction. Efforts should also be made to support state and national representatives to identify funding needed for a new facility.
2. Work to recruit additional specialized medical services.	Increasing the amount of specialty care offered within the city can reduce the need for residents to travel for treatments. Additional specialty care can also increase the amount of people regularly traveling and staying in the city.
3. Expanding Alcohol and Substance Abuse Treatment Centers and services	in or adjacent to Gallup that are easily accessible to residents both financially and through supportive infrastructure would prove beneficial. Reducing the need for residents to travel for these services can increase the number of patients seeking help, decreasing the number of alcohol and substance related injuries and deaths.
TARGET INDUSTRY BENEFITS	
Economic Benefits	
Large-scale healthcare facilities are considered “anchor institutions” within a community, which refers to large, non-profit-making or public organizations with a connection to their local community that are unlikely to move out of the area. These anchor institutions are regarded as economic stabilizers which help to control economic volatility. ¹⁷ Research into the economic benefits associated with increased investment in healthcare have also found positive associations between healthcare spending and the economic indicators of labor productivity, personal income, per capita GDP, and other spending. ¹⁸	
Quality of Life Benefits	
Access to health services greatly contributes to the health and well-being of a community. According to the US Department of Health’s Office of Disease Prevention and Health Promotion, regular and reliable access to health services has been shown to prevent disease and disability, detect and treat illnesses or other health conditions, reduce the likelihood of premature death, and increase overall life expectancy. ¹⁹	
Workforce Benefits	
Healthcare providers are a major source of employment within the community. In general, healthcare institutions provide quality employment that offers a variety of benefits, including: <ul style="list-style-type: none"> • Decent pay, ensuring at least a minimum or living wage • Employee benefits, such as maternity and paternity leave, and ensuring part- and full-time workers receive similar benefits • Minimal use of temporary contracts • Safe working conditions • Security and the ability to participate in collective bargaining • Opportunities for progression and career development²⁰ 	

¹⁷ World Health Organization, “Economic and Social Impacts and Benefits of Health Systems,” pg. 7, <https://apps.who.int/iris/bitstream/handle/10665/329683/9789289053952-eng.pdf>

¹⁸ Raghupathi, Viju, and Wullianallur Raghupathi. “Healthcare Expenditure and Economic Performance: Insights from the United States Data.” *Frontiers in public health* vol. 8, pg. 156. May 13, 2020.

¹⁹ Office of Disease Prevention and Health Promotion, “Access to Health Services,” <https://www.healthypeople.gov/2020/leading-health-indicators/2020-lhi-topics/Access-to-Health-Services>

²⁰ World Health Organization, “Economic and Social Impacts and Benefits of Health Systems,” pg. 13.



INDUSTRY TARGET 4: TOURISM

BACKGROUND INFORMATION

The Gallup area has several major attractions, including El Morro National Monument, Chaco Culture National Historical Park, nearby pueblos and the Navajo Nation, and historic Route 66. Additional outdoor recreation opportunities include Red Rock State Park, an extensive trails system in and around the area, as well as rock climbing, camp sites, and an off roading park. The city of Gallup also hosts several different city-wide events, including rodeos, fairs, festivals, and the Inter-tribal Indian Ceremonial. In total, the city host 30 different events throughout the year.

EXISTING ORGANIZATIONS/PLANS

Organization/Plan	Description
<u>Visit Gallup</u>	Visit Gallup is a website dedicated to highlighting the many unique attractions located in and around Gallup. These include dining, shopping, events, and lodging. The website also highlights Gallup's unique history and culture and provides a tool for visitors to plan their visit ahead of time.
<u>Gallup Cultural Center</u>	In 1996, the City of Gallup requested that the Southwest Indian Foundation take possession of the historic and newly renovated Santa Fe Depot to turn the building into a Cultural Center. Modeled upon the concept of a public square, the Cultural Center offers programming based on the unique history of the region, including exhibits on trains, weaving, sandpainting, Historic Route 66, silversmithing, and more.

ACTION ITEMS

- 1. Expand Outdoor Recreation Promotion** including mountain biking, hiking, rock climbing, etc., and their associate services. Additional efforts should be made to conserve land for new multi-use trail corridors, expand existing trails, and to create publicly accessible open spaces in and around the Gallup city limits.

GALLUP ECONOMIC DEVELOPMENT PLAN

2.	Expand land use and trail building. Create public private partnerships that foster the development of NICA trail systems, leveraging the fact that the New Mexico Interscholastic Cycling League (https://newmexicomtb.org/) is headquartered in Gallup.
3.	Cooperate with the Navajo Nation in joint tourism and services for the Fire Rock Casino. Expanding the scope and services of nearby Red Rock State Park through the introduction of group events and connections with hotels.
4.	Expand Group Travel Promotion and Recruitment. Encouraging groups to book with hotels allows the hotel's revenue manager to raise the rates on the remaining rooms at hotels due to the guaranteed revenues. These room blocks are reliable, non-transient traveler bookings, allowing the hotels to consistently employ more staff to manage the property due to the predictability of the bookings. In addition to hotels, group travel is also becoming a revenue stream for the Cultural Center as well as multiple trading posts. Through the utilization of Gallup's new air service, the creation of group packages to attend the arts market during the Gallup Inter-Tribal Ceremonial.
5.	Promote Cycling within the City. The City can take steps to encourage cycling throughout and around Gallup, such as establishing bike routes to connect the downtown area, restaurants, shopping centers, and civic facilities to neighborhoods and regional destinations like schools and the greater regional bike network. The city can also partner with NWNMCOG to institute a bikeshare program to increase accessibility to multi-modal transportation for citizens and tourists alike.
6.	Implement placemaking and pedestrian improvements. Additional placemaking and wayfinding elements (i.e. gateway monuments/signage, public art, lighting and informational signage/maps that corresponds to a district-wide wayfinding system) can be utilized to enhance the pedestrian environment of downtown Gallup, and can be used to showcase the city's unique culture and history. Downtown alleyway corridor enhancements can also be utilized to enhance the pedestrian environment, connect different areas of downtown, and can be regularly utilized for events. The façade improvement program could serve to revitalize the downtown area in a partnership with the building owner, City, Gallup MainStreet/A&CD, and the Gallup Business Improvement District, while the continuation of the Downtown Mural Initiative can continue to inspire creativity while also providing an avenue for storytelling of the history and people that make Gallup.
7.	Execute Collaborative Route 66 Beautification and Placemaking. With the 100 th anniversary of the original Route 66 in 2026 (13 miles of which run through the city), collaborations within the state, region, and national level can be a major boost in the tourism economy in the years to come. NMDOT is currently developing construction plans for substantial sections of NM118 and Route 66, positively impacting where the highway interchanges meet Route 66 and enhancing and promoting road trip travel.
8.	Promote the Film Industry within Gallup. As the film industry continues to thrive and expand in New Mexico, Gallup can look to attract film production to the area. Netflix can be a primary target for this effort with the opening of the company's Albuquerque production studio. Regular programming can also be implemented to highlight the city's existing filmmakers, educational workshops can encourage filmmaking among the city's youth, and the existing Gallup Film Festival can be expanded upon with additional support and marketing.
TARGET INDUSTRY BENEFITS	
Economic Benefits	
According to the Organization for Economic Co-operation and Development, tourism has been shown to promote the development of activities and attractions, infrastructure and equipment to accommodate and attract domestic and international visitors. In rural regions, tourism acts as a catalyst for economic development and growth, often based around local gastronomy, farming, culture (arts and crafts), and outdoor activities, and provides opportunities for rural businesses to diversify income opportunities (e.g. short-term rentals) and participate in local supply chains, increasing GRT. ²¹	

²¹ Organization for Economic Co-operation and Development, "OECD Tourism Trends and Policies 2020: Rethinking Tourism Success for Sustainable Growth," <https://www.oecd-ilibrary.org/sites/82b46508-en/index.html?itemId=/content/component/82b46508-en>

Quality of Life Benefits

Tourism has been shown to accelerate the process of cultural exchange by providing direct connections between members of different cultures. Tourism can also lead to the promotion of traditional art, performing arts, events, ceremonies, and foods as attractions for tourists.²² Specifically, cultural authenticity and natural assets are important tools for countries and destinations to leverage in their efforts to attract tourists. According to the Organization for Economic Co-operation and Development, “tourism can raise awareness of cultural and environmental values and help finance the protection and management of protected areas and sensitive sites. Tourism can also play an important role in demonstrating the economic value of environmental and cultural heritage conservation and authenticity of a destination, primarily through the level of activity that it can stimulate in the local, regional, and national economy.”²³

Workforce Benefits

Tourism creates demand for specific goods and specialized services, including transport, accommodation, travel, and supporting services to meet the needs of tourists. The tourism industry also requires a variety of types of skill levels and technical expertise from its workforce, making hospitality training programs and state resources crucial in their success.

²² I Made Suniastha Amerta, *International Research Journal of Management, IT & Social Sciences*, Vol.5 No.2, March 2018, pg. 248-254. <https://core.ac.uk/reader/230598270>

²³ ²³ Organization for Economic Co-operation and Development, “OECD Tourism Trends and Policies 2020: Rethinking Tourism Success for Sustainable Growth,”



TARGET 4: HOUSING

BACKGROUND INFORMATION

Outlined in the population statistics section, the City of Gallup and McKinley County have both faced population stagnation over the last decade. In May 2022, the Gallup City Council formally declared a housing emergency in the city. By increasing the supply of market rate housing in the community and the region, the city can increase residents by attracting new businesses aligned with the amenities new residents require. Given that workforce and economic development so clearly hinges on the availability of housing, it is in the best interest of the city to prioritize the development of market rate housing as an economic development strategy. Support for this recommendation not only comes out of recent socioeconomic data analysis but is also supported by the city's recently completed Comprehensive Housing Market Analysis Plan, which not only outlines the lack of availability of housing and its impact on segments of the population, but also specifically outlines goals and needs for continued community growth. In addition to this plan, action items are included below that aim to provide suggestions on development positive (the physical construction of housing) and development neutral (programs/strategies/incentives/subsidies) to support an overall increase in housing stock in Gallup.

EXISTING ORGANIZATIONS/PLANS

Organization/Plan	Description
City of Gallup Comprehensive Housing Market Analysis Plan	In 2020, the City of Gallup drafted a Comprehensive Housing Market Analysis Plan. The purpose of this plan is to "identify housing needs and barriers to housing development within the City of Gallup and propose goals and implementation steps aimed at addressing housing needs."

GALLUP ECONOMIC DEVELOPMENT PLAN

Gallup Housing Authority	The Housing Authority of the City of Gallup is a housing authority that participates in the Section 8 Housing Choice Voucher (HCV) program, Public Housing programs, and rental assistance for Gallup Residents.
Native Partnership for Housing	Native Partnership for Housing serves the housing and homeownership needs of Native and non-Native clients in the Four Corners region in both remote and urban areas. Services offered by the Native Partnership for Housing include providing financial education and counseling for home buyers, offering flexible and affordable mortgage lending products, and providing quality design, build and remodel services subsidiary company Clear Water Construction Partners.
ACTION ITEMS	
1. Rehabilitate Homes and Develop Vacant Lots to support stable neighborhoods.	
2. Remove barriers to new housing construction.	
3. Maximize Coordination of Local Entities and Resources.	
<ul style="list-style-type: none"> a. Land owned by the city or other public entities could be an incentive for affordable and workforce housing developers b. Schools and hospitals could participate in housing projects that serve their employees 	
4. Increase Homeownership opportunities for Gallup residents.	
<ul style="list-style-type: none"> a. Increase participation in homebuyer education available in Gallup b. Promote awareness of home buyer assistance available to Gallup residents through existing programs 	
5. Implement recent code updates and policy recommendations as outlined in the City of Gallup Comprehensive Housing Market Analysis Plan.	
<ul style="list-style-type: none"> a. Encourage the conversion of motels to multi-family housing 	
6. Identify funding sources for housing programs/strategies and subsidies – local budget, state and federal resources, housing authority, marijuana sales tax, etc.	
<ul style="list-style-type: none"> a. Identify and budget pilot phase funding for action items 6-8 below. 	
7. Implement development neutral programs and strategies to support renters.	
<ul style="list-style-type: none"> a. Rental assistance programs – down payment, security, first/last month rent subsidies, etc. b. Master lease programs for local government employees and large employers (opt-in) c. Short-term to long-term rental conversion incentive programs 	
8. Implement development neutral programs and strategies to support buyers.	
<ul style="list-style-type: none"> a. Buy-down programs (deed restriction) b. Down payment assistance programs (deed restriction) 	
9. Implement development neutral programs and strategies to support continued ownership.	
<ul style="list-style-type: none"> a. ADU development and fee reduction programs b. Bedroom conversion and fee reduction programs 	
10. Increase the housing supply to be utilized by professionals, especially medical and educational staff.	
<ul style="list-style-type: none"> a. Encourage hospitals and schools to create their own housing 	
TARGET INDUSTRY BENEFITS	
Economic Benefits	
<p>The development of housing generates local economic activity, including jobs and income generated by construction workers and new residents, and additional property taxes and other revenue for local governments. Affordable housing development also leads to an increase in discretionary spending. For most residents, rent and/or mortgage payments are the biggest and most important expense each month. When residents can more easily make their housing payments, they are more inclined to spend more dollars locally.</p>	
Quality of Life Benefits	
<p>Housing is a substantial social determinant of health for a community's population. Like income and education, housing is a substantial component to a person's physical and mental well-being. According to commonbond.org, when a person's home is unaffordable, other critical health factors like healthy foods and doctor visits are out of reach. Having access to quality affordable housing options helps residents lower the risk of severe chronic health problems.</p>	

GALLUP ECONOMIC DEVELOPMENT PLAN

Workforce Benefits

Affordable housing creates more job opportunities for a community. This is not only an economic impact but also a workforce impact. Affordable housing development and construction creates a substantial number of jobs, both during the construction phases and ultimately through long-term community growth. Additionally, an influx of more affordable housing to the supply available in a community creates opportunities for local businesses and employers to attract new talent to the community. The higher the availability of affordable housing, the easier it is for a job seeker to relocate and contribute to the local economy.

BUSINESS DEVELOPMENT RESOURCES

New businesses are essential to the continued growth of the Gallup economy. Providing these businesses with resources and technical assistance can help to streamline the process of opening new businesses and increase the likelihood that they will thrive once opened. The following section identifies resources to assist expansion of business start-ups with organizational planning, financing, bookkeeping, operational instruction, and other services within Gallup, as well as identifying incentives for business startups.

TECHNICAL ASSISTANCE PROVIDERS

The following table contains a list of technical assistance providers in Gallup and McKinley County.

Organization	Description	Website
Gallup Small Business Development Center	The Gallup SBDC provides potential or existing businesses with one-on-one business counseling at no cost, start-up advice for the new business, developing a business plan, and free or low-cost workshops.	nmsbdc.org/locations/gallup
Greater Gallup Economic Development Corporation (GGEDC)	Greater Gallup Economic Development Corporation (GGEDC) is a 501(c)(3) nonprofit organization established in 2012, with a mission to drive economic growth through building on local assets and strategic partnering to target attraction and recruitment of business and industrial employers that provide economic-base jobs in the Gallup-McKinley County area.	gallupedc.com
GGEDC Industrial Workforce Program	The Greater Gallup Industrial Workforce Program is an employer-led program designed to give Gallup and McKinley County residents the skills they need to succeed at in-demand jobs. Participants complete a 10-week training program that involves classroom and hands-on training before being placed in an internship, pre-apprenticeship programs or long-term job.	gallupedc.com/workforce
Gallup-McKinley County Chamber of Commerce	The Gallup McKinley County Chamber of Commerce strives to be the driving force for positive influence and action for business and leadership. The chamber's success and goals are achieved by building on commerce, collaboration, and community.	thegallupchamber.com

GALLUP ECONOMIC DEVELOPMENT PLAN

Organization	Description	Website
American Indian Chamber of Commerce	AICCNM continually promotes the development of a healthy, self-sufficient American Indian Economy, both on and off the reservation. The AICC's mission is to help Native/Minority People achieve successful economic development initiatives while incorporating, strengthening and building upon Tribal/Small Business Values. The AICCNM's long-term strategic framework prioritizes the following five service areas to meet the needs of member businesses: Business Development, Research and Policy, Education, Workforce Development, and Capacity Building	aiccnm.com
Gallup Business Improvement District	Approved in 2009 by the Gallup City Council, the Business Improvement District is intended to promote and restore economic vitality to the central core of the downtown Gallup business area and enhance commercial development which benefits the health, safety, and welfare of the citizens of Gallup.	www.gogallup.com
Gallup Mainstreet Arts & Cultural District	Gallup Mainstreet Arts & Cultural District is a non-profit organization centered around asset-based economic development, advancing ways to use current and historical strengths of the district to bolster the vitality of the downtown economy and community. Along with acquiring funding for major downtown infrastructure improvements, the organization also provides programs and training for entrepreneurs.	gallupmainstreet.org

BUSINESS INCENTIVES

The following section details incentives intended to assist in the recruitment and opening of new businesses in Gallup. These include various types of incentives, such as industrial revenue bonds, tax increment development districts, local revolving loan funds, local tax credits, and more. In addition to listing these incentives, there is also information provided regarding eligibility, verification, and investment protection and recouperation.

- **GGEDC Incentives Directory**
 - <https://www.gallupedc.com/resources/incentives-directory>

RECOMMENDATIONS AND ACTION ITEMS MATRIX

A final recommendation and action item matrix will be created when action items are finalized and approved.