

# GREATER GALLUP ECONOMIC DEVELOPMENT CORPORATION



# FY 2023-24 MID-YEAR REPORT

JANUARY 12, 2024



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## GGEDC Achievements & Highlights

July 1 to December 31, 2023

- **2 National Awards from IEDC**
- **State Recertification as Certified EDO**
- **Critical Infrastructure Installed to McKinley County Industrial Park**
- **5 Manufacturing Projects Hosted by GGEDC within 6-month period**

### GGEDC Increases its Share of National Awards from IEDC

After awarding Greater Gallup Economic Development Corporation (GGEDC) a **Gold Level Excellence in Economic Development award for its Business Retention and Expansion (BRE) program** in 2021, the International Economic Development Council (IEDC) further recognized GGEDC's impactful work with two additional awards in September, 2023. GGEDC received a **Silver Level Award in the "Innovation in Economic Development Week" category**, for the week-long series of economic development-related events titled, *"Using Our Home Field Advantage to Grow Gallup & McKinley County, New Mexico"* held last May. GGEDC also took home a **Bronze Level Award in the "Best Use of Federal Economic Development Resources category"** for *"Creating the Greater Gallup Industrial Workforce Program."* The awards highlight the substantial impacts and partnerships GGEDC is effecting in the Gallup-McKinley County area. GGEDC consistently demonstrates creative, effective and strategic solutions to significant challenges.

The "Silver Award" acknowledges the consistent and creative work we do with our multiple community partners to highlight economic development initiatives in McKinley County and the broader region," states Bruce Armstrong, GGEDC Economic Development Manager. "Each year, we coordinate Economic Development Week activities with community and state partners including the City of Gallup, McKinley County, UNM-Gallup, Gallup McKinley Schools, and the New Mexico Economic Development Department to showcase the extensive work GGEDC and its partners do to promote local economic growth and improve the quality of life of the people and communities we serve."

The "Best Use of Federal Economic Development Resources" category honors organizations that utilize federal resources in dynamic, impactful ways. In 2019, GGEDC created the Greater Gallup Industrial Workforce Program (GGIWP) with grant funding from the US Economic Development Administration (EDA). Upon completion of a successful 3-year pilot project of the program, GGEDC transitioned the program to the Southwest Indian Foundation (SWIF), which has since received substantial federal and state grants to continue developing and expanding the program.

## Five Companies Attracted to Gallup Energy Logistics Park

As a result of GGEDC’s strategic development vision and dedicated work with state and local government and private sector partners to implement the vision, GGEDC is achieving unprecedented success in getting companies to visit Gallup and consider locating their businesses here. In the past six months, five companies have visited Gallup with varying degrees of commitment to establishing manufacturing and other major commercial facilities.

Sources of increased company interest in Gallup include: BNSF referrals to the Gallup Energy Logistics Park’s (GELP), which is a BNSF Certified site; the recently completed five-mile long Carbon Coal Road highway connecting US Highway 491 with GELP provides excellent intermodal (truck to rail) access; and GGEDC’s participation in tradeshows where it interfaces with companies in the target industry sectors GGEDC seeks to recruit.

Another significant source of interest has been generated through site selector visits and meetings arranged by the New Mexico Partnership (NMP). As a result of an NMP “familiarization tour” that brought site selectors to Gallup at the end of June, a major energy company referred by one of the participating site selectors now is pursuing a significant energy sector project at GELP.



*Site selectors assist companies to expand their operations by facilitating their relocation to areas that offer various advantages for doing business, such as Gallup and McKinley County. After hosting a group of site selectors in McKinley and Cibola counties at the end of June (pictured above), one site selector referred a company that anticipates opening a substantial energy operation at GELP.*

## Tradeshows and Conferences

### ▶ Inland Distribution Conference - Chicago, IL | September 25-27

The annual *Inland Distribution Conference* hosted by the Journal of Commerce focuses on the North American supply chain that begins at the inbound (imports) and outbound (exports) ports of call. The conference features intermodal rail, trucking, and other transportation to and from inland distribution points. At this year’s conference in Chicago, GGEDC Executive Director Patty Lundstrom and consultant Jeff Kiely gained first-hand knowledge and insight into how shipping, distribution, and supply chains operate and interrelate. The scope of work for an upcoming McKinley County contract to plan and develop an inland port in McKinley County addresses each of those areas. McKinley County, the City of Gallup and GGEDC seek to develop an inland port that will build on Gallup’s strategic location and transportation assets. While in Chicago, Ms. Lundstrom and Mr. Kiely networked with high-level professionals with expertise in the supply chain and logistics industry, expanding GGEDC’s capacity to be a player in this arena.

### ▶ Breakbulk Americas - Houston, TX | Oct 15-17

In October, Bruce Armstrong, GGEDC Economic Development Manager, traveled to Houston, TX for the Breakbulk Americas tradeshow. The largest trade event for the project cargo and breakbulk industry, the show provided insights into the changing nature of the international shipping and logistics industry, from rapidly expanding sizes and weights of shipping components, to international regulations driving the shift to the use of cleaner fuels. The tradeshow had a special focus on training the next generation of workforce participants in the breakbulk field. Workshops provided guidance into available academic programs and curricula that are being adapted to multiple major changes in the sector.



# BUSINESS ATTRACTION & RECRUITMENT (BAR)

## ➤ Western Foodservice & Hospitality Expo - Anaheim, CA | August 6-8

GGEDC staff attended the Western Foodservice & Hospitality Expo for the first time. The tradeshow features all aspects of retail and food service from innovations in emerging plant-based foods to green packaging and delivery services to high tech food development and management. GGEDC is pursuing opportunities to attract added value food manufacturing companies, companies manufacturing components of technologies used in food manufacturing, and other businesses, such as cold storage and warehousing operations that can benefit from the opportunity to utilize hydrogen in their processes, if the companies have high energy or heat needs.

## ➤ Process Expo - Chicago, IL | Oct 23-25



GGEDC Executive Director  
Patty Lundstrom and Mayor  
Louie Bonaguidi  
represented Gallup, NM

**Process Expo**, the global food equipment and technology show, represents the pinnacle of food technology, bringing together the world's most successful food and beverage processors, packaging professionals, equipment manufacturers, and leaders in the field from academia. Along with presenting the most cutting-edge innovations and the latest R&D research, technologies and best practices, the show offers an unparalleled opportunity to meet and network with global players in the industry.

Recognizing that value-added food production is an underrepresented industry in New Mexico and one of GGEDC's targeted industries for business recruitment, Executive Director Lundstrom and Gallup Mayor Bonaguidi joined forces at the Chicago show to explore and create opportunities to attract food manufacturing, packaging and distribution companies to Gallup and McKinley County.

## ➤ New Mexico Outdoor Economics Conference - Santa Fe, NM | Oct 23-25

The annual **New Mexico Outdoor Economics Conference** showcases the multidimensional ways outdoor recreation (OR) can help develop New Mexico's economy and identity. GGEDC Economic Development Manager Bruce Armstrong attended the Conference in Santa Fe with the goal of identifying and recruiting companies that manufacture OR-related products. GGEDC also supported the City of Gallup in its bid to host the 2025 Outdoor Economics Conference in Gallup.

"We have an incredible 100+ miles of single track mountain biking trails in the Zuni National Forest and the 22-mile High Desert Trail System north of Gallup. To help showcase these remarkable natural assets, we seek to recruit Outdoor Retail manufacturers and to promote opportunities to demonstrate their recreation equipment and to conduct R&D in and around the industrial parks we are promoting in McKinley County."

- Bruce Armstrong



## ➤ Houston Sales Mission | November 14-16

Bruce joined Justyn Bellito, Director of Business Development at the New Mexico Partnership and Jennifer Grassham, President & CEO, Economic Development Corporation of Lea County on a NM Partnership Sales Mission. The group met with various site selectors and trade missions from 6 consulates, including Canada, India, Denmark, Italy and Spain. Trade missions allow participating EDOs to sell their regions and programs within the larger context of promoting New Mexico as a great place to do business.



The NM Partnership delegation met with representatives from the Consulate of Turkey

## GGEDC Marketing & Website Upgrades

GGEDC continually strives to improve the messaging, marketing and effectiveness of its website. In an extensive collaboration between GGEDC staff, Golden Shovel Associates, which manages the GGEDC website and Jennifer Lazarz, a marketing consultant with GGEDC, GGEDC has simplified processes and upgraded content to provide a more engaging user experience across the board, provide updated content, and to better equip the website to provide site selectors and potentially interested companies with ready access to the types of information they commonly seek, as well as to continually updated commercial properties and land in McKinley County that is available for sale or lease. The website upgrade will be completed in February, 2024.

## NM HYDROGEN HUB INITIATIVE CONTINUES FORWARD DESPITE UNSUCCESSFUL DOE APPLICATION

GGEDC played a key support role with the State of New Mexico in drafting a 4-state competitive proposal together with Colorado, Utah and Wyoming entitled the “Western Interstate Hydrogen Hub” (WISHH). Submitted to the US Department of Energy (DOE) under the Regional Clean Hydrogen Hubs Initiative, the application sought \$1.25 billion out of a \$7 billion nationwide allocation for the program.

With the goal of creating an industrial cluster organized around the production and utilization of hydrogen for electric power generation, for motor vehicle fuel, and other applications, and with the proposed development of hydrogen-fueled power and related activities at and around the retired Escalante Generating Station in Prewitt, the WISHH proposal was compelling and competitive. However, DOE did not accept WISHH as one of the seven regional projects that were awarded in October. Despite this setback, the State of New Mexico plans to move the hydrogen hub initiative forward with a commitment to deliver the substantial amount of clean energy, good-paying jobs, and regional economic development detailed in the application.

“While we are disappointed in the US Department of Energy’s decision, we are undeterred,” stated Governor Michelle Lujan Grisham. “I spoke with every project partner, and we agree: our bullish outlook has not changed and we will continue to move forward.”

The technology model being adopted at this time by Greater Gallup and the State of New Mexico is based on the transformation of natural gas, with carbon waste being sequestered and recycled to eliminate polluting emissions. Hydrogen technology development is a key component that will be achieved through co-investment and development of innovative public-private partnerships.

“I am incredibly grateful for the work of our industry project partners and their commitment to furthering clean energy solutions that will benefit generations of New Mexicans to come.”

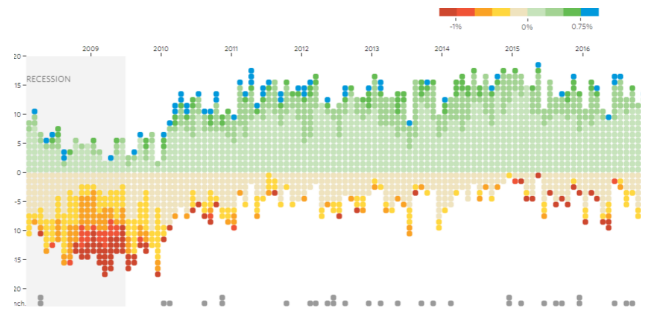
- Gov. Lujan Grisham

# BUSINESS RETENTION & EXPANSION (BRE)



## IMPORTANCE OF THE BRE OUTREACH PROGRAM

In addition to building and maintaining strong personal relationships with key staff among McKinley County's major employers and industries, the BRE Program gathers real time data that allows GGEDC to identify and engage in key trends and to develop and provide impactful approaches and solutions to engage challenges before they become dire. As a traditional Economic Development Organization (EDO), GGEDC organizes its work around the core functions of Business Attraction & Recruitment (BAR) and Business Retention and Expansion (BRE). The BRE function informs the BAR work and vice-versa. BRE annual survey meetings and follow up meetings with the BRE Partners identify opportunities to help expand the partner companies' operations, as well as for the BRE Partners to help facilitate the attraction and siting of new businesses. GGEDC's Annual BRE surveys with our industrial partners repeatedly identified a consistent need to have a better qualified pool of applicants for jobs in those companies. As a result, in 2019, the GGEDC organized and stood up the Greater Gallup Industrial Workforce Program (GGIWP).



### Key Objectives:

- Build relationships and partnerships with economic-base companies based on trust and reliable delivery of economic development services and support;
- Educate companies on economic development initiatives, regional priorities, and other work conducted by GGEDC and its partners;
- Inform state and local legislation to help enact laws and programs that support a more business-friendly environment throughout the Greater Gallup region; and
- Support the GGEDC Business Attraction & Recruitment program by aligning objectives with those of industrial partners already in McKinley County and by seeking opportunities to co-locate mutually beneficial companies.



## 2023 Fall BRE Survey Highlights

Between September and December, GGEDC staff reached out to 12 private economic-based employers and to 6 major public sector employers companies to schedule BRE meetings and to conduct the annual GGEDC BRE survey and site visits. Keegan MacKenzie-Chavez, Regional Representative with New Mexico Economic Development Department joined Bruce Armstrong for most of the meetings. Generally, most of the private sector companies expanded their workforces year-over-year, and, despite the ravages of inflation and continuing (but to a much lesser degree) supply chain challenges, are seeing healthy sales and corporate bottom lines. Challenges to find the workforce they need persist, but eased somewhat in 2023 over 2022. The public sector has had a more persistent challenge in recruiting and maintaining staff at full levels.

Several companies are looking to expand their operations and facilities in McKinley County. GGEDC is work closely with the companies and NMEDD to assist with helping the companies take advantage of applicable incentives and programs that can help them realize their expansion plans over the next two years.



Jim "JJ" Orr, General Manager, BNSF Railways, holding a 2023 BRE award he received from GGEDC.

# BUSINESS RETENTION & EXPANSION (BRE)



## JOB NUMBERS FOR MCKINLEY COUNTY'S TOP EMPLOYERS

Gallup McKinley County Schools	Education	3519
Gallup Indian Medical Center	Medical	1033
Wal-Mart	Retail	419
City of Gallup	Government	415
Rehoboth McKinley Christian Hospital	Medical	373
Bureau of Indian Affairs	Government	323
Zuni Public Schools	Education	317
McKinley County	Government	265
Pebody Energy/El Segundo Mine	Energy	255
Navajo Technical University	Education	195
University of New Mexico-Gallup	Education	186
Hozho Academy /Charter School	Education	173
Mckinley Paper Co. / Bio Pappel	Manufacturing	154
Home Depot	Retail	110
Continental Divide Electric Co-op	Electric Power Distribution	84
Sacred Wind Communications	Telecommunications	65
BNSF Railway Company	Rail Transport	60
Southwest Indian Foundation	Construction/Education	45
Fire Rock Casino	Entertainment/Recreation	669

GGEDC collected Job numbers from the respective companies between September and December 2023. The Bureau of Indian Affairs (BIA) has not provided GGEDC with updated employment numbers since 2021.

## GGEDC SPECIAL PROJECTS

### 2024 Economic Roundtable

This year's GGEDC Economic Roundtable, focused on planning and developing the *Gallup Regional TradePort*, will take place at the end of January in Santa Fe. The Roundtable speakers will present the dynamics of regional, national and international trade that impacts New Mexico. The participants will discuss and help strategize how to establish a functioning inland port in Greater Gallup as an integral part of the supply chain. Governor Michelle Lujan Grisham plans attend and will deliver a keynote presentation.

### Gallup Regional TradePort Initiatives \*

This year, the GGEDC “took it up a notch” in carrying out its mission to build the local economy, meet the infrastructure and workforce needs of employers, and provide good-paying jobs for local workers. Based on the decade-long work of the GGEDC and its public and private partners to create the conditions for economic growth, these efforts are now coming to fruition with recruitment and on-the-ground development of infrastructure and economic-base industry grounded in the area's competitive assets: (a) our strategic location “on the road” between major ports and trade hubs; (b) our extensive rail and highway transportation assets; and (c) our ready-to-work labor pool. Emerging now is a set of studies funded by the New Mexico Department of Transportation, all to result in plans to put in place additional pieces of the Greater Gallup “logistics puzzle” – thus establishing a regional inland port in partnership with major seaports in Los Angeles, Long Beach and Houston.

\* The current studies under the TradePort cluster initiative are detailed on the following page.

# GGEDC SPECIAL PROJECTS



## Inland Port/Supply Chain Acceleration

GGEDC will be managing the work of a top industry consultant firm being brought on board by McKinley County to conduct a deep-dive analysis and implementation plan for developing a fully functional “inland port” – currently organized around the Gallup Land Partners properties on Carbon Coal Road and in conjunction with the BNSF-certified Gallup Energy Logistics Park. This inland port will be designed to help relieve Trans-Pacific supply chain/commodity flow congestion at the Ports of Los Angeles and Long Beach, to provide land, warehousing, rail and transloading connections, Foreign Trade Zone services,

and other facilities to attract manufacturing industry and establish Greater Gallup as a logistics hub serving the national logistics network, and to serve as a connection point for Trans-Atlantic trade generated through Port Houston. The consultant work begins this Winter and continues through Spring 2025. In early January, GGEDC will lead a 10-person team on a site visit to the Ports of Los Angeles and Long Beach to explore needs and opportunities for partnership with the Ports.

## AV Test Track/Gallup Mobility Investment District

GGEDC is also managing the work of a McKinley County contractor to design an Autonomous Vehicles Test Track for installment on land near the Energy Logistics Park, serving the technology testing needs of the emerging A-V trucking industry. The design work will include participation and input from Torc Robotics (established in Albuquerque) and other firms involved in A-V trucking technology. This initiative is associated with plans by the State of New Mexico to “de-carbonize” Interstate-40, anticipating the deployment of fleets of A-V trucks that have been tested and vetted for safety and efficiency as a low-emissions alternative in moving goods through the state.



## User Fee Airport/Foreign Trade Zone

GGEDC is also managing the work of a McKinley County contractor to design an Autonomous Vehicles Test Track for installment on land near the Energy Logistics Park, serving the technology testing needs of the emerging A-V trucking industry. The design work will include participation and input from Torc Robotics (established in Albuquerque) and other firms involved in A-V trucking technology. This initiative is associated with plans by the State of New Mexico to “de-carbonize” Interstate-40, anticipating the deployment of fleets of A-V trucks that have been tested and vetted for safety and efficiency as a low-emissions alternative in moving goods through the state.



## Hydrogen/Multi-Fuel Hub

GGEDC is managing the work of a contractor to study and design a multi-fueling hub in Gallup, with Hydrogen fuel as an option, focused on the fueling needs of the trucking industry. This will have increasing value in the future as trucking companies transition from diesel to Hydrogen, which is gaining prominence as an alternative fuel with the potential to reduce greenhouse gas emissions. In conjunction with the EH2 project being developed by Tallgrass Company at the former Escalante Generating Station site in Prewitt, the Gallup region has the opportunity to ride “the wave of the future” by including Hydrogen at its fueling stations for truckers and other travelers.





# STAFF & BOARD UPDATES



**Jeff Kiely**  
Consultant

Jeff, a longtime planner and administrator in the Gallup region, is a consultant to the GGEDC, managing special projects, such as: Inland Port development; A-V Test Track design; Hydrogen/ Multi-Fuel Hub; and FTZ/User Fee Airport certification.



**Rose Joe**  
Intern-New

Rose joined GGEDC in October. Her assignments from October to January included working on invoices and coordinating the upcoming Economic Roundtable. This spring Rose is returning to UNM to pursue her Masters degree in Cybersecurity.



**Lauren Kee**  
Intern-New

Since joining GGEDC in December, Lauren has contributed to developing reports, supporting website development, and organizing and updating databases. Lauren has become an indispensable support to GGEDC's core economic development functions.



**Kaitlin Becenti**  
Intern-Returning

Kaitlin is returned to GGEDC to intern for her winter break. Kaitlin's assignments included creating reports, conducting research and various organizational duties. Kaitlin is returning to the U. of Southern California (USC) to complete her Junior year.

## From all in the Gallup-McKinley County Area, a Special Thanks, to Michael Sage!

With a mission to drive economic growth in the Gallup-McKinley County area through building on local assets and strategic partnering, the GGEDC requires staff committed to empowering individuals and groups to build on their strengths for the betterment of all. For 12 years, GGEDC looked to **Michael Sage** for much of that effort in his role as Deputy Director. In December 2023, Michael took on a new role with the New Mexico State Land Office where he serves as Assistant Commissioner, Commercial Resources. Michael leaves a legacy of community dedication and a shining example of continuous striving for professional and personal development.



**Michael Sage, former GGEDC Deputy Director**

"The growth and success of the GGEDC was due, in large part, to the professionalism and hard work of Michael Sage," said Tommy Haws, GGEDC Board President and VP of Pinnacle Bank in Gallup. "His contributions were invaluable in creating the award-winning organization, the state-of-the-art website, the planning documents and research materials available to site selectors, and other important aspects of doing the hard work of economic development in a rural setting."

## We also Extend Our Immeasurable Thanks to Kent Wilson for His Service!



**Board President Tommy Haws presents a plaque of appreciation to Board Secretary Ken Wilson**

In October, **Kent Wilson** stepped down from his role as Member and Secretary of the GGEDC Board of Directors. A local tradesman, educator and entrepreneur in Gallup for over 40 years, Kent first joined the Board in 2015.

As Board President Tommy Haws observed, Kent was a dedicated and insightful Board member who encouraged other members to think outside the box. Learning of the need for a knowledgeable, qualified, and work-ready workforce for industrial companies in the area, Kent was instrumental in creating and leading the Greater Gallup Industrial Workforce Program. He also instructed welding and was a regular commencement speaker for the program.

The Board and staff of GGEDC immensely appreciate Kent Wilson's strategic and mindful ability to promote and guide change in Gallup's local economy. We wish him the very best going forward!

# GGEDC WEBSITE ANALYTICS

## Audience Overview

Total Users: 3,995

New Users: 3,940

### Top Countries Visiting

United States  
India  
Canada  
Philippines  
United Kingdom

### Top States Visiting

New Mexico  
Arizona  
Colorado  
California  
Texas

### Top Cities Visiting

Albuquerque  
Gallup  
Phoenix  
Columbus  
Englewood

# MCKINLEY COUNTY STATISTICS

Matched taxable gross receipts (MGRT) for McKinley County increased by \$30.2M from Q3 to Q4 of FY 23. Construction, Other Services, and Real Estate and Rental and Leasing were the industries that grew the most year-over-year.

Table 1 shows a year-over-year (YOY) increase for Q4 FY23 of 5%, or \$18.9M, compared to Q4 FY22.

Industries	FY22 - Q4	FY23 - Q4	Growth	Year over year Change
Accommodation and Food Services	\$ 48,047,337	\$ 45,129,149	\$ (2,918,188)	-6%
Administrative/Support & Waste Management/Remediation	\$ 5,367,653	\$ 5,808,597	\$ 440,944	8%
Agriculture, Forestry, Fishing, and Hunting	\$ 1,364,724	\$ 590,285	\$ (774,439)	-57%
Arts, Entertainment, and Recreation	\$ 494,831	\$ 691,291	\$ 196,461	40%
Construction	\$ 37,206,355	\$ 61,673,947	\$ 24,467,592	66%
Educational Services	\$ 2,762,930	\$ 1,163,562	\$ (1,599,368)	-58%
Finance and Insurance	\$ 1,641,359	\$ 1,356,302	\$ (285,057)	-17%
Health Care and Social Assistance	\$ 16,154,456	\$ 19,613,210	\$ 3,458,754	21%
Information	\$ 13,411,544	\$ 13,491,765	\$ 80,221	1%
Management of Companies and Enterprises	\$ 8,468	\$ 3,754	\$ (4,715)	-56%
Manufacturing	\$ 9,186,552	\$ 12,127,050	\$ 2,940,499	32%
Mining, Quarrying, and Oil and Gas Extraction	\$ 21,383,644	\$ 27,545,348	\$ 6,161,704	29%
Other Services (except Public Administration)	\$ 20,100,147	\$ 29,543,326	\$ 9,443,179	47%
Professional, Scientific, and Technical Services	\$ 21,929,942	\$ 11,582,035	\$ (10,347,906)	-47%
Public Administration	\$ -	\$ 540	\$ 540	N/A
Real Estate and Rental and Leasing	\$ 6,463,037	\$ 9,079,962	\$ 2,616,925	40%
Retail Trade	\$ 122,279,459	\$ 111,339,794	\$ (10,939,665)	-9%
Transportation and Warehousing	\$ 932,498	\$ 812,278	\$ (120,220)	-13%
Unclassified Establishments	\$ 3,371,082	\$ 2,936,719	\$ (434,362)	-13%
Utilities	\$ 9,124,833	\$ 5,196,055	\$ (3,928,779)	-43%
Wholesale Trade	\$ 12,774,287	\$ 13,531,290	\$ 757,003	6%
<b>All Industries</b>	<b>\$ 358,397,786</b>	<b>\$ 377,274,873</b>	<b>\$ 18,877,087</b>	<b>5%</b>

The largest contributor to this increase came from the **construction industry**. The Quarterly Census of Employment and Wages, or the QCEW, produces comprehensive data on the number of establishments, monthly employment, and quarterly wages for workers covered by state unemployment insurance (UI) laws and federal workers covered by the Unemployment Compensation for Federal Employees (UCFE) program. These data are aggregated to many different levels, starting at the 6-digit NAICS industry level, to higher industry levels (NAICS industry groups, sectors, and super sectors), and to higher geographic levels (MSA, state and national).

Data are based on information reported by NM employers, covering 97% of nonfarm wage and salary workers. Data are published every quarter. Considered the gold standard for its reliability of industry data, the QCEW data are the most complete universe of monthly employment and quarterly wage information by detailed industry.

Source: NMEDD Quarterly Economic Summary, McKinley County, Released: September 2023. Prepared by: Joel Salas, Economist; Ryan Eustice, Economist.



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