



***THE GALLUP/McKINLEY COUNTY REGIONAL TRADEPORT:  
NEW PROSPECTS FOR THE  
WESTERN NEW MEXICO LOGISTICS HUB***

**FINAL REPORT**

OF THE

**2024 ECONOMIC ROUNDTABLE**

**GREATER GALLUP ECONOMIC DEVELOPMENT CORPORATION**

January 26, 2024

La Fonda on the Plaza  
Santa Fe, New Mexico

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*More than 60 GGEDC partners and stakeholders attended the 2024 Economic Roundtable.*

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*GGEDC Staff & Board Members with Governor Michelle Lujan Grisham*

## GGEDC EXTENDS A HEARTFELT THANKS TO The 2024 Economic Roundtable Sponsors:



### Keynote Speakers

- Patrick Schaefer** Trade Policy Expert
- Matthias Beier** President and CEO, Transatlantic Business & Investment Council (TBIC)
- James Blair** Founder and Managing Director, Navigator Consulting
- Jeff Sweeney** Project Manager, Martin Associates
- Joshua Nelson** Engagement Manager, Hatch Consultants
- Michelle Lujan Grisham** Governor, State of New Mexico

### Event Facilitation Team

- Jeff Kiely** Kiely Consulting, Roundtable Moderator
- Tommy Haws** Board President, Greater Gallup Economic Development Corporation
- Patty Lundstrom** Executive Director, Greater Gallup EDC
- Bruce Armstrong** Economic Development Manager, Greater Gallup EDC
- Bernadine Lee** Office Manager, Greater Gallup EDC
- Keegan MacKenzie-Chavez** Region 1 Representative, New Mexico Economic Development Department



# Overview

On January 26, 2024, Greater Gallup Economic Development Corporation (GGEDC) convened its annual Economic Roundtable, **“The Gallup/McKinley County Regional TradePort: New Prospects for the Western New Mexico Logistics Hub”**, in the La Terraza Room of the La Fonda on the Plaza Hotel in Santa Fe, New Mexico.

The Roundtable brought together a diverse group of 60+ stakeholders, which included transportation, logistics and trade experts, New Mexico elected officials, the Acting Cabinet Secretary of the New Mexico Economic Development Department, representatives from the New Mexico Department of Transportation and the New Mexico Environment Department, the President and CEO of the Transatlantic Business and Investment Council (TBIC), representatives from multiple companies doing business in McKinley County, City of Gallup and McKinley County officials and staff, a representative from the Office of the President and Vice-President of Navajo Nation, and economic development practitioners representing three Northwest New Mexico counties. The event was moderated by Jeff Kiely, Owner/Principal of Kiely Consulting and longtime facilitator of roundtables and conferences hosted by GGEDC and other partner agencies in the region and the state.

The key objectives of the Roundtable were to:

- Learn about the work and phases involved in developing the Gallup / McKinley County Regional TradePort; and
- Educate private sector partners, public officials, and staff from key government agencies on the opportunities and ramifications of developing the Gallup/McKinley County Regional TradePort.

Based on feedback received from the participants in the post-roundtable exit survey, the event resoundingly achieved its objectives, particularly by providing in-depth information on the many facets of the emerging inland port opportunity and by allowing for the exchange of ideas, questions, and comments in an interactive setting. Several of the responses to the question, “Why did you attend this Roundtable?” are included below. A detailed summary of the exit survey results can be found in Appendix 5.

## Background

Over the past decade, the GGEDC has hosted Economic Roundtables at least annually – twelve in all since 2014 – as an effective means of addressing specific economic development challenges, launching new initiatives, and educating the public. The roundtables have served to increase the capacity of leaders and citizens in the City of Gallup, McKinley County, in State government and in the private sector to promote local, regional, and statewide economic growth and to improve the overall quality of life in the Four Corners Region.

Utilizing facilitated presentations and discussions, the roundtables provide forums that enable participants to learn about and address a variety of economic development issues in novel, collaborative ways that



**“FOR THOSE WHO DEAL IN ECONOMIC DEVELOPMENT, THE MOST IMPORTANT THING IS, WHAT’S THE VALUE PROPOSITION? WHAT IS IT WE CAN ACTUALLY PROVIDE TO ATTRACT THESE KINDS OF COMPANIES? SO, THE VALUE PROPOSITION FOR ME, IS AN INNOVATIVE SERVICE FOR A FEATURE INTENDED TO MAKE A COMPANY OR PRODUCT ATTRACTIVE. ... WE NEED TO UNDERSTAND THE SPECIFIC NEEDS AND CONCERNS OF RELEVANT INDUSTRIES.”**

- **Patricia Lundstrom, CEcD**  
**Executive Director, Greater Gallup EDC**

produce innovative results and drive positive outcomes. The roundtables also provide opportunities for participants to meet and network with regional leaders, employers, innovators, investors, economic development practitioners and organizers.

The 2024 Roundtable focused on the “Gallup TradePort” concept, building on the momentum of the prior four economic roundtables hosted by the GGEDC;

- February 11-12, 2021: ***“The Gallup Mobility Hub,”*** A Virtual Economic Roundtable
- January 28, 2022: ***“Hydrogen & Autonomous Mobility: A Transformational 21st Century Hub Economy”***
- June 3, 2022: ***“Super-Charging the Region: Building a Transformational Hydrogen Economy”***
- January 27, 2023: ***“The WISHH Proposal: Positioning the Escalante Generating Station & Northwest New Mexico for the Western Inter-State Hydrogen Hub”***

The “Western Inter-State Hydrogen Hub” (WISHH) proposal highlighted last year was a four-state collaborative plan co-sponsored by the States of New Mexico, Colorado, Utah and Wyoming, seeking to move the region into the forefront of the “Hydrogen revolution” as part of the national initiative to reduce greenhouse gas pollution. The WISHH proposal – well-crafted and supported by a robust coalition of academic, public and private sector leaders – was submitted in early 2023 as part of an intense national competition for designation in the \$8 billion “Regional Clean Hydrogen Hubs” program (promulgated by the US Department of Energy under the Bilateral Infrastructure Law [BIL]) to establish at least 4 regional hydrogen hubs that would demonstrate production, transportation, storage and utilization of commercial and clean of hydrogen coupled with carbon capture and storage.



Roundtable Participants

Unfortunately, the WISHH proposal did not make the final cut under the USDOE program. However, on the strength of her Executive Order 2022-013 establishing the *Clean Hydrogen Development Initiative*, New Mexico Governor reiterated the State’s support for these efforts to “foster a hydrogen economy for all New Mexicans.”

In the past year, the New Mexico Department of Transportation has utilized major Federal funding to issue grant awards to local communities and projects designed to accelerate the State’s movement toward implementing pollution-reducing technologies and facilities, while at the same time elevating New Mexico’s presence in regional and global trade. For the Greater Gallup region, four grants totaling \$5.5 million were awarded to McKinley County and the City of Gallup, respectively, all part of plans for developing an over-arching “Gallup/McKinley County TradePort” cluster:

- City of Gallup: Foreign Trade Zone/User Fee Airport Certification (\$1.0 million)
- McKinley County: Hydrogen Fueling Hub Design (\$1.0 million)  
AV-Test Track Design (\$2.5 million)  
Inland Port Design & Development/Supply Chain Acceleration (\$1.0 million)

The 2024 Roundtable focused on this Gallup/McKinley County TradePort cluster, with special emphasis on New Mexico’s trade presence and the design and development of multi-faceted Inland Port infrastructure, facilities and services associated with the Gallup Energy Logistics Park, Gallup Municipal Airport and proposed development of a hydrogen energy industrial cluster centered around the recently decommissioned Escalante Generating Station.

## An Inland Port in Gallup/McKinley County? Why the Concept Makes Sense

In a variety of ways, the Greater Gallup EDC and its partners have been working toward this point for about a decade - with it now coalescing into an integrated cluster, or network, of facilities, services and industrial operations that together may comprise an inland port. Due in part to the global supply chain disruptions resulting from the COVID pandemic and tensions in international trade relationships, the seaports - notably the Ports of Los Angeles and Long Beach - have supported the growth of inland ports in the “hinterlands” of the country, as a way of easing supply chain congestion. Due to the region’s transportation, logistics and locational assets, the Greater Gallup EDC has seized upon this trend to begin positioning Gallup and McKinley County for inland port designation.

# Presentations & Keynotes

GGEDC Board President **Tommy Haws**, Senior Vice President of Pinnacle Bank in Gallup, provided the welcome, noting the many years of planning and development work leading to the current momentum of progress in establishing a logistics hub in Gallup and McKinley County. Roundtable Moderator Jeff Kiely then provided a summary of the Agenda for this year’s roundtable, underscoring its importance and timeliness in light of the Greater Gallup region’s transportation assets and trends in regional and global trade. He then introduced GGEDC Executive Director Patty Lundstrom.

Ms. Lundstrom provided a “big picture” summary of the importance of the TradePort planning and development work in the context of this roundtable conference and drove home the need to integrate the many “pieces of the puzzle” in order to fulfill the community’s “value proposition” for serving as an inland port on the I-40/BNSF corridor. In describing the pieces of the puzzle, she identified:

- Infrastructure improvements associated with the Gallup Energy Logistics Park, including: designation of the area as a federal “Opportunity Zone” to incentivize investment; designation of the Park as a “BNSF-certified site” eligible for company locations from BNSF’s book of business; major reconstruction of a heavy-haul, multipurpose road (Carbon Coal Road) between US 491 and the Park; master planning for extension of industrial-quality infrastructure to the Carbon Coal Road corridor; and attraction of manufacturing and other industrial interests to this corridor;
- Active plans and funding for a 40-acre business/industrial park in the corridor;
- Resumption of State-subsidized passenger air service at the Gallup Municipal Airport;
- State-funded design studies underway for:
  - a Hydrogen/EV/Multi-fuel station hub focused on freight trucking along I-40, for potential inclusion in a multi-functional “super truckstop” center providing 21st century facilities and services for the trucking industry and general cross country vehicular traffic;
  - Foreign Trade Zone (FTZ) and US Customs User Fee Airport (UFA) certification in conjunction with major facility improvements at the Gallup Municipal Airport;

- design and development of an Autonomous Vehicles (AV) Test Track serving companies researching and developing AV technology for freight transport vehicles and eventual trucking companies deploying AV units along I-40; and
- design and development of an inland port cluster of facilities and services in partnership with western seaports and other logistics hubs serving the global and national supply chain.

Ms. Lundstrom also laid out the system of professional economic development work required for TradePort success, from Pre-Development Planning to Market/Financial/Political Feasibility Assessment to Site & Engineering Analysis to Financing Strategies to Contractor Negotiations to Construction to Facility Occupancy & Management to Business Retention, Expansion & Sustainability Support.

In closing, Ms. Lundstrom advocated a practical and “hard-headed” approach to project development, noting that although Greater Gallup has great transportation, logistics, and realty assets, there are critical infrastructure and other “readiness” capacities that must be invested in as efficiently as possible, responsive to the demands of industry.

### Keynote 1: “Unlocking New Opportunities: Toward a Strong Trade Presence in New Mexico”

**Patrick Schaefer**, an expert in trade policy and former principal at the Hunt Institute for Global Competitiveness at the University of Texas-El Paso, highlighted the rich cultural history and commerce that flourished along trade routes that followed major waterways and mountain ranges and passes throughout Southwestern United States and Mexico.



*Patrick Schaefer, an impassioned and insightful student of “all things trade”, provided an inspiring and eloquent opening Keynote.*

Mr. Schaefer provided a fascinating overview of the

transcontinental trade history along the “geostrategic trade corridor” of the Americas, noting that modern trade routes largely follow ancient “strategic infrastructure networks.” He emphasized that this network, in which Gallup is centrally and strategically located, must now compete with the modern system of regional, national, and international trade networks - and he believes that New Mexico is well-positioned to compete.

He warned that the primary barrier to New Mexico’s success in global trade lies in the jurisdictional divisions that fragment our region. Overcoming these conflicting jurisdictional differences will be key to articulating a competitive system of trade and transportation facilities and pathways. Particularly, Gallup and Northwest New Mexico should not neglect the trade dynamics at the Mexico border; in fact, the international airports in El Paso and Albuquerque are both within the top 50 freight airports in the United States. Foreign exports passing through that trade zone are mostly electronics. Currently, commodities are “passing through us” from Asia to Mexico. So, we should be thinking about how we can satisfy Mexico’s trade demands. key to articulating a competitive system of trade and transportation facilities and pathways. Particularly, Gallup and Northwest New Mexico should not neglect the trade dynamics at the

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- **Patrick Schaeffer, Trade Policy Expert**

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Mr. Schaefer was enthusiastic in describing the Greater Gallup region as the “buckle of the belt” of transcontinental trade – in a special position to take its place in the national economy and to influence trade policy. He also encouraged the stakeholders to support the establishment of Native American Foreign Trade Zones under the BIA and International Trade Administration, and to take advantage of a range of Federal investments and incentives supporting efficient trade and pollution-reducing technologies.



Roundtable presenters Jim Blair of Navigator Consulting (left) and Matt Beier (right), with Governor Michelle Lujan Grisham.

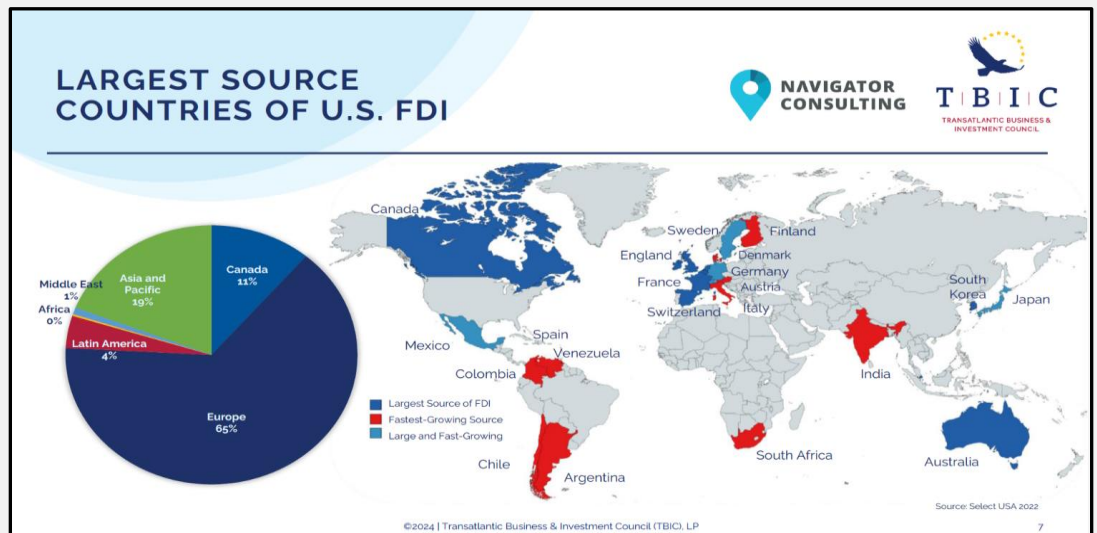
Mr. Schaeffer concluded his brilliant presentation by asserting that “New Mexico is at the crossroads,” and that there is no more promising crossroads location than Gallup. Its Navajo name - Na’nízhoozhí - literally means “the bridge,” and Gallup can be a critical bridge in the American trade network.

### Keynote 2: “International Trade, American Markets, the Seaports, and Northwest New Mexico’s Opportunities”

The Roundtable welcomed European trade experts from the Transatlantic Business & Investment Council (TBIC), **Matthias Beier**, the President and CEO, and **James Blair**,

Founder and Managing Director of Navigator Consulting (and a member of the TBIC Board). Matthias and James addressed America’s economic strength in trade, especially in regard to European countries and in terms of what the Ports of Long Beach, Los Angeles and Houston represent in the U.S. Gross Domestic Product. They further emphasized that not only do commodities flow from the West Coast seaports, but they also pass through from the East and Gulf Coasts going west.

Mr. Beier provided a broad overview of the extent and importance of foreign direct investment (FDI) in the US economy. For example, as of 2022, 7.9 million US workers were employed by US affiliates of majority-foreign-owned companies; those foreign-owned companies contributed \$412 billion in export revenues; and the firms spent over \$78 billion on research and development. He also highlighted that, in the four years immediately preceding the COVID pandemic, 80% of new manufacturing jobs in the US were attributed to international companies; charitable contributions from international companies also increased by over 100%, while such



TBIC Map Showing the origins of Foreign Direct Investment (FDI) into the U.S.

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contributions from domestic firms grew only 19%; and international firms generally bring innovation, sound business plans, financial stability and significant growth over the long term.

He indicated that global trade has increased four-fold in the last 30 years, and that U.S. trade has held steady at 20% of gross domestic product (GDP). Canada and Europe together represent three-quarters of all US foreign direct investment. The top sources of goods imported into the U.S. were the European Union, Mexico, Canada, China, and Japan. However, trade with China has decreased due to COVID and political tensions, and trade volumes have shifted from the West Coast to the East and Gulf Coasts.

Mr. Beier further summarized the issues impacting trade with the US, namely: logistics and labor costs; domestic investments via the Inflation Reduction Act; drought and reconstruction impediments at the Panama Canal; geopolitical tensions and trade-favoring with friendly nations; and global trade conflicts.

As the Founder and Managing Director of Navigator Consulting, Jim Blair focused on the needs and requirements for attracting and recruiting European businesses to American locations, including the Greater Gallup/McKinley County area. Foremost of course, is the need for industry-ready infrastructure, including properties, facilities, transportation access, broadband and utilities. In this respect, the sites on and near lands owned by Gallup Land Partners, including the Gallup Energy Logistics Park, represent important opportunities for creating “inland port” capacities - but it is essential to establish the critical infrastructure.

Further, as highlighted by the day’s other speakers, the economic development vision needs to include both the inland port/supply chain acceleration goal and the business development goal. When asked about the “chicken-or-the-egg” issue of investing in infrastructure before the development occurs, James was clear that both processes need to proceed hand-in-hand: business and industry attraction and recruitment efforts need to continue - including learning of companies’ specific infrastructure requirements; but companies won’t come unless they can be assured that the critical infrastructure they need for their operations is in place.

Honing in on the characteristics of successful logistics hubs, Jim listed the need to have:

- Excellent intermodal networks
- Access to different modes of transport
- Presence of Foreign Trade Zones (FTZs)
- Presence of logistics, transportation, and e-commerce companies, and
- Proximity to international trade partners and markets

Mr. Blair further drilled down into success factors by noting that workforce availability and skill levels used to be #1 on the list, but that now the top of the list includes “state and local leadership” in the #1 slot, followed by “building or site” and “utilities.” He also advised that New Mexico (and McKinley County specifically) should target the industries based on (a) current volume leaders - agribusiness, bioscience, automotive, value metals, and industrial machinery; (b) a data-informed export strategy that takes into account that 88% of exports from the Ports of Los Angeles and Long Beach are to Asia, and (c) that New Mexico’s 975 exporting companies specialize in electrical machinery, industrial machinery, aircraft components, precision instruments, plastic, and oil and minerals. Finally, he noted that the major trading countries at the West Coast seaports are all part of the European Union.

## Critical Importance of FDI

**“In the four years immediately preceding the COVID pandemic, 80% of new manufacturing jobs in the US were attributed to international companies. Charitable contributions from international companies also increased by over 100%, while such contributions from domestic firms grew only 19%. International firms generally bring innovation, sound business plans, financial stability and significant growth over the long term.**

- Matthias Beier, President, TBIC

### Keynote 3: “McKinley County Inland Port: What’s the Plan?”

The Roundtable had the good fortune of welcoming recently retained consultants to McKinley County, **Jeff Sweeney**, overall project manager on behalf of Martin Associates, and **Joshua Nelson**, engagement manager on behalf of subcontractor Hatch Consultants.

Mr. Sweeney summarized the work Martin Associates had undertaken 5 years ago just prior to the COVID pandemic that considered the feasibility of an inland port. He expressed enthusiasm and optimism for moving the inland project forward into reality on the wings of new developments and opportunities, both locally and in the global marketplace.



*Jeff Sweeney of Martin Associates (at the podium) and Joshua Nelson of Hatch Associates Consultants presenting at the Roundtable*

Jeff provided an overview of the experience and expertise of the Martin Associates firm and of his own involvement in many logistics and inland port projects, including at the Ports of Los Angeles, Long Beach, and Houston. Jeff and the Martin Associates team will have overall responsibility for the consultant work and will specialize in marketing and finance related to the inland port project.

Joshua Nelson presented a similar overview regarding Hatch Consultants, representing 10,000 professionals worldwide with \$75 billion in projects in 150 countries, and 69 years of experience as an engineering and development company. His firm will pull expertise from the firm’s specializations in the areas of Ports and Terminals, Rail, and Urban Solutions.

The consultants showed the 20-year downward trends in market share by the West Coast seaports at San Pedro Bay, combined with growth in important sourcing from Asia via the Suez Canal - currently under stress from the Houthi attacks on shipping in the Red Sea. Although there may be additional constraints, the West Coast seaports may experience new growth due to major drought stresses at the Panama Canal, unrest in the Red Sea, potential settling of labor contract for the West Coast ports, and potential labor disruptions at the East Coast ports.

Regarding interests by Gallup and McKinley County in the supply chains associated with the West Coast seaports, the consultants noted that there is a critical warehouse and transloading shortage in the service region. This may be an area of need a Greater Gallup inland port can address.

The inland port development project itself will include a kickoff meeting and subsequent interviews with key stakeholders later in the spring, followed by site visits, document review, and “baselining” of essential data. Work during the Summer will focus on Feasibility & Market Assessment, including identification of cargo flows, profiling of existing and potential rail operations and logistics centers, analysis of markets and potential users, logistics costs analysis, demand estimation and infrastructure capacity assessment. By Fall of this year, Action Planning will be undertaken, to include Inland Port Planning and Conceptual Design, an Infrastructure Plan, Cost and Schedule estimates, a pro forma model of Financial Feasibility, an Implementation Plan, and the presentation of their determinations.

Following the Roundtable, the consultants remained for post-conference consultation with about 15 stakeholders and partners on a range of issues and practical considerations that will affect the planning process and the feasibility of the inland port plan. During the kickoff and baselining phase this Spring, the consultants will provide summaries of the input they received from this valuable discussion.

## Keynote 4: “The Governor’s Address”

Governor Michelle Lujan Grisham provided an energetic and impassioned address, demonstrating a remarkable grasp of a wide range of issues, as well as highly informed knowledge of economic development needs and processes.

The Governor admitted that “it’s always harder in rural New Mexico and it always will be,” acknowledging the difficulties in getting things done. But she cautioned against letting that reality have a chilling effect on our willingness to “push harder” and to think boldly about the possibilities. This Roundtable represents a supremely important example of “pushing harder” to make things happen in our smaller communities.



**Governor Michelle Lujan Grisham**  
*delivering her powerful endnote speech at the Roundtable*

Governor Lujan Grisham asserted that New Mexico is building “the strongest economy we’ve ever had,” because we know that we can pick “Winners and Winners” instead of “Winners and Losers.” She boldly referred to New Mexico as an “economic powerhouse,” saying that we can match other states in the incentives, investment strategies and other supports that help grow the economy, including working well with cities and counties through the *Local Economic Development Act (LEDA)*. If you “marry” your public investments together with private investments, she said, “there’s nothing you cannot do.” She allowed that we can disagree, debate and argue, but we can’t walk away without thinking about how we can come back to the table with a new idea that will work for New Mexicans. She praised the current Legislature as the “best legislative group in the country” because they work well together and get things done.

Turning to the focus of the Roundtable, the Governor noted that transportation is not just about fixing potholes but developing and utilizing transportation infrastructure as a tool of economic development. If you can’t move goods, people and services, and if you can’t clear up rights-of-way and easements, and if can’t lay broadband fiber while you’re laying down pavement, then you can’t have economic development. In this regard, she pointed out former State Representative Dan Silva in the audience, who was a Roundtable participant on behalf of Associated General Contractors of New Mexico, saying that he was the first legislative leader to really “lean into” the importance of roads to the economy.

**We can match other states in the incentives, investment strategies and other supports that help grow the economy, including working well with cities and counties through the Local Economic Development Act (LEDA). If you “marry” your public investments together with private investments, “there’s nothing you cannot do.”**

**- Governor Michelle Lujan Grisham**

The Governor touted the state’s natural resources, suggesting that no other state has the collection of resources we do; “we need to say this louder!” We have tremendous natural gas reserves, and we can lead the world in making it the cleanest process. No one, for example, has the ocean of brackish water beneath us that we do, which means we can actually become a leader in hydrogen production and technology. “New Mexico is the only place in the world that’s figuring out how to do water in a way that treats it both as the resource it is, and also protects it.” Hydrogen will hold the key to manufacturing and to decarbonizing our transportation corridors, and New Mexico can be a center of energy innovation. The Governor owned up to being an

“environmentalist,” but insisted that it’s not wrong to look at all of our resources and options and to carve out a pathway from “here” to “there.”

Affirming her belief in the work being done in Santa Teresa at the border with Mexico, the Governor said she strongly supports the increase in foreign direct investment in the state. She emphasized the importance of solar energy, saying that we can now get our “green electrons” and that will generate a \$20.5 billion set of outcomes from our investments. She stressed that we do have competitive advantages over our neighboring states, so we should capitalize on them.

The Governor closed by saying that the Gallup/McKinley County vision is “fantastic”, and that the groundwork being laid and the comprehensive approach are ahead of many other communities that are just getting their arms around what they want to do for the future. “You are to be recognized and applauded for that work. ... Stay the course, and I have no doubt that what you’re planning and working on today is going to result in thousands of jobs and exponential returns on your investments.”

# Conclusion

## Key Takeaways & Next Steps

This year’s Economic Roundtable appeared to achieve its objective of educating McKinley County partners and stakeholders on the potential for the Greater Gallup region to capitalize on its transportation, logistics and locational assets by establishing an “inland port” as a logistics hub on the I-40/BNSF corridor. Feedback from the participant surveys was generally very positive, with many comments about the quality and depth of the information shared by the expert presenters.

A post-conference consultation was co-facilitated by the Greater Gallup EDC and the County’s new Inland Port consultants, Jeff Sweeney of Martin Associates and Joshua Nelson of Hatch Consultants, providing an open-ended discussion with about 15 of the participants. As a result of the Roundtable presentations themselves, combined with the valuable information exchanged in the post-conference, the Inland Port initiative will be proceeding forward on a strong footing and with the highest quality of professional planning and development assistance.

The consultants will conduct site visits approximately every two months, beginning this Spring and including a follow-up Roundtable that will take place in Gallup in June 2024.



***Patty Lundstrom, Executive Director of the Greater Gallup EDC, presented how all the “pieces of the big puzzle” – in a word, the initiatives and projects GGEDC has advanced since 2012 – have laid a compelling foundation for planning and developing a regional inland port for Gallup and McKinley County.***

# Appendices<sup>†</sup>

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