

GREATER

GALLUP

MOVING FORWARD



GGEDC SUMMARY REPORT | 2012-2015

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President's Letter

LAYING THE FOUNDATION



TOMMY HAWS

President, GGEDC Board of Directors
Senior Vice President, Pinnacle Bank

Through strategic and conducive engagement, GGEDC has established a strong alliance with the City of Gallup and McKinley County. While other local governments both nationally and across the state are eliminating funds for economic development, the City of Gallup and McKinley County have recognized that investing in economic development is imperative if we are to be positioned for current and future growth. These investments have allowed the GGEDC to foster new business growth while expanding our local capacity for economic sustainability. Such initiatives include the launch of a business retention and expansion program as well as formation of the GGEDC Advisory Committee. The model calling for a public-private partnership for economic development has proven to be the right combination for success.

It is with great pleasure we present our Summary Report, culminating a successful four-year effort to attract business to Gallup-McKinley County.

The success of GGEDC to capitalize on available opportunity while building long term capacity is due in large part to an ability to manage change.

Economic development is a science driven by data. Successful EDO's must have the ability to change rapidly in response to external pressures - political, economic, technological, social, cultural, and demographic.

Our Board of Directors boasts collective business and professional experience that exceed a combined 250 years of running businesses, finance, law and other areas of expertise. Such experience positions us well to be able to navigate change and adapt to new economic realities.

Under the leadership of Executive Director Patty Lundstrom, GGEDC developed and implemented an economic development plan with capacity to recognize change and respond proactively.

With economic development it is important to recognize how and where people are accessing information. Initial site selection is primarily done online and investments such as the GGEDC website provide Gallup with a considerable competitive advantage. Before we were organized to become the GGEDC, Gallup and McKinley County were not "on the map" for site selectors and other potential investors in our local economy. Now with a cutting edge website, data and resources are available to give companies and other interested parties the tools they need to investigate the area. We have started to see that the world is finding us.

The launch of the GGEDC Advisory Committee has been very successful, providing the organization with new partners and an expanded pool of resources strengthening the ability to achieve business growth and job creation.

Successful execution of the economic development program developed by GGEDC has changed for the better the local business climate. Engagement with our economic base employers will maintain the base. Outreach and support for new and existing businesses will diversify the base.

The Gallup Energy Logistics Park remains a tremendous opportunity to change and strengthen the economic competitiveness of Gallup-McKinley County. Leveraging transportation assets for job creation remains a primary goal for GGEDC.

On going changes in the Transportation and Logistics industry provides Gallup-McKinley County with new opportunity and GGEDC is poised to capitalize.

Recognizing the importance of the mission and the need for results, GGEDC has changed the local approach to economic development, moving from adhoc to strategic strategies, rejecting silo work in favor of partnerships, and providing a foundation for long-term success. But foundations were meant to be built upon, not seen as finished projects - we have much more work to do. However, now that the foundations are in place, we are poised to build upon them for a better community today and brighter future for our families in the days and years to come.

Sincerely,

Tommy Haws

Tommy Haws, President
GGEDC Board of Directors

Organizational Overview

Greater Gallup Economic Development Corporation (GGEDC) is an economic development organization characterized by strong board and executive management, guided by the code of ethics of the International Economic Development Council (IEDC) and with professional staff possessing the necessary education, experience, skills sets and networks to deliver effective and efficient economic development services to the City of Gallup and surrounding area.

ECONOMIC DEVELOPMENT: A PUBLIC/PRIVATE PARTNERSHIP

The overall approach for the provision of economic development services is based on the philosophy of a public/private partnership. GGEDC seeks a long-term shared commitment to achieve common goals related to new job growth and enhanced tax revenue generation by implementing a customized economic development program consisting of a two-prong approach focusing on: 1) business attraction and 2) business recruitment and expansion.

Business attraction is to encapsulate efforts to diversify and grow the local economy by recruiting new economic-based businesses into sectors of the economy representing the highest potential for long-term growth. Business attraction is based on promotion of the competitive strengths of Gallup, NM.

Business recruitment and expansion represents efforts to grow and strengthen the local economy by implementing a business retention and expansion program that will engage local existing economic base businesses to provide critical business support to ensure long term business viability and competitiveness. Engagement will subsequently provide GGEDC with critical leads to undertake targeted recruitment resulting in new complimentary business and expanded industry clusters.

MISSION STATEMENT

It is the mission of the GGEDC 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.

VISION

- 1 To increase economic base job opportunities and increase per capita income in Gallup-McKinley County to reach parity with the state.
- 2 To strengthen the capacity of the people of Gallup-McKinley County to compete in the global economy.
- 3 To develop and improve Gallup-McKinley County's infrastructure to make the region economically competitive.
- 4 To develop GGEDC into a professional and premier economic development organization in the state of New Mexico.

VALUES

- 1 GREAT STAFF
GGEDC staff members are our most valued asset.
- 2 GREAT SERVICE
Our overall guiding principal is to provide exceptional customer service.
- 3 ETHICS
Adherence to the Code of Ethics of the International Economic Development Council.
- 4 DIVERSE
GGEDC is results-oriented, innovative, and driven in our activities.
- 5 COLLABORATION
We create collaborative partnerships through mutually beneficial relationships with stakeholders.

RECRUITMENT PLAN

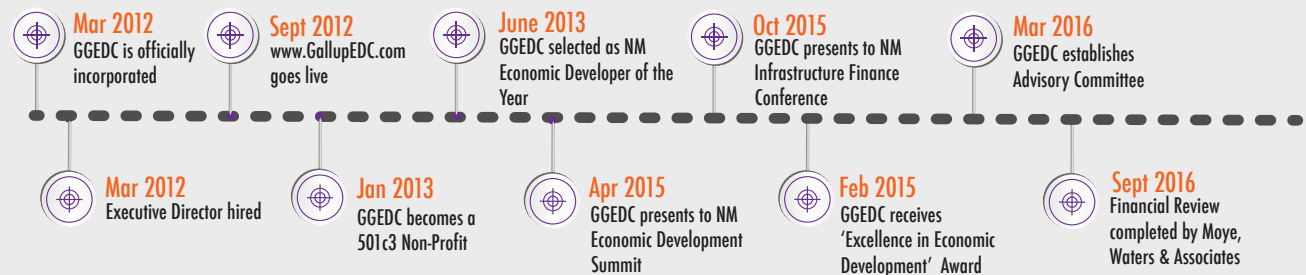
RECRUITMENT & ATTRACTION



RETENTION & EXPANSION



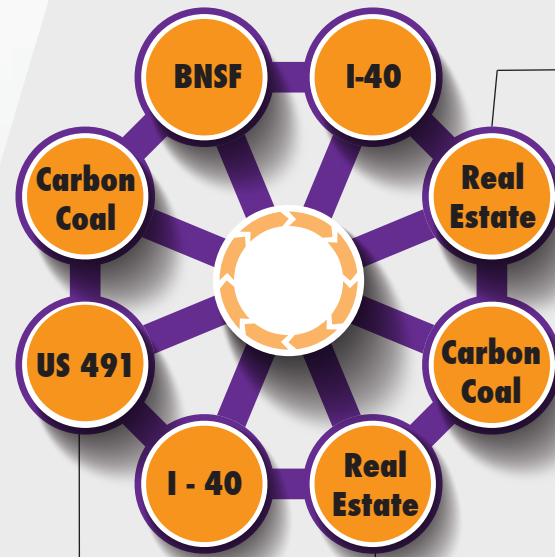
ORGANIZATIONAL MILESTONES



Infrastructure Development

STRENGTHEN OUR ASSETS

Asset-based economic development is a strategy for sustainable economic growth, as it builds upon the community's existing assets. GGEDC has put forth an asset-based economic development plan which seeks to recruit and attract economic base employers by leveraging proximity and access to transportation assets including US Hwy 491, US Interstate I-40, and the TransCon rail line of BNSF Railway.



US Hwy 491

2014 | NM Governor Susana Martinez announced funding in the amount of \$78 million for the completion of the US Hwy 491 corridor.

Presenting at a total of 6 meetings of the NM State Transportation Commission including hosting 3 breakfast workshops, GGEDC outlined the economic opportunities associated with US Hwy 491.

"We followed the Commission all over the state talking about US Hwy 491 because there are real opportunities for job creation in McKinley County associated with its completion," noted GGEDC Board President Tommy Haws.

SWA Industrial Park

2014 | The SWA Industrial Park, located in Thoreau, NM, represents 320-acres with logistics, warehouse and distribution as its primary focus.

GGEDC redevelopment efforts included completion a Phase I Environmental Site Assessment in addition to a preliminary site master plan.

Next steps involve development of market analysis and feasibility study. Long term prospects are good and lend itself well to support existing industry cluster.

Gallup Energy Logistics Park

2013 | Gallup Land Partners, LLC announced plans to build the first integrated Energy Logistics Park in the State of New Mexico, to be located 5 miles northwest of Gallup, NM.

The Gallup Energy Logistics Park is a 2,000-acre master-planned business park connected to the BNSF Railway TransCon Line.

Accessible through US Hwy 491, the Gallup Energy Logistics Park is 8 miles from Interstate I-40. Carbon Coal Road, north of the City of Gallup, will connect the park to US Hwy 491, allowing park traffic to bypass the city of Gallup providing further transportation efficiencies.

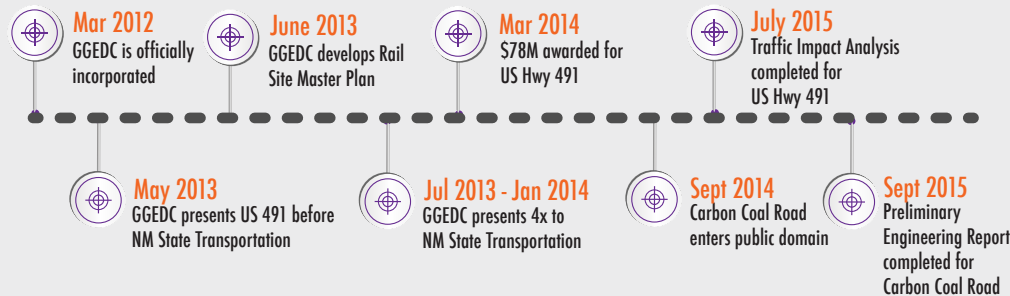
Carbon Coal Road

2014 | Carbon Coal Road, the primary transportation corridor for the Energy Logistics Park, was approved for public road status from the McKinley County Board of Commissioners. Designation of public road status for Carbon Coal Road will allow GGEDC to pursue federal and state transportation funding.

2015 | The Preliminary Engineering Report was completed for Carbon Coal Road, paving way for preliminary design and engineering to begin.



INFRASTRUCTURE MILESTONES



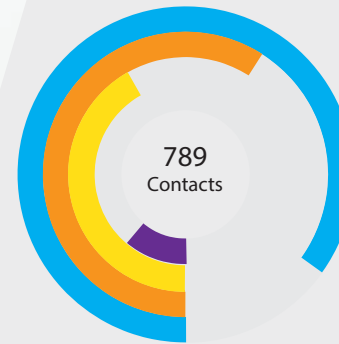
Business Attraction & Recruitment

ATTRACT NEW INDUSTRIES

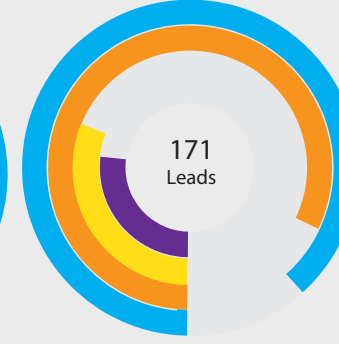
Business Attraction & Recruitment is a core program for GGEDC. Business attraction is to encapsulate efforts to diversify and grow the local economy by recruiting new economic-based businesses into sectors of the economy representing the highest potential for long-term growth. Business attraction is based on promotion of the competitive strengths of Gallup, NM.



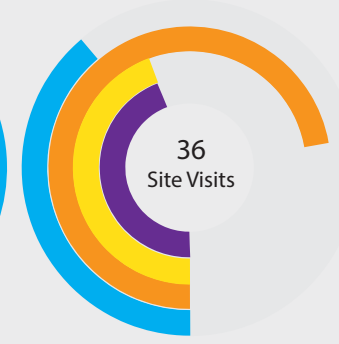
RECRUITMENT ANALYTICS



GGEDC completes Business Recruitment Study 2012 | GGEDC undertook development of a Target Industry Study through grant funding received in September 2012.



The report developed a list of industries having a moderate-to-strong likelihood of containing companies which might be interested in relocating to Gallup-McKinley County.



5 "Best Fit" Industries for Recruitment:

- Industrial Machinery
- Oil/Gas/Mining Equip. & Svcs.
- Plastic Products
- Value-added Food Processing
- Warehouse/Distribution

Trade Shows / Recruitment Missions

GGEDC aggressively pursued "best-fit" industries through participation in Recruitment Missions and Trade Shows arranged by the NM Partnership.

- 2013** | The Calgary Oil & Gas Show
- 2014** | NM Independent Petroleum Association
- 2015** | Breakbulk Americas
- 2015** | San Juan Oil & Gas Conference
- 2016** | Foreign Direct Investment
- 2016** | SelectUSA Investment Summit

Fact-finding Missions

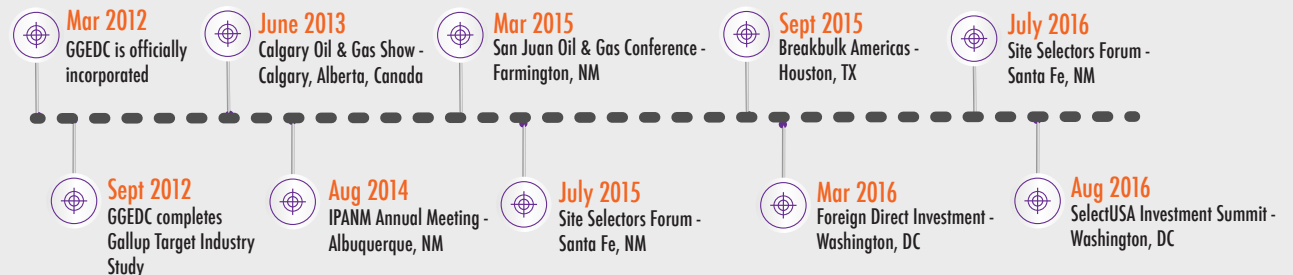
- 2014** | Santa Teresa Industrial Park - Sunland Park, NM
- 2014** | Alliance Global Logistics Hub - Ft. Worth, TX
- 2015** | Levelland / Sweetwater Industrial Park- Levelland, TX

Site Selector Briefings

GGEDC has set out to directly engage national corporate site selector firms. To date, 9 firms have been briefed on Gallup-McKinley County.

- 2015** | Site Selectors Forum
 - CRESA
 - Clark Street Associates
 - Foote Consulting Group
 - CrossCountry Consulting
- 2016** | Site Selectors Forum
 - Ernst & Young, LLP
 - Austin Company
 - Duff & Phelps, LLC
 - CBRE Consulting
 - Newmark Grubb Knight Frank

RECRUITMENT MILESTONES



Business Retention & Expansion

BUSINESS CHAMPIONS

Business Retention and Expansion (BRE) is a core program for GGEDC. A formal BRE program identifies the hurdles and challenges facing local businesses and provides assistance to address those issues.

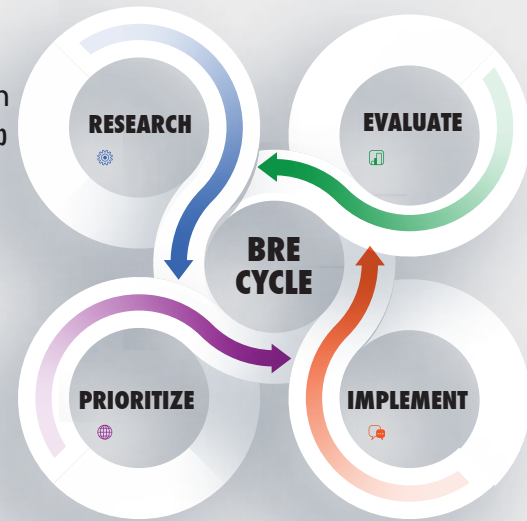
The BRE program provides invaluable data and intelligence to strategically attract new companies and foster the creation of new businesses. The efforts of GGEDC focus on providing assistance with issues that could force a company to fail and subsequently close, and to prevent companies from relocating to a new community.

Step 1 - Research

- Organize Leadership Team
- Finalize Interview Guide
- Survey Businesses

Step 2 - Prioritize

- Tabulate Data
- Analyze Surveys
- ID Warning Flags



Step 4 - Evaluate

- Project Review
- Summary Report

Step 3 - Implement

- Design Priority Projects
- Provide Assistance

Visitation & Surveying

2015-16 | GGEDC surveyed top economic base employers::

- Bio-Pappel McKinley
- Continental Divide Electric Cooperative
- Kinder Morgan
- Peabody Energy
- Rehoboth McKinley Christian Hospital
- Sacred Wind Communications
- Tristate Generation
- Western Refining

Recognition Luncheon

2015-16 | The first of its kind in McKinley County, business recognition luncheons hosted by GGEDC recognizes and celebrates the economic base employers in McKinley County that have had the largest impact in the region.

The current top 10 employers list over 1,800 full time employees and also use the services of over 750 contractors to help in their businesses.

ExecutivePulse CRM

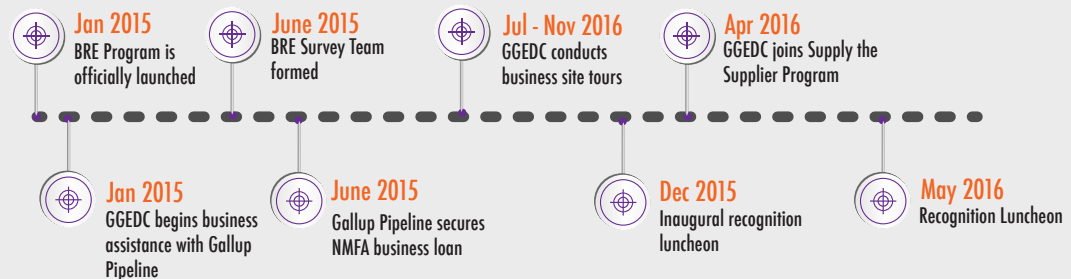
2016 | Executive Pulse provides a shared platform to track business outreach in McKinley County.

GGEDC purchased the Customer Relationship Management program, in partnership with Gallup BID and the NWNMCOG.

Identification of opportunities for expansion, enhanced data analytics and reporting, and elimination of duplication of services are among many benefits to be derived.



BRE PROGRAM MILESTONES



Marketing

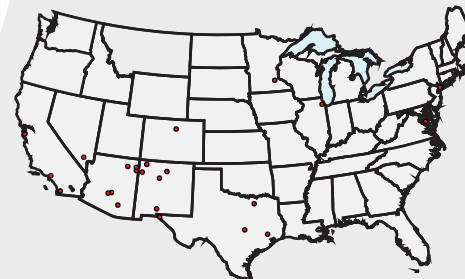
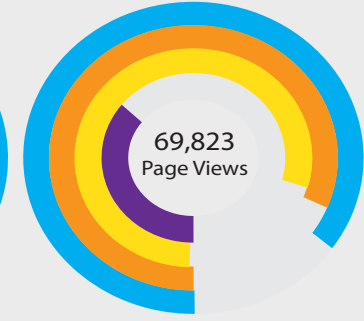
DIGITAL GATEWAY

98% of Site Selection Recruitment Happens Online

Any economic development organization without an effective Web presence gets bypassed without even knowing it lost its chance. GallupEDC.com gives us a competitive advantage and keeps Gallup-McKinley County on the list of locations for business investment.

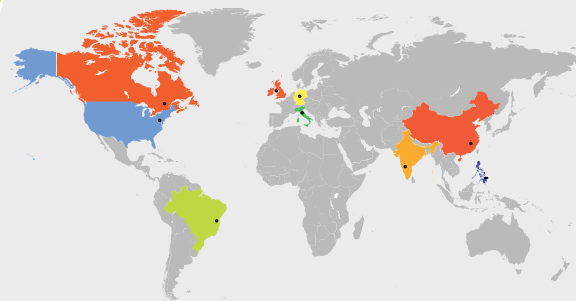
The GGEDC website has generated year-over-year increases in user traffic quietly resulting in the website being ranked #1 out of 480,000 competing pages based on Google Analytics.

WEBSITE TRAFFIC ANALYTICS



DOMESTIC LOCATIONS USING GALLUPEDC.COM

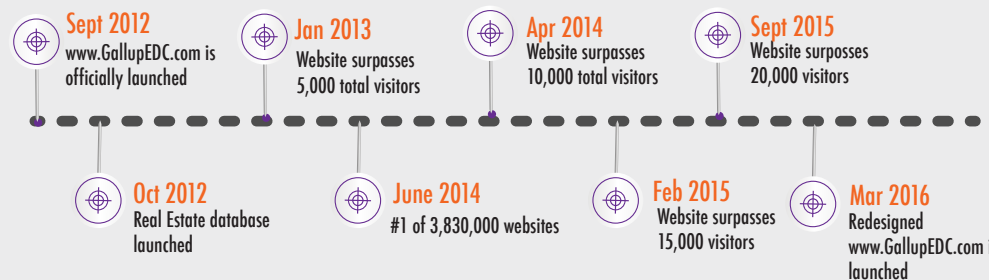
- | | | |
|----------------------|-----------------------|---------------------|
| 1. Albuquerque, NM | 11. Dallas, TX | 20. Tucson, AZ |
| 2. Gallup, NM | 12. Washington, DC | 21. Las Cruces, NM |
| 4. Phoenix, AZ | 13. Houston, TX | 22. Chinle, AZ |
| 5. Santa Fe, NM | 14. El Paso, TX | 23. Austin, TX |
| 6. Paradise, NV | 15. Farmington, NM | 24. San Diego, CA |
| 7. Denver, CO | 16. Window Rock, AZ | 25. Minneapolis, MN |
| 8. New York, NY | 17. San Francisco, CA | |
| 9. Los Angeles, CA | 18. Chicago, IL | |
| 10. Ft. Defiance, AZ | 19. Tempe, AZ | |



INTERNATIONAL LOCATIONS USING GALLUPEDC.COM

- | | | |
|-------------------|------------|----------------|
| 1. United States | 5. Canada | 8. Philippines |
| 3. United Kingdom | 6. India | 9. Italy |
| 4. Brazil | 7. Germany | 10. China |

WEBSITE MILESTONES



Website Strategic Features

What makes the GGEDC website unique:

- Interactive data on 16 communities
- Compare local communities vs. national
- Customizable & exportable reports
- Largest local real estate commercial database
- Comprehensive business resource & incentive directory



Stakeholder Engagement

BUILDING CAPACITY

The resilience of the Gallup-McKinley County economy is dependent on a strong foundation. Building a movement, a supportive and enabling policy environment and increasing the capacity of organizational actors are essential elements to strengthening the local economy

Benefits of capacity building include improved leadership abilities, improved organizational structures, increased and improved citizen participation, greater community/organizational self-reliance, and in general stronger community-based organizations at the local level which are more successful in addressing local concerns.



Gallup Executive Directors Alliance (GEDA)

2012 | GGEDC formed a core partnership to align community efforts:

- City of Gallup
- Gallup Business Improvement District
- Gallup-McKinley Chamber of Commerce
- Gallup-McKinley County Schools
- GGEDC
- McKinley County
- Northwest New Mexico Council of Governments
- Rehoboth-McKinley Christian Hospital

Energizing the Workforce

2012 | Energizing the Workforce is an innovative initiative, solidified in a MOU between GGEDC, UNM-Gallup, and NM Associated General Contractors (AGC), to focus efforts and resources to prepare workers for careers in Gallup-McKinley County's highest-priority fields such as energy, transportation, and health.

Key components of the MOU include:

- "Serve as the link between higher education and the workforce and economic needs vital to Gallup-McKinley County."
- "Provide leadership in defining and advocating workforce development initiatives."
- "Partner with the private sector to develop an

Economic Roundtables

2014 | A primary activity for the Economic Roundtable is the collective development and coordination of strategies that will contribute to a robust economy supporting a desirable quality of life for residents of Gallup-McKinley County. Topic areas include:

- 'Economic Development in New Mexico'
- 'Economic Development in McKinley County'
- 'True Cost of Debt'
- 'Downtown, Tourism and Energy'

Economic Development Training for Local Leadership

2015 | Nationally recognized certified economic developers (CEd) delivered two and a half days of curriculum outlining economic development 101 including overview of business attraction and retention.

Results:

Over 45 participants including various city, county, and tribal officials completed course.

GEDA Economic Development Committee

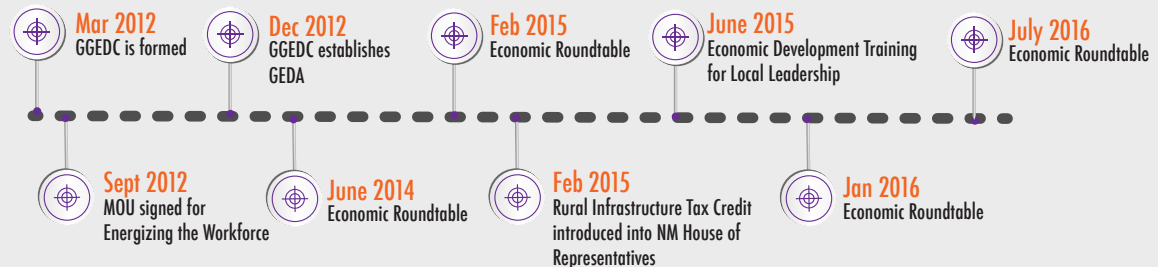
2015 | GEDA subcommittee with legislative and policy focus to provide initiatives to reduce barriers for economic development. Members:

- Gallup Business Improvement District
- Gallup-McKinley Chamber of Commerce
- GGEDC
- Northwest New Mexico Council of Governments

Results:

- Rural Infrastructure Tax Credit
- Scenic Byways to NMTD

CAPACITY MILESTONES



NEW OPPORTUNITIES

CREATING OPPORTUNITY

In addition to Business Attraction and Retention, GGEDC aggressively pursues all avenues of growth for new and existing businesses, and to maximize employment opportunities, tax base, and quality of life.

Gallup Regional Broadband

2014 | Recognizing the importance of broadband in a new economy, GGEDC has engaged partners to tackle issues of redundancy, availability, and affordability.

The Gallup Regional Broadband group brings together private, public, and tribal stakeholders to champion the expansion of broadband for economic development efforts.

Extension of broadband to the Gallup Energy Logistics Park remains a GGEDC priority.

Medical Health Research Cluster

2015 | Medical research, treatment and light manufacturing is a target cluster for economic development in the greater Gallup area. The medical research side of the cluster will build upon existing medical institutions, community of health professionals, concentration of patients, and ties with great research institutions and laboratories located outside the community.

Research would focus on battling epidemics of liver, kidney and renal failure, along with high rates of diabetes.

Rural Infrastructure Tax Credit

The economic development committee of the Gallup Executive Directors Alliance (GEDA) tasked themselves with addressing barriers impeding economic development in McKinley County.

The lack of available commercial warehouse space resulted in the Rural Infrastructure Tax Credit, an incentive for warehouse construction in rural New Mexico.

2015 | Introduced as HB by Rep. James Strickler.

2015 | Secured endorsement from the NM Jobs Council and the NM legislative Rural and Economic Development Committee.

Truck Stop SuperCenter

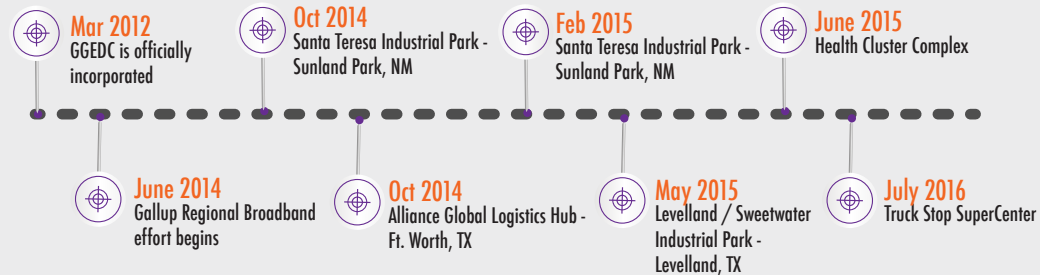
2016 | Gallup, NM stands to benefit from recent changes in federal regulations impacting the transportation industry.

With partners, GGEDC has embarked on analysis and feasibility of establishing Gallup, NM as a truck stop supercenter serving as a logistics hub for the movement of freight cargo along Interstate I-40. GGEDC has undertaken extensive local research including surveys and traffic pattern analysis.

A preliminary report is currently being developed by NMDOT and will be presented in Oct. 2016.



OPPORTUNITY MILESTONES



Financials

RESOURCE MANAGEMENT

	FY12-13	FY13-14	FY14-15	FY15-16
Personnel	\$129,906	\$139,960	\$148,165	\$166,956
Travel	\$18,335	\$8,239	\$15,111	\$11,664
Office	\$29,596	\$27,935	\$24,836	\$40,017
Facility	\$17,142	\$20,268	\$23,696	\$18,215
Professional	\$32,940	\$23,574	\$39,395	\$30,708
Total Expenses	\$227,921	\$219,997	\$251,205	\$267,561
Revenues	\$261,000	\$287,502	\$308,913	\$308,763

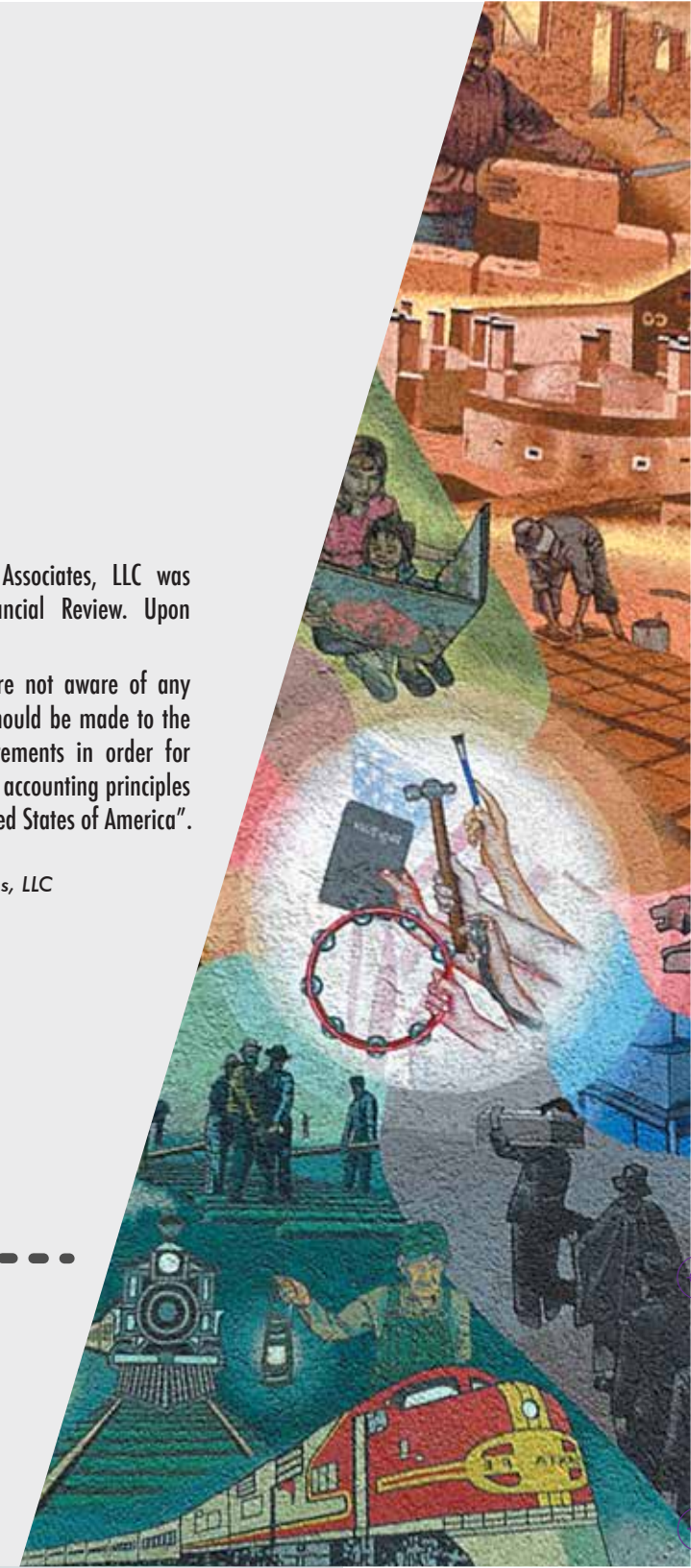
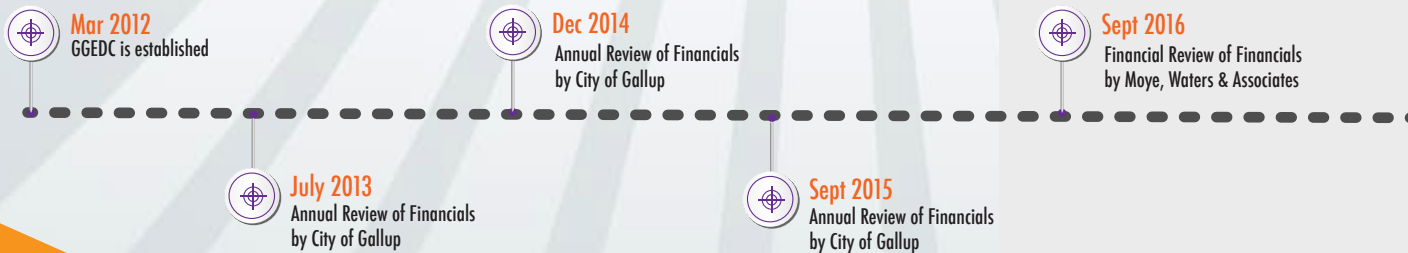
Financial Review

2016 | Moye, Waters and Associates, LLC was retained to conduct a Financial Review. Upon completion, the report stated:

"Based on our review, we are not aware of any material modifications that should be made to the accompanying financial requirements in order for them to be in conformity with accounting principles generally accepted in the United States of America".

Ollie D. Waters, CPA, CMA
 Moye, Waters and Associates, LLC
 Albuquerque, NM 87108
 September 1, 2016

FINANCIAL MILESTONES



Board of Directors

The GGEDC Board of Directors possesses over 250 years of collective business experience, providing to the organization:

- Direction - Guard the mission of the organization and, through guidelines, steers it in the right direction.
- Oversight - Monitoring the activities, the health, and the ethical behavior in the organization.
- Resources - Ensuring that the organization is well-equipped to fulfill its mission - adequate finances, capable staff, and esteemed reputation.



Tommy Haws*
Senior Vice President
Pinnacle Bank



Rick Murphy*
President
Murphy Builders, Inc



Patrick Mason*
Attorney
Mason & Isaacson Law Firm



Joe Mesich*
President
Advanced Technical Services



Kent Wilson
President
Four Corners Welding



Yogash Kumar, Ex-Officio
City Councillor
City of Gallup



Jackie McKinney, Ex-Officio
Mayor
City of Gallup



Tony Tanner, Ex-Officio
Commissoner
McKinley County

* Board Officer

Staff

GGEDC Executive Director is responsible for day-to-day operations including:

- Programs and Administration - hires staff and delegates operational responsibility to them.
- Strategic and Operational Plans - Engages strategic planning with board involvement.
- Financial Management - Prepares the annual budget and provides the board with regular financial statements.
- Fundraising - Acts as the organization's main representative with major funders.
- Board Development - Support the board in meetings, orientation, and retreat preparations.



Patricia Lundstrom
Executive Director



Michael Sage
Deputy Director



Melody Natewa
Administrative Assistant

Advisory Committee

The GGEDC Advisory Committee, formed in 2015 to give advice and support to the organization's governing board, is a volunteer group without any

- Burlington Northern Santa Fe (BNSF) Railway

Ean Johnson,
Regional Manager
for Economic
Development

- Continental Divide Electric Cooperative

Robert Castillo,
CEO

- Gallup Land Partners

Jake Bracken,
General Manager

legal or formal decision making authority. The GGEDC Advisory Committee provides counsel in key areas of expertise.



Testimonials

TRUE PARTNERS

Partnerships for economic development are critical because they are effective. With a partnership we bring together different skills. In economic development lots of skills are necessary but no single skill is sufficient. With a partnership we begin to multiply creativity. As we add partners we increase the opportunity for a greater number of creative responses to the particular challenge.



Barbara Brazil, Interim Cabinet Secretary, NM Economic Development Department

"Local partners like GGEDC are a tremendous asset to the state's economic development efforts, especially in our rural communities. Since its founding in March 2012, GGEDC has worked to improve the economic competitiveness of Gallup-McKinley County and continues to provide economic opportunity for the residents of the area."

Ean Johnson, Regional Manager for Economic Development, BNSF Railway

"BNSF Railway is proud to be a member of GGEDC. Patty and Michael run a first-rate economic development organization that has done a lot to assist our economic development team in understanding the Gallup regional economy and the economics of the state of New Mexico."

Jake Bracken, General Manager, Gallup Land Partners

"Since 2013, I have relied on the opinion and efforts made by the GGEDC to help with our development of the Gallup Energy Logistics Park. The professional drive and character of GGEDC form the basis for my confidence in the relationship. They have played a key roll in helping us with business and prattraction, navigating the state and local regulatory landscape, and assistance with additional development projects. In closing I would like to thank those who helped make the GGEDC into the success it is today. I have full confidence in the GGEDC as we continue to work together to maximize the economic success of Gallup and the surrounding area."

Robert Castillo, Chief Executive Officer, Continental Divide Electric Cooperative

"It's encouraging and exciting to see the GGEDC so committed to developing and implementing a sustainable economic development strategy that is moving the community forward. As an advisory member, it's great to actively participate as GGEDC strategically utilizes the area's resources and assets to compete for new business and industry, and takes significant steps toward transforming Gallup and surrounding areas into an attractive destination."

Deane Foote, Principal, Foote Consulting Group

"Foote Consulting Group (FCG) has worked in the Gallup area on a number of occasions, including on a site selection assignment. The Greater Gallup Economic Development Corporation (GGEDC) has been very helpful in all of our activities. They have provided necessary data, contacts and information critical to many aspects of our work. In addition, Patty Lundstrom was awarded the Economic Developer of the Year for Small City from our Site Selectors Guild (SSG) in 2015. Thank-you for your valuable assistance!"

Executive Director's Letter

MANAGING FOR SUCCESS



PATTY LUNDSTROM

Founding Executive Director,
Greater Gallup Economic Development
Corporation

In laying the foundation for a viable and competitive economy, GGEDC has implemented an economic development program which seeks to leverage our proximity and access to state and national transportation assets such as US Hwy 491, US Interstate I-40, and the Burlington Northern Santa Fe (BNSF) TransCon Line. For economic development, to be successful in business recruitment and attraction, a location must have a strategic difference. For Gallup, our transportation assets is the strategic difference and creates our competitive advantage.

In recognizing economic development as a courting process, our product in this process is our community, Gallup-McKinley County, NM. GGEDC's economic development program designed to showcase the product whether it be at industry trade shows, recruitment missions, or business site visits has proven successful.

Economic planning completed during the previous contract period provides the roadmap for GGEDC to meet stakeholder expectations. Metrics for tracking and demonstrating success have been established. Recognizing the importance of the mission, it is central for GGEDC to set benchmarks. If you can't measure it you can't manage it.

Success in economic development is about doing the right thing. Doing things the right way is about leadership and leadership is managing and exceeding expectations. It is my philosophy as the Executive Director, events such as our Economic Roundtables provide opportunities to understand public expectations.

I also manage expectations to prevent unrealistic expectations from taking hold as the more expectations you have the more disappointed you will be. GGEDC engages to understand expectations and educates to bring about consensus support.

Managing Expectations

• Managing expectations is about eliminating the gap between what is expected and what happens:



Promise only what you can deliver. Deliver more than promised has been the staff motto.

Things are getting better as GGEDC works tirelessly to improve the product - the community. The things we are doing help. Ensuring the community derives maximize benefit will require GGEDC to continue expanding our partnerships and networks.

Going forward, GGEDC will maintain focus and discipline. All opportunities will continue to be explored while simultaneously advancing strategic projects. With the program in place, partnerships established, and infrastructure readied, GGEDC has positioned Gallup-McKinley County for economic success and growth.

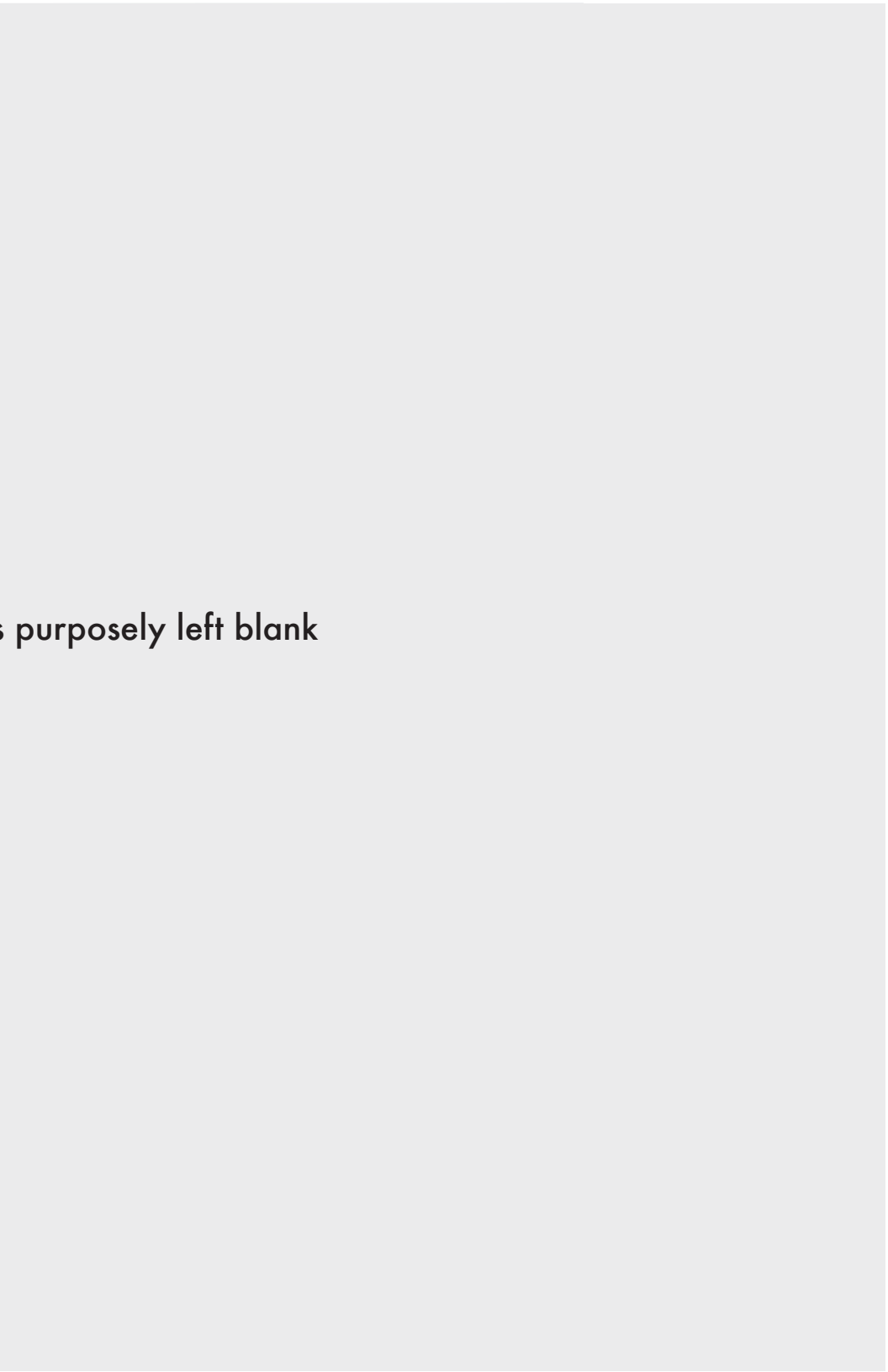
Sincerely,

Patty Lundstrom

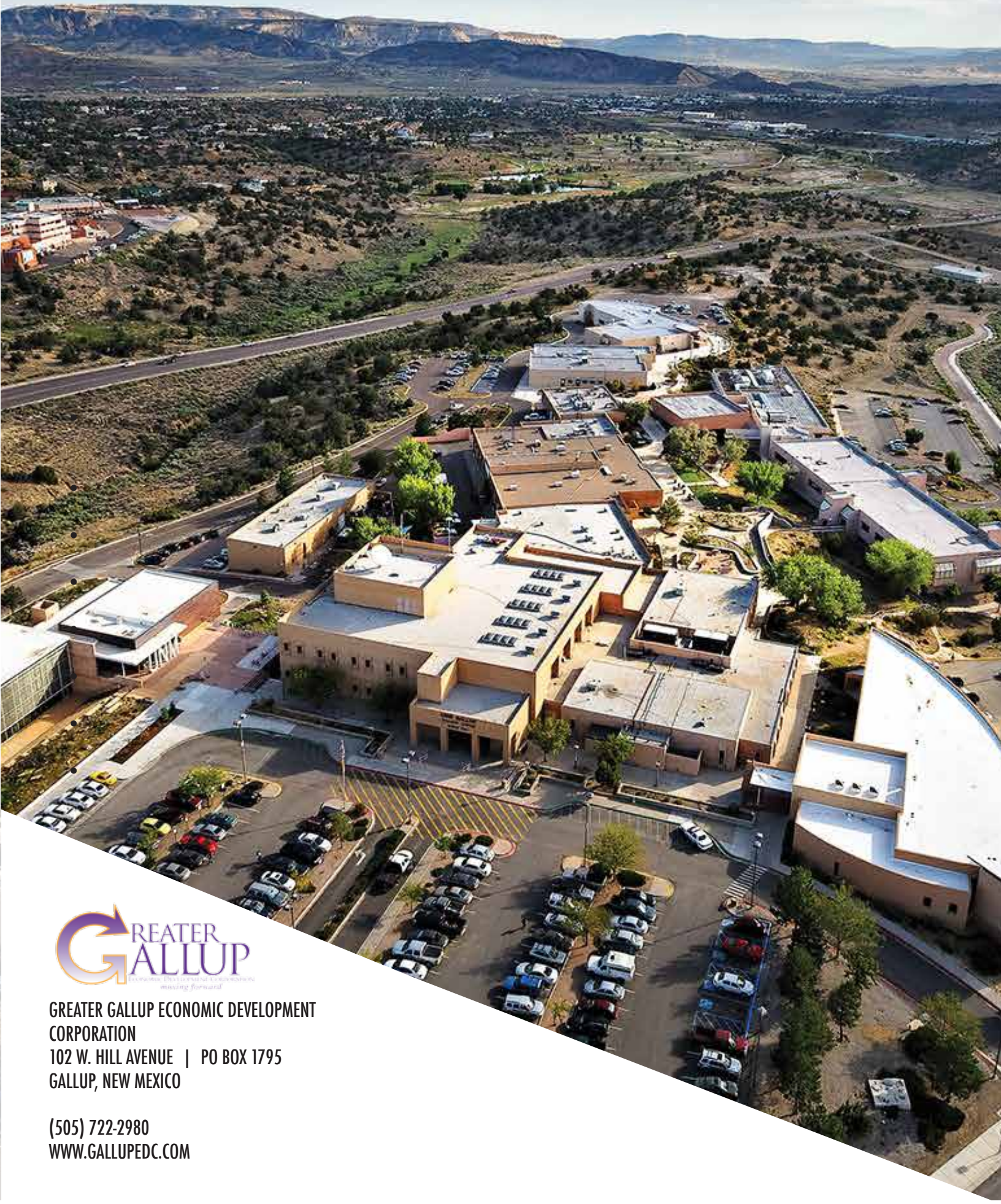
Patty Lundstrom, Executive Director



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