

GGEDC Business Retention & Expansion Outreach Program



2021 Report



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BRE Promotes Economic Development Opportunities

“An effective business retention and expansion program also benefits business recruitment efforts because existing businesses are the most credible sources for determining whether a locality or region is a good place to operate. A community’s reputation as a place to do business is greatly enhanced when it operates an effective BRE program that helps existing companies stay, grow, and prosper in the community. This positive message about the community’s commitment to assist local companies can be used to attract new businesses. In pursuing a BRE strategy, an economic development organization will use many of the same tools and techniques used in business recruitment and new business development programs.

These include:

- ✓ **Marketing;**
- ✓ **Assistance with land and buildings;**
- ✓ **Infrastructure;**
- ✓ **Financial assistance, such as linking companies with available resources of capital**
- ✓ **Development of a competent workforce through training and retraining;**
- ✓ **Technical assistance and assessments;**
- ✓ **Availability of technology resources;**
- ✓ **Export assistance;**
- ✓ **Assistance with ways to reduce energy costs and comply with environmental laws and regulations;**
- ✓ **Assistance with permitting and licensing; and**
- ✓ **Various forms of tax and non-tax incentives.**

Source: IEDC, *Business Retention & Expansion Manual*, 2016

Business Retention & Expansion Program Overview

Since 2013, GGEDC's Business Retention & Expansion (BRE) Outreach Program has played a critically role in fulfilling GGEDC's organizational mission "to drive economic growth through building on local assets and strategic partnering to target attraction, retention and expansion of industrial employers that provide economic-base jobs in the Gallup-McKinley area". In addition to building and maintaining strong personal relationships with key staff across 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 challenges before they become dire.

The power of the relationships developed over time through face-to-face on-site interviews are exemplified in GGEDC's work with Tri-State Generation and Transmission Association, responding to the closure of the Tri-State Escalante Generating Station (EGS) and then working hand-in-hand with Tri-State to effectuate a transition that would help sustain long-term operations at McKinley Paper Company while simultaneously planning for the development and growth of the Prewitt Industrial Park, where EGS and McKinley Paper Company are located. This year, GGEDC received national and international recognition when the International Economic Development Council (IEDC) presented a Gold Level award in the BRE category for its work that helped to sustain McKinley Paper Company and add 25 new jobs. that improved the company's sustainability while adding a substantial number of new jobs (the award is pictured on the cover of this report).

Feedback from multiple economic-base employers over several years through the BRE program also identified the opportunity and need for GGEDC to develop the Greater Gallup Industrial Workforce Program (GGIWP). Since 2019, the GGIWP program has been dedicated to preparing people for jobs with local industrial employers. Those employers played a lead role in structuring the program and developing the curriculum.

Beyond conducting semi-annual surveys and interviews with top management at the major McKinley County economic-base employers, one-on-one meetings with the key employers allow GGEDC to identify opportunities to apply economic development expertise, best practices, and resources that can support the growth and success of those companies. GGEDC helps the companies learn about and avail themselves of State and local incentives, such as the Local Economic Development Assistance (LEDA) and the Job Training Incentives Partnership (JTIP) programs.

In addition, the GGEDC BRE Outreach Program provides opportunities for greater community engagement, networking, and recognition of the companies at annual events, including the BRE Luncheon held in May during IEDC Economic Development Week, and GGEDC's annual Business Night Out held in July.

The 2021 BRE Survey

Between August and December 2021, GGEDC staff completed the FY 2021 annual BRE surveys and outreach program interviews with a total of nine (9) economic-base employers and four (4) public employers. For the 2021 BRE Survey (presented to private employers), GGEDC staff utilized a survey template geared to gathering and addressing:

- Basic company information including current contact information and job numbers;
- Operations-related year-over-year business data for years 2020 & 2021 and a projection of those same data for 2021-2022;
- Information on the companies' facilities and expansion plans, if any;
- The companies' workforce, staffing and training needs;
- The companies' interest in participating in the Greater Gallup Industrial Workforce Program (GGIWP); and
- The companies' assessment of the overall business climate in McKinley County.

This year's survey interviews were presented both in-person and via Zoom video conferences. In each case, companies were encouraged to share specific challenges and opportunities they face within a one-hour meeting. The surveys were emailed to the companies several days in advance of the interviews to give company representatives the opportunity to review the questions and prepare their responses. Several companies completed and returned the surveys to GGEDC in advance of their interviews.

As a matter of GGEDC policy, but also to cultivate and preserve positive working relationships with the companies and their staff, GGEDC promises confidentiality to the companies regarding the specific contents of their survey responses. Data are presented in the aggregate and in any case not presented in a way that could allow any statements to be traced to a specific company. The only exception to this is the annual employment numbers the companies report. Those numbers are posted on the GGEDC website.

GGEDC staff participating in this year's interviews included Michael Sage, Deputy Director, and Bruce Armstrong, Economic Development Manager. Lorraine Ruggles, Region 1 Representative for the New Mexico Economic Development Department (NMEDD) participated in several of the meetings that took place via Zoom. The 2021 BRE Survey instrument is attached as Appendix A.

In addition to surveying the local economic-base employers, the GGEDC BRE Outreach program also reaches out to public sector employers, including local governments and the school districts which also are major local employers. Utilizing a shorter survey, the principal objective of this outreach is to track annual changes in job numbers. The survey also includes questions that seek to elicit causes of job turnovers and s to identify local development opportunities requiring resources.

With the private and public sector BRE surveys in hand, the GGEDC is able to provide an annual report that reflects and analyzes various challenges and opportunities present in the local economy. The 2021 BRE Public Survey instrument is attached as Appendix B.

Survey Participants & Employment Numbers

The List of private sector companies interviewed for this report includes:

- BNSF Railway
- Continental Divide Electric Cooperative
- Kinder Morgan / El Paso Natural Gas
- Sacred Wind Communications
- Peabody Energy: El Segundo Mine
- Rhino Health
- McKinley Paper Company
- Tri-State Generating and Transmission Authority / Escalante Generating Station, and
- Rehoboth McKinley Christian Health Care Services (RMCHCS)

Walmart and Marathon Petroleum elected not to participate in the 2021 BRE Outreach Survey.

| Employment Numbers for Economic-Base Businesses | 2020 | 2021 | Difference |
|--|--------------|--------------|-------------------|
| BNSF Railway | 44 | 44 | 0 |
| Continental Divide Electric Cooperative | 75 | 77 | 2 |
| El Paso Natural Gas | 44 | 44 | 0 |
| McKinley Paper Company | 125 | 150 | 25 |
| Peabody Energy: El Segundo Mine | 227 | 216 | -11 |
| Rehoboth McKinley Christian Hospital | 500 (+/- 30) | 500 (+/-) | 0 |
| Rhino Health | 50 | 53 | 3 |
| Sacred Wind Communications | 50 | 48 | 2 |
| Tri-State Escalante Generating Station | --- | 18 | NA |
| Totals | 1,115 | 1,150 | |

The List of public sector employers surveyed for this report include:

- Gallup McKinley County School District
- McKinley County Government
- The City of Gallup
- Zuni Public School District
- Navajo Technical University

Public sector employers that did not respond to the 2021 survey include the Gallup Indian Medical Center, the BIA Navajo Regional Office, Fire Rock Casino, and the University of New Mexico – Gallup Branch (UNM-G).

| Employment Numbers for Public Sector Employers | 2020 | 2021 | Difference |
|--|--------------|--------------|------------|
| McKinley County Government | 270 | 242 | -28 |
| City of Gallup | 384 | 469 | 85 |
| Gallup McKinley County Schools | 1,608 | 1,575 | -33 |
| Zuni Public School District | 279 | 215 | -64 |
| Navajo Technical University | -- | 314 | NA |
| Totals | 2,541 | 2,815 | |

Primary Themes

Business Development & Operations

Each year, a different picture emerges of the economy and the local industrial sector’s relationship to it. The survey is revised each year to solicit specific information related to dominant economic themes and to GGEDC programs and interests. Last year, the survey sought to gauge how companies were impacted by and responding to the COVID-19 pandemic. This year’s questions were geared to gauge year-over-year changes and projections in relation to several indicators of business performance, including number of orders for goods and services, employment levels, and the companies’ investments in their facilities and equipment. Listed in this section are the Primary Themes, where several companies shared a generalized concern or challenge – and Secondary Themes, consisting of topics or concerns that were identified by only a few companies or just one.

Although COVID-19 no longer remains as the critical variable in this year’s economic calculus, the post-COVID normal emerging in its wake is characterized by wild fluctuations in fossil fuel demand and costs, with rapidly rising gas prices driving an inflationary spike in consumer prices of 6.2% in October. Meanwhile, choked up supply chain-caused shortages and delays throughout the country, coupled with shortages and an immense demand for qualified labor across the board, are driving a new kind of anxiety and uncertainty. Notwithstanding these complex challenges, 7 of the 9 companies surveyed were optimistic that 2022 will be a better year for business than was 2021.

Primary themes that emerged in the BRE surveys and interviews are as follows:

Economic Uncertainty & Change: While COVID-19 and its variants continue to concern McKinley County economic-base employers, local impacts of economic challenges and trends being experienced across the country were prevalent among the responses to the question, “What is keeping you awake at night?” Responses included:

- The challenge to continue working safely in a climate of great uncertainty.
- Uncertainty regarding changing energy perspectives in New Mexico.
- Uncertainty regarding continued COVID-19-related disruptions in the economy.

- Continued challenges in recruiting and retaining the right talent.
- Concerns about the drain of skilled workers from the economy.
- Supply chain challenges and COVID-related absenteeism.

One-third of the companies cited as their top concerns challenges with finding, hiring and maintaining the workforce they need. An equal number of companies cited matters of worker and facility safety; many of which are due to companies being short-staffed and/or to worker absenteeism.

Supply Chain Challenges: Supply chain-related shortages are creating unprecedented and varied challenges. Over half of the companies (4 out of 9) indicated having problems related to supply chains and sourcing materials. Several companies' inability to source and replace critical operations equipment is costing the companies substantial lost revenues. Other companies reported having to juggle operations in response to revolving shortages and to source the raw materials they need for their production. Another lament was that certain critical components are taking up to a year to source. This has made contracting for services especially challenging.

Compounding the supply chain shortages is price uncertainty. Many contractors now are reluctant to give firm cost estimates when bidding jobs or will not guarantee cost estimates or bid amounts beyond 30 days.

Employment & Workforce: Among the private companies, job growth improved during 2021 over the 2020 numbers. Four (4) companies added nearly 60 new positions to their payrolls. Two companies' employment numbers remained the same, while three companies reported reductions from their 2020 numbers. The biggest losses were in mineral extraction (-11). The public sector experienced the largest number of year-over-year job losses (125 total jobs). Looking forward, two-thirds of the private companies anticipate they will add new jobs in 2022 (within a range of 118 to 330 new jobs). Only one company expects a substantial reduction in employment in its McKinley County operations in 2022.

Meeting workforce needs remained a significant challenge for more than half of the private companies (5 out of 9) and for all of the public sector companies (5 of 5). Specific staff skills, certifications and attributes the companies indicated they would like employees to possess on hire include:

Desired Employee Skills, Certifications & Attributes

| | |
|---|---------------------------------|
| • OSHA/Safety (5 of 14 companies desired) | • Climbing Certification |
| • Welding (5 of 14 companies) | • Network/ Engineers (2 / 14) |
| • Electric (3 / 14) | • IT management |
| • Basic Learning Skills (2 /14) | • College Degrees |
| • Mechanical (7 / 14) | • Maintenance (3 / 14) |
| • Machinist (2 / 14) | • Computer Skills (7 / 14) |
| • Instrumentation (3 / 14) | • Heavy Equipment (2 / 14) |
| • Industrial Control Operations | • Bookkeeping |
| • Lab Technicians | • Administrative |
| • CDL (4 / 14) | • Chemistry |
| • Line Worker Certification | • Read/Interpret Plans (2 / 14) |
| • Specialized Crafts (Water/Wastewater | • Follow Directions |
| • Communication Skills – Oral, Written, Reading | • Basic Safety (5/14) |

“Soft skills” the companies seek in their new hires include: basic computation, problem solving, customer service and communication skills. Specific certifications the companies want their employees to have include: MSHA /24-hour, Instrumentation, heavy equipment, electrical journeymen, plumbing journeymen, CDL, OSHA Safety, Telecom, and facility maintenance and management.

Workforce challenges included the continuing need for housing for the workforce. Another challenge is to retain employees with high skills levels. Also, several companies face issues with an aging workforce and have a need to train new employees to replace those who will be retiring over the next several years.

Company Growth (& Decline): Based on business development indicators such as whether the number of orders for goods and services, company production levels, investment in plant and equipment, and company profits increased or declined, the following tables indicate that in general, 2020 was a good year for business. The same indicators in projections for next year indicate a general sense of optimism that 2022 will be a significantly better year. Positive indicator numbers are projected to increase by 62% while the number of indicators expected to decrease remains the same as the 2021 numbers. Note that the aggregated data only supports making a very broad year over year comparison, as a company that experienced increased growth in 2021 may anticipate declining growth next year.

Comparison of year-over-year key business development indicators for McKinley County economic-base employers: 2020 to 2021

| Business Development Indicators | Increased | Remained the Same | Decreased | Not Applicable |
|--|------------------|--------------------------|------------------|-----------------------|
| Orders for goods & services | XXXXX | XX | XX | |
| Level of Production | XXXXX | XX | XX | |
| Investment in plant and equipment | XXXX | X | XXXX | |
| Prices of goods & services | XX | XXXX | XXX | |
| Company profits | XX | XXXXXX | X | |
| Employment Levels | XXX | XXXX | XX | |
| Exports | | X | X | XXXXXXX |
| Totals | 21 | 20 | 15 | |

Comparison of Projected Year-over-Year Business Development Indicators for McKinley County economic-base employers – 2021 to 2022 (Projected)

| Business Development Indicators | Expected to Increase | Expected to Remain the Same | Expected to Decrease | Not Applicable |
|--|-----------------------------|------------------------------------|-----------------------------|-----------------------|
| Orders for goods & services | XXXXXXXX | X | X | |
| Level of Production | XXXXXX | | XXX | |
| Investment in plant and equipment | XXXXX | | XXXX | |
| Employment Levels | XXXXX | XX | XX | |
| Prices of goods & services | XXXXX | X | XXX | |
| Company profits | XXXXX | XX | XX | |
| Exports | X | X | | XXXXXXXX |
| Totals | 34 | 7 | 15 | |

COVID 19 - continuing impacts: In terms of conducting business, the companies did not regard COVID-19 to be a significant problem in 2021. However, several companies incurred substantial debts and/or lost revenues related to essential services they provided throughout the pandemic. Another COVID concern that was mentioned several times was that employees were using COVID as an excuse to take time off the job or use sick leave.

Annual Sales Growth: Over half of the companies (5 of 9) anticipated increased sales growth for the 2022 calendar year (2 companies anticipated growth of 1%-9%, 2 of 10%-24% growth, 25% - 49% growth). Two of the other companies expected no growth and two companies anticipated they would experience continued declines in sales.

Expansions & New Facilities: Five of the nine companies have plans to expand their buildings or other facilities in McKinley County between 2021 and 2023. One is currently seeking Local Economic Development Act (LEDA) funding from the State of NM to support its expansion. Three out of 8 companies indicated they were aware of local financing options that could facilitate their expansion. Another 3 indicated they were unaware of local financing options. The other two stated the question was not applicable to their operations.

Secondary Themes

Workforce, Staffing & Training

Training: The companies generally require 12 weeks of training for a new employee (5 of 9 companies). Training time the companies provide to new employees ranged from 6 hours to 6, depending on the position. All of the companies prefer hands-on to online training, but two companies stated that they employ both approaches.

Challenges the companies stated they face in providing needed training to their employees include finding the time (3 of 8 responses), specific trainings are unavailable in Gallup (1 response), and the challenge to provide training in the midst of the pandemic.

Almost all of the companies (8 out of 9) stated they are aware of vocational training opportunities in the area. Four of seven companies indicated an interested in receiving direct “screened candidate” emails for employment opportunities. Over half of the companies (5 of 8) stated they either would or already participate in on-the-job-training (OJT) opportunities.

Union Activity: One-third of the companies have active unions (3 out of 9); the others have none. For the three companies with active unions, the unions constituted 5%, 25%, and 100% of their respective workforces (not including the officers of the company). Two of the companies with a unionized workforce expressed that the management has a good relationship with the unions.

Workforce Residing in McKinley County: Among all the economic-base employers, the percentage of the workforce that resides in McKinley County ranged from 5% to 100%. In four of the 9 companies over 50% of their workforce lived in the county. In two of the companies less than 10% of their workers reside in the county. Two companies were how many of their employees live in McKinley County.

Absenteeism: The absentee rate was low and not considered a problem for two-thirds of the companies (6 out of 9). Absentee rates ranged from 6% to 10% for the other companies.

Assessment of the Local Business Climate

The chart below indicates company ratings of specific indicators of the general quality of life and the business climate in McKinley County. It shows areas where companies believe the business climate is favorable and those areas where it could use improvement.

Quality of the Local Business Climate

| | Excellent | Good | Fair | Poor | Very Poor | Not Applicable |
|---|-----------|--------|-------|------|-----------|----------------|
| Passenger Air Service | | X | X | XX | X | X |
| • Frequency of Flights | X | XX | | XXXX | | |
| • Direct Flights | X | | XX | XXXX | | |
| • Destinations | X | X | X | XXX | | |
| General Business Climate | | XXXXX | XX | X | X | |
| Cost of Living | XXX | XXX | XX | X | | |
| Legislation (State) | XX | X | XXX | XX | X | |
| Legislation (Local) | XX | X | XXXX | | | XX |
| Permitting Process | | XXX | XXX | X | | |
| Quality of Place | XX | XXX | XXX | X | | |
| Roads | | XX | XXXXX | XX | | |
| Traffic | X | XXXXX | XXX | | | |
| Utility Cost (internet/telecom/Fiber) | | XXXXXX | X | X | | |
| Utility Cost (Power) | | XXXXX | X | XX | | |
| Utility Cost (Water) | | XXXXX | X | XX | | |
| Zoning/Development Services | | X | X | | | XXXX |
| Other (Specify): <u>LEDA Process</u> | | | | X | | |

Yellow boxes indicate the greatest number of responses

Local Champions for Workforce Development

GGIWP Program Participation: Two-thirds of the companies (6 out of 9) indicated they were interested in the possibility of serving on the GGIWP Workforce Board (now called the GGIWP Leadership Team) interest in observing a GGIWP class.

Background & Operations of Firms

Market Research: Half of the companies conduct some form of market research in McKinley County. Research is needed to determine infrastructure needs and capacity and to determine whether and how to expand essential services.

Recommendations

Economic Development Opportunities

Explore opportunities to enhance local supply chains by bringing manufacture and distribution of critical components closer to or in Gallup-McKinley County, especially when developing a new Target Industry Study. Renew outreach to suppliers and consider opportunities to onshore to Gallup and McKinley County components of local economic-base employer's supply chains.

Pursue innovations in addressing the shortage of workers. Consider the opportunity to develop and manage a pool of on-call labor, possibly as a temp agency. While the Greater Gallup Industrial Workforce Program (GGIWP) continues to train workers. The challenge remains to be able to provide a ready supply of workers to local base-economic employers. Greater efforts need to be made to connect GGIWP graduates with opportunities to join the companies interviewed in the 2021 BRE Survey.

Continue to revise GGEDC's Annual BRE Outreach Survey instrument to capture actionable data related to ongoing trends in the local and regional economy. Develop and circulate a supplemental short survey – with no more than 10-questions - to local base-economic employers mid-year between annual surveys. The survey responses will enhance GGEDC's capacity to address opportunities and challenges in real time as they arise.

Continue to review and revise the GGIWP curriculum and provide additional certification opportunities in high-demand fields, such as CDL licenses.

Make a greater effort to connect GGIWP graduates with opportunities in the public sector.

APPENDICES

1. 2021 GGEDC BRE Survey Instrument
2. 2021 GGEDC BRE Public Sector Survey Instrument

**Greater Gallup Economic Development Corporation
Business Retention & Expansion Survey
October 2021**

1. BASIC INFORMATION:

Firm Name: _____ Corporation Name: _____

Addresses: _____

Telephone #s: Office: _____ Cell: _____

Firm's Principal Contact: _____ Title: _____

Email: _____ Website: _____

Primary NAICS code: _____ Length of time at location: _____

Current number of employees: _____ Number hired in past year: _____

Number of Employees that retired in past year: _____

When hiring, do you work with local placement firms/ talent agencies? _____

2. ICE BREAKER:

What is keeping you awake at night? _____

3. FIRM BACKGROUND & OPERATIONS:

Did your company apply with any federal, state or local sources for COVID-19 relief? _____

Did the relief applied for yield the anticipated results? _____

What are the names & locations of the firm's top three:

Suppliers: 1. _____ 2. _____ 3. _____

Customers: 1. _____ 2. _____ 3. _____

Do you currently export, import, both, or none? Export Import Both None

What is your projected annual sales growth for the next calendar year?

None 1% - 9% 10% - 24% 25% - 49% 50% - 100% Over 100%

Compare year 2020 with 2021 for the next series of questions.

Year over year, did your company's number of orders: Increase Decrease Remain the Same?

Did the company's product/service production levels: Increase Decrease Remain the Same?

**Greater Gallup Economic Development Corporation
Business Retention & Expansion Survey
October 2021**

Did your investment in your plant and/or equipment: Increase Decrease Remain the Same?

Did the company's prices for products and services: Increase Decrease Remain the Same?

Did your company's profits: Increase Decrease Remain the Same?

Did your company's productivity: Increase Decrease Remain the Same?

Did your company's exports: Increase Decrease Same? N/A

What are the top challenges your team is facing? (e.g. competition for talent, workforce, turnover, etc.)

Among the suppliers you do business with currently, what material/s are the hardest to source?

Does your firm conduct research and development in McKinley County? Yes No _____

Looking forward, please compare years 2021 and 2022 for the next series of questions.

Do you expect your company's number of orders will: Increase Decrease Remain the Same?

Do you anticipate products or service production will: Increase Decrease Remain the Same?

Do you expect investments in plant & equipment will: Increase Decrease Remain the Same?

Do you anticipate company employment levels will: Increase Decrease Remain the Same?

Do you anticipate prices of your goods and services will: Increase Decrease Remain the Same?

Do you anticipate your company's profits will: Increase Decrease Remain the Same?

Do you anticipate your exports will: Increase Decrease Remain the Same?

4. FACILITY INFORMATION:

Is your firm considering renovating or expanding your building or other facility within the next two years?
 Yes No

Are you aware of local financing options for facilitating expansion? _____

5. WORKFORCE, STAFFING, AND TRAINING NEEDS

Which skill sets do you expect your employees to possess upon hire? (such as carpentry, welding, tape measure, meter reading, plan reading, etc.) _____

**Greater Gallup Economic Development Corporation
Business Retention & Expansion Survey
October 2021**

How many positions are you planning to fill in the next year? _____

Are you currently experiencing recruitment challenges? Yes No _____

If yes, at which skill levels/job classifications? _____

Which industry certifications are most important to you? _____

How many weeks of training should a new hire receive? _____

In which new specific job skills, equipment operations, techniques or processes do your existing workers need additional training?

Do you prefer online or hands-on training? Online Hands-on

What impediments do you face to providing additional training?

Are you aware of vocational trainings offered in the area? Yes No

Are you interested in direct "screened candidate" emails for your employment opportunities? Yes No

Would you participate in OJT if available? Yes No _____

Thinking about the next THREE YEARS, how does your company plan to deal with any vacancies left by employee retirements? Please select all that apply: Fill the vacancies Not fill the vacancies Not fill the vacancies, but add jobs elsewhere in the organization Partially fill the vacancies with part-time or temporary workers Partially fill the vacancies and add jobs elsewhere in the organization Undecided _____

Does the firm expect any substantial reduction in employment at this location? How will this reduction be accomplished (through layoffs or attrition)?

Percentage of the workforce that is unionized, and union(s) representing those workers:

Percentage of the firm's workforce that resides within McKinley County: _____

What is your annual absentee rate? Does the company consider that to be a problem?

6. LOCAL CHAMPIONS FOR WORKFORCE DEVELOPMENT:

**Greater Gallup Economic Development Corporation
Business Retention & Expansion Survey
October 2021**

Are you aware that GGEDC runs the Greater Gallup Industrial Workforce training program? _____

Would you be willing to hold open an entry level position for a graduate of the IWP program? _____

Would you be willing to serve on the GGIWP workforce board to advise on development of new vocational curriculum for McKinley County? _____ If yes, who in your company should be the point of contact?

Name & Title

Phone & email

7. BUSINESS CLIMATE

How would you rate the following business factors in the Greater Gallup area?

| | Excellent | Good | Fair | Poor | Very Poor | Not Applicable |
|--|-----------|------|------|------|-----------|----------------|
| Passenger Air Service | | | | | | |
| • Frequency of Flights | | | | | | |
| • Direct Flights | | | | | | |
| • Destinations | | | | | | |
| General Business Climate | | | | | | |
| Cost of Living | | | | | | |
| Legislation (State) | | | | | | |
| Legislation (Local) | | | | | | |
| Permitting Process | | | | | | |
| Quality of Place | | | | | | |
| Roads | | | | | | |
| Traffic | | | | | | |
| Utility Cost (internet /telecom/Fiber) | | | | | | |
| Utility Cost (Power) | | | | | | |
| Utility Cost (Water) | | | | | | |
| Zoning/Development Services | | | | | | |
| Other (Specify): | | | | | | |

If the firm were making a site location decision today, would it select the present community?

Why/why not? _____

8. FINAL COMMENTS: _____



**Greater Gallup Economic Development Corporation
Annual Business Retention & Expansion Survey Questionnaire**

Return Survey to: Teresa@Gallupedc.com

1. How many employees are currently employed at your organization?

- a) Full-time: _____
- b) Part-time: _____
- c) Contractors: _____

2. Regarding employment at your organization, during the last 12 months:

- 1. How many employees retired? _____
- 2. How many employees were hired? _____
- 3. Of those, how many were hired since November 2020? _____

3. Which are your highest in-demand occupations?

Degreed

Non-degreed/Trades

- 1. _____
- 2. _____
- 3. _____

- 1. _____
- 2. _____
- 3. _____

4. Where do you advertise available positions? _____

5. With respect to community development, what do you see as:

a) The biggest strength for workforce attraction:

b) The biggest issue for workforce retention:

6. Additional Comment(s) regarding and economic / community development:

7. BUSINESS CLIMATE

How would you rate the following business/quality of life factors in the Greater Gallup area?

| | Excellent | Good | Fair | Poor | Very Poor | Not Applicable |
|---|-----------|------|------|------|-----------|-------------------|
| Passenger Air Service <i>(Reference Albuquerque International Sunport)</i> | | | | | | |
| • Frequency of Flights | | | | | | |
| • Direct Flights | | | | | | |
| • Destinations | | | | | | |
| General Business Climate | | | | | | |
| Cost of Living | | | | | | |
| Legislation (State) | | | | | | |
| Legislation (Local) | | | | | | |
| Permitting Process | | | | | | |
| Quality of Place | | | | | | |
| Roads | | | | | | |
| Traffic | | | | | | |
| Utility Cost (internet/ telecom/Fiber) | | | | | | |
| Utility Cost (Power) | | | | | | |
| Utility Cost (Water) | | | | | | |
| Zoning/Development Services | | | | | | |
| Other (Specify): | | | | | | |

8. Please list a person/contact that we may follow-up with if we have any questions.

Name: _____

Phone: _____

Email: _____

Best time to contact: _____

THANK YOU!