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Lordstown GM Plant Closure Economic Impact Study

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LORDSTOWN GM PLANT CLOSURE ECONOMIC IMPACT STUDY

CLEVELAND STATE UNIVERSITY
CENTER FOR ECONOMIC DEVELOPMENT

March 4, 2019 | Cleveland, Ohio

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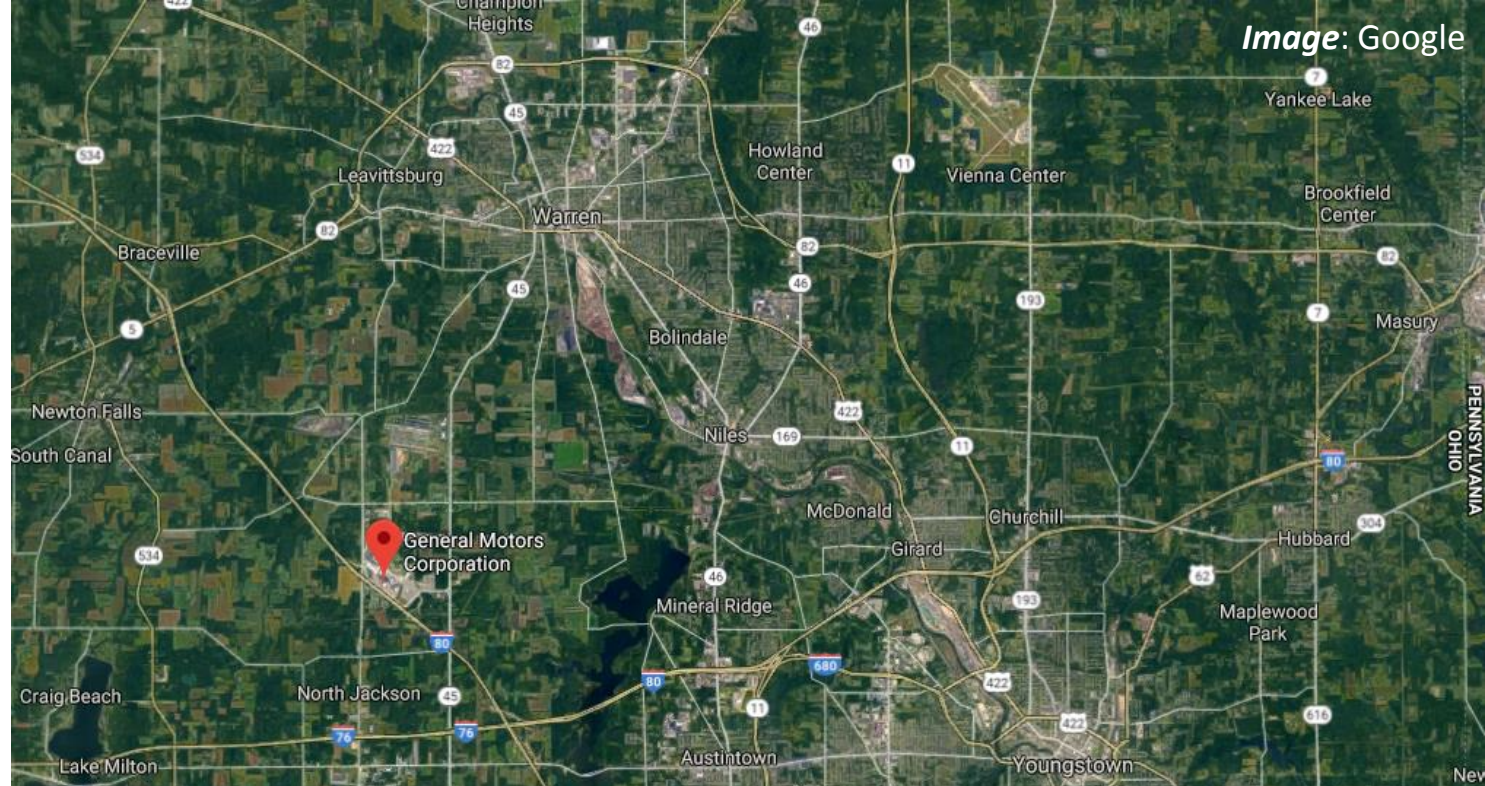
GOAL OF THE STUDY

- To illustrate direct loss of **jobs** under the recent announcement of Lordstown GM plant closure in 2019
 - Additionally, to illustrate loss of the **output** (sales), **value added** (gross regional product), **labor income** (wages&salaries), and state and local **taxes**
- Illustrate cumulative regional loss of jobs, gross product, labor income and taxes accounting for the previous layoffs of the 3rd and 2nd shifts in 2017-2018
- Identify industries in the supply chain and customer service industries most affected by the prospective plant closure in 2019 and the cumulative loss of jobs, accounting for the previous layoffs

GM PLANT IN LORDSTOWN, OHIO

- 2300 Hallock Young Rd, Warren, Ohio
- “Approximately 16.5 million vehicles have been manufactured at Lordstown since 1966”
- “In 2010, the complex officially launched and started shipping the Chevrolet Cruze”
- “Most Lordstown team members are represented by United Autoworkers Local 1112”

Source: GM



US AUTOMOTIVE INDUSTRY

- Never fully recovered from the trigger of the 2001 recession and the Great Recession of 2007 - 2009
- With lower gas prices consumers are migrating away from smaller cars and purchasing more trucks and SUVs
- Analysts cite more expensive loans and tighter credit conditions

Source: New York Times, 2017, July 4

- Other contributing factors include:
 - Surplus of new cars
 - Late entrance of driving by Millennials
 - Cohort of baby boomers keeping their cars while retired
 - Strong market of re-sell cars
 - Dealer reaction in anticipation of the impact from the proposed auto tariffs

Annual Automobile and Light Truck Manufacturing Employment vs Lightweight Vehicle Sales



Sources: Bureau of Labor Statistics CES, 2018; Federal Reserve Economic Data, 2017

UNCERTAINTY IN ECONOMY

- “[An] unexpected drop in retail sales in December has raised uncertainty about the upcoming report on fourth-quarter GDP.”
- “Prior to [the February 14th] update on consumer spending for the final month of 2018, most estimates of the Q4 economic activity reflected moderate growth in the mid-to-high 2% range.”
- “But the St. Louis Fed [has] slashed the Q4 outlook to a sluggish 1.5% after the release of retail sales data.”

Source: Seeking Alpha, 2019, February 15

- “A record 7 million Americans are 90 days or more behind on their auto loan payments, the Federal Reserve Bank of New York reported Tuesday, even more than during the wake of the [last] financial crisis.”
- “Economists warn that this is a red flag. Despite the strong economy and low unemployment rate, many Americans are struggling to pay their bills.”

Source: Washington Post, February 12

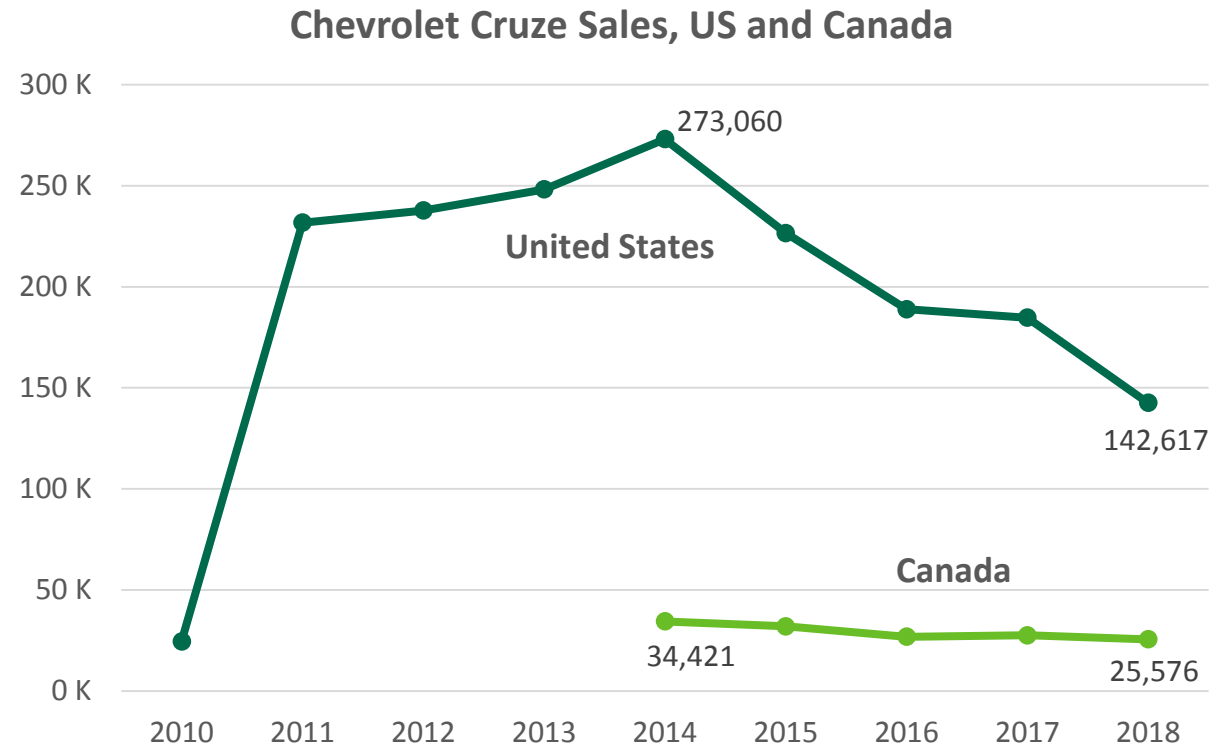


DECLINING SALES FOR CRUZE



- “Sales of the [...] Cruze were down for the year and the fourth quarter. GM reported delivering 142,617 Cruze sedans and hatchbacks in 2018, a 25.1% decline from 2017. For the quarter, Cruze sales were down 7.2% to 32,955.”

Source: Youngstown Vindicator, 2019, January 4

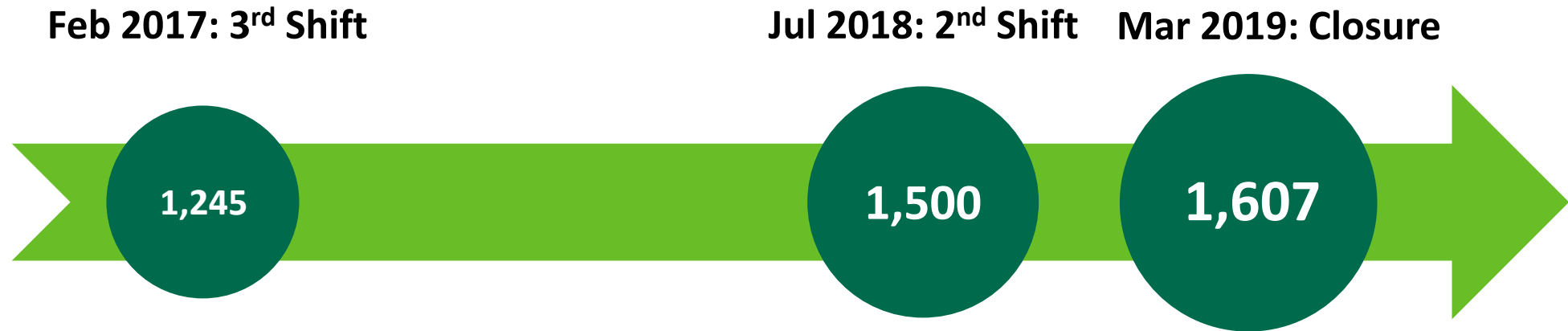


Source: GM Authority, 2019

GM SURPASSES NISSAN AS TOP AUTO MANUFACTURER IN MEXICO

- GM has been drawing criticism for its plan to build the new 2019 Chevrolet Blazer at a Mexico plant currently used to build the Cruze.
- ““Over the last few years, GM has created or shifted production to Mexico, including the Chevrolet Equinox and GMC Terrain SUVs and Chevrolet Silverado pickups,’ said UAW President Gary Jones.”
- “GM's rise in stature south of the border hits U.S. hourly workers in the gut, especially after GM announced in November it will close three assembly plants by the end of 2019, including Detroit-Hamtramck, Michigan; Lordstown, Ohio; and Oshawa, Ontario.”
- ““In 2016, GM paid hourly workers in its Mexico plants about \$1.90 an hour, according to [...] the University of Sonora in Northern Mexico. The current UAW contract pays GM hourly workers a start rate of \$17 an hour and increases to about \$28 an hour over an eight-year period,’ said a UAW spokesman.”

ANNOUNCED LAYOFFS IN LORDSTOWN, OHIO



- **November 2016** - 3rd shift elimination of 1,245 jobs by February 2017 announced
- **April 2018** - 2nd shift elimination of 1,500 jobs by July 2018 announced
- **November 2018** – unallocation announcement cutting 1,607 jobs by March 2019, effectively idling plant

ECONOMIC IMPACT OF GM'S ELIMINATION OF JOBS

- Economic impact modeling is based on the multiplier effect reflecting change of *final demand* (jobs) and jobs of industries contributing to the final product as suppliers
- Economic impact based on elimination of GM jobs will illustrate what other regional industries will lose employment and sales and how many jobs, sales, and taxes will be lost
- Economic impact consists of
 - Direct impact – *loss of GM jobs*
 - Indirect impact – *loss of jobs in supply-chain industries*
 - Induced impact – *loss of jobs in consumer service industries* (i.e. restaurants, doctors, real estate, grocery stores, educational institutions, banks, etc.) due to the loss of disposable income by GM employees and employees of the supply-chain companies
- Region of impact – the **Youngstown-Warren-Boardman** Metropolitan Statistical Area (MSA), also known as Mahoning Valley – includes Mahoning and Trumbull Counties in OH; does not include Mercer County, PA

ECONOMIC IMPACT OF LORDSTOWN PLANT CLOSURE

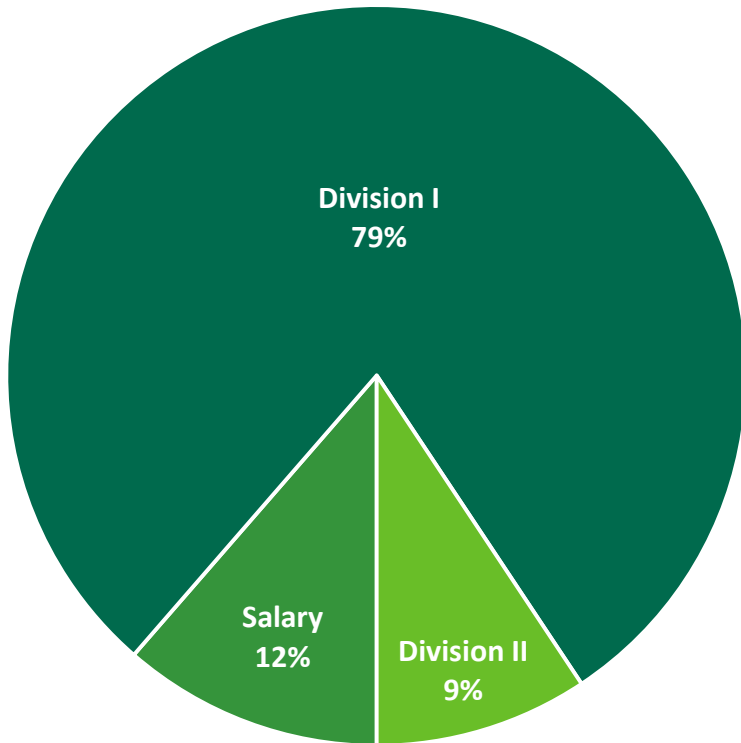


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LORDSTOWN GM JOBS SCHEDULED FOR LAYOFF BY MARCH 2019



LORDSTOWN HOURLY SUMMARY - LOCAL 1112	
Classification	Count
Division I (Other than Skilled Trades)	
Production	1,237
Working as Temps at other locations	37
Division I Total	1,274
Division II Skilled Trades	
Electrician	67
Die Maker	27
Millwright	26
Pipefitter	17
Machine Repair	5
Toolmaker	5
Die Welder	3
Division II Total	150
GRAND TOTAL	1,607

LORDSTOWN SALARY SUMMARY	
Job Title	Count
Group Leader	47
Shift Leader Production/ Support/ Tech	17
Manufacturing Engineer	13
Material Support	12
Quality Support	10
Planner	9
Business Manager	8
Controls Engineer	8
Labor Relations and HR	8
IE/Ergonomics	8
Area Manager	7
On Leave	7
Process Engineer	5
Maintenance Coord	5
Facilities Management	4
Dimensional Engineer	3
Safety Representatives	3
Financial Analyst	3
Weld Engineer	2
IT Support	2
Quality Engineer	2
Salary Total	183

Source: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notice filed by Lordstown GM, 2018, December 17

ESTIMATED 2019 IMPACT OF PLANT CLOSURE

All monetary values in 2019 millions of dollars

	Employment ¹	Labor Income	Value Added	Output	State & Local Tax
Direct	1,607*	\$190.1M	\$428.0M	\$2,377.9M	\$2.9M
Indirect	865	\$64.3M	\$142.4M	\$592.1M	\$7.1M
Induced	391	\$14.3M	\$26.3M	\$46.2M	\$3.0M
Total	2,863	\$268.7M	\$596.7M	\$3,016.1M	\$12.9M

¹ Employment figures are equal to full-time equivalents

*Provided by WARN Notice, all other figures estimated by IMPLAN

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notice filed by Lordstown GM, 2018, December 17; IMPLAN

TOP INDUSTRY SECTOR EMPLOYMENT LOSSES, 2019

Industry Sector Jobs ¹	Direct	Indirect	Induced	Total
Automobile manufacturing	1,607	0	0	1,607
Other auto parts manufacturing	0	348	0	348
Wholesale trade	0	255	14	269
Food services & drinking places	0	12	56	67
Administrative support services	0	42	22	64
Management of companies	0	42	2	44
Truck transportation	0	36	3	39
Professional - Scientific & tech services	0	26	13	39
Ambulatory health care	0	0	37	37
Real estate	0	12	17	29
Hospitals	0	0	24	24
Repair & maintenance	0	10	11	21
Warehousing & storage	0	14	3	17
<i>Other Sectors</i>	0	69	191	259
GRAND TOTAL	1,607	865	391	2,863

¹ Employment figures are equal to full-time equivalents

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notice filed by Lordstown GM, 2018, December 17; IMPLAN



TOP INDUSTRY SECTORS AFFECTED BY THE CLOSURE, 2019

Industry Sector	Labor Income
Automobile & parts manufacturing	\$231.1M
Wholesale trade	\$10.9M
Management of companies	\$3.4M
Ambulatory health care	\$2.4M
Truck transportation	\$2.4M
Administrative support services	\$1.9M
Professional - Scientific & tech services	\$1.7M
Food services & drinking places	\$1.6M
Hospitals	\$1.4M
<i>Other sectors</i>	\$11.9M
GRAND TOTAL	\$268.7M

All monetary values in 2019 millions of dollars

Industry Sector	Output
Automobile & parts manufacturing	\$2,890.0M
Wholesale trade	\$45.1M
Real estate	\$11.0M
Management of companies	\$8.5M
Truck transportation	\$6.6M
Ambulatory health care	\$4.2M
Food services & drinking places	\$4.1M
Administrative support services	\$3.9M
Professional - Scientific & tech services	\$3.8M
Hospitals	\$3.2M
Utilities	\$2.5M
Monetary authorities	\$2.4M
<i>Other sectors</i>	\$30.8M
GRAND TOTAL	\$3,016.1M

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notice filed by Lordstown GM, 2018, December 17; IMPLAN

REACTIONS TO PLANT CLOSURE BY REGIONAL COMPANIES



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LOSS OF OUTPUT IN THE REGIONAL GM SUPPLY CHAIN INDUSTRIES

All monetary values in 2019 millions of dollars

Industry Sector	Output
Other auto parts manufacturing	\$511.1M
Wholesale trade	\$45.1M
Real estate	\$11.0M
Management of companies	\$8.5M
Truck transportation	\$6.6M
Ambulatory health care	\$4.2M
Food services & drinking places	\$4.1M
Administrative support services	\$3.9M
Professional - Scientific & tech services	\$3.8M
Hospitals	\$3.2M
Utilities	\$2.5M
Monetary authorities	\$2.4M

Industry Sector Jobs ¹	Indirect	Induced	Total
Other auto parts manufacturing	348	0	348
Wholesale trade	255	14	269
Food services & drinking places	12	56	67
Administrative support services	42	22	64
Management of companies	42	2	44
Truck transportation	36	3	39
Professional - Scientific & tech services	26	13	39
Ambulatory health care	0	37	37
Real estate	12	17	29
Hospitals	0	24	24
Repair & maintenance	10	11	21
Warehousing & storage	14	3	17

¹ Employment figures are equal to full-time equivalents

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notice filed by Lordstown GM, 2018, December 17; Youngstown Vindicator, 2018, December 20; IMPLAN

SOURCE PROVIDERS INC. ANNOUNCES PERMANENT CLOSURE OF NEARBY AUSTINTOWN FACILITY

- Comprehensive Logistics Co., parent company of Source Providers is a part supplier for the GM Lordstown plant.
- On December 19, the company announced it will permanently close its Youngstown area plant eliminating 180 jobs.
- “In an announcement sent to employees Wednesday [...] the company pointed directly to the Nov. 26 announcement by GM that it would idle the Lordstown plant next year, with no guarantee of a future product.”
- “This is a plant where we had a record contract three years ago [...] We were approximately 600 members. We were very optimistic about the future. This is devastating right now,” said United Steelworkers Business Representative Jose Arroyo.



MAGNA'S LORDSTOWN SEATING SYSTEMS ANNOUNCES LAYOFFS

- “No later than March 1, 2019 Lordstown Seating Systems (LSS) will cease production. As a result, it is necessary for LSS to lay off virtually all of its employees from their positions.”
- “The total number of affected employees is believed to be 120.”
- “Should General Motors allocate a future product to Lordstown Assembly, we would hope to be selected as the seat supplier, which may allow us to recall a significant number of employees.”
- “If a future product is not allocated by General Motors and/or we are not selected as the seat supplier for the future product, these layoffs should be considered permanent.”



LOSS OF OUTPUT IN THE REGIONAL CONSUMER SERVICE PROVIDING INDUSTRIES

All monetary values in 2019 millions of dollars

Industry Sector	Output
Other auto parts manufacturing	\$511.1M
Wholesale trade	\$45.1M
Real estate	\$11.0M
Management of companies	\$8.5M
Truck transportation	\$6.6M
Ambulatory health care	\$4.2M
Food services & drinking places	\$4.1M
Administrative support services	\$3.9M
Professional - Scientific & tech services	\$3.8M
Hospitals	\$3.2M
Utilities	\$2.5M
Monetary authorities	\$2.4M

Industry Sector Jobs ¹	Indirect	Induced	Total
Other auto parts manufacturing	348	0	348
Wholesale trade	255	14	269
Food services & drinking places	12	56	67
Administrative support services	42	22	64
Management of companies	42	2	44
Truck transportation	36	3	39
Professional - Scientific & tech services	26	13	39
Ambulatory health care	0	37	37
Real estate	12	17	29
Hospitals	0	24	24
Repair & maintenance	10	11	21
Warehousing & storage	14	3	17

¹ Employment figures are equal to full-time equivalents

MERCY HEALTH PUTS HOSPITAL EXPANSION PLANS ON HOLD

- “Mercy Health says the ‘economic uncertainty’ caused by the announced idling of the GM Lordstown assembly plant this March has put a ‘hold’ on plans to build a \$250 million St. Joseph Warren Hospital in the proposed Enterprise Park development near Eastwood Mall.”
- “Mercy Health confirmed [...] it will pause its plans to build a hospital in a Cafaro Co. project slated to also have an assisted-living center, office building, medical/educational center and midrise apartment building.”
- “‘The recent news of GM Lordstown has shaken our community,’ a statement from Mercy Health says, adding the company remains ‘focused on caring for our patients and extending our healing to those who need us most.’”

LOSS OF OUTPUT IN INDUSTRIAL SERVICE PROVIDER SECTOR

All monetary values in 2019 millions of dollars

Industry Sector	Output
Other auto parts manufacturing	\$511.1M
Wholesale trade	\$45.1M
Real estate	\$11.0M
Management of companies	\$8.5M
Truck transportation	\$6.6M
Ambulatory health care	\$4.2M
Food services & drinking places	\$4.1M
Administrative support services	\$3.9M
Professional - Scientific & tech services	\$3.8M
Hospitals	\$3.2M
Utilities	\$2.5M
Monetary authorities	\$2.4M

Industry Sector Jobs ¹	Indirect	Induced	Total
Other auto parts manufacturing	348	0	348
Wholesale trade	255	14	269
Food services & drinking places	12	56	67
Administrative support services	42	22	64
Management of companies	42	2	44
Truck transportation	36	3	39
Professional - Scientific & tech services	26	13	39
Ambulatory health care	0	37	37
Real estate	12	17	29
Hospitals	0	24	24
Repair & maintenance	10	11	21
Warehousing & storage	14	3	17

¹ Employment figures are equal to full-time equivalents

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notice filed by Leadec Corp., 2019, February 19; IMPLAN

LEADEC CORP. ANNOUNCES LAYOFFS

- “Germany-based Leadec Corp., an industrial service provider for the Lordstown plant with U.S. headquarters in Cincinnati, announced Wednesday it will permanently lay off 63 United Automobile Workers Local 1112 workers and 10 nonunion employees effective March 8.”
- “The company cited “unforeseen business circumstances,” as GM will no longer require its contractual services with Leadec after March 8, according to the notice.”
- “The majority of the Leadec union jobs on the chopping block are janitorial or “booth cleaner” positions, according to the notice. Of the 10 salaried employees, nine are supervisors and one is a site inspector.”



ECONOMIC IMPACT OF LORDSTOWN PLANT 2ND SHIFT LAYOFF

ELIMINATED JULY 2018



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ESTIMATED 2018 OPERATING IMPACT OF 2ND SHIFT LOSS

All monetary values in 2019 millions of dollars

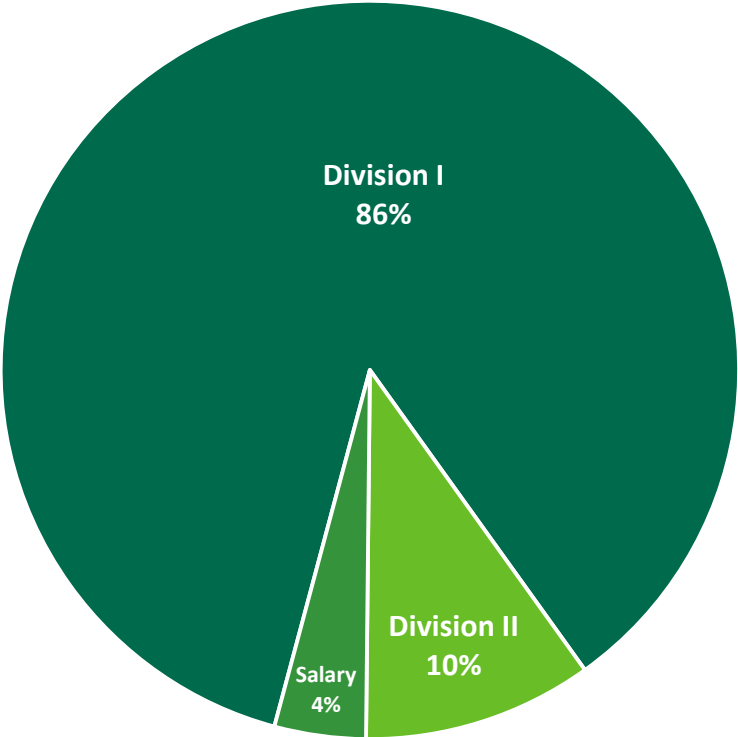
	Employment ¹	Labor Income	Value Added	Output	State & Local Tax
Direct	1,500*	\$177.4M	\$399.5M	\$2,219.5M	\$2.7M
Indirect	787	\$59.4M	\$132.0M	\$530.0M	\$6.3M
Induced	361	\$13.2M	\$24.2M	\$42.6M	\$2.8M
Total	2,649	\$250.0M	\$555.7M	\$2,792.2M	\$11.8M

¹ Employment figures are equal to full-time equivalents

*Provided by WARN Notice, all other figures estimated by IMPLAN

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notice filed by Lordstown GM, 2018, April 13; IMPLAN

2ND SHIFT JOBS LOST



LORDSTOWN SALARY SUMMARY	
Job Title	Count
Shift Leader	5
Business Manager	5
Weld Engineer	1
Dimensional Engineer	1
Maintenance Group Leader	6
Controls Engineer	3
Facilities Management Representative	1
IT Support	2
Production Group Leader	33
Process Engineer	1
General Supervisor Quality	1
Supplier Quality Engineer	1
Salary Total	60

LORDSTOWN HOURLY SUMMARY - LOCAL 1112	
Classification	Count
Division I (Other than Skilled Trades)	
Assemblers/Team Members	1,289
Division II Skilled Trades	
Carpenter	3
Die Welder	1
Electrician	57
Millwright	31
Painter & Glazier	2
Pipefitter	22
Die Welder	16
Tool Makers	6
Truck Repair - Gas & Electric	6
Machine Repair	5
Air Conditioning	2
Division II Total	151
GRAND TOTAL	
1,500	

ECONOMIC IMPACT OF LORDSTOWN PLANT 3RD SHIFT LAYOFF

ELIMINATED FEBRUARY 2017



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ESTIMATED 2017 OPERATING IMPACT OF 3RD SHIFT LOSS

All monetary values in 2019 millions of dollars

	Employment ¹	Labor Income	Value Added	Output	State & Local Tax
Direct	1,245*	\$146.3M	\$345.8M	\$1,920.8M	\$2.2M
Indirect	654	\$49.3M	\$109.5M	\$439.9M	\$5.3M
Induced	300	\$10.9M	\$20.1M	\$35.4M	\$2.3M
Total	2,199	\$206.6M	\$475.4M	\$2,396.2M	\$9.8M

¹ Employment figures are equal to full-time equivalents

*Provided by WARN Notice, all other figures estimated by IMPLAN

CUMULATIVE ECONOMIC IMPACT OF BOTH LAYOFFS AND CLOSURE OF LORDSTOWN PLANT



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TOTAL ESTIMATED ECONOMIC IMPACT ON THE REGION (TERMINATION OF 3RD & 2ND SHIFTS, AND CLOSURE OF THE PLANT)

All monetary values in 2019 millions of dollars

	Employment ¹	Labor Income	Value Added	Output	State & Local Tax
Direct	4,352*	\$513.8M	\$1,173.3M	\$6,518.2M	\$7.8M
Indirect	2,306	\$173.0M	\$383.9M	\$1,562.0M	\$18.7M
Induced	1,053	\$38.4M	\$70.6M	\$124.2M	\$8.0M
Total	7,711	\$725.3M	\$1,627.8M²	\$8,204.5M	\$34.5M

² Compare to Youngstown MSA's
GRP³ of **\$16,363 Million**

¹ Employment figures are equal to full-time equivalents

**Provided by WARN Notices, all other figures estimated by IMPLAN*

³ Includes Mahoning and Trumbull, Ohio counties (not Mercer County, PA)

TOP INDUSTRY SECTOR EMPLOYMENT LOSSES FROM TOTAL LOSS (ALL SHIFTS)

Industry Sector Jobs ¹	Direct	Indirect	Induced	Total
Automobile manufacturing	4,352	0	0	4,352
Other auto parts manufacturing	0	942	0	942
Wholesale trade	0	673	37	710
Food services & drinking places	0	31	150	180
Administrative support services	0	111	60	171
Management of companies	0	111	5	117
Truck transportation	0	94	9	104
Professional - Scientific & tech services	0	68	35	102
Ambulatory health care	0	0	98	98
Real estate	0	33	45	78
Hospitals	0	0	64	64
Repair & maintenance	0	25	30	55
Warehousing & storage	0	37	7	44
<i>Other Sectors</i>	0	182	513	695
GRAND TOTAL	4,352	2,306	1,053	7,711

¹ Employment figures are equal to full-time equivalents

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notices filed by Lordstown GM, 2018; Youngstown Vindicator, 2016; IMPLAN

TOP INDUSTRY SECTORS AFFECTED BY TOTAL LOSS (ALL SHIFTS)

Industry Sector	Labor Income
Automobile & parts manufacturing	\$625.4M
Wholesale trade	\$28.9M
Management of companies	\$8.9M
Ambulatory health care	\$6.5M
Truck transportation	\$6.3M
Administrative support services	\$5.1M
Professional - Scientific & tech services	\$4.4M
Food services & drinking places	\$4.2M
Hospitals	\$3.9M
<i>Other sectors</i>	\$31.7M
GRAND TOTAL	\$725.3M

All monetary values in 2019 millions of dollars

Industry Sector	Output
Automobile & parts manufacturing	\$7,869.4M
Wholesale trade	\$119.1M
Real estate	\$29.4M
Management of companies	\$22.5M
Truck transportation	\$17.4M
Ambulatory health care	\$11.4M
Food services & drinking places	\$10.9M
Administrative support services	\$10.4M
Professional - Scientific & tech services	\$10.1M
Hospitals	\$8.7M
Utilities	\$6.5M
Monetary authorities	\$6.4M
<i>Other sectors</i>	\$82.1M
GRAND TOTAL	\$8,204.5M

Sources: Ohio Department of Jobs and Family Services Worker Adjustment and Retraining (WARN) Notices filed by Lordstown GM, 2018; Youngstown Vindicator, 2016; IMPLAN

HOW GM CLOSURE AFFECTS THE REGIONAL ECONOMY

Cumulative impact

- The total loss of 7,711 jobs or 4.4% of employment in the Ohio part of the Youngstown-Warren-Boardman MSA
- Per every 4 jobs lost at the GM plant in 2017-2019, 2 additional jobs are lost in the supply chain companies and 1 additional job is lost in the consumer services sectors
- \$1.6 Billion or 9.42% of the gross regional product (GRP)

In 2019

- The total loss of 2,863 jobs or 1.7% of employment and \$0.6 Billion or 3.5% of Youngstown MSA's GRP



STRATEGY TO MITIGATE JOB LOSSES

- Look for opportunities available in the locally and regionally growing industries and their supply chain companies (NEO and Youngstown GRIDs)
- Additional skill training for employees
- Entrepreneurship training
- Identify resources from all levels of government and philanthropic sectors

TJX HOMEGOODS DISTRIBUTION CENTER MOVING FORWARD FOLLOWING TAX ABATEMENT AGREEMENT

- “The linchpin of the financial incentive package is a 75% abatement of the increase in property taxes and tangible personal property taxes over a 10 year period.”
- “Lordstown Mayor Arno Hill said the total abatement amounts to roughly \$1.3 million.”
- “In return, the retailer will build a 1.2 million square foot distribution facility in the shadow of the Lordstown GM plant, which is expected to create 1000 permanent full-time jobs.”
- “The total gross salaries of those new positions is expected to exceed \$27 million annually.”
 - Average of \$27,000 per employee
 - Final year of hiring expected to be 2024



ABOUT THE CENTER FOR ECONOMIC DEVELOPMENT

- The Center for Economic Development (the Center) at Cleveland State University's Levin College of Urban Affairs provides research and technical assistance to government agencies, non-profit organizations, and private industry. The Center for Economic Development has served as a designated Economic Development Administration (EDA) University Center since 1985.
- The Center's professional staff includes four full-time researchers, associated faculty, and several graduate research assistants. The Center works with funders, partners, and clients at the national, state, regional, and local levels. All of the Center's research is summarized in publications, including working reports, journal articles, and book chapters.
- Other relevant reports from the Center:
 - A Profile of Advanced Manufacturing in NEO: https://engagedscholarship.csuohio.edu/urban_facpub/1590/
 - NEO Front Runners: GRIDs: https://engagedscholarship.csuohio.edu/urban_facpub/1585/
 - Shale Downstream Challenges and Opportunities: https://engagedscholarship.csuohio.edu/urban_facpub/1584/
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