

**ALBUQUERQUE DEVELOPMENT COMMISSION  
LEDA Hearing**

**April 5, 2022**

**Case #2022-10**

**LEDA 22-6:** Curia New Mexico, LLC Project

**REQUEST:** Approval of \$5,000,000 from the State of New Mexico and \$500,000 from the City of Albuquerque is requested.

**PROJECT SUMMARY:** Curia New Mexico, LLC (“Curia” or “Company”), has been in the Albuquerque market since 2008. The company previously operated under the name Oso BioPharmaceuticals Manufacturing, LLC. In 2014, Oso was acquired by Albany Molecular Research, Inc. (“AMRI”). In 2021, AMRI renamed the company Curia. Curia is a global contract research, development and manufacturing organization, offering products and services across the drug development spectrum. The Company’s growth has led them to expand their operations in Albuquerque. Curia is a major employer in Albuquerque’s pharmaceutical industry with over 400 current employees.

The proposed project 1) expands Curia's aseptic sterile fill finish manufacturing capacity, 2) relocates their training center, and 3) hires and trains employees at their Albuquerque, NM facility. The Albuquerque facility, central to this proposal, is currently working with customers whose products are related to the pandemic response and other critical medicines. The Albuquerque campus has a training facility (“Sterile University”) where Curia has created a training program for new employees that also provides continuing education and professional development for all manufacturing and quality staff. Overall, both government and industry have recognized that additional U.S.-based fill/finish capacity is essential to better respond to future demand surges such as that experienced during the current pandemic, while maintaining supply of pharmaceuticals for other critical healthcare needs. Construction will be complete in approximately 24 months with the new lines ready to use within approximately 36 months of project start.

The expansion adds additional sterile injectable capacity to Curia's Albuquerque site. The investment centerpiece will be two new filling lines. The first line is a BSL-2, high-speed isolated vial line with lyophilization capability installed in an extension onto an existing building. The second vial line is a flexible isolated sterile injectable line retrofitted into an existing space in their facility.

The Company is seeking LEDA funding, in the amount of \$5,500,000. The State has agreed to provide \$5,000,000 and the City proposes to provide \$500,000. Curia will be eligible for reimbursement for costs of the renovation, expansion and improvement incurred following execution of the Project Participation Agreement (“PPA”). The Company will need to hire of 174 additional employees for a total employee count of 587.

Curia was recognized on Forbes list of America’s Best Employers 2022. The newly created positions will pay from \$43,000 to over \$170,000 and all of them come with a robust benefits package.

Modernizing the manufacturing capacity will add additional high quality pharmaceutical sector jobs in Albuquerque as well as additional indirect community revenue and economic activity as a result. The additional skilled labor will raise the income base resulting in improved local economic conditions. The majority of the workforce will be required to work onsite and regular traffic will benefit local businesses. Curia corporate oversight and business development activities will also increase, adding additional benefits to the local service infrastructure. The property at 4401 Alexander Blvd also will have the façade refreshed adding a modern look to the facility increasing curb appeal.

This expansion is a direct result of a cooperative agreement with the Biomedical Advanced Research and Development Authority, part of the Department of Health and Human Services Office of the Assistant Secretary for Preparedness and Response, the Department of Defense Joint Program Executive Office for Chemical, Biological, Radiological and Nuclear Defense and the U.S. Army Contracting Command to support the domestic production of injectable medicines.

The local community will benefit in three main ways with this investment at 4401 Alexander Blvd and 4272 Balloon Park Road. The project adds additional construction investment revenue to the community during the project. The investment also modernizes the manufacturing capacity adding additional high quality pharmaceutical sector jobs in Albuquerque as well as additional indirect community revenue and economic activity as a result. The property at 4401 Alexander Blvd also will have the façade refreshed adding a modern look to the facility increasing curb appeal.

The State of New Mexico and its local governments are empowered to offer discretionary incentives to companies that support economic development projects that foster, promote, and enhance local economic development efforts. According to State statute, qualifying entities for these projects include:

**“A corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one or a combination of two (2) or more of the following:**

- (1) An industry for the manufacturing, processing, or assembling of any agricultural or manufactured products;**
- (2) A business in which all or part of the activities of the business involves the supplying of services to the general public or to the governmental agencies or to a specific industry or customer, but, other than as provided in subsection (5) of this definition, not including businesses primarily engaged in the sales of goods or commodities at retail;”**

The LEDA application, as shown in Exhibit 1, provides details of the project and the number and types of jobs to be created.

Exhibit 2 delineates the required Project Participation Agreement (“PPA”) between Curia and the City. The PPA is summarized in Section V, below.

This project includes a fiscal impact analysis provided to the City from the New Mexico Economic Development Department, utilizing the IMPACT DataSource economic impact model. The fiscal impact determination of the project is derived from information the Company provided. Overall, the City will receive approximately \$9,337,500 in net benefits over the 10-year period and the Project will generate \$46,492,100 in total for all local taxing districts.

**FINDINGS:**

1. LEDA 22-6 is a qualified project as defined by the State’s Local Economic Development Act and the City’s enabling legislation (F/S O-04-10); and
2. LEDA 22-6 would make positive substantive contributions to the local economy and community by maintaining a 587 employee headcount in year ten; and
3. Subject to the development of acceptable security documents, LEDA 22-6 would comply with the adopted City plans and policies, and meet community economic development priorities and objectives, including remaining in operation for 10 years; and
4. Subject to the development of acceptable security documents, LEDA 22-6 would adequately meet the evaluation criteria established by the City for Local Economic Development Act projects, including the requirement that the City recoup the value of its investment within 10 years.

**PROJECT ANALYSIS:** The project, as proposed in the project application, will be analyzed in accordance with the City’s LEDA project evaluation criteria.

**I. PROJECT ELIGIBILITY**

**1. QUALIFYING ENTITY**

The City’s enabling legislation (F/S O-04-10), as well as the State Local Economic Development Act, establishes a definition for a “Qualifying Entity” eligible for LEDA funding assistance. Curia qualifies under the Act and the Ordinance by meeting the following definition:

**As stated in the Summary, qualifying entities for these projects include:**

**A corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one or a combination of two (2) or more of the following:**

- (1) An industry for the manufacturing, processing, or assembling of any agricultural or manufactured products;**
- (2) A business in which all or part of the activities of the business involves the supplying of services to the general public or to the governmental agencies or to a specific industry or customer, but, other than as provided in subsection (5) of**

**this definition, not including businesses primarily engaged in the sales of goods or commodities at retail;**

## 2. ECONOMIC DEVELOPMENT POLICIES AND OBJECTIVES

The City's enabling legislation also states that applications for LEDA assistance, which meet the policies and objectives of the City's community economic development plans, shall receive priority. Curia qualifies as the type of project that meets the City's identified economic development priorities under (F/S O-04-10) in the following categories:

- (1) Private companies seeking to build, expand, or relocate facilities;**
- (2) Manufacturing firms (including intellectual property such as computer software);**

## II. LAND USE, PLAN AND DESIGN ELEMENTS

### 1. PLAN & ZONING:

#### Legal Description

4401 Alexander Boulevard NE Albuquerque, New Mexico 87107

Tract B, Block 5, Sundt's Industrial Center, City of Albuquerque, New Mexico, as the same is shown and designated on the Plat filed in the Office of the County Clerk of Bernalillo County, New Mexico, on April 27, 2007, in PLat Book 7C, Page 102.

4272 Balloon Park Road NE Albuquerque, New Mexico 87109

Lots 1 and 2 of Balloon Field Industrial Park, City of Albuquerque, New Mexico, as the same is shown and designated on the Corrected Plat filed in the Office of the County Clerk of Bernalillo County, New Mexico, on March 15, 1984, in Plat Book C23, Page 95.

#### Prevailing Site Conditions

The sites are located within the Non-Residential General Manufacturing (NR-GM) District Zone. Permissible uses this zone include Light and Heavy Manufacturing. The sites will be maintained for the manufacture of pharmaceutical regulated finished products. Future improvements include the installation of security fencing at the 4401 Alexander Blvd NE site. Overall, the company will be investing \$110,000,000 in capital expenditures, of which \$18,293,966 in the land, building and improvements.

Present Assessed Value

4401 Alexander Blvd NE: \$7,090,400

4272 Balloon Park: \$3,981,300

Present and Proposed Zoning

The parcels are currently zoned as NR-GM (Non – Residential – General Manufacturing), and will not require a Conditional Use or Zoning Change as its current operations are a permissible use recognized by the City of Albuquerque IDO. The project fits within the permitted uses.

2. LAND USE/INFILL/DESIGN AND CONSERVATION:

The project site is an existing building and is already in-fill. The sites are being used by the company currently. The infusion of millions in purchasing, developing and improvements will greatly enhance the area.

Demolition: No major external demolition is planned.

Relocation: No individuals, families, or businesses will be displaced by the activities outlined in this plan.

The project also conforms to the City’s Economic Development strategies:

Smart Recruitment, Retention, and Expansion – The Economic Development Department (EDD) is focused on recruiting companies from specific industries that build upon Albuquerque’s existing assets. The EDD supports new enterprise creation, cluster development, and strategic attraction and recruitment of businesses that align with and complement existing strengths.

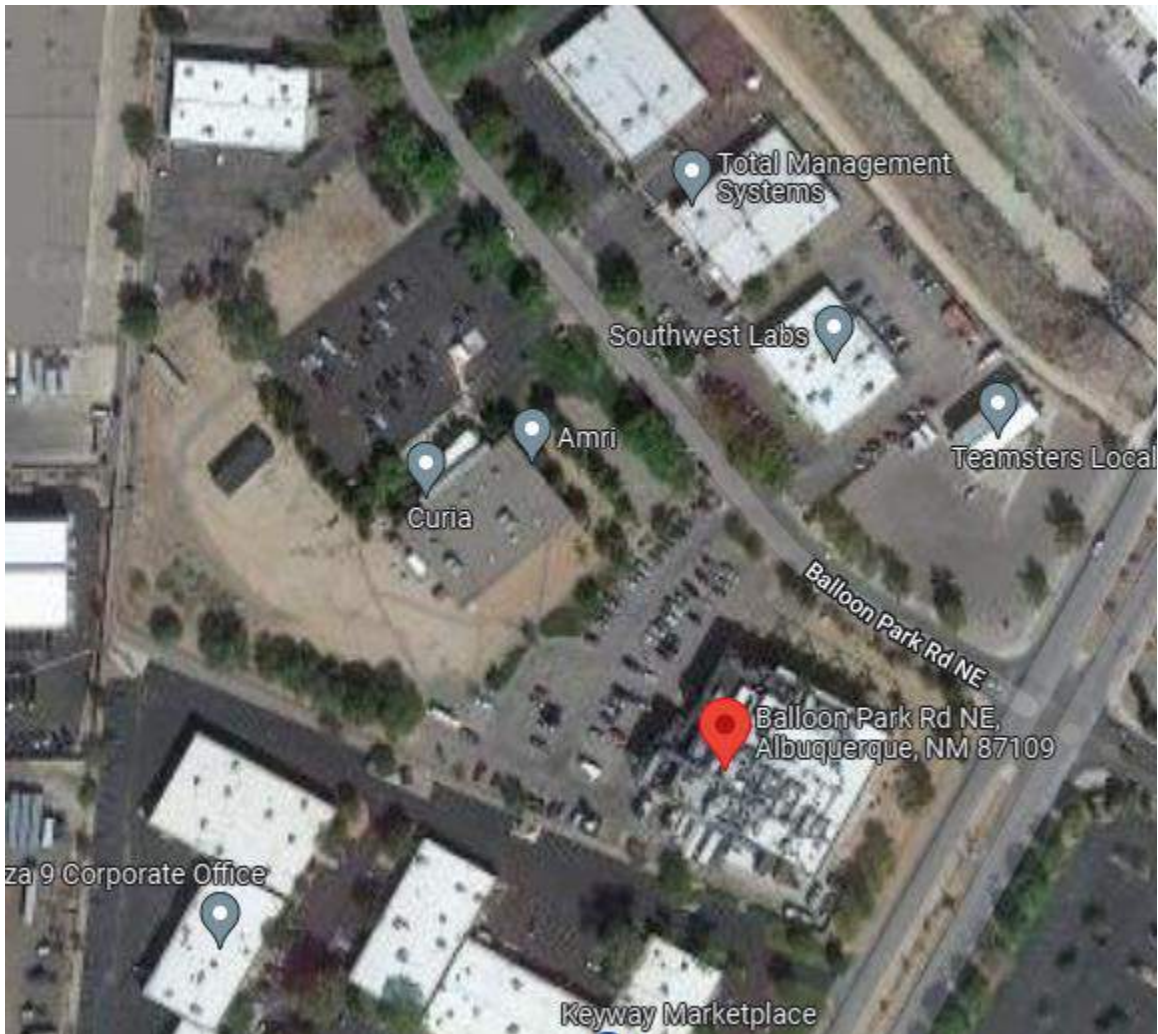
The company has stated that modernizing the manufacturing capacity will add additional high quality pharmaceutical sector jobs in Albuquerque as well as additional indirect community revenue and economic activity as a result. The additional skilled labor will raise the income base resulting in improved local economic conditions. The majority of the workforce will be required to work onsite and regular traffic will benefit local businesses. Curia corporate oversight and business development activities will also increase, adding additional benefits to the local service infrastructure. The property at 4401 Alexander Blvd also will have the façade refreshed adding a modern look to the facility increasing curb appeal.

The growing number of staff will frequently patron local food establishments, entertainment and supply-based businesses The Company will pursue any viable and economically feasible means to support this effort which, in turn, would be a win-win situation for both the Company and the City.

Infrastructure

- A. This is an existing in-fill development project, as discussed above. The existing buildings have no historic properties/elements.

- B. Both buildings currently accommodate the kind of employee and business uses projected by the Company.



4272 Balloon Park Rd NE





4401 Alexander Blvd NE

### III. ECONOMIC BENEFITS

This project will have numerous positive economic benefits across the community and the state. First, we will be retaining and expanding a valued Albuquerque employer that does well for its employees, customers, suppliers, the community and the tax base. In addition to the 413 employees they had at the time of application, they will be adding another 174.

Competition

To Curia's knowledge, no known local competition exists in the city of Albuquerque.

Effect on Existing Industry and Commerce during and after Construction

The Company has stated that the expansion will allow them to continue to grow and innovate in Albuquerque. The proposed project 1) expands Curia's aseptic sterile fill finish manufacturing capacity, 2) relocates their training center, and 3) hires and trains employees at their Albuquerque, NM facility.

Overall, both government and industry have recognized that additional U.S.-based fill/finish capacity is essential to better respond to future demand surges such as that experienced during the current pandemic, while maintaining supply of pharmaceuticals for other critical healthcare needs. Construction will be complete in approximately 24 months with the new lines ready to use within approximately 36 months of project start.

The salaries for the jobs should meet or exceed the average for similar positions within the community. In a review of positions from the NM Dept. of Labor, it appears that the salaries for the jobs profiled are comparable for similar positions within the community.

1. Net new jobs and employee ramp over the next ten years are as follows:

| Year  | Cumulative Full Time Job Creation | Minimum Job (90% of target new jobs) | Job Determination Period |         | %-Clawback |
|-------|-----------------------------------|--------------------------------------|--------------------------|---------|------------|
| 1     | 413+50=463                        | 417                                  | Ordinance Date           | 1/31/22 | 100%       |
| 2     | 463+10=473                        | 426                                  | 01/01/22                 | 1/31/23 | 100%       |
| 3     | 473+50=523                        | 471                                  | 01/01/23                 | 1/31/24 | 100%       |
| 4     | 523+50=573                        | 516                                  | 01/01/24                 | 1/31/25 | 100%       |
| 5     | 573+14=587                        | 528                                  | 01/01/25                 | 1/31/26 | 75%        |
| 6     | 587                               | 528                                  | 01/01/26                 | 1/31/27 | 50%        |
| 7     | 587                               | 528                                  | 01/01/27                 | 1/31/28 | 50%        |
| 8     | 587                               | 528                                  | 01/01/28                 | 1/31/29 | 25%        |
| 9     | 587                               | 528                                  | 01/01/29                 | 1/31/30 | 25%        |
| 10    | 587                               | 528                                  | 01/01/30                 | 1/31/31 | 25%        |
| Total | 413+174=587                       |                                      |                          |         |            |

2. Salary rates for each of the positions



|                                  |    |         |
|----------------------------------|----|---------|
| Direct Labor HC <sup>(2)</sup>   | \$ | 43,360  |
| <b>Overhead Staffing</b>         |    |         |
| Engineering, EHS and Maintenance | \$ | 95,000  |
| Operations Support               | \$ | 95,500  |
| Supply Chain                     | \$ | 95,000  |
| PMO and Business Dev Support     | \$ | 106,000 |
| Technical Services (MS&T)        | \$ | 87,600  |
| Operations Management            | \$ | 172,000 |
| Quality Management               | \$ | 160,000 |
| Quality Systems                  | \$ | 88,000  |
| Quality Control - Chemistry      | \$ | 70,000  |
| Quality Control - Mico           | \$ | 56,800  |
| Quality Validation               | \$ | 83,500  |
| Quality Assurance                | \$ | 82,000  |
| SG&A                             | \$ | 72,000  |

3. Estimated net new payroll - \$165,781,000 total over the 10 year project
4. Confirmation the company pays at least 50% of the employee's health insurance premium - Confirmed

| Year | Jobs Added | Total net new jobs |
|------|------------|--------------------|
| 2022 | 50         | 50                 |
| 2023 | 10         | 60                 |
| 2024 | 50         | 110                |
| 2025 | 50         | 160                |
| 2026 | 14         | 174                |
| 2027 | 0          | 174                |
| 2028 | 0          | 174                |
| 2029 | 0          | 174                |
| 2030 | 0          | 174                |
| 2031 | 0          | 174                |
| 2032 | 0          | 174                |

\* Minimum required jobs will be 90% of target new jobs at 174 employee headcounts.

1) What percentage of the permanent new jobs is expected to be filled by current Albuquerque area residents, as opposed to people relocated from elsewhere? The company expects the majority of the positions to be filled by locals, but did not provide an exact percentage.

2) Will jobs benefit low- and moderate-income residents?

Yes

3) Will the jobs meet or exceed median wages for the industry within the community?

Yes

4) Will the jobs match skills of current city residents?

Yes

5) Will new employees be trained to fill the positions?

Yes

6) What stated advancement opportunities are there?

Curia has a history of mentoring and helping their employees to advance their careers. The Company will continue to foster the growth and advancement of their employees during this project.

7) Will “Job Training Incentive Program” or other job training programs be used?

Yes, Curia will partner with the State of New Mexico to develop adequate training and recruiting capabilities as Curia increases its job creation commitment over the next several years.

8) Will at least 50% of health insurance premiums be covered for employees?

Yes

#### Corporate Citizenship Policy/Plan

Curia is working to finalize its Environmental, Social, and Governance Report. Once finalized, a copy will be provided.

With that said, Curia believes a sustainable and responsible long-term strategy must include criteria and metrics that demonstrate our commitment as a global corporate citizen, including our commitment to employees, customers, suppliers, and investors, along with the communities where we work and live.

#### Local Purchases

The Company is in the process of determining the amount of anticipated local spending. The impact on existing industry and commerce after construction is anticipated to be favorable.

### **IV. PROJECT FEASIBILITY**

#### **COST/ FEASIBILITY/ FINANCING:**

Funding is subject to City Council approval. Curia intends to self-fund the improvements through their own working capital, and they are responsible for their own and the City’s fees related to the LEDA applications and associated legal or other administrative fees, including the fiscal impact analysis.

#### **DEVELOPER’S RECORD:**

Curia has been in operation for three decades. The company has steadily grown over that time and has over 30 facilities across the globe. Their proven track record of expansion and growth illustrates a strong record.

Additional information is available on <https://curiaglobal.com/>

#### **EQUITY:**

The applicant intends to invest a total of \$110,000,000 in the project.

#### **MANAGEMENT:**

The Company appears to have a strong, experienced management team. The project will be executed using an integrated project approach with an architectural and engineering (A&E) firm for design services, and a construction management (CM) firm to support procurement and construction management services, respectively. Curia will actively manage the project from a PMO perspective and will have active long-term involvement.

Information of Company senior personnel can be found at <https://curiaglobal.com/>

Based on the description given in the project plan, management appears to be qualified to manage the project. Based on financial information provided, the Company appears capable of managing and completing the Project.

#### **FISCAL IMPACT ANALYSIS**

This project includes a fiscal impact analysis provided to the City from the New Mexico Economic Development Department, utilizing the IMPACT DataSource economic impact model, as required given the project is a recipient of City funds. The Project will generate additional benefits and costs for local taxing districts, a summary of which is provided below. The source of specific benefits and costs are provided in greater detail for each taxing district on subsequent pages. Overall, the City will receive approximately \$9,337,500 in net benefits over the 10-year period and the Project will generate \$46,492,100 in total for all local taxing districts.

The fiscal impact analysis demonstrates that the City will recoup the value of its investment within the ten year LEDA requirement.

#### **FINDINGS:**

1. LEDA 22-6 is a qualified project as defined by the State's Local Economic Development Act and the City's enabling legislation (F/S O-04-10); and
2. LEDA 22-6 would make positive substantive contributions to the local economy and community by maintaining a 587 employee headcount in year ten; and

3. Subject to the development of acceptable security documents, LEDA 22-6 would comply with the adopted City plans and policies, and meet community economic development priorities and objectives, including remaining in operation for 10 years; and

4. Subject to the development of acceptable security documents, LEDA 22-6 would adequately meet the evaluation criteria established by the City for Local Economic Development Act projects, including the requirement that the City recoup the value of its investment within 10 years.

**STAFF RECOMMENDATION:**

Based on the above findings, staff recommends approval of LEDA 22-6 as proposed in the project plan application.

Charles Ashley, Director  
Economic Development Department

# EXECUTIVE SUMMARY

## A REPORT OF THE ECONOMIC IMPACT OF AMRI IN ALBUQUERQUE, NM

March 4, 2021

Prepared by:

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Joseph Montoya Building

1100 S. St. Francis Drive

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Prepared using Total Impact



## PURPOSE & LIMITATIONS

This report presents the results of an analysis undertaken by the New Mexico Economic Development Department using Total Impact, an economic and fiscal impact analysis tool developed and supported by the Austin, TX based economic consulting firm, Impact DataSource.

The Total Impact model is a customized software program licensed to the New Mexico Economic Development Department. The model includes estimates, assumptions, and other information developed by Impact DataSource from its independent research effort detailed in New Mexico Economic Development Department's Total Impact User Guide.

The analysis relies on prospective estimates of business activity that may not be realized. New Mexico Economic Development Department made reasonable efforts to ensure that the project-specific data entered into the Total Impact model reflects realistic estimates of future activity.

No warranty or representation is made by New Mexico Economic Development Department or Impact DataSource that any of the estimates or results contained in this study will actually be achieved.



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## Introduction

This report presents the results of an economic impact analysis performed using Total Impact, a model developed by Impact DataSource. The report estimates the impact that a potential project in the Albuquerque may have on the state and local economy and estimates the costs and benefits for the state and local taxing districts over a 10-year period.

## Description of the Project

The project will expand AMRI's sterile fill finish manufacturing capacity and capability in our site located at 4401 Alexander Blvd NE in Albuquerque, NM. The project will add additional sterile vial fill and finish capacity including lyophilization inside a new BSL-2 level facility. The 11,000 square foot filling facility will be constructed inside the current warehouse space and a new 12,000 square foot addition will be added to the warehouse to house the necessary support utility equipment. The project is expected to take approximately 24 months to complete with a total investment of approximately \$60M.

## Existing & Expanded Operations

The Project under analysis represents the expansion of an existing company in the Albuquerque. The existing operations currently support 470.0 direct jobs in the community and 434.0 indirect and induced jobs. The direct workers earn \$79,000 per year and the company supports \$14.2 million per year in taxable sales and spending in the community. Additionally, the company supports taxable property valued at \$52.7 million annually. The table below illustrates the company's economic impact over the next 10 years - including both the existing and expanded operations.

Table 1. Economic Impact of Existing and Expanded Operations Over the Next 10 Years

|                         | Existing<br>Operations | Expansion       | Existing &<br>Expanded Ops |
|-------------------------|------------------------|-----------------|----------------------------|
| <b>Economic Output:</b> |                        |                 |                            |
| Direct                  | \$1,487,849,678        | \$693,692,012   | \$2,181,541,690            |
| Indirect & Induced      | \$692,147,670          | \$322,705,524   | \$1,014,853,194            |
| Total                   | \$2,179,997,348        | \$1,016,397,536 | \$3,196,394,884            |
| <b>Jobs</b>             |                        |                 |                            |
| Direct                  | 470.0                  | 274.0           | 744.0                      |
| Indirect & Induced      | 434.0                  | 253.1           | 687.1                      |
| Total                   | 904.0                  | 527.1           | 1,431.1                    |
| <b>Salaries</b>         |                        |                 |                            |
| Direct                  | \$406,563,141          | \$165,781,000   | \$572,344,141              |
| Indirect & Induced      | \$317,281,874          | \$129,375,491   | \$446,657,365              |
| Total                   | \$723,845,015          | \$295,156,491   | \$1,019,001,506            |
| <b>Taxable Sales</b>    |                        |                 |                            |
| Direct                  | \$79,654,315           | \$290,605,223   | \$370,259,538              |
| Indirect & Induced      | \$62,162,227           | \$25,347,394    | \$87,509,621               |
| Total                   | \$141,816,542          | \$315,952,617   | \$457,769,159              |

The table below illustrates the company's fiscal impact - the net benefits for local taxing districts - over the next 10 years - including both the existing and expanded operations.

Table 2. Fiscal Impact of Existing and Expanded Operations Over the Next 10 Years

|                            | Net Benefits        |              |                         |
|----------------------------|---------------------|--------------|-------------------------|
|                            | Existing Operations | Expansion    | Existing & Expanded Ops |
| State of New Mexico        | \$70,038,742        | \$32,271,214 | \$102,309,956           |
| Albuquerque                | \$5,450,290         | \$9,337,521  | \$14,787,811            |
| Bernalillo County          | \$2,795,556         | \$3,077,923  | \$5,873,480             |
| Albuquerque Public Schools | \$1,407,290         | \$1,631,202  | \$3,038,491             |
| Special Taxing Districts   | \$1,292,003         | \$174,192    | \$1,466,195             |
| Total                      | \$80,983,881        | \$46,492,052 | \$127,475,933           |

The remainder of this report will focus on only the economic and fiscal impact associated with the expanded operations.

### Economic Impact Overview

The Project's operations will support employment and other economic impacts in the state. The 274.0 workers directly employed by the Project will earn approximately \$77,000 per year initially. This direct activity will support 253.1 indirect and induced workers in the state earning \$65,000 on average. The total additional payroll or workers' earnings associated with the Project is estimated to be approximately \$295.2 million over the next 10 years.

Accounting for various taxable sales and purchases, including activity associated with the Project, worker spending, and visitors' spending in the state, the Project is estimated to support approximately \$316.0 million in taxable sales over the next 10 years.

Table 3. Economic Impact Over the Next 10 Years Statewide

|  | Direct        | Indirect & Induced | Total           |
|--|---------------|--------------------|-----------------|
| Economic output generated by direct, indirect, and induced activity  | \$693,692,012 | \$322,705,524      | \$1,016,397,536 |
| Number of permanent direct, indirect, and induced jobs to be created | 274.0         | 253.1              | 527.1           |
| Salaries to be paid to direct, indirect, and induced workers         | \$165,781,000 | \$129,375,491      | \$295,156,491   |
| Taxable sales and purchases  | \$290,605,223 | \$25,347,394       | \$315,952,617   |

The project is not expected to result in a consequential increase in the state's population. A majority of newly hired employees would likely be current New Mexico residents. However, it is estimated that approximately 24.0% of the new direct workers may be new residents to Bernalillo County. The local population impacts may result in new residential properties constructed in the county and increase the enrollment of local public schools.

Table 4. Population Impacts Over the Next 10 Years for the County

|   | Direct | Indirect & Induced | Total |
|---|--------|--------------------|-------|
| Number of direct, indirect, and induced workers who will move to the County | 65.7   | 40.2               | 105.9 |
| Number of new residents in the County                                       | 170.8  | 104.5              | 275.3 |
| Number of new residential properties to be built in the County              | 6.6    | 4.0                | 10.6  |
| Number of new students expected to attend local school district             | 32.9   | 20.1               | 53.0  |

The Project is estimated to support an average of approximately \$24.0 million in new non-residential taxable property each year over the next 10 years. The taxable value of property supported by the Project over the 10-year period is shown in the following table. The values represent the taxable value of property before the consideration of any possible property tax abatements.

Table 5. Value of Taxable Property Supported by the Project Over the Next 10 Years

| Year | New Residential Property | The Project's Property |   |                                  |              | Subtotal Nonresidential Property | Total Residential & Nonresidential Property |
|------|--------------------------|------------------------|---|----------------------------------|--------------|----------------------------------|---|
|      |                          | Land                   | Buildings & Other Real Prop. Improvements | Furniture, Fixtures, & Equipment |              |                                  |   |
| 1    | \$155,440                | \$0                    | \$5,068,092                               | \$16,516,667                     | \$21,584,758 | \$21,740,198                     |   |
| 2    | \$158,549                | \$0                    | \$14,609,454                              | \$14,865,000                     | \$29,474,454 | \$29,633,002                     |   |
| 3    | \$384,084                | \$0                    | \$14,901,643                              | \$13,213,333                     | \$28,114,976 | \$28,499,060                     |   |
| 4    | \$391,766                | \$0                    | \$15,199,675                              | \$11,561,667                     | \$26,761,342 | \$27,153,108                     |   |
| 5    | \$574,865                | \$0                    | \$15,503,669                              | \$9,910,000                      | \$25,413,669 | \$25,988,534                     |   |
| 6    | \$607,815                | \$0                    | \$15,813,742                              | \$8,258,333                      | \$24,072,076 | \$24,679,891                     |   |
| 7    | \$619,971                | \$0                    | \$16,130,017                              | \$6,606,667                      | \$22,736,684 | \$23,356,655                     |   |
| 8    | \$632,371                | \$0                    | \$16,452,617                              | \$4,955,000                      | \$21,407,617 | \$22,039,988                     |   |
| 9    | \$645,018                | \$0                    | \$16,781,670                              | \$3,303,333                      | \$20,085,003 | \$20,730,021                     |   |
| 10   | \$657,918                | \$0                    | \$17,117,303                              | \$3,303,333                      | \$20,420,637 | \$21,078,555                     |   |

The taxable value of residential property represents the value of properties that may be constructed as a result of new workers moving to the community.

This analysis assumes the residential real property appreciation rate to be 2.0% per year. The Project's real property is assumed to appreciate at a rate of 2.0% per year. The analysis assumes the Project's furniture, fixtures, and equipment will depreciate over time according to the depreciation schedule shown in Appendix A.

Fiscal Impact Overview

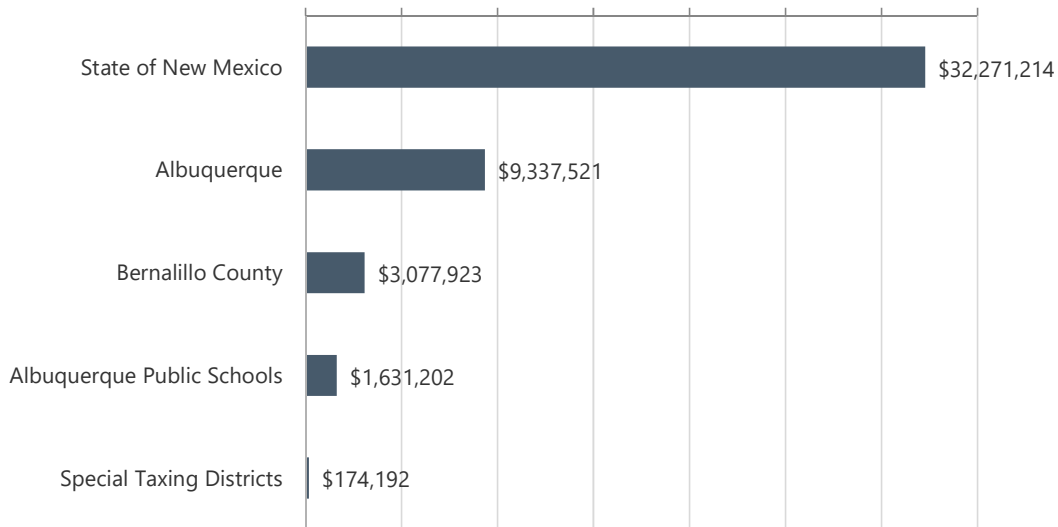
The Project will generate additional benefits and costs for local taxing districts, a summary of which is provided below. The source of specific benefits and costs are provided in greater detail for each taxing district on subsequent pages. Overall, the City will receive approximately \$9,337,500 in net benefits over the 10-year period and the Project will generate \$46,492,100 in total for all local taxing districts.

Table 5. Fiscal Net Benefits Over the Next 10 Years for the State and Local Taxing Districts

|                            | Benefits            | Costs                 | Net Benefits        | Present Value of Net Benefits* |
|----------------------------|---------------------|-----------------------|---------------------|--------------------------------|
| State of New Mexico        | \$41,683,274        | (\$9,412,060)         | \$32,271,214        | \$24,096,619                   |
| Albuquerque                | \$16,478,661        | (\$7,141,140)         | \$9,337,521         | \$7,120,401                    |
| Bernalillo County          | \$3,549,017         | (\$471,094)           | \$3,077,923         | \$2,350,321                    |
| Albuquerque Public Schools | \$3,215,630         | (\$1,584,429)         | \$1,631,202         | \$1,196,806                    |
| Special Taxing Districts   | \$174,192           | \$0                   | \$174,192           | \$133,724                      |
| <b>Total</b>               | <b>\$65,100,774</b> | <b>(\$18,608,722)</b> | <b>\$46,492,052</b> | <b>\$34,897,871</b>            |

\* The Present Value of Net Benefits expresses the future stream of net benefits received over several years as a single value in today's dollars. Today's dollar and a dollar to be received at differing times in the future are not comparable because of the time value of money. The time value of money is the interest rate or each taxing entity's discount rate. This analysis uses a discount rate of 5% to make the dollars comparable.

Figure 1. Net Benefits Over the Next 10 Years for the State and Local Taxing Districts



State of New Mexico

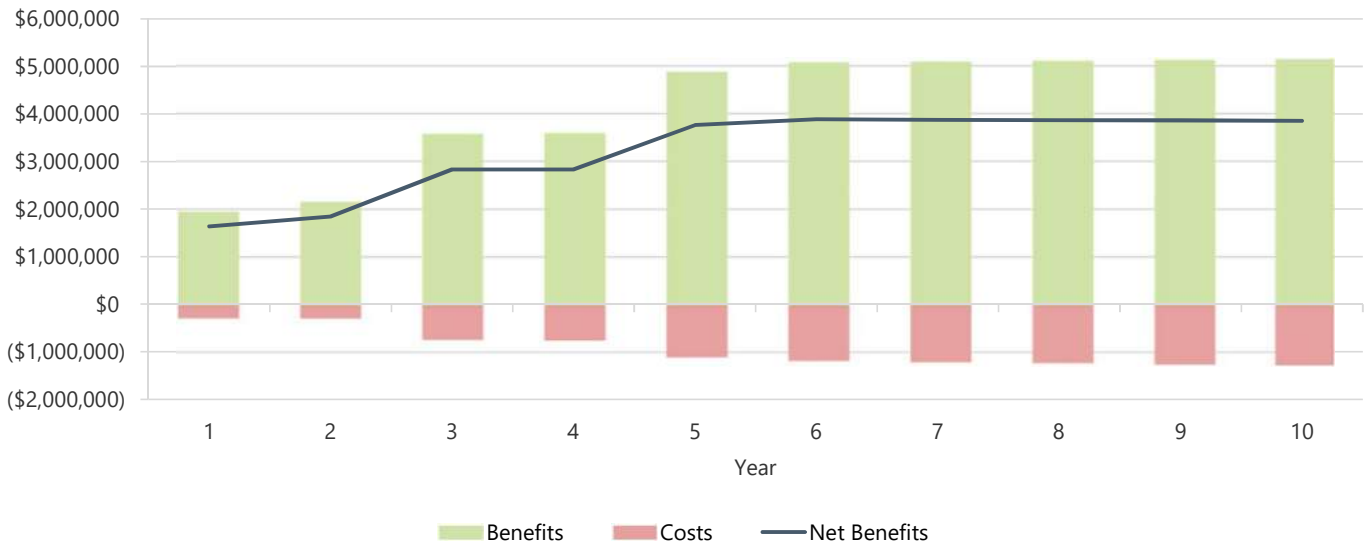
The table below displays the estimated additional benefits to be received by the State of New Mexico over the first 10 years. The project is expected to have a small effect on the statewide population and therefore some additional statewide costs to provide additional services were estimated for the state. Appendix C contains the year-by-year calculations.

Table 6. State of New Mexico: Benefits, Costs, and Net Benefits Over the Next 10 Years

|  | Amount               |
|--|----------------------|
| Gross Receipts Taxes, after IRB rebate         | \$9,679,039          |
| Real Property Taxes - Project, after abatement | \$10,035             |
| FF&E Property Taxes - Project, after abatement | \$6,290              |
| Property Taxes - New Residential               | \$6,566              |
| Personal Income Taxes                          | \$13,134,464         |
| Corporate Income Taxes                         | \$83,965             |
| Miscellaneous Taxes & User Fees                | \$18,762,917         |
| <u>Subtotal Benefits</u>                       | <u>\$41,683,274</u>  |
| Cost of Providing State Services               | (\$9,412,060)        |
| <u>Subtotal Costs</u>                          | <u>(\$9,412,060)</u> |
| Net Benefits                                   | \$32,271,214         |
| <i>Present Value (5% discount rate)</i>        | <i>\$24,096,619</i>  |

Gross receipts taxes are estimated on new taxable gross receipts resulting from the project. Property taxes are estimated on the firm's property and new residential property constructed. Personal income taxes are estimated based on an effective income tax rate and the earnings of new direct and indirect workers. Corporate income taxes on the direct activity is based on the net taxable income projected by the company. Corporate income taxes on the indirect activity is estimated on a per indirect worker basis and the observed statewide corporate income tax collections per worker. To the extent that the project will result in an increase in new households in the state, additional miscellaneous taxes and user fees have been estimated for the state. Additionally, the costs to provide state services to these new households were also estimated based on recent state expenditure data as detailed in the Appendix.

Figure 2. Annual Fiscal Net Benefits for the State of New Mexico





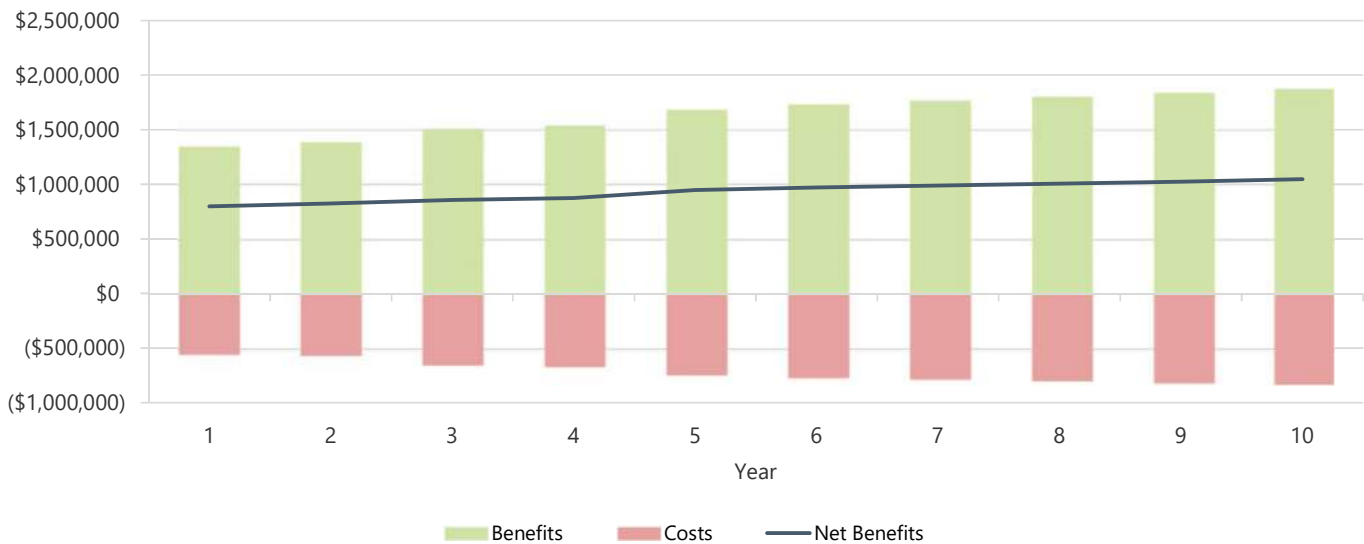
Albuquerque

The table below displays the estimated additional benefits, costs, and net benefits to be received by the City over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 7. Albuquerque: Benefits, Costs, and Net Benefits Over the Next 10 Years

|  | Amount               |
|--|----------------------|
| Gross Receipts Taxes, after IRB rebate         | \$8,847,224          |
| Real Property Taxes - Project, after abatement | \$85,005             |
| FF&E Property Taxes - Project, after abatement | \$53,276             |
| Property Taxes - New Residential               | \$54,501             |
| Utility Revenue                                | \$5,764,971          |
| Utility Franchise Fees                         | \$700,686            |
| Building Permits and Fees                      | \$57,000             |
| Lodgers Taxes                                  | \$124,289            |
| Miscellaneous Taxes & User Fees                | \$791,709            |
| <u>Subtotal Benefits</u>                       | <u>\$16,478,661</u>  |
| Cost of Providing Municipal Services           | (\$914,971)          |
| Cost of Providing Utility Services             | (\$6,226,168)        |
| <u>Subtotal Costs</u>                          | <u>(\$7,141,140)</u> |
| Net Benefits                                   | \$9,337,521          |
| <i>Present Value (5% discount rate)</i>        | <i>\$7,120,401</i>   |

Figure 3. Annual Fiscal Net Benefits for the Albuquerque



## Bernalillo County

The table below displays the estimated additional benefits, costs, and net benefits to be received by the County over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 8. Bernalillo County: Benefits, Costs, and Net Benefits Over the Next 10 Years

|  | Amount             |
|--|--------------------|
| Gross Receipts Taxes, after IRB rebate         | \$2,921,253        |
| Real Property Taxes - Project, after abatement | \$90,192           |
| FF&E Property Taxes - Project, after abatement | \$56,527           |
| Property Taxes - New Residential               | \$51,603           |
| Building Permits and Fees                      | \$22,000           |
| Miscellaneous Taxes & User Fees                | \$407,441          |
| <u>Subtotal Benefits</u>                       | <u>\$3,549,017</u> |
| Cost of Providing County Services              | (\$471,094)        |
| <u>Subtotal Costs</u>                          | <u>(\$471,094)</u> |
| Net Benefits                                   | \$3,077,923        |
| <i>Present Value (5% discount rate)</i>        | <i>\$2,350,321</i> |

## Albuquerque Public Schools

The table below displays the estimated additional benefits, costs, and net benefits to be received by the school district over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 9. Albuquerque Public Schools: Benefits, Costs, and Net Benefits Over the Next 10 Years

|  | Amount               |
|--|----------------------|
| Real Property Taxes - Project, after abatement | \$83,588             |
| FF&E Property Taxes - Project, after abatement | \$52,388             |
| Property Taxes - New Residential               | \$51,117             |
| State Equalization Guarantee                   | \$3,028,537          |
| <u>Subtotal Benefits</u>                       | <u>\$3,215,630</u>   |
| Cost of Educating New Students                 | (\$1,584,429)        |
| <u>Subtotal Costs</u>                          | <u>(\$1,584,429)</u> |
| Net Benefits                                   | \$1,631,202          |
| <i>Present Value (5% discount rate)</i>        | <i>\$1,196,806</i>   |

## Benefits for Other Taxing Districts

The table below displays the estimated additional property taxes to be received by other property taxing districts over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 10. Other Taxing Districts: Benefits Over the Next 10 Years

|  | Amount           |
|--|------------------|
| Real Property Taxes - Project, after abatement | \$76,740         |
| FF&E Property Taxes - Project, after abatement | \$48,097         |
| Property Taxes - New Residential               | \$49,355         |
| Benefits                                       | \$174,192        |
| <i>Present Value (5% discount rate)</i>        | <i>\$133,724</i> |



Property Tax Abatement

Some taxing districts are considering abating taxes on the Project's property. The table below identifies the type of property for which the taxing districts are considering abating taxes.

Table 11. Types of the Project's Property Subject to Tax Abatement

|  |   |
|--|---|
| Land   | ✓ |
| Buildings & Other Real Property Improvements | ✓ |
| Furniture, Fixtures, & Equipment             | ✓ |

The table below identifies the percentage of the property taxing abatement by taxing districts and the total value of the abatement.

Table 12. Tax Abatement Percentages and Value Over the First 10 Years\*

| Year                     | State of New Mexico | Albuquerque | Bernalillo County | Albuquerque Public Schools | Special Taxing Districts |
|--------------------------|---------------------|-------------|-------------------|----------------------------|--------------------------|
| 1                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 2                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 3                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 4                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 5                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 6                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 7                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 8                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 9                        | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| 10                       | 95%                 | 95%         | 95%               | 95%                        | 95%                      |
| Total Value of Abatement | \$310,172           | \$2,627,339 | \$2,787,671       | \$2,583,550                | \$2,371,904              |

\* The tax abatement shown above is offered as a part of Industrial Revenue Bonds (IRB). The total value of the IRBs is shown next.

Industrial revenue bonds are under consideration for the project. If industrial revenue bonds are issued for the project, the project's property and equipment purchases may be exempt from property taxes and gross receipt taxes. The table below identifies the value of the industrial revenue bonds in terms of taxes foregone by local taxing entities.

Table 13. Value of Industrial Revenue Bonds Measured in Foregone Taxes

|                            | Gross                      |                            |                     |
|----------------------------|----------------------------|----------------------------|---------------------|
|                            | Property Tax Value of IRBs | Receipts Tax Value of IRBs | Total Value of IRBs |
| State of New Mexico        | \$310,172                  | \$2,643,113                | \$2,953,285         |
| Albuquerque                | \$2,627,339                | \$1,141,187                | \$3,768,526         |
| Bernalillo County          | \$2,787,671                | \$376,807                  | \$3,164,478         |
| Albuquerque Public Schools | \$2,583,550                | \$0                        | \$2,583,550         |
| Special Taxing Districts   | \$2,371,904                | \$0                        | \$2,371,904         |
| Total                      | \$10,680,636               | \$4,161,107                | \$14,841,744        |

City Non-Tax Incentives

The City is considering the following non-tax incentives for the Project.

Table 14. City Incentives Under Consideration

| Year  | City LEDA   |
|-------|-------------|
| 1     | \$1,000,000 |
| 2     | \$0         |
| 3     | \$0         |
| 4     | \$0         |
| 5     | \$0         |
| 6     | \$0         |
| 7     | \$0         |
| 8     | \$0         |
| 9     | \$0         |
| 10    | \$0         |
| Total | \$1,000,000 |

These financial incentives may be considered an investment in the Project made by the city. Four calculations analyzing possible investments were made:

1. Net Benefits - detailed above
2. Present Value of Net Benefits - detailed above
3. Rate of Return on Investment - discussed and detailed below
4. Payback Period - discussed and detailed below

The rate of return on investment calculates the average annual rate of return to the city, treating the incentives as the initial investment and the net benefits to the city as the return on investment. The payback period is the number of years that it will take the city to recover the cost of incentives from the additional revenues that it will receive as a result of the Project.

The table below shows an analysis of these incentives, including a calculation of incentives per job, rate of return, and payback period.

Table 15. Analysis of City Incentives

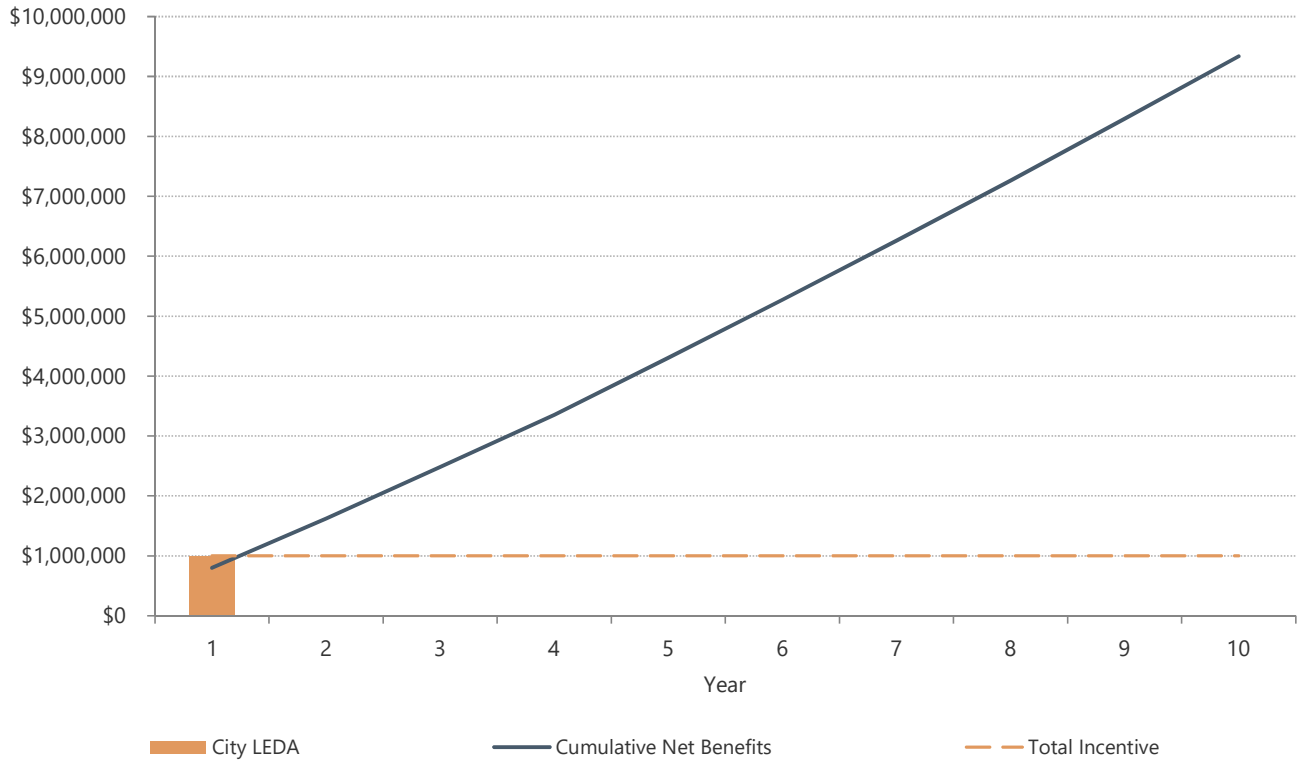
|                         |             |
|-------------------------|-------------|
| Total Non-Tax Incentive | \$1,000,000 |
| Incentive Per Job       | \$3,650     |
| Rate of Return          | 93.4%       |
| Payback period (years)  | 1.2         |

Note: The Rate of Return and Payback Period are calculated based on the sum of annual incentives, not the present value of the incentives.



The graph below depicts the total incentives currently under consideration versus the cumulative net benefits to the City. The intersection indicates the length of time until the incentives are paid back.

Figure 4. City Incentives Under Consideration





State Incentives

The state is considering the following incentives for the Project.

Table 18. State Incentives Under Consideration

| Year  | LEDA, JTIP and others |
|-------|-----------------------|
| 1     | \$13,500,000          |
| 2     | \$0                   |
| 3     | \$0                   |
| 4     | \$0                   |
| 5     | \$0                   |
| 6     | \$0                   |
| 7     | \$0                   |
| 8     | \$0                   |
| 9     | \$0                   |
| 10    | \$0                   |
| Total | \$13,500,000          |

These financial incentives may be considered an investment in the Project made by the state. Four calculations analyzing possible investments were made:

1. Net Benefits - detailed above
2. Present Value of Net Benefits - detailed above
3. Rate of Return on Investment - discussed and detailed below
4. Payback Period - discussed and detailed below

The rate of return on investment calculates the average annual rate of return to the state, treating the incentives as the initial investment and the net benefits to the state as the return on investment. The payback period is the number of years that it will take the state to recover the cost of incentives from the additional revenues that it will receive as a result of the Project.

The table below shows an analysis of these incentives, including a calculation of incentives per job, rate of return, and payback period.

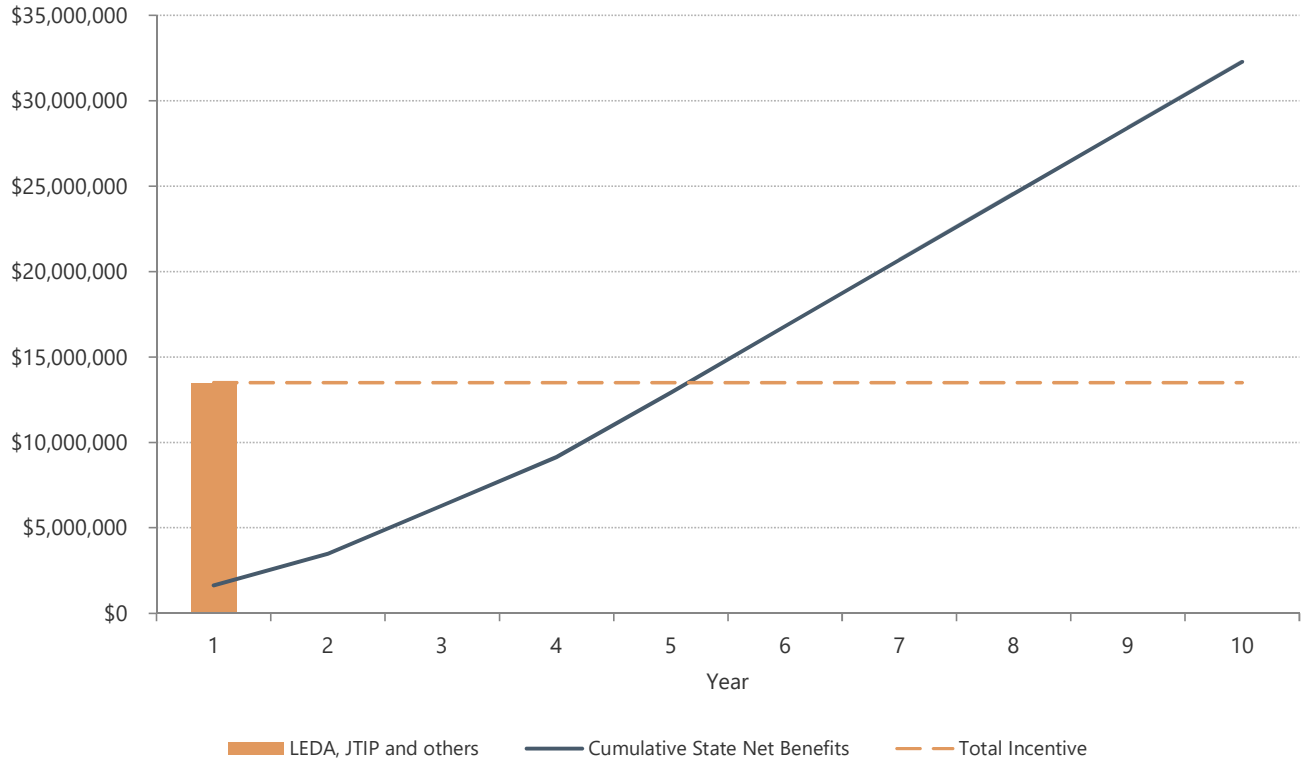
Table 19. Analysis of State Incentives

|                        |              |
|------------------------|--------------|
| Total State Incentives | \$13,500,000 |
| Incentives Per Job     | \$49,270     |
| Rate of Return         | 23.9%        |
| Payback period (years) | 5.2          |

Note: The Rate of Return and Payback Period are calculated based on the sum of annual incentives, not the present value of the incentives.

The graph below depicts the total incentives currently under consideration versus the cumulative net benefits to the State. The intersection indicates the length of time until the incentives are paid back.

Figure 6. State Incentives Under Consideration





State LEDA @ \$5M, JTIP @ \$3.5M, HWJTC @ \$2.5K, MFGITC @ \$2.5M. State total incentive estimated to be \$13.5M. City LEDA assumed to be \$1M.

## Overview of Methodology

This report presents the results of an analysis undertaken by the New Mexico Economic Development Department using Total Impact, an economic and fiscal impact analysis tool developed and supported by the Austin, TX based economic consulting firm, Impact DataSource.

The Total Impact model combines project-specific attributes with community data, tax rates, and assumptions to estimate the economic impact of the Project and the fiscal impact for local taxing districts over a 10-year period.

The economic impact as calculated in this report can be categorized into two main types of impacts. First, the direct economic impacts are the jobs and payroll directly created by the Project. Second, this economic impact analysis calculates the indirect and induced impacts that result from the Project. Indirect jobs and salaries are created in new or existing area firms, such as maintenance companies and service firms, that may supply goods and services for the Project. In addition, induced jobs and salaries are created in new or existing local businesses, such as retail stores, gas stations, banks, restaurants, and service companies that may supply goods and services to new workers and their families.

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions. Impact DataSource utilizes county-level multipliers to estimate the impact occurring at the sub-county level.

Two types of regional economic multipliers were used in this analysis: an employment multiplier and an earnings multiplier. An employment multiplier was used to estimate the number of indirect and induced jobs created or supported in the area. An earnings multiplier was used to estimate the amount of salaries to be paid to workers in these new indirect and induced jobs. The employment multiplier shows the estimated number of total jobs created for each direct job. The earnings multiplier shows the estimated amount of total salaries paid to these workers for every dollar paid to a direct worker. The multipliers used in this analysis are listed below:

| Multiplier            |                          | City   | County | State  |
|-----------------------|--------------------------|--------|--------|--------|
| Employment Multiplier | (Type II Direct Effect ) | 1.4584 | 1.6112 | 1.9234 |
| Earnings Multiplier   | (Type II Direct Effect ) | 1.3874 | 1.5166 | 1.7804 |

### Calculation of Fiscal Impact

#### *Calculation of Revenues for the State*

The state's revenues from gross receipts taxes, property taxes, personal and corporate income taxes were estimated directly using data entered about the project and state tax rates and assumptions about workers moving to the area and possibly building new property.

Impact DataSource estimated the miscellaneous taxes and user fees as a function of statewide personal income. The data used to estimate these factors were obtained from the US Census of Governments and the Bureau of Economic Analysis. Next, these percentages were applied to the total increase in workers' earnings from the economic impact calculations to determine the annual miscellaneous taxes and user fees to be collected by the state related to the permanent increase in economic activity supported by the project.

The fiscal costs associated with the project result from the portion of new worker households that relocate to New Mexico to take a job and the resulting costs to provide state services to these new residents. Impact DataSource estimated the cost of providing state services to new worker households moving to the state by applying the average per household cost of state expenditures to the estimated number of new workers new to the state.

Impact DataSource determined the marginal cost to provide state government services on per household in the state by using approximately 40% of the average cost. The data used to estimate these costs were obtained from the US Census of Governments and US Census. On average, the state incurs \$5,000 in costs to provide these services to households.

#### *Calculation of Revenues for the City*

The city's revenues from gross receipts taxes, property taxes, city-owned utilities, utility franchise fees, lodging taxes, and building permits and fees were estimated directly using data entered about the project and local tax rates and assumptions about workers moving to the area and possibly building new property.

The new firm was not asked for nor could reasonably provide some data for calculating some other revenues for the city. For example, while the city will likely receive revenues from fines paid on speeding tickets given to new workers at the firm, the firm may not reasonably know the propensity of its workers to speed. Therefore, some other city revenues were calculated using an average revenue approach. This approach uses two assumptions:

- 1 - The city has two general revenue sources -- revenues from residents and revenues from businesses.
- 2 - The city will collect (a) about the same amount of other revenues from each household of new workers that may move to the city as it currently collects from an average household of existing residents, and (b) about the same amount of other revenues from the new firm (on a per worker basis) will be collected as the city collects from other businesses in the city.

Using this average revenue approach, revenues likely to be received by the city were calculated from the households of new workers who may move to the city and from the new firm using average city revenues per household and per worker calculations. These revenues are labeled as miscellaneous taxes and user fees.

The total annual city revenues used to make average revenue calculations in this analysis were obtained from the city's latest annual budget and the per household and per worker and calculations are detailed in Appendix A.

#### *Calculation of Costs for the City*

This analysis sought to answer the question, what additional monies will the city have to spend to provide services to households of new workers who may move to the city and to the firm. A marginal cost approach was used to calculate additional city costs from the new firm and its workers.

This approach uses two assumptions:

- 1 - The city spends money on services for two general groups -- residents and businesses.
- 2 - The city will spend (a) about the same amount for variable or marginal cost for each household of new workers that may move to the city as it currently spends for an average household of existing residents, and (b) about the same amount for variable or marginal costs for the new firm (on a per worker basis) as it spends for other businesses in the city.

#### *Calculation of Net Benefits for the City*

Net benefits calculated in this analysis are the difference between additional city revenues over a ten-year period and additional city costs to provide services to the new firm and its workers and indirect workers who may move to the city.



#### *Calculation of Revenues, Costs and Net Benefits for the County*

The model estimates additional revenues, costs and net benefits for the county using the same methodology described for the city relying on county budget data.

#### *Calculation of Revenues for Public Schools*

The school district's revenues from property taxes were calculated on the new residential property for some new direct and indirect workers who may move to the county and on the firm's property that will be added to local tax rolls.

However, school district revenues from state and federal funds and other local funding were calculated using an average revenue approach. This approach used the assumption that the school district will collect about the same amount of these revenues for each new student in the household of a new worker who may move to the county as it currently collects for each existing student.

#### *Calculation of Costs for Public Schools*

A marginal cost approach was used to calculate additional school district costs from the new firm and its workers. This approach uses the assumption that the school district will spend about the same amount for variable or marginal cost for each new student as it spends for each existing student.

#### *Calculation of Net Benefits for Public Schools*

Net benefits calculated in this analysis are the difference between additional school district revenues over a ten-year period and marginal costs for the school district to provide services to students in the households of new workers who may move to the county.

The school district's total annual revenues and expenses to make average revenue and marginal costs calculations in this analysis were obtained from the school district's latest annual budget.

#### *Calculation of Property Taxes to be Collected by Countywide Special Taxing Districts*

Revenues for countywide special taxing districts from property taxes were calculated on the new residential property for some new direct and indirect workers who may move to the county and on the firm's property that will be added to local tax rolls.

While each of these special taxing districts may incur additional costs from new residents and from the new firm, these additional costs were not calculated in this analysis.

## About Impact DataSource

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Impact DataSource is an Austin economic consulting, research, and analysis firm founded in 1993. The firm has conducted over 2,500 economic impact analyses of firms, projects, and activities in most industry groups in New Mexico and more than 30 other states.

In addition, Impact DataSource has prepared and customized more than 50 economic impact models for its clients to perform their own analyses of economic development projects. These clients include the Frisco EDC in Texas and the Metro Orlando (Florida) Economic Development Commission.

## FY22 LEDA Application-ABQ

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|                           |                                 |
|---------------------------|---------------------------------|
| Applicant                 | Spencer Tuttle                  |
| Applicant ID              | APP-014986                      |
| Company Name              | Albany Molecular Research, Inc. |
| Email                     | spencer.tuttle@amriglobal.com   |
| Status                    | Submitted                       |
| LEDA PPA Job Count Target | 274                             |

### Contact Information

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**Question:** Legal Company Name

Curia New Mexico, LLC

**Question:** Trade Name (dba)

Not Answered

**Question:** Project Name

N/A

**Question:** Company Street Address

4272 Balloon Park Road

**Question:** Company City

Albuquerque

**Question:** Company State

New Mexico

**Question:** Company Zip

87109

**Question:** Phone

505-923-1500

**Question:** Website

<https://curiaglobal.com/>

**Question:** Primary Contact Person First Name

Spencer

**Question:** Primary Contact Person Last Name

Tuttle

**Question:** Federal Tax ID #

26-2564265

**Question:** NM State Tax and Revenue Identification Number

03136790009

**Question:** City/County Business License Registration will be pursued

Yes

No

**Question:** NAICS Code(s)-North American Industry Classification System

325410

**Question:** DUNS # (preferred but not required)

26-2564265

**Question:** This Business is organized as a:

C-Corporation

S-Corporation

LLC

Partnership

Sole Proprietorship

B-Corporation

**Question:** Incorporation Papers

[Formation Cert.Oso.pdf](#) (10/20/2021 7:32 AM)

**Question:** Resumes of all principals (owners, partners, directors or officers; required for businesses 1 years or younger)

**No Attachments**

**Question:** Company Contact for Project Administration (if different from above)

Melissa King

**Question:** Title

Director - Finance

**Question:** Telephone

515-315-8882

**Question:** Cell Phone

515-315-8882

**Question:** Email

melissa.king@curiaglobal.com

## Project Information

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Please include detailed information such as:

- Executive Summary; Business description and history
- Infrastructure Development/Needs
- Market analysis and strategy
- Summary of competition
- Tax Reporting Status
- Effect on Existing Industry and Commerce during and after Construction
- Land Acquisition
- Local Purchasing

- Water Conservation
- Relocation of Individuals or Businesses
- Construction Schedule
  - Target Close Date
  - General Contract Signed
  - Construction Start
  - Construction End
  - New Facility Operational Date
- Operations plan; Organizational chart
- Any document or record that the local governing body, in its sole discretion, deems necessary.

**Question:** Description of the Proposed Development, its product and its timeline.

The proposed project 1) expands Curia's (f.k.a. AMRI) aseptic sterile fill finish manufacturing capacity, 2) relocates our training center, and 3) hires and trains employees at our Albuquerque, NM facility. The Albuquerque facility, central to this proposal, is currently working with customers whose products are related to the pandemic response and other critical medicines. The Albuquerque campus has a training facility ('Sterile University') where Curia (f.k.a. AMRI) has created a training program for new employees that also provides continuing education and professional development for all manufacturing and quality staff. Overall, both government and industry have recognized that additional U.S.-based fill/finish capacity is essential to better respond to future demand surges such as that experienced during the current pandemic, while maintaining supply of pharmaceuticals for other critical healthcare needs. Construction will be complete in approximately 24 months with the new lines ready to use within approximately 36 months of project start.

**Question:** Provide a detailed scope of work that is specific to the funding request/award and what the funds will be used for.

The expansion adds additional sterile injectable capacity to Curia's (f.k.a. AMRI) Albuquerque site. The investment centerpiece will be two new filling lines. The first line is a BSL-2, high-speed isolated vial line with lyophilization capability installed in an extension onto an existing building. The second vial line is a flexible isolated sterile injectable line retrofitted into an existing space in our facility.

**Question:** Business Plan (required for businesses 1 year or younger)

N/A

**Question:** Supporting Documentation

No Attachments

## Financial Information

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\*Upload sources and uses chart; enter N/A and zero for questions that do not apply to your business

**Question:** Provide detailed assumptions for your project including three years of projected cash flow income statements. If the applicant has been in business less than one year, you may be requested to provide additional financial information after review .

[ABQ Expansion P&L NM LEDA Application 10.20.2021.xlsx](#) (10/20/2021 7:38 AM)

**Question:** Provide financial statements (balance sheet, profit and loss and cash flow) or tax returns for the past three years. Also provide interim statements within 90 days of application date.

[UIC Holdings LP 2020 Financial Statements 3-15-21.pdf](#) (10/20/2021 8:50 AM)

[UIC Holdings LP 2019 Financial Statements 4-17-20.pdf](#) (10/20/2021 8:50 AM)

**Question:** What is the collateral/security to be pledged to the funds awarded?

- Letter of Credit
- Surety Bond
- Mortgage Security
- Security Agreement/Escrow
- Security Agreement/Lien
- Security Interest/Lien

**Question:** What is the method of appraisal for stated security (if Security Mortgage or Lien were selected above)?

N/A

**Question:** What is the equity investment from the applicant?

\$110,000,000.00

**Question:** External Equity Investment Sources

0

**Question:** External Equity Investment Amount

\$0.00

**Question:** City/County Funding Source

Bernalillo County

**Question:** City/County Funding Amount

\$500,000.00

**Question:** Bank Loan Source (financial institution names), type (commercial, USDA, SBA 504, etc.), and stage (applied or approved)

N/A

**Question:** Bank Loans Amount Total

\$0.00

**Question:** Other Loans Source

0

**Question:** Other Loans Amount

\$0.00

**Question:** Other Sources

0

**Question:** Other Sources Amount

\$0.00

**Question:** Total Project Amount (Sum of above)

\$110,000,000.00

**Question:** Supporting financial documentation

No Attachments

## Company History and Background

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**Question:** How long has the company been in operation, as of the date of application?

30 years

**Question:** At the time of this application, how many full-time employees do you currently employ? Please provide the most recent Department of Workforce Solutions report below. If no employees, disregard report. Enter 0.

413.00

**Question:** List owners with more than 20% ownership stake in the company. Additionally, please list principal directors and/or officers.

Ultimate Owners: The Carlyle Group & GTCR

Owners: Curia New Mexico Holdings LLC

Officers/Directors: Stacie Phillips, Mariesa Coppola, Diane Beno

**Question:** Are owners and/or officers current with financial obligations/payments to the State of New Mexico or any other Federal or State entity? If no, please explain.

Yes

**Question:** Does the applicant have any loans or other financial obligations on which payments are not current? If yes, please explain.

No

**Question:** Please identify any financially affiliated/associated companies in which any of the applicant's owners have a 20% stake.

Curia Global, Inc.

## Community Aspects

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**Question:** At the community level, what are the infrastructure needs not yet in place or in process that will affect this project's application?

The Curia (f.k.a. AMRI) Albuquerque, NM facility at 4401 Alexander Blvd. is currently a single-story commercial/industrial building used for inspection, labeling, packaging, warehouse, storage and shipment (upper). After addition of the the BSL-2 fill/finish line, secure entrance the floorplan will be two levels and expanded on the existing plot of land.

At the community level, infrastructure requirements for the 4401 Alexander and 4272 Balloon Park Road facilities will be reviewed in detail during subsequent design phases to determine impacts to the sites' and the local infrastructure. Required infrastructure improvements will be detailed and presented to Code Enforcement and other relevant Authority Having Jurisdiction (AHJ) for permitting. Curia will seek to build a relationship with the local Albuquerque, N.M. Code Enforcement and AHJ offices to facilitate an efficient permitting process.

**Question:** What specific incentives are being REQUESTED from the COMMUNITY? Please explain where the applicant is in this process and provide an idea of a timeline for incentives' deployment.



In addition to statutorily available incentives, Curia is requested \$5.5M in LEDA funding. The timeline for deployment will be finalized through negotiations.

For the avoidance of doubt, Curia is requesting incentives at the State and Local Levels; including JTIPs, High Wage Jobs Tax Credits, Manufacturers Investment Tax Credits, LEDA's and assistance on construction and development related reviews, inspections, approvals and fees (e.g. expedited permits, etc).

**Question:** What specific incentives will be PROVIDED from the COMMUNITY? (e.g. parcel of land, building lease, waiver of fees, utility access/extension)?

Curia will partner with the State of New Mexico to develop adequate training and recruiting capabilities as Curia increases its job creation commitment over the next several years.

Curia will also look to partner with City and State authorities to effectively support our companies future growth; including process, permits, utilities, etc.

## Job Creation / Performance

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Please download the job creation worksheet to work up the required information for this section.

- [Job Creation Worksheet](#)

**Question:** Outline the number and types of jobs to be created.

At run-rate, we expect an increase of 274 jobs mixed between direct and in-direct labor. These range from skilled and unskilled positions.

**Question:** Outline the proposed pay scale and payroll proposed by the entity.

Our intent is to remain competitive with current market conditions in order to attract and retain the critical skill levels to support our operations; including total compensation and employee benefits.

**Question:** Outline the benefits offered to the employees, including but not limited to health care and retirement.

### Health & Wellness

- Medical, Dental, Vision coverage (employee/company contribution)
- Prescription Drug Plan
- Employee Assistance Program
- Employee Wellness
- 24/7 Tele-Health Services

### Financial Health

- Retirement/401k Plan; matching company contributions
- Health Savings Account (HSA)
- Health Care Flexible Spending Reimbursement
- Dependent Care Reimbursement

- Educational/Tuition Reimbursement
- Insurance Protection
- Basic Life Insurance
- Optional Life Insurance
- Accidental Death & Dismemberment
- Voluntary Benefit Plans
- Short Term Disability
- Long Term Disability
- Life, Work & Family
- PTO – Holidays, Vacation, Sickness
- Leave of Absence
- Maternity & Paternity Leave
- Business Travel Assistance Program
- Employee Incentives and Discounts

**Question:** Outline any efforts being made or proposed by the applicant to hire people within the local employment pool.

Radio Ads  
Billboards  
On-site Job Fairs (compliant with COVID protocols)  
Swag given during on-site interviews and job fairs  
Dedicated on-site recruiters  
Facebook Targeted Ads  
LinkedIn Targeted Ad campaigns  
Referral bonuses  
Signing bonuses (role specific)

Note: Some Curia provided employee benefits and wellness programs may vary by site or local country practices and will be coordinated via local statutory requirements.

**Question:** Attach job creation worksheet

[HC Ramp-up Analysis \(Job Title & Salary\).pdf](#) (8/5/2021 6:22 AM)

**Question:** Starting Headcount (from worksheet above)

413.00

**Question:** Total new jobs to be created Year 1 (from worksheet above)

0.00

**Question:** Total new payroll Year 1 (from worksheet above)

\$0.00

**Question:** Total number of new jobs to be created Year 2 (from worksheet above)

0.00

**Question:** Total new payroll Year 2 (from worksheet above)

\$0.00

**Question:** Total number of new jobs to be created Year 3 (from worksheet above)

0.00

**Question:** Total new payroll Year 3 (from worksheet above)

\$0.00

## Economic Impact Analysis

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NMEDD will perform an Economic Impact Analysis to address the impact to the local tax base, the school system, etc. using the Impact Data Sheet provided by the applicant.

**Question:** Outline any impacts to the environment, positively or negatively.

An Environmental Impact Analysis will be performed during the early engineering phase of the project for the 4401 Alexander and 4272 Balloon Park Road facilities to determine pollution control measures and requirements.

The Project has completed a Conceptual Engineering design level effort. Engagement with local Code Enforcement, Zoning, and Environmental agencies will be undertaken during the later engineering phases when sufficient details have been made available for review.

## Attachments

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Please download the authorization for examination and release of information template and the example employer quarterly wage and contribution report.

- [Authorization for examination and release of information form](#)
- [Employer quarterly wage and contribution report example](#)

If you are a new business, please apply for a NM Tax Identification Number here:

<http://www.tax.newmexico.gov/Businesses/wage-withholding-tax.aspx>

Please download the LEDA Application Affirmation Template here:

[LEDA Application Affirmation Template](#)

[Click here](#) to view a filled out sample.

**Question:** New Mexico Economic Development Department authorization for examination and release of information.

[Authorization for examination and release of information \(2\).pdf](#) (2/16/2022 9:38 AM)

**Question:** Latest New Mexico employer's quarterly wage and contribution report submitted to the Department of Workforce Solutions.

[New Mexico\\_Q3\\_W33.pdf](#) (11/9/2021 7:17 AM)

**Question:** Affirmation and any other supporting documents

[2020 LEDA App Affirmation.pdf](#) (2/16/2022 8:30 AM)

## City of Albuquerque Project Information

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This section of the NMEDD LEDA Application contains information required by the City of Albuquerque Ordinance 0-04-10 and conforms with and complements the policies established for the Local Economic Development Act pursuant to the Council action. This documentation is presented to demonstrate to the City of Albuquerque the public benefits of this project and to help the City evaluate its merit in comparison to other projects submitted.

**Question:** Project Supporting Documents: City Zone Atlas Map of Location, aerial/satellite picture of area, conceptual overview of finished location, Fiscal Impact Analysis from UNM BBER (if requested by City ED Director), Conceptual Site Plan and Elevation.

[Curia LEDA Response \(Engineering's Comments 2021.11.29\).pptx](#) (12/16/2021 8:40 AM)

**Question:** General Description-Statement of benefit to be gained by the Albuquerque community from this development

The local community will benefit in three main ways with this investment at 4401 Alexander Blvd and 4272 Balloon Park Road. The project adds additional construction investment revenue to the community during the project. The investment also modernizes the manufacturing capacity adding additional high quality pharmaceutical sector jobs in Albuquerque as well as additional indirect community revenue and economic activity as a result. The property at 4401 Alexander Blvd also will have the façade refreshed adding a modern look to the facility increasing curb appeal.

**Question:** Site and Existing Conditions: Legal Description-Give both the precise and complete legal description and address or identification of location.

4401 Alexander Boulevard NE  
Albuquerque, New Mexico 87107

Tract B, Block 5, Sundt's Industrial Center, City of Albuquerque, New Mexico, as the same is shown and designated on the Plat filed in the Office of the County Clerk of Bernalillo County, New Mexico, on April 27, 2007, in PLat Book 7C, Page 102.

4272 Balloon Park Road NE  
Albuquerque, New Mexico 87109

Lots 1 and 2 of Balloon Field Industrial Park, City of Albuquerque, New Mexico, as the same is shown and designated on the Corrected Plat filed in the Office of the County Clerk of Bernalillo County, New Mexico, on March 15, 1984, in Plat Book C23, Page 95.

**Question:** Prevailing Site Conditions: Describe the present use and development of the site, including any improvements, vacant land, etc.

The site located within the Non-Residential General Manufacturing (NR-GM) District Zone. Permissible uses this zone include Light and Heavy Manufacturing. The sites will be maintained for the manufacture of pharmaceutical regulated finished products. Future improvements include the installation of security fencing at the 4401 Alexander Blvd NE site.

**Question:** Present Assessed Value: According to the Bernalillo County Assessor's office.

4401 Alexander Blvd NE: \$7,090,400 4272 Balloon: \$3,981,300

**Question:** Present Zoning of Property

NR-GM

**Question:** Proposed Zoning: If change in zoning is required for the proposed use, enter the proposed new zone.

N/A

**Question:** Status of Permitting/Regulatory matters needed for project.

Land Use

Planning Board / Zoning Environmental, Traffic, Structural, Construction types and Usage Group

Sewer

Domestic Water

Storm Water

Natural Gas

Electric

Building

Building Structural, Architectural, Foundations, Concrete

Mechanical Piping, Ductwork, Refrigerants, Utility Services and Equipment

Electrical High Voltage, Low Voltage, Sub-station, Transformers, Facility Electrical Panels

Plumbing Domestic Water, Storm, Sanitary, Chilled Water, Condensate, Heating Water

Fire Suppression Sprinkler & FM2000 System

Regulatory

Hazardous Waste

Air Permit Boiler / AHU / Refrigeration

Water Permit Waste water discharge from equipment

**Question:** Sustainability Initiatives: Describe any sustainability initiatives or programs the company already has and/or plans to use in its facility operations and processes.

Water Preservation

Fill finish cleaning machines

Water recycling station and monitoring - 10% to 30% less water consumption

Single Use Equipment

Reduction of water consumption due to cleaning, CIP & SIP not required

Fill Finish Equipment

Single use product pathways via RTP

Formulation Equipment – mixers, totes, etc...

Single use mixers and tool

Isolator Technology

With new isolator technology, room hygiene classification can be class C, previously class A / B (RABS)

Gowning requirements and waste is less

Cleaning requirements and agents is reduced, consuming lower volume of cleaning chemicals

**Question:** Renewable Energy: Indicate in detail if and how the Project will create, produce or use renewable energy and renewable energy technology.

Currently no plans to include the creation, production, or use of renewable energy or renewable energy technology.

**Question:** Products and Process: Will the proposed development generate air, noise or waste pollution or traffic congestion? If so, what plans are in place for the reduction and disposal of waste and/or project emissions?

The additional products and processes will be similar to the current products and processes approved and permitted for manufacturing today. The activity and throughput at 4272 Balloon Park Road is not expected to increase the generated air, noise, waste or traffic. The activity and throughput at 4401 Alexander Blvd is expected to increase traffic and liquid process and sanitary waste. The facility will be designed to comply with State and Local requirements and fully permitted to comply with air, water and noise requirements.

**Question:** Competition: The Development Commission and City Council do not wish to make public funds available for projects with local competition. Describe any competition in the same area of commerce or industry existing in the City.

To Curia's knowledge, no known local competition exists in the city of Albuquerque.

**Question:** Describe the predicted effects of the project including construction jobs generated, increased employment, increased sales, new industrial base, possible spin-off business in the City.

Effects from the project can be summarized in three areas:

1) Increased sales due to capacity and capability expansion

The high speed BSL-2 line will provide capacity for up to 35M vials per year, but this is highly dependent upon multiple factors, including: vial size/fill volumes, batch campaign length, compounding time, and product mix ie. change-over impact). 35M units is based on assumptions of manufacturing a 10R multidose vial, 6.5 mL fill volume, 1250 L batch size, with a 95% yield, at a rate of 4 batches/week across the full year as a campaign (48 weeks + 4 weeks for shutdowns and media fill qualifications).

## 2) Increased Employment

Project construction and headcount will increase to 18 jobs and upon completion of construction and occupancy of the new facility, Curia will create 275 new jobs by 2027 of which an estimated 100-110 will qualify as high-wage jobs.

## 3) New Industrial Base

Upon completion of the project, to the best of Curia's knowledge, this will be largest BSL-2 aseptic fill/finish facility and only BARDA CDMO network facility in the city of Albuquerque.

**Question:** Proposed Development: Describe any construction to be undertaken in the project, including square footage, construction type, location of construction on project site.

4401 Alexander Blvd.

New Front Entry – 2170 ft<sup>2</sup>  
North side construction

Large Scale Manufacturing  
Remediation in current footprint  
APR. 13,300 ft<sup>2</sup>  
North-east side construction

New Mechanical Room – 3780 ft<sup>2</sup>  
North-east side construction

New Packaging Building – 25,000 ft<sup>2</sup>  
North side construction

4272 Balloon Park Dr.

Small Scale Manufacturing  
Remediation within current footprint  
APR. 1,000 ft<sup>2</sup>  
South side construction  
No major changes structurally

**Question:** Proposed Development: Will existing buildings will be rehabilitated or incorporated in the construction?

4401 Alexander Blvd.

New Front Entry – 2170 ft<sup>2</sup>  
North side construction

Large Scale Manufacturing  
Remediation in current footprint  
APR. 13,300 ft<sup>2</sup>  
North-east side construction

New Mechanical Room – 3780 ft<sup>2</sup>  
North-east side construction



New Packaging Building – 25,000 ft2  
North side construction

4272 Balloon Park Dr.

Small Scale Manufacturing  
Remediation within current footprint  
APR. 1,000 ft2  
South side construction  
No major changes structurally

**Question:** Proposed Development: Detail any demolition required and indicate whether it involves any identified historic properties.

No identified historic properties on-site to be considered

4401 Alexander Blvd.

New Front Entry – Minor rearrangement of interior spaces to improve personnel flow

Large Scale Manufacturing – Selective demolition / raising of roof to allow for equipment / utilities

New Mechanical Room – Selective interior rearrangement of interior spaces for interior personnel flow and equipment

New Packaging Building - Selective interior rearrangement of interior spaces for interior personnel flow

4272 Balloon Park Dr.

Small Scale Manufacturing – Remediation of internal filling suite, no changes structurally to building

**Question:** Infrastructure: Indicate if the project will require any extension or relocation of utility or road systems and if so, what cost sharing agreements have been reached between the applicant and the City.

Additional infrastructure includes plant steam, compressed air, nitrogen, chilled water; water pre-treatment and purification, clean steam and HVAC systems. Additional natural gas, municipal water and sewer services would likely be required but the exact needs are not known until we finish detailed design with our engineering firm. The existing road system was originally designed to support retail traffic for a Price Club, therefore it is not anticipated that the additional designed traffic will exceed the original design.

**Question:** Area Enhancement: Describe how project design and placement will enhance the area.

Modernizing the manufacturing capacity will add additional high quality pharmaceutical sector jobs in Albuquerque as well as additional indirect community revenue and economic activity as a result. The additional skilled labor will raise the income base resulting in improved local economic conditions. The majority of the workforce will be required to work onsite and regular traffic will benefit local businesses. Curia corporate oversight and business development activities will also increase, adding additional benefits to the local service infrastructure. The



property at 4401 Alexander Blvd also will have the façade refreshed adding a modern look to the facility increasing curb appeal.

**Question:** Local Purchasing: Provide and estimated annual expenditure on goods and services locally procured that are subject to the New Mexico gross receipts tax, and an estimated annual increase in such an expenditure.

TBD

**Question:** Water Conservation: Estimate average daily and monthly water consumption and include any plans for reduction or re-use of water.

Plans for water conservation will primarily include the use of Single-Use equipment and recirculation of water for cleaning. The final estimates for daily average and monthly water consumption will be developed during the detailed design phase. This consumption rate will be based on Final Equipment Selection, Single-Use Process Equipment, and Site Operational Requirements. The overall waste water discharge will align with current permitted limits.

The diversified average daily water consumption for the new expansion is estimated at 9,000 gallons per day. The equipment design will utilize the techniques that conserve water. Examples include water recycling for our filling line glass washing equipment and using single use components that minimize the equipment cleaning requirements between batches. These are the two main water consumption processes planned for the factory.

**Question:** Relocation of Individuals or Businesses: No individuals, families or businesses should be displaced by the activities outlined in this plan. If any relocation is required, detail the assistance the applicant will give in relocation.

No individuals, families, or business will need to be displaced due to this project.

**Question:** Corporate Citizenship Policy/Plan: List any company policies/plans regarding community charitable and civic donations and volunteerism.

Curia is working to finalize its Environmental, Social, and Governance Report. Once finalized, a copy will be provided.

With that said, Curia believes a sustainable and responsible long-term strategy must include criteria and metrics that demonstrate our commitment as a global corporate citizen, including our commitment to employees, customers, suppliers, and investors, along with the communities where we work and live.

**Question:** Positive Contributions: List all positive contributions that the project will make to the neighborhood.

Modernizing the manufacturing capacity will add additional high quality pharmaceutical sector jobs in Albuquerque as well as additional indirect community revenue and economic activity as a result. The additional skilled labor will raise the income base resulting in improved local economic conditions. The majority of the workforce will be required to work onsite and regular traffic will benefit local businesses. Curia corporate oversight and business development activities will also increase, adding additional benefits to the local service infrastructure. The property at 4401 Alexander Blvd also will have the façade refreshed adding a modern look to the facility increasing curb appeal.

**Question:** Management: If the project will not be managed by the applicant, who will manage it and does the applicant have any long-range involvement?

The project will be executed using an integrated project approach with an architectural and engineering (A&E) firm for design services, and a construction management (CM) firm to support procurement and construction management services, respectively. Curia will actively manage the project from a PMO perspective and will have active long-term involvement.

**Question:** Indicate the estimated appraised value of the project after completion.

TBD