# Introduction to Greater Albuquerque, NM AREA Albuquerque Regional Economic Alliance

#### **Key Partners, Unified Efforts**





State-level assets and business support mechanisms drive opportunity and strengthens industry value propositions.



Regional business identity drives opportunity generation and strengthens investment opportunities with targeted industries.











Strong, unique, and distinctive community brands bolster the region's business identity are cornerstones to the region's value proposition.

#### Albuquerque Regional Economic Alliance



AREA serves as the region's single point of contact, working confidentially to support any client's expansion and relocation strategies.

#### **Market Orientation**

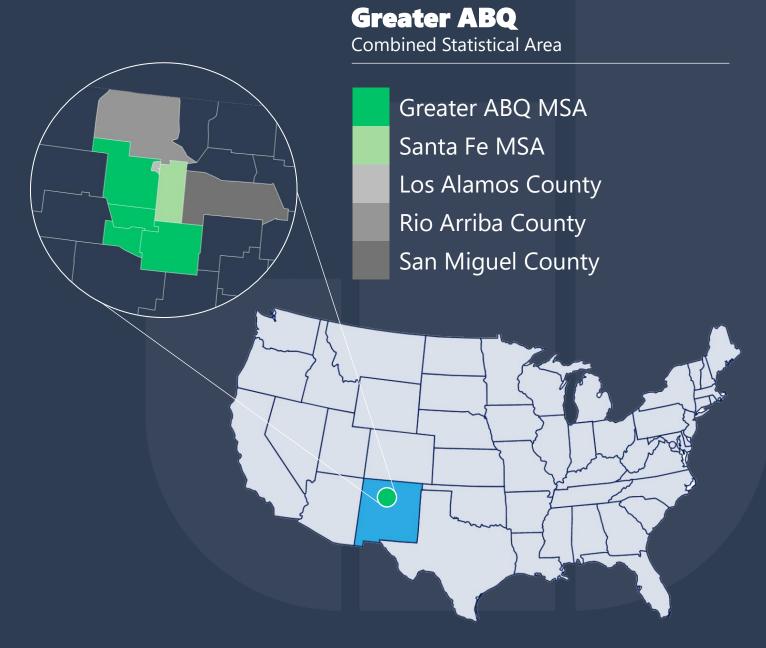
#### 1.17 Million Population

Albuquerque – Santa Fe – Las Vegas CSA

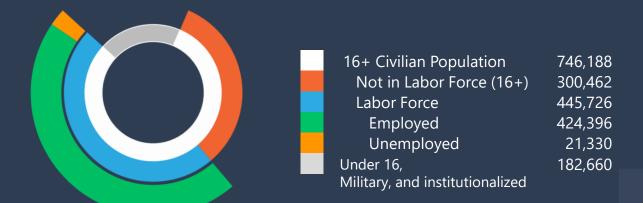
#### 928,800 Population

Albuquerque MSA (80% of CSA total) Albuquerque MSA (46% of State total)

With over 1 million residents in the combined statistical area, the greater Albuquerque region is the largest metropolitan region in the state and is a major economic engine for the state of New Mexico, generating 34% of state-wide exports in 2020.



#### 928,800 Regional Residents: Albuquerque MSA



**Age Profile** 







#### **High Concentrations of Specialized Occupations**

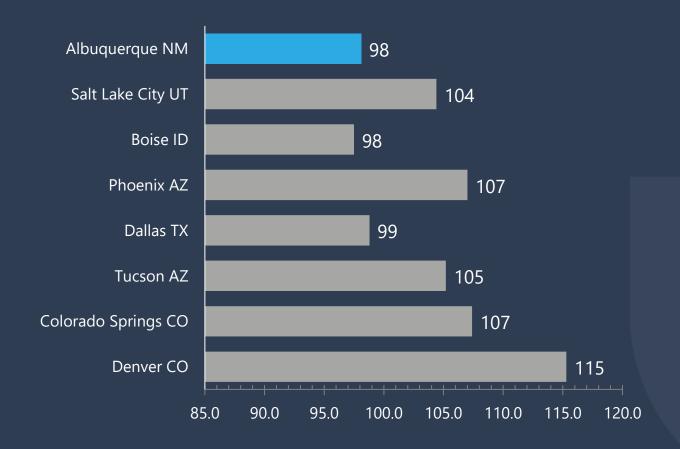
Select occupations at least twice as concentrated as the national average

Occupation	Regional LQ
Semiconductor Processing Technicians	8.97
Computer and Information Research Scientists	3.95
Bioengineers and Biomedical Engineers	1.22
Engineering Technologists and Technicians	5.38
Aerospace Engineers	2.95
Aircraft Structure, Surfaces and Systems Assemblers	1.50

## Livability



#### **Cost of Living**



Residents in the Albuquerque metro enjoy a much lower cost of living, providing them with a rich life outside of work greater Albuquerque is consistently near and under the national index mark of the C2ER Cost of Living Index.

#### **Comparative | Cost of Housing**

Median sale price

HOUSING IN THE ALBUQUERQUE METRO IS

55%

LOWER THAN
THE WESTERN
REGION.

Median Single-Family Home Price

U.S. Median: \$398,500 Western U.S.: \$619,400 Albuquerque: \$339,500



## Housing Diversity

Single Family Detached

\$362,405

**Average Price** 

2,400 sq. ft. new construction

**₹ 7%** 

Less than southwest metros 500k+ in population





















**780K** visitors to Annual ABQ Balloon Festival

#### Farmers Markets





**146** Museums and Cultural Centers

Restaurants
1,400+
Coffee Shops
and Bakeries
150+





BREWERIES 60+

#### Running

**13,000**Running Trails





#### **Biking**

**7,000**Cycling Trails

**400** Miles of on-street bicycle facilities and bike lanes

#### Hiking

**130**+ hiking Trails





#### Climbing

**4,700+**Traditional,
sport and toprope climbing

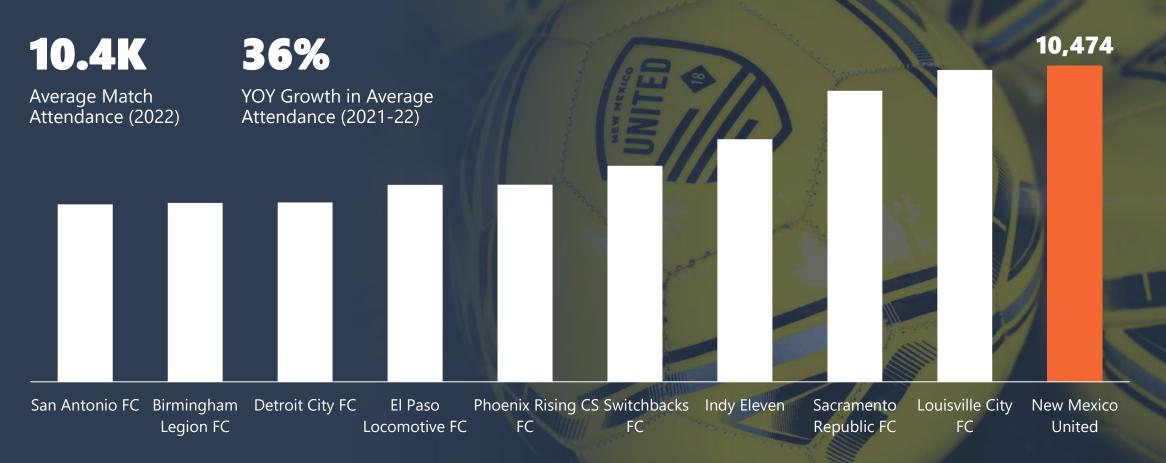
## **Skiing**5 nearby ski slopes



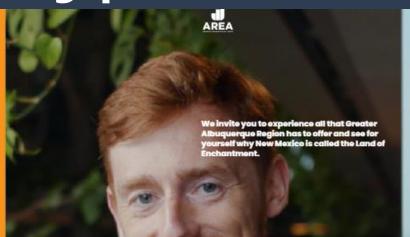
#### **New Mexico United**

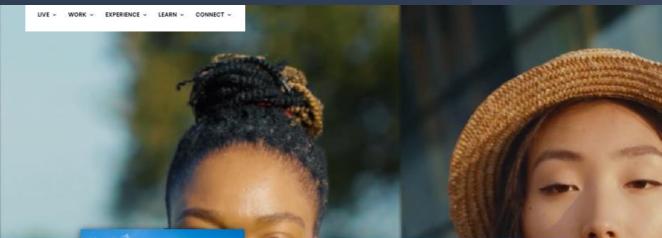
United Soccer League (USL)

#### Attendance at New Mexico United games rank 1st in the USL



#### Live.ABQ.org | Your Partner in Talent Attraction





#### LIVE

The communities that make up the Albuquerque metro area range from urban to rural, and the cost of living falls below the national average, providing more value and opportunity to thrive.

TELL ME MORE →



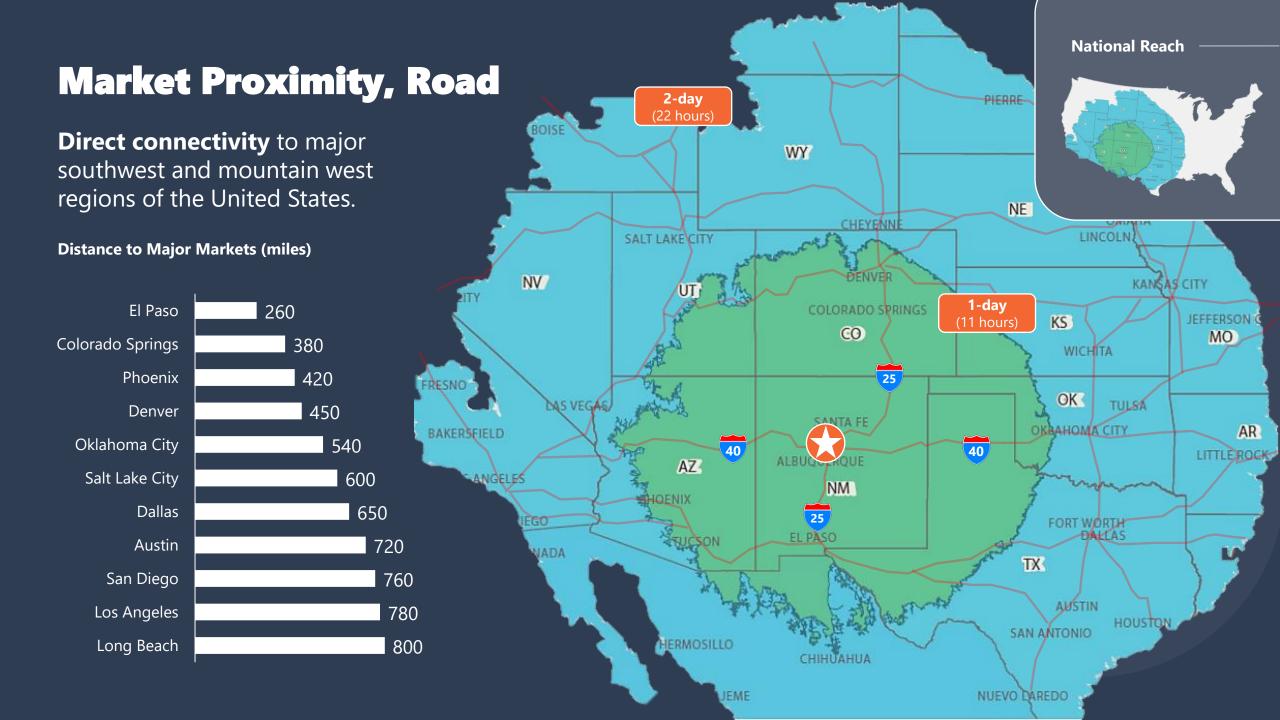
#### WORK

Our metro area features a workforce that's younger and more educated than the national average, and we have a substantial labor force in terms of both size and productivity.

TELL ME MORE →

### Road + Air Connectivity





#### **Regional Connectivity**

Commuting Patterns, Greater Albuquerque

62.5%

Travel less than 10 miles to work

24 minutes

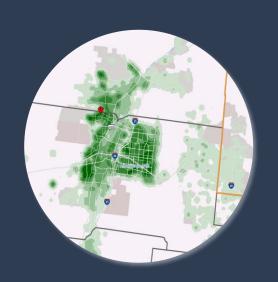
Average regional commute

5.5%

Less than metropolitan peers in the Southwest 500k + in population

#### **Distribution of Commuting Patterns**

Greater Albuquerque



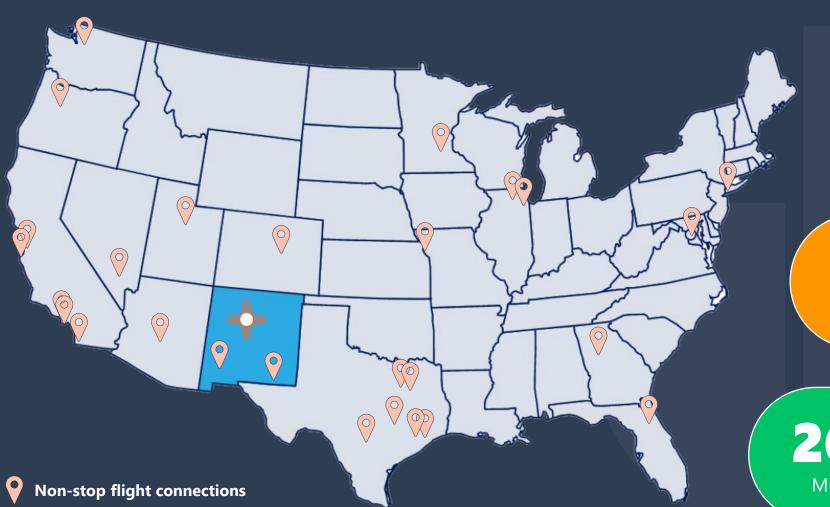


	Share
Total Private Primary Jobs	100.0%
Less than 10 miles	62.5%
10 to 24 miles	21.1%
25 to 50 miles	5.2%
Greater than 50 miles	11.2%

Source: Lightcast, Q3 2022, US Census Bureau OnTheMa

#### Albuquerque International Sunport

Non-stop flights



25+

Markets Served through Non-Stop Service

4.4

Passengers Served, FY 22 +120% increase over FY 21

**265**Million

Tons of Cargo Moved, FY 21 +3.7% 2020-2021

## Major Industries & Companies



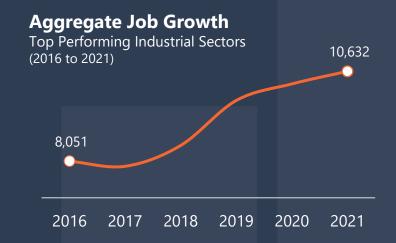
#### **Top-Performing Industrial Sectors**

 10,630
 32%

 Jobs (2021)
 Job Growth (2016-2021)

\$1.66 B
Exported Sales
(2021)

65%
Exported Sales
(2021, %)



Description	Rank	2021	5-year growth	Current Wages	2021 Exported Sales
Pharmaceutical and Medicines	<b>1</b> st	942	89.6%	\$53,705	\$148,767,280
Electric Lighting Equipment	3 <sup>rd</sup>	158	57.6%	\$58,779	\$31,064,563
Couriers and Express Delivery Services	10 <sup>th</sup>	1,904	52.7%	\$44,008	\$80,271,465
Fruit and Vegetable Preserving and Specialty Foods	2 <sup>nd</sup>	809	52.6%	\$32,803	\$116,681,275
Other Fabricated Metal Products	3 <sup>rd</sup>	240	42.7%	\$54,880	\$23,173,190
Beverage Manufacturing	3 <sup>rd</sup>	572	22.8%	\$30,083	\$87,145,375
Semiconductor and Other Electronic Components	2 <sup>nd</sup>	3,665	22.3%	\$102,175	\$802,723,480
Specialized Freight Trucking	3rd	1,084	18.2%	\$45,246	\$77,082,280
Medical Equipment and Supplies Mfg.	7 <sup>th</sup>	553	13.0%	\$49,500	\$128,180,681
Plastics Product Manufacturing	4 <sup>th</sup>	705	10.2%	\$44,280	\$168,287,285
Greater ABQ	2 <sup>nd</sup>	10,632	32.0%	\$64,214	\$1,663,376,873

#### **Targeted | Regional Comparison**

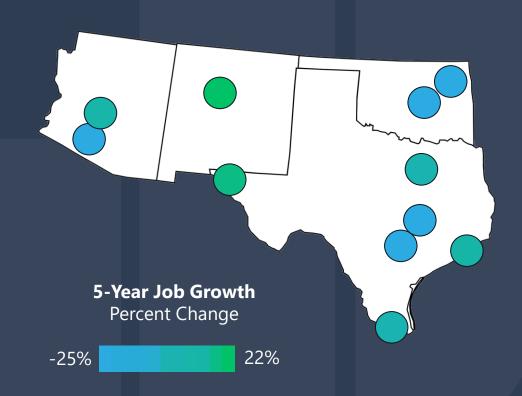
Metropolitan Regions in the Southwest, Populations 500k+ Electrical Equipment Mfg., Semiconductor Mfg., Scientific Research and Development

Fastest Job growth market in the Southwest

Largest job market in the Southwest

Growth 16-21					
Albuquerque, NM	21.9%	19,004			
El Paso, TX	20.8%	784			
Houston, TX	19.7%	18,800			
Phoenix, AZ	18.4%	29,463			
Dallas, TX	11.3%	38,493			
McAllen, TX	9.7%	259			
Austin, TX	9.3%	23,011			
Tulsa, OK	8.8%	1,325			
Oklahoma City, OK	8.1%	1,953			
San Antonio, TX	-20.4%	5,644			
Tucson, AZ	-25.1%	3,024			

5-year Job



\*NAICS Codes: 3344, 3353, 3359, 5417, 8112

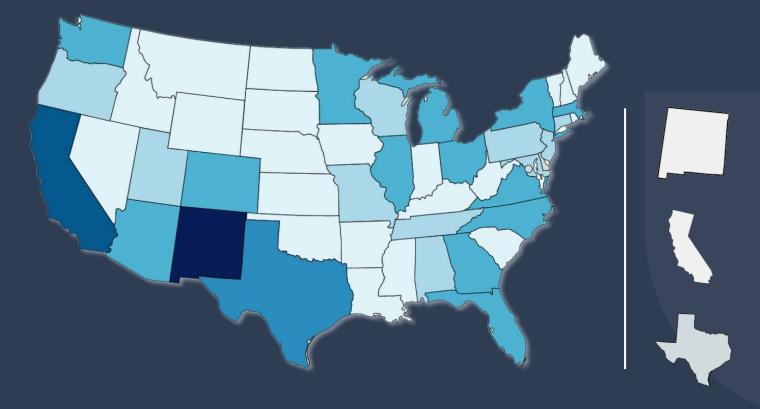
2021 Jobs

#### **Major Regional Employers**



#### **Partnerships: Sandia National Labs**

New Mexico Leads the U.S. for number of **industry partnership agreements** and **partners** with Sandia National Labs



#### **Top 3 States**

### Number of Agreements and Count of Partners

State	# Agreements	# Partners
New Mexico	1,745	693
California	711	254
Texas	456	99

## Workforce and Education



#### **Occupational Presence**

Targeted Experienced Personnel

#### Computer and Information Research Scientists



#### **National Average**

The national average for an area this size is 86 employees, while there are 361 here.

#### **Materials Engineers**



#### **National Average**

The national average for an area this size is 59 employees, while there are 226 here.

## Calibration Technologists and Technicians



#### **National Average**

The national average for an area this size is 23 employees, while there are 66 here.

#### **Targeted Occupational Groups**

**Skilled Computer and Technical Talent** 

5,100 Jobs

+31%

Job Growth

	2021 Jobs	5 Year Job Growth	Median Hourly Earnings	2021 Location Quotient
Computer and Information Systems Managers	629	20%	\$60.43	0.49
Computer Systems Analysts	1,286	32%	\$37.35	0.98
Information Security Analysts	759	127%	\$57.66	1.82
Computer and Information Research Scientists	361	27%	\$60.93	4.17
Software Developers	1,490	18%	\$49.21	0.41
Software Quality Assurance Analysts	443	6%	\$57.49	0.88
Data Scientists	133	40%	\$30.37	0.48
	5,101	31%		

#### **Targeted Occupational Groups**

**Skilled Engineering Talent** 

7,090

+16%

Job Growth

	2021 Jobs	5 Year Job Growth	Hourly Earnings	Location Quotient
Aerospace Engineers	486	13%	\$63.20	2.95
Chemical Engineers	90	-19%	\$57.89	1.34
Computer Hardware Engineers	1.012	-25%	\$56.60	4.75
Electrical Engineers	1,291	10%	\$57.74	2.50
Electronics Engineers, Except Computer	573	0%	\$57.52	1.88
Industrial Engineers	494	44%	\$48.82	0.61
Materials Engineers	226	-3%	\$72.00	3.83
Mechanical Engineers	1,359	47%	\$57.78	1.75
Engineers, All Others	1,557	62%	\$60.66	3.22
	7,089	16%		

2021

#### **Targeted Occupational Groups**

**Skilled Production and Engineering Technician Talent** 

4,550

Jobs

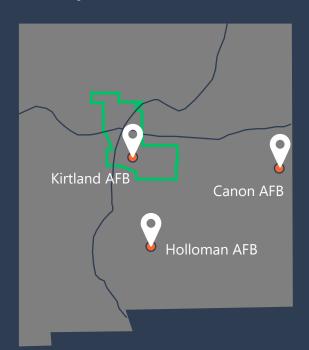
+10%

Job Growth

	2021 Jobs	5 Year Job Growth	Median Hourly Earnings	2021 Location Quotient
Electrical and Electronic Engineering Technicians	527	-32%	\$36.36	1.80
Industrial Engineering Technicians	615	73%	\$36.72	3.57
Mechanical Engineering Technicians	124	25%	\$37.90	1.11
Calibration Technologists and Technicians	66	10%	\$18.34	2.80
Engineering Technicians, All Other	1,165	35%	\$37.74	5.38
First-Line Supervisors of Production Workers	969	-6%	\$28.06	0.56
Extruding & Drawing Machine Operators	103	35%	\$14.56	0.63
Cutting, Punching & Press Machine Operators	91	38%	\$14.81	0.18
Molding, Coremaking & Casting Machine Setters, Operators	158	23%	\$14.57	0.36
Inspectors, Testers, Sorters, Samplers, and Weighers	732	9%	\$21.85	0.47
	4,550	10%		

#### **Military Exits**

#### Presence | Military Installations in New Mexico



3

major Air Force installations in New Mexico

1.2k

Approximately 1,200 active-duty servicemen and servicewomen retire from these bases each year.

800

(67%) of which are from Kirtland AFB alone.



Greater Albuquerque MSA

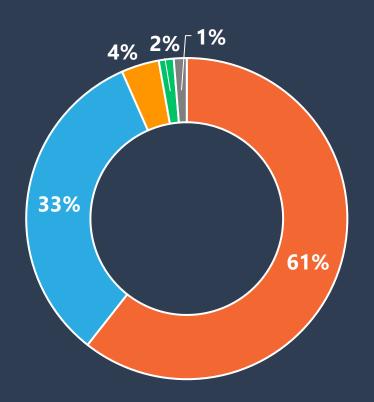


## Higher Education and Training



#### **Greater Albuquerque Higher Education**

Greater Albuquerque MSA



16
Higher Education Institutions

17,800 Completions (2020) 60%
From 2-year Public Institutions (2020)

Institution Type	Completions (2020)	Market Share
Public, 2-year	10,792	61%
Public, 4-year or above	5,841	33%
Private for-profit, 2-year	672	4%
Private for-profit, less-than-2-year	265	2%
Other	226	1%

#### **Program Output 2020:** STEM



1,600 STEM Graduates

3.4%
Percent Change

In Greater Albuquerque, growing the number of STEM jobs is critical to the region's capacity for innovation and future growth.

In 2020, secondary educational institutes in Greater Albuquerque graduated **1,600 students in STEM** based programs, an increase of 3.4% from 2015.

#### **Workforce Training Partners**



The New Mexico Department of Workforce Solutions (NMDWS) operates three workforce development centers in the metro area. The development centers match the needs of employers with the skills of job seekers by offering the following benefits to employers looking for local labor:

- 1 Pre-screening assistance
- (2) **Recruitment assistance**
- (3) Labor market information
- (4) On-the-job training

### CNM Ingenuity, Inc.

CNM Ingenuity offers a wide selection of continuing education programs and specializes in developing customized training programs.

#### **Quality and innovative employee training**

- 1 Skills development
- (2) Continuing education
- **3** Professional development

#### **Industry Partnership**

The Industrial Automation (Mechatronics) Technician program prepares students to work in highly automated industrial manufacturing environments.

"Amazon has a need for a role called a Maintenance Technician II, so we work with both Amazon and our partners at Unmodulated which is a skills-to-job marketplace to design a curriculum to design training for people to be eligible to apply for the Maintenance Technician II job. There are about a thousand of these jobs that Amazon hires for, so this is all about building the workforce pipeline for Amazon fulfillment centers in New Mexico and across the country."

-- Mary Gallivan, Executive Director of Programs at CNM Ingenuity





#### **Industry Partnership**

#### CNM Launches New Artificial Intelligence (AI) Program

**In partnership with Intel,** the AI certificate and associate degree program, CNM students will learn about data collection, AI model training, coding, and the societal impact of AI technology. When they're done, they'll be primed to land jobs in fields including high tech, healthcare, automotive, industrial, and aerospace.

To support the new Al program at CNM, Intel is contributing technical advice, faculty training, summer internships for students, and Intel mentors for both students and faculty members.

"Here at CNM we always want to be on the cutting edge and be ready to train students for the jobs that are most in demand."

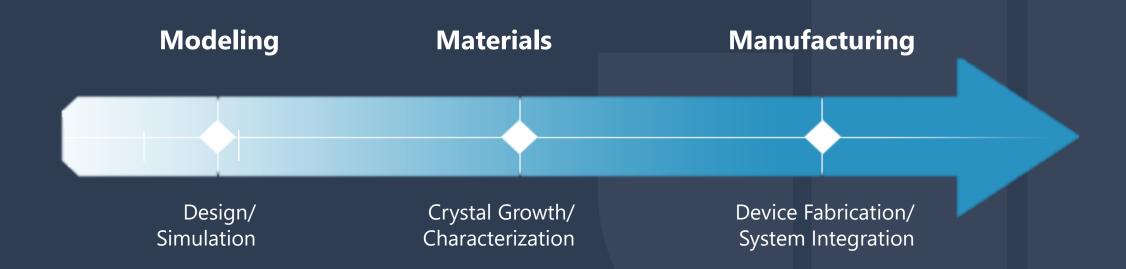
- Kalynn Pirkl, Dean for CNM's School of Business & Information Technology



#### **University Program Spotlight:**

Center for High Technology Materials

Offering world class research capabilities, the Center for High Technology Materials offers end-to-end integration of advanced materials.





#### **Recent News**

Center for High Technology Materials

#### August 2022

UNM Center for High Technology Materials receives \$4 million from the National Science Foundation further quantum science and engineering research. The new graduate program will be taking an approach that introduces students to quantum mechanics and information processing fundamentals through hands-on, project-based learning.

A portion of the UNM funding will support Native American students with assistantships in quantum photonics research to explore career opportunities in quantum sciences.

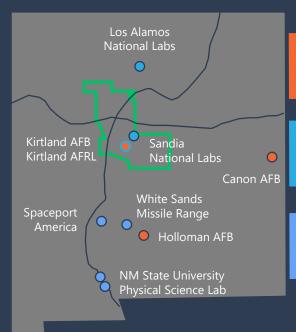
# Advanced Manufacturing and Aerospace in Greater Albuquerque

Business Climate and R&D Presence



# **Market and Cluster Presence: Aerospace Cluster**

**Innovation Landscape** | New Mexico



3 Air Force Bases

National Labs

Aerospace Testing Facilities with access to Restricted Airspace

Location	Drive time
Kirtland Air Force Base	Within Region
Air Force Research Lab	Within Region
Sandia National Labs	Within Region
Los Alamos National Lab	1 hour 30 minutes
Spaceport America	2 hours 30 minutes
NMSU Physical Science Lab	3 hours 15 minutes
White Sands Missile Range	3 hours 30 minutes

### **Proximity to Select State-Level Asset**

Drive-time from Downtown ABQ



## **Market and Cluster Presence**

### **Innovation Anchors** | New Mexico

### **Space Vehicles Directorate**

The Space Vehicles Directorate serves as the Air Force's "Center of Excellence" for space research and development, leading the way in the nation's laser, optical, and space supremacy technologies.



The Directed Energy Directorate develops and transitions technologies in four core technical competencies: lasers systems, high-power electromagnetics, weapons modeling and simulation, and directed energy and electro-optics for space superiority.

#### **Spaceport America**

Owned by the State of New Mexico and located 2.5 hours south of downtown Albuquerque, Spaceport America is the world's first purpose-built commercial spaceport. Spaceport America is an FAA-licensed spaceport built to accommodate both vertical and horizontal launch aerospace vehicles.

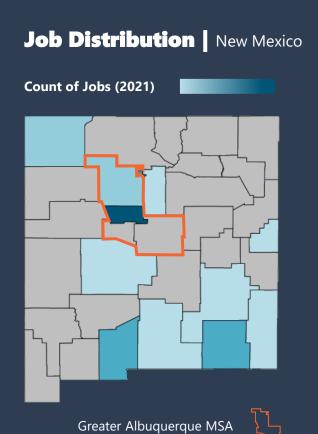
The Directorate operates on **438,000 square feet** of laboratory and office space. It supports over **50 state-of-the-art research laboratories** and **testing structures** at Kirtland as well as a unique high altitude balloon program at Holloman AFB, N.M. Leading the nation in space supremacy, the Directorate consists of an integrated team of 800+ military, civilian, and onsite contractors

The Directorate operates on **4,325 acres of land** with over **860,000 square feet** of laboratory and office space. Among the numerous state-of-the-art research laboratories and testing structures at Kirtland are several unique facilities, including the Environmental Laser Test Facility, capable of testing high energy laser sources on simulated platforms at various temperature, vibrational and acoustic conditions; the High Energy Microwave Laboratory, which houses a high bay anechoic chamber for microwave source testing.

Spaceport America provides access to both the National Airspace System (NAS) and **6,000 square miles of restricted airspace** from surface to unlimited. This unique environment creates a quiet zone with minimal commercial aviation traffic that reinforces privacy and allows the safe testing of new designs with fewer regulatory delays.

# **Market and Cluster Presence: Aerospace Cluster**

Greater ABQ, New Mexico, United States

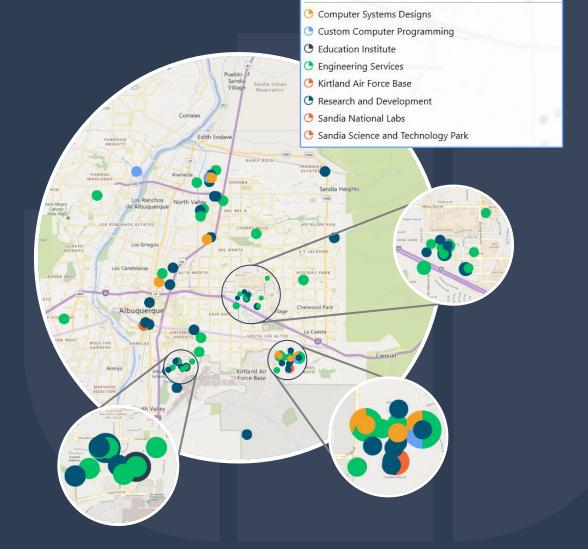




# **Market and Cluster Presence**

Anchor Employers: Presence of Specialized Research and Development

Employer	Emp. Estimate
Kirtland Air Force Base	33,000
Sandia National Labs	14,000
Blue Halo	300
SolAero Technologies Corp	230
Eclipse Aerospace	200
BAE Systems	180
Aerospace Corp	180
Fiore Industries, Inc.	160
Boeing	130
AeroParts Manufacturing	100



Legend

# **Market and Cluster Presence**

Market Support and Partnership Presence



Presence of Experienced Personnel

# Greater Albuquerque is a hotspot for skilled talent that supports aerospace research, development, and electronic and semiconductor manufacturing.

#### **5-Year Growth Overview**

In Greater Albuquerque, innovation anchors opportunity and drives growth within aerospace industry sectors.

Shown right, the region's mix of specialized talent which supports a variety of aerospace operations has expanded +10.1% over the last 5-years.

Historical growth within these occupations has deepened Greater Albuquerque's concentrations of relevant talent. Shown below, select occupations are well above national averages for employment concentration.



Presence of Student Population | Graduate Output (2020)

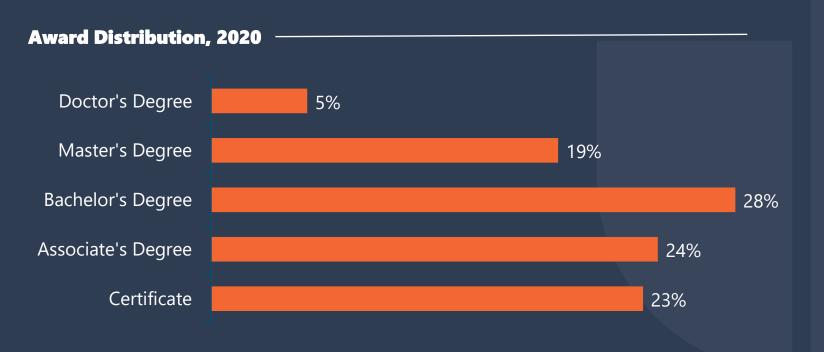


**1,357**Total Completions

**47%**Completions 2 years or less

**28%**Bachelor's Degrees

**24%**Master's+ Degrees



Source: Emsi Burning Glass Q4 2022

Presence of Student Population | Graduate Output (2020)



### **INNOVATION**

COSMIAC is an innovative research center at The University of New Mexico (UNM) in Albuquerque, NM. COSMIAC serves as a Tier-2 Research Center at the School of Engineering offering 15,000 square feet of innovation research space including a cleanroom and laboratories.

COSMIAC promotes innovation, including collaborative efforts with government, business and academic institutions on grant and contract proposals. Some of COSMIAC's customers include the US Air Force, NASA, Leidos, Northrop Grumman and SAIC.



**710**Total Aerospace Completions

**54%**Bachelor's Degree Completions

### **COSMIAC:** Key Areas of Specialization

- Agile Manufacturing
- C-UAS
- Embedded and Reconfigurable Systems
- RF Systems/Propagation
- Small Satellite Development
- Space Radiation Effects Mitigation
- Virtual Reality and Augmented Reality

Presence of Student Population | Graduate Output (2020)





**590**Total Aerospace Completions

**52%**Certification
Completions

48%
Associate's Degree
Completions

**Advanced Technology Center** 

**80,000** square feet

state-of-the-art laboratory and classroom space.

### **Programs Offered at ATC**

Architectural Engineering/Drafting
Aviation Maintenance Technology
Geographic Information Technology
Surveying Technology
Unmanned Aircraft Systems (UAS)

# **Business Environment**

**Operational Cost Comparison** 

### **Investment Profile**

# **Center for Aerospace Tech and Computer Systems Design**

The following investment profile has been prepared based on a hypothetical production facility, reflective of the following requirements.

#### **Real Estate Profile**

**Building Type:** Class A Office

**Building Sq. Ft.:** 20,000

Status: Lease

#### **Workforce Profile**

Computer Programmers

# **Skilled Computer and Technical Talent**Software Developers and Software Quality Assurance Analysts

compater i rogianimers	
Computer Network Support Specialists	

Computer Systems Analysts	10	
Database Administrators		

Information Secu	ity Analysts		
Computer Netwo	k Architects		

### Office and Administrative Management

Information Systems Managers

,	2		
Project Administra	ators		Ē
General Operation	ns Managers		2
Calaa Dawaaaaatat	10.00		-

Central Operations Managers	
Sales Representative	
Bookkeeping, Accounting, and Auditing Clerks	
A	

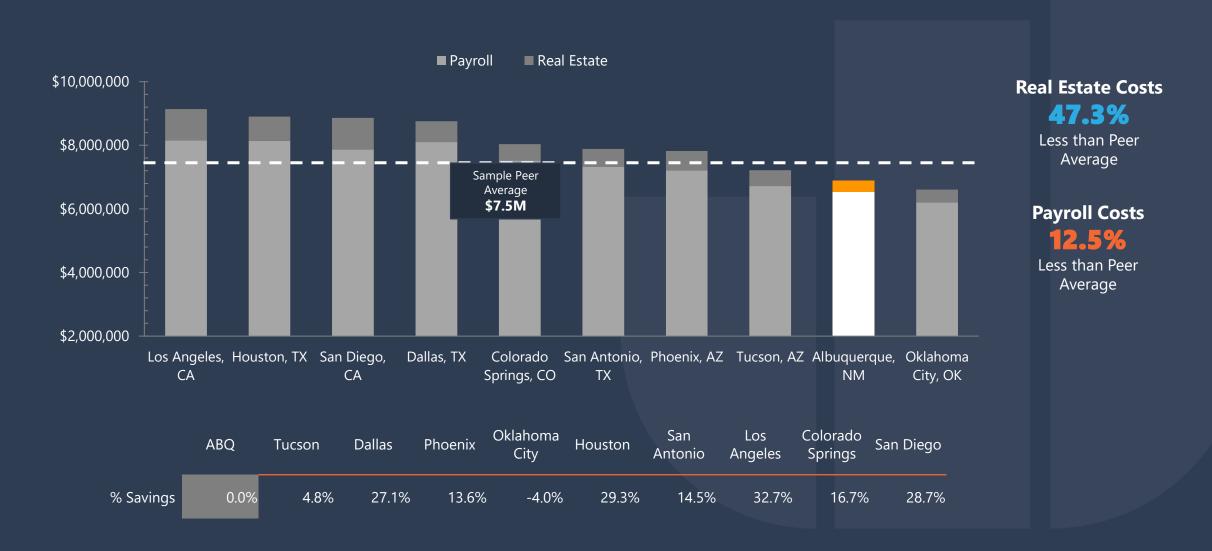
Accountants and Auditors	2
Human Resource Specialists	2

15

10 10

# **Business Environment**

Operational Cost Comparison | Center for Aerospace Tech and Computer Systems Design



# **Business Environment**

Recent Announcements and Market Sentiment

# Northrop Grumman doubles local presence with Max Q commitment

"This expansion will enhance our ability to support our customers' missions as their national security space needs evolve," Troy Brashear, VP of national security systems for Northrop Grumman, said in a press release. "In addition to creating new aerospace jobs, we look forward to working alongside local our **Albuquerque** customers as flourishes as a hub for advanced space technology initiatives to protect our country."

### Universal Hydrogen picks Greater Albuquerque for major manufacturing hub

"I can't imagine a better place to be. We need a highly skilled workforce, and we need it immediately," Gordon said. "We see New Mexico as a place that will give our employees an affordable, high quality of life with access to culture and the outdoors. It's really a dream location."

### BlueHalo chooses Greater Albuquerque region for a state-of-the-art campus

"We are excited about the selection of our new franchise technology campus in Albuquerque. This represents long-term commitment to New Mexico and will not only enhance the company's ability to support current and future programs at Kirtland Air Force Base but will also serve as one of the major hubs across the BlueHalo Labs national infrastructure."

April 2022 March 2022 July 2021

# Business Support & Incentives



# **Job Training Incentive Program - JTIP**

Funds classroom and on-the-job training for newly-created jobs in expanding or relocating businesses for 360 to 1,040 hours of training. JTIP reimburses 50 to 85% of employee wages during training.

### **Eligible Companies**

- Companies that manufacture
- Non-retail service companies that export 50 % or more of services
- Certain green industries

### **Eligible Jobs**

- Full-time (minimum of 32 hours/week) & year-round
- Directly related to the creation of the product or service
- Trainees must be guaranteed full-time employment
- Intern positions

# **High Wage Job Tax Credit**

Direct Savings against typical monthly expenses. An eligible taxpayer may perceive credit for each new high-wage economic base job equal to 8.5% of the wages.

### **Qualified Jobs**

- Pay at least \$40,000/year in a community with a population of less than 60,000
- Pay at least \$60,000/year in a community with a population of 60,000 or more
- Occupied for at least 44 weeks by the employee

### **Qualified employers are eligible for JTIP**

- Qualified employers can take the credit for 4 years and can be applied to the state portion of gross receipts, compensating, and withholding taxes.
- The credit is capped at \$12,750 per year, per job.

# **Manufacturer's Investment Tax Credit**

Manufacturers may take a credit against gross receipts, compensating, or withholding taxes equal to the percentage of tax of the value of qualified equipment when the following are met:

- For every \$750,000 of equipment, one employee must be added up to \$30 million.
- For amounts exceeding \$30 million, one employee must be added for each \$1 million of equipment.
- The manufacturer reduces its tax payment to the state until the amount of the Investment Credit is exhausted. There are provisions for issuing a refund when the credit balance falls under \$500,000.

### **R&D Tax Credit**

Direct savings against typical monthly expenses, this tax credit may not be applied to IRB funded projects. R&D Tax Credit allows for 5% (10% in rural areas) of expenditures related to qualified research for payroll, land, buildings, equipment, computer software and upgrades, consultants, and contractors performing work in New Mexico\*, technical books, manuals, and test materials.

- The credit may be carried forward for up to three years.
- An additional 5% (10% in rural areas) may be applied against state income tax if base payroll expenses increase by at least \$75,000 per \$1,000,000 of expenditures claimed. \$75,000 per \$1,000,000 of expenditures claimed.

### \*Credits are not available for:

- Investments in personal property that have been given a credit under the Investment Credit Act
- National laboratories
- Property owned by the taxpayer or an affiliate before July 3, 2000
- Contract research & development

## **Industrial Revenue Bond - IRB**

IRB's offer immediate savings on equipment purchases for the project and long-term savings on Real Estate and Personal Property ad valorem taxes.

- Rule of thumb is more than \$4M in total investment
- IRBs are a tool to encourage business expansions and relocations, job growth, and capital
  investment providing for long-term Property Tax Abatement (OpEx) and Compensating Tax/GRT
  exemption on equipment purchased.
- Local governing body must vote to induce the IRB and the company must secure its own purchaser
  of the IRBs, or the company may purchase its own IRB.
- IRBs can be used for land, buildings, furniture, fixtures, and equipment. Equipment-only IRBs can be done. Working capital is not eligible.
- IRBs exempt the project from property taxes for up to 30 years (20 in Albuquerque).
- Many municipalities look to hold special districts harmless via PILOT (i.e. schools, hospitals).
- Typically associated with \$30-\$50k in fees.
- No GRT exemption on construction. Cost segregation studies can add additional savings.

# **Local Economic Development Act - LEDA**

LEDA Fund provides cash reimbursement for costs associated with land building and infrastructure. LEDA helps build the business infrastructure in support of a job-creating expansion.

- A direct cash reimbursement to off-set expenditures tied to land, building, and infrastructure.
- This is a discretionary tool administrated by the Executive Branch to facilitate both recruitment and job-creating expansion of existing companies.
- The level of capital investment and the quality and quantity of jobs to be created influences the amount of LEDA awarded.
- LEDA funds are typically disbursed during the earlier stages of a project, on a reimbursement basis at key performance milestones, with the company providing collateral to refund the award in the event of performance shortfall.

# THANK YOU

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