



NEW MEXICO
LEGISLATIVE
FINANCE
COMMITTEE

Program
Evaluation
Unit

Program Evaluation: Impacts of Past Local
Economic Development Act and Job
Incentive Training Program Investments

November 14, 2022

Report #22-04

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November 14, 2022

Ms. Alicia J. Keyes, Secretary
Economic Development Department
P.O. Box 20003
Santa Fe, NM 87504-5003

Dear Secretary Keyes:

The Legislative Finance Committee (LFC) is pleased to transmit the evaluation, *Impacts of Past Local Economic Development Act and Job Incentive Training Program Investments*. The program evaluation examined the administration, oversight, costs, and outcomes of the LEDA and JTIP programs. An exit conference was held with your staff on November 8, 2022 to discuss the contents of the report.

The report will be presented to the LFC on November 14, 2022. LFC would like plans to address the recommendations within this report from the Economic Development Department within 30 days of the hearing.

I believe this report addresses issues the LFC asked us to review and hope the district will benefit from our efforts. We very much appreciate the cooperation and assistance we received from you and your staff.

Sincerely,

A handwritten signature in black ink that reads "David Abbey".

David Abbey, Director

Cc: Representative Patricia Lundstrom, Chairwoman, Legislative Finance Committee
Senator George Muñoz, Vice-Chairman, Legislative Finance Committee
Ms. Debbie Romero, Secretary, Department of Finance and Administration
Mr. Courtney Kerster, Acting Chief of Staff, Office of the Governor
Ms. Sarita Nair, Acting Secretary, Workforce Solutions Department
Mr. Brian S. Colón, State Auditor, Office of the State Auditor

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EXECUTIVE SUMMARY



Building on Better Reporting and Adding Guardrails Needed to Accompany Growing JTIP and LEDA Funding

Appropriations to the Job Incentive Training Program (JTIP) and Local Economic Development Act (LEDA), two of the state's larger economic development incentive programs, are higher than ever. As such, it is quite important that these state investments in business growth yield positive economic outcomes. Since FY16, the state has appropriated over \$350 million to JTIP and LEDA. However, the two programs currently carry significant fund balances, \$35 million for JTIP and \$64 million for LEDA.

The Economic Development Department has made improvements to LEDA and JTIP policy and reporting, and additional reforms and improvements could build on this progress. Some reforms to law, regulation, and policy could benefit from transparency measures and other guardrails to provide better reporting and increased accountability. In particular, the LEDA statute lacks some processes necessary to align with model economic development policies. These processes include 1) a clear way to prioritize potential state investments, and 2) an open and transparent application process wherein a company must demonstrate that its relocation or expansion would not occur but for the state's investments.

JTIP and LEDA projects sometimes create fewer quality jobs than projected, and funds are not consistently clawed back for unfulfilled job promises. While analysis of employment at companies after receiving LEDA or JTIP funding revealed that many do expand and hire new employees; for about one-third of all LEDA agreements and half of JTIP agreements, businesses do not grow as projected at the time of the grant agreement. This has been tempered somewhat by changes in policy by Economic Development Department (EDD) to switch from the historical practice of giving all money awarded through LEDA to the company upfront and instead provide the money in tranches as the company meets milestones. However, inconsistency in pursuing clawbacks when possible under agreements remains, with approximately \$4.1 million in foregone clawbacks from agreements between FY16 and FY21.

Finally, the state should improve how it monitors post-investment impacts of JTIP and LEDA. EDD began an effort to do this for LEDA in 2022, after proposing additional performance measures in 2019 to provide greater information on LEDA and JTIP results. However, EDD could do more in its quarterly Accountability in Government Act reporting to demonstrate how LEDA and JTIP funds result in job growth and other positive economic impacts over time. Further, as JTIP and LEDA are only two of several tools that state and local governments use to entice businesses, there is a need for more comprehensive reporting and analysis of total public investment into private corporations.

Key Findings

The LEDA process would benefit from additional transparency measures, as well as and statutory and regulatory guardrails to build on existing reporting and ensure wise investment of public money.

JTIP and LEDA sometimes creates fewer quality jobs than projected, and funds are not always clawed back for unfulfilled job promises.

The state does not monitor the actual impacts of JTIP and LEDA, hampering economic development decision-making.

Key Recommendations

EDD should:

Work with the Legislature to amend the LEDA statute to include high-level goals, such as expanding the tax base or creating living wage jobs.

EDD should promulgate rules for state LEDA funding that define

- An open, formal process through which all companies seeking state LEDA funding apply;
- Local support expectations for LEDA projects with exceptions for very small communities; and,
- Criteria and scoring rubrics by which the department might approve projects and determines award levels.

Better monitor agreements for compliance with job creation obligations and not release state funding if job creation obligations have not been met.

Develop a policy that details when LEDA agreements with companies that have no job creation commitments are appropriate.

Work with LFC and Department of Finance and Administration staff to revise the department's quarterly Accountability in Government Act reporting for JTIP and LEDA to include actual expenditures, actual jobs created, and actual average wages.

Create policies and procedures for EDD staff to create an annual public report to the JTIP board on

- The one-year retention compliance for JTIP employees and any necessary clawback actions,
- The three-year retention of JTIP employees by a company, and
- The three-year wage growth of JTIP trainees, with the period including both pre- and post-training wage levels.

Before December each year, work with the Workforce Solutions and Taxation and Revenue Departments to provide a report to the Legislative Finance Committee that summarizes the suite of economic development incentives by company in the prior fiscal year and the estimated costs and actual economic improvements caused by those incentives.

BACKGROUND



New Mexico has appropriated over \$350 million to JTIP and LEDA Since FY16

Ensuring effective economic development policies is of the utmost importance to New Mexico because the state's economy is among the most distressed in the country. The Job Training Incentive Program (JTIP) and the Local Economic Development Act (LEDA) are the best known of the state's incentives for attracting businesses. JTIP reimburses companies for a share of the wages paid to certain newly hired employees, while LEDA primarily passes state funding through local governments to businesses for land, building, and lease costs. The Legislature has provided direct appropriations consistently for JTIP since the early 1970s and since the early 2010s for LEDA. Since FY16, appropriations for the two programs have surpassed \$350 million. See Appendix B. for a list of all LEDA and JTIP awards FY16 to FY21.

Chart 1. JTIP Appropriations

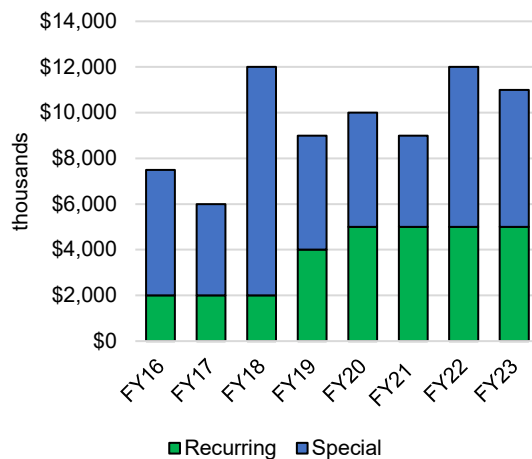
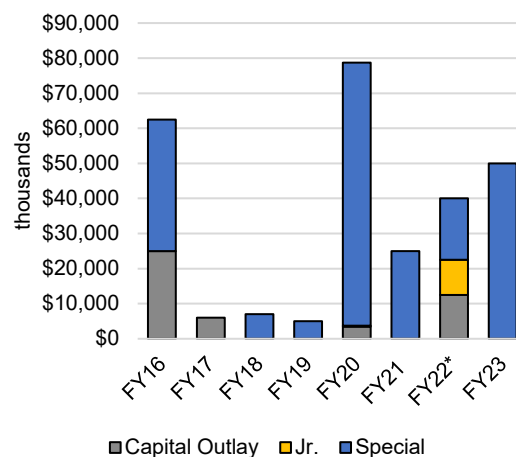


Chart 2. LEDA Appropriations



Notes* Does not include a \$200 million appropriation made in 2021 legislative session "to provide economic relief grants to businesses that remained open during the pandemic but experienced significant revenue decline." \$70 million of the \$200 million was reappropriated in the following year to the opportunity enterprise fund, administered by NMFA to develop commercial and industrial space.

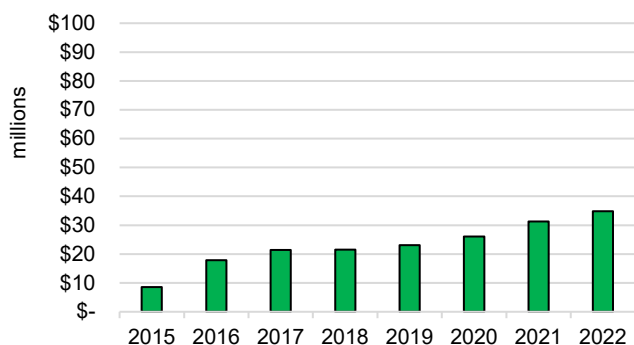
The \$10 million "junior" appropriation in FY22 was specifically for broadband-related LEDA projects.

Source: LFC files

Appropriations into the JTIP and LEDA funds are non-reverting and appropriations for both have outpaced EDD spending on the programs. Total LEDA obligations have ranged from \$30 million to \$46.8 million annually since FY19, but appropriations have been as high as \$80 million annually in recent years. For JTIP, the fund balance has been steadily growing over time because of relatively low payments on JTIP agreements. As a result, the JTIP fund started FY23 (July 2022) at an all-time high with nearly \$35 million.

Chart 3. JTIP Fund Cash Balance

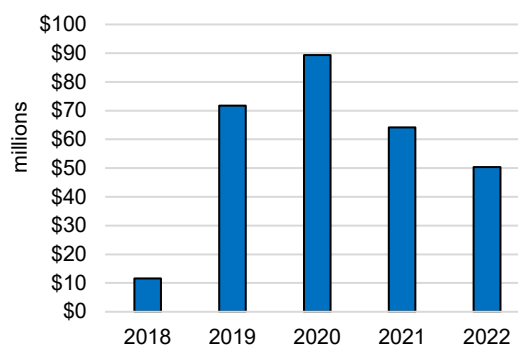
(July of each year)



Source: LFC monthly cash balance report from SHARE

Chart 4. LEDA Fund Cash Balance

(July of each year)



Note: LEDA was not tracked in a separate fund prior to 2018.

Source: LFC monthly cash balance report from SHARE

Table 1. JTIP Awards and Payments

(in thousands of dollars)

	Count of JTIP Agreements	Total State Awards	Average JTIP Award	Vouchers Paid
FY16	76	\$13,090.4	\$172.24	\$2,884.2
FY17	67	\$11,955.8	\$178.45	\$642.6
FY18	74	\$14,569.0	\$196.88	\$5,101.4
FY19	84	\$14,341.1	\$170.73	\$4,517.6
FY20	79	\$17,375.0	\$219.94	\$4,620.5
FY21	96	\$21,969.5	\$228.85	\$6,332.0

Source: JTIP Grant Agreements, SHARE

Table 2. LEDA Awards

(in thousands of dollars)

	Count of LEDA agreements	Total State Awards	Average LEDA Award	Maximum LEDA Award
FY16	20	\$13,033.4	\$651.7	\$5,500.0
FY17	12	\$14,345.0	\$1,304.1	\$10,000.0
FY18	12	\$6,686.6	\$557.2	\$1,005.0
FY19	21	\$37,960.0	\$1,807.6	\$10,000.0
FY20	15	\$15,450.0	\$1,030.0	\$4,000.0
FY21	21	\$46,770.0	\$2,227.1	\$17,000.0
FY22	17	\$30,025.0	\$1,766.2	\$10,000.0

Source: EDD

JTIP Overview

EDD administers the film JTIP program under its “film crew advancement program.”

Statute allows for EDD’s film division to determine eligible employers and trainee employees for the program outside of the rules and oversight of the JTIP board. Once film employers and employees have been certified by EDD’s film division, the division is then free to reimburse up to half the salaries for employees of those eligible trainees out of the JTIP fund. Statute caps use of film JTIP to \$2 million, but the program has not reached that cap in recent years, with average expenditures for film JTIP at \$572 thousand annually between FY16 and FY21.

The Legislature established JTIP in statute in the early 1970s “to provide quick-response pre-employment and in-plant development training to provide new or expanding industries in New Mexico which utilize skills unique to those industries with qualified manpower resources.” The statute was originally written for the program to be administered by the Vocational Education Division at the Public Education Department but changed in 1997 to under the Economic Development Department (EDD). In 2003, the JTIP statute was also amended to specifically allow for a separate JTIP for film and multimedia production companies. By law, JTIP is governed by a board that establishes policies and promulgates rules to administer JTIP funds such that they would “give measurable growth to the economic base of New Mexico.”

EDD staff oversee the JTIP application process and screen companies for eligibility before inviting them to proceed to a full application. The board then reviews applications, and the board has not rejected any application that came before it since at least FY16.

JTIP can reimburse a company for up to 1,040 hours for a new hire’s wages for six months as long as they are guaranteed full-time employment at the

company for one year afterwards. By statute, new JTIP employees must have lived in New Mexico for at least one year, with exceptions for certain high-wage workers. According to statute, high-wage workers are those who make

- \$60 thousand (\$28.85/hr) or more in an area with a population over 60 thousand, or
- \$40 thousand (\$19.23/hr) or more in an area with a population of 60 thousand or less.

Further, statutory requirements for JTIP stipulate companies that have more than 20 JTIP employees in an area with a population over 40 thousand must offer health insurance and cover at least 50 percent of the insurance premium. Finally, statute says that EDD must spend one-third of JTIP funds in non-urban communities.

JTIP Eligible Companies. Statute does not limit the types of companies eligible for JTIP apart from excluding retail service sector businesses, but EDD regulations clarify this and restrict eligibility to new or expanding or relocating companies that increase the economic base of the state—meaning the company operates in New Mexico and generates revenues from out-of-state money. Companies that are specifically not eligible for JTIP reimbursement include retail, construction, traditional agriculture and farming, mining and extractive industries, health care, casinos, and tourism-based businesses (hotels, restaurants, etc.).

Finally, companies that receive multiple rounds of JTIP funding must have at least as many employees as when they last expanded under JTIP. Startups must demonstrate they have enough capital to reach production and expanding companies must meet or exceed their average employment for the past two years, with the exception of call centers, which need to meet or exceed four years of average employment.

JTIP employees must be new hires and not existing employees, with the exception of those in the Step Up program. Companies can receive JTIP funding for employees hired through a temporary staffing agency so long as they are hired as permanent and full-time employees before the end of the JTIP contract period. JTIP funds are not, however, allowed to be used for fees to pay any staffing agency.

JTIP Eligible Positions and Wages. Generally, JTIP-eligible positions must be full-time and directly related to the creation of the product or service provided by the company to its customers. However, EDD rules allow for up to 20 percent of jobs to be outside direct product creation or service delivery, including non-executive professional support positions. Companies can also receive JTIP funding to support interns enrolled in or recently graduated from an academic or training program. These intern positions may be part-time.

By regulation, EDD sets the number of hours JTIP will reimburse for each position based on the U.S. Department of Labor's standard job classification system called O*NET, or the occupational information network. See Appendix C. for more details. EDD also sets the minimum wages for those JTIP positions according to the O*NET system, with the minimum allowed wage for FY23 at \$12.75 per hour. This minimum is slightly higher than the \$11.90 per hour of FY22 and is set to increase again to \$13.18 in FY24. However, EDD does

Call centers must meet special requirements to receive JTIP. Under EDD rules, contract-based customer support centers or call centers are eligible for JTIP as nonretail service delivery companies, but must meet additional requirements to receive JTIP funding. They must

- Provide evidence of a minimum five-year lease or purchase of a facility in New Mexico.
- Offer employees and their dependents health insurance coverage, and contribute at least 50 percent of the premium.
- Meet or exceed peak employment from the last four years for expanding companies.

EDD excludes call center jobs when reporting the average wages of JTIP employees, citing these restrictions.

Step Up is a subset of the JTIP program for rural and small urban (under 50 employees) companies to train existing employees in a changing business or to prepare an employee to advance within a company and earn a higher salary. Step Up reimburses funds for 50 to 70 percent of total eligible costs up to \$2,500 per trainee.

To be eligible, existing New Mexico businesses must meet JTIP eligibility requirements, have been in operation in New Mexico for at least one year and have at least one full-time employee. The company must either be making a new capital investment to introduce new technologies or equipment or agree to give participating employees a reasonable wage increase within six months of completion of training.

Step Up is not nearly as popular as JTIP with only 15 agreements between FY16 and FY21 with a combined amount of under \$300 thousand.

allow the JTIP board some discretion to still approve wages below these minimums.

JTIP Reimbursement Levels. JTIP reimburses a company at the completion of the six-month agreement. If an employee does not complete the training period, no funds are reimbursed. EDD rules specify JTIP will reimburse up to 75 percent of wages or up to \$35 per hour of classroom training at a New Mexico college or university, capped at \$1,000 per trainee. However, in examining JTIP agreements since FY16, LFC staff were not able to find any companies that had elected to use college or university training.

The base rate of reimbursement for JTIP is 50 percent for urban areas, 65 percent for rural areas, and 75 percent for frontier, tribal, colonias, or economically distressed communities, with unemployment rates significantly higher than the state average. JTIP can be used to train remote workers in New Mexico, and wage reimbursement is tied to the location of the employee, not the company.

Companies can claim up to two of the following types of jobs or trainees to claim an additional 10 percent wage reimbursement (or 5 percent if only one is claimed):

- High-wage jobs,
- New college graduates from a state college or university,
- Veterans, or
- Trainees that have graduated out of the New Mexico foster care system.

Companies are required to keep JTIP trainees as employees for at least one-year post-training and EDD rules allow the board to recoup investments for companies that received over \$100 thousand in JTIP funds, but subsequently lay off employees within that one-year period.

LEDA Overview

The Legislature created the Local Economic Development Act (LEDA) in 1993 to implement a constitutional amendment from that same year creating a new exception to the anti-donation clause, which restricts the distribution of state funds to nongovernmental entities. The amendment newly allowed state and local governments to provide grants or property to a corporation or private enterprise to “create new job opportunities by providing land, buildings or infrastructure for facilities to support new or expanding businesses.” Further, the constitutional amendment stated counties and municipalities could approve their own LEDA projects without the state, but each specific state LEDA project needed approval by law.

Subsequent major changes to the LEDA statute since 1993 include

- Clarifying that certain businesses qualify, including restaurants, lodging establishments, farmers markets, developers, cultural facilities, and retail businesses in small communities;
- Defining the public support that LEDA can provide includes direct loans, loan guarantees, or grants for land, buildings or infrastructure; new broadband and other public works improvements and rights of

The “but for” problem makes evaluating economic development incentives notoriously difficult.

A notoriously persistent difficulty in both administering and evaluating economic development incentive programs is commonly called the “but for” question: would the job have been created (or would the company have expanded, etc.) regardless of the incentive?

One notable study of the “but for” problem was conducted in 2018 by economist Timothy Bartik, who performed a meta-analysis of 30 different studies of such incentives, and concluded that “for at least 75 percent of incented firms, the firm would have made a similar location/expansion/retention decision without the incentive.”

way; technical assistance; and direct loans and loan guarantees for building or infrastructure; and

- Allowing municipal governments to dedicate a one-fourth percent increment and counties a one-eighth percent increment of gross receipts tax to fund LEDA projects,

Currently, statute limits state LEDA funding in two main ways. First, the only businesses that can receive state funding are “qualifying entities” as defined in statute. Second, statute limits state participation in LEDA projects to those that create new full-time economic base jobs. Generally, an economic base job is a job that creates goods or services that are exported out of state—the result of which is money from out of state is paid into businesses in New Mexico.

For the purposes of state LEDA funding, a qualifying entity is one of the following types of businesses:

- 1) Manufacturing, processing or assembling of agricultural or manufactured products
- 2) A commercial enterprise for storing, warehousing, distributing or selling agriculture, mining or industry products (not including public utilities)
- 3) A business providing services, including a restaurant or lodging establishment
- 4) An Indian nation, tribe or pueblo or a federally chartered tribal corporation
- 5) A telecommunications sales enterprise that makes the majority of its sales to people outside New Mexico
- 6) Farmers’ markets
- 7) A metropolitan redevelopment project developer
- 8) A cultural facility
- 9) A retail business in a municipality of 15 thousand or less

According to LEDA statute, an economic base job:

- 1) Is performed primarily in New Mexico
- 2) Provides, or supervises the provision of
 - a. A service wherein the majority of the revenue generated from the service is from sources outside the state, or
 - b. Personal property for sale
- 3) Is located at a regional, national or international headquarters operation or at an operation that primarily provides services for other operations of the qualifying entity that are located outside the state; and
- 4) Is not directly involved with:
 - a. Natural resources extraction or processing,
 - b. On-site services where the customer is present for the delivery of the service,
 - c. Retail,
 - d. Construction or agriculture except for value-added processing performed on agricultural products that would then be sold for wholesale or retail consumption

Finally, the original LEDA legislation did not presume state contribution to LEDA projects and was drafted with provisions only for county and municipal governments. The original LEDA legislation from 1993 had provisions for local governments to adopt ordinances for their economic development plans and agreements with individual companies. According to statute, the project participation agreement with a local government must

- Require a substantive contribution from the business in the form of money, jobs, expanded tax base, or other thing or service of value,
- Contain some form of security in the form of a lien, mortgage, or other indenture,
- Outline a schedule for project development and completion, including measurable goals and time limits for those goals, and
- Contain provisions for performance review and actions to be taken if project performance is unsatisfactory.

At the state level, LEDA has always been a relatively flexible program with few guardrails for prioritizing awards. In the years following the 1993 LEDA legislation, the Legislature provided capital outlay funding for specific economic development projects, including \$63.6 million for specific LEDA projects. A 2012 LFC evaluation of LEDA noted this process was problematic because it was fragmented and not tied to a statewide economic development plan.

Starting in FY14, the Legislature took a different approach and began appropriating funds to EDD for LEDA projects generally, without identifying specific projects. As a result, decision-making power to pick LEDA projects was granted to EDD without statutory guardrails on whether or how much funding any type of business should receive. This has caused some discrepancies between how LEDA is described in statute and how it is implemented in practice.

FINDINGS AND RECOMMENDATIONS



The LEDA Process Could Benefit from new Measures to Guide Use of Public Money

As appropriations from the Legislature into LEDA have grown, so too has the need to ensure LEDA dollars are being fairly distributed and in a way that maximizes economic growth for the state. However, the LEDA statute leaves EDD with little concrete direction for directing state money in an open and transparent way.

EDD provides LEDA funds to businesses through arms-length intergovernmental agreements with local governments rather than appropriations directly to businesses.

In the 2020 session, the Legislature passed the Local and Regional Economic Development Support Act that, for the first time, defined the state's role in supporting LEDA projects. The act clarified the state *may* participate with local governments in economic development projects and the state, locality, and businesses would each need to enter into a project participation agreement similar to that required in a local government-only project.

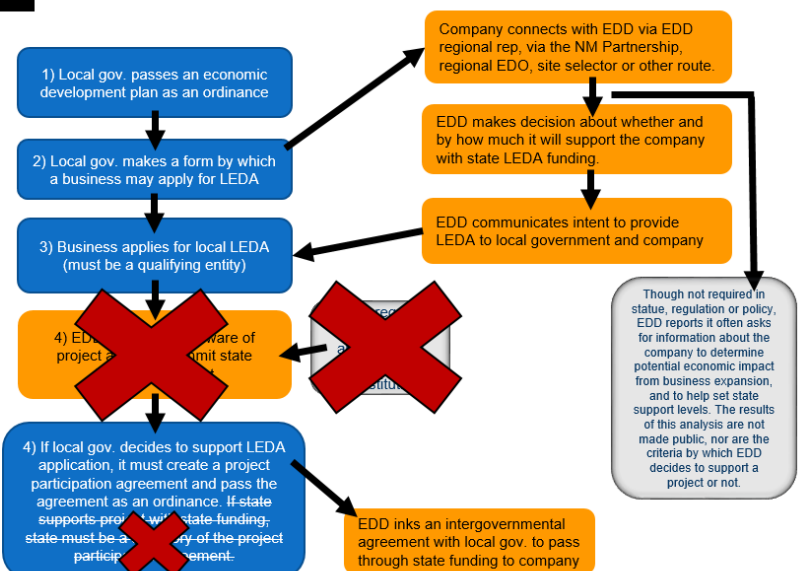
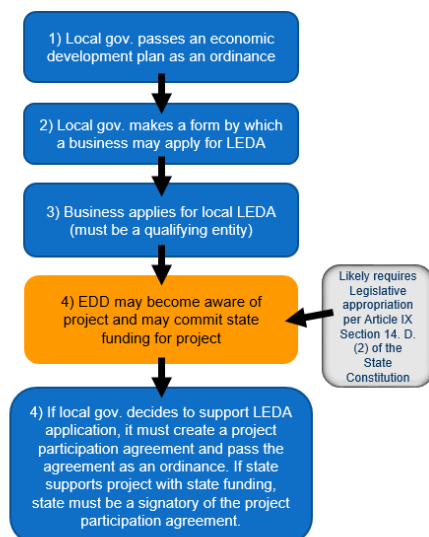
To date, the state has entered into only a few project participation agreements with businesses, primarily for gross receipts tax-sharing purposes. Instead, EDD has generally taken the approach of entering into intergovernmental agreements with a locality after they have inked a project participation agreement with a company to pass along state funding for a local LEDA project.

Figure 1.

The LEDA Process for State Funding for Businesses as Defined in 5-10-1 through 15 NMSA 1978 and State Constitution

VS.

Actual LEDA Process for State Funding for Businesses



Case study: Placing clawback responsibility on local governments may delay or hamper return of state funding for failed LEDA agreements.

High Plains Processing was a Colorado-based meat processing company which set up operation in Las Vegas, NM in April 2020 after EDD awarded the processor a \$100 thousand LEDA grant. In July 2022, U.S. Department of Agriculture suspended inspections at High Plains Processing in Las Vegas, after inspectors found food safety and animal cruelty violations at the plant.

Since the company closure, EDD and San Miguel County have been working to clawback the LEDA investment. However, the effort appears to be stalled at the local level because the county recently did not renew the contract of the county attorney tasked with retrieving the state funding. It is unclear when the effort to retrieve the state investment will be renewed.

Potential high-level economic goals the Legislature could consider for LEDA include labor force participation, poverty, unemployment, and median income.

GFOA notes that other common goals used in economic development could also include expansion of tax base, job creation, development of targeted economic sectors, business retention and/or recruitment blight mitigation, improving economically distressed neighborhoods, housing stock creation, and environmental or infrastructure improvements.

Structuring LEDA funding wherein the project participation agreement is only between the locality and the businesses, and the state's involvement is off to the side via an intergovernmental agreement has several major impacts:

1. It keeps the project as a "county or municipal" project and, therefore, not a specific state project requiring approval by law per the constitution (Article IX Section 14. D. (2))
2. It puts the responsibility of administering state funds on the locality, even if the locality has not provided any funding for the project. This also means the locality is responsible for monitoring job creation compliance, even though EDD is the collector of quarterly employment information.
3. It puts the responsibility for recouping all funds as a result of a company shutdown or other breach of the agreement on the locality. If the intergovernmental agreement allows for it, the locality also bears the responsibility of returning any recouped state portion of the investment back to the state. Intergovernmental agreements between EDD and localities did not consistently account of this potential return of state funding until FY19.

The LEDA process for awarding state funding follows some but not all best practices and lacks published criteria for ranking and choosing proposals. Because EDD has no rules or formal process to follow in choosing LEDA projects, the risk that public economic development incentives may not be deployed to their highest and best use is heightened. To avoid this risk, the Government Finance Officers Association (GFOA) states that economic incentive policies should include the following elements:

1. Goals and measurable objectives,
2. Performance standards and clawback provisions for not meeting those standards,
3. Processes for monitoring compliance, and
4. A clearly defined process to evaluate proposals.

These elements were also recommended in a 2018 Brookings Institute report *Examining the Local Value of Economic Development Incentives*. Generally, though, LEDA falls short in all four of these criteria. LEDA laws do not include goals or measurable objectives. By statute, LEDA agreements require employment or investment obligations companies need to meet and clawback provisions if those obligations are not met. However, EDD enforces those provisions somewhat inconsistently, and the statute contains no provisions detailing when it may waive or require a smaller clawback penalty. Historically, EDD has reported on potential job creation as listed in the project participation agreements at the onset of a project, not on actual job creation or other impacts of LEDA deals after the agreement is finalized. More recently, EDD started collecting data on actual jobs created. However, there is not yet a plan to report this data to the public on a regular basis and no statutory requirement for EDD to do so. Finally, with no formal application explicitly tied to state goals, EDD has wide discretion to support projects without transparent, objective analysis to justify investments.

EDD could work with the Legislature to clarify its statutory and regulatory role in LEDA, including provisions for goals, transparency, and evaluation criteria. Beyond being a GFOA-defined key element of any

economic development policy, having goals and measurable objectives is a requirement for proper management and accountability of state investments. Without a goal to measure progress the department, the Legislature, and the public cannot know if state LEDA investments are effective. As such, the Legislature may want to define high-level goals in statute along with those proposed by GFOA, such as job creation and retention and diversification or expansion of the tax base. This would have the benefit of making the legislative intent of LEDA appropriations clear and consistent across executive administrations. EDD could further refine the target objectives of state LEDA investments in rule or published policy, for example, to focus investments on the nine targeted industries identified in its 2021 statewide strategic plan.

Of additional concern, the informality of the LEDA application process allows the state to select projects without accounting for how the selections were made. This raises potential specters of subjectivity and unfairness. An open application for LEDA could instead create an even playing field where all businesses could make their pitch for public support.

The GFOA key elements also call for a clearly defined process to evaluate proposals but with LEDA, EDD actively selects the projects it wishes to support rather than providing a way that any company could apply for the funding. For transparency purposes, the department should create an open, web-based application by which companies and local government partners can apply for state LEDA support. As it stands now, a company must make its case for public support to EDD through its regional economic development organizations or other channels outside of a more formal application process. EDD then, after gathering more, but unspecified, information about the company, makes a decision on whether to grant state support, sometimes without public justification.

Once an open application is complete, GFOA recommends governments have a clearly defined process to evaluate proposals, which typically includes scoring

- How a proposal meets state goals of economic development,
- A comparison of the cost of the incentive against the benefits that the project is expected to produce,
- An evaluation of the impact on the tax base and revenue,
- Analysis of the impact of a project on existing and potentially competing businesses, and
- A determination of whether the project would proceed if the incentive were not provided (does it meet the “but for” test.)

To align with GFOA best practices, EDD should also publish criteria and scoring rubrics by which the department might approve projects and determine award levels. The city of Austin, Texas has an example of a mature economic development policy and incentive process that New Mexico may want to model. Austin’s “Chapter 380” economic development policy has defined economic development goals, an open application process, and clear criteria by which economic development projects are selected. The application for each project provides “but for” statements where companies can provide evidence that the incentive will fill a gap that creates desirable outcomes or

**Recommendation from
Brooking’s 2018 report
*Examining the Local Value of
Economic Development***

Incentives. “[Governments] must commit to making incentives information publicly transparent, and then rigorously evaluate their impact on firm outcomes to determine what works. [...] clearer criteria and more effective targeting should reserve incentives only for those firms that will advance broad-based opportunity, either by incentivizing opportunity-rich firms and industries, incentivizing firms to provide workers more opportunity, or by addressing place-based disparities in opportunity.

***Having an application could
shine a light on “but-for.”***

To draw a clear line between the use of economic development incentives and economic development outcomes, projects need to pass the “but-for” test, showing a business relocation or expansion would not have occurred but for the public investment.

Proving but-for can be notoriously difficult, but having companies justify their need for LEDA funds or any other incentive in an open application is a first step to help policymakers tackle the test.

EDD internally uses an economic model to project expected tax revenues and other economic benefits at the beginning of a LEDA deal. In some cases, the department uses the model to figure the level of economic benefit delivered on past LEDA payments to determine clawback levels. However, the outputs from that modeling are not systemically reported.

that the project sways a decision for company relocation or expansion into the city rather than another viable location.

Local governments provide matching funds for LEDA about one-third of the time. Most LEDA agreements have a local government acting as the fiscal agent to pass state funding to a company. As with any financial arrangement, using a fiscal agent inherently distances the source of funding (in LEDA's case, the state) from the ultimate end user of the funds (the company.) Yet, LEDA arrangements place much of the onus on ensuring proper use of those state funds on the intermediary local government. Potentially concerning, if the state is the sole funder of a LEDA deal and the local government simply acts as a fiscal agent, the local government might not prioritize either monitoring the proper use of those state funds or recovering those funds in the case of a business closure or other failure to meet the terms of the LEDA agreement.

This scenario is mitigated when the local government contributes some of its own funding or assets to the LEDA project as a match. This occurred in about one-third (31 of 101) of LEDA agreements between FY16 and FY21 but EDD might want to consider ways that lessen the frequency of the state being the sole contributor to LEDA deals.

Many other economic development policies outside of New Mexico require a local government match to ensure community buy-in for public incentives. One example: Texas requires companies applying for Texas Enterprise Fund support to show community support by listing the value of proposed local incentives before being offered any state funding. At the federal level, grants to states for economic development from the U.S. Economic Development Association also generally require a 50 percent match from the state.

Statute allows municipal governments to contribute revenue generated from up to a one-fourth percent gross receipts tax increment and counties up to one-eighth percent. They can also contribute land or buildings or general operating funds. With so many avenues to create revenue for local LEDA project support, EDD should work to ensure that, most of the time, local governments are contributing at least a nominal amount of matching funds. EDD should also publish guidelines that define when a local match expectation might be waived in the case of very small or rural communities.

Recommendations

EDD should work with the Legislature to amend the LEDA statute to include high-level goals, such as expanding the tax base or creating living wage jobs.

EDD should promulgate rules for state LEDA funding that define

- An open, formal process through which all companies seeking state LEDA funding apply;
- Local support expectations for LEDA projects with exceptions for very small communities; and,
- Criteria and scoring rubrics by which the department might approve projects and determines award levels.

JTIP and LEDA Sometimes Create Fewer Jobs than Projected, and Funds are not Always Clawed Back for Unfulfilled Job Promises

Many LEDA and JTIP agreements have been made with growing businesses supplying good-paying jobs. Inevitably, though, not all businesses receiving LEDA or JTIP thrive as expected. No entity can predict business performance with perfect accuracy, though, and so both LEDA and JTIP have provisions by which the state can recoup its funding in the case that a subsidized business closes or does not grow as expected.

The state must hold JTIP and LEDA beneficiary companies accountable for job creation and other economic development obligations. The state is also responsible for monitoring the outcomes of its economic development investments and for continually improving how it invests in businesses to ultimately benefit the state economy.

EDD can help the state meet this charge by improving how it monitors and enforces LEDA and JTIP agreements. The department also could take measures to move state LEDA and JTIP funding to projects that more directly result in higher wage jobs.

Of 101 LEDA agreements made between FY16 and FY21, at least 33 did not meet minimum employment requirements, resulting in 2,507 expected jobs never materializing. Most LEDA agreements require companies to adhere to minimum levels of employment over the term of the agreement. If a company does not meet those minimum levels of employment, it is often subject to a clawback of at least a portion of the monies that have been paid out up to that point in time. In a little over a third of instances between FY16 and FY21, LEDA companies did not meet their employment minimums. This led to an underperformance of 2,507 jobs over the six years.

When fewer jobs are created than expected, but the investment stays static, the overall state cost per job created goes up. Between FY16 and FY21, the state investment cost per LEDA job created was \$12.1 thousand in state investment

Table 3. Projected versus Actual Costs of State LEDA Investments for Jobs Created or Retained
(in thousands of dollars)

	EDD Projected Jobs	Allocated State LEDA Funds	Original State Cost per Job	Undercount of jobs (to date)	Actual Cost per Job
FY16	2,422	\$13,033.4	\$5.4	558	\$7.0
FY17	543	\$14,345.0	\$26.4	241	\$47.5
FY18	2,613	\$6,686.6	\$2.6	394	\$3.0
FY19	2,891	\$37,960.0	\$13.1	266	\$14.5
FY20	1,601	\$15,450.0	\$9.7	971	\$24.5
FY21	3,058	\$46,770.0	\$15.3	77	\$15.7
			Average = \$12.1	Total = 2,507	Average = \$18.7

Source: DWS, EDD

for every job retained or created. By underperforming in job creation, however, the actual cost was closer to \$18.7 thousand per job created or retained.

EDD sometimes waived or did not attempt to claw back funds, foregoing \$4.1 million in recoveries between FY16 and FY21. Companies did not meet their employment obligations for 33 of the 101 LEDA agreements penned between FY16 and FY21. In two cases, during the Covid-19 pandemic, the companies requested amendments to their LEDA agreements and their total job creation obligations were adjusted down, but not the total amount of LEDA funding they were granted.

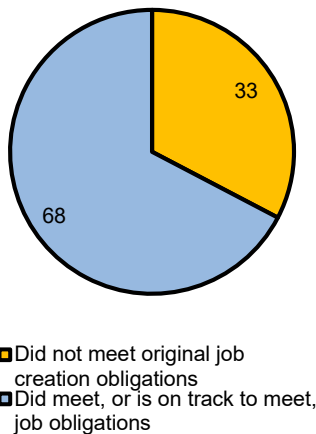
In 10 cases—Wildflower International, PCM Inc., Resin Partners Inc. dba Keter Plastics, Corrugated Synergies International dba Universal Sheets, Raytheon, Big Dog Industries, Natural Releaf, 420 Valley, Descartes Labs, and High Plains Processing—EDD and the local government pursued at least some clawbacks, or return of state funds resulting in approximately \$5.4 million in returns to the state. In three other cases in FY16, no clawback penalties were stipulated in the LEDA agreement for the company not meeting employment requirements, so the state had no recourse to hold the companies responsible when they did not meet those requirements (Solaro Energy, Little Toad Creek Brewery & Distillery, and MCS Industries.)

For the remaining agreements, EDD either waived, or did not pursue the clawback funding. In three cases, EDD waived clawback requirements from companies that it determined had provided adequate economic impact for the public monies received:

- Las Cruces Family Farms in FY17 significantly underperformed its agreement employment requirements and should have paid back all the state LEDA funding it received (\$171,647). Instead, EDD made a determination that the company “provided sufficient return to the state to more than cover the shortfall of their job creation” and did not require any return of state funds.
- Resilient Solutions 21 in FY19 met its employment targets for two years but then underperformed significantly in FY22. By February 2022, the company requested termination of its LEDA agreement after two years and receiving \$150 thousand. Rather than attempting to claw back that money as stipulated in the agreement, the termination agreement states the county and EDD have determined an adequate return on investment had been received from the \$150 thousand payment and have no objections to terminating the agreement.
- Agmechtronix, LLC in FY19, met its job targets in 2018 and 2019, but missed them in 2020 and 2021. The company was disbursed the total LEDA state award of \$250 thousand despite having missed its job targets. EDD closed out the agreement on June 15, 2021, noting the company had “achieved, and even exceeded, the expected return on investment and economic contribution to the community and the state.”

Fifteen noncompliant LEDA companies missed their employment requirements and sometimes completely shut down, but for various reasons, EDD was not pursuing clawbacks, or return of state money from the local government in cases where no LEDA money had been reimbursed yet. In some of these cases, EDD indicated the pandemic had adversely impacted these businesses, but EDD was unable to produce documentation that the companies

Chart 5. LEDA Agreement Compliance with Job Creation Obligations, FY16 to FY21



Source: LEDA Project Participation Agreements, DWS unemployment filings

requested waivers from their agreement's employment requirements. In most cases, EDD reports it is reviewing these projects. Altogether, LFC estimates the amount of forgone clawback funding by EDD from agreements between FY16 and FY21 at \$4.1 million.

Several LEDA agreements do not require companies to create new jobs.

While most LEDA agreements provide for new job creation, some do not. This is because statute states companies in a LEDA agreement with a *local government* must provide a substantive contribution, which could be in the form of new jobs, but could also be via matching cash, in-kind services, expanded tax base, property or other thing or service of value for the expansion of the economy. For *state* participation in a LEDA agreement, the project must provide new full-time economic base jobs; because most LEDA agreements are between a company and a local government with the state funding funneled to the local government through a separate intergovernmental agreement, there are some agreements with no, or very small expected job contributions.

For example, three of the state's four largest LEDA investments to date have been in two, \$10 million and \$17 million agreements for Netflix, and another \$7.7 million to NBC Universal—all related to film production in the Albuquerque area. Unlike most LEDA contracts, these three LEDA agreements had no stipulations for minimum employment levels, but instead required the companies to demonstrate certain levels of spending in the state over the life of the agreements. While this spending may indirectly result in the employment of New Mexicans, the jobs are not assured. In reality, Netflix and NBC Universal directly employ very few New Mexicans.

In another example, a \$400 thousand state LEDA-funded project with Bueno Foods in 2021 claimed creation of 49 full-time positions over five years set the baseline of employment at a level the company had exceeded every quarter since mid-2015.

In a final example, a 2021 LEDA agreement between Bernalillo County and American Gypsum for \$500 thousand in state funding only required the company to retain its current employment of 121 people through January 31, 2026.

Without having some tie back to job creation, the value of economic development incentives can become muddy and raise questions of fairness—why should one company maintaining its employment benefit from state subsidy rather than any other? While there may be good reasons for investing LEDA money to retain current jobs under threat of disappearing, EDD may want to consider developing a policy that details when LEDA agreements with companies that have no job creation commitments are appropriate.

Between FY16 and FY21, EDD awarded over \$93.3 million in JTIP to companies but paid out a portion of that amount (\$21.3 million), because companies were often not able to meet the terms of their JTIP agreements. Very often, companies cannot collect the total amount of their JTIP awards because they are not able to meet the conditions of their JTIP grant agreement—in most cases they cannot hire employees or meet the agreed-on wages. Often, companies will request amendments to their JTIP agreements to account for changes in their ability to hire or pay. Of the 476

In some instances, LEDA may be a proper incentive to simply retain current employment for local economic resiliency. In the 2020 session, the Legislature approved a \$9 million LEDA appropriation for economic development projects in Cibola and McKinley counties. The appropriation was in response to the closure of the Escalante Generating Station which provided steam power for nearby company McKinley Paper—an employer of 125 people. In October 2020, EDD announced a \$5 million LEDA deal with McKinley Paper from the appropriation so the company could transition to a new energy source. The LEDA agreement called for very modest job growth (eight new jobs over 10 years) but primarily that the company retain its 125 employees. In a county where unemployment is consistently higher than the state average, retaining existing jobs may be a sound economic strategy.

Table 4. JTIP Agreement Amounts and Payments

(in millions of \$, does not include film JTIP or STEP-UP)

	Total Awards	Vouchers Paid	Agreements with no payments
FY16	\$13.1	\$2.4	49
FY17	\$12.0	\$0.5	56
FY18	\$14.6	\$4.4	22
FY19	\$14.3	\$3.6	33
FY20	\$17.4	\$4.3	24
FY21	\$22.0	\$6.1	25
TOTAL	\$93.3	\$21.3	209

Source: JTIP Grant Agreements, SHARE

agreements made between FY16 and FY21, about half (235) were amended at least once.

Still, even with the amendment process, many companies (in 209 agreements accounting for over 4,600 potential jobs) were not able to collect any money for their JTIP award. These include some very large JTIP awards, including two in FY16 to a call center for Fidelity Employer Services Company for \$2.5 million, and four agreements between FY17 and FY20 totaling \$1.7 million for Meow Wolf.

As with LEDA, EDD reports on the total number of jobs that might potentially be created at the beginning of a JTIP agreement but does not follow up with reporting on the actual number of jobs created by the end of the agreement nor on the actual JTIP amount paid out to a company. This has the effect of distorting both the reach and outcomes of the program.

Past outcomes for JTIP trainees are mixed, with about half still employed by their company a year later and about two-thirds with noticeable wage growth. EDD was able to provide analysis for past cohorts of JTIP employees that showed general wage growth a year after being JTIP employees. That analysis showed, a year out, about half of all JTIP employees were still employed with their JTIP employer. This is a relatively high turnover rate—but not out of line with national averages, which have total turnover in private

industry ranging between 42 and 52 percent in the last decade. However, national averages show approximately 18 percent of turnover nationally is due to layoffs and discharges rather than voluntary separation (i.e., when an employee quits).

Table 5. JTIP Performance

	2016	2017	2018	2022
Total JTIP employees	1051	1078	947	1524
Total still with JTIP employer	631 (60%)	544 (51%)	355 (37%)	619 (41%)
Total still working in NM	925 (88%)	931 (86%)	791 (84%)	1097 (72%)
Wages grew more than 10%	62%	71%	68%	69%
Wages remained stable between -10% and +10%	11%	10%	11%	13%
Wages decreased by more than 10%	17%	18%	21%	18%

Note: EDD Provided combined analysis for FY19-FY22

Source: EDD

When companies receive more than \$100 thousand in JTIP funding, they are supposed to refund their JTIP money if they lay off those employees within a year. However, EDD does not report how many, if any JTIP companies laid off employees within the year of receiving JTIP wages, nor if any of those companies would be subject to fund clawbacks.

EDD has raised JTIP minimum wages by more than one-third starting in 2019, but a few JTIP jobs still fall short of providing living wages in urban areas. As of FY23, EDD rules state the lowest wage job eligible for JTIP reimbursement is \$12.75 per hour in rural areas and \$15.50 in urban areas. However, these wages are likely too low for many New Mexicans to survive on, especially in urban areas. The Massachusetts Institute of Technology calculates a living wage for a single adult with no children in Bernalillo County at \$15.67 per hour. That amount jumps to \$31.31 if the adult has one child. Yet many jobs that JTIP agrees to subsidize do not meet the benchmark for

more than a single adult. One example from the most recent year, FY22, which EDD approved was for 45 call center employees making \$15 an hour in Albuquerque.

EDD and the JTIP board have been annually raising the minimum wage floor for JTIP employees, but moving ahead, both entities may want to consider a new goal for the minimum wage, especially for urban areas, tied either to MIT's living wage, the federal poverty wage, or as a multiplier of the minimum wage. Michigan's JTIP sister program, called the New Jobs Training Program, does the latter, only supporting jobs that pay at least 175 percent of the minimum wage.

With free college available through the opportunity scholarship, EDD should evaluate if JTIP could be better leveraged for workforce development. Though JTIP is named the job *training* incentive program, the way the program is implemented makes it more of a wage subsidy program. Workers trained under JTIP do not receive a credential or badge they can take with them between jobs and, in fact, may never know they are JTIP employees.

The state's new opportunity scholarship now covers all tuition and fees at New Mexico's public colleges and universities. The scholarship covers most college credits that build toward a degree or credit-bearing certificate, including in many fields commonly subsidized by JTIP.

With newly free college, EDD may want to explore how JTIP could be leveraged with the opportunity scholarship to reach a dual goal of quickly training the workforce and getting lower-wage workers the credentials they need to eventually move up the wage and career ladder. One option could be that JTIP continue to subsidize the training of low-wage positions, but only if the receiving company collaborates with a community college or institution of higher education such that the training would be credit-bearing or contribute to a workforce credential or degree.

Recommendations

EDD should better monitor agreements for compliance with job creation obligations and not release state funding if job creation obligations have not been met.

EDD should set a target for minimum wage levels for new jobs, tied to prevailing local wages or some other metric, for jobs created by LEDA or JTIP.

EDD should develop a policy that details when LEDA agreements with companies that have no job creation commitments are appropriate.

The JTIP board, which includes the Higher Education Department, should, before December 2023, report to the Legislative Finance Committee on medium-term (three- to five-year) earning trends of JTIP trainees and perform analysis comparing wage growth of JTIP employees versus those receiving opportunity scholarship for workforce credentials.

Increasing educational attainment of low-wage workers could be a key co-strategy with expanding job opportunities. A study by the Federal Reserve Bank of New York in 2018 found, nationally, low-wage employees very rarely move into better-paying jobs, and instead would most benefit from improving educational attainment, which would then allow them to move out of low-wage, low-skill employment.

"Workers in low-wage jobs are considerably more likely than others to exit the labor force or become unemployed, and these workers have a one in twenty chance of moving into a better job. Our finding that workers in low-wage jobs are more likely to become unemployed than move into a better job suggests that keeping the same position, or even sliding into a different low-wage job, could be considered a "win" for some of these individuals." - Federal Reserve Bank of New York in 2018

The State Should Improve Monitoring the Post-Agreement Impacts of JTIP and LEDA Projects

As part of its Accountability in Government Act (AGA) reporting, EDD quarterly reports the number of jobs promised by JTIP and LEDA projects at the outset of agreements. Importantly, however, the department does not yet report on the number of those projected jobs that actually get filled. As demonstrated in the first part of this report, the number of employees EDD projects in a JTIP or LEDA agreement often does not fully materialize. The agency began a systematic process of collecting actual jobs data in 2022 and provided information, with companies deidentified, to LFC for this evaluation. EDD reports it is now requiring all future agreements with companies to include a provision for annually reporting this information, and the department is working on the format for a short annual report to provide this data to the public, which would also include estimated impacts to the state and local governments.

An improvement, in FY21 the department began reporting on the average wage of projected-to-be-created jobs, as well as the average difference between those wages and the local prevailing wage. However, the reporting could still be improved. EDD still excludes call center jobs from its wage reporting. The result is likely a slightly higher wage being reported than if those call center employees were included. This wage reporting, like EDD's job reporting, is also tied to potential projected jobs and not actual jobs created. Finally, while JTIP regulations require employers to continue to offer employment for one year after the training period, large numbers of JTIP employees do not remain employed by the JTIP company for even a full quarter after that period, but the department does not track the reasons for employee separations.

A straightforward improvement to EDD's reporting would be the inclusion of the number of actual jobs produced (filled) in connection with both LEDA and JTIP agreements. The state of Texas does this in an annual report of its LEDA-like program, the Texas Enterprise Fund. The Texas report includes the

Figure 2. Screenshot of Texas Enterprise Fund 2021 Legislative Report Showing Reporting of Actual Jobs

Grantee	Award Amount	Date of Award	# of Jobs	Created Jobs to Date	Median Wage of Created Jobs	Capital Investment Committed	Capital Investment Expended or Allocated	Created Jobs Offered Health Benefits
3M Company ¹	\$194,000	5/1/2010	55	51	\$66,357	\$21,200,000	\$23,045,145	51
Access Dental Lab TX, LLC ²	\$0	12/20/2019	442	-	-	\$36,800,000	-	-
Active Network, LLC ¹	\$2,580,000	6/27/2014	1,000	-	\$105,290	\$13,000,000	\$15,507,291	-
ADP, Inc. (Kirk) ¹	\$3,000,000	5/31/2006	1,028	721	-	\$23,900,000	\$39,098,254	721
ADP, LLC (Helping Hand) ¹	\$2,400,000	12/10/2012	585	1,050	\$44,110	\$22,000,000	\$39,724,406	1,050
Albany Engineered Composites ¹	\$300,000	1/24/2008	55	-	-	\$41,635,000	-	-

number of jobs promised and created to date from fund investments by company, and the median wage of those jobs. The Texas report also includes an annual discussion of terminated awards by company and the fund's clawbacks from those terminated agreements.

As part of the boilerplate language used in most LEDA and JTIP agreements, companies share their quarterly Department of Workforce Solutions reports with EDD so that EDD can verify employment levels and wages paid. EDD could use these workforce reports to monitor and report on jobs created, similar to the Texas example above. EDD's establishing law (Section 9-15-10 NMSA 1978) does address some business confidentiality provisions, stating that "any information obtained by the department that is proprietary technical information or related to the possible relocation or expansion of a business shall be deemed confidential and withheld from inspection pursuant to the Inspection of Public Records Act." Since the reporting on actual jobs created from LEDA or JTIP deals occur after any relocation or expansion, and employment levels are not proprietary technical information, these confidentiality provisions should not be a barrier to expanded EDD reporting.

In July 2022, EDD provided a first-of-its-kind internal tracking of tax revenue, actual wages, and actual jobs created by LEDA investments to the LFC. While the reporting was voluntary by companies and not comprehensive of all LEDA investments, it was a good first step by the department to collect and share this vital information for evaluating the impact of LEDA investments on the state's economy. To gather the information, EDD queried all businesses with an active LEDA agreement to compare the amount of state LEDA funds the company received with the actual number of direct employees, the payroll for those employees, average wages, wages in excess of prevailing wages, and state and local taxes paid. The department received a response from 38 companies representing \$33.6 million in LEDA payments, or about 44 percent of all LEDA agreements made between FY18 and FY22.

Moving ahead, EDD plans to make reporting this information a requirement of all project participation agreements. The department also plans to report the information it gathers back to the public. To make this public reporting the most impactful, EDD should compare number of jobs created to number of jobs projected and LEDA funds paid out with the total award.

EDD has expanded its LEDA and JTIP AGA measures but they do not extend to the programs' impacts on statewide economic health. Optimally, LEDA and JTIP investments should move the needle on larger economic measures such as labor force participation rate, unemployment levels, median income, and poverty levels in the state. But the department currently has no larger AGA measures related to these metrics, nor does the department report on how their LEDA and JTIP investments improve these key measurements of the state's economic health.

Refinement of EDD's AGA reporting criteria could allow more clear connections between LEDA and JTIP grants and the economic health of the state, however. One example, EDD could report on the portion of actual jobs from LEDA and JTIP projects that are filled by formerly unemployed people. Another option could be the department reporting on the growth of earnings of employees in newly created LEDA or JTIP positions over a medium-term, three- to five-year period. This should be a relatively straightforward task as

employment and wage data is included on the DWS unemployment insurance filings provided to the company for LEDA projects, and DWS is part of the JTIP board.

LEDA and JTIP are only two of a suite of commonly employed economic development tools, but there is no comprehensive reporting on the combined benefits of these incentives to companies.

In addition to JTIP and LEDA, the state and local governments offer a number of other tax credits and incentives to encourage businesses to operate and grow in the state. A 2012 LFC evaluation found that there was no comprehensive regular analysis of these programs as a whole by executive agencies. Since that time, the Taxation and Revenue Department has begun compiling an annual report of all state tax expenditures. However, there is still no comprehensive reporting on which companies receive these tax benefits and how they are (or are not) offered in tandem with LEDA, JTIP or other economic development incentives. The annual impact reporting EDD began this year for active LEDA projects makes progress by including estimates of the cost of these other tax benefits but does not use data on actual tax incentives received by each company.

The need for reporting has only heightened since the 2012 evaluation as the amount and size of state economic development incentives has grown. One notable change: In the 2021 session, the Legislature added language to the LEDA statute allowing for the state and locality to pass back half the gross receipts tax (GRT) generated on the construction stemming from very large LEDA agreements (those with over \$350 million in construction costs) for up to ten years. So far, there is only one project that has met that threshold, Intel in Sandoval County, but the impact of this expanded use of LEDA is likely significant. In the Intel case, the original state LEDA award was for \$5 million, but the GRT sharing between the state and county has provided more than double that amount again to the company in the last two years alone (\$9.8 million in GRT revenue back to the company) and is projected by the department to add an additional \$12 million in FY23.

Another recent change: In 2020, the Legislature authorized the State Investment Council (SIC) to expand up to 11 percent of the investment of the severance tax permanent fund to private equity investments into New Mexico companies. Reporting provided by SIC in May 2022 revealed \$82.4 million invested in New Mexico companies that also received either or both JTIP and LEDA funding. According to SIC, these investments play a dual role – both enhancing the overall return of the permanent fund portfolio through investment in young, early stage New Mexico companies, but also in providing investment capital that may ultimately provide economic benefits—jobs and industry creation—to the state of New Mexico. However, there is no combined reporting nor analysis of the impact of JTIP, LEDA, SIC investment or any other suite of economic development supports on individual companies.

Key economic development incentives outside of LEDA and JTIP, including their total expenditures in the last year available:

- **High wage job tax credit, \$4.7 million** – Any JTIP eligible company can receive a tax credit on its corporate income tax for high-wage jobs they create. High wage jobs have a salary of \$60 thousand or more in areas over 60 thousand in population, or \$40 thousand in areas under 60 thousand in population. The tax credit is equal to 8.5 percent of wages and benefits of new jobs up to \$12,750 per new job.
- **Angel investment credit against personal income tax, \$919 thousand** – To incentivize the investment in qualified research and/or manufacturing activities in New Mexico by angel investors, New Mexico taxpayers can claim a 25 percent credit on their personal incomes tax for investments of up to \$100 thousand into a New Mexican business that engages in high-technology research or manufacturing activities in New Mexico.
- **Manufacturing equipment investment tax credit, \$835 thousand** - The Investment Credit Act provides a credit for certain equipment purchased or brought into New Mexico for a manufacturing operation. The credit has specific employment requirements associated with the cost of the equipment being claimed. The Taxation and Revenue Department reports that companies claimed \$835 thousand worth of the credit in tax year 2020, but the amount is variable and was as high as \$1.8 million in 2017 and LFC economists project the expenditure to be \$3.5 million in 2022.
- **Industrial revenue bonds (total amount not reported) – IRBs** are a financing arrangement where a tax-exempt entity, usually a local government, holds the title to a property acquired on bonds and leases it to a private corporation in exchange for payments on the bonds in lieu of taxes. IRBs allow companies forgo providing upfront capital to purchase a facility directly, and instead enter into a lease with the bond issuer, and, at the end of the lease, purchase the facility from the issuer for a nominal amount.
- **Consumables Gross Receipts Tax Deduction for Manufacturers (amount not reported by TRD)** – The purpose of the manufacturer's tax deduction is to encourage manufacturing businesses to locate in New Mexico and to reduce the tax burden, including reducing pyramiding, on the tangible personal property consumed. Receipts from selling tangible personal property that will be incorporated as an ingredient or part of manufacturing are deductible from gross receipts taxes.
- **Film tax credit, \$39.8 million** – The film tax credit allows companies a tax credit worth up to 35 percent of their GRT. The amount of the film tax credit allocated is highly variable and has been as high as \$148.2 million in FY19.
- **Tax Increment Development Districts, \$2.9 million** - State and local governments may dedicate a portion of incremental GRT and property tax revenue attributable to activities within a TIDD. As with other tax credits, the amount attributable to a TIDD has varied year to year and has been as high as \$7.8 million in FY17.

Recommendations

EDD should work with LFC and Department of Finance and Administration staff to revise the department's quarterly Accountability in Government Act reporting for JTIP and LEDA to include actual expenditures, actual jobs created, actual average wages, and actual economic impacts. Reporting should cover all active LEDA projects and all JTIP projects from the prior fiscal year.

EDD should create policies and procedures for EDD staff to create an annual public report to the JTIP board on

- The one-year retention compliance for JTIP employees and any necessary clawback actions,
- The three-year retention of JTIP employees by a company, and
- The three-year wage growth of JTIP trainees.

EDD should, before December each year, work with the Workforce Solutions and Taxation and Revenue Departments to provide a report to the Legislative Finance Committee that summarizes the suite of economic development incentives by company in the prior fiscal year and the estimated costs and actual economic improvements caused by those incentives.

The Legislature should consider developing legislation allowing the Taxation and Revenue Department to share taxation and employment records from businesses receiving public benefits to EDD and the Legislative Finance Committee for policy analysis purposes and allowing EDD to share all LEDA and JTIP application materials with LFC for policy analysis purposes.



Michelle Lujan Grisham • Governor
Alicia J. Keyes • Cabinet Secretary

DATE: November 10, 2022
TO: Members of the Legislative Finance Committee
FROM: Alicia J. Keyes, Cabinet Secretary, Economic Development Department
RE: EDD Response to LFC Program Evaluation

I want to thank the Legislative Finance Committee for its wonderful support of our agency and our critical JTIP and LEDA programs. I also want to thank the LFC program evaluation team for the opportunity to discuss these programs and collaborate on opportunities to build on the great progress we have made and continue to improve moving forward. Starting in the first year of this administration, we made significant changes to improve the efficacy, transparency and accountability of JTIP and LEDA, including increasing minimum wages for JTIP by more than one-third, voluntarily suggesting and adding performance measures that focus not just on the number of jobs but the quality of jobs, and beginning a process for annual reporting of fiscal and economic impacts to the state and local governments from active LEDA projects.

We have made a lot of progress, but we know the processes and reporting are not perfect and can be made better. This evaluation and the collaborative work with the evaluator team show possibilities to increase the accountability for these programs. While we may object to occasional recommendations due to logistical, practical or confidentiality reasons, we embrace the vast majority of these recommendations and look forward to additional and ongoing discussions about how to implement these and improve our ability to prove to you as legislators, as well as the public, how effective JTIP and LEDA are and demonstrate the incredible returns the state and its residents and taxpayers receive from these job-creation tools.

Improvements in JTIP and LEDA Operations and Accountability

We take very seriously our duty to act as stewards of taxpayer funds while working to increase investment and quality job creation in our communities. One of the first acts of the Michelle Lujan Grisham administration was to address the minimum wage in New Mexico, and in tandem, one of the first acts of the JTIP Board was to review policy and look at reimbursement rates and how they should be adjusted to meet the administration's goal of improving wages in the state.

While going through this public process, it was pointed out by numerous local economic development organizations that companies need predictability especially when we are in a competitive recruitment or expansion project. The board took both ideas into lengthy consideration and developed a four-year plan to elevate wages and provide predictability to businesses. Just as the Legislature took a tiered approach to elevating the minimum wage, the JTIP Board took that same approach and elevated wages in phases across the board for JTIP.

There has been a 36% increase in JTIP minimum wages since the beginning of this administration, and businesses have predictability as the policy clearly lays out the numbers in advance so even future projects

can see the wage thresholds. JTIP policy is reviewed annually, and this year it is anticipated that wage rates will be part of the discussion for FY 24-27.

EDD also took action to increase consideration of wages for LEDA projects, adding a performance measure to track the average amount that wages for LEDA projects exceed the prevailing wages for the counties in which the projects are located. This improved internal decision-making by allowing the agency to target funds to projects that improve the standard of living for residents of each community. It also improved the transparency and accountability for the program, and EDD recently initiated another significant improvement.

In 2022, EDD began requesting detailed information from all active LEDA projects on actual results – jobs created, wages paid, expenditures made – and combined this with actual LEDA amounts accessed. Our economists used this data to perform detailed economic impact analyses (EIA) to estimate total economic output along with net fiscal benefits (after all estimated incentives) to the state, county and city. This allows us, as decision-makers, along with the appropriators in the Legislature and the general public to see not just what companies anticipate moving forward but what actually happened – what taxpayers actually received for their money – and the results are incredible. Total net fiscal benefits to the state are \$168.8 million, net benefits to the counties are \$80.3 million and net benefits to the cities are \$134.5 million. The state return on investment (ROI) is 315%, and the total public ROI is 844%. We will continue to run these analyses every year and update these results, but this proves LEDA is a very efficient job-creation tool and even combined with other applicable incentives generates far more tax revenue than it uses.

LFC Key Recommendations

Work with the Legislature to amend the LEDA statute to include high-level goals, such as expanding the tax base or creating living wage jobs.

We would be happy to work with legislators to include such high-level goals the next time LEDA is amended.

Promulgate rules for state LEDA funding that define

- *An open, formal process through which all companies seeking state LEDA funding apply;*
- *Local support expectations for LEDA projects with exceptions for very small communities; and,*
- *Criteria and scoring rubrics by which the department might approve projects and determines award levels.*

EDD has a formal application process through which companies seeking state LEDA funding must apply. This application requires a substantial amount of documentation from the company, which is then used to build an EIA. This is used as the basis to determine whether a company should receive funding and if so, at what level. EDD also often requires local support for projects, but not all communities are able to provide such matching funds, and creating a minimum level of support could make it difficult or impossible to support projects in our most rural areas in the greatest need of help. Finally, while we wish to maintain use of the EIA and provide the most thorough possible assessment, we can work to publish certain minimum criteria and scoring rubrics that would allow more transparency while not eliminating the great benefits of the EIA model.

Better monitor agreements for compliance with job creation obligations and not release state funding if job creation obligations have not been met.

EDD has made significant improvements in this area, but we agree we can continue to improve and will use the recommendations here as a guide to do so. Regarding release of state funding, we typically release funding in multiple tranches, instead of the historic practice of giving it upfront and relying exclusively on clawback provisions. We do require companies to meet certain milestones before additional tranches are provided, but we do not want to move to a purely post-performance method of releasing all the funds at the end when all obligations have been met because this would make the LEDA funds less valuable to the

company, resulting in fewer job-creation deals brought to New Mexico and likely a higher ratio of LEDA funds needed per job or per private dollar of investment due to the need to discount the state funds.

Develop a policy that details when LEDA agreements with companies that have no job creation commitments are appropriate.

Absolutely, we will work to publish this as we already have this clearly defined internally. Film partner contracts require a minimum production spend as the main criteria for two primary reasons: 1) studios have multiple productions on their stages throughout the year, and while all of these have spending on employee wages, they are all different entities so tracking each individual production for the hours and wage of the employees would be overly burdensome on the production companies and EDD staff; and 2) through the work of EDD economists as well as Taxation and Revenue Department staff (who administer the film tax credit), we have been able to determine the average amount of the production spend on wages compared to other purchases. The number of jobs created by spend is simply a calculation of total spend * the average percentage of spend on wages/average annual wage of a film position = total number of jobs created by the film partner.

Work with LFC and Department of Finance and Administration staff to revise the department's quarterly Accountability in Government Act reporting for JTIP and LEDA to include actual expenditures, actual jobs created, and actual average wages.

As mentioned previously, we recently began significant efforts to improve reporting of exactly this information on an annual basis through using our EIA model to analyze the impact of actual expenditures, actual jobs created and actual average wages for active LEDA projects. For the first iteration of this process in 2022, compliance from companies was voluntary, but we had 44 companies respond to date, and we are now requiring this information from LEDA recipients in all future project participation agreements (PPAs). We will work on a format to put this information into a public report and provide it annually on our website.

This annual reporting will provide a critical, comprehensive look back at historical projects, but it is important to use this information to supplement our current quarterly performance measures rather than replace them. If we revised our current measures to only be backward-looking, it would create problems due to timing of projects: would we only look at projects that started the prior year? That would capture very little expenditure and jobs due to timing of announcements, groundbreakings, construction and phased-in hiring. Would we look at prior year results for all active projects? That would include a lot of projects from the prior administration, which is useful to know (which is why we are including that information in our annual EIA report) but insufficient to show changes and improvements in the programs in the most recent year or two, and quarterly measures should ideally be able to capture those changes and improvements. Additionally, whether PPAs are 5 years or 10 years would impact the numbers, and a company exiting their PPA but where the company remains open with a high number of jobs could seem to create a big dip in the jobs reporting if they are no longer included by falling off the active LEDA project list. Again, it is useful but should not replace the measures we have now.

We have recognized the need for better tracking and follow-up on LEDA projects and have made major changes within EDD to address these issues. We now have in place a new tracking mechanism, a new position that tracks LEDA compliance in our business finance specialist, and a newly created LEDA coordinator to oversee all LEDA compliance.

Create policies and procedures for EDD staff to create an annual public report to the JTIP board on

- *The one-year retention compliance for JTIP employees and any necessary clawback actions,*
- *The three-year retention of JTIP employees by a company, and*
- *The three-year wage growth of JTIP trainees, with the period including both pre- and post-training wage levels.*

Absolutely, we will work to develop this. However, JTIP does not have a one-year retention requirement. If the training provided to an employee allows them the opportunity to move on to a better position, we do not want to penalize the company for that employee leaving.

Before December each year, work with the Workforce Solutions and Taxation and Revenue Departments to provide a report to the Legislative Finance Committee that summarizes the suite of economic development incentives by company in the prior fiscal year and the estimated costs and actual economic improvements caused by those incentives.

This is another item we are happy to work to improve. We plan to release an annual EIA report showing aggregated numbers for the actual fiscal and economic improvements caused by those incentives for LEDA projects, but we have concerns about impairing business confidentiality by releasing them by company. This data that will be included in our annual EIA report, paired with the Taxation and Revenue Department's annual tax expenditure report, would provide a comprehensive picture. We could release data that is aggregated down to a level where individual company information cannot be determined, potentially to the industry sector. This would provide a comprehensive analysis of the occupations funded with JTIP or created through LEDA, along with wages and the overall economic impact relative to the industry sector.

When EDD runs an EIA for a project, we include all potential incentives in the calculations to show fiscal ROI on all incentives as well as total economic impact. The majority of all LEDA projects show a fiscal ROI of less than four years, although some of the larger 10-year agreements may be in the five- to seven-year range, but all are under the proposed length of the PPA.

Additional Comments

Fund Balances

We agree JTIP fund balances have been larger in recent history as we have seen an unusually high number of reversions since Covid-19. While the first 47 years of JTIP typically ran a consistent 60%-70% usage rate, it has declined to less than 50% during and post Covid-19. The staff and board are aware of this and have been monitoring for possible adjustments to policy to improve this. The reversions often lead to companies reapplying for the same positions as their hiring needs persist.

At one time, JTIP used the historical usage as a gauge to encumber funds, but an earlier LFC review suggested EDD abandon that process and encumber 100% of the potential award so there was never any doubt of the availability of funds. EDD has in fact adopted this process, which does lead to larger reversions.

Additionally, because JTIP contracts are one year in length and almost always cross fiscal years, there will always be some differences as we cross fiscal years. JTIP started FY23 with a \$35 million fund balance, but this included \$24 million in obligated funds – projects that have been approved by the board and are in progress. Per procurement law and LFC recommendation, we are required to set aside the awarded funds through a purchase order for the project. Because it is a post-performance award, the funds are not expended until the company hires, trains the new employees for the entire training period and undergoes compliance procedures. This could be as soon as six months from the time the project is approved but is more often about a year or so. Depending on when the project is approved, in most cases, the projects cross over fiscal years. The same applies for LEDA, but those projects have longer timelines than JTIP.

JTIP Reapplications

It is important to recognize companies are projecting a six-month hiring plan when applying for JTIP funds. There are many factors that might impact the company's ability to fill the projected number of jobs in the six-month hiring window. JTIP staff work closely with companies to impress upon them the importance of providing a realistic hiring projection. Rather than penalize a company for not filling all the jobs requested, JTIP tries to provide flexibility so companies are able to benefit from the program even if they were unable to fill all the jobs within the hiring window. Companies submit a hiring report at the end of the six-month

hiring window. At that time, JTIP staff assess the hiring success and disencumber any funds that will go unused so they are available to other companies applying for funding.

It is also important to note that employers are required to provide a wage range for each position. When amendments are generated, more often than not, they are to revise the originally approved wage range to accommodate a greater rate of pay that was offered to the JTIP trainee. Additionally, the JTIP application has been updated to identify reapplication positions to ensure that JTIP is not over-reporting approved positions.

JTIP Clawbacks

When JTIP is notified or learns of a layoff or closure, staff reach out to the company to determine whether a clawback is necessary. In 2013, HP laid off employees, and it was determined the company was required to pay back \$50 thousand to EDD for JTIP trainees impacted by the layoff. They did. It is true that we have never reported to LFC that such an instance has occurred. It does not happen often, and we have never been asked to report such occurrences, but if this is something LFC would like us to report going forward, we can easily do that. Layoff is specifically defined in policy, "Layoff is defined as a strategic and organized event of separation of employees from an establishment that is initiated by the employer as a result of market forces or other factors not related to employee performance."

The Department of Workforce Solutions administers the WARN Act (Worker Adjustment and Retraining Notification), which requires employers to provide notice in advance of plant closures or mass layoffs. DWS has a comprehensive database of employers, and JTIP staff reference this database periodically. <https://layoffdata.com/new-mexico/>

Perform analysis comparing wage growth of JTIP employees with those receiving opportunity scholarship for workforce credentials.

We are already in discussions on how the opportunity scholarship will impact JTIP and the Higher Education Department (HED), and we are in active conversations to discuss JTIP policy changes for FY24. We would need to figure out how to track these individuals. JTIP has the trainee social security numbers (SSN) and currently works with the Department of Workforce Solutions (DWS) on the retention studies, essentially doing what is described here, just over a narrower timeframe. HED might be able to similarly work with DWS to track the earnings of the individuals who receive the opportunity scholarship and then we could compare; however, in order for it to make sense, HED would have to supply the same data that we provide DWS – the trainee SSN, company name, etc. so they can organize the data by industry – and that may or may not be possible.

Additionally, this would result in an apples-to-oranges comparison as we are tracking economic base and green jobs only, while the opportunity scholarship recipients may be working in other industries that might not even be eligible for our programs. It is worth investigating and continuing these discussions, but we are not yet ready to commit to what reporting can and should be forthcoming.

Moving Forward

Thank you for the collaboration we have received so far and will rely on moving forward. Again, I look forward to embracing many of these recommendations and continuing to discuss with LFC staff and others how best to implement them and build on the great success and improvements we have achieved so far.

Joseph M. Montoya Building 1100 South Saint Francis Drive Santa Fe, NM 87505-4147



Appendix A: Evaluation Scope and Methodology

Evaluation Objectives.

- Review the administration and oversight of JTIP and projects authorized under LEDA.
- Assess the cost and outcomes produced by JTIP and projects authorized under LEDA.

Scope and Methodology.

- Reviewed applicable laws and regulations
- Examined financial reporting in SHARE
- Examined LEDA project participation agreements and intergovernmental agreements
- Examined JTIP applications and grant agreements
- Analyzed quarterly unemployment insurance filings to check for JTIP and LEDA agreement compliance
- Reviewed best practices for economic development policies
- Reviewed other state and local economic development incentive policies and procedures
- Reviewed relevant performance measures, administrative data, and related documents

Evaluation Team.

Micaela Fischer, Program Evaluation Manager
John Campbell, Program Evaluator

Authority for Evaluation. LFC is authorized under the provisions of Section 2-5-3 NMSA 1978 to examine laws governing the finances and operations of departments, agencies, and institutions of New Mexico and all of its political subdivisions; the effects of laws on the proper functioning of these governmental units; and the policies and costs. LFC is also authorized to make recommendations for change to the Legislature. In furtherance of its statutory responsibility, LFC may conduct inquiries into specific transactions affecting the operating policies and cost of governmental units and their compliance with state laws.

Exit Conference. The contents of this report were discussed with the Secretary of the Economic Development Department her staff on November 8, 2022.

Report Distribution. This report is intended for the information of the Office of the Governor, Department of Finance and Administration, Office of the State Auditor, and the Legislative Finance Committee. This restriction is not intended to limit distribution of this report, which is a matter of public record.

Jon Courtney
Deputy Director for Program Evaluation

Appendix B: All LEDA and JTIP Agreements FY16 to FY21

Local Economic Development Act (LEDA) Expenditures for FY16 (in thousands)						
County	Project Name	Description	Projected Private Investment	Allocated LEDA Funds	Projected Number of New Jobs	Cost Per Job
Socorro	Solaro	Tenant improvements	\$5,000.0	\$250.0	25	\$10.0
Bernalillo	Rural Sourcing, Inc.	Tenant improvements	\$1,700.0	\$250.0	125	\$2.0
Roosevelt	Ready Roast, Inc.	Construction/building improvements	\$16,500.0	\$1,500.0	200	\$7.5
Doña Ana	Ol' Gringo Chile Co.	Construction/tenant improvements	\$150.0	\$25.0	10	\$2.5
Lea	CIG Logistics	Rail installation	\$18,000.0	\$100.0	20	\$5.0
Grant	Little Toad Creek Brewery & Distillery	Building renovation	\$512.0	\$100.0	11	\$9.1
Doña Ana	New Mexico Greenhouse Holdings	Building improvements	\$6,000.0	\$250.0	82	\$3.0
Bernalillo	Skorpios	Construction permanent facility	\$16,650.0	\$5,500.0	300	\$18.3
Otero	Flickinger Theater	Digital conversion infrastructure improvements or upgrades	\$460.0	\$113.4	2	\$56.7
Quay	Odeon Theater	Digital conversion infrastructure improvements or upgrades	\$220.9	\$50.0	1	\$50.0
Chaves	Rich Glo Products, Inc.	Building infrastructure	\$835.0	\$75.0	11	\$6.8
Curry	Southwest Cheese	Building infrastructure	\$140,000.0	\$350.0	50	\$7.0
Doña Ana	W. Silver	Rail spur	\$435.0	\$30.0	4	\$7.5
Santa Fe	Santa Fe Spirits	Building Infrastructure	\$1,250.0	\$325.0	14	\$23.2
Doña Ana	Pecan Brewery	Building Infrastructure	\$2,100.0	\$200.0	40	\$5.0
Doña Ana	Border Industrial Association	Water Well	\$7,000.0	\$1,800.0	200	\$9.0
Doña Ana	Valley Cold Storage	Building Infrastructure	\$15,850.0	\$140.0	14	\$10.0
Sandoval	PCM	Building Improvments	\$1,200.0	\$700.0	224	\$3.1
Sandoval	Safelite AutoGlass	Building and land	\$5,000.0	\$3,000.0	900	\$3.3
Grant	St. Claire's Organics	Building and land	\$706.7	\$100.0	8	\$12.5
Santa Fe	Wildflower	Building renovation	\$300.0	\$75.0	81	\$0.9
Bernalillo	Mako	Building	\$9,000.0	\$150.0	100	\$1.5
Total			\$248,869.7	\$15,083.4	2,422	\$10.4

Source: Economic Development Department at end of FY16

Local Economic Development Act (LEDA) Expenditures for FY17						
(in thousands)						
County	Project Name	Description	Projected Private Investment	Allocated LEDA Funds	Projected Number of New Jobs	Cost Per Job
Valencia	Niagara Bottling	Infrastructure	\$23,000.0	\$500.0	41	\$12.2
Dona Ana	X2nSAT, Inc.	Construction	\$2,500.0	\$300.0	30	\$10.0
Bernalillo	McClintic RDM Inc.	Construction	\$1,000.0	\$100.0	10	\$10.0
Valencia	Facebook	Construction	\$250,000.0	\$10,000.0	50	\$200.0
Bernalillo	CSI Aviation	Construction	\$3,087.8	\$500.0	10	\$50.0
Dona Ana	Las Cruces Community Farms	Construction	\$12,000.0	\$620.0	90	\$6.9
Sierra	Truth or Consequences Brewing Company	Infrastructure	\$999.0	\$125.0	9	\$13.9
Valencia	Keter Plastics	Construction	\$35,000.0	\$2,000.0	175	\$11.4
Chaves	Dean Baldwin Aircraft Painting	Construction	\$6,500.0	\$1,000.0	70	\$14.3
Bernalillo	El Pinto Foods	Land acquisition and construction	\$7,600.0	\$250.0	25	\$10.0
Dona Ana	New Mexico Greenhouse Holdings	Infrastructure	\$850.0	\$150.0	13	\$11.5
Bernalillo	Mt. Taylor Manufacturing	Infrastructure	\$1,000.0	\$100.0	5	\$20.0
Lea	Drylands Brewing Company	Construction	\$950.0	\$100.0	10	\$10.0
Santa Fe	Second Street Brewery	Construction	\$1,850.0	\$100.0	5	\$20.0
Total			\$346,336.8	\$15,845.0	543	\$29.2

Source: Economic Development Department

FY18 Local Economic Development Act (LEDA) Expenditures

County	Project Name	Private Investment	Amount Appropriated	New Jobs Created	Cost Per Job
Chaves	USA Beef Packing	\$5,000,000	\$400,000	57	\$7,018
Bernalillo	Raytheon ABQ	\$15,700,000	\$980,000	46	\$21,304
San Juan	PESCO	\$5,300,000	\$1,000,000	170	\$5,882
Bernalillo	Flagship Foods ABQ #2	\$2,500,000	\$550,000	113	\$4,867
Valencia	Facebook Building #2	\$250,000,000	-----	50	N/A
Santa Fe	Descartes Labs, Inc.	\$4,209,000	\$700,000	50	\$14,000
Los Alamos	UbiQD, Inc.	\$550,000	\$125,000	20	\$6,250
Otero	PreCheck	\$250,000	\$100,000	30	\$3,333
Bernalillo	Vitality Works, Inc.	\$7,000,000	\$550,000	80	\$6,875
Santa Fe	Meow Wolf	\$4,000,000	\$850,000	250	\$3,400
Grant	Agmechtronix, LLC	\$1,545,000	\$250,000	23	\$10,870
Bernalillo	Carenet Health Services	\$3,000,000	\$636,566	244	\$2,609
Dona Ana	Corrugated Synergies International	\$30,000,000	\$1,005,000	120	\$8,375
Bernalillo	Lavu	\$1,670,000	\$270,000	46	\$5,870
Chaves	Leprino Foods	\$15,000,000	\$200,000	5	\$40,000
Dona Ana	Stampede Meat	\$36,000,000	\$3,000,000	1,295	\$2,317
FY18 Totals		\$381,724,000	\$10,516,566	\$2,613	\$4,025

Source: Economic Development Department

FY19 Local Economic Development Act (LEDA) Expenditures					
County	Project Name	Private Investment	Amount Appropriated	New Jobs Created	Cost per Job
Bernalillo	Advanced Network Management, Inc.	6,000,000	\$750,000	20	\$37,500
Bernalillo	Resilient Solutions 21, LLC	\$2,000,000	\$800,000	80	\$10,000
Bernalillo	Indica Labs, Inc.	3,130,000	\$600,000	58	\$10,345
Bernalillo	Kevothermal	\$3,500,000	\$300,000	20	\$15,000
Curry	Cummins, Inc.	3,550,000	\$150,000	10	\$15,000
Sandoval	Amfabsteel, Inc.	8,950,000	\$900,000	80	\$11,250
Dona Ana	Admiral Cable	\$50,000,000	\$3,920,000	342	\$11,462
San Juan	PESCO	\$7,500,000	\$1,350,000	180	\$7,500
Santa Fe	Marty's Meals	2,038,000	\$175,000	11	\$15,909
Bernalillo	Netflix	\$1,000,000,000	\$10,000,000	1027	\$9,737
Navajo Nation	Rhino Health, Inc.	\$49,000,000	\$3,500,000	350	\$10,000
Bernalillo	3D Glass Solutions, Inc.	\$23,000,000	\$2,000,000	139	\$14,388
Dona Ana	Valley Cold Storage	\$16,500,000	\$200,000	0	N/A
Dona Ana	Ganymede Games LLC	1,395,000	\$250,000	51	\$4,902
Bernalillo	NBCUniversal	30,000,000	\$7,700,000	333	\$23,123
Rio Arriba	C4 Enterprises	400,000	\$75,000	8	\$9,375
Dona Ana	Boutique Unlimited Las Cruces	25,000,000	\$1,250,000	182	\$6,868
TOTALS		\$1,231,963,000	\$33,920,000	2,891	\$ 13,272

Source: Economic Development Department

FY20 Local Economic Development Act (LEDA) Expenditures

Project	Location	Jobs	Annual Payroll	Private Investment	LEDA	Cost Per Job
Pebble Labs	Los Alamos	175	\$13,750,000	\$60,000,000	\$4,000,000	\$22,857
Jabil	Albuquerque	120	\$6,000,000	\$31,000,000	\$750,000	\$6,250
420 Valley	Las Cruces	55	\$2,400,000	\$5,875,000	\$400,000	\$7,273
Faneuil	Albuquerque	700	\$22,500,000	\$5,000,000	\$400,000	\$571
Lance Forrest	Cimarron	40	\$1,280,640	\$3,250,000	\$350,000	\$8,750
Kairos Power	Albuquerque	65	\$7,500,000	\$180,000,000	\$4,000,000	\$61,538
Big Tuna	Las Cruces	30	\$980,000	\$6,915,000	\$200,000	\$6,667
Big Dog	Lovington	125	\$4,007,200	\$17,500,000	\$750,000	\$6,000
W Silver Recycling	Santa Teresa	42	\$1,376,150	\$7,000,000	\$200,000	\$4,762
Natural ReLeaf	Las Cruces	55	\$1,932,000	\$5,908,000	\$600,000	\$10,909
Eagl Tech	Albuquerque	16	\$1,196,123	\$1,400,000	\$200,000	\$12,500
High Plains Processing	Las Vegas	20	\$655,200	\$1,563,512	\$100,000	\$5,000
AeroVironment	Sierra County	30	\$1,480,000	\$2,320,000	\$500,000	\$16,667
SavantX	Santa Fe	128	\$12,416,000	\$3,500,000	\$500,000	\$3,906
Total		1,601	\$77,473,313	\$331,231,512	\$12,950,000	\$8,089
Average Wage			\$48,391			

FY21 Completed LEDA Projects

Rural Projects	Location	County	LEDA Investment	New Jobs	Private Investment
Ascent Aviation	Roswell	Chaves	\$ 4,000,000	360	\$ 18,000,000
Prent Corporation	Santa Teresa	Dona Ana	\$ 500,000	85	\$ 2,192,000
SCEYE	Valencia County	Valencia	\$ 5,000,000	140	\$ 100,000,000
Cymmetrik	Santa Teresa	Dona Ana	\$ 160,000	10	\$ 1,000,000
SpinLaunch	Spaceport America	Sierra	\$ 4,000,000	59	\$ 45,400,000
La Primera Tortilla Factory	Sunland Park	Dona Ana	\$ 50,000	14	\$ 2,700,000
Capitol Bar & Brewery	Socorro	Socorro	\$ 50,000	6	\$ 728,000
Total Rural			\$ 13,760,000	674	\$ 170,020,000
Average Rural Salary:				\$ 75,329	

Urban Projects	Location	County	LEDA Investment	New Jobs	Private Investment
LaSen, Inc.	Las Cruces	Dona Ana	\$750,000	67	\$4,325,000
NM Fresh Foods	Albuquerque	Bernalillo	\$750,000	74	\$9,344,644
Netflix Expansion	Albuquerque	Bernalillo	\$17,000,000	994	\$500,000,000
Nature's Toolbox (NTx)	Rio Rancho	Sandoval	\$5,000,000	116	\$26,900,000
Los Poblanos Organic Farms	Albuquerque	Bernalillo	\$250,000	24	\$2,300,000
Bueno Foods	Albuquerque	Bernalillo	\$500,000	49	\$10,000,000
Build With Robots	Albuquerque	Bernalillo	\$360,000	64	\$36,200,000
Beck and Bulow	Santa Fe	Santa Fe	\$250,000	52	\$1,160,000
Affordable Solar	Albuquerque	Bernalillo	\$500,000	70	\$11,228,000
Intel	Rio Rancho	Sandoval	\$5,000,000	700	\$3,500,000,000
Saputo Cheese	Las Cruces	Dona Ana	\$2,500,000	150	\$30,000,000
American Gypsum	Bernalillo	Bernalillo	\$500,000		\$22,000,000
Contigo Compounding & Infusion Pharmacy	Albuquerque	Bernalillo	\$150,000	24	\$1,200,000
Total Urban			\$33,360,000	2,384	\$4,154,657,644
Average Urban Salary:				\$ 80,486	

	Average Salary	LEDA Match Rate	Leda Investment	New Jobs	Private Investment
LEDA Total	\$ 79,349	92:1	\$ 47,120,000	3,058	\$ 4,324,677,644

Source: EDD

Job Training Incentive Program (JTIP) Expenditures for FY16						
Company	Approved Budget (In Thousands)	Trainees	Average Wage	City	County	Cost Per Job Created (In Thousands)
Neptune Aviation Services	\$63.7	4	\$20.7	Alamogordo	Otero	\$15.6
Emerging Technology Ventures, Inc.	\$146.1	7	\$27.9	Alamogordo	Otero	\$20.9
Emerging Technology -Interns	\$8.2	2	\$14.5	Alamogordo	Otero	\$4.1
Ryan LLC	\$31.9	2	\$25.7	Albuquerque	Bernalillo	\$15.9
Rio Bravo Brewing Company	\$23.6	2	\$22.5	Albuquerque	Bernalillo	\$11.8
Comcast Cable Communications Management	\$1,293.7	483	\$18.5	Albuquerque	Bernalillo	\$2.7
Nuvita, LLC	\$84.0	5	\$17.3	Albuquerque	Bernalillo	\$16.8
CPFD Software, LLC	\$135.2	5	\$42.3	Albuquerque	Bernalillo	\$27.0
CPFD Software, LLC--Intern	\$4.0	1	\$12.5	Albuquerque	Bernalillo	\$4.0
Lavu, Inc.	\$290.9	30	\$21.8	Albuquerque	Bernalillo	\$9.7
Vitality Works, Inc.	\$44.3	8	\$24.0	Albuquerque	Bernalillo	\$5.5
PureColor, Inc.--Interns	\$9.6	2	\$13.5	Albuquerque	Bernalillo	\$4.8
PureColor, Inc.	\$4.9	1	\$15.3	Albuquerque	Bernalillo	\$4.9
3D Glass Solutions	\$104.5	7	\$26.8	Albuquerque	Bernalillo	\$14.9
Affordable Solar Installation	\$177.2	23	\$22.0	Albuquerque	Bernalillo	\$7.7
Chaves Grieves Consulting Eng.	\$101.9	10	\$18.6	Albuquerque	Bernalillo	\$10.2
Chaves Grieves Consulting Eng.--Interns	\$25.9	6	\$13.5	Albuquerque	Bernalillo	\$4.3
Framo Morat, Inc.	\$21.2	1	\$33.7	Albuquerque	Bernalillo	\$21.2
NM Food Distributors, Inc.	\$51.5	32	\$10.5	Albuquerque	Bernalillo	\$1.6
Vibrant Corporation	\$148.5	5	\$52.1	Albuquerque	Bernalillo	\$29.7
Flagship Food Group NA	\$153.7	94	\$10.5	Albuquerque	Bernalillo	\$1.6
The Kentah Group	\$917.8	59	\$26.8	Albuquerque	Bernalillo	\$15.6
The Kentah Group--Interns	\$13.0	2	\$18.5	Albuquerque	Bernalillo	\$6.5
Y Fab, LLC	\$62.5	7	\$23.0	Albuquerque	Bernalillo	\$8.9
Vibrantcy, LLC	\$67.4	5	\$26.2	Albuquerque	Bernalillo	\$13.5
Vibrantcy, LLC--Interns	\$8.5	2	\$13.3	Albuquerque	Bernalillo	\$4.2
Fidelity Employer Services Co., LLC	\$2,465.3	420	\$18.3	Albuquerque	Bernalillo	\$5.9
Rural Sourcing, Inc.	\$637.4	37	\$27.0	Albuquerque	Bernalillo	\$17.2
Rural Sourcing, Inc.--Interns	\$11.5	3	\$12.0	Albuquerque	Bernalillo	\$3.8
RiskSense, Inc.	\$720.2	35	\$30.8	Albuquerque	Bernalillo	\$20.6
RiskSense, Inc.--Interns	\$39.4	7	\$17.6	Albuquerque	Bernalillo	\$5.6
TriLumina Corporation	\$74.4	3	\$37.0	Albuquerque	Bernalillo	\$24.8
National American University	\$323.4	26	\$25.7	Albuquerque	Bernalillo	\$12.4
Skorpios Technologies, Inc.	\$884.6	45	\$37.2	Albuquerque	Bernalillo	\$19.7
Canon ITS, Inc.	\$79.6	36	\$12.4	Albuquerque	Bernalillo	\$2.2
IntelliCyt Corporation	\$102.7	7	\$24.8	Albuquerque	Bernalillo	\$14.7
DroneU	\$9.9	1	\$18.5	Albuquerque	Bernalillo	\$9.9
Caveman Coffee Company	\$5.2	2	\$12.5	Albuquerque	Bernalillo	\$2.6
CSI Aviation, Inc.	\$205.7	14	\$28.2	Albuquerque	Bernalillo	\$14.7
Fiore Industries, Inc.	\$242.0	9	\$41.1	Albuquerque	Bernalillo	\$26.9
Improve Group	\$44.1	2	\$37.7	Albuquerque	Bernalillo	\$22.1
Canon Information Technology Svcs.	\$4.3	2	\$12.3	Albuquerque	Bernalillo	\$2.2
Vibrant Corporation	\$31.2	2	\$28.0	Albuquerque	Bernalillo	\$15.6
Aviata	\$147.5	7	\$40.2	Albuquerque	Bernalillo	\$21.1
MrOwl.com, Inc.	\$98.5	7	\$26.4	Albuquerque	Bernalillo	\$14.1
Zing Solar, LLC	\$83.8	12	\$18.2	Albuquerque	Bernalillo	\$7.0
Optomec, Inc.	\$151.2	9	\$29.4	Albuquerque	Bernalillo	\$16.8
Addmi, Inc.	\$80.0	5	\$29.0	Albuquerque	Bernalillo	\$16.0
Untiy BPO, Inc.	\$490.4	66	\$18.5	Albuquerque	Bernalillo	\$7.4
Jaguar Precision Machine, LLC	\$12.5	8	n/a	Albuquerque	Bernalillo	\$1.6
MrOwl.com--Interns	\$12.5	3	\$13.0	Albuquerque	Bernalillo	\$4.2
Ideum, Inc.	\$120.3	6	\$27.3	Corrales	Bernalillo	\$20.0
Compass Components, Inc.	\$122.2	38	\$9.3	Deming	Luna	\$3.2
Sitel Operating Corporation	\$132.2	170	\$9.6	Las Cruces	Dona Ana	\$0.8
CyraCom International, Inc.	\$150.9	78	\$10.8	Las Cruces	Dona Ana	\$1.9
Descartes Labs	\$35.3	1	\$60.0	Los Alamos	Los Alamos	\$35.3
New Mexico Constortium	\$49.4	3	\$31.6	Los Alamos	Los Alamos	\$16.5
UbiQD, LLC	\$43.0	2	\$35.0	Los Alamos	Los Alamos	\$21.5
Ready Roast Nut Company	\$214.9	30	\$12.2	Portales	Roosevelt	\$7.2

Job Training Incentive Program (JTIP) Expenditures for FY16

Company	Approved Budget (In Thousands)	Trainees	Average Wage	City	County	Cost Per Job Created (In Thousands)
S&P Data New Mexico, LLC	\$418.7	167	\$12.6	Rio Rancho	Sandoval	\$2.5
PCM Sales	\$568.7	79	\$16.4	Rio Rancho	Sandoval	\$7.2
Mindshare Studios	\$43.6	3	\$26.3	Santa Fe	Santa Fe	\$14.5
Santa Fe Brewing Company	\$14.8	2	\$13.3	Santa Fe	Santa Fe	\$7.4
Wildflower International	\$220.7	28	\$18.2	Santa Fe	Santa Fe	\$7.9
Sigma Labs, Inc.	\$100.4	4	\$40.9	Santa Fe	Santa Fe	\$25.1
Whoo's Donuts, LLC	\$47.4	10	\$14.5	Santa Fe	Santa Fe	\$4.7
Wood Design, Inc.-Step-Up	\$4.8	3	n/a	Santa Fe	Santa Fe	\$1.6
Sigma Labs, Inc.-Interns	\$7.0	1	\$22.0	Santa Fe	Santa Fe	\$7.0
Energy Concepts Corporation, LLC	\$33.0	3	\$15.3	Sapello	San Miguel	\$11.0
Solaro Energy, Inc.	\$54.0	9	\$12.7	Socorro	Socorro	\$6.0
Taos Herb Company	\$22.5	2	\$14.3	Taos	Taos	\$11.3
Private Label Select Ltd. Co	\$126.9	26	\$12.7	Taos	Taos	\$4.9
Total	\$13,481.6	2,238	\$18.0			\$6.0
60 Companies—43% Manufacturing						
8 Rural Companies						
2,238 Workers Trained						
29 Internships						
11 Incumbent Workers Trained through Step-Up						
516 Re-authorized positions						
Source: Economic Development Department						

Job Training Incentive Program (JTIP) Companies Served in FY17						
Company	Approved Budget	Trainees	Average Wage	City	County	Cost Per Job
Vitality Works, Inc.	\$32,238	8	14.89	Albuquerque	Bernalillo	\$4,030
NICOR Lighting, Inc.	\$97,848	13	18.61	Albuquerque	Bernalillo	\$7,527
NM MEP (Step-Up)	\$36,004	16	n/a	Albuquerque	Bernalillo	\$2,250
Unity BPO, Inc. (Amendment)	\$30,202	1	48.00	Albuquerque	Bernalillo	\$30,202
Oynergy Corporation	\$41,959	3	26.45	Albuquerque	Bernalillo	\$13,986
Boese Brothers Brewing, LLC	\$7,500	1	16.25	Albuquerque	Bernalillo	\$7,500
Lavu, Inc.	\$284,304	16	31.16	Albuquerque	Bernalillo	\$17,769
Mako Medical Laboratories, LLC	\$20,840	4	15.50	Albuquerque	Bernalillo	\$5,210
Optomec, Inc. (Amendment)	\$13,373	1	27.25	Albuquerque	Bernalillo	\$13,373
Rural Sourcing, Inc (Amendment)	\$70,922	5	33.08	Albuquerque	Bernalillo	\$14,184
Unity BPO, Inc. (Amendment)	\$41,962	14	13.30	Albuquerque	Bernalillo	\$2,997
CSI Aviation, Inc.	\$114,429	8	27.57	Albuquerque	Bernalillo	\$14,304
Clock Shark, LLC	\$160,981	9	32.86	Albuquerque	Bernalillo	\$17,887
Electronic Technical Svcs. Inc. (Step Up)	\$8,500	3	n/a	Albuquerque	Bernalillo	\$2,833
MrOwl.com, Inc.	\$17,834	1	29.43	Albuquerque	Bernalillo	\$17,834
SK Infrared, LLC	\$24,835	1	41.67	Albuquerque	Bernalillo	\$24,835
Rural Sourcing, Inc.	\$246,221	16	26.52	Albuquerque	Bernalillo	\$15,389
Mako Medical Laboratories, LLC	\$57,134	4	26.00	Albuquerque	Bernalillo	\$14,284
Ryan, LLC	\$27,749	2	25.72	Albuquerque	Bernalillo	\$13,874
Alstate Steel, Inc.	\$98,170	15	18.58	Albuquerque	Bernalillo	\$6,545
P4Q, USA	\$13,260	3	15.42	Albuquerque	Bernalillo	\$4,420
American Gypsum Co., LLC	\$345,574	28	21.39	Bernalillo	Bernalillo	\$12,342
BabyPage, LLC	\$53,160	4	27.75	Albuquerque	Bernalillo	\$13,290
Century Automotive Services Corp.	\$83,236	11	16.73	Albuquerque	Bernalillo	\$7,567
Phat Steel, Inc.	\$168,374	11	21.36	Bernalillo	Bernalillo	\$15,307
Affordable Solar Installation	\$132,882	10	27.23	Albuquerque	Bernalillo	\$13,288
Skorpios Technologies	\$180,418	18	21.11	Albuquerque	Bernalillo	\$10,023
CSI Aviation, Inc.	\$237,480	15	30.94	Albuquerque	Bernalillo	\$15,832
RiskSense, Inc.	\$175,415	8	34.89	Albuquerque	Bernalillo	\$21,927
Century Automotive Service Corp	\$99,234	5	35.16	Albuquerque	Bernalillo	\$19,847
SolAero Technologies Corp.	\$182,090	25	19.41	Albuquerque	Bernalillo	\$7,284
Vitality Works, Inc.	\$46,012	10	14.95	Albuquerque	Bernalillo	\$4,601
Rural Sourcing (Amendment)	\$63,513	6	21.06	Albuquerque	Bernalillo	\$10,585
Skorpios Tech., Inc. (Amendment)	\$88,948	3	34.86	Albuquerque	Bernalillo	\$29,649
Rural Sourcing, Inc.	\$439,402	30	28.29	Albuquerque	Bernalillo	\$14,647
Vitality Works, Inc.	\$72,888	16	14.84	Albuquerque	Bernalillo	\$4,555
Fiore Industries	\$122,174	5	44.21	Albuquerque	Bernalillo	\$24,435
IntelliCyt Corporation	\$113,252	6	34.70	Albuquerque	Bernalillo	\$18,875
Southwest Labs	\$117,819	7	29.66	Albuquerque	Bernalillo	\$16,831
RiskSense, Inc.-Amendment	\$66,660	4	28.56	Albuquerque	Bernalillo	\$16,665
Skorpios Technologies-Amendment	\$59,704	1	72.12	Albuquerque	Bernalillo	\$59,704
Amfabsteel, Inc.--Step-Up	\$10,965	4	n/a	Bernalillo	Bernalillo	\$2,741
Amfabsteel, Inc.	\$440,184	32	20.25	Bernalillo	Bernalillo	\$13,756
Affordable Solar Installation, Inc.	\$421,058	52	20.57	Albuquerque	Bernalillo	\$8,097
Advanced Network Management, Inc.	\$165,536	7	46.64	Albuquerque	Bernalillo	\$23,648
Washington Federal	\$186,606	25	17.93	Albuquerque	Bernalillo	\$7,464
Fiore Industries, Inc. (Amendment)	\$22,708	1	39.70	Albuquerque	Bernalillo	\$22,708
Southwest Cheese Company, LLC	\$128,681	12	21.25	Clovis	Curry	\$10,723
Southwest Cheese Co., LLC	\$224,285	27	18.48	Clovis	Curry	\$8,307
Little Toad Creek Brewery	\$67,432	6	14.00	Silver City	Grant	\$11,239
Little Toad Creek Brewery & Distillery	\$54,184	5	13.60	Silver City	Grant	\$10,837
St. Claire's Organics	\$65,384	6	14.42	Santa Clara	Grant	\$10,897
Descartes Labs, Inc.	\$75,287	3	44.43	Los Alamos	Los Alamos	\$25,096
UbiQD, Inc. (Amendment)	\$20,020	1	35.00	Los Alamos	Los Alamos	\$20,020
NM Consortium	\$11,963	1	22.84	Los Alamos	Los Alamos	\$11,963
UBiQD, LLC	\$99,470	5	34.43	Los Alamos	Los Alamos	\$19,894
Compass Components, LLC	\$65,725	120	n/a	Deming	Luna	\$548
Sundance Pools	\$29,512	3	20.08	Alamogordo	Otero	\$9,837

Job Training Incentive Program (JTIP) Companies Served in FY17

Company	Approved Budget	Trainees	Average Wage	City	County	Cost Per Job
New Mexico Milling	\$265,089	19	22.47	Farmington	San Juan	\$13,952
Medicus Billing & Consulting	\$50,920	6	14.50	Las Vegas	San Miguel	\$8,487
Old Wood, LLC	\$72,712	15	11.22	Las Vegas	San Miguel	\$4,847
Medicus Billing & Consulting	\$26,144	4	14.19	Las Vegas	San Miguel	\$7,036
Energy Concepts (Step Up)	\$4,514	3	n/a	Sapello	San Miguel	\$1,505
Convergys Cust. Mgmt. Group, Inc.	\$197,250	100	12.25	Rio Rancho	Sandoval	\$1,973
Insight Lighting, Inc.	\$33,312	1	56.49	Rio Rancho	Sandoval	\$33,312
PCM Sales, Inc. (Amendment)	\$74,425	5	26.35	Rio Rancho	Sandoval	\$14,885
PCM Sales, Inc. (Amendment)	\$88,128	6	27.64	Rio Rancho	Sandoval	\$14,688
Safelite Solutions, LLC	\$917,310	267	14.39	Rio Rancho	Sandoval	\$3,436
PCM Sales, Inc.	\$755,360	106	17.46	Rio Rancho	Sandoval	\$7,126
Amfabsteel, Inc.	\$608,868	43	20.44	Bernalillo	Sandoval	\$14,160
Safelite Solutions, LLC (Amendment)	\$33,592	2	30.50	Rio Rancho	Sandoval	\$16,796
Safelite Solutions, LLC	\$839,700	320	13.55	Rio Rancho	Sandoval	\$2,624
PCM Sales, Inc. (Amendment)	\$99,285	18	15.67	Rio Rancho	Sandoval	\$5,516
Silver Leaf Farms	\$10,776	2	11.75	Corrales	Sandoval	\$5,388
PCM, Inc.	\$337,318	53	16.58	Rio Rancho	Sandoval	\$6,364
Aero Mechanical Industries, Inc.	\$57,160	6	19.50	Rio Rancho	Sandoval	\$9,527
S&P Data New Mexico	\$203,114	82	12.83	Rio Rancho	Sandoval	\$2,477
Safelite Solutions, LLC (Amendment)	\$72,580	n/a	n/a	Rio Rancho	Sandoval	\$0
Whoo's Donuts	\$35,800	10	14.50	Santa Fe	Santa Fe	\$3,580
Meow Wolf, Inc.	\$130,556	7	32.29	Santa Fe	Santa Fe	\$18,651
Meow Wolf, Inc.	\$327,900	26	24.48	Santa Fe	Santa Fe	\$12,612
Descartes Labs	\$187,150	6	54.17	Santa Fe	Santa Fe	\$31,192
Plenish, Inc.	\$53,480	8	12.81	Taos	Taos	\$6,685
PPC Solar	\$72,760	5	21.50	Taos	Taos	\$14,552
Plenish, Inc.	\$53,800	7	14.43	Taos	Taos	\$7,686
PPC Solar	\$50,296	6	16.17	Taos	Taos	\$8,383
Niagara Bottling, LLC	\$530,264	41	23.38	Los Lunas	Valencia	\$12,933
Positive Energy Solar	\$170,078	19	19.74	Santa Fe, Las Cruces, Albuquerque	Santa Fe, Bernalillo, Dona Ana	\$8,951
JTIP Totals	\$12,745,140	1,870	\$17.92		Average	\$12,563
JTIP Film Trainees		139				
Total JTIP Trainees		2,009				

Rural Companies Awarded 14

Source: Economic Development Department

Job Training Incentive Program (JTIP)					
Companies Served in FY18					
Company	Approved Budget	Trainees	Average Wage	City	County
Advanced Network Management, Inc.	\$239,934	10	\$42.44	Albuquerque	Bernalillo
Amfabsteel, Inc.	\$451,732	40	\$17.38	Bernalillo	Sandoval
Aviata, Inc.	\$105,011	5	\$39.91	Albuquerque	Bernalillo
Bosque Brewing Co., LLC	\$209,435	20	\$15.96	Bernalillo	Sandoval
Bosque Brewing Co., LLC	\$8,736	1	\$32.00	Bernalillo	Sandoval
Cable ONE	\$28,928	9	\$12.93	Rio Rancho	Sandoval
CIG Logistics	\$485,660	40	\$22.25	Loving	Eddy
CIG Logistics	\$182,810	15	\$22.25	Jal	Lea
Compass Components, Inc.	\$71,680	31	\$9.50	Deming	Luna
CSI Aviation, Inc.	\$230,559	14	\$33.33	Albuquerque	Bernalillo
CSI Aviation, Inc.	\$369,089	23	\$31.66	Albuquerque	Bernalillo
CSI Aviation, Inc.	\$73,498	5	\$28.33	Albuquerque	Bernalillo
DesCartes Labs, Inc.	\$287,500	8	\$62.50	Santa Fe	Santa Fe
Emerging Technology Ventures, Inc.	\$42,340	2	\$26.50	Alamogordo	Otero
Ideum, Inc.	\$84,167	4	\$28.56	Corrales	Sandoval
Ideum, Inc.	\$123,023	6	\$27.88	Corrales	Sandoval
Ideum, Inc. (Amendment)	\$28,165	2	\$24.62	Corrales	Sandoval
Iterative Consulting, LLC	\$66,780	3	\$38.33	Albuquerque	Bernalillo
Jack's Plastic Welding, Inc.	\$16,080	2	\$14.50	Aztec	San Juan
Keter North America	\$563,973	53	\$18.70	Belen	Valencia
Keter North America	\$410,479	63	\$13.01	Belen	Valencia
Keter North America (Amendment)	\$99,222	4	\$33.05	Belen	Valencia
Lavu, Inc.	\$273,302	25	\$24.52	Albuquerque	Bernalillo
Lavu, Inc.	\$992,409	68	\$27.95	Albuquerque	Bernalillo
Lilly Barrack, LLC	\$19,480	5	\$13.90	Albuquerque	Bernalillo
Mega Corp	\$87,490	13	\$17.38	Albuquerque	Bernalillo
Meow Wolf, Inc.	\$1,069,486	70	\$27.83	Santa Fe	Santa Fe
Montell Fabrication & Rebuild	\$82,240	8	\$16.06	Deming	Luna
National Water Services, Inc.	\$6,440	1	\$17.00	Santa Fe	Santa Fe
National Water Services, Inc.	\$24,144	2	\$21.00	Santa Fe	Santa Fe
New Mexico Consortium, Inc.	\$26,196	2	\$26.08	Los Alamos	Los Alamos
New Mexico Consortium, Inc.	\$45,709	3	\$26.64	Los Alamos	Los Alamos
New Mexico Consortium, Inc.	\$57,133	4	\$25.84	Los Alamos	Los Alamos
New Mexico Consortium, Inc.	\$176,170	10	\$32.20	Los Alamos	Los Alamos
NICOR, Inc.	\$90,174	10	\$21.16	Albuquerque	Bernalillo
NICOR, Inc.	\$47,878	4	\$30.35	Albuquerque	Bernalillo
NM MEP (Amendment)	\$22,502	10	n/a	Albuquerque	Bernalillo
NM MEP--Step Up	\$93,105	42	n/a	Albuquerque	Bernalillo
NM Solar Group	\$97,122	10	\$23.31	Albuquerque	Bernalillo
NM Solar Group (Alamogordo)	\$75,449	9	\$16.86	Alamogordo	Otero
NM Solar Group	\$33,640	5	\$17.90	Albuquerque	Bernalillo
Noisy Water Winery & Cellars	\$41,290	6	\$12.38	Ruidoso	Lincoln
Old Wood, LLC	\$40,276	9	\$11.44	Las Vegas	San Miguel
Open Loop Energy, Inc.	\$201,522	15	\$22.27	Farmington	San Juan
Open Loop Energy, Inc. (Amendment)	\$48,048	3	\$23.83	Farmington	San Juan
OpenEye Scientific Software, Inc.	\$106,382	5	\$37.26	Santa Fe	Santa Fe
Optomec, Inc.	\$87,799	5	\$32.21	Albuquerque	Bernalillo
Optomec, Inc.	\$121,019	7	\$31.96	Albuquerque	Bernalillo
Passages International, Inc.	\$30,033	4	\$17.49	Albuquerque	Bernalillo
Passages International, Inc.	\$68,624	7	\$19.91	Albuquerque	Bernalillo
PESCO, Inc.	\$749,854	68	\$17.04	Farmington	San Juan
PESCO, Inc.	\$277,048	31	\$15.56	Farmington	San Juan
Phat Steel, Inc.	\$109,766	7	\$21.64	Bernalillo	Sandoval
PPC Solar, Inc.	\$81,800	7	\$18.14	Taos	Taos
PPC Solar, Inc.--Step Up	\$4,618	9	n/a	Taos	Taos
PreCheck, Inc.	\$96,550	15	\$12.50	Alamogordo	Otero
Raytheon Company	\$552,247	80	\$12.61	Navajo Nation	Navajo Nation

Raytheon Company (Amendment)	\$11,500	N/A	N/A	Navajo Nation	Navajo Nation
Ready Roast Nut Company	\$189,218	35	\$13.37	Portales	Roosevelt
Resilient Solutions 21, LLC	\$252,476	11	\$39.89	Albuquerque	Bernalillo
Resilient Solutions 21, LLC	\$47,442	2	\$41.47	Albuquerque	Bernalillo
Rhodes Group, Inc.	\$56,004	2	\$48.08	Albuquerque	Bernalillo
RingIR, Inc.	\$30,120	2	\$28.00	Albuquerque	Bernalillo
RingIR, Inc.-Interns	\$24,680	4	\$18.50	Albuquerque	Bernalillo
Rio Bravo Brewing Company, LLC	\$11,880	2	\$17.00	Albuquerque	Bernalillo
RiskSense, Inc.	\$441,037	17	\$42.52	Albuquerque	Bernalillo
Rural Sourcing	\$521,750	30	\$29.04	Albuquerque	Bernalillo
Rural Sourcing	\$461,626	25	\$30.68	Albuquerque	Bernalillo
Safelite Solutions, LLC	\$402,546	158	\$13.44	Rio Rancho	Sandoval
Sendero Midstream Partners, LP	\$103,576	4	\$33.66	Loving	Eddy
Sendero Midstream Partners, LP	\$302,444	8	\$47.81	Loving	Eddy
Sigma Labs, Inc.	\$69,030	3	\$40.40	Santa Fe	Santa Fe
Silent Falcon UAS Technologies, Inc.	\$41,756	5	\$19.53	Albuquerque	Bernalillo
Skorprios Technologies, Inc.	\$371,921	18	\$37.76	Albuquerque	Bernalillo
Southwest Cheese Company, LLC	\$185,191	24	\$16.97	Clovis	Curry
St. Claire's Organics, Inc.	\$11,752	1	\$14.00	Santa Clara	Grant
Stubbs Engineering	\$43,614	2	\$38.50	Las Cruces	Dona Ana
Stubbs Engineering--Step Up	\$2,663	1	N/A	Las Cruces	Dona Ana
UbiQD, LLC	\$116,777	5	\$40.39	Los Alamos	Los Alamos
UbiQD, LLC	\$60,082	3	\$34.43	Los Alamos	Los Alamos
United Poly Systems, LLC	\$51,720	16	\$14.56	Albuquerque	Bernalillo
Universal Sheets, LLC	\$373,550	44	\$16.11	Santa Teresa	Dona Ana
Verde Food Company	\$53,264	10	\$14.88	Santa Fe	Santa Fe
Visual Impact PrePrint, LLC	\$303,496	27	\$19.09	Santa Teresa	Dona Ana
Vitality Works, Inc.	\$81,788	15	\$17.32	Albuquerque	Bernalillo
Vitality Works, Inc.	\$51,091	18	\$13.57	Albuquerque	Bernalillo
Wood Design, Inc.	\$30,020	5	\$17.85	Santa Fe	Santa Fe
Xpansiv Data Systems, Inc.	\$195,135	7	\$48.42	Albuquerque	Bernalillo
Xpansiv Data Systems, Inc.	\$263,036	8	\$57.15	Albuquerque	Bernalillo
Xpansiv Data Systems, Inc.	\$67,376	2	\$58.89	Albuquerque	Bernalillo
JTIP Totals	\$15,345,303	1,453	\$21.48		
JTIP Film Trainees		283			
Total JTIP Trainees		1,736			

Rural=Population < 60,000

Source: Economic Development Department

JTIP Companies Approved in FY19					
Company	Approved Budget	Trainees	Average Wage	City	County
Stampede Meat, Inc.	1,568,001.20	301	12.20	Sunland Park	Dona Ana
Leprino Foods	106,458.56	10	20.81	Roswell	Chaves
Iterative Consulting	63,660.00	3	37.50	Albuquerque	Bernalillo
P4Q USA	11,000.00	5	12.50	Albuquerque	Bernalillo
Wall Colmonoy Corporation	134,797.60	8	26.42	Los Lunas	Valencia
Meow Wolf, Inc.	715,019.06	43	30.31	Santa Fe	Santa Fe
Raytheon Company	52,960.64	3	40.00	Navajo Nation	Navajo Nation
RingIR, Inc.	13,440.00	1	28.00	Albuquerque	Bernalillo
Compass Components	34,843.20	4	16.52	Deming	Luna
Open Eye Scientific Software, Inc.	15,002.00	1	28.85	Santa Fe	Santa Fe
Marty's Meals	34,616.00	4	18.13	Santa Fe	Santa Fe
Descartes Labs	192,691.20	6	56.49	Santa Fe	Santa Fe
Keter North America	180,866.64	31	12.93	Belen	Valencia
Raytheon Company	304,100.00	30	16.13	Navajo Nation	San Juan
Herbs, Etc.	12,651.20	4	12.55	Santa Fe	Santa Fe
3D Glass Solutions	6,760.00	1	18.00	Albuquerque	Bernalillo
2ND GEAR	84,200.00	30	12.50	Albuquerque	Bernalillo
Silent Falcon UAS Technologies	108,470.60	8	26.10	Albuquerque	Bernalillo
Compass Components- Step Up	11,141.50	110	n/a	Deming	Luna
Meow Wolf, Inc.- Amendment	82,068.88	4	35.76	Santa Fe	Santa Fe
Vibrantcy, LLC	57,002.00	4	27.84	Albuquerque	Bernalillo
3D Glass Solutions	90,360.00	4	41.75	Albuquerque	Bernalillo
Cummins Natural Gas Engines	102,358.00	10	19.25	Clovis	Curry
Xpansiv Data Systems	266,997.56	9	51.96	Albuquerque	Bernalillo
Flow Science, Inc.	104,340.00	4	45.63	Santa Fe	Santa Fe
FZK by Franziska	19,900.00	2	20.25	Santa Fe	Santa Fe
Open Loop Energy, Inc.	114,298.00	11	17.45	Farmington	San Juan
Lavu, Inc.	503,540.72	50	21.41	Albuquerque	Bernalillo
Leprino Foods	144,146.00	10	22.35	Roswell	Chaves
OBTC Warehouse, LLC	17,160.00	4	12.63	Albuquerque	Bernalillo
Visual Impact PrePrint, LLC	262,592.80	26	18.37	Santa Teresa	Dona Ana
BennuBio, Inc.	31,030.00	2	28.88	Albuquerque	Bernalillo
Banyan Botanicals	71,063.36	8	20.41	Albuquerque	Bernalillo
NMC, Inc.	121,764.68	6	36.28	Los Alamos	Los Alamos
Indica Labs, LLC	220,294.32	11	35.59	Albuquerque	Bernalillo
Mega Corp	36,580.00	7	15.75	Albuquerque	Bernalillo
Bosque Brewing-Albuquerque	53,826.00	6	19.33	Albuquerque	Bernalillo
NICOR, Inc.	102,067.28	17	17.64	Albuquerque	Bernalillo
Rural Sourcing, Inc.	383,948.04	23	28.28	Albuquerque	Bernalillo
Rural Sourcing, Inc.-Interns	8,448.00	2	12.00	Albuquerque	Bernalillo
RS21, LLC-Amendment	23,789.48	1	41.59	Albuquerque	Bernalillo
RS21, LLC-Amendment, Interns	15,600.00	4	16.25	Albuquerque	Bernalillo
Ready Roast Nut Company, LLC	254,812.00	35	13.64	Portales	Roosevelt
LaSen, Inc.	93,560.00	6	28.75	Las Cruces	Dona Ana
3D Glass Solutions, Inc. -Amendment	25,672.36	2	26.95	Albuquerque	Bernalillo
Vibrantcy-Amendment, Interns	13,852.40	2	17.00	Albuquerque	Bernalillo
Stampede Meat, Inc.	2,019,279.76	497	10.96	Sunland Park	Dona Ana
Aqua Membranes, LLC	41,840.00	5	20.20	Albuquerque	Bernalillo
National Water Services, Inc.	23,308.00	2	19.50	Santa Fe	Santa Fe
Ideum, Inc.	265,361.12	14	26.53	Corrales	Sandoval
RingIR, Inc.	50,463.96	3	30.64	Albuquerque	Bernalillo
RingIR, Inc. - Interns	21,600.00	3	22.50	Albuquerque	Bernalillo
Sendero Midstream Partners, LP	325,320.00	9	51.39	Loving	Eddy
NRI Industrial Sales, Inc.	75,370.40	10	18.22	Rio Rancho	Sandoval
NM Solar Group, LLC	70,576.00	8	19.19	Roswell	Chaves
Resilient Solutions 21, LLC	234,585.32	11	37.92	Albuquerque	Bernalillo
Resilient Solutions 21, LLC - Interns	21,920.00	4	17.13	Albuquerque	Bernalillo
Rhino Health, Inc.	155,000.00	31	11.86	Church Rock	Navajo Nation
Advanced Network Management, Inc.	263,201.44	10	45.75	Albuquerque	Bernalillo
Adv Network Mgmt, Inc. - Interns	34,560.00	6	18.00	Albuquerque	Bernalillo
Mother Trail, LLC	45,320.00	6	17.67	Albuquerque	Bernalillo
Tempur Sealy Int'l., Inc.	432,451.52	46	19.26	Bernalillo County	Bernalillo County

Splitter Designs	12,136.00	1	14.50	Taos	Taos
Ridgeline Mfg. & Engineering	22,120.00	2	22.00	Albuquerque	Bernalillo
Rhodes Group	39,038.00	2	33.25	Albuquerque	Bernalillo
NMC, Inc.	403,410.08	20	36.72	Los Alamos	Los Alamos
NM Solar Group, LLC	139,940.00	10	21.73	Berino	Dona Ana
Marty's Meals	24,838.00	3	18.00	Santa Fe	Santa Fe
PPC Solar - Step Up	10,513.75	11	n/a	Taos	Taos
NM MEP - Step Up	67,440.00	30	n/a	Albuquerque	Bernalillo
Cummins Natural Gas Engines-Amend	15,232.00	2	17.00	Clovis	Curry
Carenet Healthcare Services	344,940.00	108	13.25	Albuquerque	Bernalillo
Compass Components	184,104.40	30	13.41	Deming	Luna
OpenEye Scientific Software	86,336.36	4	38.17	Santa Fe	Santa Fe
Unity BPO	121,394.00	17	19.29	Albuquerque	Bernalillo
The Boeing Company	734,093.96	24	53.82	Albuquerque	Bernalillo
Flow Science- Amendment	19,741.92	1	37.39	Santa Fe	Santa Fe
Eagle Automation	360,919.84	15	37.47	Carlsbad	Eddy
Flow Science, Inc.	162,234.92	7	41.60	Santa Fe	Santa Fe
Ex Novo Brewing Company	57,352.00	6	16.13	Corrales	Sandoval
Reunity Resources	17,926.00	1	23.25	Santa Fe County	Santa Fe
3D Glass Solutions	59,890.00	2	52.75	Albuquerque	Bernalillo
Taos Mountain Energy Bars	67,000.00	10	13.75	Questa	Taos
Cinnafilm	40,182.00	1	68.50	Albuquerque	Bernalillo
UbiQD, Inc.	88,520.16	3	40.07	Los Alamos	Los Alamos
Southwest Pattern Works, Inc.	62,200.00	6	21.25	Albuquerque	Bernalillo
Ridgeline Mfg. & Engineering	17,067.04	1	30.43	Albuquerque	Bernalillo
NMC, Inc.-Amendment	21,120.00	1	40.00	Los Alamos	Los Alamos
Banyan Botanicals-Amendment	6,500.00	1	16.25	Albuquerque	Bernalillo
Indica Labs, Inc.	168,735.76	8	35.59	Albuquerque	Bernalillo
Indica Labs, Inc. - Interns	12,921.60	2	20.19	Albuquerque	Bernalillo
Sendero Midstream Partners	187,490.00	6	40.42	Loving	Eddy
Red River Brewing Company	21,160.00	2	14.00	Red River	Taos
Universal Sheets, LLC	308,682.00	41	14.97	Santa Teresa	Dona Ana
Affordable Solar Installation, Inc	218,420.80	22	22.99	Albuquerque	Bernalillo
3D Glass Solutions, Inc.	151,660.00	9	33.50	Albuquerque	Bernalillo
Banyan Botanicals	71,146.00	5	29.45	Albuquerque	Bernalillo
Taos Mountain Energy Bars	285,283.04	35	15.41	Questa	Taos
KiloNewton, LLC	60,819.76	3	34.86	Albuquerque	Bernalillo
KiloNewton, LLC - Intern	5,600.00	1	17.50	Albuquerque	Bernalillo
Solar Works Energy, LLC	79,550.08	7	25.27	Albuquerque	Bernalillo
Century Automotive Services Corp.	117,803.48	8	27.67	Albuquerque	Bernalillo
NM Solar Group, LLC-Amendment	24,960.00	1	30.00	Berino	Dona Ana
RingIR, Inc.	37,527.92	2	31.93	Albuquerque	Bernalillo
MegaCorp., Inc.	37,500.00	6	17.46	Albuquerque	Bernalillo
SpinLaunch, Inc.	368,412.00	15	29.40	T or C	Sierra
Silent Falcon UAS Technologies	63,920.20	5	27.48	Albuquerque	Bernalillo
Rural Sourcing, Inc.	245,078.00	12	33.04	Albuquerque	Bernalillo
Best Deal Retailer	135,922.00	10	26.26	Albuquerque	Bernalillo
Best Deal Retailer-Intern	4,800.00	1	15.00	Albuquerque	Bernalillo
Affordable Solar Installation-Amend	22,022.00	1	38.50	Albuquerque	Bernalillo
JTIP Totals	16,767,513.87	2,059	\$ 18.04		
JTIP Film Trainees		274			
Total JTIP Trainees		2,333		Rural	

Source: Economic Development Department

JTIP Companies Approved in FY20					
Company	Approved Budget	Trainees	Average Wage	City	County
Rhino Health, Inc.	\$ 155,000	31	\$ 11.86	Church Rock	San Juan (Navajo Nation)
C4 Enterprises, Inc.	\$ 30,520	4	\$ 15.38	Tierra Amarilla	Rio Arriba
Stampede Meat, Inc.	\$ 1,081,439	220	\$ 11.97	Sunland Park	Dona Ana
OpenEye Scientific Software, Inc.-Amend	\$ 44,254	2	\$ 38.47	Santa Fe	Santa Fe
LaSen, Inc.	\$ 132,810	7	\$ 34.64	Las Cruces	Dona Ana
Solar Works Energy, LLC-Amendment	\$ 19,140	1	\$ 43.50	Albuquerque	Bernalillo
Flow Science, Inc.- Amendment	\$ 14,752	1	\$ 28.37	Santa Fe	Santa Fe
Next State Systems	\$ 27,598	1	\$ 46.50	Albuquerque	Bernalillo
Golightly Cashmere, LLC	\$ 76,425	7	\$ 24.96	Santa Fe	Santa Fe
The Boeing Company	\$ 1,379,641	46	\$ 53.08	Albuquerque	Bernalillo
Cummins Natural Gas Engines	\$ 40,624	5	\$ 17.10	Clovis	Curry
New Mexico Hemp Services, LLC	\$ 246,530	17	\$ 19.41	Santa Rosa	Guadalupe
United Poly Systems, Inc.	\$ 60,360	20	\$ 13.80	Albuquerque	Bernalillo
BennuBio, LLC	\$ 73,930	4	\$ 31.88	Albuquerque	Bernalillo
BennuBio, LLC-Interns	\$ 22,400	4	\$ 17.50		
Vitality Works, Inc.	\$ 136,202	17	\$ 19.77	Albuquerque	Bernalillo
Splitter Designs	\$ 24,700	2	\$ 15.75	Taos	Taos
Eagle Automation	\$ 301,138	12	\$ 38.74	Carlsbad	Eddy
Flow Science, Inc.	\$ 117,134	5	\$ 41.61	Santa Fe	Santa Fe
UbiQD, Inc.	\$ 45,010	2	\$ 38.47	Los Alamos	Los Alamos
UbiQD, Inc.-Intern	\$ 4,160	1	\$ 13.00		
The Verdes Foundation	\$ 20,920	3	\$ 17.50	Albuquerque	Bernalillo
Carenet Healthcare Services	\$ 85,600	45	\$ 11.75	Albuquerque	Bernalillo
NM Hemp Services, Inc.-Amendment	\$ 58,116	2	\$ 34.78	Santa Rosa	Guadalupe
GoLightlyCashmere, LLC-Amendment	\$ 30,280	1	\$ 52.50	Santa Fe	Santa Fe
PPC Solar-Step Up	\$ 4,818	11	n/a	Taos	Taos
Unity BPO, Inc.	\$ 138,590	14	\$ 22.50	Albuquerque	Bernalillo
Indica Labs, Inc.	\$ 233,185	11	\$ 37.23	Albuquerque	Bernalillo
IRD Fuel Cells, LLC	\$ 41,800	4	\$ 21.25	Albuquerque	Bernalillo
Systems Integration, Inc.	\$ 120,310	22	\$ 16.27	Albuquerque	Bernalillo
LoadPath, LLC	\$ 95,380	3	\$ 55.00	Albuquerque	Bernalillo
Universal Sheets, LLC	\$ 116,846	15	\$ 15.77	Santa Teresa	Dona Ana
PhytoRemedies, LLC	\$ 161,926	25	\$ 18.86	Albuquerque	Bernalillo
Solar Works Energy, LLC	\$ 166,230	16	\$ 24.56	Albuquerque	Bernalillo
Meow Wolf, Inc.	\$ 528,283	26	\$ 36.60	Santa Fe	Santa Fe
Unity BPO, Inc. - Amendment	\$ 59,439	5	\$ 23.29	Albuquerque	Bernalillo
Indica Labs, Inc. - Amendment	\$ 25,000	1	\$ 43.27	Albuquerque	Bernalillo
Systems Integration, Inc. - Amendment	\$ 35,554	2	\$ 32.22	Albuquerque	Bernalillo
Faneuil, Inc.	\$ 2,435,528	564	\$ 15.19	Albuquerque	Bernalillo
Amfabsteel, Inc.	\$ 353,974	26	\$ 21.04	Bernalillo	Sandoval
Phat Steel, Inc.	\$ 165,698	12	\$ 20.79	Bernalillo	Sandoval
Carenet Healthcare Services	\$ 87,480	46	\$ 11.75	Albuquerque	Bernalillo
OpenEye Scientific Software, Inc.	\$ 136,814	5	\$ 47.40	Santa Fe	Santa Fe
Passages International, Inc.	\$ 28,738	3	\$ 20.64	Albuquerque	Bernalillo
Family Hemp Brands, LLC	\$ 68,980	7	\$ 20.79	Santa Fe	Santa Fe
Roses Southwest Paper, Inc.	\$ 163,608	34	\$ 15.03	Albuquerque	Bernalillo
Fathom NM	\$ 361,447	57	\$ 17.44	Albuquerque	Bernalillo
Fathom NM-Intern	\$ 3,520	1	\$ 11.00		
Ridgeline Mfg & Engineering, Inc.	\$ 27,208	2	\$ 21.00	Sandia Park	Bernalillo
3D Glass Solutions, Inc.	\$ 123,809	10	\$ 26.37	Albuquerque	Bernalillo
NTxBio, LLC	\$ 339,292	12	\$ 38.67	Santa Fe County	Santa Fe
Affordable Solar Installation, Inc.	\$ 252,625	21	\$ 26.68	Albuquerque	Bernalillo
Best Deal Retailer	\$ 168,357	14	\$ 24.65	Albuquerque	Bernalillo
Best Deal Retailer - Intern	\$ 5,600	1	\$ 17.50		
Build With Robots, LLC	\$ 39,507	2	\$ 33.66	Albuquerque	Bernalillo
Build With Robots, LLC - Interns	\$ 14,080	2	\$ 22.00		

JTIP Companies Approved in FY20					
Company	Approved Budget	Trainees	Average Wage	City	County
Kane Robotics, Inc.	\$ 59,344	2	\$ 51.00	Albuquerque	Bernalillo
Kane Robotics, Inc. - Interns	\$ 11,840	2	\$ 18.50		
CAVU Aerospace, Inc.	\$ 527,054	37	\$ 23.31	Roswell	Chaves
Stampede Meat, Inc.	\$ 935,540	254	\$ 11.08	Sunland Park	Dona Ana
Tactical Application Vehicles, LLC	\$ 25,000	2	\$ 25.00	Albuquerque	Bernalillo
Electric Playhouse, Inc.	\$ 92,750	5	\$ 33.65	Albuquerque	Bernalillo
The Verdes Foundation - Amendment	\$ 5,120	1	\$ 16.00	Albuquerque	Bernalillo
UbiQD, Inc.	\$ 120,901	5	\$ 41.84	Los Alamos	Los Alamos
Sendero Midstream Partners	\$ 185,570	6	\$ 40.00	Loving	Eddy
AerSale Component Solutions, Inc.	\$ 139,490	16	\$ 20.34	Rio Rancho	Sandoval
Theta Plate, Inc.	\$ 19,920	2	\$ 21.75	Albuquerque	Bernalillo
USA Beef Packing, LLC	\$ 232,321	38	\$ 13.94	Roswell	Chaves
Supply One	\$ 30,820	8	\$ 13.72	Albuquerque	Bernalillo
Systems Integration, Inc.	\$ 26,000	2	\$ 25.00	Albuquerque	Bernalillo
Family Hemp Brands, LLC	\$ 11,700	1	\$ 22.50	Santa Fe	Santa Fe
Twistle, Inc.	\$ 215,377	11	\$ 35.73	Albuquerque	Bernalillo
The Boeing Company	\$ 153,283	7	\$ 40.08	Albuquerque	Bernalillo
National Water Services	\$ 37,480	4	\$ 19.00	Santa Fe	Santa Fe
Apple Canyon Gourmet, Inc.	\$ 38,329	3	\$ 24.77	Albuquerque	Bernalillo
ZebraWorks, Inc.	\$ 60,985	4	\$ 27.16	Albuquerque	Bernalillo
Kairos Power, LLC	\$ 783,772	25	\$ 55.47	Albuquerque	Bernalillo
Ryan, Inc.	\$ 47,515	4	\$ 23.24	Albuquerque	Bernalillo
Ryan, Inc. - Intern	\$ 6,880	1	\$ 21.50		
Affordable Solar Installation, Inc. - Amendment	\$ 33,212	2	\$ 30.93	Albuquerque	Bernalillo
Kairos Power, LLC - Amendment	\$ 70,007	2	\$ 61.20	Albuquerque	Bernalillo
The Boeing Company - Amendment	\$ 52,595	2	\$ 45.98	Albuquerque	Bernalillo
LoadPath, LLC	\$ 168,560	6	\$ 48.75	Albuquerque	Bernalillo
The Verdes Foundation	\$ 6,120	1	\$ 16.00	Albuquerque	Bernalillo
KiloNewton, LLC	\$ 62,976	3	\$ 31.46	Albuquerque	Bernalillo
KiloNewton, LLC - Intern	\$ 5,600	1	\$ 17.50		
Advanced Network Mgmt., Inc.	\$ 144,628	10	\$ 26.77	Albuquerque	Bernalillo
Advanced Network Mgmt., Inc. - Interns	\$ 53,040	6	\$ 17.00		
Indica Labs, Inc.	\$ 231,379	12	\$ 34.78	Albuquerque	Bernalillo
Indica Labs, Inc. - Interns	\$ 35,392	5	\$ 22.12		
GoLightly Cashmere, LLC	\$ 29,720	4	\$ 19.63	Santa Fe	Santa Fe
Next State Systems	\$ 54,196	2	\$ 46.50	Albuquerque	Bernalillo
Build with Robots, LLC	\$ 330,030	12	\$ 44.75	Albuquerque	Bernalillo
Build with Robots, LLC - Interns	\$ 14,080	2	\$ 22.00		
New Mexico Hemp Services, LLC	\$ 196,888	12	\$ 21.67	Santa Rosa	Guadalupe
X2NSat, Inc.	\$ 100,930	8	\$ 25.13	Las Cruces	Dona Ana
X2NSat, Inc. - Interns	\$ 40,640	7	\$ 18.14		
Parting Stone, LLC	\$ 76,084	9	\$ 19.36	Santa Fe	Santa Fe
EAGL Technology, LLC	\$ 83,720	4	\$ 37.50	Albuquerque	Bernalillo
SavantX Research Center	\$ 152,930	5	\$ 54.00	Santa Fe	Santa Fe
General Airframe Support, Inc	\$ 209,666	16	\$ 20.88	Roswell	Chaves
Red Mountain Arsenal, LLC	\$ 106,082	8	\$ 19.50	Roswell	Chaves
Sceye, Inc.	\$ 204,465	7	\$ 36.13	Moriarty	Torrance
Sceye, Inc. - Intern	\$ 6,408	1	\$ 17.80		
Actoprobe, LLC	\$ 21,638	1	\$ 36.08	Albuquerque	Bernalillo
Actoprobe, LLC - Interns	\$ 12,160	2	\$ 19.00		
Build With Robots-Amendment	\$ 97,448	4	\$ 39.25	Albuquerque	Bernalillo
Xbow Launch Systems, Inc.	\$ 96,982	3	\$ 43.83	Albuquerque	Bernalillo
Xbow Launch Systems, Inc. - Intern	\$ 9,152	1	\$ 22.00		
The Boeing Company	\$ 633,948	22	\$ 51.25	Albuquerque	Bernalillo
BioFlyte, Inc.	\$ 238,341	10	\$ 43.33	Albuquerque	Bernalillo
BioFlyte, Inc. - Intern	\$ 5,205	1	\$ 39.43		
JTIP Totals	\$ 18,083,523	2,065	\$ 2,016.00		
JTIP Film Trainees		19		Rural	
Total JTIP Trainees		2,084			

JTIP Companies Approved in FY21

Company	Approved Budget	Trainees	Avg. Wage	City	County
3D Glass Solutions, Inc.	\$111,089.78	6	35.10	Albuquerque	Bernalillo
3D Glass Solutions, Inc.	\$32,480.00	1	55.00	Albuquerque	Bernalillo
3D Glass Solutions, Inc.	\$27,453.92	1	34.86	Albuquerque	Bernalillo
3D Glass Solutions, Inc.	\$13,480.00	2	19.50	Albuquerque	Bernalillo
3D Glass Solutions, Inc.	\$76,003.20	4	36.54	Albuquerque	Bernalillo
3D Glass Solutions, Inc. (Amendment)	\$25,210.00	1	19.50	Albuquerque	Bernalillo
3D Glass Solutions, Inc. (Amendment)	\$19,999.20	1	38.46	Albuquerque	Bernalillo
3D Glass Solutions, Inc. (Amendment)	\$51,480.00	1	90.00	Albuquerque	Bernalillo
Advanced Manufactured Power Solutions	\$43,625.44	2	37.26	Albuquerque	Bernalillo
Affordable Solar Installation, Inc.	\$364,154.80	19	36.22	Albuquerque	Bernalillo
Affordable Solar Installation, Inc. (Intern)	\$5,440.00	1	17.00	Albuquerque	Bernalillo
Apple Canyon Gourmet, Inc. (Amendment)	\$5,440.00	1	17.00	Albuquerque	Bernalillo
ATC Chemical, LLC	\$14,440.00	2	21.00	Albuquerque	Bernalillo
Automotive Test Solutions, Inc.	\$14,440.00	2	21.00	Albuquerque	Bernalillo
Barela Timber Management Company, Inc.	\$25,307.20	6	12.21	Las Vegas	San Miguel
Beck & Bulow, LLC	\$41,000.00	6	19.25	Santa Fe	Santa Fe
BennuBio, Inc.	\$195,852.00	10	36.00	Albuquerque	Bernalillo
BennuBio, Inc. (Intern)	\$5,800.00	1	17.50	Albuquerque	Bernalillo
BMR Corporation, dba: Pronto Signs	\$11,440.00	1	21.75	Santa Fe	Santa Fe
Broadspot Imaging Corporation	\$245,928.00	11	40.34	Albuquerque	Bernalillo
Broadspot Imaging Corporation (Intern)	\$7,200.00	1	22.50	Albuquerque	Bernalillo
Build With Robots, LLC	\$61,080.00	2	52.50	Albuquerque	Bernalillo
Build With Robots, LLC Interns	\$16,320.00	2	25.50	Albuquerque	Bernalillo
Build With Robots, LLC (Interns)	\$14,080.00	2	22.00	Albuquerque	Bernalillo
Build With Robots, LLC	\$144,536.00	6	50.10	Albuquerque	Bernalillo
Build With Robots, LLC (Amendment)	\$10,296.00	1	35.00	Albuquerque	Bernalillo
Build With Robots, LLC (Amendment)	\$20,020.00	1	35.00	Albuquerque	Bernalillo
Build With Robots, LLC (Amendment)	\$71,786.00	3	41.83	Albuquerque	Bernalillo
Build With Robots, LLC (Amendment)	\$12,000.00	1	25.00	Albuquerque	Bernalillo
Carenet Healthcare Services	\$111,130.00	45	13.53	Albuquerque	Bernalillo
CAVU Aerospace, Inc.	\$135,958.00	10	21.20	Roswell	Chaves
CAVU Aerospace, Inc. (Apprentices)	\$102,980.00	10	16.50	Roswell	Chaves
CBP Acquisition Company, dba: Crego Block	\$90,680.00	11	20.20	Albuquerque	Bernalillo
Century Wire Products West	\$39,361.00	6	13.32	Moriarty	Torrance
Compass Made, Inc. (STEP UP)	\$8,875.00	7	n/a	Deming	Luna
Cummins Natural Gas Engines	\$11,560.00	2	16.50	Clovis	DeBaca
Cymmetrik Technologies	\$104,847.00	6	26.49	Santa Teresa	Dona Ana
Dee Dee's Finest Beef Jerky	\$50,392.00	8	13.07	Espanola	Rio Arriba
Ex Novo Brewing Company, LLC	\$31,384.00	3	18.87	Corrales	Sandoval
Faneuil, Inc.	\$822,382.40	251	13.13	Albuquerque	Bernalillo
Faneuil, Inc.	\$426,300.00	125	13.44	Albuquerque	Bernalillo
Fiore Industries, Inc.	\$86,592.00	4	39.50	Albuquerque	Bernalillo
General Airframe Support, Inc.	\$170,312.40	16	20.32	Roswell	Chaves
Green Theme Technologies, Inc.	\$126,794.08	6	39.27	Albuquerque	Bernalillo
Green Theme Technologies, Inc.	\$76,093.88	4	35.07	Rio Rancho	Sandoval
High Plains Processing, LLC	\$287,298.00	22	21.39	Las Vegas	San Miguel
High Plains Processing, LLC (Amendment)	\$44,410.00	4	23.00	Las Vegas	San Miguel
High Plains Processing, LLC	\$250,586.00	18	22.53	Las Vegas	San Miguel
High Plains Processing, LLC (Amendment)	\$15,288.00	1	19.60	Las Vegas	San Miguel
IDEAS Engineering & Technology, LLC	\$91,915.12	6	28.52	Albuquerque	Bernalillo
IDEAS Engineering & Technology, LLC (Interns)	\$11,040.00	2	17.25	Albuquerque	Bernalillo
Indica Labs, Inc.	\$211,894.20	10	38.47	Albuquerque	Bernalillo
Indica Labs, Inc. (Amendment)	\$28,039.20	2	27.65	Albuquerque	Bernalillo
Indica Labs, Inc. (Amendment) Interns	\$35,392.00	5	22.12	Albuquerque	Bernalillo
Indica Labs, Inc. (Intern)	\$7,078.40	1	22.12	Albuquerque	Bernalillo
Indica Labs, Inc.	\$302,086.24	14	39.41	Albuquerque	Bernalillo
Indica Labs, Inc. Amendment)	\$37,128.52	2	32.45	Albuquerque	Bernalillo

JTIP Companies Approved in FY21

Company	Approved Budget	Trainees	Avg. Wage	City	County
Kairos Power, LLC	\$355,254.28	14	44.98	Albuquerque	Bernalillo
Kairos Power, LLC	\$469,440.40	22	39.75	Albuquerque	Bernalillo
Kairos Power, LLC (Amendment)	\$26,080.00	3	22.75	Albuquerque	Bernalillo
Kairos Power, LLC (Amendment)	\$19,800.00	1	37.50	Albuquerque	Bernalillo
Kairos Power, LLC (Amendment) Intern	\$6,040.00	1	20.00	Albuquerque	Bernalillo
Kane Robotics, Inc.	\$59,344.00	2	51.00	Albuquerque	Bernalillo
Kane Robotics, Inc. (Intern)	\$5,920.00	1	18.50	Albuquerque	Bernalillo
KiloNewton, LLC	\$90,066.12	4	38.93	Albuquerque	Bernalillo
KiloNewton, LLC (Amendment)	\$27,089.92	1	47.38	Albuquerque	Bernalillo
KiloNewton, LLC (Intern)	\$5,600.00	1	17.50	Albuquerque	Bernalillo
Lancos Industries, Inc.	\$260,224.80	73	14.46	Albuquerque	Bernalillo
Lancos Industries, Inc. (Amendment)	\$31,040.00	5	16.00	Albuquerque	Bernalillo
LoadPath, LLC (Amendment)	\$121,370.00	4	52.50	Albuquerque	Bernalillo
LoadPath, LLC (Amendment)	\$ 209,744.00	7	52.07	Albuquerque	Bernalillo
LoadPath, LLC (Amendment)	\$ 60,346.00	2	52.75	Albuquerque	Bernalillo
LQ Digital, LLC	\$ 417,164.00	101	15.70	Albuquerque	Bernalillo
Marty's Meals, Inc. (Amendment)	\$ 17,160.00	1	30.00	Santa Fe	Santa Fe
Marty's Meals, Inc.	\$ 40,140.00	4	21.38	Santa Fe	Santa Fe
Mass Market NM	\$ 912,360.00	361	13.64	Las Cruces	Dona Ana
McKinley Paper Company, Inc.	\$ 256,147.68	10	32.38	Prewitt	Cibola
Mezel Mods	\$ 11,200.00	1	21.25	Rio Rancho	Sandoval
National Water Services, Inc.	\$ 35,640.00	4	19.63	Santa Fe	Santa Fe
Nature's Tool Box, Inc.	\$ 338,680.00	14	44.00	Santa Fe	Santa Fe
New Mexico Build, LLC	\$ 245,290.00	11	29.05	Truth or Consequences	Sierra
New Mexico Build, LLC	\$ 100,248.08	2	60.10	Truth or Consequences	Sierra
New Mexico Build, LLC	\$ 70,120.00	3	30.00	Truth or Consequences	Sierra
New Mexico Compounding and Infusion	\$ 53,918.00	4	27.69	Albuquerque	Bernalillo
New Mexico Fresh Foods, LLC	\$ 62,713.00	10	19.09	Rio Rancho	Sandoval
New Mexico Wineries, Inc.	\$ 11,027.68	1	16.07	Deming	Luna
New Mexico Wineries, Inc.	\$ 23,728.00	7	11.62	Deming	Luna
New Mexico Wineries, Inc. (Amendment)	\$ 10,230.00	1	15.50	Deming	Luna
NM Solar Group, LLC	\$ 140,494.00	10	24.68	Roswell	Chaves
OpenEye Scientific Software, Inc.	\$ 272,271.80	10	47.60	Santa Fe	Santa Fe
OpenEye Scientific Software, Inc.	\$ 298,940.00	11	47.27	Santa Fe	Santa Fe
Pajanto Powder, LLC	\$ 111,153.56	8	27.71	Albuquerque	Bernalillo
Paradise Power Company, Inc.	\$ 68,369.28	6	25.85	Albuquerque	Bernalillo
Paradise Power Company, Inc. (STEP UP)	\$ 14,680.00	12	15.00	Taos	Taos
Parting Stone, Inc.	\$ 136,380.00	19	18.24	Santa Fe	Santa Fe
Parting Stone, Inc.	\$ 60,030.00	8	18.81	Santa Fe	Santa Fe
Parting Stone, Inc. (Amendment)	\$ 31,383.96	5	19.79	Santa Fe	Santa Fe
Resilient Solutions 21, Inc.	\$ 288,741.24	11	45.65	Albuquerque	Bernalillo
Resilient Solutions 21, Inc. (Amendment)	\$ 39,874.12	1	69.71	Albuquerque	Bernalillo
Resilient Solutions 21, Inc. (Amendment)	\$ 120,314.48	4	52.58	Albuquerque	Bernalillo
Reytek Equipment, LLC	\$ 24,920.00	5	16.50	Albuquerque	Bernalillo
Rural Sourcing, Inc.	\$ 361,919.80	19	34.80	Albuquerque	Bernalillo
Rural Sourcing, Inc. Interns	\$ 24,000.00	5	15.00	Albuquerque	Bernalillo
Santa Fe Aero Services, LLC	\$ 35,920.80	3	24.25	Santa Fe	Santa Fe
Santa Fe Aero Services, LLC (Amendment)	\$ 11,760.00	1	24.50	Santa Fe	Santa Fe
Saputo Cheese USA, Inc.	\$ 668,735.60	150	16.81	Las Cruces	Dona Ana
SavantX, Inc.	\$ 104,654.00	4	50.55	Santa Fe	Santa Fe
Soeye, Inc.	\$ 287,618.56	9	45.97	Moriarty	Torrance
Solar Works Energy, LLC	\$ 196,220.00	16	27.42	Albuquerque	Bernalillo
Solstar Space Company	\$ 101,922.00	2	88.00	Albuquerque	Bernalillo
Solstar Space Company (Amendment)	\$ 14,580.00	1	28.00	Santa Fe	Santa Fe
Sombra Cosmetics, Inc. (STEP-UP)	\$ 10,546.19	5	n/a	Albuquerque	Bernalillo
Sombra Cosmetics, Inc.	\$ 89,967.80	15	17.41	Albuquerque	Bernalillo
Sombra Cosmetics, Inc. (Amendment)	\$ 25,340.00	2	24.13	Albuquerque	Bernalillo

JTIP Companies Approved in FY21

Company	Approved Budget	Trainees	Avg. Wage	City	County
Specifica, Inc.	\$ 68,490.48	4	30.94	Los Alamos	Los Alamos
Specifica, Inc.	\$ 112,270.52	6	33.66	Los Alamos	Los Alamos
SpinLaunch, Inc.	\$ 66,312.00	2	39.25	Truth or Consequences	Sierra
SpinLaunch, Inc. (Amendment)	\$ 29,537.28	1	38.46	Truth or Consequences	Sierra
Stampede Meat, Inc.	\$ 2,192,501.84	377	12.31	Sunland Park	Dona Ana
Stampede Meat, Inc.	\$ 1,335,559.84	211	12.53	Sunland Park	Dona Ana
Supply One, Inc.	\$ 32,580.00	5	19.00	Albuquerque	Bernalillo
Supply One, Inc.	\$ 19,120.00	5	14.75	Albuquerque	Albuquerque
Systems Integration, Inc.	\$ 413,776.00	79	16.13	Albuquerque	Bernalillo
Systems Integration, Inc. (Amendment)	\$ 11,700.00	1	22.50	Albuquerque	Bernalillo
Tempur Production USA, LLC	\$ 1,135,683.60	141	20.97	Albuquerque	Bernalillo
The Boeing Company	\$ 1,113,112.40	34	57.08	Albuquerque	Bernalillo
The Boeing Company	\$ 480,353.44	16	53.11	Albuquerque	Bernalillo
The Boeing Company (Amendment)	\$ 124,905.56	5	44.83	Albuquerque	Bernalillo
The Boeing Company (Amendment)	\$ 83,640.04	4	62.56	Albuquerque	Bernalillo
The Boeing Company (Amendment)	\$ 59,396.48	2	51.92	Albuquerque	Bernalillo
The Verdes Foundation	\$ 37,720.00	7	16.39	Albuquerque	Bernalillo
The Verdes Foundation	\$ 61,730.32	5	24.68	Albuquerque	Bernalillo
The Verdes Foundation	\$ 53,350.00	3	35.50	Albuquerque	Bernalillo
Theta Plate, Inc.	\$ 7,792.50	1	19.00	Albuquerque	Bernalillo
TMone, LLC, dba: MassMarket	\$ 883,640.00	360	14.01	Las Cruces	Dona Ana
TORC Robotics, Inc.	\$ 1,130,389.12	60	37.32	Albuquerque	Albuquerque
TORC Robotics, Inc.	\$ 642,239.28	30	40.00	Albuquerque	Bernalillo
Twistle, Inc.	\$ 98,520.28	4	42.62	Albuquerque	Bernalillo
Twistle, Inc. (Amendment)	\$ 78,036.28	2	65.67	Albuquerque	Bernalillo
Twistle, Inc.	\$ 398,171.36	18	40.33	Albuquerque	Bernalillo
UbiQD, Inc.	\$ 98,596.96	5	35.51	Los Alamos	Los Alamos
UbiQD, Inc.	\$ 89,019.36	4	38.47	Los Alamos	Los Alamos
USA Beef Packing, LLC	\$ 134,098.56	19	14.96	Roswell	Chaves
Vitality Works, Inc.	\$ 205,761.68	30	19.11	Albuquerque	Bernalillo
Vitality Works, Inc.	\$ 150,812.88	14	24.23	Albuquerque	Bernalillo
Vitality Works, Inc. (Amendment)	\$ 39,268.00	13	14.20	Albuquerque	Bernalillo
WaveFront Dynamics, Inc.	\$ 113,570.00	6	35.50	Albuquerque	Bernalillo
Worthington Farms, LLC	\$ 11,850.40	1	15.07	Mesilla Park	Dona Ana
X Bow Launch Systems, Inc.	\$ 220,183.00	9	42.43	Albuquerque	Bernalillo
X Bow Launch Systems, Inc. (Interns)	\$ 21,600.00	3	22.50	Albuquerque	Bernalillo
X2NSat, Inc.	\$ 121,290.00	11	23.18	Las Cruces	Dona Ana
X2NSat, Inc. (Interns)	\$ 39,360.00	7	17.57	Las Cruces	Dona Ana
JTIP Totals	\$25,212,619.37	3,222	19.22		
JTIP Film Trainees	\$1,616,098.05	134			
Total JTIP Trainees	\$26,828,717.42	3,356			

Rural

Source: EDO

Appendix C: JTIP General Guidelines for Duration of Reimbursable Training Time and Wages for FY23

General Guideline for Duration of Reimbursable Training Time/Wages for FY2023 (July 1, 2022-June 30, 2023)							
Job Zone	Definitions	SVP Range/Conversions	Hours	Min. Wage @ Hiring - Urban	Min. Wage @ Hiring - Rural	Days	Weeks
1	Little or no preparation needed	Below 4.0	320	15.00	12.75	40	8
2a	Some preparation needed	4.0 to < 6.0	480	16.50	13.25	60	12
2	Some preparation needed	4.0 to < 6.0	640	18.00	13.75	80	16
3a	Medium preparation needed	6.0 to < 7.0	800	19.50	15.25	100	20
3	Medium preparation needed	6.0 to < 7.0	960	21.00	16.68	120	24
4	Considerable preparation needed	7.0 to < 8.0	1,040	24.00	17.68	130	26
	Align with HWJTC	Additional five percent		28.85	19.23		