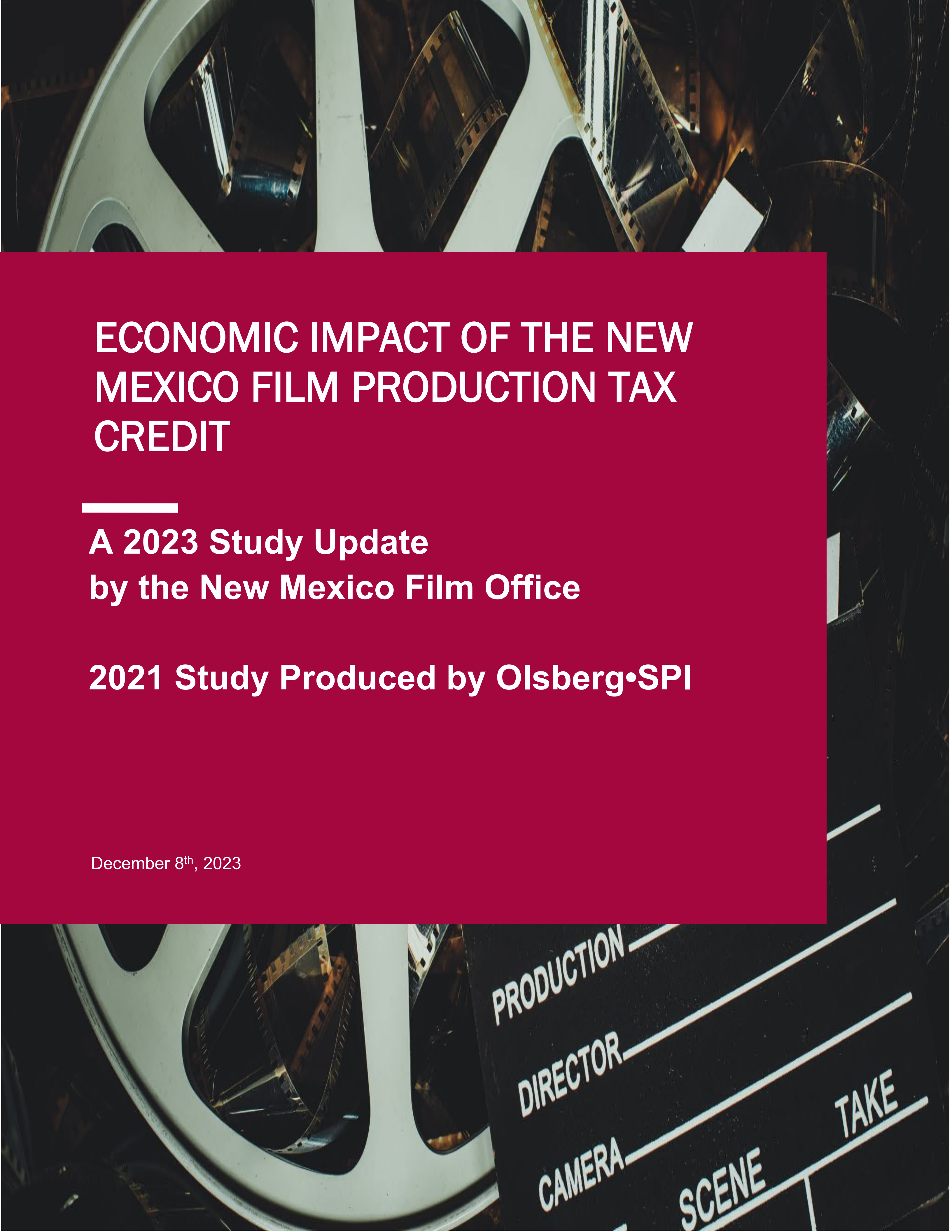
ECONOMIC IMPACT OF THE NEW MEXICO FILM PRODUCTION TAX CREDIT

A 2023 Study Update by the New Mexico Film Office

2021 Study Produced by Olsberg•SPI

December 8th, 2023



Executive Summary

This analysis covers standard economic impact measures, including Gross Value Added (GVA), and economic Return on Investment (ROI), as well as effects of incentivized activity on the film and television production supply chain, the geographic impact of in-state production spending, and effects on tourism. Sources of data cover registration forms, film statistics forms, application forms to the New Mexico Taxation and Revenue Department, data on the disbursement of the tax credit, as well as consultations with productions, legislators, vendors, and other stakeholders. This study considers data from FY20 through FY23.

In recent years, there has been a deluge of film and television production on a global basis. This is driven by voracious demand for all types of content from consumer and investors alike – which include newer entrants, as well as established broadcasters and studios. Governments and legislators in jurisdictions of all sizes have increasingly recognized and valued the considerable economic and other benefits delivered by this global growth sector, especially as they look to diversify and grow their economies.

Against this backdrop, New Mexico Governor Michelle Lujan-Grisham and New Mexico legislators have highlighted film and television production as a key industry sector to grow and diversify the state economy, with particular interest in the added value and economic impact of the New Mexico Film Production Tax Credit. The details of the tax credit are summarized in the table below, which were revised during the 2023 legislative session.

Overview of the New Mexico Film Production Tax Credit

New Mexico Film Production Tax Credit: Key Elements	
Value	25-40% of eligible spend in state (not total spend)
Type	Refundable Tax Credit
Cap	Annual budget of $120 million (up to $160 million in FY28. New Mexico Film Partners are exempt from cap)

Alongside the tax credit, the NMFO runs a series of initiatives to support the development of the New Mexico crew base and encourage inward productions to invest in film and television production infrastructure in state.

New Mexico Film and Television Production and Incentive Use

Production activity and expenditure in New Mexico has been on an upward trajectory; however, the WGA and SAG-AFTRA strikes had an impact on FY23 in which $794.11 million was spent in New Mexico. In FY22, expenditures reached their highest recorded level at $855.4 million. This is more than a 36% increase over FY21 expenditures of $626.5 million which was also record-breaking at the time. FY20 expenditures were recorded at $296.4 million; however, this was heavily impacted by the COVID-19 pandemic. Production has shown significant resilience, rebounding to these new highs. The number of productions increased to 76 in FY21, up to 109 in FY22 and totaled 83 in FY23, once again due to the strike impacts.

Over the 4 fiscal years studied, feature films made up 42% of projects covered by the incentive, with television productions and other digital media making up the remaining 58%. This is in line with global trends, with television series productions seeing significant growth across the industry.

The Film Production Tax Credit program attracts significant spending to New Mexico. In FY20, FY21, FY22, and FY 23 the combined four-year total was $2.6 billion in direct production expenditure in New Mexico over that period.

While the tax credits range from a base amount of 25% up to as high as 40% with potential uplifts, it is important to note this is only applicable to the spending in the state that is considered qualified spend per the Taxation and Revenue Department. When comparing the estimated tax credits paid to the total New Mexico production spend observed, we see a more accurate representation of the true percentage. Over FY20, FY21, FY22, and FY23 the four-year average of the actual tax credit as a percentage of total New Mexico spend was 19%.

Most production activity in New Mexico is focused in urban areas in and around Albuquerque and Santa Fe; however, we have seen significant growth in production spend outside of Albuquerque and Santa Fe areas in FY22. The “uplift zone” attempts to incentivize production outside of the main production hubs through the provision of an additional 10% incentive on expenditures. New Mexico has seen unprecedented production spend in the uplift zone year after year, with $4.5 million in FY20, to $6.5 million in FY21, up to a new record of $49.5 million in FY22. In FY23 it is estimated that a further $21.2 million was spent in the uplift zone, despite FY23 being heavily impacted by the WGA and SAG-AFTRA strikes. With the recent update to the uplift zone boundary, now being more inclusive of additional small towns and tribal lands and pueblos, in addition to an increase from a 5% uplift to a 10% uplift for the uplift zone, it is expected that New Mexico will see continued growth in this area.

Economic Impact of Production and the Tax Credit

Production activity in New Mexico involves purchases and payments to a wide variety of industries and individuals, which impact a wide range of industrial sectors throughout the state’s economy – including construction, hotels, and real estate. During the COVID-19 pandemic, when the tourism and hospitality industry in New Mexico was badly hit, film and television production provided a vital source of income.

Evidence from a survey of production companies and confidential consultations undertaken during last year’s version of this study indicates that the incentive is an important factor in drawing production expenditure to New Mexico and that very little production activity would be attracted to New Mexico without the incentive. The economic impact findings presented here reflect this high level of additionality.

From FY20 to FY23, the total direct output associated with the production tax credit was a combined $2.36 billion. Indirect impacts describe the impact of the uplift of activity in the supply chain and induced effects are created as a result of the wages of those working in the production sector. When indirect and induced effects are added to this, the total output attributed to the credit over these three years is $3.8 billion.

GVA is a measure of the value that is created by economic activity and is the difference between gross output and intermediate inputs. These are the goods and services utilized by an industry in producing its gross output. Using the IMPLAN economic model indicates that in FY20, FY21, FY22, and FY23 the total GVA created by the tax credit was $2.77 billion including $1.94 billion in direct GVA.

The economic ROI is a measure of how much economic value is created per one dollar of investment in tax credits by the state of New Mexico. The economic ROI calculation removes the costs to the state, including the total amount of tax credit outlay. Overall, the tax credit program has a positive and significant economic ROI in terms of GVA created. Across the four years, the economic ROI is 7.77. meaning that for every one dollar invested through the program, the benefit to the state economy is seven dollars and seventy-seven cents in terms of additional economic value.

Economic Impact of NM Film Tax Credit

		FY 20	**FY 21**	**FY 22**	FY 23	Sum
Output	Direct	$273.1	$573.9	$ 787.0	$730.6	$2,364.6
	Indirect	$87.3	$183.8	$ 252.0	$234.0	$757.1
	Induced	$83.2	$175.5	$ 240.7	$223.4	$722.8
	Total	**$443.6**	**$933.2**	**$1,279.7**	**$1,188.0**	**$3,844.4**

		FY 20	**FY 21**	**FY 22**	**FY 23**	**Sum**
GVA	Direct	$223.9	$470.4	$645.1	$598.9	$1,938.3
	Indirect	$49.6	$104.5	$143.3	$133.0	$430.4
	Induced	$46.1	$97.2	$133.3	$123.7	$400.3
	Total	**$319.6**	**$672.1**	**$921.7**	**$855.6**	**$2,769.0**

Wider Strategic Impacts of the Tax Credit

New Mexico has been featured as a location in many successful films and television series that have been produced in the state. The most notable of these has been internationally recognized television series Breaking Bad (2008-2013) and its prequel Better Call Saul (2015-2022), both shot in Albuquerque and Santa Fe.

The locations have benefited from being associated with the series and attracted tourists from around the world, with multiple Breaking Bad themed tours and merchandise. Breaking Bad has also put New Mexico on the map for other productions, with its high-quality production providing a very strong example of what the New Mexico workforce is able to create.

The New Mexico film and television sector was able to bounce back quicker than other industries following the COVID-19 pandemic, with the NMFO's "Back2One" providing guidance on how to safely return to work, as well as protective equipment and testing.

Opportunities and Challenges for the Development of the Film and Television Production Sector in New Mexico

The mission of the New Mexico Economic Development Department is to improve the lives of New Mexico families by increasing economic opportunities and providing a place for businesses to thrive. Within this Department, the New Mexico Film Office strives to meet this mission statement while growing the film, television and digital media industry of New Mexico, recruit productions and business to the state, oversee and manage workforce development programs, and create high paying jobs for New Mexicans.

New Mexico is regarded as a notably film-friendly state, with a favorable tax credit and a supportive legislature. The NMFO team is also highly regarded. Most producers and production companies responded positively when asked about the administration and conditions of the tax credit, stating it has been invaluable to their projects and productions. The state's comparatively low living and production costs were also noted.

A major challenge looking to the future is that New Mexico suffers from a lack of film and television production workforce capacity, at all levels and roles. Where local crew exist, they are either already committed to a project and/or are not at the level and role required – or they are located in another part of the state. The Film Crew Advancement Program (FCAP) has enabled many cases of crew members successfully moving up within departments. However, issues around familiarity of new inward productions with the program, as well as its application process, is limiting its potential impact.

Availability of high-quality production space is a common challenge highlighted by consultees, across all sizes of production. This was particularly relevant for soundstages and post- production facilities. There is optimism around the arrival of Netflix and potential other Film Partners to further invest in capital projects and growth in the state's production capacity.

Crew and infrastructure capacity is currently a sectoral challenge on a global basis – and while these factors are certainly key challenges for future growth in New Mexico they should also be regarded as opportunities.

There remains a challenge in reaching and benefiting communities outside the production hubs of Albuquerque and Santa Fe, where the rural uplift has limited ability to cover overnight costs.

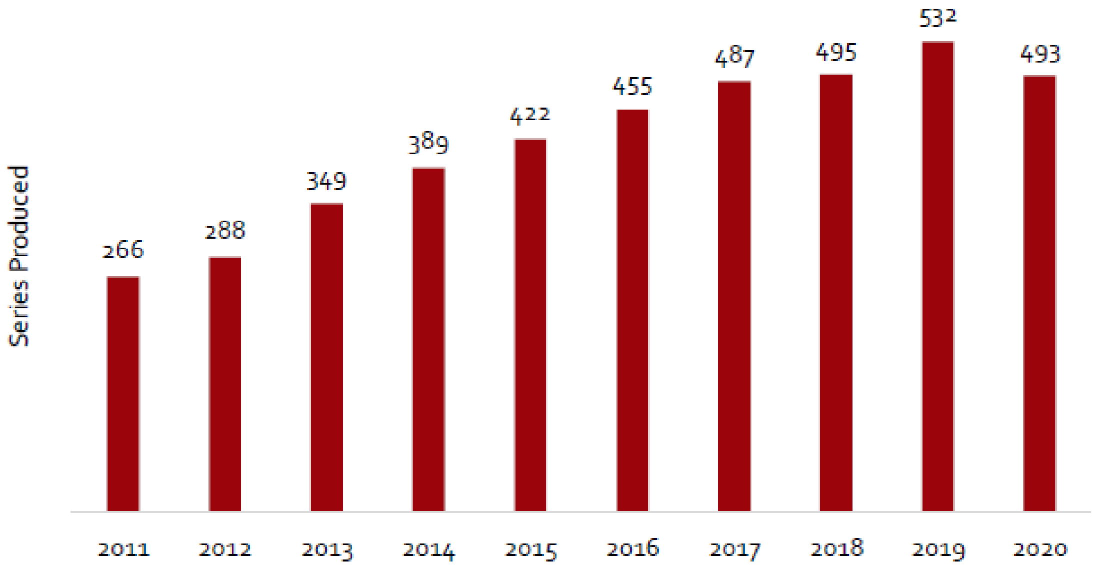
THE GLOBAL FILM AND TELEVISION PRODUCTION DELUGE AND NEW MEXICO

Recent years have seen an unprecedented deluge of film and television production in response to voracious consumer and investor demand. In 2019, an unprecedented $177 billion was spent on the production of feature-length films ($42.6 billion), television films, drama series and documentaries ($134.4 billion).

In the US in 2019, according to calculations by UBS reported in the *Economist*, content spending by 16 companies was roughly equal to the sum invested in America's oil industry in the same year. This increase is being driven by streaming services such as Netflix, which is reported to have increased its content spend to over $17 billion in fiscal 2021. Other new and well capitalized players have entered the market and investment from established studios and broadcasters has increased.

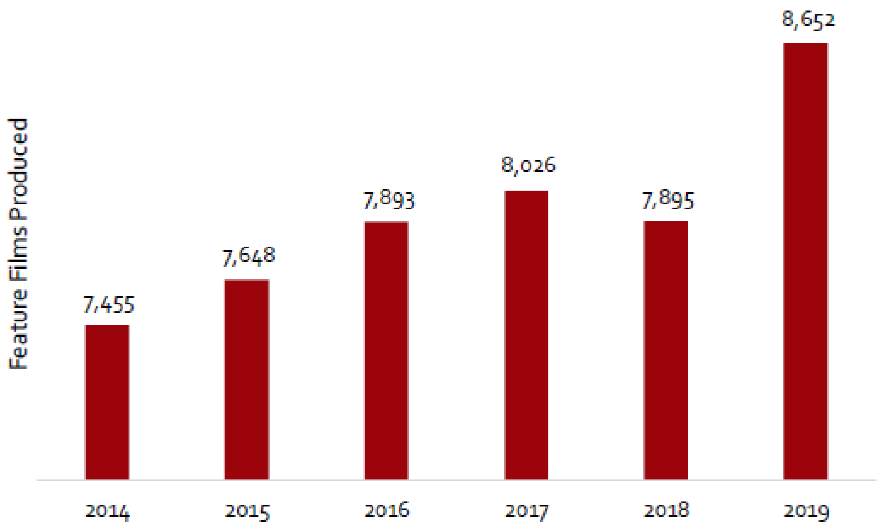
Much of the growth has been driven by television series, although the production of feature film has also been increasing.

Figure 1
Scripted Original Series Production in the US, 2011-2020



Source: FX Networks Research

Figure 2
Worldwide Feature Film Production, 2014-2019



Source: European Audiovisual Observatory

Governments of all sizes and jurisdictions have increasingly recognized and valued the considerable economic benefits delivered by film and television production. As a type of specialized and fleetfooted manufacturing activity, it creates modern, highly skilled, productive, and mobile employment. It also typically delivers an attractive return on public investment alongside a variety of other economic measures. It increases inward investment, stimulates tourism, helps national branding, and enhances soft power.

These economic benefits sit alongside the many cultural impacts delivered by the film and television ecosystem. These benefits have been recognized for decades and have often been the starting point for government strategies addressing the sector.

Despite initial disruption of film and television production by the COVID-19 pandemic, global spend on film and television production and licensing of new content by streamers, studios and independents has soared 16.4% year-on-year from $189.1 billion in 2019 to $220.2 billion in 2020.

An Opportunity for New Mexico

Compared to other US states, New Mexico has one of the lowest per capita personal incomes of $52,194 in 2022, which ranks it 48th of the 50 US states according to the Bureau of Economic Analysis. The economy is largely based on primary industries, such as gas and oil production, and agriculture. It also receives significant federal spending on in-state military production and services.

Governor Michelle Lujan Grisham recognizes film and television production as a key growth sector to diversify beyond primary industries, and part of the path to develop cleaner industries. In addition to this, legislators have highlighted the softer cultural impacts of film and television production, where the production and depiction of New Mexico in film and television provides positive publicity, branding, and unique interest to inward investors and tourists generally. These productions generally, and depictions of New Mexico specifically, can also increase pride in residents for their state.

2023 Legislative Session Changes to Film Production Tax Credit

Component	Previous	New	Details
Base Tax Credit	25%	25%	The base tax credit for the Film Production Tax Credit Remains at 25%. Max stackable credit is 40% (for productions beginning principal photography July 1st, 2023)
Rural Uplift	5%	10%	Increases the rural uplift from 5% to 10% and also adjusts the rural boundary to be defined as 60 miles from the city halls of Albuquerque and Santa Fe. This change will allow a sufficient uplift to capture the increased costs of moving productions to rural communities, and the shift in boundary definition will allow other communities currently left out of the rural uplift to be included. See TRD Rural Uplift Map for further details. City Hall of Albuquerque: One Civic Plaza, Albuquerque, NM 87102. City Hall of Santa Fe: 200 Lincoln Avenue, Santa Fe, NM 87501
NRCE (Non-Film Partners)	15%-20%	15%	Restricts the current 15-20% credit to 15%. The rule still remains to place to which a production cannot claim more than 15% of total taxable BTL wages under NRCE, so the maximum NRCE credit can only be 15% of 15% of a production's total BTL wages. Also legislation now caps the number of positions that qualify based on production budget in New Mexico by the production. The giveback of 2.5% of expenditures for the payment of wages has also been removed
NRCE (New Mexico Film Partners)	15%-20%	15%	Changes to NRCE for film partners include adjusting the "15% of total BTL wages" rule referenced above, to not apply to film partners. Instead allows for film partner productions with at least half of their BTL crew base as NM residents to claim 15% for nonresidents if meeting requirements including providing a 72-hour notice of job

			opportunities for resident hires. Sunsets in FY28?
Tax Credit Fund Cap for Non Film Partners	$110 Million	$110 Million increasing to $160 million	Increases the $110 million Tax Credit Fund for non-film partners by $10 million a year for a total of 5 years beginning in FY24 to eventually reach and remain at $160 million. The $100 million "hard" cap for liabilities in excess of the Tax Credit Fund remains in place. Payments made to production companies (referred to as "New Mexico film partners") who purchase or sign a 10 year lease for a qualified production facility continue to be carved out and not subject to this cap.
Tax Credit Fund for NM Film Partners	Uncapped	Uncapped	New Mexico Film Partners (Netflix, NBC Universal, and 828 Studios) are not subject to the Tax Credit Fund Cap referenced above. This is Unchanged.
Principal Performers Cap (Non-Film Partners)	$5 million per Production	$5 million per Production	This Above the Line (ATL) cap remains at $5 million in credits per production for non film partners. Resident principal performing artists are now exempt from this cap.
Above the Line Cap (Film Partners)	$5 million per Production	$15 million per Production	In addition to the $5 million cap in credits which applies to all productions for nonresident principal performers, New Mexico film partners will now have access to an additional $10 million credit cap per production which will apply to the services of nonresident performing artists, directors, producers, screenwriters, and editors. A $40 million aggregate is in place for all film partners per fiscal year. The $5 million Above the Line (ATL) cap is not part of the aggregate $40 million cap. After the $40 million aggregate cap has been reached, productions will still have access to the standard $5 million per production for Above the Line (ATL) credits for non resident performing artists.

Qualified Production Facility Uplift	5%	5%	Remains unchanged
TV Series or Pilot Uplift	5%	5%	Remains unchanged

NEW MEXICO FILM PRODUCTION INCENTIVES

Background to Production Incentives

In a competitive global market where film and television production spend has reached unprecedented levels, tax incentives have become increasingly recognized by governments as an efficient and strategic policy tool to attract and strengthen local production sectors and build skills, employment, and infrastructure in a future-facing global industry, as well as attract high-value inward investment.

The New Mexico Film Production Tax Credit

The NMFO oversees the Film Production Tax Credit and is responsible for registrations and management, with applications and disbursements managed by the Taxation and Revenue Department. The tax credit has changed several times over the decades.

A tax incentive for film in New Mexico was first introduced in 2003 at a rate of 15%. The rate of the credit has risen over time to a base of 25%, with a maximum amount of 40% -- although, as noted, this rate applies against qualifying spend, and the rate against total New Mexico spend averaged 19% over the last four years. An additional 10% credit is available for productions that are shot at least 60 miles beyond the city halls of Albuquerque and Santa Fe. The rebate can only be used on eligible qualifying expenditure, examples of which include:

expenditures for New Mexico cast and crew (including wages, benefits, workers' compensation, fringes and handling fees) and expenditures for services rendered in state on set construction and operations, set wardrobe, set accessories, set related services, photography, sound synchronization, lighting, editing, rental of facilities and rental of equipment.

As noted, the credit covers ATL and BTL, although there is a cap of $5 million for non-resident performing artists and resident principal performing artists in a production.

The non-resident BTL crew exception (NRCE) for non-Film Partners allows for a restricted 15% credit for no more than 15% of total taxable BTL wages for nonresidents. Further, additional restrictions to this program were added in 2023, limiting the number of positions allowed per production, which is dependent on the New Mexico budget. The total amount of positions per production cannot exceed a total of 20 positions at maximum for non film partners.

The incentive was last revised in 2023. This change raised the annual cap of the credit from $110 million to an eventual $160 million per fiscal year in $10 million increments beginning in FY24 to an eventual $160 million in FY28 where it will remain. This also included increasing the Uplift Zone from 5% to 10% and also adjusts the boundary to be defined as 60 miles from the city halls of Albuquerque and Santa Fe. This change will allow a sufficient uplift to capture the increased costs of moving productions to rural communities, and the shift in boundary definition will allow other communities currently left out of the rural uplift to be included.

Uplifts to the 25% base are also available, including an additional 5% credit for standalone pilots intended for television series in New Mexico, as well as television series productions intended for commercial distribution with an order for at least six episodes in a single season. An additional 5% credit is also available if certain criteria are met regarding the use of qualified production facilities. However, these 5% uplifts cannot be combined together.

Meanwhile, FCAP provides an incentive of 50% of wages for up to 1,040 hours to employers providing on-the-job training for New Mexico residents who are advancing in their craft and under the tutelage of a mentor on the production.

To qualify for the tax credit, a production must be intended for exhibition and reasonable commercial exploitation. The project must be commercially viable and available to the public either via purchase or because media buys are in place. The project can be from a wide range of mediums, including feature films, television series and certain commercials as well as student films, documentaries, music videos, various digital media, and standalone post-production.

The New Mexico Film Partner Program

A New Mexico Film Partner is a film production company that has made a commitment to produce films or commercial audiovisual products in New Mexico and purchased or executed a 10-year contract to lease a qualified production facility.

This entitles a Film Partner to access a separate, uncapped tax credit fund, allowing 25-40% of eligible expenditures (or costs). To date, three production companies have become Film Partners: Netflix and NBCUniversal and 828 Productions, the latter of which announced last year they are relocating their headquarters from Los Angeles to Las Cruces, to become the state's third film partner. 828 Productions plans to invest $75 million to build a 300,000 square foot studio, and 20 acre back lot over the next six years, creating at least 100 high paying jobs in Las Cruces.

This is a highly innovative program and likely pre-empts a wider industry trend for jurisdictions to focus more on encouraging longer-term production commitments. New Mexico has early mover advantage here, and the state has clearly been able to attract major investors. States such as New Jersey have emulated New Mexico's Film Partner legislation and have attracted long-term partners including Netflix. One of the many indirect benefits of the Film Partner program is that neighborhoods in the vicinities of Netflix and NBCUniversal in Albuquerque have become development – and redevelopment – magnets in the city.

Film Crew Advancement Program

The Film Crew Advancement Program (FCAP) is an on-the-job training program for New Mexican residents working primarily in technical industry positions. FCAP is part of the New Mexico State's Job Training Incentive Program (JTIP), which funds classroom and on-the-job training for newly created jobs in expanding or relocating businesses for up to six months. It is therefore subject to JTIP's $2 million cap.

Independent of the 25% Film Production Tax Credit, this program serves as an incentive for participating companies to provide job opportunities to New Mexico residents who are ready to move up within their department or are adding a new skill set. The objective of the FCAP is to address skill deficiencies within the local crew. Rather than bringing crew in from out of state, the FCAP encourages production companies to invest in already engaged local crew.

The FCAP program provides a 50% reimbursement of qualifying participants' wages for up to 1,040 hours physically worked by the crew member. There are a range of specific criteria for both the production company and the crew member. These include that the project budget must be above $200,000; post-production companies and digital production are not eligible; applications must be submitted prior to principal photography commencing; and the crew member must work a minimum of 80 hours and a maximum of 1,040 per position.

Operation Soundstage

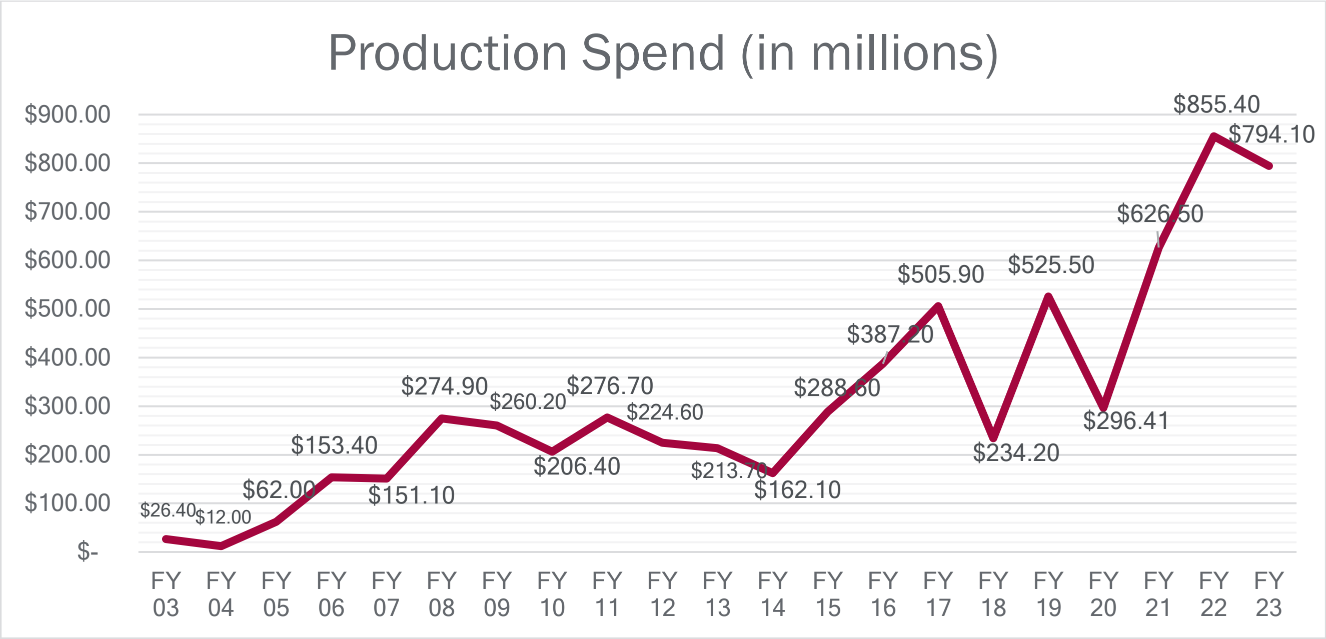
Operation Soundstage (OSS) acts as a sub-program of the FCAP, focusing on military veterans interested in a job in the film and television industry. The OSS allows for an additional position on each production to be available specifically to a New Mexico veteran.

Competitive Markets in U.S

State	Cap	Incentive
California	$330 Million	Up to 35%
New York	$700 Million	Up to 40%
Georgia	Uncapped	Up to 30%
Louisiana	$150 Million	Up to 40%
Illinois	Uncapped	Up to 45%
Arizona	$125 Million	Up to 22.5%
Oklahoma	$30 Million	Up to 38%
New Jersey	$100 Million	Up to 37%
Texas	$200 Million (every 2 years)	Up to 22.5%

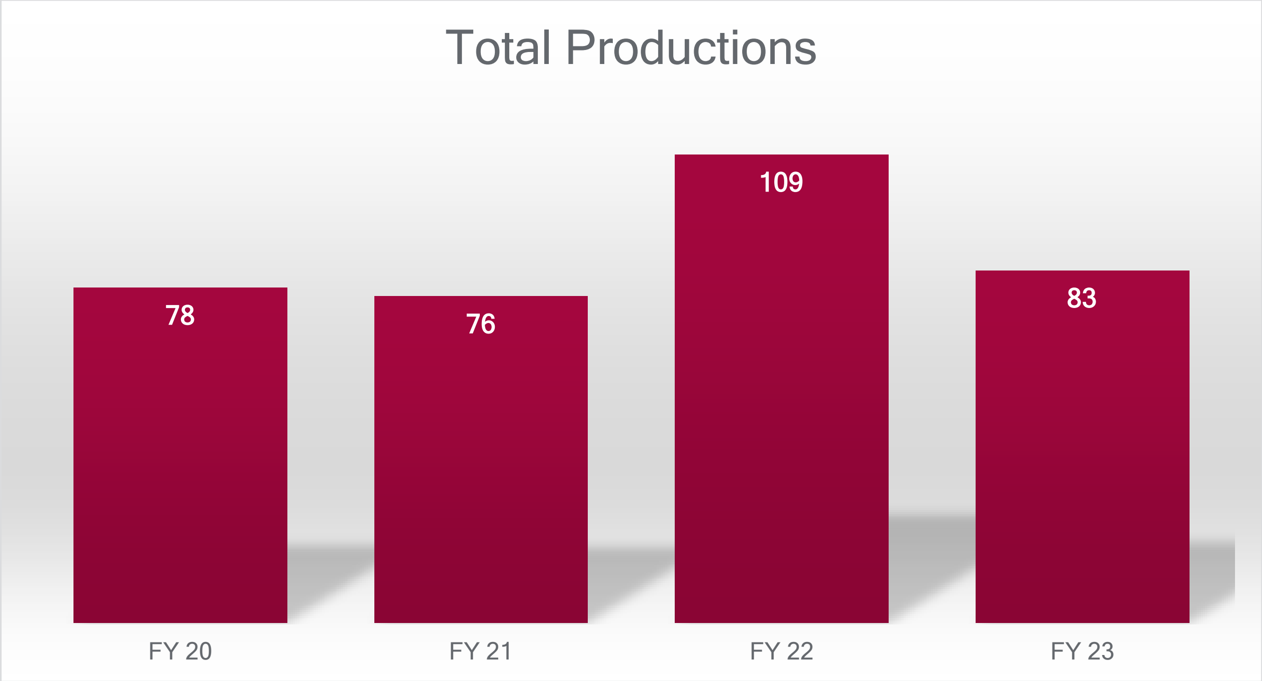
NEW MEXICO PRODUCTION AND INCENTIVE USE

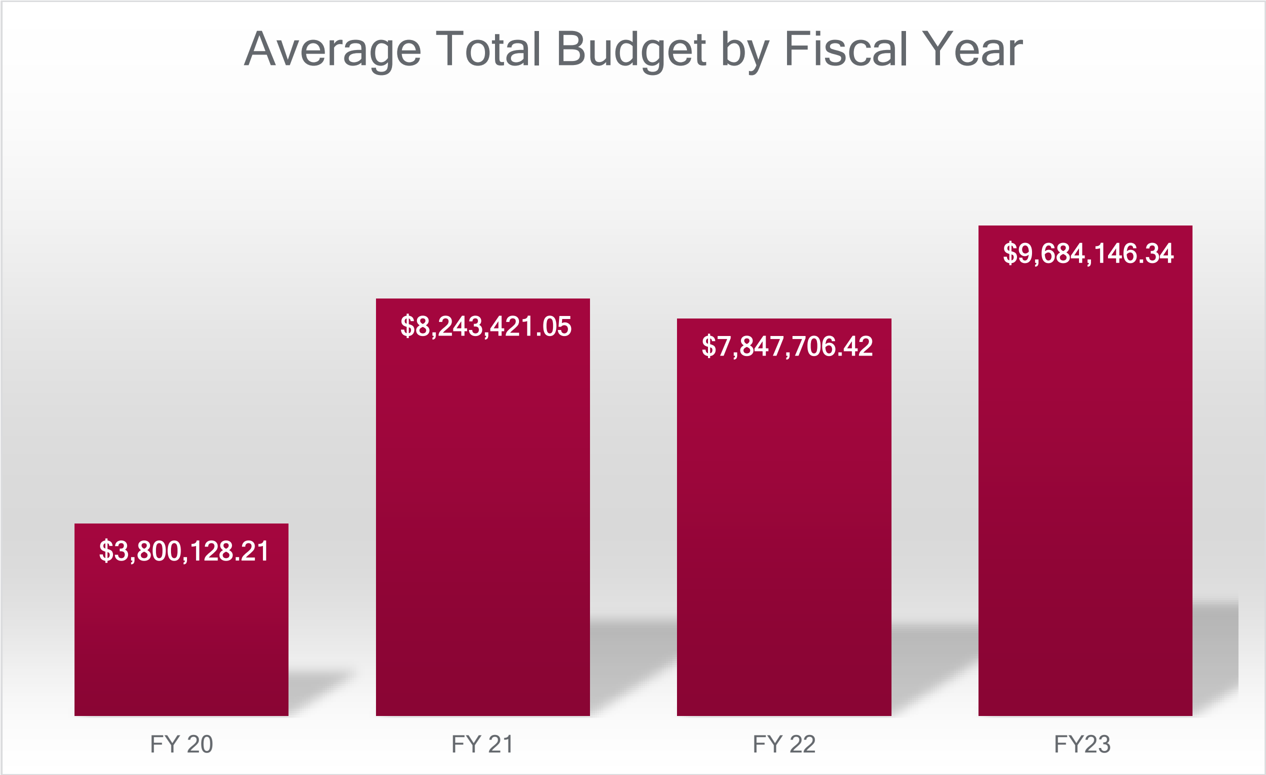
Production activity has grown significantly since the implementation of the film tax credit in New Mexico. The below chart shows direct spend in New Mexico by film productions since 2003. While FY20 spending was partially interrupted by the COVID-19 pandemic, the continued growth in FY21 and FY22 shows a rapid rebound, and a continuation of the positive growth trend observed throughout this 20-year summary. This trend was on pace to continue in FY23 if not for the 4th quarter being heavily impacted by the SAG-AFTRA and WGA strikes, however this momentum is expected to continue with the resolution of the strikes.



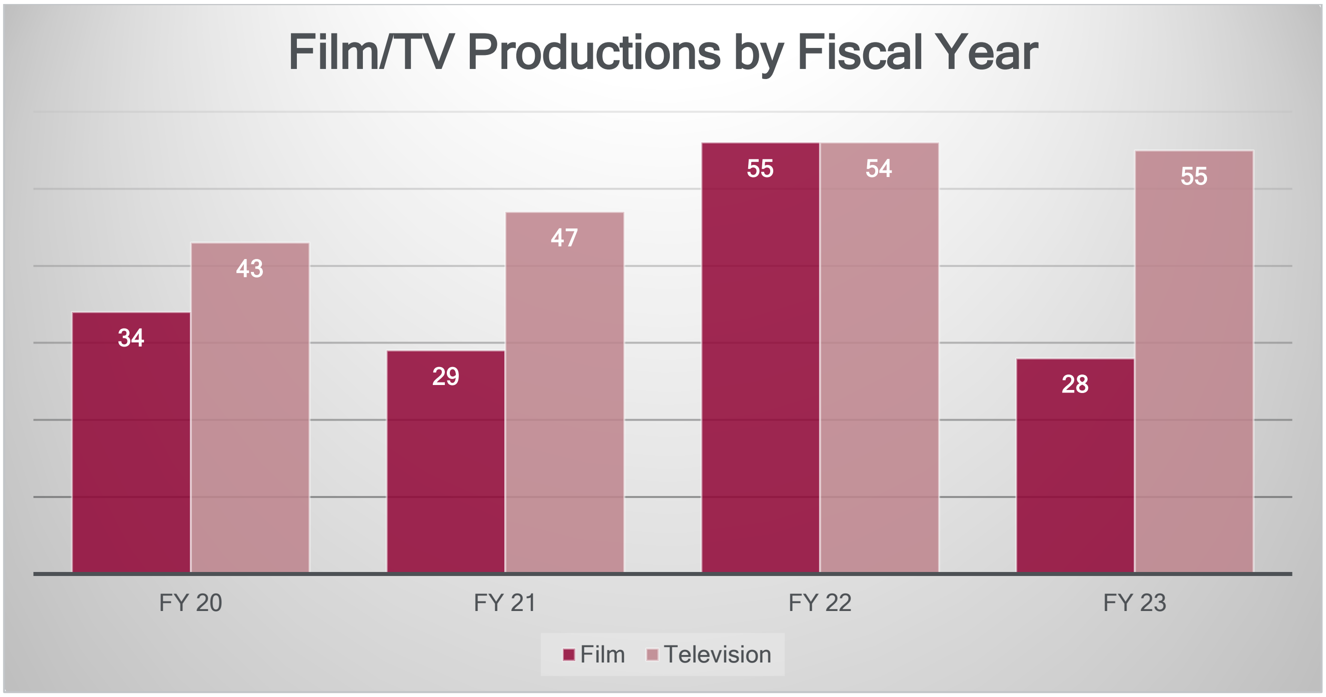
PROJECTS

The overall number of productions accessing the incentive as grown from 78 in FY20 up to 109 in FY22, and despite the strike interruptions still finished at a respectable 83 in FY23. Along with this increase in productions, the average New Mexico Spend per project in FY20 was $3.8 million, and by FY23 has reached $9.7 million indicative of larger productions choosing New Mexico as a desirable filming location.

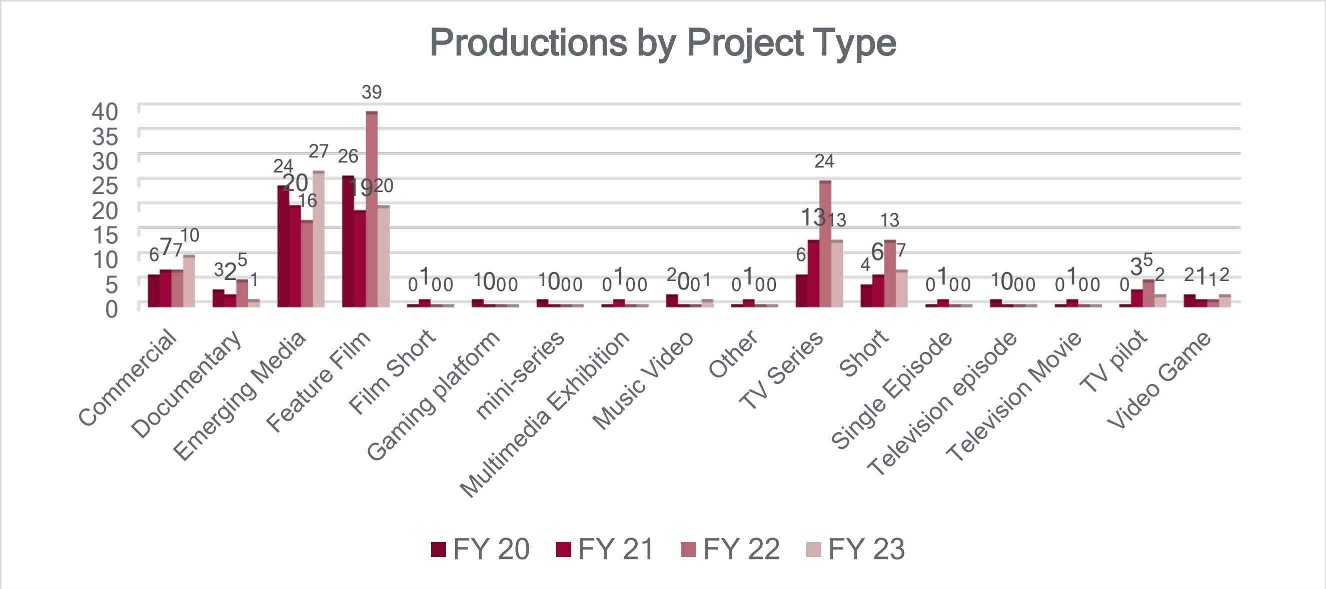




The split of productions was in FY20 and FY21 was leaning more towards television series. In FY22 the split was even with 56 Films and 56 television productions, while in FY23 the split was once again more heavily composed of television productions.



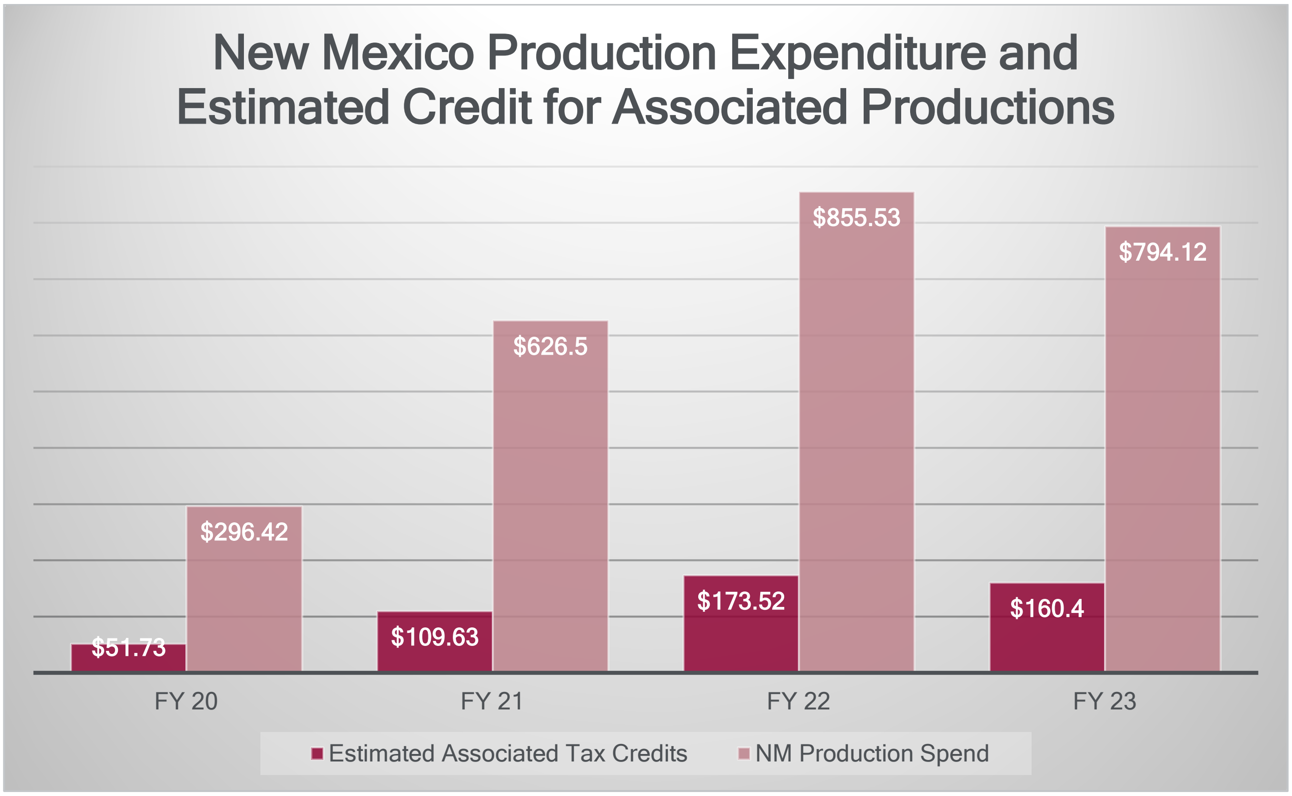
The broader project categories split to show more detailed picture of the types of productions filming in New Mexico, and the more specific trends.



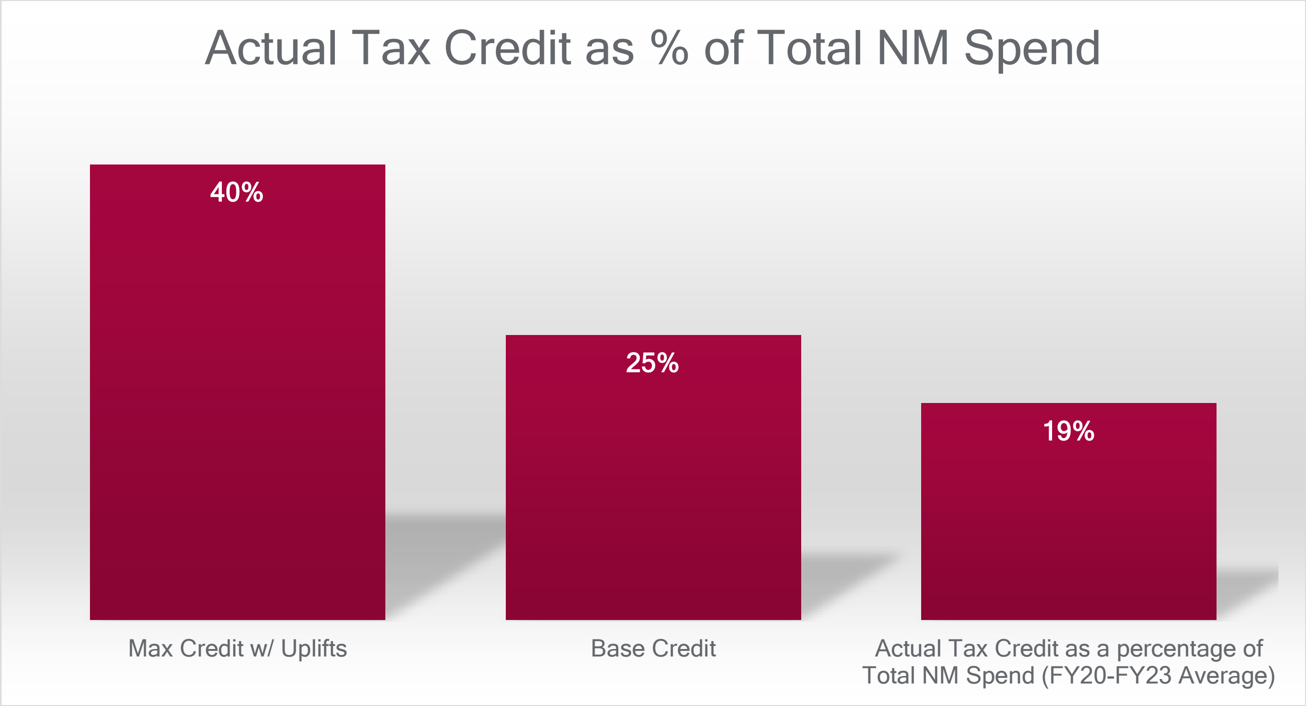
Credit Use

The incentive provides a credit of 25% of eligible production expenditure. This can be topped up by an uplift of 10% for rural expenditure and 5% with spend on a pilot/tv series and utilizing an eligible production facility. These uplifts are stackable to a maximum rate of 40%.

The estimated total tax credits associated with production in FY20, FY21. FY22 and FY23 is a combined $495.3 million. This includes $51.7 million in FY20, $109.6 million in FY21, $173.52 million in FY22 and $160.4 in FY23. The final tax credit amount will not be confirmed until the productions submit the full application. As there is a delay from when these credits are actually claimed and eventually paid, this doesn't align with the credits actually paid for these fiscal years, but rather the credits that align with the productions that were actually filmed during these fiscal years. As of October 2023, the actual YTD paid for FY23 per the Taxation and Revenue Department (TRD) is $100.1 million.

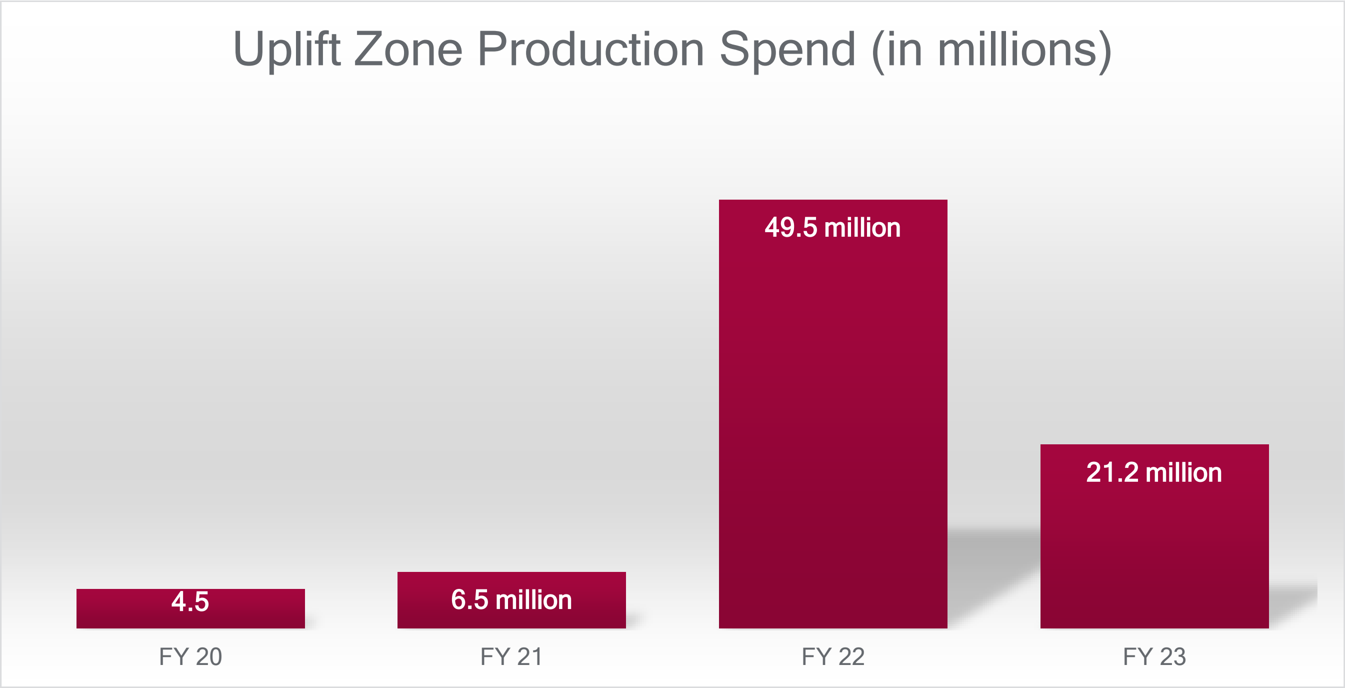


While $2.57 billion in production spend occurred over these four observed years, as not all of this was qualified spend per the Taxation and Revenue Department, comparing the estimated tax credits paid to the total New Mexico production spend, we observed that over FY20 through FY23 the four-year average of the actual tax credit as a percentage of total New Mexico production spend was 19%.



Uplift Zone (Rural) Activity

Uplift Zone spend is defined as spend undertaken 60 miles outside of the city halls of Santa Fe and Albuquerque. The 10% uplift in credit amount aims to encourage more filming and production outside Albuquerque and Santa Fe to spread the economic impact of production across New Mexico. While historically the uplift zone spending has been low, we have seen a huge shift in FY22, in which $49.5 million was spent. This is a 7.5-fold increase from FY21 and shows the effectiveness of the uplift as well as the success that Las Cruces has shown as a burgeoning market for film production. It is expected with the expansion of this uplift from 5% to 10%, that future years will see a significantly higher level of spend statewide.

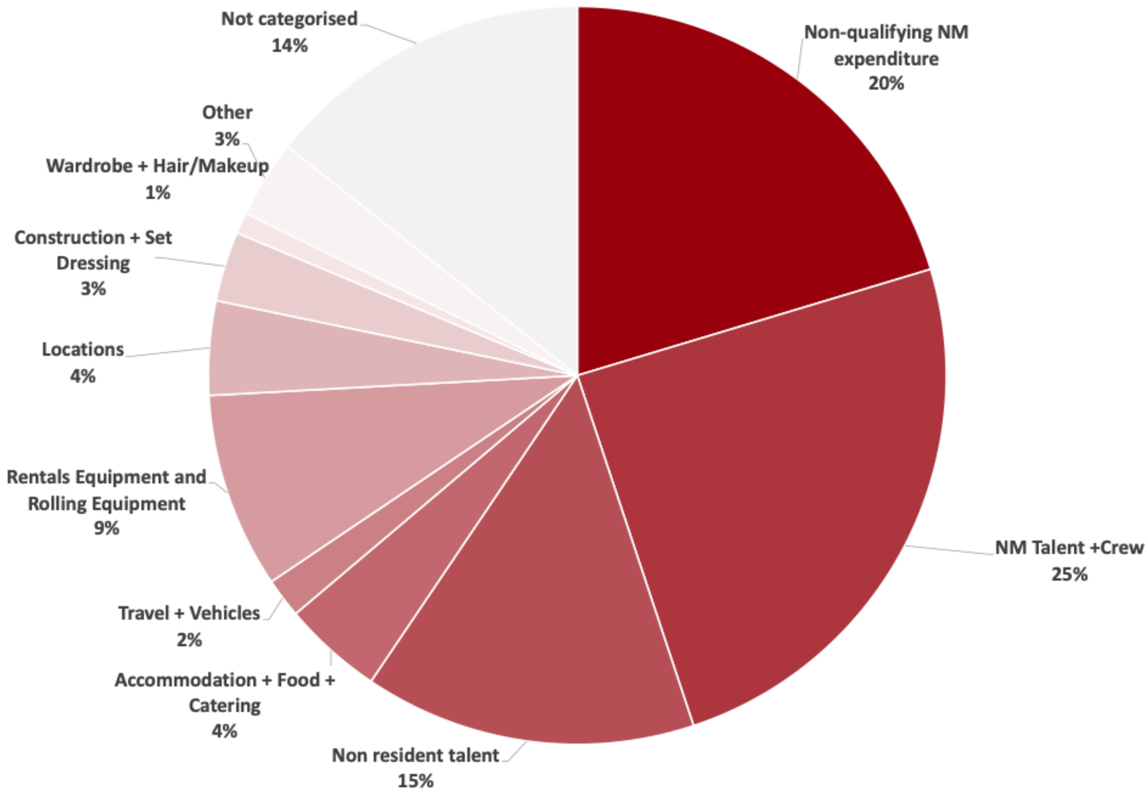


ECONOMIC IMPACT OF PRODUCTION AND THE TAX CREDIT

Production budgets in New Mexico involve purchases and payments to a wide variety of industries and individuals. The figure below outlines how direct production expenditure is spent in the local economy.

This analysis shows that a quarter of state production budgets are spent on New Mexican talent and crew. The production expenditure also moves through many different sectors and supports a significant supply chain across many different parts of the economy. This supply chain includes rental of equipment (9%), accommodation and catering (4%), location costs (4%), construction (3%), travel (2%) and wardrobe and hair and makeup (1%).

Breakdown of NM Production Expenditure of Projects Accessing the New Mexico Film Production Tax Credit



The importance of film production on local businesses was also reinforced by consultations. There is evidence of businesses setting up to specifically meet the requirements of film and television productions. Home Local 505, for example, caters for the specific accommodation needs of cast and crew, working to facilitate rentals in the Albuquerque area. As Home Local 505 is a local vendor, accommodation expenditure through the company qualifies as eligible expenditure.
Sales to film and television productions are an important element of business activity for a wide range of other types of vendors. A supplier from the state building sector indicated that the sector accounted for around 5-10% of annual sales. These sales are consistent even when other types of sales subdued.

Hotels in Santa Fe, Taos, Las Cruces, and Albuquerque report substantial sales connected to film and television production. Productions require a range of accommodation at different price points and styles, including luxury hotels for A-list cast and crew. In addition, hotels see location rental income and some hotels have dedicated teams to deal with location scouts and production travel coordinators. During the COVID-19 pandemic, when the tourism and hospitality industry in New Mexico was badly hit, film and television production provided a vital income stream. One hotel reported that film and television production was the first industry to come back after the COVID-19 closure in 2020.

Overview of Methodology

The approach uses production expenditure data collected from companies as part of the registration and application process for the New Mexico Film Tax Credit Program. Data on cast and crew and hours worked is also collected, allowing for a direct estimate of FTEs to be determined.

The total economic impact of the incentive is the sum of the direct, indirect and induced effects:

Direct impacts are the economic uplift in terms of output and value created (GVA) within the film and television sector resulting from the increase in production and postproduction expenditure.

Indirect impacts are the output and value created (GVA) effects observed in sectors that supply goods and services into the film and television production sector.

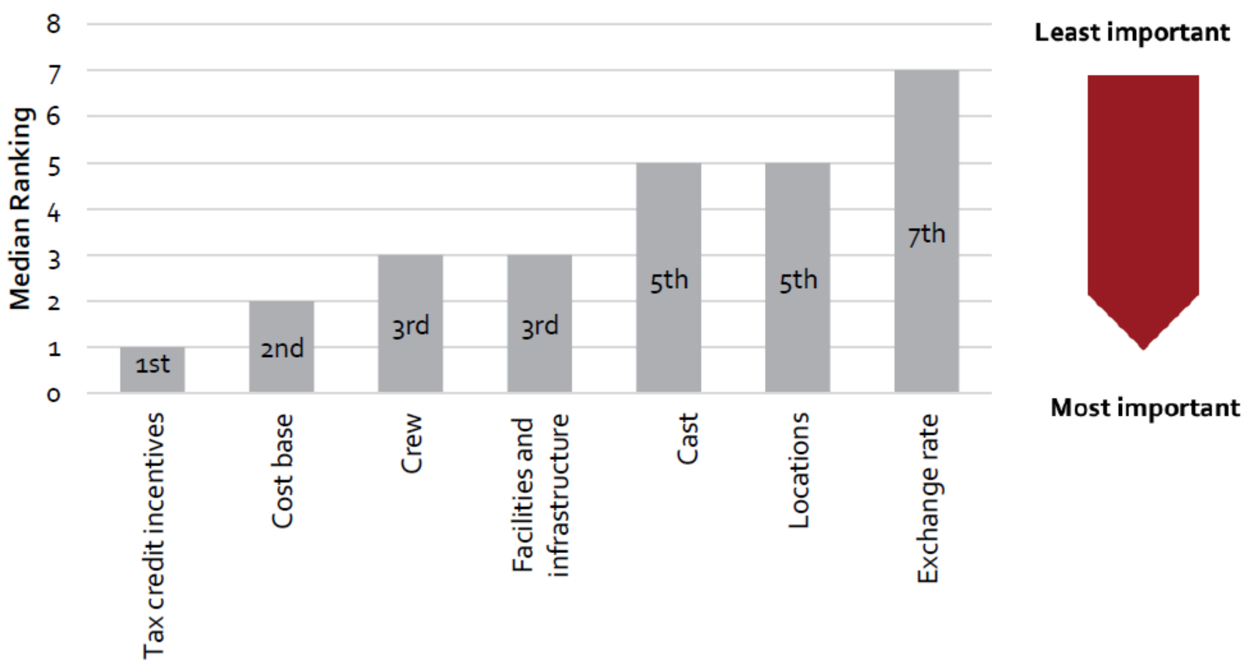
Induced impacts are the output and value created (GVA) uplift created as a result of the wage effects of those working in the production sector.

To calculate the direct GVA and all indirect impacts, IMPLAN economic modelling software has been used.

Additionality

Additionality describes the extent to which an observed change or impact can be attributed to a particular intervention. In this case, it describes how much of the production expenditure can be attributed to the New Mexico incentive. To determine additionality, a survey was sent to all production incentive applicants to explore what production companies would have done without the incentive. The survey was completed by 17 companies which is a response rate of around 30%. While this is not fully representative of all incentive users, the results can be seen as indicative, particularly as the results are in line with qualitative data from the confidential consultations.

Overall, there is strong evidence from companies that the incentive program is an important factor in drawing production expenditure to New Mexico. When asked to rank the importance of six factors in the decision to produce in New Mexico, 70% of respondents indicated the tax credits were the most important factor. The figure below ranks the decision factors for producing in New Mexico.



When asked how much of their productions would have happened in New Mexico without the incentive, the average (median) response was that there would be no production without the incentive and all production companies based out of New Mexico responded zero to this question. The mean response was that 8% of production would have happened without the incentive, but this is influenced upwards only three companies responding that any production activity at all would happen without the incentive.

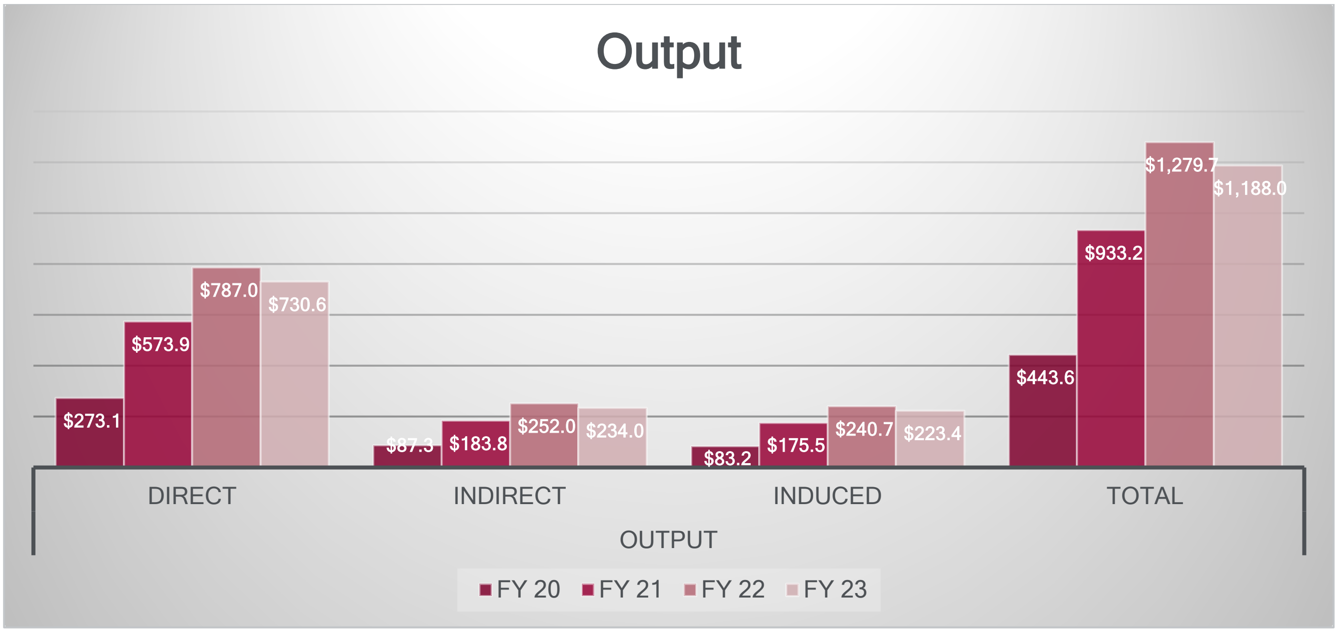
The additionality of the credit is therefore very high – between 92% and 100%. This means that the tax credit is responsible for between 92% and 100% of production expenditure in state. Due to the distribution of the survey results, it is likely that real impact is closer to the top end of this. However, in the economic impact analysis we have chosen to use a more conservative additionality assumption of 92%.

During the consultations, California and Georgia were mentioned numerous times as an alternative and competing location due to proximity, the strength of infrastructure and crew base and production incentive program.

Output

In FY20, FY21, FY22, and FY23 the combined direct output associated with the film tax credit in New Mexico was a combined $2.36 billion. When indirect and induced effects are added to this, the total output attributed to the credit over these three years is $3.8 billion.

		FY 20	FY 21	FY 22	FY 23	Sum
Output	Direct	$273.1	$573.9	$ 787.0	$730.6	$2,364.6
	Indirect	$87.3	$183.8	$ 252.0	$234.0	$757.1
	Induced	$83.2	$175.5	$ 240.7	$223.4	$722.8
	Total	**$443.6**	**$933.2**	**$1,279.7**	**$1,188.0**	**$3,844.4**

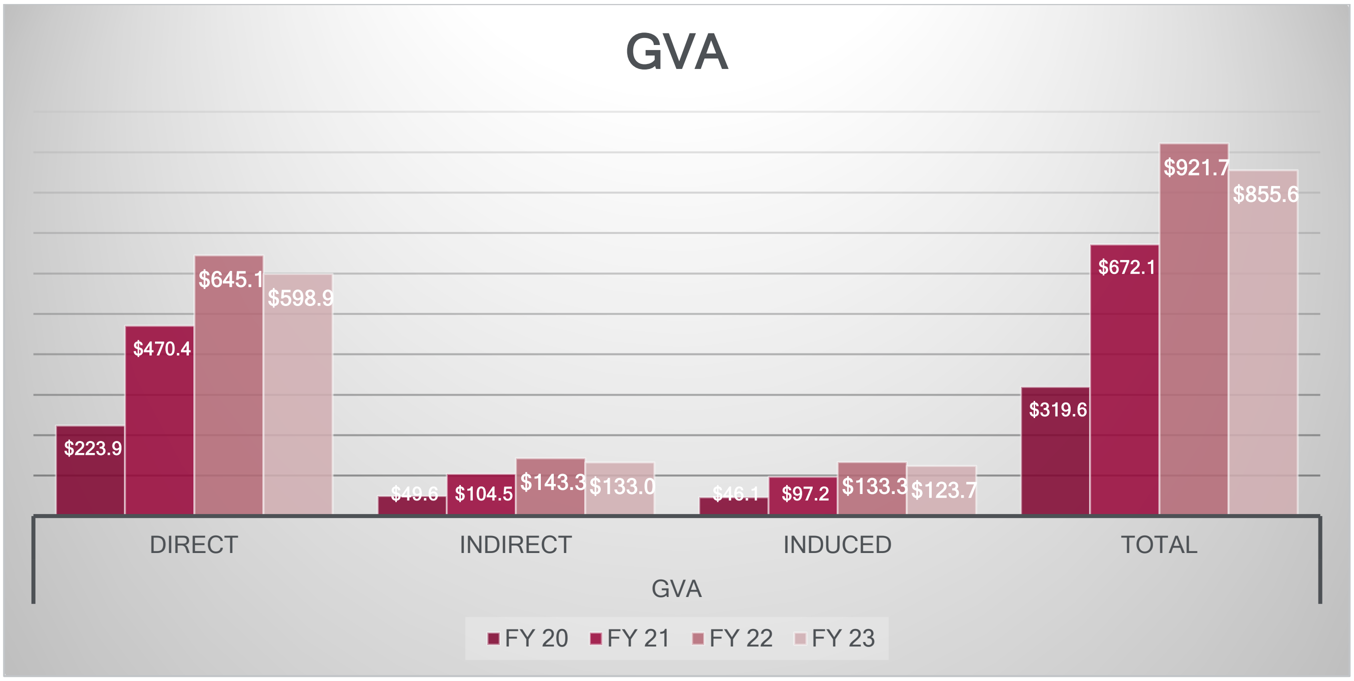


Gross Value Added

GVA is a measure of the value that is created by economic activity. It is the difference between gross output and intermediate inputs. These are the goods and services utilized by an industry in producing its gross output. GVA represents the value of labor and capital used in producing gross output. The sum of value added across all industries is equal to gross domestic product for the economy.

Using the IMPLAN economic model for FY20 through FY23 shows the total GVA created by the tax credits was $2.77 billion, including $1.94 billion in direct GVA.

		FY 20	FY 21	FY 22	FY 23	Sum
GVA	Direct	$223.9	$470.4	$645.1	$598.9	$1,938.3
	Indirect	$49.6	$104.5	$143.3	$133.0	$430.4
	Induced	$46.1	$97.2	$133.3	$123.7	$400.3
	Total	**$319.6**	**$672.1**	**$921.7**	**$855.6**	**$2,769.0**



Economic Return on Investment

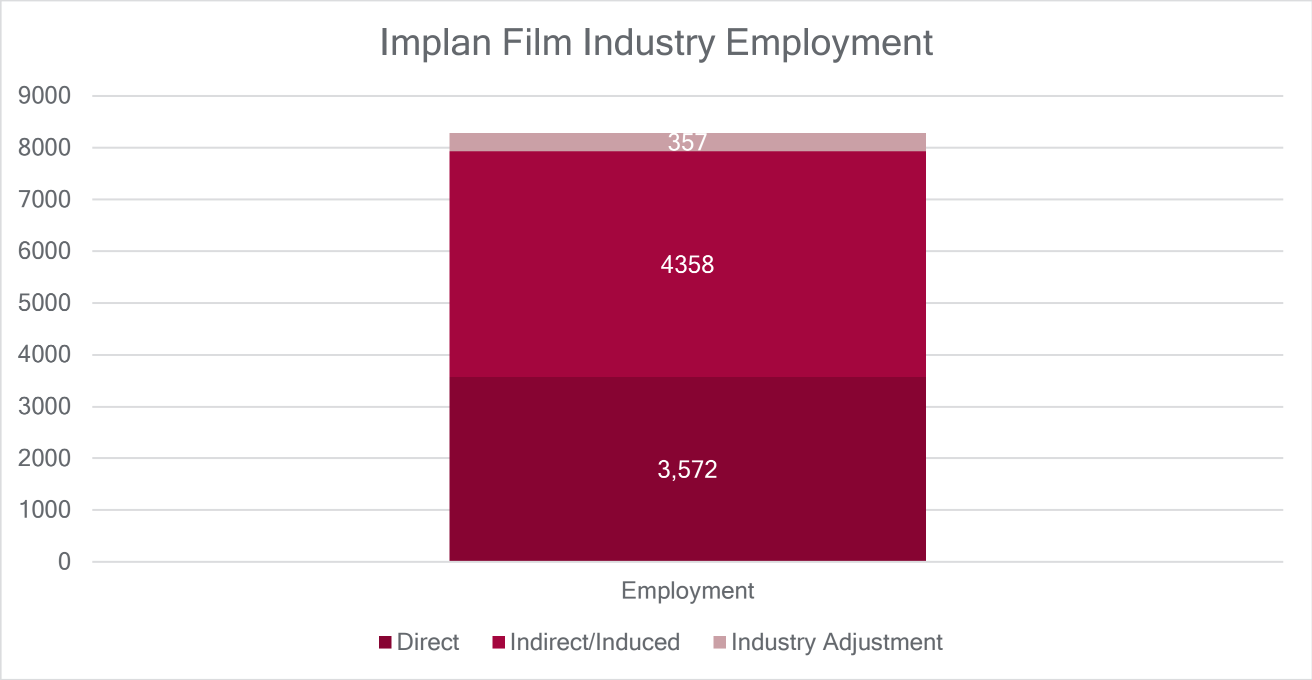
The economic ROI is a measure of how much economic value is created per $1 of investment in tax credits by the state. The cost to the state is then estimated to be total value of the tax credits minus the additional state and local taxes received as a result of the uplift in activity. Overall, the tax credit program has a positive and significant economic ROI. Across the four years observed, the economic ROI is 7.77 meaning that for every $1 invested through the program, the benefit to the state economy is $7.77 in terms of additional economic value.

This ROI is calculated using data from FY20, FY21, FY22, and FY23. The numerator in the calculation is the GVA over this four-year period calculated in the section above of $2.7 billion. The denominator includes the estimated tax credits that will be paid for the production spend that occurs over this four-year period, minus the feedback received in taxes from Gross Receipts and Personal Income. This uses the median wages earned over this period from the data reported by productions, and after accounting for the standard deduction assumes the rest is subject to marginal PIT rates. This amount is then taxed progressively at the marginal PIT rates. Then the remaining qualified spend excluding wages is assumed to be taxed at the gross receipts tax rates subject to the county of expenditure. This also assumes for 92% additionality in order to only capture the effect impacted by the presence of the tax credit. This leads to the ROI of 7.77 above.

Employment

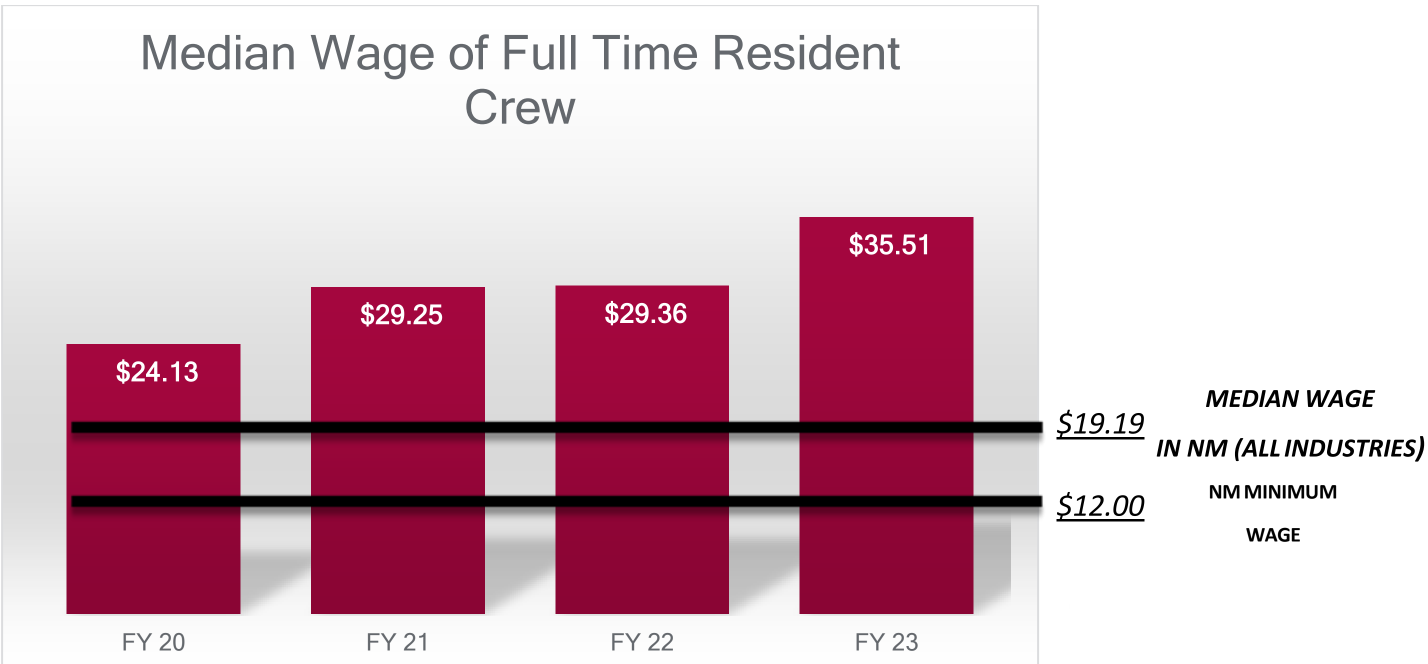
New Mexico Film Industry Employment (with industry adjustment)	
Direct	3,572
Indirect/induced	4,358
Industry adjustment	357
Total	**8,287**

The Economic Development Department's analysis for film industry employment uses the IMPLAN model for multipliers as well as a direct jobs estimate from the Quarterly Census of Employment and Wages for industry code 512 Motion Picture and Sound Recording Industries. Using this model gives a type one multiplier of 1.86 and a type two multiplier of 2.22. This means that the indirect employment of 3,071 equals 86% of the direct employment, and the indirect plus the induced (1,286) employment equals 122% of the direct employment. Film production is a wide-reaching industry utilizing many sub sectors, such as security, traffic control, child tutoring, as well as others. The additional 10% industry adjustment is there to capture those who are not captured by the NAICS codes that IMPLAN is using, as they file a 1099 and are contract employees. Due to the complex and unique nature of this industry, much of the employment falls under contractual employment and therefore cannot always be easily captured by traditional measures via the corresponding NAICS code. When a film employment fills a 1099 this isn't observed by Workforce Solutions and therefore not captured under NAICS. The current 10% industry adjustment is an assumption to capture this difference; however, further study is currently being undertaken to improve this metric.



Membership data provided by IASTE 480 shows consistent growth as well. Currently membership has grown to approximately 1,800 members with a further approximately 800 on their overflow list. Along with this, they are currently adding roughly 30 additional people per month. This has been consistent for the past two years, and there is no indication of this trend slowing. A similar trend has also been observed in membership data provided by Teamsters 399, representing drivers, wranglers, and other crew member positions which has approximate membership of 400 in New Mexico, a 17% increase from membership data provided in 2021.

Wages



This industry continues to provide high paying wages as can be seen in the chart above. In FY23 the median hourly wage for full time New Mexico crew members was $35.51 per hour. As a comparison the median wage in NM for all industry was $19.19 per hour, and the New Mexico Minimum wage as of 2022 is $12 per hour. Data from the Bureau of Labor Statistics aligns with this internal data. For NAICS code 512, the average annual wage reported in CY2022 for New Mexico was $73,291.

WIDER STRATEGIC IMPACTS OF THE TAX CREDIT

Film Tourism

Film and television induced tourism ("film tourism") has increasingly been recognized as an important component of tourism marketing and visitor attraction. The economic impacts arising from film tourism can be substantial.

New Mexico has been featured as a location in many well-recognized films and television shows that have been produced in-state. The most notable of these has been internationally recognized television series *Breaking Bad* (2008-2013) and its prequel *Better Call Saul* (2015-2022). The cities of Albuquerque and Santa Fe were the locations for much of the shooting and have benefited from being associated with the series and attracted tourists from around the world.

To cater for the international interest the Albuquerque tourism authority, Visit Albuquerque, has launched a website dedicated to the television series whereby key sites are geotagged and exclusive merchandise are advertised, including candy, clothing, Breaking Bad Burgers, and a Breaking Bad Brewery. Twisters, which was the site for the Los Pollos Hermanos restaurant in the *Breaking Bad* series, reportedly received 30-40 fan visits each day pre-pandemic. This has been boosted with the subsequent popularity of *Better Call Saul*.

There are also several *Breaking Bad* themed tours, which take tourists around the key filming locations of the series. A case study of the original tour operator, ABQ Trolley Co.'s BaD Tour is included below. Another tour, *The Breaking Bad Tour,* takes in 20-30 locations, and despite the series ending in 2013, still receives around 20 customers on each tour. Of these, around a third are from outside the US.

Case Study - The BaD Tour

The BaD Tour was set up in July 2012. Before this, ABQ Trolley Co. ran a TrolleyWood Tour that included *Breaking Bad* sets but also other filming locations for *Transformers*, *Avengers*, *No Country for Old Men* shot in Albuquerque. Due to the popularity of the *Breaking Bad* series, the tour morphed into a *Breaking Bad*-specific tour, providing a multimedia experience with soundbites played when the trolley approached each filming location.

It was important to the ABQ Trolley Co's co-founders Jesse Herron and Mike Silva to run an ethical business, working in partnership with those who lived and worked near the locations. This included working with residents and business owners to minimize their environmental impact during the tour, as well as endorsing local restaurants and bars along the tour route. They also worked in partnership with the Albuquerque Convention and Visitor Bureau and the Albuquerque Film Office to advertise the tour.

The BaD Tour was hugely successful. Despite the emergence of other competing *Breaking Bad* themed tours, the tour, with a capacity of 34 people, consistently sold out, being booked up months in advance, even though the show ended in September 2013. Between 2012 and 2019, a total of 3,837 customers took part in 169 tours. The tour was featured in the *LA Times* and *Washington Post* and attracted tourists from in-state but also internationally, including the UK and China.
As part of this Study, SPI ran a survey with 32 past customers of The BaD Tour to assess the significance of the series in attracting them to the area.

The survey showed that customers' decision to visit the area was strongly motivated by the series. Of the 16 customers who lived outside New Mexico or the US, nearly half (44%) reported that the

Breaking Bad series was a main reason, alongside other factors, to visit New Mexico. A fifth (19%) reported it was the only factor and would not have visited otherwise. Similarly, of the 20 customers who lived outside Albuquerque, a quarter (25%) reported it was the only factor and would not have visited otherwise.

The survey also indicated the customers spent sizeable amounts during their visit. The survey asked past customers how much their group spent on accommodation, hospitality (restaurants, bars, cafes), transport and souvenirs during their visit. To determine the average spend per visitor group attributed to the Breaking Bad tour, the analysis looked exclusively at those who lived outside New Mexico and of those who reported that the Breaking Bad tour was the sole or main reason for their visit. This group spent on average $1,405 during their visit*. This is broken down by $785 on accommodation, $275 on hospitality, $237.50 on transport, and $107.50 on souvenirs.

Customers from outside Albuquerque are also strong promoters of Albuquerque following their visit, with an excellent Net Promoter Score of 50. This means that customers are more likely to actively promote the city than detract visitors from visiting.

In October 2019, ABQ Trolley Co stopped regularly running The BaD tour. Whilst there was still demand Mike and Jesse decided to focus back on a general city tour, with filming locations as part of the sites.

Opportunities for Filming in New Mexico

New Mexico was regarded as film friendly by many of the consultees. This was linked to relatively low living and production costs, as well as the favorable tax credit.

New Mexico is also regarded as having a low cost base by multiple consultees. Some technical crew and clerical staff alike have been drawn to the state, away from Los Angeles and neighboring states, by the cheaper cost of living and the lower labor and production costs in-state. This encouraged some, especially those working on long-term television productions to move their families to the state, whilst others commuted for a week at a time – notably from Los Angeles where it is possible to fly direct to Albuquerque and Santa Fe in under two hours. Where other states and production centers are driving up rental costs, New Mexico is still seen as largely affordable and favorable value for money.

The NMFO is also viewed as committed to supporting production companies when confronted by disruptions in film and television production. An example picked up by consultees was the NMFO’s commitment to honoring the backlog of tax credit applications. This gave production companies and their production accountants confidence in the stability of the tax credit and to remain in-state.

The majority of supported producers and production companies reported positively when asked about the administration and conditions of the tax credit, stating it has been invaluable to their projects and productions, especially in relation to other states they have worked in. This is reflected in the high additionality evidenced in this Study.

Public officials highlighted that they were keen to offer a measured and sustainable incentive to the film and television industry, rather than one which offered higher caps and rates and attract demand that was beyond the current capacity and therefore not able to maximize the potential value from the inward productions. They noted the commissioning of this Study reflects the interest and buy-in by legislators.

Consultees were also complementary about the NMFO staff, highlighting their accessibility.

Workforce Capacity and Development

New Mexico suffers from a lack of film and television production workforce capacity, at all levels and roles. Where local crew exist, they are either already committed to projects and/or are not at the level and role required. Despite a genuine desire to employ and grow a local crew, many of the producers spoke of how they regularly need to bring in crew from out of state (typically Los Angeles), despite this being more expensive and not guaranteed to be part of the credit reimbursement.

Related to this, retainment of crew is also an issue. Some experienced technical crew who have moved or started a family in-state have reservations of remaining and raising a family in parts of New Mexico.

The New Mexico Media Arts Collective is expected to help address this issue by fast tracking New Mexicans into in demand and high paying jobs, partnering with NMEDD, HED, IATSE, and Film Partners as well as 16 NM Post secondary film and media programs, and providing below the line and above the line career development.

The FCAP is helping to upskill the New Mexico crew base, with many cases of crew members successfully moving up within departments to more executive and higher paid positions.
However, there were a few noted challenges around the FCAP that are limiting the potential impact it could have. First, consultees noted that the program, its uplift and its value could be more widely known by local and inward productions, particularly new production teams.

Second, there were some highlighted issues around the program's application process. Applicants need to register crew members for the program weeks before principal photography begins. At this stage it can be difficult to accurately predict the hours that an applicant will be working, as turnover of staff during production can occur for various reasons. This can be especially difficult for production accountants who are often those overseeing the FCAP applications and not the ones on the frontline and familiar with the individual crew members. Similarly, in the past productions have registered a crew member for the program, committed to their training, but later found that the individual had been claimed for that role on the FCAP in a previous project, which they were unaware. The upshot of these issues is that the budgeted rebate anticipated may not be the actual amount received.

Production Infrastructure and Logistics

Availability of high-quality production space is a common challenge highlighted by consultees, across all sizes of production. This was particularly felt in relation to soundstages and post-production spaces.

Smaller production companies are optimistic that the Film Partners initiative will translate to further capital projects and growth in the state’s production capacity, where they can host their productions. Related to this, producers and public officials who have been located in-state for a long period highlighted that the auxiliary infrastructure such as bars, restaurants, shops and cinemas have improved and grown over the years, fueled by the higher wages of those working on productions and those flying in for productions. This has led to the regeneration of parts of Albuquerque.

Whilst less strongly felt, access to high quality and affordable equipment hire can be a challenge to production companies. It is common for productions being forced to fly equipment in from Los Angeles or elsewhere. While this does not take long it means the production is not using an eligible vendor for the tax credit.

Uplift Zone

As highlighted, there is an in-state crew challenge, with the main production center, Albuquerque pulling talent from other parts of the state. This is reflected in the uneven spread of production expenditure across New Mexico counties.

The increase to a 10% uplift here is expected to continue to produce growth in these outside communities.

Other Uplifts

The television pilot uplift provides an additional 5% credit for standalone pilots for television series production intended to take places in New Mexico. It aims to incentivize the early, often more risky production activity with a aim of being first choice location if a full series is commissioned. Seventeen percent of projects accessed this uplift in FY21. Consultation evidence suggests that for some production companies, the practice of commissioning pilots is becoming less common. It is important to monitor the production and commissioning process to ensure the incentive is targeted appropriately.

The Qualified Production Facility Uplift: An additional 5% tax credit is available if certain criteria are met regarding the use of qualified production facilities (soundstage/standing set). This cannot be combined with the 5% series uplift or the 5% television pilot uplift.

Cultural Impact Potential

A positive outcome from the emergence of the international streaming platforms is that this is giving a global audience instant access to new types of content, which they may not have accessed before. This has been a huge opportunity for non-English productions, as well as those depicting marginal communities and stories.

In light of this, it is common for film and television production incentives to promote or stipulate the inclusion of local voices within the productions they incentivize. While the New Mexico tax credit is supporting the growth of local crew, there may be an opportunity to use the credit to better represent the diversity and cultural heritage of the state, its people, and its stories.

Summary

This study shows that, in the last four fiscal years, the New Mexico tax credit delivered strong economic benefits to the state across all key metrics. The incentive enabled New Mexico to develop a strong production offer and production base, which was well positioned in its ability to return to production rapidly after the start of the pandemic and continue delivering benefits for the state.

In a competitive production market, New Mexico has also demonstrated innovation – for example, its Film Partner program has helped secure highly valuable and strategic long-term commitments from major producers.

The state is therefore well positioned to continue benefiting from the global deluge of film and television production.

However, New Mexico faces a critical challenge with crew capacity. Production growth is such that it can be challenging for producers to find crew. This has the potential to undermine the positive direction of travel in state and should be regarded as an immediate priority.

A focused capacity development strategy should be a priority for the state, which should immediately seek to identify and prioritize critical skills gaps. Such a strategy should include detailed planning for industry-facing training and should also enable early oversight of gaps as they emerge in future. Consideration should be given to bringing in skills from other sectors in New Mexico to urgently address gaps. The New Mexico Media Arts Collective is expected to provide a hopeful solution to this issue by providing New Mexicans the necessary skills to fill the high paying jobs that will come with this industry growth, however there will be ongoing funding needed to support this capacity development strategy for the long run.

As noted, the FCAP program is a unique model, and there are examples of crew successfully progressing. However, there have been issues around the processing of applications, which is limiting the potential impact. It would be helpful for the NMFO to make a public or easily accessible list of who is eligible for the FCAP or what hours they have had so accountants can plan more effectively. Other recommendations include providing a formal training plan with associated outcomes, which will provide guidance to the supported productions in suitable practices in developing relevant and high-quality skills.

Like many jurisdictions, New Mexico is also focusing on ensuring impacts across the state. FY22 is the first year in which the impact of the rural uplift has clearly been seen. The change to a 10% uplift is expected to show tremendous results in future years.

Another area where multi-stakeholder strategy would be advisable is film tourism. New Mexico has attracted major film tourism interest and should consider implementing a more strategic approach to leveraging benefits. Given the rising amount of production in state, the NMFO should consider a strategy to identify opportunities and develop strategic partnerships for relevant projects – working within IP constraints. Noting the development of other film tourism attractions worldwide, consideration could be given to a longer-term attraction connected to *Breaking Bad*, which could also connect to other state productions.

The effectiveness of the NMFO staff was clearly underlined by consultees. The office is well connected and respected by the industry, which makes a clear difference to production. Consideration should also be given to the development of New Mexican stories and culture.

Appendix

Analysis of production and post-production (eligible) expenditure (Gross direct effects)
To determine the gross direct effects, we used the following data:
- Total amount of production and post-production expenditure ('tax credit qualifying spend') by year.
- Estimated total expenditure (inclusive of non-qualifying spend) from the stats form.
- Total value of tax credits issued by year.

Leakage and commuting
Leakage is the economic activity that occurs outside the target geography – in this case outside New Mexico. The production expenditure counted in gross direct effects is spending on goods and services in New Mexico and payroll costs.
This EIA focuses on the economic impact in New Mexico. Therefore, this model includes all payroll costs for those working in New Mexico and paying taxes in the state. This includes eligible payment for non-resident performing artists (for whom production companies deducts and remits income tax). This direct economic activity is happening within the state, regardless of where the workers live. As there is limited day commuting into New Mexico by cast and crew, we treat non-resident cast and crew as temporary New Mexican residents.

Displacement
Displacement is the proportion of impacts offset by a reduction in activity elsewhere within the state. This is assumed to be small as the film production is a truly global sector and firms are unlikely to be competing with other New Mexico based firms.

Substitution

Substitution is the effect where a firm substitutes one activity for a similar one to make the most of the subsidies. We assume this is minimized by the tax credit only covering a proportion of production costs.

Indirect and induced impacts
The total economic impact of the incentive is the sum of the direct, indirect and induced effects.
• **Direct impacts** are the economic uplift in terms of output and value created (GVA) within the film and television sector resulting from the increase in production and postproduction expenditure.
• **Indirect impacts** are the output and value created (GVA) effects observed in sectors that supply goods and services into the film and television production sector.
• **Induced impacts** are the output and value created (GVA) uplift created as a result of the wage effects of those working in the production sector.

The relationship between direct, indirect and induced effects reflect the underlying economic system within a county, state or country.

Estimating Direct Output: Equivalent to production expenditure. IMPLAN is used to calculated direct GVA. This model uses economic data from Bureau of Labor Statistics and other sources to determine the relationship between GVA and Output for this sector. The ratio of GVA to output that IMPLAN uses is 0.8197.

Calculating indirect and induced effects

IMPLAN allows us to input production and postproduction expenditure data, employment estimates and employee compensation for any given year and obtain the following outputs:
- Indirect output, GVA and employment (headcount)
- Induced output, GVA and employment (headcount)

From these we can calculate type I (indirect) and type II (induced) GVA and employment multipliers

Multipliers

	Type I	Type II
Output	1.32028	1.62613
GVA	1.22209	1.42880

IMPLAN also provides output data for the uplift in total tax receipts (local, state and federal) as a result of direct, indirect and induced economic impacts. This data is used as part of the economic ROI calculation.
We use statistics from the Bureau of Economic Analysis to calculate the full-time equivalent jobs figure from the employment headcount.

Deadweight/additionality
To assess additionality and calculate 'net' impact from 'gross' impact, we need to remove the deadweight – i.e. the production and postproduction expenditure that would have happened without

the incentive. This was explored during consultations and a quantitative additionality survey was sent to all companies accessing the credits.

The survey contained three key additionality questions, addressing:
• The factors drawing the project to NM. The incentive will be one of the factors listed along with elements such as locations and talent, and the respondent will be asked to rate the importance of each;
• The specific importance of the incentive in drawing the project as an individual rating; and
• How much lower NM project spend would have been without the availability of the incentive.

The additionality score across the program, based on the results of this survey and using the factors above.

The survey was sent to 54 production companies, the response rate was 31%. While this does not give a statistically significant result, it is in indicative and robust enough to be used in our economic impact model.

In sum, when asked how much of their productions would have happened in New Mexico without the incentive, the average (median) response was that there would be no production without the incentive and all production companies based out of New Mexico responded zero to this question. The mean response was that 8% of production would have happened without the incentive, but this is influenced upwards only three companies responding that any production activity at all would happen without the incentive.

The additionality of the credit is therefore very high – between 92% and 100%. This means that the tax credit is responsible for between 92% and 100% of production expenditure in state. Due to the distribution of the survey results, it is likely that real impact is closer to the top end of this. However, in the economic impact analysis we have chosen to use a more conservative additionality assumption of 92%.

This additionality assumption (of 0.92) was applied to the gross economic impacts to obtain the net results.

Economic return on investment

The economic ROI measure aligns with the economic development objectives of the tax credit. The economic return on investment (ROI) compares the cost of the tax credit with the GVA impact.

ATL and BTL
Above-the-line and below-the-line. These relate to film and television production workforce and the different types and seniority of roles across talent, cast, and crew: ATL refers to key talent, including directors, writers, and actors; BTL refers to other crew, for example in technical production roles.
Economic ROI
Economic return on investment. A measure of how much economic value, in terms of total GVA, is created for the State of New Mexico for every one dollar of state investment in tax credits. The

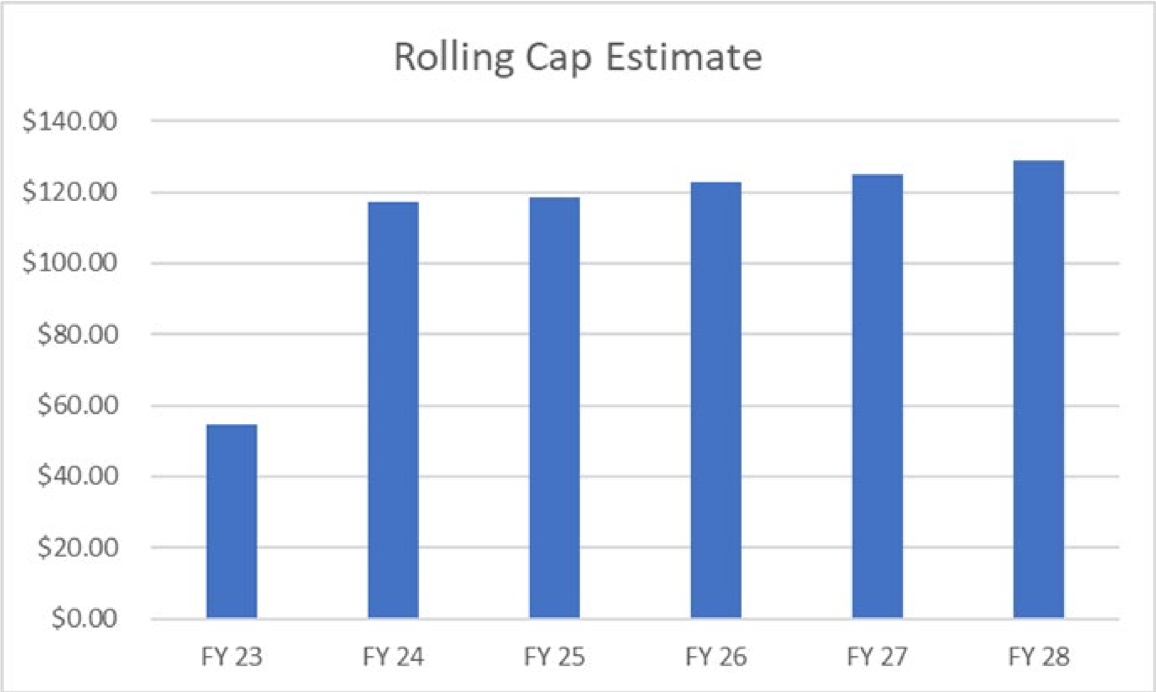
economic ROI calculation incorporates costs to the state, including the total amount of tax credit outlay.

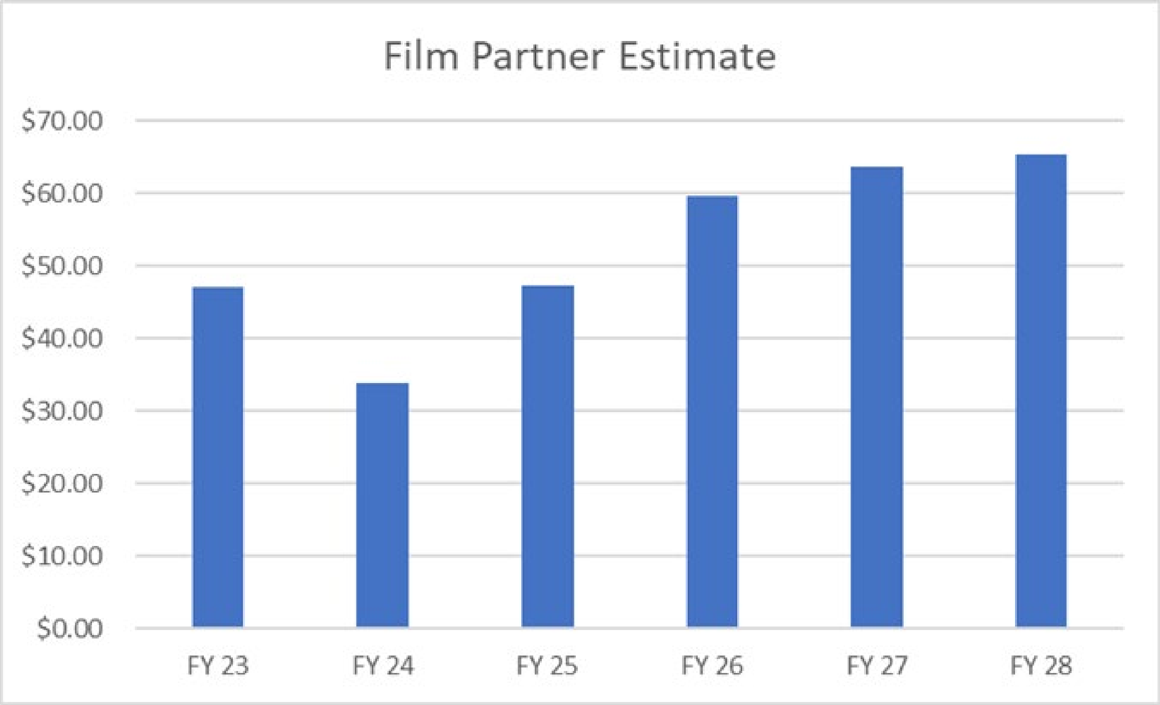
FCAP
The Film Crew Advancement Program is an on-the-job training program for New Mexican residents working primarily in technical industry positions.

GVA
GVA is a measure of the value that is created by economic activity. It is the difference between gross output and intermediate inputs and at a national level aligns to Gross Domestic Product (GDP). These are the goods and services utilized by an industry in producing its gross output. In this Study, GVA refers to the film and television production sector supported by New Mexico's incentive.

Forecast of Tax Credit Payouts:

Film Model Tax Credit Timeline Projection (in millions) 6/30/2023						
	FY 23	**FY 24**	**FY 25**	**FY 26**	**FY 27**	**FY 28**
Rolling Cap Limit	$110.00	$120.00	$130.00	$140.00	$150.00	$160.00
Rolling Cap Estimate	$54.81	$117.31	$118.64	$122.62	$124.88	$128.93
Film Partner Estimate	$47.08	$33.79	$47.30	$59.64	$63.67	$65.42
Total	$101.89	$151.10	$165.94	$182.26	$188.55	$194.35





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