



CONSULTING SERVICES FOR THE LIFE SCIENCES INDUSTRIES

ABOUT US

Biggins Lacy Shapiro & Co., LLC (BLS & Co.) is one of the largest firms in the specialty fields of site selection and economic development incentives advisory services. Our principals have been delivering our mix of services for more than twenty five years and are respected leaders in their field. Our teams have the multi-disciplinary skills needed to help clients plan and execute their redeployment strategies, including professionals in project finance, tax, site engineering, energy, logistics, labor market analysis and allied specialties. We frequently partner with the largest, most respected global service providers in real estate brokerage, consulting, accounting, architecture and engineering.

LOCATION ADVISORY SERVICES

BLS & Co. has extensive and diverse experience helping pharmaceutical and biotechnology companies improve their bottom line, the quality and productivity of their workforce and their competitive position. BLS & Co. helps clients select locations for administrative, research, development and manufacturing facilities, as well as corporate headquarters, and works with companies to obtain economic development incentives. Our services include:

- **LABOR ANALYTICS:** saturation rates, wage levels, standard employment structures (shift schedules, benefit packages, etc.), employer relations, turnover rates, long-term labor availability projections, educational levels, language skills, etc.
- **SITE, FACILITY AND INFRASTRUCTURE DUE DILIGENCE:** including fiber assessments and energy service/cost



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- FINANCIAL ANALYSIS: operating costs, capital expenditures, tax burdens, economic development incentives

INCENTIVES ADVISORY SERVICES

We are best known for the breadth and sophistication of our incentives advisory services and have been involved in transactions in almost every state. Through our international partners we are also able to serve clients elsewhere in North and South America as well as Europe and Asia.

OUR INCENTIVES SERVICES INCLUDE:

- STRATEGY DESIGN: including synchronization with site and/or facility procurement and development of multi-faceted communications plans to assure consistent articulation of the project “positioning” and coordination of the flow of information to public officials and other stakeholders.
- MANAGEMENT OF THE COMPETITIVE PROCESS: including offer taking followed by negotiations to improve business terms that maximize opportunities to enhance the value and usability of potential incentives.
- DOCUMENTATION OF THE TRANSACTION: intermediating final negotiations, and drafting, review and revisions of the required agreements to maximize the operational flexibility required by large-scale sophisticated businesses.
- Preparation of post-closing compliance/reporting systems: identifying and detailing all key commitment levels and all relevant reporting deadlines.

REPRESENTATIVE CLIENTS

Our team has served a wide range of biotechnology, pharmaceutical and health care companies, including:

Amylin	Ascension Health
Barr Pharmaceuticals	BioValve Technologies
Bristol-Myers Squibb	Covance
Dow Chemical	Elan Pharmaceuticals
Eli Lilly	Genentech
Imclone	King Pharmaceuticals
Lexicon Pharmaceuticals	Mallinckrodt Pharmaceuticals
Moffitt Cancer Center	M2Gen
Prescription Solutions	Roche

RECENT CASE STUDIES



BLS & Co served as site selection and incentives consultant for a highly competitive nationwide search for a \$1 billion, large-scale multi-product bulk biologics campus in Devens, MA. The facility (the largest capital investment in BMS history) supports the production of ORENCIA®, the company's biologic therapy for rheumatoid arthritis. The project benefitted from an incentives package worth more than \$107 million (NPV).



BLS & Co advised ImClone on their incentives strategy in connection with the expansion of their Branchburg, NJ campus, retaining 300 jobs and creating 900 additional positions. The incentives included a Business Employment Incentive Program (BEIP) grant as well as Business Retention and Relocation Assistance Grant (BRRAG) tax credits and sales tax exemptions. The total value of the incentives package is estimate at \$32 million. Agreements for both incentives were subsequently amended to reflect the acquisition of ImClone by Eli Lilly and Company.



When Roche required assistance to fast-track a decision on the location of its new Translational Clinical Research Center (TCRC) the company engaged BLS & Co to negotiate \$6.6 million of incentives in support of this elite research early development organization. The new group will be based in Alexandria Center on Manhattan's east side.

THE BLS & CO. TEAM



JAY BIGGINS manages the firm's national account corporate relationships, including advising clients on overall incentives and relocation strategies, managing major projects involving complex multi-jurisdictional competitive strategies (employing non-traditional incentives such as land assemblage and development approvals), and developing innovative new incentives structures to facilitate client objectives. He also serves as an advisor to public sector economic development organizations on incentives strategies



JOE LACY spearheads economic development strategies and financial analysis at BLS & Co. He joined the firm in 1998 and specializes in structuring and implementing corporate incentive packages and financing arrangements.



ANDY SHAPIRO heads the firm's location advisory practice, helping clients translate their business objectives and strategic vision into rational, balanced location decisions. His primary responsibilities include site selection, feasibility economic impact analysis and market analysis.



Based in Chicago, **TRACEY HYATT BOSMAN** develops and executes incentives and location selection strategies for BLS & Co.'s corporate and institutional clients. She has twenty years of professional experience across a wide range of sectors, including data centers, manufacturing, headquarters, back office and contact center operations, and logistics

Biggins Lacy Shapiro & Company

PRINCETON
47 Hulfish Street, Suite 400
Princeton, NJ 08542
(609) 924-9775

NEW YORK
215 Park Ave South
New York, NY 10003
(646) 652-7555

CHICAGO
30 S. Wacker, Suite 2200
Chicago, IL 60606
(312) 924-2490

