

# Ingenia Chartam, LLC dba Crossroads Paper

1397 W. 9950 S., South Jordan, UT 84095

John Sasine, Chief Executive Officer

Date: March 21, 2024

## Application Facts:

Industry	<b>Manufacturing</b>
NAICS	<b>322120</b>
Type of App	<b>New</b>
Location	<b>Humboldt County</b>
RDA	Nevada 95-80, Michelle Hammond Allen

## Company Profile

Ingenia Chartam, LLC dba Crossroads Paper (Crossroads) is considering establishing a recycling operation in Humboldt County. Crossroads was founded to provide recycled packaging materials for the growing market in the western United States. The company's founders are experienced recycling and packaging industry executives, having worked decades in the regional and global markets for packaging and packaging materials. The operation will include the construction of a processing facility to convert 370,000 tons of waste paper into recycled containerboard, the building blocks of corrugated packaging, also known as cardboard boxes. Recycled containerboard is a globally traded manufacturing commodity, and customers throughout the western United States use it to create shipping boxes for agricultural products, processed food, and manufactured goods. Crossroads plans to be an important new contributor to the city of Winnemucca and the surrounding region. The company plans to introduce recycling education for local community and school groups and will provide hands-on experiences with recycling and materials management. Helping the community understand the transformation of waste materials into beneficial new products will be a focus of the company's community outreach. The company also considered California and Utah as potential locations for the project. *Source: Ingenia Chartam, LLC dba Crossroads Paper*

## Tax Abatement Requirements:

	<u>Statutory</u>	<u>Company Application</u>	<u>Meeting Requirements</u>
Job Creation	10	<b>108</b>	<b>Yes</b>
Average Wage	\$29.28	<b>\$44.81</b>	<b>Yes</b>
Equipment Capex (SU & MBT)	\$250,000	<b>\$271,578,900</b>	<b>Yes</b>
Equipment Capex (PP)	\$1,000,000		<b>Yes</b>

## Additional Requirements:

Health Insurance	65%	<b>65%</b>	<b>Yes</b>
Revenues generated outside NV	51%	<b>100%</b>	<b>Yes</b>
Business License	<input type="checkbox"/> Current	<input checked="" type="checkbox"/> Pending	<input type="checkbox"/> Will comply

## Total Tax Liability (without tax abatements)

### Direct (company)

**\$59,422,695**

### Total

**\$76,756,887**

## Tax Abatements

### Contract Terms

### Estimated Tax Abatement

Sales Tax Abmt.	2% for 2 years	\$13,171,577
Modified Business Tax Abmt.	50% for 4 years	\$183,884
Personal Property Tax Abmt.	50% for 10 years	\$9,680,316
Real Property Tax Abmt.	50% for 10 years	\$10,545,570

## Total Estimated Tax Abatement over 10 yrs.

**\$33,581,347**

## Net New Tax Revenues

### Direct

### Indirect

### Taxes after Abatements

## Local Taxes

Property	\$19,141,764	\$5,587,773	\$24,729,537
Sales	\$5,335,000	\$1,479,968	\$6,814,968
Lodging	\$0	\$203,466	\$203,466

## State Taxes

Property	\$1,084,122	\$465,399	\$1,549,521
Sales	\$7,631,578	\$897,494	\$8,529,072
Modified Business	\$912,056	\$430,357	\$1,342,413
Lodging	\$0	\$6,563	\$6,563

## Total Estimated New Tax Revenue over 10 yrs.

**\$34,104,520**

**\$9,071,020**

**\$43,175,540**

## Economic Impact over 10 yrs.

### Economic

### Construction

### Total

Total Jobs Supported	198	1,063	1,261
Total Payroll Supported	\$144,757,113	\$84,870,691	\$229,627,804
Total Economic Value	\$904,064,456	\$247,753,346	\$1,151,817,802

## Economic Impact Output per Abatement Dollar

## New Total Tax per Abated Dollar

**\$27**

**\$1.29**

## IMPORTANT TERMS & INFORMATION

Tax Abatements are **reduction or discount of tax liability** and companies do not receive any form of payment.

**Total Estimated Tax Abatement** is a tax reduction estimate. This estimated amount will be discounted from total tax liability.

**Estimated New Tax Revenue** is amount of tax revenues local and state government will collect after the abatement was given to applying company.

**Economic Impact** is economic effect or benefits that this company and its operations will have on the community and state economy measured by total number of jobs, payroll and created output.



**Humboldt County – Pershing County – City of Lovelock – City of Winnemucca**

May 15, 2024

Mr. Tom Burns, Executive Director  
Nevada Governor’s Office of Economic Development  
808 West Nye Lane  
Carson City, NV 89703

Re: Ingenia Chartam, LLC  
dba/Crossroads Paper  
GOED Tax Abatement Application  
Letter of Support

Dear Mr. Burns,

On behalf of the Nevada Regional Development Authority, this letter is written to express support for the tax abatement application submitted by Ingenia Chartam, LLC (Crossroads) to the Nevada Governor’s Office of Economic Development. The requested abatement package includes Sales and Use Tax Abatement, Modified Business Tax Abatement, Personal Property Tax Abatement, as well as the Real Property Tax Abatement for Recycling. As you know, the Nevada 95-80 Regional Development Authority represents a rural region consisting of Humboldt and Pershing Counties and the cities of Winnemucca and Lovelock. Our rural communities, like most of the state, are experiencing unprecedented growth. We welcome the opportunity growth provides and seek to continue building healthy economies and partnerships with our industries, while still working to build community capacity.

Nevada 95-80 Regional Development Authority supports the diversification this project brings to our local economy. The construction phase is anticipated to bring between 400-600 construction jobs for a two-year period, followed by 108 full-time employees with an average salary of \$44.81 per hour. The estimated 10-year economic impact has the potential to exceed \$1 billion dollars. By building a manufacturing facility to recycle wastepaper and produce new packaging material, Crossroads fills a void for packaging material currently lacking across the western region of the United States. Their product will be exported to customers in other western states, as well as to Mexico and Canada.

Projects and investments like this matter in our communities. Thank you for your consideration of this application.

Sincerely,

*Michelle Hammond Allen*

Michelle Hammond Allen  
Co-Director Nevada 95-80 Regional Development Authority

**Directors: Michelle Hammond Allen & Heidi Lusby-Angvick  
33 West 4<sup>th</sup> Street STE 14 • Winnemucca, NV • 89445**



November 21, 2023

Tom Burns  
Executive Director, Nevada Governor's Office of Economic Development  
808 West Nye Lane  
Carson City, NV 89703

Dear Mr. Burns,

It is our sincere pleasure to share with you our plans for a new manufacturing facility to be constructed in Humboldt County, Nevada. In addition, we request your team's assessment of our application for incentives made available under Nevada law and administered by the Nevada Governor's Office of Economic Development.

#### Company Introduction

Crossroads Paper is developing a recycling operation in the western United States that will process waste paper and used packaging into new packaging materials. The raw materials will be collected within the region, and the finished output will be used by packaging manufacturers throughout the West. Total project investments in land, equipment, infrastructure, and workforce development are anticipated to exceed \$450 million.

Northern Nevada is extremely well positioned as a location for Crossroads Paper, given the I-80 and Union Pacific transportation corridor, its proximity to end-use markets in California, and the state's attractive investment climate. The investment incentive offered by the state in the form of tax abatements is particularly important to the viability of the project and an important factor in the company's overall siting evaluation.

#### Major Markets

The recycled packaging materials produced by Crossroads Paper will be shipped primarily to customers in Nevada, California, Utah, and Idaho. Additional shipments will serve customers in Arizona, Oregon, and Colorado. Export markets include Mexico and Canada, and export shipments will occur on an as-available basis.

These markets currently suffer from a supply deficit in excess of a million tons of packaging paper, approximately four times the maximum output of Crossroads Paper. The existing deficit is met through shipments of packaging paper from remotely located facilities in the southeastern United States and from overseas operations. Crossroads Paper will reduce the long-distance transportation costs, fuel consumption, and greenhouse gas emissions that originate with the current supply chain for these packaging materials.

### Job Growth

During construction of the project, employment is expected to reach 600 full-time equivalent positions. Short-term staffing will vary over the 24-month construction, installation, and commissioning phases of the project, with the local labor force being augmented by specialized teams from out of state.

Ongoing operational staffing is projected at 108 full-time employees, including highly skilled hourly employees, technical specialists, mechanical and chemical engineers, and operations management. Staffing needs will be met from within Nevada and the local region, as well as drawing on experienced out-of-state employees with specialized skills.

Crossroads Paper was established in Nevada as Ingenia Chartam, LLC (NV20171278977), on April 29, 2017, and development efforts have continued consistently since that date. Site selection, market research, and project financing have been the focus areas for the company in the intervening period, and the company's efforts will shift to construction and manufacturing in the next phase of operations.

### History and Operational Plan

Crossroads Paper was founded to provide recycled packaging materials for the growing market in the western United States. The company's founders are experienced recycling and packaging industry executives, having worked decades in the regional and global markets for packaging and packaging materials.

The operation will include the construction of a processing facility to convert 370,000 tons of waste paper into recycled containerboard, the building blocks of corrugated packaging, also known as cardboard boxes. Recycled containerboard is a globally traded manufacturing commodity, and customers throughout the western United States use it to create shipping boxes for agricultural products, processed food, and manufactured goods. The operation will include a modern, highly sophisticated production line to be provided and installed by recognized leaders in packaging machinery.

Locating its operations in Nevada will permit Crossroads Paper to address the deficit in packaging materials production in the western United States while maximizing the use of recycled fibers collected in the region. Currently, this raw material is trans-shipped across the state and often shipped overseas for further processing. By capturing this fiber and recycling it into useful packaging materials, Crossroads Paper will eliminate the need for wasteful trans-

shipments, increase manufacturing employment within Nevada, and diversify the Humboldt County economy.

Crossroads Paper will become an important new contributor to the city of Winnemucca and the surrounding region. The company has plans to introduce recycling education for local community and school groups and will provide hand-on experiences with recycling and materials management. Helping the community understand the transformation of waste materials into beneficial new products will be a focus of the company's community outreach.

Potential future growth may include the installation of additional production capacity, downstream expansion into new markets, or lateral expansion into alternative product lines. Assessment of these opportunities will be conducted upon completion of Phase 1 of the Crossroads Paper project.



November 29, 2023

Tom Burns  
Executive Director, Nevada Governor's Office of Economic Development  
808 West Nye Lane  
Carson City, NV 89703

Dear Mr. Burns,

If Crossroads Paper makes a final decision to locate in the State of Nevada, the company understands that a requirement for the tax abatements provided by the Governor's Office of Economic development is the offering of 65% of the health care premium coverage for the eligible employees of the company as per NRS 360.750:

The business will, by the eighth calendar quarter following the calendar quarter in which the abatement becomes effective, offer a health insurance plan for all employees that includes an option for health insurance coverage for dependents of the employees, and the health care benefits the business offers to its employees in this State will meet the \*minimum requirements\* for health care benefits established by the Office

\* the Company agrees to pay at least sixty-five percent (65%) of the premium cost for the employee or the abatements may be reduced or eliminated at GOED's discretion.

Signed,

A handwritten signature in blue ink, appearing to read 'John Sasine', is written over a horizontal line.

John Sasine, Chief Executive Officer

**ECONOMIC DEVELOPMENT**

**Incentive Application**

Company is an / a: (check one)

New location in Nevada

Expansion of a Nevada company

Company Name: Ingenia Chartam, LLC dba Crossroads Paper

Date of Application: March 1, 2024

**Section 1 - Type of Incentives**

Please check all that the company is applying for on this application:

Sales & Use Tax Abatement

Modified Business Tax Abatement

Personal Property Tax Abatement

Recycling Real Property Tax Abatement

Other: \_\_\_\_\_

**Section 2 - Corporate Information**

COMPANY NAME (Legal name under which business will be transacted in Nevada) <u>Ingenia Chartam, LLC dba Crossroads Paper</u>			FEDERAL TAX ID #
CORPORATE ADDRESS <u>1397 W. 9950 S.</u>	CITY / TOWN <u>South Jordan</u>	STATE / PROVINCE <u>UT</u>	ZIP <u>84095</u>
MAILING ADDRESS TO RECEIVE DOCUMENTS (If different from above)	CITY / TOWN	STATE / PROVINCE	ZIP
TELEPHONE NUMBER <u>(801) 550-1444</u>	WEBSITE		
COMPANY CONTACT NAME <u>John Sasine</u>	COMPANY CONTACT TITLE <u>Chief Executive Officer</u>		
E-MAIL ADDRESS <u>jsasine@crossroadspaper.com</u>	PREFERRED PHONE NUMBER <u>(801) 550-1444</u>		

Has your company ever applied and been approved for incentives available by the Governor's Office of Economic Development?  Yes  No

If Yes, list the program awarded, date of approval, and status of the accounts (attach separate sheet if necessary):

**Section 3 - Program Requirements**

Please check two of the boxes below; the company must meet at least two of the three program requirements:

- A capital investment of \$1,000,000 in eligible equipment in urban areas or \$250,000 in eligible equipment in rural areas are required. This criteria is businesses. In cases of expanding businesses, the capital investment must equal at least 20% of the value of the tangible property owned by the business.
- New businesses locating in urban areas require fifty (50) or more permanent, full-time employees on its payroll by the eighth calendar quarter following quarter in which the abatement becomes effective. In rural areas, the requirement is ten (10) or more. For an expansion, the business must increase employees on its payroll by 10% more than its existing employees prior to expansion, or by 25 (urban) or 6 (rural) employees, whichever is greater.
- In both urban and rural areas, the average hourly wage that will be paid by the business to its new employees is at least 100% of the average statewide hourly wage.

Note: Criteria is different depending on whether the business is in a county where the population is 100,000 or more or a city where the population is 60,000 or more "urban" area), or if the business is in a county where the population is less than 100,000 or a city where the population is less than 60,000 (i.e., "rural" area).

**Section 4 - Nevada Facility**

Type of Facility:

Headquarters

Technology

Back Office Operations

Research & Development / Intellectual Property

Service Provider

Distribution / Fulfillment

Manufacturing

Other: \_\_\_\_\_

PERCENTAGE OF REVENUE GENERATED BY THE NEW JOBS CONTAINED IN THIS APPLICATION FROM OUTSIDE NEVADA <u>100%</u>	EXPECTED DATE OF NEW / EXPANDED OPERATIONS (MONTH / YEAR) <u>Sep-2026</u>		
NAICS CODE / SIC <u>322120</u>	INDUSTRY TYPE <u>Paper Mills</u>		
DESCRIPTION OF COMPANY'S NEVADA OPERATIONS <u>Recycled Paper Manufacturing, Company Headquarters</u>			
PROPOSED / ACTUAL NEVADA FACILITY ADDRESS	CITY / TOWN <u>Winnemucca</u>	COUNTY <u>Humboldt County</u>	ZIP
WHAT OTHER STATES / REGIONS / CITIES ARE BEING CONSIDERED FOR YOUR COMPANY'S RELOCATION / EXPANSION / STARTUP? <u>Utah, California</u>			

**Section 5 - Complete Forms (see additional tabs at the bottom of this sheet for each form listed below)**

Check the applicable box when form has been completed.

- 5 (A)  Equipment List
- 5 (B)  Employment Schedule
- 5 (C)  Evaluation of Health Plan, with supporting documents to show the employer paid portion of plan meets the minimum of 65%.
- 5 (D)  Company Information Form

**Section 6 - Real Estate & Construction (Fill in either New Operations/Startup or Expansion, not both.)**

New Operations / Start Up - Plans Over the Next <u>Ten</u> Years	Expansions - Plans Over the Next <u>10</u> Years
<p>Part 1. Are you currently/planning on leasing space in Nevada? <u>      No      </u></p> <p><b>If No, skip to Part 2. If Yes, continue below:</b></p> <p style="padding-left: 40px;">What year(s)? _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Annual lease cost of space: _____</p> <p>Do you plan on making building tenant improvements? _____</p> <p><b>If No, skip to Part 2. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 2. Are you currently/planning on buying an owner occupied facility in Nevada? <u>      No      </u></p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">Purchase date, if buying (month, year): _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p>Do you plan on making building improvements? _____</p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 3. Are you currently/planning on building a build-to-suit facility in Nevada? <u>      Yes      </u></p> <p><b>If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to break ground, if building (month, year)? <u>      Sep-2024      </u></p> <p style="padding-left: 40px;">Estimated completion date, if building (month, year): <u>      Sep-2026      </u></p> <p style="padding-left: 40px;">How much space (sq. ft.)? <u>      1,000,000      </u></p>	<p>Part 1. Are you currently leasing space in Nevada? _____</p> <p><b>If No, skip to Part 2. If Yes, continue below:</b></p> <p style="padding-left: 40px;">What year(s)? _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Annual lease cost at current space: _____</p> <p>Due to expansion, will you lease additional space? _____</p> <p><b>If No, skip to Part 3. If Yes, continue below:</b></p> <p style="padding-left: 40px;">Expanding at the current facility or a new facility? _____</p> <p style="padding-left: 40px;">What year(s)? _____</p> <p style="padding-left: 40px;">How much expanded space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Annual lease cost of expanded space: _____</p> <p>Do you plan on making building tenant improvements? _____</p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 2. Are you currently operating at an owner occupied building in Nevada? _____</p> <p><b>If No, skip to Part 3. If Yes, continue below:</b></p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Current assessed value of real property? _____</p> <p>Due to expansion, will you be making building improvements? _____</p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 3. Do you plan on building or buying a new facility in Nevada? _____</p> <p><b>If Yes *, continue below:</b></p> <p style="padding-left: 40px;">Purchase date, if buying (month, year): _____</p> <p style="padding-left: 40px;">When to break ground, if building (month, year)? _____</p> <p style="padding-left: 40px;">Estimated completion date, if building (month, year): _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p>
<p><b>* Please complete Section 7 - Capital Investment for New Operations / Startup.</b></p>	<p><b>* Please complete Section 7 - Capital Investment for Expansions below.</b></p>
<p>BRIEF DESCRIPTION OF CONSTRUCTION PROJECT AND ITS PROJECTED IMPACT ON THE LOCAL ECONOMY (Attach a separate sheet if necessary):</p>	



**Section 7 - Capital Investment (Fill in either New Operations/Startup or Expansion, not both.)**

New Operations / Start Up	Expansions
How much capital investment is planned? (Breakout below):	How much capital investment is planned? (Breakout below):
Building Purchase (if buying): _____	Building Purchase (if buying): _____
Building Costs (if building / making improvements): <u>\$200,000,000</u>	Building Costs (if building / making improvements): _____
Land: <u>\$10,000,000</u>	Land: _____
Equipment Cost: <u>\$271,578,900</u>	Equipment Cost: _____
<b>Total: <u>\$481,578,900</u></b>	<b>Total: _____</b>
	Is the equipment purchase for replacement of existing equipment? _____
	Current assessed value of personal property in NV: _____
	(Must <b>attach</b> the most recent assessment from the County Assessor's Office.)

**Section 8 - Employment (Fill in either New Operations/Startup or Expansion, not both.)**

New Operations / Start Up	Expansions
How many full-time equivalent (FTE*) employees will be created by the end of the first eighth quarter of new operations?: <u>108</u>	How many full-time equivalent (FTE*) employees will be created by the end of the first eighth quarter of expanded operations?: _____
Average hourly wage of these <u>new</u> employees: <u>\$44.81</u>	Average hourly wage of these <u>new</u> employees: _____
	How many FTE employees prior to expansion?: _____
	Average hourly wage of these <u>existing</u> employees: _____
	Total number of employees after expansion: _____

\* FTE represents a permanent employee who works an average of 30 hours per week or more, is eligible for health care coverage, and whose position is a "primary job" as set forth in NAC 360.474.

OTHER COMPENSATION (Check all that apply):

- |   |  |   |   |
|---|--|---|---|
| <input checked="" type="checkbox"/> Overtime              | <input checked="" type="checkbox"/> Merit increases  | <input checked="" type="checkbox"/> Tuition assistance                        | <input checked="" type="checkbox"/> Bonus |
| <input checked="" type="checkbox"/> PTO / Sick / Vacation | <input checked="" type="checkbox"/> COLA adjustments | <input checked="" type="checkbox"/> Retirement Plan / Profit Sharing / 401(k) | <input type="checkbox"/> Other: _____     |

BRIEF DESCRIPTION OF ADDITIONAL COMPENSATION PROGRAMS AND ELIGIBILITY REQUIREMENTS (Attach a separate sheet if necessary):

**Section 9 - Employee Health Insurance Benefit Program**

Is health insurance for employees and is an option for dependents offered?:  Yes (**attach health plan and quote or invoice**)  No

Package includes (check all that apply):

- Medical       Vision       Dental       Other: \_\_\_\_\_

Qualified after (check one):

- Upon employment       Three months after hire date       Six months after hire date       Other: \_\_\_\_\_

Health Insurance Costs:	Percentage of health insurance premium by (min 65%):
Plan Type: <u>TBD - in development with local insurance provider</u>	
Employer Contribution (annual premium per employee): <u>TBD</u>	Company: <u>TBD</u>
Employee Contribution (annual premium per employee): <u>TBD</u>	Employee: <u>TBD</u>
<b>Total Annual Premium:</b> <u>TBD</u>	

[SIGNATURE PAGE FOLLOWS]

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**Section 10 - Certification**

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I, the undersigned, hereby grant to the Governor's Office of Economic Development access to all pertinent and relevant records and documents of the aforementioned company. I understand this requirement is necessary to qualify and to monitor for compliance of all statutory and regulatory provisions pertaining to this application.

Being owner, member, partner, officer or employee with signatory authorization for the company, I do hereby declare that the facts herein stated are true and that all licensing and permitting requirements will be met prior to the commencement of operations. In addition, I and /or the company's legal counsel have reviewed the terms of the GOED Tax Abatement and Incentives Agreement, the company recognizes this agreement is generally not subject to change, and any material revisions have been discussed with GOED in advance of board approval.

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John Sasine



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Signature

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CEO

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March 1, 2024

**Nevada Governor's Office of Economic Development**  
555 E. Washington Ave., Ste 5400 • Las Vegas, Nevada 89101 • 702.486.2700 • (Fax) 702.486.2701 • [www.diversifynevada.com](http://www.diversifynevada.com)

## Site Selection Factors

Company Name: Ingenia Chartam, LLC dba Crossroads Paper

County: Humboldt

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### Section I - Site Selection Ratings

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Directions: Please rate the select factors by importance to the company's business (1 = very low; 5 = very high). Attach this form to the Incentives Application.

Availability of qualified workforce:	<u>4</u>	Transportation infrastructure:	<u>4</u>
Labor costs:	<u>3</u>	Transportation costs:	<u>5</u>
Real estate availability:	<u>5</u>	State and local tax structure:	<u>4</u>
Real estate costs:	<u>4</u>	State and local incentives:	<u>5</u>
Utility infrastructure:	<u>3</u>	Business permitting & regulatory structure:	<u>5</u>
Utility costs:	<u>3</u>	Access to higher education resources:	<u>3</u>

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Please summarize the importance of the abatement program to your decision (please include at least a paragraph summary):

The GOED abatement program provides Crossroads Paper with a critical incentive to move ahead in Humboldt County, Nevada when compared with alternative locations in surrounding states. The company has reviewed multiple siting opportunities in Utah and has been invited by stakeholders in California to consider locating there, but the abatement programs in Nevada provide significant early-stage liquidity advantages that, combined with logistical and freight advantages, make Nevada the preferred option.

# 5(A) Capital Equipment List

Company Name: Ingenia Chartam, LLC dba Crossroads Paper

County: Humboldt

## Section I - Capital Equipment List

Directions: Please provide an estimated list of the equipment [columns (a) through (c)] which the company intends to purchase over the two-year allowable period. For example, if the effective date of new / expanded operations begins April 1, 2015, the two-year period would be until March 31, 2017. Add an additional page if needed. For guidelines on classifying equipment, visit: [tax.nv.gov/LocalGovt/PolicyPub/ArchiveFiles/Personal\\_Property\\_Manuals](http://tax.nv.gov/LocalGovt/PolicyPub/ArchiveFiles/Personal_Property_Manuals). Attach this form to the Incentives Application.

(a) Equipment Name/Description	(b) # of Units	(c) Price per Unit	(d) Total Cost
Valmet Paper Machine	1	\$80,400,000	\$80,400,000
Valmet Air Systems	1	\$8,665,000	\$8,665,000
Valmet Old Corrugated Container (OCC) Handling System	1	\$9,200,000	\$9,200,000
Variable Speed Controls	1	\$7,065,000	\$7,065,000
Stock Preparation System	1	\$6,543,000	\$6,543,000
Paper Fiber Storage Tower (OCC)	1	\$5,346,000	\$5,346,000
Air Handling	1	\$4,700,000	\$4,700,000
Winder	1	\$4,170,000	\$4,170,000
Steam Generation Equipment	1	\$3,350,000	\$3,350,000
Reject Handling System	1	\$2,900,000	\$2,900,000
Start-up Complement of Spare Parts	1	\$2,653,000	\$2,653,000
Process Systems - IT	1	\$2,575,000	\$2,575,000
Reprocessed Fiber Storage (Broke Tower)	1	\$2,534,000	\$2,534,000
Paper Fiber (OCC) Filtrate Chest	1	\$2,380,000	\$2,380,000
Waste Water Treatment Facility and Rapid Infiltration System	1	\$50,000,000	\$50,000,000
Starch Application System	1	\$1,737,000	\$1,737,000
A/C Drive Package	1	\$1,544,000	\$1,544,000
Mill Automotion Systems - IT	1	\$1,500,000	\$1,500,000
Core Handling	1	\$1,480,000	\$1,480,000
House Cranes	2	\$1,418,450	\$2,836,900
Employee Lockers, Break Rooms, Changing Facilities	5	\$5,000,000	\$25,000,000
Utilities Infrastructure (Natural Gas, Water, Electricity)	3	\$15,000,000	\$45,000,000
<b>TOTAL EQUIPMENT COST</b>			<b>\$271,578,900</b>

Is any of this equipment\* to be acquired under an operating lease?  Yes  No

\*Certain lease hold equipment does not qualify for tax abatements

## 5(B) Employment Schedule

Company Name: Crossroads Paper

County: Humboldt

### Section 1 - Full-Time Equivalent (FTE) Employees

Directions: Please provide an estimated list of full time employees [columns (a) through (d)] that will be hired and employed by the company by the end of the first eighth quarter of new / expanded operations. For example, if the effective date of new / expanded operations is April 1, 2015, the date would fall in Q2, 2015. The end of the first eighth quarter would be the last day of Q2, 2017 (i.e., June 30, 2017). Attach this form to the Incentives Application. A qualified employee must be employed at the site of a qualified project, scheduled to work an average minimum of 30 per week, if offered coverage under a plan of health insurance provided by his or her employer, is eligible for health care coverage, and whose position of a "primary job" as set forth in NAC 360.474.

Please use the Bureau of Labor Statistics Standard Occupational Classification System (SOC) link to populate section (b): [https://www.bls.gov/soc/2018/major\\_groups.htm#11-0000](https://www.bls.gov/soc/2018/major_groups.htm#11-0000)

(a) New Hire Position Title/Description	(b) Position SOC Code	(c) Number of Positions	(d) Average Hourly Wage	(e) US Bureau of Labor Statistics Average Hourly Wage	(f) Average Weekly Hours	(g) Annual Wage per Position	(h) Total Annual Wages
Chief Executives	11-1011	1	\$86.54	\$101.70	40	\$180,000.00	\$180,000.00
General and Operations Managers	11-1021	8	\$52.88	\$39.73	40	\$110,000.00	\$880,000.00
Sales Managers	11-2022	3	\$57.69	\$49.53	40	\$120,000.00	\$360,000.00
Industrial Production Managers	11-3051	12	\$60.10	\$46.88	40	\$125,000.00	\$1,500,000.00
Purchasing Managers	11-3061	2	\$40.87	\$46.60	40	\$85,000.00	\$170,000.00
Transportation, Storage, and Distribution Managers	11-3071	8	\$31.25	\$38.21	40	\$65,000.00	\$520,000.00
Human Resources Managers	11-3121	1	\$43.27	\$39.15	40	\$90,000.00	\$90,000.00
Cost Estimators	13-1051	2	\$31.25	\$35.18	40	\$65,000.00	\$130,000.00
Network and Computer Systems Administrators	15-1211	3	\$38.46	\$46.11	40	\$80,000.00	\$240,000.00
Labor Relations Specialists	13-1075	3	\$33.65	\$47.60	40	\$70,000.00	\$210,000.00
Operations Research Analysts	15-2031	1	\$26.44	\$38.26	40	\$55,000.00	\$55,000.00
Chemical Engineers	17-2041	2	\$52.88	\$51.52	40	\$110,000.00	\$220,000.00
Electrical Engineers	17-2071	5	\$52.88	\$42.89	40	\$110,000.00	\$550,000.00
Environmental Engineers	17-2081	1	\$52.88	\$60.00	40	\$110,000.00	\$110,000.00
Materials Engineers	17-2131	8	\$52.88	\$39.45	40	\$110,000.00	\$880,000.00
Mechanical Engineers	17-2141	17	\$52.88	\$39.54	40	\$110,000.00	\$1,870,000.00
Electric Motor, Power Tool, and Related Repairers	49-2092	16	\$33.65	\$26.38	40	\$70,000.00	\$1,120,000.00
Tank Car, Truck, and Ship Loaders	53-7121	7	\$28.85	\$26.27	40	\$60,000.00	\$420,000.00
Water and Wastewater Treatment Plant and System Operators	51-8031	8	\$33.65	\$37.41	40	\$70,000.00	\$560,000.00
<b>TOTAL</b>		<b>108</b>	<b>\$44.81</b>	<b>\$39.16</b>			<b>\$10,065,000.00</b>

### Section 2 - Employment Projections

Directions: Please estimate full-time job growth in Section 2, complete columns (b) and (c). These estimates are used for state economic impact and net tax revenue analysis that this agency is required to report. The company will not be required to reach these estimated levels of employment. **Please enter the estimated new full time employees on a year by year basis (not cumulative)**

(a) Year	(b) Number of New FTE(s)	(c) Average Hourly Wage	(d) Payroll
3-Year	6	\$31.25	\$390,000.00
4-Year	6	\$33.65	\$420,000.00
5-Year	6	\$38.46	\$480,000.00

\* Column (e) determines if wage is commensurate to current wage ranges in the region the company plans to locate/is located. For these purposes the mean average hourly wage for the location has been used.

U = Unknown / data set for region is not currently available.

Source: LighcastTM county wages based on the Bureau of Labor Statistics Occupational Employment and Wage Statistics program and county-level administrative wage data.

## 5(C) Evaluation of Health Plans Offered by Companies

Company Name: Ingenia Chartam, LLC dba Crossroads Paper County: Humboldt

Total Number of Full-Time Employees: 108

Average Hourly Wage per Employee \$44.81  
 Average Annual Wage per Employee (implied) \$93,194.44

### COST OF HEALTH INSURANCE

Annual Health Insurance Premium Cost: \$0.00  
 Percentage of Premium Covered by:  
     Company TBD  
     Employee TBD

### HEALTH INSURANCE PLANS:

#### Base Health Insurance Plan\*:

Deductible - per employee \$ -  
 Coinsurance 00% / 00%  
 Out-of-Pocket Maximum per employee

#### Additional Health Insurance Plan\*:

Deductible - per employee \$ -  
 Coinsurance 0% / 0%  
 Out-of-Pocket Maximum per employee \$ -

#### Additional Health Insurance Plan\*:

#### Elements Choice PPO 6000

Deductible - per employee \$ -  
 Coinsurance 0% / 0%  
 Out-of-Pocket Maximum per employee \$ -

\*Note: *Please list only "In Network" for deductible and out of the pocket amounts .*

### Generalized Criteria for Essential Health Benefits (EHB)

*[following requirements outlined in the Affordable Care Act and US Code, including 42 USC Section 18022]*

Covered employee's premium not to exceed 9.5% of annual wage	TBD	MEC
Annual Out-of-Pocket Maximum not to exceed \$9,450 (2024)	\$0	MEC


Minimum essential health benefits covered (Company offers PPO):

- (A) Ambulatory patient services
- (B) Emergency services
- (C) Hospitalization
- (D) Maternity and newborn care
- (E) Mental health/substance use disorder/behavioral health treatment
- (F) Prescription drugs
- (G) Rehabilitative and habilitative services and devices
- (H) Laboratory services
- (I) Preventive and wellness services and chronic disease management
- (J) Pediatric services, including oral and vision care

No Annual Limits on Essential Health Benefits

I, the undersigned, hereby declare to the Governor's Office of Economic Development that the facts herein stated are true, and that I have attached a qualified plan with information highlighting where our plan reflects meeting the 65 minimum threshold for the employee paid portion of the plan for GOED to independently confirm the same.

John K. Sasine

  
Signature

CEO

March 1, 2024

## 5(D) Paid Family and Medical Leave (PFML)

Company Name: Ingenia Chartam, LLC dba Crossroads Paper

County: Humboldt

*After October 1, 2023, if the business will have at least 50 full-time employees on the payroll of the business by the eighth calendar quarter following the calendar quarter in which the abatement becomes effective the business, by the earlier of the eighth calendar quarter following the calendar quarter in which the abatement becomes effective or the date on which the business has at least 50 full-time employees on the payroll of the business, has a policy for paid family and medical leave and agrees that all employees who have been employed by the business for at least 1 year will be eligible for at least 12 weeks of paid family and medical leave at a rate of at least 55 percent of the regular wage of the employee.*

I, the undersigned, hereby declare to the Governor's Office of Economic Development that the facts herein stated are true, and that the Applicant will meet this threshold for PFML)

\_\_\_\_\_  
John K. Sasine

\_\_\_\_\_  
CEO

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
March 1, 2024

## 5(E) Company Information

Company Name: Ingenia Chartam, LLC dba Crossroads Paper

County: Humboldt

### Section 1 - Company Interest List

Directions: Please provide a detailed list of owners and/or members of the company. *The Governor's Office of Economic Development strives to maintain the highest standards of integrity, and it is vital that the public be confident of our commitment. Accordingly, any conflict or appearance of a conflict must be avoided. To maintain our integrity and credibility, the applicant is required to provide a detailed list of owners, members, equity holders and Board members of the company.*

(a) Name	(b) Title
Sasine Family Trust	Equity Share Owner
Jordanelle Capital Fund I LP	Equity Share Owner
Matthew Day	Board Chair
John Sasine	Board Member, CEO
Ronald Sasine	Board Member, COO
Clint Peterson	Board Member

### Section 2 - Company Affiliates and/or Subsidiaries

Are there any subsidiary or affiliate companies sharing tax liability with the applicant company? No  Yes

#### If Yes, continue below:

Directions: In order to include affiliates/subsidiaries, under the exemption letter, they must to be added to the Contract. Per standard practice GOED requires a corporate schematic to understand the exact relationships between the companies. Please populate the below table to show the exact relationships between the companies and include:

1. The names as they would read on the tax exemption letter.
2. Which entity(ies) will do the hiring?
3. Which entity(ies) will be purchasing the equipment?

Name of Subsidiary or Affiliate Entity, Role and Legal Control Relationship

Please include any additional details below:





**CROSSROADS**

P A P E R

PROJECT OVERVIEW

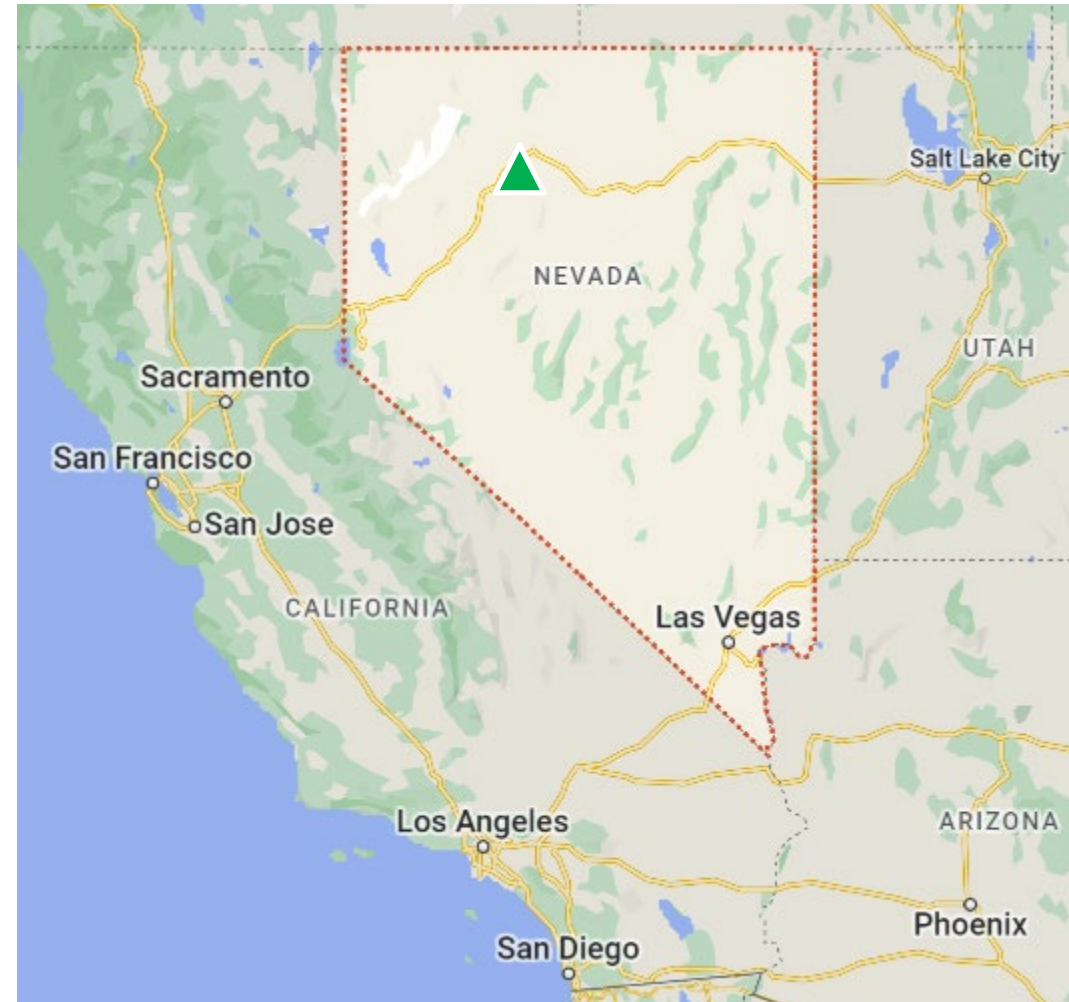
Spring 2024

# BUSINESS OBJECTIVES

- Serve the growing market for containerboard in the Western United States
- Optimize local reuse of recycled materials
- Efficiently protect and manage water resources
- Create additional employment opportunities for skilled labor
- Eliminate costly long-distance shipments of recyclable materials
- Expand the region's manufacturing footprint

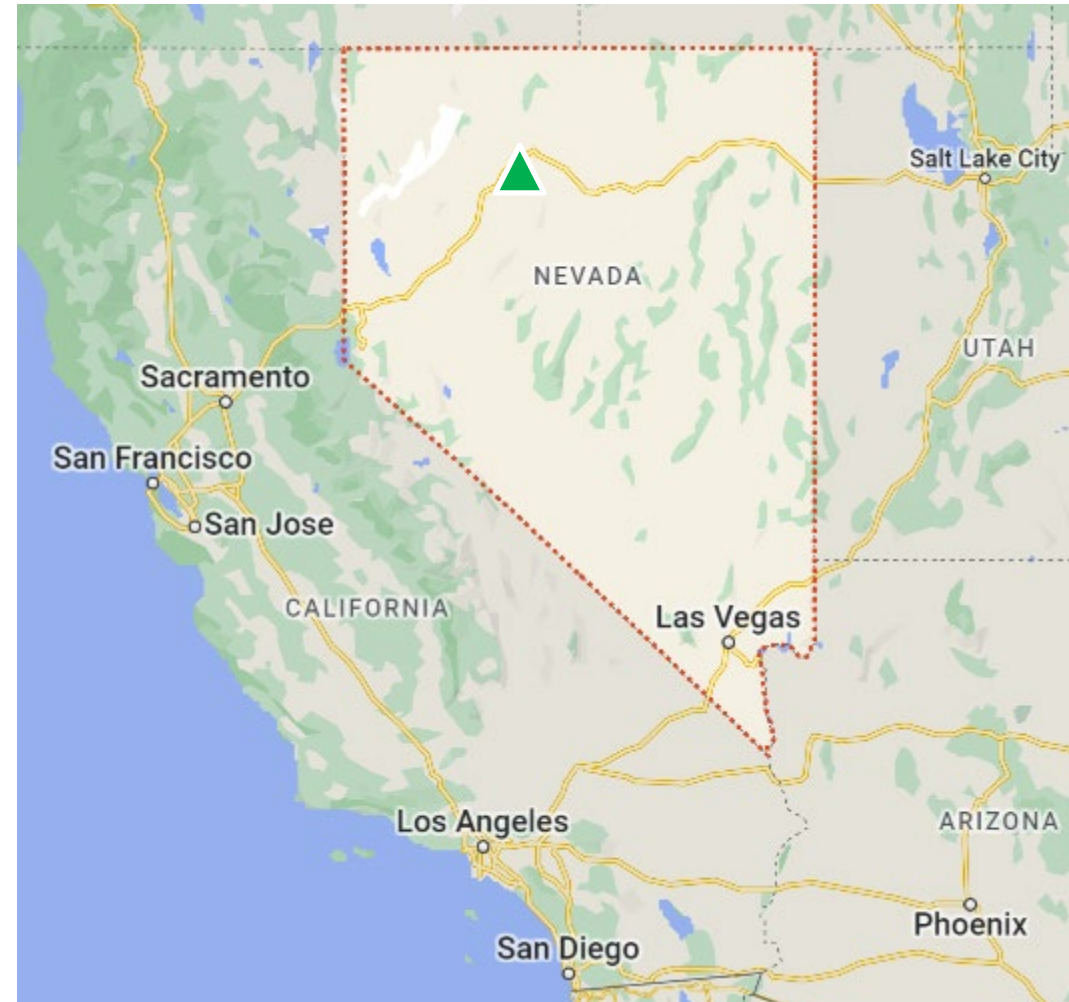
# SITE SELECTION

- Humboldt County, Nevada
  - Close proximity to key demand centers in the West
  - Logistics advantage with excellent interstate and rail access for inbound and outbound shipping
  - Skilled, trainable workforce
  - Access to ample groundwater and a cooperative approach to water treatment
  - Critical utilities infrastructure



# SITE SELECTION

- Humboldt County, Nevada
  - Favorable business climate, with community and government support for new development
  - History of successful mining and agricultural enterprises
  - Significant experience with economic development and industrial projects



# PROJECTED COMMUNITY IMPACT

- Economic diversification with focus on recycling and sustainable manufacturing
- 24-month build out, with up to 600 short-term construction jobs
- 108 full-time employees, expanding in Years 3 through 5
  - Highly skilled labor – engineers, machinery operators, logistics specialists
  - Mining-competitive wages, benefits, and healthcare coverage
  - Shorter commutes, traditional work schedules and better work-life balance
  - Senior-level commitment to preserving employee health and safety
- Expanded electrical grid and natural gas service area (in development with NV Energy and Southwest Gas)
- Community involvement and engagement initiatives

# SUSTAINABILITY

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# WATER MANAGEMENT

- Water management and effluent treatment are key project elements
- Facility will consume less water than existing agricultural usage on the site (up to 75% lower consumptive use)
- Adapted to an arid environment
  - Minimal water consumption
  - Internal reuse of process water
  - On-site post-process water treatment
  - Return of water to hydrologic basin via rapid infiltration basins (RIBs)



# WATER MANAGEMENT

- Process water flow equivalent to approximately 1,344 AFA (1.2 million gallons/day)
- Post-treatment process water returned to aquifer through rapid infiltration basins (RIBs)
- Consumptive use of water estimated at approximately 336 AFA (25% of process water)
- Up to 75% reduction in consumptive use compared with existing agricultural water use





# SUSTAINABLE OPERATIONS

## TRADITIONAL PULP

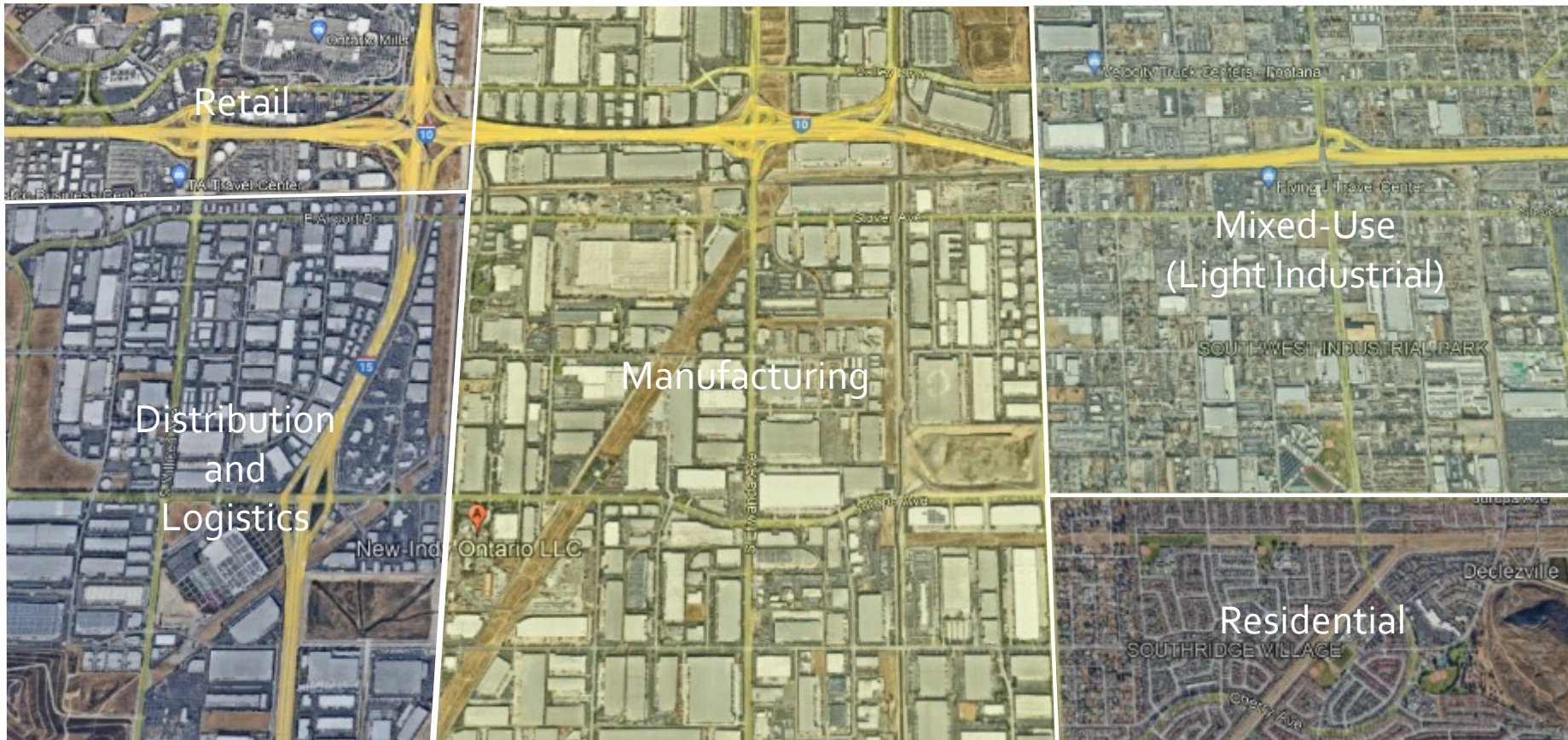
## CROSSROADS MODEL

• Fiber Source	Pine tree fiber	Used corrugated boxes
• Water Source	Natural rivers	Groundwater
• Power Source	On-site biomass boilers	Natural gas and local grid
• Forestry Impact	Clear cut and replant	No tree harvesting
• Odor	SO <sub>2</sub> used in pulping	None (no use of SO <sub>2</sub> )
• Transportation	Log trucks, mountain roads	Interstate highways, rail

# SIMILAR FACILITIES

- Los Angeles, CA
- Atlanta, GA
- Chicago, IL
- Baton Rouge, LA
- New York, NY
- Oklahoma City, OK
- Seattle, WA

# SIMILAR FACILITIES – LOS ANGELES



# SIMILAR FACILITIES – DALLAS

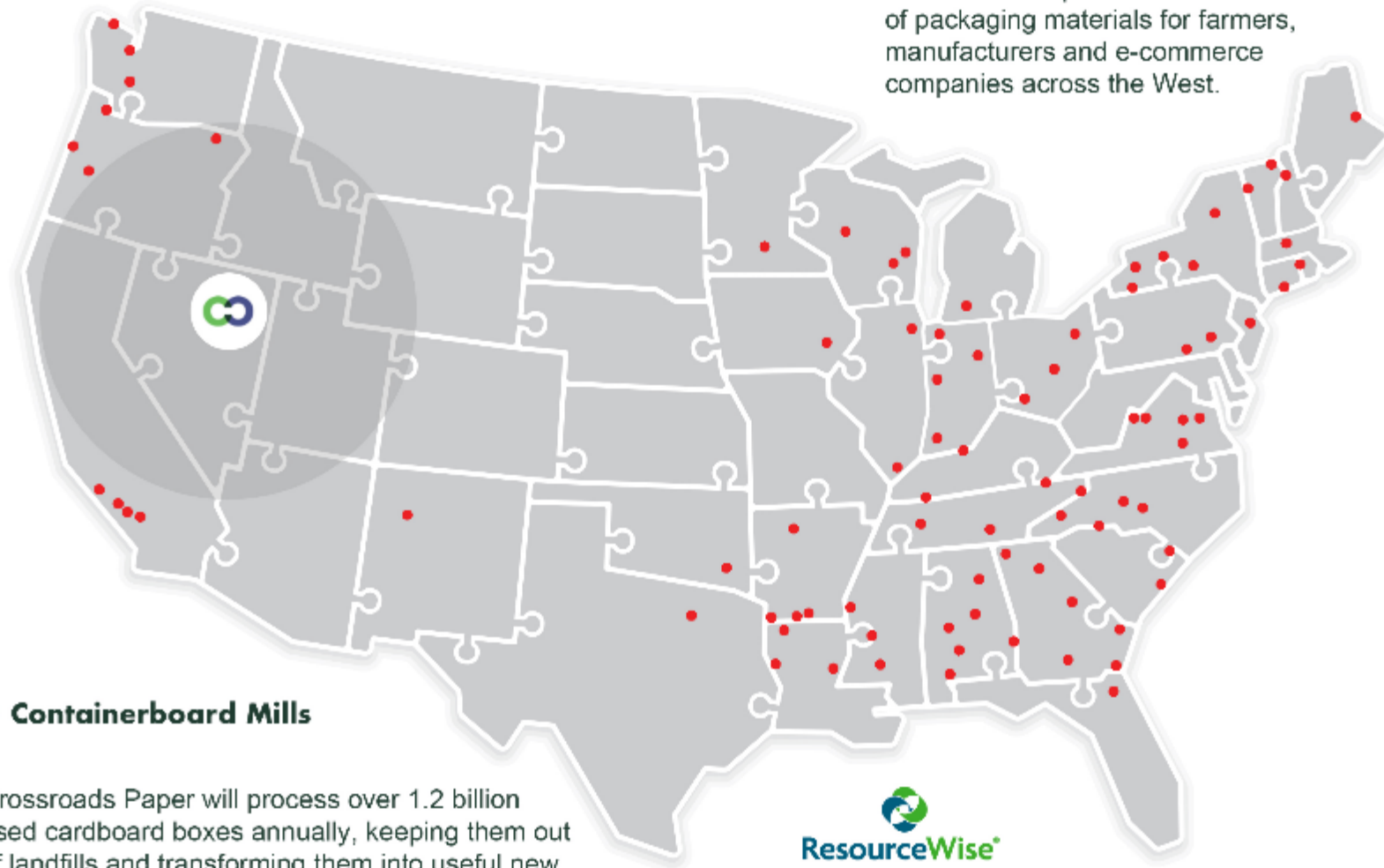


# BUSINESS MODEL

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## Putting the Recycling Pieces Together

Crossroads Paper will lower the cost of packaging materials for farmers, manufacturers and e-commerce companies across the West.



• **Containerboard Mills**

Crossroads Paper will process over 1.2 billion used cardboard boxes annually, keeping them out of landfills and transforming them into useful new materials.

# MARKET OVERVIEW

- Customers located in the North American West are underserved by local containerboard production
  - Demand surpassed production capacity by over a million tons in 2023
  - The region is predicted to retain a similar deficit even after Crossroads Paper begins operations
- Over 50 corrugating lines currently exist in the western states and consume more than five million tons of containerboard annually
  - Independent corrugators represent a significant share of the total demand
  - Major new corrugator and finished product installations are in process
  - Mexico imports approximately half a million tons of recycled containerboard each year

# EQUIPMENT OVERVIEW

- State-of-the art, modern recycled paper machine
- Capacity rated for 1,030 tons/day
- Recycled corrugated box fiber as principal raw material
- Basis Weight profile oriented to lighter weight, high performance grades (20# to 36#)
- Focus on water efficiency
- Specialized produce grades






# PROJECT PARTNERS – YATES



PULP/PAPER

 [BACK TO PORTFOLIO](#)

[VIEW MORE MARKETS](#) 



#### RECENT CLIENTS

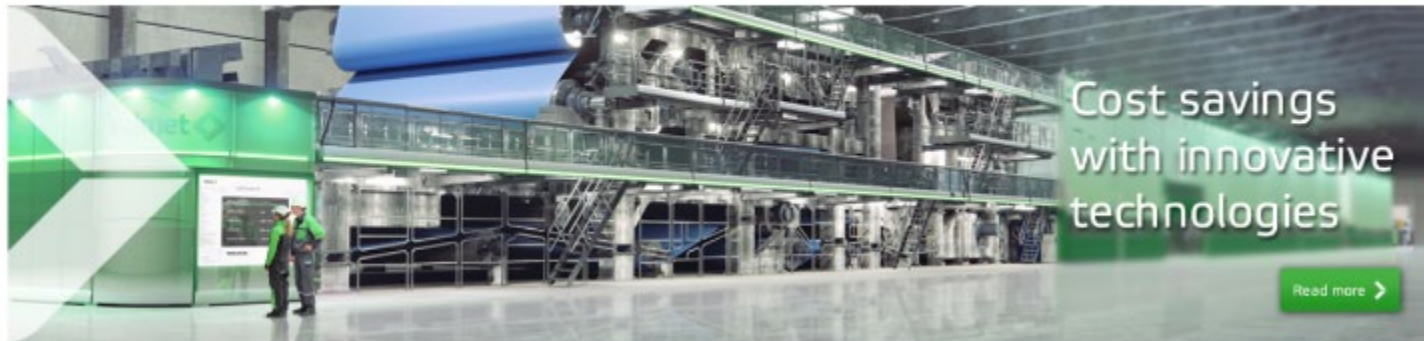
- › Domtar
- › Evergreen Packaging
- › First Quality Tissue
- › Georgia-Pacific
- › Graphic Packaging
- › Hood Container
- › Ilim
- › International Paper
- › Kimberly Clark
- › PCA
- › WestRock
- › Verso

# PROJECT PARTNERS – VALMET



## Technologies, automation and services for board and paper production

Valmet's expertise is rooted in experience. We've been co-operating with our customers in more than 700 board machine and 900 paper machine deliveries worldwide. Our offering includes everything for profitable board and paper production: innovative technologies, reliability and performance adding services as well as advanced automation solutions to guarantee that your paper machine runs smoothly, energy-efficiently and uses raw materials economically.



# CROSSROADS PAPER SUMMARY

- Serve the growing market for containerboard in the Western United States
- Optimize local reuse of recycled materials
- Efficiently protect and manage water resources
- Create additional employment opportunities for skilled labor
- Eliminate costly long-distance shipments of recyclable materials
- Expand the region's manufacturing footprint



**CROSSROADS**

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