APPLICATION HIGHLIGHTS
- Turano Baking Company is applying for Sales Tax, Modified Business Tax, and Personal Property Tax abatements.
- Meets statute for job creation, average wage and capital investment levels.
- Additional capital investment of $10,000,000 for building improvements.

PROFILE
As the nation's leading premium bakery, Turano Baking Company, has a strong track record of steady growth, long-term employment, and business stability. Their products include over 500 varieties of full and par-baked breads, ranging from European artisan breads to Premium Hamburger Buns using ancient, time tested techniques and recipes. The company was founded in 1962 by Mariano Turano, Turano Baking Company continues to be operated by the second and third generations. Source: Turano Baking Company

SIGNIFICANCE OF ABATEMENTS IN THE COMPANY'S DECISION TO RELOCATE/EXPAND
Turano Baking Company currently employs over 825 individuals in four states with an average Employee tenure of nearly 10 years. The company is seeking a western location to produce and distribute their products servicing the Pacific Coast and Rockies. Their search includes: Nevada, Arizona, and California; however, their preference is to locate in Clark County, Nevada. The company looks to Nevada's incentive package to support the location in the Clark County area. Source: Turano Baking Company

REQUIREMENTS
<table>
<thead>
<tr>
<th>Statutory</th>
<th>Application</th>
<th>Sufficient</th>
<th>% Over / Under</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Creation</td>
<td>50</td>
<td>67</td>
<td>Yes</td>
</tr>
<tr>
<td>Average Wage</td>
<td>$20,89</td>
<td>$23.11</td>
<td>Yes</td>
</tr>
<tr>
<td>Equipment CapEx (SU &amp; MBT)</td>
<td>$1,000,000</td>
<td>$38,075,000</td>
<td>Yes</td>
</tr>
<tr>
<td>Equipment CapEx (PP)</td>
<td>$5,000,000</td>
<td>$38,075,000</td>
<td>Yes</td>
</tr>
</tbody>
</table>

INCENTIVES
<table>
<thead>
<tr>
<th>Requested Terms</th>
<th>Estimated $ Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax Abmt.</td>
<td>Abated to 2%</td>
</tr>
<tr>
<td>Modified Business Tax Abmt.</td>
<td>50% for 4 years</td>
</tr>
<tr>
<td>Personal Property Tax Abmt.</td>
<td>50% for 10 years</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

JOB CREATION
<table>
<thead>
<tr>
<th>Contracted</th>
<th>24-Month Projection</th>
<th>5-Year Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>67</td>
<td>67</td>
<td>100 - 150 Total</td>
</tr>
</tbody>
</table>

OTHER CAPITAL INVESTMENT
<table>
<thead>
<tr>
<th>Land</th>
<th>Building Purchase</th>
<th>BTS / Building Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,000,000</td>
<td>$0</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

ECONOMIC IMPACT ESTIMATES (10-Year Cumulative)
| Total Jobs Supported | 205 |
| Total Payroll Supported | $104,477,440 |
| Total Output Estimate | $625,539,986 |

Estimate includes jobs, payroll & output by the company assisted as well as the secondary impacts to other local businesses.

NEW TAX REVENUE ESTIMATES (10-Year Cumulative)
<table>
<thead>
<tr>
<th>Direct</th>
<th>Indirect</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Taxes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td>$2,479,100</td>
<td>$2,815,300</td>
</tr>
<tr>
<td>Sales</td>
<td>$0</td>
<td>$1,940,500</td>
</tr>
<tr>
<td>Lodging</td>
<td>$0</td>
<td>$57,200</td>
</tr>
<tr>
<td>State Taxes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td>$146,000</td>
<td>$169,200</td>
</tr>
<tr>
<td>Sales</td>
<td>$761,500</td>
<td>$647,800</td>
</tr>
<tr>
<td>Modified Business</td>
<td>$663,400</td>
<td>$604,900</td>
</tr>
<tr>
<td>Lodging</td>
<td>$0</td>
<td>$14,300</td>
</tr>
<tr>
<td>Total</td>
<td>$4,050,000</td>
<td>$6,249,200</td>
</tr>
</tbody>
</table>

COST-BENEFIT ASSESSMENT
<table>
<thead>
<tr>
<th>Economic Impact per Abated Dollar</th>
<th>New Total Tax per Abated Dollar</th>
</tr>
</thead>
<tbody>
<tr>
<td>$173</td>
<td>$2.85</td>
</tr>
</tbody>
</table>

EMPLOYEE BENEFITS
- Percentage of health insurance covered by company: 78%.
- Health care package cost per employee - $10,910 annually with options for dependents.
- Overtime, PTO/Sick/Vacation, Bonus, Retirement Plan, LTD, Tuition Assistance .

NOTES
- Percentage of market outside of Nevada: 90%.
- The company average hourly wage exceeds the statewide hourly average wage of $20.89 by 11%.
August 12, 2015

Mr. Steve Hill  
Executive Director  
Governor’s Office of Economic Development  
808 W. Nye Lane  
Carson City, NV 89703

Dear Mr. Hill:

Turano Baking Company is applying to the State of Nevada for a Sales and Use Tax Abatement, Modified Business Tax Abatement, and Personal Property Tax Abatement. We have asked that Turano Baking Company be placed on the September 2015 Board Meeting agenda.

When Turano Baking begins operations in Southern Nevada they will include the hiring of 67 employees making an average hourly wage of $23.11. Turano Baking will make a capital investment of $38,075,000.00.

The Las Vegas Global Economic Alliance has reviewed this application and found it to comply with the statutory requirements for abatements. Turano Baking Company has full support and endorsement of the LVGEA.

Best Regards,

Jonas Peterson  
President & CEO
August 6, 2015

Nevada Governor’s Office of Economic Development
555 E. Washington Ave., Suite 5400
Las Vegas, NV 89101

RE: Application for Incentives to Expand in Nevada

Dear Sir or Madame:

Turano Baking Company is excited for the opportunity to expand our footprint west in Nevada. As a family-owned and operated business, Turano Baking Company has a strong track record of steady growth, long-term employment, and business stability.

We are the nation’s leading premium bakery, specializing in premium breads, rolls, and other baked goods that are distributed throughout the country from four bakeries in Berwyn and Bolingbrook, Illinois; Villa Rica, Georgia; and Orlando, Florida. Our products include over 500 varieties of full- and par-baked breads, ranging from European artisan breads to Premium Hamburger Buns using ancient, time-tested techniques and recipes. Our customers are independent foodservice operations, retail grocers and multi-unit national chain restaurants that value quality breads and offer the highest standard products to their guests. Founded in 1962 by Mariano Turano, Turano Baking Company continues to be operated by the second and third generations who uphold the same high levels of quality, service, value, and variety upon which the company was founded.

Turano Baking Company currently employs over 825 individuals in four states with average Employee tenure of nearly ten years. This includes our bakeries in Georgia and Florida, which commenced operations in 2008 and 2009, respectively. As our organization grows and our customers’ needs increase, we are seeking a western location to produce and distribute our products servicing the Pacific Coast to the Rockies, with a substantial portion of this demand in California. Our search has included Nevada, Arizona, and California; however, our preference is to locate in Clark County, Nevada. An incentive package from the State of Nevada is necessary to support our locating in this area.

The western expansion will include construction of a new commercial baking facility and cold storage warehouse, installation of baking and warehouse equipment, purchase and operation of a distribution vehicle fleet, and stable employment opportunities. The entire investment is estimated at $48,000,000, plus a multi-million dollar land acquisition. The equipment we utilize is highly specialized for automated ingredient handling, mixing, dough dividing and make-up, proofing, topping, baking, cooling, packaging, steam generation, chilled water supply, and other bakery support needs. This equipment investment alone is estimated at over $38,000,000, with significant annual capital investment thereafter. Additionally, we anticipate a fleet of tractor-trailers to be operated out of this location.

Our Employee base consists of a specialized and unspecialized labor force. This facility will open with over sixty (60) Full-Time Employees, growing to nearly one hundred (100) within one (1) year and

Turano Baking Company, 6501 West Roosevelt Road, Berwyn, IL 60402
(708) 788-9220 • fax (708) 788-3075 • e-mail: info@turano-baking.com • www.turanobakery.com
exceeding one hundred and fifty (150) within five (5) years. Our average hourly wage is over $18.50, and our average salary wage is over $87,500, with the population split approximately 80% hourly and 20% salary. The roles within our team include Production & Packaging, Sanitation, Maintenance, Shipping & Receiving, Customer Service, Shift Supervision, and Plant Management. We anticipate that all Employees will be hired from within Nevada. Turano Baking Company prefers to use only full-time Employees whenever possible.

Turano Baking Company offers a full benefits package for all Employees; one package for the entire company from entry level through the President of our organization. This benefits package includes a Defined Contribution 401(k) Plan, Safe Harbor, Medical, Dental and Vision Insurance, Life Insurance, Long-Term Disability Insurance, and a Tuition Program. Please refer to the enclosed Benefits Highlights document for additional information.

Turano Baking Company is very involved in our communities. Whether it is through supporting local school districts, local causes, or national charities, the Turano Family is proud to help our home neighborhoods through organizations such as the Big Shoulders Fund, Ronald McDonald House Charities, and National Night Out, to name a few. Additionally the Turano Foundation supports charitable organizations nationally in the areas of Italian heritage, Catholic education/support, and community outreach.

As a good neighbor, Turano Baking Company also places emphasis on environmental sustainability improvement. Over the last four years, we have reduced our natural gas intensity by over 20%, our water usage by 3%, and our landfill waste by over 25%, and we have 2020 Targets of Zero Waste to Landfill and 20% reductions in energy and water intensities, all of which we are well on our way towards. Our new facilities are designed with LEED standards in mind and we continually evaluate and implement innovative technologies to help improve our environmental sustainability.

We look forward to working further with the State of Nevada as we explore our next plant expansion westward! Please do not hesitate to contact me with any questions as to our business, our plans, or what we may bring to Nevada in the near future.

Sincerely,

Anthony M. Turano
Director of Administration
August 5, 2015

Mr. Steve Hill, Executive Director
Nevada Governor’s Office of
Economic Development
808 West Nye Land
Carson City, NV 89703

Dear Mr. Hill:

I am writing to express my full support for Turano Baking Company and their incentive application to be reviewed by the GOED Board at their next scheduled meeting.

I had the pleasure of personally meeting with Mr. Joseph Turano, President of Turano Baking Company this past May. Mr. Turano and key members of the company and their site selection team met with City staff prior to touring sites for a new production facility.

Turano Baking Company would significantly impact our community with their planned expansion. We look forward to the opportunity of welcoming them to North Las Vegas and our business community.

Sincerely,

John J. Lee
Mayor
Company Name: Turano Baking Company
Date of Application: August 5, 2015

Section 1 - Type of Incentives

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

☑ Sales & Use Tax Abatement  ☐ Sales & Use Tax Deferral  ☐ Train Employees Now (TEN)
☑ Modified Business Tax Abatement  ☐ Recycling Real Property Tax Abatement
☑ Personal Property Tax Abatement  ☐ Economic Development Rate Rider

Section 2 - Corporate Information

COMPANY NAME (Legal name under which business will be transacted in Nevada)
Turano Baking Company (legal entity TBD)

FEDERAL TAX ID # 36-2588905 (TBD)

CORPORATE ADDRESS
6501 W. Roosevelt Rd.

CITY / TOWN Berwyn
STATE / PROVINCE IL
ZIP 60402

MAILING ADDRESS TO RECEIVE DOCUMENTS (if different from above)

CITY / TOWN
STATE / PROVINCE
ZIP

TELEPHONE NUMBER
(708) 788-9220

WEBSITE www.TURANO.com

COMPANY CONTACT NAME
Anthony M. Turano

COMPANY CONTACT TITLE
Director of Administration

E-MAIL ADDRESS
aturano@turano.com

PREFERRED PHONE NUMBER
(708) 317-3943

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 - Nevada Facility

Type of Facility:
☐ Headquarters  ☐ Service Provider
☐ Technology  ☐ Distribution / Warehouse / Logistic
☐ Back Office Operations  ☐ Manufacturing
☐ Research & Development / Intellectual Property  ☐ Other:

PERCENT OF COMPANY'S MARKET OUTSIDE OF NEVADA 90%

EXPECTED DATE OF NEW / EXPANDED OPERATIONS (MONTH / YEAR) Apr-2017

NAICS CODE / SIC 311812

INDUSTRY TYPE Wholesale Bakery - Breads, Rolls, and Other Baked Goods

DESCRIPTION OF COMPANY'S NEVADA OPERATIONS
Wholesale bakery producing breads, buns, rolls, and other baked goods for fresh and frozen distribution. Fresh distribution system centralized out of this facility. Cold Storage Warehouse is part of initial building and subsequent expansions. Frozen Distribution to take place from this facility to other parts of Country.

PROPOSED / ACTUAL NEVADA FACILITY ADDRESS
TBD

CITY / TOWN Henderson/North Las Vegas
COUNTY Clark County
ZIP

WHAT OTHER STATES / REGIONS / CITIES ARE BEING CONSIDERED FOR YOUR COMPANY'S RELOCATION / EXPANSION / STARTUP?
California; Phoenix, Arizona

Section 4 - Site Selection Factors (Optional)

Please rate the following in order of importance to the company's business (1 = very low; 5 = very high):

Availability of qualified workforce: 4  Utility infrastructure: 5  State and local tax structure: 5

Labor costs: 5  Utility costs: 4  State and local incentives: 5

Real estate availability: 3  Transportation infrastructure: 4  Business permitting & regulatory structure: 4

Real estate costs: 5  Transportation costs: 5  Access to higher education resources: 2

OTHER FACTORS & RATINGS

The major factors are captured above for us. These are all equally weighted, along with customer needs.
**Section 5 - Real Estate & Construction** *(Fill in either New Operations/Startup or Expansion, not both.)*

<table>
<thead>
<tr>
<th>NEW OPERATIONS / STARTUP - PLANS OVER THE NEXT 10 YEARS</th>
<th>EXPANSIONS - PLANS OVER THE NEXT 10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part 1. ARE YOU CURRENTLY / PLANNING ON LEASING SPACE IN NV?</strong></td>
<td><strong>Part 1. ARE YOU CURRENTLY LEASING SPACE IN NV?</strong></td>
</tr>
</tbody>
</table>
| *No* | *If No, skip to Part 2. If Yes, continue below:*
| | **What year(s)?** |
| | **How much space (sq. ft.)?** |
| | **Annual lease cost of space:** |
| Do you plan on making building tenant improvements? | *If No, skip to Part 2. If Yes *, continue below:*
| If No | **When to make improvements (month, year)?** |
| **Part 2. ARE YOU CURRENTLY / PLANNING ON BUYING OR BUILDING AN OWNER-OCCUPIED FACILITY IN NV?** | **Part 2. ARE YOU CURRENTLY OPERATING AT AN OWNER-OCCUPIED BUILDING IN NV?** |
| *Yes* | *If No, skip to Part 3. If Yes *, continue below:*
| **Purchase date, if buying (month, year):** | **How much space (sq. ft.)?** |
| **When to break ground, if building (month, year):** | **Current assessed value of real property?** |
| **Estimated completion date, if building (month, year):** | **Due to expansion, will you be making building improvements?** |
| **How much space (sq. ft.):** | *If No, skip to Part 3. If Yes *, continue below:*
| **Part 3. DO YOU PLAN ON BUILDING OR BUYING A NEW FACILITY IN NV?** | **When to make improvements (month, year)?** |
| *Yes* | *If No, skip to Part 3. If Yes *, continue below:*
| **Purchase date, if buying (month, year):** | **How much space (sq. ft.)?** |
| **When to break ground, if building (month, year):** | **Current assessed value of real property?** |
| **Estimated completion date, if building (month, year):** | **Due to expansion, will you be making building improvements?** |
| **How much space (sq. ft.):** | *If No, skip to Part 3. If Yes *, continue below:*

*Please complete Section 6 - Capital Investment for New Operations / Startup.*

**BRIEF DESCRIPTION OF CONSTRUCTION PROJECT AND ITS PROJECTED IMPACT ON THE LOCAL ECONOMY** *(Attach a separate sheet if necessary):*

The construction project will involve a typical industrial building with consideration given to green building design.

**Section 6 - Capital Investment** *(Fill in either New Operations/Startup or Expansion, not both.)*

<table>
<thead>
<tr>
<th>NEW OPERATIONS / STARTUP</th>
<th>EXPANSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HOW MUCH CAPITAL INVESTMENT IS PLANNED?</strong> <em>(Breakout below):</em></td>
<td><strong>HOW MUCH CAPITAL INVESTMENT IS PLANNED?</strong> <em>(Breakout below):</em></td>
</tr>
<tr>
<td>Building Purchase (if buying):</td>
<td>Building Purchase (if buying):</td>
</tr>
<tr>
<td>Building Hard Costs (if building / making improvements):</td>
<td>Building Hard Costs (if building / making improvements):</td>
</tr>
<tr>
<td>Land:</td>
<td>Land:</td>
</tr>
<tr>
<td>Equipment Cost:</td>
<td>Equipment Cost:</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>Total:</strong></td>
</tr>
<tr>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
<tr>
<td><strong>$10,000,000</strong></td>
<td><strong>Building Purchase:</strong></td>
</tr>
<tr>
<td><strong>$5,000,000</strong></td>
<td><strong>Land:</strong></td>
</tr>
<tr>
<td><strong>$38,000,000</strong></td>
<td><strong>Equipment Cost:</strong></td>
</tr>
<tr>
<td><strong>$53,000,000</strong></td>
<td><strong>Total:</strong></td>
</tr>
</tbody>
</table>

**Is the equipment purchase for replacement of existing equipment?** *(Must attach the most recent assessment from the County Assessor’s Office.)*
Section 7 - Employment (Fill in either New Operations/Startup or Expansion, not both.)

<table>
<thead>
<tr>
<th>NEW OPERATIONS / STARTUP</th>
<th>EXPANSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many full-time equivalent (FTE*) employees will be created by the end of the first fourth quarter of new operations?: 67</td>
<td>How many full-time equivalent (FTE*) employees will be created by the end of the first fourth quarter of expanded operations?:</td>
</tr>
<tr>
<td>Average hourly wage of these new employees: $23.11</td>
<td>Average hourly wage of these new employees:</td>
</tr>
<tr>
<td>How many FTE employees prior to expansion?:</td>
<td>How many FTE employees prior to expansion?:</td>
</tr>
<tr>
<td>Average hourly wage of these existing employees:</td>
<td>Average hourly wage of these existing employees:</td>
</tr>
<tr>
<td>Total number of employees after expansion:</td>
<td>Total number of employees after expansion:</td>
</tr>
</tbody>
</table>

* 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):
- [ ] Overtime
- [ ] PTO / Sick / Vacation
- [ ] Bonus
- [ ] Retirement Plan / Profit Sharing / 401(k)
- [ ] Merit increases
- [ ] COLA adjustments
- [ ] Tuition assistance
- [ ] Other: LTD, Medical, Dental, Vision

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

Please see attached document.

Section 8 - Employee Health Insurance Benefit Program

Is health insurance for employees and an option for dependents offered?: [ ] Yes (copy of benefit plan must be attached) [ ] 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: 60 days after hire date

COST OF HEALTH INSURANCE FOR COMPANY (annual amount per employee): $10,910

PERCENTAGE OF HEALTH INSURANCE COVERAGE:
By Company: 78% By Employee: 22%

Section 9 - Train Employees Now (TEN) (if applicable)

Have you received preapproval from GOED?: [ ] Yes [ ] No

Number of qualified employees to participate in training program*:

Will these new hires be permanent, full-time employees of the company?: [ ] Yes [ ] No

Is the proposed training plan developed by NVIE complete?** [ ] Yes [ ] No

* Employee must be paid at least 80% of statewide average wage at conclusion of the program.  **Please attach the NVIE training program as part of this application.

All workforce training monies approved at a scheduled GOED Board meeting will be granted to the appropriate educational institution.
Section 10 - Certification

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 authority 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:

Anthony M. Turano
Name of person authorized for signature

Director of Administration
Title

Signature

August 6, 2015
Date

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
# Employment Schedule

**Company Name:** Turano Baking Company  
**County:** Clark County

Directions: Please complete columns (a) through (d) in Section 1 with information on all full time employees that will be hired and employed by the company by the end of the first fourth 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 quarter would be the last day of Q2, 2016 (i.e., June 30, 2016). Attach this form to the Incentives Application.

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

Full-time equivalent represents an employee who works an average of 30 or more hours per week, is eligible for health care coverage, and whose position is a "primary job" (defined in NAC 360.474). Audits of job creation and wage will be based on the information provided in this section.

<table>
<thead>
<tr>
<th>New Hire Position Title/Description</th>
<th>(b) Number of Positions</th>
<th>(c) Average Hourly Wage</th>
<th>(d) Average Weekly Hours</th>
<th>(e) Annual Wage per Position</th>
<th>(f) Total Annual Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production &amp; Packaging</td>
<td>24</td>
<td>$17.00</td>
<td>40</td>
<td>$35,360.00</td>
<td>$848,640</td>
</tr>
<tr>
<td>Sanitation</td>
<td>7</td>
<td>$17.00</td>
<td>40</td>
<td>$35,360.00</td>
<td>$247,520</td>
</tr>
<tr>
<td>Shipping &amp; Receiving</td>
<td>11</td>
<td>$18.00</td>
<td>40</td>
<td>$37,440.00</td>
<td>$411,840</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>3</td>
<td>$18.00</td>
<td>40</td>
<td>$37,440.00</td>
<td>$112,320</td>
</tr>
<tr>
<td>Maintenance</td>
<td>9</td>
<td>$23.00</td>
<td>40</td>
<td>$47,840.00</td>
<td>$430,560</td>
</tr>
<tr>
<td>Customer Service</td>
<td>3</td>
<td>$45.00</td>
<td>40</td>
<td>$93,600.00</td>
<td>$280,800</td>
</tr>
<tr>
<td>Shift Supervision</td>
<td>3</td>
<td>$33.80</td>
<td>40</td>
<td>$70,304.00</td>
<td>$210,912</td>
</tr>
<tr>
<td>Plant Management</td>
<td>7</td>
<td>$46.60</td>
<td>40</td>
<td>$96,928.00</td>
<td>$678,496</td>
</tr>
</tbody>
</table>

**TOTAL**  
67  
$23.11  
$3,221,088
### Equipment List

**Company Name:** Turano Baking Company  
**County:** Clark County

Directions: Please provide a 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. Note: If approved, the company will monitor and update this list as needed to ensure the incentives granted are for eligible property actually purchased. For guidelines on classifying equipment, visit: tax.nv.gov/LocalGovt/PolicyPub/ArchiveFiles/Personal_Property_Manuals. Attach this form to the Incentives Application.

<table>
<thead>
<tr>
<th>(a) Equipment Name/Description</th>
<th>(b) # of Units</th>
<th>(c) Price per Unit</th>
<th>(d) Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingredient Handling System</td>
<td>2</td>
<td>$4,500,000.00</td>
<td>$9,000,000.00</td>
</tr>
<tr>
<td>Dough Make-Up Systems</td>
<td>2</td>
<td>$3,000,000.00</td>
<td>$6,000,000.00</td>
</tr>
<tr>
<td>Proof, Bake, and Cooling Systems</td>
<td>2</td>
<td>$3,100,000.00</td>
<td>$6,200,000.00</td>
</tr>
<tr>
<td>Packaging Equipment</td>
<td>3</td>
<td>$1,550,000.00</td>
<td>$4,650,000.00</td>
</tr>
<tr>
<td>Other Production Equipment</td>
<td>3</td>
<td>$800,000.00</td>
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TOTAL EQUIPMENT COST: $38,075,000.00
Turano Baking Company
Family Owned and Operated for Three Generations
Media Coverage

Industry Media

Baking Hall of Fame Press Release and Growing a Family Business
Baking & Snack – July 2015
Baking & Snack – 2011 Baker of the Year and Slideshow
And Now Soft Buns
Baking By the Numbers
For the Love of Baking
A Tale of Four Cities
Turano TV
Serving a Diversified Market
True to Its Roots
Storm Track and Perfect Storm
Baking & Snack – On Becoming a Star
Baking & Snack – First in Flexibility
Baking & Snack – Bakers Sell Freshness
Baking & Snack – Bun Bakers Balance Quality and Price
Baking & Snack – Bake to the Future
Baking & Snack – Follow the Customer
Snack Food & Wholesale Bakery – Turano Turns 50
Snack Food & Wholesale Bakery – Artisan on Automatic
Snack Food & Wholesale Bakery – Celebrating Bread
Snack Food & Wholesale Bakery – Il Forno Romano

YouTube

Wild Berwyn
Made in Chicago
Chef Paul – Holiday Stuffing
Food Factory USA

Other Honors

Tony Iovinelli’s 40 Years with Turano
Darden Restaurants’ 2000 Distinguished Vendor
Fra Noi Chicago
Turano Baking Company
Since 1962

Berwyn, Illinois
Baking Since 1967

Bolingbrook, Illinois
Baking Since 1994

Villa Rica, Georgia
Baking Since 2008

Orlando, Florida
Baking Since 2009
Turano Baking Company
Benefits for All Employees

Medical
- Health
- Dental
- Vision
- Wellness

Retirement
- Safe Harbor
- Defined Contribution - 401(k) Savings

Disability
- Life Insurance
- Long-Term Disability

Vacation and Holiday Pay
Employee of the Month
Tuition Assistance
TURANO BAKING CO.

New Florida bun line drives speed to market

Also inside:
Surviving the egg shortage
Features

21 Taking the Plunge
Co-manufacturing clears a way to add capacity and get creative with new products with minimal risk.

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Wback’s automated line in central Germany turns out 50,000 buns an hour with just four people on the production floor.

36 Ready for Anything
Turano Florida Bun’s new production line allows the business to cater to customers’ ever-divergent needs.

75 Eggs-Treme Measures
Bird flu hit egg supplies hard this year, and now the hunt is on for ways to extend the quantities still available.

Cover: Turano Baking challenged its Orlando management team to test limits on technology, engineering and innovation to design a mind-bending, multipurpose solution to a host of opportunities and challenges.
"We chose the path of flexibility and variety on a line that’s still considered a high-speed system."

Joe Turano, Turano Baking Co.
Turano Baking recently installed another flour silo to produce more artisan-style products. The Orlando bakery receives up to 18 truckloads of flour a week.
Turano Florida Bun’s new production line in Orlando allows the business to react quickly to emerging new product trends while catering to its customers’ ever-divergent needs.

by Dan Malovany

During the 14 months it took to install the newest bun and roll line at the Turano Baking plant in Orlando, FL, Leo Desrosiers kept on hearing — and sometimes repeating — the same thing over and over again. “The three words that we heard throughout the whole process were, ‘Are you serious?’” recalled the vice-president of operations, southern region, for the Berwyn, IL-based family-owned and -operated company.

Typically, such a question becomes more of a symptomatic response when a business ambitiously pushes the envelope on a project. For Turano Baking, it evolved into a rhetorical device after the company constantly challenged the Orlando management team to test the limits on technology, engineering and innovation to design a mind-bending, multipurpose solution to a host of opportunities and challenges.

Today, the second line, which started up in mid-2014 in the 82,000-sq-ft facility, cranks out 4,000 doz soft buns and premium rolls per hour. That’s slightly fewer than the 5,400 doz an hour on the original line installed in 2009. As so often is the case, however, the numbers simply don’t tell the whole story. Back in 2012, way before “Are you serious?” became so popular, Turano Baking needed to answer a few big-picture questions to add strategic direction to the new initiative.

“We had choices to make on this line,” noted Joe Turano, president. “Do we duplicate the highest speed line as we had in the original line? Or do we install a line that may not have the full capacity of the original line but will allow us to provide some flexibility and variety to our product lines?” he recalled.
Turano Baking Co.

To answer the “what ifs,” industry veterans Mr. Desrosiers, Mr. Koziol and Jack Mitchell, now Orlando plant manager, collaborated closely with vendors to iron out the scope and details of the new project. In some cases, they sought input from line operators and supervisors as well as the leadership teams at Turano Baking’s three other bakeries, located in Berwyn and Bolingbrook, IL, and Villa Rica, GA. They also visited other baking companies to observe new equipment or processes in action.

At Turano Baking, the door swings both ways when it comes to knowledge-sharing. “We can lean on other bakers we know for ideas, innovations and best practices, and we make sure we do the same for them,” Mr. Mitchell said.

While collaboration remains integral to the company’s culture, so does ownership when it comes to completing a project of this magnitude. “We designed this bakery,” Mr. Koziol emphasized. “We’re not putting up with problems that someone else created. Everything we did, we’ve done to ourselves. There are no second thoughts on this project.”

What ifs? What’s next?

With the new bun line, Turano Baking strived to achieve a number of top priorities — most importantly, contingency capacity. Normally, conservative companies consider contingency options as Plan Bs, or backup strategies. That was certainly part of the case here, according to Mr. Desrosiers. The bakery wanted to make sure it had sufficient backup with Line No. 2 to support production on Line No. 1, especially for its primary customer supplied by Turano Baking in this core market.

However, the additional capacity also involved a Plan A,
Embracing — not chasing — change

When it comes to new product development, Leo Desrosiers has one word to describe Turano Baking. “I would say we’re ‘fearless’ when stepping into new areas,” noted the vice-president of operations, southern region. “If there is a new concept, we have the ability to beat people to the market.”

Part of the reason goes back to the business’ roots in 1962 when Mariano Turano founded the company. “We started as a small, Chicagoland bakery in the past,” said Joe Turano, president. “It taught us our principles for working with customers — to work with them closely on a one-on-one basis. Collaborative effort is a unique value at our bakery.”

Often, new product development occurs at the Berwyn, IL, operation, which has the capabilities to test formulas and develop the characteristics of products using smaller, 400-lb doughs. Once the customer signs off on the product, the other bakeries take over and scale it up to their high-speed operation, according to Jack Mitchell, plant manager at the Orlando, FL, bakery.

Throughout its history, Turano Baking has shown it is open to investing in not only new products but also new categories. The Italian, specialty and hearth bread business now also produces conventional bread and buns for national players in the foodservice industry. “This company is continually evolving,” Mr. Mitchell said. “It’s not set in one standard product zone. It’s wide open to the newest customer needs.”

as in the ability for the entire company to supply new customers while supporting its existing base with new products. Since Baking & Snack first visited the Orlando bakery in 2011, third-party business in the region has grown significantly.

“We were skittish about taking on new business without contingency capacity,” Mr. Desrosiers said. “With our internal customers, we were finding lines in our other Turano facilities reaching capacity. We were looking to build contingency capacity within our entire system to handle those opportunities.”

In addition to reducing the volume of interplant shipments, boosting capacity also brought production closer to the Orlando plant’s core customers in the Southeast and even expanded its geographic reach to Texas and parts of the South.

Yet another top priority involved engineering in the flexibility to scale up artisan-style products or place buns and premium rolls in new packaging formats. Specifically, the bakery expanded bulk packaging and added bagging capabilities for foodservice and retail customers. It also introduced Turano branded products to new markets.

Moreover, during the past three to five years, limited-time offers (LTOs) have become the fastest way to build sales in the quick-serve restaurants (QSRs), casual dining chains and other foodservice channels, where Turano Baking does a majority of its business. “With LTOs, restaurants aren’t looking for me-too products,” Mr. Desrosiers said. “They want products that are really unique and have their distinctive signature on them.”

Specifically, the versatile new line allows the bakery to diversify its portfolio of buns and rolls with such items as brioche and other premium baked goods.

When it comes to new products, speed to market — along with quality and variety — is also critical in today’s fluid marketplace. “We understand that many of our products have a life cycle, so we continue to work on ‘what is that next new trend?’” Mr. Turano said. “What is that next, new popular line of products so we can be ahead of the curve in the marketplace?”

Moreover, as these restaurants expand their menus, chains may require packaging in various formats, including smaller packs — instead of bulk packs — to maintain freshness as new items gain traction among consumers. “In the past, manufacturing drove what packaging systems you used,” Mr. Kozloski observed. “Now, it’s the customers driving how products are packaged.”

Creative use of space

With such a sweeping agenda, Turano Florida Bun, as the Orlando operation is called within the company, faced a significant hurdle: space inside the building. The original high-speed line took up 65% of the square footage in the
facility. Back in 2009, Turano Baking anticipated it might install a hearth line. However, as customer priorities and market demands shifted, the biggest challenge eventually became how to add as much bun and premium roll capacity — combined with flexibility — in a limited area.

“When we designed the facility, we accommodated enough space for a second line,” noted Anthony Turano, director of administration. “We didn’t know exactly what type of second line we’d install. We mocked up some thoughts at that time and said, ‘We’ll make it fit. No problem whatsoever,’ and sure enough, we made it fit.”

Or as Joe Turano joked, “We shoehorned it in.”

Again, the management team turned to its contractors and equipment suppliers for help in resolving this Rubik’s Cube. Monthly meetings soon accelerated into twice-a-month gatherings. “We’d walk through the plant and through the line — piece by piece — and everyone got to put their two cents in,” Mr. Kozloski said. “We debated the pluses and minuses of everyone’s ideas until we came up with a design we liked.”

In all, it took 24 drafts before Turano Baking settled on

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42 Baking & Snack July 2015 / www.bakingandsnack.com
space, according to Anthony Turano. The new line’s spiral cooler sits on a mezzanine platform. The facility now has six HVAC units, which are vitally important for maintaining product quality and workplace comfort in hot, humid Florida. The new units rest on a platform over the Workhorse Automation pan storage-and-retrieval system, which serves both lines.

“It was definitely a jigsaw puzzle,” Mr. Mitchell observed.

In most cases, he noted, Turano Baking kept with the same vendors it used for the original line. That allowed it to add redundancy as a part of its contingency plan and streamline its spare parts inventory by having more interchangeable replacement parts for both lines. Some components, such as its Shick USA liquid brew, Laramore flour recovery and Stewart Systems bulk packaging systems, can serve either production line.

Another benefit involved skilled labor. Historically, Mr. Mitchell said, Turano Baking had always done a good job cross training. When starting up the second line, the company assigned three “general helpers” who were thoroughly knowledgeable about operating everything from mixers and dividers to packaging — and put them in charge of training the first, second and, soon, third shifts.

Moreover, the company upgraded its human machine interface (HMI) systems on both lines to provide better quality control and reduce downtime. “The HMI is all top-of-the-line,” Mr. Kozloski said. “They’re all networked with one another. If one fails, we can control that system from any other HMI terminal in the plant.”

**Changing with the times**

Unlike many dedicated bun operations, the new line produces up to six different varieties of artisan buns and rolls a day, resulting in multiple changeovers that can often be a timely, costly and labor-intensive process. “We worked with our suppliers and told them we wanted a 10-minute changeover,” Mr. Mitchell said.

Specifically, they focused on quick disconnects involving replacing carriages, tool-less adjustments and other creative solutions. Today, changeovers can be as short as three to five minutes. In all, the company routinely experiences only about 20 minutes of downtime — on both lines — during a full day of production.

Overall, the SQF Level 3-certified facility has about 34,700 sq ft of processing, 17,000 sq ft for packaging, 6,300 sq ft for warehousing and the remainder for office and other space. Three shifts run 24 hours a day, seven days a week with a full day of preventive maintenance and sanitation on Saturdays for Line No. 1 and a full day on Sundays for Line No. 2. In all, 100 people now work at the Turano Florida Bun operation.

The bakery has three Shick USA 225,000-lb flour silos, two 92,000-lb soy oil and sugar tanks and two
60,000-lb cream yeast tanks set outside the building. The company recently installed a fourth 165,000-lb silo for high-gluten artisan flour. To show how much production has grown, flour deliveries have doubled to 18 weekly during the past year, with the operation typically using up to 1 million lb a week, according to Mr. Mitchell.

Shick bag-dump stations offer the option to supply mixers with minor ingredients. Supersack dispensers provide salt and, more recently, granulated sugar. The company added the sugar system to provide extra flexibility in formulation of buns and rolls for its customers.

With the new line, Turano Baking installed a Shick 1,000-gal brew system that’s slightly larger than the original 700-gal batch operation. Mr. Mitchell pointed out that the company learned it needed a slightly larger system to keep up with demand and offer flexibility to more easily adjust fermentation based on the quality of flour. “We built contingency into the bakery. Both systems can go back and forth between the two lines,” he noted.

A Shick InteliBatch ingredient management system controls the inventory of ingredients and their flow to the mixers, which includes an AMF Bakery Systems 2,400-lb horizontal mixer and a CMC America 1,600-lb mixer. Turano Baking installed the smaller mixer to provide the versatility to create doughs as little as 800 lb in size for specialty and artisan-style buns and rolls as well as to cater to a wider variety of customers.

During this year’s Baking & Snack visit, the bakery cranked out brioche rolls on Line No. 2 using the AMF mixer. The dough chunks then enter the AMF HBD/SMP divider/sheeter. The eight-pocket extrusion divider can run up to 90 cuts a minute for high-speed bun production or 65 cuts a minute for artisan-style products like brioche. Each pump has its own servo motor to adjust dividing more

“IT doesn’t take months within the Turano organization to make decisions. It takes minutes.”
Jeff Kozloski, chief engineer

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"We wanted to make sure we left enough room and kept enough open area around certain parts of the line for future projects."

Jeff Kozloski, chief engineer

quickly and with greater accuracy. After traveling through an AMF Accupan bun makeup system with rounder bars, the dough balls receive a brief intermediate proof. A Laramore centralized reclaimation system removes excess dusting flour from both lines.

Producing artisan-style buns and rolls requires a different approach from making high-speed hamburger buns, according to Mr. Mitchell. "What the team needed to learn about artisan rolls is completely opposite from what they learned from producing conventional buns," he explained. "You want the baking process to achieve a pronounced break-and-shred along with an open grain and a darker crust color."

A Burford orbital shaker aligns the panned dough pieces. To mimic capabilities on Line No. 1, the new line has a Burford Smart Seeder and a water splitter.

The 24- to 48-piece pans then enter a Stewart Systems conveyorized proof-and-bake system. Thanks to the crossover design of the interior conveyors, the pans enter and exit the systems at waist height.

"The proofer is designed to produce two completely different rolls," Mr. Mitchell observed. "Artisan-style products require much drier proofing while high-speed buns need much more moisture. We want the brioches to show stress cracks and cell structure, which are typical of an artisan-style product."

After depanning, the buns travel up to the mezzanine level and cool for 28 to 30 minutes on an AMF variablespeed spiral cooler with Intralox belting. A Sightline vision system inspects all buns and rolls. Because the inspection system is located on an elevated platform after the cooler, Turano Baking installed a second viewing panel next to the oven, allowing the operator to monitor products and make real time adjustments to the baking process.

For a smooth transition from one variety to another, the bakery installed a Stewart pan stacker/unstacker system that works with the Workhorse pan system that feeds both lines.

**Plenty of packaging options**

For retail bagged items, buns and premium rolls travel through a UBE slicer, a UBE bagger and a Kovik Lock bag closure system, then to one of two AMF ABL packaging systems. The vacuum heads of the automatic basket loaders gently pick up the packages, according to Mr. Mitchell. "The ABLs pick up the bags without touching the buns," he noted. "Typically, you can have a lot of damaged product in the packaging area because it's shortly after baking and the product is so delicate."

For contingency reasons, Turano Baking installed a fourth, identical Stewart P-1000 pillow packer, which can serve either production line. After slicing, large packages of soft rolls then pass through indexers and aligners to make
ABCs of engineering

In a high-speed, technologically advanced bakery, a company needs its mechanics to always be on their A-game. When Turano Baking started up its Orlando, FL, bakery in 2009, however, finding multi-skilled people took some work. “We started out with a lot of B- and C-class mechanics,” said Jeff Kozloski, plant engineer. “Now, they’re almost all A-class mechanics.”

What’s the difference among the classes? C-class mechanics have fundamental mechanical skills and are handy around wrenches, screwdrivers and other tools. B-class mechanics also have bakery experience and electrical backgrounds. “They’re able to do control circuit troubleshooting and basic PLC troubleshooting,” Mr. Kozloski said.

A-class mechanics must have every skill the B class mechanic has but also at least two years of bakery experience and PLC skills. “A-class mechanics should never have to call for help, and if they do, it’s a serious problem where we need to call in a lot of help,” he noted.

It’s very rare that an A-class candidate shows up at the bakery applying for a job. As a result, Turano Baking set up a training area in its maintenance shop that houses all of the tools to allow mechanics to step up their games to the A level.

A quick-response culture

Since the bakery opened six years ago, the food industry has evolved into a much faster-paced environment. Only the most nimble of bakers can take full advantage of shifts in the market as the window of opportunity shrinks, according to Mr. Mitchell. As a result, he added, successful companies need to transform themselves into quick-response teams from an operation’s perspective.

“It doesn’t take months within the Turano organization to make decisions. It takes minutes,” Mr. Kozloski observed. “We’re able to move on a project very quickly. The approval process is very rapid. If you look at fads and trends, they aren’t here for long. If you don’t get onto it quickly, you can lose out by being at the tail end of a movement.”

Giancarlo Turano, principal, suggested customers — and consumers — are stepping up the pace of change. “The more specific your customers’ needs become, the more innovative you have to be,” he said.

For Turano Baking Co., the Orlando bakery is just another chapter in the book on the family-owned business, a book that spans more than a half century. As time goes on, the learning process from the Orlando bakery expansion will continue to pay dividends for the company.

“I wouldn’t say that gleanings from other facilities ever stops. We just have one more facility where we can pull knowledge from,” Mr. Desrosiers said. “When we came here, many of us were not used to this collaborative effort with vendors and other customer partners. That opens up a whole new world where you can learn from other people in the industry.”

Collaboration, for a quick-response company, certainly ramps up speed-to-market when it comes to rolling out new products.
# Nevada Regional Project Assessment System - Project Summary

For the Years: 2017-2026

## Jobs and Payroll

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* Includes jobs, payroll, output and tax revenues of companies assisted by the Nevada Development Authorities as well as secondary impacts at other local businesses. Report includes only impacts created in 2017-2026. Additional impacts will be generated in future years.