



KILGORE

★ T E X A S ★

ECONOMIC DEVELOPMENT CORPORATION

FYE 2019 MID-YEAR REPORT

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INTRODUCTION

In September 2016, the KEDC Board of Directors approved a five-year strategic plan describing how the organization would pursue its vision and mission statements. The **FYE 2019 Mid-Year Report** describes the progress being made so far towards the goals and objectives described in that plan, and it includes the following key elements:

- Section II** Executive Summary of KEDC accomplishments including Economic Development Performance Agreements as well as project details.
- Section III** 2017-2022 Strategic Plan.
- Section IV** FYE 2019 Program of Work.
- Section V** Challenges and Issues with relevant program of work recommendations.
- Section VI** P&L Budget Overview (Budget vs. Actual).
- Section VII** Estimated Cash Flow worksheet.

Board of Directors



Bryan Johnston
President



Bobby Beane
Vice-President



Vic Price
Sec.-Treas.



Ruben Martin
Asst. Sec.-Treas.

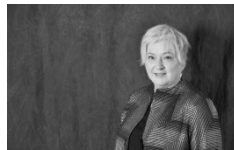


Bob Davis
Director

KEDC Staff



Amanda Nobles
Executive Director



Jana Russell
*Assistant Director &
Marketing Director*



Austin Clark
*Business Retention &
Expansion Specialist*



Stephanie Moore
*Office & Property
Manager*

SECTION II - EXECUTIVE SUMMARY

Summary

The first six months featured an impressive number of executed Economic Development Agreements that match YE totals from last year as well as three- and five-year YE averages. This elevated prospect activity resulted in capital investment as well as job retention and creation that is expected to meet and exceed recent metrics as shown in the descriptions below.

Economic Development Performance Agreements

KEDC closed five EDPAs representing 438 retained jobs and 36 projected new jobs created. The number of agreements equals the number signed in the entirety of FYE 2018 and exceed both three- and five-year YE averages.

The number of jobs under contract is consistent with YE three- and five-year averages.

The agreements also represent \$12,485,000 in projected new capital investment and \$3,000,000 in retained investment, placing the organization on track to equal to YE three- and five-year averages.

Agreements	Jobs Under Contract	Investment Under Contract
5	474	\$15,485,000

Leads

KEDC staff cultivated 25 leads, of which 18 were actionable. All leads in which we were unable to respond were sourced from the State. Leads are contacts that have required an economic development service from KEDC. The overall number of leads remains consistent with recent years.

The number of non-energy leads remains consistent at 88 percent.

Internal KEDC activities continue to be the leading source for actionable leads. Internal KEDC activities include both inbound and outbound techniques.

Total Leads Number	Total Leads Non-Energy	Actionable Leads Source Internal Activities
25	22	83%

SECTION III - STRATEGIC PLAN 2017-2022

The Strategic Plan for the Kilgore Economic Development has three areas of focus:

1. Business Climate – Development of real estate assets for Kilgore EDC targets.
2. New and Retained Investment and Jobs –Project development and closure.
3. Sustainability – Maintenance of resources to support economic development in Kilgore.

Business Climate	Maintain a relevant inventory of property for primary employers.
New and Retained Investment and Jobs	Generate leads from non-energy related industry sectors.
Sustainability	Protect the financial integrity of the organization.

The Kilgore EDC organizational statements are as follows:

Mission: To enhance a business climate that is conducive to primary job creation and retention, improving the standard of living for Kilgore residents.

Vision: A diverse economy that attracts and retains high impact projects and quality jobs.

Value: We deliver high impact results with outstanding customer service.

SECTION IV – PROGRAM OF WORK 2017-2018

Business Climate	Maintain a relevant inventory of property for primary employers.	Mid FYE 2019
Objective	To be primed to attract investment, we must evaluate gaps in inventory and infrastructure and invest as finances allow, ensuring key sites and buildings are prospect ready.	
Goal	Keep “Cannot Respond” rate to below 20%.	28%
Measurement	Commitments for: <ol style="list-style-type: none"> 1. Asset development. 2. Infrastructure development to benefit primary employers. 	<ol style="list-style-type: none"> 1. \$5,209,897 2. \$167,995

Strategy	Activity	Goal	Project	Complete	Remain	Target
Infrastructure						
*Synergy Park	Utility installation	1	Electricity	0	1	Y
		1	Fiber/Broadband	0	1	Y
		1	Natural Gas	0	1	Y
Inventory						
Synergy Park Phase V	Design	1	Lot and Road Placement	1	0	Y
Industrial Park 2.0	Site Evaluation	1	Evaluate and Compare 2 Sites	0	1	Y
Spec Building Program	Promotion	1	Website	1	0	Y
Property Management	Inspections	2	2706 Highway 135	1	1	Y
		2	CDL Facility	1	1	Y
		2	Advanced Technology Center	1	1	Y
		4	Synergy Park	2	2	Y
		4	Cox Drive	1	3	Y
		4	Kilgore Industrial Park	1	3	Y
		4	North Kilgore Industrial Park	1	3	Y
		4	349 at 2276 40 Acres	2	2	Y
	Maintenance	As Needed	2706 Highway 135	1		Y
	Maintenance	As Needed	4005 FM 349	2		Y
	Room Rentals	As Needed	Synergy Center	6		Y
Property Identification	Other Real Estate	12	Available Industrial Space	5	7	Y

New and Retained Investment and Jobs	Generate leads from non-energy related industry sectors.	Mid FYE 2019
Objective	To attract and retain high impact projects with quality jobs from targeted industries we must engage in both inbound and outbound marketing and BRE programs.	
Goal	Close projects with an average ROR of 10% or more and a payback period of 10 years or less.	24% 3 Years
Measurement	From targeted industry sectors: 3. Number of leads generated from targeted industry sectors. 4. Number of closed projects. 5. Number of jobs under contract. 6. Amount of investment under contract.	3. 22 of 25 4. 5 5. 474 6. \$15,485,000

Strategy	Activity	Goal	Project	Complete	Remain	Target
Lead Development						
Retained and Expanded Industries	BRE Visits	90		32	58	Y
	Industry Survey	30	At Risk Identification		30	
New Industries	Geographic Recruitment	3	NETEA	1	2	Y
		1	Team Texas	2	-1	Over
		1	EAIC	1	0	Y
		1	Internal	2	-1	Over
	Trade Shows	2	Right Corner	2	0	Y
		2	Team Texas	0	2	Y
	Trade Show Recruitment	4	Internal	3	1	Y
	Lead Gen	10	Teleconferences/Meetings	9	1	Y
Lead Generating Agents	Site Selectors	1	SEDC	1	0	Y
		1	Team Texas	2	-1	Over
	Office of the Governor	1	NETEA	1	0	Y
		1	Go Big in Texas	1	0	Y
	Industrial Realtors	2	I-20 Corridor	0	2	Y
Lead Nurturing	Online	12	Monthly	6	6	Y
	Contact Programs	1	Annually	1	0	Y
	IAMC	2	Biannually	1	1	Y
Branding						
Collateral Materials	Profile	1	Update	0	1	Y
		1	*Quality of Place	0	1	Y
	Videos	3	*Testimonials	0	3	Y
	Photos	1	Profile Update	1	0	Y
	Value Proposition	3	Three Top Targets	0	3	Y
	Promotional Items	1	*Commemorative	0	1	Y
Online Presence	Website	1	Refresh	0	1	Y
	Directories	1	Conway Data	1	0	Y
		1	TDI	0	1	Y
	Properties on Website	27	Verification	13	14	Y
Workforce Development						
Advanced Technology Center	Tours	1		0	1	Y
	Promotion	As Needed	Proposals	0		Y
WorkKeys	Testing	75	Students	0	75	Y
	Assessments	1	Industry	0	1	Y

Sustainability	Protect the financial integrity of the organization.	Mid FYE 2019
Objective	To impact economic outcomes in Kilgore we must seek and provide opportunities to collaborate with economic development partners.	
Goal	Maintain Kilgore Economic Development Corp. as a relevant and financially viable organization.	
Measurement	<ul style="list-style-type: none"> 7. Meet budget. 8. Maintain positive cash flow. 	<ul style="list-style-type: none"> 7. Revenues at 53.87% percent of budget. 8. Even when considering potential cash outlay, cash flow is projected to be positive over the next 10 years and maintains a healthy reserve.

Strategy	Activity	Goal	Project	Complete	Remain	Target
Partner Collaboration						
Chamber of Commerce	Bizconnect	1	Sponsorship	1	0	Y
	Joint Training	1		0	1	Y
Kilgore College	Advisory Boards	2	Representation	2	0	Y
Kilgore ISD	Career Events	1	Middle School Career Fair	1	0	Y
Industry Assistance	As needed	12	Monthly	1	11	Y
Industry Appreciation	Event	1	Reception	1	0	Y
Workforce Appreciation	Event	1	Ice Cream Delivery	0	1	y
HR Luncheons	Meetings	4	Quarterly	1	3	Y
Governmental	Collaboration	1	City	1	0	Y
		1	County	1	0	Y
		1	State	1	0	Y
		1	Federal	0	1	Y
Organizational Proficiency						
Employee Performance Reviews	Meetings	4		0	4	y
Continuing education	BRE, ED, Gov., Property	13		4	9	Y
Certifications Maintenance	IEDC, NDC, IAMC	3		3	0	Y
Certification Acquisition	*EDI	1	Graduation	1	0	Y
Awards	Economic Excellence	1	Designation	1	0	Y
Program of Work	2020	1		0	1	y
Communications						
Advisory Board Meetings	Administrative	2		1	1	Y
Board Meetings	Administrative	11		6	5	Y
News	Announcements	3		1	2	Y
	Activities	6		5	1	Y
Sustainability	TEDC Legislative Efforts	1		1	0	Y
Budget	Board Meetings	11		6	5	Y
Cash flow	Board Meetings	11		6	5	Y
	Financial	12	Reconciliations	4	8	Y
Regulations and Legislation						
	Chamber Governmental Affairs	1		1	0	Y

SECTION V - CHALLENGES AND ISSUES

Short Term Challenges

Challenge: Prospect Deal Closure

According to a survey of national Site Selectors, the most common deal killers between economic development organizations and companies are the following in order:

- Politics and lack of responsiveness.
- Lack of available and qualified labor.
- Lack of buildings and sites.
- Operating costs.
- Lack of appropriate infrastructure and utilities.

Because of cohesive and experienced leadership, Kilgore is ahead of many organizations in addressing these five leading causes of deal death.

Kilgore is fortunate that the KEDC Board meets monthly with both the City Manager and a rotating member of Council to confirm we are moving forward with a common purpose. Kilgore is also fortunate that KEDC board members are all leaders of business familiar with business decisions and recognizing the importance of local support that Kilgore demonstrates to primary employers. Together we make better decisions as a result.

Recommended Response:

While we have created cost comparisons for individual projects, we recommend a more formal approach be added to the program of work to improve our response to the benefits of operating in Kilgore relative to our competitors.

Long Term Issues

Issue: Urbanization

This issue is ongoing as urban bias continues to be a hurdle we must leap.

Recommended Response:

Kilgore has responded to this challenge in a number of ways, including:

- Development of community and industry value propositions.
- Renewal of a target industry analysis.
- Development of a Virtual Speculative Building Program.
- Listing of Alliance Way lot in AEP Economic Development Verified Sites Program.

While these activities have enhanced Kilgore's credibility, we believe a stronger focus on foreign direct investment might be advantageous. Our experience has been that global companies have been more open to suburban and rural locations, and we recommend pursuing a reasonable approach to attracting international investment.

SECTION VI- P&L BUDGET VS. ACTUAL

Kilgore Economic Development Corp Budget vs. Actual Summary October 2018 through March 2019

	Oct '18 - Mar 19	Budget	\$ Over/Under Budget	% of Budget
Ordinary Income/Expense				
Income				
5001 · Sales Taxes	1,200,197.13	2,600,000.00	-1,399,802.87	46.16%
5005 · Garbage Sales Tax	5,582.63	11,000.00	-5,417.37	50.75%
5201 · Interest -Austin Bank Operating	7,821.12	5,300.00	2,521.12	147.57%
5204 · Interest - Texpool Operating	86,501.89	65,000.00	21,501.89	133.08%
5205 · Interest-TexSTAR Bond Set Aside	19,847.06	0.00	19,847.06	100.0%
5380 · Lease Revenue Synergy #2 Tenant	85,748.85	0.00	85,748.85	100.0%
5382 · CAM Reimb Revenue Synergy #2	11,399.54	0.00	11,399.54	100.0%
5400 · Lease Revenue	75,950.00	127,500.00	-51,550.00	59.57%
5401 · Miscellaneous Income	20,330.24	1,000.00	19,330.24	2,033.02%
5402 · Incentive Recovery	10,854.14	21,300.00	-10,445.86	50.96%
5409 · Grant Revenue	1,000.00	0.00	1,000.00	100.0%
Total Income	1,525,232.60	2,831,100.00	-1,305,867.40	53.87%
Gross Profit	1,525,232.60	2,831,100.00	-1,305,867.40	53.87%
Expense				
600 · Office Expenses	3,289.51	7,650.00	4,360.49	43.0%
610 · Contractual Services	708,360.68	1,228,920.00	520,559.32	57.64%
612 · School Registration & Training	4,875.85	7,820.00	2,944.15	62.35%
614 · Travel Expenses	7,926.92	30,450.00	22,523.08	26.03%
616 · Dues, Fees & Memberships	2,200.00	3,544.00	1,344.00	62.08%
620 · Marketing	118,389.18	260,000.00	141,610.82	45.53%
630 · Business Retention - Expansion	14,231.69	70,872.00	56,640.31	20.08%
640 · Synergy Center Lease Expenses	39,935.64	84,940.00	45,004.36	47.02%
650 · Buildings & Grounds Maintenance	257,850.35	215,066.00	-42,784.35	119.89%
660 · Capital Expenditures	816,497.14	415,000.00	-401,497.14	196.75%
Total Expense	1,973,556.96	2,324,262.00	350,705.04	84.91%
Net Ordinary Income	-448,324.36	506,838.00	955,162.36	-88.46%
Other Income/Expense				
Other Income				
5300 · Sale of Asset	803,445.93	0.00	-803,445.93	100.0%
Total Other Income	803,445.93	0.00	-803,445.93	100.0%
Other Expense				
670 · Debt Service and Notes	100.00	0.00	-100.00	100.0%
680 · Transfers Out of Operating Fund	253,419.00	506,838.00	253,419.00	50.0%
Total Other Expense	253,519.00	506,838.00	253,319.00	50.02%
Net Other Income	549,926.93	-506,838.00	1,056,764.93	-108.5%
Net Income	101,602.57	0.00	101,602.57	100.0%

SECTION VII - CASH FLOW WORKSHEET

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	C	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	
			Audited		Budget	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	
			09/30/18		09/30/19	09/30/20	09/30/21	09/30/22	09/30/23	09/30/24	09/30/25	09/30/26	09/30/27	09/30/28	09/30/29											
1																										
2																										
3	Revenues																									
4	5001 Sales Taxes		3,515,201		2,600,000	2,600,000	2,600,000	2,600,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	2,800,000	2,800,000	
5	5005 Garbage Sales Taxes		12,225		11,000	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
6	5200 Interest on Investments		129,816		70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300	70,300
7	5300 Proceeds from Sale of Assets																									
8	5380 Lease Revenue Synergy #2																									
9	5382 CAM Reimbursement Synergy #2																									
10	5400 Lease Revenue		127,750		127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	127,500	
11	5401 Miscellaneous		5,001		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
12	5402 Incentive Recovery (Network Communications)		50,291		21,300	21,300	21,300																			
13	5409 Grants																									
14	Total Revenues		3,840,284		2,831,100	2,831,600	2,831,600	2,810,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	2,910,300	3,010,300	3,010,300	
15																										
16																										
17																										
18	Operating Expenditures																									
19	<i>Special Projects - Funds Committed (Schedule A) Incentives</i>																									
20	Current Year for Incentives		309,724		1,132,763	336,345	133,113	108,112	83,112	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	0	
21	<i>Special Projects - Pending Commitments (Schedule B)</i>																									
22	Contractual City Adm (payroll, benefits, liab & property ins.)		0		920,400	1,289,400	791,467	631,867	631,867	554,867	338,667	213,500	248,500	198,500	158,500	158,500	158,500	158,500	158,500	158,500	158,500	158,500	158,500	158,500	158,500	
23	Legal Svcs & Accounting (Schleier, BB&H, & GMP)		382,731		425,906	434,424	443,113	451,975	461,014	470,235	479,639	489,232	499,017	508,997	519,177	519,177	519,177	519,177	519,177	519,177	519,177	519,177	519,177	519,177	519,177	
24	Contractual Services		34,939		38,400	39,168	39,951	40,750	41,565	42,397	43,245	44,110	44,992	45,892	46,809	46,809	46,809	46,809	46,809	46,809	46,809	46,809	46,809	46,809	46,809	
25	600 Office Expense		52,876		74,800	76,296	77,822	79,378	80,966	82,585	84,237	85,922	87,640	89,393	91,181	91,181	91,181	91,181	91,181	91,181	91,181	91,181	91,181	91,181	91,181	
26	612 School Registration and Training Fees		2,615		7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	7,820	
27	614 Travel Expenses		12,628		30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	30,450	
28	616 Dues, Fees, and Memberships		1,594		3,544	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	3,689	
29	620 Marketing (10% of Sales Tax Revenue)		211,461		260,000	260,000	260,000	260,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	
30	630 Business Retention & Expansion		24,827		70,872	63,550	63,550	64,821	64,821	66,117	66,117	67,439	67,439	68,788	68,788	68,788	68,788	68,788	68,788	68,788	68,788	68,788	68,788	68,788	68,788	
31	640 Synergy Center Lease Expense		88,157		84,940	83,240	83,240	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	87,402	
32	650 Maintenance - Bldgs & Grounds		148,721		215,066	206,796	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	210,000	
33	656 Synergy #2 CAM Expenses																									
34	657 Synergy #2 Non CAM Expenses																									
35	Loan Payments (Principal) State Comptroller repay sales tax		0		0																					
36	Total Expenses		1,275,910		3,662,425	2,838,828	2,151,865	1,984,415	1,980,857	1,910,262	1,705,966	1,598,264	1,650,019	1,546,000	1,521,886	1,521,886	1,521,886	1,521,886	1,521,886	1,521,886	1,521,886	1,521,886	1,521,886	1,521,886	1,521,886	
37																										
38																										
39																										
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42																										

	B	C	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB
				Audited		Budget	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
				09/30/18		09/30/19	09/30/20	09/30/21	09/30/22	09/30/23	09/30/24	09/30/25	09/30/26	09/30/27	09/30/28	09/30/29										
43																										
44																										
45	Other Financing Sources (Revenue)																									
46	Bond Proceeds																									
47	Loan Proceeds Kinney Property			291,064																						
48	Transfers In - Excess revenue from reserve account																									
49	Transfers Out																									
50	Sales Tax Conversion to Accrual Basis																									
51	Overpayment to City of Kilgore per Contract (A/R)																									
52	Prior Period Adjustment per Sales Tax Accrual																									
53	Sale of Assets																									
54				291,064		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55	Total Other Financing Sources (Uses)																									
56																										
57	Other Non Operating Expenses																									
58	2010 Bond Repayments & Fees					199,938	195,713	195,513	200,113	199,313	198,313	197,013	195,713	198,906	201,688	198,825										
59	2015 Bond Repayments & Fees					126,900	125,500	128,400	126,150	128,900	126,500	129,100	126,550	128,150	124,550	125,950										
60	2019 Bond Repayments & Fees						0	0	0	0	0	0	0	0	0	0										
61	Bond Reserve Requirement						180,000	0	0	0	0	0	0	0	0	0										
62	Bond Additional Set Aside						400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000										
63	Capital Expenditures (660-05,10)																									
64	Capital Minor Expenditures (660-01, 02)						15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000										
65	4As (Type B) Projects (610-40)						300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000										
66																										
67	Total Other Non Operating Expenses						1,036,213	1,038,913	1,041,263	1,043,213	1,039,813	1,041,113	1,037,263	1,042,056	1,041,238	1,039,775										
68																										
69	Net Change in Fund Balances						1,983,514	(2,053,163)	(1,043,441)	(359,176)	(215,376)	(113,770)	(39,775)	218,225	323,062	448,639										
70	Net Change in Cash Balances						1,536,772																			
71																										
72	Cash Balances - Beginning October 1st						7,629,353	7,396,986	5,343,823	4,300,382	3,941,204	3,725,826	3,612,057	3,735,503	4,228,502	4,551,563										
73	Cash Balances - Ending September 30th						9,166,125	5,343,823	4,300,382	3,941,204	3,725,826	3,612,057	3,572,282	4,228,502	4,551,563	5,000,202										
74	Cash Committed by Board Action																									
75	For Future Synergy Park Infrastructure																									
76	For Future Capital Outlay Improvements						(683,532)																			
77	For Marketing - 2016 & 17 Rollover Budget						(95,399)																			
78	Set Aside for Early 2010 Bond Payment						(1,660,152)																			
79	Other Adjustments to Cash																									
80	Due to/from City of Kilgore for True up on Annual Contract						22,858																			
81	Note Receivable from Kilgore Synergy Partners						5,000																			
82	Sales Tax Receivable for Oct & Nov						738,903																			
83	Accounts Payable - A/P Payable and Credit Card Payable						(54,851)																			
84	Premier Valve Services - Lease Deposit 2706 Hwy 135N						(8,500)																			
85	The Right Corner Account QB#2064						(33,616)																			
86	Accounts Receivable QB						150																			
87	Prepaid Asset						(1,769,139)																			
88	Total Restricted, Audit Adjustment & N/R																									
89																										
90	Cash Available						7,396,986	5,343,823	4,300,382	3,941,204	3,725,826	3,612,057	3,572,282	4,228,502	4,551,563	5,000,202										
91																										
92																										

	B	C	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB			
	SCHEDULE A - Special Projects - Funds Committed:																												
				Audited		Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated		
				09/30/18		09/30/19	09/30/20	09/30/21	09/30/22	09/30/23	09/30/24	09/30/25	09/30/26	09/30/27	09/30/28	09/30/29													
93	Maximum Payments on Contractual Commitments																												
94	Alliance Architects - Prospect 2001 Tilt Wall Building Design 07/27/18																												
95	Adams Eng - Prospect 2001 Tilt Wall Civil Engineering Design 08/21/18																												
96	City of Kilgore/Commitment for Type B projects (carryover)																												
97	City of Kilgore/Type B projects Hwy 135 Water Line 08/27/18																												
98	Cleveland Steel Container 02/2019							15,000																					
99	Closure Systems International 01/15/19																												
100	FM 349 at FM 2276, Infrastructure Environ/Wetlands																												
101	General Dynamics - Lot on County Road @ Longview Street																												
102	JACAM #2029 04/2018																												
103	KEDC Advanced Tech Center Building Expansion 10/15/2018 McClung																												
104	KEDC Synergy Park Titanium Environmental for #1985 06/2017																												
105	KEDC Synergy Park Topo Surveying for Prospect #1985 06/2017																												
106	KEDC Synergy Park 8" water line to Shell #1 & #2 03/19/19																												
107	Maverick Drive, Unit 2, Lot 3 Detention Pond Engineering																												
108	Maverick Well Service #2073 10/15/2018																												
109	Merritt Preferred Components 02/2019																												
110	McClung Energy Services 01/18/2018																												
111	Orgil 07/17/2018																												
112	Pak Sher 02/17/16																												
113	Premier Pressure Pumping 11/22/16																												
114	SCP Distributors #1 11/2013																												
115	Temple Pro Ventures & Pallet Companies, Inc. (CHEP) Tax Reimb																												
116	VW Manufacturing Services #1 2056 05/2018																												
117	VW Manufacturing Services #2 2056 10/2018																												
118																													
119																													
120																													
121	TOTAL RESERVED FOR COMMITMENTS																												
122	TOTAL CASH RESERVED FOR COMMITMENTS*																												
123	(*subtract any non-cash incentives from total)																												
124																													
125																													

	B	C	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB
126	SCHEDULE B - Special Projects - Pending Commitments:		Audited	9/30/2018	Estimated	9/30/2019	Estimated	09/30/20	Estimated	09/30/21	Estimated	09/30/22	Estimated	09/30/23	Estimated	09/30/24	Estimated	09/30/25	Estimated	09/30/26	Estimated	09/30/27	Estimated	09/30/28	Estimated	09/30/29
127	(Maximum Payments on Pending Commitments)							100,000																		
128	Prospect 1609 Quads							59,000		22,000		22,000		22,000												
129	Prospect 1643							100,000		30,000		30,000		30,000												
130	Prospect 1692							232,700																		
131	Prospect 1756 01/20/15 (formerly 1642) (incentive + engineering)							100,000																		
132	Prospect 1809 Birds Eye 06/2017							100,000																		
133	Prospect 1947 Chalkboard 06/2017 Land							65,000 NC																		
134	Prospect 1947 Chalkboard 06/2017				600,000																					
135	Prospect 1947 Chalkboard 06/2017 Possible loan from City of Kilgore				(600,000)																					
136	Prospect 1947 Chalkboard 06/2017 Repay City for Loan + 2% Interest							126,200		126,200		126,200		126,200		126,200										
137	Prospect 1985 Cooler 06/27/2017				114,000 NC			100,000		100,000		100,000		100,000		75,000		35,000		15,000		100,000		50,000		25,000
138	Prospect 1968 08/21/18 Land							91,000 NC		33,500		33,500		33,500		33,500		33,500		33,500		33,500		33,500		33,500
139	Prospect 1989 Juno 06/2017 Land							65,000 NC																		
140	Prospect 1989 Juno 06/2017							500,000																		
141	Prospect 1989 Juno 06/2017 Possible Loan from City of Kilgore							(500,000)																		
142	Prospect 1989 Juno 06/2017 Repay City for Loan + Interest									105,167		105,167		105,167		105,167		105,167		105,167		105,167		105,167		105,167
143	Prospect 2001 Oktober 06/2018				58,825 NC			317,000		100,000		100,000		100,000		100,000		50,000		50,000		100,000		100,000		100,000
144	Prospect 2063 Cherokee 10/15/2018				600,000			100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000		100,000
145	Prospect 2068 Backpack 01/15/19				35,000			54,500		174,600		15,000		15,000		15,000		15,000		15,000		15,000		15,000		15,000
146	Property Acquisition C				270,400																					
147	Property Acquisition E				15,000																					
148																										
149																										
150	TOTAL POSSIBLE PENDING COMMITMENTS			0	1,093,225		1,510,400	1,510,400		791,467		631,867		631,867		554,867		338,667		213,500		248,500		198,500		158,500
151	TOTAL POSSIBLE PENDING CASH COMMITMENTS*			0	920,400		1,289,400	1,289,400		791,467		631,867		631,867		554,867		338,667		213,500		248,500		198,500		158,500
152	(* subtract any non-cash incentives from total																									
153	Total Paid	X																								
154	Partial Paid	V																								
155	Non-Cash	NC																								
156	Decisions needing to be made																									
157	Funds reserved after due date	I																								
158	Option amount only	*																								
159	Cash Available for future commitments																									
160	Grant funds obligation released																									