



KILGORE

★ T E X A S ★

ECONOMIC DEVELOPMENT CORPORATION

Year End Report for FYE 2020

FY 2019-2020 Kilgore EDC Year-End Report

About this report

The Kilgore Economic Development Corp.'s 2020 Fiscal Year End Report is a snapshot of the internal workings and results of the organization over the past fiscal year. The following document includes:

- ★ Summary of Accomplishments and Activities.
- ★ Accomplishments of companies with KEDC agreements.
- ★ The 2017-2022 Strategic Map and FYE 2020 Program of Work results.
- ★ Trend details.
- ★ New credentials.
- ★ End of year financials (unaudited).

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Research Specialist

About Kilgore EDC

During the past five years, KEDC staff has closed 31 projects representing a total of more than \$248 million in new and retained capital investment and 3,400 jobs under contract. KEDC is an organization founded in 1990 and funded by a dedicated sales tax approved by voters. It is directed by a five-person board and managed by a staff of four. KEDC has won awards for excellence in economic development, including the Texas Community Economic Development Award in years 2001, 2007, 2015, and 2019 and the International Community Economic Development Award in 2020.

Summary of Accomplishments and Activities

At each year's end, KEDC reflects on its Strategic Plan as a whole as well as the Mission and Vision Statements to determine how its accomplishments and activities are moving the organization forward. Below is a summary of accomplishments for fiscal year 2019-2020, which was unlike any previous year. Election years are historically slow for deal closure. Adding the global pandemic and other issues into the mix created uncertainty that slowed deal closure, but created activity as employers evaluated growth and location options.

Three items of note this fiscal year include: 1.) The Kilgore Cares Program, which directly impacted the retention of nine primary employers representing \$104 million in investment and 1,059 jobs; 2.) Non-COVID related Investment and job creation numbers exceeded the last election year; and 3.) the number of leads this year exceed FYE 2019, a year in which results were award-winning.

KEDC Mission Statement

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

Job creation and retention: Through 11 new KEDC Economic Development Performance Agreements, companies projected to create 38 new jobs and retain 1,121 for a total of 1,159 jobs.



1159

KEDC Vision Statement

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

Diversity: Of the 17 active agreements during 2019-2020, only four companies in six agreements were related to the energy sector, which is well below the level of 47 percent recorded in 2013.



35%

Projects: Eleven companies signed economic development agreements. Nine of the agreements are retention contracts associated with Kilgore Cares with one an expansion project and one attraction.



11

Impact: Companies under new Economic Development Performance Agreements are projecting new investment of \$5,150,000 with an additional \$104,541,615 under contract for Kilgore Cares. New investment exceeds total investment the last election year.



\$109,691,615.00

Incentives: KEDC performance-based incentives are investments in the growth of Kilgore. These investments are based on the economic impact of each project and are measured by the rate of return and payback period of the investment. Economic impact is determined by a variety of factors, including number of employees, payroll, contribution to ad valorem and sales taxes, type of industry, and length of agreement. Below is the average for the 11 agreements closed this fiscal year. Non Kilgore Cares agreements had an average ROR of 30 percent and a payback period of 3.6 years.

\$

112% ROR

1 Year

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Accomplishments

The Kilgore Economic Development Corp. board of directors invested in eleven companies through Economic Development Performance Agreements and forgivable loans. The number of companies entering an agreement exceeds both three- and five-year averages.

Those companies are retaining 1,121 jobs and projecting to create 38 new jobs. The number of new jobs exceeds the last election year. Companies are projecting to invest \$5,150,000 this fiscal year, which is greater than the last election year. The percentage of KEDC incentive to company investment was less than one percent for Kilgore Cares agreements and three percent for others.

Company Name	Project Type	Energy Related	Retained Jobs	New Jobs Created	TOTAL Jobs	Retained Company Investment	New Company Investment	TOTAL Investment	KEDC Incentive
Gulf Coast Chemical, LLC.	R	1	4	0	4	\$ 690,350.00		\$ 690,350.00	\$ 2,800.00
D&D Industrial Welding Supply, Inc.	R	1	9	0	9	\$ 1,074,380.00		\$ 1,074,380.00	\$ 3,000.00
Orgill, Inc.	R		314	0	314	\$ 38,000,000.00		\$ 38,000,000.00	\$132,500.00
Drilltools	R		59	0	59	\$ 4,854,416.00		\$ 4,854,416.00	\$ 20,000.00
Steelman Industries, Inc.	R		30	0	30	\$ 1,088,640.00		\$ 1,088,640.00	\$ 4,500.00
Skeeter Products	R		290	0	290	\$ 9,958,405.00		\$ 9,958,405.00	\$ 37,000.00
East Texas Salt Water Disposal	R	1	43	0	43	\$ 1,220,400.00		\$ 1,220,400.00	\$ 5,800.00
Cleveland Steel Container Corp.	R		36	0	36	\$ 9,466,834.00		\$ 9,466,834.00	\$ 27,000.00
Closure Systems International	R		274	0	274	\$ 38,188,190.00		\$ 38,188,190.00	\$ 145,000.00
SUB-TOTAL		3	1059	0	1059	\$ 104,541,615.00	\$ -	\$ 104,541,615.00	\$ 377,600.00
Ana-Lab Corporation, Inc.	E		62	8	70	\$ -	\$ 400,000.00	\$ 400,000.00	\$ 40,000.00
Texas Core Energy, LLC dba TOCE Intern	A	1	0	30	30	\$ -	\$ 4,750,000.00	\$ 4,750,000.00	\$ 110,625.00
SUB-TOTAL		1	62	38	100	\$ -	\$ 5,150,000.00	\$ 5,150,000	\$ 150,625.00
TOTAL		4	1121	38	1159	\$ 104,541,615.00	\$ 5,150,000.00	\$ 109,691,615.00	\$528,225.00

The chart below lists the compliance results of the 17 active agreements with KEDC last fiscal year.

EDPA	Year	Term	Agreement	Compliant	Non Compliant	Extended	Terminated	Recapture	Energy	Complete
Cleveland Steel Container Corporation	1	5	1	1						
Southern Plastics dba CSI #8	1	3	8	1						
CHEP Recycled Pallet Solutions, LLC	6	7	1		1		1			
Pinnacle Coatings of East Texas, LLC	1	5	1		1		1	1		
Merritt Preferred Components	1	3	1	1						
McClung Energy Services	2	5	1	1					1	
VW Manufacturing Services, LLC #2	1	3	2	1					1	
Maverick Well Service, LLC #2	1	2	2	1					1	
Premier Pressure Pumping, LLC	3	5	1	1					1	
VW Manufacturing Services, LLC #3	1	5	3	1					1	
Thousand Oaks dba Evolution Outdoor Design	1	10	1	1						
VW Manufacturing Services, LLC #1	2	3	1	1					1	
Southern Plastics dba CSI #7	3	3	7	1						1
Freedom Communications Technologies, Inc.	5	5	1	1						1
Orgill, Inc. #3	2	10	3	1						
SCP Distributors, LLC #1	6	5	1	1						1
SCP Distributors, LLC #2	5	4	2	1						1
				15	2	0	2	1	6	4
Tax Abatement										
Skeeter Products, Inc.	4	6	1	1						
Orgill, Inc.	1	10	2	1						

The 2017-2022 Strategic Map

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.

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Strategic Map for Business Climate

Business Climate	Maintain a relevant inventory of property for primary employers.	FYE 2020
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%.	20%
Measurement	Commitments for: <ol style="list-style-type: none"> Asset development. Infrastructure development to benefit primary employers. 	<ol style="list-style-type: none"> \$1,039,129 \$ 79,202

Goal: The "Cannot Respond" rate indicates if existing infrastructure and inventory are meeting the needs for new development. The rate this year was 20 percent, meeting our goal of 20 percent or less. All but three of the 13 leads in this category originated with the Governor's Office for Economic Development. The leading reason KEDC was unable to respond was a company's need for rail on site with six requests. With four requests was an existing building, and the average size of most buildings requested this year was just over 250,000 SF with one request for 1.5 million SF.

Measurement: Projects this year included the improvement for water service in the park as well as a potential investment of \$100,000 in the city's trail system through the allocation of Type B funds. Investment in infrastructure and KEDC assets are listed below.

Asset	Project	Investment
2002 Synergy Blvd.	Building Improvement	\$ 95,505
Synergy Park	Wayfinding Signage	\$ 9,000
4017 Enterprise	Building Construction	\$ 934,624
	Sub Asset Development	\$ 1,039,129
Infrastructure	Project	Investment
Synergy Park	Elder Lake Rd.	\$ 79,202
	Sub Infrastructure Development	\$ 79,202
Other City Projects	Project	Investment
Creekside Trail	4B Type Contribution	\$ 100,000
	Sub Other City Projects	\$ 100,000
	TOTAL INVESTMENT	\$ 1,218,331

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Program of Work for Business Climate

KEDC engaged in the following activities last fiscal year to meet our business climate goals.

Strategy	Activity	Goal	Project	Complete	Remain	Target MY	Target YE
Infrastructure	*Synergy Park	Utility installation	Electricity		1	Y	Y
			Fiber/Broadband		1	Y	Y
			Natural Gas		1	Y	Y
Inventory	Synergy Park Phase V	Road Construction	Design		1	Y	Y
	Industrial Park 2.0	Site Evaluation	Evaluate Sites		1	Y	Y
	Spec Building Program	Construction Documents	100,000 SF		1	Y	Y
		Promotion	Website	1	0	Y	Y
	Property Management	Inspections	CDL Facility	2	0	Y	Y
			4005 FM 349	2	0	Y	Y
			4017 Enterprise	4	-2	Y	Y
			Synergy Park	4	0	Y	Y
			Cox Drive	2	2	Y	N
			Kilgore Industrial Park	4	0	Y	Y
			North Kilgore Industrial Park	4	0	Y	Y
			East Kilgore Industrial Park	4	0	Y	Y
	Lease Renewals		2706 Highway 135	NA sold			
			4005 FM 349	1	0	Y	Y
			CDL Facility	1	0	Y	Y
			General Dynamics Property	1	0	Y	Y
			Skynet	1	0	Y	Y
	Maintenance	As Needed	CDL Facility	2			
	Maintenance	As Needed	4005 FM 349	5			
	Room Rentals	As Needed	Synergy Center	12			
	Other Real Estate	12	Available Industrial Space	12	0	Y	Y

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Strategic Map for Jobs and Investment

New and Retained Investment and Jobs	Generate leads from non-energy related industry sectors.	FYE 2020
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.	112% 1 Year
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. 58, or 91% 4. 11 5. 1,159 6. \$109,691,615

Goal: It is the goal of the KEDC board of directors to close projects in a fiscally responsible manner and with the goals of a 10 percent rate of return or better and a payback period of 10 years or less. This fiscal year the rate of return on all 11 projects averaged 112 percent, while non-Kilgore Cares agreements averaged 30 percent. The payback period of all agreements averaged ½ a year, while non-Kilgore Cares agreements averaged 3.5 years.

Measurement: All closed projects start with a lead and end with projections of capital investment dollars retained or created along with retained and/or created jobs. This fiscal year KEDC produced 64 leads and closed a total of 11 projects, including two non-Kilgore Cares projects.

Kilgore Cares projects represent 1,059 employees in Kilgore as well as \$104 million in personal property investment.

The two non-Kilgore Cares agreements project retention of 62 jobs, creation of 38 jobs, and new investment of \$5,150,000.

An analysis of lead development sources and types as well as lead closure sources and types follow under the trend analysis section.

Program of Work Strategies for Jobs and Investment

KEDC identified 64 leads from companies through the following activities.

Strategy	Activity	Goal	Project	Complete	Remain	Target MY	Target YE	Notes
Lead Development	Retained and Expanded Industries	45	At Risk Identification	29	16	Y	Y	1/2 year & COVID Interrupted*
	Industry Survey	30	NETEA	0	30	Y	Y	Delayed at request of employers, in progress
	New Industries	3	Team Texas	2	1	Y	Y	COVID Postponed
	Geographic Recruitment	1	TBIC	0	1	Y	Y	COVID Postponed
		1	Internal	0	1	Y	Y	COVID Postponed
	Trade Shows	5	Right Corner	1	4	Y	Y	COVID Postponed
		2	Team Texas	1	1	Y	Y	COVID Postponed
		2	Internal	0	2	Y	Y	COVID Postponed
	Trade Show Recruitment	4	Teleconferences/Meetings	4	0	Y	Y	
	Lead Gen	10	SEDC	10	0	Y	Y	Delayed until November 2020
Lead Generating Agents	Site Selectors	1	Team Texas	0	1	Y	Y	COVID Postponed
	Office of the Governor	1	NETEA	1	0	Y	Y	
		1	Go Big in Texas	1	0	Y	Y	
	Industrial Realtors	2	I-20 Corridor	0	2	Y	Y	COVID Postponed
	Online	12	Monthly	12	0	Y	Y	
	Contact Programs	1	Annually	0	1	Y	Y	In Progress
	IAMC	2	Biannually	1	1	Y	Y	Covid Cancelled
	Advice and Referrals	As Needed		2	0	Y	Y	
Small Business Development	Collateral Materials	1	Update	1	0	Y	Y	Testimonials in Progress
	Profile	3	*Testimonials, Virtual Building	2	1	Y	Y	Comprehensive KEDC and Kilgore
	Videos	As Needed		1				
	Photos	As Needed		2				
	Promotional Items	As Needed		2				
	Value Proposition	1	Target Markets	1	0	Y	Y	
	Website	1	New	0	1	Y	Y	In Progress
	Directories	1	Conway Data	1	0	Y	Y	
		1	TDI	1	0	Y	Y	
	Properties on Website	As Needed	Verification	36				

*Interactions with existing industry looked a little different this fiscal year and included conversations through means other than a personal site visit, including surveys and extended phone calls. A total of 35 Interactions with 29 companies helped KEDC respond to primary employer needs.

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Strategic Map for Sustainability

Sustainability	Protect the financial integrity of the organization.	FYE 2020
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. YE revenue of \$2.4 million with a budget of \$3 million. FYE 2021 budget has been set at \$2.25 million.8. Even when considering potential cash outlay, cash flow is projected to be positive over the next 10 years and maintains a healthy reserve.

Goal and Measurement: KEDC is a fiscally responsible organization and finished the fiscal year with a positive cash flow for the next 10 years.

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Program of Work Strategies for Sustainability

Activities undertaken to sustain and develop the organization and foster a positive economic development environment are listed below.

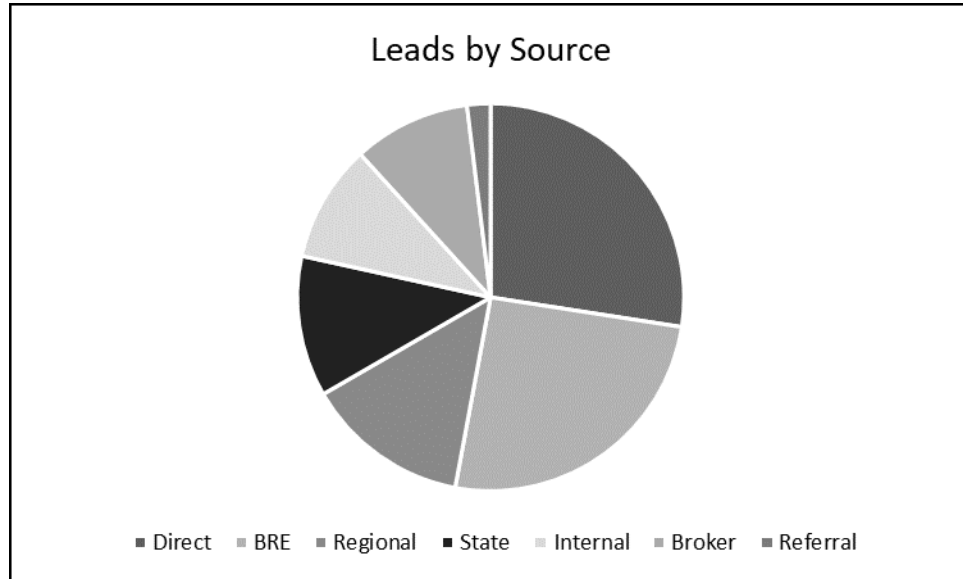
Strategy	Activity	Goal	Project	Complete	Remain	Target MY	Notes
Partner Collaboration	Chamber of Commerce	1	Sponsorship	1	0	Y	
	As appropriate Existing Industry	As Needed	Participation	0	1	Y	Cancelled
	Joint Training	As Needed	Sponsorship	0		Y	
	Special Projects	As Needed	Annually	1		Y	
	Management Roundtable	1	Reception	1	0	Y	
	Industry Appreciation	1	Ice Cream Delivery	0	6	Y	COVID Postponed, completed in FYE 2021
	Workforce Appreciation	6	City	6	0	Y	
	Collaboration	1	County	1	0	Y	
		1	State	1	0	Y	
		1	Federal	1	0	Y	
Workforce Development	HR Luncheons	4	Quarterly	2	2	Y	COVID Cancelled
	Workforce Training Projects	As Needed	Semi-Annually	1		Y	
	KUSD Teacher Facility Tours	4	Annually	0	4	Y	COVID Postponed
	Career Events	1	Middle School Career Fair	0	1	Y	COVID Cancelled
	Advisory Boards	2	Representation	2	0	Y	
Organizational Proficiency	Workkeys	75	Students		75	Y	COVID Postponed
	Testing	1	Industry	1		Y	COVID Postponed
	Assessments	1				Y	
	BRE, ED, Gov., Property	11		9	2	Y	COVID Cancelled
	Webinars	As Needed		Many		Y	
Communications	Certifications Maintenance	3	Designation	1	0	Y	
	Awards	1		1	0	Y	
	Program of Work	1		1	0	Y	
	Advisory Board Meetings	2		2	0	Y	
	Board Meetings	11		11	0	Y	
	News	3		12	-9	Y	
	Announcements	6		12	-6	Y	
	Activities	1		1	0	Y	
	TEDC Legislative Efforts	11		11	0	Y	
	Sustainability Budget	11		11	0	Y	
	Cash flow	11		11	0	Y	

*Although delayed because of COVID-19, Workforce Appreciation was conducted at the specific request of employers and included two events serving eight companies representing more than 500 employees. Last fiscal year, workforce appreciation events included five events serving three companies representing 365 employees.

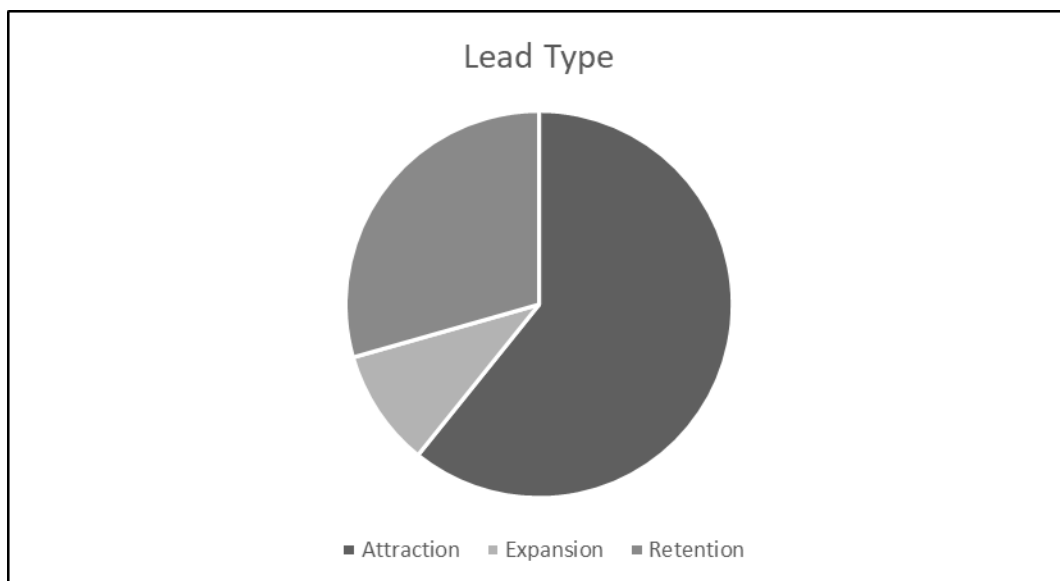
**KEDC staff attends educational webinars and other seminars with regional, state, national and international focus on business recruitment and retention, regulatory issues, and data evaluation. Our value proposition includes the level of expertise and customer support by staff.

Trend Analysis – Lead Development

Lead Development Sources: KEDC monitors the number of leads generated each year as well as lead sources to determine which marketing efforts are most on target. Source of leads generated to which KEDC could respond are illustrated in the chart below. Considering BRE, direct, regional and internal leads as direct activities of KEDC, the organization generated 76% of total actionable leads through internal activities.

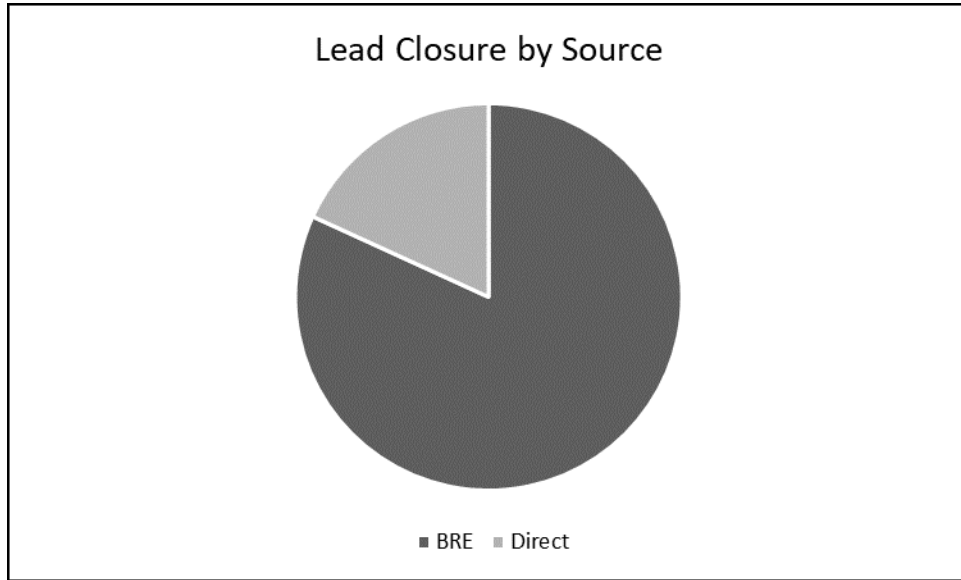


Lead Types: KEDC also tracks the type of leads. Without considering Kilgore Cares retention projects, results this fiscal year are fairly typical, although slightly more expansion leads were developed than average.

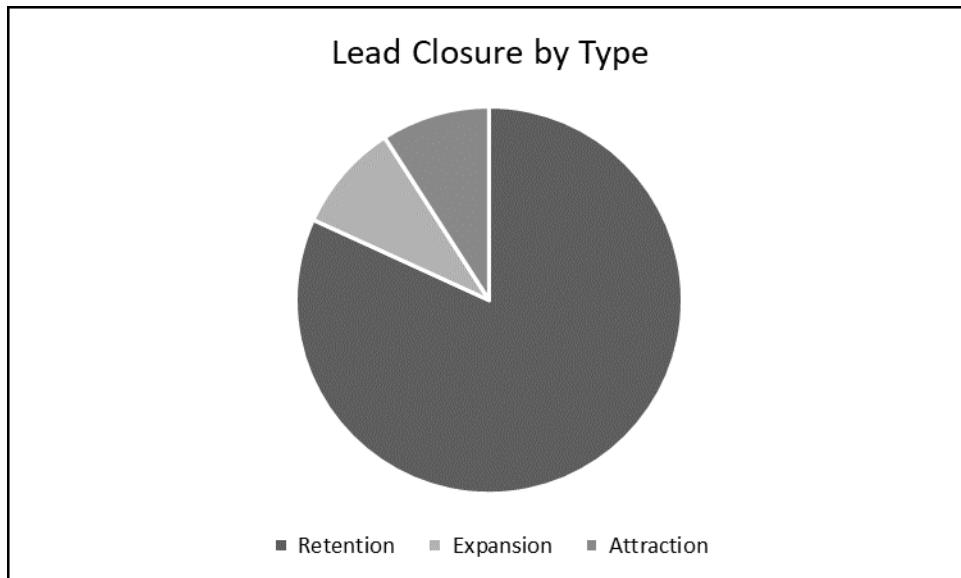


Trend Analysis – Lead Closure

Lead Closure Sources: KEDC monitors the number of leads generated each year as well as lead sources to determine which marketing efforts are most on target. Source of leads closed are illustrated in the chart below.



Lead Types: KEDC also tracks the type of leads generated as shown in the chart below.



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Trend Analysis - Detail

KEDC has produced consistent results by developing more economic development projects and placing an emphasis on nurturing those most promising. An analysis of recent trends compares FYE 2020 results to previous years and recent averages.

Measurement	2015-2016	2016-2017	2017-18	2018-2019	2019-2020	3 Year Average	5 Year Average	5 Year Total
Projects	3	3	5	9	11	8.33	6.2	31
Company Investment	\$ 1,831,315	\$ 20,720,000	\$ 80,808,574.00	\$ 35,543,726.00	\$109,691,615.00	\$ 75,347,972	\$ 49,719,046.00	\$ 248,595,230.00
Incentive/Investment	\$ 83,000	\$ 400,000	\$ 1,454,875	\$ 1,628,958	\$ 528,225	\$ 1,204,019.33	\$ 819,011.60	\$ 4,095,058.00
Total Jobs Under EDPA	464	326	861	620	1159	880	686	3430
Retained Jobs	434	284	710	492	1121	774.3333333	608	3041
New Jobs	30	42	151	128	38	106	78	389
Asset Development	\$ 277,589.00	\$ 721,261.00	\$ 625,950.00	\$ 8,886,850.00	\$ 1,039,129.00	\$ 3,517,309.67	\$ 2,310,155.80	\$ 11,550,779.00
Infrastructure	\$ 1,504,643.00	\$	\$ 189,500.00	\$ 284,089.00	\$ 79,202.00	\$ 184,263.67	\$ 514,358.50	\$ 2,057,434.00
Other City Projects	\$ 150,839.00			\$ 9,170,939.00	\$ 100,000.00	\$ 4,635,469.50	\$ 3,140,592.67	\$ 9,421,778.00
TOTALS	\$ 1,933,071.00	\$ 721,261.00	\$ 815,450.00	\$ 18,341,878.00	\$ 1,218,331.00	\$ 6,791,886.33	\$ 4,605,998.20	\$ 23,029,991.00
Energy Diversification %	28%	25%	13%	20%	36%	23%	24%	
Leads	101	81	71	53	64	63	74	370

New Credentials

KEDC was awarded new credentials this fiscal year as a result of the organization's accomplishments and activities.



International Economic Development Council

Announced Kilgore as the recipient of the Community of the Year Award for communities with less than 25,000 population. Awards are judged by a diverse panel of economic and community developers from around the world, following a nomination process held earlier this year. IEDC received over 500 submissions from 4 countries.

(IEDC is the national/international professional group for economic development.)

This new recognition adds to an already impressive list of credentials for the economic development organization of Kilgore. KEDC has won international awards for excellence in economic development from the International Economic Development Council and Business Retention and Expansion International. The Texas Economic Development Council has recognized KEDC with an Excellent rating every year since the recognition began in 2010. TEDC has awarded the Community Economic Development Award to KEDC in years 2001, 2007, 2015, and 2019.



2019 Texas Economic Development Council
2015 The Community Economic Development Award

2007 This program recognizes exceptional contributions of TEDC member cities toward the economic vitality of their communities and the state of Texas through creativity, leadership, and partnership in the achievement of business attraction, business retention, business recruitment and community improvement.
2001



2019 Texas Economic Development Council
Best in Show Transferability Award

Overall awards are presented for outstanding programs regardless of community size. The award recognizes programs or projects that show potential use by other economic development agencies or practitioners for similar opportunities or solutions in any size community. The criteria for award include that the program or project also should be readily transferable to comparable situations in other communities.



2019 Texas Economic Development Council
thru Economic Excellence Recognition

2010 The Texas Economic Development Council has recognized KEDC with an Excellent rating every year since the recognition began in 2010. The award in 2019 is for work accomplished in 2018.



2016 Business Retention and Expansion International
2009 Project Impact Award



2014 International Economic Development Council
Video Multi Media Promotion Excellence – Bronze



2011 Southern Economic Development Council
Communications Awards Website Design - Superior

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Unaudited Financials

(Profit & Loss Budget vs. Actual October 1, 2019, to September 30, 2020, follows)

Kilgore Economic Development Corp
Budget vs. Actual Detail
October 2019 through September 2020

	Oct '19 - Sep 20	Budget	Over/Under Budget	% of Budget
Ordinary Income/Expense				
Income				
5001 · Sales Taxes	2,209,682.40	3,000,000.00	(790,317.60)	73.66%
5005 · Garbage Sales Tax	12,584.82	11,200.00	1,384.82	112.36%
5201 · Interest -Austin Bank Operating	11,575.08	15,600.00	(4,024.92)	74.2%
5204 · Interest - Texpool Operating	82,691.03	173,000.00	(90,308.97)	47.8%
5205 · Interest-TexSTAR Bond Set Aside	17,048.75	40,000.00	(22,951.25)	42.62%
5400 · Lease Revenue	147,116.35	251,133.00	(104,016.65)	58.58%
5401 · Miscellaneous Income	17,645.71	1,000.00	16,645.71	1,764.57%
5402 · Incentive Recovery	62,232.46	21,700.00	40,532.46	286.79%
Total Income	2,560,576.60	3,513,633.00	(953,056.40)	72.88%
Gross Profit	2,560,576.60	3,513,633.00	(953,056.40)	72.88%
Expense				
600 · Supplies Expense				
600-01 · Supplies Office	4,059.90	5,000.00	940.10	81.2%
600-05 · Supplies Staff & Boards	2,943.00	2,100.00	(843.00)	140.14%
600-08 · Supplies Repair/Maintenance	222.20	700.00	477.80	31.74%
Total 600 · Supplies Expense	7,225.10	7,800.00	574.90	92.63%
610 · Contractual Services				
610-01 · Contract Incentives-EDPA-Compli	808,085.03	707,911.00	(100,174.03)	114.15%
610-02 · Contract City of Kilgore	444,184.00	444,184.00	0.00	100.0%
610-07 · Contract Legal Services	10,263.75	25,000.00	14,736.25	41.06%
610-08 · Contract Prof Accounting Fees	14,250.00	13,400.00	(850.00)	106.34%
610-09 · Contract Eco Dev Services	5,473.27	20,000.00	14,526.73	27.37%
610-11 · Contract Labor Services	12,954.10	25,000.00	12,045.90	51.82%
610-15 · Contract Rental Equipment	3,128.84	3,200.00	71.16	97.78%
610-18 · Contract IT Services	24,817.28	26,000.00	1,182.72	95.45%
610-40 · 4A(s) Projects (Discretionary)	100,000.00	300,000.00	200,000.00	33.33%
Total 610 · Contractual Services	1,423,156.27	1,564,695.00	141,538.73	90.95%
612 · School Registration & Training				
612-01 · TEDC Conf Registration Fees	1,177.00	3,395.00	2,218.00	34.67%
612-02 · IEDC Registration Fees	3,137.00	1,500.00	(1,637.00)	209.13%
612-03 · BREI Registration Fees	150.00	450.00	300.00	33.33%
612-04 · SEDC Registration Fees	100.00	500.00	400.00	20.0%
612-05 · NDC Registration Fees	0.00	400.00	400.00	0.0%
612-06 · Sales Tax Training Registration	350.00	700.00	350.00	50.0%
612-07 · Open Gov't-Record Retention Reg	275.00	285.00	10.00	96.49%
612-08 · CED Institute	0.00	2,225.00	2,225.00	0.0%
612-09 · Synchronist Training	-685.00	685.00	1,370.00	-100.0%
612-12 · CMCP Cert Manager Comm Property	1,020.00	1,120.00	100.00	91.07%
Total 612 · School Registration & Training	5,524.00	11,260.00	5,736.00	49.06%

Kilgore Economic Development Corp
Budget vs. Actual Detail
October 2019 through September 2020

	Oct '19 - Sep 20	Budget	Over/Under Budget	% of Budget
614 - Travel Expenses				
614-01 - TEDC Travel	2,619.91	4,500.00	1,880.09	58.22%
614-02 - IEDC Travel	2,908.94	2,000.00	(908.94)	145.45%
614-03 - BREI Travel	0.00	2,000.00	2,000.00	0.0%
614-04 - SEDC Travel	0.00	1,500.00	1,500.00	0.0%
614-05 - NDC Travel	0.00	1,000.00	1,000.00	0.0%
614-06 - Sales Tax Training Travel	61.65	1,200.00	1,138.35	5.14%
614-07 - Open Gov't-Record Retention Travel	907.72	750.00	(157.72)	121.03%
614-08 - CED Travel	0.00	1,500.00	1,500.00	0.0%
614-09 - Synchronist Travel	0.00	2,000.00	2,000.00	0.0%
614-12 - BOMA (Bldg Owners Maint Assoc)	0.00	2,000.00	2,000.00	0.0%
614-15 - NETDR Meeting Travel	69.02	650.00	580.98	10.62%
614-16 - CECD Certification Maint Travel	0.00	1,500.00	1,500.00	0.0%
614-18 - Special Project Travel	1,387.50	6,500.00	5,112.50	21.35%
614-19 - Kilgore MTGS - Other Travel	951.52	1,000.00	48.48	95.15%
614-20 - Mileage Exp for Local Travel	1,101.12	2,550.00	1,448.88	43.18%
614-25 - Mission Trip Travel	90.96	1,000.00	909.04	9.1%
Total 614 - Travel Expenses	10,098.34	31,650.00	21,551.66	31.91%
616 - Dues, Fees & Memberships				
616-01 - TEDC Dues	2,550.00	2,000.00	(550.00)	127.5%
616-02 - IEDC Dues	435.00	450.00	15.00	96.67%
616-03 - BREI Dues	100.00	150.00	50.00	66.67%
616-04 - SEDC Dues	250.00	250.00	0.00	100.0%
616-06 - SHRM Dues	26.00	209.00	183.00	12.44%
616-12 - BOMA Membership	0.00	250.00	250.00	0.0%
616-15 - NETEDR Dues	200.00	200.00	0.00	100.0%
616-28 - Texas SmartBuy Membership Dues	100.00	100.00	0.00	100.0%
616-30 - Sam's Club Membership Dues	100.00	100.00	0.00	100.0%
616-32 - Chamber Commerce Membership Due	225.00	255.00	30.00	88.24%
Total 616 - Dues, Fees & Memberships	3,986.00	3,964.00	(22.00)	100.56%
620 - Marketing				
621 - Marketing Initiative Memb/Subcr				
621-01 - NETEA Membership	12,000.00	12,000.00	0.00	100.0%
621-03 - Texas One Membership	5,000.00	5,000.00	0.00	100.0%
621-06 - Research 360 Subscription-Sites	1,495.00	1,295.00	(200.00)	115.44%
621-08 - Impact Data Source Subscription	4,644.00	4,644.00	0.00	100.0%
621-10 - Team Texas Membership	3,000.00	3,000.00	0.00	100.0%
621-12 - Right Corner Membership	2,500.00	2,500.00	0.00	100.0%
621-15 - I-20 Corridor Membership	2,500.00	2,500.00	0.00	100.0%
621-16 - IAMC Membership	1,645.00	1,645.00	0.00	100.0%
621-18 - Annual License WebBase Proposal	1,023.59	1,188.00	164.41	86.16%
621-20 - EAIC Membership	1,035.00	1,150.00	115.00	90.0%
Total 621 - Marketing Initiative Memb/Subcr	34,842.59	34,922.00	79.41	99.77%
622 - Contractual Lead Generation				
622-01 - Contract Marketing	5,000.00	20,000.00	15,000.00	25.0%
622-02 - Contract Markting Smart Calling	19,073.73	30,000.00	10,926.27	63.58%
622-03 - Research & Market Intelligence	10,930.00	15,000.00	4,070.00	72.87%
Total 622 - Contractual Lead Generation	35,003.73	65,000.00	29,996.27	53.85%

Kilgore Economic Development Corp
Budget vs. Actual Detail
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	Oct '19 - Sep 20	Budget	Over/Under Budget	% of Budget
623 · Social & Email Marketing				
623-01 · Website Marketing	33,000.00	36,000.00	3,000.00	91.67%
623-02 · Online Marketing	4,036.58	5,000.00	963.42	80.73%
623-03 · Real Estate Advertising - Other	978.17	1,000.00	21.83	97.82%
623-20 · Web Page Updates	24,600.00	24,600.00	0.00	100.0%
623-25 · Social Media Advertising	0.00	1,000.00	1,000.00	0.0%
623-33 · Directory Listings	1,450.00	1,500.00	50.00	96.67%
Total 623 · Social & Email Marketing	64,064.75	69,100.00	5,035.25	92.71%
624 · Marketing Collateral Materials				
624-01 · Photographs & Videos	13,348.43	10,000.00	(3,348.43)	133.48%
624-02 · Brochures & Presentation Materi	66.26	3,000.00	2,933.74	2.21%
624-03 · Promotional Items	2,117.22	5,000.00	2,882.78	42.34%
Total 624 · Marketing Collateral Materials	15,531.91	18,000.00	2,468.09	86.29%
625 · Recruitment Activities				
625-01 · Team Texas				
625-011 · Team Texas Marketing Fees	5,000.00	6,000.00	1,000.00	83.33%
625-012 · Team Texas Events	759.39	8,000.00	7,240.61	9.49%
Total 625-01 · Team Texas	5,759.39	14,000.00	8,240.61	41.14%
625-03 · Texas One Recruitment Activity				
625-032 · Texas One Meetings/Events Austi	505.42	1,500.00	994.58	33.7%
Total 625-03 · Texas One Recruitment Activity	505.42	1,500.00	994.58	33.7%
625-04 · IAMC Registration & Travel				
625-041 · IAMC Fall Forum	40.00	3,200.00	3,160.00	1.25%
625-042 · IAMC Spring Forum	3,882.88	3,200.00	(682.88)	121.34%
625-043 · IAMC Texas Dinner	600.00	1,100.00	500.00	54.55%
Total 625-04 · IAMC Registration & Travel	4,522.88	7,500.00	2,977.12	60.31%
625-05 · NETEA Lead Generation				
625-051 · Company Visits Travel	2,192.34	7,500.00	5,307.66	29.23%
625-052 · State Agency Visits	674.02	1,500.00	825.98	44.94%
625-053 · NETEA Meetings	284.05	400.00	115.95	71.01%
Total 625-05 · NETEA Lead Generation	3,150.41	9,400.00	6,249.59	33.52%
625-06 · I-20 Corridor				
625-061 · I-20 Corridor Events	0.00	900.00	900.00	0.0%
625-062 · I-20 Corridor Meetings	0.00	100.00	100.00	0.0%
Total 625-06 · I-20 Corridor	0.00	1,000.00	1,000.00	0.0%
625-07 · Right Corner				
625-071 · Right Corner Events	8,013.45	7,500.00	(513.45)	106.85%
625-072 · Right Corner Meetings	0.00	100.00	100.00	0.0%
Total 625-07 · Right Corner	8,013.45	7,600.00	(413.45)	105.44%
625-08 · EAIC Events	12,630.00	15,000.00	2,370.00	84.2%
625-10 · Consultant Visits	11.98	2,500.00	2,488.02	0.48%
625-13 · SEDC Meet the Consultants	400.00	2,500.00	2,100.00	16.0%
625-15 · Discretionary Marketing Opportu	12,356.72	51,978.00	39,621.28	23.77%
Total 625 · Recruitment Activities	47,350.25	112,978.00	65,627.75	41.91%
Total 620 · Marketing	196,793.23	300,000.00	103,206.77	65.6%

Kilgore Economic Development Corp
Budget vs. Actual Detail
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	Oct '19 - Sep 20	Budget	Over/Under Budget	% of Budget
630 - Business Retention - Expansion				
630-01 - BRE Meetings with Chamber	1,000.00	4,000.00	3,000.00	25.0%
630-02 - CEO Meetings	393.61	1,500.00	1,106.39	26.24%
630-04 - Business Appreciation Events	11,654.76	12,000.00	345.24	97.12%
630-05 - HR Meetings	3,226.39	4,500.00	1,273.61	71.7%
630-10 - SBDC Programs	0.00	7,500.00	7,500.00	0.0%
630-11 - Workforce Development	79.00	15,200.00	15,121.00	0.52%
630-13 - BRE Projects CEO Events	118.21	15,000.00	14,881.79	0.79%
630-19 - Contact Management Tool	0.00	1,250.00	1,250.00	0.0%
630-30 - BRE Surveys	0.00	500.00	500.00	0.0%
630-31 - Labor Market Data	2,575.00	8,750.00	6,175.00	29.43%
630-33 - Wage & Benefit Survey	0.00	7,500.00	7,500.00	0.0%
Total 630 - Business Retention - Expansion	19,046.97	77,700.00	58,653.03	24.51%
640 - Synergy Center Lease Expenses				
640-01 - Lease Payments	45,300.00	45,300.00	0.00	100.0%
640-02 - NNN Expenses	12,573.00	12,960.00	387.00	97.01%
640-05 - Electric Utility	8,637.19	9,500.00	862.81	90.92%
640-06 - Telephone & Internet	4,924.09	5,000.00	75.91	98.48%
640-10 - Cleaning	6,011.77	7,000.00	988.23	85.88%
640-15 - Supplies for Synergy Center	799.63	900.00	100.37	88.85%
640-16 - Repair & Maintenance	7,390.73	5,780.00	(1,610.73)	127.87%
640-20 - Training Room Rentals	-1,045.00	-1,500.00	(455.00)	69.67%
Total 640 - Synergy Center Lease Expenses	84,591.41	84,940.00	348.59	99.59%
650 - Buildings & Grounds Maintenance				
651 - Synergy Park				
651-01 - Cleaning & Maintenance Supplies	827.93	1,250.00	422.07	66.23%
651-03 - Contract Maintenance/Cleaning	16,430.00	15,600.00	(830.00)	105.32%
651-06 - Fish Texas Parks & Wildlife	2,648.80	2,650.00	1.20	99.96%
651-08 - Security Camera Maint & Repair	8,911.00	10,000.00	1,089.00	89.11%
651-10 - Gates Maintenance & Repairs	2,674.66	3,500.00	825.34	76.42%
651-20 - Water Utilities	560.56	1,200.00	639.44	46.71%
651-21 - Electric Utilities	755.87	1,000.00	244.13	75.59%
651-22 - Telephone Line Service to Gate	784.40	750.00	(34.40)	104.59%
651-26 - Security Patrol	10,789.83	12,000.00	1,210.17	89.92%
651-30 - Brush Hog Open Area Mowing	31,540.00	35,760.00	4,220.00	88.2%
651-31 - Trail Area Mowing	23,200.00	23,200.00	0.00	100.0%
651-32 - Tree Cutting & Removal	2,190.00	7,500.00	5,310.00	29.2%
651-35 - Weed and Ant Control	0.00	1,800.00	1,800.00	0.0%
651-37 - Landscape & Beds Maintenance	3,600.00	3,600.00	0.00	100.0%
651-40 - Misc Repairs & Maintenance	26,764.72	30,000.00	3,235.28	89.22%
651-50 - SPPOA Reimbursement	-14,500.00	-14,250.00	250.00	101.75%
Total 651 - Synergy Park	117,177.77	135,560.00	18,382.23	86.44%
652 - KNIP - Maverick Dr @ Hwy 42				
652-30 - KNIP Brush Hog Open Area Mowing	0.00	1,000.00	1,000.00	0.0%
652-40 - KNIP Misc Repairs & Maintenance	0.00	500.00	500.00	0.0%
Total 652 - KNIP - Maverick Dr @ Hwy 42	0.00	1,500.00	1,500.00	0.0%

Kilgore Economic Development Corp
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653 - KIP - Energy Drive				
653-21 - KIP Electric Service	301.52	330.00	28.48	91.37%
653-30 - KIP Brush Hog Open Area Mowing	600.00	1,200.00	600.00	50.0%
653-37 - KIP Landscape & Bed Maintenance	2,280.00	2,280.00	0.00	100.0%
653-40 - KIP Misc Repairs & Maintenance	120.00	500.00	380.00	24.0%
Total 653 - KIP - Energy Drive	3,301.52	4,310.00	1,008.48	76.6%
654 - KEDC Other Property Expense				
654-60 - Cox Road Property	1,050.00	1,000.00	(50.00)	105.0%
654-61 - FM 349 & 2276 CDL Testing Site	1,620.00	1,000.00	(620.00)	162.0%
654-62 - 2706 Hwy 135 N - Weatherford	0.00	500.00	500.00	0.0%
654-63 - NOV Subdivision Tract 5	362.55	300.00	(62.55)	120.85%
654-64 - 4005 FM 349 Advanced Tech Centr	435.00	1,500.00	1,065.00	29.0%
654-65 - 4017 Enterprise Wagner Bldg.	14,548.55	0.00	(14,548.55)	100.0%
654-90 - Reserve for Buildings & Grounds	0.00	50,000.00	50,000.00	0.0%
Total 654 - KEDC Other Property Expense	18,016.10	54,300.00	36,283.90	33.18%
Total 650 - Buildings & Grounds Maintenance	138,495.39	195,670.00	57,174.61	70.78%
660 - Capital Expenditures				
660-01 - Capital Equipment Minor <\$5,000	5,976.08	5,000.00	(976.08)	119.52%
660-02 - Capital Equipment >\$5,000	0.00	10,000.00	10,000.00	0.0%
660-05 - Capital Improvements - Synergy	0.00	200,000.00	200,000.00	0.0%
660-10 - Capital Improvements Other Prop	56,634.32	200,000.00	143,365.68	28.32%
660-17 - Wagner Tuning 4017 Enterprise	628,171.87	0.00	(628,171.87)	100.0%
Total 660 - Capital Expenditures	690,782.27	415,000.00	(275,782.27)	166.45%
Total Expense	2,579,698.98	2,692,679.00	112,980.02	95.8%
Net Ordinary Income	-19,122.38	820,954.00	(840,076.38)	-2.33%
Other Income/Expense				
Other Expense				
680 - Transfers Out of Operating Fund				
680-10 - Bond Set Aside	180,000.00	180,000.00	0.00	100.0%
680-20 - Transfer Out to Bond I&S Acct	638,703.00	640,954.00	(2,251.00)	99.65%
Total 680 - Transfers Out of Operating Fund	818,703.00	820,954.00	(2,251.00)	99.73%
Total Other Expense	818,703.00	820,954.00	(2,251.00)	99.73%
Net Other Income	-818,703.00	-820,954.00	2,251.00	99.73%
Net Income	-837,825.38	0.00	(837,825.38)	100.0%