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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 2020 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 and project details.

Section III 2017-2022 Strategic Plan.

Section IV 2020 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











Bob Davis President

Bobby Beane Vice-President

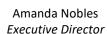
Ricardo Viloria *Sec.-Treas*.

Ruben Martin Asst. Sec.-Treas.

Mike Head Director

KEDC Staff







Jana Russell Asst. Director



Sonya Waters
Business
Development Mgr.



Stephanie Moore Office & Property Mgr.



Austin Clark Research Specialist

SECTION II - EXECUTIVE SUMMARY

Summary

KEDC closed an economic development performance agreement In October with an existing industry. With the exception of last fiscal year, the first six months of any year are notoriously slow, with a normal mid-point five-year average of 1.4 closed agreements.

Election years also are notoriously slow with 2016 YE results at three closed agreements. KEDC was on track to close three agreements at mid-point this fiscal year. Had those deals not been interrupted by COVID-19, 2020 KEDC results at mid-point would have been consistent with normal averages for capital investment and job projections and exceeded YE results for capital investment in 2016.

Economic	Development Performance	Agreements
KEDC closed one EI	OPA representing 62 retained jobs and	8 projected new jobs.
Agreements	Jobs Under Contract	Investment Under Contract

1 70 \$400,000

Leads

KEDC staff cultivated 23 leads, of which 18 were actionable. Four of the five 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 related leads remains consistent at 91 percent.

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

Total Leads	Total Leads	Actionable
Number	Non-Energy	Leads
23	21	18

SECTION III - STRATEGIC PLAN 2017-2022

The Strategic Plan for 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 2019-2020

Business Climate	Maintain a relevant inventory of property for primary employers.	Mid 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%.	22%
Measurement	Commitments for: 1. Asset and 2. Infrastructure development to benefit primary employers.	\$104,505

Strategy	Activity	Goal	Project	Complete
Infrastructure				
*Synergy Park	Utility installation	1	Electricity	
		1	Fiber/Broadband	
		1	Natural Gas	
Inventory				
Synergy Park Phase V	Road Construction	1	Design	
Industrial Park 2.0	Site Evaluation	1	Evaluate and Compare 2 Sites	
Spec Building Program	Construction Documents	1	100,000 SF	
	Promotion	1	Website	1
Property Management	Inspections	2	CDL Facility	
		2	4005 FM 349	1
		2	4017 Enterprise	2
		4	Synergy Park	2
		4	Cox Drive	2
		4	Kilgore Industrial Park	1
		4	North Kilgore Industrial Park	1
		4	East Kilgore Industrial Park	1
	Lease Renewals	1	2706 Highway 135	NA sold
		1	4005 FM 349	
		1	CDL Facility	
		1	General Dynamics Property	1
	Maintenance	As Needed	CDL Facility	
	Maintenance	As Needed	4005 FM 349	4
	Room Rentals	As Needed	Synergy Center	11
Property Identification	Other Real Estate	12	Available Industrial Space	4

New and Retained Investment and Jobs	Generate leads from non-energy related industry sectors.	Mid 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.	34.5% 2.9 Years
Measurement	 From targeted industry sectors: Number of leads generated from targeted industry sectors. Number of closed projects. Number of jobs under contract. Amount of investment under contract. 	3. 21 of 23 4. 1 5. 70 6. \$400,000

Strategy	Activity	Goal	Project	Complete
Lead Development	,		ĺ	·
Retained and Expanded Industries	BRE Visits	45		
	Industry Survey	30	At Risk Identification	
New Industries	Geographic Recruitment	3	NETEA	1
		1	Team Texas	0
		1	TBIC	0
		5	Internal	1
	Trade Shows	2	Right Corner	1
		2	Team Texas	0
	Trade Show Recruitment	4	Internal	2
	Lead Gen	10	Teleconferences/Meetings	0
Lead Generating Agents	Site Selectors	1	SEDC	0
		1	Team Texas	0
	Office of the Governor	1	NETEA	1
		1	Go Big in Texas	1
	Industrial Realtors	2	I-20 Corridor	0
Lead Nurturing	Online	12	Monthly	6
	Contact Programs	1	Annually	0
	IAMC	2	Biannually	1
	Pipeline Management	1	Biannually	0
Small Business Development	Advice and Referrals	As Needed		2
Branding				
Collateral Materials	Profile	1	Update	1
	Videos	3	*Testimonials, Virtual Building	2
	Photos	As Needed		1
	Promotional Items	As Needed		0
	Value Proposition			
Online Presence	Website	1	New	1
	Directories	1	Conway Data	1
		1	TDI	1
	Properties on Website	45	Verification	21

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	7. Meet budget.	7. Expenses at 33.9 percent of budget and
	8. Maintain positive cash flow.	income at 32.68% of budget.
		8. Even when considering potential cash outlay
		and reduced revenue, cash flow is projected
		to be positive over the next 10 years and
		maintains a healthy reserve.

Strategy	Activity	Goal	Project	Complete
Partner Collaboration				
Chamber of Commerce	Bizconnect	1	Sponsorship	1
	E4	1	Participation	0
As appropriate	Joint Training	1	Sponsorship	0
Existing Industry	Special Projects	12	As Needed	1
	Management Roundtable	1	Annually	0
	Industry Appreciation	1	Reception	1
	Workforce Appreciation	6	Ice Cream Delivery	0
Governmental	Collaboration	6	City	6
		1	County	1
		1	State	1
		1	Federal	1
Workforce Development				
	HR Luncheons	4	Quarterly	1
	Workforce Training Projects	2	Semi-Annually	1
Kilgore ISD	KISD Teacher Facility Tours	4	Annually	0
	Career Events	1	Middle School Career Fair	0
Kilgore College	Advisory Boards	2	Representation	0
WorkKeys	Testing	75	Students	
	Assessments	1	Industry	
Organizational Proficiency				
Employee Performance Reviews	Meetings	4		0
Continuing education	BRE, ED, Gov., Property	11		4
	Webinars	As Needed		12
Certifications Maintenance	IEDC, NDC, IAMC	3		3
Awards	Economic Excellence	1	Designation	1
Program of Work	2021	1		0
Communications				
Advisory Board Meetings	Administrative	2		2
Board Meetings	Administrative	11		6
News	Announcements	3		1
	Activities	6		4
Sustainability	TEDC Legislative Efforts	1		1
Budget	Board Meetings	11		6
Cash flow	Board Meetings	11		6
	Financial	12	Reconciliations	7

SECTION V - CHALLENGES AND ISSUES

The three areas of the current KEDC Strategic Plan and corresponding Program of Work are focused on project related goals: preparing for primary employers; finding, developing and closing projects from existing and new primary employers; and sustaining our financial ability to accomplish both.

The ripple effects of the global pandemic and the oil and gas crisis have produced a level of uncertainty that is uncommon and uncomfortable. Even though the pandemic may end and the economy will rebound, certain adjustments may remain. Prevalent economic forecast scenarios suggest a "swoosh" with recovery beginning in 12-18 months and a 2- to 5-year recovery period.

Short Term Challenges

Short-term impacts on KEDC will include a smaller operating budget plus attraction target companies that may be less willing to make long-term decisions. It is predicted that attraction efforts will hibernate over the coming months in favor of business survival.

Challenge: KEDC is anticipating an initial drop in our operating budget of \$1 million.

Recommended Response: While KEDC has cash for immediate high-priority tasks such as high-impact prospect development and closure, the budget will require focus on business retention initiatives including assistance in business recovery and other special projects.

Long Term Issues

Increasingly, national economic development conversations are shifting from traditional metrics of new jobs and capital investment to longer term considerations of sustainability.

Issue: Business Sustainability

Recommended Response: Industry in Kilgore will continue to face challenges and value KEDC support as customer and market needs change. We recommend KEDC remain committed to special projects for existing primary employers to ensure existing companies are able to remain profitable locally and manufacture products that are attractive in the market.

Because local sales tax is being impacted in a variety of ways KEDC financial sustainability is in the forefront of KEDC conversations.

Issue: Budget Volatility

Recommended Response: Our recommendation is to continue expansion of the "virtual" and real building program to develop alternative income for the organization. If effective, the program over time will require additional property development and management expertise and additional KEDC personnel.

With a continuing focus on existing primary employers comes a longer-term emphasis on business sustainability and diversification.

SECTION VI- P&L BUDGET VS. ACTUAL

		Oct '19 - Mar 20	Budget	\$ Over/Under Budget	% of Budge
Ordi	nary Income/Expense				
	Income				
	5001 · Sales Taxes	942,687.91	3,000,000.00	-2,057,312.09	31.429
	5005 · Garbage Sales Tax	5,781.30	11,200.00	-5,418.70	51.629
	5201 · Interest -Austin Bank Operating	9,788.27	15,600.00	-5,811.73	62.75
	5204 · Interest - Texpool Operating	71,378.39	173,000.00	-101,621.61	41.26
	5205 · Interest-TexSTAR Bond Set Aside	14,704.85	40,000.00	-25,295.15	36.76
	5400 · Lease Revenue	75,349.85	251,133.00	-175,783.15	30.0
	5401 · Miscellaneous Income	693.12	1,000.00	-306.88	69.31
	5402 · Incentive Recovery	27,740.02	21,700.00	6,040.02	127.83
	5409 · Grant Revenue	0.00	0.00	0.00	0.0
	Total Income	1,148,123.71	3,513,633.00	-2,365,509.29	32.68
	Gross Profit	1,148,123.71	3,513,633.00	-2,365,509.29	32.68
	Expense				
	600 · Supplies Expense	3,014.79	7,800.00	4,785.21	38.65
	610 · Contractual Services	625,667.23	1,564,695.00	939,027.77	39.99
	612 · School Registration & Training	3,243.00	11,260.00	8,017.00	28.8
	614 · Travel Expenses	9,232.39	31,650.00	22,417.61	29.17
	616 · Dues, Fees & Memberships	2,260.00	3,964.00	1,704.00	57.01
	620 · Marketing	115,214.33	300,000.00	184,785.67	38.41
	630 · Business Retention - Expansion	12,451.69	77,700.00	65,248.31	16.03
	640 · Synergy Center Lease Expenses	45,500.27	84,940.00	39,439.73	53.57
	650 · Buildings & Grounds Maintenance	37,261.93	195,670.00	158,408.07	19.04
	660 · Capital Expenditures	59,002.11	415,000.00	355,997.89	14.22
	Total Expense	912,847.74	2,692,679.00	1,779,831.26	33.9
Net (Ordinary Income	235,275.97	820,954.00	585,678.03	28.66
Othe	er Income/Expense				
	Other Income				
	5300 · Sale of Asset	0.00	0.00	0.00	0.0
	Total Other Income	0.00	0.00	0.00	0.0
	Other Expense				
	680 · Transfers Out of Operating Fund	409,351.50	820,954.00	411,602.50	49.86
	Total Other Expense	409,351.50	820,954.00	411,602.50	49.86
Net (Other Income	-409,351.50	-820,954.00	-411,602.50	49.86
Incor	me	-174,075.53	0.00	-174,075.53	100.0

SECTION VII - CASH FLOW WORKSHEET

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1			Audited	ited	Budget	Estimated	Estimated		Estimated	Estimated	Estimated	ted	Estimated	ıted	Estimated	Estimated	Estimated	Estimated
2			09/30/19	9/19	09/30/20	09/30/21	09/30/22	72	09/30/23	09/30/24	8/60	09/30/25	09/3	09/30/26	72/02/60	09/30/28	09/30/29	09/30/30
က	Revenues																	
4	5001 Sales Taxes		3,35	3,356,141	3,000,000	2,000,000	0 2,200,000	000	2,500,000	2,500,000		2,500,000	2,5	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
2	5005 Garbage Sales Taxes		•	11,580	11,200	11,500		11,500	11,500	11,500		11,500		11,500	11,500	11,500	11,500	11,500
9	5200 Interest on Investments		23	238,430	228,600	200,000	0 200,000	000	200,000	200,000		200,000	2	200,000	200,000	200,000	200,000	200,000
7	5300 Proceeds from Sale of Assets		4,96	4,956,940														
8	5380 Lease Revenue Synergy #2																	
6	5382 CAM Reimbursement Synergy #2																	
10	5400 Lease Revenue		25	293,312	146,133	146,133	3 146,133	,133	146,133	146,133		146,133	1	146,133	146,133	146,133	146,133	146,133
11	5400 Lease Revenue Wagner Tuning				105,000	180,000	0 180,000	0000	215,040	243,024		336,000	3	336,000	336,000	336,000	336,000	336,000
12	5401 Miscellaneous		. 7	21,380	1,000	1,000		1,000	1,000	1,000	C	1,000		1,000	1,000	1,000	1,000	1,000
13	5402 Incentive Recovery (Network Communications)		. 1	21,709	21,700	21,300	0											
14	5409 Grants			1,000														
15	Total Revenues		8,90	8,900,492	3,513,633	2,559,933	3 2,738,633	633	3,073,673	3,101,657		3,194,633	3,1	3,194,633	3,194,633	3,194,633	3,194,633	3,194,633
16																		
17																		
18			Audited	ited	Budget	Estimated	Estimated		Estimated	Estimated	Estin	Estimated	Estin	Estimated	Estimated	Estimated	Estimated	Estimated
19			09/30/19	J/19	09/30/20	09/30/21	09/30/22		09/30/23	09/30/24	09/3	09/30/25	09/3	09/30/26	09/30/27	09/30/28	09/30/29	09/30/30
20	Operating Expenditures																	
21	Special Projects - Funds Committed (Schedule A) Incentives			0	1,423,142	373,950	0 326,600	009	115,000	90,000		267,000	1,	184,229	180,834	22,000	0	0
22	Audited Year for Incentives only		32	799,468														
23	Special Projects - Pending Commitments (Schedule B)			0	1,189,652	574,964	4 725,179	179	620,264	410,702		388,666	S.	300,000	100,000	100,000	100,000	100,000
24	Contractual City Adm (payroll, benefits, liab & property ins.)		4.	412,767	444,184	453,068	8 462,129	129	471,372	480,799		490,415	5	500,223	510,228	520,432	530,841	541,458
25	Legal Svcs & Accounting (Schleier, BB&H, & GMP)		,	36,645	38,400	39,168		39,951	40,750	41,565		42,397		43,245	44,110	44,992	45,892	46,809
56	Contractual Services		3	80,498	74,200	75,684		77,198	78,742	80,316		81,923		83,561	85,232	86,937	88,676	90,449
27	600 Office Expense			7,315	7,800	7,956		7,650	7,650	7,650	C	7,650		7,650	7,650	7,650	7,650	7,650
28	612 School Registration and Training Fees			7,682	11,260	11,485		8,320	8,320	8,320	C	8,320		8,320	8,320	8,320	8,320	8,320
29	614 Travel Expenses		. 4	20,676	31,650	32,283		30,450	30,450	32,000	0	32,000		32,000	32,000	32,000	32,000	32,000
30	616 Dues, Fees, and Memberships		7	41,676	3,964	4,043		3,689	3,689	3,689	6	3,689		3,689	3,689	3,689	3,689	3,689
31	620 Marketing (10% of Sales Tax Revenue)		7	183,604	300,000	306,000	0 220,000	000	250,000	250,000		250,000	2	250,000	250,000	250,000	250,000	250,000
32	630 Business Retention & Expansion			29,603	77,700	79,254		80,839	64,821	66,117		66,117		67,439	67,439	68,788	68,788	70,164
33	640 Synergy Center Lease Expense			75,718	84,940	86,639		90,971	87,402	87,402		87,402		87,402	91,772	91,772	91,772	91,772
34	650 Maintenance - Bldgs & Grounds		22	223,277	195,670	199,583	3 210,000	,000	210,000	210,000		210,000	2	214,000	214,000	214,000	214,000	214,000
39	Total Expenses		1,9	1,918,929	3,882,562	2,244,077	7 2,282,976	926	1,988,460	1,768,561		1,935,579	1,7	1,781,759	1,595,274	1,450,580	1,441,627	1,456,311
40																		
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44		1	Ī	Budget	Fetimated	Εcti	Fefi	Fetimated	Fetimated	Fo.f.	Fetimated	pote	Fetimated	Fetimated
‡ 4			Audited	Danger Do/20/20	00/20/24	Do/20/22	COLOUD	Do/20/24	DO/20/2E	Do/20/26	Collociated 00/20/27	DO/20/20	Do/20/20	Do/20/20
46	Other Financing Cources (Revenue)		61 100 100	02/05/60	120000	03130122	03/00/20	12/00/00	02/00/20	02/05/00	130000	02/00/20	030000	000000
7 7	Rond Proceeds													
ή αν	Lon Droconde Kinney Dromarty													
0 0 0	Loain Frocecus Milliey Froperty Transfere In Recess restantia from researce account		+					+	1	 	1			
94 0	Transfers in - excess revenue from reserve account	+	1400											
51	Sales Tax Conversion to Accrual Basis		(3,368,718)											
52	Overnayment to City of Kilgore ner Contract (A/R)													
53	Prior Period Adjustment per Sales Tax Accrual													
54	Sale of Assets													
22	Total Other Financing Sources (Uses)		(3,368,718)	0	0	0	0	0	0	0	0	0	0	0
26		#												
57				100		000	0.00	000	0.70	100		200	000	
28		+		195,713		200,113	199,313	198,313	197,013	195,713		201,688	198,825	0 0 0 0 0
69	2015 Bond Repayments & Fees		,	125,500		126,150	128,900	126,500	129,100	126,550	128,150	124,550	125,950	127,150
09	2019 Bond Repayments & Fees	-	0	319,741	320,456	321,001	321,326	321,268	321,031	320,443	319,516	318,178	321,498	319,274
61	Notes Payable Principal	+	50,232											
79	Interest Expense	#	35,877			•			(((((
63	Bond Reserve Requirement	#		0		0	0	0	0	0		0	0	0
64	Bond Additional Set Aside			180,000		180,000	180,000	180,000	180,000	180,000		180,000	180,000	
92	Capital Expenditures (660-05,10)		1,004,117	400,000	Ì	400,000		,	400,000	400,000	,	7	400,000	400,000
99				15,000		15,000			15,000	15,000			15,000	15,000
29	4As (Type B) Projects (610-40)		345,644	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
89	Total Other Non Operating Expenses		1,435,870	1,535,954	1,539,369	1,542,264	1,544,539	1,541,081	1,542,144	1,537,706	1,541,572	1,539,416	1,541,273	1,161,424
60		+												
70		+												
72	Not Change in Fund Balances (Andited columns are actual)	+	2 176 975	(1 904 883)	(1 223 513)	(1 086 607)	(459 326)	(207 985)	(783 090)	(124832)	57 787	204 637	211 733	576 898
7,0	Not Change in Cost Delenges (Auditor Commission actual)	+	2,170,373	(1,904,003)		(1,000,001)	(450,320)	(202, 202)	(203,030)	(404,002)	201,101	204,037	244 700	0,000
74	Ivet Change in Cash Daiances		2,412,637	(1,904,663)	(1,223,513)	(1,080,007)	(428,320)	(506,107)	(263,090)	(124,632)	101,16	204,637	211,733	
7,	Cash Balances - Beginning October 1st	+	9 166 125	8 834 550	5 329 667	4 106 154	3 019 547	2 560 221	2 352 236	2 069 147	1 944 315	2 002 103	2 206 740	2 418 472
92			11.578.962	6.929.667	4.106.154	3.019.547	2.560.221	2,352,236	2.069.147	1.944.315	2.002.103	2,206,740	2,418,472	2,416,472
77	Cash Committed by Roard Action													
78	For Future Synergy Park Infrastructure													
62	For Future Capital Outlay Improvements		(733,532)	(1,600,000)										
80	For Marketing - 2016 & 17 Rollover Budget		(92,399)											
81	Set Aside for Early Bond Pay-Off or Special Projects 03-22-10		(1,881,098)											
82	Other Adjustments to Cash													
83	Due to/from City of Kilgore for True up on Annual Contract													
84	Note Receivable from Kilgore Synergy Partners													
8	Accounts Payable - A/P Payable and Credit Card Payable	+												
87	Premier Valve Services - Lease Deposit 2706 Hwy 135N													
88		F	(200)											
88	The Right Comer Account QB#2064		(34,183)											
06	Accounts Receivable QB													
91	Prepaid Asset													
92	Total Restricted, Audit Adjustment & N/R		(2,744,412)	(1,600,000)					•	•	•		0	0
93														
94	Cash Available		8,834,550	5,329,667	4,106,154	3,019,547	2,560,221	2,352,236	2,069,147	1,944,315	2,002,103	2,206,740	2,418,472	2,995,370
96		+												
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26	SCHEDULE A - Special Projects - Funds Committed:	Audited		Estimated	Estimated		Estimated	Est	Estimated	Estimated		Estimated	Estimated	nated	Estimated		Estimated	Estimated	Estimated
86	(Maximum Payments on Contractual Commitments)	D 09/30/19	Gd	09/30/20	PD 09/30/21	21 PD	09/30/22	/60 Gd	09/30/23 PD	09/30/24	DD	09/30/25 F	PD 09/30/26	0/26 PD	09/30/27	Qd	09/30/28 P	PD 09/30/29	08/30/30
66	2002 Synergy Blvd Fire Suppression Pump/Sprinkler Upgrade 11/19/19			160,000	X														
100	Alliance Architects -Prospect 2001 Tilt Wall Building Design 07/27/18			12,025															
101	Adams Eng - Prospect 2001 Tilt Wall Civil Engineering Design 08/21/18			3,600															
102	Adams/Alliance Tilt Wall Direct Fees & Expenses 08/21/18			3,127															
103	Ana Lab #2097 10/15/19			12,000	21	21,000	7,000												
104	City of Kilgore/Commitment for Type B projects (carryover)			20,915															
105	Cleveland Steel 01/2019			15,000	1 15	15,000													
106	Closure Systems International (Southern Plastics) 01/15/19			48,000	31	31,500													
107	Evolution Outdoor Design #2068 06/04/2019			35,000	1 54	54,500	174,600		15,000	15,000	Q	15,000	1	15,000	15,000	00	15,000	15,000	
108	FM 349 at FM 2276. Infrastructure Environ/Wetlands			18,781	_														
109	General Dynamics - Lot on County Road @ Longview Street			30,252	SC														
110	KEDC Advanced Tech Center Building Expansion 10/15/2018 McClung			38,603	1														
111	KEDC Synergy Park Titanium Environmental for #1985 06/2017			603															
112	KEDC Synergy Park Topo Surveying for Prospect #1985 06/2017			8,000															
113	KEDC Strategic Construction Finish-out Tilt Wall Bldg 04/09/19			865,595															
115	Maverick Drive, Unit 2, Lot 3 Detention Pond Engineering			8,730															
116	Maverick Well Service #2073 10/15/2018	'		27,235	X														
117	McClung Energy Services 01/18/2018			60,500	X														
118				37,500	X 40	40,000	35,000												
119	Orgill 07/17/2018	•			75	75,000	75,000		75,000	75,000	0,	75,000	7	75,000	75,000	00	7,000		
120	Pak Sher 02/17/16	'																	
121	Pinnacle #2084 06/04/19 Closed - will pay back \$10,483.34																		
122	Premier Pressure Pumping 11/22/16			16,411	X 31	31,000 \	25,000		25,000										
123	SCP Distributors #1 11/2013		F	Extended	8	8,332													
124	Temple Pro Ventures & Pallet Companies, Inc. (CHEP) Tax Reimb			4,016															
125	VW Manufacturing Services #1 2056 05/2018				X 81	67,500													
126	VW Manufacturing Services #2 2056 10/2018			27,500	30°	30,118 \	10,000												
127	VW Manufacturing Services #3 2092 04/09/2019											77,000							
128	Wagner Tuning 05/2019 (Lease payment reduction-applied to bond pymt)			58,825	NC 317	317,000 NC	100,000	NC 1	100,000 NC	100,000	ON OC	100,000	NC 5	50,000 NC	20,000	OO NC			
129	Wagner Tuning 05/2019												4	44,229	40,834	34			
130																			
131	TOTAL RESERVED FOR COMMITMENTS		0	1,512,219	169	690,950	426,600		215,000	190,000	00	267,000	18	184,229	180,834	34	22,000		
132	TOTAL CASH RESERVED FOR COMMITMENTS*		0	1,423,142	37;	373,950	326,600		115,000	90,000	00	167,000	1;	134,229	130,834	134	22,000		
133	(*subtract any non-cash incentives from total)																		
134																			
135																			

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	B	EG	Н	J	C L M	z	O P	Q R	S	T	W / W	×	Y Z AA	AB	AC AD
136	SCHEDULE B - Special Projects - Pending Commitments:		Unaudited	Estimated	Estimated	Estimated	Estimated	Estimated	Ē	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
137	(Maximum Payments on Pending Commitments)		9/30/2019	09/30/20	09/30/21	09/30/22	09/30/23	09/30/24	0	09/30/25	09/30/26	09/30/27	09/30/28	09/30/29	06/30/30
138	Prospect 1756 01/20/15 (formerly 1642) (incentive + engineering)			232,700											
139	Prospect 2063 C			000,009	100,000	100,000	100,000	100,000		100,000	100,000	100,000	100,000	100,000	100,000
140	Prospect 2099					200,000	200,000	200,000		200,000	200,000				
141	Prospect 2115 Willie Nelson 11/19/2019			18,752	6,800	5,100									
142	Prospect 2118 Bronco 04/07/2020				100,864	17,464	48,044	19,764		15,164					
143	Prospect 2145 Bagwell 04/07/2020			52,800	97,800	74,800	33,000	'							
144	Prospect 2148 S				269,500	327,815	239,220	90,938		73,502					
145	Property Acquisition C			270,400											
146	Property Acquisition E			15,000											
147															
148															
149															
150	TOTAL POSSIBLE PENDING COMMITMENTS		0	1,189,652	574,964	725,179	620,264	410,702	٠.	388,666	300,000	100,000	100,000	100,000	100,000
151	TOTAL POSSIBLE PENDING CASH COMMITMENTS*		0	1,189,652	574,964	725,179	620,264	410,702	ž	388,666	300,000	100,000	100,000	100,000	100,000
152	(*subtract any non-cash incentives from total														
153		k.a													
154	Partial Paid														
155	Non-Cash NC	O													
156	Decisions needing to be made														
157	Funds reserved after due date	_													
158	Option amount only *														
159	Cash Avaliable for future commitments														
160	Grant finds obligation released														

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