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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 2021 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.

Section III 2017-2022 Strategic Plan.

Section IV 2021 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
Bob Davis Sales

**Bobby Beane**Vice-President
Laird Insurance

Ricardo Viloria Sec.-Treas. Astronics **Mike Head**Asst. Sec.-Treas.
Closure Systems

Jeff Stone Director Yamaha/Skeeter

#### **KEDC Staff**







**Stephanie Moore** *Office & Property Director* 



Austin Clark Research Specialist

### Section II - Executive Summary

### Summary

Since the March 31 mid-point, KEDC closed two expansion projects and is negotiating a third. Together the two projects represent projections as shown below. New and retained investment together is about twice the total investment of most years and exceeds all of the past five years with the exception of the year Orgill expanded.

Retained Investment	New Investment	Retained Jobs	New Jobs
\$36,063,000	\$13,200,000	404	23

In addition to these projects the pipeline of leads and potential projects continues to grow. Last fiscal year, the number of leads exceeded expectations. So far, 2021 is on pace to equal 2020 lead generation.

#### Leads

KEDC staff cultivated 34 leads, of which 24 were actionable. Nine of the 10 leads in which we were unable to respond were sourced from the State. The other lead was presented to KEDC from a broker.

Leads are contacts that have required an economic development service from KEDC. The overall number of leads is consistent from last year but grew from the previous year by 21 percent.

The number of non-oil and gas related 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 marketing.

Total Leads	Total Leads	Actionable
Number	Non-Oil and Gas	Leads
34	30	24

Internal lead sources include direct calls, regional marketing groups, KEDC specific outreach and referrals. Those sources represent 71 percent of actionable leads and 50 percent of all leads.

During the past five years Kilgore Economic Development Corp. has closed projects that represent more than \$144 million in new and retained capital investment and 2,300 jobs with companies such as Orgill, Yamaha Marine (Skeeter Products) and Closure Systems International. The organization has invested almost \$20 million in asset and infrastructure development including the expansion of Synergy Park, a Class-A, campus-style industrial park.

# 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	Generate leads from non-energy related industry sectors.
Investment and Jobs	
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 2021
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%.	29%
Measurement	Commitments for:  1. Asset and 2. Infrastructure development to benefit primary employers.	\$2,572,363

2020-2021 Program of Work						
Strategy	Activity	Goal	Project	Complete	Remain	Target MY
Infrastructure						
Synergy Park	Utility installation	1	Electricity		1	Υ
		1	Fiber/Broadband		1	Υ
		1	Natural Gas		1	Υ
Inventory						
Synergy Park Phase V	Road Construction	1	Design		1	Υ
Industrial Park 2.0	Site Evaluation	1	Evaluate and Compare Sites		1	Υ
Spec Building Program	Construction Documents	1	100,000 SF		1	Υ
	Promotion	1	Various Channels	1	0	Υ
Property Management	Inspections	2	4005 FM 349	1	1	Υ
		2	CDL Facility	1	1	Υ
		2	4017 Enterprise	2	0	Υ
		2	Synergy Park	2	0	Υ
		4	Cox Drive	2	2	Υ
		4	Kilgore Industrial Park	2	2	Υ
		4	North Kilgore Industrial Park	2	2	Υ
		4	East Kilgore Industrial Park	2	2	Υ
		4	General Dynamics Property	2	2	Υ
	Lease renewals	As Needed	4005 FM 349	0		Υ
		As Needed	CDL Facility	0		Υ
		As Needed	4017 Enterprise	0		Υ
		As Needed	General Dynamics Property	0		Υ
	Maintenance	As Needed	4005 FM 349	2		Υ
	Maintenance	As Needed	CDL Facility	0		Υ
	Maintenance	As Needed	4017 Enterprise	6		Υ
	Maintenance	As Needed	General Dynamics Property	0		Υ
	Room Rentals	As Needed	Synergy Center	2		Υ
Property Identification	Other Real Estate	12	Available Industrial Space	6	6	Υ

New and Retained Investment and Jobs	Generate leads from non-energy related industry sectors.	Mid FYE 2021
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.	24.6% 4.25 Years
	From targeted industry sectors:	
Measurement	<ol> <li>Number of leads generated from targeted industry sectors.</li> <li>Number of closed projects.</li> <li>Number of jobs under contract.</li> <li>Amount of investment under contract.</li> </ol>	3. 30 of 34 4. 2 5. 427 6. \$50,080,000

2020-2021 Program of Work						
Strategy	Activity	Goal	Project	Complete	Remain	Target MY
Lead Development						
Retained and Expanded Industries	Key Account Management	13		13	0	Υ
	Contact Maintenance	45		17	28	Υ
	Industry Survey	30	General			Υ
		3	Pulse	7	-4	Υ
New Industries	Geographic Recruitment	3	NETEA	1	2	Υ
		1	Team Texas	0	1	Υ
		1	TBIC	0	1	Υ
		2	Internal	0	2	Υ
	Trade Shows	2	Right Corner	0	2	Υ
		1	Team Texas	0	1	Υ
		1	TBIC	0	1	Υ
		6	SLP	4	2	Υ
		3	Internal	0	3	Υ
	Internal Outreach	10	Lead Generation Initiative	12	-2	Υ
Lead Generating Agents	Site Selectors	1	SEDC	0	1	Υ
		1	Team Texas	0	1	Υ
	Office of the Governor	1	NETEA	0	1	Υ
		1	Go Big in Texas	0	1	Υ
	Industrial Realtors	2	I-20 Corridor	0	2	Υ
		1	IAMC	0	1	Υ
	Lead Nurturing	1	Pipeline Management	1	0	Υ
Branding						
Collateral Materials	Videos	1	Testimonials	0	1	Υ
	Photos	As Needed		1		Υ
	Profile	1	Brochure	0	1	Υ
		1	Digital Presentation	0	1	Υ
	Promotional Items	As Needed		3		Υ
Online Presence	Website Update	1	New	1	0	Υ
	Directories	2	Site Selection Publications	2	0	Υ
	Available Properties	60	Entry and Verification	10	50	Υ
Workforce Development						
	HR Luncheons	4	Lunch & Learn	1	3	Υ
Kilgore ISD	KISD Teacher Facility Tours	4	Annually	0	4	Υ
	Career Events	1	Middle School Career Fair	0	1	Υ
Kilgore College	Advisory Boards	2	Representation	2	0	Υ
WorkKeys	Testing	75	Students	0	75	Υ
	Assessments	1	Industry	0	1	Υ
Small Business Development				0		
Pipeline Management	Advice and Referrals	As Needed		0		Υ
	<b>Business Information Center</b>	1	SizeUp Tool	1	0	Υ
	Promotion	1	Website Link, Various	0	1	Υ

Sustainability	Protect the financial integrity of the organization.	Mid FYE 2021
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><li>7. Meet budget.</li><li>8. Maintain positive cash flow.</li></ul>	<ul> <li>7. Expenses at 34 percent of budget.</li> <li>8. Even when considering potential cash outlay and reduced revenue, cash flow is projected to be positive over the next 10 years.</li> </ul>

2020-2021 Program of Work						
Strategy	Activity	Goal	Project	Complete	Remain	Target MY
Partner Collaboration						
Chamber of Commerce	Bizconnect	1	Sponsorship	0	1	Υ
	Membership	1		1	0	Υ
	E4	1	Participation	0	1	Υ
& Other	Joint Training Opportunities	As Needed	Sponsorship	0		Υ
Existing Industry	Special Projects	12	As Needed	8	4	Υ
	Management Roundtable	2	Annually	1	1	Υ
	Industry Appreciation	1	Reception	0	1	Υ
	Workforce Appreciation	6	TBD	3	3	Υ
Governmental	Collaboration	As Needed	City	6		Υ
		As Needed	County	2		Υ
		1	State	1	0	Υ
		As Needed	Federal	1		Υ
Organizational Proficiency						
Employee Performance Reviews	Meetings	3		2	1	Υ
Continuing education	BRE, ED, Gov., Property, Reg	12		7	5	Υ
	Webinars	As Needed		0		Υ
Awards	Economic Excellence	1	Designation	0	1	Υ
Program of Work	2022	1		0	1	Υ
Communications						
Advisory Board Meetings	Administrative	2		1	1	Υ
Board Meetings	Administrative	11		6	5	Υ
SPPOA	Administrative	1		1	0	Υ
News	Various activities and information	6		4	2	Υ
Financial						
Budget	Board Meetings	11		6	5	Υ
Cash flow	Board Meetings	11		6	5	Υ

### 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.

While we are in the process of recovering from the global pandemic, we have not quite recovered and KEDC's most successful lead generation and closure methods have been stymied. Even though the pandemic may end and the economy will rebound, certain adjustments have remained. Prevalent economic forecast scenarios suggest a cautiously optimist rebound within the next quarters dependent on virus variants, vaccine distribution and vaccine effectiveness against the variants. Early recovery estimates projecting initial recovery beginning in 12-18 months with a 2- to 5-year recovery period are proving to be accurate.

### Short Term Challenges

Challenge: Rebuilding the KEDC project pipeline.

**Recommended Response:** While the number of leads is impressive, actionable leads and lead closure has suffered without access to marketing methods that have proved successful for the organization.

Opportunities from the KEDC Marketing Plan are beginning to become part of the calendar as California and Chicago begin to "open." We recommend a continued progressive response to lead generation activities.

### Long Term Issues

Issue: Budget Volatility.

**Recommended Response**: Because local sales tax is being impacted in a variety of ways, the KEDC budget is in the forefront of KEDC conversations. 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.

In addition, the Strategic Plan for Kilgore EDC is due for renewal in 2022. Given the nature of recent budget developments, our recommendation is to pursue a new plan where development is directed by a third-party strategic planning firm.

# Section VI- P&L Budget vs. Actual

11:15 AM 04/08/21 Accrual Basis

#### Kilgore Economic Development Corp Fund 70 Budget vs. Actual Summary October 2020 through March 2021

		Standard Control of the Control of t	\$ Over/Under	
	Oct '20 - Mar 21	Budget	Budget	% of Budget
Ordinary Income/Expense				
Income				
5001 · Sales Taxes	753,738.78	2,250,000.00	-1,496,261.22	33.5%
5005 · Garbage Sales Tax	5,810.27	11,254.00	-5,443.73	51.63%
5201 Interest -Austin Bank Operating	1,382.64	4,680.00	-3,297.36	29.54%
5204 · Interest - Texpool Operating	3,615.36	51,900.00	-48,284.64	6.97%
5205 · Interest-TexSTAR Bond Set Aside	690.38	12,000.00	-11,309.62	5.75%
5400 · Lease Revenue	138,260.62	283,533.00	-145,272.38	48.76%
5401 · Miscellaneous Income	569.11	1,000.00	-430.89	56.91%
5402 · Incentive Recovery	35,080.91	25,800.00	9,280.91	135.97%
Total Income	939,148.07	2,640,167.00	-1,701,018.93	35.57%
Gross Profit	939,148.07	2,640,167.00	-1,701,018.93	35.57%
Expense	W			
600 · Supplies Expense	2,283.85	7,800.00	5,516.15	29.28%
610 · Contractual Services	391,068.74	789,300.00	398,231.26	49.55%
612 · School Registration & Training	594.00	6,640.00	6,046.00	8.95%
614 · Travel Expenses	397.29	25,200.00	24,802.71	1.58%
616 · Dues, Fees & Memberships	1,755.00	4,034.00	2,279.00	43.51%
620 · Marketing	60,838.86	225,000.00	164,161.14	27.04%
630 · Business Retention - Expansion	4,509.51	76,102.00	71,592.49	5.93%
640 · Synergy Center Lease Expenses	49,827.41	84,940.00	35,112.59	58.66%
650 · Buildings & Grounds Maintenance	43,472.08	181,032.00	137,559.92	24.01%
660 · Capital Expenditures	64,934.13	415,000.00	350,065.87	15.65%
Total Expense	619,680.87	1,815,048.00	1,195,367.13	34.14%
Net Ordinary Income	319,467.20	825,119.00	505,651.80	38.72%
Other Income/Expense				
Other Expense				
680 - Transfers Out of Operating Fund	412,560.00	825,119.00	412,559.00	50.0%
Total Other Expense	412,560.00	825,119.00	412,559.00	50.0%
Net Other Income	-412,560.00	-825,119.00	-412,559.00	50.0%
Net Income	-93,092.80	0.00	-93,092.80	100.0%

## Section VII - Cash Flow Worksheet

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-		Auc	Audited	Budget	Estimated	Estimated	Estimated	Estimated	Estimated						
2		2/60	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	09/30/30	09/30/31	09/30/32
3	Revenues														
4	5001 Sales Taxes	2,	2,398,440	2,250,000	2,250,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	0 2,500,000	0 2,500,000	2,500,000	2,500,000
5	5005 Garbage Sales Taxes		12,585	11,254	11,500	11,500	11,500	11,500	11,500	11,500	11,500	0 11,500	0 11,500	11,500	11,500
9	5200 Interest on Investments		111,315	68,580	50,000	50,000	75,000	75,000	100,000	100,000	150,000	0 200,000	200,000	200,000	200,000
7	5300 Proceeds from Sale of Assets														
8	5380 Lease Revenue Synergy #2														
6	5382 CAM Reimbursement Synergy #2														
10	5400 Lease Revenue		147,116	148,533	148,533	148,533	148,533	148,533	148,533	148,533	148,533	3 148,533	148,533	148.533	148,533
11	5400 Lease Revenue Wagner Tuning		0	153,235	183,882	183,882	218,922	246,903	339,882	339,883					340.248
12	5401 Miscellaneous		17,645	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000			1.000
13	5402 Incentive Recovery (Network Communications)		62,233	25,800											
14	5409 Grants														
15	Total Revenues	2,	2,749,334	2,658,402	2,644,915	2,894,915	2,954,955	2,982,936	3,100,915	3.100,916	3.158.235	5 3.201.833	3 3.203.933	3 205 409	3 201 281
16															
17															
18		Auc	Audited	Budget	Estimated	Estimated	Estimated	Estimated	Estimated						
19		760	09/30/20	09/30/21	09/30/22	09/30/23	09/30/24	09/30/25	09/30/26	09/30/27				09/30/31	09/30/32
20	Operating Expenditures														
21	Special Projects - Funds Committed (Schedule A) Incentives		0	4,020,014	527,150	268,892	143,563	267,000	184,229	180,834	4 22,000	0 15,000	0	0	0
22	Audited Year for Incentives only		808,085			100									
23	Special Projects - Pending Commitments (Schedule B)		0	740,250	727,064	643,664	884,244	586,464	141,364		0	0	0	0	0
24	Contractual City Adm (payroll, benefits, liab & property ins.)		498,916	386,300	394,026	401,907	409,945	418,144	426,506	435,037	37 443,737	7 452,612	461,664	470,898	480,315
25	Legal Svcs & Accounting (Schleier, BB&H, & GMP)		24,514	40,100	40,902	41,720	42,554	43,406	44,274	45,159	99 46,062	2 46,984	47,923	48,882	49,859
26	Contractual Services		46,373	64,200	65,484	66,794	68,130	69,492	70,882	72,300	73,746	6 75,221	11 76,725	78,259	79,825
27	600 Office Expense		7,225	7,800	7,800	7,800	7,650	7,650	7,650	7,650	7,650	0 7,650	0 2,650	7,650	7,650
28	612 School Registration and Training Fees		6,812	6,640	6,640	8,320	8,320	8,320	8,320	8,320	8,320	0 8,320	0 8,320	8,820	8,820
59	614 Travel Expenses		10,100	25,200	25,200	30,450	32,000	32,000	32,000	32,000	32,000	0 32,000	32,000	32,000	32,000
30	616 Dues, Fees, and Memberships		42,358	4,034	4,034	4,034	3,689	3,689	3,689	3,689	3,689	9,689	9,689	3,689	3,689
31	620 Marketing (10% of Sales Tax Revenue)		165,982	225,000	225,000	250,000	250,000	250,000	250,000	250,000	250,000	0 250,000	0 250,000	250,000	250,000
32	630 Business Retention & Expansion		20,297	76,102	77,624	64,821	66,117	66,117	67,439	67,439	89 68,788	8 68,788	8 70,164	75,948	75,948
33	640 Synergy Center Lease Expense		84,666	84,940	89,187	87,402	87,402	87,402	87,402	91,772	72 91,772	2 91,772	2 91,772	91,772	91,772
34	650 Maintenance - Bldgs & Grounds		132,682	181,032	181,032	210,000	210,000	210,000	214,000	214,000	214,000	0 214,000	00 214,000	214,000	214,000
39	Total Expenses	1	1,848,011	5,861,612	2,371,143	2,085,803	2,213,614	2,049,683	1,537,755	1,408,199	1,261,764	1,266,035	1,263,907	1,281,918	1,293,878
40															
.41															
42															
43															

CF June 15, 2021, 6/15/2021

6/15/2021

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44		Audited	d Budget	Estimated		Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Budget
45		09/30/20		09/30/22			09/30/24	09/30/25	09/30/26	09/30/27	09/30/28	09/30/29	09/30/30	09/30/31	09/30/32
46	Other Financing Sources (Revenue)														
47	Bond Proceeds														
48	Loan Proceeds Kinney Property														
49	Transfers In - Excess revenue from reserve account														
20	Transfers Out	638,703	703		-										
21	Sales Tax Conversion to Accrual Basis														
52	Overpayment/(Underpayment) to City of Kilgore per Contract (A/R)														
53	Prior Period Adjustment per Sales Tax Accrual														
54	Sale of Assets Total Other Rinancing Sources (Hees)	638 703		0	0	0	0	0	0	0	0	0	0	0	0
25.0	Total Office Financing Sources (1989)														
27	Other Non Operating Expenses														
3 8	2010 Bond Renavments & Fees		195 513	13 200.113	113	199.313	198,313	197,013	195,713	198,906	201,688	198,825	0		
3 0	2010 Dona Nepus ments & Foos		128 400		126 150	128,900	126,500	129.100	126.550	128,150	124,550	125,950	127,150	128,150	128,950
8	2010 Bond Renovments & Fees		321 206		001	321.326	321,268	321,031	320,443	319,516	318,178	321,498	319,274	320,953	322,246
3	Notes Boundle Deinging		4.11												
69	Notes rayable rinicipal														
63	Dand December Descriptions		c	0	0	C	C	0	0	0	0	0	0		
3	Bond reserve requirement		180,000		180 000	180 000	180 000	180 000	180 000	180.000	180.000	180,000			
94	Bond Additional Set Aside	700		-	000,000	000,000	000,000	400,000	400,000	400 000	400 000	400,000	400.000	400,000	400,000
62	Capital Expenditures (600-03,10,17,18,19)	400	•	•	000	400,000	100,000	15,000	15,000	15,000	15,000	15,000	15,000	15.000	15,000
99	Capital Minor Expenditures (660-01, 02)	0 6	5,976		000,61	000,000	000,000	000,000	000,000	000,000	300,000	300 000	300 000	300.000	300,000
67	4As (Type B) Projects (610-40)	001			_	300,000	300,000		1 527 706	4 544 579	1 530 416	1 541 273	1 161 424	1 164 103	1 166 196
89 69	Total Other Non Operating Expenses	790,782	782 1,240,119	1,392,264		1,544,539	1,341,061	1,342,144	007,756,1	210,140,1	2 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	017,110,1			
70															
71														000	100
72	Net Change in Fund Balances (Audited columns are actual)	(528,162)				(735,427)	(799,740)	(608,891)	25,454	151,145	357,055	394,525	7/8,602	759,388	102,141
73	Net Change in Cash Balances	(326,997)	997) (4,443,328)	(1,118,492)		(735,427)	(799,740)	(608,891)	25,454	151,145	357,055	394,525			
74	O. L. D. Leanner, Decimina October 1st	11 578 062	GEO GE 840 013	3 A 521 058		3 402 565	2 667 138	1 867 398	1 258 507	1.283.961	1.435.106	1.792,161	2,186,686	2,965,288	3,724,676
76	Cash Balances - Degilling October 18t	11 251 965				2,452,533	1.867.398	1.258.507	1.283.961	1,435,106	1,792,161	2,186,686	2,965,288	3,724,676	4,465,883
2 5	Cash Daranices - Ending September 50m				L										
78	Cash Committed by Board Action For Figure Synergy Park Infrastricture														
79	For Future Capital Outlay Improvements	(2,383,532)	532) 2,100,000	0											
80	For Marketing - Prior Years Rollover Budget	(139,708)													
81	Set Aside for Early Bond Pay-Off or Special Projects 03-22-10	(2,078,147)	147)												
82	Other Adjustments to Cash														
83	Due to/from City of Kilgore for True up on Annual Contract	(54,	(54,732)								+				
84	Note Receivable from Kilgore Synergy Partners				-										
82	Sales Tax Receivable	345,156	156												
98	Accounts Payable - A/P Payable and Credit Card Payable	(63)	(63,994)												
87	Premier Valve Services - Lease Deposit 2706 Hwy 135N														
88	Extract Production Services - Lease Deposit NOV property		(200)												
88	The Right Corner Account QB#2064	(36,	(36,319)												
90	Accounts Receivable QB	Ġ.	6,489												
91	Adjustment for difference in actual cash and fund balance	(4,	(4,765)												
95	Prepaid Asset/Expense			72			-					c	c	c	C
93	Total Restricted, Audit Adjustment & N/R	(4,409,752)	,752) 2,122,172	72		t				ı		D	>	Þ	
94		0.040				2 667 438	1 867 398	1 258 507	1 283 961	1 435 106	1.792.161	2.186,686	2,965,288	3,724,676	4,465,883
32	Cash Available	6,842,213	4,521,056	3,402,363	I	001,100,	1,000,1000	100,002,1	100,002,1	201,201,1	101170111				
96					+										
5		_													

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SCHEDULE A - Special Pro	ecial Projects - Funds Committed:		Actual	nal	Estimated	Estimated	ted	Estimated		Estimated	Estimated	Es	Estimated	Estimated		Estimated	Esti	Estimated	Estimated	Estimated	Estimated
П	ntractual Commitments)		09/30/20	0/20 PD	09/30/21	PD 09/30/22	/22 PD	09/30/23	PD	09/30/24 PD	D 09/30/25	PD 09	09/30/26 P	PD 09/30/27	PD	09/30/28 F	PD 09/	09/30/29	09/30/30	09/30/31	09/30/32
100 Adams/Alliance Tilt Wall Dire	Adams/Alliance Tilt Wall Direct Fees & Expenses 08/21/18				2,183											Г					700000
Ana Lab #2097 10/15/19					29,500	X 3	3,500	7,000	0												
City of Kilgore/Commitment i	City of Kilgore/Commitment for Type B projects (carryover)				20,915	_															
Cleveland Steel 01/2019					15,330	X															
Closure Systems International	Closure Systems International (Southern Plastics) 01/15/19				48,000	X 31	31,500 X														
Closure Systems International (Southern Plastics) 05/04/21	1 (Southern Plastics) 05/04/21				000'009	50	50,000	51,530	0												
Command Packaging (PakSher) 05/04/21	er) 05/04/21				52,800	16	97,800	74,800	0	33,000											
Evolution Outdoor Design #2068 06/04/2019	.068 06/04/2019			,	68,726	174	174,600	15,000	0	15,000	15,000		15,000	15.	15.000	15.000		15 000			
FM 349 at FM 2276. Infrastruc	Infrastructure Environ/Wetlands				18,781													200			
General Dynamics - Lot on Co	Lot on County Road @ Longview Street				4.	NC															
KEDC Covid-19 Grants 04/07/2020	77/2020				122,400	_															
KEDC Halliburton FM 349 La	KEDC Halliburton FM 349 Langan/Adams Engineering 01/12/11				36,000	-															
KEDC Halliburton FM 349 Pendulum Surveying 01/12/21	endulum Surveying 01/12/21				12,000																
KEDC Halliburton FM 349 Er	KEDC Halliburton FM 349 Environmental Phase 1 01/12/21				4,500																
KEDC Halliburton FM 349 Er	KEDC Halliburton FM 349 Environmental Phase 11 03/16/21				9,915																
KEDC Halliburton FM 349 Ernest Money	mest Money				25,000	X															
KEDC Halliburton 2906 Hwy	KEDC Halliburton 2906 Hwy 349 Property Purchase Closing				2,475,000	· X															
KEDC Strategic Construction	KEDC Strategic Construction Finish-out Tilt Wall Bldg 04/09/19				234,546																
Maverick Drive, Unit 2, Lot 3 Detention Pond Engineering	3 Detention Pond Engineering				8,730																
Merritt #2061 01/2019					37,500	X 37	37,500														
Orgill 07/17/2018					75,000	7.5	75,000	75,000	0	75,000	75,000		75.000	75.	75,000	7.000					
Premier Pressure Pumping 11/22/16	1/22/16				17,487	1 25	25,000	25,000	00												
SCP Distributors #1 11/2013			Extended	papı	8,332																
Texas Core Energy LLC # 217	LLC # 2171 Carpedim 06/16/2020				47,250	2%	22,250	20,562	2	20,563											
VW Manufacturing Services #1 2056 05/2018	#1 2056 05/2018				20,000																
VW Manufacturing Services #	Services #2 2056 10/2018				30,118	1 10	10,000														
VW Manufacturing Services #	Services #3 2092 04/09/2019				0			-			77.000										
128 Wagner Tuning 05/2019 (Lea	Wagner Tuning 05/2019 (Lease payment reduction-applied to bond pymt)	nt)	-		317,000	NG 100	100,000 NC	100,000	O NC	100,000 NC	C 100,000	NC	50,000 N	NC 50.	50,000 NC						
Wagner Tuning 05/2019													-		_						
TOTAL RESERVED FOR COMMITMENTS	COMMITMENTS			0	4,367,266	62	627,150	368,892	12	243,563	267,000		184,229	180	180,834	22,000		15.000	0	0	C
TOTAL CASH RESERVED FOR COMMITMENTS*	D FOR COMMITMENTS*			0	4,020,014	52	527,150	268,892	12	143,563	167,000		134.229	130	130.834	22.000		15,000			
(*subtract any non-cash incentives from total)	incentives from total)																				•
																	_				

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130	SCHEDIII E B Special Decipate Douglan Commitmenter	1	Fetimated	1		afed	Estimated		fed	Estimated	Estin	Estimated	Estimated		Estimated	Estimated		Estimated	Estimated	Estimated	ated
137	(Maximum Paxm	F	09/30/20		F	09/30/22	09/30/23	Ė	09/30/24	09/30/25	09/3	09/30/26	09/30/27		09/30/28	09/30/29	0/29	08/30/30	09/30/31	09/30/32	132
138	Prospect 1756 0				00																
139	Prospect 1947 Cha			. 65,0	65,000 NC																
140				000'009	00																
141		e,		(000,009)	(00)																
142	П	1			<u></u>	126,200	126,200	200	126,200	126,200	+	126,200									
143	$\overline{}$					100,864	17,464	464	48,044	19,764		15,164									
144	Т						168,8	168,820 NC	110,000	40,500											
14.	1			92,150	50																
146	1			130,000	00	500,000	200,000	000	000'009	400,000											
147				270,400	00											-					
148				15,000	00																
149														+	•		-	•			0
150	50 TOTAL POSSIBLE PENDING COMMITMENTS			0 805,250	250	727,064	812,484	484	884,244	586,464		141,364		0	0		0				
151	TOTAL POSSIBLE PENDING CASH COMMITMENTS*			0 740,250	250	727,064	643,664	,664	884,244	586,464		141,364		0	0		0	0			
152	52 (*subtract any non-cash incentives from total													-							
153		×																			
154	54 Partial Paid	_														-					
155	55 Non-Cash NC	2												-							
156	56 Decisions needing to be made																				
157	57 Funds reserved after due date											1									
158	58 Option amount only																				
159	59 Cash Avaliable for future commitments															-					
180	Grant funds obligation released										_			_							7