

YEAR END REPORT

Fiscal Year 2024

FY 2023-2024 Kilgore EDC Year-End Report

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FY 2023-2024 Kilgore EDC Year-End Report

Introduction

The Kilgore Economic Development Corporation (KEDC) 2024 Fiscal Year-End Report provides a comprehensive overview of the organization's achievements, activities, and impact over the past fiscal year. This report highlights KEDC's internal operations and strategic initiatives, serving as both a reflection on progress and a guidepost for future growth.

Inside, you'll find:

- **Rebuilding for a Stronger Future**
- **Summary of Accomplishments and Key Activities**
- **Overview of Companies with KEDC Performance Agreements**
- **Trend Analysis and Insights**
- **Overview of the Strategic Plan, Goals and FYE 2024 Program of Work Results**
- **Credentials and Awards**
- **End-of-Year Financial Statements**

This document underscores KEDC's dedication to fostering economic vitality and resilience in Kilgore, showcasing both immediate outcomes and our commitment to a long-term strategy for prosperity.

2023-2024 Board of Directors and Staff



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Vice-President



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Stephanie Moore
Office Manager

Kilgore Economic Development Corporation Overview

Over the past five years, KEDC has achieved record growth, closing **24 projects** that generated more than **2,900 jobs** and nearly **\$370 million in new and retained capital investment**. Since 1990, KEDC has driven Kilgore's economic diversification, resilience, and growth, continuously adapting to the community's evolving needs. As a Type A Economic Development Corporation, KEDC focuses on industrial development, including manufacturing, R&D, and essential business infrastructure. Our operations, funded by a voter-approved sales tax, are led by a five-member board of Kilgore industry leaders and managed by a team of four staff members. KEDC's agility and Kilgore's forward-thinking culture have earned widespread recognition for excellence in economic development, including the TEDC Community Economic Development Award in 2001, 2007, 2015, 2019, and 2024 and the TEDC Workforce Excellence Award in 2024. We are also honored to have received the prestigious IEDC Community EDO of the Year Award in 2020, as well as the Business Retention and Expansion International Impact Award and Award of Excellence in 2009, 2016, 2023, and 2024.

Rebuilding for a Stronger Future

KEDC Mission Statement

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

KEDC Value Statement

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

The 2024-2026 Strategic Plan

To realize our mission and bring our vision to life, KEDC actively measures our impact, assesses our priorities, and aligns resources to address the future needs of our community. This year marked the launch of a bold, research-driven initiative aimed at revitalizing our organization and positioning KEDC to effectively navigate Kilgore's evolving economic landscape. Our new **Three-Year Strategic Plan**, adopted in November 2023, reaffirms our core values and sets a clear, ambitious direction for growth and community impact. Our strategic plan, approved by both the KEDC Board and Kilgore City Council, is supported by a detailed annual **Program of Work** to ensure the effective implementation and measurement of each objective. With a heavy focus on strengthening our team, optimizing our real estate assets, and advancing workforce development, we made great progress in FY 2023-2024 on rebuilding KEDC to be more responsive, resilient, and ready for future opportunities.

Strengthening the KEDC Team

In rebuilding our team, we've redefined key roles and enhanced our capabilities through strategic hires. By appointing two new Directors with specialized expertise in real estate management, business development, and marketing, we've replaced junior roles with experienced professionals capable of driving the new plan forward. This transformation strengthens our approach to real estate asset development, business retention and expansion, workforce development, and industry-targeted lead generation. Our team's competencies now reflect KEDC's priorities, enabling us to engage more effectively with prospects as well as local businesses and partners across the region.

Optimizing Real Estate Assets

Our efforts to rebuild extend to our asset base, ensuring that KEDC's real estate and infrastructure align with current industrial site selection trends. Through a refined real estate strategy based on market research, we are maintaining and exploring expansion of our property portfolio to attract and retain high-quality advanced manufacturing and distribution companies. We initiated several infrastructure initiatives at Synergy Park including trail repairs and the reconstruction of the pier, and began clearing several lots.

Renewed Workforce Focus

KEDC has revitalized workforce development initiatives to meet the demands of a rapidly evolving economy. A cornerstone of this effort is our partnership with Kilgore College, through programs like the Advanced Manufacturing & Industrial Technologies Program that works with industry to develop critical skill pathways for machining and other disciplines; the Transportation Institute certification programs that support logistics and distribution; and the Transatlantic Business and Investment Council College Certification Program that helps ensure that Kilgore College meets international standards for workforce training, attracting global companies and supporting local businesses seeking skilled, job-ready talent.

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Summary of Accomplishments and Activities

While laying the groundwork for the strategic path forward, KEDC shepherded the record-breaking projects closed in FY 2022-2023 and held two of the most consequential groundbreakings in Kilgore's history: Camfil USA and Keeprite Refrigeration. These projects strengthen the diversification of Kilgore's industry base and bolster the community's reputation as a premier hub for innovation-driven, state-of-the-art manufacturing.

Note that the five projects in 2022-2023 represent capital investment under contract greater than any year in KEDC's 34-year history, and jobs under contract near the highest recorded. Even more impressively, those companies are projected to invest a minimum of \$65,043,633 in new real property along with \$2,889,900 in land value. The real property value alone exceeds the total investment projections during several of the past five years.

Industry Diversity: The industries represented by companies with Economic Development Performance Agreements (EDPAs) reflect the most diversified group in KEDC history (92%). Of the 12 active agreements during 2023-2024, only one (8%) was related to the energy sector.



92%

Projects: Project volume slowed as companies faced an election year and economic headwinds. In response, KEDC concentrated on reorganizing, rebuilding, and advancing projects already in progress. Notably, KEDC secured an economic development agreement with one company--a promising expansion opportunity developed through direct engagement with company leadership, and strong communication with affected neighboring partner agencies.



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Job creation and retention: Following a record-breaking year in 2022-2023, when KEDC secured contracts for 704 jobs, we continue to make strategic progress in enhancing Kilgore's economic landscape. This year, we signed a new Economic Development Performance Agreement (EDPA) that is projected to create and retain an additional 10 manufacturing jobs. While this number is lower than last year's, it continues a trend of meaningful growth.



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Impact: Under the new Economic Development Performance Agreement, the company is projecting a combined real and personal property investment of \$1.7 million.



\$1.7M

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 the number of employees, payroll, contribution to ad valorem and sales taxes, type of industry, and length of agreement, among other factors. The agreement closed this fiscal year meets our target range in terms of rate of return.



10 Years
10% ROR

FY 2023-2024 Kilgore EDC Year-End Report

Overview of Companies with Performance Agreements

The chart below presents the compliance results from the 12 active agreements with KEDC that were reviewed and managed during the last fiscal year. One company completed two agreements with KEDC, while another previously extended agreement was terminated. All recipients of tax abatements were found to be in compliance.

EDPA	Year	Term	Agreement	Compliant	Non-Compliant	Extended	Terminated	Recapture	Energy
Wagner Tuning	4	10	1	1					
Command Packaging	3	5	1	1					
Southern Plastics (CSI) #9	3	5	9	1					
Orgill #3	6	10	3	1					
Camfil USA, Inc.	2	10	1	1					
Skeeter #3	3	3	3	1					
Southern Plastics (CSI) #10	2	3	10	1					
Composite Piping	1	5	1	1					
Premier Pressure Pumping	7	5	1		1		1		1
Skeeter #4	1	3	4	1					
CPI Paint Shop	1	1	1	1					
CPI MSF Project	1	1	1	1					
Tax Abatement									
Wagner Tuning	4	10		1					
Orgill, Ryder Truck Rental, Hammer Time Owner (TX)	5	10		1					
Skeeter Products	1	6		1					

Additionally, the Kilgore Economic Development Corporation board of directors invested in one new company via an Economic Development Performance Agreement.

Project Type	Energy Related	Retained Jobs	New Jobs Created	Total Jobs	Retained Company Investment	New Company Investment	Total Investment
Expansion	Y	0	10*	10*	\$0	\$1,690,000	\$1,690,000

*These numbers reflect investment and jobs that may not be new to the region but will show as new to Kilgore tax rolls. It is important to note that these values **were not** used for incentive calculations, as KEDC does not incentivize existing values for movement within the region.

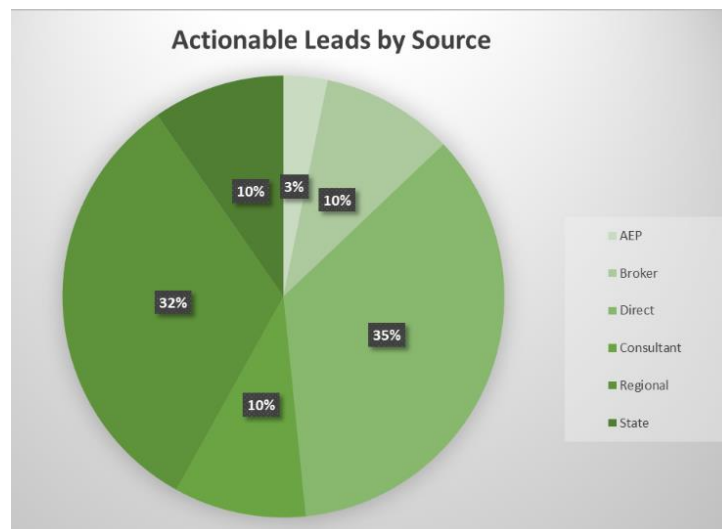
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Trend Analysis – Lead Development & Closure

Each year KEDC monitors the number of leads generated, as well as the type and source of those leads, to help determine which marketing efforts are most on target. This fiscal year we returned to the traditional method of measurement, which, while appearing as though we had fewer leads, staff worked true leads vs. suspect leads. With this methodology, **KEDC generated 68 total leads during the fiscal year.** Types tracked include attraction, retention, expansion, and start-up as well as those that are non-actionable. Non-actionable leads are those where the requirements of the project do not match the attributes of Kilgore.

Of the 68 leads processed by KEDC during the fiscal year, **31 of those leads were deemed “actionable.”** The sources of actionable leads generated are illustrated in the chart below with direct contact from the company generating the most leads at 35% followed closely by regional marketing activities at 32%. While state leads generated the most total leads, only 10% of actionable leads were received from the state economic development office.

Considering direct and regional leads as a result of direct KEDC marketing activities, **the organization generated 68% of its actionable leads.**



Lead Source and Closure

KEDC also monitors the type and source of lead closures that result in EDPAs. While attraction projects are traditionally the type of lead generated most frequently, expansion and retention leads as a result of BRE activities are historically the type of lead with the highest close rate. In FYE 2024, the closed lead was another regional expansion project, with which we have had the good fortune to be able to retain the company within the region. This benefits both communities and residents in our area.

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Trend Details

KEDC has produced consistent results by developing economic development projects and placing an emphasis on nurturing those most promising. An analysis of recent trends compares FY 2023-2024 results to previous years and recent averages.

Yearly Trends

Measurement	2019-2020*	2020-2021	2021-2022	2022-2023	2023-2024
Projects	2	3	2	5	1
Company Investment	\$5,150,000	\$50,080,000	\$82,488,432	\$118,314,495	\$1,690,000
Incentive/Investment	\$150,625	\$1,049,980	\$4,919,434	\$5,136,325	\$95,000
Total Jobs under EDPA	100	755	226	704	10
Retained Jobs	62	732	0	361	0
New Jobs	38	23	226	343	10
Asset Development	\$0	\$2,566,015	\$0	\$57,287	\$513,166
Infrastructure	\$0	\$ 6,348	\$31,800	\$11,646,788	\$0
	\$0	\$0	\$250,000	\$250,000	\$250,000
TOTALS	\$0	\$2,572,363	\$281,800	\$11,954,075	\$763,166
Total Leads	64	86	39	138	68

*This column in the chart above excludes contracts closed as a result of special "Kilgore Cares" COVID-19 retention agreements for primary employers.

Averages and 5-Year Total

Measurement	3 Year Average	5 Year Average	5 Year Total
Projects	2.67	2.6	24
Company Investment	\$67,497,642	\$51,544,585	\$367,414,542
Incentive/Investment	\$3,383,586	\$2,270,273	\$11,879,589
Total Jobs under EDPA	313	359	2916
Retained Jobs	120	231	2276
New Jobs	193	164	640
Asset Development	\$190,151	\$627,294	\$4,175,597
Infrastructure	\$3,892,863	\$2,336,987	\$11,764,138
Other City Projects	\$250,000	\$150,000	\$850,000
TOTALS	\$4,333,014	\$3,114,281	\$16,789,735
Leads	88	79	395

The 2023-2026 Strategic Plan

The Strategic Plan for Kilgore Economic Development Corporation outlines the following priorities:

1. **Team Development** – Align roles, responsibilities, and professional development paths with strategic goals and best-in-class industry benchmarks.
2. **Real Estate Product Development** – Accelerate the development of real estate assets in order to maintain relevant inventory for primary employers and proactively manage current assets with expert attention and service.
3. **Business Development** – Develop an integrated approach to business recruitment and business retention and expansion.
4. **Workforce Talent Development** – Continue to build partnerships with educational institutions, aligning academic curricula with current and future industry demands.
5. **Marketing** – Refine the value proposition of Kilgore, enhance and streamline marketing initiatives with current software tools, and launch data-driven campaigns to target industries (non-energy related sectors).

These priorities support the core goals of the organization listed below and form the framework of our Program of Work activities:

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

KEDC has built Objectives, Goals, and Organizational Key Results to measure our activity and results. The individual focus area results along with the corresponding Program of Work details follow.

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Strategic Map for Business Climate

Business Climate	Maintain a relevant inventory of property for primary employers.	FYE 2024
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%.	53%
Measurement	Commitments for: <ul style="list-style-type: none"> • Asset development 	\$ 513,166

The “Cannot Respond” rate indicates if existing infrastructure and inventory are meeting the needs for new development. The rate this year was 53%. Of the 37 “cannot respond” leads, the source of 34 was the Governor’s Office for Economic Development & Tourism. The leading reason KEDC was unable to respond was due to insufficient lot size, followed closely by lack of existing buildings. Forty-five percent of reported greenfield prospects required sites between 200 and 1,000 acres. Forty-two percent of prospects were seeking existing buildings ranging from 150,000 SF to 750,000 SF.

As a centerpiece of Kilgore's economic development efforts, investments continued in Synergy Park. The Class A park is consistently seen as a significant advantage when Kilgore is compared to competing cities.

Asset	Project	Investment	Purpose
Synergy Park – Lot 22	Demolition, removal, hauling and disposition of soils discovered in unknown, underground pit.	\$150,000	Remediation
Elder Lake at Synergy Park	Trail Repair	\$33,300	Repairs to upper trail, culvert repair
Elder Lake at Synergy Park	Pier Reconstruction	\$49,688	Composite decking to rework pier at Elder Lake
Alliance Way Lot 23P	Lot Clearing	\$40,000	Clear acreage on north side of Alliance Way
Alliance Way Lots 25-27P	Lot Clearing	\$187,900	Lot clearing at the end of Alliance Way
Kilgore industrial Park	Signage	\$6,377	Repair storm damage and update monument sign
Sub-Total		\$467,265	
Other City Projects			
Community Development	Type B Projects	\$250,000	City of Kilgore Youth Sports Complex
Sub-Total		\$250,000	
Total Asset, Infrastructure, City			
TOTAL		\$717,265	

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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 YE
Infrastructure						
Synergy Park	Utility Installation	1	Electricity	0*	1	N
		1	Fiber/Broadband	0	1	N
		1	Natural Gas	0	1	N
	Product Development	1	Green Building Initiative Development	0**	1	N
		1	ESG policy	1	0	Y
Inventory						
Synergy Park Phase V	Infrastructure	1	Infrastructure Extension Design and Construction Documents	1	0	Y
Synergy Park Phase V		1	Bidding/Selection of Contractor	0	1	N
Synergy Park Phase V		1	Construction Phase	0	1	N
Industrial Park 2.0	Evaluation	2	Market Analysis and Site Selection	2	0	Y
KIP Transload Site		1	Market Survey & Preliminary Planning	1	0	Y
		1	Feasibility & Stakeholder Engagement	1	0	Y
	Promotion	1	Various Channels	1	0	Y
Property Management	Quarterly Inspections	4	4005 FM 349	4	0	Y
		4	CDL Facility	4	0	Y
		4	4017 Enterprise	4	0	Y
	Monthly Tour	12	Synergy Park	12	0	Y
		12	Kilgore Industrial Park	12	0	Y
		12	North Kilgore Industrial Park	12	0	Y
		12	East Kilgore Industrial Park	12	0	Y
	Quarterly Tour	4	CPI Test Range Property	4	0	Y
	Monthly Tour	12	North Kilgore Industrial Properties	12	0	Y
	Lease renewals	As Needed	4005 FM 349	0		Y
		As Needed	TX DPS CDL Facility	0		Y
		As Needed	4017 Enterprise	0		Y
		As Needed	CPI Test Range Property	1		Y
		As Needed	North Kilgore Industrial Properties	2		Y
		As Needed	KC CDL Property	0		Y
	Maintenance	As Needed	4005 FM 349	3		Y
		As Needed	TX DPS CDL Facility	2		Y
		As Needed	4017 Enterprise	4		Y
		As Needed	North Kilgore Industrial Properties	2		Y
		As Needed	Synergy Park Tower	2		Y
		As Needed	Synergy Center	2		Y
		As Needed	90-Acre Kinney Property	3		Y

*Engineering Completed by AEP

**Review of development standards underway

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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 2024
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.	10% 10 years
Measurement	From targeted industry sectors: <ul style="list-style-type: none"> • Number of leads generated from targeted industry sectors. • Number of closed projects. • Number of jobs under contract. • Amount of investment under contract. 	<ul style="list-style-type: none"> • 95% • 1 • 10 • \$1,690,000

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% rate of return or better and a payback period of 10 years or less. This fiscal year the rate of return and the payback period met goal.

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 37 actionable leads and closed one project, representing a 2.7% closure rate.

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Program of Work for Jobs and Investment

KEDC engaged in the following activities last fiscal year to meet our lead development goals.

Strategy	Activity	Goal	Project	Comple	Remain	Target YE
Lead Development						
Retained and Expanded Industries	Contact Maintenance	45	BRE Survey Visits	26*	19	N
New Industries	Geographic Recruitment	3	NETEA	1	2	N
		1	Team Texas	1	0	Y
		1	TxEDC	1	0	Y
		2	Internal	0*	2	N
	Trade Shows	2	Right Corner	0**	2	N
		2	Team Texas	2	0	Y
		1	TBIC	0	1	N
		6	SLP	6	0	Y
		1	Internal Mtgs		0	N
Lead Generating Agents	Site Selectors	1	SEDC	1	0	Y
		2	I-20 Corridor	2	0	Y
		1	IAMC	2	+1	Y
		1	Team Texas	1	0	Y
	Office of the Governor	1	NETEA	0	1	N
	Lead Nurturing	1	Pipeline Management	1	0	Y
Branding						
Collateral Materials	Videos	2	Quality of Life/Talent	2	0	Y
	Photos	As Needed		1		Y
	Profile	1	Infographic	2	+1	Y
	Promotional Items	As Needed		1		Y
Online Presence	Website	1	Update	1	0	Y
	Digital Marketing	1	Targeted Digital Campaigns	1	0	Y
	Directories	2	Media & Influencer Partnerships	2	0	Y
	Available Properties	26	Entry and Verification	38	+12	Y
Workforce Development						
HR Luncheons	Lunch & Learn	4		2*	2	N
		1	Mfg Day Student Tours	0*	0	N
Kilgore College	Advisory Boards	2	Representation	2	0	Y
WorkKeys	Revival of Program***	75	Students	0	75	N
	Assessments***	1	Industry	0	1	N
Small Business Development						
Pipeline Management	Advice and Referrals	As Needed	SBDC	3	0	Y
	Promotion	1	Website Link, Various	1	0	Y

*Staffing Changes affected outcomes

**Organization changed focus from traditional trade shows to other marketing activities after KEDC program of work was developed

***Companies have not shown an interest in this initiative given the current hiring environment

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Strategic Map for Sustainability

Sustainability	Protect the financial integrity of the organization.	2024
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">• Meet budget.• Maintain positive cash flow.	<ul style="list-style-type: none">• FYE 2024 budget was set at \$3,570,143.• Even when considering potential cash outlay and potential projects, cash flow is projected to be positive over the next 10 years.

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Program of Work 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 YE
Partner Collaboration						
Chamber of Commerce	Membership	1		1	0	Y
& Other	Joint Training Opportunities	As Needed	Sponsorship	0	0	Y
Existing Industry	Special Projects	As Needed	Joint Training Opportunities, Special Projects	1	0	Y
	Management Roundtable	1	Facilitated Meeting	1	0	Y
Workforce Education	Collaborative Training Programs	2	AMIT/Trans Institute	2	0	Y
	Internship Program	1	TBIC College Certification Program	1	0	Y
Governmental	Industry Appreciation	1	Reception	1	0	Y
	Workforce Appreciation	6	Snow Cone Events	9	+3	Y
Governmental	Collaboration	As Needed	City	12	0	Y
		As Needed	County	3	0	Y
		1	State	1	0	Y
		As Needed	Federal	1	0	Y
Organizational Proficiency						
Employee Performance	Meetings	4		3	1	N
Continuing education	BRE, ED, Gov., Property, Reg	12		13	+1	Y
	Webinars	As Needed		17		Y
Awards	TEDC Economic Excellence	1	Designation	1	0	Y
CRM	HubSpot Migration & Build Out	1		1	0	Y
Program of Work	2024	1	Creation of 2025 program	0	1	N
Communications						
Advisory Board Meetings	Administrative	1		1	0	Y
Board Meetings	Administrative	11		11	0	Y
SPPOA	Administrative	1		1	0	Y
News	Various activities and information	6		20	+14	Y
Financial						
Budget	Board Meetings	11		11	0	Y
Cash flow	Board Meetings	11		11	0	Y

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Credentials

The greatest credential of all is an organization's success. Over time, KEDC has aggressively pursued new investment and jobs for the community and has produced results. Our statement of success lends a credential that is impressive and resonates with our prospects and others. As a result of the organization's activities and results, KEDC has amassed award credentials for outstanding work in economic development.

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, 2019 and 2024. International Economic Development Council awarded its first Community Economic Development Award to KEDC in 2020 for most outstanding EDO of its size in the nation. Business Retention Expansion International recognized KEDC in 2024, 2023, 2016, and 2009 with Project Impact and Excellence awards.



**Texas Economic Development Council
Community Economic Development Award
2024, 2019, 2015, 2007, 2001
Best in Show-Transferability Award
2006
Workforce Excellence Award
2024
Economic Excellence Recognition
2010-2024
(every year since the program's inception)**



**Project Impact Award
2024, 2023
Award of Excellence
2024, 2023, 2016, 2009**



**International Economic Development Council EDO of the Year Award
Communities under 25,000
2020**

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Unaudited Financials

Kilgore Economic Development Corp
Budget vs. Actual Summary Unaudited
October 2023 through September 2024

	<u>Oct '23 - Sep 24</u>	<u>Budget</u>	<u>\$ Over/Under Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense				
Income				
5001 · Sales Taxes	3,358,211.87	2,750,000.00	608,211.87	122.12%
5005 · Garbage Sales Tax	15,233.39	13,000.00	2,233.39	117.18%
5200 · Interest Income	711,519.26	414,163.00	297,356.26	171.8%
5400 · Lease Revenue	403,018.94	391,980.00	11,038.94	102.82%
5401 · Miscellaneous Income	5,736.02	1,000.00	4,736.02	573.6%
Total Income	<u>4,493,719.48</u>	<u>3,570,143.00</u>	<u>923,576.48</u>	<u>125.87%</u>
Gross Profit	4,493,719.48	3,570,143.00	923,576.48	125.87%
Expense				
600 · Supplies Expense	9,885.36	8,400.00	-1,485.36	117.68%
610 · Contractual Services				
610-01 · Contract Incentives-EDPA-Compli	1,869,947.27	112,798.00	-1,757,149.27	1,657.78%
610-02 · Contract City of Kilgore	551,611.82	547,055.00	-4,556.82	100.83%
610-07 · Contract Legal Services	26,782.08	25,000.00	-1,782.08	107.13%
610-08 · Contract Prof Accounting Fees	17,450.00	17,000.00	-450.00	102.65%
610-09 · Contract Eco Dev Services	18,106.33	20,000.00	1,893.67	90.53%
610-11 · Contract Labor Services	21,406.77	20,000.00	-1,406.77	107.03%
610-15 · Contract Rental Equipment	2,725.78	3,000.00	274.22	90.86%
610-18 · Contract IT Services	26,544.65	26,000.00	-544.65	102.1%
610-40 · 4A(s) Projects (Discretionary)	250,000.00	250,000.00	0.00	100.0%
Total 610 · Contractual Services	<u>2,784,574.70</u>	<u>1,020,853.00</u>	<u>-1,763,721.70</u>	<u>272.77%</u>
612 · School Registration & Training	5,350.64	8,170.00	2,819.36	65.49%
614 · Travel Expenses	9,052.61	27,400.00	18,347.39	33.04%
616 · Dues, Fees & Memberships	3,816.00	4,271.00	455.00	89.35%
620 · Marketing	231,376.39	275,000.00	43,623.61	84.14%
630 · Business Retention - Expansion	32,770.01	76,675.00	43,904.99	42.74%
640 · Synergy Center Lease Expenses	88,570.22	97,080.00	8,509.78	91.23%
650 · Buildings & Grounds Maintenance	146,389.18	222,127.00	75,737.82	65.9%
660 · Capital Expenditures	201,281.61	415,000.00	213,718.39	48.5%
Total Expense	<u>3,513,066.72</u>	<u>2,154,976.00</u>	<u>-1,358,090.72</u>	<u>163.02%</u>
Net Ordinary Income	980,652.76	1,415,167.00	434,514.24	69.3%
Other Income/Expense				
Other Income				
5300 · Sale of Asset	140,311.00	0.00	140,311.00	100.0%
Total Other Income	<u>140,311.00</u>	<u>0.00</u>	<u>140,311.00</u>	<u>100.0%</u>
Other Expense				
680 · Transfers Out of Operating Fund	1,235,160.00	1,415,167.00	180,007.00	87.28%
Total Other Expense	<u>1,235,160.00</u>	<u>1,415,167.00</u>	<u>180,007.00</u>	<u>87.28%</u>
Net Other Income	<u>-1,094,849.00</u>	<u>-1,415,167.00</u>	<u>320,318.00</u>	<u>77.37%</u>
Net Income	<u><u>-114,196.24</u></u>	<u><u>0.00</u></u>	<u><u>-114,196.24</u></u>	<u><u>100.0%</u></u>