

MID-YEAR REPORT

Fiscal Year 2025

FY 2024-2025 Kilgore Economic Development Corporation Mid-Year Report

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FY 2024-2025 Kilgore Economic Development Corporation Mid-Year Report

Introduction

The **Kilgore Economic Development Corporation (KEDC) Fiscal Year 2025 Mid-Year Report** reviews the organization's activities, achievements, and economic impact over the past six months. This report serves as both an assessment of progress toward strategic objectives and a resource for stakeholders seeking insight into Kilgore's economic landscape. Included are updates on **key initiatives and performance agreements**, as well as a review of **strategic planning efforts and financial statements**. These elements collectively illustrate KEDC's commitment to fostering economic growth, supporting business development, and strengthening Kilgore's position as a competitive destination for industry and investment.

The following sections provide a detailed analysis of KEDC's **progress, challenges, and future direction**:

- **Executive Summary**
- **The 2024-2026 Strategic Plan**
- **FY 2025 Strategic Maps and Program of Work Results**
- **Mid-Year Cash Flow Worksheet**

2024-2025 Board of Directors and Staff



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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. KEDC has received the Texas Economic Development Council (TEDC) Economic Excellence Award every year since its inception in 2010. Additionally, KEDC has received the TEDC Community Economic Development Award in 2001, 2007, 2015, 2019, and 2024, as well as the TEDC Workforce Excellence Award in 2024. We are honored to have received the prestigious International Economic Development Council Community Economic Development Organization of the Year Award in 2020, as well as Business Retention and Expansion International's Impact Award and Award of Excellence in 2016, 2023, and 2024.

Executive Summary

In November 2023, the KEDC Board of Directors approved a three-year strategic plan describing how the organization would pursue its vision and mission statements.

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 Vision Statement

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

Following a period of strategic realignment in FY 2024, KEDC is actively advancing foundational initiatives that drive economic growth per the strategic plan. New project conversations are in progress. Additionally, at the midpoint of FY 2025, we are strengthening our position by prioritizing **business retention and expansion**, launching new **marketing campaigns**, optimizing **real estate assets**, and expanding **workforce development**. These efforts ensure Kilgore remains a competitive and attractive destination for industry, leading to job creation and long-term economic success.

Reinvigorating Business Retention and Expansion Initiatives

Personnel changes at both KEDC and several Kilgore primary employers created the need to rebuild relationships and reestablish Business Retention and Expansion processes. At mid-year, **KEDC staff had met with 31 companies** to listen to needs, facilitate local supplier relationships, and support hiring by offering wage comparison data.

Increasing Marketing Scope and Campaign Activity

In the first half of FY 2025, **KEDC staff cultivated 44 leads, of which 15 were actionable**. The State of Texas referred 30% of active leads, while the **KEDC Team generated 70%**. KEDC launched new investments in top-of-funnel marketing initiatives to third-party intermediaries involved in site selection. KEDC also invested in video assets, including customer testimonials and property promotions, which have driven high response rates from target audiences. At mid-year, **more than 850,000 contacts were touched by KEDC outreach. Website visitors totaled 7.8K** for the six-month period compared with **7.2K the previous year, an 8% increase**. New **property landing page visits totaled 1.6K** after three months of campaigns (January launch). New media relations activities have generated press coverage for local industry and events.

Expanding Real Estate Assets

A robust real estate strategy is **key to attracting and retaining industry in Kilgore**. Over the past six months, KEDC has **evaluated strategic property acquisitions** to expand our portfolio. These investments would support long-term economic growth by ensuring available sites meet the needs of advanced manufacturing, logistics, and distribution companies. In **Synergy Park**, we have advanced infrastructure improvements to enhance its marketability for future development, including **preparation for new roads, site clearing, and trail repairs**. Our proactive approach ensures Kilgore remains **site-ready for industrial prospects** while providing **flexible options for businesses seeking to expand**.

Advancing Workforce Development

KEDC has a historically strong partnership with **Kilgore College**, working together to enhance training programs, certifications, and skill-building initiatives that align with industry needs. Building on this foundation, we are deepening our collaboration with **Kilgore ISD Administrators and Career & Technical Education (CTE) leaders** to further strengthen Kilgore's talent pipeline. These expanded partnerships ensure students are equipped with the skills and knowledge needed to support local business growth and meet workforce demands. To connect students with real-world career opportunities, KEDC increased engagement in **Big Techs East Texas Industry Tours as part of Career and Technical Education Month** and facilitated industry field trips, giving students firsthand exposure to local employers, advanced technologies, and high-demand career paths. These experiences help bridge the gap between education and the workforce, inspiring the next generation of skilled professionals.

The 2024-2026 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).

The priorities above support the organization’s core goals 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.

Strategic Map for Business Climate

Business Climate	Maintain a relevant inventory of property for primary employers.	Mid-FYE 2025
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%.	66%
Measurement	Commitments for: <ul style="list-style-type: none"> • Infrastructure and • Asset development to benefit primary employers 	\$ 204,142.79

The “Cannot Respond” rate reflects the extent to which existing infrastructure and property inventory can meet the requirements of prospective projects. At midyear, this rate stands at **66%**, indicating that two-thirds of opportunities could not be pursued due to site limitations. As noted in the summary, KEDC is actively exploring real estate strategies to expand our competitive capacity. However, increasingly project requirements—particularly in terms of lot size and power availability—surpass what is feasible for Kilgore. As a result, KEDC may consider revisiting and refining this performance goal to better align with current and projected market realities.

Program of Work for Business Climate

KEDC engaged in the following activities 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
	Asset Development	1	Redevelopment of Covenants and	0	1	N
Synergy Park Prosperity Drive	Infrastructure	1	Infrastructure Extension-Design & Construction Docs	1	0	Y
	Infrastructure	1	Bidding/Selection of Contractor	0	1	N
	Infrastructure	1	Construction Phase	0	1	N
Inventory						
Industrial Sites	Evaluation	2	Market Analysis & Site Selection	2	0	Y
	Market Value Analysis	1	CPI Test Range Property	1	0	Y
Transload Site	Evaluation	1	Feasibility and Stakeholder	1	0	Y
Spec Building	Promotion	1	Various Channels	2	0	Y
Property Management	Qtrly Inspections	4	4005 FM 349	2	2	Y
	Qtrly Inspections	4	CDL Facility	2	2	Y
	Qtrly Inspections	4	4017 Enterprise	2	2	Y
	Monthly Tour	12	Synergy Park	6	6	Y
	Monthly Tour	12	Kilgore Industrial Park	6	6	Y
	Monthly Tour	12	North Kilgore Industrial Park	6	6	Y
	Monthly Tour	12	East Kilgore Industrial Park	6	6	Y
	Monthly Tour	12	North Kilgore Industrial Properties	6	6	Y

Strategic Map for Jobs and Investment

New and Retained Investment and Jobs	Generate leads from non-energy-related industry sectors.	Mid-FYE 2025
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	Generate leads from target industry sectors.	
Measurement	Total number of leads generated from all industry sectors: Percentage of leads generated from targeted industry sectors:	44 89%

At the midpoint of FYE 2025, project discussions were actively progressing, and the percentage of leads from target industries—advanced manufacturing, metalworking, and logistics and distribution—remained strong. KEDC generated **44 qualified leads** through a combination of direct prospect outreach, outbound business development efforts, participation in key events, and referrals from the State Economic Development Office. However, toward the end of the reporting period, economic volatility began to slow pipeline momentum, and it remains uncertain when activity levels will return to normal.

KEDC continues to prioritize closing projects in a fiscally responsible manner, guided by performance targets of a **10% rate of return** or higher and a payback period of **10 years or less**. All projects under Economic Development Performance Agreements currently meet this standard.

FY 2024-2025 Kilgore Economic Development Corporation Mid-Year Report

Program of Work for Jobs and Investment

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

Strategy	Activity	Goal	Project	Complete	Remain	Target YE
Lead Development						
Retained and Expanded	Contact Maintenance	12	BRE Survey Visits	0	12	N
	Contact Maintenance	60	BRE Visits	31	29	Y
Local Supplier Networks	Communicate Industry Needs from Surveys	3	Strengthen Supplier Capabilities	2	1	Y
	Events/Communications	3	Connect Industry with Local Suppliers	1	2	Y
New Industries	Geographic Recruitment	1	NETEA	1	0	Y
		1	Team Texas	1	0	Y
		1	FDI	0	1	N
		1	Internal	0	1	N
	Trade Shows	1	Team Texas	0	1	N
		6	SLP	3	3	Y
Lead Generating Agents	Site Selectors	1	SEDC	0	1	N
		2	I-20 Corridor	1	1	Y
		1	IAMC	0	1	N
		1	Team Texas	0	1	N
Digital Campaigns	Market Analysis	1	365DTM	1	0	Y
	Campaign Planning	1	365DTM	1	0	Y
	List Acquisition	1	365DTM	1	0	Y
	HubSpot Landing Page Dev.	12	365DTM	12	0	Y
	Email Outreach	9	365DTM	5	4	Y
	Programmatic Digital Ads	9	Multiview	5	4	Y
	LinkedIn Ads	2	365DTM	0	2	Y
Prospect Nurturing	Site Selector Mass Emails	3	Project/Industry Updates	1	2	Y
Branding						
Collateral Materials	Videos	12	Testimonials and Properties	12	12	Y
	Success Stories	6	Web/Media Pitches	4	2	Y
	Profile	1	Flyer	1	0	Y
Online Presence	Website	1	Update	1	1	Y
	Directories	2	Media & Influencer Partnerships	2	0	Y
	Property Listings	12	Monthly Verification & Entry	6	6	Y
Manufacturing Month (Oct.)	Social	4	Success Story Posts	0	4	Y
Workforce Development						
HR	Programs & Events	2	TBD	0	2	Y
	Career Events	1	Industry Tours	1	0	Y
Kilgore College	Advisory Boards	2	Representation	2	0	Y
	Workforce Programs	4	Industry	0	4	Y
Workforce Education	Collaborative Training Programs	2	AMIT/Trans. Institute/TBIC	0	2	Y
CTE Month (Feb.)	High School/Middle School - Career Highlight Visits	2	ISD & Industry	2	0	Y
Small Business Development						
	Offer Onsite Counseling	3	SBDC & Industry	0	3	Y
	Promotion	3	Website Link, Various	2	1	Y

Strategic Map for Sustainability

Sustainability	Protect the financial integrity of the organization.	Mid-FYE 2025
Objective	To impact economic outcomes, KEDC strives for operational excellence governed by fiscally responsible principles.	
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"> The FYE 2025 budget was set at \$3,791,886.00. Even when considering potential cash outlay and potential projects, cash flow is projected to be positive over the next 10 years.

Program of Work for Sustainability

The following initiatives have been undertaken to sustain and strengthen the organization, ensuring KEDC's continued ability to foster a positive and competitive economic development environment.

Strategy	Activity	Goal	Project	Complete	Remain	Target YE
Partner Collaboration						
Chamber of Commerce	Membership	1		1	0	Y
Existing Industry	Management Roundtable	1	Facilitated Meeting	1	0	Y
	Industry Appreciation	1	Reception	1	0	Y
	Workforce Appreciation	6	Industry	0	6	Y
Governmental	Collaboration	As Needed	City	2	0	Y
		As Needed	County	1	0	Y
	Office of the Governor	1	State	1	0	Y
		As Needed	Federal	0	0	Y
Organizational Proficiency						
Program of Work	2025	1	Creation of 2026 program	0	1	Y
Employee Performance	Meetings	3	POW Check-In (March)	3	0	Y
	Meetings	3	Annual Reviews (Sept.)	0	3	Y
Team Development & Networking						
	Real Estate & Dev. Dir.	6				
	Mktg. & Dev. Dir.	6		5	1	Y
	Office Mgr.	2		1	1	Y
Awards	TEDC Economic Excellence	1	Designation	1	0	Y
CRM	HubSpot Expanded Utilization	4		2	2	Y
Communications						
Advisory Board Meetings	Administrative	1		1	0	Y
Board Meetings	Administrative	11		6	5	Y
SPPOA	Administrative	1		0	1	Y
News	Various activities and information	6		4	2	Y
Financial						
Budget	Board Meetings	11		6	5	Y
Cash flow	Board Meetings	11		6	5	Y

Challenges

KEDC's Strategic Plan and Program of Work are centered on key project-focused areas: preparing our community for primary employers; identifying, developing, and closing projects with both existing and prospective employers; and ensuring the financial capacity to support these efforts. This framework keeps KEDC aligned with our mission and vision while allowing flexibility to respond to shifting economic conditions, policy changes, and regulatory updates.

At the time of this report, the federal government has announced a new tariff strategy based on reciprocity. This policy shift has introduced significant uncertainty across industries of all sizes. Near-term economic forecasts project increased costs for businesses, though the duration and full impact of this turbulence remain unclear. While the current administration is committed to reshoring manufacturing, businesses are bracing for disruptions in cost structures and supply chains.

KEDC remains committed to closely monitoring the effects of these economic headwinds on our existing industry clusters and seeking ways to support their resilience.

Short Term Challenges

As KEDC executes its strategic initiatives, several near-term policy and economic developments may impact our ability to attract and retain primary employers. Our approach remains proactive and collaborative in responding to these emerging issues.

Challenge: Anticipated Changes to Economic Development Incentives

State Senator Brian Birdwell has introduced legislation that would reduce the flexibility of 380/381 agreements—critical tools used by local governments to incentivize primary employers. A companion bill in the House focuses more on procedural changes than on limiting agreement terms. While the extent of the proposed changes remains uncertain, a bill containing changes to 380/381 agreements is likely to pass this session.

Recommended Response: KEDC will continue working alongside the Texas Economic Development Council (TEDC) and peer organizations to advocate for practical and flexible legislation. TEDC has reported that House members are actively engaged and open to stakeholder feedback.

Challenge: 2025 Federal Government Grant Pause

On January 27, the Office of Management and Budget ordered a pause on the disbursement of federal grants and loans. This action has directly impacted KEDC's planned expansion efforts, which rely on previously approved grants to support critical road and utility infrastructure development within Synergy Park.

Recommended Response: Unfortunately, we have few options here but to be prepared when funding resumes.

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Long Term Challenges

As the national conversation in economic development shifts from job creation and capital investment to sustainability and resilience, KEDC is preparing for long-term impacts from broader economic forces.

Challenge: Tariff Policy and Industry Sustainability

Changes in international trade policy, including tariff strategies, are disrupting markets and global supply chains. These pressures may affect the long-term viability of some local industries.

Recommended Response: To help offset the challenges posed by shifting international trade policies and tariff strategies, KEDC is focused on strengthening supply chain resilience, supporting local industry, and attracting investment. This includes facilitating connections between local manufacturers and regional suppliers, promoting Kilgore as an ideal location for reshoring and foreign direct investment, and expanding our business retention efforts to identify and respond to trade-related disruptions early. KEDC also partners with trade experts and regional allies to keep employers informed, advocate for supportive legislation and regulation, and assist businesses in diversifying markets through export development. By aligning resources, intelligence, and partnerships, KEDC remains committed to helping local industries navigate uncertainty and remain competitive in a rapidly changing global landscape. Last but not least, KEDC will work with state and federal entities, such as the Small Business Administration, to remain vigilant about government programs designed to assist businesses that are negatively affected.

Challenge: Sharply Rising Property Values

New valuations are driving property taxes to highs that could affect business retainment and recruitment.

Recommended Response: We are engaging with Gregg County Appraisal District to research the areas seeing the greatest impact of rising valuations. We are also searching for alternative ways to possibly mitigate the immediate steep increase to market rates upon transfer of property to new and expanding companies.

Challenge: Proposed Changes to Sales Tax Allocation

A proposed bill by Rep. Morgan Meyer would change Texas' longstanding method for determining where internet and other sales taxes are collected. Instead of logging the sales and taxes from the location where the sale originated, they would be attributed to the destination of the product that was purchased. The bill would redistribute taxes from rural to more heavily populated areas, affecting our regional tax base.

Recommended Response: KEDC will actively monitor the progress of this legislation and join efforts with other regional EDOs, local governments, and associations such as the Texas Economic Development Council (TEDC) to advocate against the proposed change. We will work to educate lawmakers on the potential negative impact to rural and mid-sized communities like Kilgore, emphasizing how the current sourcing model supports critical infrastructure, public services, and economic development efforts in areas where businesses are physically located and creating jobs.

Cash Flow Worksheet

KILGORE ECONOMIC DEVELOPMENT CORPORATION
Estimated Cash Flow Worksheet as of March 31, 2025

	B	C	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ
1																						
2																						
3	Revenues																					
4	5001 Sales Taxes			3,358,212		2,750,000		2,750,000		2,750,000		2,750,000		2,750,000		2,750,000		2,750,000		2,800,000		2,800,000
5	5005 Garbage Sales Taxes			15,233		14,500		15,000		15,300		15,300		15,600		15,600		15,600		15,912		15,912
6	5200 Interest on Investments			692,336		607,500		500,000		400,000		300,000		300,000		300,000		300,000		300,000		300,000
7	5206 Interest on Skeeter Note			19,183		826		0														
8	5400 Lease Revenue			189,937		175,818		175,818		175,818		175,818		175,818		175,818		175,818		196,897		196,897
9	5400 Lease Revenue Wagner Tuning			213,082		242,242		339,882		339,883		347,202		340,800		342,900		344,376		340,248		340,680
10	5401 Miscellaneous			5,736		1,000		1,000		1,000		1,000		1,000		1,000		1,000		1,000		1,000
11	5402 Incentive EDPA Recovery			0		0																
12	5409 Grants			0		0																
13	Total Revenues			4,493,719		3,791,886		3,781,700		3,682,001		3,589,320		3,583,218		3,585,318		3,586,794		3,654,057		3,654,489
14																						
15																						
16																						
17																						
18	Operating Expenditures																					
19	<i>Special Projects - Funds Committed (Schedule A) Incentives</i>			1,869,947		1,982,335		977,800		696,498		538,000		475,000		478,750		478,750		478,750		167,350
20	Audited Year for Incentives only 610-01																					
21	<i>Special Projects - Pending Commitments (Schedule B)</i>			0		0		0		1,201,153		-99,347		-298,847		-298,847		-298,847		-298,847		-298,849
22	Contractual City Adm (payroll, benefits, liab & property ins.)			547,055		604,331		616,418		628,746		641,321		654,147		667,230		680,575		694,186		708,070
23	Legal Svcs & Accounting (Blake Armstrong, Mays Acct, & GMP)			44,232		52,350		53,397		54,465		55,554		56,665		57,799		58,955		60,134		61,336
24	Contractual Services			68,784		70,000		71,400		72,828		74,285		75,770		77,286		78,831		80,408		82,016
25	600 Supplies Expense			9,885		8,600		8,200		8,200		8,200		8,500		8,500		8,500		8,500		8,500
26	612 School Registration and Training Fees			5,351		8,690		8,320		8,320		8,320		8,320		8,320		8,320		8,320		8,320
27	614 Travel Expenses			9,053		29,500		32,000		32,000		32,000		32,000		32,000		32,000		32,000		32,000
28	616 Dues, Fees, and Memberships			3,816		4,116		4,089		4,089		4,089		4,089		4,089		4,089		4,089		4,089
29	620 Marketing (10% of Sales Tax Revenue)			231,376		275,000		275,000		275,000		275,000		275,000		275,000		275,000		280,000		280,000
30	630 Business Retention & Expansion			32,770		73,113		74,575		67,439		68,788		68,788		70,164		75,948		75,948		75,948
31	640 Synergy Center Lease Expense			88,570		98,380		96,350		96,350		96,350		96,350		96,350		96,350		96,350		96,350
32	650 Maintenance - Bldgs & Grounds			146,389		215,341		214,000		214,000		214,000		214,000		214,000		214,000		214,000		216,000
33	Total Expenses			3,057,228		3,421,756		2,431,549		3,359,088		1,916,559		1,669,783		1,690,640		1,712,971		1,734,338		1,441,631
34																						
35																						
36																						
37																						

KILGORE ECONOMIC DEVELOPMENT CORPORATION
Estimated Cash Flow Worksheet as of March 31, 2025

	B	C	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	
				Audited Actual		Budget		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Audited		Estimated	
				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		09/30/33	
38																							
39																							
40	Other Financing Sources (Revenue)																						
41	Bond Proceeds																						
42	Transfers In - Excess revenue from reserve account																						
43	Overpayment/(Underpayment) to City of Kilgore per Contract (A/R)																						
44	Prior Period Adjustment per Sales Tax Accrual																						
45	5207 Interest GASB 87																						
46	GASB 87 Lease Financing (681-50)																						
47	5300 Sale of Assets																						
48	Total Other Financing Sources (Uses)																						
49				140,311		0		0		0		0		0		0		0		0		0	
50	Other Non Operating Expenses																						
51	2010 Bond P&I & Fees																						
52	2015 Bond P&I & Fees																						
53	2019 Bond P&I & Fees																						
54	2023 Bond P&I & Fees																						
55	Transfers Out 680-20																						
56	Interest Expense																						
57	Bond Reserve Requirement																						
58	Bond Additional Set Aside																						
59	Capital Expenditures (660-05 thru 660-25)																						
60	Capital Minor Expenditures (660-01, 02)																						
61	5209 Interest Expense GASB 87																						
62	681-60 SBITA Financing GASB 96																						
63	Type B Projects (610-40)																						
64	Total Other Non Operating Expenses																						
65				1,686,442		2,077,069		2,076,746		2,079,937		2,076,756		2,077,238		1,700,577		1,701,006		1,700,499		1,698,967	
66																							
67																							
68	Net Change in Fund Balances (Audited columns are actual)																						
69	Net Change in Cash Balances																						
70				(109,640)		(1,706,939)		(726,595)		(1,757,024)		(403,995)		(163,803)		194,101		172,817		219,220		513,891	
71	Cash Balances - Beginning October 1st																						
72	Cash Balances - Ending September 30th (Actual Cash)																						
73	Cash Committed by Board Action																						
74	For Future Capital Outlay Improvements																						
75	For Marketing - Prior Years Rollover Budget																						
76	Set Aside for Early Bond Pay-Off or Special Projects																						
77	For 4A(s) Type B Projects (Restricted Cash)																						
78	Other Adjustments to Cash																						
79	Due to/from City of Kilgore for True-up of Annual Contract																						
80	Sales Tax Receivable																						
81	Accounts Payable - A/P Payable and Credit Card Payable																						
83	Benne Allen - Lease Deposit NOV Tract property																						
84	The Right Corner Account QB#2064																						
85	Accounts Receivable QB# 1201																						
86	Skeeter Phase 1 A/R Note Pymt QB#1201-09 03/22/2023																						
87																							
88																							
89	Total Restricted, Audit Adjustment & A/R																						
90				-		(3,491,651)		-		-		-		0		0		0		0		0	
91	Cash Available																						
92				12,732,335		7,533,745		6,807,151		5,050,127		4,646,132		4,482,329		4,676,430		4,849,247		5,068,467		5,582,358	
93																							

KILGORE ECONOMIC DEVELOPMENT CORPORATION
Estimated Cash Flow Worksheet as of March 31, 2025

	B	C	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ
94	SCHEDULE A - Special Projects - Funds Committed:					Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
95	(Maximum Payments on Contractual Commitments)					09/30/24	09/30/25	PD 09/30/26	PD 09/30/27	PD 09/30/28	PD 09/30/29	PD 09/30/30	PD 09/30/31	PD 09/30/32	PD 09/30/33							
96	Camfil USA	05/24/2021		-		140,738	X	450,000	X	450,000	\	450,000		450,000		450,000		450,000		450,000		156,100
97	Closure Systems International #10	01/18/22				230,884	X															
98	Command Packaging (PakSher)	05/04/21				92,858	\	74,800		33,000												
99	Composite Piping Technology	04/24/2023		-		107,701		10,500		38,500		38,500										
100	KEDC Alliance Architects Virtual Building Plans	06/21/22				116,500																
101	KEDC Camfil - Pipeline Issues at entrance to property	02/17/25				71,560	X															
102	KEDC Tersco Lot 22 Clean up Soiled Pit #1	08/20/24				149,262	X															
103	KEDC Tersco Lot 22 Clean up Soiled Pit #2	11/19/24				128,258	X															
104	KEDC McKinnon Construction - Lot Clearing	01/29/24				121,000	\															
105	KEDC Site Selection Group - Land Search	09/10/24				55,000	X															
106	Keeprite Refrigeration, Inc. (Tersco Property Mgt)	09/19/23				515,000		305,000		50,000		42,500		25,000		28,750		28,750		28,750		11,250
107	Orgill	07/17/2018				75,000		75,000		75,000		7,000										
108	Roughneck Resources	01/29/2024				95,000	X															
109	Skeeter Products EDPA tied to Phase I Sale	03/22/23				16,625																
110	Texas Core Energy LLC # 2171 Carpedim	06/16/2020				16,944		12,500														
111	WagnerTuning 05/2019 (Lease payment reduction-applied to bond pymt)					50,005	NC	5,771	NC	9,166	NC											
112	WagnerTuning 05/2019							44,229		40,832												
113																						
114																						
115	TOTAL RESERVED FOR COMMITMENTS					0		1,982,335		977,800		696,498		538,000		475,000		478,750		478,750		167,350
116	TOTAL CASH RESERVED FOR COMMITMENTS*					0		1,932,330		1,018,324		687,332		538,000		475,000		478,750		478,750		167,350
117	(*subtract any non-cash incentives from total)																					
118																						
119																						
120																						
121																						
122																						
123	SCHEDULE B - Special Projects - Pending Commitments:					Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
124	(Maximum Payments on Pending Commitments)					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	09/30/33							
125	Prospect 2630 A New Day	12/04/2023					140,000	NC														
126	Skeeter Products EDPA tied to Phase 2 Sale in 2027	\$1,699,500							1,500,000	199,500												
127	Skeeter Phase 2 A/R Note Pymt (7 yr)	\$2,091,931/ w 5% interest							(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,847)	(298,849)
128																						
129																						
130																						
131	TOTAL POSSIBLE PENDING COMMITMENTS					0		140,000		0		1,201,153		-99,347		-298,847		-298,847		-298,847		-298,849
132	TOTAL POSSIBLE PENDING CASH COMMITMENTS*					0		0		0		1,201,153		-99,347		-298,847		-298,847		-298,847		-298,849
133	(*subtract any non-cash incentives from total)																					
134		Total Paid	X																			
135		Partial Paid	\																			
136		Non-Cash	NC																			
137		Decisions needing to be made																				
138		Funds reserved after due date	!																			
139		Option amount only	*																			
140		Cash Available for future commitments																				