

MID-YEAR REPORT

Fiscal Year 2026

FY 2025-2026 Kilgore Economic Development Corporation Mid-Year Report

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FY 2025-2026 Kilgore Economic Development Corporation Mid-Year Report

Introduction

The **Kilgore Economic Development Corporation (KEDC) Fiscal Year 2026 Mid-Year Report** reviews the organization's activities, progress, and operating environment during the first half of the fiscal year. 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**. Together, these sections illustrate KEDC's continued commitment to business retention, strategic site development, disciplined operations, and long-term economic diversification.

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

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

2025-2026 Board of Directors and Staff



Allan Pollard
President



Pam DeCeault
Vice President



Will Adamson
Secretary/Treasurer



Tyler Esters
Director



Tommy Vaughan
Director



Lisa Denton
Executive Director



Katherine Kirkpatrick
Marketing & Development Director



Stephanie Moore
Office Manager

Kilgore Economic Development Corporation Overview

True to its mission, KEDC has driven Kilgore's economic diversification, resilience, and growth since 1990. As a Type A Economic Development Corporation, KEDC focuses on industrial development, including manufacturing, research and development, logistics-related opportunities, and infrastructure that supports primary employers. 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 deep experience and commitment to high levels of service are reflected in numerous accolades for excellence in economic development, including the Texas Economic Development Council (TEDC) Community Economic Development Award in 2001, 2007, 2015, 2019, 2024, and 2025, along with the TEDC Workforce Excellence Award in 2024. KEDC has received the TEDC Recognition for Economic Excellence every year since the award's inception in 2009. KEDC is the only organization to receive three consecutive Business Retention and Expansion International awards for excellence, named in 2023, 2024, and 2025. We are also proud recipients of the prestigious IEDC Community EDO of the Year Award in 2020.

Executive Summary

The FY 2026 mid-year period has been shaped by transition, disciplined execution, and a more uncertain economic backdrop. KEDC continues to advance the priorities of its 2024-2026 Strategic Plan, while the first half of the year has required heightened attention to organizational continuity as the Executive Director role transitions and the Director of Real Estate and Development position was vacated.

These personnel changes come at a time when stability, responsiveness, and relationship management remain especially important. In the near term, KEDC is focused on supporting the Board through the Executive Director search process, maintaining continuity in core operations, protecting active prospect and project activity already underway, sustaining strong contact with existing industry, and preserving momentum on site and infrastructure initiatives.

A second major theme at mid-year is rising external uncertainty. Escalating conflict involving Iran and related volatility in energy prices are beginning to affect business sentiment, operating costs, and project timing. For a community with meaningful ties to energy-sensitive industry, even modest sustained increases in fuel, freight, utilities, or feedstock costs can influence capital planning and expansion decisions. While the full impact is still developing, KEDC is monitoring these conditions closely and incorporating them into business retention conversations, employer outreach, and project strategy.

Despite these headwinds, KEDC remains positioned to make measurable progress in FY 2026. For the balance of the fiscal year, the organization's work centers on maintaining and promoting a relevant inventory of sites and facilities, supporting existing industry and priority projects, advancing organizational continuity through leadership transition, and protecting the organization's financial integrity. The FY 2026 Program of Work reflects those priorities and provides a practical roadmap for the remainder of the fiscal year.

Maintaining Continuity During Leadership Transition

The transition in executive leadership, together with changes in staff capacity, has heightened the importance of KEDC's internal operational focus during FY 2026. Through mid-year, the organization has remained focused on maintaining continuity in core functions, prioritizing critical activities, and supporting active projects and relationships to navigate the leadership transition effectively. KEDC has also launched a strategic planning initiative that will guide future decisions regarding staff structure, organizational alignment, and strategic priorities. Timing aligns closely with the organization's leadership transition timeline, allowing for the deep involvement of the new Executive Director.

Protecting Business Retention and Expansion Efforts

KEDC's relationships with existing industry remain especially important during a period of market uncertainty. The FY 2026 Program of Work continues to prioritize business retention and expansion through employer engagement and ongoing communication with local industry. While staff transition affected the pace of activity through mid-year, KEDC has remained focused on preserving key relationships and responding to employer needs as businesses navigate cost pressures, workforce availability, and broader economic uncertainty.

Advancing Product Development and Market Readiness

Real estate product development remains central to KEDC's competitiveness. The FY 2026 Program of Work continues asset development in Synergy Park, property management across the industrial portfolio, and evaluation work tied to additional industrial park capacity.

Sustaining Marketing and Workforce Initiatives

KEDC's marketing and workforce activities continue to support long-term diversification. FY 2026 actions include updated collateral, target-industry messaging and landing pages, digital outreach, property listings, press distribution, workforce advisory participation, and career-focused partnerships with local and regional education stakeholders. In a slower or more volatile market, these initiatives help maintain visibility, reinforce Kilgore's value proposition, and strengthen the long-term talent pipeline.

The 2024-2026 Strategic Plan

The Strategic Plan for Kilgore Economic Development Corporation remains the governing framework for FY 2026. Its five priorities continue to provide the structure for day-to-day execution and long-range decision-making:

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.

FY 2025-2026 Kilgore Economic Development Corporation Mid-Year Report

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%.	46%
Measurement	Commitments for: <ul style="list-style-type: none"> • Infrastructure and • Asset development to benefit primary employers 	\$ 389,732.83

The “Cannot Respond” rate is an important indicator of how well local sites and infrastructure align with the needs of active prospects. At midyear, that rate is 46%, meaning nearly half of inbound opportunities could not advance because available properties did not meet project requirements. This continues to highlight a gap between current market demand and the inventory Kilgore has available to offer. KEDC is evaluating real estate strategies to strengthen its competitive position, but the challenge is being shaped by increasingly demanding site selection criteria, especially related to parcel size, existing building availability, and power capacity.

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
Real Estate Product Development -- Infrastructure						
Synergy Park	Asset Development	1	Update Covenants and Standards	1	0	Y
Synergy Park Prosperity Drive	Infrastructure	1	Bidding/Selection of Contractor	0	1	N
	Infrastructure	1	Construction Phase	0	1	N
Real Estate Product Development -- Inventory						
Transload Site	Evaluation	1	Feasibility	1	0	Y
Spec Building Program	Promotion	1	Various Channels	1	0	Y
Property Management	Qtrly Inspections	4	4005 FM 349	1	3	N
	Qtrly Inspections	4	CDL Licensing Facility	0	4	N
	Qtrly Inspections	4	CDL Testing Facility	0	4	N
	Qtrly Inspections	4	4017 Enterprise	0	4	N
	Qtrly inspections	4	2005 Hwy 42 N	0	4	N
	Monthly Tour	12	Synergy Park	5	7	Y
	Monthly Tour	12	Kilgore Industrial Park	1	11	N
	Monthly Tour	12	North Kilgore Industrial Park	1	11	N
	Monthly Tour	12	East Kilgore Industrial Park	0	12	N
	Monthly Tour	12	North Kilgore Industrial Properties	0	12	N
Real Estate Product Development -- Creation						
Site Selection Facilitation	Evaluation	1	Industrial Park 2.0	1	0	Y
	Market Value Analysis	1	Industrial Park 2.0	1	0	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:	26 100%

KEDC generated **26 qualified leads** through a combination of direct prospect outreach, participation in regional marketing efforts, 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 2025-2026 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
Business Development						
Retained and Expanded Industries	Key Account Management	18	BRE Survey Visits	0	18	N
	Contact Maintenance	72	BRE Contact Visits	19	53	N
New Industries	Geographic Recruitment	2	NETEA	2	0	Y
		1	Texas First	1	0	Y
		1	Team Texas	1	0	Y
		1	FDI	1	0	Y
		1	Internal	1	0	Y
	Trade Shows	1	Texas First	1	0	Y
Lead Generating Agents	Site Selectors	1	SEDC	0	1	N
		1	IAMC	0	1	N
		1	Team Texas	0	1	N
Digital Campaigns	Campaign Planning	1	Internal	1	0	Y
	List Acquisition	1	Creation Branding/Internal	1	0	Y
	Industry Landing Page Dev.	4	Marketing Alliance	4	0	Y
	Email Outreach	9	Creation Branding	2	7	N
	Programmatic Digital Ads	9	Multiview & Media Partners	6	0	Y
	Social Ads	3	Multiview & Media Partners	3	0	Y
Prospect Nurturing	Site Selector Mass Emails	3	Marketing Alliance	0	3	N
Marketing						
Collateral Materials	Videos	TBD	Testimonials and Properties	0	1	Y
	Battle Cards	4	Target Industry Profiles	4	0	Y
	Success Stories	4	Web/Media Pitches	2	2	N
Online Presence	Profile	2	1-Pager for Target Audiences	0	2	Y
	Website	1	Update	4	0	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	30	0	+26
News	Various activities and information	6	Website and Press Release Distribution	9	0	+3
Workforce Talent Development						
HR	Programs & Events	2	TBD	4	0	+2
	Career Events	1	Industry Tours/Job Fairs	4	0	+3
Workforce Education	Advisory Boards	2	AMIT/PTB	2	0	Y
ETCOG/ETWFS	Regional Meetings and Promotion	4	Industry	4	0	Y
CTE Month (Feb.)	Career Exploration Fair	1	ISD & Industry	1	0	Y
Small Business Support	Promotion	3	SBDC Website Link, Various	1	2	Y

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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. The FYE 2026 budget was set at \$4,363,011.00. 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)	0	3	N
	Meetings	3	Annual Reviews (Sept.)	0	3	Y
Team Development & Networking						
	Real Estate & Dev. Dir.	6		1	5	N
	Mktg. & Dev. Dir.	6		2	3	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 remain centered on preparing Kilgore for primary employers, supporting existing industry, pursuing new investment, and protecting the organization's financial capacity to optimally support these efforts. In FY 2026, those priorities continue, but they are being shaped by a different mix of risks. The most immediate issues are organizational transition, energy-market volatility, and the possibility that rising geopolitical and economic instability will delay investment decisions or increase operating costs for local industry.

Short Term Challenges

In the near term, KEDC is navigating a mix of internal transition points and external economic pressures that may influence project momentum, partner engagement, and business retention efforts. Addressing these issues with a proactive, organized, and strategic approach will be important to sustaining continuity and advancing priority initiatives.

Challenge: Executive Director Transition

Recommended Response: Maintain a board-approved transition plan that clearly assigns authority for active projects, partner communications, approvals, and reporting. Prioritize continuity with existing industry, site selectors, consultants, and public-sector partners so the external market experiences KEDC as stable and responsive throughout the transition. Use the Strategic Plan and Program of Work as a North Star for prioritizing activities and resources. Once the new Executive Director arrives, a board-approved onboarding and training program to solidify a strong start for the new leader.

Challenge: Departure of the Director of Real Estate and Development

Recommended Response: Triage the FY 2026 real estate work plan to identify the highest-priority projects, asset-management responsibilities, and prospect-facing tasks. Consider interim consulting, contractor support, or temporary redistribution of responsibilities to ensure no loss of momentum on active site, infrastructure, or property initiatives.

Challenge: Iran Conflict and Energy Price Volatility

Recommended Response: As organizational capacity permits, increase direct contact with existing industry to assess where fuel, freight, utilities, or petroleum-linked inputs are affecting margins, production schedules, or capital planning. Use those conversations to inform BRE support, communications with local and regional partners, and internal scenario planning for the remainder of the fiscal year.

Long Term Challenges

KEDC's long-term outlook is shaped by a range of challenges that could affect future competitiveness, organizational effectiveness, and the pace of industrial growth. The following issues reflect the importance of continued diversification, internal capacity, cost management, and awareness of external pressures affecting both business retention and new investment.

Challenge: Exposure to Cyclical Energy-Driven Economic Conditions

Recommended Response: Continue to prioritize diversification into advanced manufacturing, logistics, value-added industrial operations, and other non-energy target sectors. This reinforces one of KEDC's core long-term strategies: reducing vulnerability to sector-specific swings while remaining supportive of legacy industry strengths.

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Challenge: Sustaining Organizational Capacity After Transition

Recommended Response: Use the remainder of FY 2026 to evaluate role design, succession depth, outside support needs, and internal process documentation. KEDC can use the current transition experience to form a stronger operating model and help the organization preserve institutional knowledge, reduce execution risk, and improve responsiveness in future transition periods.

Challenge: Cost Escalation for Infrastructure and Development

Recommended Response: Closely monitor how energy prices, construction inputs, and utility costs are affecting the feasibility and timing of product development projects. Where appropriate, sequence capital work in phases, update cost assumptions, and maintain flexibility, so KEDC can preserve strategic options without compromising fiscal discipline.

Challenge: Tariff Policy Impacts on Industry Sustainability

Recommended Response: As global trade conditions remain volatile, KEDC will monitor how tariff policy and related supply chain pressures may affect local industry. Potential response efforts may include supporting connections between local manufacturers and regional suppliers, continuing to position Kilgore as a strong location for reshoring and foreign direct investment, and maintaining business retention outreach to stay aware of emerging concerns. KEDC may also continue working with regional partners, trade resources, and public agencies to share relevant information with employers and remain aware of assistance programs that could benefit affected businesses. These efforts are intended to help local industry stay informed and as well-positioned as possible in a changing trade environment.

Challenge: Sharply Rising Property Values

Recommended Response: KEDC will continue reviewing the potential effects of rising property valuations on existing industry and future investment. Additionally, KEDC may revisit conversations with the Gregg County Appraisal District regarding the areas seeing the most significant increases, and research ways to possibly mitigate the immediate steep increases to market rates for property transfers involving new or expanding companies.

Cash Flow Worksheet

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KILGORE ECONOMIC DEVELOPMENT CORPORATION
Estimated Cash Flow Worksheet as of March 31, 2026

	A	B	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
1			Budget		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated
2			09/30/26		09/30/27		09/30/28		09/30/29		09/30/30		09/30/31		09/30/32		09/30/33		09/30/34
3	Revenues																		
4	4975 Fund Balance from Prior Year		124,211																
5	5001 Sales Taxes		3,200,000		3,200,000		3,250,000		3,250,000		3,250,000		3,250,000		3,250,000		3,250,000		3,250,000
6	5005 Garbage Sales Taxes		15,000		15,300		15,300		15,600		15,600		15,600		15,912		15,912		15,912
7	5200 Interest on Investments		506,000		450,000		450,000		400,000		350,000		350,000		350,000		300,000		300,000
8	5302 Donated Assets		0																
9	5400 Lease Revenue		192,414		175,818		175,818		175,818		175,818		175,818		196,897		196,897		196,897
10	5400 Lease Revenue Wagner Tuning		324,386		339,883		347,202		340,800		342,900		344,376		340,248		340,680		340,572
11	5401 Miscellaneous		1,000		1,000		1,000		1,000		1,000		1,000		1,000		1,000		1,000
12	5402 Incentive EDPA Recovery																		
13	5409 Grants																		
14	Total Revenues		4,363,011		4,182,001		4,239,320		4,183,218		4,135,318		4,136,794		4,154,057		4,104,489		4,104,381
15																			
16																			
17			Budget		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated
18			09/30/26		09/30/27		09/30/28		09/30/29		09/30/30		09/30/31		09/30/32		09/30/33		09/30/34
19	Operating Expenditures																		
20	<i>Special Projects - Funds Committed (Schedule A) Incentives</i>		1,381,761		817,292		389,542		492,500		475,000		478,750		478,750		184,850		11,250
21	Audited Year for Incentives only 610-01																		
22	<i>Special Projects - Pending Commitments (Schedule B)</i>		0		0		0		0		0		0		0		0		0
23	Contractual City Adm (payroll, benefits, liab & property ins.)		644,540		657,431		670,579		683,991		697,671		711,624		725,857		740,374		755,181
24	Legal Svcs & Accounting (Blake Armstrong, Mays Acct, & GMP)		47,200		48,144		49,107		50,089		51,091		52,113		53,155		54,218		55,302
25	Contractual Services		71,500		72,930		74,389		75,876		77,394		78,942		80,521		82,131		83,774
26	600 Supplies Expense		10,000		8,600		8,750		8,750		9,000		9,000		9,000		9,200		9,200
27	612 School Registration and Training Fees		17,560		8,690		9,125		9,125		9,125		9,581		9,581		9,581		10,060
28	614 Travel Expenses		41,850		32,000		32,000		32,000		32,000		32,000		32,000		32,000		32,000
29	616 Dues, Fees, and Memberships		4,312		4,200		4,200		4,200		4,284		4,284		4,284		4,370		4,370
30	620 Marketing (10% of Sales Tax Revenue)		275,000		320,000		325,000		325,000		325,000		325,000		325,000		325,000		325,000
31	630 Business Retention & Expansion		73,850		75,327		76,834		78,370		79,938		81,536		83,167		84,830		86,527
32	640 Synergy Center Lease Expense		101,034		99,850		99,850		99,850		99,850		99,850		101,168		101,168		106,226
33	650 Maintenance - Bldgs & Grounds		231,434		224,043		225,000		227,250		229,522		231,818		234,079		236,352		238,624
34	Total Expenses		2,900,041		2,368,507		1,964,376		2,087,002		2,089,874		2,114,498		2,136,561		1,864,074		1,717,515
35																			
36																			
37																			
38																			

KILGORE ECONOMIC DEVELOPMENT CORPORATION
Estimated Cash Flow Worksheet as of March 31, 2026

	A	B	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X		
39			Budget		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		
40			09/30/26		09/30/27		09/30/28		09/30/29		09/30/30		09/30/31		09/30/32		09/30/33		09/30/34		
41	Other Financing Sources (Revenue)																				
42	Bond Proceeds																				
43	Transfers In - Excess revenue from reserve account																				
44	Overpayment/(Underpayment) to City of Kilgore per Contract (A/R)																				
45	Prior Period Adjustment per Sales Tax Accrual																				
46	5207 Interest GASB 87																				
47	GASB 87 Lease Financing (681-50)																				
48	5300 Sale of Assets																				
49	Total Other Financing Sources (Uses)																				
50			0		0		0		0		0		0		0		0		0		
51	Other Non Operating Expenses																				
52	2010 Bond P&I & Fees																				
53	2015 Bond P&I & Fees																				
54	2019 Bond P&I & Fees																				
55	2023 Bond P&I & Fees																				
56	Transfers Out 680-20																				
57	Interest Expense																				
58	Bond Reserve Requirement																				
59	Bond Additional Set Aside																				
60	Capital Expenditures (660-05 thru 660-25)																				
61	Capital Minor Expenditures (660-01, 02)																				
62	5209 Interest Expense GASB 87																				
63	681-60 SBITA Financing GASB 96																				
64	Type B Projects (610-40)																				
65	Total Other Non Operating Expenses																				
66			195,788		198,906		201,688		198,825		0		127,150		128,150		128,950		124,550		125,150
67			126,625		128,150		124,550		125,950		319,274		320,953		322,246		323,152		318,670		
68			584,750		583,625		584,500		579,750		584,250		582,875		580,750		582,750		583,750		
69	Net Change in Fund Balances (Audited columns are actual)																				
70	Net Change in Cash Balances																				
71			0		0		0		0		0		0		0		0		0		
72	Cash Balances - Beginning October 1st																				
73	Cash Balances - Ending September 30th (Actual Cash)																				
74	Cash Committed by Board Action																				
75	For Future Capital Outlay Improvements																				
76	For Marketing - Prior Years Rollover Budget																				
77	Set Aside for Early Bond Pay-Off or Special Projects																				
78	For 4A(s) Type B Projects (Restricted Cash)																				
79	Other Adjustments to Cash																				
80	Due to/from City of Kilgore for True-up of Annual Contract																				
81	Sales Tax Receivable																				
82	Accounts Payable - A/P Payable and Credit Card Payable																				
84	The Right Corner Account QB#2064																				
85	Accounts Receivable QB# 1201																				
86																					
87																					
88	Total Restricted, Audit Adjustment & A/R																				
89			(729,636)		(261,702)		201,028		25,193		349,770		325,318		320,550		544,963		644,296		
90	Cash Available																				
91			(729,636)		(261,702)		201,028		25,193		349,770		325,318		320,550		544,963		644,296		
92			12,781,801		8,048,980		7,787,278		7,988,306		8,013,499		8,363,269		8,688,587		9,009,137		9,554,100		
			12,052,165		7,787,278		7,988,306		8,013,499		8,363,269		8,688,587		9,009,137		9,554,100		10,198,396		
			(883,532)																		
			(139,708)																		
			(3,411,288)																		
			(20,915)																		
			(4,711)																		
			591,845																		
			(79,381)																		
			(65,059)																		
			9,564																		
			(4,003,185)		-		-		0		0		0		0		0		0		
			8,048,980		7,787,278		7,988,306		8,013,499		8,363,269		8,688,587		9,009,137		9,554,100		10,198,396		

KILGORE ECONOMIC DEVELOPMENT CORPORATION
Estimated Cash Flow Worksheet as of March 31, 2026

	A	B	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
93	SCHEDULE A - Special Projects - Funds Committed:		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated
94	(Maximum Payments on Contractual Commitments)		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	PD	09/30/34
95	Camfil USA 05/24/2021			X	322,960	X	297,542	\	450,000		450,000		450,000		450,000		156,100		
96	Composite Piping Technology 04/24/2023		45,500		38,500		35,000												
97	KEDC Alliance Architects Virtual Building Plans 06/21/22		116,500																
98	KEDC Synergy Blvd Street/Bridge Repairs 08/06/25		186,832																
99	KEDC Site Selection Group - Land Phase 2 09/16/25		25,000	X															
100	KEDC Marketing Alliance Strategic Plan 08/19/25		36,750	X															
101	KEDC Marketing Alliance By-Law Review 09/16/25		18,500	X															
102	KEDC Hwy 42 Property next to RR Comm Bldg 02/10/26		353,450	X															
103	Keeprite Refrigeration, Inc. (Tersco Property Mgt) 09/19/23		480,000	X	340,000		50,000		42,500		25,000		28,750		28,750		28,750		11,250
104	Orgill 07/17/2018		75,000		75,000		7,000												
105	WagnerTuning 05/2019 (Lease payment reduction-applied to bond pymt)		4,328	NC	9,166	NC													
106	WagnerTuning 05/2019		44,229		40,832														
107																			
108																			
109	TOTAL RESERVED FOR COMMITMENTS		1,386,089		826,458		389,542		492,500		475,000		478,750		478,750		184,850		11,250
110	TOTAL CASH RESERVED FOR COMMITMENTS*		1,381,761		817,292		389,542		492,500		475,000		478,750		478,750		184,850		11,250
111	(*subtract any non-cash incentives from total)																		
112																			
113																			
114																			
115																			
116																			
117	SCHEDULE B - Special Projects - Pending Commitments:		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated		Estimated
118	(Maximum Payments on Pending Commitments)		09/30/26		09/30/27		09/30/28		09/30/29		09/30/30		09/30/31		09/30/32		09/30/33		09/30/34
119	Prospect 2630 A New Day 12/04/2023		140,000	NC															
120																			
121																			
122																			
123																			
124																			
125																			
126																			
127																			
128	TOTAL POSSIBLE PENDING COMMITMENTS		140,000		0		0		0		0		0		0		0		0
129	TOTAL POSSIBLE PENDING CASH COMMITMENTS*		0		0		0		0		0		0		0		0		0
130	(*subtract any non-cash incentives from total)																		
131	Total Paid	X																	
132	Partial Paid	\																	
133	Non-Cash	NC																	
134	Decisions needing to be made																		
135	Funds reserved after due date	!																	
136	Option amount only	*																	
137	Cash Available for future commitments																		