



**RESOLUTION NO. 20220927-03**

**ADOPTING FY23 BUDGET**

**WHEREAS**, TexAmericas Center is a political subdivision of the State of Texas with the powers and authorities specified in Chapter 3503 of the Special District Local Laws Code of the State of Texas; and

**WHEREAS**, the requirement for a comprehensive budget for all activities of the Authority are prudent and lawful to fulfill the fiduciary responsibility of the Board of Directors; and

**WHEREAS**, the attached FY2023 budget has been prepared by the staff and approved by the Finance Committee;

**NOW, THEREFORE**, be it resolved by the Board of Directors of TexAmericas Center that the attached Fiscal Year 2023 budget is adopted as the budget for TexAmericas Center.

**PASSED AND APPROVED THIS 27<sup>th</sup> day of September, 2022.**

A handwritten signature in blue ink, consisting of a stylized 'J' followed by a horizontal line and a short vertical stroke.

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**Jim Roberts, Chairman of the Board**

**ATTEST:**

A handwritten signature in blue ink, appearing to be "Justin Powell".

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**Justin Powell, Secretary**

**Attached:     FY23 Budget**



Adopted September 27, 2022

[www.TexAmericasCenter.com](http://www.TexAmericasCenter.com)

# TexAmericas CENTER





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget  
Presentation Award*

PRESENTED TO

**TexAmericas Center  
Texas**

For the Fiscal Year Beginning

**October 01, 2021**

*Christopher P. Morill*

**Executive Director**



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**ADOPTED BUDGET FOR THE  
FISCAL YEAR 2022-2023**

Executive Director/CEO – Scott Norton

Vice President for Finance – John Moran

Accounting Manager – Holly Sleek

Executive Vice President for Economic Development – Eric Voyles

Executive Vice President for Operations – Jeff Whitten

Vice President for Logistics – John Sesler



## **Current Board Members and Appointing Jurisdictions**

	<b><u>Appointing Authority/Jurisdiction</u></b>
Jim Roberts – Chairman	Mayor of Wake Village
Ben King – Vice-Chairman	Mayor of Texarkana, TX
Justin Powell – Secretary	Mayor of Leary
Denis Washington – Treasurer	Mayor of Texarkana
Jimmy Howell	Mayor of New Boston
Fred Meisenheimer	Bowie County Commissioners Court
Kevin Avery	Mayor of Texarkana
Tim Ketchum	Mayor of Redwater
Ron Collins	Mayor of Nash
Marc Reiter	Mayor of Hooks
Dan Boyles	Mayor of DeKalb
Kyle Davis	Bowie County Judge
Robert Irwin	Bowie County Judge
Steven Seals	Mayor of Maud
Craig McDuffie	Mayor of Red Lick





## **MISSION STATEMENT**

Our mission is to create at least 12,000 jobs on our footprint and increasing the tax base by redeveloping former Department of Defense property into functional space for commercial and industrial businesses.

## **VISION STATEMENT**

To be a leader for economic development both on our property and throughout the region utilizing innovation, stewardship, collaborative relationships, and superior customer service.

## **STRATEGIC GOALS**

1. Promote effective use of Rail & Transportation on the property and improve the cost and service of these assets through the analysis of the current systems as well as existing and future customers.
2. Encourage the effective redevelopment of existing buildings and land; determine the best location for a data center complex/cloud computing location and other industries by identifying development sites for those specific businesses.
3. Research the type of spec buildings best suited for our region; determine the best type of building to build, location of building, approach if we should build or have a Quick Start program in place to build such a building and develop the appropriate marketing plan.
4. Enhance the marketing of the existing Workforce Training/Education programs in our region; create and maintain an inventory of Higher Education degrees and certificates that are available in the region and make that list publicly available to current residents, existing businesses, site selectors, industrial real estate agents, as well as others desiring to locate to the area.

The Strategic Goals were formulated as a result of regional market research as well as the utilization of focus groups comprised of various community leaders and stakeholders. These Strategic Goals were approved and ratified by the TexAmericas Center Board of Directors.

## STRATEGIC GOALS ACTION PLAN



### RAIL/TRANSPORTATION IMPLEMENTATION

CHARACTERISTIC	SUCCESS METRIC
Active Rail System	Rail Traffic Measured and Compared to Historical Data
Diverse Rail Traffic	Profit To Service Provider
New Industry Footprint	Cost Savings to Tenants
Timely Response to Customers' Needs	Survey of Stakeholders

### RAIL/TRANSPORTATION ACTION PLANS

- Conduct a Market Feasibility Study to Determine Market Interest Relative to a TAC Operated Railroad.
- Expand Rail Capacity, as Necessary, to Provide for Additional Tenants
  - Extra Capacity to Include Warehousing Services



- Determine TAC Future Rail Transportation Needs Via a Comprehensive Plan
  - Involve the Timber Industry in Future Railroad Planning
- Consider Upgrade and Expand the Transload Location into a State-of-the-Art Facility
- Seek (Grant or Other) Funding for the Construction/Expansion of Transload Facilities
- Identify and Solicit New Customers Who Could Potentially Utilize TAC Railroad Assets
- Upgrade or Replace Current Rail System, as the Need Arises, to Increase Efficient and Effective Utilization of the System, Including Such Items as Weight Limits and Upgraded Railcar lengths
- Continue Support of a Highway Transportation Spur across TAC (I-69 Spur)

**DATA CENTER ESTABLISHMENT**

<b>CHARACTERISTIC</b>	<b>SUCCESS METRIC</b>
Increase in High-Paying, Professional Positions that Establish TAC as a Regional Data Center Hub	Increased Percent Change in Number of Customers/Tenants

**DATA CENTER ACTION PLANS**

- Find Suitable Sites to Locate Data Centers.
- Identify Possible Upgrades of Existing Infrastructure Necessary to Support the Data Center Concept.
- Leverage Public and Private Funding/Financing to Strengthen Project Financial Capacity
- Target Marketing to Specific Tech Industries
- Work to Develop Building and Infrastructure that Accommodates Modern Physical Requirements as well as Digital Logistics Demands
- Develop Building Standards and/or Development Requirements that are Friendly to Business
- Facilitate the Use of New Market Tax Credits to Enable the Project.
- Create construction ready sites to Expedite Construction and Occupancy.
- Use Staff Design and Construction Experience to Develop a Quick Start Program for Developing/Redeveloping Property
- Consider Issuing Revenue Bonds to Finance Infrastructure Upgrades and Construction.



## CONSTRUCTION OF SPEC BUILDING(S)

CHARACTERISTIC	SUCCESS METRIC
Building Cluster Location Identification	Total Number of Marketing Materials Produced
Development of Marketing Materials	Number of Outside Inquiries
"Toolbox" of Incentives	Brand Awareness
Economic Development	Sale of Building

## SPEC BUILDING ACTION PLANS

- Formulate a Land Use Plan, as well as Cluster Planning, to Determine an Advantageous Construction Site
- Develop a General Construction Budget for use in Grant or Other Financing Opportunities
- Determine Target Businesses for Occupancy
- Determine Financing Interests of Any Investor Groups
- Utilize Adequate Resources to Ensure Efficiencies During the Construction Phase Through Completion
- Develop Infrastructure Plans, as well as Virtual Building Renderings, for Marketing Purposes
- Create an Incentive Package in Cooperation with Local Communities and Utilities Providers.
- Finance Construction of the Spec Building Possibly Using a Public/Private Partnership
  - Fund Construction of a Spec Building without using TAC Cash Reserves
- Successful Sale of Building.



## WORKFORCE TRAINING

CHARACTERISTIC	SUCCESS METRIC
Aligned Training from K-12, Community Colleges, and Universities	Feedback from Industry, Increased Number of Students in Workforce
Online, Searchable Database	Training Capacity, Number of Graduates, Workforce Data
Align Workforce Needs and Education	Number of Inquiries, Student Enrollment, Site Visits

## WORKFORCE PLANNING ACTION PLANS

- Develop Measurable Placement Data of Current and Previous Semester Graduates
- Compile a Corporate Recruitment Package and Highlight the Education and Training of Local Labor Force.
- Partner with the Local College Alumni Network for Assistance with Labor Recruitment
- Coordinate with Local Schools, Determine the School's requirements to Facilitate Labor Force Training, and then Contact Manufacturers about School's Requirements,
- Communicate Known Labor Force Needs Received from the Chamber of Commerce to the Various Educational Institutions.
- Provide Resources for the Development or Recruitment of Appropriate Instructors
- Facilitate Higher Education Workforce Training Activities



# **EXECUTIVE SUMMARY**

**September 27, 2022**

To: Board of Directors of TexAmericas Center

RE: 2022/2023 Annual Budget Message

Mr. Chairman and Board of Directors of TexAmericas Center:

On behalf of the staff of TexAmericas Center, I am pleased to present the TexAmericas Center's 2022-2023 Annual Fiscal Year Budget. The annual budget serves as the financial blueprint for the overall operations of TexAmericas Center and demonstrates an ongoing commitment to both the stability of our day-to-day operations as well as our promising future.

I would also like to take this opportunity to thank you, the Board of Directors, for your steadfast backing of the TexAmericas Center. Your ongoing support is integral to both the mission and the accomplishments of our organization.

### **BUDGET OVERVIEW**

This year we have continued with several changes to the appearance and format of the annual budget (which began last year) in a dedicated effort to comply with the Government Finance Officers' Association (GFOA) government budget 'Best Practices' criteria. TexAmericas Center is also proud to be a recipient of the 2021-2022 Distinguished Budget Presentation Award from the Government Finance Officers' Association.

Staff continues to employ and improve financial transparency utilizing the industry's recommended practices and integrate various guidelines as established by the National Advisory Council on State and Local Budgeting to promote financial transparency as well as the integration of various guidelines as established by the National Advisory Council on State and Local Budgeting. The TexAmericas Center management team strives to produce a budget document of the highest quality, and endeavors to maintain the highest financial reporting standards.

The overall budget now consists of three major funds: General Fund, Logistics, and Railroad. The Logistics Fund and the Railroad Fund are classified as Proprietary (Enterprise) Funds.

Accordingly, the current TexAmericas Center Funds are summarized as follows:

#### **General Fund:**

- Environmental Services Cooperative Agreement (ESCA)
- Facility Operations
- General Administration
- Hunting & Forestry
- Real Estate, Marketing & Sales

**Proprietary (Enterprise) Fund(s):**

- Logistics
- Railroad Operations

The total budgeted **revenue** for *General Fund* in the upcoming fiscal year is \$16,488,834. The *Logistics Enterprise Fund* has an estimated revenue of \$1,369,152 and the *Railroad Operations Enterprise Fund* has a budgeted revenue of \$2,089,550. The total budgeted **revenue** across all funds is projected to be \$20,180,016 (exclusive of TAC East Holdings Company No. 1 revenues, which is budgeted separately).

The total budgeted *General Fund* **expenditures** for the upcoming fiscal year are expected to be \$14,571,229. The *Logistics Enterprise Fund* has \$1,307,483 budgeted for **expenditures** while the *Railroad Operations Enterprise Fund* has projected expenditures of \$2,346,215, for total budgeted **expenditures** (excluding TAC – East Holdings Company No. 1 funds) anticipated to be \$18,451,090.

Concerning the primary factors facing TexAmericas Center (TAC) in developing next fiscal year’s budget, COVID – 19 related issues have become much less of an impact when compared to the prior years. Yet, the recent inflationary and expected recessionary business climate may have a substantial impact on our operations; nevertheless, we are in a strong cash position to forge ahead with improvements and expansions to ensure that we continue to move our organization forward. In any case, this lingering uncertainty manifests itself in the resulting conservative budgetary approach of this upcoming FY budget to mitigate any risks that TAC may face.

It should be noted that management cautiously (albeit optimistically) anticipates an overall prosperous and productive upcoming year for the organization.

**FUND BALANCE**

As part of the budgeting process, staff has forecast the Fund Balances for the Fiscal Years ending in 2022 and 2023.

The estimated **General Fund** balance(s) as of 9/30/2022 are summarized as follows:

<b>FY 2021-2022</b>	\$13,184,861
<b>FY 2022-2023</b>	\$14,571,229

**GENERAL FUND**

The General Fund is comprised of the revenues and expenditures of the following Departments: General Administration, Facility Operations, Hunting & Timber, Environmental Services Cooperative Agreement (ESCA), as well as Real Estate, Marketing & Sales.

The General Administration Department has largely stayed ‘status quo’ this year regarding ongoing revenues and expenses, with several notable exceptions. Expenses have increased for the implementation of the new Incode Financial Software, which we expect to become operational sometime during FY 2022-23. Revenues have also substantially increased in the “Sale of Capital



Assets” line item due to the anticipated sale of the Spec Building sometime early in FY 2022 – 23. Consequently, the “Principal and Interest” line items have also been adjusted accordingly to reflect prospective retirement of the associated debt.

Within the Facility Operations department, staff has progressively increased spending for the repair and renovations of various facilities and infrastructure. While the spending increases have been modest, we intend to increase future allocations for repair and renovations as funding will allow. As facilities are brought to current standards, we will then be able to lease these buildings which will in turn increase our cash flow. This increased cash flow will then allow us to renovate more buildings, all the while continuing to propagate the overall system. Also, staff has earmarked \$250,000 for architectural fees to begin the Downtown Center design phase. This will in turn allow us to pursue various funding mechanisms to initiate the construction phase of the project. We have also included two new staff positions in this year’s budget due to increasing demands for building repairs and renovations.

Regarding the Environmental Services Cooperative Agreement (ESCA) Department, please note that we have not included any revenues for the program for the FY 2022 – 23 due to the ongoing delays in payments from the federal government. Reimbursements from the federal government are more than one year overdue, and any monies received will most likely be credited to the previous fiscal year. We trust that the federal government will eventually honor their responsibilities and ‘catch – up’ on their overdue ESCA payments that, at the time of this submittal letter, are in serious arrears.

The Hunting and Timber Department upcoming budget is fundamentally like prior years, and we do not expect any significant deviation unless a large tract of property is utilized for commercial development.

Real Estate and Marketing funds have been largely restored to pre – Covid levels, allowing a robust and comprehensive marketing of the campus during a potentially challenging and recessionary economic climate.

Finally, staff is endeavoring to form a first – time Community Development Entity (CDE) that we envision will be a parallel, associated economic development entity to support TexAmericas Center mission. While the CDE will not be a component of the General Fund once established, the General Fund will be funding the initial formation of the CDE and the CDE will reimburse the General Fund for any associated expenditures.

We are excited about the many possibilities of the CDE and will certainly keep the board informed as the project progresses.

## **LOGISTICS**

As mentioned previously, Third Party Logistics (Logistics) is now a separate Enterprise Fund of TexAmericas Center. The current fiscal year (2021-2022) has been spent developing basic Logistics operations and has a projected ending positive fund balance of \$112,483. Going forward into subsequent fiscal years, we anticipate incrementally growing the fund with both new customers and projects.

For FY 2022-2023, Logistics revenues are initially projected to be \$1,369,152 while Logistics expenditures are estimated to be \$1,307,383.

Nine new positions have been proposed for future logistics projects. However, any direct employment costs for these positions will be reimbursed by the contracting clients.

### **RAILROAD OPERATIONS**

The Railroad Enterprise Fund has completed its first year with TexAmericas Center on a positive note. Staff anticipates a projected, positive fund balance of \$417,254 at the end of FY 2021-2022. Going forward into the next fiscal year, we expect the commencement of an EDA grant project to upgrade various strategic rail infrastructure. Future railroad projects may include the initiation of a comprehensive plan to determine the best use of the rail infrastructure on a long-term basis, as well as how to best utilize additional capital investments.

Finally, capital debt of approximately \$1,100,000 was accrued in FY 2021-22 due to the purchase of upgraded 112-pound and 115-pound rail, which will be installed in various locations within the system. The repayment schedule is incorporated into the FY 2022- 23 budget.

### **GENERAL DEBT SERVICE**

Due to the anticipated sale of the 'Spec Building' in the first quarter of FY 2022 – 23, we expect that the General Debt Service will be paid off and closed by the end of the calendar year 2022.

### **ORGANIZATIONAL PRIORITIES**

Our organizational priorities for FY2022 – 23 include (as mentioned earlier) the establishment of a Community Development Entity (CDE) to assist with future economic development projects—which could potentially be located either on or off our campus.

Assuming the sale of the Spec Building is successful, we would then consider utilizing any surplus funds to conceivably build another 'Spec Building'—or even a 'Build-To-Suit'. We cautiously (albeit optimistically) anticipate demand to be reasonably robust for either category—of course depending upon the prevailing economic conditions.

Finally, as mentioned earlier, we are kicking off the much-anticipated Downtown Center project in FY 2022 – 23. This multi – faceted project will have many tangible benefits, the least of which will be a new headquarters for TexAmericas Center as well as first class facilities for our corporate and government partners.

### **OTHER**

Due to the current inflationary economic climate, I am recommending a 5% pay raise for staff to assist with the significantly increased cost of living expenses.

I commend both you as well as previous Boards for ensuring that we as an organization endeavor to provide the best that we can for our staff. Quality and fair compensation is a core value of this organization that I passionately share with the Board of Directors, and I sincerely believe that our dedicated and talented employees make our organization second to none.

However, we cannot be successful without the continued and unwavering support of the Board of Directors. On behalf of the entire organization, I want to thank you for all that you do to support the mission of TexAmericas Center.

**SUMMARY**

In summary, I believe that we have assembled a proactive budget that confidently takes us into the future. We have addressed organizational growth, economic development, facilities, infrastructure, marketing, logistics, railroad, as well as the future Downtown Center all within the realistic fiscal constraints that our organization faces on an ongoing basis.

Again, thank you for your time, dedication, and support of the TexAmericas Center.

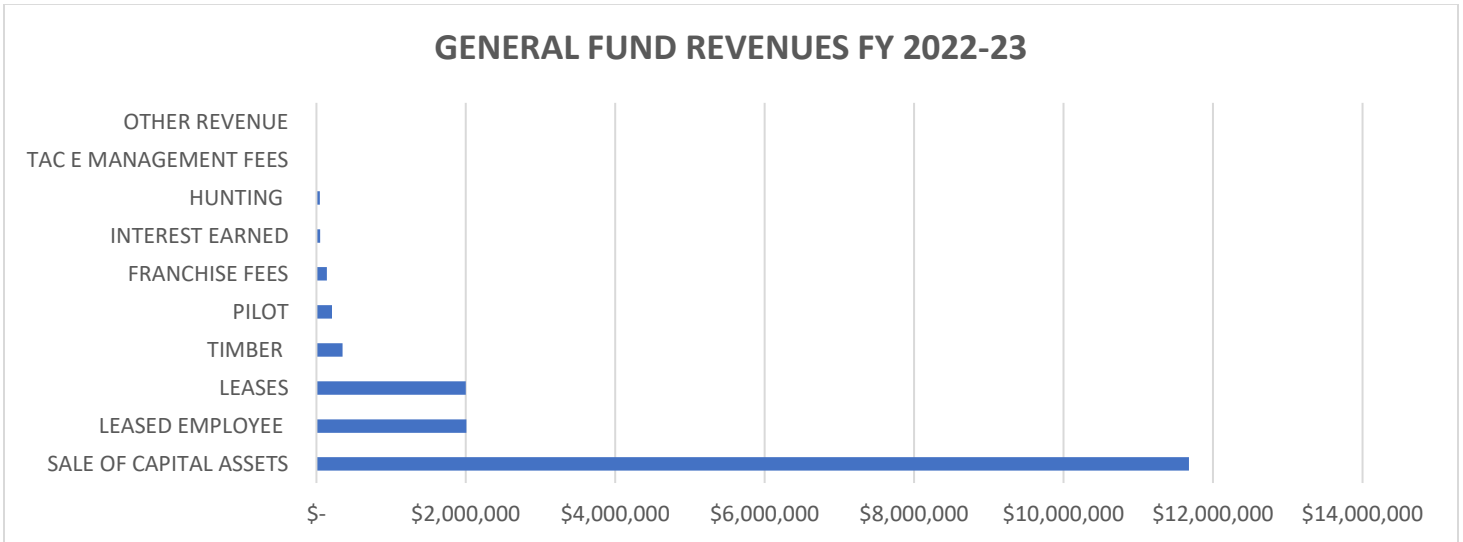
Respectfully Submitted,

Scott Norton  
Executive Director/CEO

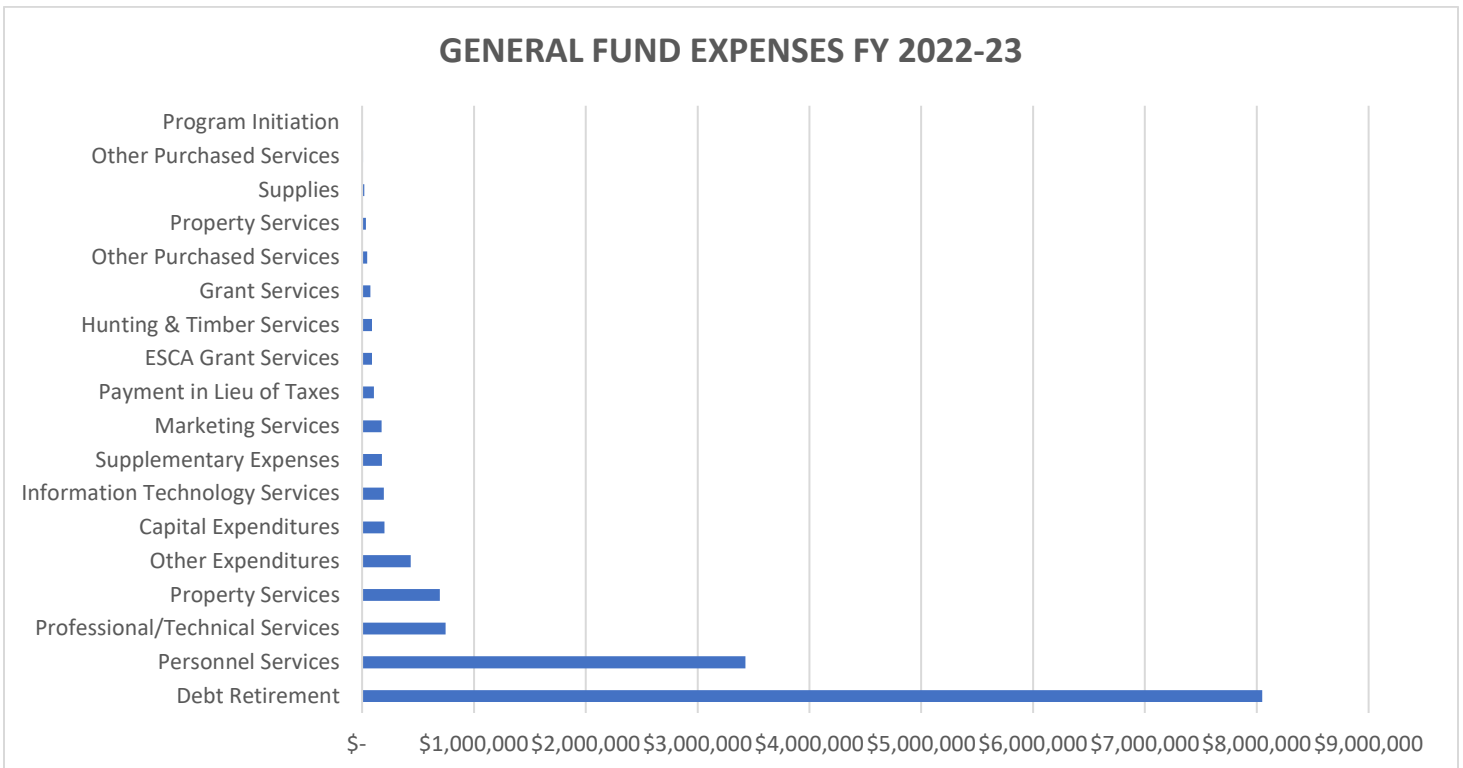
**TEXAMERICAS CENTER  
FY2022-23 ADOPTED BUDGET**

**BUDGET SUMMARY CHARTS**

**WHERE THE MONEY COMES FROM**



**WHERE THE MONEY GOES**

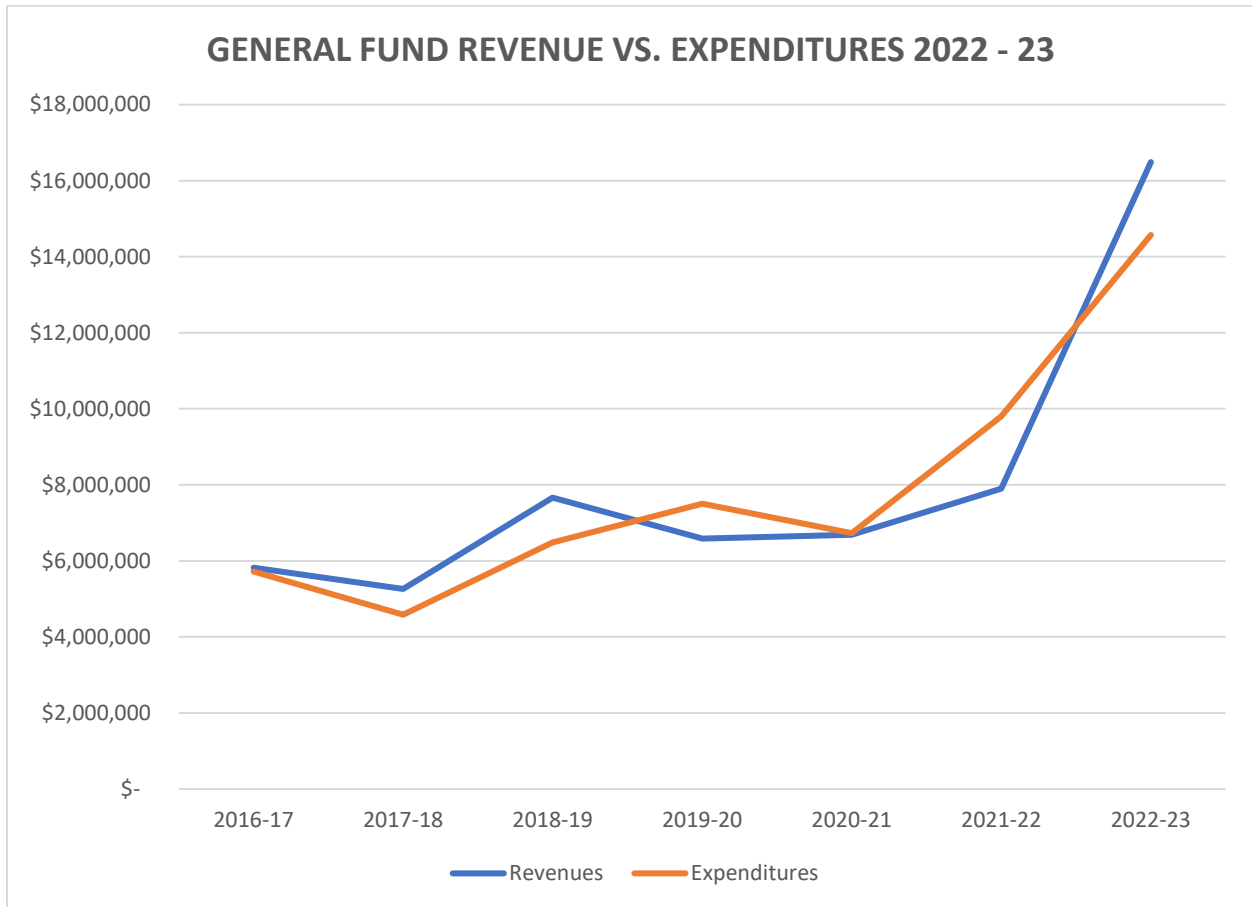


## REVENUE VS. EXPENDITURES: PROJECTED AND LAST 5 YEARS

	Fiscal Year					
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	-----Actuals (Audited)-----				Estimated	Budget
Revenues	\$ 5,262,295	\$ 7,661,613	\$ 6,590,070	\$ 6,687,281	\$ 7,900,586	\$ 16,488,834
Expenditures	\$ 4,584,912	\$ 6,482,482	\$ 7,501,956	\$ 6,727,063	\$ 9,801,747	\$ 14,571,229

\* General Fund data is shown on a modified accrual basis, with depreciation and amortization not included

\*\*General Fund includes \$8,400,000 million expense (construction) and revenue (loan) for Spec Building



\*2022-23 Increases due to anticipated sale of Spec Building

## Revenue Summary

The major source of TexAmericas Center (TAC) General Fund revenues includes lease income and real estate sales from former, surplus Red River Army Depot property and facilities. ***TexAmericas Center is not authorized by the State of Texas to collect property or sales taxes.*** Significant resources and efforts are expended to both attract and retain businesses on the TAC campus. The Real Estate and Marketing Department has the primary responsibility to market and lease property on the TAC campus. Lease revenues have remained static over the last few years, largely due to the lingering effects of COVID-19 and recessionary concerns. However, with the recent completion of the Spec Building and other real estate economic development projects nearing fruition, we anticipate this revenue line item to steadily increase.

Additional General Fund revenue is derived from Timber Sales in accordance with a 10-year Forestry Management Plan that is administered by Kingwood Forestry Services. In accordance with this board – approved plan, timber is periodically harvested and sold. The management fees paid to Kingwood Forestry originate from the timber sales, and TAC receives the net proceeds to ultimately be utilized in the General Fund. This revenue line item follows an approved forestry plan, which is in turn used to forecast timber sales and revenues.

Moreover, TAC and the United States Army have contracted to remediate environmental issues on the TAC campus where the US Army has the responsibility to effect environmental clean-up of contaminated areas. TAC functions as a contractor for the US Army to provide remediation services on any affected property. The US Army funds are characteristically a reimbursement of monies that TAC expends to remediate the property. These reimbursement resources are formally referred to as Environmental Services Cooperative Agreement funds, also known as ESCA, and are associated with the General Fund.

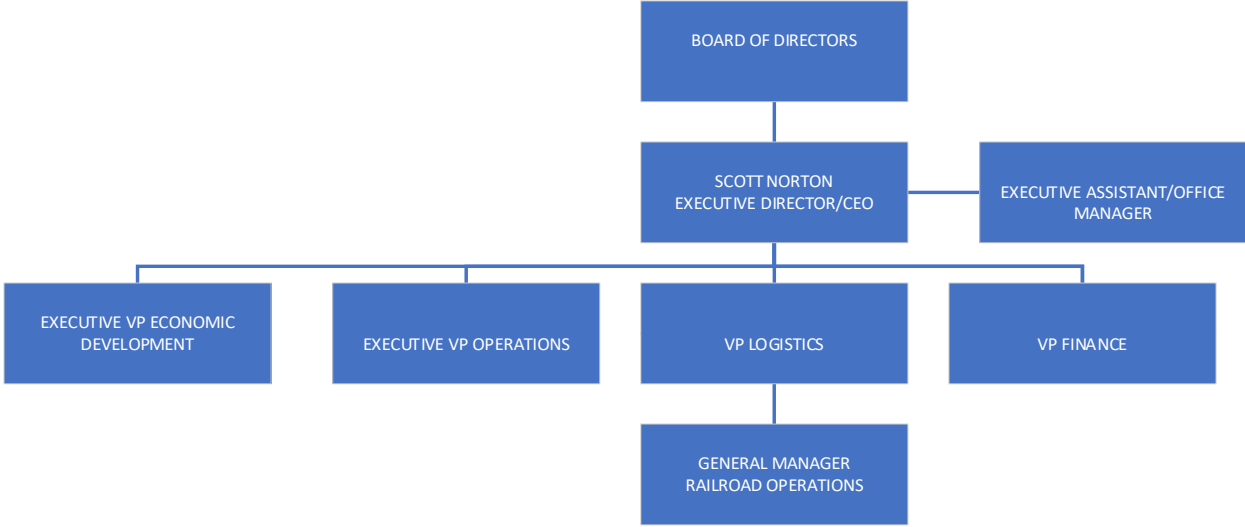
Trend analysis is typically utilized to forecast all General Fund revenues, except for ESCA and Timber Sales. ESCA funds are allocated to TAC on an annual basis by the US Army, and funding levels can vary greatly from year-to-year due to Congressional allocations. Timber sales are somewhat variable depending upon various factors such as the demand for timber, the growth stages of the forest, as well as the overall health of the forest.

The Logistics Fund (consisting of Third-Party Logistics service) is a relatively new enterprise fund offered with the intent to enhance the economic development activities on all TAC properties – and beyond. Since this is a new service with little historical data, revenue projections are predominately based upon our best income generation forecasts. As TAC compiles financial data going forward, trend analysis will likely then be utilized to forecast future revenues.

Finally, TAC likewise acquired the Lone Star railroad operation during Fiscal Year 2021-2022, and this operation has also been designated an enterprise fund. At this time, the primary revenues generated within the Railroad Fund will consist predominantly of lease revenues generated by both the short and long-term storage of railcars stored wholly within the TAC campus. It is also anticipated that the prospective railroad operation will have additional revenue generating potential yet to be realized. Therefore, revenue projection methodology for railroad operations will be ongoing.

# **TEXAMERICAS CENTER INFORMATION**

**ORGANIZATIONAL CHART**  
**TEXAMERICAS CENTER**  
**EFFECTIVE 11/1/2021**





## Profile of TexAmericas Center

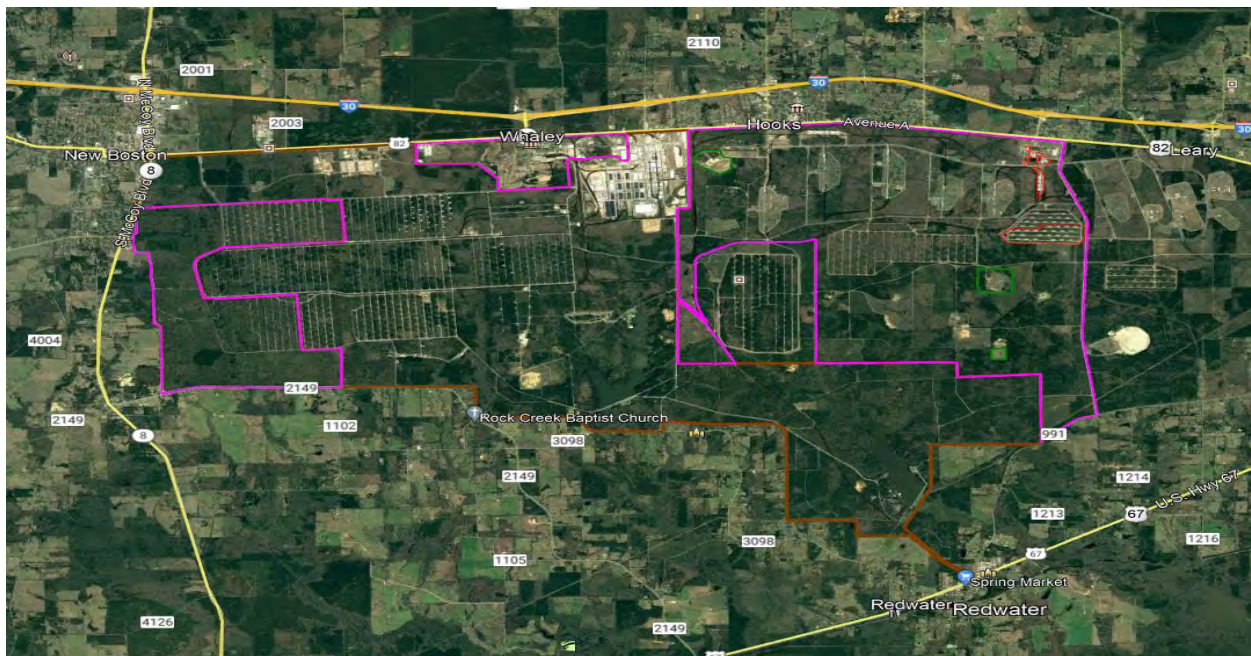
TexAmericas Center (TAC) is a political subdivision created under Section 3503 of the Special District Local Laws Code of the State of Texas. The organization was initially chartered in 1998 as the Red River Redevelopment Authority in response to the realignment of Red River Army Depot, Texas (RRAD) and the need for subsequent transition of surplus federal assets for job producing and tax generating purposes. The economic development mission was expanded in 2005 with the further realignment of Red River Army Depot (the Depot), the closure of adjacent Lone Star Army Ammunition Plant, as well as the closure and realignment of the Watts-Guillot US Army Reserve Center.

In 2011, the Texas Legislature changed the name of the Red River Redevelopment Authority to TexAmericas Center. TexAmericas Center's logo is a registered trademark. The organization now serves as the planning and economic redevelopment agency for over 12,000 acres of surplus military land, over three million square feet of buildings and thousands of items in personal property.

Leveraging these assets to create jobs and tax base while creating a "bridge" between federal ownership and private/local ownership is the primary mission of TexAmericas Center.

## TexAmericas Center Geographic Boundaries and Adjacent Political Jurisdictions

TexAmericas Center is located within central Bowie County, Texas on property formerly owned by the United States of America. The map below indicates the location of the property in the region.



TexAmericas Center is made up of three distinct and geographically disparate properties and are named TexAmericas Center – East (TAC-E), TexAmericas Center – Central (TAC-C), and TexAmericas Center – West (TAC-W).

TAC-W is approximately 2,850 acres of mostly forested land containing 150 World War II-era ammunition storage bunkers that were once part of the Red River Army Depot. It was acquired in 2011 as part of the Base Realignment and Closure (BRAC) process that originally started in 2005.

TAC-C is approximately 765-acre mixed use campus that was acquired in 2000 resulting from the 1995 BRAC process. It formerly housed the Red River Army Depot headquarters and associated administrative area, as well as World War II era production facilities.

TAC-E is approximately 8,867 acres of the former Lone Star Army Ammunition Plant. It was acquired in 2010 pursuant to the 2005 round of BRAC and has several million square feet of building space ranging from warehouse to office to ammunition storage bunkers. The remainder of the Lone Star Army Ammunition Plant land was transferred to defense contractor, Day & Zimmermann, Inc., or retained by the Army for environmental remediation purposes.

These three tracts of land are spread out over a 52 square mile area (covering approximately 15% of Bowie County) and are bound by the cities of New Boston, Hooks, Redwater and Leary. There are five different independent school districts that overlap TexAmericas Center property and the same number of fire protection districts.

When real estate is sold, it leaves the jurisdiction and governance authority of TexAmericas Center and transfers to Bowie County, Texas. TexAmericas Center does not have a police or fire department. These services are provided as needed by the Bowie County Sheriff's Department and the respective fire protection districts. Otherwise, the property owned and leased by TexAmericas Center is treated like "private property" for the purpose of access and use.

## **Governance of TexAmericas Center**

The Board of Directors of TexAmericas Center is comprised of fifteen appointees. The following jurisdictions have one appointee: the Bowie County Commissioner's Court, the Mayor of DeKalb, the Mayor of New Boston, the Mayor of Hooks, the Mayor of Red Lick, the Mayor of Leary, the Mayor of Nash, the Mayor of Wake Village, the Mayor of Redwater and the Mayor of Maud. The Bowie County Judge has two appointees, and the Mayor of Texarkana, Texas has three appointees to the Board of Directors.

Directors serve staggered two-year terms, which expire in June, with approximately half of the Board appointments in odd years and the other half in even years. Elected officials may serve on the Board, but historically, the Board composition has mostly included non-elected individuals that demonstrate a record of accomplishment in business/industry or government administration.

Officers of the Board include a Chairman, a Vice-Chairman, a Board Secretary, as well as a Treasurer that are elected by the Board of Directors on an annual basis.

The Board establishes its meeting schedule at the beginning of each fiscal year and meets approximately once a month.

The Bylaws of TexAmericas Center permit the Board of Directors to establish various advisory committees to help accomplish the work of the Board. Presently, there are five committees of the Board: Executive/Administrative/Personnel; Investment/Finance; Infrastructure/Real Estate and Marketing; Environmental; and Nominating.

The legislation establishing TexAmericas Center also permits the hiring of employees, and the Bylaws of TexAmericas Center specifically call for the hiring of an Executive Director, who acts as the Chief Executive Officer (CEO). The Executive Director/CEO is generally responsible for implementing the budgeted activities in accordance with law and policy and conducting day to day operations of the organization under the oversight of the Board of Directors.

Scott Norton has served as the Executive Director/CEO since he was appointed as Interim Director in July of 2014 and was subsequently contracted as the Executive Director/CEO in October 2014.

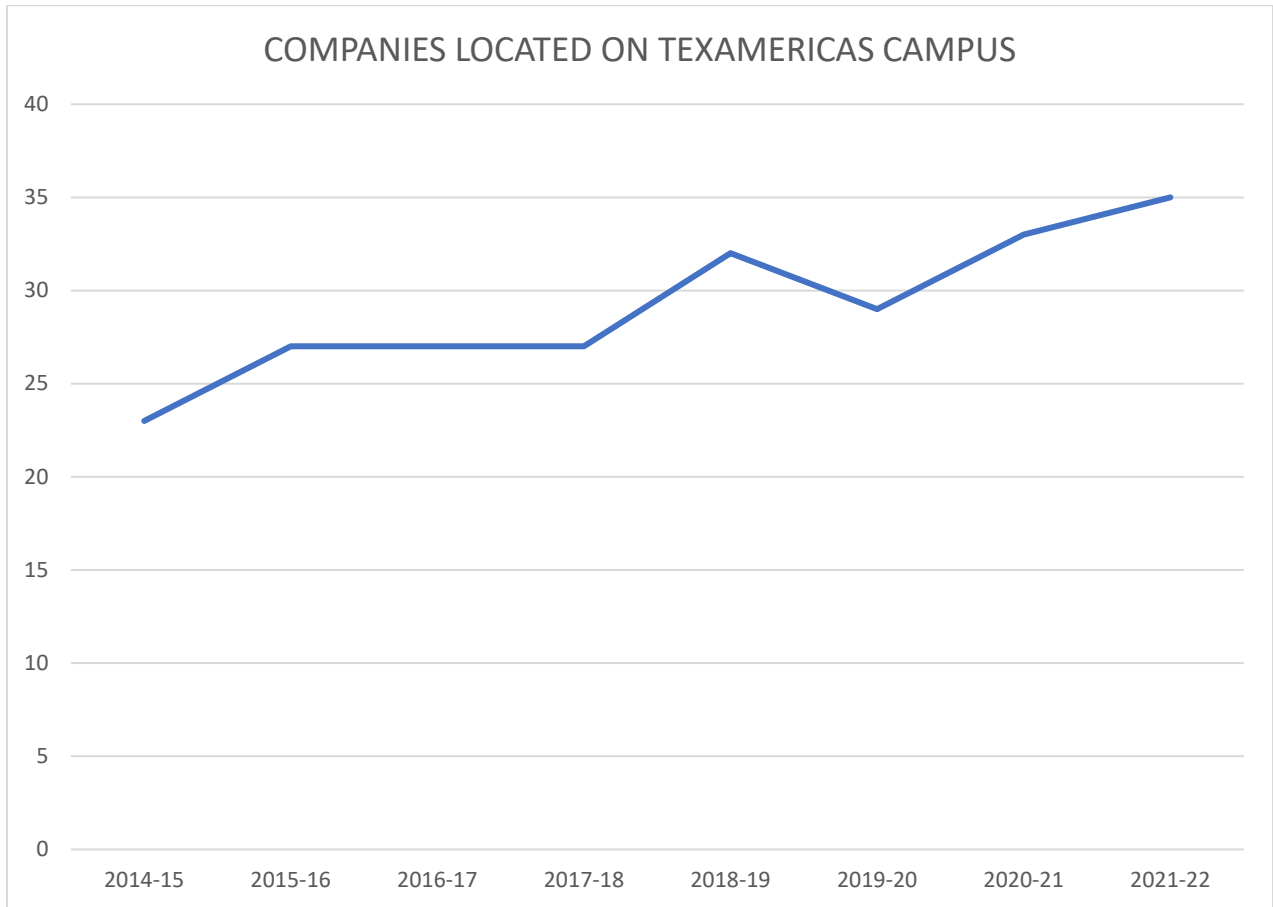
The Executive Director/CEO, Mr. Norton, may be reached at: [scott.norton@texamericascenter.com](mailto:scott.norton@texamericascenter.com), or at (903) 223-9841.



**Top Five Customers, Based on  
Square Footage Leased  
FY 2022-2023**

<u>Entity</u>	<u>Industry</u>	<u>Square Feet Leased</u>
Red River Army Depot	Government	371,000 square feet
Cherokee Federal*	Manufacturing*	169,791 square feet
Expal USA, Inc.	Manufacturing	142,896 square feet
Array Technologies	Industrial	110,750 square feet
Advanced Global Resources	Manufacturing	83,120 square feet

\*Division of the Cherokee Nation





## **MEASUREMENT FOCUS, BASIS OF ACCOUNTING, AND FINANCIAL STATEMENT PRESENTATION**

The government-wide financial statements use the economic resources measurement focus and the accrual basis of accounting, as do the proprietary fund statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements use the current financial resources measurement focus and the modified accrual basis of accounting. With this measurement focus, only current assets, current liabilities, and fund balances are included on the balance sheet. Operating statements of these funds present net increases and decreases in current assets (i.e., revenues and other financing sources and expenditures and other financing uses).

The modified accrual basis of accounting recognizes revenues in the accounting period in which they become both measurable and available, and it recognizes expenditures in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest and principal on long-term debt, which is recognized when due.

TexAmericas Center considers all revenues available if they are collectible within 60 days after year end. Grant funds are considered to be earned to the extent of expenditures made under the provisions of the grant. Accordingly, when such funds are received, they are recorded as unearned revenues until related and authorized expenditures have been made. If balances have not been expended by the end of the project period, grantors sometimes require an organization to refund all or part of the unused amount.



## FUND ACCOUNTING

TexAmericas Center reports the following Major Governmental Funds:

I. Governmental Funds:

- a. **The General Fund** – The General Fund is TexAmericas Center primary operating fund. It accounts for all financial resources, except those required to be accounted for in another fund.
- b. **Special Revenue Funds** – TexAmericas Center accounts for resources restricted to, or designated for, specific purposes by the Organization or a grantor in a special revenue fund. Most Federal, and some State, financial assistance are accounted for in Special Revenue Funds. Unused balances are subject to being returned to the grantor at the close of the specified project period.

II. Proprietary Funds:

- a. **Enterprise Funds** – TexAmericas Center activities for which outside users are charged a fee roughly equal to the cost of providing the goods or services of those activities are accounted for in an enterprise fund. TAC's enterprise funds are the Logistics Fund and the Railroad Fund. All operations of the enterprise funds are classified as operating activities.



## Budgeting Procedures

Annual budgets are prepared for both the General and Enterprise Funds of TexAmericas Center. The General Fund is the general operating fund of TexAmericas Center. It is used to account for all financial resources except those required to be accounted for in another fund. The Enterprise Funds are proprietary funds used to account for Third Party (3PL) Logistics and Railroad Fund services.

All budgets are prepared on a modified accrual basis. Modified accrual is the method under which revenues and other financial resource increments are recognized when they become susceptible to accrual; that is, when they become both “measurable” and “available to finance expenditures of the current period.” “Available” means collectible in the current period or soon enough thereafter to be used to pay the liabilities of the current period.

Staff begins preparing next year’s budget approximately four months prior to adoption of that budget. The Finance department compiles the managers’ worksheets for a preliminary budget presentation to the Finance and Investment Committee in mid-July. The Finance department gathers input from the Executive Director/CEO, managers as well as the Finance and Investment Committee members to prepare a budget workshop for the August Board of Directors meeting.

Trend analysis is typically used for forecasting revenues and expenditures, with revisions made in accordance with other anticipated revenues and expenditures.

Any subsequent comments and revisions are then incorporated into the budget after the August Board of Directors meeting. In September, the final budget document is presented to the Finance and Investment Committee for review and approval. The entire Board of Directors then considers the final budget at the September Board of Directors meeting for final approval.

All meetings and workshops are open to the public and are advertised in accordance with the Texas Open Meetings Act.

The budget must be legally enacted through passage of a resolution **prior** to the beginning of the budgeted fiscal year (October 1).

Any revisions that alter or amend the budget of any funds must be reviewed and approved by the Board of Directors.



### **Budget Calendar**

Early May	The Finance Department forwards line items worksheets to department heads for budget requests.
Early June	Executive Director meets with VP of Operations and VP of Finance to discuss Capital Improvements and funding.
Early June	Worksheets with budget and personnel requests due.
Late June	Executive Director reviews budget worksheets
August 23, 2022	Budget Workshop with a preliminary budget provided to the Board of Directors for review and comment. Public comments encouraged.
September 22, 2022	Investment/Finance Committee reviews preliminary budget document for finalization. Public comments encouraged.
September 27, 2022	Board of Directors Meeting to adopt the Final Budget. Public comments encouraged.



## **Financial Policies and Guidelines**

### **Guidelines**

The budget process and format will be performance-based and focused on goals, objectives, and performance indicators.

The budget will provide adequate funding for maintenance and replacement of capital assets necessary to achieve the redevelopment goals of TexAmericas Center. TexAmericas Center has, by the nature of its primary mission, acquired extensive surplus military real estate and infrastructure holdings that are predominantly at the end of their life cycle. It is generally not the intent of TexAmericas Center to rehabilitate or replace many of these assets unless and until market demand and financial feasibility dictate otherwise.

### **Interim and Annual Financial Reporting**

The Board of Directors will be provided with interim financial reports comparing actual versus budget revenue and expense activity at the end of each quarter. As an additional independent confirmation of the quality of TexAmericas Center's financial reporting, the Board of Directors will be provided with annually audited financial statements which conform to Generally Accepted Accounting Principles for local governments.

### **Balanced Budget**

TexAmericas Center will prepare an itemized budget for each fund and each program within the fund. The budget should be balanced with current revenues equal to or greater than current expenditures/expenses.

Any fund in which expenditures/expenses exceed revenues, unrestricted net assets/unassigned fund balance shall be used to meet the shortfalls.

The 2022 – 23 General Fund budget will be balanced through a transfer from unassigned fund balance, as appropriate.

### **Capitalization Policy**

Items that have a life expectancy greater than two years and have a cost greater than \$5,000 are typically capitalized.

## **Check Signing and Inter-Fund Transfers**

TexAmericas Center will maintain a policy on limits regarding check signing. The Chief Financial Officer may sign checks for routine payables in an amount up to \$50,000. The Executive Director/CEO may sign checks for routine payables, contracts authorized through Board of Directors approval, bond funded capital improvements and debt service in an amount up to \$50,000.

TexAmericas Center requires dual signatures on all checks over \$50,000, which will include the signatures of the Executive Director/CEO and/or the Vice President of Finance, or any Board Members that are authorized signatories.

Inter-fund transfers necessary to comply with the budget may be approved by the Executive Director/CEO in any amount without prior approval of the Board of Directors. <sup>1</sup>

## **Debt Management Policy**

TexAmericas Center (TAC) does not have a formal, written debt policy. Any bonds and/or debts will be issued in accordance with the Constitution and statutes of the State of Texas. TAC will only issue Revenue Bonds and will comply with any applicable Bond Covenants. From time-to-time, TAC also utilizes loans from financial institutions (banks) if it is more fiscally advantageous than issuing bonds.

TexAmericas Center understands that incurring debt is a serious matter and TAC will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues. TAC will not use long-term debt for current operations. Nonetheless, TAC does not anticipate issuing any bond indebtedness during this upcoming fiscal year.

TexAmericas Center does not have any legal debt limits, and TAC does not currently possess a bond rating.

Whenever applicable, TAC will review any outstanding debt for the purpose of determining if the financial marketplace will afford TAC the opportunity to refund any bond issue(s) and lessen its debt service costs.

The Annual Debt Service for Fiscal Year 2021-2022 is \$559,136, and these funds are being used to finance the construction of a Spec building. The Spec building will either be leased or sold, and the proceeds will be used to pay any outstanding debt liability.

The non-audited, General Fund projected net earnings for Fiscal Year 2021-2022 is \$561,758.

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<sup>1</sup> Note: None of the policies described herein are intended to supersede any of the established policies of TexAmericas Center to include Regulations (Bylaws), Personnel Policy Manual, Financial Policies, and/or the Investment Policy.

## **Fixed Asset and Capital Improvement Policies**

TexAmericas Center will enact an annual capital budget based on long-term capital needs and coordinate development of the capital improvement budget with the development of the operating budget.

TexAmericas Center will endeavor to maintain all its assets at a level adequate to protect its capital interest and to minimize future maintenance and replacement costs for those assets worthy of redevelopment or that are critical to day-to-day operations.

TexAmericas Center will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval. All capital projects greater than \$50,000 require approval from the Board of Directors.

TexAmericas Center will determine the least costly financing method for all new projects.

## **Investment Policies**

TexAmericas Center will comply with the Texas Public Funds Investment Act and will adopt an investment policy, which will be reviewed at a frequency specified by Texas Law.

The policy will be detailed and include components required by Texas Law which may include information on the pooling of funds, investment objectives, prudence and ethical standards, authorized investments, risk and diversification, authorized investment institutions and dealers, third-party custodial agreements, internal controls, and reporting.

## **Reserves Policy**

The informal reserves policy of TexAmericas Center is to maintain sixty (60) days or greater of Cash on Hand. Cash on Hand is calculated by using unassigned fund balance and dividing it by the yearly operating budget of the respective fund.

## **Revenue Policies**

TexAmericas Center will attempt to maintain a diversified and stable revenue system to shelter it from unforeseeable short-run fluctuations in any one revenue source.

TexAmericas Center will project revenues for the next year and will update this projection at least annually. Each existing and potential revenue source will also be re-examined annually.

## **Long – Range Financial Planning and Strategies**

TexAmericas Center (TAC) has compiled a series of board – approved organizational goals and priorities that guide long – range financial planning and allocations. Furthermore, these approved goals align with TAC’s primary mission of economic development and job creation, as well as factoring into the allocation of financial resources for capital purchases. Please note that these goals and priorities are itemized in the Budget Section “Strategic Goals Action Plan”.

TexAmericas Center has, by the nature of its primary mission, acquired extensive surplus military real estate and infrastructure holdings that are either at the end of their useful life cycle or are otherwise undeveloped. It is generally not the intent of TAC to rehabilitate or replace many of these assets unless and until market demand and financial feasibility dictate otherwise. This paradigm is important for TAC’s overall long – range financial planning strategies, as TAC does not possess the financial ability to sustain multiple maintenance and/or redevelopment projects.

In reference to ongoing fiscal budgeting and financial planning, TAC staff routinely prepare, submit, and receive board approval for budgets that are characteristically very fiscally conservative, to include the revenue and expenditure projections. This approach is particularly important, as TAC is not authorized to collect any property or sales taxes, although TAC is a chartered political subdivision of the State of Texas. Moreover, TexAmericas Center has conducted an analysis of the current macroeconomic climate and has prepared for the possibility of a nationwide economic slowdown.

TAC’s revenues are almost exclusively comprised of real estate leases, real estate sales, and other associated revenue sources. Recognizing the fact that TAC does not collect any taxes and is typically conservative with revenue (and expenditure) forecasting, budgetary structural deficits have not occurred, and furthermore are not anticipated. It should also be noted that TAC does not provide any utility services, so utility rates are not applicable.

In an effort to determine long-term debt capacity, TAC has retained the professional services of a Financial Advisory firm (Hilltop Securities) that will assess TAC’s long-term debt capacity for the overall organization, as well as assessing the General Fund and Enterprise Funds individually.

TexAmericas Center does not currently have any unfunded liabilities. For example, any pension commitments are fully funded via a matching 401A contribution at the time such obligations are encumbered.

### **GENERAL FUND**

TexAmericas Center (TAC) is evaluating the feasibility of constructing either (or both) a “Build to Suit” and/or “Spec” Buildings to promote ongoing economic development on the TAC Campus, in accordance with previously approved strategic planning activities and TAC’s mission statement. These facilities are intended to provide accommodations and a base of operations for future tenants, as well as to promote economic development in fulfillment of TAC’s Mission.

The construction of these facilities will likely require either bond or bank financing to fund the project. After completion of the project, TAC anticipates sale or lease of the building(s) to generate sufficient cash flow to either pay off the financing, or at a minimum, to meet any debt service obligations.

TAC is also evaluating the feasibility of various ongoing infrastructure improvements, to include the rehabilitation of streets/roads infrastructure, expansion of utilities to unserved areas, stormwater drainage improvements, and rehabilitation of existing buildings. These projects, depending on the cost and complexity of the development, would likely be funded by bonds, bank loans, grants, or a combination thereof.

TAC is also in the process of developing a “Downtown Center” conceptual plan. The intended purpose of this plan is to establish an aesthetically pleasing, central focal point for sustainable development on the TAC campus. The long – term benefits and impacts of this development are still being considered, as well as the long – term financial ramifications. An architectural firm has recently been retained to provide design services and cost estimates for the Downtown Center. Consequently, TAC expects this project to be further developed and refined during the upcoming fiscal year.

Finally, TAC is also exploring the feasibility of implementing a Community Development Entity (CDE) to fund economic development projects on the TAC Campus and beyond. Start – up funding for a CDE would likely be provided by TAC fund balance, with the understanding that the CDE would fully reimburse TAC for any funds initially distributed to the CDE. Additional economic arrangements between the proposed CDE and TAC will be assessed as the project progresses.

## **LOGISTICS FUND**

The Third Party (3PL) Logistics Fund initiated operations in October 2020. Since this fund is largely service and personnel – oriented, any capital requirements largely depend on the individual needs of the various customer(s). However, various long – term capital needs have been identified:

- Construct a future building/facility specifically tailored to the needs of 3PL activities.
  - Funding mechanisms could include loans, revenue bonds, or purchased by the 3PL customer requiring the facility.
  - Recognizing that Logistics is an Enterprise Fund, any debt required to acquire
- Acquire various equipment necessary to conduct 3PL operations, to include a vehicle, forklift, and other capital items that will be identified as the needs become apparent.
  - Funding mechanisms could also include loans, revenue bonds, or purchases by the 3PL customer requiring the facility or equipment.

Recognizing that Logistics is an Enterprise Fund, any debt required to provide capital assets to a particular customer will most likely be funded by the customer. Therefore, any financial participation by a customer for capital acquisitions will almost certainly be addressed by written contractual obligations.

## **RAILROAD FUND**

TexAmericas Center assumed responsibility of the Railroad Operation in November 2021. Prior to, and after the acquisition of the Railroad business unit, TAC identified several infrastructure upgrades necessary to modernize and make the railroad operation more efficient. These capital projects (and acquisitions) include the following:

- Acquire newer and more efficient locomotives.
  - TAC anticipates that two locomotives will be necessary for optimal operation of the railroad enterprise.
  - Grant funds are currently being pursued, as well as possible funding from operational revenues to potentially obtain the locomotives.
- Maintain, improve, and upgrade targeted railroad track infrastructure.
  - TAC was awarded an EDA Grant for upgrades to the track. Specific and targeted locations are being evaluated for upgrades in compliance with the covenants of the EDA grant.
  - Other track improvements are being evaluated for future action.
  - Possible capital sources include grant funding and the sale of revenue bonds.
  - Track upgrades could potentially be funded by customer financial participation.
- Expansion of the railcar storage infrastructure.
  - Possible capital funding includes grant funding and/or the sale of revenue bonds.
- Expansion and upgrade of the existing Transload area.
  - Improving access and increasing the overall capabilities of the Transload area will in turn increase revenues and promote economic development.
  - Future capital funding includes grant funding and/or the sale of revenue bonds. Financial participation by future customers is another likely funding scenario.
- Formulate and implement a Comprehensive Plan to guide additional improvements to the railroad system.
  - The ensuing elements and costs generated from a Comprehensive Plan will guide the avenues for funding activities.

To better forecast future revenues from storage fees, the overall customer charges for storage services should be professionally evaluated, as well as any fees associated with the movement of railcars, transload activities and other rail – related services.

# FUND BALANCE PROJECTIONS

FY 2022-2023

## FUND BALANCE SUMMARY

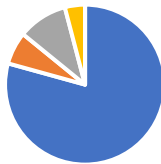
### FUND BALANCE SUMMARY

#### ALL BUDGETED FUNDS

#### FUND BALANCE SUMMARY

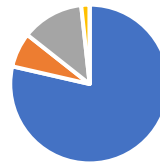
All Budgeted Funds	Projected	Current	FY 2022-23 Estimated Revenues	FY 2022 - 23	FY 2022-23 Estimated Expenditures	Estimated	Total Change FY 2022 - 2023
	FUND BALANCE 09/30/2022 (Adopted Budget)	Estimated FUND BALANCE 09/30/2022		Estimated Available Resources		Ending Fund Balance 09/30/2023	
General Fund	\$ 11,144,132	\$ 13,184,861	\$ 16,488,834	\$ 29,673,695	\$ 14,571,229	\$ 15,102,466	\$ 1,917,605
Logistics Fund	\$ (1,036,258)	\$ 93,995	\$ 1,369,152	\$ 1,463,147	\$ 1,307,483	\$ 155,664	\$ 61,669
Railroad Fund	\$ 144,327	\$ 417,254	\$ 2,089,550	\$ 2,506,804	\$ 2,681,888	\$ (175,084)	\$ (592,338)
TAC East Holdings Co. No. 1	\$ 138,143	\$ 392,563	\$ 848,750	\$ 1,241,313	\$ 317,897	\$ 923,416	\$ 530,853
General Fund Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 10,390,344</b>	<b>\$ 14,088,673</b>	<b>\$ 20,796,286</b>	<b>\$ 34,884,959</b>	<b>\$ 18,878,497</b>	<b>\$ 16,006,462</b>	<b>\$ 1,917,789</b>

**Projected Total Fund Revenues  
FY 2022-23**



- General Fund
- Logistics Fund
- Railroad Fund
- TAC East Holdings Co. No. 1
- General Fund Capital Projects

**Projected Total Fund Expenditures FY 2022-23**



- General Fund
- Logistics Fund
- Railroad Fund
- TAC East Holdings Co. No. 1
- General Fund Capital Projects

## Major Funds Budget Summary

BY CHARACTER & OBJECT  
All Budgeted Funds  
Period: 10/01/2022 to 09/30/2023

	DEBT SERVICE		CAPITAL PROJECTS		PROPRIETARY FUNDS		TOTAL
	General Fund	Gen. Debt Serv Fund			Logistics Fund	Railroad Fund	
<b>Personnel Services</b>	\$ 3,428,242	\$ -	\$ -	\$ -	\$ 36,917	\$ 17,924	\$ 3,483,083
<b>Supplementary Expenses</b>	\$ 176,380	\$ -	\$ -	\$ -	\$ 11,500	\$ 7,250	\$ 195,130
<b>Professional/Technical Services</b>	\$ 746,955	\$ -	\$ -	\$ -	\$ 33,000	\$ 16,000	\$ 795,955
<b>Other Expenditures</b>	\$ 434,249	\$ -	\$ -	\$ -	\$ 1,000	\$ 27,000	\$ 462,249
<b>Information Technology Services</b>	\$ 195,000	\$ -	\$ -	\$ -	\$ 2,600	\$ 15,250	\$ 212,850
<b>Supplies</b>	\$ 18,600	\$ -	\$ -	\$ -	\$ 1,600	\$ 2,600	\$ 22,800
<b>Other Purchased Services</b>	\$ 45,800	\$ -	\$ -	\$ -	\$ 7,500	\$ 9,000	\$ 62,300
<b>Property Services</b>	\$ 34,900	\$ -	\$ -	\$ -	\$ 6,000	\$ 950	\$ 41,850
<b>Payment in Lieu of Taxes</b>	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000
<b>Grant Services</b>	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 307,138	\$ 382,138
<b>Marketing Services</b>	\$ 175,000	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ 176,000
<b>Property Maintenance Services</b>	\$ 695,200	\$ -	\$ -	\$ -	\$ 90,000	\$ 281,000	\$ 1,066,200
<b>Logistic Services</b>	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>Hunting &amp; Timber Services</b>	\$ 88,601	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,601
<b>ESCA Grant Services</b>	\$ 89,469	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,469
<b>Management Fees</b>	\$ -	\$ -	\$ -	\$ -	\$ 31,642	\$ 667,762	\$ 699,404
<b>Fund Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,054,725	\$ -	\$ 1,054,725
<b>Other Purchased Services</b>	\$ 8,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,050
<b>Capital Expenditures</b>	\$ 200,000	\$ -	\$ -	\$ -	\$ 30,000	\$ 910,000	\$ 1,140,000
<b>Debt Retirement</b>	\$ 8,049,783	\$ 553,117	\$ -	\$ -	\$ -	\$ 84,342	\$ 8,687,242
							\$ -
<b>TOTAL EXPENDITURES/EXPENSES BY CHARACTER/OBJECT</b>	\$ 14,571,229	\$ 553,117	\$ -	\$ -	\$ 1,307,483	\$ 2,346,215	\$ 18,778,045



**GENERAL FUND**



**AUTHORIZED FULL TIME EMPLOYEES (FTE)**

**GENERAL FUND**

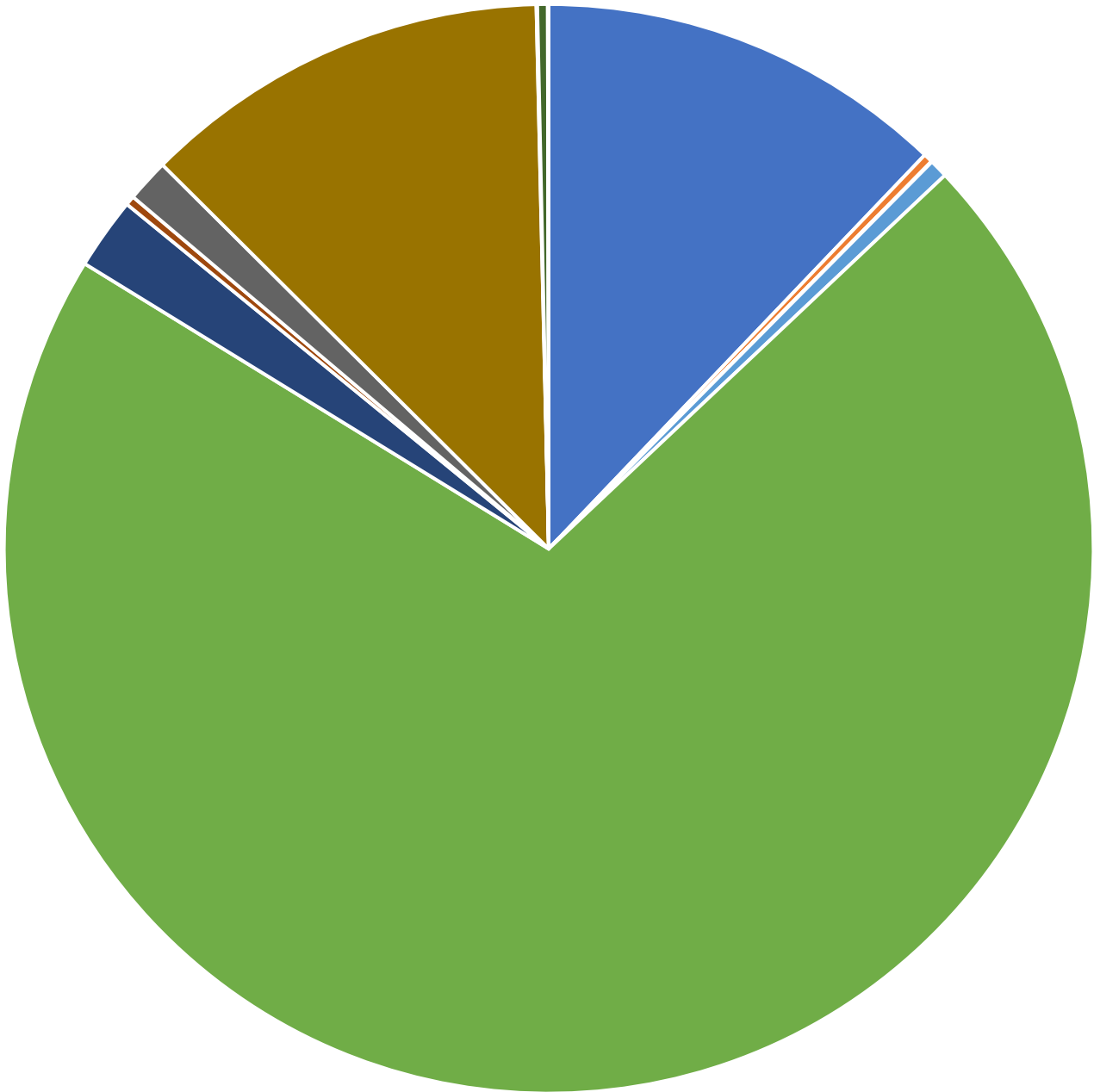
**SUMMARY OF BUDGETED POSITIONS**

<b>SUMMARY of AUTHORIZED POSITIONS</b>	<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</b>	
	<b>All Budgeted Funds</b>	<b>Full - Time Part - Time</b>	<b>Full - Time Part - Time</b>	<b>Full - Time Part - Time</b>	<b>Full - Time Part - Time</b>	<b>Full - Time Part - Time</b>
<b>GENERAL GOVERNMENT</b>						
Executive Director/CEO	1.0	0.0	1.0	0.0	1.0	0.0
Executive Assistant/Office Manager	1.0	0.0	1.0	0.0	1.0	0.0
Vice - President of Finance	1.0	0.0	1.0	0.0	1.0	0.0
Accounting Manager	0.0	0.0	1.0	0.0	1.0	0.0
Accounting Clerk	1.0	0.0	0.0	0.0	0.0	0.0
Controller	1.0	0.0	0.0	0.0	0.0	0.0
Receptionist/Bookkeeper	1.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL GENERAL GOVERNMENT</b>	<b>6.0</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>
<b>FACILITY OPERATIONS</b>						
Chief Operations Officer	0.0	0.0	1.0	0.0	1.0	0.0
Vice President of Facility Operations	1.0	0.0	0.0	0.0	0.0	0.0
Operations Supervisor	1.0	0.0	1.0	0.0	1.0	0.0
Operations Technician	0.0	0.0	0.0	0.0	1.0	0.0
Maintenance Technician	0.0	0.0	2.0	0.0	2.0	0.0
Receptionist/Administrative Assistant Facility Operations	0.0	0.0	1.0	0.0	1.0	0.0
Labor Foreman/Abatement Supervisor	1.0	0.0	1.0	0.0	1.0	0.0
General Laborer	3.0	0.0	2.0	0.0	2.0	0.0
Personal Property Manager	1.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL FACILITY OPERATIONS</b>	<b>7.0</b>	<b>0.0</b>	<b>8.0</b>	<b>0.0</b>	<b>9.0</b>	<b>0.0</b>
<b>REAL ESTATE &amp; MARKETING</b>						
Chief Economic Development Officer	1.0	0.0	1.0	0.0	1.0	0.0
Administrative Assistant to EVP/CEDO	1.0	0.0	1.0	0.0	1.0	0.0
Customer Engagement Specialist	1.0	0.0	0.0	0.0	0.0	0.0
Proposal Content & Client Experience Coordinator	0.0	0.0	1.0	0.0	1.0	0.0
<b>TOTAL REAL ESTATE &amp; MARKETING</b>	<b>3.0</b>	<b>0.0</b>	<b>3.0</b>	<b>0.0</b>	<b>3.0</b>	<b>0.0</b>

## GENERAL FUND REVENUE SUMMARY

LEASES	\$ 2,000,000
FRANCHISE FEES - ELECTRIC	\$ 45,000
FRANCHISE FEES - NATURAL GAS	\$ 2,200
FRANCHISE FEES - FIBER OPTIC	\$ 750
FRANCHISE FEES - WATER	\$ 90,000
SALE OF CAPITAL ASSETS	\$ 11,675,000
TIMBER	\$ 351,500
HUNTING	\$ 46,000
PILOT	\$ 210,000
LEASED EMPLOYEE	\$ 2,008,384
TACTIC MANAGEMENT FEES	\$ 5,000
INTEREST EARNED	\$ 50,000
OTHER REVENUE	\$ 5,000
<b>TOTAL INCOME/REVENUES</b>	<b>\$ 16,488,834</b>

### General Fund Revenues FY 2022 - 2023

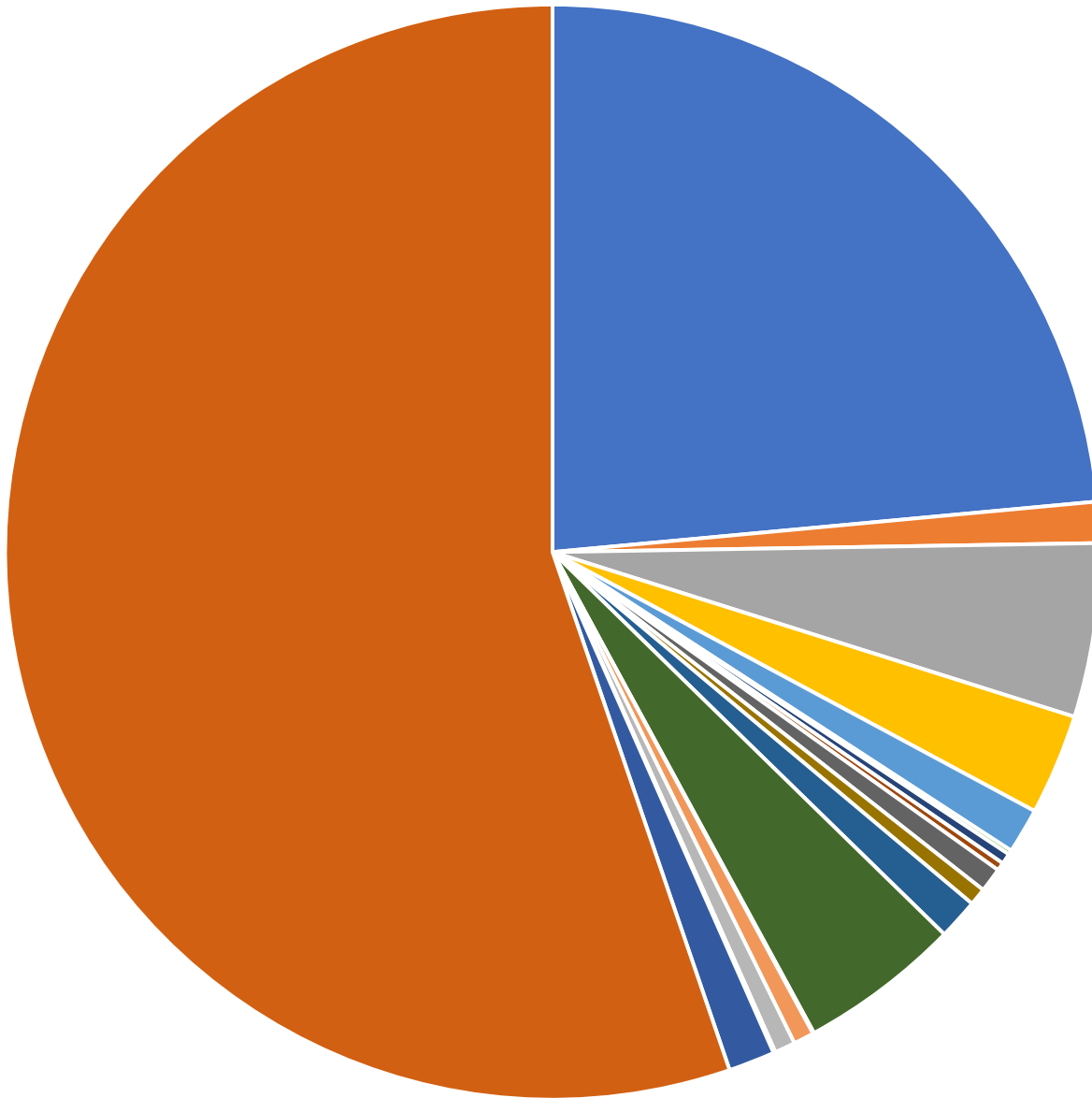


- LEASES
- FRANCHISE FEES - ELECTRIC
- FRANCHISE FEES - NATURAL GAS
- FRANCHISE FEES - FIBER OPTIC
- FRANCHISE FEES - WATER
- SALE OF CAPITAL ASSETS
- TIMBER
- HUNTING
- PILOT
- LEASED EMPLOYEE
- TAC E MANAGEMENT FEES
- INTEREST EARNED
- OTHER REVENUE

## GENERAL FUND EXPENDITURE SUMMARY

	<u>General Fund</u>
Personnel Services	\$ 3,428,242
Supplementary Expenses	\$ 176,380
Professional/Technical Services	\$ 746,955
Other Expenditures	\$ 434,249
Information Technology Services	\$ 195,000
Supplies	\$ 18,600
Other Purchased Services	\$ 45,800
Property Services	\$ 34,900
Payment in Lieu of Taxes	\$ 105,000
Grant Services	\$ 75,000
Marketing Services	\$ 175,000
Property Maintenance Services	\$ 695,200
Logistic Services	\$ 5,000
Hunting & Timber Services	\$ 88,601
ESCA Grant Services	\$ 89,469
Management Fees	\$ -
Fund Transfers	\$ -
Other Purchased Services	\$ 8,050
Capital Expenditures	\$ 200,000
Debt Retirement	\$ 8,049,783
Total	<u>\$ 14,571,229</u>

### General Fund Expenditures FY 2022 - 2023



- Personnel Services
- Other Expenditures
- Other Purchased Services
- Grant Services
- Logistic Services
- Management Fees
- Capital Expenditures
- Supplementary Expenses
- Information Technology Services
- Property Services
- Marketing Services
- Hunting & Timber Services
- Debt Retirement
- Professional/Technical Services
- Supplies
- Payment in Lieu of Taxes
- Property Maintenance Services
- ESCA Grant Services
- Other Purchased Services

## GENERAL FUND REVENUES

GENERAL FUND INCOME/REVENUES	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
LEASES	\$ 2,444,623	\$ 1,937,122	\$ 2,233,684	\$ 2,233,684	\$ 2,207,104	\$ 2,000,000
PROCESSING FEES	\$ -	\$ -	\$ 300	\$ 300	\$ -	\$ -
FRANCHISE FEES - ELECTRIC	\$ 53,242	\$ 43,000	\$ 45,000	\$ 45,000	\$ 56,119	\$ 45,000
FRANCHISE FEES - NATURAL GAS	\$ 2,041	\$ 25,000	\$ 4,500	\$ 4,500	\$ 2,116	\$ 2,200
FRANCHISE FEES - FIBER OPTIC	\$ 830	\$ 1,000	\$ 428	\$ 428	\$ 1,362	\$ 750
FRANCHISE FEES - WATER	\$ 108,710	\$ 106,000	\$ 95,000	\$ 95,000	\$ 103,040	\$ 90,000
PROJECT REIMBURSEMENT	\$ 28,570	\$ -	\$ -	\$ -	\$ 353,559	\$ -
GRANTS RECEIVED	\$ -	\$ -	\$ -	\$ -	\$ 538,089	\$ -
ESCA	\$ 766,032	\$ 1,905,953	\$ 2,147,838	\$ 2,147,838	\$ 1,792,127	\$ -
EDA RAIL REHAB #1	\$ -	\$ 864,550	\$ -	\$ -	\$ -	\$ -
SALE OF NONCAPITAL ASSETS	\$ 1,324	\$ 2,500	\$ 1,374	\$ 1,374	\$ 1,803	\$ -
SALE OF CAPITAL ASSETS	\$ -	\$ -	\$ 413,697	\$ 413,697	\$ -	\$ 11,675,000
SALE OF LAND PROCEEDS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TIMBER	\$ 516,006	\$ 324,500	\$ 553,000	\$ 553,000	\$ 427,125	\$ 351,500
HUNTING	\$ 51,300	\$ 51,300	\$ 50,000	\$ 50,000	\$ 49,926	\$ 46,000
BOWIE COUNTY CHAPTER 381	\$ -	\$ -	\$ -	\$ -	\$ 35,649	\$ -
PILOT	\$ 101,630	\$ 120,000	\$ 208,151	\$ 208,151	\$ -	\$ 210,000
LEASED EMPLOYEE	\$ 294,516	\$ 1,463,517	\$ 1,191,564	\$ 1,191,564	\$ 380,606	\$ 2,008,384
TAC E MANAGEMENT FEES	\$ 729	\$ 37,471	\$ 5,000	\$ 5,000	\$ 5,985	\$ 5,000
INTEREST EARNED	\$ 76,999	\$ 50,000	\$ 49,952	\$ 49,952	\$ 211,502	\$ 50,000
OTHER REVENUE	\$ 16,162	\$ 250,000	\$ 7,490	\$ 7,490	\$ 34,973	\$ 5,000
LEGAL SETTLEMENT	\$ 250,000	\$ -	\$ -	\$ -	\$ 83,333	\$ -
LOAN PROCEEDS	\$ 7,464,528	\$ -	\$ 893,608	\$ 893,608	\$ 2,486,128	\$ -
FUNDS TRANSFER - TAC EAST	\$ 1,989,381	\$ -	\$ -	\$ -	\$ 698,647	\$ -
				\$ -	\$ -	
<b>TOTAL INCOME/REVENUES</b>	<b>\$ 14,182,783</b>	<b>\$ 7,181,913</b>	<b>\$ 7,900,586</b>	<b>\$ 7,900,586</b>	<b>\$ 9,469,193</b>	<b>\$ 16,488,834</b>

## GENERAL FUND EXPENSES

GENERAL FUND EXPENSES	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
SALARIES & WAGES	\$ 1,031,390	\$ 1,061,094	\$ 2,011,814	\$ 2,011,814	\$ 905,153	\$ 2,244,671
OVERTIME	\$ -	\$ 11,462	\$ -	\$ -	\$ -	\$ -
LONGEVITY	\$ -	\$ 10,561	\$ -	\$ -	\$ -	\$ -
INCENTIVES	\$ -	\$ 92,250	\$ -	\$ -	\$ -	\$ -
HEALTH INSURANCE	\$ 128,168	\$ 205,041	\$ 294,175	\$ 294,175	\$ 116,172	\$ 561,960
PENSION	\$ 91,750	\$ 149,513	\$ 178,409	\$ 178,409	\$ 75,845	\$ 279,307
PAYROLL TAXES	\$ 74,922	\$ 107,063	\$ 186,477	\$ 186,477	\$ 62,404	\$ 198,019
UNEMPLOYMENT TAXES	\$ -	\$ 3,604	\$ -	\$ -	\$ -	\$ -
FSA CONTRIBUTION	\$ -	\$ -	\$ 135	\$ 135	\$ -	\$ 750
TRAINING & EDUCATION	\$ 5,361	\$ 14,901	\$ 5,207	\$ 5,207	\$ 3,998	\$ 15,550
CELLULAR PHONE	\$ 6,144	\$ 9,906	\$ 16,100	\$ 16,100	\$ 5,570	\$ 14,233
WORKERS COMPENSATION	\$ 887	\$ 9,312	\$ 9,293	\$ 9,293	\$ 3,969	\$ 8,202
UNIFORMS	\$ 3,924	\$ 7,153	\$ 5,600	\$ 5,600	\$ 3,752	\$ 8,050
OTHER EMPLOYMENT COSTS	\$ 415	\$ 2,640	\$ 11,130	\$ 11,130	\$ 12,182	\$ 2,400
TEMPORARY LABOR	\$ 18,633	\$ 55,000	\$ 86,918	\$ 86,918	\$ 6,211	\$ 80,000
<b>Total Personnel Services</b>	<b>\$ 1,361,594</b>	<b>\$ 1,739,500</b>	<b>\$ 2,805,258</b>	<b>\$ 2,805,258</b>	<b>\$ 1,195,257</b>	<b>\$ 3,428,242</b>
DUES & MEMBERSHIPS	\$ 17,826	\$ 26,495	\$ 27,400	\$ 27,400	\$ 17,725	\$ 26,595
CONFERENCES & TRAVEL	\$ 28,516	\$ 110,785	\$ 26,300	\$ 26,300	\$ 23,639	\$ 114,785
MEETINGS & ENTERTAINMENT	\$ 13,907	\$ 17,500	\$ 18,650	\$ 18,650	\$ 15,058	\$ 35,000
<b>Total Supplementary Expenses</b>	<b>\$ 60,249</b>	<b>\$ 154,780</b>	<b>\$ 72,350</b>	<b>\$ 72,350</b>	<b>\$ 56,423</b>	<b>\$ 176,380</b>
AUDITING FEES	\$ 22,600	\$ 27,500	\$ 28,675	\$ 28,675	\$ 17,746	\$ 27,500
ACCOUNTING FEES	\$ 35,220	\$ 40,000	\$ 40,000	\$ 40,000	\$ 28,029	\$ 40,000
LEGAL FEES	\$ 400,961	\$ 250,250	\$ 225,000	\$ 225,000	\$ 274,856	\$ 250,250
PROFESSIONAL FEES	\$ 144,142	\$ 170,000	\$ 227,215	\$ 227,215	\$ 153,918	\$ 429,205
<b>Total Professional/Technical Services</b>	<b>\$ 602,923</b>	<b>\$ 487,750</b>	<b>\$ 520,890</b>	<b>\$ 520,890</b>	<b>\$ 474,548</b>	<b>\$ 746,955</b>
OTHER INSURANCE	\$ 362,188	\$ 397,972	\$ 530,481	\$ 530,481	\$ 305,521	\$ 433,749
FILING FEES	\$ -	\$ 500	\$ 123	\$ 123	\$ -	\$ 500
<b>Total Other Expenditures</b>		<b>\$ 398,472</b>	<b>\$ 530,604</b>	<b>\$ 530,604</b>	<b>\$ 305,521</b>	<b>\$ 434,249</b>
COMPUTER/IT	\$ 67,103	\$ 145,000	\$ 153,000	\$ 153,000	\$ 53,742	\$ 151,000
COMPUTER HARDWARE	\$ -	\$ -	\$ 198	\$ 198	\$ -	\$ 500
COMPUTER SOFTWARE	\$ -	\$ -	\$ 2,375	\$ 2,375	\$ -	\$ 43,500
WEBSITE FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Information Technology Services</b>	<b>\$ 67,103</b>	<b>\$ 145,000</b>	<b>\$ 155,573</b>	<b>\$ 155,573</b>	<b>\$ 53,742</b>	<b>\$ 195,000</b>
OFFICE SUPPLIES	\$ 10,510	\$ 16,000	\$ 12,684	\$ 12,684	\$ 10,669	\$ 14,100
POSTAGE	\$ 1,681	\$ 2,500	\$ 2,310	\$ 2,310	\$ 1,509	\$ 4,500
<b>Total Supplies</b>	<b>\$ 12,190</b>	<b>\$ 18,500</b>	<b>\$ 14,994</b>	<b>\$ 14,995</b>	<b>\$ 12,178</b>	<b>\$ 18,600</b>



GENERAL FUND EXPENSES	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
ADVERTISING	\$ 853	\$ 600	\$ 1,174	\$ 1,174	\$ 1,083	\$ 1,500
TELEPHONE & INTERNET	\$ 17,934	\$ 19,000	\$ 21,198	\$ 21,198	\$ 17,169	\$ 19,300
UTILITIES	\$ 20,297	\$ 19,000	\$ 32,200	\$ 32,200	\$ 20,466	\$ 25,000
<b>Total Other Purchased Services</b>	\$ 39,084	\$ 38,600	\$ 54,572	\$ 54,572	\$ 38,717	\$ 45,800
WASTE MANAGEMENT	\$ 9,260	\$ 10,000	\$ 15,000	\$ 15,000	\$ 8,983	\$ 14,500
CUSTODIAL SERVICES	\$ 8,400	\$ 8,400	\$ 24,000	\$ 24,000	\$ 8,400	\$ 17,400
JANITORIAL SUPPLIES	\$ 952	\$ 3,000	\$ 900	\$ 900	\$ 811	\$ 3,000
<b>Total Property Services</b>	\$ 18,612	\$ 21,400	\$ 39,900	\$ 39,900	\$ 18,194	\$ 34,900
PILOT EXPENSE	\$ 78,056	\$ 80,000	\$ 105,724	\$ 105,724	\$ 26,019	\$ 105,000
<b>Total Payment in Lieu of Taxes</b>	\$ 78,056	\$ 80,000	\$ 105,724	\$ 105,724	\$ 26,019	\$ 105,000
GRANTS	\$ -	\$ 35,000	\$ 38,189	\$ 38,189	\$ 399,344	\$ 35,000
GRANTS ADMINISTRATIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
<b>Total Grant Services</b>	\$ -	\$ 35,000	\$ 38,189	\$ 38,189	\$ 399,344	\$ 75,000
MARKETING	\$ 31,528	\$ 160,000	\$ 250,000	\$ 250,000	\$ 134,863	\$ 160,000
MARKETING: ROI	\$ 15,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -
MARKETING: ADVERTISING	\$ 149,691	\$ -	\$ -	\$ -	\$ -	\$ -
MARKETING: SPONSORSHIPS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MARKETING: MEALS & ENTERTAINMENT	\$ 5,321	\$ -	\$ -	\$ -	\$ 1,774	\$ -
MARKETING: PROMOTIONAL ITEMS	\$ 1,528	\$ -	\$ -	\$ -	\$ 509	\$ -
MARKETING: MISC	\$ -	\$ -	\$ -	\$ -	\$ 2,279	\$ -
COST OF SALES & LEASES	\$ 7,694	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,681	\$ 15,000
<b>Total Marketing Services</b>	\$ 210,762	\$ 175,000	\$ 265,000	\$ 265,000	\$ 155,106	\$ 175,000
PREVENTATIVE MAINTENANCE - PROPERTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BUILDING/FACILITY REPAIR PARTS	\$ 162,538	\$ 524,411	\$ 350,000	\$ 350,000	\$ 1,206,291	\$ 432,000
20 CIRCLE DRIVE	\$ 2,052	\$ -	\$ 1,411	\$ 1,411	\$ 2,023	\$ 24,000
11 CHAPEL	\$ 9,328	\$ -	\$ -	\$ -	\$ 3,459	\$ 31,500
125 AUSTIN	\$ 26,020	\$ -	\$ -	\$ -	\$ 8,673	\$ -
MINOR TOOLS & EQUIPMENT	\$ 1,092	\$ 5,000	\$ 1,000	\$ 1,000	\$ 909	\$ 5,000
MATERIALS & SUPPLIES	\$ 6,987	\$ 10,000	\$ 7,000	\$ 7,000	\$ 6,031	\$ 10,000
EQUIPMENT MAINTENANCE	\$ 36,371	\$ 40,000	\$ 40,000	\$ 40,000	\$ 22,849	\$ 40,000
TRAFFIC & SIGN MATERIALS	\$ -	\$ 5,000	\$ 1,000	\$ 1,000	\$ -	\$ 5,000
PAVING MATERIALS	\$ -	\$ 10,000	\$ 9,900	\$ 9,900	\$ -	\$ 10,000
CONTRACT STREET MAINTENANCE	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 10,000
VEHICLE REPAIRS & MAINTENANCE	\$ 5,008	\$ 6,700	\$ 7,675	\$ 7,675	\$ 3,975	\$ 6,700
VEHICLE & EQUIPMENT FUEL	\$ 12,899	\$ 17,000	\$ 36,000	\$ 36,000	\$ 13,093	\$ 31,000
LAWN & MAINTENANCE	\$ 77,871	\$ 85,000	\$ 85,000	\$ 85,000	\$ 80,451	\$ 85,000
SECURITY	\$ -	\$ 6,000	\$ 2,500	\$ 2,500	\$ -	\$ 5,000
<b>Total Property Services</b>	\$ 340,165	\$ 724,111	\$ 541,486	\$ 541,486	\$ 1,347,754	\$ 695,200
START UP FEES - CDE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>Total Program Initiation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
FORESTRY	\$ 8,299	\$ -	\$ -	\$ -	\$ 36,578	\$ -
FORESTRY: COMPETITION CONTROL	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ 4,187	\$ -
FORESTRY: REFORESTATION	\$ 43,488	\$ 7,922	\$ 6,392	\$ 6,392	\$ 29,946	\$ 51,865
FORESTRY: SITE PREP	\$ -	\$ 13,090	\$ 35,700	\$ 35,700	\$ 11,712	\$ 35,980
HUNTING PERMIT	\$ -	\$ 260	\$ 756	\$ 756	\$ -	\$ 756
MANAGEMENT FEES - HUNTING & TIMBER	\$ 44,130	\$ 27,845	\$ 43,700	\$ 43,700	\$ -	\$ -
<b>Total Hunting &amp; Timber Services</b>	\$ 95,918	\$ 49,117	\$ 89,048	\$ 89,048	\$ 82,423	\$ 88,601
TECHNICAL PROGRAMS CLIN 1,2,3	\$ 1,808,106	\$ 1,778,503	\$ 1,905,192	\$ 1,905,192	\$ 1,723,298	\$ -
GM, PM, RM & QM CLIN 4,5	\$ -	\$ 127,450	\$ 825	\$ 825	\$ -	\$ -
GM, PM, RM, & QM CLIN 4,5 - LEGAL	\$ 945	\$ 50,000	\$ 50,000	\$ 50,000	\$ 52,586	\$ 50,000
GM, PM, RM, & QM CLIN 4,5 - SALARIES & WAGES	\$ 67,481	\$ 49,060	\$ 100,000	\$ 100,000	\$ 67,775	\$ 29,149
GM, PM, RM, & QM CLIN 4,5 - HEALTH INSURANCE	\$ 5,248	\$ 4,758	\$ 15,000	\$ 15,000	\$ 6,919	\$ 4,146
GM, PM, RM, & QM CLIN 4,5 - PENSION	\$ 6,549	\$ 5,408	\$ 15,000	\$ 15,000	\$ 7,460	\$ 3,544
GM, PM, RM, & QM CLIN 4,5 - PAYROLL TAXES	\$ 4,122	\$ 3,812	\$ 6,500	\$ 6,500	\$ 4,538	\$ 2,512
GM, PM, RM, & QM CLIN 4,5 - CELL PHONE	\$ 45	\$ 360	\$ 133	\$ 133	\$ 75	\$ -
GM, PM, RM, & QM CLIN 4,5 - WORKERS COMP	\$ 26	\$ 128	\$ 188	\$ 188	\$ 119	\$ 118
GM, PM, RM, & QM CLIN 4,5 - MATRIX ACTIVITIES	\$ -	\$ -	\$ -	\$ -	\$ 12,827	\$ -
GM, PM, RM, & QM CLIN 4,5 - TAC ACTIVITIES	\$ -	\$ -	\$ -	\$ -	\$ 32,143	\$ -
TCEQ REGULATORY SUPPORT CLIN 6	\$ 2,109	\$ 47,865	\$ 15,000	\$ 15,000	\$ 3,380	\$ -
<b>Total ESCA Grant Services</b>	\$ 1,894,631	\$ 2,067,344	\$ 2,107,838	\$ 2,107,838	\$ 1,911,120	\$ 89,469

GENERAL FUND EXPENSES	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<i>Total Management Fees</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Fund Transfers</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS CHARGES & SERVICES	\$ 1,986	\$ 6,000	\$ 5,145	\$ 5,145	\$ 3,453	\$ 6,000
BAD DEBT	\$ -	\$ 2,050	\$ 2,050	\$ 2,050	\$ -	\$ 2,050
<i>Total Other Purchased Services</i>	\$ 1,986	\$ 8,050	\$ 7,195	\$ 7,195	\$ 3,453	\$ 8,050
CAPITAL OUTLAY	\$ -	\$ 3,861,166	\$ 97,458	\$ 97,458	\$ 2,605,796	\$ -
BUILDINGS	\$ -	\$ -	\$ 496,897	\$ 496,897	\$ -	\$ -
DUKE WEST I SPEC BUILDING	\$ 7,777,844	\$ -	\$ 558,190	\$ 558,190	\$ 3,778	\$ -
INFRASTRUCTURE CAPITAL IMPROVEMENTS/REPAIRS	\$ -	\$ 544,228	\$ 344,352	\$ 344,352	\$ -	\$ 100,000
BUILDING CAPITAL IMPROVEMENTS/REPAIRS	\$ -	\$ -	\$ 76,036	\$ 76,036	\$ 14,850	\$ -
EQUIPMENT	\$ -	\$ 50,000	\$ 80,000	\$ 80,000	\$ -	\$ 50,000
VEHICLES	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 50,000
LAND	\$ -	\$ -	\$ 185,000	\$ 185,000	\$ -	\$ -
<i>Total Capital Expenditures</i>	\$ 7,777,844	\$ 4,485,393	\$ 1,837,934	\$ 1,837,934	\$ 2,624,424	\$ 200,000
PRINCIPAL	\$ -	\$ 412,262	\$ 431,253	\$ 431,253	\$ -	\$ 7,926,883
INTEREST	\$ 83,689	\$ 231,221	\$ 185,439	\$ 185,439	\$ -	\$ 122,900
<i>Total Debt Retirement</i>	\$ 83,689	\$ 643,483	\$ 616,692	\$ 616,692	\$ -	\$ 8,049,783
TOTAL EXPENSES	\$ 12,644,806	\$ 11,271,500	\$ 9,803,247	\$ 9,803,248	\$ 8,704,224	\$ 14,571,229
NET INCOME	\$ 1,537,977	\$ (4,089,587)	\$ (1,902,661)	\$ (1,902,662)	\$ 764,969	\$ 1,917,605

## ADMINISTRATION

**Executive Director’s Office** is responsible for the administration of all TexAmerica’s Center (TAC) affairs. These responsibilities include working with the Board of Directors, Committees, Board and Committee meetings, working with various groups to make TAC more effective, directing public relations, legal, legislative affairs, and overseeing the management of TAC.

**Finance** is responsible for all financial reporting, the general ledger, accounts payable, accounts receivable, payroll, treasury management, debt management, fiscal audits, risk management, grants, purchasing, as well as the annual budget and amendments.

**Human Resources** is responsible for recruitment, employee relations, compensation, benefits, general training, as well as the administration of human resources policies, procedures, and programs.

### FY 2021 -22 Accomplishments:

Received the Government Finance Officer’s Association’s (GFOA) Distinguished Budget Award for the FY 2021 – 22 annual budget.

Implemented an employee Flexible Spending Account.

Participated and ratified an updated Hazard Mitigation Plan.

Completed Railroad deal and transitioned its employees to full – time TAC employees.

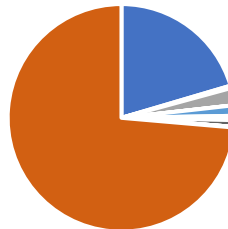
### FY 2022 -23 Objectives:

Establish a Community Development Entity (CDE).

Create a Public Facilities Corporation

Fully implement an upgraded financial software suite (Tyler Technologies – Incode).

### Administation Expenses



- |                            |                                   |                                   |
|----------------------------|-----------------------------------|-----------------------------------|
| ■ Personnel Services       | ■ Supplementary Expenses          | ■ Professional/Technical Services |
| ■ Other Expenditures       | ■ Information Technology Services | ■ Total Supplies                  |
| ■ Other Purchased Services | ■ Property Services               | ■ Payment in Lieu of Taxes        |
| ■ Grant Services           | ■ Marketing Services              | ■ Property Maintenance Services   |
| ■ Total Program Initiation | ■ Hunting & Timber Services       | ■ ESCA Grant Services             |
| ■ Management Fees          | ■ Fund Transfers                  | ■ Other Purchased Services        |
| ■ Capital Expenditures     | ■ Debt Retirement                 |                                   |

**GENERAL FUND ADMINISTRATION**

GENERAL FUND ADMINISTRATION	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<b>INCOME/REVENUES</b>						
SALE OF CAPITAL ASSETS	\$ -	\$ -	\$ 413,697	\$ 413,697	\$ -	\$ 11,675,000
BOWIE COUNTY CHAPTER 381	\$ -	\$ -	\$ -	\$ -	\$ 35,649	\$ -
PILOT	\$ 101,630	\$ 120,000	\$ 208,151	\$ 208,151	\$ -	\$ 210,000
LEASED EMPLOYEE	\$ 294,516	\$ 1,463,517	\$ 1,191,564	\$ 1,191,564	\$ 380,606	\$ 2,008,384
TAC E MANAGEMENT FEES	\$ 729	\$ 37,471	\$ 5,000	\$ 5,000	\$ 5,985	\$ 5,000
INTEREST EARNED	\$ 76,999	\$ 50,000	\$ 49,952	\$ 49,952	\$ 211,502	\$ 50,000
OTHER REVENUE	\$ 16,162	\$ 250,000	\$ 7,490	\$ 7,490	\$ 34,973	\$ 5,000
OVER/SHORT	\$ 16,162	\$ -	\$ -	\$ -	\$ -	\$ -
LEGAL SETTLEMENT	\$ 250,000	\$ -	\$ -	\$ -	\$ 83,333	\$ -
LOAN PROCEEDS	\$ 7,464,528	\$ -	\$ 893,608	\$ 893,608	\$ 2,486,128	\$ -
FUNDS TRANSFER - TAC EAST	\$ 1,989,381	\$ -	\$ -	\$ -	\$ 698,647	\$ -
<b>TOTAL INCOME/REVENUES</b>	<b>\$ 10,210,106</b>	<b>\$ 1,920,988</b>	<b>\$ 2,769,462</b>	<b>\$ 2,769,463</b>	<b>\$ 3,936,823</b>	<b>\$ 13,953,384</b>

**GENERAL FUND ADMINISTRATION**

GENERAL FUND ADMINISTRATION	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<b>EXPENSES</b>						
SALARIES & WAGES	\$ 407,398	\$ 370,470	\$ 1,236,814	\$ 1,236,814	\$ 472,342	\$ 1,474,428
OVERTIME	\$ -	\$ 2,213	\$ -	\$ -	\$ -	\$ -
LONGEVITY	\$ -	\$ 3,678	\$ -	\$ -	\$ -	\$ -
INCENTIVES	\$ -	\$ 14,350	\$ -	\$ -	\$ -	\$ -
HEALTH INSURANCE	\$ 44,783	\$ 58,714	\$ 147,848	\$ 147,848	\$ 52,901	\$ 409,179
PENSION	\$ 33,781	\$ 50,718	\$ 83,967	\$ 83,967	\$ 36,756	\$ 185,423
PAYROLL TAXES	\$ 30,465	\$ 36,226	\$ 100,477	\$ 100,477	\$ 30,204	\$ 130,358
UNEMPLOYMENT TAXES	\$ -	\$ 1,096	\$ -	\$ -	\$ -	\$ -
FSA CONTRIBUTION	\$ -	\$ -	\$ 135	\$ 135	\$ -	\$ 750
TRAINING & EDUCATION	\$ 1,062	\$ 3,738	\$ 2,207	\$ 2,207	\$ 656	\$ 3,000
CELLULAR PHONE	\$ 2,121	\$ 4,255	\$ 7,500	\$ 7,500	\$ 2,289	\$ 3,012
WORKERS COMPENSATION	\$ 47	\$ 1,855	\$ 1,855	\$ 1,855	\$ 360	\$ 761
UNIFORMS	\$ 810	\$ 1,920	\$ 600	\$ 600	\$ 372	\$ 1,525
TUITION REIMBURSEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100
OTHER EMPLOYMENT COSTS	\$ -	\$ 450	\$ 450	\$ 450	\$ -	\$ -
TEMPORARY LABOR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
<b>Total Personnel Services</b>	<b>\$ 520,466</b>	<b>\$ 549,683</b>	<b>\$ 1,581,853</b>	<b>\$ 1,581,853</b>	<b>\$ 595,880</b>	<b>\$ 2,233,536</b>
DUES & MEMBERSHIPS	\$ 690	\$ 1,000	\$ 1,100	\$ 1,100	\$ 961	\$ 1,100
CONFERENCES & TRAVEL	\$ 14,211	\$ 1,500	\$ 1,500	\$ 1,500	\$ 4,985	\$ 1,500
MEETINGS & ENTERTAINMENT	\$ 13,907	\$ 17,500	\$ 17,500	\$ 17,500	\$ 15,058	\$ 35,000
<b>Total Supplementary Expenses</b>	<b>\$ 28,808</b>	<b>\$ 20,000</b>	<b>\$ 20,100</b>	<b>\$ 20,100</b>	<b>\$ 21,005</b>	<b>\$ 37,600</b>
AUDITING FEES	\$ 22,600	\$ 27,500	\$ 28,675	\$ 28,675	\$ 17,746	\$ 27,500
ACCOUNTING FEES	\$ 35,220	\$ 40,000	\$ 40,000	\$ 40,000	\$ 28,029	\$ 40,000
LEGAL FEES	\$ 294,231	\$ 150,000	\$ 25,000	\$ 25,000	\$ 161,411	\$ 150,000
PROFESSIONAL FEES	\$ 43,750	\$ 50,000	\$ 50,000	\$ 50,000	\$ 47,628	\$ 50,000
<b>Total Professional/Technical Services</b>	<b>\$ 395,801</b>	<b>\$ 267,500</b>	<b>\$ 143,675</b>	<b>\$ 143,675</b>	<b>\$ 254,814</b>	<b>\$ 267,500</b>

## GENERAL FUND ADMINISTRATION

GENERAL FUND ADMINISTRATION	2020-21 Actual	2021-22 Budget	2021-22 Amended	2021-22 Estimated	2019 - 21 3 Year Average	2022-23 Proposed
OTHER INSURANCE	\$ 2,512	\$ 200	\$ 481	\$ 481	\$ 1,098	\$ 200
FILING FEES		\$ 500	\$ 123	\$ 123	\$ -	\$ 500
<b>Total Other Expenditures</b>	\$ 2,512	\$ 700	\$ 604	\$ 604	\$ 1,098	\$ 700
COMPUTER/IT	\$ 38,258	\$ 115,000	\$ 120,000	\$ 120,000	\$ 34,276	\$ 121,000
COMPUTER SOFTWARE **	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,000
<b>Total Information Technology Services</b>	\$ 38,258	\$ 115,000	\$ 120,000	\$ 120,000	\$ 34,276	\$ 162,000
OFFICE SUPPLIES	\$ 10,510	\$ 14,000	\$ 12,538	\$ 12,538	\$ 10,669	\$ 14,000
POSTAGE	\$ 1,681	\$ 2,500	\$ 1,310	\$ 1,310	\$ 1,509	\$ 2,500
<b>Total Supplies</b>	\$ 12,190	\$ 16,500	\$ 13,848	\$ 13,848	\$ 12,178	\$ 16,500
ADVERTISING	\$ 853	\$ 600	\$ 600	\$ 600	\$ 1,083	\$ 500
TELEPHONE & INTERNET	\$ 18,414	\$ 18,000	\$ 20,000	\$ 20,000	\$ 17,489	\$ 18,000
UTILITIES	\$ 11,858	\$ 14,500	\$ 6,500	\$ 6,500	\$ 13,107	\$ 14,500
<b>Total Other Purchased Services</b>	\$ 31,125	\$ 33,100	\$ 27,100	\$ 27,100	\$ 31,679	\$ 33,000
WASTE MANAGEMENT	\$ 3,516	\$ 4,000	\$ 5,500	\$ 5,500	\$ 3,597	\$ 5,500
CUSTODIAL SERVICES	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 9,000
JANITORIAL SUPPLIES	\$ 952	\$ 3,000	\$ 900	\$ 900	\$ 811	\$ 3,000
<b>Total Property Services</b>	\$ 4,468	\$ 7,000	\$ 18,400	\$ 18,400	\$ 4,409	\$ 17,500
PILOT EXPENSE	\$ 78,056	\$ 80,000	\$ 105,724	\$ 105,724	\$ 26,019	\$ 105,000
<b>Total Payment in Lieu of Taxes</b>	\$ 78,056	\$ 80,000	\$ 105,724	\$ 105,724	\$ 26,019	\$ 105,000
<b>Total Grant Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Marketing Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Property Maintenance Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
START UP FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>Total Program Initiation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>Total Hunting &amp; Timber Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total ESCA Grant Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Management Fees</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fund Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS CHARGES & SERVICES	\$ 949	\$ 2,500	\$ 4,000	\$ 4,000	\$ 2,530	\$ 2,500
BAD DEBT	\$ -	\$ 2,050	\$ 2,050	\$ 2,050	\$ -	\$ 2,050
<b>Total Other Purchased Services</b>	\$ 949	\$ 4,550	\$ 6,050	\$ 6,050	\$ 2,530	\$ 4,550
CAPITAL OUTLAY	\$ -	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -
BUILDINGS	\$ -	\$ -	\$ 496,897	\$ 496,897	\$ -	\$ -
LAND	\$ -	\$ -	\$ 185,000	\$ 185,000	\$ -	\$ -
<b>Total Capital Expenditures</b>	\$ -	\$ 1,800,000	\$ 681,897	\$ 681,897	\$ -	\$ -
PRINCIPAL #	\$ -	\$ -	\$ 431,253	\$ 431,253	\$ -	\$ 7,926,883
INTEREST#	\$ -	\$ -	\$ 185,439	\$ 185,439	\$ -	\$ 122,900
<b>Total Debt Retirement</b>	\$ -	\$ -	\$ 616,692	\$ 616,692	\$ -	\$ 8,049,783
<b>TOTAL EXPENSES</b>	\$ 1,112,633	\$ 2,894,033	\$ 2,719,252	\$ 2,719,252	\$ 983,887	\$ 10,932,669
<b>NET INCOME</b>	\$ 9,097,473	\$ (973,045)	\$ 50,211	\$ 50,211	\$ 2,952,936	\$ 3,020,715

\* Boardroom Media Equipment

\*\* Incode

# Spec Building Financing

## HUNTING AND TIMBER

The **Hunting and Timber Department** handles the day – to – day activities of related to the sale or lease of timber and/or wildlife resources. These timber activities are predominantly outsourced to Kingwood Forestry Services in accordance with an approved ten (10) year forestry management plan.

### FY 2021 Accomplishments:

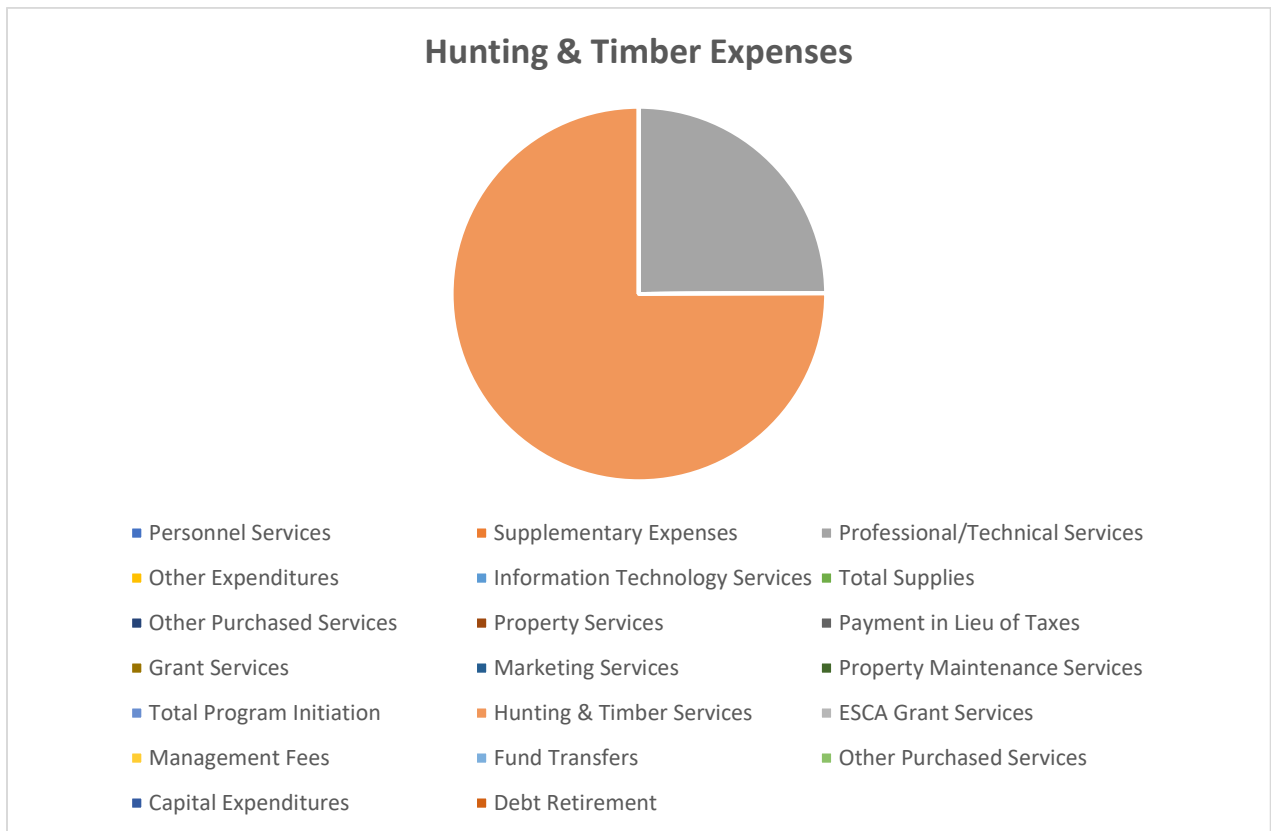
- Ongoing litigation with the U.S. Corps of Engineers finalized.
- Completed all scheduled timber management activities.
- Completed a survey of a 45-acre tract on the TAC Central Campus, as well as the completion of a proposed timber management plan for the TAC West Campus.

### FY 2022 -23 Objectives:

- Finalize the long-term timber plan for the TAC West Campus.
- Successfully complete all scheduled timber management activities.

### Significant Budget Items:

- Natural variability of the annual timber harvest affects revenue.
- Final timber management plan on TAC West Campus also affects revenue.



## HUNTING & TIMBER

<b>GENERAL FUND</b>
HUNTING & TIMBER
<b>INCOME/REVENUES</b>
TIMBER
HUNTING
<b>TOTAL INCOME/REVENUES</b>

2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
Actual	Budget	Amended	Estimated	3 Year Average	Proposed
\$ 516,006	\$ 324,500	\$ 553,000	\$ 553,000	\$ 427,125	\$ 351,500
\$ 51,300	\$ 51,300	\$ 50,000	\$ 50,000	\$ 49,926	\$ 46,000
<b>\$ 567,306</b>	<b>\$ 375,800</b>	<b>\$ 603,000</b>	<b>\$ 603,000</b>	<b>\$ 477,051</b>	<b>\$ 397,500</b>

<b>EXPENSES</b>
<b>Total Personnel Services</b>
<b>Total Supplementary Expenses</b>
LEGAL FEES
PROFESSIONAL FEES
<b>Total Professional/Technical Services</b>
<b>Total Other Expenditures</b>
<b>Total Information Technology Services</b>
<b>Total Supplies</b>
<b>Total Other Purchased Services</b>
<b>Total Property Services</b>
<b>Total Payment in Lieu of Taxes</b>
<b>Total Grant Services</b>
<b>Total Marketing Services</b>
<b>Total Property Maintenance Services</b>
<b>Total Program Initiation</b>
FORESTRY
FORESTRY: COMPETITION CONTROL
FORESTRY: PLANTING
FORESTRY: REFORESTATION
FORESTRY: SITE PREP
FORESTRY: MANAGEMENT FEES
HUNTING PERMIT
MANAGEMENT FEES - HUNTING & TIMBER
<b>Total Hunting &amp; Timber Services</b>
<b>Total ESCA Grant Services</b>
<b>Total Management Fees</b>
<b>Total Fund Transfers</b>
<b>Total Other Purchased Services</b>
<b>Total Capital Expenditures</b>
<b>Total Debt Retirement</b>
<b>TOTAL EXPENSES</b>
<b>NET INCOME</b>

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 250	\$ -	\$ -	\$ 181	\$ 250
\$ -	\$ -	\$ 72,215	\$ 72,215	\$ 25,829	\$ 29,205
\$ -	\$ 250	\$ 72,215	\$ 72,215	\$ 26,009	\$ 29,455
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 8,299	\$ -	\$ -	\$ -	\$ 36,578	\$ -
\$ -	\$ -	\$ 2,500	\$ 2,500	\$ 4,187	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 43,488	\$ 7,922	\$ 6,392	\$ 6,392	\$ 29,946	\$ 51,865
\$ -	\$ 13,090	\$ 35,700	\$ 35,700	\$ 11,712	\$ 35,980
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 260	\$ 756	\$ 756	\$ -	\$ 756
\$ 44,130	\$ 27,845	\$ 43,700	\$ 43,700	\$ -	\$ -
\$ 95,918	\$ 49,117	\$ 89,048	\$ 89,048	\$ 82,423	\$ 88,601
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>\$ 95,918</b>	<b>\$ 49,367</b>	<b>\$ 161,263</b>	<b>\$ 161,263</b>	<b>\$ 108,433</b>	<b>\$ 118,056</b>
<b>\$ 471,388</b>	<b>\$ 326,433</b>	<b>\$ 441,737</b>	<b>\$ 441,737</b>	<b>\$ 368,618</b>	<b>\$ 279,444</b>

# ENVIRONMENTAL SERVICES COOPERATIVE AGREEMENT (ESCA)

The **ESCA Department** manages the expenditures of funds received through an Environmental Services Cooperative Agreement (ESCA) with the United States of America. The ESCA funds are primarily utilized to remediate environmental issues located on portions of the former Lone Star Army Ammunition Plant property.

## FY 2021 – 2022 Accomplishments:

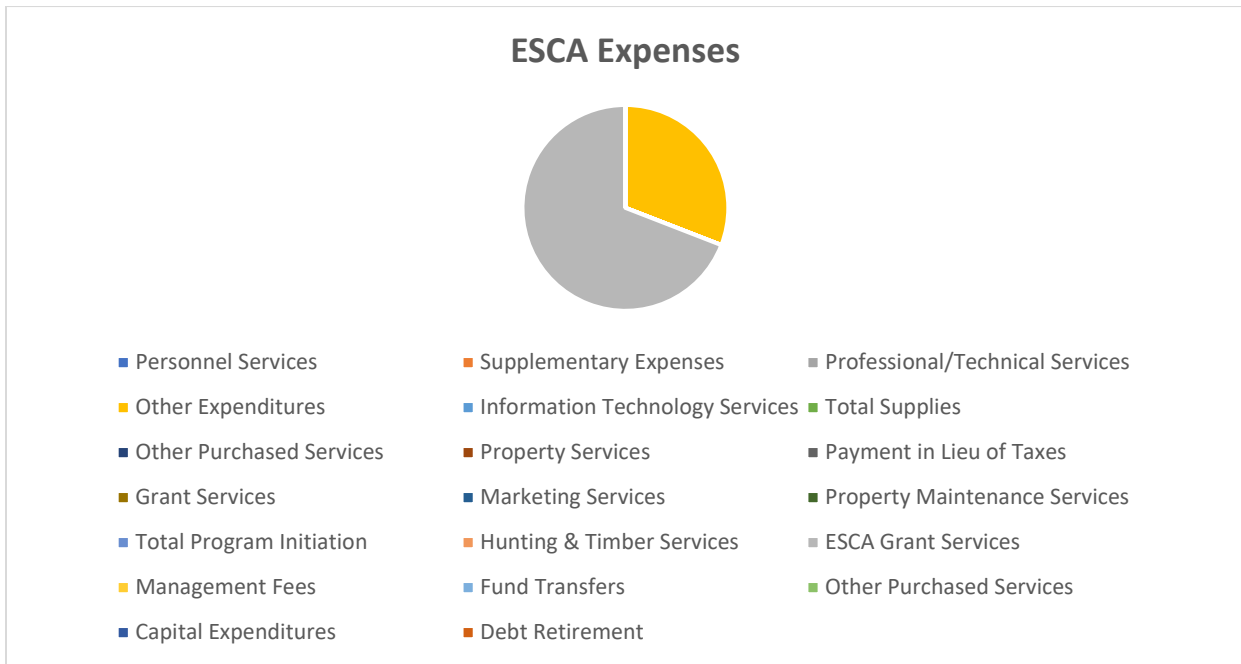
- Negotiated contract modification (9, 10 & 11) with the U.S. Army to increase ESCA funding levels by a total of \$517,255.20.
- Successfully removed “G – Ponds” from ESCA – related work.

## FY2022 – 2023 Objectives:

- Complete negotiations with U.S. Army on contract modification #12.
- Complete all environmental work scheduled for FY 2022 – 23.

## Significant Budget Items:

- U.S. Army in significant arrears regarding funding reimbursement to TAC, which has adversely affected ESCA revenues.
- The lack of current revenues makes revenue forecasting very challenging.
- No ESCA revenue is forecast to be received for the 2022 – 23 budget year due to the U.S. Army’s ongoing delinquent payments for service.





**ENVIRONMENTAL SERVICES COOPERATIVE AGREEMENT (ESCA)**

GENERAL FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
ESCA	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<b>INCOME/REVENUES</b>						
ESCA	\$ 766,032	\$ 1,905,953	\$ 2,147,838	\$ 2,147,838	\$ 1,792,127	\$ -
<b>TOTAL INCOME/REVENUES</b>	\$ 766,032	\$ 1,905,953	\$ 2,147,838	\$ 2,147,838	\$ 1,792,127	\$ -
<b>EXPENSES</b>						
<i>Total Personnel Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Supplementary Expenses</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Professional/Technical Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER INSURANCE	\$ 36,487	\$ 40,000	\$ 40,000	\$ 40,000	\$ 12,162	\$ 40,000
<i>Total Other Expenditures</i>	\$ 36,487	\$ 40,000	\$ 40,000	\$ 40,000	\$ 12,162	\$ 40,000
<i>Total Information Technology Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Supplies</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Other Purchased Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Property Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Payment in Lieu of Taxes</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Grant Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Marketing Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Property Maintenance Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Program Initiation</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Hunting &amp; Timber Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TECHNICAL PROGRAMS CLIN 1,2,3	\$ 1,808,106	\$ 1,778,503	\$ 1,905,192	\$ 1,905,192	\$ 1,723,298	\$ -
GM, PM, RM & QM CLIN 4,5	\$ -	\$ 127,450	\$ 825	\$ 825	\$ -	\$ -
GM, PM, RM, & QM CLIN 4,5 - LEGAL	\$ 945	\$ 50,000	\$ 50,000	\$ 50,000	\$ 52,586	\$ 50,000
GM, PM, RM, & QM CLIN 4,5 - SALARIES & WAGES	\$ 67,481	\$ 49,060	\$ 100,000	\$ 100,000	\$ 67,775	\$ 29,149
GM, PM, RM, & QM CLIN 4,5 - HEALTH INSURANCE	\$ 5,248	\$ 4,758	\$ 15,000	\$ 15,000	\$ 6,919	\$ 4,146
GM, PM, RM, & QM CLIN 4,5 - PENSION	\$ 6,549	\$ 5,408	\$ 15,000	\$ 15,000	\$ 7,460	\$ 3,544
GM, PM, RM, & QM CLIN 4,5 - PAYROLL TAXES	\$ 4,122	\$ 3,812	\$ 6,500	\$ 6,500	\$ 4,538	\$ 2,512
GM, PM, RM, & QM CLIN 4,5 - CELL PHONE	\$ 45	\$ 360	\$ 133	\$ 133	\$ 75	\$ -
GM, PM, RM, & QM CLIN 4,5 - WORKERS COMP	\$ 26	\$ 128	\$ 188	\$ 188	\$ 119	\$ 118
GM, PM, RM, & QM CLIN 4,5 - MATRIX ACTIVITIES	\$ -	\$ -	\$ -	\$ -	\$ 12,827	\$ -
GM, PM, RM, & QM CLIN 4,5 - TAC	\$ -	\$ -	\$ -	\$ -	\$ 32,143	\$ -
TCEQ REGULATORY SUPPORT CLIN 6	\$ 2,109	\$ 47,865	\$ 15,000	\$ 15,000	\$ 3,380	\$ -
<i>Total ESCA Grant Services</i>	\$ 1,894,631	\$ 2,067,344	\$ 2,107,838	\$ 2,107,838	\$ 1,911,120	\$ 89,469
<i>Total Management Fees</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Fund Transfers</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Other Purchased Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Capital Expenditures</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Debt Retirement</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENSES</b>	\$ 1,931,119	\$ 2,107,344	\$ 2,147,838	\$ 2,147,838	\$ 1,923,282	\$ 129,469
<b>NET INCOME</b>	\$ (1,165,087)	\$ (201,391)	\$ -	\$ -	\$ (131,156)	\$ (129,469)

## FACILITY OPERATIONS

The **Facility Operations Department** oversees the daily activities of property management, building maintenance and renovation, new construction, as well as providing capital planning and proposal solicitations for campus facilities.

### FY 2021 – 2022 Accomplishments:

- Completed construction of 'Spec' building.
- Purchased new capital equipment.
- Ongoing renovation and upgrades of various buildings and facilities to extend service life.

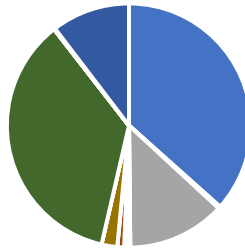
### FY2022 – 2023 Objectives:

- Initiate design of future Downtown Center and compile construction costs for ensuing budget cycles.
- Expand staffing to facilitate mission.
- Begin planning for new 'Spec' building.

### Significant Budget Items:

- Procurement of architectural design services for the proposed TAC Downtown Center.
- Ongoing fuel price volatility.
- Construction material price volatility.
- The purchase of capital equipment.

### Facility Operations Expenses



- |                            |                                   |                                   |
|----------------------------|-----------------------------------|-----------------------------------|
| ■ Personnel Services       | ■ Supplementary Expenses          | ■ Professional/Technical Services |
| ■ Other Expenditures       | ■ Information Technology Services | ■ Total Supplies                  |
| ■ Other Purchased Services | ■ Property Services               | ■ Payment in Lieu of Taxes        |
| ■ Grant Services           | ■ Marketing Services              | ■ Property Maintenance Services   |
| ■ Total Program Initiation | ■ Hunting & Timber Services       | ■ ESCA Grant Services             |
| ■ Management Fees          | ■ Fund Transfers                  | ■ Other Purchased Services        |
| ■ Capital Expenditures     | ■ Debt Retirement                 |                                   |

## FACILITY OPERATIONS

GENERAL FUND	
FACILITY OPERATIONS	
INCOME/REVENUES	
FRANCHISE FEES - ELECTRIC	
FRANCHISE FEES - NATURAL GAS	
FRANCHISE FEES - FIBER OPTIC	
FRANCHISE FEES - WATER	
PROJECT REIMBURSEMENT	
GRANTS RECEIVED	
EDA RAIL REHAB #1	
SALE OF NONCAPITAL ASSETS	
<b>TOTAL INCOME/REVENUES</b>	

2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
Actual	Budget	Amended	Estimated	3 Year Average	Proposed
\$ 53,242	\$ 43,000	\$ 45,000	\$ 45,000	\$ 56,119	\$ 45,000
\$ 2,041	\$ 25,000	\$ 4,500	\$ 4,500	\$ 2,116	\$ 2,200
\$ 830	\$ 1,000	\$ 428	\$ 428	\$ 1,362	\$ 750
\$ 108,710	\$ 106,000	\$ 95,000	\$ 95,000	\$ 103,040	\$ 90,000
\$ 28,570	\$ -	\$ -	\$ -	\$ 353,559	\$ -
\$ -	\$ -	\$ -	\$ -	\$ 538,089	\$ -
\$ -	\$ 864,550	\$ -	\$ -	\$ -	\$ -
\$ 1,324	\$ 2,500	\$ 1,374	\$ 1,374	\$ 1,803	\$ -
<b>\$ 194,717</b>	<b>\$ 1,042,050</b>	<b>\$ 146,302</b>	<b>\$ 146,302</b>	<b>\$ 1,056,089</b>	<b>\$ 137,950</b>

## FACILITY OPERATIONS

GENERAL FUND	
FACILITY OPERATIONS	
EXPENSES	
SALARIES & WAGES	
LONGEVITY	
INCENTIVES	
HEALTH INSURANCE	
PENSION	
PAYROLL TAXES	
UNEMPLOYMENT TAXES	
TRAINING & EDUCATION	
CELLULAR PHONE	
WORKERS COMPENSATION	
UNIFORMS	
TUITION REIMBURSEMENT	
OTHER EMPLOYMENT COSTS	
TEMPORARY LABOR	
<b>Total Personnel Services</b>	
DUES & MEMBERSHIPS	
CONFERENCES & TRAVEL	
<b>Total Supplementary Expenses</b>	
PROFESSIONAL FEES	
<b>Total Professional/Technical Services</b>	
<b>Total Other Expenditures</b>	
COMPUTER/IT	
COMPUTER HARDWARE	
COMPUTER SOFTWARE	
<b>Total Information Technology Services</b>	
OFFICE SUPPLIES	
<b>Total Supplies</b>	
ADVERTISING	
TELEPHONE & INTERNET	
UTILITIES	
<b>Total Other Purchased Services</b>	
WASTE MANAGEMENT	
CUSTODIAL SERVICES	
<b>Total Property Services</b>	
<b>Total Payment in Lieu of Taxes</b>	

2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
Actual	Budget	Amended	Estimated	3 Year Average	Proposed
\$ 311,579	\$ 422,497	\$ 375,000	\$ 375,000	\$ 227,414	\$ 435,654
\$ -	\$ 4,213	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 34,850	\$ -	\$ -	\$ -	\$ -
\$ 38,053	\$ 102,082	\$ 102,082	\$ 102,082	\$ 38,047	\$ 110,303
\$ 21,296	\$ 58,924	\$ 58,924	\$ 58,924	\$ 17,245	\$ 53,133
\$ 18,490	\$ 42,484	\$ 51,000	\$ 51,000	\$ 16,157	\$ 38,411
\$ -	\$ 1,739	\$ -	\$ -	\$ -	\$ -
\$ 3,554	\$ 5,400	\$ 1,000	\$ 1,000	\$ 1,850	\$ 7,000
\$ 1,633	\$ 3,314	\$ 5,000	\$ 5,000	\$ 1,676	\$ 6,340
\$ 805	\$ 6,663	\$ 6,663	\$ 6,663	\$ 3,267	\$ 6,325
\$ 2,755	\$ 4,193	\$ 5,000	\$ 5,000	\$ 2,949	\$ 5,625
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
\$ 415	\$ 2,070	\$ 10,500	\$ 10,500	\$ 573	\$ 2,400
\$ 18,633	\$ 25,000	\$ 41,500	\$ 41,500	\$ 6,211	\$ 25,000
<b>\$ 417,212</b>	<b>\$ 721,018</b>	<b>\$ 656,669</b>	<b>\$ 656,669</b>	<b>\$ 315,389</b>	<b>\$ 705,192</b>
\$ -	\$ 300	\$ 300	\$ 300	\$ 27	\$ 300
\$ 92	\$ 1,000	\$ 800	\$ 800	\$ 111	\$ 5,000
<b>\$ 92</b>	<b>\$ 1,300</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>	<b>\$ 137</b>	<b>\$ 5,300</b>
\$ 56,835	\$ 20,000	\$ 30,000	\$ 30,000	\$ 36,043	\$ 250,000
<b>\$ 56,835</b>	<b>\$ 20,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 36,043</b>	<b>\$ 250,000</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,928	\$ 5,000	\$ 8,000	\$ 8,000	\$ 2,930	\$ 5,000
\$ -	\$ -	\$ 198	\$ 198	\$ -	\$ 500
\$ -	\$ -	\$ 2,375	\$ 2,375	\$ -	\$ 2,500
<b>\$ 2,928</b>	<b>\$ 5,000</b>	<b>\$ 10,573</b>	<b>\$ 10,573</b>	<b>\$ 2,930</b>	<b>\$ 8,000</b>
\$ -	\$ -	\$ 80	\$ 80	\$ -	\$ 100
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80</b>	<b>\$ 80</b>	<b>\$ -</b>	<b>\$ 100</b>
\$ -	\$ -	\$ 300	\$ 300	\$ -	\$ 1,000
\$ -	\$ -	\$ 610	\$ 610	\$ -	\$ 300
\$ 2,363	\$ -	\$ 3,700	\$ 3,700	\$ 2,375	\$ 6,000
<b>\$ 2,363</b>	<b>\$ -</b>	<b>\$ 4,610</b>	<b>\$ 4,610</b>	<b>\$ 2,375</b>	<b>\$ 7,300</b>
\$ 5,744	\$ 6,000	\$ 9,500	\$ 9,500	\$ 5,386	\$ 9,000
\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
<b>\$ 14,144</b>	<b>\$ 14,400</b>	<b>\$ 17,900</b>	<b>\$ 17,900</b>	<b>\$ 13,786</b>	<b>\$ 17,400</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## FACILITY OPERATIONS

GENERAL FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
FACILITY OPERATIONS	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
GRANTS	\$ -	\$ -	\$ -	\$ -	\$ 399,344	\$ -
GRANTS ADMINISTRATIVE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
<b>Total Grant Services</b>	\$ -	\$ -	\$ -	\$ -	\$ 399,344	\$ 40,000
<b>Total Marketing Services</b>		\$ -	\$ -	\$ -		\$ -
BUILDING/FACILITY REPAIR PARTS	\$ 162,538	\$ 524,411	\$ 350,000	\$ 350,000	\$ 1,206,291	\$ 432,000
20 CIRCLE DRIVE #	\$ 2,052	\$ -	\$ 1,411	\$ 1,411	\$ 2,023	\$ 24,000
11 CHAPEL	\$ 9,328	\$ -	\$ -	\$ -	\$ 3,459	\$ 31,500
125 AUSTIN	\$ 26,020	\$ -	\$ -	\$ -	\$ 8,673	\$ -
MINOR TOOLS & EQUIPMENT	\$ 1,092	\$ 5,000	\$ 1,000	\$ 1,000	\$ 909	\$ 5,000
MATERIALS & SUPPLIES	\$ 6,987	\$ 10,000	\$ 7,000	\$ 7,000	\$ 6,031	\$ 10,000
EQUIPMENT MAINTENANCE	\$ 36,371	\$ 40,000	\$ 40,000	\$ 40,000	\$ 22,849	\$ 40,000
TRAFFIC & SIGN MATERIALS	\$ -	\$ 5,000	\$ 1,000	\$ 1,000	\$ -	\$ 5,000
PAVING MATERIALS	\$ -	\$ 10,000	\$ 9,900	\$ 9,900	\$ -	\$ 10,000
CONTRACT STREET MAINTENANCE	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 10,000
VEHICLE REPAIRS & MAINTENANCE	\$ 4,854	\$ 6,000	\$ 7,500	\$ 7,500	\$ 3,800	\$ 6,000
VEHICLE & EQUIPMENT FUEL	\$ 12,409	\$ 14,000	\$ 35,000	\$ 35,000	\$ 12,604	\$ 28,000
LAWN & MAINTENANCE	\$ 77,871	\$ 85,000	\$ 85,000	\$ 85,000	\$ 80,451	\$ 85,000
SECURITY	\$ -	\$ 6,000	\$ 2,500	\$ 2,500	\$ -	\$ 5,000
<b>Total Property Maintenance Services</b>	\$ 339,521	\$ 720,411	\$ 540,311	\$ 540,311	\$ 1,347,090	\$ 691,500
<b>Total Program Initiation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Hunting &amp; Timber Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total ESCA Grant Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Management Fees</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fund Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS CHARGES & SERVICES	\$ 658	\$ 2,500	\$ 502	\$ 502	\$ 644	\$ 2,500
<b>Total Other Purchased Services</b>	\$ 658	\$ 2,500	\$ 502	\$ 502	\$ 644	\$ 2,500
CAPITAL OUTLAY	\$ -	\$ 2,061,166	\$ 97,458	\$ 97,458	\$ 2,605,796	\$ -
DUKE WEST I SPEC BUILDING	\$ 7,777,844	\$ -	\$ 558,190	\$ 558,190	\$ 3,778	\$ -
INFRASTRUCTURE CAPITAL IMPROVEMENTS	\$ -	\$ 544,228	\$ 344,352	\$ 344,352	\$ -	\$ 100,000
BUILDING CAPITAL IMPROVEMENTS/REPAIRS	\$ -	\$ -	\$ 76,036	\$ 76,036	\$ -	\$ -
EQUIPMENT	\$ -	\$ 50,000	\$ 80,000	\$ 80,000	\$ -	\$ 50,000
VEHICLES	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Capital Expenditures</b>	\$ 7,777,844	\$ 2,685,393	\$ 1,156,036	\$ 1,156,036	\$ 2,609,574	\$ 200,000
PRINCIPAL *	\$ -	\$ 412,262	\$ -	\$ -	\$ -	\$ -
INTEREST*	\$ 83,689	\$ 231,221	\$ -	\$ -	\$ 27,896	\$ -
<b>Total Debt Retirement</b>	\$ 83,689	\$ 643,483	\$ -	\$ -	\$ 27,896	\$ -
<b>TOTAL EXPENSES</b>	\$ 8,695,284	\$ 4,813,505	\$ 2,417,781	\$ 2,417,782	\$ 4,755,209	\$ 1,927,292
<b>NET INCOME</b>	\$ (8,500,567)	\$ (3,771,455)	\$ (2,271,480)	\$ (2,271,480)	\$ (3,699,120)	\$ (1,789,342)

#RRAD Commander Residential Lease

\*Spec Building Financing

## REAL ESTATE AND MARKETING

The Real Estate and Marketing Department oversees the day – to -day management, promotion, leasing, and sales of surplus land and property received from the federal government.

### FY 2021 – 2022 Accomplishments:

- Successful real estate contracts (1) for the sale of the ‘Spec’ building and (2) for a 24,000 sq. foot manufacturing facility.
- Filled several key staff positions.

### FY2022 – 2023 Objectives:

- Market newly – designated “green” Data Center Park.
- Continue to increase both the number of jobs as well as the companies on the TAC Campus.

### Significant Budget Items:

- Ongoing cost inflation on real estate and economic development.
- Overall detrimental effects of a possible economic downturn.



## REAL ESTATE, MARKETING & SALES

GENERAL FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
REAL ESTATE, MARKETING & SALES	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<b>INCOME/REVENUES</b>						
LEASES	\$ 2,444,623	\$ 1,937,122	\$ 2,233,684	\$ 2,233,684	\$ 2,207,104	\$ 2,000,000
PROCESSING FEES	\$ -	\$ -	\$ 300	\$ 300	\$ -	\$ -
<b>TOTAL INCOME/REVENUES</b>	<b>\$ 2,444,623</b>	<b>\$ 1,937,122</b>	<b>\$ 2,233,984</b>	<b>\$ 2,233,984</b>	<b>\$ 2,207,104</b>	<b>\$ 2,000,000</b>

## REAL ESTATE, MARKETING & SALES

GENERAL FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
REAL ESTATE, MARKETING & SALES	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<b>EXPENSES</b>						
SALARIES & WAGES	\$ 312,413	\$ 268,127	\$ 400,000	\$ 400,000	\$ 205,398	\$ 334,590
REGULAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OVERTIME	\$ -	\$ 1,660	\$ -	\$ -	\$ -	\$ -
LONGEVITY	\$ -	\$ 2,670	\$ -	\$ -	\$ -	\$ -
INCENTIVES	\$ -	\$ 43,050	\$ -	\$ -	\$ -	\$ -
HEALTH INSURANCE	\$ 45,332	\$ 44,245	\$ 44,245	\$ 44,245	\$ 25,224	\$ 42,478
PENSION	\$ 36,674	\$ 39,871	\$ 35,518	\$ 35,518	\$ 21,845	\$ 40,750
PAYROLL TAXES	\$ 25,968	\$ 28,353	\$ 35,000	\$ 35,000	\$ 16,044	\$ 29,251
UNEMPLOYMENT TAXES	\$ -	\$ 769	\$ -	\$ -	\$ -	\$ -
TRAINING & EDUCATION	\$ 745	\$ 5,763	\$ 2,000	\$ 2,000	\$ 1,492	\$ 5,550
CELLULAR PHONE	\$ 2,391	\$ 2,337	\$ 3,600	\$ 3,600	\$ 1,605	\$ 4,880
WORKERS COMPENSATION	\$ 35	\$ 794	\$ 775	\$ 775	\$ 342	\$ 1,116
UNIFORMS	\$ 359	\$ 1,040	\$ -	\$ -	\$ 431	\$ 900
OTHER EMPLOYMENT COSTS	\$ -	\$ 120	\$ 180	\$ 180	\$ 11,609	\$ -
TEMPORARY LABOR	\$ -	\$ 30,000	\$ 45,418	\$ 45,418	\$ -	\$ 30,000
<b>Total Personnel Services</b>	<b>\$ 423,917</b>	<b>\$ 468,799</b>	<b>\$ 566,736</b>	<b>\$ 566,736</b>	<b>\$ 283,988</b>	<b>\$ 489,515</b>
DUES & MEMBERSHIPS	\$ 17,136	\$ 25,195	\$ 26,000	\$ 26,000	\$ 16,737	\$ 25,195
CONFERENCES & TRAVEL	\$ 14,213	\$ 108,285	\$ 24,000	\$ 24,000	\$ 18,543	\$ 108,285
MEETINGS & ENTERTAINMENT	\$ -	\$ -	\$ 1,150	\$ 1,150	\$ -	\$ -
<b>Total Supplementary Expenses</b>	<b>\$ 31,349</b>	<b>\$ 133,480</b>	<b>\$ 51,150</b>	<b>\$ 51,150</b>	<b>\$ 35,281</b>	<b>\$ 133,480</b>
LEGAL FEES	\$ 106,730	\$ 100,000	\$ 200,000	\$ 200,000	\$ 113,263	\$ 100,000
PROFESSIONAL FEES	\$ 43,557	\$ 100,000	\$ 75,000	\$ 75,000	\$ 44,419	\$ 100,000
<b>Total Professional/Technical Services</b>	<b>\$ 150,287</b>	<b>\$ 200,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 157,682</b>	<b>\$ 200,000</b>
OTHER INSURANCE *	\$ 323,188	\$ 357,772	\$ 490,000	\$ 490,000	\$ 292,261	\$ 393,549
<b>Total Other Expenditures</b>	<b>\$ 323,188</b>	<b>\$ 357,772</b>	<b>\$ 490,000</b>	<b>\$ 490,000</b>	<b>\$ 292,261</b>	<b>\$ 393,549</b>
COMPUTER/IT	\$ 25,917	\$ 25,000	\$ 25,000	\$ 25,000	\$ 16,537	\$ 25,000
COMPUTER HARDWARE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
COMPUTER SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WEBSITE FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Information Technology Services</b>	<b>\$ 25,917</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 16,537</b>	<b>\$ 25,000</b>
OFFICE SUPPLIES	\$ -	\$ 2,000	\$ 66	\$ 66	\$ -	\$ -
POSTAGE	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ 2,000
<b>Total Supplies</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ 1,066</b>	<b>\$ 1,066</b>	<b>\$ -</b>	<b>\$ 2,000</b>

## REAL ESTATE, MARKETING & SALES

GENERAL FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
REAL ESTATE, MARKETING & SALES	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
ADVERTISING	\$ -	\$ -	\$ 274	\$ 274	\$ -	\$ -
TELEPHONE & INTERNET	\$ (480)	\$ 1,000	\$ 588	\$ 588	\$ (320)	\$ 1,000
UTILITIES	\$ 6,076	\$ 4,500	\$ 22,000	\$ 22,000	\$ 4,984	\$ 4,500
<b>Total Other Purchased Services</b>	\$ 5,596	\$ 5,500	\$ 22,862	\$ 22,862	\$ 4,663	\$ 5,500
CUSTODIAL SERVICES	\$ -	\$ -	\$ 3,600	\$ 3,600	\$ -	\$ -
<b>Total Property Services</b>	\$ -	\$ -	\$ 3,600	\$ 3,600	\$ -	\$ -
<b>Total Payment in Lieu of Taxes</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GRANTS	\$ -	\$ 35,000	\$ 38,189	\$ 38,189	\$ -	\$ 35,000
<b>Total Grant Services</b>	\$ -	\$ 35,000	\$ 38,189	\$ 38,189	\$ -	\$ 35,000
MARKETING	\$ 31,528	\$ 160,000	\$ 250,000	\$ 250,000	\$ 134,863	\$ 160,000
MARKETING: ROI	\$ 15,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -
MARKETING: ADVERTISING	\$ 149,691	\$ -	\$ -	\$ -	\$ -	\$ -
MARKETING: MEALS & ENTERTAINMENT	\$ 5,321	\$ -	\$ -	\$ -	\$ 1,774	\$ -
MARKETING: PROMOTIONAL ITEMS	\$ 1,528	\$ -	\$ -	\$ -	\$ 509	\$ -
MARKETING: MISC	\$ -	\$ -	\$ -	\$ -	\$ 2,279	\$ -
COST OF SALES & LEASES	\$ 7,694	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,681	\$ 15,000
<b>Total Marketing Services</b>	\$ 210,762	\$ 175,000	\$ 265,000	\$ 265,000	\$ 155,106	\$ 175,000
PREVENTATIVE MAINTENANCE - PROPERTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VEHICLE REPAIRS & MAINTENANCE	\$ 155	\$ 700	\$ 175	\$ 175	\$ 175	\$ 700
VEHICLE & EQUIPMENT FUEL	\$ 490	\$ 3,000	\$ 1,000	\$ 1,000	\$ 489	\$ 3,000
LAWN & MAINTENANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Property Maintenance Services</b>	\$ 645	\$ 3,700	\$ 1,175	\$ 1,175	\$ 664	\$ 3,700
<b>Total Program Initiation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Hunting &amp; Timber Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total ESCA Grant Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Management Fees</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Fund Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS CHARGES & SERVICES	\$ 380	\$ 1,000	\$ 643	\$ 643	\$ 279	\$ 1,000
BAD DEBT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other Purchased Services</b>	\$ 380	\$ 1,000	\$ 643	\$ 643	\$ 279	\$ 1,000
BUILDING CAPITAL IMPROVEMENTS/REPAIRS	\$ -	\$ -	\$ -	\$ -	\$ 14,850	\$ -
<b>Total Capital Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ 14,850	\$ -
<b>Total Debt Retirement</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENSES</b>	\$ 1,172,041	\$ 1,407,251	\$ 1,740,421	\$ 1,740,421	\$ 961,310	\$ 1,463,744
<b>NET INCOME</b>	\$ 1,272,582	\$ 529,871	\$ 493,563	\$ 493,563	\$ 1,245,795	\$ 536,256

\* 10% ANNUAL PREMIUM INCREASE

**GENERAL FUND - CAPITAL PROJECTS**

FUND	GENERAL FUND CAPITAL PROJECTS	2020-21	2021-22	2021-22	2021-22	2022-23
		Actual	Budget	Amended	Projected	PROPOSED
	<b>EXPENSES BY FUND</b>					
	<b>BEGINNING FUND BALANCE</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
	NET (Revenue - Expenses)	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>PROJECTED ENDING FUND BALANCE</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>REVENUES</b>					
	FUND BALANCE APPROPRIATED	\$ -	\$ -	\$ -	\$ -	\$ -
	OTHER REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -
	OVER/SHORT	\$ -	\$ -	\$ -	\$ -	\$ -
	INTEREST	\$ -	\$ -	\$ -	\$ -	\$ -
	LOAN PROCEEDS	\$ -	\$ -	\$ -	\$ -	\$ -
	BOND PROCEEDS	\$ -	\$ -	\$ -	\$ -	\$ -
	PREMIUM ON BOND	\$ -	\$ -	\$ -	\$ -	\$ -
	FUND TRANSFER-GENERAL FUND	\$ -	\$ -	\$ -	\$ -	\$ -
	FUND TRANSFER-OTHER	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>EXPENDITURES</b>					
	PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL PURCHASED PROFESSIONAL SERVICES</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	BUILDINGS	\$ -	\$ -	\$ -	\$ -	\$ -
	IMPROVEMENTS OTHER THAN BUILDINGS	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL CAPITAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	BOND DISCOUNT	\$ -	\$ -	\$ -	\$ -	\$ -
	BOND ISSUANCE COSTS	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL DEBT RETIREMENT</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -



## GENERAL FUND DEBT SERVICE

The General Fund Debt Service Department contains the principal and interest for only General Fund – related debt, as well as all payment agent fees and the budget for possible debt issuance.

Please review the subsequent Debt section of this document for more detailed, long – term information.

## GENERAL FUND DEBT SERVICE

### SUMMARY OF GENERAL FUND DEBT SERVICE

FUND	GENERAL I & S FUND	2020-21	2021-22	2021-22	2019 - 21	2022-23
<b>EXPENSES BY FUND</b>		Actual	Budget	Amended	3 Year Average	PROPOSED
<b>BEGINNING FUND BALANCE</b>		\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues		\$ -	\$ -	\$ -	\$ -	\$ 553,117
Total Expenses		\$ -	\$ -	\$ -	\$ -	\$ 553,117
NET (Revenue - Expenses)		\$ -	\$ -	\$ -	\$ -	\$ -
<b>PROJECTED ENDING FUND BALANCE</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>REVENUES</b>		2020-21	2021-22	2021-22	2019 - 21	2022-23
FUND TRANSFER		Actual	Budget	Amended	3 Year Average	PROPOSED
		\$ -	\$ -	\$ -	\$ -	\$ 553,117
		\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES		\$ -	\$ -	\$ -	\$ -	\$ 553,117
<b>EXPENDITURES</b>		2020-21	2021-22	2021-22	2019 - 21	2022-23
MISC SERVICES & CHARGES		Actual	Budget	Amended	3 Year Average	PROPOSED
		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other Objects</b>		\$ -	\$ -	\$ -	\$ -	\$ -
TRANSFER TO OTHER FUNDS		\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Transfers</b>		\$ -	\$ -	\$ -	\$ -	\$ -
LOAN PRINCIPAL		\$ -	\$ -	\$ -	\$ -	\$ 310,359
LOAN INTEREST		\$ -	\$ -	\$ -	\$ -	\$ 242,758
<b>Total Debt Retirement</b>		\$ -	\$ -	\$ -	\$ -	\$ 553,117
TOTAL EXPENDITURES		\$ -	\$ -	\$ -	\$ -	\$ 553,117

**GENERAL FUND - DEBT SERVICE**

Principal and Interest Requirements

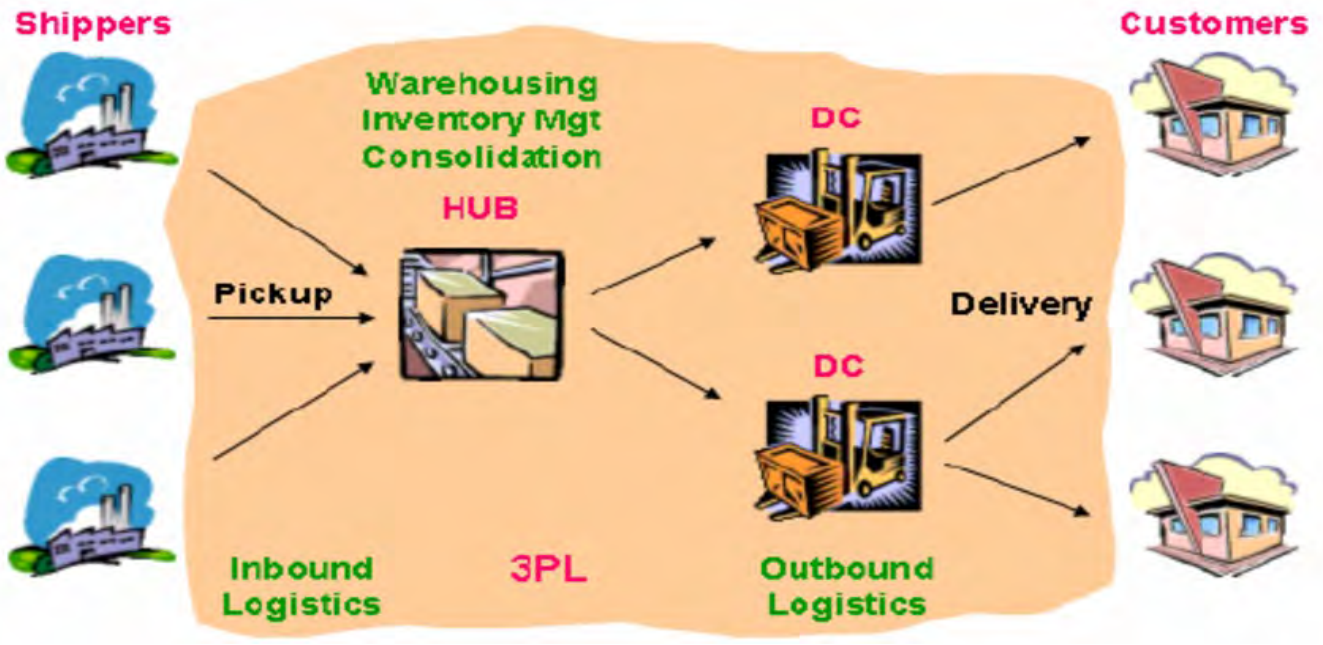
**GUARANTY BANK LOAN**

Year Ending	INTEREST			PRINCIPAL			GENERAL FUND REQUIREMENTS	YEAR END OUTSTANDING PRINCIPAL BALANCE
	SEPT 30	December 26	June 26	Total	December 26	June 26		
2023	\$ 122,899.68	\$ 119,858.77	\$ 242,758.45	\$ 153,658.96	\$ 156,699.87	\$ 310,358.83	\$ 553,117.28	\$ 7,616,524.28
2024	\$ 118,087.83	\$ 115,630.87	\$ 233,718.70	\$ 158,470.81	\$ 160,927.77	\$ 319,398.58	\$ 553,117.28	\$ 7,297,125.70
2025	\$ 113,135.82	\$ 109,997.71	\$ 223,133.53	\$ 163,422.82	\$ 166,560.93	\$ 329,983.75	\$ 553,117.28	\$ 6,967,141.95
2026	\$ 108,019.70	\$ 104,830.66	\$ 212,850.36	\$ 168,538.94	\$ 171,727.98	\$ 340,266.92	\$ 553,117.28	\$ 6,626,875.03
2027	\$ 102,744.14	\$ 99,502.59	\$ 202,246.73	\$ 173,814.50	\$ 177,056.05	\$ 350,870.55	\$ 553,117.28	\$ 6,276,004.48
2028	\$ 97,304.19	\$ 94,525.00	\$ 191,829.19	\$ 179,254.45	\$ 182,033.64	\$ 361,288.09	\$ 553,117.28	\$ 5,914,716.39
2029	\$ 91,702.73	\$ 88,351.24	\$ 180,053.97	\$ 184,855.91	\$ 188,207.40	\$ 373,063.31	\$ 553,117.28	\$ 5,541,653.08
2030	\$ 85,918.69	\$ 82,509.63	\$ 168,428.32	\$ 190,639.95	\$ 194,049.01	\$ 384,688.96	\$ 553,117.28	\$ 5,156,964.12
2031	\$ 79,954.41	\$ 76,485.97	\$ 156,440.38	\$ 196,604.23	\$ 200,072.67	\$ 396,676.90	\$ 553,117.28	\$ 4,760,287.22
2032	\$ 73,804.27	\$ 70,660.73	\$ 144,465.00	\$ 202,754.37	\$ 205,897.91	\$ 408,652.28	\$ 553,117.28	\$ 4,351,634.94
2033	\$ 67,468.46	\$ 63,875.72	\$ 131,344.18	\$ 209,090.18	\$ 212,682.92	\$ 421,773.10	\$ 553,117.28	\$ 3,929,861.84
2034	\$ 60,929.22	\$ 57,271.38	\$ 118,200.60	\$ 215,629.42	\$ 219,287.26	\$ 434,916.68	\$ 553,117.28	\$ 3,494,945.16
2035	\$ 54,186.20	\$ 50,461.24	\$ 104,647.44	\$ 222,372.44	\$ 226,097.40	\$ 448,469.84	\$ 553,117.28	\$ 3,046,475.32
2036	\$ 47,233.05	\$ 43,677.55	\$ 90,910.60	\$ 229,325.59	\$ 232,881.09	\$ 462,206.68	\$ 553,117.28	\$ 2,584,268.64
2037	\$ 40,066.92	\$ 36,201.40	\$ 76,268.32	\$ 236,491.72	\$ 240,357.24	\$ 476,848.96	\$ 553,117.28	\$ 2,107,419.68
2038	\$ 32,673.78	\$ 28,734.66	\$ 61,408.44	\$ 243,884.86	\$ 247,823.98	\$ 491,708.84	\$ 553,117.28	\$ 1,615,710.84
2039	\$ 25,050.25	\$ 21,035.24	\$ 46,085.49	\$ 251,508.39	\$ 255,523.40	\$ 507,031.79	\$ 553,117.28	\$ 1,108,679.05
2040	\$ 17,189.14	\$ 13,167.83	\$ 30,356.97	\$ 259,369.50	\$ 263,390.81	\$ 522,760.31	\$ 553,117.28	\$ 585,918.74
2041	\$ 9,084.18	\$ 4,910.23	\$ 13,994.41	\$ 267,474.46	\$ 271,648.41	\$ 539,122.87	\$ 553,117.28	\$ 46,795.87
2042	\$ 725.53	\$ -	\$ 725.53	\$ 46,795.87	\$ -	\$ 46,795.87	\$ 47,521.40	\$ 0.00

DATE OF LOAN: 6/26/2022  
 FINANCIAL INSTITUTION: GUARANTY BANK  
 AMOUNT AUTHORIZED AND ISSUED: \$7,926,883.11  
 INTEREST RATE: 3.0500%  
 PURPOSE: CONSTRUCTION OF SPEC BUILDING

# THIRD PARTY LOGISTICS (LOGISTICS)

## HOW 3PL WORKS



## THIRD PARTY LOGISTICS (3PL) ENTERPRISE FUND

The Logistics Fund handles the day – to – day operations of assisting TexAmericas Center customers with customized solutions such as warehousing, inventory management, order fulfillment, shipping and receiving, FTL and LTL freight shipping, picking, packing, and reverse logistics (returns).

### FY 2021 – 2022 Accomplishments:

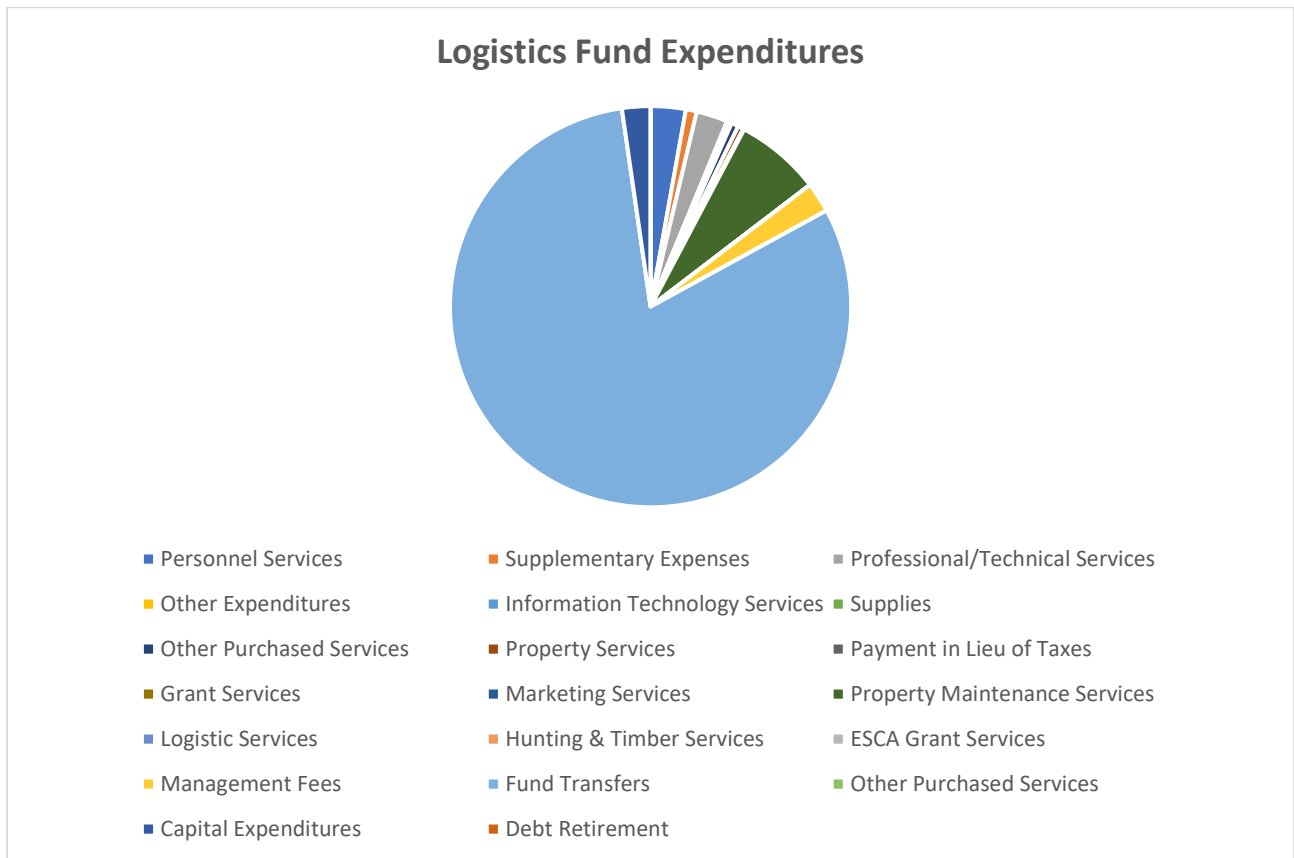
- Increased the number of Logistics contracts by 80% year – over – year.
- Increased the amount of *projected* revenue by 204% year – over – year.

### FY2022 – 2023 Objectives:

- Continue to increase Logistics contracts annually by 40%.
- Increase staffing levels, as appropriate.

### Significant Budget Items:

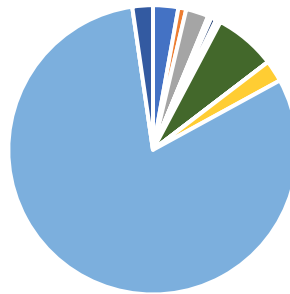
- Downtown in the overall economic climate.
- Rising staffing costs.
- Equipment acquisition costs.



## LOGISTICS FUND EXPENDITURE SUMMARY

	Logistics Fund
<b>Personnel Services</b>	\$ 36,917
<b>Supplementary Expenses</b>	\$ 11,500
<b>Professional/Technical Services</b>	\$ 33,000
<b>Other Expenditures</b>	\$ 1,000
<b>Information Technology Services</b>	\$ 2,600
<b>Supplies</b>	\$ 1,600
<b>Other Purchased Services</b>	\$ 7,500
<b>Property Services</b>	\$ 6,000
<b>Payment in Lieu of Taxes</b>	\$ -
<b>Grant Services</b>	\$ -
<b>Marketing Services</b>	\$ 1,000
<b>Property Maintenance Services</b>	\$ 90,000
<b>Logistic Services</b>	\$ -
<b>Hunting &amp; Timber Services</b>	\$ -
<b>ESCA Grant Services</b>	\$ -
<b>Management Fees</b>	\$ 31,642
<b>Fund Transfers</b>	\$ 1,054,725
<b>Other Purchased Services</b>	\$ -
<b>Capital Expenditures</b>	\$ 30,000
<b>Debt Retirement</b>	\$ -
<b>Total</b>	\$ 1,307,484

### Logistics Fund Expenditures



- |                            |                                   |                                   |
|----------------------------|-----------------------------------|-----------------------------------|
| ■ Personnel Services       | ■ Supplementary Expenses          | ■ Professional/Technical Services |
| ■ Other Expenditures       | ■ Information Technology Services | ■ Supplies                        |
| ■ Other Purchased Services | ■ Property Services               | ■ Payment in Lieu of Taxes        |
| ■ Grant Services           | ■ Marketing Services              | ■ Property Maintenance Services   |
| ■ Logistic Services        | ■ Hunting & Timber Services       | ■ ESCA Grant Services             |
| ■ Management Fees          | ■ Fund Transfers                  | ■ Other Purchased Services        |
| ■ Capital Expenditures     | ■ Debt Retirement                 |                                   |

## THIRD PARTY LOGISTICS POSITIONS SUMMARY

### SUMMARY OF BUDGETED POSITIONS

SUMMARY of AUTHORIZED POSITIONS	2020-21		2021-22		2022-23	
All Budgeted Funds	Full - Time	Part - Time	Full - Time	Part - Time	Full - Time	Part - Time
<b>LOGISTICS</b>						
Vice-President for Logistics	1.0	0.0	1.0	0.0	1.0	0.0
Logistics Manager	1.0	0.0	1.0	0.0	1.0	0.0
Logistics Clerk	2.0	0.0	2.0	0.0	2.0	0.0
Logistics Laborer	6.0	0.0	6.0	0.0	6.0	0.0
<b>TOTAL LOGISTICS</b>	10.0	0.0	10.0	0.0	10.0	0.0

\*Increase in staffing levels for 2022-23 due to anticipated demand for Logistics Services.

## LOGISTICS ENTERPRISE FUND

LOGISTICS FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<b>INCOME/REVENUES</b>						
PROJECT REIMBURSEMENT	\$ -	\$ -	\$ 1,556	\$ 1,556	\$ -	\$ -
LOGISTICS CONTRACT	\$ 1,667	\$ 345,830	\$ 448,771	\$ 448,771	\$ 556	\$ 1,369,152
<b>TOTAL INCOME/REVENUES</b>	<b>\$ 1,667</b>	<b>\$ 345,830</b>	<b>\$ 450,327</b>	<b>\$ 450,327</b>	<b>\$ 556</b>	<b>\$ 1,369,152</b>

**LOGISTICS ENTERPRISE FUND**

LOGISTICS FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
<b>EXPENSES</b>						
SALARIES & WAGES	\$ 125,492	\$ -	\$ -	\$ -	\$ 43,116	\$ -
HEALTH INSURANCE	\$ 8,593	\$ -	\$ -	\$ -	\$ 2,952	\$ -
PENSION	\$ 8,462	\$ -	\$ -	\$ -	\$ 2,821	\$ -
PAY ROLL TAXES	\$ 10,643	\$ -	\$ 1,446	\$ 1,446	\$ 3,666	\$ -
TRAINING & EDUCATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
CELLULAR PHONE	\$ 330	\$ -	\$ 600	\$ 600	\$ 110	\$ 14,600
WORKERS COMPENSATION	\$ (24)	\$ -	\$ 1,500	\$ 1,500	\$ (8)	\$ 11,517
UNIFORMS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,500
OTHER EMPLOYMENT COSTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,300
TEMPORARY LABOR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Personnel Services</b>	<b>\$ 153,496</b>	<b>\$ -</b>	<b>\$ 3,546</b>	<b>\$ 3,546</b>	<b>\$ 52,657</b>	<b>\$ 36,917</b>
DUES & MEMBERSHIPS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONFERENCES & TRAVEL	\$ 2,180	\$ 10,000	\$ 1,000	\$ 1,000	\$ 727	\$ 10,000
MEETINGS & ENTERTAINMENT	\$ -	\$ -	\$ 500	\$ 500	\$ -	\$ 1,500
<b>Total Supplementary Expenses</b>	<b>\$ 2,180</b>	<b>\$ 10,000</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 727</b>	<b>\$ 11,500</b>
AUDITING FEES	\$ -	\$ 10,000	\$ 2,000	\$ 2,000	\$ -	\$ 10,000
ACCOUNTING FEES	\$ -	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	\$ 12,000
LEGAL FEES	\$ -	\$ 10,000	\$ 576	\$ 576	\$ -	\$ 10,000
PROFESSIONAL FEES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
<b>Total Professional/Technical Services</b>	<b>\$ -</b>	<b>\$ 32,000</b>	<b>\$ 14,576</b>	<b>\$ 14,576</b>	<b>\$ -</b>	<b>\$ 33,000</b>
OTHER INSURANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
<b>Total Other Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>
COMPUTER/IT	\$ 475	\$ 2,600	\$ -	\$ -	\$ 158	\$ 2,600
<b>Total Information Technology Services</b>	<b>\$ 475</b>	<b>\$ 2,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 158</b>	<b>\$ 2,600</b>
OFFICE SUPPLIES	\$ 378	\$ 1,500	\$ 349	\$ 349	\$ 126	\$ 1,500
POSTAGE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100
<b>Total Supplies</b>	<b>\$ 378</b>	<b>\$ 1,500</b>	<b>\$ 349</b>	<b>\$ 349</b>	<b>\$ 126</b>	<b>\$ 1,600</b>
TELEPHONE & INTERNET	\$ -	\$ 7,320	\$ 4,000	\$ 4,000	\$ -	\$ 2,500
UTILITIES	\$ 755	\$ 5,000	\$ 10,000	\$ 10,000	\$ 252	\$ 5,000
<b>Total Other Purchased Services</b>	<b>\$ 755</b>	<b>\$ 12,320</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 252</b>	<b>\$ 7,500</b>
WASTE MANAGEMENT	\$ -	\$ 5,000	\$ 2,000	\$ 2,000	\$ -	\$ 5,000
JANITORIAL SUPPLIES	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
<b>Total Custodial Services</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ -</b>	<b>\$ 6,000</b>
<b>Total Payment in Lieu of Taxes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Grant Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
MARKETING	\$ 27	\$ 1,000	\$ 40	\$ 40	\$ 9	\$ 1,000
<b>Total Marketing Services</b>	<b>\$ 27</b>	<b>\$ 1,000</b>	<b>\$ 40</b>	<b>\$ 40</b>	<b>\$ 9</b>	<b>\$ 1,000</b>
BUILDING/FACILITY REPAIR PARTS	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -
EQUIPMENT RENTAL	\$ -	\$ 32,250	\$ 4,000	\$ 4,000	\$ -	\$ 45,000
MINOR TOOLS & EQUIPMENT *	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ 10,500
MATERIALS & SUPPLIES	\$ 863	\$ 1,500	\$ 1,500	\$ 1,500	\$ 288	\$ 1,500
EQUIPMENT MAINTENANCE	\$ 198	\$ 4,000	\$ 4,000	\$ 4,000	\$ 66	\$ 4,000
VEHICLE REPAIRS & MAINTENANCE	\$ -	\$ 200	\$ 5,000	\$ 5,000	\$ -	\$ 3,500
VEHICLE & EQUIPMENT FUEL	\$ -	\$ 1,500	\$ 2,000	\$ 2,000	\$ -	\$ 1,500
PROPANE	\$ -	\$ 23,820	\$ 5,300	\$ 5,300	\$ -	\$ 20,000
SECURITY	\$ 373	\$ 1,000	\$ 5,000	\$ 5,000	\$ 124	\$ 4,000
<b>Total Property Maintenance Services</b>	<b>\$ 1,434</b>	<b>\$ 64,270</b>	<b>\$ 37,800</b>	<b>\$ 37,800</b>	<b>\$ 478</b>	<b>\$ 90,000</b>
<b>Total Program Initiation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Hunting &amp; Timber Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total ESCA Grant Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
MANAGEMENT FEES - TAC	\$ -	\$ 32,471	\$ 32,471	\$ 32,471	\$ -	\$ 31,642
<b>Total Management Fees</b>	<b>\$ -</b>	<b>\$ 32,471</b>	<b>\$ 32,471</b>	<b>\$ 32,471</b>	<b>\$ -</b>	<b>\$ 31,642</b>
LEASED EMPLOYEES	\$ -	\$ 919,152	\$ 250,000	\$ 250,000	\$ -	\$ 1,054,725
<b>Total Fund Transfers</b>	<b>\$ -</b>	<b>\$ 919,152</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 1,054,725</b>



## LOGISTICS ENTERPRISE FUND

LOGISTICS FUND	2020-21	2021-22	2021-22	2021-22	2019 - 21	2022-23
	Actual	Budget	Amended	Estimated	3 Year Average	Proposed
MISCELLANEOUS CHARGES & SERVICES	\$ -	\$ -	\$ 50	\$ 50	\$ -	\$ -
<i>Total Other Purchased Services</i>	\$ -	\$ -	\$ 50	\$ 50	\$ -	\$ -
VEHICLES	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
<i>Total Capital Expenditures</i>	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
<i>Total Debt Retirement</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENSES</b>	\$ 158,745	\$ 1,111,313	\$ 356,332	\$ 356,332	\$ 54,406	\$ 1,307,483
<b>NET INCOME</b>	\$ (157,078)	\$ (765,483)	\$ 93,995	\$ 93,995	\$ (53,851)	\$ 61,669

\* Portacool = \$6,500 & Refrigerator = \$2,500

PROJECTED BEGINNING FUND BALANCE	\$ -	\$ 93,995
	<u>\$ 93,995</u>	<u>\$ 61,669</u>
PROJECTED ENDING FUND BALANCE	<u>\$ 93,995</u>	<u>\$ 155,664</u>

# RAILROAD OPERATIONS



## **RAILROAD OPERATIONS**

### **ENTERPRISE FUND**

The Railroad Operations Department provides the day – to – day process of operating and maintaining a rail storage and switching operation and a transload facility, while also providing other customized rail-centric solutions to TAC’s customers.

#### **FY 2021 – 2022 Accomplishments:**

First year operations of the Railroad under TAC management.

Assumed responsibility for EDA grant administration.

Applied for several grants to assist with infrastructure improvements.

Implemented a rail maintenance program and initiated various safety improvements.

#### **FY2022 – 2023 Objectives:**

Continued infrastructure improvements.

Refine ongoing budgetary priorities.

Business expansion and economic development.

Expand revenue sources to facilitate capital investment.

#### **Significant Budget Items:**

Grant matching funds for EDA grant.

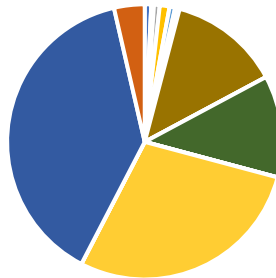
Capital expenditures for EDA grant funds.

Funding for ongoing infrastructure improvements.

## RAILROAD EXPENDITURE SUMMARY

	<b>Railroad Fund</b>
<b>Personnel Services</b>	\$ 17,924
<b>Supplementary Expenses</b>	\$ 7,250
<b>Professional/Technical Services</b>	\$ 16,000
<b>Other Expenditures</b>	\$ 27,000
<b>Information Technology Services</b>	\$ 15,250
<b>Supplies</b>	\$ 2,600
<b>Other Purchased Services</b>	\$ 9,000
<b>Property Services</b>	\$ 950
<b>Payment in Lieu of Taxes</b>	\$ -
<b>Grant Services</b>	\$ 307,138
<b>Marketing Services</b>	\$ -
<b>Property Maintenance Services</b>	\$ 281,000
<b>Logistic Services</b>	\$ -
<b>Hunting &amp; Timber Services</b>	\$ -
<b>ESCA Grant Services</b>	\$ -
<b>Management Fees</b>	\$ 667,762
<b>Fund Transfers</b>	\$ -
<b>Other Purchased Services</b>	\$ -
<b>Capital Expenditures</b>	\$ 910,000
<b>Debt Retirement</b>	\$ 84,342
<b>Total</b>	<b>\$2,346,216</b>

### Railroad Fund Expenditures



- |                            |                                   |                                   |
|----------------------------|-----------------------------------|-----------------------------------|
| ■ Personnel Services       | ■ Supplementary Expenses          | ■ Professional/Technical Services |
| ■ Other Expenditures       | ■ Information Technology Services | ■ Supplies                        |
| ■ Other Purchased Services | ■ Property Services               | ■ Payment in Lieu of Taxes        |
| ■ Grant Services           | ■ Marketing Services              | ■ Property Maintenance Services   |
| ■ Logistic Services        | ■ Hunting & Timber Services       | ■ ESCA Grant Services             |
| ■ Management Fees          | ■ Fund Transfers                  | ■ Other Purchased Services        |
| ■ Capital Expenditures     | ■ Debt Retirement                 |                                   |

**RAILROAD OPERATIONS  
AUTHORIZED FULL TIME EMPLOYEES (FTE)**

**SUMMARY OF BUDGETED POSITIONS**

<b>SUMMARY of AUTHORIZED POSITIONS</b>	<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</b>	
<b>All Budgeted Funds</b>	<b>Full - Time</b>	<b>Part - Time</b>	<b>Full - Time</b>	<b>Part - Time</b>	<b>Full - Time</b>	<b>Part - Time</b>
<b>RAILROAD</b>						
General Manager	0.0	0.0	1.0	0.0	1.0	0.0
Locomotive Engineer	0.0	0.0	2.0	0.0	2.0	0.0
Switchman	0.0	0.0	2.0	0.0	2.0	0.0
<b>TOTAL RAILROAD</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>	<b>0.0</b>	<b>5.0</b>	<b>0.0</b>

## Railroad Operations Budget Summary

### RAILROAD ENTERPRISE FUND

RAILROAD FUND	2020-21		2021-22		2021-22		2019 - 21		2022-23	
	Actual	Amended	Estimated	3 Year Average@	Proposed					
<b>INCOME/REVENUES</b>										
EDA RAIL REHAB #1	\$ -	\$ -	\$ -	\$ 432,275	\$ 864,550					
OTHER REVENUE	\$ -	\$ 144,070	\$ 144,070	\$ 197,035	\$ 250,000					
MOVEMENT FEES	\$ -	\$ 159,800	\$ 159,800	\$ 167,400	\$ 175,000					
STORAGE FEES	\$ -	\$ 788,924	\$ 788,924	\$ 794,462	\$ 800,000					
<b>TOTAL INCOME/REVENUES</b>	<b>\$ -</b>	<b>\$ 1,092,794</b>	<b>\$ 1,092,794</b>	<b>\$ 1,591,172</b>	<b>\$ 2,089,550</b>					

## RAILROAD ENTERPRISE FUND

RAILROAD FUND	2020-21	2021-22	2021-22	2019 - 21	2022-23
	Actual	Amended	Estimated	3 Year Average®	Proposed
<b>EXPENSES</b>					
REGULAR	\$ -	\$ -	\$ -	\$ -	\$ -
HEALTH INSURANCE	\$ -	\$ -	\$ -	\$ -	\$ -
PENSION	\$ -	\$ -	\$ -	\$ -	\$ -
PAYROLL TAXES	\$ -	\$ -	\$ -	\$ -	\$ -
TRAINING & EDUCATION	\$ -	\$ 1,500	\$ 1,500	\$ 3,250	\$ 5,000
CELLULAR PHONE	\$ -	\$ 2,684	\$ 2,684	\$ 3,082	\$ 3,480
WORKERS COMPENSATION	\$ -	\$ 6,937	\$ 6,937	\$ 6,378	\$ 5,819
UNIFORMS	\$ -	\$ 500	\$ 500	\$ 1,813	\$ 3,125
TUITION REIMBURSEMENT	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER EMPLOYMENT COSTS	\$ -	\$ 502	\$ 502	\$ 501	\$ 500
TEMPORARY LABOR	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Personnel Services</b>	\$ -	\$ 12,123	\$ 12,123	\$ 15,023	\$ 17,924
DUES & MEMBERSHIPS	\$ -	\$ 2,383	\$ 2,383	\$ 2,442	\$ 2,500
CONFERENCES & TRAVEL	\$ -	\$ 3,417	\$ 3,417	\$ 3,709	\$ 4,000
MEETINGS & ENTERTAINMENT	\$ -	\$ 500	\$ 500	\$ 625	\$ 750
<b>Total Supplementary Expenses</b>	\$ -	\$ 6,301	\$ 6,301	\$ 6,775	\$ 7,250
AUDITING FEES	\$ -	\$ 2,500	\$ 2,500	\$ 5,000	\$ 7,500
ACCOUNTING FEES	\$ -	\$ 12,423	\$ 12,423	\$ 9,962	\$ 7,500
LEGAL FEES	\$ -	\$ 15,000	\$ 15,000	\$ 8,000	\$ 1,000
PROFESSIONAL FEES	\$ -	\$ 90,811	\$ 90,811	\$ 45,406	\$ -
<b>Total Professional/Technical Services</b>	\$ -	\$ 120,734	\$ 120,734	\$ 68,367	\$ 16,000
OTHER INSURANCE	\$ -	\$ 30,000	\$ 30,000	\$ 28,500	\$ 27,000
<b>Total Other Expenditures</b>	\$ -	\$ 30,000	\$ 30,000	\$ 28,500	\$ 27,000
COMPUTER HARDWARE	\$ -	\$ 2,311	\$ 2,311	\$ 2,531	\$ 2,750
COMPUTER SOFTWARE	\$ -	\$ 265	\$ 265	\$ 5,133	\$ 10,000
IT PROFESSIONAL FEES	\$ -	\$ -	\$ -	\$ 1,250	\$ 2,500
<b>Total Information Technology Services</b>	\$ -	\$ 2,576	\$ 2,576	\$ 8,913	\$ 15,250
OFFICE SUPPLIES	\$ -	\$ 3,577	\$ 3,577	\$ 3,038	\$ 2,500
POSTAGE	\$ -	\$ -	\$ -	\$ 50	\$ 100
<b>Total Supplies</b>	\$ -	\$ 3,577	\$ 3,577	\$ 3,088	\$ 2,600
TELEPHONE & INTERNET	\$ -	\$ 4,092	\$ 4,092	\$ 3,546	\$ 3,000
UTILITIES	\$ -	\$ 7,025	\$ 7,025	\$ 6,512	\$ 6,000
<b>Total Other Purchased Services</b>	\$ -	\$ 11,117	\$ 11,117	\$ 10,059	\$ 9,000
WASTE MANAGEMENT	\$ -	\$ -	\$ -	\$ 375	\$ 750
JANITORIAL SUPPLIES	\$ -	\$ 148	\$ 148	\$ 174	\$ 200
<b>Total Custodial Services</b>	\$ -	\$ 148	\$ 148	\$ 549	\$ 950
PILOT EXPENSE	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Payment in Lieu of Taxes</b>	\$ -	\$ -	\$ -	\$ -	\$ -
GRANTS	\$ -	\$ -	\$ -	\$ 45,500	\$ 91,000
EDA RAIL REHAB #1 MATCH	\$ -	\$ -	\$ -	\$ 108,069	\$ 216,138
<b>Total Grant Services</b>	\$ -	\$ -	\$ -	\$ 153,569	\$ 307,138

**RAILROAD ENTERPRISE FUND**

RAILROAD FUND	2020-21	2021-22	2021-22	2019 - 21	2022-23
	Actual	Amended	Estimated	3 Year Average@	Proposed
<b>Total Marketing Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -
BUILDING/FACILITY REPAIR PARTS	\$ -	\$ 3,000	\$ 3,000	\$ 2,000	\$ 1,000
EQUIPMENT RENTAL	\$ -	\$ 119	\$ 119	\$ 1,060	\$ 2,000
MINOR TOOLS & EQUIPMENT	\$ -	\$ 4,800	\$ 4,800	\$ 5,400	\$ 6,000
MATERIALS & SUPPLIES	\$ -	\$ 2,300	\$ 2,300	\$ 2,400	\$ 2,500
EQUIPMENT MAINTENANCE	\$ -	\$ 5,300	\$ 5,300	\$ 30,150	\$ 55,000
TRAFFIC & SIGN MATERIALS	\$ -	\$ -	\$ -	\$ 250	\$ 500
RAIL MAINTENANCE#	\$ -	\$ 21,205	\$ 21,205	\$ 78,102	\$ 135,000
VEHICLE REPAIRS & MAINTENANCE	\$ -	\$ 3,804	\$ 3,804	\$ 3,902	\$ 4,000
VEHICLE & EQUIPMENT FUEL	\$ -	\$ 36,095	\$ 36,095	\$ 43,048	\$ 50,000
LAWN & MAINTENANCE##	\$ -	\$ 30,000	\$ 30,000	\$ 27,500	\$ 25,000
<b>Total Property Maintenance Services</b>	\$ -	\$ 106,623	\$ 106,622	\$ 193,811	\$ 281,000
<b>Total Program Initiation</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Hunting &amp; Timber Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total ESCA Grant Services</b>	\$ -	\$ -	\$ -	\$ -	\$ -
LEASED EMPLOYEES	\$ -	\$ 320,000	\$ 320,000	\$ 493,881	\$ 667,762
<b>Total Management Fees</b>	\$ -	\$ 320,000	\$ 320,000	\$ 493,881	\$ 667,762
<b>Total Fund Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS CHARGES & SERVICES	\$ -	\$ 30	\$ 30	\$ 15	\$ -
BAD DEBT	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other Purchased Services</b>	\$ -	\$ 30	\$ 30	\$ 15	\$ -
INFRASTRUCTURE CAPITAL IMPROVEMENTS/REPAIRS	\$ -	\$ -	\$ -	\$ 455,000	\$ 910,000
EQUIPMENT *	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Expenditures</b>	\$ -	\$ -	\$ -	\$ 455,000	\$ 910,000
PRINCIPAL***	\$ -	\$ -	\$ -	\$ -	\$ -
INTEREST	\$ -	\$ 20,000	\$ 20,000	\$ 36,367	\$ 52,733
DEPRECIATION EXPENSE	\$ -	\$ 42,312	\$ 42,312	\$ 36,960	\$ 31,608
<b>Total Debt Retirement</b>	\$ -	\$ 62,312	\$ 62,312	\$ 73,327	\$ 84,342
<b>TOTAL EXPENSES</b>	\$ -	\$ 675,540	\$ 675,540	\$ 1,510,878	\$ 2,346,215
<b>NET INCOME</b>	\$ -	\$ 417,254	\$ 417,254	\$ 80,294	\$ (256,665)

@Two Years Used As Fund Is Only In The Second Year

\*Budget FY21-22 Loan Proceeds for Rail and Front End Loader

\*\*Rail Expenses Capitalized

\*\*\*Projected Loan Principal Payment for FY 22-23

#Ballast, Ties, Surfacing, etc...

##Right-of-Way Maintenance

\$ 1,100,000

\$ 1,059,460

\$ 197,717



## **RAILROAD FUND DEBT SERVICE**

The Railroad Fund Debt Service Department contains the principal and interest for only Railroad Enterprise Fund – related debt.

Please review the following Debt section of this document for more detailed, long – term information.

# RAILROAD FUND DEBT SUMMARY

## RAILROAD FUND - DEBT SERVICE

### PRINCIPAL AND INTEREST REQUIREMENTS

	ANNUAL INTEREST	ANNUAL PRINCIPAL	
YEAR ENDING SEPT 30	YTD PAYMENTS	YTD PAYMENTS	TOTAL REQUIREMENTS
2023	\$ 52,733.24	\$ 197,717.32	\$ 250,450.56
2024	\$ 42,278.69	\$ 208,171.87	\$ 250,450.56
2025	\$ 31,025.03	\$ 219,425.53	\$ 250,450.56
2026	\$ 19,289.46	\$ 231,161.10	\$ 250,450.56
2027	\$ 6,926.26	\$ 243,524.18	\$ 250,450.44
<b>TOTAL</b>	<b>\$152,252.68</b>	<b>\$ 1,100,000.00</b>	<b>\$ 1,252,252.68</b>

DATE OF LOAN: 9/15/2022  
 PAYING AGENT/REGISTRAR: Guaranty Bank  
 AMOUNT OF ORIGINAL ISSUE: \$1,100,000  
 INTEREST RATE: 5.15%  
 PURPOSE: Railroad Infrastructure

### SUMMARY OF RAILROAD FUND - DEBT SERVICE

	ANNUAL INTEREST	ANNUAL PRINCIPAL	
YEAR ENDING SEPT 30	YTD PAYMENTS	YTD PAYMENTS	TOTAL REQUIREMENTS
2023	\$ 52,733.24	\$ 197,717.32	\$ 250,450.56
2024	\$ 42,278.69	\$ 208,171.87	\$ 250,450.56
2025	\$ 31,025.03	\$ 219,425.53	\$ 250,450.56
2026	\$ 19,289.46	\$ 231,161.10	\$ 250,450.56
2027	\$ 6,926.26	\$ 243,524.18	\$ 250,450.44
<b>TOTAL</b>	<b>\$152,252.68</b>	<b>\$ 1,100,000.00</b>	<b>\$ 1,252,252.68</b>

**FY 2022-23  
LABOR TABLE**

#	Employee Name	Position Description	Hours Worked	2021 Pay	2022 Performance Adjustment	2022 Hourly Maximum Rate	2022 Annual Pay	2022 Pay	2023 Performance Adjustment	2023 Hourly Maximum Rate	2023 Annual Pay	Longevity Pay	Overtime %	Overtime \$	Gross Pay	Payroll Taxes	TWC Tax	Total Taxes	Health, Dental, Vision, HRA, Life	401a TAC Match	Telephone	Uniforms	Other Employment Costs	Workers Comp	Training-Safety, Licensing, Continuing Ed	Total Yrly Payroll with OT & Benefits	Hrly Rt. With OT & Benefits
1	Scott Norton	Executive Director/CEO	2080.00	186,733.07	184,114.94	91.33	189,964.03	189,964.03	193,320.69	97.01	201,787.33	1,933.21	Exempt	-	203,720.54	17,575.07	9.00	17,584.07	23,722.15	25,706.72	312.26	400.00	-	1,100.00	1,000.00	273,545.74	131.51
2	Holly Sleek	Accounting Manager	2080.00	82,165.89	86,274.18	31.25	65,000.00	65,000.00	75,000.00	36.06	75,000.00	750.00	Exempt	-	75,750.00	6,483.28	9.00	6,492.28	16,614.77	8,218.75	780.04	250.00	-	70.51	1,000.00	109,176.35	52.49
3	Marla Byrd	Executive Assistant/Office Manager	2080.00	64,192.29	67,401.90	32.40	67,401.90	66,118.06	69,423.96	33.38	69,423.96	694.24	Exempt	-	70,118.20	6,088.65	9.00	6,097.65	11,230.90	8,512.02	960.00	250.00	-	70.51	-	97,239.28	46.75
4	Eric Voyles	Executive Vice President/CEDO	2080.00	149,304.54	156,769.77	75.37	153,783.68	153,783.68	161,472.86	77.63	161,472.86	1,614.73	Exempt	-	163,087.59	14,035.64	9.00	14,044.64	11,230.90	19,424.80	960.00	400.00	-	145.00	1,850.00	211,142.93	101.51
5	Melanie Pyle	Administrative Assistant to EVP/CEDO	2080.00	40,289.60	45,000.00	21.63	45,000.00	45,000.00	47,250.00	22.72	47,250.00	472.50	5%	2,362.50	47,722.50	4,438.87	9.00	4,447.87	11,230.90	5,979.38	1,960.00	250.00	-	145.00	1,850.00	75,948.15	36.51
6	Pam Richardson	Receptionist/Administrative Assistant Facility Operations	2080.00	41,704.00	45,000.00	21.63	45,000.00	45,000.00	47,250.00	22.72	47,250.00	472.50	5%	2,362.50	47,722.50	4,438.87	9.00	4,447.87	16,614.77	5,979.38	1,960.00	625.00	-	70.51	-	79,782.53	38.36
7	Jeff Whitten	Executive Vice President/COO	2080.00	137,885.75	144,780.04	69.61	153,783.68	153,783.68	161,472.86	77.63	161,472.86	1,614.73	Exempt	-	163,087.59	13,985.15	9.00	13,994.15	16,614.77	19,424.80	300.04	625.00	300.00	1,100.00	5,000.00	220,446.35	105.98
8	Open	Maintenance Technician	2080.00	36,400.00	38,220.00	20.00	41,600.00	41,600.00	43,680.00	21.00	43,680.00	436.80	5%	2,184.00	44,116.80	3,987.83	9.00	3,996.83	16,614.77	5,527.60	300.04	625.00	300.00	1,100.00	-	74,765.04	35.94
9	David Sellers	Maintenance Technician	2080.00	31,200.00	36,400.00	18.00	37,440.00	37,440.00	39,312.00	20.00	41,600.00	416.00	5%	2,080.00	42,016.00	3,778.19	9.00	3,787.19	11,230.90	4,992.00	300.04	625.00	300.00	1,100.00	-	66,431.13	31.94
10	Tyler Poe	Laborer - TAC E	2080.00	30,160.00	33,280.00	16.00	33,280.00	33,280.00	34,944.00	18.00	37,440.00	374.40	5%	1,872.00	37,814.40	3,398.68	9.00	3,407.68	16,614.77	4,440.80	300.04	625.00	300.00	1,100.00	-	66,474.69	31.96
11	Open	Laborer - TAC E	2080.00	31,200.00	33,280.00	16.00	33,280.00	33,280.00	34,944.00	17.00	35,360.00	353.60	5%	1,768.00	35,713.60	3,228.82	9.00	3,237.82	16,614.77	4,425.20	300.04	625.00	300.00	1,100.00	-	64,084.43	30.81
12	Alberto Jimenez	Labor Foreman/Abatement Supervisor	2080.00	59,877.07	62,870.92	30.23	62,870.92	62,870.92	66,014.47	31.74	66,014.47	660.14	Exempt	-	66,674.61	5,781.56	9.00	5,790.56	23,722.15	7,941.38	960.00	625.00	600.00	1,100.00	1,000.00	108,413.70	52.12
13	Courtney Gutierrez	Proposal Content & Client Experience Coordinator	2080.00	37,086.40	45,000.00	21.63	45,000.00	45,000.00	47,250.00	22.72	47,250.00	472.50	Exempt	-	47,722.50	4,235.54	9.00	4,244.54	11,230.90	5,684.06	1,960.00	250.00	-	145.00	1,850.00	73,087.00	35.14
14	Richard Redfearn	Operations Supervisor	2080.00	64,000.00	64,000.00	30.77	64,000.00	64,000.00	67,200.00	32.31	67,200.00	672.00	Exempt	-	67,872.00	5,921.10	9.00	5,930.10	11,230.90	8,568.00	960.00	625.00	300.00	1,100.00	1,000.00	97,586.00	46.92
15	John Moran	Vice President of Finance	2080.00	110,000.00	113,300.00	54.47	113,300.00	113,300.00	118,965.00	57.19	118,965.00	1,189.65	Exempt	-	120,154.65	10,425.63	9.00	10,434.63	11,230.90	15,168.04	960.00	625.00	-	70.51	1,000.00	159,643.73	76.75
17	Mike Adams	Operations Technician	2080.00							21.63	45,000.00	450.00	5%	2,250.00	45,450.00	4,182.92	9.00	4,191.92	23,722.15	6,018.75	960.00	625.00	300.00	1,100.00	-	84,639.46	40.69

**FY 2022-23  
LABOR TABLE**

Employee Name	Position Description	W/C Code	Hours Worked	2022 Performance	2022 Hourly Maximum Rate	2022 Annual Pay	2022 Pay	2023 Performance	2023 Hourly Maximum Rate	2023 Annual Pay	Longevity Pay	Overtime %	Overtime \$	Gross Pay	Payroll Taxes	TWC Tax	Total Taxes	Health, Dental, Vision, HRA, Life	401a TAC Match	Telephone	Uniforms	Other Employment Costs	Workers Comp	Training-Safety, Licensing, Continuing Ed	Total Yrly Payroll with OT & Benefits	Hrly Rt. With OT & Benefits	
John Sesler	Vice President of Logistics		2080.00	128,750.00	61.90	128,750.00	128,750.00	135,187.50	64.99	135,187.50	1,351.88	Exempt	-	136,539.38	11,837.29	9.00	11,846.29	11,230.90	17,236.41	960.00	625.00	300.00	1,100.00	1,000.00	180,837.98	86.94	
Open	Logistics Manager		2080.00	50,000.00	25.24	52,500.00	52,500.00	55,125.00	26.50	55,125.00	551.25	Exempt	-	55,676.25	4,946.85	9.00	4,955.85	23,722.15	7,028.44	1,960.00	625.00	300.00	1,100.00	1,000.00	96,367.69	46.33	
Open	Logistics Clerk		2080.00	32,240.00	33,852.00	16.28	33,852.00	33,852.00	17.09	35,544.60	355.45	5%	1,777.23	35,900.05	3,319.44	9.00	3,328.44	23,722.15	4,754.09	960.00	250.00	300.00	1,100.00	-	72,091.96	34.66	
Open	Logistics Clerk		2080.00	31,200.00	32,760.00	15.75	32,760.00	32,760.00	16.54	34,398.00	343.98	5%	1,719.90	34,741.98	3,291.23	9.00	3,300.23	23,722.15	4,600.73	1,960.00	250.00	300.00	1,100.00	-	71,694.99	34.47	
Open	Logistics Laborer		2080.00	31,200.00	32,760.00	15.75	32,760.00	32,760.00	16.54	34,398.00	343.98	5%	1,719.90	34,741.98	3,214.73	9.00	3,223.73	23,722.15	4,600.73	960.00	625.00	300.00	1,100.00	-	70,993.49	34.13	
Open	Logistics Laborer		2080.00	31,200.00	32,760.00	15.75	32,760.00	32,760.00	16.54	34,398.00	343.98	5%	1,719.90	34,741.98	3,291.23	9.00	3,300.23	23,722.15	4,600.73	1,960.00	625.00	300.00	1,100.00	-	72,069.99	34.65	
Open	Logistics Laborer		2080.00	31,200.00	32,760.00	15.75	32,760.00	32,760.00	16.54	34,398.00	343.98	5%	1,719.90	34,741.98	3,214.73	9.00	3,223.73	23,722.15	4,600.73	960.00	625.00	300.00	1,100.00	-	70,993.49	34.13	
Open	Logistics Laborer		2080.00	31,200.00	32,760.00	15.75	32,760.00	32,760.00	16.54	34,398.00	343.98	5%	1,719.90	34,741.98	3,291.23	9.00	3,300.23	23,722.15	4,600.73	1,960.00	625.00	300.00	1,100.00	-	72,069.99	34.65	
Open	Logistics Laborer		2080.00	31,200.00	32,760.00	15.75	32,760.00	32,760.00	16.54	34,398.00	343.98	5%	1,719.90	34,741.98	3,214.73	9.00	3,223.73	23,722.15	4,600.73	960.00	625.00	300.00	1,100.00	-	70,993.49	34.13	
Open	Logistics Laborer		2080.00	31,200.00	32,760.00	15.75	32,760.00	32,760.00	16.54	34,398.00	343.98	5%	1,719.90	34,741.98	3,291.23	9.00	3,300.23	23,722.15	4,600.73	1,960.00	625.00	300.00	1,100.00	-	72,069.99	34.65	
Incentives				41,000.00		41,000.00		41,000.00						41,000.00	3,528.56		3,528.56		5,125.00						90,653.56		
						-		-						-	-		-		-								
						Regular Wage	444,422.00		507,643.10		466,643.10	4,666.44		13,816.53	512,309.54	46,441.25	90.00	46,531.25	224,730.26	66,349.05	14,600.00	5,500.00	3,000.00	11,000.00	2,000.00	940,836.63	

**FY 2022-23  
LABOR TABLE**

Employee Name	Position Description	Type	Hours Worked	2022 Pay	Performance Adjustment	2023 Hourly Maximum Rate	2023 Annual Pay	Longevity Pay	Overtime %	Overtime \$	Gross Pay	Payroll Taxes	TWC Tax	Total Taxes	Health, Dental, Vision, HRA, Life	401a TAC Match	Telephone	Uniforms	Other Employment Costs	Workers Comp	Training-Safety, Licensing, Continuing Ed	Total Yrly Payroll with OT & Benefits	Hrly Rt. With OT & Benefits
Darryl Thompson	General Manager of Railroad and Transload	Salary	2080.00	110,000.00	5,500.00	55.53	115,500.00	1,155.00	Exempt	-	116,655.00	10,124.11	9.00	10,133.11	16,614.77	14,726.25	960.00	625.00	100.00	1,100.00	1,000.00	161,914.13	77.84
	Locomotive Engineers	Hourly	2080.00	29,120.00	1,456.00	16.00	33,280.00	332.80	5%	1,664.00	35,276.80	3,109.45	9.00	3,118.45	11,230.90	4,409.60	960.00	625.00	100.00	1,100.00	1,000.00	57,820.75	27.80
	Locomotive Engineers	Hourly	2080.00	39,998.40	1,999.92	20.19	41,998.32	419.98	5%	2,099.92	44,518.22	3,854.30	9.00	3,863.30	16,614.77	5,564.78	300.04	625.00	100.00	1,100.00	1,000.00	73,686.11	35.43
	Switchmen	Salary	2080.00	77,000.00	3,850.00	38.87	80,850.00	808.50	Exempt	-	81,658.50	7,050.69	9.00	7,059.69	23,722.15	10,207.31	300.04	625.00	100.00	1,100.00	1,000.00	125,772.69	60.47
	Switchmen	Salary	2080.00	77,000.00	3,850.00	38.87	80,850.00	808.50	Exempt	-	81,658.50	7,101.17	9.00	7,110.17	23,722.15	10,207.31	960.00	625.00	100.00	1,100.00	1,000.00	126,483.13	60.81

## FIXED ASSETS

### FIXED ASSETS

AS OF: SEPTEMBER 30, 2021

		General Fund
<b>TexAmericas Center:</b>		
Land and Timber	\$	16,225,127
Buildings and Improvements	\$	27,535,810
Roads and Rail	\$	19,791,356
Equipment	\$	470,248
Construction in Progress	\$	-
Construction Held for Sale or Lease	\$	7,938,987
<b>TOTAL FIXED ASSETS</b>	<b>\$</b>	<b>71,961,528</b>
	(Less Accumulated Depreciated)	\$ (26,452,886)
<b>NET PLANT, PROPERTY &amp; EQUIPMENT</b>	<b>\$</b>	<b>45,508,642</b>



# Glossary

## Glossary

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**3PL:** (Third Party Logistics) Is defined relative to logistics and supply chain management as an organization's use of third – party businesses to outsource elements of its distribution, warehousing, and fulfillment services.

**Accrual basis:** Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period. For example, in Enterprise Funds, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to the receipt or disbursement of cash.

**Amortization:** The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

**Balanced Budget:** A balanced budget occurs when projected revenues match (or exceed) the projected number of planned expenditures. This term is usually applied to government budgets, where revenues are relatively fixed and funding reserves are minimal, so expenditures must be tightly controlled.

**Bonds:** A written promise, generally under seal, to pay a specified sum of money called the face value, at a fixed time in the future called the maturity date and carrying interest at a fixed rate payable periodically. Note: The difference between a note and a bond is that the latter usually runs for a longer period and requires greater legal formality

**Budget:** A budget is a legal document that provides local government officials the authority to incur obligations, generate revenue, and pay expenses.

**Business type activity:** Business type activities are financed in whole or in part by fees charged to external parties for goods and services. These activities are usually reported in enterprise funds which follow essentially the same accounting rules as a private enterprise.

**Capital expenditures:** Capital expenditures refer to funds that are used for the purchase, improvement, or maintenance of long – term assets to improve the efficiency or capacity of the organization. Long – term assets are usually physical, fixed and non – consumable assets such as property (land), equipment, or infrastructure, have an initial cost more than \$5,000 and have a useful service life of more than five (5) years.

**Capital Project Fund:** These funds are used in governmental accounting to track the financial resources used to acquire and/or construct a major capital asset. Once the asset has been completed, the fund is typically terminated, although in practice some capital funds are used over the years to account for multiple projects. TAC procures major capital assets through capital funds, which are subsequently budgeted through the capital budget process. These funds account for financial resources that are restricted, committed or assigned to expenditure for capital outlays, except for those financed by Proprietary Funds or for assets held in trust for individuals, private organizations, or other governments.

**Component Department:** An administrative division of TAC having management responsibility for an operation or a group of related operations within a defined functional area.

**Debt Service Funds:** Debt service funds are set aside to pay the principal and interest on debt owed by TAC. Balances are not kept in the debt service accounts of TAC; rather, funds are transferred in year-to-year from other funds based on the debt retirement schedules of TAC.



**Depreciation:** Depreciation is the accrual accounting concept using various methods to expense capitalized costs of an asset over its estimated useful life.

**Enterprise fund:** A fund established to account for operations that are financed and operated in a manner like a private business, i.e., the intent of the governing body is that the cost of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges.

**Expenditure:** The cost of goods delivered, and services rendered whether paid or unpaid.

**Fiscal year (FY):** The 12-month period, October 1st to September 30th, to which the annual operating budget applies and, at the end of which, financial position and the results of operations are determined.

**Full-Time Equivalent (FTE):** A method to convert part-time hours worked to that of full-time worker in a like position based on 2080 hours per year.

**Fund:** Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions, activities or objectives with special regulations, restrictions, or limitations. A fund is a self-balancing set of accounts recording financial resources with all related liabilities resulting in equities or balances. The accounts of TexAmericas Center (TAC) are organized based upon funds and account groups in order to report on its financial position and results of its operations.

**Fund Balance:** Fund balance is an accumulation of revenues minus expenditures. Each fund maintained by TAC has a fund balance.

**Fund Equity:** The difference between assets and liabilities reported in an enterprise fund.

**Generally Accepted Accounting Principles (GAAP):** Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund:** The District's (TAC) major operating fund to account for all financial resources, except those accounted for in another fund.

**Government Finance Officers Association (GFOA):** The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for public benefit.

**Lease:** A contract that conveys control of the right to use another entity's non-financial asset (the underlying asset) as specified in the contract for a period of time in an exchange or exchange-like transaction.

**Major Fund:** A fund whose total assets plus deferred outflows, liabilities plus deferred inflows, revenues, or expenditures/expenses of the individual governmental or enterprise fund are at least 10 percent of the corresponding total (assets, liabilities, etc.)

**Modified Accrual:** The modification of full accrual accounting; in the example of this budget, amortization and depreciation expenses are not included in the General Fund operating budget.

**Net Assets:** The difference between assets and liabilities of assets and liabilities of proprietary funds. Net assets may be further divided into unrestricted and restricted amounts like constraints of legislation or external parties, trust amounts for pensions or pools, or other purposes like invested in capital assets, net of related debt.

**Operating budget:** The operating budget is the authorized revenues and expenditures for on-going district services and is the primary means by which a government is controlled. The life span of an operating budget is typically one year. Personnel costs, supplies, and other charges are found in an operating budget.

**Proprietary Fund:** Typically used to account for activities that receive significant support from fees and charges. There are two types of proprietary funds: enterprise funds and internal service funds. TAC utilizes two proprietary funds that are also enterprise funds: The Logistics and Railroad Funds.

**Revenue:** The income of TAC used to fund operations. Typical revenue examples for TAC are charges for services, interest, fees, and real estate contributions.

**RRAD:** Red River Army Depot.

**Structural Deficit:** Occurs when a budget deficit persists for an extended time and is not linked to the state of the economy.

**TAC:** TexAmericas Center.