



Adopted September 28, 2021

www.TexAmericasCenter.com

TexAmericas CENTER®

amentum

ARRAY
TECHNOLOGIES

BAE SYSTEMS
INSPIRED WORK

Braswell
Services

Bristol

CONSTRUCTION SERVICES, LLC

CHEROKEE NATION.
Businesses

EDO'S
TRUCKING Incorporated

EXPANSION
AMMUNITION

EXPAL

HWH
HARRISON
WALKER &
HARPER 1887

IsoNova®
Part of Diana
in SYMRISE NUTRITION SEGMENT

JSR
INC.

Loc

M₂
Services Corporation

Matrix
ENVIRONMENTAL

MTP
DRIVETRAIN SERVICES



RWRD

Rowe Casa
ORGANICS



SCE
Spring Creek Enterprises

Southern
Aluminum

TEXARKANA
COLLEGE

Woodfield Trucking



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**ADOPTED BUDGET FOR THE
FISCAL YEAR 2021-2022**

Executive Director/CEO – Scott Norton

Vice President for Finance/CFO – 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

	<u>Appointing Authority/Jurisdiction</u>
Jim Roberts – Chairman	Mayor of Wake Village
Ben King – Vice-Chairman	Mayor of Texarkana
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
Fred Norton	Bowie County Judge
Steve Mayo	Bowie County Judge
Steven Seals	Mayor of Maud
Craig McDuffie	Mayor of Red Lick



MISSION STATEMENT

Our mission is to create 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

- Determine the Feasibility of Taking Over Railroad Operations from the Current Vendor Located on the TAC East Campus.
- Conduct a Market Feasibility Study to Determine Market Interest Relative to a TAC Operated Railroad.



- If Feasible, negotiate for the Purchase of Existing Leases of Businesses Currently Using Rail Network.
- 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

CHARACTERISTIC	SUCCESS METRIC
Increase in High-Paying, Professional Positions that Establish TAC as a Regional Data 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

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



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 28, 2021

To: Board of Directors of TexAmericas Center

RE: 2021/2022 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 you with the TexAmericas Center's 2021-2022 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 as well as the accomplishments of our organization.

BUDGET OVERVIEW

This year you will notice a considerable change in the appearance and format of the annual budget. To comply with the recently updated Government Finance Officers' Association (GFOA) budget criteria, the overall budget format has been revised to incorporate various organizational best practices. Staff continues to employ the industry's recommended practices to promote financial transparency and integrate various guidelines established by the National Advisory Council on State and Local Budgeting to produce a budget document of the highest quality.

The overall budget includes two major funds, which currently consist of the General Fund and Logistics. A proposed third major fund (assuming that we are successful in our ongoing transition) will be the Railroad Fund. The Logistics Fund, as well as the Railroad Fund, will both be classified as Enterprise Funds.

Please note that we have additionally included a rudimentary budget for railroad operations; however, as we have not yet obtained the final operating rights for the railroad unit, all budgeted numbers should be considered as preliminary until the transaction becomes final.

The various TexAmericas Center Funds are summarized as follows:

General Fund:

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

Enterprise Fund(s):

- Logistics
- Railroad Operations (Anticipated)

The total budgeted **revenues** for the upcoming fiscal year are \$9,671,226. However, upon incorporation of railroad operations into the TexAmericas Center overall business activities, the total budgeted **revenues** are projected to be \$10,790,018.

The total budgeted **expenditures** for the upcoming fiscal year are \$13,001,494. Assuming incorporation of railroad operations into the TexAmericas Center overall business activities, the total budgeted **expenditures** are projected to be \$13,975,955.

Regarding principal issues facing TexAmericas Center (TAC) in developing the next year's budget, COVID – 19 related issues have certainly cast a shadow over the entire process; nevertheless, we are forging ahead with improvements and expansions to ensure we continue to move our organization forward. The resurgent variants have caused significant economic and supply-chain disruption, as well as overall uncertainty across the economy; however, our prospect activity remains strong, and we intend to continue to make improvements to our facilities and property. In any event, this lingering uncertainty manifests itself in the resulting conservative budgetary approach of this FY budget to mitigate any risks that TAC may face.

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 2021 as well as 2022.

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

FY 2020-2021	\$13,708,914
FY 2021-2022	\$11,144,132

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.

Within the Facility Operations department, we have increased spending (over past years) for the repair and renovations of various facilities and infrastructure. While the spending increases are modest, we intend to increase future allocations for repair and renovations as funding will allow. As the facilities are brought to current standards, we will then be able to lease these buildings as well as 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.

Finally, in FY 2020-2021 Third Party Logistics (3PL) was a component department of the General Fund but in FY 2021-2022 it has now evolved to become its own Enterprise Fund.

LOGISTICS

As mentioned previously, Third Party Logistics (Logistics) is a new component business unit of TexAmericas Center. The current fiscal year (2020-2021) has been spent developing the basic Logistics operations, and as a result, the Logistics budget was previously itemized within the General Fund. However, as the new fund has begun to mature and expand, it is now an opportune time to separate it from the General Fund and establish it as a self – supporting enterprise fund.

For FY 2021-2022, Logistics revenues are initially projected to be \$345,830 while Logistics expenditures are estimated to be \$1,111,313. The resulting shortfall, should it come to pass, will be adjusted by a fund transfer from the General Fund until Logistics becomes a wholly self – supporting enterprise fund. This shortfall is expected, at least until Logistics has had sufficient opportunity to establish itself and develop a customer base.

GENERAL DEBT SERVICE

Due to the anticipated completion of the Spec Building located on the TAC Campus, we will now incur regular debt payments calculated to be \$643,483 annually. Please note that the final debt service payment amount will likely vary upon the final closing the loan.

Conversely, any revenues generated by either the 1) lease and/or 2) sale of the Spec Building will be directed back into the General Fund for payment of the debt service, or, to fund any tenant requested renovations to the building.

In any event, this Debt Service budgetary fund and procedure will allow for improved tracking and accounting of any future debt issuance, as well as scheduling the subsequent payments.

ORGANIZATIONAL PRIORITIES

Should also include any changes in future goals.

Our priorities for FY22 include the smooth transition of operations of the TAC East Rail system to ensure we can continue to improve the asset while expanding its use for current and future tenants. We also are working to expand our Third-Party Logistics offerings to help enhance and grow the operations of our current and future tenants. Additionally, we would like to fully utilize our spec building, either through sale or lease, and start planning our next spec building while still offering build-to-suit and build-to-lease options.

OTHER

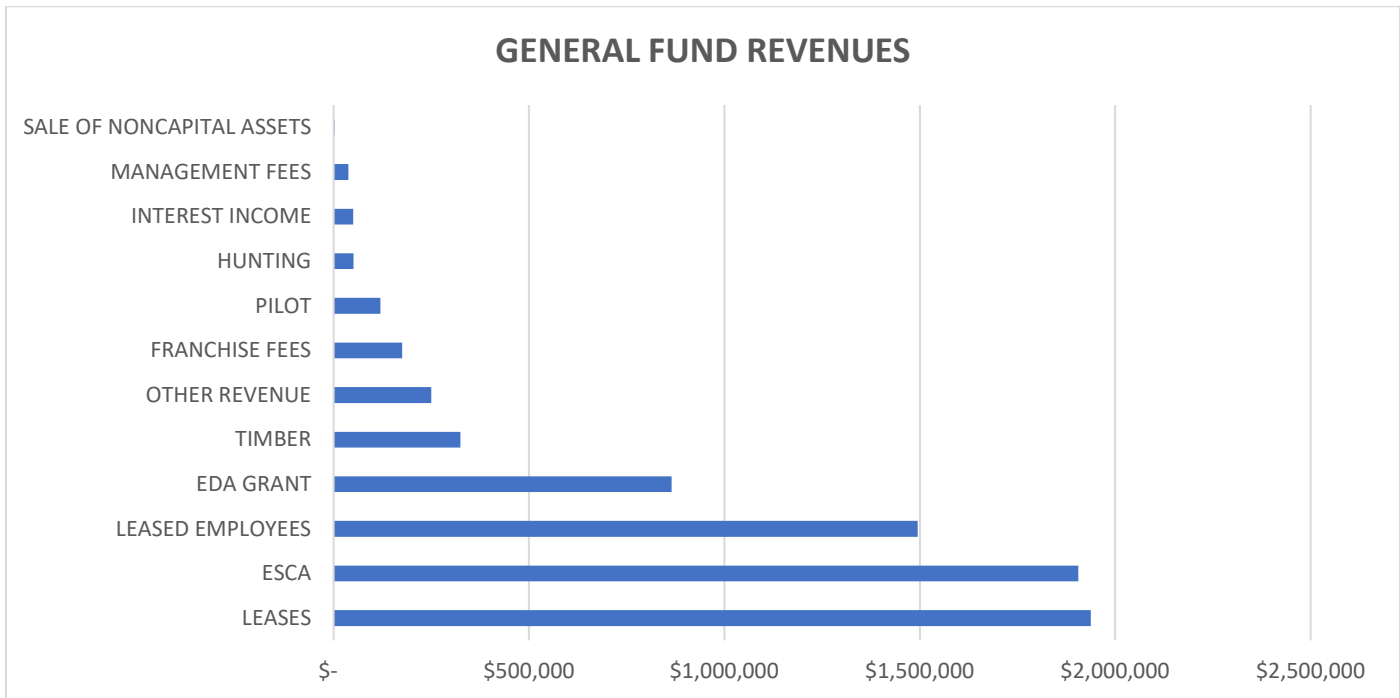
As I mentioned earlier, TexAmericas Center is currently working to transition the railroad operations on the TAC East Campus from a third-party provider to an in-house operation. In anticipation of the commencement of rail operations, staff has prepared an inaugural budget for the upcoming fiscal year.

While there are still many issues to address relative to this acquisition, we believe that the projected budgetary figures of \$1,118,791 (Revenues) and \$974,464 (Expenditures) are adequate for inaugural rail operations.

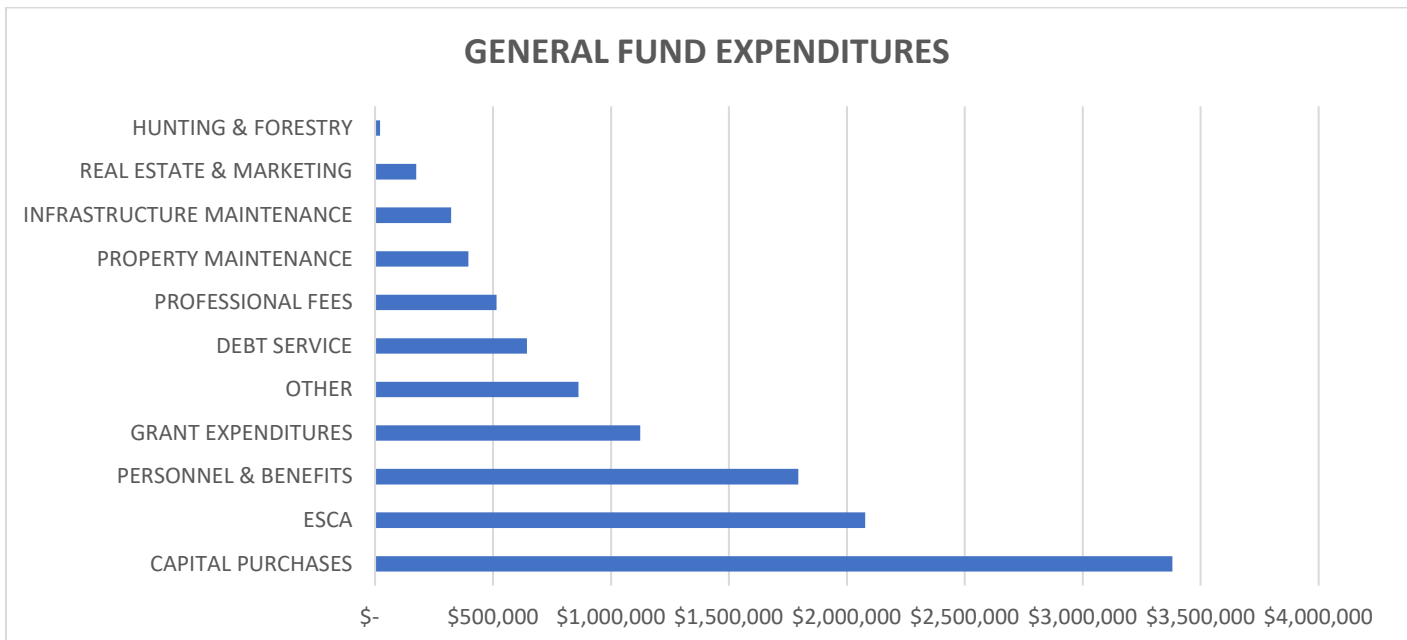
Scott Norton
Executive Director/CEO

TEXAMERICAS CENTER
FY2021 ADOPTED BUDGET
BUDGET SUMMARY CHARTS

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES

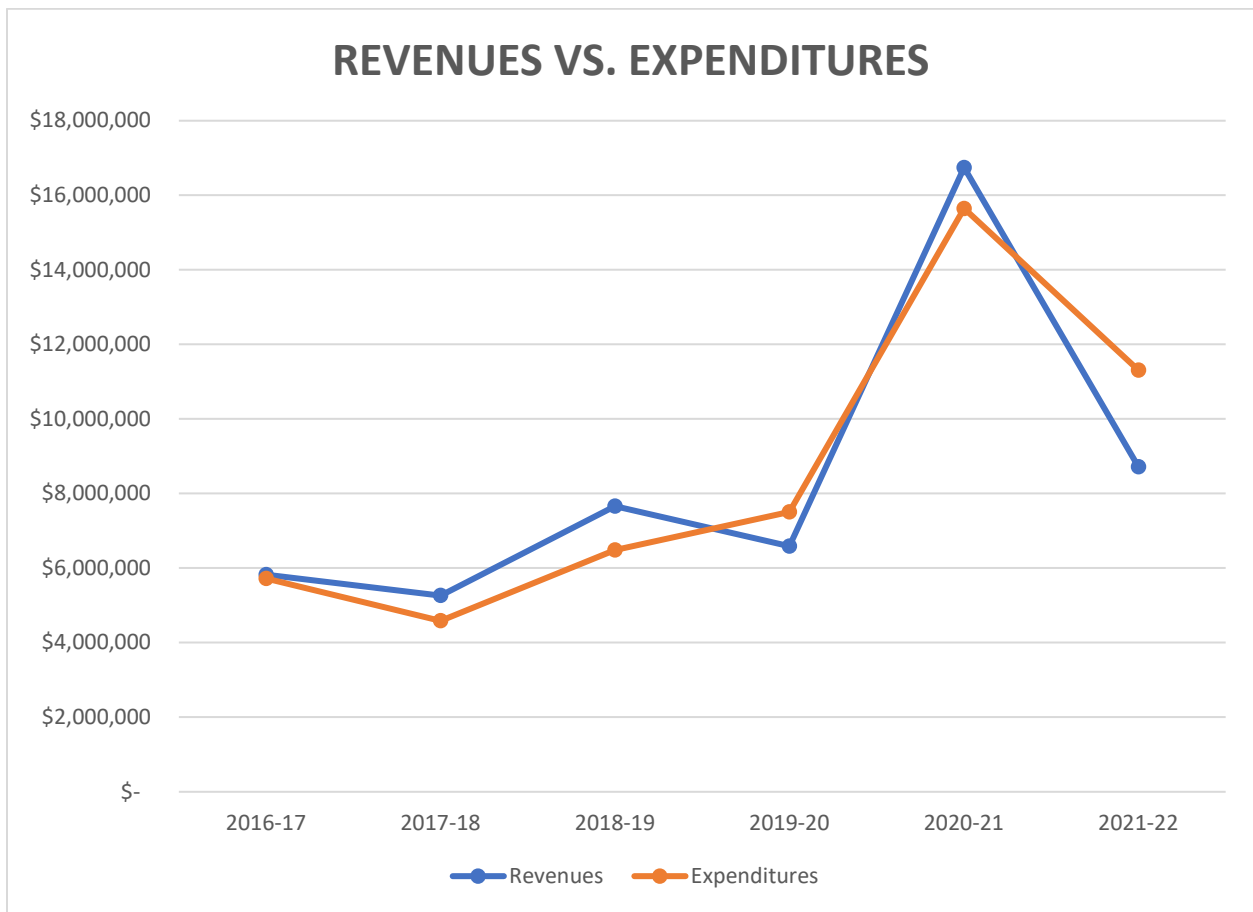


REVENUE versus EXPENDITURES: PROJECTED AND LAST 5 YEARS

	Fiscal Year					
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	-----Actuals (Audited)-----				Estimated**	Budget
Revenues	\$ 5,821,477	\$ 5,262,295	\$ 7,661,613	\$ 6,590,070	\$ 16,743,928	\$ 8,681,931
Expenditures	\$ 5,721,892	\$ 4,584,912	\$ 6,482,482	\$ 7,501,956	\$ 15,647,259	\$ 11,246,695

* 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



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. 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 fairly static over the last few years, largely due to the affects of COVID-19. However, with the pending 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.

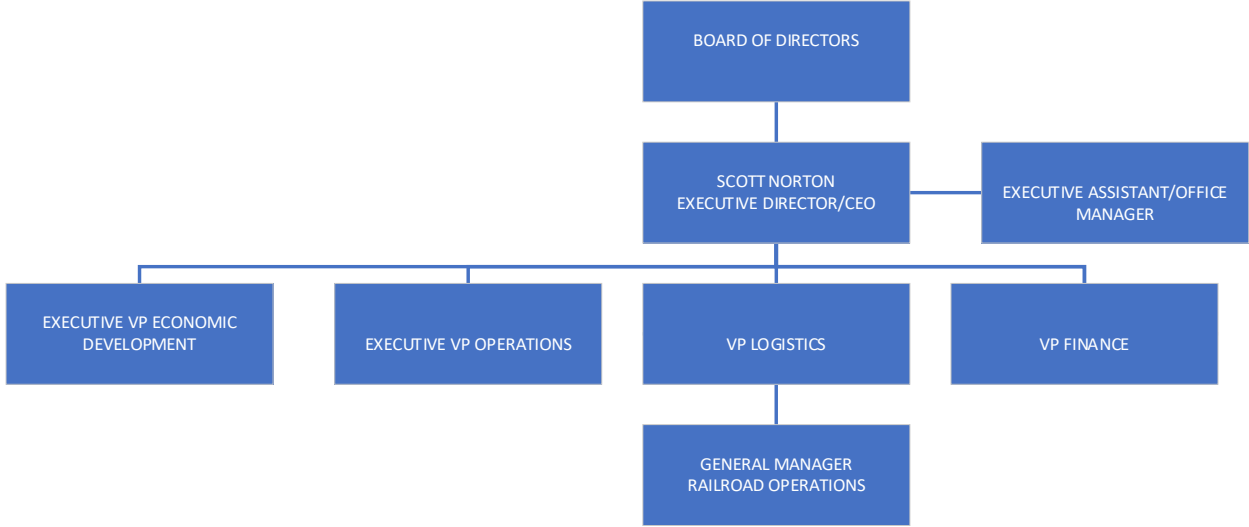
Trend analysis is typically utilized to forecast all General Fund revenues, except for ESCA and Timber Sales. ESCA funds are allocated to TAC on an annual basis by the US Army, and funding levels can vary greatly from year-to-year due to Congressional allocations.

The Logistics Fund (consisting of Third-Party Logistics service) is a new enterprise fund offered to enhance the economic development activities on all the 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 anticipates the acquisition of a railroad operation sometime during Fiscal Year 2021-2022, and this operation is expected to become another enterprise fund. At this time, the primary revenues generated within the Railroad Fund are anticipated to consist of lease revenues generated by both the short and long-term storage of railcars stored wholly within the TAC railroad facilities. It is also anticipated that the prospective railroad operation will have additional revenue generating potential yet to be realized. Revenue projection methodology for railroad operations will be developed after acquisition.

TEXAMERICAS CENTER INFORMATION

**ORGANIZATIONAL CHART
TEXAMERICAS CENTER
EFFECTIVE 10/1/2021**



Profile of TexAmericas Center

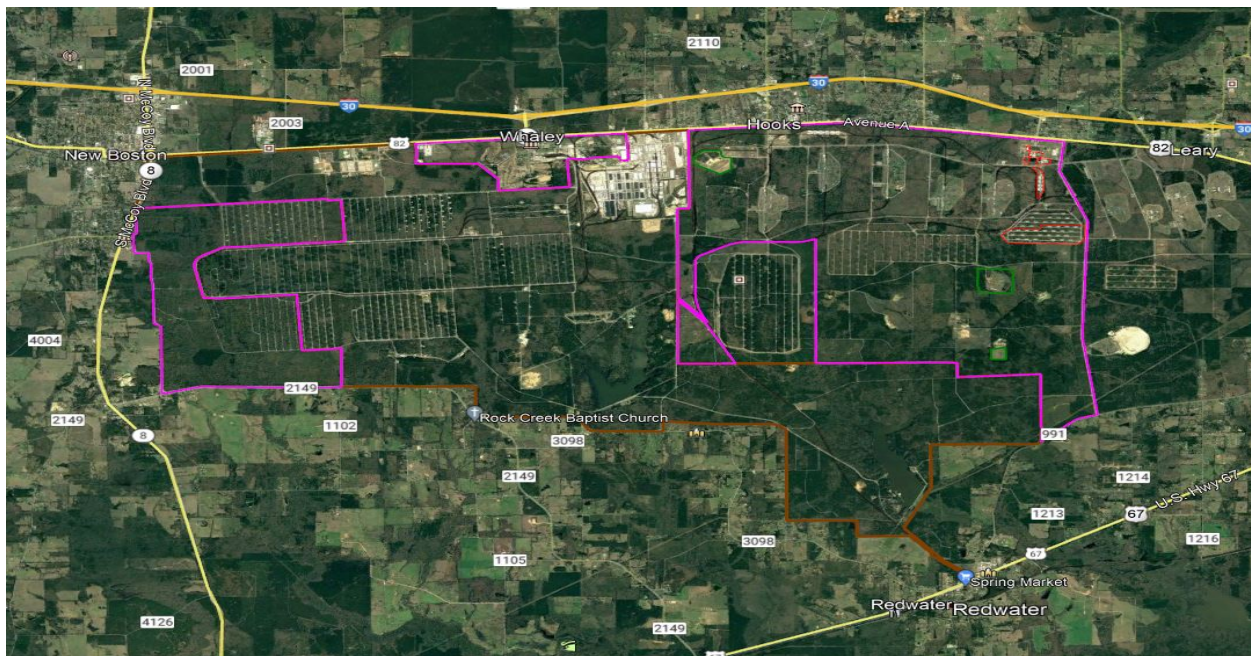
TexAmericas Center (TAC) is a political subdivision created under Section 3503 of the Special District Local Laws Code of the State of Texas. The organization was initially chartered in 1998 as the Red River Redevelopment Authority in response to the realignment of Red River Army Depot, Texas (RRAD) 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.

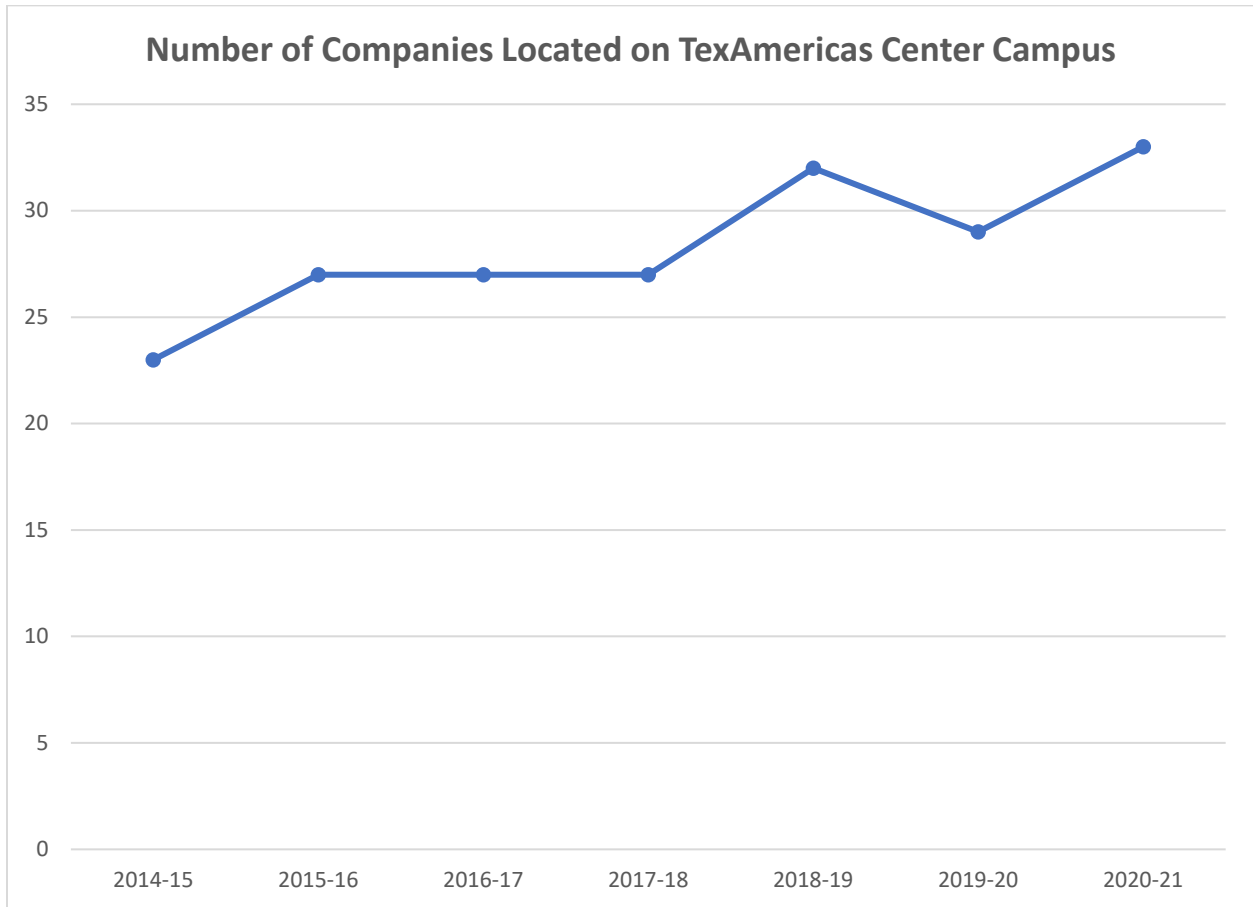
The Executive Director/CEO, Mr. Norton, may be reached at: scott.norton@texamericascenter.com, or at (903) 223-9841.



**Top Five Customers, Based on Square Footage
FY 2021-2022**

Entity	Industry	Square Feet Leased
Red River Army Depot	Government	220,800 square feet
Array Technologies	Industrial	177,200 square feet
Cherokee Federal*	Government*	149,928 square feet
Expal USA, Inc.	Manufacturing	118,715 square feet
Sunrise Beach Corporation (M2 Services)	Manufacturing	83,120 square feet

*Division of the Cherokee Nation





Budgeting Procedures

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 Fund is a proprietary fund used to account for Third Party Logistics services. The proposed Railroad fund will also be considered an Enterprise fund.

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.

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 24, 2021	Budget Workshop with a preliminary budget provided to the Board of Directors for review and comment.
September 23, 2021	Investment/Finance Committee reviews preliminary budget document for finalization.
September 28, 2021	Board of Directors Meeting to adopt the Final Budget.

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 General Fund budget was balanced through a transfer from unassigned fund balance.

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/CFO 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/CFO, 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.¹

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, when completed in FY 2021-2022, will either be leased or sold, and the proceeds will be used to pay any outstanding debt liability.

The unaudited net earnings for Fiscal Year 2020-2021 were \$1,228,258.

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.

¹ 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.

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.

FUND BALANCE PROJECTIONS

FY 2021-2022

FUND BALANCE SUMMARY

FUND BALANCE SUMMARY	Estimated FUND BALANCE 9/30/2021	Estimated Revenues 9/30/2022	Estimated Available Resources	Estimated Expenditures 9/30/2022	Estimated FUND BALANCE 9/30/2022
GENERAL FUND	\$ 13,708,914	\$ 8,681,913	\$ 22,390,827	\$ 11,246,695	\$ 11,144,132
RAILROAD FUND	\$ -	\$ 1,118,791	\$ 1,118,791	\$ 974,464	\$ 144,327
LOGISTICS FUND	\$ (270,775)	\$ 345,830	\$ 75,055	\$ 1,111,313	\$ (1,036,258)
GENERAL DEBT SERVICE	\$ -	\$ 643,483	\$ 643,483	\$ 643,483	\$ -
	\$ 13,438,139	\$ 10,790,018	\$ 24,228,157	\$ 13,975,955	\$ 10,252,202

GENERAL FUND



**AUTHORIZED FULL TIME EMPLOYEES (FTE)
GENERAL FUND**

SUMMARY OF BUDGETED POSITIONS							
SUMMARY OF AUTHORIZED POSITIONS	2019-20		2020-21		2021-22		
All Budgeted Funds	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	
GENERAL GOVERNMENT							
Executive Director	1.0	0.0	1.0	0.0	1.0	0.0	
Executive Assistant	1.0	0.0	1.0	0.0	1.0	0.0	
Finance	2.0	0.0	3.0	0.0	2.0	0.0	
Real Estate & Marketing	3.0	1.0	3.0	0.0	3.0	0.0	
Facility Operations	7.0	0.0	7.0	0.0	8.0	0.0	
TOTAL GENERAL GOVERNMENT	14.0	1.0	15.0	0.0	15.0	0.0	

General Fund Budget Summary

GENERAL FUND DEPARTMENTS COMBINED

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
LEASES	\$ 2,405,410	\$ 1,965,000	\$ 2,405,410	\$ 2,022,875	\$ 1,937,122
FRANCHISE FEES - ELECTRIC	\$ 42,814	\$ 60,000	\$ 43,000	\$ 58,724	\$ 43,000
FRANCHISE FEES - NATURAL GAS	\$ 2,041	\$ 2,000	\$ 2,500	\$ 4,637	\$ 25,000
FRANCHISE FEES - FIBER OPTIC	\$ 830	\$ 1,000	\$ 1,000	\$ 1,086	\$ 1,000
FRANCHISE FEES - WATER	\$ 90,533	\$ 84,000	\$ 106,000	\$ 97,457	\$ 106,000
PROJECT REIMBURSEMENT	\$ 28,570	\$ -	\$ 28,570	\$ 344,427	\$ -
GRANTS RECEIVED	\$ -	\$ -	\$ -	\$ 688,888	\$ -
ESCA	\$ 1,012,269	\$ 2,039,610	\$ 2,485,429	\$ 2,124,112	\$ 1,905,953
EDA RAIL REHAB #1	\$ -	\$ -	\$ -	\$ -	\$ 864,550
SALE OF NONCAPITAL ASSETS	\$ 1,324	\$ 5,000	\$ 5,000	\$ 2,198	\$ 2,500
TIMBER	\$ 516,006	\$ 317,000	\$ 516,006	\$ 403,048	\$ 324,500
HUNTING	\$ 51,300	\$ 47,800	\$ 51,300	\$ 48,138	\$ 51,300
BOWIE COUNTY CHAPTER 381	\$ -	\$ 3,000	\$ -	\$ 2,509	\$ -
PILOT	\$ 119,280	\$ 100,000	\$ 120,000	\$ -	\$ 120,000
LEASED EMPLOYEE	\$ 245,580	\$ 249,479	\$ 489,332	\$ 300,913	\$ 1,463,517
MANAGEMENT FEES	\$ -	\$ 5,000	\$ 5,000	\$ 5,802	\$ 37,471
INTEREST EARNED	\$ 61,357	\$ 100,000	\$ 70,000	\$ 245,489	\$ 50,000
OTHER REVENUE	\$ 16,162	\$ 5,000	\$ 20,000	\$ 32,794	\$ 250,000
LOGISTICS CONTRACT	\$ 1,667	\$ 259,370	\$ 6,000	\$ -	\$ -
FUNDS TRANSFER - TAC EAST	\$ 1,989,381	\$ -	\$ 1,989,381	\$ 121,685	\$ -
TOTAL INCOME/REVENUES	\$ 6,584,524	\$ 5,243,259	\$ 8,343,928	\$ 6,504,779	\$ 7,181,913

GENERAL FUND DEPARTMENTS COMBINED

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
EXPENSES					
SALARIES & WAGES	\$ 892,916	\$ 1,366,952	\$ 1,501,720	\$ 789,799	\$ -
REGULAR	\$ -	\$ -	\$ -	\$ -	\$ 1,061,094
OVERTIME	\$ -	\$ -	\$ -	\$ -	\$ 11,462
LONGEVITY	\$ -	\$ -	\$ -	\$ -	\$ 10,561
INCENTIVES	\$ -	\$ -	\$ -	\$ -	\$ 92,250
HEALTH INSURANCE	\$ 112,226	\$ 516,561	\$ 191,934	\$ 104,228	\$ 205,041
PENSION	\$ 75,325	\$ 172,276	\$ 108,301	\$ 63,324	\$ 149,514
PAYROLL TAXES	\$ 64,431	\$ 122,357	\$ 97,049	\$ 54,621	\$ -
SOCIAL SECURITY & MEDICARE	\$ -	\$ -	\$ -	\$ -	\$ 107,064
UNEMPLOYMENT TAXES	\$ -	\$ -	\$ -	\$ -	\$ 3,604
TRAINING & EDUCATION	\$ 5,202	\$ 13,289	\$ 14,445	\$ 3,626	\$ 14,900
CELLULAR PHONE	\$ 5,760	\$ 8,673	\$ 11,777	\$ 5,359	\$ 9,906
WORKERS COMPENSATION	\$ 2,039	\$ 18,253	\$ 11,266	\$ 6,686	\$ 9,313
UNIFORMS	\$ 3,609	\$ 13,076	\$ 8,577	\$ 3,470	\$ 7,153
OTHER EMPLOYMENT COSTS	\$ 349	\$ 5,910	\$ 3,910	\$ 435	\$ 2,640
TEMPORARY LABOR	\$ 18,633	\$ 80,000	\$ 45,000	\$ 24,079	\$ 55,000
DUES & MEMBERSHIPS	\$ 15,382	\$ 26,495	\$ 26,495	\$ 16,185	\$ 26,495
CONFERENCES & TRAVEL	\$ 24,274	\$ 120,785	\$ 61,000	\$ 25,963	\$ 110,785
MEETINGS & ENTERTAINMENT	\$ 10,493	\$ 17,500	\$ 17,500	\$ 17,487	\$ 17,500
AUDITING FEES	\$ 22,600	\$ 37,500	\$ 22,600	\$ 14,466	\$ 27,500
ACCOUNTING FEES	\$ 23,690	\$ 52,000	\$ 62,000	\$ 25,235	\$ 40,000
LEGAL FEES	\$ 301,212	\$ 260,000	\$ 440,000	\$ 187,915	\$ 250,250
PROFESSIONAL FEES	\$ 185,392	\$ 246,114	\$ 391,359	\$ 148,106	\$ 197,845
OTHER INSURANCE	\$ 272,829	\$ 364,447	\$ 364,734	\$ 272,814	\$ 397,972
FILING FEES	\$ -	\$ -	\$ -	\$ -	\$ 500
COMPUTER/IT	\$ 59,144	\$ 56,600	\$ 76,600	\$ 54,559	\$ 145,000
OFFICE SUPPLIES	\$ 10,096	\$ 15,500	\$ 15,500	\$ 9,187	\$ 14,000
POSTAGE	\$ 1,471	\$ 2,500	\$ 2,500	\$ 1,570	\$ 4,500
ADVERTISING	\$ 853	\$ 500	\$ 1,000	\$ 17	\$ 500
TELEPHONE & INTERNET	\$ 16,629	\$ 25,320	\$ 20,500	\$ 16,349	\$ 19,000
UTILITIES	\$ 18,360	\$ 28,500	\$ 30,500	\$ 20,493	\$ 25,000
WASTE MANAGEMENT	\$ 9,260	\$ 15,000	\$ 12,000	\$ 7,918	\$ 10,000
CUSTODIAL SERVICES	\$ 7,700	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
JANITORIAL SUPPLIES	\$ 948	\$ 4,000	\$ 4,000	\$ 803	\$ 3,000
PILOT EXPENSE	\$ 78,056	\$ 73,000	\$ 80,000	\$ -	\$ 80,000
GRANTS	\$ -	\$ 35,000	\$ 35,000	\$ 537,377	\$ 35,000
EDA RAIL REHAB #1	\$ -	\$ -	\$ -	\$ -	\$ 824,550
GRANTS MATCH	\$ -	\$ -	\$ -	\$ -	\$ 216,138
GRANTS ADMINISTRATIVE	\$ -	\$ -	\$ -	\$ -	\$ 40,000
MARKETING	\$ 184,200	\$ 160,000	\$ 251,000	\$ 97,516	\$ 160,000
COST OF SALES & LEASES	\$ 7,194	\$ 15,000	\$ 15,000	\$ 18,862	\$ 15,000
PREVENTATIVE MAINTENANCE - PROPERTY	\$ -	\$ -	\$ -	\$ 26,254	\$ -
BUILDING/FACILITY REPAIR PARTS	\$ 39,441	\$ 103,477	\$ 103,477	\$ 231,248	\$ 372,000
107 CHAPEL	\$ 867	\$ 867	\$ 867	\$ -	\$ -
20 CIRCLE DRIVE	\$ 2,024	\$ 2,024	\$ 2,024	\$ 1,339	\$ 23,616
11 CHAPEL	\$ 8,560	\$ 40,000	\$ 40,000	\$ 350	\$ -
12 CASS	\$ 2,025	\$ 2,025	\$ 2,025	\$ -	\$ -
123 TEXAS AVENUE	\$ -	\$ -	\$ -	\$ 2,928	\$ -
125 AUSTIN	\$ 26,020	\$ 26,020	\$ 26,020	\$ -	\$ -
150 SERVICE STREET	\$ 8,701	\$ 8,701	\$ 8,701	\$ -	\$ -
175 ARKANSAS	\$ 8,682	\$ 8,682	\$ 8,682	\$ 73,156	\$ -
245 AMMO	\$ -	\$ -	\$ -	\$ 14,160	\$ -
320 PANTHER	\$ 6,200	\$ 6,200	\$ 6,200	\$ -	\$ -

GENERAL FUND DEPARTMENTS COMBINED

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
333 PANTHER					
342 TEXAS	\$ 754	\$ 754	\$ 754	\$ -	\$ -
546 ELM	\$ 900	\$ 900	\$ 900	\$ 43,427	\$ -
547 ELM	\$ 488	\$ 488	\$ 488	\$ 31,028	\$ -
548 ELM	\$ 318	\$ 318	\$ 318	\$ 31,113	\$ -
549 ELM	\$ 138	\$ 138	\$ 138	\$ 31,199	\$ -
550 ELM	\$ 1,970	\$ 1,970	\$ 1,970	\$ 33,029	\$ -
551 ELM	\$ 498	\$ 498	\$ 498	\$ 33,941	\$ -
552 ELM	\$ -	\$ -	\$ -	\$ 55,826	\$ -
553 ELM	\$ 908	\$ 908	\$ 908	\$ 33,408	\$ -
554 ELM	\$ 1,386	\$ 1,386	\$ 1,386	\$ 92,709	\$ -
555 ELM	\$ 138	\$ 138	\$ 138	\$ 30,656	\$ -
556 ELM	\$ 19,361	\$ 19,361	\$ 19,361	\$ 79,032	\$ -
557 ELM	\$ -	\$ -	\$ -	\$ 26,666	\$ -
AREA A ROAD	\$ -	\$ -	\$ -	\$ 6,988	\$ -
AREA V ROAD	\$ -	\$ -	\$ -	\$ 14,485	\$ -
EXPAL WATER IMPROVEMENTS	\$ -	\$ -	\$ -	\$ (2,526)	\$ -
OAK STREET RR CROSSING REPAIRS	\$ -	\$ -	\$ -	\$ 8,838	\$ -
WETLAND STUDY	\$ 28,659	\$ 98,000	\$ 98,000	\$ 17,382	\$ 128,795
EQUIPMENT RENTAL	\$ -	\$ 32,250	\$ 4,000	\$ -	\$ -
MINOR TOOLS & EQUIPMENT	\$ 1,092	\$ 5,000	\$ 5,000	\$ 4,315	\$ 5,000
MATERIALS & SUPPLIES	\$ 6,904	\$ 8,500	\$ 9,500	\$ 5,386	\$ 10,000
EQUIPMENT MAINTENANCE	\$ 35,647	\$ 24,000	\$ 44,000	\$ 18,374	\$ 40,000
TRAFFIC & SIGN MATERIALS	\$ -	\$ -	\$ -	\$ -	\$ 5,000
PAVING MATERIALS	\$ -	\$ -	\$ -	\$ -	\$ 10,000
CONTRACT STREET MAINTENANCE	\$ -	\$ -	\$ -	\$ -	\$ 15,000
VEHICLE REPAIRS & MAINTENANCE	\$ 3,970	\$ 6,700	\$ 6,700	\$ 5,049	\$ 6,700
VEHICLE & EQUIPMENT FUEL	\$ 12,194	\$ 17,000	\$ 15,500	\$ 13,973	\$ 17,000
LAWN & MAINTENANCE	\$ 63,521	\$ 85,000	\$ 85,000	\$ 77,221	\$ 85,000
PROPANE	\$ -	\$ 23,820	\$ 5,300	\$ -	\$ -
SECURITY	\$ 373	\$ -	\$ 500	\$ -	\$ -
START UP FEES - LOGISTICS	\$ -	\$ 1,375	\$ 1,375	\$ -	\$ -
FORESTRY	\$ -	\$ -	\$ -	\$ 32,476	\$ -
FORESTRY: HERBICIDE	\$ 8,047	\$ 43,039	\$ 20,000	\$ 4,260	\$ -
FORESTRY: COMPETITION CONTROL	\$ -	\$ -	\$ -	\$ 5,187	\$ -
FORESTRY: REFORESTATION	\$ 43,488	\$ 32,550	\$ 43,488	\$ 30,672	\$ 7,922
FORESTRY: SITE PREP	\$ -	\$ -	\$ -	\$ 15,065	\$ 13,090
HUNTING PERMIT	\$ 252	\$ -	\$ 252	\$ -	\$ 260
TECHNICAL PROGRAMS CLIN 1,2,3	\$ 1,070,652	\$ 1,905,192	\$ 2,386,426	\$ 1,929,207	\$ 1,778,503

GENERAL FUND DEPARTMENTS COMBINED

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
GM, PM, RM & QM CLIN 4,5	\$ -	\$ 825	\$ 825	\$ -	\$ 127,450
GM, PM, RM, & QM CLIN 4,5 - LEGAL	\$ 945	\$ 100,000	\$ 50,000	\$ 92,093	\$ 50,000
GM, PM, RM, & QM CLIN 4,5 - SALARIES & WAGES	\$ 42,061	\$ 50,440	\$ 100,000	\$ 81,803	\$ 49,060
GM, PM, RM, & QM CLIN 4,5 - HEALTH INSURANCE	\$ 3,732	\$ 10,333	\$ 15,000	\$ 7,526	\$ 4,757
GM, PM, RM, & QM CLIN 4,5 - PENSION	\$ 3,738	\$ 6,343	\$ 15,000	\$ 7,632	\$ 5,408
GM, PM, RM, & QM CLIN 4,5 - PAYROLL TAXES	\$ 2,747	\$ 4,421	\$ 6,500	\$ 5,362	\$ 3,812
GM, PM, RM, & QM CLIN 4,5 - CELL PHONE	\$ 33	\$ 133	\$ 133	\$ 90	\$ 360
GM, PM, RM, & QM CLIN 4,5 - WORKERS COMP	\$ 37	\$ 188	\$ 188	\$ 342	\$ 128
GM, PM, RM, & QM CLIN 4,5 - MATRIX ACTIVITIES	\$ -	\$ -	\$ -	\$ 13,584	\$ -
GM, PM, RM, & QM CLIN 4,5 - TAC ACTIVITIES	\$ -	\$ -	\$ -	\$ 32,243	\$ -
TCEQ REGULATORY SUPPORT CLIN 6	\$ 1,758	\$ 62,865	\$ 15,000	\$ 3,769	\$ 47,865
MISCELLANEOUS CHARGES & SERVICES	\$ 1,575	\$ 6,000	\$ 6,000	\$ 3,300	\$ 6,000
BAD DEBT	\$ -	\$ -	\$ 2,050	\$ 2,048	\$ 2,050
CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ 28,032	\$ 3,300,000
DUKE WEST I SPEC BUILDING	\$ 7,527,609	\$ -	\$ 8,400,000	\$ 3,778	\$ -
DUKE WEST II GEOTECH	\$ -	\$ -	\$ 35,000	\$ -	\$ -
EQUIPMENT	\$ -	\$ 100,000	\$ 20,000	\$ -	\$ 50,000
VEHICLES	\$ -	\$ -	\$ -	\$ -	\$ 30,000
PRINCIPAL	\$ -	\$ 306,000	\$ -	\$ -	\$ 412,262
INTEREST	\$ 65,590	\$ 300,000	\$ 100,000	\$ -	\$ 231,221
TOTAL EXPENSES	\$ 11,484,280	\$ 7,336,339	\$ 15,647,259	\$ 5,876,272	\$ 11,246,695
NET INCOME	\$ (4,899,756)	\$ (2,093,080)	\$ (7,303,331)	\$ 628,508	\$ (4,064,782)
GUARANTY BLDG LOAN FY21 / LOC PROJECTS FY22	\$ 7,527,609		\$ 8,400,000		\$ 1,500,000
ADJUSTMENT TO FUND BALANCE	\$ 2,627,852		\$ 1,096,669		\$ (2,564,782)
APPROPRIATED FUND BALANCE			\$ (1,096,669)		\$ 2,564,782
			\$ -		\$ -
BEGINNING FUND BALANCE			\$ 12,612,245		\$ 13,708,914
			\$ 1,096,669		\$ (2,564,782)
ENDING FUND BALANCE			<u>\$ 13,708,914</u>		<u>\$ 11,144,132</u>

GENERAL FUND - GENERAL ADMINISTRATION

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
BOWIE COUNTY CHAPTER 381	\$ -	\$ 3,000	\$ -	\$ 2,509	\$ -
PILOT	\$ 119,280	\$ 100,000	\$ 120,000	\$ -	\$ 120,000
LEASED EMPLOYEE	\$ 245,580	\$ 249,479	\$ 489,332	\$ 300,913	\$ 1,463,517
TAC E MANAGEMENT FEES	\$ -	\$ 5,000	\$ 5,000	\$ 5,802	\$ 37,471
INTEREST EARNED	\$ 61,357	\$ 100,000	\$ 70,000	\$ 245,489	\$ 50,000
OTHER REVENUE +	\$ 16,162	\$ 5,000	\$ 20,000	\$ 32,712	\$ 250,000
FUNDS TRANSFER - TAC EAST	\$ 1,989,381	\$ -	\$ 1,989,381	\$ 121,685	\$ -
TOTAL INCOME/REVENUES	\$ 2,431,760	\$ 462,479	\$ 2,693,713	\$ 709,109	\$ 1,920,988

GENERAL FUND - GENERAL ADMINISTRATION

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
EXPENSES					
SALARIES & WAGES	\$ 355,385	\$ 381,166	\$ 650,800	\$ 433,699	\$ -
REGULAR	\$ -	\$ -	\$ -	\$ -	\$ 370,470
OVERTIME	\$ -	\$ -	\$ -	\$ -	\$ 2,213
LONGEVITY	\$ -	\$ -	\$ -	\$ -	\$ 3,678
INCENTIVES	\$ -	\$ -	\$ -	\$ -	\$ 14,350
HEALTH INSURANCE	\$ 43,190	\$ 79,181	\$ 79,181	\$ 45,737	\$ 58,714
PENSION	\$ 29,040	\$ 47,783	\$ 47,783	\$ 31,706	\$ 50,718
PAYROLL TAXES	\$ 25,005	\$ 33,733	\$ 37,000	\$ 27,619	\$ -
SOCIAL SECURITY & MEDICARE	\$ -	\$ -	\$ -	\$ -	\$ 36,226
UNEMPLOYMENT TAXES	\$ -	\$ -	\$ -	\$ -	\$ 1,096
TRAINING & EDUCATION	\$ 903	\$ 3,438	\$ 3,438	\$ 355	\$ 3,738
CELLULAR PHONE	\$ 1,987	\$ 2,294	\$ 3,200	\$ 2,395	\$ 4,254
WORKERS COMPENSATION	\$ 106	\$ 1,842	\$ 1,842	\$ 569	\$ 1,855
UNIFORMS	\$ 810	\$ 2,245	\$ 2,245	\$ 102	\$ 1,920
OTHER EMPLOYMENT COSTS	\$ -	\$ 600	\$ 600	\$ -	\$ 450
DUES & MEMBERSHIPS	\$ 690	\$ 1,000	\$ 1,000	\$ 930	\$ 1,000
CONFERENCES & TRAVEL	\$ 14,211	\$ 1,500	\$ 17,000	\$ 664	\$ 1,500
MEETINGS & ENTERTAINMENT	\$ 10,493	\$ 17,500	\$ 17,500	\$ 17,487	\$ 17,500
AUDITING FEES	\$ 22,600	\$ 27,500	\$ 22,600	\$ 14,466	\$ 27,500
ACCOUNTING FEES	\$ 23,690	\$ 40,000	\$ 50,000	\$ 25,235	\$ 40,000
LEGAL FEES	\$ 203,949	\$ 150,000	\$ 300,000	\$ 64,501	\$ 150,000
PROFESSIONAL FEES	\$ 43,750	\$ 50,000	\$ 150,000	\$ 47,350	\$ 50,000
OTHER INSURANCE	\$ 2,512	\$ 200	\$ 3,000	\$ 418	\$ 200
FILING FEES	\$ -	\$ -	\$ -	\$ -	\$ 500
COMPUTER/IT	\$ 32,260	\$ 35,000	\$ 40,000	\$ 40,093	\$ 115,000
OFFICE SUPPLIES	\$ 9,717	\$ 14,000	\$ 14,000	\$ 9,187	\$ 14,000
POSTAGE	\$ 1,471	\$ 2,500	\$ 2,500	\$ 1,570	\$ 2,500
ADVERTISING	\$ 853	\$ 500	\$ 1,000	\$ 17	\$ 500
TELEPHONE & INTERNET	\$ 16,629	\$ 18,000	\$ 18,000	\$ 16,510	\$ 18,000
UTILITIES	\$ 10,896	\$ 14,500	\$ 14,500	\$ 14,613	\$ 14,500
WASTE MANAGEMENT	\$ 3,516	\$ 4,000	\$ 4,000	\$ 3,400	\$ 4,000
JANITORIAL SUPPLIES	\$ 948	\$ 3,000	\$ 3,000	\$ 803	\$ 3,000
PILOT EXPENSE	\$ 78,056	\$ 73,000	\$ 80,000	\$ -	\$ 80,000
MISCELLANEOUS CHARGES & SERVICES	\$ 810	\$ 2,500	\$ 2,500	\$ 2,559	\$ 2,500
BAD DEBT	\$ -	\$ -	\$ 2,050	\$ 2,048	\$ 2,050
CAPITAL OUTLAY *	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000
TOTAL EXPENSES	\$ 933,477	\$ 1,006,981	\$ 1,568,739	\$ 804,035	\$ 2,893,933
NET INCOME	\$ 1,498,283	\$ (544,502)	\$ 1,124,974	\$ (94,926)	\$ (972,945)

*Purchase of rail

+ Timber Settlement in FY22

Mission Statement:

To effectively implement and administer the policies established by the Board of Directors and to ensure efficient and effective operations of the organization.

This department accounts for expenditures related to the Board of Directors, Executive Director, Legal, Finance and Personnel.

GENERAL FUND - HUNTING & TIMBER

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
TIMBER	\$ 516,006	\$ 317,000	\$ 516,006	\$ 403,048	\$ 324,500
HUNTING	\$ 51,300	\$ 47,800	\$ 51,300	\$ 48,138	\$ 51,300
TOTAL INCOME/REVENUES	\$ 567,306	\$ 364,800	\$ 567,306	\$ 451,186	\$ 375,800
EXPENSES					
LEGAL FEES	\$ -	\$ -	\$ -	\$ 181	\$ 250
PROFESSIONAL FEES	\$ 41,250	\$ 26,970	\$ 72,215	\$ 22,909	\$ 27,845
FORESTRY: HERBICIDE	\$ 8,047	\$ 43,039	\$ 20,000	\$ 4,260	
FORESTRY: COMPETITION CONTROL				\$ 5,187	
FORESTRY: REFORESTATION	\$ 43,488	\$ 32,550	\$ 43,488	\$ 30,672	\$ 7,922
FORESTRY: SITE PREP	\$ -	\$ -	\$ -	\$ 15,065	\$ 13,090
HUNTING PERMIT	\$ 252	\$ -	\$ 252	\$ -	\$ 260
TOTAL EXPENSES	\$ 93,038	\$ 102,559	\$ 135,955	\$ 110,750	\$ 49,367
NET INCOME	\$ 474,268	\$ 262,241	\$ 431,351	\$ 340,436	\$ 326,433

Mission Statement:

To protect, manage and sustain the long-term health and productivity of the forestry and wildlife resources of TexAmericas Center.

This department accounts for the revenues related to the sale of timber and wildlife resources as well as expenditures associated with the conservation and preservation of those resources.

GENERAL FUND - ESCA

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
ESCA	\$ 1,012,269	\$ 2,039,610	\$ 2,485,429	\$ 2,124,112	\$ 1,905,953
TOTAL INCOME/REVENUES	\$ 1,012,269	\$ 2,039,610	\$ 2,485,429	\$ 2,124,112	\$ 1,905,953
EXPENSES					
OTHER INSURANCE	\$ 36,487	\$ 39,000	\$ 36,487	\$ -	\$ 40,000
TECHNICAL PROGRAMS CLIN 1,2,3	\$ 1,070,652	\$ 1,905,192	\$ 2,386,426	\$ 1,929,207	\$ 1,778,503
GM, PM, RM & QM CLIN 4,5		\$ 825	\$ 825	\$ -	\$ 127,450
GM, PM, RM, & QM CLIN 4,5 - LEGAL	\$ 945	\$ 100,000	\$ 50,000	\$ 92,093	\$ 50,000
GM, PM, RM, & QM CLIN 4,5 - SALARIES & WAGES	\$ 42,061	\$ 50,440	\$ 100,000	\$ 81,803	\$ 49,060
GM, PM, RM, & QM CLIN 4,5 - HEALTH INSURANCE	\$ 3,732	\$ 10,333	\$ 15,000	\$ 7,526	\$ 4,757
GM, PM, RM, & QM CLIN 4,5 - PENSION	\$ 3,738	\$ 6,343	\$ 15,000	\$ 7,632	\$ 5,408
GM, PM, RM, & QM CLIN 4,5 - PAYROLL TAXES	\$ 2,747	\$ 4,421	\$ 6,500	\$ 5,362	\$ 3,812
GM, PM, RM, & QM CLIN 4,5 - CELL PHONE	\$ 33	\$ 133	\$ 133	\$ 90	\$ 360
GM, PM, RM, & QM CLIN 4,5 - WORKERS COMP	\$ 37	\$ 188	\$ 188	\$ 342	\$ 128
GM, PM, RM, & QM CLIN 4,5 - MATRIX ACTIVITIES	\$ -	\$ -	\$ -	\$ 13,584	\$ -
GM, PM, RM, & QM CLIN 4,5 - TAC	\$ -	\$ -	\$ -	\$ 32,243	\$ -
TCEQ REGULATORY SUPPORT CLIN 6	\$ 1,758	\$ 62,865	\$ 15,000	\$ 3,769	\$ 47,865
TOTAL EXPENSES	\$ 1,162,190	\$ 2,179,740	\$ 2,625,559	\$ 2,173,652	\$ 2,107,344
NET INCOME	\$ (149,922)	\$ (140,130)	\$ (140,130)	\$ (49,540)	\$ (201,391)

Mission Statement:

To successfully manage and ensure the appropriate expenditures of funds received through an Environmental Services Cooperative Agreement (ESCA) with the United States of America.

GENERAL FUND - FACILITY OPERATIONS & INFRASTRUCTURE

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
FRANCHISE FEES - ELECTRIC	\$ 42,814	\$ 60,000	\$ 43,000	\$ 58,724	\$ 43,000
FRANCHISE FEES - NATURAL GAS	\$ 2,041	\$ 2,000	\$ 2,500	\$ 4,637	\$ 25,000
FRANCHISE FEES - FIBER OPTIC	\$ 830	\$ 1,000	\$ 1,000	\$ 1,086	\$ 1,000
FRANCHISE FEES - WATER	\$ 90,533	\$ 84,000	\$ 106,000	\$ 97,457	\$ 106,000
PROJECT REIMBURSEMENT	\$ 28,570	\$ -	\$ 28,570	\$ 344,427	\$ -
GRANTS RECEIVED	\$ -	\$ -	\$ -	\$ 688,888	\$ -
EDA RAIL REHAB #1	\$ -	\$ -	\$ -	\$ -	\$ 864,550
SALE OF NONCAPITAL ASSETS	\$ 1,324	\$ 5,000	\$ 5,000	\$ 2,198	\$ 2,500
TOTAL INCOME/REVENUES	\$ 166,112	\$ 152,000	\$ 186,070	\$ 1,197,416	\$ 1,042,050

GENERAL FUND - FACILITY OPERATIONS & INFRASTRUCTURE

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
EXPENSES					
SALARIES & WAGES	\$ 220,507	\$ 396,920	\$ 396,920	\$ 182,085	\$ -
REGULAR	\$ -	\$ -	\$ -	\$ -	\$ 422,497
OVERTIME	\$ -	\$ -	\$ -	\$ -	\$ 7,589
LONGEVITY	\$ -	\$ -	\$ -	\$ -	\$ 4,213
INCENTIVES	\$ -	\$ -	\$ -	\$ -	\$ 34,850
HEALTH INSURANCE	\$ 29,661	\$ 118,689	\$ 35,000	\$ 40,563	\$ 102,082
PENSION	\$ 15,064	\$ 49,707	\$ 13,000	\$ 14,578	\$ 58,924
PAYROLL TAXES	\$ 13,048	\$ 35,379	\$ 20,000	\$ 14,563	\$ -
SOCIAL SECURITY & MEDICARE	\$ -	\$ -	\$ -	\$ -	\$ 42,484
UNEMPLOYMENT TAXES	\$ -	\$ -	\$ -	\$ -	\$ 1,739
TRAINING & EDUCATION	\$ 3,554	\$ 2,844	\$ 4,000	\$ 1,333	\$ 5,400
CELLULAR PHONE	\$ 1,385	\$ 1,977	\$ 1,977	\$ 1,734	\$ 3,314
WORKERS COMPENSATION	\$ 1,708	\$ 6,649	\$ 6,649	\$ 5,503	\$ 6,663
UNIFORMS	\$ 2,440	\$ 4,086	\$ 4,086	\$ 3,057	\$ 4,193
OTHER EMPLOYMENT COSTS	\$ 349	\$ 2,130	\$ 2,130	\$ 435	\$ 2,070
TEMPORARY LABOR	\$ 18,633	\$ 25,000	\$ 25,000	\$ 1,953	\$ 25,000
DUES & MEMBERSHIPS	\$ -	\$ 300	\$ 300	\$ 62	\$ 300
CONFERENCES & TRAVEL	\$ 92	\$ 1,000	\$ 1,000	\$ 120	\$ 1,000
PROFESSIONAL FEES	\$ 56,835	\$ 69,144	\$ 69,144	\$ 26,253	\$ 20,000
COMPUTER/IT	\$ 2,874	\$ 4,000	\$ 4,000	\$ 2,827	\$ 5,000
UTILITIES	\$ 2,153	\$ 6,000	\$ 6,000	\$ 2,728	\$ 6,000
WASTE MANAGEMENT	\$ 5,744	\$ 6,000	\$ 6,000	\$ 4,518	\$ 6,000
CUSTODIAL SERVICES	\$ 7,700	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
GRANTS	\$ -	\$ -	\$ -	\$ 537,377	\$ -
EDA RAIL REHAB #1	\$ -	\$ -	\$ -	\$ -	\$ 824,550
GRANTS MATCH	\$ -	\$ -	\$ -	\$ -	\$ 216,138
GRANTS ADMINISTRATIVE	\$ -	\$ -	\$ -	\$ -	\$ 40,000
PREVENTATIVE MAINTENANCE - PROPERTY	\$ -	\$ -	\$ -	\$ 26,254	\$ -
BUILDING/FACILITY REPAIR PARTS	\$ 39,441	\$ 103,477	\$ 103,477	\$ 231,248	\$ 372,000
107 CHAPEL	\$ 867	\$ 867	\$ 867	\$ -	\$ -
20 CIRCLE DRIVE	\$ 2,024	\$ 2,024	\$ 2,024	\$ 1,339	\$ 23,616
11 CHAPEL	\$ 8,560	\$ 40,000	\$ 40,000	\$ 350	\$ -
12 CASS	\$ 2,025	\$ 2,025	\$ 2,025	\$ -	\$ -
123 TEXAS AVENUE	\$ -	\$ -	\$ -	\$ 2,928	\$ -
125 AUSTIN	\$ 26,020	\$ 26,020	\$ 26,020	\$ -	\$ -
150 SERVICE STREET	\$ 8,701	\$ 8,701	\$ 8,701	\$ -	\$ -
175 ARKANSAS	\$ 8,682	\$ 8,682	\$ 8,682	\$ 73,156	\$ -
245 AMMO	\$ -	\$ -	\$ -	\$ 14,160	\$ -
320 PANTHER	\$ 6,200	\$ 6,200	\$ 6,200	\$ -	\$ -
333 PANTHER	\$ -	\$ -	\$ -	\$ 313,512	\$ -
342 TEXAS	\$ 754	\$ 754	\$ 754	\$ -	\$ -
546 ELM	\$ 900	\$ 900	\$ 900	\$ 43,427	\$ -
547 ELM	\$ 488	\$ 488	\$ 488	\$ 31,028	\$ -

GENERAL FUND - FACILITY OPERATIONS & INFRASTRUCTURE

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
548 ELM	\$ 318	\$ 318	\$ 318	\$ 31,113	\$ -
549 ELM	\$ 138	\$ 138	\$ 138	\$ 31,199	\$ -
550 ELM	\$ 1,970	\$ 1,970	\$ 1,970	\$ 33,029	\$ -
551 ELM	\$ 498	\$ 498	\$ 498	\$ 33,941	\$ -
552 ELM	\$ -	\$ -	\$ -	\$ 55,826	\$ -
553 ELM	\$ 908	\$ 908	\$ 908	\$ 33,408	\$ -
554 ELM	\$ 1,386	\$ 1,386	\$ 1,386	\$ 92,709	\$ -
555 ELM	\$ 138	\$ 138	\$ 138	\$ 30,656	\$ -
556 ELM	\$ 19,361	\$ 19,361	\$ 19,361	\$ 79,032	\$ -
557 ELM	\$ -	\$ -	\$ -	\$ 26,666	\$ -
AREA A ROAD	\$ -	\$ -	\$ -	\$ 6,988	\$ -
AREA V ROAD	\$ -	\$ -	\$ -	\$ 14,485	\$ -
EXPAL WATER IMPROVEMENTS	\$ -	\$ -	\$ -	\$ (2,526)	\$ -
OAK STREET RR CROSSING	\$ -	\$ -	\$ -	\$ 8,838	\$ -
WETLAND STUDY	\$ 28,659	\$ 98,000	\$ 98,000	\$ 17,382	\$ 128,795
MINOR TOOLS & EQUIPMENT	\$ 1,092	\$ 5,000	\$ 5,000	\$ 4,315	\$ 5,000
MATERIALS & SUPPLIES	\$ 6,904	\$ 7,000	\$ 8,000	\$ 5,386	\$ 10,000
EQUIPMENT MAINTENANCE	\$ 35,647	\$ 20,000	\$ 40,000	\$ 18,374	\$ 40,000
TRAFFIC & SIGN MATERIALS	\$ -	\$ -	\$ -	\$ -	\$ 5,000
PAVING MATERIALS	\$ -	\$ -	\$ -	\$ -	\$ 10,000
CONTRACT STREET MAINTENANCE	\$ -	\$ -	\$ -	\$ -	\$ 15,000
VEHICLE REPAIRS & MAINTENANCE	\$ 3,816	\$ 6,000	\$ 6,000	\$ 4,893	\$ 6,000
VEHICLE & EQUIPMENT FUEL	\$ 11,704	\$ 14,000	\$ 14,000	\$ 13,491	\$ 14,000
LAWN & MAINTENANCE	\$ 63,521	\$ 85,000	\$ 85,000	\$ 77,221	\$ 85,000
MISCELLANEOUS CHARGES & SERVICES	\$ 647	\$ 2,500	\$ 2,500	\$ 498	\$ 2,500
BAD DEBT				\$ -	
CAPITAL OUTLAY #	\$ -	\$ -	\$ -	\$ 13,182	\$ 1,500,000
DUKE WEST I SPEC BUILDING	\$ 7,527,609	\$ -	\$ 8,400,000	\$ 3,778	\$ -
DUKE WEST II GEOTECH	\$ -	\$ -	\$ 35,000	\$ -	\$ -
EQUIPMENT	\$ -	\$ 70,000	\$ 20,000	\$ -	\$ 50,000
VEHICLES	\$ -	\$ -	\$ -	\$ -	\$ 30,000
PRINCIPAL	\$ -	\$ 306,000	\$ -	\$ -	\$ 412,262
INTEREST	\$ 65,590	\$ 300,000	\$ 100,000	\$ -	\$ 231,221
TOTAL EXPENSES	\$ 8,256,314	\$ 1,876,581	\$ 9,641,961	\$ 2,219,370	\$ 4,788,800
NET INCOME	\$ (8,090,202)	\$ (1,724,581)	\$ (9,455,891)	\$ (1,021,954)	\$ (3,746,750)

*Col. Kredo lease

#4 Projects to improve buildings/land

♦ Spec Bldg Loan

⌘ Line of Credit

Mission Statement:

To efficiently oversee and manage all aspects of the facility and premises maintenance operations of TexAmericas Center to achieve the comprehensive and fiscally sound redevelopment and reuse of the TexAmericas Center's property.

These efforts include budget planning & management, property management, building retrofits & new construction, capital planning and contract negotiations.

GENERAL FUND - REAL ESTATE, MARKETING & SALES

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
LEASES	\$ 2,405,410	\$ 1,965,000	\$ 2,405,410	\$ 2,022,875	\$ 1,937,122
OTHER REVENUE				\$ 82	
TOTAL INCOME/REVENUES	\$ 2,405,410	\$ 1,965,000	\$ 2,405,410	\$ 2,022,956	\$ 1,937,122

GENERAL FUND - REAL ESTATE, MARKETING & SALES

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
EXPENSES					
SALARIES & WAGES	\$ 223,258	\$ 283,736	\$ 304,000	\$ 172,730	\$ -
REGULAR	\$ -	\$ -	\$ -	\$ -	\$ 268,127
OVERTIME	\$ -	\$ -	\$ -	\$ -	\$ 1,660
LONGEVITY	\$ -	\$ -	\$ -	\$ -	\$ 2,670
INCENTIVES	\$ -	\$ -	\$ -	\$ -	\$ 43,050
HEALTH INSURANCE	\$ 33,067	\$ 57,753	\$ 57,753	\$ 17,840	\$ 44,245
PENSION	\$ 26,402	\$ 35,518	\$ 35,518	\$ 17,040	\$ 39,871
PAYROLL TAXES	\$ 18,634	\$ 25,049	\$ 25,049	\$ 12,321	\$ -
SOCIAL SECURITY & MEDICARE	\$ -	\$ -	\$ -	\$ -	\$ 28,353
UNEMPLOYMENT TAXES	\$ -	\$ -	\$ -	\$ -	\$ 769
TRAINING & EDUCATION	\$ 745	\$ 5,007	\$ 5,007	\$ 1,938	\$ 5,763
CELLULAR PHONE	\$ 2,139	\$ 1,401	\$ 3,600	\$ 1,230	\$ 2,338
WORKERS COMPENSATION	\$ 221	\$ 775	\$ 775	\$ 613	\$ 794
UNIFORMS	\$ 359	\$ 1,246	\$ 1,246	\$ 311	\$ 1,040
OTHER EMPLOYMENT COSTS	\$ -	\$ 180	\$ 180	\$ -	\$ 120
TEMPORARY LABOR	\$ -	\$ 30,000	\$ 10,000	\$ 22,126	\$ 30,000
DUES & MEMBERSHIPS	\$ 14,693	\$ 25,195	\$ 25,195	\$ 15,194	\$ 25,195
CONFERENCES & TRAVEL	\$ 7,792	\$ 108,285	\$ 33,000	\$ 25,180	\$ 108,285
LEGAL FEES	\$ 97,263	\$ 100,000	\$ 130,000	\$ 123,233	\$ 100,000
PROFESSIONAL FEES	\$ 43,557	\$ 100,000	\$ 100,000	\$ 51,594	\$ 100,000
OTHER INSURANCE *	\$ 233,830	\$ 325,247	\$ 325,247	\$ 272,396	\$ 357,772
COMPUTER/IT	\$ 24,010	\$ 15,000	\$ 30,000	\$ 11,639	\$ 25,000
POSTAGE	\$ -	\$ -	\$ -	\$ -	\$ 2,000
TELEPHONE & INTERNET	\$ -	\$ -	\$ 500	\$ (160)	\$ 1,000
UTILITIES	\$ 4,591	\$ 3,000	\$ 8,000	\$ 3,153	\$ 4,500
GRANTS		\$ 35,000	\$ 35,000	\$ -	\$ 35,000
MARKETING	\$ 184,173	\$ 160,000	\$ 250,000	\$ 97,516	\$ 160,000
COST OF SALES & LEASES	\$ 7,194	\$ 15,000	\$ 15,000	\$ 18,862	\$ 15,000
VEHICLE REPAIRS & MAINTENANCE	\$ 155	\$ 700	\$ 700	\$ 156	\$ 700
VEHICLE & EQUIPMENT FUEL	\$ 490	\$ 3,000	\$ 1,500	\$ 482	\$ 3,000
MISCELLANEOUS CHARGES & SERVICES	\$ 119	\$ 1,000	\$ 1,000	\$ 243	\$ 1,000
CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ 14,850	\$ -
TOTAL EXPENSES	\$ 922,690	\$ 1,332,091	\$ 1,398,270	\$ 880,484	\$ 1,407,251
NET INCOME	\$ 1,482,720	\$ 632,909	\$ 1,007,140	\$ 1,142,472	\$ 529,871

* 10% INCREASE

Mission Statement:

To successfully operate as a land holding corporation for TexAmericas Center. This includes effectively managing, maintaining, promoting, leasing and selling the land received from TexAmericas Center.

CAPITAL PROJECTS

GENERAL FUND - CAPITAL PROJECTS

FUND	GENERAL FUND CAPITAL PROJECTS	2020-21	2020-21	2020-21	2021-22
EXPENSES BY FUND		Actual	Budget	Amended	Proposed
BEGINNING FUND BALANCE		\$ -	\$ -	\$ -	\$ -
Total Revenues		\$ -	\$ -	\$ -	\$ 1,150,000
Total Expenses		\$ -	\$ -	\$ -	\$ 1,150,000
NET (Revenue - Expenses)		\$ -	\$ -	\$ -	\$ -
PROJECTED ENDING FUND BALANCE					\$ -
REVENUES		2020-21	2020-21	2020-21	2021-22
		Actual	Budget	Amended	Proposed
FUND BALANCE APPROPRIATED		\$ -	\$ -	\$ -	\$ -
OTHER REVENUE		\$ -	\$ -	\$ -	\$ -
OVER/SHORT		\$ -	\$ -	\$ -	\$ -
INTEREST		\$ -	\$ -	\$ -	\$ -
LOAN PROCEEDS		\$ -	\$ -	\$ -	\$ -
BOND PROCEEDS		\$ -	\$ -	\$ -	\$ -
PREMIUM ON BOND		\$ -	\$ -	\$ -	\$ -
FUND TRANSFER-GENERAL FUND		\$ -	\$ -	\$ -	\$ -
FUND TRANSFER-OTHER		\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES		\$ -	\$ -	\$ -	\$ -
EXPENDITURES		2020-21	2020-21	2020-21	2021-22
		Actual	Budget	Amended	Proposed
PROFESSIONAL SERVICES		\$ -	\$ -	\$ -	\$ -
TOTAL PURCHASED PROFESSIONAL SERVICES		\$ -	\$ -	\$ -	\$ -
BUILDINGS		\$ -	\$ -	\$ -	\$ 900,000
IMPROVEMENTS OTHER THAN BUILDINGS		\$ -	\$ -	\$ -	\$ 1,750,000
TOTAL CAPITAL EXPENDITURES		\$ -	\$ -	\$ -	\$ 2,650,000
BOND DISCOUNT		\$ -	\$ -	\$ -	\$ -
BOND ISSUANCE COSTS		\$ -	\$ -	\$ -	\$ -
TOTAL DEBT RETIREMENT		\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES		\$ -	\$ -	\$ -	\$ 2,650,000

Buildings:

- \$900,000-Spec Building Construction.

Improvements Other Than Buildings:

- \$250,000 Spec Building Infrastructure Improvements.
- \$250,000 Roof and Building Repairs to 245 Ammo Road
- \$250,000 Lay down Yard at 201 Bowie Parkway
- \$600,000 Rowe Casa Remodel
- \$400,000 Foundation Repairs at Area D

GENERAL FUND DEBT SERVICE

GENERAL FUND - DEBT SERVICE

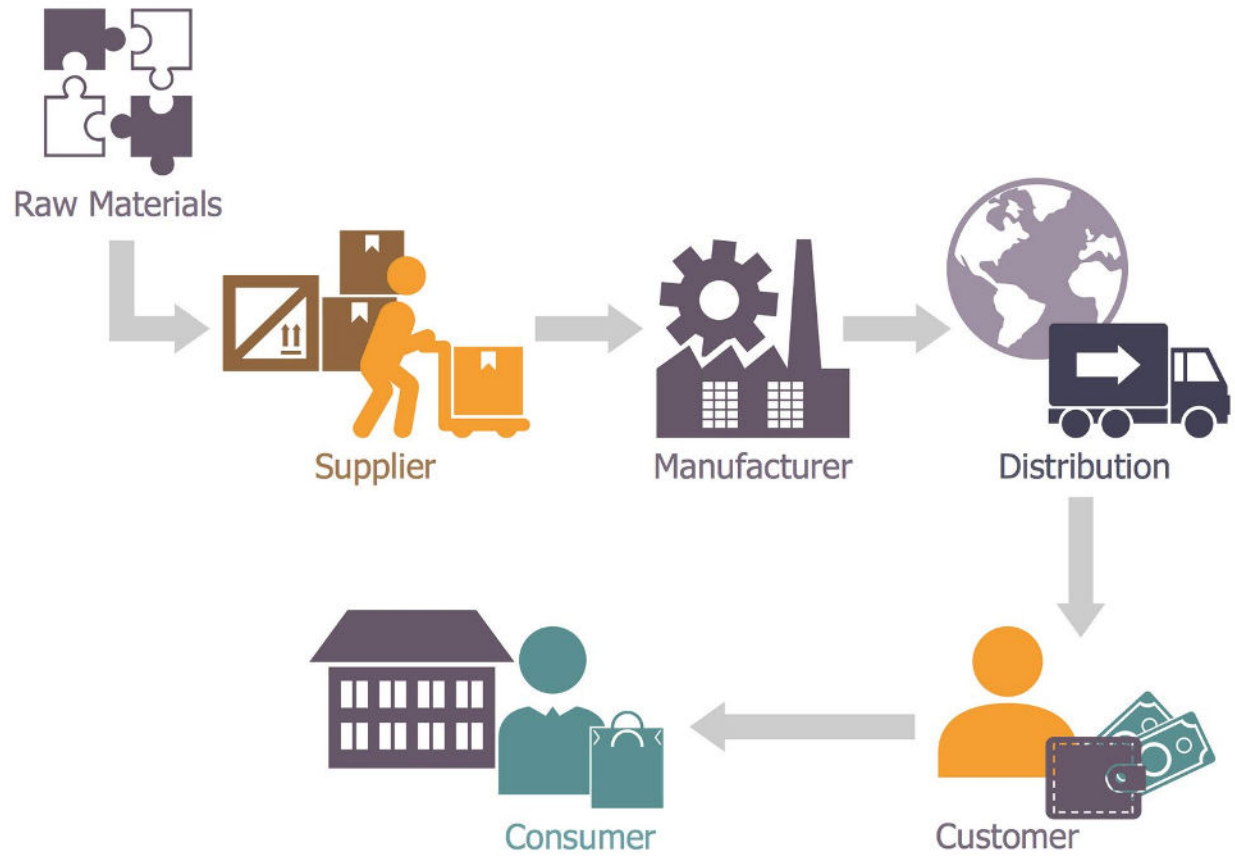
Principal and Interest Requirements

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		
2022	\$ 21,347.45	\$ 125,526.26	\$ 146,873.71	\$ 258,220.33	\$ 154,041.52	\$ 412,261.85	\$ 559,135.56	\$ 7,986,738.15
2023	\$ 123,827.69	\$ 120,749.61	\$ 244,577.30	\$ 155,740.09	\$ 158,818.17	\$ 314,558.26	\$ 559,135.56	\$ 7,672,179.89
2024	\$ 118,950.72	\$ 116,460.50	\$ 235,411.22	\$ 160,617.06	\$ 163,107.28	\$ 323,724.34	\$ 559,135.56	\$ 7,348,455.55
2025	\$ 113,931.65	\$ 110,755.05	\$ 224,686.70	\$ 165,636.13	\$ 168,812.73	\$ 334,448.86	\$ 559,135.56	\$ 7,014,006.69
2026	\$ 108,746.30	\$ 105,518.09	\$ 214,264.39	\$ 170,821.48	\$ 174,049.69	\$ 344,871.17	\$ 559,135.56	\$ 6,669,135.52
2027	\$ 103,399.36	\$ 100,117.92	\$ 203,517.28	\$ 176,168.42	\$ 179,449.86	\$ 355,618.28	\$ 559,135.56	\$ 6,313,517.24
2028	\$ 97,885.80	\$ 95,068.97	\$ 192,954.77	\$ 181,681.98	\$ 184,498.81	\$ 366,180.79	\$ 559,135.56	\$ 5,947,336.45
2029	\$ 92,208.47	\$ 88,815.62	\$ 181,024.09	\$ 187,359.31	\$ 190,752.16	\$ 378,111.47	\$ 559,135.56	\$ 5,569,224.98
2030	\$ 86,346.17	\$ 82,894.97	\$ 169,241.14	\$ 193,221.61	\$ 196,672.81	\$ 389,894.42	\$ 559,135.56	\$ 5,179,330.56
2031	\$ 80,301.18	\$ 76,789.80	\$ 157,090.98	\$ 199,266.60	\$ 202,777.98	\$ 402,044.58	\$ 559,135.56	\$ 4,777,285.98
2032	\$ 74,067.82	\$ 70,881.71	\$ 144,949.53	\$ 205,499.96	\$ 208,686.07	\$ 414,186.03	\$ 559,135.56	\$ 4,363,099.95
2033	\$ 67,646.21	\$ 64,008.85	\$ 131,655.06	\$ 211,921.57	\$ 215,558.93	\$ 427,480.50	\$ 559,135.56	\$ 3,935,619.45
2034	\$ 61,018.48	\$ 57,315.15	\$ 118,333.63	\$ 218,549.30	\$ 222,252.63	\$ 440,801.93	\$ 559,135.56	\$ 3,494,817.52
2035	\$ 54,184.21	\$ 50,412.85	\$ 104,597.06	\$ 225,383.57	\$ 229,154.93	\$ 454,538.50	\$ 559,135.56	\$ 3,040,279.02
2036	\$ 47,136.98	\$ 43,533.33	\$ 90,670.31	\$ 232,430.80	\$ 236,034.45	\$ 468,465.25	\$ 559,135.56	\$ 2,571,813.77
2037	\$ 39,873.82	\$ 35,959.98	\$ 75,833.80	\$ 239,693.96	\$ 243,607.80	\$ 483,301.76	\$ 559,135.56	\$ 2,088,512.01
2038	\$ 32,380.63	\$ 28,392.20	\$ 60,772.83	\$ 247,187.15	\$ 251,175.58	\$ 498,362.73	\$ 559,135.56	\$ 1,590,149.28
2039	\$ 24,653.93	\$ 20,588.59	\$ 45,242.52	\$ 254,913.85	\$ 258,979.19	\$ 513,893.04	\$ 559,135.56	\$ 1,076,256.24
2040	\$ 16,686.45	\$ 12,610.70	\$ 29,297.15	\$ 262,881.33	\$ 266,957.08	\$ 529,838.41	\$ 559,135.56	\$ 546,417.83
2041	\$ 8,471.75	\$ 4,245.31	\$ 12,717.06	\$ 271,096.03	\$ 275,321.80	\$ 546,417.83	\$ 559,134.89	\$ -
			<u>\$ 2,783,710.53</u>			<u>\$ 8,399,000.00</u>	<u>\$ 11,182,710.53</u>	

DATE OF LOAN:	11/26/2021
FINANCIAL INSTITUTION:	GUARANTY BANK
AMOUNT AUTHORIZED AND ISSUED:	\$8,399,000.00
INTEREST RATE:	3.0937%
PURPOSE:	CONSTRUCTION OF SPEC BUILDING

THIRD PARTY LOGISTICS (LOGISTICS)



AUTHORIZED FULL TIME EMPLOYEES (FTE)

LOGISTICS

SUMMARY OF BUDGETED POSITIONS						
SUMMARY OF AUTHORIZED POSITIONS	2019-20		2020-21		2021-22	
All Budgeted Funds	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
LOGISTICS						
Logistics	1.0	0.0	1.0	0.0	10.0	0.0
TOTAL LOGISTICS	1.0	0.0	1.0	0.0	10.0	0.0

*Increase in staffing levels for 2021-22 due to anticipated demand for Logistics Services.

Logistics
Budget Summary

PROPRIETARY FUND - LOGISTICS - 3PL

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
LOGISTICS CONTRACT	\$ 1,667	\$ 259,370	\$ 6,000	-	\$ 345,830
TOTAL INCOME/REVENUES	\$ 1,667	\$ 259,370	\$ 6,000	-	\$ 345,830

PROPRIETARY FUND - LOGISTICS - 3PL

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
EXPENSES					
SALARIES & WAGES	\$ 93,766	\$ 305,131	\$ 150,000	\$ 1,285	\$ -
HEALTH INSURANCE	\$ 6,308	\$ 260,938	\$ 20,000	\$ 88	\$ -
PENSION	\$ 4,820	\$ 39,269	\$ 12,000	\$ -	\$ -
PAYROLL TAXES	\$ 7,744	\$ 28,196	\$ 15,000	\$ 119	\$ -
TRAINING & EDUCATION	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ -
CELLULAR PHONE	\$ 250	\$ 3,000	\$ 3,000	\$ -	\$ -
WORKERS COMPENSATION	\$ 4	\$ 8,988	\$ 2,000	\$ -	\$ -
UNIFORMS	\$ -	\$ 5,500	\$ 1,000	\$ -	\$ -
OTHER EMPLOYMENT COSTS	\$ -	\$ 3,000	\$ 1,000	\$ -	\$ -
TEMPORARY LABOR	\$ -	\$ 25,000	\$ 10,000	\$ -	\$ -
CONFERENCES & TRAVEL	\$ 2,180	\$ 10,000	\$ 10,000	\$ -	\$ 10,000
AUDITING FEES	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
ACCOUNTING FEES	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 12,000
LEGAL FEES	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 10,000
COMPUTER/IT	\$ -	\$ 2,600	\$ 2,600	\$ -	\$ 2,600
OFFICE SUPPLIES	\$ 378	\$ 1,500	\$ 1,500	\$ -	\$ 1,500
TELEPHONE & INTERNET	\$ -	\$ 7,320	\$ 2,000	\$ -	\$ 7,320
UTILITIES	\$ 720	\$ 5,000	\$ 2,000	\$ -	\$ 5,000
WASTE MANAGEMENT	\$ -	\$ 5,000	\$ 2,000	\$ -	\$ 5,000
JANITORIAL SUPPLIES	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ 1,000
MARKETING	\$ 27	\$ -	\$ 1,000	\$ -	\$ 1,000
EQUIPMENT RENTAL	\$ -	\$ 32,250	\$ 4,000	\$ -	\$ 32,250
MATERIALS & SUPPLIES	\$ -	\$ 1,500	\$ 1,500	\$ -	\$ 1,500
EQUIPMENT MAINTENANCE	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 4,000
VEHICLE REPAIRS & MAINTENANCE	\$ -	\$ -	\$ -	\$ -	\$ 200
VEHICLE & EQUIPMENT FUEL	\$ -	\$ -	\$ -	\$ -	\$ 1,500
PROPANE	\$ -	\$ 23,820	\$ 5,300	\$ -	\$ 23,820
SECURITY	\$ 373	\$ -	\$ 500	\$ -	\$ 1,000
START UP FEES - LOGISTICS	\$ -	\$ 1,375	\$ 1,375	\$ -	\$ -
MANAGEMENT FEES - TAC				\$ -	\$ 32,471
MANAGEMENT FEES: LEASE EMPLOYEES				\$ -	\$ 919,152
VEHICLES	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
TOTAL EXPENSES	\$ 116,570	\$ 838,387	\$ 276,775	\$ 1,492	\$ 1,111,313
NET INCOME	\$ (114,904)	\$ (579,017)	\$ (270,775)	\$ (1,492)	\$ (765,483)
ADJUSTMENT TO FUND BALANCE	\$ (114,904)		\$ (270,775)		\$ (765,483)
APPROPRIATED FUND BALANCE			\$ 270,775		\$ 765,483
BEGINNING			\$ -		\$ -
			\$ -		\$ (270,775)
			<u>\$ (270,775)</u>		<u>\$ (765,483)</u>
ENDING NET ASSET			<u>\$ (270,775)</u>		<u>\$ (1,036,258)</u>

Mission Statement:

Committed to provide outstanding customer service by identifying and developing opportunities and expectations that enhance our supply chain strategies.
Provide a positive and reliable experience to each of our customer partners while offering ethical and reliable professionalism in the logistics, 3PL, solutions we offer.

LOGISTICS – 3PL
FUND BALANCE DISCUSSION

The Logistics – 3PL fund balance is presently forecast to decrease by 382% from FY 2020-2021 to FY 2021-2022.

This decrease is mainly because Logistics is a new Enterprise Fund and has yet to generate substantial revenues. The start – up costs are currently outpacing revenues. Management recognizes this fact and expects it to only be a temporary situation. Management fully expects Logistics to increase fund balance(s) in subsequent fiscal years.

RAILROAD OPERATIONS



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

SUMMARY OF BUDGETED POSITIONS						
SUMMARY OF AUTHORIZED POSITIONS	2019-20		2020-21		2021-22	
All Budgeted Funds	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
RAILROAD						
Railroad	0.0	0.0	0.0	0.0	1.0	0.0
TOTAL RAILROAD	0.0	0.0	0.0	0.0	1.0	0.0

*Pending Railroad Operations Acquisition Approval

**Railroad Operations
Budget Summary**

PROPRIETARY FUND - RAILROAD

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
INCOME/REVENUES					
MOVEMENT FEES	\$ -	\$ -	\$ -	\$ 224,098	\$ 224,098
STORAGE FEES	\$ -	\$ -	\$ -	\$ 894,693	\$ 894,693
TOTAL INCOME/REVENUES	\$ -	\$ -	\$ -	\$ 1,118,791	\$ 1,118,791

PROPRIETARY FUND - RAILROAD

	2020-21 Actual	2020-21 Budget	2020-21 Amended	2017-2020 3 Year Average	2021-22 Proposed
EXPENSES					
SALARIES & WAGES	\$ -	\$ 6,000	\$ 6,000	\$ 275,769	\$ 275,769
HEALTH INSURANCE	\$ -	\$ -	\$ -	\$ 39,461	\$ 98,842
PENSION	\$ -	\$ -	\$ -	\$ -	\$ 14,025
PAYROLL TAXES	\$ -	\$ 600	\$ 600	\$ 20,203	\$ 20,203
CELLULAR PHONE	\$ -	\$ 30	\$ 30	\$ -	\$ 1,500
WORKERS COMPENSATION	\$ -	\$ -	\$ -	\$ 4,690	\$ 5,500
UNIFORMS	\$ -	\$ -	\$ -	\$ 679	\$ 3,125
TEMPORARY LABOR	\$ -	\$ -	\$ -	\$ 56,010	\$ 56,010
DUES & MEMBERSHIPS	\$ -	\$ -	\$ -	\$ 250	\$ 250
MEETINGS & ENTERTAINMENT	\$ -	\$ -	\$ -	\$ 221	\$ 221
AUDITING FEES	\$ -	\$ -	\$ -	\$ -	\$ 10,000
ACCOUNTING FEES	\$ -	\$ -	\$ -	\$ 12,423	\$ 12,423
LEGAL FEES	\$ -	\$ -	\$ -	\$ 12,423	\$ 12,423
PROFESSIONAL FEES	\$ -	\$ -	\$ -	\$ -	\$ 50,000
OTHER INSURANCE	\$ -	\$ -	\$ -	\$ 18,191	\$ 18,191
OFFICE SUPPLIES	\$ -	\$ -	\$ -	\$ 2,108	\$ 2,108
TELEPHONE & INTERNET	\$ -	\$ -	\$ -	\$ 2,282	\$ 2,282
UTILITIES	\$ -	\$ -	\$ -	\$ 5,544	\$ 5,544
EQUIPMENT RENTAL	\$ -	\$ -	\$ -	\$ 119	\$ 119
MINOR TOOLS & EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 2,000
MATERIALS & SUPPLIES	\$ -	\$ -	\$ -	\$ 14,623	\$ 14,623
EQUIPMENT MAINTENANCE	\$ -	\$ -	\$ -	\$ 19,340	\$ 25,000
RAIL MAINTENANCE	\$ -	\$ -	\$ -	\$ 283,539	\$ 283,539
VEHICLE & EQUIPMENT FUEL	\$ -	\$ -	\$ -	\$ 45,940	\$ 45,940
MISCELLANEOUS CHARGES & SERVICES	\$ -	\$ -	\$ -	\$ 239	\$ 239
INTEREST	\$ -	\$ -	\$ -	\$ 1,987	\$ 1,987
DEPRECIATION EXPENSE	\$ -	\$ -	\$ -	\$ 12,600	\$ 12,600
TOTAL EXPENSES	\$ -	\$ 6,630	\$ 6,630	\$ 828,642	\$ 974,464
NET INCOME	\$ -	\$ (6,630)	\$ (6,630)	\$ 290,149	\$ 144,327
ADJUSTMENT TO FUND BALANCE	\$ -		\$ (6,630)		\$ 144,327
APPROPRIATED FUND BALANCE			\$ 6,630		\$ (144,327)
			\$ -		\$ -
BEGINNING FUND BALANCE			\$ -		\$ (6,630)
			\$ (6,630)		\$ 144,327
ENDING FUND BALANCE			\$ (6,630)		\$ 137,697

Mission Statement:

Pursuing excellence by developing sustainable, innovative rail solutions while creating ongoing economic development opportunities for customers and stakeholders as the safest, most reliable regional railroad operation.
 This department accounts for revenues and expenditures associated with all railroad activities.

**FY 2021-22
LABOR TABLE**

#	Employee Name	Position Description	Hours Worked	2021 Pay	Performance Adjustment	2022 Hourly Maximum Rate	2022 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	1,841.15	Exempt	-	191,805.18	16,552.38	252.00	16,804.38	19,768.46	24,205.79	360.00	400.00	-	1,100.00	1,000.00	255,443.81	122.81	
2	Holly Sleek	Accounting Manager	2080.00	82,165.89	84,630.87	31.25	65,000.00	650.00	Exempt	-	65,650.00	5,672.96	252.00	5,924.96	13,767.64	8,206.25	300.04	250.00	-	70.51	1,000.00	95,169.40	45.75	
3	Marla Byrd	Executive Assistant/Office Manager	2080.00	64,192.29	66,118.06	31.79	66,118.06	661.18	Exempt	-	66,779.24	5,897.13	252.00	6,149.13	9,359.08	8,347.40	1,960.00	250.00	-	70.51	-	92,915.36	44.67	
4	Eric Voyles	Executive Vice President/CEDO	2080.00	149,304.54	153,783.68	73.93	153,783.68	1,537.84	Exempt	-	155,321.52	13,517.30	252.00	13,769.30	9,359.08	19,415.19	1,960.00	400.00	-	145.00	1,850.00	202,220.09	97.22	
5	Devon McCloskey	Administrative Assistant to EVP/CEDO	2080.00	40,289.60	41,498.29	19.95	41,498.29	414.98	5%	2,074.91	43,988.18	3,808.69	252.00	4,060.69	13,767.64	5,498.52	300.04	250.00	-	145.00	1,850.00	69,860.07	33.59	
6	Teresa Kemp	Receptionist/Administrative Assistant Facility Operations	2080.00	41,704.00	42,955.12	20.65	42,955.12	429.55	5%	2,147.76	45,532.43	3,941.59	252.00	4,193.59	13,767.64	5,691.55	300.04	625.00	-	70.51	-	70,180.76	33.74	
7	Jeff Whitten	Executive Vice President/COO	2080.00	137,885.75	142,022.32	68.28	153,783.68	1,537.84	Exempt	-	155,321.52	13,390.31	252.00	13,642.31	13,767.64	19,415.19	300.04	625.00	300.00	1,100.00	5,000.00	209,471.70	100.71	
8	Open	Maintenance Technician	2080.00	36,400.00	37,492.00	18.03	41,819.65	418.20	5%	2,090.98	44,328.83	3,838.00	252.00	4,090.00	13,767.64	5,541.10	300.04	625.00	300.00	1,100.00	-	70,052.61	33.68	
9	Open	Maintenance Technician	2080.00	31,200.00	36,400.00	17.50	36,400.00	364.00	5%	1,820.00	38,584.00	3,343.59	252.00	3,595.59	9,359.08	4,823.00	300.04	625.00	300.00	1,100.00	-	58,686.71	28.21	
10	Tyler Poe	Laborer - TAC E	2080.00	30,160.00	33,280.00	16.00	33,280.00	332.80	5%	1,664.00	35,276.80	3,058.96	252.00	3,310.96	9,359.08	4,409.60	300.04	625.00	300.00	1,100.00	-	54,681.48	26.29	
11	Open	Laborer - TAC E	2080.00	31,200.00	33,280.00	16.00	33,280.00	332.80	5%	1,664.00	35,276.80	3,058.96	252.00	3,310.96	19,768.46	4,409.60	300.04	625.00	300.00	1,100.00	-	65,090.86	31.29	
12	Alberto Jiminez	Labor Foreman/Abatement Supervisor	2080.00	59,877.07	61,673.38	29.65	61,673.38	616.73	Exempt	-	62,290.11	5,460.30	252.00	5,712.30	19,768.46	7,786.26	1,300.04	625.00	600.00	1,100.00	1,000.00	100,182.17	48.16	
13	Ruthie Jackson	Proposal Content & Client Experience Coordinator	2080.00	37,086.40	38,198.99	18.36	38,198.99	381.99	Exempt	-	38,580.98	3,343.33	252.00	3,595.33	19,768.46	4,822.62	300.04	250.00	-	145.00	1,850.00	69,312.43	33.32	
14	Richard Redfean	Operations Supervisor	2080.00	64,000.00	64,000.00	30.77	64,000.00	640.00	Exempt	-	64,640.00	5,592.15	252.00	5,844.15	19,768.46	8,160.00	300.04	625.00	300.00	1,100.00	1,000.00	101,737.65	48.91	
14	John Moran	Vice President of Finance	2080.00	110,000.00	113,300.00	54.47	113,300.00	1,133.00	Exempt	-	114,433.00	10,009.16	252.00	10,261.16	9,359.08	14,445.75	1,960.00	625.00	300.00	70.51	1,000.00	152,454.50	73.30	
15	John Sesler	Vice President of Logistics	2080.00	125,000.00	128,750.00	61.90	128,750.00	1,287.50	Exempt	-	130,037.50	11,226.62	252.00	11,478.62	9,359.08	16,415.63	300.04	625.00	300.00	1,100.00	1,000.00	170,615.87	82.03	
16	Open	Logistics Manager	2080.00	50,000.00	51,500.00	24.76	51,500.00	515.00	Exempt	-	52,015.00	4,504.42	252.00	4,756.42	19,768.46	6,566.25	300.04	625.00	300.00	1,100.00	1,000.00	86,431.17	41.55	
17	Open	Logistics Clerk	2080.00	32,240.00	33,207.20	15.97	33,207.20	332.07	5%	1,660.36	35,199.63	3,071.37	252.00	3,323.37	19,768.46	4,649.01	300.04	250.00	300.00	1,100.00	-	64,890.51	31.20	
18	Open	Logistics Clerk	2080.00	31,200.00	32,136.00	15.45	32,136.00	321.36	5%	1,606.80	34,064.16	2,973.04	252.00	3,225.04	19,768.46	4,499.04	300.04	250.00	300.00	1,100.00	-	63,506.74	30.53	
19	Open	Logistics Laborer	2080.00	31,200.00	32,136.00	15.45	32,136.00	321.36	5%	1,606.80	34,064.16	2,973.04	252.00	3,225.04	19,768.46	4,499.04	300.04	625.00	300.00	1,100.00	-	63,881.74	30.71	
20	Open	Logistics Laborer	2080.00	31,200.00	32,136.00	15.45	32,136.00	321.36	5%	1,606.80	34,064.16	2,973.04	252.00	3,225.04	19,768.46	4,499.04	300.04	625.00	300.00	1,100.00	-	63,881.74	30.71	
21	Open	Logistics Laborer	2080.00	31,200.00	32,136.00	15.45	32,136.00	321.36	5%	1,606.80	34,064.16	2,973.04	252.00	3,225.04	19,768.46	4,499.04	300.04	625.00	300.00	1,100.00	-	63,881.74	30.71	
22	Open	Logistics Laborer	2080.00	31,200.00	32,136.00	15.45	32,136.00	321.36	5%	1,606.80	34,064.16	2,973.04	252.00	3,225.04	19,768.46	4,499.04	300.04	625.00	300.00	1,100.00	-	63,881.74	30.71	
23	Open	Logistics Laborer	2080.00	31,200.00	32,136.00	15.45	32,136.00	321.36	5%	1,606.80	34,064.16	2,973.04	252.00	3,225.04	19,768.46	4,499.04	300.04	625.00	300.00	1,100.00	-	63,881.74	30.71	
24	Open	Logistics Laborer	2080.00	31,200.00	32,136.00	15.45	32,136.00	321.36	5%	1,606.80	34,064.16	2,973.04	252.00	3,225.04	19,768.46	4,499.04	300.04	625.00	300.00	1,100.00	-	63,881.74	30.71	
	Incentives			63,000.00			164,000.00				164,000.00	14,114.25		14,114.25		20,500.00						198,614.25		
	Temp Labor						80,000.00				80,000.00	-		-		-						80,000.00		
Regular Wage							1,573,464.08	15,676.15			24,369.61	1,857,509.84	154,212.75	6,300.00	160,512.75	401,751.12	224,801.99	13,540.84	12,925.00	5,700.00	20,517.04	17,550.00	2,714,808.58	

**FY 2021-22
LABOR TABLE**

Employee Name	Position Description	W/C Code	Type	Hours Worked	2021 Pay	Performance Adjustment	2022 Hourly Maximum Rate	2022 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	8742	Salary	2080.00	6,000.00	110,000.00	52.88	110,000.00	1,100.00	Exempt	-	111,100.00	9,595.02	252.00	9,847.02	19,768.46	14,025.00	300.04	625.00	300.00	1,100.00	1,000.00	158,065.52	75.99
	Locomotive Engineers	8810	Salary	2080.00	-	-	-	-	-	Exempt	-	-	22.95	252.00	274.95	19,768.46	-	300.04	625.00	-	1,100.00	1,000.00	23,068.45	11.09
	Locomotive Engineers	8810	Salary	2080.00	-	-	-	-	-	Exempt	-	-	22.95	252.00	274.95	19,768.46	-	300.04	625.00	-	1,100.00	1,000.00	23,068.45	11.09
	Switchmen	8742	Salary	2080.00	-	-	-	-	-	Exempt	-	-	22.95	252.00	274.95	19,768.46	-	300.04	625.00	-	1,100.00	1,000.00	23,068.45	11.09
	Switchmen	8742	Hourly	2080.00	-	-	-	-	-	5%	-	-	22.95	252.00	274.95	19,768.46	-	300.04	625.00	-	1,100.00	1,000.00	23,068.45	11.09

FIXED ASSETS

FIXED ASSETS		
		AS OF: SEPTEMBER 30, 2020
		General Fund
TexAmericas Center:		
Land and Timber		\$ 16,181,639
Buildings and Improvements		\$ 27,868,441
Roads and Rail		\$ 19,834,811
Equipment		\$ 470,248
Construction in Progress		\$ 711,336
TOTAL FIXED ASSETS		\$ 65,066,475
	(Less Accumulated Depreciated)	\$ (25,169,835)
NET PLANT, PROPERTY & EQUIPMENT		\$ 39,896,640



Glossary

Glossary

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.

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.

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.

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 on the basis of 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 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.

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

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

TAC: TexAmericas Center.