

PUBLIC NOTICE

DEVELOPMENT CORPORATION OF ABILENE, INC.

A meeting of the Development Corporation of Abilene, Inc. (“DCOA”) will be held on June 23, 2026, at 174 Cypress Street, 2nd Floor Board Room, Abilene, Texas commencing at 9:00 a.m. to consider the Agenda set forth below.

The meeting may include members of the DCOA’s Board of Directors (“Board”) participating remotely by videoconference. In accordance with the Texas Government Code, the location of the meeting where a quorum of the DCOA’s Board will be physically present is 174 Cypress Street, 2nd Floor Board Room, Abilene, Texas and it is the intent of the DCOA to have a quorum present at that location.

Under Agenda Item 3, the opportunity for public comment will be announced and members of the public should identify themselves at that time should he or she choose to make any comments concerning any Items on the Agenda. Under Item 3 on the Agenda, public comments concerning Items on the Agenda are allowed for up to 3 minutes per person (or in the event that a person addresses the Board through a translator, such public comments on Items on the Agenda are allowed for up to 6 minutes).

AGENDA


June 23, 2026
9:00 a.m.

1. Call the meeting to order
2. Invocation
3. Public Comment on Agenda Items
4. Governance Schedule
5. Approval of Minutes from the April 23, 2026 Board meeting
6. DCOA Wins National Recognition for Economic Development Excellence
2026 Economic Development Award from Business Facilities
7. DCOA Financial Report for April 2026
8. Executive Session:
The DCOA reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed, as authorized by the Texas Government Code Sections:
 - A. 551.071 (Consultation with Attorney)
 1. DCOA’s Mutual Release Agreement with Receptor Logic, Inc.
 2. Service Agreements with the DCOA’s Community Stakeholder Organizations, which are as follows: City of Abilene for the Airport Business Development Management Program, Texas Tech University for the Small Business Development Center, Abilene Industrial Foundation (DBA Abilene Regional Growth Alliance), Military Affairs Council, Abilene Independent School District, Wylie Independent School District, and the Big Country Society for Human Resource Management

- B. 551.072 (Deliberations about Real Property)
 - C. 551.074 (Personnel Matters)
 - D. 551.087 (Business Prospect/Economic Development)
 - 1. Project Vital
 - 2. Project Echo
 - 3. Project Twist
 - 4. Project Armor
 - 5. Project Silver
9. Report from the President and CEO:
- A. Strategic Plan for Economic Development
 - B. Strategic Plan Objectives:
 - 1. Business Attraction Initiatives
 - 2. Business Retention & Expansion Initiatives
 - 3. Workforce Development Initiatives
 - 4. Marketing & Brand Management Initiatives
 - 5. Real Estate Initiatives
 - 6. Effective Operations Initiatives
 - C. Foreign Trade Zone and Opportunity Zones
 - D. Market Intelligence
 - E. Discussion and possible approval of a Resolution approving expenditures over \$50,000 as described in the President and CEO's report
10. Discussion and possible approval of the DCOA Budget for Fiscal Year 2027
11. Discussion and possible approval of a Resolution approving of an agreement with AEP Texas, Inc. granting and/or supplementing an easement on property in Northwest Abilene
12. Discussion and possible approval authorizing the DCOA's President and CEO to take certain actions with regard to the DCOA's Mutual Release Agreement with Receptor Logic, Inc.
13. Discussion on next Board meeting date
14. Adjournment

CERTIFICATE

I hereby certify that the above notice of meeting was posted on the bulletin board at the City Hall
of
Abilene, Texas, on the 15th day of June, 2026 at 3:35 p.m.



Kaitlin Richardson, Deputy City Secretary TRMC, CMC



Misty Mayo, President & CEO

NOTICE

Persons with disabilities who would like special assistance or need special accommodations to participate in this meeting should contact the Development Corporation of Abilene, Inc., (325) 676-6390, at least forty-eight (48) hours in advance of this meeting. The telecommunication device for the deaf is (325) 676-6360.

Proposed Fiscal Year 2027 Budget



#	Line Item	Proposed FY 2027 Budget	Amended FY 2026 Budget	\$ Change FY 27 VS. FY 26
Revenues & Income				
1	Investment Income	\$190,923	\$379,380	-\$188,457
2	Lease Revenue	\$3,843,066	\$3,816,518	+\$26,548
3	Sales Tax Revenue	\$22,786,177	\$21,791,618	+\$994,559
4	Other Revenue	\$0	\$500,000	-\$500,000
5	Total Revenues & Income (Lines 1-4)	\$26,820,166	\$26,487,516	+\$332,650
Operating Expenses				
6	Employee Salaries & Benefits	\$2,337,317	\$1,986,325	+\$350,992
7	Business Insurance, Fees & Property Taxes	\$701,515	\$701,040	+\$475
8	Technology, Staff Development & Equipment	\$503,283	\$452,743	+\$50,540
9	Marketing & Brand Management	\$2,278,618	\$1,539,162	+\$739,456
10	Consulting & Strategic Studies	\$552,000	\$402,000	+\$150,000
11	Facilities & Land Management	\$1,290,080	\$1,140,080	+\$150,000
12	Workforce Pipeline Initiatives	\$400,000	\$400,000	\$0
13	Business Retention & Expansion Initiatives (BRE) – Existing Primary Employers	\$900,000	\$900,000	\$0
14	Community Initiative: Military Affairs Initiatives (Dyess AFB Retention)	\$525,000	\$437,000	+\$88,000
15	Community Initiatives: Stakeholder Organizations	\$300,000	\$653,000	-\$353,000
16	Total Operating Expenses (Lines 6-15)	\$9,787,813	\$8,611,349	+\$1,176,464
Amount Reserved For Incentives & Capital Expenditures (Line 5 Minus Line 16)				
17	Business Development & Prospect Incentives	\$7,440,000	\$3,719,825	+\$3,720,175
18	Capital Improvement Projects	\$2,720,020	\$2,000,000	+\$720,020
19	Land Acquisition & Improvements	\$6,872,333	\$12,156,342	-\$5,284,009
20	Total Incentives & Capital Expenditures (Lines 18-20)	\$17,032,353	\$17,876,167	-\$843,814

Taxpayer Impact Statement

Section 551.043(c) of the Texas Government Code now requires that a taxpayer impact statement be included in the notice of a meeting at which a governmental body will discuss or adopt a budget. The Development Corporation of Abilene, Inc. does not levy a tax rate, and therefore, a comparison of the property tax bill would show no changes to the estimate of the property tax bill.

Governance Schedule

**FY 2026
DCOA Governance Schedule**

2025			2026												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
✓	✓	✓		✓	✓	✓		✓							Post Agenda (72 hrs prior to the meeting)
				✓											Monthly Board Meeting (minimum quarterly meeting)
				✓											Annual Meeting of Board of Directors (first regularly scheduled board meeting of the year)
															Annual Economic Development Plan to City Council (prior to, or in conjunction with, the annual budget)
															Annual Budget to City Council (sixty days prior to start of next fiscal year: August 1)
															Additional Meetings, as needed

2025			2026												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
✓	✓	✓		✓	✓	✓		✓							Governance: Monthly Board Meeting Review
✓	✓	✓		✓	✓	✓		✓							Approval of Last Meeting's Minutes
✓	✓	✓		✓	✓	✓		✓							Financial Report Presented by DCOA Staff (Accounting Firm, As Requested)
✓	✓	✓		✓	✓	✓		✓							Schedule Next Meeting Date
	✓			✓											Quarterly Sales Tax Report
✓				✓		✓									Written Quarterly Investment Report (within 45 days following the end of the quarter)
															Review of Strategic Plan
															Review of Governance Checklist

2025			2026												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
				✓											Governance: Semi-Annual & Annual Reviews
				✓											Presentation/Proclamation to Outgoing Board Members (City of Abilene and the Board)
				✓											Welcome New Board Member(s)
				✓											New Board Member(s) Onboarding
		✓													Officer Election (President, Chair, Vice Chair, Secretary, Treasurer & others, as determined)
		✓													Bank Account Signature Card - minutes required for bank
															President & CEO Annual Review
								✓							DCOA Insurance Coverage
					✓										Appointment of DCOA Investment Committee Members
						✓									Review of DCOA's Real Property Insurance

**FY 2026
DCOA Governance Schedule**

2025			2026												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Governance: Reports of Activity
				✓											Community Stakeholder Organizations Written Reports of Activity for activity from April 1 - September 30 due October 15
							✓								Community Stakeholder Organizations Written Reports of Activity for activity from October 1 - March 31 due April 15

2025			2026												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Governance: Annual Approvals
															Annual Consideration and Commission for a Financial Audit
															Review and adopt a written resolution approving the DCOA Investment Policy, Investment Strategy, and Procedures for Operation of the Investment Program (annually)
					✓										Financial Audit Prepared by 3rd Party Auditor
						✓									Financial Audit Presented to Board
					✓										Submit Required Report (Local Gov. Code 502.151) to Comptroller by April 1
								✓							Annual Budget Request from Partners due June 1
								✓							First Review of new Fiscal Year Budget
								✓							Budget to Board for vote (sixty days prior to start of new fiscal year: August 1)
								✓							Staffing/Staff Evaluation (Staff Potential Conflicts of Interest)
															New Fiscal Year Contracts for Stakeholder Organizations

2025			2026												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Project & Properties Review on Demand
✓	✓	✓		✓	✓	✓		✓							Properties (as needed)
✓	✓	✓		✓	✓	✓		✓							Projects (as needed)
✓	✓	✓		✓	✓	✓		✓							Board Approval of Expenditures Over \$50,000 (as required)
	✓														Benchmark Comparisons & Competitive Analysis

Rev. 06/15/2026

Board Meeting Minutes

April 23, 2026

DEVELOPMENT CORPORATION OF ABILENE, INC.
BOARD MEETING MINUTES
April 23, 2026

MEMBERS PRESENT: Tracy Howle Shea Hall Mark Colman
 Buddy Napier Floyd Miller

STAFF PRESENT: Misty Mayo Lindsay Dennis
 Julie Johncox Ashley Whitmer
 Whitney Merrick Jillian Guinn

GUESTS PRESENT: Chris Shelton, McMahon Surovik Suttle, PC
 Stephen Brownlow, City of Abilene Marshall's Office

1. **CALL THE MEETING TO ORDER:** Chair Tracy Howle called the meeting to order at 9:00 am and introduced Shea Hall, Floyd Miller, Mark Colman, and Buddy Napier.
2. **INVOCATION:** Board Secretary/Treasurer Floyd Miller offered the invocation.
3. **PUBLIC COMMENT ON AGENDA ITEMS:** Chair Tracy Howle announced an opportunity for the public to comment on any of the Agenda items. She further stated that there would be no votes or formal action taken during public comment, that this would allow members of the public to present ideas and information to the DCOA Board and staff pertaining to the items on the Agenda, and that if there was anyone who would like to make a public comment, to please state their name and address. No members of the public requested to make a public comment. Thus, Chair Tracy Howle moved on to Agenda Item 4.
4. **GOVERNANCE SCHEDULE:** Misty Mayo, DCOA President & CEO, stated that the Governance Schedule for Fiscal Year 2026 is in the packet. The governance schedule is a tool that ensures the DCOA is operating on schedule, and it can be amended as needed. The DCOA is currently on schedule with both the governance schedule and strategic plan.
5. **APPROVAL OF MINUTES FROM THE MARCH 25, 2026, BOARD MEETING:** Vice Chair Buddy Napier made a motion to approve the Minutes from the March 25, 2026, Board meeting. Board Member Mark Colman seconded, and the motion passed. Misty Mayo, DCOA President & CEO, noted that the Board and public received the packet prior to the meeting.
6. **DCOA AWARDED #1 CORPORATE INVESTMENT PROJECT BY TRADE AND INDUSTRY DEVELOPMENT MAGAZINE 2026:** Misty Mayo, DCOA President & CEO announced that the DCOA was awarded the CiCi award for the Stargate project as the #1 ranked project in the category for capital investment.
7. **DCOA FINANCIAL REPORT FOR MARCH 2026:** The Financial Report for March 2026 was presented. As of March 2026, the DCOA's year-to-date total actual operating revenue was \$12,691,194 and cash at the end of the period was \$34,079,222. According to the Statement of Net Position, the DCOA's total assets were \$118,355,106 and the DCOA's total liabilities were \$398,232.

8. DCOA INVESTMENT REPORT FOR Q1 2026: Board Chair Tracy Howle announced the Investment Committee members are comprised of Floyd Miller, DCOA Board Secretary/Treasurer; DCOA Board Member, Mark Colman; Misty Mayo, DCOA President & CEO; Julie Johncox, DCOA Executive Vice President & COO, and Regi McCabe-Gossett, DCOA Senior Vice President of Finance. Misty Mayo, DCOA President & CEO presented the Q1 2026 Investment Report prepared on April 14, 2026. The DCOA’s investment strategy meets the requirements of the DCOA’s Investment Policy and the limited options set forth in the Texas Government Code, as referenced in the DCOA’s Investment Policy.

Portfolio Summary for Q1 2026 (January 1, 2026 – March 31, 2026)

- Beginning Market Value (January 1, 2026) = \$18,466,423
- Ending Market Value (March 31, 2026) = \$18,579,804
 - \$ Change in Market Value (January – March 2026) = (\$113,381)
 - % Change in Market Value (January – March 2026) = 0.61%
- Income Received (January – March 2026) = \$164,339
- Total Accrued Interest (January – March 2026) = \$101,960
- Estimated Annual Income Based on Current Holdings = \$595,734
- March 31, 2026, DCOA Portfolio Yield = 3.94%
- March 31, 2026, Bloomberg 1-3 US Treasury Index= 3.43%

9. PRESENTATION OF DCOA’S AUDIT FOR FISCAL YEAR 2025 PRESENTED BY FORVIS MAZARS: Josh Findlay with Forvis Mazars presented the Independent Auditor’s Report for Fiscal Year 2025 to the DCOA Board of Directors. Josh reported that “the DCOA received a clean, unmodified opinion, which is the highest level of assurance an auditor can give a company”.

10. EXECUTIVE SESSION: Chair Tracy Howle stated: I hereby announce we are going into Executive Session pursuant to Texas Government Code Sections 551.071, .072, .074, and .087 to consult with legal counsel, discuss real property transactions, personnel matters, and discuss economic development negotiations involving a business prospect, as set forth on the Agenda, and that any vote or action will be taken in open session.

Chair Tracy Howle announced the date is April 23, 2026, and the time is 9:20 am. Later, Chair Tracy Howle announced the date is still April 23, 2026, and the time is 10:41 am, and that no vote or action was taken in Executive Session.

11. A. REPORT FROM THE PRESIDENT AND CEO: Misty Mayo presented the President & CEO’s Report for March 23, 2026 -April 10, 2026.

Business Attraction

Strategy - Implement systems that identify and engage targeted prospects, manage their interactions with the DCOA and lead them to an Abilene location decision

- 2 Meetings with Developers
- 2 Site Visits
- 6 Marketing Missions
- DCOA President & CEO Misty Mayo promoted Abilene to corporate real estate executives and developers in Dallas/Fort Worth

- DCOA finalized the Master Rail Plan and is activating the outlined initiatives provided by Freese and Nichols in the study

Business Retention & Expansion

Strategy – Develop programs to support the growth of existing businesses.

- The DCOA is partnering with OpenAI to deliver AI training for Abilene businesses
- Active Duty to Active Career - this initiative provides Abilene employers the opportunity to connect with the highly skilled airmen exiting from Dyess Air Force Base.

Workforce Development

Strategy – Implement programs to sustain and enhance the skills and capabilities of the regional workforce aligned with targeted industries

- In collaboration with Abilene ISD and Wylie ISD, the NextU Program supports existing Abilene employers by providing students with opportunities to graduate with industry certifications and experience. The NextU Graduation Celebration will be held on April 23, 2026, at 5:30 pm.

Marketing & Brand Management

Strategy – Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts

- Misty Mayo, DCOA President & CEO spoke at the Breckenridge Economic Development Summit Luncheon.
- DCOA team members participated in the Taylor Telecom's 75th Anniversary celebration
- President & CEO Misty Mayo joined other Texas economic development leaders on a panel at the Dallas Fort Worth Industrial Real Estate Summit promoting Abilene in key markets.

Strategy – Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction

- FY 2025 Annual Report went live
- Abilene was recognized by Trade & Industry Development as the top ranked project by corporate investment in the United States for the Stargate 1 Project.

Real Estate

Strategy – Evaluate master plans for both Industrial Parks for updates and improvements

- Developed expanded database of commercial developers to continue marketing efforts highlighting opportunities for commercial development in Abilene.
- Currently conducting a detailed review of Access Business Park and Five Points Business Park, including business park covenants and ordinances, to support long-term planning and growth.
- DCOA-owned land & buildings require continued maintenance and updates to remain premier locations for business expansion opportunities.

Effective Operations

Strategy – Employ systems to ensure engagement of qualified and dedicated Staff and Board Members through effective training and education

- DCOA team received education in Real Estate Development & Reuse by International Development Council.
- Additional training includes a webinar focused on Foreign Trade Zones.
- Community Stakeholder Engagement
 - West Central Texas Council of Governments Space Feasibility Study
 - Housing Study Debrief with Novogradac, City of Abilene, and Abilene Chamber

Strategy – Implement best practices for best policies and financial management systems to ensure appropriate budgeting, monitoring, recording, and reporting.

- Forvis Mazars completed the DCOA's Fiscal Year 2025 Financial Audit. The DCOA received a clean audit opinion (the highest level of assurance an auditing firm can provide) from Forvis Mazars for the fifth year in a row.

B. MARKET INTELLIGENCE: Manufacturing Gross Sales have nearly doubled since 2019. Compound Annual Growth Rate (CAGR) measures the mean annual growth rate of an investment over a specified period longer than one year, assuming the investment compounded over that time. Access comprehensive data and insights to support business decisions. Our Market Intelligence resources provide the information needed to understand Abilene's competitive advantages. The data can be found at www.developabilene.com/market-intelligence

C. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION APPROVING EXPENDITURES OVER \$50,000 AS DESCRIBED IN THE PRESIDENT AND CEO'S REPORT:

Misty Mayo, DCOA President & CEO, presented Resolution DCOA-2026.12, approving expenditures greater than or equal to \$50,000 for approval.

Vice Chair Buddy Napier made a motion to approve Resolution DCOA-2026.12 approving expenditures greater than or equal to \$50,000. Secretary/Treasurer Floyd Miller seconded, and the motion passed.

12. DISCUSSION AND POSSIBLE APPROVAL OF A DCOA AMENDED BUDGET FOR FISCAL YEAR 2026: Misty Mayo, DCOA President & CEO, presented DCOA Amended Budget for Fiscal Year 2026 noting an additional \$7.7 million in revenue.

Board Member Shea Hall made a motion to approve DCOA Amended Budget for Fiscal Year 2026. Board Member Mark Colman seconded, and the motion passed. Misty Mayo, President & CEO, then noted that the amended budget will go before Abilene City Council on May 14th for approval.

13. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION TO PURCHASE PROPERTY 2025-04:

Misty Mayo, DCOA President & CEO presented Resolution DCOA-2026.08 authorizing the purchase of Property 2025-04. Property 2025-04 was identified during the Board's discussion in executive session for sale and its acquisition would be beneficial to the DCOA. DCOA's staff requests that the DCOA authorize the purchase of the Property, including all fixtures and/or personal property described in the purchase contract for the Property, if any, for the purchase price discussed in executive session, plus all applicable closing costs.

Vice Chair Buddy Napier made a motion to approve Resolution DCOA-2026.08, approving the purchase of Property 2025-04. Secretary/Treasurer Floyd Miller seconded, and the motion passed contingent on City Council approval.

14. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION AUTHORIZING AN AGREEMENT WITH PROJECT BEADLINE:

Misty Mayo, DCOA President & CEO, presented Resolution DCOA-2026.09 authorizing an incentive package for Project Beadline at a projected capital investment of approximately \$15,300,000. The company currently employs 3 FTE and expects to create an additional 24 FTEs. The incentive package will be up to \$1,300,000, funded at up to 8.50% of the Company's actual capital investment to construct the facility.

Board Member Shea Hall made a motion to approve Resolution DCOA-2026.09, authorizing an agreement with Project Beadline. Board member Mark Colman seconded, and the motion passed.

15. DISCUSSION AND POSSIBLE APPROVAL OF A RESOLUTION AUTHORIZING AN AGREEMENT WITH PROJECT REVAMP: Misty Mayo, DCOA President & CEO, presented Resolution DCOA-2026.10 authorizing an incentive package for Project Revamp at a projected capital investment of approximately \$16,700,000. The company currently employs 130 FTEs and expects to create an additional 340 FTEs over a period of 5 years. The incentive package will be up to \$2,900,000, funded at up to 17.37% of the Company’s actual capital investment to redevelop the Facility.

Vice Chair Buddy Napier made a motion to approve Resolution DCOA-2026.10, authorizing an agreement with Project Revamp. Board Member Shea Hall seconded, and the motion passed.

16. DISCUSSION AND POSSIBLE APPROVAL AUTHORIZING THE DCOA’S PRESIDENT AND CEO TO TAKE CERTAIN ACTIONS WITH REGARD TO THE DCOA’S MUTUAL RELEASE AGREEMENT WITH RECEPTOR LOGIC, INC.: Item number 16 was tabled.

17. DISCUSSION AND POSSIBLE APPROVAL OF AN AGREEMENT WITH BROADWIND HEAVY FABRICATIONS, INC. REGARDING ACCESS TO A SHARED DRIVE NORTH OF 6450 FIVE POINTS PARKWAY: Misty Mayo, DCOA President & CEO, presented Resolution DCOA-2026.11 authorizing the DCOA to enter into an access agreement with Broadwind Heavy Fabrications. The company agreed to grant the DCOA pedestrian and vehicular access, ingress, and egress over, across, and upon the driveways and accessways that are along the north boundary line of the property the DCOA owns at 6450 Five Points Parkway in Five Points Business Park.

Board Member Mark Colman made a motion to approve Resolution DCOA-2026.11, authorizing the DCOA to enter into an access agreement with Broadwind Heavy Fabrications. Board member Shea Hall seconded, and the motion passed.

18. DISCUSSION OF THE NEXT BOARD MEETING DATE: Board Members considered dates for the next meeting, and Chair Tracy Howle announced that the next scheduled meeting of the DCOA Board of Directors is scheduled for June 3, 2026, at 9:00 am.

19. ADJOURNMENT: There being no further business, the meeting was adjourned.

Tracy Howle, Chair

Floyd Miller, Secretary & Treasurer

DCOA Receives
National Recognition for
Economic Development
Excellence



DCOA Earns National Recognition for Economic Development Excellence



DCOA Financial Report for April 2026

Development Corporation of Abilene, Inc.
Statement of Net Position
As of April 2026
Unaudited

	<u>FY26</u> <u>April 2026</u>	<u>FY25</u> <u>April 2025</u>
ASSETS		
Current Assets		
Cash & Cash Equivalents		
Cash	\$ 20,708,091	\$ 12,311,522
Investments	\$ 12,657,627	\$ 12,525,889
Total Cash & Cash Equivalents	<u>\$ 33,365,718</u>	<u>\$ 24,837,411</u>
Other Current Assets		
Accounts Receivable	\$ 2,660,719	\$ 2,652,387
Interest Receivable on Investments	\$ 99,261	\$ 96,388
Prepaid Expenses	\$ 164,417	\$ 144,805
Total Other Current Assets	<u>\$ 2,924,398</u>	<u>\$ 2,893,580</u>
Total Current Assets	<u>\$ 36,290,115</u>	<u>\$ 27,730,991</u>
Fixed Assets		
Land	\$ 5,255,245	\$ 5,156,273
Construction in Progress	\$ 66,558	\$ 416,387
Building & Improvements	\$ 27,325,996	\$ 27,325,996
Other Improvements	\$ 22,250,820	\$ 21,933,404
Machinery & Equipment	\$ 7,264	\$ 7,264
Vehicles	\$ 99,053	\$ 70,862
Total Accumulated Depreciation	<u>\$ (20,845,734)</u>	<u>\$ (19,318,542)</u>
Total Fixed Assets	<u>\$ 34,159,201</u>	<u>\$ 35,591,644</u>
Notes Receivable		
Notes Receivable - Earning Economic Incentives	\$ 5,459,231	\$ 6,164,591
Notes Receivable - BE in Abilene	\$ 102,708	\$ 127,708
Notes Receivable - Long Term	\$ 3,845,210	\$ 4,225,493
Accrued Interest on Notes Receivable	\$ 622,125	\$ 510,696
Allowance for Accrued Interest on Notes Receivable	<u>\$ (622,125)</u>	<u>\$ (510,696)</u>
Total Other Assets	<u>\$ 9,407,149</u>	<u>\$ 10,517,792</u>
Lease Receivables from Contracts (GASB 87)	\$ 37,383,326	\$ 21,092,430
TOTAL ASSETS	<u>\$ 117,239,792</u>	<u>\$ 94,932,858</u>
LIABILITIES & NET ASSETS		
Liabilities		
Current Liabilities		
Accounts Payable	\$ 651,185	\$ 98,701
Payroll Liabilities	\$ 94,069	\$ 97,715
Total Liabilities	<u>\$ 745,255</u>	<u>\$ 196,416</u>
Deferred Lease Revenue from Contracts (GASB 87)	\$ 36,616,255	\$ 20,309,099
Net Assets		
Investment in Capital Assets	\$ 34,461,177	\$ 34,461,177
Unrestricted Net Assets	\$ (1,956,511)	\$ (14,349,321)
Restricted Net Assets	<u>\$ 46,538,173</u>	\$ 54,597,907
Net Income	\$ 835,444	\$ (282,420)
Total Net Assets	<u>\$ 79,878,282</u>	<u>\$ 74,427,343</u>
TOTAL LIABILITIES & NET ASSETS	<u>\$ 117,239,792</u>	<u>\$ 94,932,858</u>

As companies complete contractual requirements this amount may reduce year over year based on active contracts.

The Government Accounting Standards Board (GASB) sets accounting requirements for governments and non-profits. GASB 87 added new requirements for how leases are presented on financials.

Restricted Net Assets Detail - Contractual Obligations & Operating Expenses

Contracted Economic Development Expenses	\$ 42,021,399
FY26 DCOA Operating & Strategic Expenses	\$ 4,516,774
	<u>\$ 46,538,173</u>

Development Corporation of Abilene
Revenues, Expenses, and Changes in Net Position
April 2026
Unaudited

	April 2026	FY26 YTD Actual Oct 2025-Apr 2026	FY26 YTD Budget Oct 2025 -Apr 2026	FY26 Annual Budget
OPERATING REVENUES				
Sales and Use Tax	\$ 1,768,387	\$ 12,207,963	\$ 12,211,123	\$ 21,791,618
Land and Building Leases	\$ 424,245	\$ 2,675,863	\$ 2,226,302	\$ 3,816,518
TOTAL OPERATING REVENUES	\$ 2,192,632	\$ 14,883,826	\$ 14,437,426	\$ 25,608,136
OPERATING EXPENSES				
Workforce Development Initiatives	\$ 9,753	\$ 79,444	\$ 233,333	\$ 400,000
Business Retention & Expansion	\$ 3,209	\$ 5,464	\$ 525,000	\$ 900,000
Abilene Industrial Foundation	\$ 75,000	\$ 225,000	\$ 225,000	\$ 300,000
Small Business Development Center	\$ 1,869	\$ 13,563	\$ 147,583	\$ 253,000
Military Affairs Committee	\$ -	\$ 188,369	\$ 254,917	\$ 437,000
Abilene Regional Airport Business Development	\$ -	\$ 50,000	\$ 58,333	\$ 100,000
Asset Management and Administration	\$ 374,056	\$ 3,131,094	\$ 3,262,070	\$ 5,163,549
* Property Maintenance (Multi-Year)	\$ 66,039	\$ 401,642	\$ 617,050	\$ 1,057,800
TOTAL OPERATING EXPENSES	\$ 529,927	\$ 4,094,575	\$ 5,323,287	\$ 8,611,349
NET OPERATING REVENUE	\$ 1,662,705	\$ 10,789,251	\$ 9,114,139	\$ 16,996,787
NON-OPERATING REVENUES				
Investment Earnings	\$ 64,039	\$ 465,280	\$ 221,305	\$ 379,380
Investment Unrealized Gain/loss	\$ (10,472)	\$ (81,624)	\$ -	\$ -
Other Revenue	\$ -	\$ 504,655	\$ -	\$ 500,000
TOTAL NON-OPERATING REVENUES	\$ 53,568	\$ 888,312	\$ 221,305	\$ 879,380
NON-OPERATING EXPENSES				
* Total Economic Development Expenses (Multi-Year)	\$ 2,839,855	\$ 9,950,228	\$ -	\$ -
Depreciation Expense	\$ 127,413	\$ 891,891	\$ -	\$ -
Miscellaneous Expense	\$ -	\$ -	\$ -	\$ -
TOTAL NON-OPERATING EXPENSES	\$ 2,967,267	\$ 10,842,119	\$ -	\$ -
NET NON-OPERATING REVENUES	\$ (2,913,700)	\$ (9,953,807)	\$ 221,305	\$ 879,380
NET REVENUES	\$ (1,250,994)	\$ 835,444	\$ 9,335,444	\$ 17,876,167

* Includes approved multi year expenses.

Development Corporation of Abilene, Inc.
Cash Flow Statement
April 2026
Unaudited

**FY26 YTD
April 2026**

Operating Activities	
Net Income as of 4/30/2026	\$835,444
Change in Accounts Receivable	\$ 999,819
Change in Notes Receivable	\$ 235,907
Change in Accounts Payable	\$ (1,814,297)
Change in Prepaids	\$ 332,366
Total Operating Activities	\$ 589,239
Investing Activities	
Change in Accrued Interest	\$ (7,492)
Fixed Assets	\$ 797,142
GASB 87 Leases - Net	\$ (129,118)
Total Investing Activities	\$ 660,532
Total Change in Cash	\$ 1,249,771
FY2026 Beginning Cash Balance	\$ 32,115,947
YTD FY2026 Ending Cash Balance	\$ 33,365,718

Development Corporation of Abilene, Inc.
Economic Development Program Status
April 2026

MULTI-YEAR CAPITAL IMPROVEMENT PROJECTS & ECONOMIC DEVELOPMENT CONTRACTS

Cash Disbursements for Multi-Year Projects & Contracts	Project Budget Amount	Prior Year Cash Disbursements	Current FY26 Cash Disbursements	Cash Balance Reserved
Texas State Technical College New Abilene Campus 2017	4,179,600	2,579,600	-	1,600,000
Great Lakes Cheese Project Legacy 2021	30,000,000	28,000,000	2,000,000	-
Abilene Christian University Next Lab Project Future Hope 2021	2,930,000	1,758,000	-	1,172,000
Lancium Project Artemis 2021	2,500,000	-	2,500,000	-
Hendrick Health Project Double T 2021	1,540,000	1,232,000	-	308,000
United Ag & Turf (fka Quality Implement) Project Grasshopper 2021	500,000	400,000	50,000	50,000
Bridgestone Bandag Project Eagle II 2022	6,000,000	3,000,000	3,000,000	-
Broadwind Project Backbone 2022	400,000	180,000	71,380	148,620
Dyess AFB DEAAG/Matching Grant 2022	280,000	207,508	-	72,492
Arrow Ford (Project Haven) 2024	495,000	300,000	-	195,000
Dyess AFB MIRR/Matching Grant 2025	50,000	-	-	50,000
ABI Windows Project Bonanza 2023	6,563,903	4,974,542	1,384,457	204,904
Petrosmith Project Morello 2023	2,750,000	328,393	-	2,421,607
Hendrick Health Project Saldo 2023	909,500	363,800	-	545,700
Bridgestone Bandag Project Roadrunner 2024	10,536,000	-	-	10,536,000
City Street Maintenance Fund FY 2024-2028	10,000,000	2,604,369	-	7,395,631
Project Hamilton Bavarian 2025	650,000	109,501	-	540,499
WESCO Project Proximity 2025	400,000	-	400,000	-
Big Country Pharmacy Project Apollo 2025	45,000	-	45,000	-
Sky West/United Airlines Project Rise 2026	8,670,800	-	339,855	8,330,945
Bass Pro Shop Project Surf 2026	3,500,000	-	-	3,500,000
AbiMar Foods Project King 2026	1,000,000	-	-	1,000,000
Project Beadline [Approved Not Contracted] 2026	1,300,000	-	-	1,300,000
Project Summit [Approved Not Contracted] 2026	250,000	-	-	250,000
Project Revamp [Approved Not Contracted] 2026	2,400,000	-	-	2,400,000
TOTAL	97,849,803	46,037,713	9,790,692	42,021,399

Principal Reductions for Multi-Year Economic Development Contracts	Economic Development Incentive Budget	Principal Reduction Earned in Prior Years	Principal Reduction Earned in FY26 YTD	Remaining Principal Reduction to be Earned
BE in Abilene 2019	100,000	-	-	100,000
Hartmann's Inc. Project ISO 2020	900,000	-	-	900,000
Bavarian Polymers Project Threshold 2020	400,000	320,000	-	80,000
Primal Pet Group Project Tiger 2021	3,160,000	1,534,052	-	1,625,948
United Ag & Turf Project Grasshopper 2021	450,000	300,000	100,000	50,000
Primal Pet Group Project Fox Hill 2022	1,372,988	933,620	52,197	387,171
BWJ Metalworks Project Maverick 2022	95,402	62,069	-	33,333
Hardin-Simmons University Project Campo 2023	49,900	24,950	-	24,950
R&L Carriers Project Bay 2025	1,465,000	-	-	1,465,000
TOTAL	7,993,290	3,174,692	152,197	4,666,401

Report from the
President and CEO
**Strategic Plan for
Economic Development**



Develop **Abilene**
DEVELOPMENT CORPORATION OF ABILENE



DEVELOPING ABILENE. TOGETHER.

Abilene City Council | Economic Development Plan
Misty Mayo, President and CEO

The DCOA hosts corporate site selection consultants in Abilene to showcase the competitive advantages to operating a business in Abilene.



DevelopAbilene
DEVELOPMENT CORPORATION OF ABILENE

OUR VISION

The Vision of the Development Corporation of Abilene is to build the future Abilene.

OUR MISSION

The Mission of the Development Corporation of Abilene is to lead economic growth in Abilene by attracting and sustaining industries that support job creation, foster strong business, and ensure a prosperous community.

ECONOMIC DEVELOPMENT OBJECTIVES



BUSINESS ATTRACTION

Promote Abilene as the premier location for business.

Strengthen Abilene's competitive advantage by activating strategies that attract consistent and sustainable investment for the community.

BUSINESS RETENTION & EXPANSION

Influence business growth in the community.

Create a culture that engages existing targeted-industry businesses as the catalyst for sustaining and growing our economic base.

WORKFORCE DEVELOPMENT

Implement innovative workforce initiatives to support Type A Companies.

Initiate new innovative approaches to broaden workforce capacity, creating a sustainable pipeline of available workforce and support systems for existing and future Type A Companies.

MARKETING & BRAND MANAGEMENT

Market the community aggressively and proactively.

Develop a robust marketing strategy for DevelopAbilene encompassing communication systems and strategic research to support all initiatives of the DCOA under a highly recognizable brand.

REAL ESTATE

Prioritize real estate assets that spur Abilene's future growth.

Lead industry development initiatives and strategic projects that most effectively impact long-term economic development success.

EFFECTIVE OPERATIONS

Ensure DCOA's effectiveness to continue long-term success and impact for Abilene in economic development.

Establish sustainable mission-critical operations that maximize the DCOA's effectiveness in implementing strategies aligned with the Mission.

Business Retention & Expansion Strategies

- Establish a sustainable system for identifying, researching, and engaging existing Type A businesses.
- Develop programs to support the growth of existing businesses.
- Become a hub for creative and innovative business.



Business Attraction Strategies

- Implement systems that identify and engage targeted prospects, manage their interactions with us, and lead them to an Abilene location decision.
- Commission a competitive analysis and target industry study to prepare research that evaluates our resource capacities and identifies prospect industries aligned with those resources.
- Utilize and expand data & software assets to perform next-level, competitive business retention and expansion, business development, promotion, and marketing operations.

Marketing

- Identify and develop resources needed to draw prospect interest and confirm the appropriateness of an Abilene location.
- Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts.
- Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.

Workforce Development Strategies

- Examine all aspects of the regional workforce and create an action summary to support the needs identified.
- Implement programs to sustain and enhance the skills and capabilities of the regional workforce aligned with targeted industries.
- Further enhance and invest in education and training with educational partners, including an emphasis on exiting Dyess Airmen.

Real Estate Strategies

- Implement a real-time sustainable system that identifies and inventories all aspects of available real estate potentially suitable for the needs of targeted prospects, including consideration of acquisition & expansion of existing assets and Industrial Parks.
- Analyze and evaluate costs and benefits of all DCOA properties to determine the best use for each property and formulate plans to implement.
- Plan for long-term opportunities related to economic development incentives, incentive zones, and emerging opportunities.
- Evaluate master plans for both Industrial Parks for updates and improvements.

Effective Operations Strategies

- Employ systems to ensure engagement of qualified and dedicated Staff and Board members to ensure their contributions through effective training and education.
- Manage engagement of Partners to help deliver aspects of the DCOA's comprehensive responsibilities.
- Implement best practices for policies and financial management systems to ensure future strategic projects are considered, as well as appropriate budgeting, monitoring, recording, and reporting of financial practices.



COMPANY PARTNERSHIPS

The best description of the service the DCOA provides to prospective & existing companies that choose Abilene.



Develop Abilene
DEVELOPMENT CORPORATION OF ABILENE



The DCOA **FY 2020 - FY 2025**

\$47.57 Billion

Total Capital Investment
*Committed by Companies expanding,
growing, and investing in Abilene*

2,128
New Jobs
Committed

4,245
Jobs
Retained

\$1.5 Million
5 Matching Grants
Committed to Dyess Air Force Base

The DCOA **Since 1989**

FY 1990 - FY 2025

\$48.18 Billion

Total Capital Investment
Committed by Companies expanding, growing, and investing in Abilene

9,520
New Jobs
Committed

11,719
Jobs
Retained

DCOA STRATEGIES FOR BUSINESS ATTRACTION



- Implement systems that identify and engage targeted prospects, manage their interactions with us, and lead them to an Abilene location decision.
- Commission a competitive analysis and target industry study to prepare research that evaluates our resource capacities and identifies prospect industries aligned with those resources.
- Utilize and expand data & software assets to perform next-level, competitive business retention and expansion, business development, promotion, and marketing operations.



DCOA STRATEGIES FOR BUSINESS RETENTION & EXPANSION



- Establish a sustainable system for identifying, researching, and engaging existing Type A businesses.
- Develop programs to support the growth of existing businesses.
- Become a hub for creative and innovative business.



DCOA STRATEGIES FOR WORKFORCE DEVELOPMENT



- Examine all aspects of the regional workforce and create an action summary to support the needs identified.
- Implement programs to sustain and enhance the skills and capabilities of the regional workforce aligned with targeted industries.
- Further enhance and invest in education and training with educational partners, including an emphasis on exiting Dyess Airmen.



DCOA STRATEGIES FOR MARKETING & BRAND MANAGEMENT



- Identify and develop resources needed to draw prospect interest and confirm the appropriateness of an Abilene location.
- Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts.
- Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.



DCOA STRATEGIES FOR REAL ESTATE



- Implement a real-time sustainable system that identifies and inventories all aspects of available real estate potentially suitable for the needs of targeted prospects, including consideration of acquisition & expansion of existing assets and Industrial Parks.
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DCOA STRATEGIES FOR EFFECTIVE OPERATIONS



- Employ systems to ensure engagement of qualified and dedicated Staff and Board members to ensure their contributions through effective training and education.
- Manage engagement of Partners to help deliver aspects of the DCOA's comprehensive responsibilities.
- Implement best practices for policies and financial management systems to ensure future strategic projects are considered, as well as appropriate budgeting, monitoring, recording, and reporting of financial practices.



Targeted Industry Study

The DCOA collaborated with Site Selection Group to determine key strengths, assess potential growth sectors, and identify emerging opportunities to drive industry expansion and diversification.

Abilene's Targeted Industries



Abilene's Competitive Analysis

Mid-Sized, **Big Opportunity**

Abilene is well positioned for mid-sized and small scale manufacturing projects (50-200 employees).

Abilene has the potential to attract large-scale projects (200+ employees) with a strategy focused on sites that are best positioned for most users.

Abilene's value proposition should continue to be developed through a strategy focused on site readiness, workforce development, infrastructure, and effective economic development.

AWARD-WINNING ECONOMIC DEVELOPMENT ORGANIZATION

Fiscal Year 2026 Awards

Corporate Investment Award



Abilene AI Data Center Expansion Project

Community Economic Development Award



Bridgestone Bandag Expansion Project

Economic Development Award



Bridgestone Bandag Expansion Project

Project of the Year Award



Abilene AI Data Center Expansion Project

Economic Excellence Recognition



5th Year in a Row

Deal of the Year Impact Award



Abilene AI Data Center Expansion Project

34 Awards

Since 2020, the DCOA has received 34 state, national, and international awards.



Develop
Abilene

DEVELOPMENT CORPORATION
OF ABILENE, TEXAS

2025 ANNUAL REPORT



Scan here to review the
full 2025 Annual Report

Development Corporation of Abilene

BOARD OF DIRECTORS



Tracy Howle | Chair
Senior Vice President,
First Financial Bank



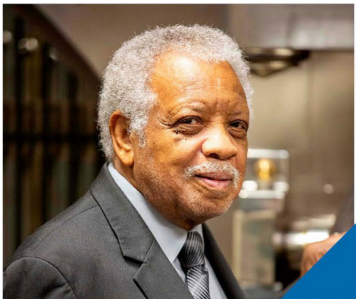
Shea Hall | Board Member
Abilene Business Owner



Buddy Napier | Vice Chair
President,
HGN Operating



Mark Colman | Board Member
President,
Rentech Boiler Systems



Floyd Miller | Secretary & Treasurer
Financial Advisor,
Osaic Wealth, Inc.

PRESIDENT & CEO



Misty Mayo
President and CEO
Development
Corporation
of Abilene

Report from the
President and CEO
Strategic Plan Objectives



Business Attraction

Promote Abilene as the premier location for business.

Strengthen Abilene's competitive advantage by activating strategies that attract consistent and sustainable investment for the community.





DCOA President & CEO Misty Mayo promoted Abilene as a featured panelist at the Southern Economic Development Council Summit.



DCOA highlighted Abilene at the Japan-Texas Economic Summit.

Misty Mayo Nominated to the Chair's Cabinet for Site Selectors Guild

7 Marketing Missions Requires Travel

Promoting Abilene to corporate decision-makers and site selection consultants in key markets to generate new project leads.

6 Developer Meetings

Engaging developers to explore opportunities for commercial and industrial growth in Abilene.

Evaluating Opportunity Zone 2.0 Designations

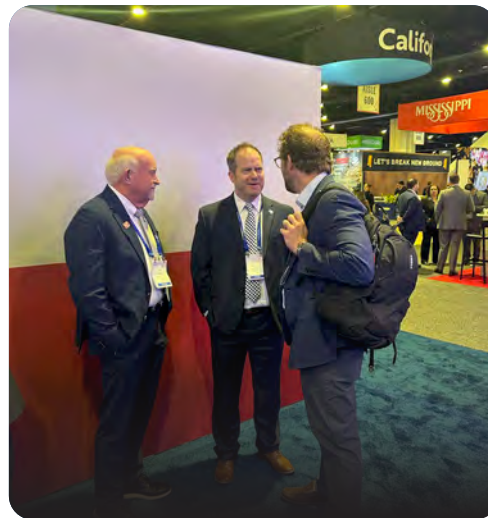
Utilizing the DCOA's GIS platform to evaluate Opportunity Zone 2.0 recommendations based on infrastructure readiness, zoning compatibility, and long-term development potential.

Strategic Plan:
 Business Attraction
 Strategies

Implement systems that identify and engage targeted prospects, manage their interactions with us, and lead them to an Abilene location decision.

Commission a competitive analysis and target industry study to prepare research that evaluates our resource capacities and identifies prospect industries aligned with those resources.

Utilize and expand data & software assets to perform next-level, competitive business retention and expansion, business development, promotion, and marketing operations.



**SUBMITTED 6 RESPONSES TO
REQUESTS FOR PROPOSALS (RFPs)**

Responded to 6 out of 18 - submissions showcasing the community, available sites, and partnership opportunities with the DCOA.

RFP Responses by Targeted Industries

- Aerospace & Aviation
- Advanced Manufacturing

**Strategic Plan:
Business Attraction
Strategies**

Implement systems that identify and engage targeted prospects, manage their interactions with us, and lead them to an Abilene location decision.

Commission a competitive analysis and target industry study to prepare research that evaluates our resource capacities and identifies prospect industries aligned with those resources.

Utilize and expand data & software assets to perform next-level, competitive business retention and expansion, business development, promotion, and marketing operations.



The DCOA tours local, existing employers with elected officials.

Business Retention & Expansion

Influence business growth in the community.

Create a culture that engages existing targeted-industry businesses as the catalyst for sustaining and growing our economic base.





Supporting Local Companies Through Strategic Engagement

46

BRE Engagements

Direct engagement with local companies to support growth and retention.

● APPROVED

Project Beadline

Ratified by Abilene City Council

- Local, Existing Company – Business Retention & Expansion
- Company services manufacturing, medical, and food & beverage industries
- \$15.3 Million Total Capital Investment
- 24 Jobs Created
- 3 Jobs Retained

● APPROVED

Project Revamp

Ratified by Abilene City Council

- Local, Existing Company – Business Retention & Expansion
- Company provides engineering, fabrication, and construction services for large-scale industrial and energy facilities
- \$16.7 Million Total Capital Investment
- 340 Jobs Created
- 130 Jobs Retained

**Strategic Plan:
Business Retention &
Expansion Strategies**

Establish a sustainable system for identifying, researching, and engaging existing Type A businesses.

Develop programs to support the growth of existing businesses.

Become a hub for creative and innovative business



Launched the first Abilene OpenAI Academy

Providing free, on-demand AI training resources for businesses, entrepreneurs, educators, and workforce partners.



55
Attendees

37
Companies

51
Educators

9
Educational Institutions



Strategic Plan:
Business Retention &
Expansion Strategies

Establish a sustainable system for identifying, researching, and engaging existing Type A businesses.

Develop programs to support the growth of existing businesses.

Become a hub for creative and innovative business



- Dyess Air Force Base ✓
- Hendrick Health ✓
- Abilene Independent School District ✓
- City of Abilene ✓
- Abilene State Supported Living Center
- Texas Department of Criminal Justice ✓
- Abilene Christian University ✓
- Blue Cross Blue Shield ✓
- Wylie Independent School District ✓
- Taylor County
- Tigé Boats ✓
- Eagle Aviation Services, Inc. ✓
- AbiMar Foods, Inc. ✓
- Petrosmith ✓
- First Financial Bank
- Hardin-Simmons University ✓
- Cisco College ✓
- Rentech Boiler Systems, Inc. ✓
- Great Lakes Cheese ✓
- McMurry University
- Coca-Cola Refreshments USA, Inc. ✓
- Funeral Directors Life Investment Group ✓
- Betty Hardwick Center
- Broadwind Heavy Towers ✓
- Bridgestone Bandag, Inc. ✓



20 OF ABILENE'S 25 LARGEST EMPLOYERS

HAVE PARTNERED WITH THE DCOA
TO INVEST IN ABILENE

Economic Development Strategic Plan

**Strategic Plan:
Business Retention &
Expansion Strategies**

Establish a sustainable system for identifying, researching, and engaging existing Type A businesses.

Develop programs to support the growth of existing businesses.

Become a hub for creative and innovative business



Abilene Independent School District student leaders visiting local manufacturer, Chike Nutrition

Workforce Development

Implement innovative workforce initiatives to support Type A Companies.

Initiate new innovative approaches to broaden workforce capacity, creating a sustainable pipeline of available workforce, and support systems for existing and future Type A Companies.



NextU Graduation

NextU supports Abilene’s local, existing employers by preparing students with industry certifications, workforce experience, and career readiness opportunities aligned with regional workforce needs.

Dear Mrs. Mayo and DCOA Team,

I would like to sincerely thank you and your incredible staff for hosting such a wonderful event last night. Our students have worked hard over the past two years to earn their place on that stage, and it was truly special to see their efforts recognized.

The smiles on the faces of both students and their families spoke volumes—there was a clear sense of pride and accomplishment throughout the evening.

It’s evident that the DCOA has made a meaningful and lasting impact on their lives. The opportunities you provide help prepare our students for success in valuable career fields, ultimately strengthening our community as a whole. Thank you for the significant role you’ve played in shaping their futures.

We truly appreciate your continued support throughout the years and all that you do for our students.

— Jose “Angel” Seca, AISD



30+
Graduating Seniors

Strategic Plan:
Workforce
Development
Strategies

Implement programs to sustain and enhance the skills and capabilities of the regional workforce aligned with targeted industries.

Examine all aspects of the regional workforce and create an action summary to support the needs identified.

Further enhance and invest in education and training with educational partners, including an emphasis on exiting Dyess Airmen.



The DCOA hosts corporate site selection consultants in Abilene, Texas to showcase the competitive advantages to operating a business in Abilene

Marketing & Brand Management

Market the community aggressively and proactively.

Develop a robust marketing strategy for DevelopAbilene encompassing communication systems and strategic research to support all initiatives of the DCOA under a highly recognizable brand.



Economic Development Marketing 101

Economic Development Marketing is...

A tool that enables economic development teams to promote economic growth & development.

Empowering the DCOA to pursue business attraction, promote local companies, and target industry-specific prospects.

A critical component of the DCOA's overall economic development strategy.

Economic Development Marketing Fundamentals

- 01** Develop a marketing plan & brand.
- 02** Identify target audiences using data-driven techniques.
- 03** Garner internal & external support for campaigns.
- 04** Engage digital tools — web, GIS, social, online advertising.
- 05** Benchmark, evaluate, monitor and measure the plan.

Website & Lead Capture

CRM Automation

Digital Asset Library

SEO & Social Media

PR & Media Outreach

Print & Digital Advertising

Site Visit Tours

**Strategic Plan:
Marketing & Brand
Management
Strategies**

Identify and develop resources needed to draw prospect interest and confirm the appropriateness of an Abilene location.

Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts.

Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.

Elevating Abilene among national site selection consultants and economic development leaders through strategic speaking engagements.

Japan-Texas Economic Summit

Invited to speak on a panel to Japanese companies and State representatives.

Southern Economic Development Council

Site Selection Summit with 500+ attendees, including corporate site selection consultants.

High Ground of Texas

Site Selection Summit with consultants and economic development professionals.

International Economic Development Week

Implementing initiatives to promote International Economic Development Week, including social media campaign.

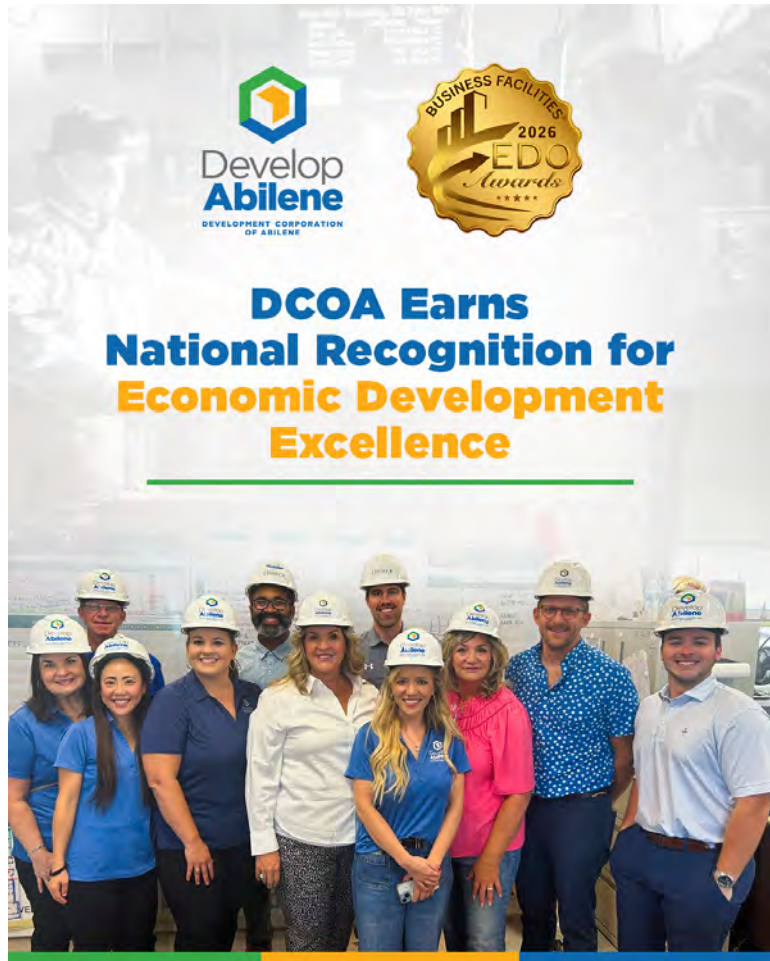


**Strategic Plan:
Marketing & Brand
Management
Strategies**

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National Recognition for Economic Development Excellence

DCOA recognized as 2026 Economic Development Award Recipient by Business Facilities.

**Strategic Plan:
Marketing & Brand
Management
Strategies**

Identify and develop resources needed to draw prospect interest and confirm the appropriateness of an Abilene location.

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@DevelopAbilene

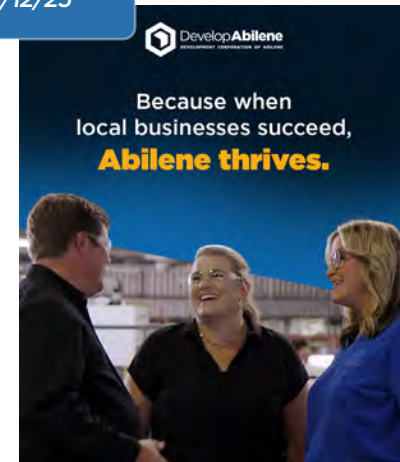
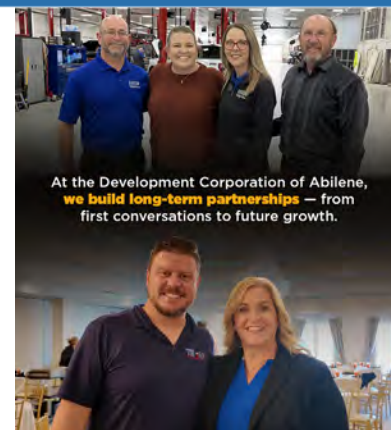
46.7K

TOTAL IMPRESSIONS

The number of times the social post was displayed.

LINKEDIN	23.9K +121%*
INSTAGRAM	7.1K +1,673%*
FACEBOOK	15.7K +121%*

*04/13/26-06/12/26 VS. 04/13/25-06/12/25



**Strategic Plan:
Marketing & Brand
Management
Strategies**

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Utilize proactive marketing to implement organizational and industry marketing, and state, national, and international outreach efforts.

Promote existing growth to leverage positive messages for workforce, business retention and expansion, and business attraction.



The DCOA leverages real estate assets to secure company expansions in Abilene, Texas

Real Estate

Prioritize real estate assets that spur Abilene's future growth.

Lead industry development initiatives and strategic projects that most effectively impact long-term economic development success.



 **CAPITAL IMPROVEMENT PLAN**

Capital improvement initiatives, like upgrading wayfinding signs and continued facility maintenance, to ensure DCOA-owned properties remain competitive, development-ready assets for future business expansion opportunities.

DCOA COMMITTED \$10 MILLION FOR STREET IMPROVEMENTS

DCOA committed \$10 million over 5 years to the City of Abilene for targeted street improvements that enhance access to development sites and key business areas.

The investment reinforces long-term growth for companies here today and enhances Abilene's readiness for future opportunities.

 **LAND ACQUISITION**

Real estate is a key tool of economic development.

Strategic land acquisition is a key determining factor in whether the DCOA secures projects.

MASTER RAIL PLAN UPDATE

Engaging consultants to develop a detailed implementation plan, including coordination & ongoing discussions with Union Pacific Railroad regarding project requirements, feasibility and next steps.

 **WESCO - Fortune 500 Company**

Activating DCOA's Construction Procurement Policy to upgrade the facility the DCOA leverages to retain Wesco in Abilene.



**Strategic Plan:
Real Estate
Strategies**

Evaluate master plans for both Industrial Parks for updates and improvements.

Implement a real-time sustainable system that identifies and inventories all real estate for targeted prospects.

Analyze and evaluate costs and benefits of all DCOA properties to determine best use.

Plan for long-term opportunities related to economic development incentives and emerging opportunities.



DCOA Team tours Heritage Square & future developments in Abilene

Effective Operations

Ensure DCOA's effectiveness to continue long-term success and impact for Abilene in economic development.

Establish sustainable mission-critical operations that maximize the DCOA's effectiveness in implementing strategies aligned with the Mission.

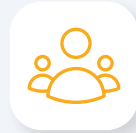




PROFESSIONAL DEVELOPMENT

Completed enhancements to the DCOA's Salesforce software to improve tracking of marketing campaigns, incentives, and business development leads.

DCOA Team continues to benchmark and seek out best practices with Economic Development Organizations in Texas and other states in the US.



COMMUNITY STAKEHOLDER ENGAGEMENT

DCOA continues to work with the Small Business Development Center to bolster support of Abilene's small businesses.



FINANCIAL STEWARDSHIP

Amended Budget for Fiscal Year 2026 Approved and Ratified at City Council.

**Strategic Plan:
Effective Operations
Strategies**

Employ systems to ensure engagement of qualified and dedicated Staff and Board Members through effective training and education.

Implement best practices for policies and financial management systems to ensure appropriate budgeting, monitoring, recording, and reporting.

Manage engagement of partners to help deliver aspects of the DCOA's comprehensive responsibilities.



DCOA Insurance Coverage

ANNUAL COVERAGE

\$135,432

Excludes Property Insurance — approved in the April Board Meeting.

General Liability

Commercial Umbrella

Business Auto

Workers Compensation

Cyber

Directors & Officers

Employment Practices Liability & Crime

**Strategic Plan:
Effective Operations
Strategies**

Employ systems to ensure engagement of qualified and dedicated Staff and Board Members through effective training and education.

Implement best practices for policies and financial management systems to ensure appropriate budgeting, monitoring, recording, and reporting.

Manage engagement of partners to help deliver aspects of the DCOA's comprehensive responsibilities.

Report from the
President and CEO
Foreign Trade Zone

Foreign Trade Zone Application Update

i U.S. Treasury Coordination

DCOA President & CEO Misty Mayo met with U.S. Department of Treasury to discuss Abilene's Foreign Trade Zone application while in Washington, D.C.

i CBP Coordination

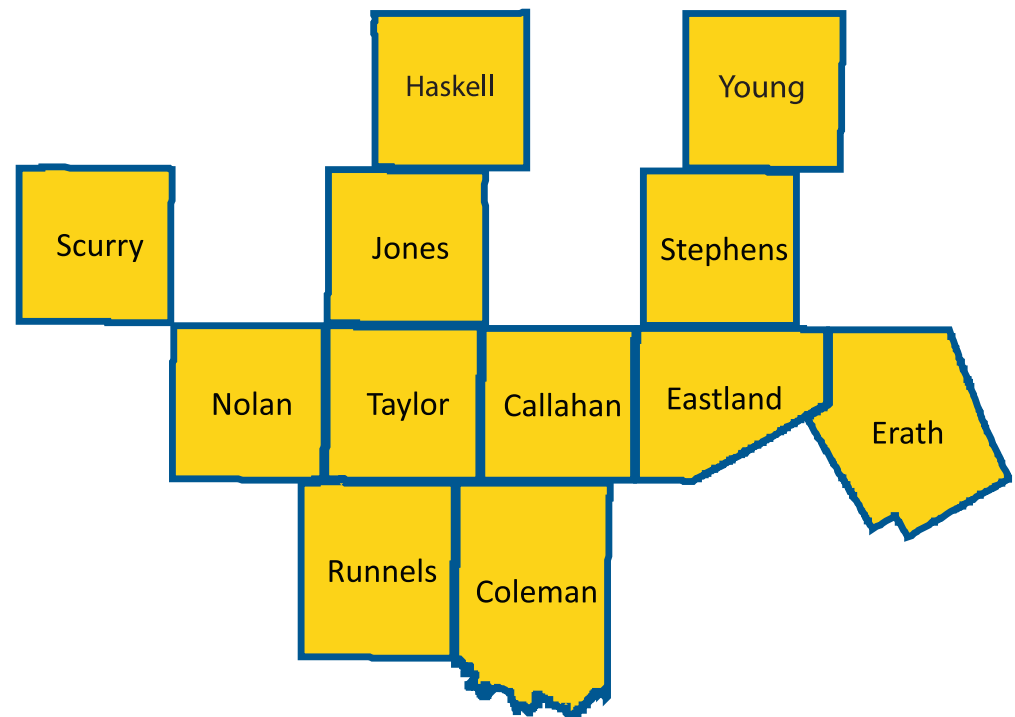
Advancement of Abilene's application depends on securing support from U.S. Customs and Border Protection.

A Foreign Trade Zone Is:

- A Federal Program
- Designed to stimulate economic growth and development in the United States
- Encouraging U.S. companies to create jobs and invest their capital

In December 2025, DCOA applied for a FTZ designation encompassing 12-Counties.

DCOA identified and hired leading Foreign Trade Zone consultant, Ernst & Young, to assist with the application.

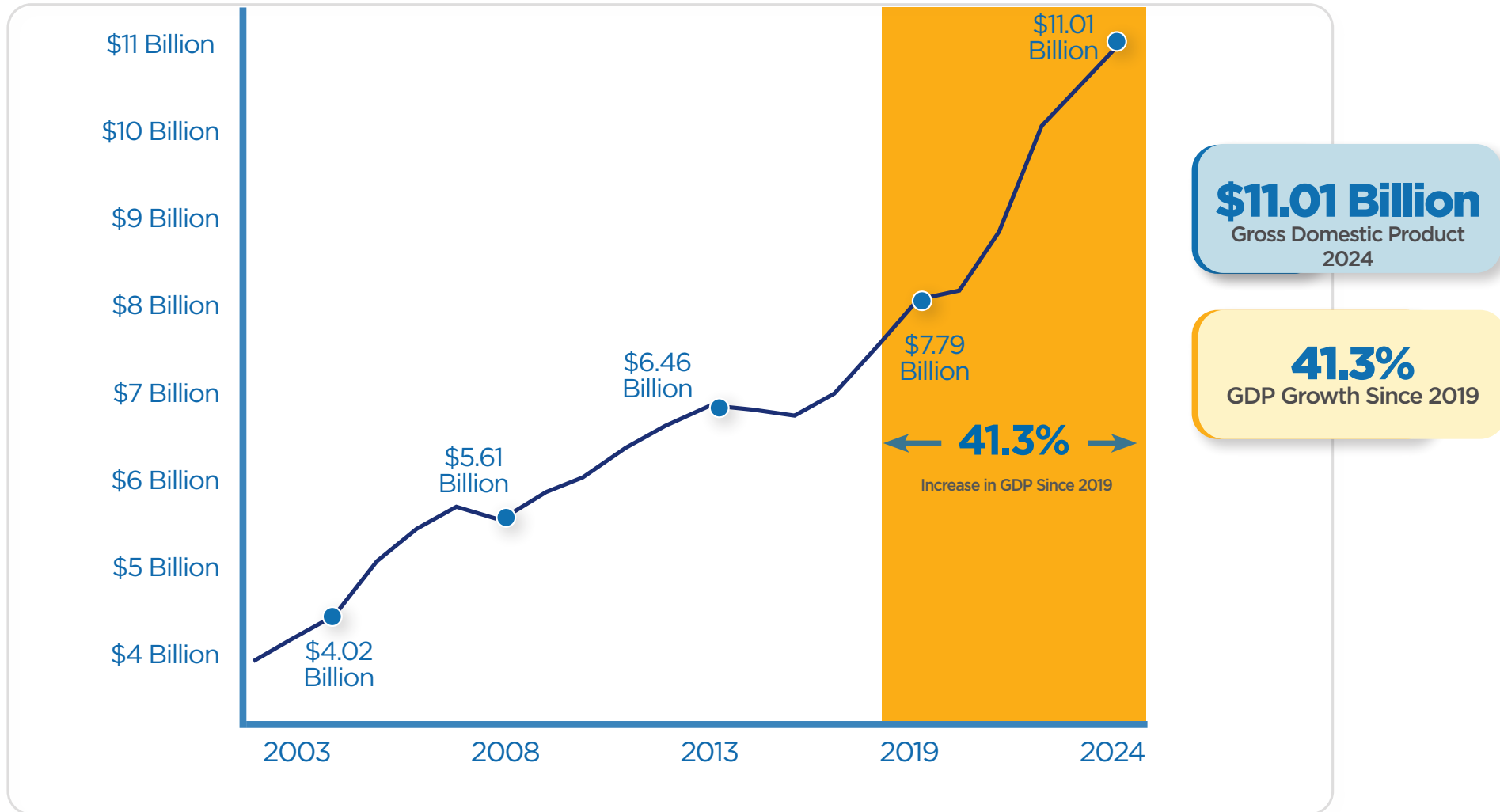


~3+ Year

Application Process
From application to active site

Report from the
President and CEO
Market Intelligence

Abilene's GDP has grown 41.3% since 2019



EXPLORE THE DATA

DevelopAbilene.com/Market-Intelligence

DCOA Budget Fiscal Year 2027

Strategic Growth For The Future

Proposed Fiscal Year 2027 Budget

A Fully Balanced Budget

	Total Revenues & Income Line 5	\$26,820,166
—	Total Operating Expenses Line 16	\$9,787,813
—	Reserved for Incentives & Capital Expenditures Line 17	\$17,032,353
=	Total Change in Net Assets	\$0

Sales Tax Revenue
Line 3
+\$994,559
More companies are investing and spending money in Abilene, generating additional sales tax revenue.

Other Revenue
Line 4
-\$500,000
FY 2026 included one-time contractual payments to DCOA.

Employee Salaries & Benefits | Line 6
+\$350,992
The adjustment accounts for rising benefit and operating costs and consideration of additional full-time equivalents.

Marketing & Brand Management | Line 3
+\$739,456
As sales tax revenues increase, additional funding is allocated toward marketing to continue attracting new company capital investments.

Community Initiatives: Community Stakeholder Organizations | Line 15
-\$353,000
Re-alignment of the DCOA's strategic investments that strengthen Abilene's workforce, business climate, and long-term economic competitiveness.

Proposed Fiscal Year 2027 Budget

#	Line Item	Proposed FY 2027 Budget	Amended FY 2026 Budget	\$ Change FY 27 VS. FY 26
Revenues & Income				
1	Investment Income	\$190,923	\$379,380	-\$188,457
2	Lease Revenue	\$3,843,066	\$3,816,518	+\$26,548
3	Sales Tax Revenue	\$22,786,177	\$21,791,618	+\$994,559
4	Other Revenue	\$0	\$500,000	-\$500,000
5	Total Revenues & Income (Lines 1-4)	\$26,820,166	\$26,487,516	+\$332,650
Operating Expenses				
6	Employee Salaries & Benefits	\$2,337,317	\$1,986,325	+\$350,992
7	Business Insurance, Fees & Property Taxes	\$701,515	\$701,040	+\$475
8	Technology, Staff Development & Equipment	\$503,283	\$452,743	+\$50,540
9	Marketing & Brand Management	\$2,278,618	\$1,539,162	+\$739,456
10	Consulting & Strategic Studies	\$552,000	\$402,000	+\$150,000
11	Facilities & Land Management	\$1,290,080	\$1,140,080	+\$150,000
12	Workforce Pipeline Initiatives	\$400,000	\$400,000	\$0
13	Business Retention & Expansion Initiatives (BRE) – Existing Primary Employers	\$900,000	\$900,000	\$0
14	Community Initiative: Military Affairs Initiatives (Dyess AFB Retention)	\$525,000	\$437,000	+\$88,000
15	Community Initiatives: Stakeholder Organizations	\$300,000	\$653,000	-\$353,000
16	Total Operating Expenses (Lines 6-15)	\$9,787,813	\$8,611,349	+\$1,176,464
Amount Reserved For Incentives & Capital Expenditures (Line 5 Minus Line 16)				
17	Business Development & Prospect Incentives	\$7,440,000	\$3,719,825	+\$3,720,175
18	Capital Improvement Projects	\$2,720,020	\$2,000,000	+\$720,020
19	Land Acquisition & Improvements	\$6,872,333	\$12,156,342	-\$5,284,009
20	Total Incentives & Capital Expenditures (Lines 17-19)	\$17,032,353	\$17,876,167	-\$843,814

Marketing & Brand Management Expenses

- Website Upgrades & Lead Capture
- Customer Relationship Management (CRM) Automation
- Digital Asset Library
- Marketing & Creative Services
- Search Engine Optimization
- Social Media
- Direct Marketing Campaigns
- Print & Digital Advertising
- Public Relations & Media Outreach
- Marketing Missions (Requiring Travel)
- Business Attraction
- Abilene Site Visit Tours – Prospects
- Maps
- Printed Material & Other Collateral

Previously Approved Existing Multi-Year Economic Development Contracts

Page 1 of 2

Previously Approved Active Multi-Year Economic Development Contracts Providing Non-Cash* Incentives	Approved & Contracted Multi-Year Incentive Amount	Anticipated Percentage of Non-Cash Incentive Earned by End of Fiscal Year 2027
BE in Abilene 2019	\$200,000	100%
Hartmann's Inc. Project ISO 2020	\$900,000	0%
BE in Abilene 2020	\$250,000	100%
Primal Pet Group Project Tiger 2021	\$3,160,000	60%
United Ag & Turf Project Grasshopper 2021	\$300,000	100%
Primal Pet Group Project Fox Hill 2022	\$1,372,988	72%
BWJ Metalworks Project Maverick 2022	\$100,000	100%
R&L Carriers Project Bay 2025	\$1,465,000	38%
Total Multi-Year Economic Development Incentives Earning Principal Reductions	\$7,747,988	55%

***Estimates reflect previously approved, non-cash expenses (asset depreciation or loan forgiveness) tied to company partners meeting requirements as outlined in the company's economic development contract.**

Previously Approved Existing Multi-Year Economic Development Contracts

Page 2 of 2

Previously Approved Active Multi-Year Economic Development Contracts Providing Cash* Incentives	Approved & Contracted Multi-Year Incentive Amount	Anticipated Percentage of Cash Incentive Earned by End of Fiscal Year 2027
Texas State Technical College New Abilene Campus 2017	\$4,179,600	100%
Abilene Christian University Next Lab Project Future Hope 2021	\$2,930,000	80%
Hendrick Health Project Double T 2021	\$1,540,000	80%
United Ag & Turf Project Grasshopper 2021	\$500,000	100%
Broadwind Project Backbone 2022	\$400,000	100%
Dyess Air Force Base MIRR/Matching Grant 2025	\$50,000	100%
ABI Windows Project Bonanza 2023	\$6,563,903	100%
Petrosmith Project Morello 2023	\$2,750,000	41%
Hendrick Health Project Saldo 2023	\$909,500	80%
Bridgestone Bandag Project Roadrunner 2024	\$10,563,000	23%
City Street Maintenance Fund FY 2024-2028	\$10,000,000	80%
Project Hamilton Bavarian 2025	\$650,000	100%
Sky West/United Airlines Project Rise 2026	\$8,670,800	56%
Bass Pro Shop Project Surf 2026	\$3,500,000	60%
AbiMar Foods Project King 2026	\$1,000,000	70%
Project Beadline 2026	\$1,300,000	38%
Project Summit 2026	\$250,000	50%
Project Revamp 2026	\$2,400,000	15%
Total Multi-Year Economic Development Contracts	\$58,129,803	63%

*These are the estimated cash disbursements for the incentives earned by companies contracted with DCOA that have been previously approved in prior years.

Resolution Approving an
Agreement with
AEP Texas, Inc.

RESOLUTION NO. DCOA-2026.13

A RESOLUTION OF THE DEVELOPMENT CORPORATION OF ABILENE, INC. (“DCOA”) AUTHORIZING THE DCOA TO GRANT AN EASEMENT TO AEP TEXAS INC. (“COMPANY”).

WHEREAS, Company has requested that the DCOA grant the Company an easement (the “**Easement**”) located in the easement area set forth on **Exhibit A**, attached hereto and fully incorporated herein (the “**Easement Area**”); and,

WHEREAS, the DCOA’s staff requests that the DCOA’s Board of Directors approve the grant of the Easement to Company.

NOW THEREFORE, BE IT RESOLVED BY THE DEVELOPMENT CORPORATION OF ABILENE, INC. THAT:

PART 1. DCOA hereby authorizes and approves of the grant of the Easement to Company and the DCOA’s President (“**President**”) be and hereby is authorized, on behalf of the DCOA, to negotiate, enter into and execute the Easement and/or any amendments to the Easement, and to take any steps necessary which are consistent with and necessary to effectuate the actions outlined above including, but not limited to, revising the legal description of the Easement Area used in any documents granting the Easement to the Company.

PART 2. This Resolution shall expire without notice 180 days from the date of adoption of same unless all required documents and agreements are executed prior to that expiration date or the commitment herein is extended in writing by the President prior to the expiration date.

PART 3. This Resolution takes effect immediately upon passage.

ADOPTED this the 23rd day of June, 2026.

ATTEST:

Floyd Miller
Secretary/Treasurer

Tracy Howle
Chair of the Board

APPROVED AS TO FORM:

Chris Shelton, Attorney at Law

Exhibit A

