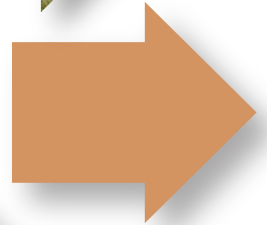


A LOOK AHEAD

CITY OF PLANO STATUS REPORT 2020-21



THREE-YEAR FINANCIAL FORECAST
FISCAL YEAR 2021-22 THROUGH 2023-24



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CITY OF PLANO, TEXAS
2020-21 STATUS REPORT & THREE-YEAR FINANCIAL FORECAST
Fiscal Year 2021-22 through 2023-24

Mayor Pro Tem
Kayci Prince
Place 4



Harry LaRosiliere
Mayor



Deputy Mayor Pro Tem
Anthony Ricciardelli
Place 2



Maria Tu
Place 1



Rick Grady
Place 3



Shelby Williams
Place 5



Lily Bao
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March 22, 2021

Honorable Mayor & City Council
City of Plano
Plano, Texas 75074

Dear Mayor and Council Members:

I am pleased to present the City of Plano's Three-Year Financial Forecast for Fiscal Years 2021-22 through 2023-24. This forecast reviews the status of the current FY 2020-21 Budget and provides an opportunity to take **A Look Ahead** into the near future, and identify challenges and opportunities likely to face the City of Plano in the next three years. The Three-Year Financial Forecast focuses on the General Fund, General Obligation Debt Fund, Capital Maintenance Fund and the City's enterprise funds – Water & Sewer, Sustainability & Environmental Services, Municipal Drainage, Convention & Tourism, Recreation Revolving, and the Municipal Golf Course. The financial projections included here represent the starting point for the development of the FY 2021-22 Budget. With knowledge of significant trends and issues in this report, Council and Management will proceed in developing goals, objectives and priorities for the next fiscal year and beyond.

In keeping with last year's budget theme, A Budget for Sustaining Plano's Excellence, this year's budget development will focus on the following initiatives:

1. **QUALITY INFRASTRUCTURE:** Maintaining and improving our City's \$2.8 billion growing infrastructure including funding our Capital Maintenance Fund.
2. **SERVICE DEMANDS:** Preserving exceptional, quality city services for residents, businesses and the Plano community while also preparing for future service demands.
3. **FINANCIAL POLICIES/RATINGS:** Maintaining our AAA bond rating and adhering to our financial policies.
4. **PERSONNEL:** Retaining our high quality workforce and continue to remain competitive with other cities and private organizations within the Metroplex.
5. **PROPERTY TAX:** Maintain a property tax rate which allows for funding of our infrastructure, service demands, adherence to our financial policies and retain our valuable people.

Many City of Plano revenue sources have been impacted by COVID-19 this past year including sales tax, permit/license revenues, hotel/motel taxes, recreation program revenues and fines and fees. This forecast was prepared based on the information currently available. As a result, both short-term as well as long-term financial impacts are unknown at this time. We fully anticipate the implications of the continuing public health emergency and will make budgetary adjustments necessary going forward. Please note that every annual budget adopted by City Council is statutorily required to be balanced. Therefore, any projected shortfall is assumed to be rectified during the year when the shortfall is projected to occur to reach the working capital requirements set by Plano's financial policies.

Harry LaRosiliere
Mayor

Kayci Prince
Mayor Pro Tem

Anthony Ricciardelli
Deputy Mayor Pro Tem

Maria Tu
Place 1

Rick Grady
Place 3

Shelby Williams
Place 5

Lily Bao
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Rick Smith
Place 8

Mark D. Israelson
City Manager

Financial policies adopted by City Council stipulate that the General Fund must maintain a working balance of 30 days. Based on this forecast, the projected working capital at the end of 2021-22 is projected at 44 days of working capital. This is due primarily to anticipated increases in new property coming on-line and a \$9.8 million reimbursement from the CARES Act for public safety expenses related to COVID-19 received in FY 2020-21. However in 2022-23, the General Fund falls short of the Council goal by \$5.8 million and then by \$12.6 million in 2023-24. These deficit positions reflect the work required during the upcoming budget process in order to bring expenditures in line with revenues to provide a structurally balanced budget in future years.

Following preliminary discussions with both Collin County and Denton County Central Appraisal Districts, total assessed property values are projected at \$47.1 billion in the coming year, with existing property values projected to remain flat as compared to FY 2019-20. New property development is projected to add \$750 million to Plano's property tax base in FY 2021-22. The combination of these increases translates to 1.62% increase in total assessed property value. The current ad valorem tax rate of 44.82 cents per \$100 of assessed property valuation is maintained throughout the forecast, with 33.72 cents allocated to support operations and 11.10 cents for debt repayment in 2021-22. However beginning in 2022-23, the debt rate will require an additional 1.00 cents to 12.10 cents while the operating rate will decrease 1.00 cents to 32.72 cents. The impact of this transfer is a loss \$4.8 million to fund General Fund operations.

Sales tax receipts, the General Fund's second largest source of revenue, have been re-estimated for FY 2020-21 at \$85.0 million. For the first five-months of FY 2020-21, sales tax collections are \$1.1 million below last year's collections for the same period. In light of the ongoing events associated with the COVID-19 pandemic, we fully expect a downturn in sales tax collections for the remainder of the year. As in the past, any amount collected over the \$85 million can be used for one-time expenditures, assigned to fund balance to build reserves for future fiscal years or transferred to the Capital Maintenance Fund. Based on City Council policy, sales tax is projected at our three-year collection average net audit adjustments of \$86 million for the entire forecast period.

The COVID-19 pandemic has taken a financial toll on both the Convention and Tourism Fund and the Recreation Revolving Fund and both funds are forecasted to have a negative fund balance for next year. All group travel as well as individual travel came to basically a virtual stop this past year severely impacting our Hotel/Motel tax collections and Civic Center Fees. In addition, programming offered by the Recreation Revolving Fund had to be either closed down or limited classes offered with several Recreation Centers closed for extended amounts of time due to the pandemic. These shortfalls will be addressed in the upcoming budget process.

Significant Features and Issues of the Forecast

- **Not included** in the fund projections are program enhancements related to increases for mandates, growth, additional or expanded services, technology requests, or other causes for the three-year period. All discretionary items will be considered during the annual budget development process.
- **No** salary increases have been included for either Civil Service or Non-Civil Service employees in this forecast. In addition, attrition is projected at 3.0% for the General Fund, Water & Sewer Fund and the Municipal Drainage Fund. A 1.0% attrition rate is projected for all other funds. In order to allocate for a 3% across the board salary increase effective October 1, 2021, would require \$6.6 million for all funds with \$5.5 million of this for the General Fund. Due to the financial disruptions caused by COVID-19 during the budget process last year, no salary increases were allocated in the current year's budget.



- **Supplies & services costs are projected to increase 2.0%** in each year of the forecast based on the average 2020 Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services and has been used throughout the forecast. Electricity charges and natural gas are projected to remain constant throughout the forecast period.
- **No health insurance increase** has been included in this forecast; and the rate of 17.21% for TMRS has been included in the annual salary and wage expenditures. No other benefit cost increases have been anticipated.
- **Assumed to be funded** within the forecast are all operating expenditures associated with CIP Projects completed during the three-year forecast. Operating and maintenance costs associated with Community Investment Projects coming on-line during the forecast period total \$2.3 million after accounting for additional anticipated revenue. These projects include park and restroom renovations at Jack Carter Park, Oak Point Recreation Center pool addition, Harrington and Davis Library Expansions, an addition of a Fire Training Center, additional Park Improvements, and various other Facilities additions and expansions. Details associated with CIP projects coming on-line are in the Appendix Section of this document.
- The General Fund transfer to the **Capital Maintenance Fund is expected to remain constant at \$35.3 million in each of the three years forecast.** Setting aside funding for repair and renovation projects with lifespans over 10 years will continue to be a priority for the City of Plano as it seeks to use pay-go funding and to avoid using debt for its existing streets, park system and city facilities in the future.
- The **Economic Development Incentive Fund** was implemented in FY 2006-07 to remain competitive with surrounding neighboring cities in an effort to attract businesses to the area and to provide funding for redevelopment purposes. Funding for the Economic Development Incentive Fund has been included throughout the forecast. The forecast includes the transfer of \$9.3 million in FY 2021-22; \$9.6 million in FY 2022-23; and \$9.9 million in FY 2023-24. These forecasted amounts represent only the actual two-cent property tax revenue and does not include any supplemental funding from the General Fund.
- Several **utility rate increases** may be required during the forecast period including a third rate increase for Municipal Drainage to pay for the Collin Creek Mall drainage culvert and to cover increased NTMWD contractual costs in the Water and Sewer Fund. All rate increases will be discussed in further detail during the upcoming budget process.
- The forecast assumes **all remaining bond authority** approved by voters in the 2013, 2017, and 2019 bond referendums will be issued during 2021, as well as the **passage of additional authority by voters** in the upcoming May 2021 bond referendum in the final two years of the forecast. Interest rates are projected at 4% in throughout the forecast, with bond sales occurring in the spring of each year.

My special thanks are offered to the Executive Team, all Department Managers and the Budget & Research Department for their cooperation in putting together this Financial Forecast. In addition, I look forward to discussing this information with you at the March 22th Council meeting.

Respectfully submitted,

Mark D. Israelson
City Manager



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Looking Ahead, a City of Plano Economic Overview

This Economic Outlook and Overview is intended to serve as a forecast and budgetary planning tool for the citizens and leaders of Plano. This publication makes an effort to provide the reader with a realistic, sensible financial overview of the present and future financial conditions of the City. Presentation of this document to the City Council begins the 2021-22 Budgetary Planning Process for the City of Plano with the united belief that we live, work, and play in one of the finest communities in the nation. Here are a few of the key attributes of our unique community:

A Prosperous City One of the marquee cities of the Dallas-Fort Worth Metroplex, Plano is the largest city in Collin County, Texas with an estimated population of 287,600. Regularly recognized for providing an excellent business and living environment, Plano continues to enjoy some of the best economic conditions in the United States, a result of years of well-planned residential and commercial development accompanied by high quality public services. As an established city, Plano continues to maintain its distinguished charm and vitality. Community leaders are committed to encouraging high-quality new development and support re-development opportunities that are aligned with Plano's civic vision. Residents live in a community with a proud heritage, a stable economic foundation and strong citizen involvement. Plano has the proven ability to provide valuable services that protect and improve the daily lives of residents.



Location Plano holds a key ingredient in the global economy: location. As the largest city in Collin County, Plano is located 19 miles north of the Dallas Texas Central Business District and was once considered part of the “outer loop” of the DFW Metroplex ring of suburban cities. Plano is now considered an “inner circle” of suburban city due to continued growth in one of the nation’s leading metropolitan regions. With a prime Metroplex location, Plano city boundaries cover 72.2 square miles and anchor much of the region’s northward growth. The location produces favorable commute times to employment centers outside its city limits thanks to four major regional transportation arteries. Thanks to a sunbelt and central time zone location, Plano enjoys a temperate climate where businesses and residents have the ability to interact with both coasts during normal business hours, and all major U.S. cities are accessible within four hours of flight time. Plano’s membership in the area’s major regional public transportation system, DART, links Plano to Dallas, Fort Worth and most other regional cities via a light rail and bus system. Secure neighborhoods and a wide variety of quality of life amenities identify Plano as a great community for families to call their hometown.

In the past twelve months, Plano has been the recipient of many accolades:

- **Plano is best in Texas and #10 in USA: Best Cities in America to find a job.**
- **Plano is the second happiest city in America by WalletHub**
- **Plano ranks #3 City in US to work from home SmartAsset**
- **Plano is 3rd Most Recession-Resistant City – 2020 Edition by Smart Asset**
- **Plano Is 2020’s 6th Best City to Drive in by WalletHub**
- **Plano is the 7th Best U.S. City to Buy an Affordable Family Home by Smart Asset**
- **Plano is the 10th Hardest Working City in America by WalletHub**
- **Plano ranks among the top 25 bike-friendly cities nationwide by SmartAsset**

Unlike many suburbs, Plano has a wide variety of housing options, from historic Victorian homes, to traditional subdivision developments, to loft-style living and new urbanist townhomes and apartments. Plano residents have access to state recognized and award-winning public schools, campuses within the Collin County Community College District and college level institutions that help support Plano’s educated and motivated population. There are multiple area hospitals in Plano, as well as several specialty treatment and rehabilitation centers. The past decade has seen a number of senior living facilities open in Plano, ranging from retirement communities to assisted living and skilled nursing facilities. Plano is a pretty big deal when it comes to shopping. Shoppers can find whatever they’re looking for. There are specialty stores galore, fashion boutiques, antiques and major malls with major labels in and around Plano. Diners can eat at more than 1,000 establishments through Plano, covering just about every form of cuisine imaginable. Plano has approximately 7,200 hotel rooms within its city limits with more on the horizon. A number of these hotels are occupied by guests in town for events held at the city-operated Plano Event Center, which offers a full-service convention facility with 86,400 square feet and on-site catering and event support.

Plano seeks to keep residents informed about City services and programs using both television and the Internet. **Plano Television (PTV)**, which is city-operated and reaches a large majority of Plano households, has received a number of awards from both state and national government broadcasting organizations for its programming. The City’s list of **eGovernment services** currently includes: utility bills, traffic citations, registration for recreation programs, requests for inspections, garage sale permits, library services, property standards complaints and voter



registration. A variety of reports and information regarding Plano's city departments and activities are available at www.plano.gov.

Over the years, the City has repeatedly received national accreditations and recognitions, ensuring best practices are in place while providing outstanding levels of services local citizens and businesses. Currently, Building Inspections, Fire, Health, Parks & Recreation, Library, Police, Public Safety Communications, Public Works & Engineering and Purchasing Departments all maintain accreditations.

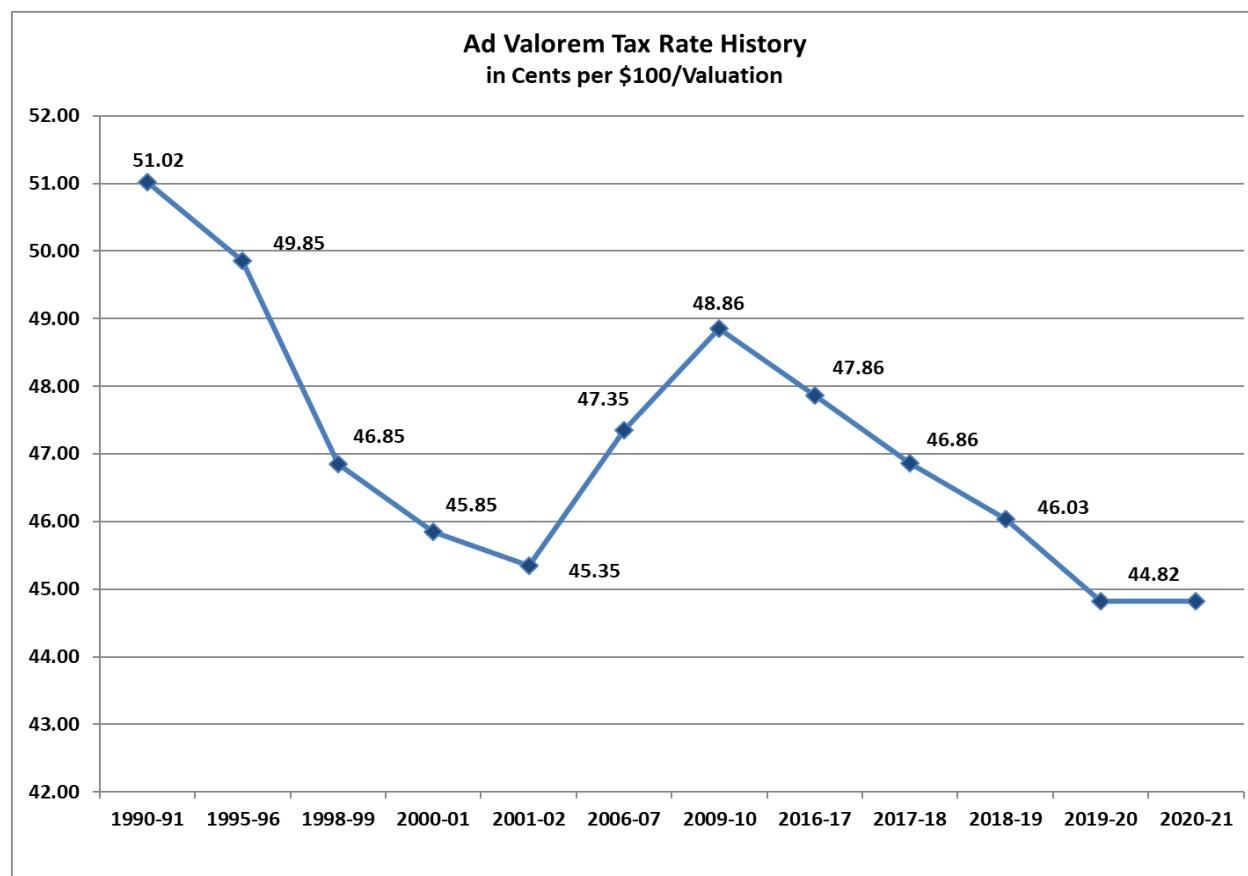
Excellent Quality of Life Time and again, Plano is recognized as a great place to live for a variety of people at different stages of their lives. Plano Parks & Recreation is the 2015 National Recreation and Parks Association (NRPA) **Gold Medal** award winner for Excellence in Parks and Recreation. Both out of town guests as well as local residents have access to a full-service convention center. Community sites and attractions include the Heritage Farmstead Museum; the Interurban Railway Museum; Historic Old Downtown Plano; Legacy West Development, the ArtCentre of Plano and the Courtyard Theatre. To support a sense of community and culture, the City annually provides grants and partial funding for a variety of community groups and cultural arts events, such as performing group presentations, outdoor festivals and other entertainment and recreational opportunities. Perhaps the best known of these endeavors is the **Plano Balloon Festival** held each September since 1979, excluding 2020 due to COVID-19 restrictions. Plano's location places guests and residents conveniently close to a multitude of cultural and recreation activities throughout the DFW Metroplex area, which boasts a variety of professional sports teams, world-class museums and first-rate entertainment.

Plano's **Public Library System** has 5 locations where learning is valued, and a trusted source of information and resources. In FY 2019-20, the library had a collection of 745,562 items with circulation of approximately 3.5 million and 190,504 registered borrowers. Plano residents interested in furthering their education with a GED, delving into research, building their business skills, learning a language, or preparing for college entrance exams can find helpful resources at the library. Resume preparation, job search techniques and technology training help prepare patrons for success in the marketplace. Business resources and databases assist small business and entrepreneurs with research to grow and build. The library offers access to computers and internet, as well as technology training programs, and professional staff assist the community with research, tools and skill-building. Plano Public Library provides opportunities to innovate and create by teaching 21st Century skills such as coding, robotics, circuitry and 3D design, and supports parents with a myriad of resources to help their children develop early literacy skills. As a destination that facilitates learning and offers cultural and recreational experiences, Plano Public Library enhances quality of life in the community.

Residents and visitors to Plano can take advantage of a wonderful collection of parks, recreation facilities and organized activities thanks to Plano's Parks & Recreation Department, which is 1 of just 16 Texas parks and recreation systems accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). Established in 1968, the department operates and maintains 85 public parks, 88 miles of recreation trails and 2 nature preserves, which occupy over 4,350 acres of land in Plano. The department also maintains more than 850 acres of city medians, rights-of-way and public grounds around city facilities, as well as helps Plano maintain the Tree City USA designation it has held for more than three decades. Athletic opportunities are available both through the city and in partnership with a number of non-profit youth and community sports

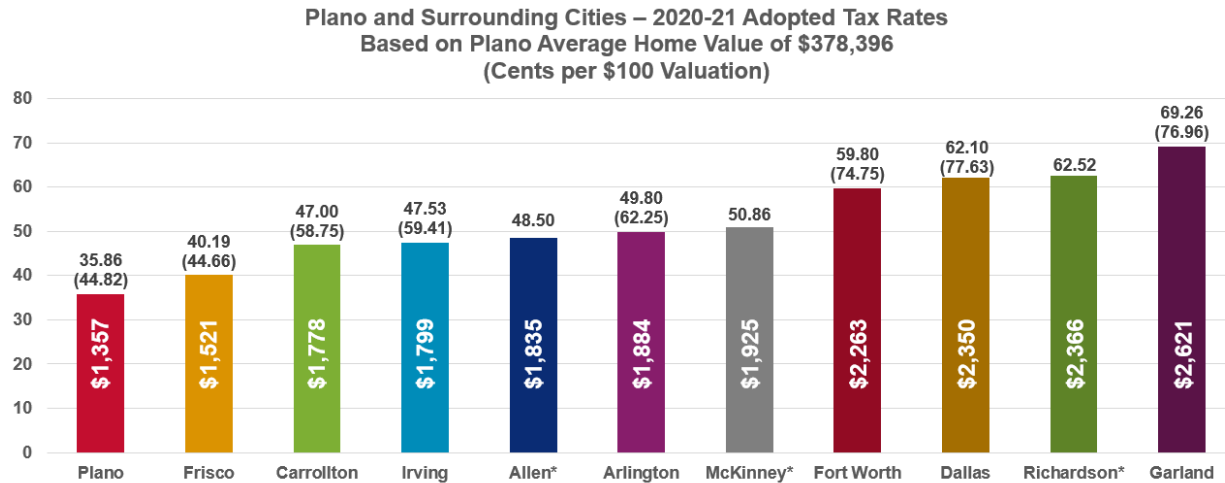
groups, who use Plano’s 15 athletic complexes, 4 synthetic turf athletic fields, 70 playgrounds and over 88 miles of recreational trails. Plano also operates 4 recreation centers and 1 senior center that offer fitness, indoor sports, community activities as well as 5 indoor and 4 outdoor swimming pools. These recreation centers offer a variety of programming for all segments of the population, from youth to seniors, competitive sports to arts and crafts, therapeutic programs to special events. The department also operates a tennis center, a municipal golf course, a museum and 5 event venues. And, at the Oak Point Nature and Retreat Center, one can experience a tree top adventure operated by Go Ape!

Low Property Taxes Plano’s tax rate remains the lowest rate among large cities in the Dallas-Fort Worth Metroplex. The 2020-21 Budget kept the City of Plano’s property tax rate constant 44.82 cents per \$100 valuation. It should be noted that within the 44.82 tax rate, 2.0 cents are still dedicated solely to raise funds for the **Economic Development Incentive Program**. This program was established in 2006-07. Revenue from that 2.0 cent increase continues to be used to fund economic development projects and enhance both attraction and retention programs for major businesses. The City’s tax base remains nearly evenly divided between residential and commercial property in value, with the average home in Plano having a value of \$378,396. The real estate and housing market continues to remain vibrant and continues to show strong growth in the single-family property market in Plano. Plano remains the only community in Collin County to offer residents a **20% Homestead Exemption**, and additional **\$40,000 Disability and Over 65 exemptions**. The City also offers a **tax freeze** for homeowners 65 and over of age, their spouses and the disabled. A majority of Plano residents also benefit from living in jurisdictions with low comparative property tax rates for the North Texas region, such as Collin County, Plano ISD and a Collin County Community College District.





The following chart illustrates how Plano's property tax rate compares to the surrounding cities.

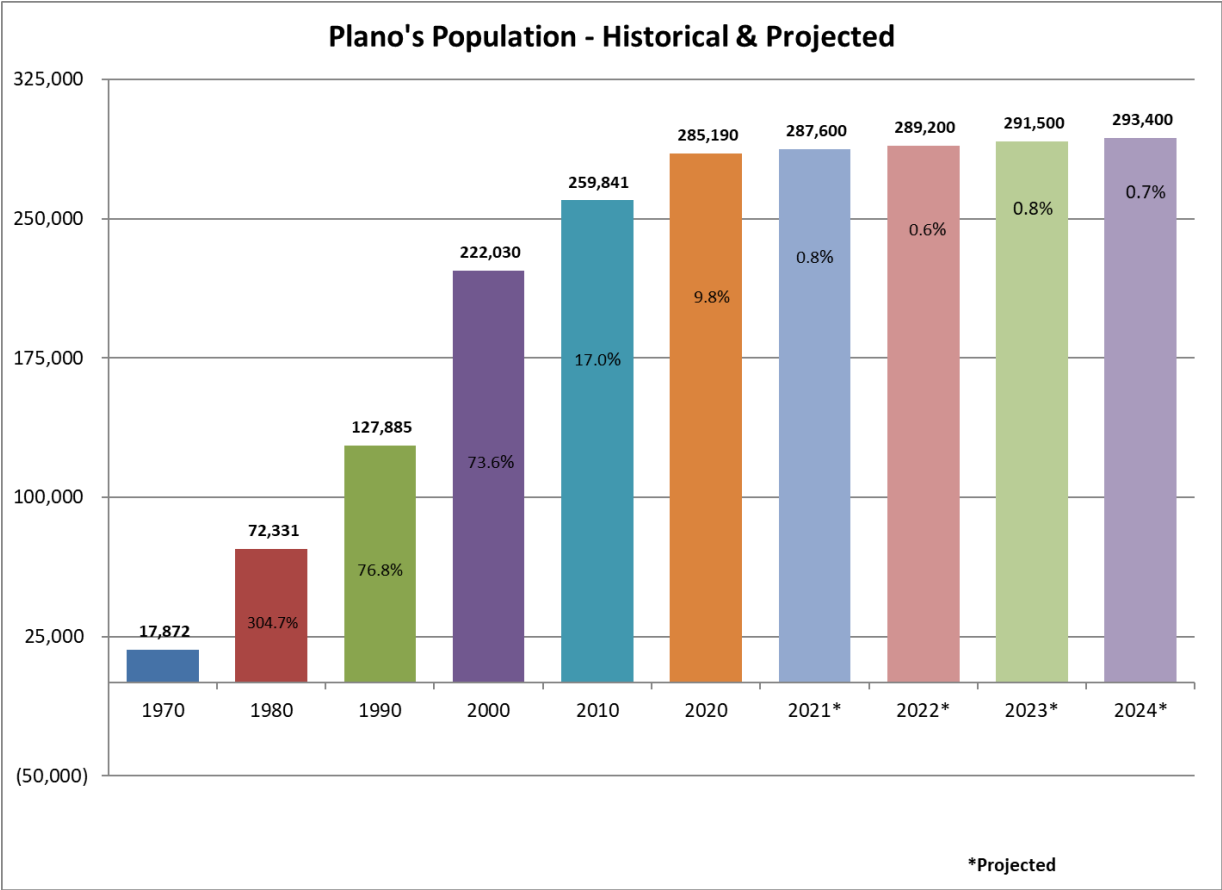


Some of the columns on the chart have two numbers; in these cases the smaller number represents the tax rate which includes the homestead exemption. The cities with an asterisk do not offer a homestead exemption, and display only one rate.

Sound, AAA Credit Worthy Financial Stewardship Plano has long been nationally recognized for innovation and outstanding public managers and employees, as well as the continued ability to provide the quality services and conveniences expected by residents. Holding a **'AAA' Bond rating** since the year 2000 from two of the nation's major bond rating companies reflects Plano's strong financial operations. Plano is one of the few cities in the United States to consistently receive the highest possible bond ratings from Standard & Poor's, and Fitch's IBCA Inc. In their evaluations, the two rating agencies have noted such characteristics as the quality of fiscal management, to the diverse economic development, to the ability to attract and retain corporate headquarters.

Population and Culture Plano is one of America's most populous suburbs, with the 9th largest population among Texas cities and ranking 70st nationwide in the 2020 Census. In the Dallas-Fort Worth Metroplex, only Dallas, Fort Worth and Arlington have larger populations. These figures would have surprised Plano residents a generation ago. In 1960, Plano's population was 3,695; today the estimated January 1, 2021 population is 287,600. In Plano you can hear many foreign languages, see different places of worship and taste foods from throughout the world; however, while the population is diverse, it shares common values and unites around shared institutions and experiences.

According to the U.S. Census Bureau, Plano residents are well-educated with 57.2% of adults over age 25 holding a Bachelor's degree or higher, compared to the U.S. average of 51.9%. Plano's median household income is \$95,602, over 54% higher than the Texas median household income of \$61,874. 22.5% of Plano residents are under 18 years of age, while another 12.8% are 65 years and over. Plano has seen its minority population grow with the city; currently the largest minority groups are Asian (21.2%), Hispanic/Latino (15.0%) and African American (8.6%). After booming population growth in the 1970's, 80's and 90's, Plano's population has stabilized; this can be seen in the fact that Plano's population grew by 73.6% in the 1990's and 17.0% from 2000-2010.



Plano’s population growth continues to level off as the few remaining land parcels are developed and most future residential growth will come from rezoning land and existing development. Reflecting on this fact, City leaders pro-actively prepare, and use forecasts as tools to set the guidelines for the level of service standards preferred by the community. The budget process involves vigilant monitoring, both long-range and short-term planning, combined with balancing the impacts of decreasing revenues and increasing maintenance costs. For purposes of this Forecast, 0.60% annual population growth is projected for 2021-22; 0.80% for 2022-23; and 0.70% for 2023-24.

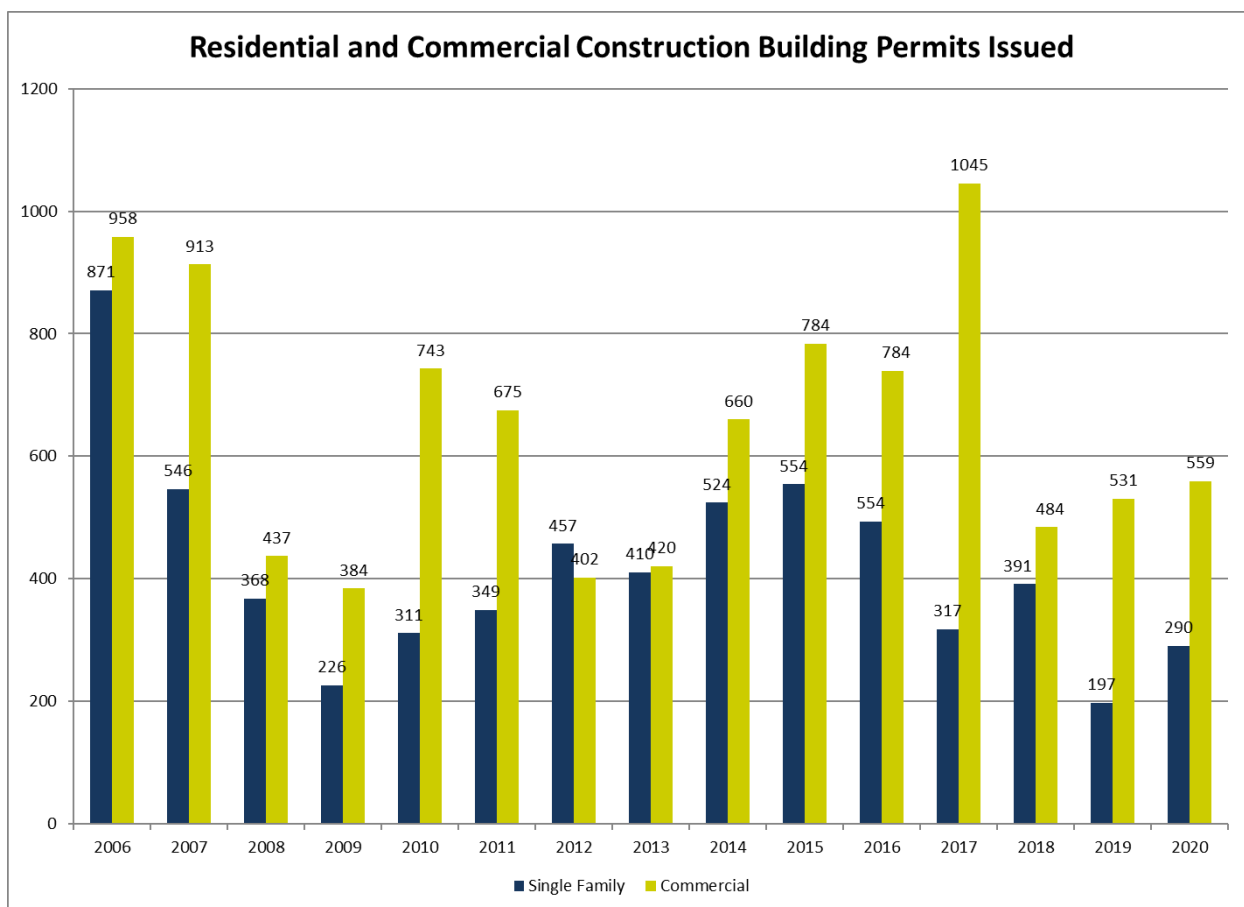
Construction, Renovation & Build-Out Plano was not immune to the downward shifts in both residential and commercial real estate started during the 2008-2009 recession, where new housing construction reached a historically low level nationwide and many developers delayed, scaled down or abandoned new projects. Building permits, as indicators of development, are important because they reflect actual construction activity and in turn, indicate changes and additions to the appraisal value for Plano’s property tax base.

According to the National Association of Realtors Homebuyers Affordability Index, as of December 2020 the national and regional indices were all above 100, meaning that a family with the median income had more than the income required to afford a median-priced home. A higher index equals more affordable, and a level above 100 signifies that a family earning the median income more than qualifies for a mortgage loan on a median-priced home. Home ownership is more affordable than at almost any point in the past forty-five years; however, a trend of higher price demand and lower supply is eroding housing affordability. Continued psychological effects



of the housing bubble continue to linger, dampening optimism for this sector of the economy, yet Plano's residential home market did well in 2020.

In Texas, housing prices have remained relatively stable, but has been trending upwards when compared to the rest of the nation and Texas has a much lower share of underwater mortgages when compared to the nation's average. In 2020, Plano issued construction permits for 290 new single family homes and 559 commercial projects. As the amount of land in Plano diminishes for initial development for single family residential, multi-family residential opportunities are increasing. In 2020, growth in multi-family residential housing is expected to remain flat as growth in the region has leveled off. Additionally, a shift in focus has now began in the redevelopment of existing space as opposed to creating new commercial structures. Future revenues related to the number of new construction permits issued are predicted to remain flat for 2021-22, 2022-23 and 2023-24.



The popularity of Legacy West and redevelopment around downtown Plano are indicative of a trend towards more compacted living spaces such as patio and town homes, duplexes and pedestrian-friendly multi-purpose developments. The Rosewood development (Heritage Creekside), a 156-acre mixed-use development near North Central Expressway and the President George Bush Turnpike, continues this trend. As these developments occur, Plano faces the challenge of maintaining a balance between residential and commercial properties, which is an integral part of the foundation that makes this community an attractive choice to new

residential and commercial investors, aids in business retention, and promotes appreciation of property values for both homeowners and institutional commercial property owners.

While the North Texas development market continues to be a hotbed for building related construction activities, including residential homes, commercial buildings, schools, restaurants and remodeling projects. Plano has been very fortunate to reap the benefits of such a robust development market, both currently and in recent years. However, many of the large commercial projects, such as Toyota, Liberty Mutual, and Chase have been completed. Because some of the major commercial projects are nearing completion, all building & development related revenues are predicted to remain constant in 2021-22, 2022-23 and 2023-24. There will still be building related construction activities but it will be at a decreased rate and amount relative to our years prior.

The Texas Job Market Due to the impact of the novel coronavirus (COVID-19), labor forces across the United States and the world have been heavily impacted by government mandated closures of many industries, causing both labor force participation rates to drop and unemployment rates to rise to unprecedented levels. Since peaking in April 2020 at 13.5%, the unemployment rate for Texas has dropped considerably. Texas, for a variety of reason, has weathered COVID-19 better than many other states. According to the Texas Workforce Commission, Texas unemployment was 7.2% at the end of December 2020. The Texas workforce continues to grow and is now 14,188,100 Texans strong.

Plano's employment strength continues to reflect the diversity of its employment base, including a highly educated, talented and motivated workforce. Even in times of national recession, companies continued to relocate here, and businesses already located here plan to stay. City leaders work with the **Plano Economic Development Department** to identify, recruit, and retain businesses, contributing to the community's economic well-being. An impressive and diverse list of corporate citizens help to mitigate the severity during an economic downturn in Plano when compared to other metropolitan areas in the nation.

Today, Plano is home to over 10,000 businesses including 3 Fortune 1000 headquarters and a long list of globally-recognized brands. There are four (4) major employment districts: Legacy Business Park, the Research and Technology Crossroad, Granite Park, and International Business Park. There are three (3) large retail shopping malls: The Shops at Willow Bend, Legacy West and The Shops of Legacy, conjoin with numerous neighborhood retail shops, eateries, and other business to provide opportunities for employment in retail, wholesale, manufacturing, medical, finance, services and high tech fields within city limits.

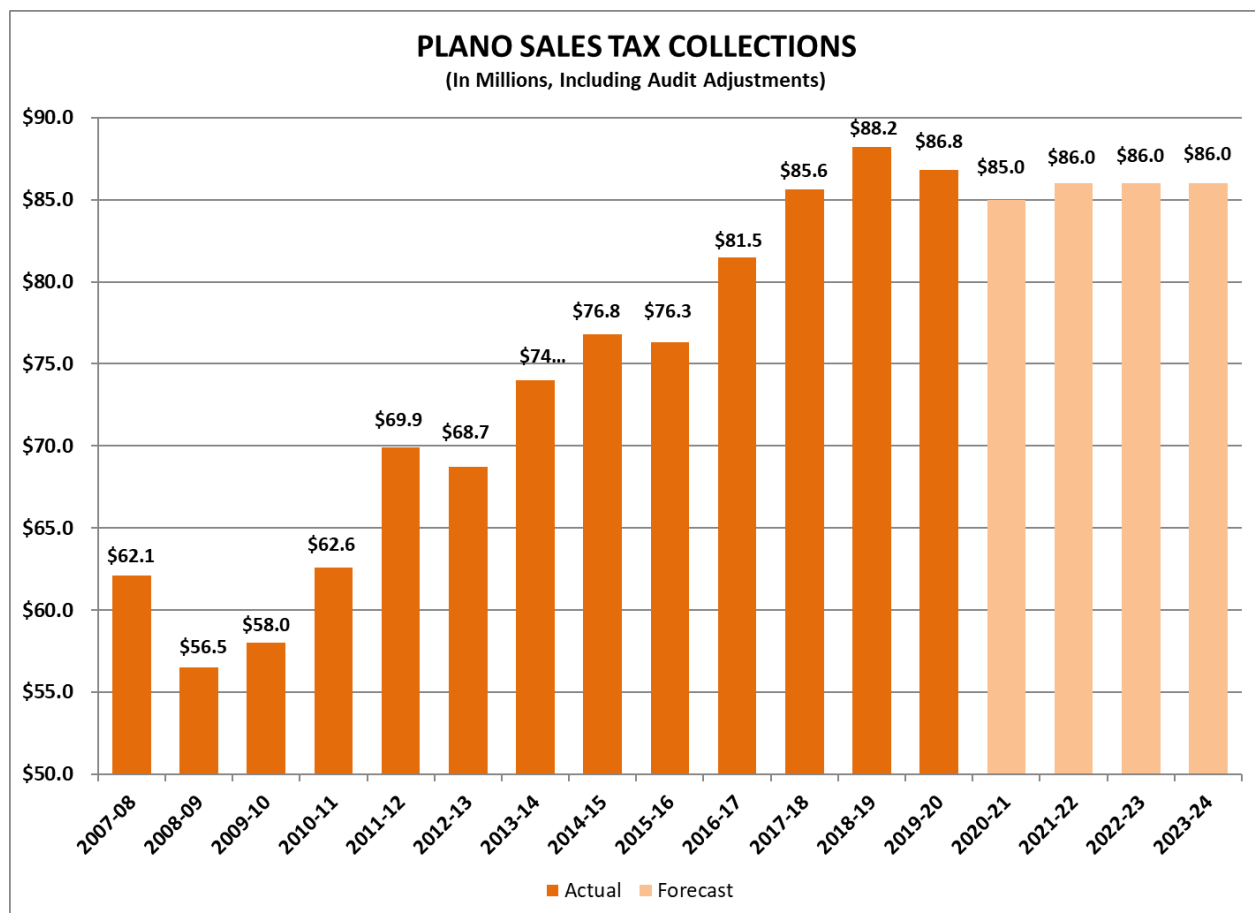
Here and Now The year 2021 is expected to continue to bring strengthening economic growth to the area. The Dallas-Fort Worth area is expected to outperform the national economy yet again this year. Decisions regarding the level of services for City programs are now part of the budget cycle each year. Water and Sewer revenues continue to remain an area of concern as they can be adversely affected by unusual weather conditions that cannot be predicted, and are also greatly impacted by regulatory mandates from the EPA (Environmental Protection Agency) and the TCEQ (Texas Commission on Environmental Quality).

Another major factor in recent years has been the energy market. Oil prices fluctuate daily and were hit relatively hard with extreme winter weather, COVID-19 Virus (Coronavirus), and OPEC and its allies abandoning their attempt to limit supply and prop up prices. These actions have resulted in political and social unrest impacting the global market. The City does anticipate an



increase in fuel prices. Energy cost uncertainties and a strong community desire for sustainable energy practices encouraged the implementation of energy efficiencies at City facilities, including adjustments to heating and cooling systems and building temperatures, as well as modifying lighting fixtures in office areas. These changes, coupled with energy price contracts, have helped to control utility expenditures at the City of Plano. Natural gas prices increased 1.5% in 2021-22 and were held flat in 2022-23 and 2023-24.

Sales tax revenues continue to remain strong, with \$86.8 million collected in 2019-20 with a cautiously positive outlook in this forecast period. Plano's strong sales tax can be attributed to a very strong collection of firms whose services and products lend themselves to business-to-business rather than retail sales. Retail sales in Plano have slowed as new retail options have opened in neighboring communities and consumer confidence (and spending) remains strong. While Plano served as the primary retail destination for Collin County through the middle of last decade, consumers in cities such as Frisco, Allen and McKinney now have the same retail outlets located closer to home. As a result, Plano's share of the regional retailing market is not expected to expand significantly in the near future.



Based on City Council policy, sales tax projections will be based on the past three-year average of sales tax collections net any audit adjustments. At this time, \$86.0 million represents the latest three-year average and is included for the forecast period. However, in light of the recent economic uncertainty stemming from the COVID-19 Virus and several high profile on-line sales tax court cases, we have lowered our 2020-21 Re-estimate to \$85.0 million. Any amount collected

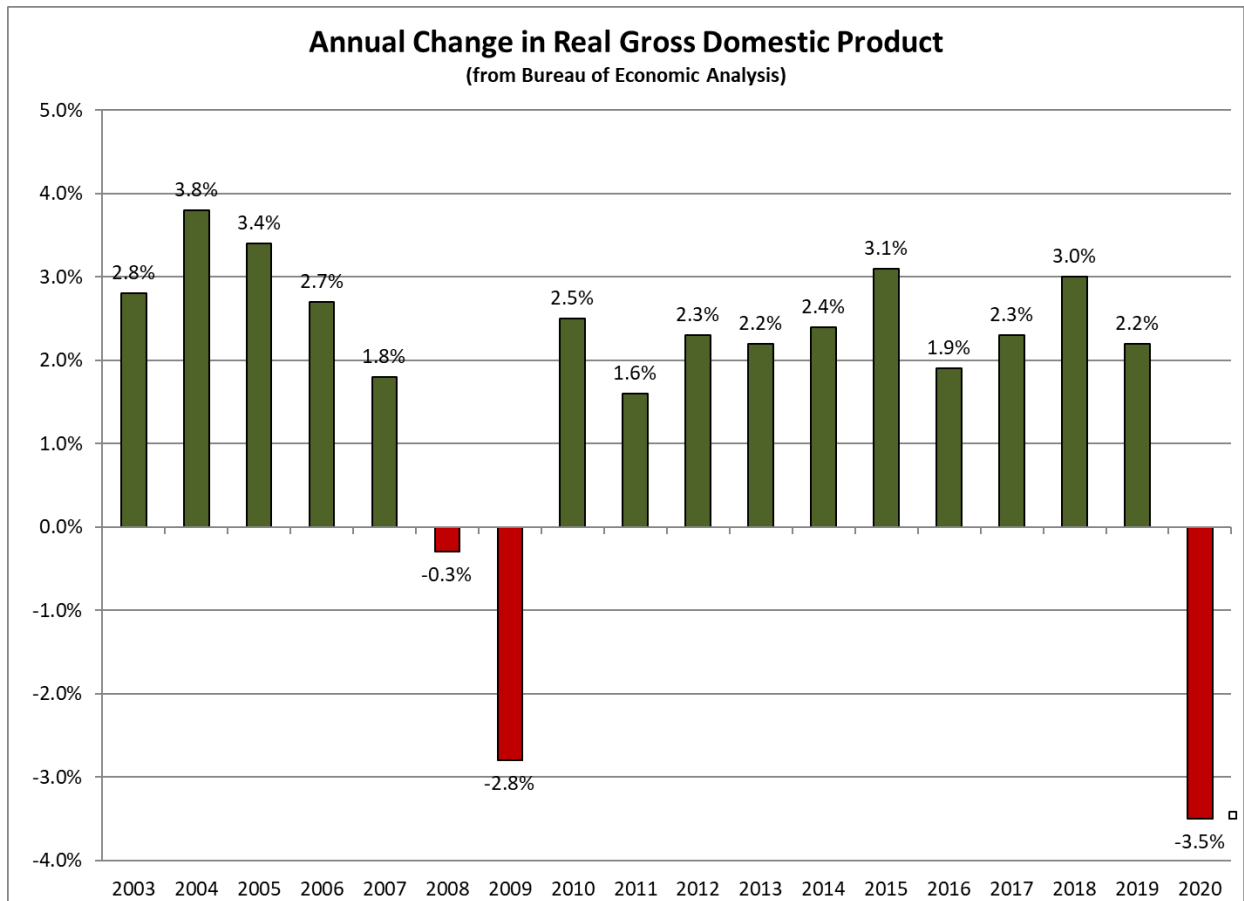
over the \$85.0 million can be used to purchase one-time expenditures, assigned to the fund balance to be used for offsets in the next fiscal year or can be transferred to the Capital Maintenance Fund. To be cautiously conservative, sales tax revenue is projected to remain constant throughout the forecast period at \$86.0 million.

Plano continues to seek out high quality opportunities for economic development and business growth. With a history of attracting new construction and business expansions, Plano remains well positioned to benefit from the internal U.S. migration of people and businesses to Texas. Plano's Economic Development Department works tirelessly to promote the benefits of our city to key business leaders making site and relocation decisions.

National Economic Trends As a country, we have faced numerous challenges over the past few years, yet even with these difficulties, Plano remains strong. The Federal Reserve continues to focus on keeping financing costs low and holding inflationary pressures at bay and has identified these **three keys to the Economic Recovery: Jobs, Housing Starts, and Consumer Spending**. Nationally, as well as locally, home prices have seen a strong uptick in value with supply of new and existing homes dwindling. Housing is a hugely important sector of the economy that includes not only construction, but everything that feeds off of it.

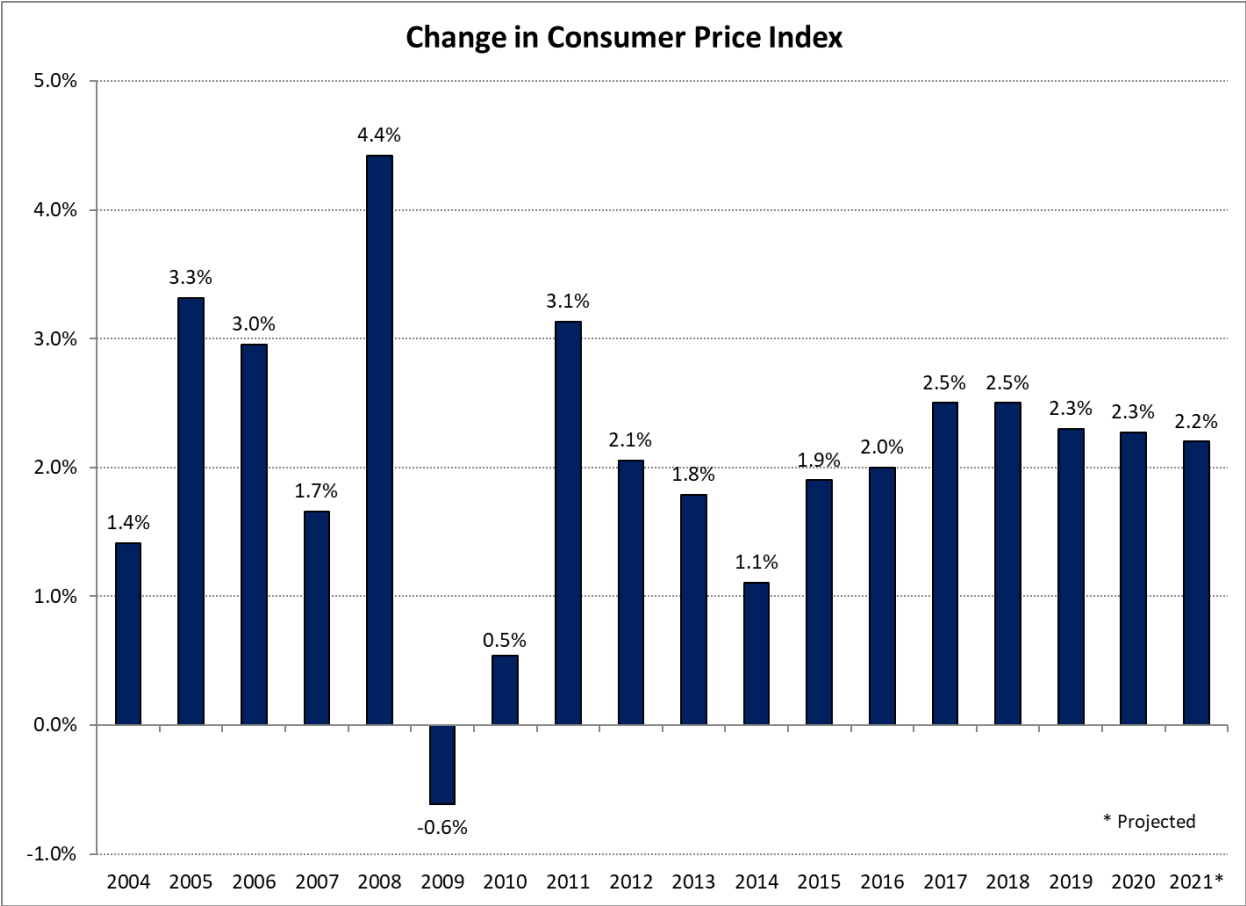
Texas continues to remain one of the best business climates in the United States. Plano was recently named the #1 Best Place to in the South to Relocate Your Headquarters by Southern Business and Development Magazine. Texas is frequently selected as one of the best areas for business relocation and expansion and has been named a leader in foreign trade zones. A number of factors lead to such a desirable economic environment, including an advantageous location, lower taxes and costs of doing business, free labor markets, a culture seen as business-friendly and good quality of life. Plano has a strong and thriving economic presence both regionally and nationally. In 2020, Inogen, TT Electronics, Enseio, Haynes and Boone, Digital Matrix Systems, DZS, and Digital.ai were a few of the corporations that decided to call Plano their home. In addition to the new relocations, many existing corporations expanded their headquarters thereby creating more jobs and employment opportunities.

One indicator of the national economy is Real Gross Domestic Product (GDP), which measures the output of goods and services produced by labor and property located in the United States while taking inflation into account. The graph below shows the changes to this measure over the past decade from the Bureau of Economic Analyses archives. Preliminary economic projections for the next three years indicate slow, yet positive national growth as businesses continue to review and realign their goals with strategies and plans that are more adaptive to current economic conditions while evolving to a more global economy.



Employment growth experienced a downturn this past year due to the COVID-19 Virus (Coronavirus). For purposes of this forecast, we anticipate employment growth to improve as both COVID-19 vaccination rates and global economic activity have increased. Economic productivity has been robust due to the rapid assimilation of innovative technologies into the workplace and a high proportion of working age people who were employed and working full-time at their jobs. Any inflationary issues continue to be met head on by the Federal Reserve. Any increase in inflation rates has been constrained and will be closely monitored throughout this economic cycle. Nationally, corporations have built up large holdings of cash, and as economic activity improves and uncertainties are resolved, businesses should feel more confident increasing their investments in structures, equipment and technology.

An additional measure of the overall economy is the Consumer Price Index (CPI) prepared by the Bureau of Labor Statistics (BLS), a direct indicator of inflation in the economy. Inflation, as measured by the annual percentage change in the CPI, has leveled off throughout the year. Economists point out that historical data shows that following a recession/depression period, inflation remains fairly level for the next several years. This trend should continue to hold true as the Federal Reserve's monetary policy and tools take a hold within the country. CPI is also influenced by a direct relationship to energy prices which has increased from the previous year. As shown in the following chart, inflation has remained relatively stable for the last several years. Compared to other areas of the United States, Plano has many helpful price advantages as indicated in the Cost of Living Index. The 2020 Index placed Plano below the national average for such major household costs as Housing, Healthcare and Grocery Items.



For purposes of this forecast, an inflation rate of 2.0% which is equal to the average Municipal Cost Index (MCI) for 2020, is included in order to estimate future potential expenditures. The Municipal Cost Index is designed to show the effects of inflation on the cost of providing municipal services. State and local governments rely on the MCI to stay on top of price trends, monitor price increases for commodities, make informed government contract decisions and plan budgets. The Municipal Cost index incorporates the construction cost index, the consumer price index and the production price index.

What this means for Plano Although economic forecasts for Plano and the region remain generally favorable, single family residential build-out and the pace of national economic growth continue to influence the City. Financial sustainability and a looming physical build-out have required a shift in focus from growth to maintenance activities. The demands for additional housing in Plano have been heard and re-zoning in some of the undeveloped areas of the City is occurring. The City is aware of the effects of maturation in its neighborhoods and commercial areas, as both private development and public infrastructure have been in place in some areas for more than 20 to 40 years. The City Of Plano operates under a long-range guide for future growth, development and redevelopment in the city. These circumstances require Plano to continue diligently monitoring financial conditions, while reviewing current policies and guidelines so that a balanced budget is maintained and expenditures are maintainable. Meticulous attention is given to the capital funds, such as the Capital Maintenance Fund and Community Investment Program (CIP) each year. During the annual budget process capital projects are re-examined and ranked, using financial oversight and planning to ensure that the funds are available for these projects as needed. The Council and managers practice visionary planning, with an eye towards



the horizon, looking for potential opportunities and anticipating coming challenges to the community.

The City each year anticipates and reviews requests for services that are likely to increase and/or shift as the city matures, while continuing to explore and promote inter-local cooperation with Collin County and other Metroplex municipalities. Such planning is the purpose of this Status Report and Three-Year Financial Summary.

Forecast Notes Economic expansion continues to generate employment and other business opportunities in Plano, and combines with other factors to motivate business relocations and new residents to settle in our city.

As is the case with all projections, many developments could cause economic outcomes to differ substantially in one direction or another. External issues can heavily influence economic activity and weaken the economy. This year brings about many pressures such as COVID-19 (Coronavirus) and changes at the Congressional levels that traditionally slow economic growth due to uncertainties. Significant outside factors impacting the City of Plano include: unpredictable acts of nature, terrorism or war; uncertainty about interest rates at the Federal Reserve; legislative impacts, uncertainty about oil and other energy prices; uncertainty about performance and the creditability of the global financial markets, especially in Europe and Asian markets; and the impacts of inflation or even deflation. Barring any serious developments in these areas, Plano is poised to continue benefitting from a sound economy over the next three years.

This financial forecast was based on and represents a certain point in time. We fully realize the potential implications of all external factors and will make necessary budgetary adjustments going forward.



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Budget Assumption Matrix
Revenues and Expenses
2021-22 thru 2023-24

		Projected		
	Assumption	2021-22	2022-23	2023-24
<u>Population:</u>				
January 1, 2021	January 1, 2021 (Estimate): 287,600 (Planning Dept.)			
2021-22	Increase 0.60% to 289,200 (Planning Dept.)	0.60%		
2022-23	Increase 0.80% to 291,500 (Planning Dept.)		0.80%	
2023-24	Increase 0.70% to 293,400 (Planning Dept.)			0.70%
<u>Property Values:</u>				
Existing Property Value:				
2021-22	Increase 0.00% to \$46,415,192,273 (Central Appraisal District)	0.00%		
2022-23	Increase 1.00% to \$47,636,844,196 (Central Appraisal District)		1.00%	
2023-24	Increase 2.00% to \$49,354,581,080 (Central Appraisal District)			2.00%
New Property Value:				
2021-22	Increase \$750,000,000 (Based on Central Appraisal District)			
2022-23	Increase \$750,000,000 (Based on Building Permit Projections)			
2023-24	Increase \$300,000,000 (Based on Building Permit Projections)			
Total Property Value:				
2021-22	\$47,165,192,273			
2022-23	\$48,386,844,196			
2023-24	\$49,654,581,080			
<u>Revenues:</u>				
<u>Taxes</u>				
Ad Valorem Taxes:				
Current	Assume 99% collection rate			
Delinquent	Assume 1% delinquent rate			
Penalty & Interest	Based on past trends in delinquent accts.			
<u>New Debt</u>				
2020-21 Re-Estimate	\$67,615,500 (Bond Authority)			
2021-22	\$78,255,000 (Bond Authority) Based on Passage of 2021 Bond Referendum			
2022-23	\$92,340,000 (Bond Authority) Based on Passage of 2021 Bond Referendum			
2023-24	\$101,565,000 (Bond Authority) Based on Passage of 2021 Bond Referendum			
<u>Sales Tax:</u>				
2020-21 Re-Estimate	\$84,981,955 (Revised based on actuals YTD)			
2021-22	\$86,031,828 (Constant)			
2022-23	\$86,031,828 (Constant)			
2023-24	\$86,031,828 (Constant)			
<u>Franchise Taxes:</u>				
2021-22	Constant for all, except Gas and Cable TV			
2022-23	Constant for all, except Cable TV			
2023-24	Constant for all, except Cable TV			
<u>Interest Earnings</u>				
2021-22	Based on historical actuals and the ending working balance of each individual fund			
2022-23	Based on historical actuals and the ending working balance of each individual fund			
2023-24	Based on historical actuals and the ending working balance of each individual fund			

Budget Assumption Matrix
Revenues and Expenses
2021-22 thru 2023-24

		Projected		
	Assumption	2021-22	2022-23	2023-24
Building Related Revenues				
2021-22	Constant at \$5,400,000	0.00%		
2022-23	Constant		0.00%	
2023-24	Constant			0.00%
Direct Population-Based (DP)				
2021-22	Increase 0.60% (Planning Dept.)	0.60%		
2022-23	Increase 0.80% (Planning Dept.)		0.80%	
2023-24	Increase 0.70% (Planning Dept.)			0.70%
Indirect Population-Based (IP)				
2021-22	Increase 0.30% (Planning Dept.)	0.30%		
2022-23	Increase 0.40% (Planning Dept.)		0.40%	
2023-24	Increase 0.35% (Planning Dept.)			0.35%
Direct Economy-Based (DE)				
2021-22	Increase 2.00% (Projection based on various indexes)	2.00%		
2022-23	Increase 2.00% (Projection based on various indexes)		2.00%	
2023-24	Increase 2.00% (Projection based on various indexes)			2.00%
Indirect Economy-Based (IE)				
2021-22	Increase 1.00% (Projection based on various indexes)	1.00%		
2022-23	Increase 1.00% (Projection based on various indexes)		1.00%	
2023-24	Increase 1.00% (Projection based on various indexes)			1.00%
GENERAL FUND				
Sales Tax	Based on 3-year average (City Policy)			
Mixed Drink Tax	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Bingo Gross Receipts Tax	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Franchise Fees				
Electrical Franchise	Constant	0.00%	0.00%	0.00%
Telephone Franchise	Constant	0.00%	0.00%	0.00%
Fiber Optics Franchise	Constant	0.00%	0.00%	0.00%
Gas Franchise	Increase	1.50%	0.00%	0.00%
Cable TV Franchise	Decrease	-5.00%	-5.00%	-5.00%
Fines & Forfeits				
Municipal Court	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Library Fines	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Miscellaneous Revenue				
Interest Earnings	Based on historical actuals and the ending working balance of each individual fund			
Sale/Rental of Property	Based on rental lease agreements			
Insurance Collections	4.0% per year increase	4.00%	4.00%	4.00%
Sundry	Constant	0.00%	0.00%	0.00%
Licenses & Permits				
Food Handlers Permits	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Land/Burning/Liquid Waste	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Grease Trap Permits	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Rental Registratin Fees	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Fire Inspection Fees	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Animal Licenses	Indirect Population based increase (IP)	0.30%	0.40%	0.35%



Budget Assumption Matrix
Revenues and Expenses
2021-22 thru 2023-24

		Projected		
	Assumption	2021-22	2022-23	2023-24
Restaurant Plan Review	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Alarm Permits	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Filing Fees	Based on building & development projection	0.00%	0.00%	0.00%
Fire Protection Plan Review	Based on building & development projection	0.00%	0.00%	0.00%
Building Permits	Based on building & development projection	0.00%	0.00%	0.00%
Electrical Permits	Based on building & development projection	0.00%	0.00%	0.00%
Plumbing Permits	Based on building & development projection	0.00%	0.00%	0.00%
Heating & A/C Permits	Based on building & development projection	0.00%	0.00%	0.00%
Fence Permits	Based on building & development projection	0.00%	0.00%	0.00%
Swimming Pool Permits	Based on building & development projection	0.00%	0.00%	0.00%
Pool Inspection	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Irrigation Permits	Based on building & development projection	0.00%	0.00%	0.00%
Day Laborer Fees	Constant	0.00%	0.00%	0.00%
Sign Permits	Based on building & development projection	0.00%	0.00%	0.00%
Reoccupancy Permits	Based on building & development projection	0.00%	0.00%	0.00%
Misc. Licenses & Permits	Constant	0.00%	0.00%	0.00%
Fees & Charges for Services				
Animal Pound & Adopt. Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Ambulance Service	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
False Alarm Response	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Emergency 911	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Contractor Registration Fee	Based on building & development projection	0.00%	0.00%	0.00%
Engineering Inspection Fee	Based on building & development projection	0.00%	0.00%	0.00%
Residential Building Plan Review	Based on building & development projection	0.00%	0.00%	0.00%
Reinspection Fee	Based on building & development projection	0.00%	0.00%	0.00%
File Searches	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Same Day Inspection Fee	Based on building & development projection	0.00%	0.00%	0.00%
Convenience Copiers	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Lease Fee	Constant	0.00%	0.00%	0.00%
Recreation User Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Recreation Rental Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Swimming Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Recreation Membership Card Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Tennis Center Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Food Manager/Handler Training	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Tree Trimming Assessments	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Child Safety Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Sundry	4.0% per year increase	4.00%	4.00%	4.00%
Intergovernmental Revenue				
Payments from Fisd:				
School Liaison	Based upon schedule of costs reimbursed			
Payments from Pisd:				
School Liaisons	Based upon schedule of costs reimbursed			
Plano-Richardson Trng. Ctr./Misc.	Based upon schedule of costs reimbursed			
Intragovernmental Transfers				
Intra-Fund Transfers From:				
Water & Sewer Fund	5.0% of selected Water & Sewer revenues; indirect costs(MGT); and allocations for additional costs			

Budget Assumption Matrix
Revenues and Expenses
2021-22 thru 2023-24

		Projected		
	Assumption	2021-22	2022-23	2023-24
Sustainability & Env. Svcs. Fund	Based on Indirect Cost Allocation Study by MGT			
Recreation Revolving Fund	Based on Indirect Cost Allocation Study by MGT			
Golf Course Fund	5.0% of Golf Course Fund revenues			
Convention & Tourism Fund	Based on Indirect Cost Allocation Study by MGT			
Municipal Drainage Fund	Based on Indirect Cost Allocation Study by MGT			
WATER & SEWER FUND				
Water Income	Direct Population based increase (DP), and North Texas Municipal Water District	0.60%	0.80%	0.70%
Water Taps	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Sewer Income	Direct Population based increase (DP), and North Texas Municipal Water District	0.60%	0.80%	0.70%
Water & Sewer Penalties	Direct Population based increase (DP)	0.60%	0.80%	0.70%
Water Meters	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Construction Water	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Service Connect Fee	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Backflow Testing	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Sewer Tie-On	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Pre-Treatment Permits	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Interest Earnings	Based on historical actuals & ending working bal.			
Misc. Income	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
CONVENTION & TOURISM FUND				
Hotel/Motel Receipts	Direct Economy based increase (DE), plus occupancy projections	2.00%	2.00%	2.00%
Civic Center Fees	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
Miscellaneous	Constant	0.00%	0.00%	0.00%
Interest Earnings	Based on historical actuals & ending working balance			
SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND				
Commercial Franchise	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
Special Refuse Collection	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Residential Collection	Direct Population based increase (DP)	0.60%	0.80%	0.70%
Allied Waste, Inc.	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
Recycling	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Sale of Landscape Bags	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Tipping Fee	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Contributions via Utility Billing	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Sale of Compost	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Miscellaneous	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Disposal Reimbursements	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
MUNICIPAL DRAINAGE FUND				
Residential Class Fees	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Commercial Class Fees	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Interest Earnings	Based on historical actuals & ending working bal.			
MUNICIPAL GOLF COURSE FUND				
Golf Fees	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Concessions	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Miscellaneous	Constant	0.00%	0.00%	0.00%
Interest Earnings	Based on historical actuals & ending working bal.			



Budget Assumption Matrix
Revenues and Expenses
2021-22 thru 2023-24

		Projected		
	Assumption	2021-22	2022-23	2023-24
RECREATION REVOLVING FUND				
Recreation Fees	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Contributions	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Sundry	Indirect Population based increase (IP)	0.30%	0.40%	0.35%
Interest	Based on historical actuals & ending working balance			
<u>Expenses:</u>				
<u>MCI - Inflation</u>				
2021-22	Based on Municipal Cost Index - American City & County	2.00%		
2022-23	Based on Municipal Cost Index - American City & County		2.00%	
2023-24	Based on Municipal Cost Index - American City & County			2.00%
<u>Salaries, Wages & Benefits</u>				
2021-22 (Civil & Non-Civil Service)	Across the Board - Market Based	0.00%		
2022-23	Across the Board - Market Based		0.00%	
2023-24	Across the Board - Market Based			0.00%
<u>RSP</u>				
2021-22	Remain constant at 3.9% of salary (RSP Board)			
2022-23	Remain constant at 3.9% of salary (RSP Board)			
2023-24	Remain constant at 3.9% of salary (RSP Board)			
<u>Life Insurance</u>				
2021-22	Remain constant at 1.00% of salary (Calculation)			
2022-23	Remain constant at 1.00% of salary (Calculation)			
2023-24	Remain constant at 1.00% of salary (Calculation)			
<u>Disability</u>				
2021-22	Remain constant at 0.07% of salary (Calculation)			
2022-23	Remain constant at 0.07% of salary (Calculation)			
2023-24	Remain constant at 0.07% of salary (Calculation)			
<u>Medicare</u>				
2021-22	Remain constant at 1.45% of salary (Calculation)			
2022-23	Remain constant at 1.45% of salary (Calculation)			
2023-24	Remain constant at 1.45% of salary (Calculation)			
<u>TMRS</u>				
2021-22	Remain constant at 17.21% of salary (Full TMRS Phase in Rate)			
2022-23	Remain constant at 17.21% of salary (Full TMRS Phase in Rate)			
2023-24	Remain constant at 17.21% of salary (Full TMRS Phase in Rate)			
<u>Health Insurance</u>				
2021-22	Remain constant			
2022-23	Remain constant			
2023-24	Remain constant			
<u>OPEB</u>				
2021-22	\$1,944 (Human Resources)			
2022-23	Remain constant at \$1,944			
2023-24	Remain constant at \$1,944			

Budget Assumption Matrix
Revenues and Expenses
2021-22 thru 2023-24

		Projected		
	Assumption	2021-22	2022-23	2023-24
Attrition				
2021-22	3.0% for General Fund, Water & Sewer and Municipal Drainage and 1.0% for other Funds			
2022-23	3.0% for General Fund, Water & Sewer and Municipal Drainage and 1.0% for other Funds			
2023-24	3.0% for General Fund, Water & Sewer and Municipal Drainage and 1.0% for other Funds			
Depreciation				
2021-22	Method remains constant each year (Historical & ERF)			
2022-23	Method remains constant each year (Historical & ERF)			
2023-24	Method remains constant each year (Historical & ERF)			
Municipal Garage Charges				
2021-22	Increase 2.0% (Equip. Svcs, gas and oil price inc.)	2.00%		
2022-23	Increase 2.0% (Equip. Svcs, gas and oil price inc.)		2.00%	
2023-24	Increase 2.0% (Equip. Svcs, gas and oil price inc.)			2.00%
Postage				
2021-22	Based on Inflation - Municipal Cost Index	2.00%		
2022-23	Based on Inflation - Municipal Cost Index		2.00%	
2023-24	Based on Inflation - Municipal Cost Index			2.00%
Electricity				
2021-22	Flat (US Energy Information Administration)	0.00%		
2022-23	Flat (US Energy Information Administration)		0.00%	
2023-24	Flat (US Energy Information Administration)			0.00%
Natural Gas				
2021-22	Increase 1.50% (US Energy Information Administration)	1.50%		
2022-23	Flat (US Energy Information Administration)		0.00%	
2023-24	Flat (US Energy Information Administration)			0.00%
Library Books				
2021-22	\$1,125,000 per year for library books (Historical)			
2022-23	\$1,125,000 per year for library books (Historical)			
2023-24	\$1,125,000 per year for library books (Historical)			
Existing Expenditures				
2021-22	Based on Inflation - Municipal Cost Index	2.00%		
2022-23	Based on Inflation - Municipal Cost Index		2.00%	
2023-24	Based on Inflation - Municipal Cost Index			2.00%
North Texas Municipal Water District (NTMWD)				
Water				
2020-21	Price per 1,000 gal \$2.99			
2021-22	Increase \$0.14 per 1,000 gal to \$3.13	4.68%		
2022-23	Increase \$0.13 per 1,000 gal to \$3.26		4.15%	
2023-24	Increase \$0.11 per 1,000 gal to \$3.37			3.37%
Wastewater				
2020-21	Price per 1,000 gal \$2.36			
2021-22	Increase \$0.16 per 1,000 gal to \$2.52	6.78%		
2022-23	Increase \$0.17 per 1,000 gal to \$2.69		6.75%	
2023-24	Increase \$0.19 per 1,000 gal to \$2.88			7.06%



Budget Assumption Matrix
Revenues and Expenses
2021-22 thru 2023-24

		Projected		
	Assumption	2021-22	2022-23	2023-24
Upper East Fork Interceptor System				
2020-21	Price per 1,000 gal \$1.67			
2021-22	Increase \$0.12 per 1,000 gal to \$1.79	7.19%		
2022-23	Increase \$0.13 per 1,000 gal to \$1.92		7.26%	
2023-24	Increase \$0.15 per 1,000 gal to \$2.07			7.81%
EWS-Regional Landfill				
2020-21	Price per ton \$38.25			
2021-22	Remaining flat \$38.25	0.00%		
2022-23	Increase \$0.76 to \$39.01		1.99%	
2023-24	Increase \$0.99 to \$40.00			2.54%
GENERAL FUND TRANSFERS				
Capital Maintenance				
2020-21	\$35,250,540 (calculation)			
2021-22	Transfer \$35,250,540 (Constant)			
2022-23	Transfer \$35,250,540 (Constant)			
2023-24	Transfer \$35,250,540 (Constant)			
Economic Dev. Incentive Fund				
2021-22	Transfer \$9,338,708 (2 cents on tax rate)			
2022-23	Transfer \$9,580,595 (2 cents on tax rate)			
2023-24	Transfer \$9,831,607 (2 cents on tax rate)			
Technology Funds				
2021-22	Total transfer to remain constant @ \$1.9 million a year, divided among Funds who contribute: (Calculation)			
2022-23	General Fund = \$1,500,000			
2023-24	Water & Sewer Fund = \$300,000			
	Sustainability & Env. Svcs. Fund = \$60,000			
	Municipal Drainage Fund = \$20,000			
	Convention & Tourism Fund = \$20,000			
PTV Fund				
2021-22	Transfer \$0 (Not Required)			
2022-23	Transfer \$250,000 (Calculation)			
2023-24	Transfer \$250,000 (Calculation)			
Risk Management Fund				
2021-22	Transfer \$5,800,000 (Calculation)			
2022-23	Transfer \$5,800,000 (Calculation)			
2023-24	Transfer \$5,800,000 (Calculation)			

**GENERAL FUND**

	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24
	Actual	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue							
Ad Valorem Taxes	\$144,057,345	\$145,852,722	\$151,140,012	\$151,140,012	\$153,681,657	\$152,958,787	\$157,127,562
Sales Tax	88,231,063	86,754,811	84,879,855	84,981,955	86,031,828	86,031,828	86,031,828
Franchise Fees	23,330,387	20,948,685	20,943,405	19,924,519	19,834,381	19,705,310	19,582,693
Fines & Forfeits	6,480,503	4,710,210	5,202,336	4,025,670	4,557,747	4,575,978	4,591,994
Building & Development	6,130,576	5,426,951	5,890,757	5,385,417	5,385,417	5,385,417	5,385,417
Licenses & Permits	3,673,836	3,384,724	3,448,805	3,261,519	3,269,294	3,279,692	3,288,827
Fees & Charges for Services	16,673,941	12,075,911	12,103,965	11,587,393	11,673,138	11,871,276	12,067,179
Intergovernmental	2,004,873	1,421,116	2,195,415	2,096,725	2,096,725	2,096,725	2,096,725
Interest Income	3,558,767	3,312,931	1,700,000	1,700,000	1,710,000	1,800,000	1,890,000
Transfers In	20,704,854	22,352,219	21,259,519	21,259,519	21,683,679	22,295,020	22,920,709
CIP Coming On-Line	0	0	0	0	100,000	100,000	100,000
Other	4,466,926	3,828,503	4,096,780	3,761,542	3,895,228	3,931,910	3,968,862
Total Recurring Revenue	\$319,313,071	\$310,068,783	\$312,860,849	\$309,124,271	\$313,919,095	\$314,031,944	\$319,051,797
Recurring Expenditures							
Salaries & Wages	\$205,714,437	\$208,643,616	\$213,207,641	\$212,111,441	\$213,122,299	\$213,226,815	\$213,331,331
Supplies & Services	64,375,477	61,898,655	68,429,127	71,464,629	68,082,874	69,125,973	70,189,043
Reimbursements	(4,639,390)	(16,655,932)	(4,876,272)	(14,642,256)	(4,876,272)	(4,876,272)	(4,876,272)
CIP Coming On-Line	0	0	0	0	1,252,839	678,302	338,337
Capital Outlay	2,164,976	1,081,876	0	867,148	0	0	0
Total Recurring Expenditures	\$267,615,500	\$254,968,215	\$276,760,496	\$269,800,962	\$277,581,740	\$278,154,818	\$278,982,439
Transfers Out	45,231,042	52,175,377	50,975,836	51,775,836	51,889,257	52,381,144	52,632,156
Fund Balance - Beginning	\$52,213,524	\$58,680,053	\$37,366,924	\$61,605,244	\$49,152,717	\$33,600,815	\$22,862,040
Total Recurring Revenue	\$319,313,071	\$310,068,783	\$312,860,849	\$309,124,271	\$313,919,095	\$314,031,944	\$319,051,797
Total Recurring Expenditures	\$267,615,500	\$254,968,215	\$276,760,496	\$269,800,962	\$277,581,740	\$278,154,818	\$278,982,439
Less: Transfers Out	\$45,231,042	\$52,175,377	\$50,975,836	\$51,775,836	\$51,889,257	\$52,381,144	\$52,632,156
Fund Balance - Ending	\$58,680,053	\$61,605,244	\$22,491,441	\$49,152,717	\$33,600,815	\$17,096,796	\$10,299,242
Required 30 Day Balance					\$22,814,938	\$22,862,040	\$22,930,063
Add'l Revenues or Program							
Reductions to Meet 30 Days						\$5,765,244	\$12,630,822
Days of Operation				66	44	30	30
Total Assessed Property Value				\$46,415,192,273	\$47,165,192,273	\$48,386,844,196	\$49,654,581,080
Tax Split:							
Debt		0.1110	0.1110	0.1110	0.1110	0.1210	0.1210
Operations		0.3372	0.3372	0.3372	0.3372	0.3272	0.3272
		0.4482	0.4482	0.4482	0.4482	0.4482	0.4482
Operating Tax Rate to be							
Transferred from Debt					0.0000	(0.0100)	0.0000
Equivalent Amount					\$0	(\$4,838,684)	\$0



General Fund Forecast

The General Fund is the City's largest single fund, and serves as the primary operating fund. All general tax revenues and other receipts that are not allocated by law or contractual agreement to other funds are accounted for in the General Fund.

The sources of revenue that comprise the General Fund are described below:

Operating Revenue Sources:

Ad Valorem Tax

Ad valorem taxes are levied against the tangible assessed valuation of real and personal property within the city. The property is assessed by both the Central Appraisal Districts of Collin and Denton County at 100% of estimated market value and certified by the Appraisal Review Board.

Sales Tax

The City authorizes a 1% local sales and use tax on the receipts from the retail sale of all taxable items within the city. Local sales and use tax revenue is collected by the Comptroller of the State of Texas.

Mixed Drink Tax

The City receives a portion of the State of Texas tax on mixed beverages sold by private clubs within the city limits.

Bingo Gross Receipts Tax

The City authorizes a 2% collection of gross receipts resulting from conduct of bingo games by an authorized organization in any calendar month. The first \$2,500 of gross receipts each month are exempted.

Franchise Fees

Franchise fees are assessments, based upon gross receipts, for electric, telephone, fiber optics, gas, and cable television.

Fines & Forfeits

This category of revenue includes court fines and forfeitures, traffic fines, and library fines.

Licenses & Permits

Licenses and permits include revenue for building & development related, food handlers, restaurant plan review, animal, alarm, fire protection plan review, grease trap, and pool inspections.

Fees & Charges for Services

Fees and charges for services include revenue for animal adoption, ambulance service, 911, false alarm response, charges for parks and recreation programs, contractor registration, engineering inspection, re-inspection, tree trimming, food handler training, and child safety.

Intergovernmental Resources

These resources are comprised of revenues received from other governmental entities.

Other

Miscellaneous receipts include revenues such as interest income, rents, and insurance collections.

Other Financing Sources:

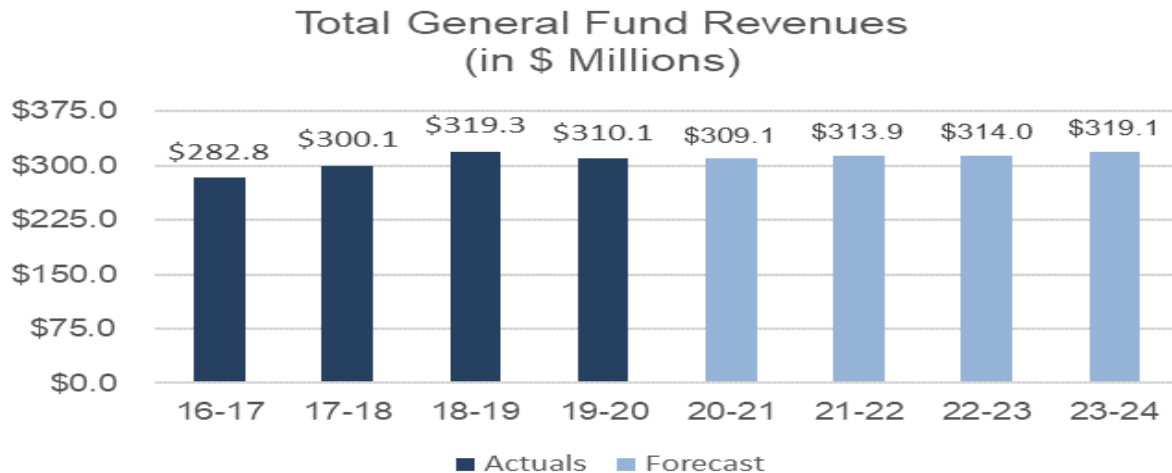
Operating Transfers In

Transfers from other City funds.



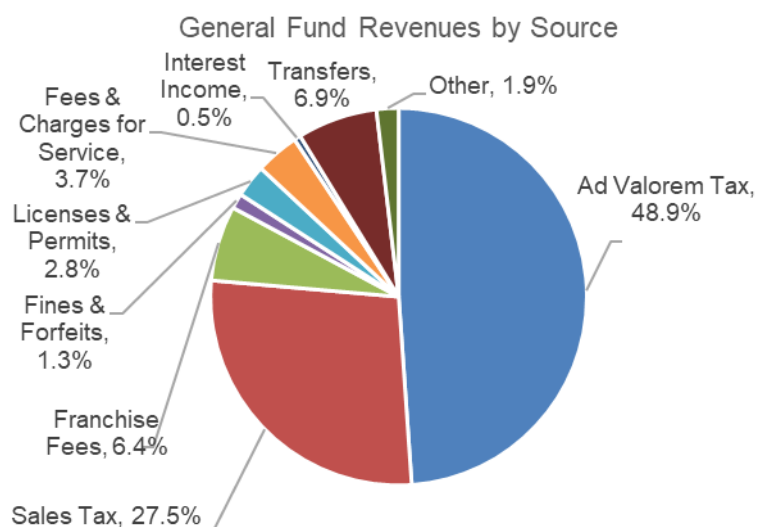
Operating Revenues

The General Fund accounts for most financial resources except those required for debt or specifically attributable to the enterprise funds. Resources are generated by property (ad valorem) and other taxes, franchise fees, fines & forfeits, licenses & permits, and fee & charges for services.



The graph above shows the historical trends and projections for all General Fund revenues. As illustrated, revenues in the General Fund have seen an overall increase each year since 2016-17. All years represented in the graph assumes a healthy and recovering economy.

The increase in revenues received continues today and this forecast projects an ending 2021-22 General Fund balance of 44 days of operation which is well within compliance with the financial policies adopted by City Council. The anticipated confidence in the recovering local and national economy and the projected increases in existing property values coupled with anticipated new property growth are all factors contributing to projected overall increases in revenues during the three-year forecast period. By 2023-24, total General Fund revenues are estimated to be \$319.1 million.



The major sources that make up the General Fund revenues for 2020-21 include: Ad Valorem Tax (48.9%), Sales Tax (27.5%), Franchise Fees (6.4%), Fines & Forfeits (1.3%), Licenses & Permits (2.8%), Fees & Charges for Services (3.7%), Interest Income (0.5%), Transfers (6.9%), and Other (1.9%). A description of each source as well as a discussion of the outlook over the next three years follows.

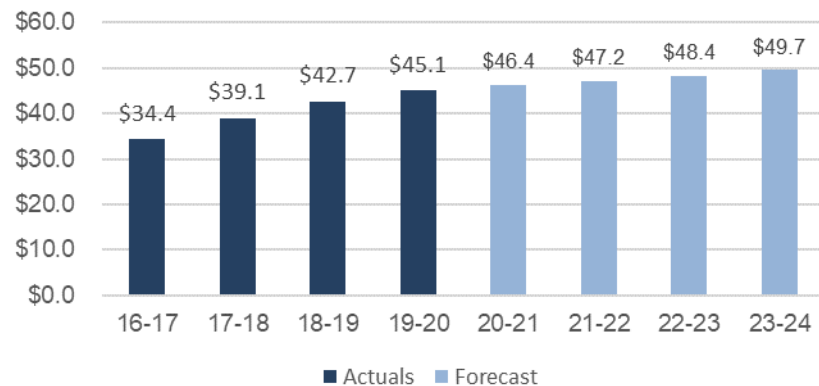


Ad Valorem Taxes

Ad valorem (property) taxes are the City's largest revenue source. Ad valorem tax revenue is determined by two major factors: the total assessed value established by both the Central Appraisal Districts of Collin County and Denton County plus the tax rate established by the City Council. The City's current tax rate of 44.82 cents per \$100 of assessed valuation is maintained throughout the forecast, and the amount allocated between debt and operations is adjusted accordingly.

Ad valorem tax revenue is based on maintaining the current tax rate of 44.82 cents per \$100 valuation for the next 3 years and assumes a 99.0% collection rate. At no time during the forecast period does the change in distribution between operation and debt exceed the current 3.5% voter approved tax rate effective January 1, 2020 per Senate Bill 2. Even with a projected increase in assessed property values, it is anticipated that all existing bond authority for Community Investment Program (CIP) projects within the forecast period will be used. Based on this projection, the debt allocation of the tax rate is projected to remain constant at 11.10 cents while the operations allocation of the tax rate is projected to remain constant at 33.72 cents per \$100 valuation in 2021-22. Beginning in 2022-23 an additional 1.0 cents to 12.10 cents will need to be transferred to the debt rate. The operating rate will decrease by 1.0 cents to 32.72 cents. The impact of this allocation is \$4.8 million from the General Fund in order to cover the City's debt service.

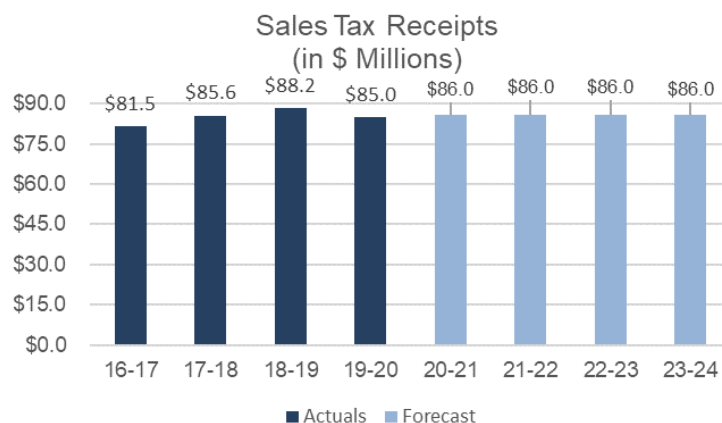
Assessed Property Valuations
(in \$ Billions)



Based on projections attained by both Central Appraisal Districts, existing property values are projected to remain the same in 2021-22, increase 1.0% in 2022-23, and increase 2.0% in 2023-24. New growth is projected at \$750.0 million for 2021-22, another \$750.0 million in 2022-23, and \$300.0 million in 2023-24.

Sales Tax

Based on the sales tax cap policy, sales tax receipts, the General Fund's second largest revenue source



should be re-estimated for 2020-21 at \$85.0 million, up slightly from the \$84.9 amount originally budgeted in 2020-21. Due to the continued unknown impacts of the *Wayfair* (House Bill 1525) and the *Marketplace* (House Bill 2153) Implementation as it relates to on-line sales tax and remote sales tax collections, and more importantly the uncertainty surrounding the financial impact of the COVID-19 Virus Pandemic, we have projected sales tax at \$86.0 million for the entire forecast period. As in the past, any revenues collected over these amounts in any



year can be used to purchase one-time expenditures, assigned to the fund balance to be used for offsets in the next fiscal year or can be transferred to the Capital Maintenance Fund.

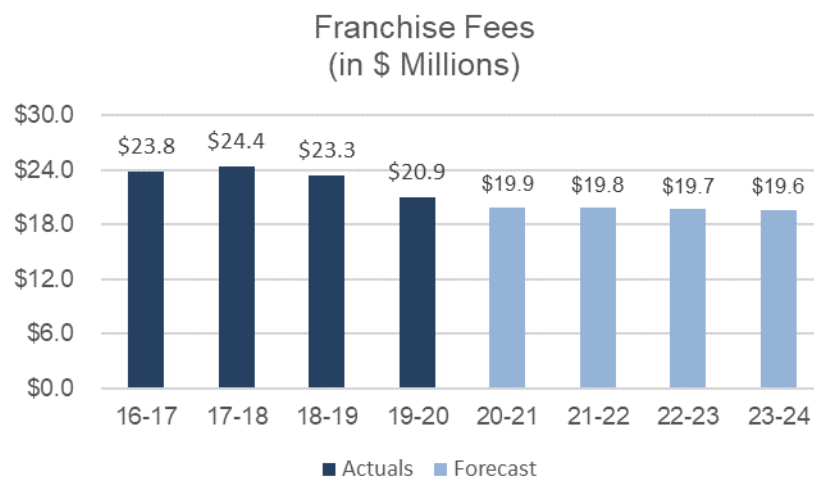
Sales tax collections will continue to be uncertain as we try and work through the current economic downturn being experienced both locally and across the country due to the COVID-19 Pandemic. Increased off premise liquor consumption has helped to keep this revenue source somewhat steady since the economic recession. In addition to the unknown legislative impacts as it relates to remote sales, we still need to be cognizant of the volatility of this revenue source and factors such as the increasing loss of retail market share to surrounding communities, the "Back-To-School" and "Energy Star" Sales Tax Holiday, weather conditions, and any impending future legislation. For the first five months of 2020-21, sales tax collections are down \$1.1 million as compared to last year's collections.

The graph shows the historical trends and projections for sales tax receipts.

Franchise Fees

Franchise fees for 2020-21 are expected to total \$19.9 million, or 6.4% of the total General Fund revenue. Franchise fees are collected from assessments, based upon gross receipts, for electric, telephone, fiber optics, gas, and cable television.

Electrical, Telephone and Fiber Optics franchise fees are projected to remain relatively constant for the forecast period. Telephone franchise fees have now become more constant now that the new legislation (Senate Bill 1152) has been implemented which changed the way that municipalities may charge telecommunications providers for use of the City's right-of-way. Gas franchise fees are expected to increase 1.5% in 2021-22 and then remain constant in 2022-23 and 2023-24. Cable TV franchise fees are projected to decrease 5.0% each year of the forecast period. Overall, franchise fee revenues continue to decrease due to legislation and also to greater migration of customers to wireless and bundled solutions.



Electrical franchise fees are re-estimated for 2020-21 at \$12.1 million and Telephone franchise fees are re-estimated for 2020-21 at \$2.0 million. Fiber Optics franchise fees are re-estimated for 2020-21 at \$56,351 and Gas franchise fees are re-estimated down for 2020-21 to \$3.0 million from the original budgeted amount of \$3.1 million.

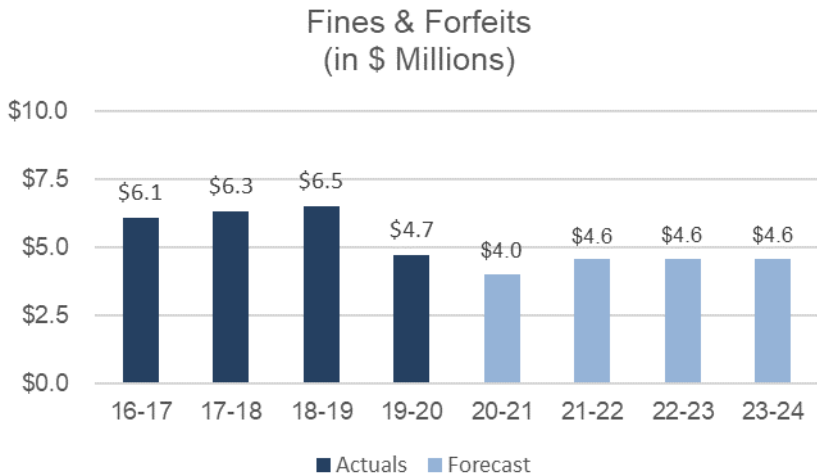
Cable Television franchise fees are re-estimated for 2020-21 at \$2.7 million. It is anticipated that Cable Television franchise fees will decrease 5.0% in

2021-22, 2022-23 and also in 2023-24.

The graph above shows the historical trends and projections for franchise fee revenue. By 2023-24, this revenue source is estimated to be fairly steady at \$19.6 million, a 6.5% decrease over 2019-20 revenues.

Fines & Forfeits

Fines and forfeits for 2020-21 are expected to decrease to \$4.0 million, down \$1.2 million from the 2020-21 original budgeted amount. This significant decrease is due to a sharp decline in Municipal Court citation revenues. The current pandemic situation has significantly impacted this revenue source. Fines & Forfeits represent 1.3% of the total General Fund revenue. It is anticipated that this revenue source will return back to more normal levels once the pandemic situation subsides. In 2021-22, the total fines & forfeits amount anticipated is \$4.6 million. After that, all fines & forfeits are projected to increase at the indirect population-based rate of 0.40% in 2022-23 and 0.35% in 2023-24. This category of revenue includes court fines and forfeitures, traffic fines, and fines for lost library books.

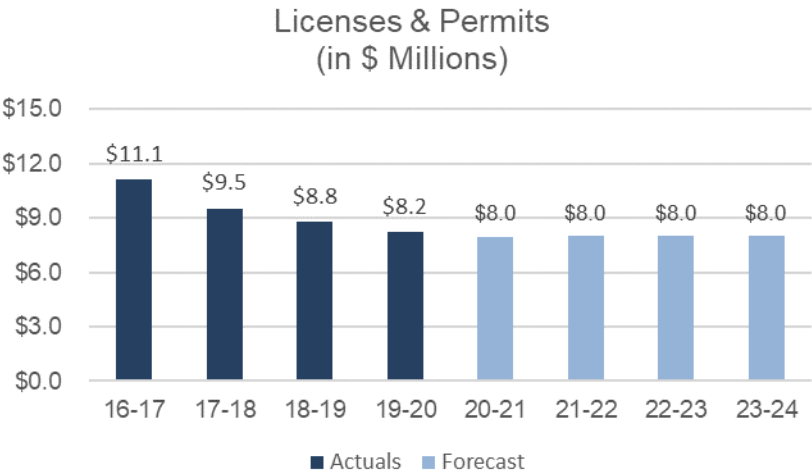


The graph shows the historical trends and projections for fines and forfeits revenue. By 2023-24, this revenue source is estimated to be \$4.6 million, relatively unchanged over 2019-20 revenues.

Licenses & Permits

Licenses and permits for 2020-21 are expected to total \$8.0 million, or 2.8% of the total General Fund revenue. Included within the licenses and permits category are food handlers permits, grease trap permits, animal licenses, alarm permits, most building & development related revenues, and various other permits.

During this pandemic time, the pace of construction has dramatically slowed. However, even during this time, while the construction pace has slowed, the North Texas development market continues to be ripe for building related construction activities, including residential homes, commercial buildings, schools, restaurants and remodeling projects. There is however an anticipated leveling off of construction related permits going forward. We currently have some projects on the planning side ready to move forward with approvals and some that are underway but in a slow pace for construction. Because of these delays and



because the majority of the major commercial projects have been completed, all building & development related revenues are projected to remain constant throughout the forecast period. There will still be building related construction activities but it will be at a much decreased rate and amount.

Most other licenses and permits revenues are projected to increase at the indirect population-based rate of



0.30% in 2021-22, 0.40% in 2022-23, and 0.35% in 2023-24.

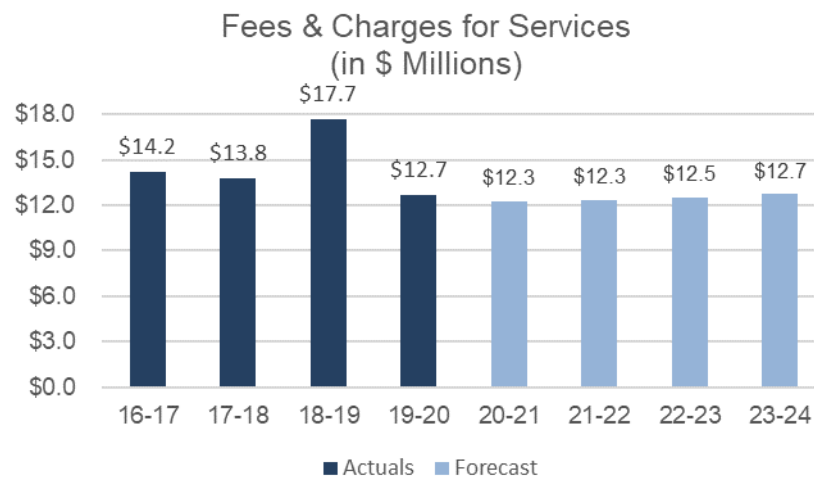
The graph shows the historical trends and projections for licenses and permits revenue. By 2023-24, this revenue source is estimated to be \$8.0 million, a 2.7% decrease under 2019-20 revenues due to the slowdown in construction activity.

Fees & Charges for Services

Fees and charges for services for 2020-21 are expected to total \$11.6 million, or 3.7% of the total General Fund revenue. Included within the fees and charges for services category are ambulance service fees, emergency 911 fees, false alarm fees, recreation user fees, tennis center fees, engineering inspection fees, re-inspection fees, and various other fees.

Overall, most fees and charges for services are projected to increase at the indirect population-based rate of 0.30% in 2021-22, 0.40% in 2022-23, and 0.35% in 2023-24. Any building & development related

revenues within this category are projected to remain constant from the 2020-21 re-estimated amounts throughout the forecast period.

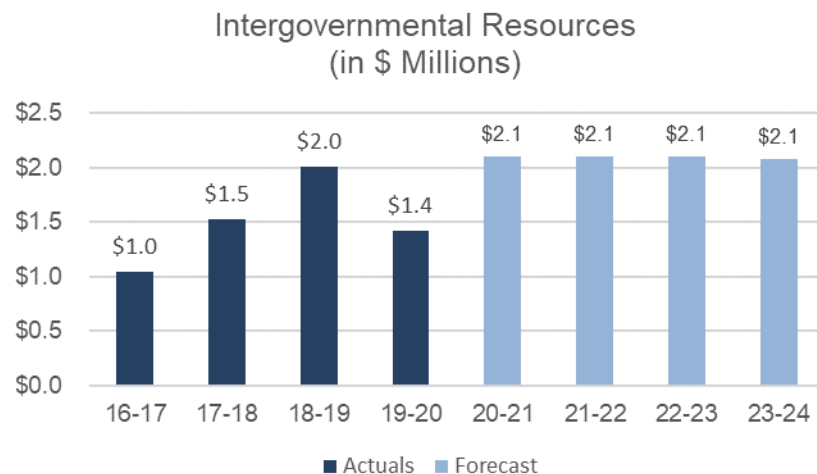


The graph shows the historical trends and projections for fees and charges for services revenue. By 2023-24, this revenue source is estimated to be \$12.7 million, a slight 0.5% increase over 2019-20 revenues.

Intergovernmental Resources

Intergovernmental resources for 2020-21 are expected to total \$2.1 million. These resources are comprised of revenues received from other governmental entities such as payments from Frisco I.S.D. and Plano I.S.D. for School Liaison Officers. This revenue source comprises the majority of the \$2.1 million in overall Intergovernmental Resources. Also included are Plano-Richardson Police training facility revenue.

Payments from both Frisco I.S.D. and Plano I.S.D. are projected to remain the same each year of the forecast period since no salary increases are included in the forecast. Total intergovernmental resources

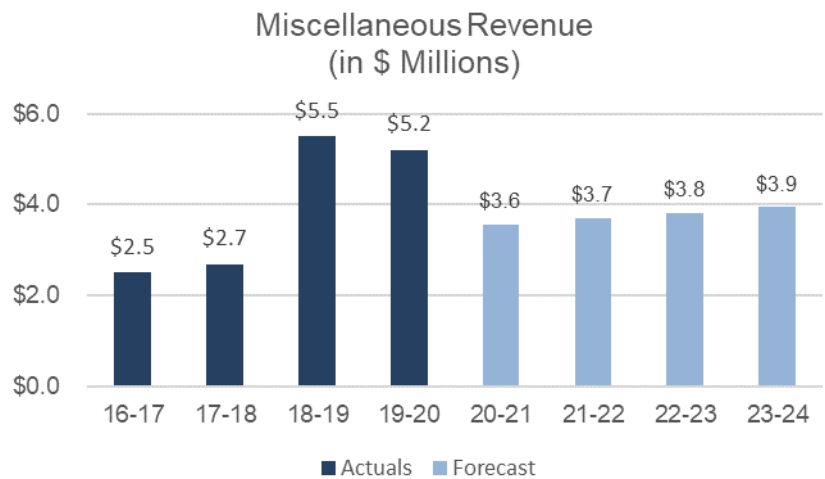


are projected to remain at \$2.1 million by 2023-24.

The graph shows the historical trends and projections for intergovernmental revenue.

Other

Miscellaneous revenues for 2020-21 are expected to total \$3.6 million. Miscellaneous receipts include revenues such as interest income, rents, and insurance collections.



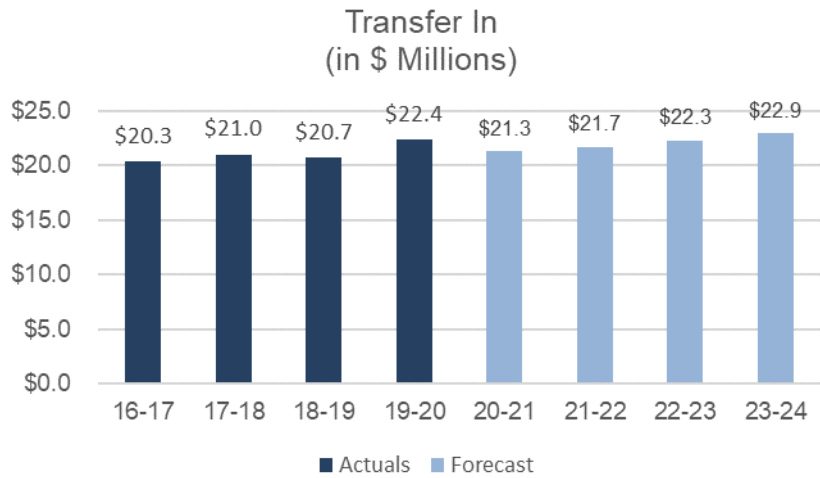
Interest income is projected to be \$1.7 million in 2020-21 and will increase to \$1.9 million by the end of the forecast period.

The graph shows the historical trends and projections for miscellaneous/ other revenue. By 2023-24, this revenue source is estimated to be \$3.9 million.

Other Financing Sources:

Operating Transfers In

Transfers in for 2020-21 are expected to total \$21.3 million, or 6.9% of the total General Fund revenue. Transfers in include intra-fund transfers from the Water & Sewer Fund, the Sustainability & Environmental Services Fund, the Recreation Revolving Fund, the Municipal Golf Course Fund, the Convention & Tourism Fund, the Municipal Drainage Fund, and a one-time transfer in 2019-20 from the Technology Fund. All transfers are based on either an indirect cost allocation amount or a percentage allocation of revenues received in each of these funds. Therefore, some of the revenues received in future years depend on revenues generated in each of these funds over the next three years.



The graph shows the historical trends and projections for transfers in. By 2023-24, this revenue source is estimated to reach \$22.9 million, a 2.5% increase over 2019-20 revenues.



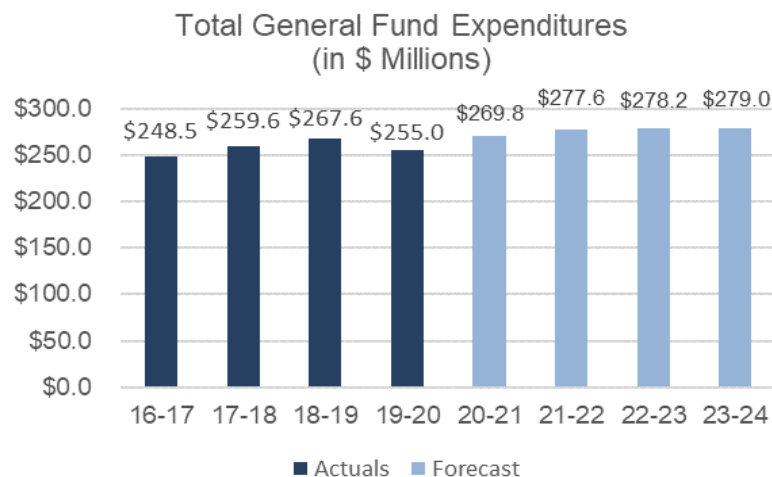
CIP Coming On-Line

Additional revenues anticipated in the future as a result of new facilities coming on-line include the Oak Point Recreation Center expansion and pool addition. Beginning in 2021-22, \$100,000 in additional user fee revenue is included for the Oak Point Recreation Center Pool addition and included in 2022-23 and 2023-24 as well.

Operating Expenditures

Four decades of rapid growth stimulated local business and development activity and created generous municipal revenues and opportunities. The community, in turn, placed demands on the City to maintain and/or enhance the services provided for citizens. As a result of this ever-changing environment, careful financial planning and budgeting are integral to the budget process as it is known today. In keeping with Plano's five (5) main values/priorities: 1.) Quality Infrastructure, 2.) Service Demand, 3.) Financial Policies, 4.) Personnel, and 5.) Property Tax; we are committed to providing exceptional city services at the greatest possible value. Focusing on the priorities that have made Plano successful, with a commitment to adapt when necessary, will help Plano as the best value in North Texas.

In addition, in keeping with the City of Plano's commitment, we strive to maintain and improve the City's \$2.8 billion growing infrastructure and provide additional funding for Capital Maintenance, maintain our AAA bond rating and adhere to our financial policies, and maintain a property tax rate which allows for funding of our infrastructure and service demands. We also strive to sustain the organization and community values that have made Plano the best City in North Texas to live, work and play while recognizing the historic confluence of challenges we have faced and will continue to face over the next few years.



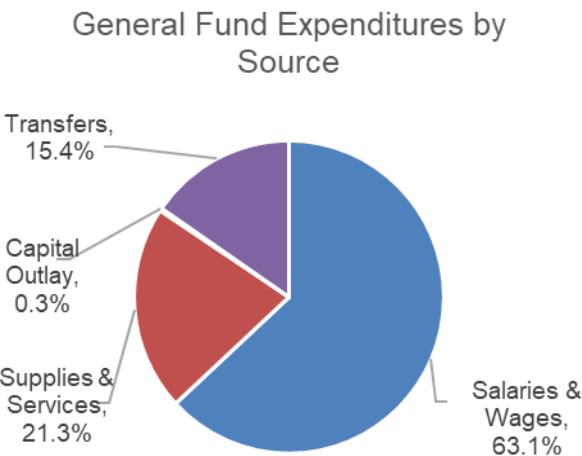
The following graph shows the historical trends and projections for all General Fund expenditures. General Fund expenditures account for the continued revitalization of city infrastructure, maintaining and preparing for future service demands, maintaining the quality of services that citizens have come to expect, addressing maintenance of City assets, and continuing to focus on public safety.

The major expenditures that make up the General Fund by category for 2020-21 include: Salaries &

Wages (63.1%), Supplies & Services (21.3%), Capital Outlay (0.3%) and Transfers (15.4%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.

Salaries, Wages and Employee Benefits

Salary projections assume no salary increase for both Civil Service and Non-Civil Service employees throughout the forecast and assume that the current staffing levels remain constant. In addition, attrition is projected at 3.0% for the General Fund. The health insurance rate is expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is projected at our full phased-in rate of 17.21% while the RSP rate is expected to remain the same at 3.9% through 2023-24. Other benefit rates are expected to remain constant.



Supplies & Services

Supplies & services costs are projected to increase 2.0% in each year of the forecast based on the Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services. Municipal garage charges are projected to increase 2.0% each year of the forecast period based on projected fuel and oil costs as well as the planned labor rate. Electricity charges are projected to remain flat in each year of the forecast period. Natural gas is expected to increase 1.5% in 2021-22 and then remain flat in the remaining last 2 years of the forecast period. Finally, a total of \$1,250,000 is included in this category of expenses each year of the forecast period for library books and digital materials.

Capital Outlay

No new capital outlay is included in 2021-22, 2022-23 or 2023-24.

Transfers

The Capital Maintenance Fund policy aims to allocate 75.0% of the annual depreciation to be transferred from the General Fund. The transfer to the Capital Maintenance Fund is projected constant at \$35.3 million in 2021-22, 2022-23 and 2023-24. These transfers will help in the effort to ultimately obtain the goal of transferring 75% of annual depreciation to the Capital Maintenance Fund.

The Risk Management Fund transfer is projected based on a three-year average of General Fund losses. The transfer is projected at \$5.8 million in each of the forecast periods. The Risk Management Fund transfer is necessary to pay Workers Compensation and Judgments & Damages claims.

A transfer to the Technology Fund in the amount of \$1.0 million in all forecast periods is representative of the General Fund's proportionate share for technology related expenses. In addition, a transfer to the TS Replacement Fund is scheduled at \$500,000 for each year of the forecast period.

The transfer to the PTV Fund is not required in 2021-22 but will resume at \$250,000 in 2022-23 and 2023-24.



This forecast continues the transfer to the Economic Development Incentive Fund which was established in 2006-07 when the City Council approved a 2.00 cent tax rate increase to be dedicated solely for economic development incentives and redevelopment purposes. The forecast includes the transfer to include \$9.3 million in 2021-22; \$9.6 million in 2022-23; and \$9.8 million in 2023-24. These forecasted amounts represent only the actual two-cent property tax revenue and does not include any supplemental funding from the General Fund.

Detailed information regarding specific transfers is provided in the Appendix section: *Three-Year Financial Forecast – Transfers*.

Community Investment Program Impacts

Included in this forecast are new project operating and maintenance costs associated with Community Investment Projects coming on-line during the forecast period totaling approximately \$2.3 million. These projects include a park and restroom renovations at Jack Carter Park, Oak Point Recreation Center pool addition, Harrington and Davis Library Expansions, an addition of a Fire Training Center, additional Park Improvements, and various other Facility Additions & Expansions. Please refer to *Projected General Fund O&M Expenses – Community Investment Program* in the Appendix Section of this document for a detailed list.

Outlook & Analysis

Financial policies adopted by City Council stipulate that the General Fund must maintain a working capital balance of 30 days. Based on this forecast, the projected working capital at the end of 2021-22 is at 44 days which is well within compliance with the financial policies adopted by City Council. This is due primarily to new property coming on-line as well as being able to keep the debt portion of the tax rate at the same amount as the current year. In addition, the City did receive \$9.8 million this year to offset public safety expenditures and other COVID-19 related expenses from the CARES Act. This reimbursement also stabilized the fund during this difficult time.

In 2022-23, the General Fund will fall short of the 30 day working capital requirement and will need an additional \$5.8 million in additional revenues, reduced expenditures, or a combination of both to reach the 30 day working capital balance requirement. The shortfall in 2022-23 is a result of transferring an additional one-cent from operations to the debt fund assuming all 2021 bond propositions are approved. In 2023-24, the General Fund is once again projected to fall short of the 30 day working capital balance and will need an additional \$12.6 million in additional revenues, reduced expenditures, or a combination of both in order to meet the 30 day requirement.

Over the next several months, as we prepare the Fiscal Year 2021-22 Budget and Community Investment Program, we will continue our focus on preserving exceptional, quality services for residents, businesses and the Plano community. This includes maintaining and improving our City's \$2.8 billion growing infrastructure and provide additional funding for Capital Maintenance. We also strive to preserve exceptional, quality services for residents, businesses and the Plano community, maintain our AAA bond rating and adhere to our financial policies, retain our high quality workforce, and maintain a property tax rate which allows for funding of our infrastructure and service demands. Also, we will strive to look ahead and project service levels that are sustainable over the long-term, as the pace of development will likely slowdown from the high levels Plano has recently experienced.

In addition, we will continue to search for any potential cost reductions. Part of this process will also include identifying and evaluating any impacts or outcomes that would result from these additional cost reductions and what direct impacts it would have on service level delivery.

GENERAL OBLIGATION DEBT SERVICE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Recurring Revenue							
Ad Valorem Taxes	\$45,760,317	\$47,995,385	\$49,675,421	\$49,812,021	\$50,597,091	\$56,647,022	\$58,002,756
Interest Income	1,279,957	1,243,469	500,000	500,000	500,000	500,000	500,000
Police Training Ctr Reimbursement	148,562	134,574	114,874	114,874	115,097	75,494	75,494
Other Revenue	0	0	0	0	0	0	0
Total Recurring Revenue	\$47,188,836	\$49,373,428	\$50,290,295	\$50,426,895	\$51,212,188	\$57,222,516	\$58,578,250
Recurring Expenditures							
Principal	\$26,550,000	\$26,020,000	\$28,330,000	\$28,330,000	\$30,325,000	33,810,000	\$36,955,000
Interest	17,279,231	16,873,908	18,720,441	18,380,058	19,312,337	20,408,821	22,311,971
Transfer to CO's Radio System	802,725	\$329,738	0	0	0	0	0
Transfer to Tax Nt Radio Repl & PLL	995,700	\$997,300	999,100	999,100	0	0	0
Transfer to Tax Nt NextGen Program	2,571,700	\$2,570,450	2,569,200	2,569,200	2,567,700	2,570,700	0
Exchange Fees	13,000	\$13,750	12,750	12,750	13,500	14,250	15,000
New Debt	0	0	1,603,410	0	1,565,100	1,746,800	1,831,300
Total Recurring Expenditures	\$48,212,356	\$46,805,146	\$52,234,901	\$50,291,108	\$53,783,637	\$58,550,571	\$61,113,271
Fund Balance - Beginning	\$6,571,577	\$5,548,057	\$7,132,635	\$8,116,339	\$8,252,127	\$5,680,678	\$4,352,623
Total Recurring Revenue	\$47,188,836	\$49,373,428	\$50,290,295	\$50,426,895	\$51,212,188	\$57,222,516	\$58,578,250
Total Recurring Expenditures	\$48,212,356	\$46,805,146	\$52,234,901	\$50,291,108	\$53,783,637	\$58,550,571	\$61,113,271
Fund Balance - Ending	\$5,548,057	\$8,116,339	\$5,188,029	\$8,252,127	\$5,680,678	\$4,352,623	\$1,817,603
Total Assessed Property Value				\$46,415,192,273	\$47,165,192,273	\$48,386,844,196	\$49,654,581,080
Tax Split:							
Debt		0.1110	0.1110	0.1110	0.1110	0.1210	0.1210
Operations		0.3372	0.3372	0.3372	0.3372	0.3272	0.3272
		0.4482	0.4482	0.4482	0.4482	0.4482	0.4482



General Obligation Debt Service Fund Forecast

The General Obligation Debt Service Fund accounts for the accumulation of monies set aside to pay principal and interest on debt incurred through sale of bonds and other debt instruments. These tax bonds finance long-term community investment projects such as streets, parks, buildings and technology projects.

Operating Revenue Sources:

Ad Valorem Tax

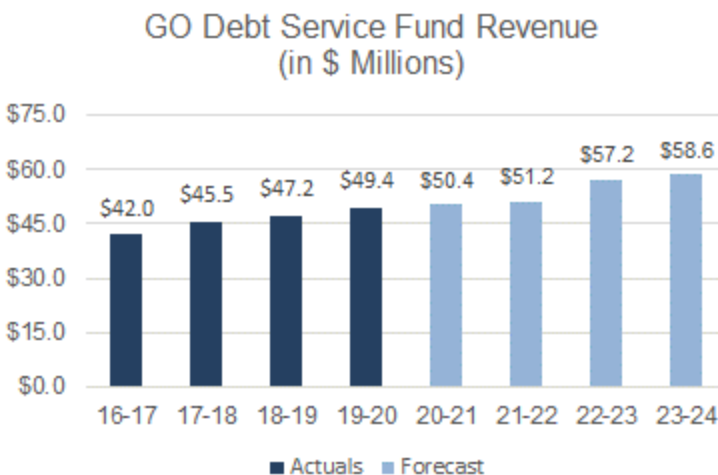
Ad valorem taxes are taxes levied against the assessed valuation of real and business personal property within the city. Properties are assessed by the Central Appraisal Districts of either Collin County or Denton County at 100% of their estimated market value and certified by the Appraisal Review Board.

Other

The General Obligation (G.O.) Debt Fund also receives revenues from interest income and a reimbursement from the the City of Richardson for a portion of the debt shared through an agreement to construct the Plano-Richardson Police Training Center.

Operating Revenues

The ad valorem taxes necessary to be collected in the G.O. Debt Service Fund are determined by using the projected assessed value for each year, and appropriating the funds required for principal and interest payments on existing and anticipated new debt. All additional revenue that is collected in the General Obligation (G.O.) Debt Service Fund, such as interest earnings and reimbursements for Police Training Center debt, helps to reduce the amount of ad valorem tax revenue required to meet the minimum requirement of 2.5% of the current year debt service levy for the year-end fund balance as prescribed by the City of Plano's financial policies.



The graph at left shows the historical trends and projections for all General Obligation Debt Service Fund revenues.

The 2021-22, 2022-23 and 2023-24 total revenues for the General Obligation (G.O.) Debt Service Fund are estimated at \$51.2, \$57.2 and \$58.6 million respectively.

Ad Valorem Taxes

The current tax rate of 44.82 cents per \$100 valuation has been used for projections throughout the three-year period. After the rate sufficient to cover debt service was determined,

the remaining amount was made available for operations in Plano's General Fund. The debt allocation of the tax rate is projected to remain at the current rate of 11.1 cents through FY 2021-22. However, due to a projected increase in the use of existing bond authority for Community Investment Program (CIP) projects, the rate is projected to rise to 12.10 cents for 2022-23 and 2023-24. According to preliminary estimates provided by the Central Appraisal Districts of Collin County and Denton County, the total assessed property value projected for 2021-22 is \$47.2 billion, which is an increase of 1.6% compared to



\$46.4 billion in 2020-21. Adjustments have been made for the TIF District, 380 Agreements and the Senior Tax Freeze.

Interest

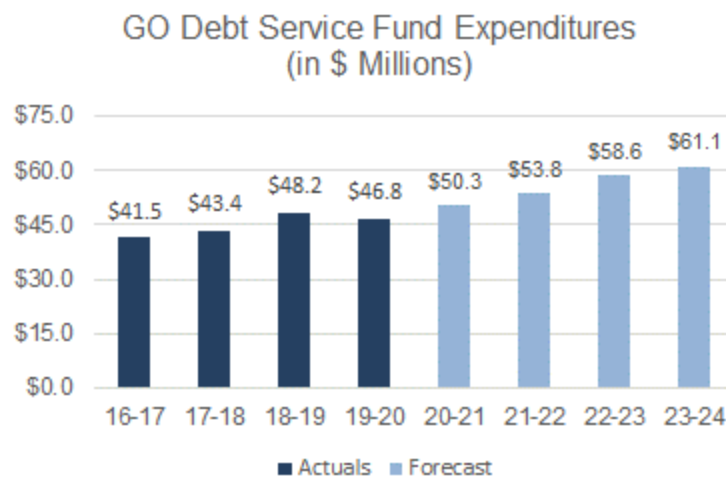
Interest revenues for 2020-21 have been re-estimated at \$500,000 and are anticipated to remain constant throughout the three-year forecast.

Police Training Center Reimbursement

The Police Training Center reimbursement from the City of Richardson for 2020-21 totals \$115,097 and is scheduled to be received through 2025, albeit at lower levels, when the construction debt for that facility is paid off.

Operating Expenditures

Expenses in this fund are exclusively the principal and interest payments on general obligation debt as well as any fees associated making these payments. The graph below shows the historical trends and projections for all General Obligation (G.O.) Debt Service Fund expenditures.



Existing bond authority will be used to fund CIP projects from the 2013, 2017, and 2019 bond referendums in the 2021-22 forecast year. This forecast also includes expenditures that would be financed through the use of additional authority from a bond referendum to be decided upon by voters in May 2021. Additional project funding would support the design and construction of projects in 2021-22, 2022-23, and 2022-23.

Future bond sales are projected to be held in the spring of each year forecast, with the next bond sale totaling \$78.2 million in 2022 with an

average interest rate of 4.0%. Two additional bond sales are projected in the Spring 2023 for \$87.3 million and 2024 for \$91.6 million to support projects for city streets, parks, recreation centers, libraries, public safety facilities and other city facilities. The average interest rates for both of these future issuances are projected at 4.0%. All three issuances are expected to be repaid over a 20 year period, which is consistent with the City of Plano's debt management practices, and no short-term debt is anticipated at this time. Each issuance is projected to include only one initial interest payment in the year debt is issued.

Primary factors affecting these projections include changes in economic conditions, interest rates, structuring of debt payments and actual amounts in annual bond sales to fund CIP projects.



WATER & SEWER

	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24
	Actual	Actual	Budget	Re-Est.	Projected	Projected	Projected
<u>Recurring Revenue</u>							
Water Income	\$94,448,505	\$101,393,996	\$102,158,261	\$101,658,261	\$109,668,146	\$117,996,758	\$124,668,195
Sewer Income	67,602,303	65,276,548	71,779,156	67,740,376	71,779,156	75,681,609	79,629,053
Water Taps	10,984	43,218	23,160	38,610	38,996	39,386	39,780
Water & Sewer Penalties	1,346,498	552,788	1,346,498	500,000	1,346,498	1,351,884	1,362,699
Water Meters/AMR Devices	192,665	172,646	135,473	143,560	144,996	146,446	147,910
Construction Water	311,035	288,253	326,582	261,775	264,393	267,037	269,707
Service Connect Fee	244,110	219,605	238,302	221,643	223,859	226,098	228,359
Backflow Testing	661,855	684,750	647,170	647,170	653,642	660,178	666,780
Sewer Tie-On	13,300	14,860	13,849	13,678	13,815	13,953	14,092
Pre-Treatment Permits	24,710	22,290	27,139	22,290	22,513	22,738	22,965
Interest Earnings	924,453	852,411	500,000	400,000	400,000	400,000	400,000
Misc. Income	750,322	657,281	714,342	657,281	663,854	670,492	677,197
Total Recurring Revenue	\$166,530,740	\$170,178,646	\$177,909,932	\$172,304,644	\$185,219,867	\$197,476,579	\$208,126,738
<u>Recurring Expenditures</u>							
Salaries & Benefits	\$10,821,508	\$10,838,492	\$11,214,482	\$10,884,287	\$11,546,446	\$11,555,103	\$11,563,761
Supplies & Services	7,083,346	9,034,814	10,419,470	11,683,140	10,572,376	11,735,709	11,914,939
NTMWD	106,745,789	112,751,036	118,637,532	117,932,947	124,390,317	130,838,863	137,093,755
Reimbursements	909,568	969,347	1,012,015	1,012,015	1,012,015	1,012,015	1,012,015
Capital Outlay	73,443	4,463	0	0	0	0	0
Total Recurring Expenditures	\$125,633,654	\$133,598,152	\$141,283,499	\$141,512,389	\$147,521,154	\$155,141,690	\$161,584,470
Transfers Out	36,865,934	39,760,085	40,207,611	39,679,189	41,428,265	42,030,469	42,647,811
Fund Balance - Beginning	\$35,236,651	\$39,267,803	\$34,872,841	\$36,088,212	\$27,201,279	\$23,471,727	\$23,776,147
Total Recurring Revenue	\$166,530,740	\$170,178,646	\$177,909,932	\$172,304,644	\$185,219,867	\$197,476,579	\$208,126,738
Total Recurring Expenditures	\$125,633,654	\$133,598,152	\$141,283,499	\$141,512,389	\$147,521,154	\$155,141,690	\$161,584,470
Less: Transfers Out	\$36,865,934	\$39,760,085	\$40,207,611	\$39,679,189	\$41,428,265	\$42,030,469	\$42,647,811
Fund Balance - Ending	\$39,267,803	\$36,088,212	\$31,291,662	\$27,201,279	\$23,471,727	\$23,776,147	\$27,670,604
Days of Operation			81	70	58	56	63

Water & Sewer Fund Forecast

The Water & Sewer Fund, an enterprise fund, provides for the administration, operation and maintenance of the City's water and wastewater system, and billing and collection activities. The services provided by the Water & Sewer Fund are financed through utility customer fees. Common sources of revenue that comprise the Water & Sewer Fund are described below:

Operating Revenue Sources:

Water Income

Monthly service fees charged for potable water, designed to recover customer costs based on customer class, metered water consumption per thousand gallons and meter line size.

Sewer Income

Monthly service fees charged for wastewater collection, transmission, and treatment services. Sewer fees are based on customer class, metered gallons of water consumed, and use a rolling three-year Winter Quarter Average.

Water Taps

Fee charged for water line installation and connection from the customer's service line to the meter and the municipal water main.

Water & Sewer Penalties

A late fee charged for failure to pay the utility bill by the 25th day after billing date.

Water Meters

Fee charged for the installation of water meters. All meters remain the property of the City.

Construction Water

Fee charged for consumption of water using temporary fire hydrants meters, usually for temporary water connections during construction.

Service Connect Fee

Fee charged to turn on water service, and for any transfer of service from one name or address to another where no service call is required.

Backflow Testing

Period fee to test the integrity of water system backflow prevention devices to assure that no cross connection has occurred during the installation or relocation of water lines, sprinkler systems, fire suppression service lines and meters on private property.

Sewer Tie-On

Fee charged for connection to an existing sanitary sewer line.

Pre-Treatment Permits

Fee charged for any significant industrial or commercial user which discharges non-domestic waste into the sanitary sewer system.

**Miscellaneous Income**

Includes revenues such as interest income related to the fund balance, sewer taps, disconnect and reconnect fees, rental income, insurance collections, and other miscellaneous sources.

Other Financing Sources:**Operating Transfers In**

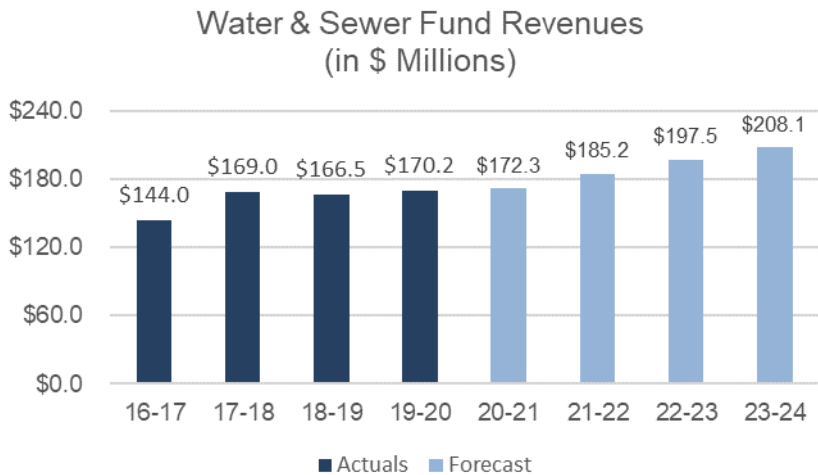
Direct transfers from water and sewer reserve funds and other sources on an as needed/if available basis.

Operating Revenues

Changes to annual water consumption volumes, whether increasing or decreasing, precipitation or population-driven, dramatically influence the Water & Sewer Fund. The City of Plano procures water supply and sewer services through a contract with the North Texas Municipal Water District (NTMWD).

Most of the district’s water supply comes from three regional man-made reservoirs, Lake Lavon, Lake Chapman, and Lake Tawakoni. Water is also pumped from Lake Texoma in a pipeline that was completed in 2014. And, an increasing percentage of the water supply comes from a water reclamation program that uses water from the East Fork of the Trinity River. The river water is pumped and then naturally filtered through a wetlands area east of Dallas, and then piped 40 miles back to Lake Lavon and blended with other water at the NTMWD facility. The district also provides wastewater (sewage) treatment services for the City. In turn, Plano residents and commercial customers purchase these services from the City.

To keep the water and wastewater treatments operational, the City of Plano’s Water and Sewer customer service rates and fee structures are reviewed annually with the purpose of generating the operating revenues required to fulfill the contractual obligations with the water district, compensate for the building and replacement of water and sewer delivery lines, storage tanks, and other infrastructure, and cover operating costs. Operating costs include maintaining delivery lines, purchasing and servicing equipment, supply expenditures and personnel costs associated with providing potable water and sanitary sewer services. During 2020, a comprehensive water and sewer fee study was conducted by Willdan Financial Services in order to help determine long-term financial sustainability for the Water & Sewer Fund. The City of Plano has once again engaged Willdan Financial Services in order to revisit our sewer rates due to a significant decline in sewer revenue. Completion of the revised sewer rate model is planned for this summer.



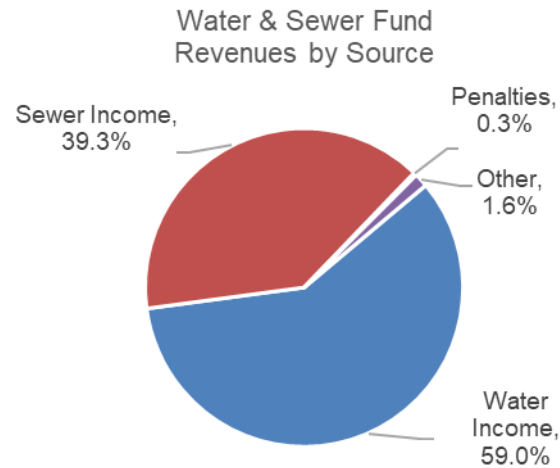
The graph above shows historical revenue data and future revenue projections for the Water & Sewer Fund. Increases to wholesale water purchases and sewer treatment costs have traditionally been passed through to customers incrementally, and only in the amount required to provide the revenues needed to support both water and sewer operations, with the goal of keeping the water revenues paying for the water related programs and projects, and sewer doing the same.

Other factors influencing revenues include: Winter Quarter Averaging for sewer charges based on metered water consumption during the winter months; updates to the Water & Sewer rate model (a rate model is periodically used to ensure that water revenues collected support water costs and sewer revenues support sewer costs); and major sewer and water delivery line repairs. The City has



experienced a change in water consumption patterns directly related to water conservation that has been mandated by the NTMWD. Consumption is also influenced by the City's Sustainability or "living green" programs.

The 2020-21 Water and Sewer Fund re-estimated recurring revenues are currently projected at \$172,304,644. By category this includes: Water Income (59.0%), Sewer Income (39.3%), Penalties (0.3%), and Other (1.6%). A description of each source as well as a discussion of the outlook over the next three years follows. Overall, the 2020-21 Water & Sewer Fund revenues are projected to decrease by 3.15%, or \$5.6 million, from the 2020-21 original Budget. Water revenues have decreased by \$500,000 due to credits distributed to customers as a result of the Winter Storm in February 2021 to avoid pipes from freezing.



Water Income

The Water & Sewer Fund's largest revenue source is water income. Water revenues are based directly on the type of customer (residential or nonresidential/commercial), meter size, and consumption or metered gallons. Usage is billed monthly per thousand gallons. Plano purchases water from the NTMWD at a wholesale rate based on a 1,000 gallon basis, subject to a 26.7 billion gallon minimum annual purchase. The "unused" gallons of water from the minimum required purchase inflates the total wholesale water expenditures to the City. Conversely, when the annual minimum usage requirement is exceeded, that amount becomes the new annual minimum purchase required of the City. The NTMWD minimum gallon purchase requirement was last increased/met during 2001-02, based on usage. Prior to about 2006, the most influential water revenue factors for Plano were new construction activity and the related population increases. In recent years, new issues have developed and present several challenges to forecasting both revenues and wholesale water expenditures.

Since reaching the peak usage of 26.7 billion gallons during 2001-02, the water purchased from NTMWD has averaged 21.5 billion gallons per year. The last decade experienced erratic precipitation amounts while the population continued to increase, although at a significantly slower rate than previously experienced in Plano. During years 2002-03 thru 2003-04, the region experienced above normal rainfall. 2005 and 2006 brought drought and extreme heat, severely impacting area lake levels. (Man-made reservoirs, or lakes, are the single most important commercial source of all water for the region.) During late 2006 and 2007, the weather pattern reversed, yielding above normal rainfall, and the water purchased from NTMWD dropped to a little over 19 billion gallons, a very noticeable 15% consumption reduction. During 2007, water usage had returned to a more normal 22.8 billion gallons per year, until the drought conditions began in 2010. Water usage mandates for conservation have been in place since 2010 and is reflected by the amount of water purchased in fiscal year 2019-20 at 20.9 billion gallons.

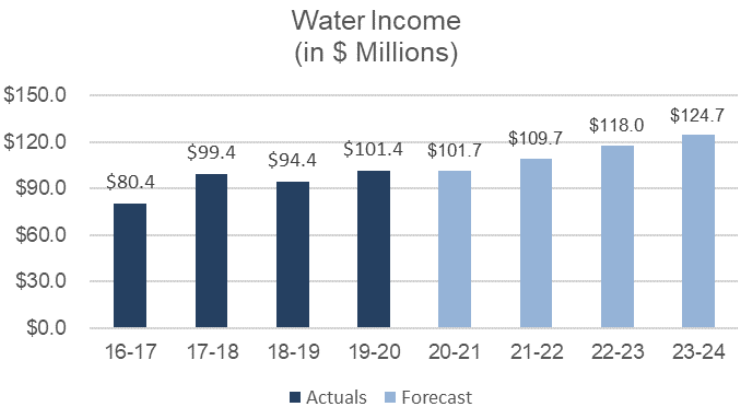
The City of Plano is currently experiencing numerous corporate relocations and other new business construction, quickly recovering from the recession experienced from 2008 through 2011. Water usage remains fairly stable (with the exception of drought years, when usage typically increases). While the City is contractually obligated to purchase 26.7 billion gallons of water, the City usually sells only 18 to 23 billion gallons. This "gap" costs the City millions of dollars in unsold water each year. Combining normal consumption and to meet current and future water demands, NTMWD must continue to increase both treatment capacity and raw water supplies, all requiring a significant amount of cash for capital outlay. These increased expenditures at NTMWD require considerable water rate increases for several years into

the future. Couple these factors with a campaign to persuade consumers to conserve and reduce water consumption, include landscape watering restrictions which include non-compliance fines and penalties, add a limited raw water supply plus the related increases to water delivery costs, and it all becomes a challenge to manage and explain to the consumers.

Plano ended the contract “water year” of August 1, 2019 – July 31, 2020 using 20.9 billion gallons. Current water conservation efforts combined with a La Nina weather patterns, could possibly effect water purchased for fiscal year 2020-21.

The 2020-21 water income is currently re-estimated at \$101.7 million, a 0.49% decrease from the original Budget. While water rates were held constant during 2020-21 in an effort to minimize the impact to the citizens of Plano, future forecast years include increasing rates in order to pass on future increases from NTMWD.

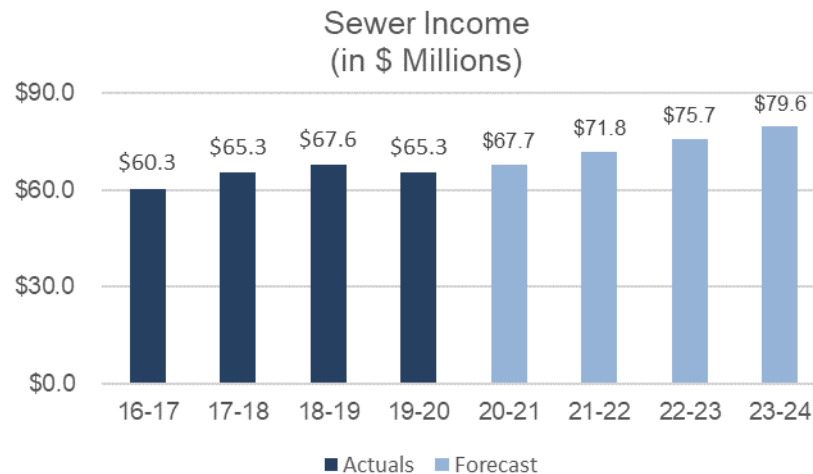
The water income graph illustrates historical trends and projections for water income. By 2023-24, water revenue projections reach \$124.7 million, generating revenues sufficient to cover the projected wholesale water rate increases from NTMWD of 4.7% for 2021-22, 4.2% for 2022-23 and 3.4% for 2023-24.



Sewer Income

Sewer income represents the Water & Sewer Fund’s second largest revenue source. Projected sewer revenues reflect the use of Winter Quarter Averaging to annually re-set the monthly sewer rates for customers. This method uses the water consumption for each customer based on their December, January, February, and March billings. These billings are typically based on November, December, January, and February actual water consumptions. The highest month of consumption of these four billing periods is disregarded, and the remaining three months are averaged. This quarter average is then averaged with the prior two years Winter Quarter Averages to establish the sewer usage charge for billing over the next 12-monthly billing periods. Once the new annual sewer usage rate is established, this amount is billed for the next 12 months. The advantage of the Winter Quarter Averaging program for residents is that lawn watering and other outdoor water usage during the warmer months does not impact the monthly sewer charges.

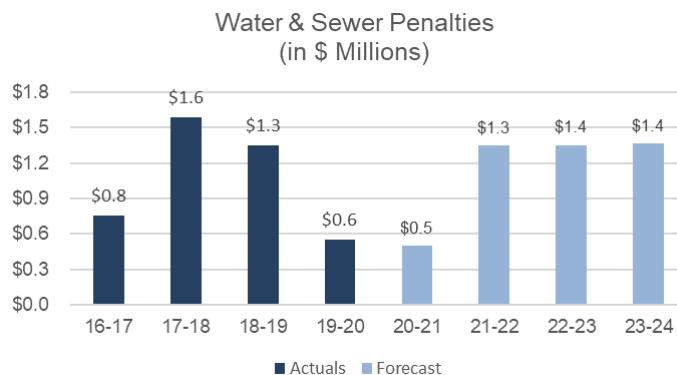
The sewer income graph indicates both the historical trends and projections for sewer income. Using 3-year winter quarter averages for water consumption, the 2020-21 Sewer revenues are re-estimated at \$67.7 million, which is a decrease of \$4.0 million from the adopted Budget. Currently, Willdan Financial Services is reviewing our current sewer rates which were implemented November 1, 2020 based on the recently completed rate model. This significant decrease is most likely due to commercial property closures due to COVID-19. More information will be provided this summer after the rate model revision is complete. Sewer program revenues are estimated to reach \$79.6 million by 2023-24.



Water & Sewer Penalties Income

Water & Sewer Penalties usually trend slightly upwards based on economic conditions, population growth and rate increases. Weather patterns directly influence consumption, and when combined with watering restrictions and financial penalties that force conservation and a decrease in consumption, penalty revenues in the past have trended slightly upwards each year. A penalty is assessed for failure to pay the monthly water and sewer billing by the 25th day after the billing date, and also for watering landscape

on days and times not allowed under the current watering restrictions guidelines set by the NTMWD.



Penalties fell behind due to a software transition during 2016-17, resulting in penalties collected for lack of payment to be foregone and had reduced revenue to \$757,257. We currently have suspended water & sewer penalties due to COVID-19, however, they will be restored in May 2021. The graph shows the historical trends and projections for Water & Sewer Penalties, reaching \$1.4 million in revenues by 2023-

24.

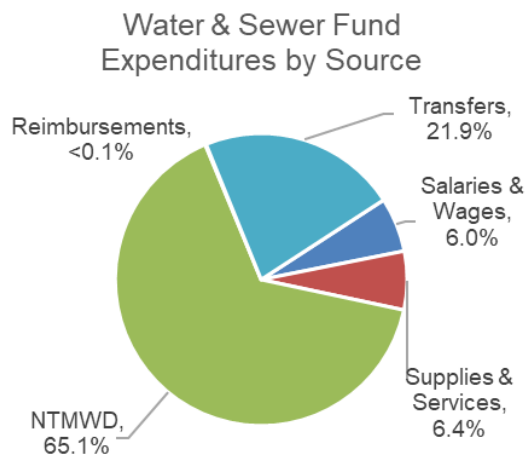
Other Revenues

Miscellaneous revenues for 2020-21 are re-estimated at \$2.4 million, or 1.4% of total Water & Sewer Fund Revenues. Miscellaneous sources include revenues such as interest income, water and sewer taps, water meters, transfers in, service connect fees, connection fees, backflow testing, and other miscellaneous sources. Interest income has been reduced to \$400,000 for 2020-21, based on current markets. Annual interest earnings have been affected for several budget cycles of recent years. Charges and fees related to customer deposits, service call fees, after hour charges, and day of appointment time modification fees were reviewed and slightly modified by ordinance updates in November 2012. The City is no longer collecting water and sewer impact fees related to infrastructure, the City Ordinance was modified to discontinue the program in August 2009. Other miscellaneous fund revenue projections have been reviewed and include small projection changes related to current economic trends.



Operating Expenditures

Total Water & Sewer expenditures, including transfers, for fiscal year 2023-24 are projected to increase by \$30.9 million, or 17.8% over the 2019-20 total expenditures. The majority of the increase is tied to the escalating costs of water purchased from NTMWD, as well as increases for wastewater treatment.



Major expenditures in the Water & Sewer Fund for the 2020-21 Re-Estimate total \$181.2 million and include: Salaries & Wages (6.0%), Supplies & Services (6.4%), NTMWD (65.1%), Reimbursements (<0.1%), and Transfers (21.9%).

Salaries, Wages and Employee Benefits

No salary increases are included throughout the forecast period and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is expected to remain constant throughout the forecast period as Plano's self-funded Insurance Fund currently has a stable fund balance. In addition, TMRS is funded at the fully phased in rate of 17.21%, RSP at 3.9% and OPEB at

\$1,944 while the other benefit rates are expected to remain constant.

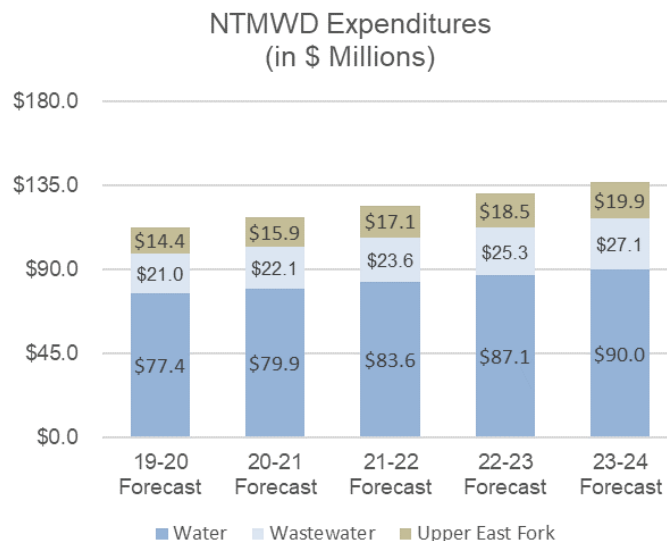
Supplies & Services

Materials & Supplies and Sundry are budgeted with an increase of 2.0% based on the Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services. Municipal Garage charges are projected to increase 2.0% each year throughout the forecast. Electricity costs (for water and wastewater pumping) rates are not projected to increase in the Water & Sewer portion of this forecast due to efficiencies in replacement pumps and the City's approval of a new electric provider to continue the effort in reducing the cost of electricity.

North Texas Municipal Water District

The following graph outlines the anticipated payments to NTMWD expenditures over the three-year forecast period for Water, Wastewater, and the Upper East Fork Wastewater Interceptor System.

The 2020-21 re-estimated water expenditure is \$79.9 million. Future projected increases from the NTMWD for water and sewer service treatment and delivery during the forecast period total \$24.3 million, a 21.6% total increase over the 2019-20 NTMWD actual expenditures. Projections for Water purchases and Wastewater treatment costs from NTMWD





continue to trend steeply upwards.

During the period of 2001-02 to 2020-21, wholesale water rates increased from \$0.72 per thousand gallons to \$2.99 per thousand. This forecast projects 2021-22 wholesale water costs at \$3.13 per thousand gallons, an increase of 4.7% over the current rate. If the rate of \$3.13 is adopted by NTMWD in late September 2021, it will represent a cumulative 335% increase in wholesale water rates to the city from the district since October 1, 2001, the year that the City's "take or pay" water volume reached 26.7 billion gallons.

The projected NTMWD wholesale water rates include assumptions that the current water conservation plan and water demand increase persist through 2024, and include continued population growth in the region served by the district, especially in the western areas in Plano. Those rates also include major additional capital expenditures to meet District member cities' requirements and provide for the safe, efficient delivery of water, while meeting federal and state regulations. Fiscal year 2022-23 and 2023-24 water costs are projected at \$3.26 and \$3.37 per thousand gallons, representing cost increases of 4.2% and 3.4% respectively.

Wastewater and Industrial Pre-treatment costs are projected to increase by a combined 6.78% in 2021-22, 6.75% for 2022-23 and 7.06% for 2023-24. Upper East Fork Interceptor Wastewater System costs are projected to increase 7.19% in 2021-22, 7.26% in 2022-23 and 7.81% in 2023-24.

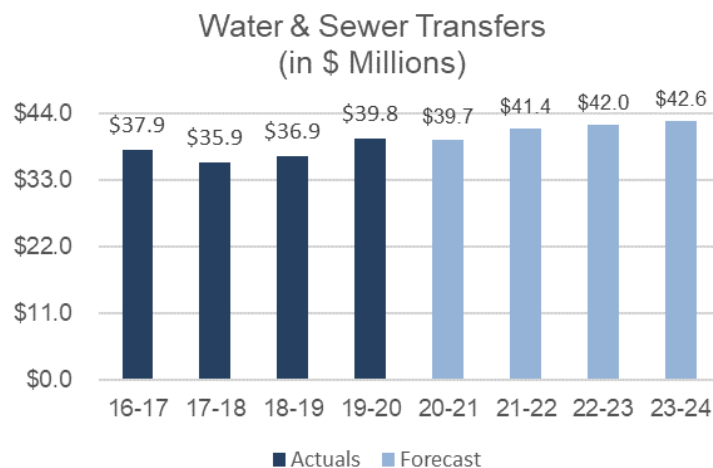
Capital Outlay

No additional funding for capital outlay has been included for the three-year forecast period.

Transfers

Expenditure transfers included in the forecast are to other City of Plano funds for services received, Water & Sewer Capital Improvement Projects, Capital Maintenance Fund projects, Technology-related service enhancements.

The following graph shows the historical trends and projections for all Water & Sewer Fund transfers to other City funds. Water & Sewer Fund Transfers increase \$2,887,726 or 7.3% over the 2019-20 actual transfers when compared to 2023-24 projected transfers.



Current Reserve Funds total \$5.8 million. A \$2.25 million transfer was last utilized during 2013-14 to offset the severe decreases in fund revenue during the current drought period. Reserve funds help to stabilize the fund balance and slightly offset rate increases that may be required during periods of drought, or excessive rainfall, and also can help offset escalating costs from the NTMWD. A prior Reserve Fund balance was completely depleted during 2006-07 when those funds were used to offset a sharp water revenue decline caused by a decrease in consumption related to excess rainfall (precipitation) as well as for

expenditures related to a catastrophic sewer line failure in the City. Water & Sewer Fund balance fluctuations have been experienced during periods of extreme weather conditions such as the severe

drought and excessive rainfalls previously mentioned. By keeping a Reserve, the City has contained and stabilized the rates charged to Plano's water customers.

Water & Sewer transfers to the General Fund for services received are based on a percentage of projected Water and Sewer revenues, indirect cost allocations, and an amount in lieu of property taxes (based on total assets). These factors are reviewed each year during the budget process, and the transfer amount is calculated. The annual transfer to the General Fund for 2020-21 is \$17,199,219 and is to increase by 2% per year throughout the forecast. This transfer provides for administrative support of fund operations from Human Resources, Finance, Purchasing, Technology Service and other departments.

Forecast transfers also include a total of \$6.0 million for the 3-year forecast period to the Capital Maintenance Fund for other projects related to Water & Sewer service.

The transfer to the Risk Management Fund transfer has been projected at \$816,156 in 2021-22 through 2023-24 as the Water & Sewer Fund's projected share of estimated expenditures from the Risk Management Fund.

A transfer in the amount of \$300,000 to the Technology Fund is included for each year of the forecast, and is representative of the fund's share of technology improvements and upgrades to the City information infrastructure, in accordance with the City's Technology Plan. The transfer is re-evaluated each year during the regular budget process, based on the Technology Fund balance and future projects.

Detailed information regarding specific transfers is provided in the Appendix section: *Three-Year Financial Forecast - Transfers*.

Outlook & Analysis

Based on the projections in this forecast, the return to an average of 22 to 23 billion gallons per year water consumption usage and a continuation of existing service levels, this forecast does produce enough working capital to meet the goal of 45 days of operating expenses as established by City Council.

Due to various anticipated cost increases from NTMWD, the Water & Sewer Fund continues to require vigilant monitoring of the water and sewer rates and sales volume. Decisions regarding 2021-22 water and sewer rates will be discussed during the budget process this summer once the Water & Sewer Rate Model is updated.



SUSTAINABILITY & ENVIRONMENTAL SERVICES

	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24
	Actual	Actual	Budget	Re-Est	Projected	Projected	Projected
Recurring Revenue							
Commercial Franchise	\$9,035,082	\$8,464,909	\$9,301,172	\$9,301,172	\$9,487,195	\$9,676,939	\$9,870,478
Residential Collection	14,017,878	14,123,193	15,100,548	15,100,548	15,191,151	15,312,680	15,419,869
Special Refuse Collection	101,576	106,595	104,957	106,605	106,818	107,245	107,621
Recycling	82,261	3,589	0	0	0	0	0
Sale of Compost	2,218,692	2,626,022	2,405,053	2,626,022	2,631,274	2,641,799	2,651,045
Sale of Landscape Bags	0	2,242	0	0	0	0	0
Tipping Fees	1,416,848	1,690,407	1,419,682	1,690,407	1,693,788	1,700,563	1,706,515
Contributions via Utility Billing	9,155	9,742	10,100	10,100	10,120	10,161	10,196
Other	624,528	530,368	489,361	531,188	534,709	540,056	545,456
Construction & Demolition Program	727,660	310,000	310,000	310,000	310,000	310,000	310,000
Total Recurring Revenue	\$28,233,680	\$27,867,067	\$29,140,872	\$29,676,042	\$29,965,056	\$30,299,444	\$30,621,181
Recurring Expenditures							
Salaries & Wages	\$7,762,068	\$8,069,995	\$7,995,601	\$7,826,189	\$8,059,968	\$8,065,835	\$8,071,701
Supplies & Services	9,557,703	10,003,469	10,251,230	10,440,553	10,381,958	10,515,300	10,651,309
NTMWD	8,444,388	8,338,024	9,176,009	9,175,619	9,313,225	9,640,984	10,032,553
Capital Outlay	746,324	257,717	43,000	43,000	0	0	0
Total Recurring Expenditures	\$26,510,483	\$26,669,205	\$27,465,840	\$27,485,361	\$27,755,151	\$28,222,119	\$28,755,563
Transfers Out	2,802,491	2,600,027	2,677,587	2,760,194	2,803,928	2,847,581	2,892,108
Fund Balance - Beginning	\$3,976,958	\$2,897,664	\$1,911,272	\$1,495,499	\$925,985	\$331,962	(\$438,294)
Total Recurring Revenue	\$28,233,680	\$27,867,067	\$29,140,872	\$29,676,042	\$29,965,056	\$30,299,444	\$30,621,181
Total Recurring Expenditures	\$26,510,483	\$26,669,205	\$27,465,840	\$27,485,361	\$27,755,151	\$28,222,119	\$28,755,563
Less: Transfers Out	\$2,802,491	\$2,600,027	\$2,677,587	\$2,760,194	\$2,803,928	\$2,847,581	\$2,892,108
Fund Balance - Ending	\$2,897,664	\$1,495,499	\$908,716	\$925,985	\$331,962	(\$438,294)	(\$1,464,784)
Days of Operation			12	12	4	(6)	(19)

Sustainability & Environmental Services Fund Forecast

The Sustainability & Environmental Services Fund, an enterprise fund, provides for the administration, operation, and maintenance of the City's environmental waste system. Commercial Franchise and Residential Collection fees finance the greatest portion of the services provided by the Environmental Waste Division. All sources of revenue that comprise the Sustainability & Environmental Services Fund are described below:

Operating Revenue Sources:

Commercial Franchise

A franchise agreement between the City and Republic Services, Inc., whereby Republic Services has exclusive franchise for collection and disposal of solid waste for commercial customers located within the City of Plano and a non-exclusive franchise for collection of recyclable materials from commercial customers located in the City of Plano.

The City receives 7.5% of gross receipts collected monthly which includes: revenues for monthly service, rental on roll-off containers, delivery charges, fees for late payment and additional collections. Republic Services also reimburses the City all costs associated with the commercial disposal of solid waste.

Residential Collection

Fee charged for once a week collection and disposal of solid waste and yard debris, bi-weekly collection of recyclables, monthly collection of bulky waste, on-call collection of household hazardous waste, collection of litter along medians, operation of composting and household hazardous waste facilities, Keep Plano Beautiful program, Commercial Diversion program, and all education/public awareness programs.

Special Refuse Collection

Fee charged for collections in addition to the regular weekly collection schedule.

Each household is granted one special refuse collection per fiscal year at no charge. After the first collection, a fee is charged for subsequent collections.

Recycling

City receives 75% of revenues from current recycling processing contractor after paying processing fees.

Sale of Compost

Proceeds from the sale of compost and compost-related products.

Sale of Landscape Bags

Proceeds from the sale of boxes of biodegradable refuse bags.

Tipping Fees

Fee charged to commercial landscapers for disposal of yard debris waste.



Construction and Demolition Program

Recycling incentive program which assesses a monetary deposit based on the project's square footage and project type.

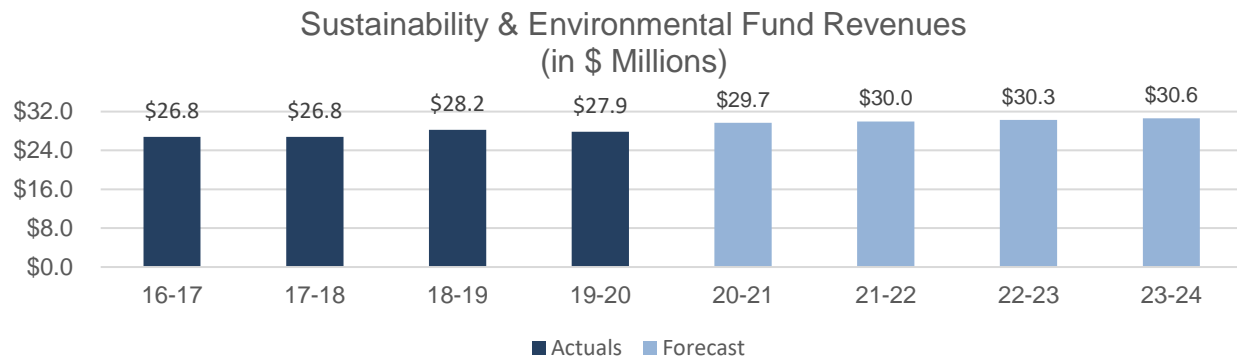
Other

Miscellaneous receipts include revenues such as interest income, contributions, and insurance collections.



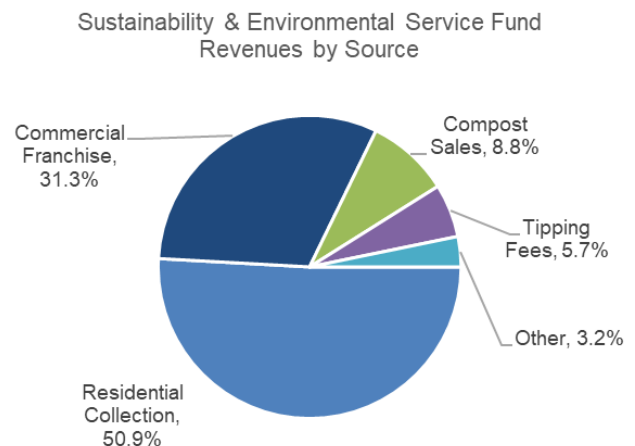
Operating Revenues

The City of Plano contracts for services with the North Texas Municipal Water District (NTMWD), whereby NTMWD agrees to provide a solid waste disposal system for the benefit of the City of Plano and other cities. Each participating city agrees to pay its share of an annual requirement for the operating expenses and debt service of NTMWD to be calculated in the same manner as the wastewater contract. The Sustainability & Environmental Services Fund accounts for the provision of solid waste collection and disposal services to customers who are billed monthly at a rate sufficient to cover the cost of providing such services.



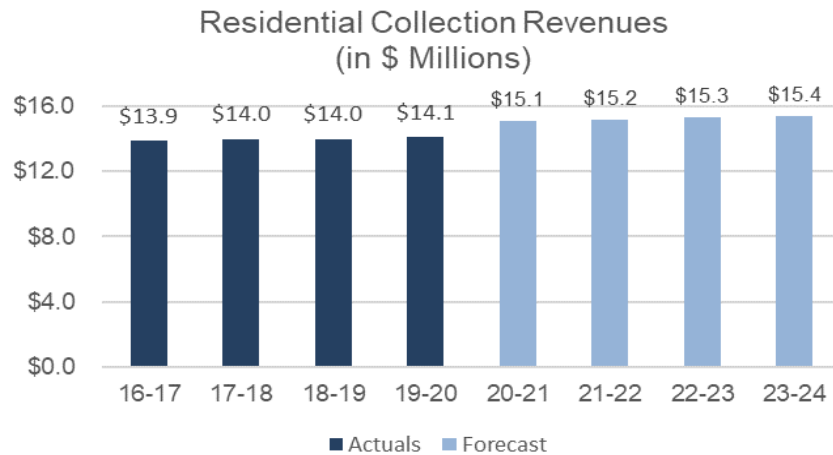
The graph above shows the historical trends and projections for Sustainability & Environmental Services Fund revenues. Sustainability & Environmental Services increased residential rates by \$1.00 per month to \$17.10 for the 95-gallon container and \$12.25 for 68-gallon container, effective November 1, 2020. The annual contract amount paid to NTMWD has fluctuated annually based on tonnage by NTMWD.

By 2023-24, total Sustainability & Environmental Services Fund revenues are estimated to reach \$30.6 million. The major sources that make up the Sustainability & Environmental Services Fund revenues for 2020-21 include: Residential Collection (50.9%), Commercial Franchise (31.3%), Sale of Compost (8.8%), Tipping Fees (5.7%), and Other (3.2%). A description of each source as well as a discussion of the outlook over the next three years follows.



Residential Collection

Residential collection revenues represent the Sustainability & Environmental Services Fund's largest revenue source. Customers who wish to use a 68-gallon refuse cart pay a monthly rate of \$12.25 and customers who choose to use the 95-gallon cart pay a monthly rate of \$17.10. The variable rates continue to allow the City to implement environmental programs that will reduce NTMWD disposal tonnage costs and encourage waste minimization and recycling.

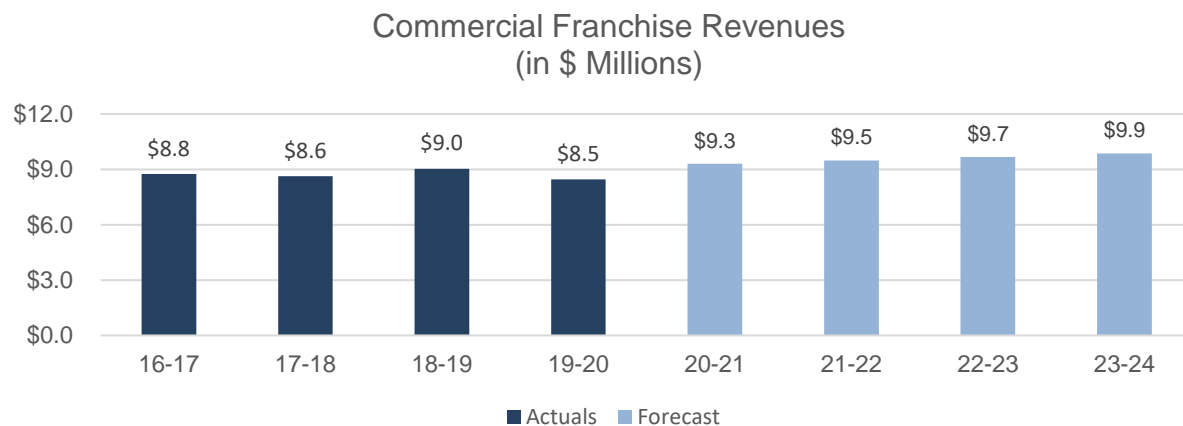


Residential collection revenue is projected to increase 0.6% in 2021-22, 0.8% in 2022-23 and 0.7% in 2023-24.

The graph shows the historical trends and projections for residential collection revenue. By 2023-24, this revenue source is estimated to reach \$15.4 million.

Commercial Franchise

Commercial franchise revenue represents the Sustainability & Environmental Service Fund's second largest revenue source, currently re-estimated at \$9.3 million for 2020-21. This revenue source consists of a franchise agreement between the City of Plano and Republic Services, Inc.

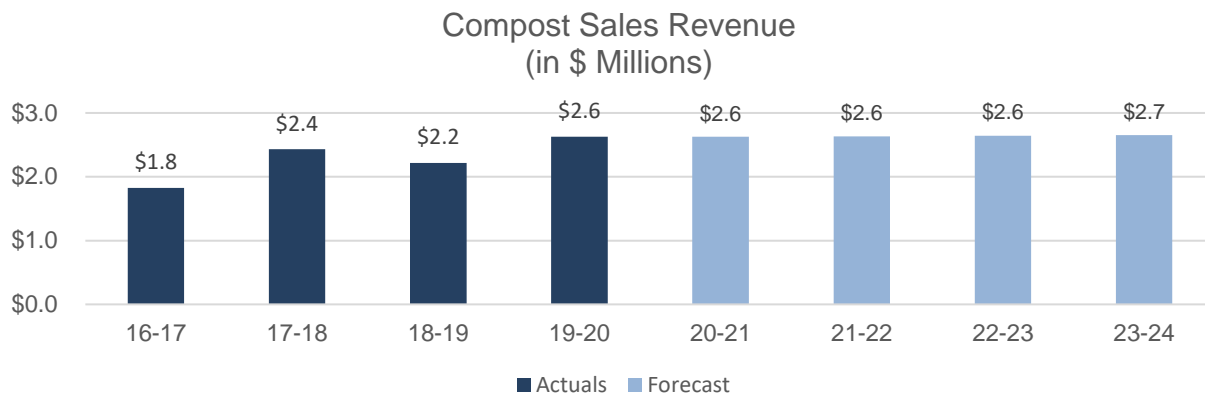


Commercial franchise revenue, based on anticipated direct economic growth, is estimated to increase by 2.0% in 2021-22, 2.0% in 2022-23 and 2.0% in 2023-24. The accompanying graph shows the historical trends and projections for commercial franchise revenue. By 2023-24, this revenue source is estimated to reach \$9.9 million.

Sale of Compost

Market demands for quality compost products are increasing annually. The City retains proceeds from the sale of compost and compost-related products, while diverting an estimated 50,000 tons of waste from the landfill.

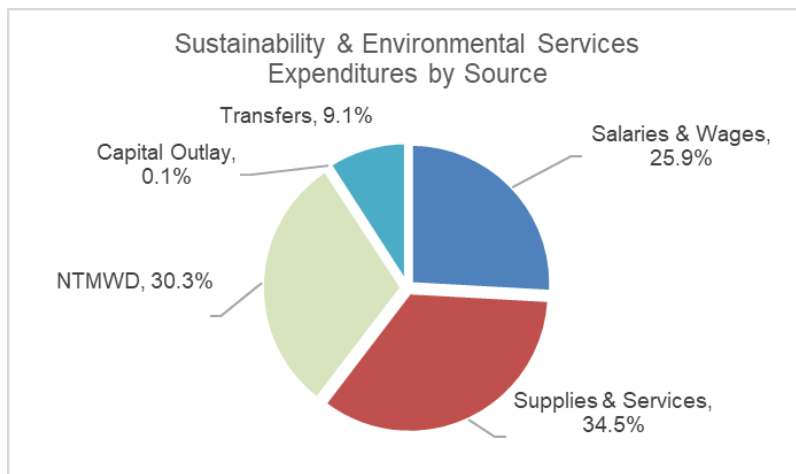
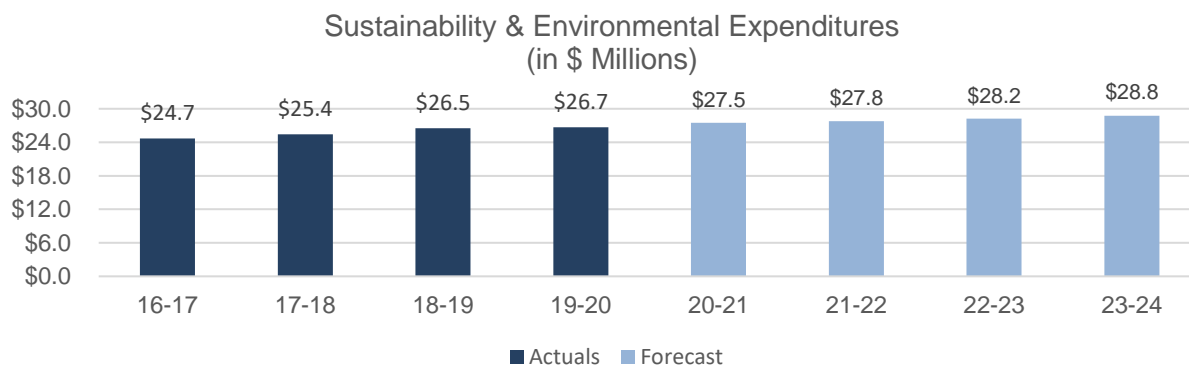
Sale of compost revenue is projected to increase 0.30% in 2021-22, 0.40% in 2022-23, and 0.35% in 2023-24 based on indirect population-based increases.



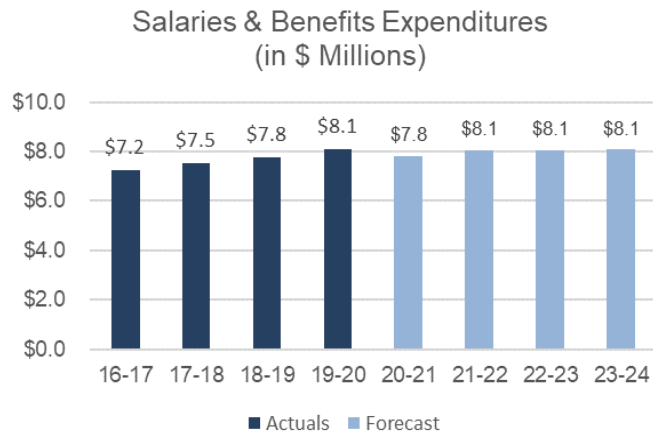
The graph above shows the historical trends and projections for sale of compost revenues. By 2023-24, this revenue source is estimated to reach \$2,651,045.

Operating Expenditures

The graph below shows the historical trends and projections for the Sustainability & Environmental Services Fund. Expenditure increases can fluctuate from year-to-year mainly due to the contractual commitments and capital outlay expenditures.



The major expenditures that make up the Sustainability & Environmental Services Fund by category for 2020-21 include: Salaries & Wages (25.9%), Supplies & Services (34.5%), NTMWD (30.3%), Capital Outlay (0.1%), and Transfers (9.1%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.



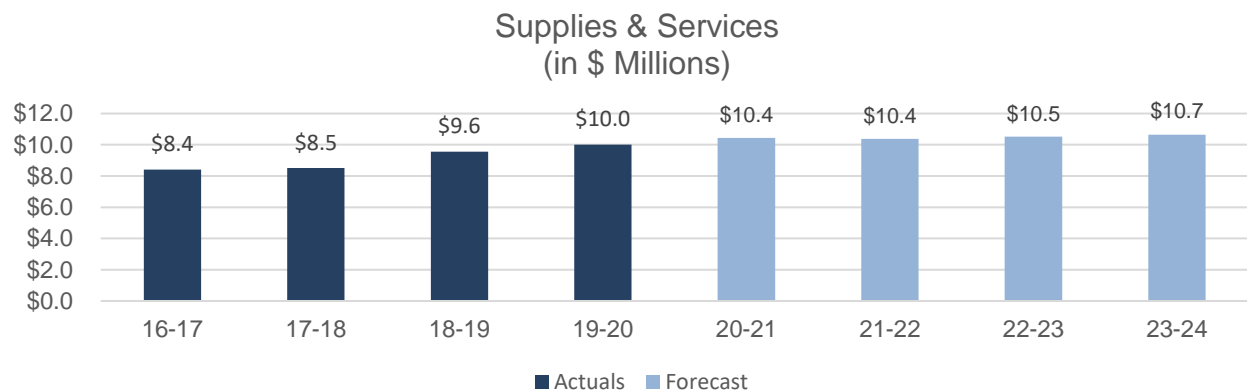
Salaries, Wages & Employee Benefits

No salary increases are included throughout the forecast period and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is expected to remain constant throughout the forecast period as Plano's self-funded Insurance Fund currently has a stable fund balance. In addition, TMRS is funded at the fully phased in rate of 17.21%, RSP at 3.9%, and OPEB at \$1,944 while the other benefit rates are expected to remain constant.

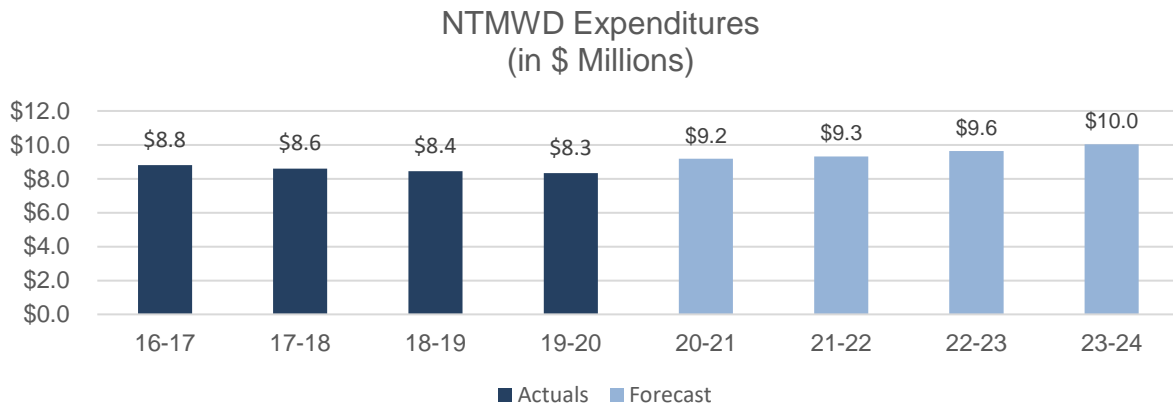
Supplies & Services

Materials & Supplies and Sundry are budgeted with an increase of 2.0% based on the Municipal Cost Index (MCI). Municipal Garage charges are projected to increase 2.0% each year throughout the forecast. Reimbursements are held constant at \$213,703 throughout the forecast.

The following Supplies & Services graph shows historical trends and estimates for supplies & services. By 2023-24, operating expenditures for supplies and services are projected at \$10.7 million.



NTMWD landfill contracted expenditures are projected to increase from \$8.3 million in 2019-20 to \$10.0 million in 2023-24, or a 20.3% increase, based on our latest update from NTMWD.



Capital Outlay

No additional funding for capital outlay has been included for the three-year forecast period.

Transfers

The transfers to the General Fund for services received are based on the recently updated Cost Allocation Plan and currently projected at approximately \$2.1 million and will increase 2% in each year of the forecast.

A \$60,000 transfer to the Technology Fund is included in each year of the forecast, representative of the fund’s share of technology improvements and provide funding for improvements and upgrades to City information infrastructure, in accordance with the City’s Technology Plan.

The Risk Management Fund transfer is representative of the Sustainability & Environmental Services Fund’s proportionate share of anticipated expenses related to Judgments, Damages and Workers’ Compensation claims. The 2021-22 transfer is projected at \$561,255 and is projected to remain flat over the forecast period’s three years.

Outlook & Analysis

Based on projections in this forecast, the Sustainability & Environmental Services Fund does not produce enough working capital to meet the goal of 15 days of operating expenses as established by City Council throughout the forecast period. The fund will need additional revenues, reduced expenditures, or a combination of both in order to meet the 15 day requirement. This projected shortfall will be examined more closely during the 2021-22 budget process.



MUNICIPAL DRAINAGE UTILITY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Recurring Revenue							
Residential Class Fees	\$3,684,748	\$3,816,503	\$4,792,536	\$4,792,536	\$4,806,914	\$4,826,141	\$4,843,033
Commercial Class Fees	3,851,142	3,873,192	5,014,359	5,014,359	5,029,402	5,049,520	5,067,193
Miscellaneous	11,364	19,932	11,412	11,412	11,412	11,412	11,412
Interest Income	176,115	149,680	125,000	125,000	125,000	125,000	125,000
Total Recurring Revenue	\$7,723,369	\$7,859,307	\$9,943,307	\$9,943,307	\$9,972,728	\$10,012,073	\$10,046,638
Recurring Expenditures							
Salaries & Wages	\$1,794,541	\$1,988,715	\$2,233,413	\$2,128,768	\$2,220,754	\$2,222,462	\$2,224,171
Supplies & Services	970,736	924,797	1,243,604	1,256,485	1,263,394	1,283,581	1,304,170
Reimbursements	1,051,960	967,299	990,053	990,053	990,053	990,053	990,053
Capital Outlay	540	29,866	0	0	0	0	0
Total Recurring Expenditures	\$3,817,777	\$3,910,677	\$4,467,070	\$4,375,306	\$4,474,201	\$4,496,096	\$4,518,394
Transfer to General Fund	\$530,988	\$748,531	\$763,502	\$763,502	\$778,772	\$794,347	\$810,234
Transfer to Capital Maintenance Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Transfer to Technology Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Transfer to Revenue Debt	2,258,063	2,497,531	4,305,495	2,492,981	4,346,887	4,345,244	4,351,869
Transfers Out	3,309,051	3,766,062	5,588,997	3,776,483	\$5,645,659	5,659,591	5,682,103
Fund Balance - Beginning	\$4,641,134	\$5,237,675	\$4,202,884	\$5,420,243	\$4,385,080	\$4,237,947	\$4,094,334
Total Recurring Revenue	\$7,723,369	\$7,859,307	\$9,943,307	\$9,943,307	\$9,972,728	\$10,012,073	\$10,046,638
Total Recurring Expenditures	\$3,817,777	\$3,910,677	\$4,467,070	\$4,375,306	\$4,474,201	\$4,496,096	\$4,518,394
Less: Transfers Out	\$3,309,051	\$3,766,062	\$5,588,997	\$3,776,483	\$5,645,659	\$5,659,591	\$5,682,103
Less: Est Reserve Requirement	\$0	\$0	\$0	\$2,826,681	\$0	\$0	\$0
Fund Balance - Ending	\$5,237,675	\$5,420,243	\$4,090,124	\$4,385,080	\$4,237,947	\$4,094,334	\$3,940,474
Days of Operation				366	346	332	318



Municipal Drainage Fund Forecast

The Municipal Drainage Fund, an enterprise fund, provides for the administration, operation, and maintenance of the City's storm water management program in compliance with EPA storm water runoff and treatment requirements. The services provided by the Municipal Drainage Fund are financed almost entirely by Commercial and Residential fees collected thru monthly utility bills.

Operating Revenue Sources:

Drainage Fees

Drainage fees are charged to municipal utility customers to provide funding for compliance with the U.S. Environmental Protection Agency's enforcement of the National Pollutant Discharge Elimination System – a program for storm water runoff monitoring and management.

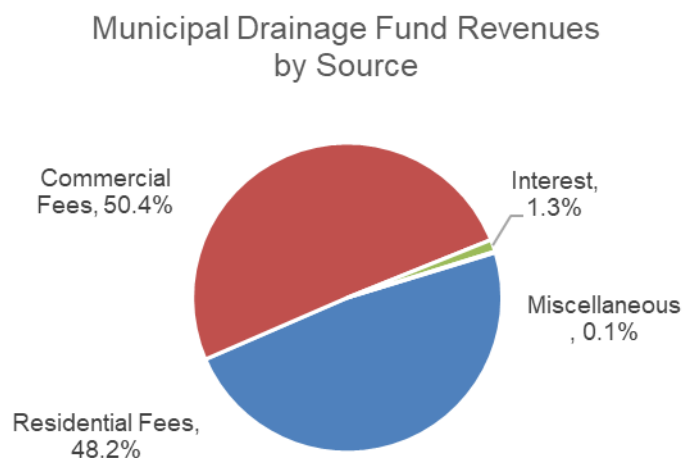
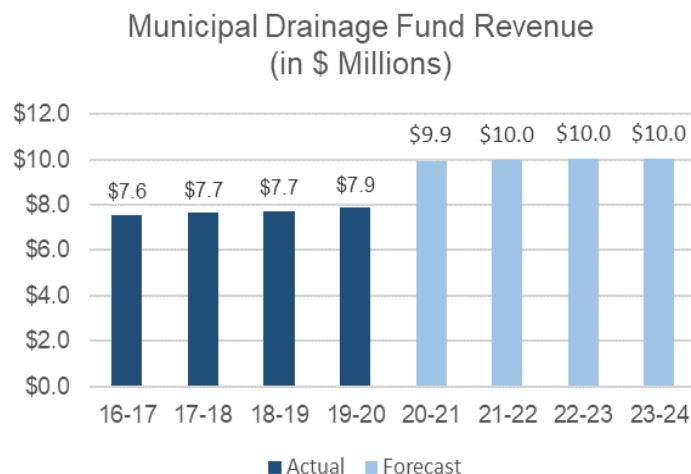
Operating Revenues

Drainage Fees

Drainage fees are the Municipal Drainage Fund's primary revenue source. With the current rate structure, it is projected that drainage fee revenue will maintain reserve requirements prescribed in the bond covenants, allow for the continuation of current service levels and sustain working capital within levels prescribed by the City of Plano's financial policies. The Budget Department will evaluate rates in the Drainage Rate Model alongside Plano's Engineering Department during the upcoming budget process to insure appropriate rates are in place to meet all of the requirements associated with operating a high quality municipal drainage system.

The Community Investment Program for drainage infrastructure projects is expected to progress on a fairly consistent level in the near future. Two rate increase were passed in July and November of 2020 to cover increased debt payments for the Collin Creek Mall drainage project. The project is estimated to cost \$40 million dollars. No additional rate increase is included within this forecast, however, depending on the final cost of the project a third one may be required in November 2021.

The first graph shows historical trends and projections for drainage fund revenues, while the second graph shows the re-estimated 2020-21 Revenues by Source – with drainage fees accounting for 98.6% of total fund revenues.





Drainage fee revenue increases are projected based on indirect population increases; in this forecast revenues increase 1.1%, between the 2020-21 Re-Estimate and the 2023-24 Projected Budget.

Other

Miscellaneous revenues for 2020-21 are expected to total \$136,412. Miscellaneous revenues are comprised of Interest Income as well as fees charged for city staff time supporting private drainage studies. Both of these revenue sources are expected to remain close to their current levels throughout the forecast period.

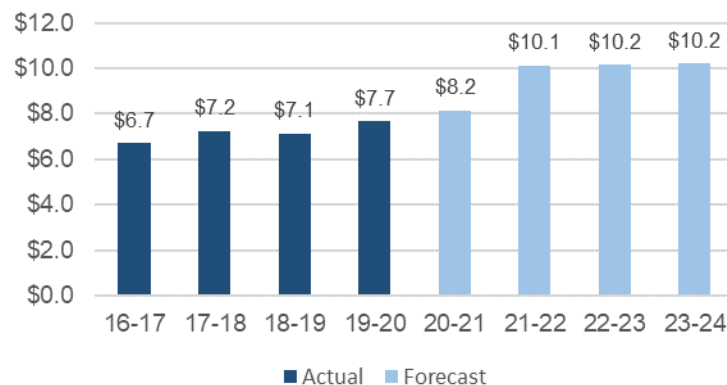
Operating Expenditures

The graph below shows historical trends and projections for all Municipal Drainage Fund expenditures. A description of each expenditure category as well as a discussion of the outlook over the next three years follows.

Salaries, Wages and Employee Benefits

No salary increases are included throughout the forecast period and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is expected to remain constant throughout the forecast period as Plano's self-funded Insurance Fund currently has a stable fund balance. In addition, TMRS is funded at the fully phased in rate of 17.21%, RSP at 3.9% and OPEB at \$1,944 while the other benefit rates are expected to remain constant.

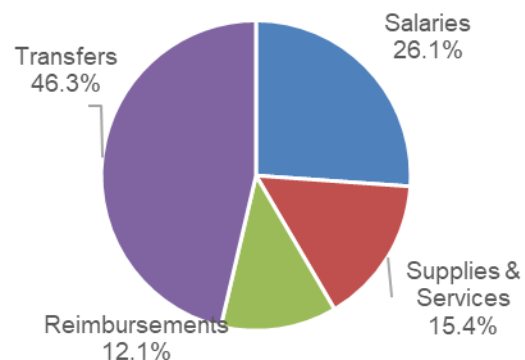
Drainage Fund Expenditures
(in \$ Millions)



Supplies & Services

Supplies & services costs are projected to increase 2.0% in each year of the forecast based on the Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services. Municipal garage charges are forecast to increase 2.0% each year for the remainder of the forecast period.

Expenditures by Category



Reimbursements

Reimbursements paid by the Municipal Drainage Fund related exclusively to offsetting a portion of the salary of benefits of staff members in the other operating funds, primarily the General Fund and Water & Sewer Fund, conducting drainage related work as part of their job duties. Personnel in Plano's Public Works, Engineering, Planning, Utility Billing and Health departments all contribute to drainage operations in some capacity. For the purposes of this forecast, these reimbursements are projected at \$990,053 in 2020-21 and then remain flat throughout the forecast.

Capital Outlay

This forecast includes no new capital outlay items in the Municipal Drainage Fund from 2021-22 through 2023-24. As mentioned above, we are required to replace the drainage culvert at Collin Creek Mall which is included in the Community Investment Program.

Transfers

The largest transfer from the Municipal Drainage Fund is to the Drainage Debt Service Fund, which pays for the principal and interest on outstanding drainage revenue bonds used to design and construct projects for drainage improvements and erosion control throughout Plano's 72 square miles. Future Municipal Drainage CIP projects are assumed to be funded through revenue bonds in all three years of the forecast period. In total, the Municipal Drainage Fund transfer for principal and interest payments on outstanding and future debt over the three forecast years totals just over \$13.0 million.

Transfers to the Capital Maintenance Fund are projected to continue at \$500,000 annually, with a total of \$1.5 million directed towards supporting drainage related street and facility projects across the three future years in this forecast.

Transfers to the General Fund for services received are based on the recently updated Cost Allocation Plano and currently projected at \$763,502 in 2020-21 and then increasing 2.0% per year throughout the forecast. This transfer provides for administrative support of fund operations from Human Resources, Finance, Purchasing, Technology Service and other departments.

The Municipal Drainage Fund transfer for technology for the three forecast years totals \$60,000, at \$20,000 per year for future technology projects that support drainage utility activities.

Outlook & Analysis

It is necessary for the Municipal Drainage Fund to maintain a substantial fund balance due to covenants associated with revenue bonds that were issued for capital drainage projects. This forecast projects that the Municipal Drainage Fund will meet these requirements over the next three years.



CONVENTION & TOURISM

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Recurring Revenue							
Hotel/Motel Receipts	\$11,474,715	\$6,725,576	\$9,281,319	\$6,447,152	\$9,439,493	\$13,043,616	14,158,599
Plano Event Center Fees	3,402,967	1,496,463	3,100,000	648,185	1,999,960	2,213,993	2,334,594
Interest Income	263,075	245,964	200,000	80,000	80,000	84,000	88,000
Other	6,986	42,076	7,000	7,000	7,000	7,000	7,000
Total Recurring Revenue	\$15,147,743	\$8,510,079	\$12,588,319	\$7,182,337	\$11,526,453	\$15,348,609	\$16,588,193
Recurring Expenditures							
Salaries & Wages	\$3,298,169	\$3,144,246	\$3,361,769	\$3,178,874	\$3,343,025	\$3,347,679	\$3,352,359
Supplies & Services	4,732,135	4,186,556	6,919,286	5,765,186	5,913,986	7,164,026	7,361,566
Cultural Arts	993,357	998,125	800,000	800,000	800,000	800,000	800,000
Historic Preservation	796,130	817,443	640,000	640,000	640,000	640,000	640,000
Community & Cultural Events	333,082	60,346	279,441	271,448	279,441	285,030	290,730
Music Festival	134,469	101,186	148,000	0	148,000	148,000	148,000
Wayfinding Project	0	0	0	0	1,125,000	1,125,000	0
Capital Outlay	42,252	17,099	0	0	0	0	0
Total Recurring Expenditures	\$10,329,594	\$9,325,001	\$12,148,496	\$10,655,508	\$12,249,452	\$13,509,734	\$12,592,655
Transfers Out	1,965,103	1,803,720	1,472,394	1,472,394	1,491,442	1,510,871	1,530,688
Fund Balance - Beginning	\$5,712,873	\$8,565,919	\$5,226,210	\$5,947,277	\$1,001,712	\$1,006,804	\$1,334,808
Total Recurring Revenue	\$15,147,743	\$8,510,079	\$12,588,319	\$7,182,337	\$11,526,453	\$15,348,609	\$16,588,193
Total Recurring Expenditures	\$10,329,594	\$9,325,001	\$12,148,496	\$10,655,508	\$12,249,452	\$13,509,734	\$12,592,655
Less: Transfers Out	\$1,965,103	\$1,803,720	\$1,472,394	\$1,472,394	\$1,491,442	\$1,510,871	\$1,530,688
Fund Balance - Ending	\$8,565,919	\$5,947,277	\$4,193,639	\$1,001,712	(\$1,212,729)	\$1,334,808	\$3,799,658
Required 30 Day Balance				\$875,795	\$1,006,804	\$1,110,389	\$1,035,013
Add'l Revenues or Program					\$2,219,533		
Reductions to Meet 30 Days							
Days of Operation			126	34	30	36	110

Convention & Tourism Fund Forecast

The Convention & Tourism Fund, an enterprise fund, accounts for the administration, operation, and maintenance of the Plano Event Center and Visit Plano. The fund is primarily supported by the Hotel/Motel Occupancy Tax, which is restricted by State law to tourism promotion, capital construction, the operation of recreation facilities, and the funding of cultural activities.

Operating Revenue Sources:

Hotel/Motel Tax Receipts

The City of Plano levies a tax upon the cost of occupancy of any sleeping room furnished by a hotel or motel within the city at the rate of 7.0% of the total charge of the room.

Plano Event Center Fees

Plano Event Center administers various service charges and fees for room rentals, concessions, catering, equipment rentals, and other miscellaneous charges.

Interest Income/Miscellaneous

This may include revenues from ticket sales for events or other general operating receipts.

Operating Revenues

The major source of revenues within the Convention & Tourism Fund for 2020-21 include: Hotel/Motel Tax Receipts (89.8%), Plano Event Center Fees (9.0%), and Interest Income/ Miscellaneous (1.2%).

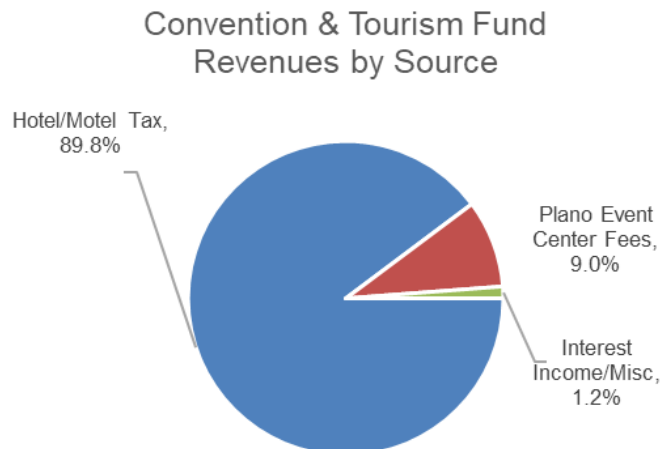
A description of each source as well as a discussion of the outlook over the next three years follows.

Hotel/Motel Tax Receipts

Hotel/Motel tax receipts are the Convention & Tourism Fund's largest revenue source. The COVID-19 pandemic has had a huge negative impact on hotel/motels stays across the country and Plano is no different. All group travel as well as individual travel came to a virtual stop in 2020-21. As a result, we have had to lower 2020-21 Hotel/Motel Tax projections by \$2.8 million. Local hotel/motels are currently averaging only around 45.2% occupancy rates.

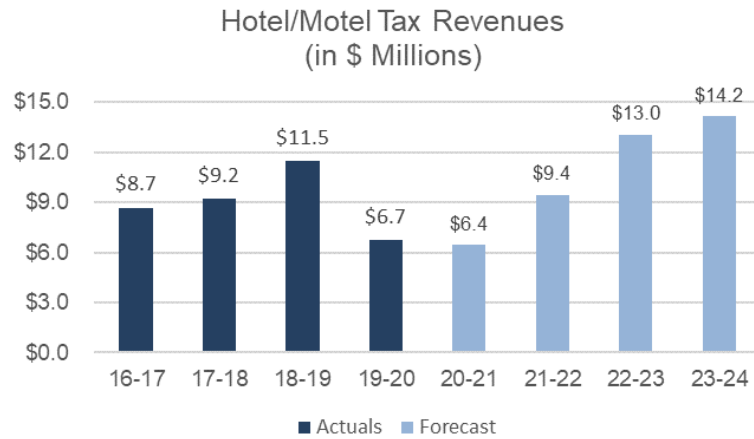
We do anticipate an upswing in the travel-related industry beginning in 2021-22 and increasing as well into 2022-23 and 2023-24. This anticipated upswing will help increase Hotel/Motel Tax receipts. In addition, we are projecting additional hotel rooms coming on-line throughout the forecast period. It is anticipated that approximately 425 additional rooms will be added during the next 3 years. By 2023-24, occupancy rates are projected to average 67.5%.

Based on the anticipated increase in the travel-related industry, increased hotel/motel occupancy rates, and increased hotel rooms coming on-line throughout the forecast period, we are projecting a recovery in





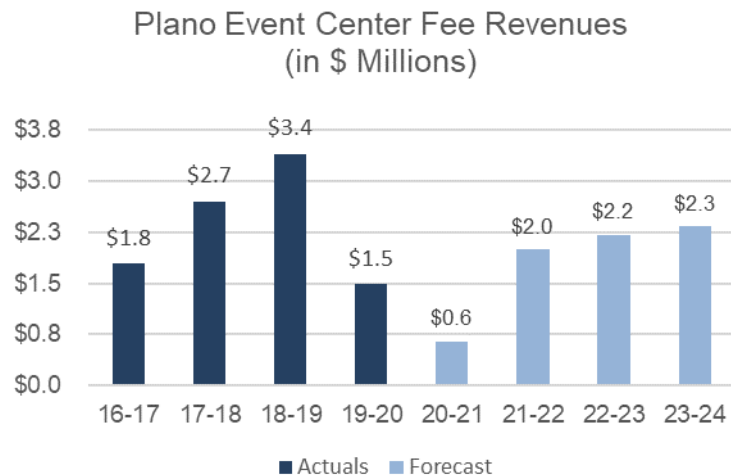
this revenue source. The following graph shows historical trends and projections for Hotel/Motel tax receipts. This revenue source is estimated to reach \$14.2 million by 2023-24.



Plano Event Center Fees

Just as the COVID-19 pandemic has had a huge negative impact on Hotel/Motel Tax revenues, the pandemic has also negatively impacted Plano Event Center fees. As already mentioned, group travel and group travel-related events came to a virtual stop in 2020-21. As a result, we had to lower 2020-21 Plano Event Center fee projections by \$2.5 million.

Based on the anticipated increase in the travel-related industry and well as group events, we are projecting a gradual rebound in this revenue source. The graph shows historical trends and projections for Plano Event Center fees. This revenue source is estimated to reach \$2.3 million by 2023-24.

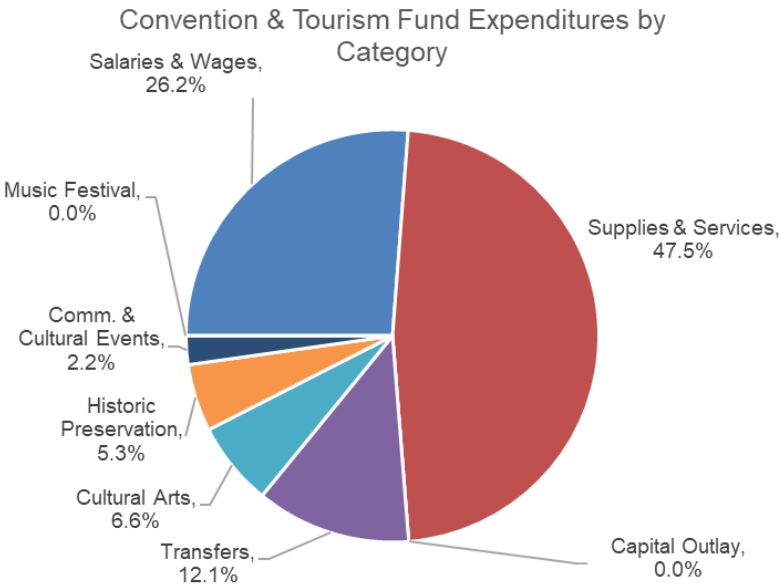


Interest Income/Misc.

Interest Income and Miscellaneous revenues for 2020-21 are expected to total \$87,000 (\$80,000 and \$7,000 respectively) with Miscellaneous revenues remaining relatively constant throughout the forecast period and Interest Income increasing slightly throughout the forecast period.

Operating Expenditures

The major expenditures that make up the Convention & Tourism Fund by category for 2020-21 include: Salaries & Wages (26.2%), Supplies & Services (47.5%), Cultural Arts (6.6%), Historic Preservation (5.3%), Community & Cultural Events (2.2%), and Transfers (12.1%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.



Salaries, Wages and Employee Benefits

Salary projections assume no increases in 2021-22, 2022-23 and 2023-24. All years throughout the forecast period assume that the current staffing levels remain constant. The health insurance rate is expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is projected at our full phased-in rate of 17.21% while the RSP rate is expected to remain the same at 3.9%, and OPEB at \$1,944. Other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services costs for 2020-21 have been reduced by over \$364,000 due to event cancellations at the Plano Event Center during the pandemic. Event costs fluctuate with the number of events hosted.

Supplies & services costs beginning in 2021-22 are projected to increase 2.0% in each year of the forecast based on the Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services. Municipal garage charges are projected to increase 2.0% each year of the forecast period based on projected fuel and oil costs as well as the planned labor rate. Electricity charges are projected to remain flat in each year of the forecast period. Natural gas is expected to increase 1.5% in 2021-22 and then remain flat in the remaining last 2 years of the forecast period.

Funding for the Wayfinding Project will begin in 2021-22 in the amount of \$1.125 million and an additional \$1.125 million will be budgeted in 2022-23. This will be a one-time project cost. In addition, \$1.1 million is included for a parking space rental agreement at Plano Event Center beginning in 2022-23 once the new Plano Event Center hotel comes on-line. This will be an on-going expense.

Cultural Arts, Historic Preservation, Community & Cultural Events, Music Festival

Funding for local cultural arts and historic preservation included in 2020-21 are at \$800,000 and \$640,000 respectively. Both of these amounts for each program will remain constant throughout the forecast.



Funding for Community & Cultural Events are estimated to fluctuate each year of the forecast period depending on the number of qualified grant applicants. Funding for the Music Festival was eliminated in 2020-21 due to the pandemic but will return in the amount of \$148,000 in 2021-22 and will then remain constant through all years of the forecast period.

Capital Outlay

No new capital outlay is projected for any year during the forecast period. All discretionary expenditure items will be examined on their individual merit during the budget development process in each year.

Transfers

Transfers to the General Fund for services received are based on our most recently updated Cost Allocation Plano and currently projected at \$952,394 in 2020-21 and then increasing 2.0% per year throughout the forecast.

A transfer to the Technology Fund in the amount of \$20,000 in 2020-21 represents the Convention & Tourism Fund's proportionate share of technology related expenditures. This amount is projected to remain constant for the remainder of the forecast.

Beginning in 2015-16, transfers to the Capital Maintenance Fund were enacted to assist in the offset of Plano Event Center renovation costs. The 2020-21 transfer amount is \$500,000 and will remain constant in 2021-22, 2022-23 and 2023-24. All of these amounts are based on projected facility improvements costs which will be covered by the Capital Maintenance Fund.

Outlook & Analysis

Based on projections, the Convention & Tourism Fund is forecasted to fall short of the 30 day working capital balance in 2021-22 and will need an additional \$2.2 million in additional revenues, reduced expenditures, or a combination of both in order to meet the 30 day requirement. The shortfall in 2021-22 is due in part to the anticipated slow recovery from the pandemic for events held and the travel-related industry. This projected shortfall will be examined more closely during the 2021-22 budget process.

The Convention & Tourism Fund is projected to meet and exceed its 30 day working capital balance in both 2022-23 and 2023-24 assuming more normal economic conditions.

RECREATION REVOLVING

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Recurring Revenue							
Recreation Fees	\$4,027,037	\$1,439,601	\$2,115,176	\$1,073,052	\$3,050,000	\$3,562,200	\$4,079,668
Contributions	8,550	13,323	4,274	4,274	4,274	4,291	4,306
Interest Income	100,508	23,219	10,000	5,000	10,000	10,000	10,000
Other	63,894	52,407	58,485	53,979	58,485	58,719	58,924
Total Recurring Revenue	\$4,199,989	\$1,528,550	\$2,187,935	\$1,136,305	\$3,122,759	\$3,635,210	\$4,152,898
Recurring Expenditures							
Salaries & Wages	\$1,465,755	\$959,324	\$1,081,103	\$1,018,120	\$1,177,426	\$1,177,939	\$1,178,451
Supplies & Services	2,300,444	1,107,990	1,224,900	674,018	1,248,734	1,523,143	1,697,991
Capital Outlay	500,000	15,387	0	10,000	0	0	0
Total Recurring Expenditures	\$4,266,199	\$2,082,701	\$2,306,003	\$1,702,138	\$2,426,160	\$2,701,082	\$2,876,442
Transfers Out	210,007	150,000	153,000	153,000	156,060	159,181	162,365
Fund Balance - Beginning	\$1,174,933	\$898,714	\$563,275	\$194,563	(\$524,270)	\$16,269	\$791,215
Total Recurring Revenue	\$4,199,989	\$1,528,550	\$2,187,935	\$1,136,305	\$3,122,759	\$3,635,210	\$4,152,898
Total Recurring Expenditures	\$4,266,199	\$2,082,701	\$2,306,003	\$1,702,138	\$2,426,160	\$2,701,082	\$2,876,442
Less: Transfers Out	\$210,007	\$150,000	\$153,000	\$153,000	\$156,060	\$159,181	\$162,365
Fund Balance - Ending	\$898,714	\$194,563	\$292,207	(\$524,270)	\$16,269	\$791,215	\$1,905,306
Required 30 Day Balance				\$139,902	\$199,410	\$222,007	\$236,420
Add'l Revenues or Program				\$664,172			
Reductions to Meet 30 Days							
Days of Operation			46	30	2	107	242



Recreation Revolving Fund Forecast

The Recreation Revolving Fund, an enterprise fund, accounts for the recreational programs and activities that are offered to groups and individuals on a fee basis.

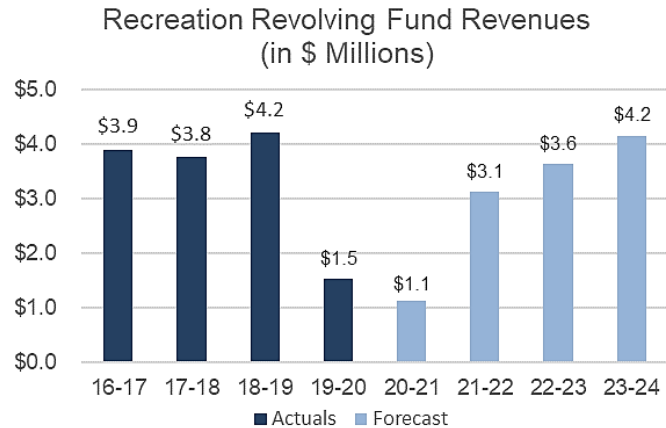
Operating Revenue Sources:

Recreation Fees

Recreation fees are charged for participation in Parks & Recreation classes, sessions and events. These fees are used to cover the cost of instruction, materials and supplies. Also included are user fees for the use of the City's public facilities to aid in recovery of the cost of facility maintenance and upkeep.

Contributions

The City of Plano accepts monetary contributions from businesses, organizations, institutions and individuals. These contributions are usually earmarked for specific programs.



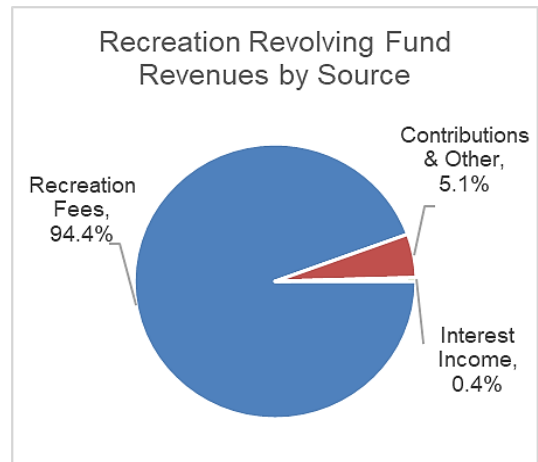
Operating Revenues

The major sources that make up the Recreation Revolving Fund revenues for 2020-21 include: Recreation Fees (94.4%), Interest Income (0.4%), Contributions and Other (5.1%).

Recreation Fees

Recreation fees are the Recreation Revolving Fund's main revenue source. Program fees are constantly reviewed to adequately cover expenditures and allow for continued program growth in the future. Thus, program expenditures are directly correlated to the fees charged for courses and programs.

As of March 2020, the Recreation Revolving Fund has experienced a significant adverse impact due to the COVID-19 pandemic. Revenues reflect closures, limited services and reduced operating hours. Currently, fees are expected to decrease by approximately 50% of the original 2020-21 budget, then increase by \$500,000 each year of the remaining forecast period.



Courses, class and facility demands still remain high and reflect the continued popularity of programs available through the recreation centers. To lessen the impact and offer some services during the pandemic, online programming was created and gained popularity which may influence continued and expanded online programming for the future.

The graph above shows the historical trends and projections for recreation fees. In 2023-24, this revenue source is projected to be \$4.2 million, assuming a robust recovery.

Contributions

The Recreation Revolving Fund enjoys a consistent flow of contribution revenue from the community. Contributions show a substantial increase in the previous year but is projected to decrease significantly, to less than \$5,000 per year, over the three-year forecast period.

Other

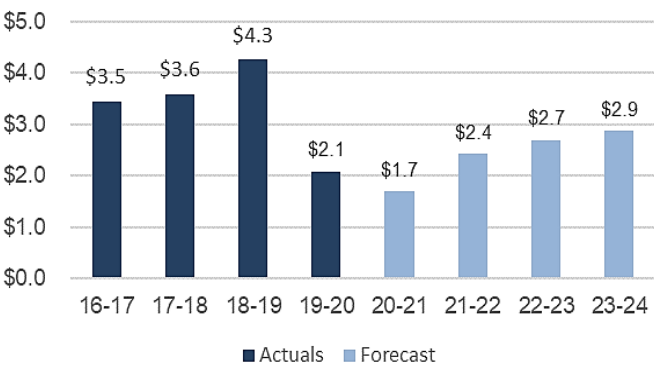
Miscellaneous revenues for 2020-21 are re-estimated at \$53,979. Interest income is estimated at \$5,000 with only slight increases projected over the three-year forecast period.

Operating Expenditures

Recreation program expenditures are directly correlated to the fees charged for courses and programs. The graph to the right shows the historical trends and projections for all Recreation Revolving Fund expenditures. Expenditure increases can fluctuate from year-to-year mainly due to one-time expenditures. Fluctuation for 2019-20 actuals and the 2020-21 Re-Estimate is a result of the current pandemic.

The major expenditures that make up the Recreation Revolving Fund by category for 2020-21 include: Salaries & Wages (54.9%), Supplies & Services (36.3%), and Transfers (8.2%).

Recreation Revolving Fund Expenditures
(in \$ Millions)



Salaries, Wages and Employee Benefits

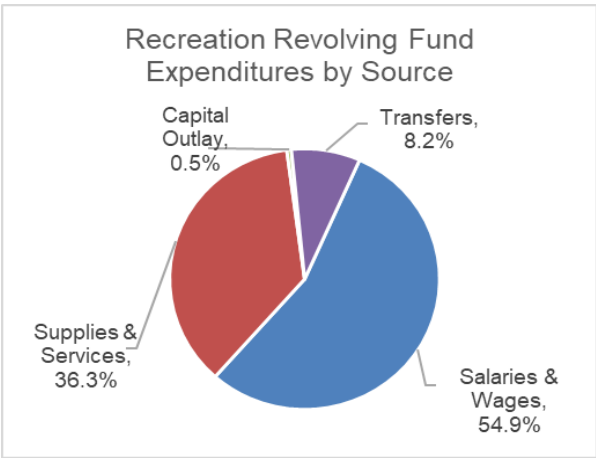
No salary increases have been included within the forecast and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is set to be funded at the full phased in rate of 17.21%, RSP at 3.9% and OPEB at \$1,944 while the other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services are budgeted with a 2.0% inflation increase for each year of the three-year forecast, based on the Municipal Cost Index (MCI). Municipal garage charges are projected to increase 2.0% each year of the forecast period based on projected fuel and oil costs as well as the planned labor rate.

Capital Outlay

Capital costs are projected at \$10,000 for the 2020-21 Re-Estimate and expected to remain constant at \$0 for the remaining years in the forecast. All discretionary expenditure items will be examined on their individual merit during the budget development process in each year.





Transfers

The transfer to the General Fund for services received are based on the recently updated Cost Allocation Plan and is projected at \$153,000 for the 2020-21 Re-Estimate. This transfer reimburses the General Fund for expenses incurred in the administration of the Recreation Revolving Fund and programs.

Outlook & Analysis

Based on projections, the Recreation Revolving Fund is forecasted to fall short of the 30 day working capital balance during 2020-21 and 2021-22 will need approximately \$660,000 in additional revenues, reduced expenditures, or a combination of both in order to meet the 30 day requirement. This shortfall is due to recreation center closures, limited services and an anticipated slow recovery resulting from continued impacts of the pandemic. This projected shortfall will be examined more closely during the 2021-22 budget process.

The Recreation Revolving Fund is projected to meet and exceed its 30 day working capital balance in both 2022-23 and 2023-24, assuming more normal economic conditions.

GOLF COURSE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
<u>Recurring Revenue</u>							
Golf Fees	\$838,993	\$986,890	\$955,828	\$1,011,000	\$1,013,528	\$1,017,582	\$1,021,143
Concessions	62,514	64,641	64,750	67,876	68,046	68,318	68,557
Interest Income	0	1,036	0	0	0	0	0
Other	18,101	3,188	10,000	10,000	10,000	10,000	10,000
Total Recurring Revenue	\$919,608	\$1,055,755	\$1,030,578	\$1,088,876	\$1,091,574	\$1,095,900	\$1,099,700
<u>Recurring Expenditures</u>							
Salaries & Wages	\$558,396	\$619,020	\$643,279	\$627,059	\$659,618	\$660,074	\$660,529
Supplies & Services	322,621	355,522	313,787	314,637	316,647	320,070	323,562
Capital Outlay	0	0	0	0	0	0	0
Total Recurring Expenditures	\$881,017	\$974,542	\$957,066	\$941,696	\$976,265	\$980,144	\$984,091
Transfers Out	\$0	0	51,529	54,444	54,579	54,795	54,985
Fund Balance - Beginning	(\$38,430)	\$161	\$72,861	\$81,374	\$174,110	\$234,841	\$295,803
Total Recurring Revenue	\$919,608	\$1,055,755	\$1,030,578	\$1,088,876	\$1,091,574	\$1,095,900	\$1,099,700
Total Recurring Expenditures	\$881,017	\$974,542	\$957,066	\$941,696	\$976,265	\$980,144	\$984,091
Less: Transfers Out-Transfers In	\$0	\$0	\$51,529	\$54,444	\$54,579	\$54,795	\$54,985
Fund Balance - Ending	\$161	\$81,374	\$94,845	\$174,110	\$234,841	\$295,803	\$356,427
Days of Operation				67	88	110	132



Municipal Golf Course Fund Forecast

The Municipal Golf Course Fund, an enterprise fund, provides for the administration, operation, and maintenance of the City's golf course – Pecan Hollow. All costs are financed through fees charged to patrons.

Operating Revenue Sources:

Golf Fees

Golf fees are charged for the use of the City's municipal golf course.

Concessions

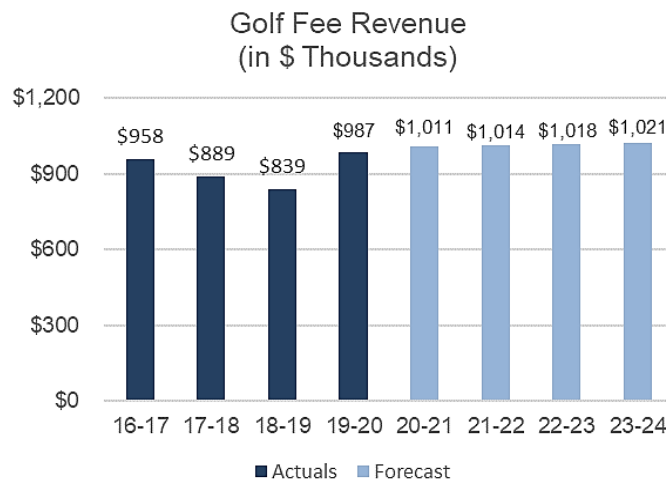
The Municipal Golf Course Fund receives 5% of gross sales from the Pro Shop and Pecan Hollow Grille.

Operating Revenues

The major sources that make up the Municipal Golf Course Fund revenues for 2020-21 include: Golf Fees (93.7%) and Concessions & Room Rental Fees (6.3%).

Golf Fees

Golf fees are the Municipal Golf Course Fund's largest revenue source. Competition from surrounding golf courses and weather-related factors continue to have an effect on golf participation, however, the popularity of golf substantially increased during the pandemic due to its relatively low risk of contributing to the spread of COVID-19. The course was closed thirty-seven (37) days through the first five months of 2020-21, compared to thirty (30) days closed during the same period of the previous year. Despite more closings, when open, tee times often sell out. For this same period, the course has seen a 68% increase; 17,357 rounds sold, compared to 11,729 the previous year.

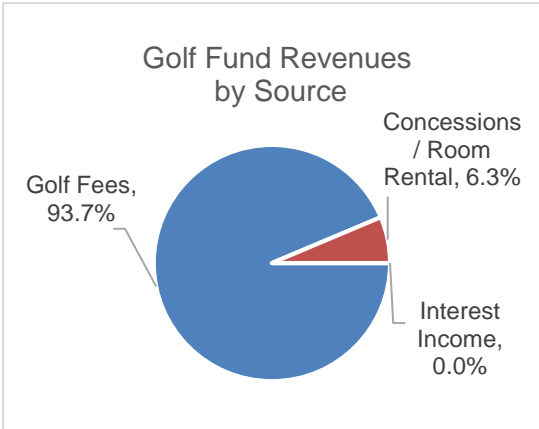


Golf fees are projected at \$1,013,528 in 2021-22, then increasing by 0.40% for 2022-23 and 0.35% for 2023-24. These projections assume a stable demand for golf rounds and normal weather patterns over the forecast period.

The graph above shows the historical trends and projections for golf fees. By 2023-24, this revenue source is estimated to reach \$1,021,143.

Concessions & Room Rental Fees

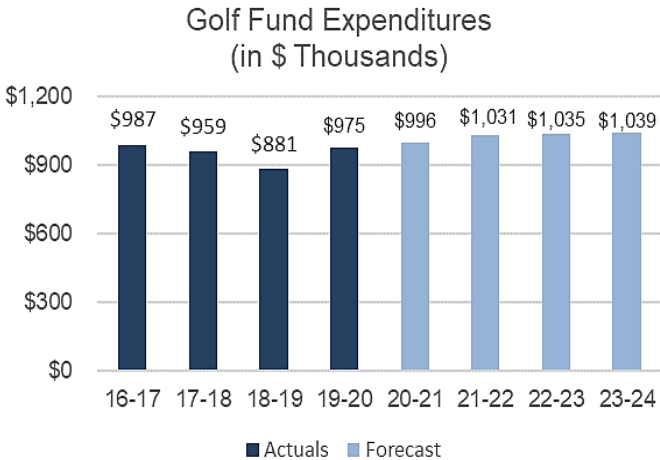
Based on the current agreement with the golf course pro, the City receives concession and room rental fee revenues. Combined concession and room rental fee revenues are projected at \$67,876 for the 2020-21 Re-Estimate and are forecasted to increase slightly for the next three years.



Operating Expenditures

The following graphs show the historical trends and projections for all Municipal Golf Course Fund expenditures. Expenditure increases can fluctuate from year-to-year mainly due to one-time expenditures for capital equipment or extensive repairs.

The major expenditures that make up the Municipal Golf Course Fund by category for 2020-21 include: Salaries & Wages (62.9%), Supplies & Services (31.6%) and Transfers (5.5%). Following is a description of each expenditure category, as well as a discussion of the outlook over the next three years.



Salaries, Wages and Employee Benefits

No salary increases are included throughout the forecast period and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is set to be funded at the full phased-in rate of 17.21%, RSP at 3.9% and OPEB at \$1,944 while the other benefit rates are expected to remain constant.

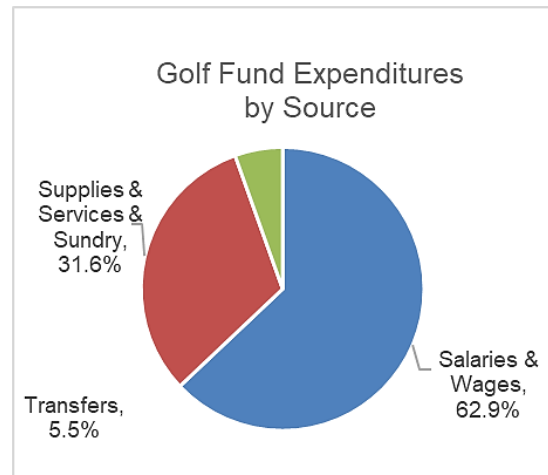


Supplies & Services

Supplies & services are budgeted with a 2.0% inflation increase for each year of the three-year forecast, based on the Municipal Cost Index (MCI). Municipal garage charges are projected to increase 2.0% each year of the forecast period based on projected fuel and oil costs as well as the planned labor rate. Electric charges are projected to remain flat in 2021-22 and throughout the remaining forecast period.

Capital Outlay

No new capital outlay is projected for the 2020-21 Re-Estimate or the remaining years in this forecast. All discretionary expenditure items will be examined on their individual merit during the budget development process in each year.



Transfers

The transfer to the General Fund is based on 5.0% of total revenues and will be reinstated this fiscal year after a temporary suspension during 2018-19 and 2019-20 in order to return the fund to solvency. The 2020-21 Re-Estimate is \$54,444 with a slight increase for each year of the three-year forecasted period. These transfers compensate the General Fund for expenses related to the administration of the Municipal Golf Course.

Outlook & Analysis

Based on projections, a positive fund balance is forecasted for the Municipal Golf Course Fund this fiscal year through the remaining forecast period. This fund is subject to change if excessive rainfall causes unplayable days during the forecast period.

CAPITAL MAINTENANCE FUND

	2018-19	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24
	Actual	Actual	Budget	Re-Est.	Projected	Projected	Projected
Fund Revenue							
General Fund Transfer In	\$30,250,549	\$35,250,549	\$35,250,549	\$37,376,519	\$35,250,549	\$35,250,549	\$35,250,549
Water & Sewer Transfer In	2,000,000	2,000,000	2,000,000	\$2,000,000	\$2,000,000	2,000,000	2,000,000
Municipal Drainage Transfer In	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Convention & Tourism Transfer In	1,250,000	850,000	500,000	500,000	500,000	500,000	500,000
Fund Interest Earnings	1,694,192	1,437,819	750,000	750,000	750,000	750,000	750,000
Rollback Taxes	194,215	240,301	200,000	200,000	200,000	200,000	200,000
Insurance/Damage Receipts	0	0	0	\$0	\$0	0	0
Reimbursement from Collin County	12,452,047	0	0	\$0	\$0	0	0
Screening Walls & Contributions	66,063	7,350	45,000	45,000	45,000	45,000	45,000
Miscellaneous Revenue	0	10,969	0	0	0	0	0
Total Fund Revenue	\$48,407,066	\$40,296,988	\$39,245,549	\$41,371,519	\$39,245,549	\$39,245,549	\$39,245,549
Project Expenditures							
Street & Drainage Projects	\$28,770,812	\$41,441,241	\$30,000,000	\$31,372,852	\$28,031,421	\$28,000,000	\$28,000,000
Park Renovation Projects	7,197,242	4,483,251	7,164,911	7,625,204	5,994,359	4,875,359	4,931,359
Municipal Facility Projects	5,170,589	5,074,823	9,648,703	9,634,805	6,103,030	6,417,000	6,217,400
Utility & Other Projects	360,814	106,737	686,000	499,078	1,866,000	500,000	500,000
Total Project Expenditures	\$41,499,457	\$51,106,052	\$47,499,614	\$49,131,939	\$41,994,810	\$39,792,359	\$39,648,759
Fund Balance - Beginning	\$35,831,841	\$42,739,449	\$23,889,582	\$31,930,385	\$24,169,965	\$21,420,704	\$20,873,894
Total Fund Revenue	\$48,407,066	\$40,296,988	\$39,245,549	\$41,371,519	\$39,245,549	\$39,245,549	\$39,245,549
Total Project Expenditures	\$41,499,457	\$51,106,052	\$47,499,614	\$49,131,939	\$41,994,810	\$39,792,359	\$39,648,759
Fund Balance - Ending	\$42,739,449	\$31,930,385	\$15,635,517	\$24,169,965	\$21,420,704	\$20,873,894	\$20,470,684

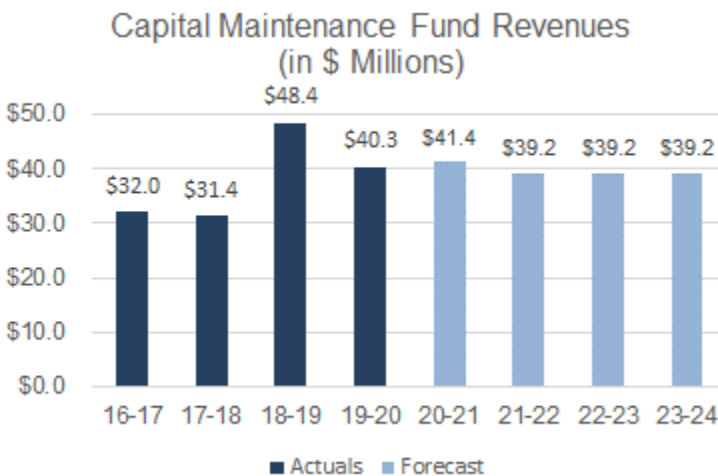


Capital Maintenance Fund Forecast

The Capital Maintenance Fund is a governmental fund established for maintaining the City of Plano's existing infrastructure on a pay-go basis as an alternative to the use of debt financing. Funded primarily through transfers from the General Fund, enterprise funds and a special revenue fund, projects are undertaken that will extend the useful life of Plano streets, parks and city facilities by at least 10 years.

Capital Maintenance Fund Revenues

After a period of increasing revenues to the Capital Maintenance Fund following the great recession, overall fund revenues are projected to remain constant throughout the three year forecast.



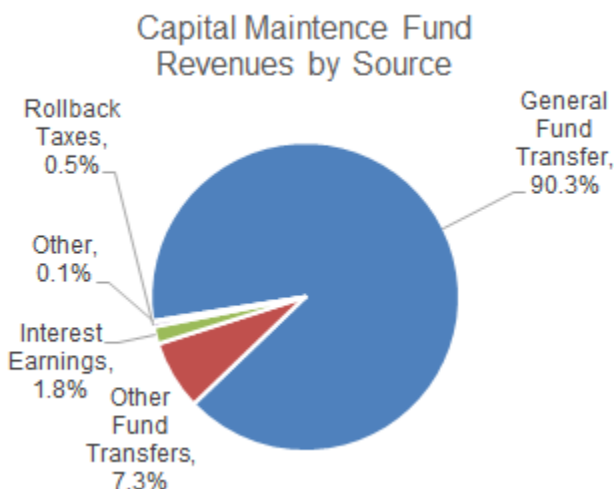
The following graphs show historical trends and projections for Capital Maintenance Fund revenues and re-estimated 2020-21 Revenues by Source.

General Fund Transfer

A significant majority of revenue to the Capital Maintenance Fund comes from a transfer from the City of Plano's General Fund. In the 2020-21 Re-Estimate Budget, \$37.4 million from the General Fund will be moved to the Capital Maintenance Fund for

infrastructure projects on Plano streets, parks and facilities. This transfer represents 90% of current year revenues.

The General Fund Transfer is anticipated to remain constant at \$35.3 million in the three year forecast period. The General Fund Transfer will represent 89% of total Capital Maintenance Fund revenues in those years.



Other Fund Transfers

In addition to the transfer from the General Fund, three other funds contribute to the Capital Maintenance Fund.

The Water & Sewer Fund contributes \$2,000,000 annually throughout the forecast period to support utility projects as well as municipal facility projects that are directly related to utility operations or house utility system employees.

The Municipal Drainage Fund contributes \$500,000 in each of the forecast years to pay for a small portion of street repairs since Plano's streets move storm water from impervious surfaces into the drainage utility system, silt

removal from ponds that accumulates during storm events, as well as municipal facility projects that house employees of the Municipal Drainage Fund.

Finally, the Convention & Tourism Fund will contribute \$500,000 to the Capital Maintenance Fund in each of the three years of the forecast for interior and exterior renovation projects at the Plano Event Center.

Interest, Rollback Taxes & Other Revenues

In addition to fund transfers, the Capital Maintenance Fund receives revenues from a few other sources. As with all City of Plano Funds, the Capital Maintenance Fund's assets earn interest on a monthly basis. Interest earnings are anticipated to remain constant at \$750,000 in 2021-22, 2022-23 and 2023-24.

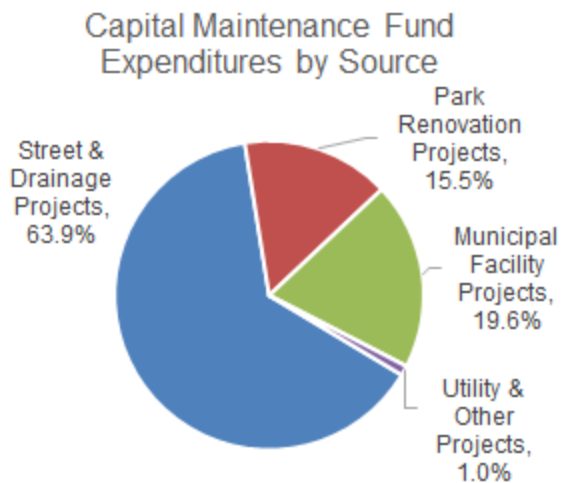
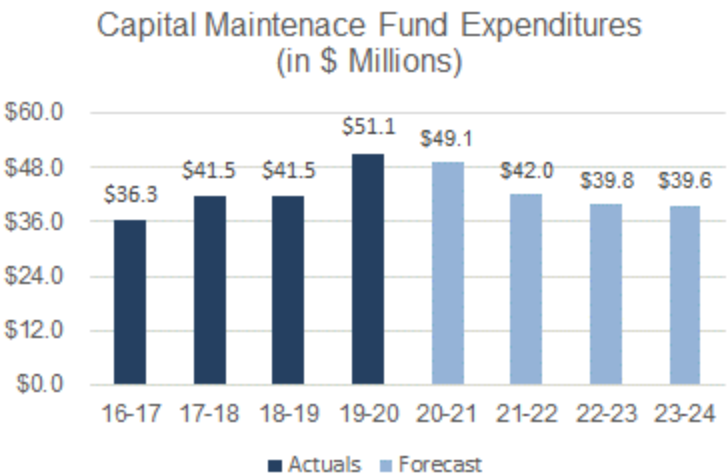
Rollback taxes, which are assessed when agricultural properties are sold to new owners and are no longer used for agricultural purposes, are deposited to the Capital Maintenance Fund under the City of Plano's financial policies. As the number of parcels with agricultural uses dwindles, so does this revenue source – this forecast anticipates rollback tax collections of \$200,000 in FY 2021-22, 2022-23 and 2023-24.

The City of Plano receives payments to maintain screening walls from some subdivisions, with these receipts being deposited to the Capital Maintenance Fund. This source of revenue contributes \$45,000 annually in each of the three forecast years.

Project Expenditures

The graph to the right shows historical trends and projections for all Capital Maintenance Fund expenditures, which are solely to fund infrastructure projects that extend the useful life of City of Plano capital assets by at least 10 years.

A description of each project category as well as a discussion of the outlook over the next three years follows.



Street & Drainage Projects

Street and drainage projects make up a majority of the Capital Maintenance Fund's total expenditures. Plano has 1,060 miles of city maintained streets, 540 miles of paved alley ways and 280 signalized intersections. These projects are to repair and replace pavement on arterial and residential streets, sidewalks, alleys and screening walls, as well as replace traffic signals, traffic signs, guardrails and purchase concrete for repairs performed by City of Plano crews.

Based on the 2020-21 Community Investment Program (CIP), expenditures for street & drainage projects are expected to decrease to \$28.0 million in 2021-22, 2022-23 and 2023-24.



Park Renovation Projects

Plano's park system has 4,375 acres, 178 athletic fields, 97 miles of trails and 71 playgrounds throughout the city. A variety of Capital Maintenance Fund projects are planned to support the City of Plano's park system including park, athletic field and median renovations, trail repairs, renovation and replacement of irrigation systems and equipment, landscaping at city facilities and replacement of playground equipment, park restroom facilities, athletic field lighting and park pavilions and other amenities.

Capital Maintenance Fund projects for Plano's Park System are currently programmed at \$6.0 million in 2021-22, and \$4.9 million in both 2022-23 and 2023-24 in the 2020-21 CIP.

Municipal Facility Projects

The City of Plano has over 100 separate facilities with building elements and systems that need to be periodically replaced, repaired or renovated. Projects in this category include roof replacements, replacement or upgrades to Heating, Ventilation and Air Conditioning (HVAC) systems, flooring replacement, full or partial suite renovations, painting and wall covering projects, foundation repairs, and emergency generator replacement. More specialized projects may also be undertaken from the Capital Maintenance Fund, for example the Plano's Animal Shelter, Courtyard Theater, Recreation Centers, Pools, Libraries and Fire Stations all have unique needs that will arise as the facilities and equipment age.

According to the 2020-21 CIP, expenditures for municipal facilities are expected to total \$6.1 million in 2021-22, \$6.4 million in 2022-23 and \$6.2 million in 2023-24.

Utility & Other Projects

The smallest category of Capital Maintenance Fund is for utility and other projects. Projects in this category have focused on rehabilitation of Plano's pump stations, where the repair, refurbishment or replacement of pumps, motors, valves and electrical and control systems has been necessary. Other projects include updates to the water & sewer utility system's design standards, maintenance agreements and a comprehensive review of Plano infrastructure for compliance with the Americans with Disabilities Act (ADA) requirements.

Across the three year forecast period, projects in this category total \$1.9 million in 2021-22 and \$500,000 in both 2022-23 and 2023-24.

Outlook & Analysis

This forecast projects that the Capital Maintenance Fund will have an ending fund balance of \$21.4 million in FY 2021-22 and is projected to maintain a consistent \$20 million balance throughout the forecast periods. A shift in the financing of arterial and residential street repair and replacement to a debt-based approach has helped balance the fund's expenditures with its available resources. However, as city infrastructure continues to age and construction costs continue to rise, the scope of projects within the Capital Maintenance Fund are sure to increase as the City continues its proactive approach to maintaining its assets to extend their lifespan and use.

COMBINED OPERATING BUDGET

	Actuals 2018-19	Actuals 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
BEGINNING BALANCES							
Operating Funds:							
General Fund	\$52,213,524	\$58,680,053	\$37,366,924	\$61,605,244	\$49,155,632	31.5%	-20.2%
Water & Sewer Fund	35,236,651	39,267,803	34,872,841	36,088,212	27,201,279	-22.0%	-24.6%
Sustainability & Env. Svc. Fund	3,976,958	2,897,664	1,911,272	1,495,499	925,985	-51.6%	-38.1%
Convention & Tourism Fund	5,712,873	8,565,919	5,226,210	5,947,277	1,001,712	-80.8%	-83.2%
Municipal Drainage Utility Fund	4,641,134	5,237,675	4,202,884	5,420,243	4,385,080	4.3%	-19.1%
Recreation Revolving Fund	1,174,933	898,714	563,275	194,563	(524,270)	-193.1%	-369.5%
Municipal Golf Course Fund	(38,430)	161	72,861	81,374	174,110	139.0%	114.0%
PTV Fund	1,880,193	2,163,172	1,197,629	2,182,354	1,226,136	2.4%	-43.8%
TOTAL OPERATING FUNDS	\$104,797,836	\$117,711,161	\$85,413,896	\$113,014,766	\$83,545,664	-2.2%	-26.1%
Debt Service Funds:							
General Obligation	\$6,571,577	\$5,548,057	\$7,132,635	\$8,116,339	\$8,252,127	15.7%	1.7%
Water & Sewer Debt	822,101	854,652	872,952	887,696	896,196	2.7%	1.0%
TOTAL DEBT SERVICE FUNDS	\$7,393,678	\$6,402,709	\$8,005,587	\$9,004,035	\$9,148,323	14.3%	1.6%
TOTAL BEGINNING BALANCES	\$112,191,514	\$124,113,870	\$93,419,483	\$122,018,801	\$92,693,986	-0.8%	-24.0%
REVENUES & TRANSFERS IN							
Operating Funds:							
General Fund	\$319,313,071	\$310,068,783	\$312,860,849	\$309,127,186	\$313,922,145	0.3%	1.6%
Water & Sewer Fund	166,530,740	170,178,646	177,909,931	172,304,644	185,219,867	4.1%	7.5%
Sustainability & Env. Svc. Fund	28,233,680	27,867,067	29,140,872	29,676,042	29,965,056	2.8%	1.0%
Convention & Tourism Fund	15,147,743	8,510,079	12,588,319	7,182,337	11,526,453	-8.4%	60.5%
Municipal Drainage Utility Fund	7,723,369	7,859,307	9,943,307	9,943,307	9,972,728	0.3%	0.3%
HUD Grant Fund	1,852,123	1,679,292	2,362,989	2,362,989	2,362,989	0.0%	0.0%
Recreation Revolving Fund	4,199,989	1,528,550	2,187,935	1,136,305	3,122,759	42.7%	174.8%
Municipal Golf Course Fund	919,608	1,055,755	1,030,578	1,088,876	1,091,574	5.9%	0.2%
PTV Fund	1,283,838	1,011,927	902,049	902,049	871,972	-3.3%	-3.3%
TOTAL OPERATING FUNDS	\$545,204,161	\$529,759,406	\$548,926,829	\$533,723,735	\$558,055,542	1.7%	4.6%
Debt Service Funds:							
General Obligation	\$47,188,836	\$49,373,428	\$50,290,295	\$50,426,895	\$51,212,188	1.8%	1.6%
Water & Sewer Debt	3,308,621	3,304,244	3,748,000	3,282,000	4,614,382	23.1%	40.6%
TOTAL DEBT SERVICE FUNDS	\$50,497,457	\$52,677,672	\$54,038,295	\$53,708,895	\$55,826,570	3.3%	3.9%
TOTAL REVENUE & TRANSFERS IN	\$595,701,618	\$582,437,078	\$602,965,124	\$587,432,630	\$613,882,112	1.8%	4.5%
Less: Interfund Transfers	21,204,854	22,602,219	21,509,519	21,509,519	21,933,679	2.0%	2.0%
NET BUDGET REVENUE	\$574,496,764	\$559,834,859	\$581,455,605	\$565,923,111	\$591,948,433	1.8%	4.6%
TOTAL AVAILABLE FUNDS	\$686,688,278	\$683,948,729	\$674,875,088	\$687,941,912	\$684,642,420	1.4%	-0.5%
APPROPRIATIONS & TRANSFERS OUT							
Operations:							
General Fund	\$312,846,542	\$307,143,592	\$327,736,332	\$321,576,798	\$329,470,997	0.5%	2.5%
Water & Sewer Fund	162,499,588	173,358,237	181,491,110	181,191,578	188,949,419	4.1%	4.3%
Sustainability & Env. Svc. Fund	29,312,974	29,269,232	30,143,426	30,245,556	30,559,078	1.4%	1.0%
Convention & Tourism Fund	12,294,697	11,128,721	13,620,890	12,127,902	13,740,894	0.9%	13.3%
Municipal Drainage Utility Fund	7,126,828	7,676,739	10,056,067	8,151,789	10,119,860	0.6%	24.1%
HUD Grant Fund	1,852,123	1,679,292	2,362,989	2,362,989	2,362,989	0.0%	0.0%
Recreation Revolving Fund	4,476,206	2,232,701	2,459,003	1,855,138	2,582,220	5.0%	39.2%
Municipal Golf Course Fund	881,017	974,542	1,008,595	996,140	1,030,844	2.2%	3.5%
PTV Fund	1,000,859	992,745	1,788,496	1,858,267	1,803,053	0.8%	-3.0%
TOTAL OPERATIONS	\$532,290,834	\$534,455,801	\$570,666,908	\$560,366,157	\$580,619,354	1.7%	3.6%
Debt Service Funds:							
General Obligation	\$48,212,356	\$46,805,146	\$52,234,901	\$50,291,108	\$53,783,637	3.0%	6.9%
Water & Sewer Debt	3,276,070	3,271,200	3,739,500	3,273,500	4,605,882	23.2%	40.7%
TOTAL DEBT SERVICE FUNDS	\$51,488,426	\$50,076,346	\$55,974,401	\$53,564,608	\$58,389,519	4.3%	9.0%
TOTAL APPROPRIATIONS & TRANSFERS OUT	\$583,779,260	\$584,532,147	\$626,641,309	\$613,930,765	\$639,008,873	2.0%	4.1%
Less: Interfund Transfers	21,204,854	22,602,219	21,509,519	21,509,519	21,933,679	2.0%	2.0%
NET BUDGET APPROPRIATIONS	\$562,574,406	\$561,929,928	\$605,131,789	\$592,421,246	\$617,075,194	2.0%	4.2%

**ENDING BALANCES****Operating Funds:**

General Fund	\$58,680,053	\$61,605,244	\$22,491,441	\$49,155,632	\$33,606,779	49.4%	-31.6%
Water & Sewer Fund	39,267,803	36,088,212	31,291,662	27,201,279	23,471,727	-25.0%	-13.7%
Sustainability & Env. Svc. Fund	2,897,664	1,495,499	908,717	925,985	331,962	-63.5%	-64.2%
Convention & Tourism Fund	8,565,919	5,947,277	4,193,639	1,001,712	(1,212,729)	-128.9%	-221.1%
Municipal Drainage Utility Fund	5,237,675	5,420,243	4,090,125	4,385,080	4,237,947	3.6%	-3.4%
Recreation Revolving Fund	898,714	194,563	292,206	(524,270)	16,270	-94.4%	-103.1%
Municipal Golf Course Fund	161	81,374	94,845	174,110	234,840	147.6%	34.9%
PTV Fund	2,163,172	2,182,354	311,182	1,226,136	295,054	-5.2%	-75.9%
TOTAL OPERATING FUNDS	\$117,711,161	\$113,014,766	\$63,673,817	\$83,545,664	\$60,981,852	-4.2%	-27.0%

Debt Service Funds:

General Obligation	\$5,548,057	\$8,116,339	\$5,188,030	\$8,252,127	\$5,680,678	9.5%	-31.2%
Water & Sewer Debt	854,652	887,696	881,452	896,196	904,696	2.6%	0.9%
TOTAL DEBT SERVICE FUNDS	\$6,402,709	\$9,004,035	\$6,069,482	\$9,148,323	\$6,585,374	8.5%	-28.0%
TOTAL ENDING BALANCES	\$124,113,870	\$122,018,801	\$69,743,299	\$92,693,986	\$67,567,225	-3.1%	-27.1%
TOTAL APPROPRIATIONS & ENDING BALANCES	\$686,688,276	\$683,948,729	\$674,875,088	\$685,115,232	\$684,642,420	1.4%	-0.1%

GENERAL FUND

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
UNAPPROPRIATED FUND							
BALANCE	\$52,213,524	\$58,680,053	\$37,366,924	\$56,902,595	\$49,155,632	31.5%	-20.2%
Encumbrance Adjustment				4,702,649			
Revenues							
Taxes	\$234,812,567	\$234,540,489	\$238,149,738	\$238,016,599	\$241,613,664	1.5%	1.5%
Franchise Fees	23,330,387	20,948,685	20,943,405	19,924,519	19,834,381	-5.3%	-0.5%
Fines & Forfeits	6,480,503	4,710,210	5,202,336	4,025,670	4,557,747	-12.4%	13.2%
Miscellaneous Revenue	5,501,534	5,208,478	3,666,910	3,566,910	3,705,050	1.0%	3.9%
Licenses & Permits	8,794,102	8,215,483	8,619,791	7,977,166	7,984,941	-7.4%	0.1%
Charges for Services	17,684,251	12,672,103	12,823,736	12,257,163	12,442,908	-3.0%	1.5%
Intergovernmental Revenue	2,004,873	1,421,116	2,195,415	2,096,725	2,096,725	-4.5%	0.0%
Subtotal Revenues	\$298,608,217	\$287,716,564	\$291,601,330	\$287,864,752	\$292,235,416	0.2%	1.5%
Intragovernmental Transfers	20,704,854	22,352,219	21,259,519	21,262,434	21,686,729	2.0%	2.0%
TOTAL REVENUES & TRANSFERS	\$319,313,071	\$310,068,783	\$312,860,849	\$309,127,186	\$313,922,145	0.3%	1.6%
TOTAL RESOURCES	\$371,526,595	\$368,748,836	\$350,227,773	\$370,732,430	\$363,077,776	3.7%	-2.1%
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	\$205,714,437	\$208,643,616	\$213,207,641	\$212,111,441	\$213,122,299	0.0%	0.5%
Materials & Supplies	9,274,730	8,029,080	9,314,311	10,435,653	9,500,597	2.0%	-9.0%
Contractual	52,984,259	52,400,078	56,983,490	59,464,253	57,229,980	0.4%	-3.8%
Community Services Agencies	562,780	555,974	570,380	570,380	578,400	1.4%	1.4%
Sundry	1,553,708	913,523	1,560,946	994,343	773,896	-50.4%	-22.2%
CIP Coming On-Line	0	0	0	0	1,252,839	0.0%	0.0%
Reimbursements	(4,639,390)	(2,646,521)	(4,876,272)	(4,876,272)	(4,876,272)	0.0%	0.0%
CARES Act Reimbursement	0	(14,009,411)	0	(9,765,984)	0	0.0%	-100.0%
Subtotal	\$265,450,524	\$253,886,339	\$276,760,496	\$268,933,814	\$277,581,740	0.3%	3.2%
Capital Outlay	2,164,976	1,081,876	0	867,148	0	0.0%	-100.0%
TOTAL OPERATIONS	\$267,615,500	\$254,968,215	\$276,760,496	\$269,800,962	\$277,581,740	0.3%	2.9%
Capital Maintenance Fund	\$30,250,549	\$35,250,549	\$35,250,549	\$35,250,549	\$35,250,549	0.0%	0.0%
Risk Management Fund	4,771,520	5,000,000	5,000,000	5,800,000	5,800,000	16.0%	0.0%
Technology Fund	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	0.0%	0.0%
TS Replacement Fund	500,000	1,000,000	500,000	500,000	500,000	0.0%	0.0%
PTV Fund	250,000	0	0	0	0	0.0%	0.0%
Economic Development Incentive	8,458,973	8,924,828	9,225,287	9,225,287	9,338,708	1.2%	1.2%
TOTAL TRANSFERS	\$45,231,042	\$52,175,377	\$50,975,836	\$51,775,836	\$51,889,257	1.8%	0.2%
TOTAL APPROPRIATIONS	\$312,846,542	\$307,143,592	\$327,736,332	\$321,576,798	\$329,470,997	0.5%	2.5%
UNAPPROPRIATED FUND	\$58,680,053	\$61,605,244	\$22,491,441	\$49,155,632	\$33,606,779	49.4%	-31.6%
Days of Operation					44		



GENERAL FUND REVENUE BY SOURCE

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
SOURCE OF INCOME							
Taxes							
Ad Valorem Taxes:							
Current	\$143,760,694	\$145,759,349	\$148,792,332	\$149,792,332	\$151,296,042	1.7%	1.0%
Delinquent	(161,972)	(521,261)	1,565,120	565,120	1,590,410	1.6%	100.0%
Penalty & Interest	458,623	614,634	782,560	782,560	795,205	1.6%	1.6%
Sales Tax	88,231,063	86,754,811	84,879,855	84,981,955	86,031,828	1.4%	1.2%
Mixed Drink Tax	2,402,680	1,748,846	2,004,001	1,768,763	1,774,069	-11.5%	0.3%
Bingo Gross Receipts Tax	75,546	93,589	79,936	79,936	80,176	0.3%	0.3%
Excess Proceeds on Taxes	45,933	90,521	45,933	45,933	45,933	0.0%	0.0%
TOTAL TAXES	\$234,812,567	\$234,540,489	\$238,149,738	\$238,016,599	\$241,613,664	1.5%	1.5%
Franchise Fees							
Electrical Franchise	\$12,217,535	\$12,253,681	\$12,310,654	\$12,137,183	\$12,137,183	-1.4%	0.0%
Telephone Franchise	3,758,430	2,433,454	2,415,323	1,965,289	1,965,289	-18.6%	0.0%
Fiber Optics Franchise	56,351	57,680	56,351	56,351	56,351	0.0%	0.0%
Gas Franchise	3,796,830	3,110,903	3,122,006	3,048,416	3,094,142	-0.9%	1.5%
Cable TV Franchise	3,501,241	3,092,967	3,039,071	2,717,280	2,581,416	-15.1%	-5.0%
TOTAL FRANCHISE FEES	\$23,330,387	\$20,948,685	\$20,943,405	\$19,924,519	\$19,834,381	-5.3%	-0.5%
Fines & Forfeits							
Municipal Court	\$6,417,186	\$4,678,459	\$5,151,000	\$4,000,000	\$4,512,000	-12.4%	12.8%
Library Fines	63,317	31,751	51,336	25,670	45,747	100.0%	78.2%
TOTAL FINES & FORFEITS	\$6,480,503	\$4,710,210	\$5,202,336	\$4,025,670	\$4,557,747	-12.4%	13.2%
Miscellaneous Revenue							
Interest Earnings	\$3,558,767	\$3,312,931	\$1,700,000	\$1,700,000	\$1,710,000	0.6%	0.6%
Sale/Rental of Property	502,580	387,234	542,958	442,958	542,958	0.0%	22.6%
Insurance Collections	624,970	732,726	703,497	703,497	731,637	4.0%	4.0%
Sundry	815,217	775,587	720,455	720,455	720,455	0.0%	0.0%
TOTAL MISCELLANEOUS REVENUE	\$5,501,534	\$5,208,478	\$3,666,910	\$3,566,910	\$3,705,050	1.0%	3.9%
Licenses and Permits							
Food Handlers Permits	\$764,595	\$707,570	\$681,520	\$644,108	\$646,040	-5.2%	0.3%
Land / Burning / Liquid Waste	20,400	19,255	23,483	23,483	23,553	0.3%	0.3%
Grease Trap Permits	76,323	80,223	20,491	20,491	20,552	0.3%	0.3%
Fire Inspection Fees	308,955	244,235	301,256	301,256	301,256	0.0%	0.0%
Rental Registration Fees	337,410	393,814	376,747	379,949	381,089	1.2%	0.3%
Animal Licenses	118,805	108,061	125,960	110,960	111,293	-11.6%	0.3%
Restaurant Plan Review	32,250	13,750	34,419	15,000	15,045	-56.3%	0.3%
Alarm Permits	1,451,008	1,326,843	1,312,207	1,312,207	1,316,144	0.3%	0.3%
Filing Fees	338,620	263,680	347,443	347,443	347,443	0.0%	0.0%
Fire Protection Plan Review	300,996	209,271	327,928	209,271	209,271	-36.2%	0.0%
Building Permits	3,724,380	3,423,248	3,728,562	3,278,562	3,278,562	-12.1%	0.0%
Electrical Permits	127,719	133,757	129,769	129,769	129,769	0.0%	0.0%
Plumbing Permits	342,416	388,165	369,429	369,429	369,429	0.0%	0.0%
Heating & A/C Permits	177,427	185,447	181,167	181,167	181,167	0.0%	0.0%
Fence Permits	42,132	47,562	43,727	49,854	49,854	14.0%	0.0%
Swimming Pool Permits	27,888	44,869	37,856	45,320	45,320	19.7%	0.0%
Pool Inspection	88,830	85,821	85,552	85,552	85,809	0.3%	0.3%
Irrigation Permits	44,763	53,168	35,262	46,812	46,812	32.8%	0.0%
Day Laborer Fees	12,088	10,985	12,291	12,291	12,291	0.0%	0.0%
Sign Permits	150,803	175,728	150,000	150,000	150,000	0.0%	0.0%
Reoccupancy Permits	132,030	104,150	135,481	105,000	105,000	-22.5%	0.0%
Misc. Licenses & Permits	174,264	195,881	159,242	159,242	159,242	0.0%	0.0%
TOTAL LICENSES & PERMITS	\$8,794,102	\$8,215,483	\$8,619,791	\$7,977,166	\$7,984,941	-7.4%	0.1%
Fees & Service Charges							
Animal Pound & Adoption Fee	\$272,868	\$262,450	\$256,981	\$256,981	\$257,752	0.3%	0.3%
Ambulance Service	5,713,744	6,259,599	4,759,064	4,759,064	4,773,341	0.3%	0.3%
False Alarm Response	257,441	204,582	268,784	213,734	214,375	-20.2%	0.3%
Emergency 911	790,304	712,698	697,558	697,558	699,651	0.3%	0.3%
Contractor Registration Fee	200,923	174,437	197,735	197,735	197,735	0.0%	0.0%
Engineering Inspection Fee	600,557	242,013	300,000	250,000	250,000	-16.7%	0.0%
Residential Building Plan Review	54,520	68,317	64,600	64,600	64,600	0.0%	0.0%
Reinspection Fee	82,850	52,155	85,400	85,400	85,400	0.0%	0.0%
File Searches	58,881	45,688	54,798	50,798	50,950	-7.0%	0.3%
Same Day Inspection Fee	71,460	59,270	72,035	72,035	72,035	0.0%	0.0%
Convenience Copiers	10,798	5,118	10,842	10,842	10,875	0.3%	0.3%
Lease Fees	114,370	81,258	150,000	150,000	150,000	0.0%	0.0%
Recreation User Fee	986,243	656,386	640,345	640,345	642,266	0.3%	0.3%
Recreation Rental Fee	350,721	211,799	262,931	225,932	226,610	-13.8%	0.3%
Swimming Fees	1,151,296	312,242	861,545	720,640	722,802	-16.1%	0.3%

Recreation Membership Card Fee	4,606,842	1,880,253	2,253,406	1,974,266	2,080,188	-7.7%	5.4%
Tennis Center Fee	264,178	184,560	253,449	271,232	272,046	7.3%	0.3%
Food Manager/Handler Training	800	0	0	0	0	0.0%	0.0%
Tree Trimming Assessments	138,921	149,078	156,186	156,186	156,655	0.3%	0.3%
Child Safety Fees	105,589	62,754	87,985	69,724	69,933	-20.5%	0.3%
Sundry	1,850,945	1,047,446	1,390,091	1,390,091	1,445,695	4.0%	4.0%
TOTAL FEES & SVC CHARGES	\$17,684,251	\$12,672,103	\$12,823,736	\$12,257,163	\$12,442,908	-3.0%	1.5%
Intergovernmental Revenue -							
FISD School Resource Officer	67,668	46,008	71,460	71,460	71,460	0.0%	0.0%
PISD School Resource Officers	1,688,176	1,049,872	1,870,744	1,741,488	1,741,488	-6.9%	0.0%
Plano-Richardson Trng. Ctr. / Misc.	249,029	325,236	253,211	283,777	283,777	12.1%	0.0%
TOTAL INTERGOVT'L REVENUE	\$2,004,873	\$1,421,116	\$2,195,415	\$2,096,725	\$2,096,725	-4.5%	0.0%
TOTAL REVENUE	\$298,608,217	\$287,716,564	\$291,601,330	\$287,864,752	\$292,235,416	0.2%	1.5%
Intragovernmental Transfers							
Intra-Fund Transfers From:							
Water & Sewer Fund	\$16,917,188	\$17,172,051	\$17,199,219	\$17,199,219	\$17,543,203	2.0%	2.0%
Sustain. & Environ. Services Fund	2,340,311	2,097,917	2,139,875	2,139,875	2,182,673	2.0%	2.0%
Recreation Revolving Fund	210,007	150,000	153,000	153,000	156,060	2.0%	2.0%
Golf Course Fund	0	0	51,529	54,444	54,579	100.0%	100.0%
Convention & Tourism Fund	695,103	933,720	952,394	952,394	971,442	2.0%	2.0%
Municipal Drainage Fund	530,988	748,531	763,502	763,502	778,772	2.0%	2.0%
PIC Fund (Plano Improvement Corp.)	11,257	0	0	0	0	0.0%	0.0%
Technology Fund	0	1,250,000	0	0	0	0.0%	0.0%
TOTAL INTRAGOV'T'L TRANSFERS	\$20,704,854	\$22,352,219	\$21,259,519	\$21,262,434	\$21,686,729	2.0%	2.0%
TOTAL GENERAL FUND	\$319,313,071	\$310,068,783	\$312,860,849	\$309,127,186	\$313,922,145	0.3%	1.6%



GENERAL OBLIGATION DEBT SERVICE

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
UNAPPROPRIATED FUND BALANCE	\$6,571,577	\$5,548,057	\$7,132,635	\$8,116,339	\$8,252,127	15.7%	1.7%
Revenues							
Ad Valorem Tax							
Current	\$45,686,746	\$47,980,798	\$48,954,129	\$49,299,622	\$49,864,144	1.9%	1.1%
Delinquent	(47,459)	(159,487)	515,209	395,755	523,534	1.6%	32.3%
Penalty & Interest	121,030	174,075	206,083	116,645	209,413	1.6%	79.5%
Fund Interest Income	1,279,957	1,243,469	500,000	500,000	500,000	0.0%	0.0%
Police Academy Reimbursement	148,562	134,574	114,874	114,874	115,097	0.2%	0.2%
TOTAL REVENUES	\$47,188,836	\$49,373,428	\$50,290,295	\$50,426,895	\$51,212,188	1.8%	1.6%
TOTAL RESOURCES	\$53,760,413	\$54,921,485	\$57,422,931	\$58,543,235	\$59,464,315	3.6%	1.6%
APPROPRIATIONS							
Bond and Certificates							
Principal	\$26,550,000	\$26,020,000	\$28,330,000	\$28,330,000	\$30,325,000	7.0%	7.0%
Interest	17,279,231	16,873,908	18,720,441	18,380,058	19,312,337	3.2%	5.1%
Transfer to CO's Radio Sys Repl	802,725	329,738	0	0	0	0.0%	#DIV/0!
Transfer to Tax Notes Radio Repl, PLL, Phone Sys	995,700	997,300	999,100	999,100	0	-100.0%	-100.0%
Transfer to Tax Notes NextGen	2,571,700	2,570,450	2,569,200	2,569,200	2,567,700	-0.1%	-0.1%
Exchanges Fees & Bond Sale Expense	13,000	13,750	12,750	12,750	13,500	5.9%	5.9%
Subtotal	\$48,212,356	\$46,805,146	\$50,631,491	\$50,291,108	\$52,218,537	3.1%	3.8%
New Debt Projection	0	0	1,603,410	0	1,565,100	-2.4%	100.0%
TOTAL APPROPRIATIONS	\$48,212,356	\$46,805,146	\$52,234,901	\$50,291,108	\$53,783,637	3.0%	6.9%
UNAPPROPRIATED FUND BALANCE	\$5,548,057	\$8,116,339	\$5,188,030	\$8,252,127	\$5,680,678	9.5%	-31.2%

WATER & SEWER

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$35,236,651	\$39,267,803	\$34,872,841	\$36,088,212	\$27,201,279	-22.0%	-24.6%
Revenues							
Water Income	\$94,448,505	\$101,393,996	\$102,158,261	\$101,658,261	\$109,668,146	7.4%	7.9%
Sewer Income	67,602,303	65,276,548	71,779,156	67,740,376	71,779,156	0.0%	6.0%
Water Taps	10,984	43,218	23,160	38,610	38,996	68.4%	1.0%
Water & Sewer Penalties	1,346,498	552,788	1,346,498	500,000	1,346,498	0.0%	169.3%
Water Meters/AMR Devices	192,665	172,646	135,473	143,560	144,996	7.0%	1.0%
Construction Water	311,035	288,253	326,582	261,775	264,393	-19.0%	1.0%
Service Connect Fee	244,110	219,605	238,302	221,643	223,859	-6.1%	1.0%
Backflow Testing	661,855	684,750	647,170	647,170	653,642	1.0%	1.0%
Sewer Tie-On	13,300	14,860	13,849	13,678	13,815	-0.2%	1.0%
Pre-Treatment Permits	24,710	22,290	27,139	22,290	22,513	-17.0%	1.0%
Interest Earnings	924,453	852,411	500,000	400,000	400,000	-20.0%	0.0%
Misc. Income	750,322	657,281	714,342	657,281	663,854	-7.1%	1.0%
TOTAL REVENUES	\$166,530,740	\$170,178,646	\$177,909,931	\$172,304,644	\$185,219,867	4.1%	7.5%
TOTAL RESOURCES	\$201,767,391	\$209,446,449	\$212,782,772	\$208,392,856	\$212,421,146	-0.2%	1.9%
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	\$10,821,508	\$10,838,492	\$11,214,482	\$10,884,287	\$11,546,446	3.0%	6.1%
Materials & Supplies	1,788,207	1,773,239	2,484,942	2,780,360	2,534,641	2.0%	-8.8%
Contractual	4,244,179	5,747,812	6,752,097	7,720,349	6,831,655	1.2%	-11.5%
NTMWD - Water	74,718,352	77,364,433	79,892,229	79,892,229	83,633,002	4.7%	4.7%
NTMWD - Wastewater	19,140,667	20,953,001	23,386,470	22,098,653	23,618,221	1.0%	6.9%
NTMWD - Upper E. Fork Interceptor	12,886,770	14,433,602	15,358,833	15,942,065	17,139,094	11.6%	7.5%
Sundry	1,050,960	1,513,763	1,182,431	1,182,431	1,206,080	2.0%	2.0%
Reimbursements	909,568	969,347	1,012,015	1,012,015	1,012,015	0.0%	0.0%
Subtotal	\$125,560,211	\$133,593,689	\$141,283,499	\$141,512,389	\$147,521,154	4.4%	4.2%
Capital Outlay	73,443	4,463	0	0	0	100.0%	0.0%
TOTAL OPERATIONS	\$125,633,654	\$133,598,152	\$141,283,499	\$141,512,389	\$147,521,154	4.4%	4.2%
Transfer to General Fund	\$16,917,188	\$17,172,051	\$17,199,219	\$17,199,219	\$17,543,203	2.0%	2.0%
Transfer to W & S CIP	10,000,000	12,500,000	12,500,000	12,500,000	12,500,000	0.0%	0.0%
Transfer to Capital Maintenance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0.0%	0.0%
Transfer to W&S Debt Service	3,272,570	3,267,700	3,738,000	3,272,000	4,604,382	23.2%	40.7%
Transfer to Risk Management Fund	807,476	872,881	877,722	815,300	816,156	-7.0%	0.1%
Transfer to Technology Fund	300,000	300,000	300,000	300,000	300,000	0.0%	0.0%
Transfer to Technology Svcs	3,568,700	3,647,453	3,592,670	3,592,670	3,664,523	2.0%	2.0%
TOTAL TRANSFERS	\$36,865,934	\$39,760,085	\$40,207,611	\$39,679,189	\$41,428,265	3.0%	4.4%
TOTAL APPROPRIATIONS	\$162,499,588	\$173,358,237	\$181,491,110	\$181,191,578	\$188,949,419	4.1%	4.3%
WORKING CAPITAL	\$39,267,803	\$36,088,212	\$31,291,662	\$27,201,279	\$23,471,727	-25.0%	-13.7%
Days of Operation					58		



WATER & SEWER DEBT SERVICE

	Actual	Actual	Budget	Re-Est	Projected	Variance	
	2018-19	2019-20	2020-21	2020-21	2021-22	Bud to Bud	Est to Bud
WORKING CAPITAL	\$822,101	\$854,652	\$872,952	\$887,696	\$896,196	2.7%	1.0%
Revenues							
Transfer In (W & S Fund)	3,272,570	3,267,700	3,738,000	3,272,000	4,604,382	23.2%	40.7%
Fund Interest Income	36,051	36,544	10,000	10,000	10,000	0.0%	0.0%
TOTAL	\$3,308,621	\$3,304,244	\$3,748,000	\$3,282,000	\$4,614,382	23.1%	40.6%
TOTAL RESOURCES	\$4,130,722	\$4,158,896	\$4,620,952	\$4,169,696	\$5,510,578	19.3%	32.2%
APPROPRIATIONS							
Principal	\$1,825,000	\$1,855,000	\$1,935,000	\$1,935,000	\$2,905,000	50.1%	50.1%
Interest	1,446,070	1,411,200	1,803,000	1,337,000	1,699,382	-5.7%	27.1%
Fees	5,000	5,000	1,500	1,500	1,500	0.0%	0.0%
Subtotal	\$3,276,070	\$3,271,200	\$3,739,500	\$3,273,500	\$4,605,882	23.2%	40.7%
New Debt Projection	0	0	0	0	0	0.0%	0.0%
TOTAL APPROPRIATIONS	\$3,276,070	\$3,271,200	\$3,739,500	\$3,273,500	\$4,605,882	23.2%	40.7%
WORKING CAPITAL	\$854,652	\$887,696	\$881,452	\$896,196	\$904,696	2.6%	0.9%

SUSTAINABILITY & ENVIRONMENTAL SERVICES

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$3,976,958	\$2,897,664	\$1,911,272	\$1,495,499	\$925,985	-51.6%	-38.1%
Revenues							
Commercial Franchise	\$9,035,082	\$8,464,909	\$9,301,172	\$9,301,172	\$9,487,195	2.0%	2.0%
Special Refuse Collection	101,576	106,595	104,957	106,605	106,818	1.8%	0.2%
Residential Collection	14,017,878	14,123,193	15,100,548	15,100,548	15,191,151	0.6%	0.6%
Allied Waste, Inc.	0	0	0	0	0	0.0%	0.0%
Recycling	82,261	3,589	0	0	0	0.0%	0.0%
Sales of Landscape Bags	0	2,242	0	0	0	0.0%	0.0%
Contributions via Utility Billing	9,155	9,742	10,100	10,100	10,120	0.2%	0.2%
Sale of Compost	2,218,692	2,626,022	2,405,053	2,626,022	2,631,274	9.4%	0.2%
Tipping Fees	1,416,848	1,690,407	1,419,682	1,690,407	1,693,788	19.3%	0.2%
Miscellaneous	441,237	352,062	310,235	352,062	355,583	14.6%	1.0%
Reimbursements	183,291	178,306	179,126	179,126	179,126	0.0%	0.0%
Construction & Demolition Program	727,660	310,000	310,000	310,000	310,000	0.0%	0.0%
TOTAL REVENUES	\$28,233,680	\$27,867,067	\$29,140,872	\$29,676,042	\$29,965,056	2.8%	1.0%
TOTAL RESOURCES	\$32,210,638	\$30,764,731	\$31,052,143	\$31,171,541	\$30,891,041	-0.5%	-0.9%
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	\$7,762,068	\$8,069,995	\$7,995,601	\$7,826,189	\$8,059,968	0.8%	3.0%
Materials & Supplies	576,983	544,243	519,595	558,224	529,987	2.0%	-5.1%
Contractual	8,674,796	8,969,736	9,417,944	9,568,638	9,536,280	1.3%	-0.3%
NTMWD	8,444,388	8,338,024	9,176,009	9,175,619	9,313,225	1.5%	1.5%
Sundry	135,972	276,200	99,988	99,988	101,988	2.0%	2.0%
Reimbursements	169,952	213,290	213,703	213,703	213,703	0.0%	0.0%
Subtotal	\$25,764,159	\$26,411,488	\$27,422,839	\$27,442,361	\$27,755,151	1.2%	1.1%
Capital Outlay	746,324	257,717	43,000	43,000	0	-100.0%	-100.0%
TOTAL OPERATIONS	\$26,510,483	\$26,669,205	\$27,465,839	\$27,485,361	\$27,755,151	1.1%	1.0%
Transfer to General Fund	\$2,340,311	\$2,097,726	\$2,139,875	\$2,139,875	\$2,182,673	2.0%	2.0%
Transfer to Technology Fund	60,000	60,000	60,000	60,000	60,000	0.0%	0.0%
Transfer to Risk Management Fund	402,180	442,301	477,712	560,319	561,255	17.5%	0.2%
TOTAL TRANSFERS	\$2,802,491	\$2,600,027	\$2,677,588	\$2,760,195	\$2,803,928	4.7%	1.6%
TOTAL APPROPRIATIONS	\$29,312,974	\$29,269,232	\$30,143,427	\$30,245,556	\$30,559,078	1.4%	1.0%
WORKING CAPITAL	\$2,897,664	\$1,495,499	\$908,716	\$925,985	\$331,962	-63.5%	-64.2%
Days of Operation					4		



MUNICIPAL DRAINAGE UTILITY

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$4,641,134	\$5,237,675	\$4,202,884	\$5,420,243	\$4,385,080	4.3%	-19.1%
Revenues							
Environmental Assessment Fees:							
Residential Class Fees	\$3,684,748	\$3,816,503	\$4,792,536	\$4,792,536	\$4,806,914	0.3%	0.3%
Commercial Class Fees	3,851,142	3,873,192	5,014,359	5,014,359	5,029,402	0.3%	0.3%
Miscellaneous	11,364	19,932	11,412	11,412	11,412	0.0%	0.0%
Interest Income	176,115	149,680	125,000	125,000	125,000	0.0%	0.0%
TOTAL REVENUES	\$7,723,369	\$7,859,307	\$9,943,307	\$9,943,307	\$9,972,728	0.3%	0.3%
TOTAL RESOURCES	\$12,364,503	\$13,096,982	\$14,146,191	\$15,363,550	\$14,357,807	1.5%	-6.5%
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	\$1,794,541	\$1,988,715	\$2,233,413	\$2,128,768	\$2,220,754	-0.6%	4.3%
Materials & Supplies	204,748	167,136	327,566	328,892	334,117	2.0%	1.6%
Contractual	761,447	721,429	909,620	921,125	922,731	1.4%	0.2%
Sundry	4,541	36,232	6,418	6,468	6,546	2.0%	1.2%
Reimbursements	1,051,960	967,299	990,053	990,053	990,053	0.0%	0.0%
Subtotal	\$3,817,237	\$3,880,811	\$4,467,070	\$4,375,306	\$4,474,201	0.2%	2.3%
Capital Outlay	540	29,866	0	0	0	0.0%	0.0%
TOTAL OPERATIONS	\$3,817,777	\$3,910,677	\$4,467,070	\$4,375,306	\$4,474,201	0.2%	2.3%
Transfer to General Fund	\$530,988	\$748,531	\$763,502	\$763,502	\$778,772	2.0%	2.0%
Transfer to Capital Maintenance	500,000	500,000	500,000	500,000	500,000	0.0%	0.0%
Transfer to Technology Fund	20,000	20,000	20,000	20,000	20,000	0.0%	0.0%
Transfer to Revenue Debt	2,258,063	2,497,531	4,305,495	2,492,981	4,346,887	1.0%	74.4%
TOTAL TRANSFERS	\$3,309,051	\$3,766,062	\$5,588,997	\$3,776,483	\$5,645,659	1.0%	49.5%
TOTAL APPROPRIATIONS	\$7,126,828	\$7,676,739	\$10,056,067	\$8,151,789	\$10,119,860	0.6%	24.1%
RESERVE REQUIREMENT	0	0	0	2,826,681	0	0.0%	-100.0%
WORKING CAPITAL	\$5,237,675	\$5,420,243	\$4,090,125	\$4,385,080	\$4,237,947	3.6%	-3.4%
Days of Operation					346		

CONVENTION & TOURISM

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$5,712,873	\$8,565,919	\$5,226,210	\$5,947,277	\$1,001,712	-80.8%	-83.2%
Revenues							
Hotel/Motel Receipts	\$11,474,715	\$6,725,576	\$9,281,319	\$6,447,152	\$9,439,493	1.7%	46.4%
Plano Event Center Fees	3,402,967	1,496,463	3,100,000	648,185	1,999,960	-35.5%	208.5%
Miscellaneous	6,986	42,076	7,000	7,000	7,000	0.0%	0.0%
Interest Income	263,075	245,964	200,000	80,000	80,000	-60.0%	0.0%
TOTAL REVENUES	\$15,147,743	\$8,510,079	\$12,588,319	\$7,182,337	\$11,526,453	-8.4%	60.5%
TOTAL RESOURCES	\$20,860,616	\$17,075,998	\$17,814,529	\$13,129,614	\$12,528,165	-29.7%	-4.6%
APPROPRIATIONS							
Operating Expenses							
Visit Plano	\$3,527,270	\$3,433,901	\$4,540,217	\$4,754,906	\$4,605,160	1.4%	-3.1%
Plano Event Center	3,972,111	3,896,901	5,165,838	3,614,154	4,076,850	-21.1%	12.8%
Cultural Arts	993,357	998,125	800,000	800,000	800,000	0.0%	0.0%
Historic Preservation	796,130	817,443	640,000	640,000	640,000	0.0%	0.0%
Community & Cultural Events	333,082	60,346	279,441	271,448	279,441	0.0%	2.9%
Music Festival	134,469	101,186	148,000	0	148,000	0.0%	100.0%
Wayfinding Project	0	0	0	0	1,125,000	100.0%	100.0%
Event Center Equip.Rpl. Charge	530,923	0	500,000	500,000	500,000	0.0%	0.0%
Visit Plano Equip.Rpl. Charge	0	0	75,000	75,000	75,000	0.0%	0.0%
Subtotal	\$10,287,342	\$9,307,902	\$12,148,496	\$10,655,508	\$12,249,452	0.8%	15.0%
Capital Outlay	42,252	17,099	0	0	0	0.0%	0.0%
TOTAL OPERATIONS	\$10,329,594	\$9,325,001	\$12,148,496	\$10,655,508	\$12,249,452	0.8%	15.0%
Transfer to General Fund	\$695,103	\$933,720	\$952,394	\$952,394	\$971,442	2.0%	2.0%
Transfer to Capital Maint. Fund	1,250,000	850,000	500,000	500,000	500,000	0.0%	0.0%
Transfer to Technology Fund	20,000	20,000	20,000	20,000	20,000	0.0%	0.0%
TOTAL TRANSFERS	\$1,965,103	\$1,803,720	\$1,472,394	\$1,472,394	\$1,491,442	1.3%	1.3%
TOTAL APPROPRIATIONS	\$12,294,697	\$11,128,721	\$13,620,890	\$12,127,902	\$13,740,894	0.9%	13.3%
WORKING CAPITAL	\$8,565,919	\$5,947,277	\$4,193,639	\$1,001,712	(\$1,212,729)	-128.9%	-221.1%
Days of Operation					(36)		

**GOLF COURSE**

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	(\$38,430)	\$161	\$72,861	\$81,374	\$174,110	139.0%	114.0%
Revenues							
Golf Fees	\$838,993	\$986,890	\$955,828	\$1,011,000	\$1,013,528	6.0%	0.3%
Concessions	62,514	64,641	64,750	67,876	68,046	5.1%	0.3%
Interest Income	0	1,036	0	0	0	0.0%	0.0%
Miscellaneous	18,101	3,188	10,000	10,000	10,000	0.0%	0.0%
TOTAL REVENUES	\$919,608	\$1,055,755	\$1,030,578	\$1,088,876	\$1,091,574	5.9%	0.2%
TOTAL RESOURCES	\$881,178	\$1,055,916	\$1,103,439	\$1,170,250	\$1,265,684	14.7%	8.2%
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	\$558,396	\$619,020	\$643,279	\$627,059	\$659,618	2.5%	5.2%
Supplies	93,525	107,468	109,145	109,145	111,328	2.0%	2.0%
Contractual Services	227,955	240,620	203,592	204,442	204,248	0.3%	-0.1%
Sundry	1,141	7,434	1,050	1,050	1,071	2.0%	2.0%
Subtotal	\$881,017	\$974,542	\$957,066	\$941,696	\$976,265	2.0%	3.7%
Capital Outlay	0	0	0	0	0	0.0%	0.0%
TOTAL OPERATIONS	\$881,017	\$974,542	\$957,066	\$941,696	\$976,265	2.0%	3.7%
Transfer to General Fund	0	0	51,529	54,444	54,579	100.0%	100.0%
TOTAL TRANSFERS	\$0	\$0	\$51,529	\$54,444	\$54,579	100.0%	100.0%
TOTAL APPROPRIATIONS	\$881,017	\$974,542	\$1,008,595	\$996,140	\$1,030,844	2.2%	3.5%
WORKING CAPITAL	\$161	\$81,374	\$94,845	\$174,110	\$234,841	147.6%	34.9%
Days of Operation					88		

RECREATION REVOLVING

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$1,174,933	\$898,714	\$563,275	\$194,563	(\$524,270)	-193.1%	-369.5%
Revenues							
Recreation Fees	\$4,027,037	\$1,439,601	\$2,115,176	\$1,073,052	\$ 3,050,000	44.2%	184.2%
Contributions	8,550	13,323	4,274	4,274	4,274	0.0%	0.0%
Interest Income	100,508	23,219	10,000	5,000	10,000	0.0%	100.0%
Miscellaneous	63,894	52,407	58,485	53,979	58,485	0.0%	8.3%
TOTAL REVENUES	\$4,199,989	\$1,528,550	\$2,187,935	\$1,136,305	\$3,122,759	42.7%	174.8%
TOTAL RESOURCES	\$5,374,922	\$2,427,264	\$2,751,210	\$1,330,868	\$2,598,489	-5.6%	95.2%
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	\$1,465,755	\$959,324	\$1,081,103	\$1,018,120	\$1,177,426	8.9%	15.6%
Materials & Supplies	214,661	107,852	150,570	154,504	153,581	2.0%	-0.6%
Contractual	2,053,914	987,965	1,051,910	496,483	1,072,284	1.9%	116.0%
Sundry	31,869	12,173	22,420	23,031	22,868	2.0%	-0.7%
Subtotal	\$3,766,199	\$2,067,314	\$2,306,003	\$1,692,138	\$2,426,160	5.2%	43.4%
Capital Outlay	500,000	15,387	0	10,000	0	0.0%	-100.0%
TOTAL OPERATIONS	\$4,266,199	\$2,082,701	\$2,306,003	\$1,702,138	\$2,426,160	5.2%	42.5%
Transfer to General Fund	\$210,007	\$150,000	\$153,000	\$153,000	\$156,060	2.0%	2.0%
TOTAL TRANSFERS	\$210,007	\$150,000	\$153,000	\$153,000	\$156,060	2.0%	2.0%
TOTAL APPROPRIATIONS	\$4,476,206	\$2,232,701	\$2,459,003	\$1,855,138	\$2,582,220	5.0%	39.2%
WORKING CAPITAL	\$898,714	\$194,563	\$292,207	(\$524,270)	\$16,270	-94.4%	-103.1%
Days of Operation					2		



PTV FUND

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$1,880,193	\$2,163,172	\$1,197,629	\$2,182,354	\$1,226,136	2.4%	-43.8%
Revenues							
Plano Television Network Fee	\$700,248	\$686,657	\$601,549	\$601,549	\$571,472	-5.0%	-5.0%
Interest Income	83,156	75,270	50,000	50,000	50,000	0.0%	0.0%
Transfer In Gen Fund - Franch. Fees	250,000	0	0	0	0	0.0%	0.0%
Transfer In Technology Fund	250,000	250,000	250,000	250,000	250,000	0.0%	0.0%
Miscellaneous	434	0	500	500	500	0.0%	0.0%
TOTAL REVENUES	\$1,283,838	\$1,011,927	\$902,049	\$902,049	\$871,972	-3.3%	-3.3%
TOTAL RESOURCES	\$3,164,031	\$3,175,099	\$2,099,678	\$3,084,403	\$2,098,108	-0.1%	-32.0%
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	\$637,856	\$662,460	\$609,676	\$616,464	\$613,939	0.7%	-0.4%
Materials & Supplies	62,616	12,006	75,165	82,662	76,668	2.0%	-7.3%
Contractual	275,987	318,279	453,655	491,171	462,446	1.9%	-5.8%
Equipment Reserve	24,400	0	650,000	667,970	650,000	0.0%	-2.7%
Subtotal	1,000,859	992,745	1,788,496	1,858,267	1,803,053	0.8%	-3.0%
Capital Outlay	0	0	0	0	0	0.0%	0.0%
TOTAL APPROPRIATIONS	1,000,859	992,745	1,788,496	1,858,267	1,803,053	0.8%	-3.0%
WORKING CAPITAL	\$2,163,172	\$2,182,354	\$311,182	\$1,226,136	\$295,054	-5.2%	-75.9%
Days of Operation					60		

RISK MANAGEMENT FUND

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$101,938	\$2,444,450	\$2,067,528	\$531,802	\$733,487	-64.5%	37.9%
Resources							
General Fund Transfer In	\$4,771,520	\$5,000,000	\$5,000,000	\$5,800,000	\$5,800,000	16.0%	0.0%
Water & Sewer Fund Transfer In	807,476	872,881	877,722	815,300	816,156	-7.0%	0.1%
Sustain. & Env. Svcs. Fund Transfer In	402,180	442,301	477,712	560,319	561,255	17.5%	0.2%
Health Claims Fund Transfer In	2,500,000	0	0	0	0	0.0%	0.0%
Claims Recovered	1,896,819	429,595	250,000	350,000	350,000	40.0%	0.0%
Interest Earned	199,364	193,791	100,000	100,000	100,000	0.0%	0.0%
TOTAL REVENUES	\$10,577,359	\$6,938,568	\$6,705,434	\$7,625,619	\$7,627,411	13.7%	0.0%
TOTAL RESOURCES	\$10,679,297	\$9,383,018	\$8,772,962	\$8,157,421	\$8,360,898	-4.7%	2.5%
APPROPRIATIONS							
Workers' Compensation	\$3,567,314	\$3,849,296	\$2,602,058	\$2,602,058	\$2,602,058	0.0%	0.0%
Judgements and Damages	2,483,265	2,665,115	1,500,000	1,500,000	1,500,000	0.0%	0.0%
Risk Management Operations	2,184,268	2,336,805	3,104,397	3,321,876	3,209,065	3.4%	-3.4%
TOTAL APPROPRIATIONS	\$8,234,847	\$8,851,216	\$7,206,455	\$7,423,934	\$7,311,123	1.5%	-1.5%
UNAPPROPRIATED FUND BALANCE	\$2,444,450	\$531,802	\$1,566,507	\$733,487	\$1,049,775	-33.0%	43.1%



CAPITAL MAINTENANCE

	Actual 2018-19	Actual 2019-20	Budget 2020-21	Re-Est 2020-21	Projected 2021-22	Variance	
						Bud to Bud	Est to Bud
WORKING CAPITAL	\$35,831,841	\$42,739,449	\$23,889,582	\$31,930,385	\$24,169,965	1.2%	-24.3%
Revenues							
General Fund Transfer In	\$30,250,549	\$35,250,549	\$35,250,549	\$37,376,519	\$35,250,549	0.0%	-5.7%
Water & Sewer Transfer In	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0.0%	0.0%
Municipal Drainage Transfer In	500,000	500,000	500,000	500,000	500,000	0.0%	0.0%
Convention & Tourism Transfer In	1,250,000	850,000	500,000	500,000	500,000	0.0%	0.0%
Fund Interest Earnings	1,694,192	1,437,819	750,000	750,000	750,000	0.0%	0.0%
Rollback Taxes	194,215	240,301	200,000	200,000	200,000	0.0%	0.0%
Reimbursement from Collin County	12,452,047	0	0	0	0	0.0%	0.0%
Screening Walls & Contributions	66,063	7,350	45,000	45,000	45,000	0.0%	0.0%
Miscellaneous Revenue	0	10,969	0	0	0	0.0%	0.0%
TOTAL REVENUE	\$48,407,066	\$40,296,988	\$39,245,549	\$41,371,519	\$39,245,549	0.0%	-5.1%
TOTAL RESOURCES	\$84,238,906	\$83,036,437	\$63,135,131	\$73,301,904	\$63,415,514	0.4%	-13.5%
APPROPRIATIONS							
Streets & Drainage Projects	\$28,770,812	\$41,441,241	\$30,000,000	\$31,372,852	\$28,031,421	-6.6%	-10.7%
Park Improvement Projects	7,197,242	4,483,251	7,164,911	7,625,204	5,994,359	-16.3%	-21.4%
Municipal Facilities Projects	5,170,589	5,074,823	9,648,703	9,634,805	6,103,030	-36.7%	-36.7%
Utility & Other Projects	360,814	106,737	686,000	499,078	1,866,000	172.0%	273.9%
Accrued Retainage	0	0	0	0	0	0.0%	0.0%
TOTAL PROJECTS	\$41,499,457	\$51,106,052	\$47,499,614	\$49,131,939	\$41,994,810	-11.6%	-14.5%
TOTAL APPROPRIATIONS	\$41,499,457	\$51,106,052	\$47,499,614	\$49,131,939	\$41,994,810	-11.6%	-14.5%
WORKING CAPITAL	\$42,739,449	\$31,930,385	\$15,635,517	\$24,169,965	\$21,420,704	37.0%	-11.4%

OPERATING BUDGET CALENDAR FISCAL YEAR 2021-22

February 15	Personnel worksheets issued for verification.
February 22	<p>Budget & Research Department issues calendar and instructions for requesting the following internal review items:</p> <ul style="list-style-type: none">building modificationscellular telephones & communications devicescopiersfurnitureG.I.S. software/hardwaretechnology requestsleased spacemicrofilming & scanningordinance re-writesparking lot repairradios, radio systems, and maintenancespecial mail-outstelecommunications and phone equipment/linesvehicles and major equipment
February 26	Changes to Personnel worksheets due to Budget & Research Department.
March 8	<p>Requests due to service departments for internal review items listed above.</p> <p>Preliminary FY 2021-22 Personnel requests submitted to Technology Services, Human Resources, and City Manager.</p> <p>Equipment Services distributes recommendations for vehicle and rolling stock replacements.</p>
March - May	Budget on-line training available which provides training on instructions, forms, automation, supplements, and other issues.
March 10	Budget & Research Department meets with City Manager and Deputy City Managers to present mid-year revenue and expenditure forecast, review preliminary assumptions, and set budget parameters, targets, and goals. Status of the Community Investment Program is also discussed.
March 13	Cost information and recommendations due back to departments on internal review items.
March 22	Budget & Research Department presents FY 2021-22 Status Report and Three-Year Financial Summary to City Council for review and input.
March 24	At Management Team meeting, Budget & Research Department gives overview and distributes instructions, forms, and departmental targets.
April 9	Budget & Research Department re-assesses revenue estimates for the current and upcoming year and advises the City Manager of these changes.
May 1	2021 Bond Referendum Election
May 3	All departmental Operating Budgets due to area Deputy City Managers.



May 10	All departmental Operating Budget requests due in Budget & Research Department.
May 11 - June 11	Budget & Research Department compiles total Operating Budget requests and Community Investment Program requests.
May 19	Technology Services Steering Committee prioritizes all departmental Technology Requests and submits recommendation to the City Manager.
June 14	Budget & Research Department presents total request to City Manager with highlights, issues, options, and recommendations.
June 15, 16, & 17	City Manager reviews Operating Budgets and Community Investment Program with heads.
July 12	City Manager gives final budget instructions to Budget & Research Department.
July 15	Budget & Research Department notifies departments of preliminary funded FY 2021-22 requests and/or reductions.
July 16	Draft Operating Budget and Community Investment Program submitted to City Manager for review.
July 28	City Manager submits FY 2021-22 Recommended Budget and Proposed Community Investment Program to City Council.
August 4	Grant Funding - City Council Budget Work Session
August 9	Presentation of Proposed Community Investment Program to the City Council. Public Hearing on Operating Budget and Community Investment Program. Discuss proposed tax rate for publication of notice Approval of Appraisal Roll.
August 12	Budget Town Hall Meeting
August 14	City Council Budget Work Session.
August 23	Public Hearing on tax rate
September 13	City Council adopts Operating Budget, Community Investment Program and sets Tax Rate.
October 1	New fiscal year begins.

The Budget and Research Department reserves the right to make changes to this calendar, as required or may be appropriate, to facilitate the timely execution of tasks and required productions of publications.

HISTORY OF TAX BASE IN PLANO AND PROJECTION FOR 2021-22, 2022-23 & 2023-24							
AD Jan. 1	Taxable Value	New Property	Existing Tax Base	Change in Total Value \$	Change in Total %	Change in Base \$	Change in Base %
2007	\$22,829,141,312	\$556,469,319	\$22,272,671,993	\$1,179,875,927	5.45%	\$623,406,608	2.88%
2008	\$24,511,500,675	\$568,050,666	\$23,943,450,009	\$1,682,359,363	7.37%	\$1,114,308,697	4.88%
2009	\$25,785,315,308	\$559,678,673	\$25,225,636,635	\$1,273,814,633	5.20%	\$714,135,960	2.91%
2010	\$25,507,218,156	\$380,409,056	\$25,126,809,100	(\$278,097,152)	-1.08%	(\$658,506,208)	-2.55%
2011	\$24,680,898,705	\$262,876,373	\$24,418,022,332	(\$826,319,451)	-3.24%	(\$1,089,195,824)	-4.27%
2012	\$25,014,043,679	\$182,400,018	\$24,831,643,661	\$333,144,974	1.35%	\$150,744,956	0.61%
2013	\$25,647,504,913	\$228,485,716	\$25,419,019,197	\$633,461,234	2.53%	\$404,975,518	1.62%
2014	\$26,925,173,431	\$337,707,494	\$26,587,465,937	\$1,277,668,518	4.98%	\$939,961,024	3.66%
2015	\$28,832,885,675	\$511,772,333	\$28,321,113,342	\$1,907,712,244	7.09%	\$1,395,939,911	5.18%
2016	\$31,280,010,953	\$536,099,837	\$30,743,911,116	\$2,447,125,278	8.49%	\$1,911,025,441	6.63%
2017	\$34,352,527,039	\$750,707,776	\$33,601,819,263	\$3,072,516,086	9.82%	\$2,321,808,310	7.42%
2018	\$39,066,059,755	\$1,426,812,524	\$37,639,247,231	\$4,713,532,716	13.72%	\$3,286,720,192	9.57%
2019	\$42,722,086,775	\$1,501,369,243	\$41,220,717,532	\$3,656,027,020	9.36%	\$2,154,657,777	5.52%
2020	\$45,074,890,034	\$829,766,758	\$44,245,123,276	\$2,352,803,259	5.51%	\$1,523,036,501	3.56%
2021	\$46,415,192,273	\$829,458,802	\$45,585,733,471	\$1,340,302,239	2.97%	\$510,843,437	1.13%
2022	\$47,165,192,273	\$750,000,000	\$46,415,192,273	\$750,000,000	1.62%	\$0	0.00%
2023	\$48,386,844,196	\$750,000,000	\$47,636,844,196	\$1,221,651,923	2.63%	\$471,651,923	1.00%
2024	\$49,654,581,080	\$300,000,000	\$49,354,581,080	\$1,267,736,884	2.69%	\$967,736,884	2.00%



Three-Year Financial Forecast Ad Valorem Tax Analysis						
Existing Property Values				0.00%	1.00%	2.00%
New Property Growth				750,000,000	750,000,000	300,000,000
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Projected	2022-23 Projected	2023-24 Projected
Analysis of Tax Rate						
Total Taxable Value	\$42,722,086,775	\$45,074,890,034	\$46,415,192,273	\$47,165,192,273	\$48,386,844,196	\$49,654,581,080
Change in Total Value (\$)	3,656,027,020	2,352,803,259	1,340,302,239	750,000,000	1,221,651,923	1,267,736,884
Change in Total Value (%)	9.36%	5.51%	2.97%	1.62%	2.59%	2.62%
Tax Rate	0.4603	0.4482	0.4482	0.4482	0.4482	0.4482
Levy	196,649,765	202,025,657	208,032,892	211,394,392	216,869,836	222,551,832
Current Collections	189,447,440	193,740,147	205,952,563	209,280,448	214,701,137	220,326,314
Current Collections Percent	96.3%	95.9%	99.0%	99.0%	99.0%	99.0%
Delinquent Collections	(209,431)	(680,748)	2,080,329	2,113,944	2,168,698	2,225,518
Penalty & Interest	579,653	788,709	988,643	1,004,619	1,025,801	1,052,677
Total Collections	189,817,662	193,848,107	209,021,535	212,399,010	217,895,637	223,604,510
Total Current Levy	96.5%	96.0%	100.5%	100.5%	100.5%	100.5%
Debt Allocation						
Rate	0.1110	0.1110	0.1110	0.1110	0.1210	0.1210
Current Collections	45,686,746	47,980,798	48,954,129	49,864,144	55,827,349	57,161,608
Delinquent Collections	(47,459)	(159,487)	515,209	523,534	585,481	600,820
Penalty & Interest	121,030	174,075	206,083	209,413	234,192	240,328
General Fund Allocation						
Rate	0.3493	0.3372	0.3372	0.3372	0.3272	0.3272
Current Collections	143,760,694	145,759,349	148,792,332	151,296,042	150,583,961	154,690,515
Delinquent Collections	(161,972)	(521,261)	1,565,120	1,590,410	1,583,218	1,624,698
Penalty & Interest	458,623	614,634	782,560	795,205	791,609	812,349
One Cent Equivalent on Tax Rate				\$4,669,354	\$4,790,298	\$4,915,804

Three-Year Financial Forecast

GENERAL FUND							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
Capital Maintenance Fund	\$30,250,549	\$35,250,549	\$35,250,549	\$35,250,549	\$35,250,549	\$35,250,549	\$35,250,549
Risk Management Fund	4,771,520	5,000,000	5,000,000	5,800,000	5,800,000	5,800,000	5,800,000
Technology Fund	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TS Replacement Fund	500,000	1,000,000	500,000	500,000	500,000	500,000	500,000
PTV	250,000	0	0	0	0	250,000	250,000
Economic Development	8,458,973	8,924,828	9,225,287	9,225,287	9,338,708	9,580,595	9,831,607
Total Transfers	\$45,231,042	\$52,175,377	\$50,975,836	\$51,775,836	\$51,889,257	\$52,381,144	\$52,632,156

GENERAL OBLIGATION DEBT FUND							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
C.O.'s - Radio System	\$802,725	\$329,738	\$0	\$0	\$0	\$0	\$0
Tax Nt Radio Repl, PLL, Phone	995,700	997,300	999,100	999,100	0	0	0
Tax Nt NextGen Program	2,571,700	2,570,450	2,569,200	2,569,200	2,567,700	2,570,700	0
Total Transfers	\$4,370,125	\$3,897,488	\$3,568,300	\$3,568,300	\$2,567,700	\$2,570,700	\$0

WATER & SEWER FUND							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
General Fund	\$16,917,188	\$17,172,051	\$17,199,219	\$17,199,219	\$17,543,203	\$18,069,499	\$18,611,584
Water & Sewer CIP	10,000,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000
Capital Maintenance Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
W & S Debt Service	3,272,570	3,267,700	3,738,000	3,272,000	4,604,382	4,607,000	4,607,500
Risk Management Fund	807,476	872,881	877,722	815,300	816,156	816,156	816,156
Technology Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Technology Services	3,568,700	3,647,453	3,592,670	3,592,670	3,664,523	3,737,814	3,812,570
Total Transfers	\$36,865,934	\$39,760,085	\$40,207,611	\$39,679,189	\$41,428,265	\$42,030,469	\$42,647,811

SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
General Fund	\$2,340,311	\$2,097,726	\$2,139,875	\$2,139,875	\$2,182,673	\$2,226,326	\$2,270,852
Technology Fund	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Risk Management Fund	402,180	442,301	477,712	560,319	561,255	561,255	561,255
Total Transfers	\$2,802,491	\$2,600,027	\$2,677,587	\$2,760,194	\$2,803,928	\$2,847,581	\$2,892,108

MUNICIPAL DRAINAGE FUND							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
General Fund	\$530,988	\$748,531	\$763,502	\$763,502	\$778,772	\$794,347	\$810,234
Technology Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Capital Maintenance Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Revenue Debt	2,258,063	2,497,531	4,305,495	2,492,981	4,346,887	4,345,244	4,351,869
Total Transfers	\$3,309,051	\$3,766,062	\$5,588,997	\$3,776,483	\$5,645,659	\$5,659,591	\$5,682,103

CONVENTION & TOURISM							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
General Fund	\$695,103	\$933,720	\$952,394	\$952,394	\$971,442	\$990,871	\$1,010,688
Capital Maintenance Fund	1,250,000	850,000	500,000	500,000	500,000	500,000	500,000
Technology Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Transfers	\$1,965,103	\$1,803,720	\$1,472,394	\$1,472,394	\$1,491,442	\$1,510,871	\$1,530,688

RECREATION REVOLVING FUND							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
General Fund	\$210,007	\$150,000	\$153,000	\$153,000	\$156,060	\$159,181	\$162,365
Total Transfers	\$210,007	\$150,000	\$153,000	\$153,000	\$156,060	\$159,181	\$162,365

GOLF COURSE FUND							
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Re-Est.	2021-22 Projected	2022-23 Projected	2023-24 Projected
Transfers To:							
General Fund	\$0	\$0	\$51,529	\$54,444	\$54,579	\$54,795	\$54,985
Total Transfers	\$0	\$0	\$51,529	\$54,444	\$54,579	\$54,795	\$54,985



**Projected General Fund O&M Expenses
Community Investment Program**

	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
<u>Facility Maintenance & Services</u>			
Fire Training Center	41,250		
Fire Station 5 Revitalization			33,610
Harrington Library Expansion	4,637		
High Point Park Maintenance Facility	47,368		
Oak Point Park Maintenance Facility		70,575	
Oak Point Recreation Center Outdoor Pool	6,433		
Lighting Replacements	(3,219)	(3,219)	(3,846)
Facility O&M Total	93,255	70,575	33,610
<u>Park Maintenance O&M Impact</u>			
Athletic Field Improvements	12,500	12,500	12,500
Community Parks	7,500	22,500	22,500
High Point Park Maintenance Facility	54,152	54,152	54,152
Jack Carter Park	22,500		
Neighborhood Parks		18,750	18,750
Oak Point Park & Nature Preserve	105,000		
Park Improvements	45,000		
Recreational Trails	38,500	25,100	25,100
Park Maintenance O&M Total	285,152	133,002	133,002
<u>Fleet, Libraries & Recreation Center O&M Impact</u>			
Fueling Stations		52,800	52,800
Oak Point Rec Center Pool Addition	96,725	96,725	96,725
Davis & Harrington Library Expansions	61,707		
Departmental O&M Total	158,432	96,725	96,725
<u>One-Time Outfitting Expenses</u>			
Oak Point Park & Nature Preserve	93,000		
Fire Station 5 Revitalization			75,000
Fire Training Center	300,000		
Davis Library Expansion	150,000		
Harrington Library Expansion			
High Point Park Maintenance Facility	150,000		
Jack Carter Park	23,000		
Parkway Service Center		300,000	
Fleet Service Center		78,000	
One-Time Outfitting Expenses Total	716,000	378,000	75,000
Total CIP O&M Expenditures	1,252,839	678,302	338,337
<u>Recreation Revenue Impact</u>			
Oak Point Rec Center Pool Addition	(100,000)	(100,000)	(100,000)
Recreation Revenue Total	(100,000)	(100,000)	(100,000)
Total CIP O&M Expenditures after Revenues	1,152,839	578,302	238,337
Tax Rate Impact	0.25	0.12	0.05
<u>Cumulative</u>			
New CIP O&M for 2021-22	1,152,839	436,839	436,839
New CIP O&M for 2022-23		578,302	200,302
New CIP O&M for 2023-24			238,337
Total Cumulative O&M	1,152,839	1,015,141	875,478



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