A LOOK AHEAD

CITY OF PLANO STATUS REPORT 2018-19

THREE-YEAR FINANCIAL FORECAST

FISCAL YEAR 2019-20 THROUGH 2021-22



Plano
City of Excellence

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CITY OF PLANO, TEXAS
2018-19 STATUS REPORT & THREE-YEAR FINANCIAL FORECAST
Fiscal Year 2019-20 through 2021-22

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Ron Kelley
Place 5



Harry LaRosiliere
Mayor



Deputy Mayor Pro Tem
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March 25, 2019

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 2019-20 through 2021-22. This forecast reviews the status of the current FY 2018-19 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 2019-20 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.

Continuing the City Council's Strategic Goals for Excellence, the FY 2019-20 Budget and Community Investment Program will maintain concentration on the following initiatives:

- Maintaining and improving our City's $2.5 billion growing infrastructure.
- Providing additional funding for Capital Maintenance Fund.
- Preserving exceptional, quality city services for residents, businesses and the Plano community.
- Developing and promoting programs that encourage revitalization and redevelopment in Plano's commercial corners and neighborhoods.

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 2019-20 is at 40 days or $7.7 million over the amount required by Plano's financial policy. This is due primarily to anticipated increases in assessed property values including new property coming on-line as well as an increase to our three-year sales tax cap projection. In 2020-21, the General Fund is predicted to be balanced at exactly 30 days. However, in 2021-22, the last year of the forecast period, the General Fund falls short of the Council goal for the General Fund by $7.5 million. 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 30 day working capital requirement.

Following preliminary discussions with both Collin County and Denton County Central Appraisal Districts, total assessed property values are projected at $45.2 billion in the coming year, with existing property values projected to increase 4.0% or $1.7 billion. New property development is projected to add $750 million to Plano's property tax base in FY 2019-20. The combination of these increases translates to 5.76% increase in total assessed property value. The current ad valorem tax rate of 46.03 cents per $100 of assessed property valuation is maintained throughout the forecast, with 34.93 cents allocated to support operations and 11.10 cents for debt repayment.

Harry LaRosiliere *Mayor* | **Ron Kelley** *Mayor Pro Tem* | **Angela Miner** *Deputy Mayor Pro Tem* | **Anthony Ricciardelli** *Place 2* | **Rick Grady** *Place 3* | **Kayci Prince** *Place 4* | **Tom Harrison** *Place 7* | **Rick Smith** *Place 8* | **Bruce D. Glasscock** *City Manager*

Sales tax receipts, the General Fund's second largest source of revenue, have been re-estimated for FY 2018-19 at $82.6 million. For the first five-months of FY 2018-19, sales tax collections are $0.5 million above last year's collections for the same period. Based on current City Council policy, sales tax projections will be based on the past three-year average of sales tax collections after excluding any audit adjustments. The $82.6 million represents the latest three-year average. Any sales tax revenue collected above $82.6 million can be used for one-time expenditures, assigned to the fund balance to build reserves for future fiscal years or transferred to the Capital Maintenance Fund. For future years in this forecast, an additional $1.0 million is added in each forecast year to represent continued expansion in Plano's strong economy. For 2019-20, this amount totals $83.6 million; in 2020-21, $84.6 million; and in 2021-22, $85.6 million.

Plano has been very fortunate to reap the benefits of the robust development market, both currently and in recent years. However, many of the large commercial projects are now complete thereby stabilizing building and development revenue at $5.5 million in each year of the forecast. While building related construction activities will continue, the scale and rate of development will be scaled back in the future.

The North Texas region continued to experience an upswing in the travel-related industry last fiscal year, leading to increases in Hotel/Motel tax receipts. In addition, revitalization around the Plano Event Center is expected to show positive growth in this forecast period. Based on the addition of new hotel rooms during the forecast period and direct economic growth, Hotel/Motel receipts are projected to increase from $10.7 million in FY 2018-19 to $12.2 million by FY 2021-22.

The Water & Sewer Fund continues to be a focal point as we look ahead the next three-years. Given preliminary information shared by the North Texas Municipal Water District, water rates will continue escalating throughout the forecast period. Wholesale water rates are scheduled to increase between 5.14% to 6.85% in each year of the forecast, with annual expenditure increases continuing to be based on the current take or pay minimum of 26.7 billion gallons set in 2001. For FY 2019-20, the annual water rate for Plano is projected at $3.12 per thousand gallons, $3.31 per thousand gallons in FY 2020-21, and $3.48 per thousand gallons in FY 2021-22. Wastewater treatment rates are projected to increase 20.56% in FY 2019-20, followed by 9.69% in FY 2020-21 and 6.36% in FY 2021-22. In this forecast all water and sewer rate increases proposed by NTMWD are passed through to customers effective November 1st each year. The forecast also assumes our annual water consumption remains at a normal consumption level between 22 to 23 billion gallons per year.

Based on the projections in this forecast and continuation of existing service levels, the Municipal Golf Course Fund is anticipated to continue to operate with a negative fund balance throughout the forecast. The course has experienced an above average number of weather-related closures this year, which has had an adverse impact on fee revenues. The course has been closed sixty-one (61) days through the first five months of FY 2018-19, compared to the twenty-eight (28) days closed in the same time period during the previous year. Information regarding a possible rate increase and/or reduction in service expenditures will be discussed during 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.
- In order to retain our high quality workforce and to remain competitive with other North Texas cities, **salary projections assume a 3% increase for both Civil Service and Non-Civil Service employees** in each year of the 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.
- **Supplies & services costs are projected to increase 3.4%** in each year of the forecast based on the average 2018 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. Municipal garage charges are projected to decrease 5% in in 2019-20 and then remain constant throughout the remainder of the forecast due to a reduction in the hourly labor rate for equipment services and lower fuel prices. 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 17.71% 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 period. Operating and maintenance costs associated with Community Investment Projects coming on-line during the forecast period total $3.5 million after accounting for additional anticipated revenue. These projects include the construction of a new Police Sub-station, an outdoor pool addition at Oak Point Recreation Center, expansions to Davis and Harrington Libraries and additional park improvements and . 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 increased $1.0 million in each of the three years forecast**, bringing the annual transfer from $30.3 million in the 2018-19 Re-Estimate to $33.3 million in 2021-22. 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 $8.9 million in FY 2019-20; $9.4 million in FY 2020-21; and $9.8 million in FY 2021-22. These forecasted amounts represent only the actual two-cent property tax revenue and does not include any supplemental funding from the General Fund.
- The forecast assumes **all remaining bond authority** approved by voters in the 2013 and 2017 bond referendums will be issued in the next two years, as well as the **passage of additional authority by voters** in the upcoming May 2019 bond referendum and a future referendum to held in 2021 for the final year of the forecast. Interest rates are projected at 4.5% in 2020 and 5.0% in 2021 and 2022, with bond sales occurring in the spring of each year.

My special thanks are offered to all Department Managers, the Executive Team 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 25th Council meeting.

Respectfully submitted,

Bruce D. Glasscock
City Manager

Mark D. Israelson
Senior Deputy 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 2019-20 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 283,700. 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 20 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 three 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:

- **Ranked fifth Best City to Live in America by Niche**
- **Plano is ranked third Safest City in America by WalletHub**
- **Ranked seventh Best City to Find a Job in This Year by Fox Business**
- **Plano is ranked fifth Best Places to Retire by Livability**
- **Ranked fifth Hardest Working City by WalletHub**

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, two campuses within the Collin County Community College District and four 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. Consumers enjoy access to two regional malls, six major shopping areas and more than 70 neighborhood shopping centers, with each venue offering a variety of goods and services. Diners can eat at more than 1,400 establishments through Plano, covering just about every form of cuisine imaginable. Plano was recently ranked fourth **Best City for Foodies** by Yelp. Plano has 6,819 hotel rooms within its city limits for the beginning of FY 2019-20 with many 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 newly renovated 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.

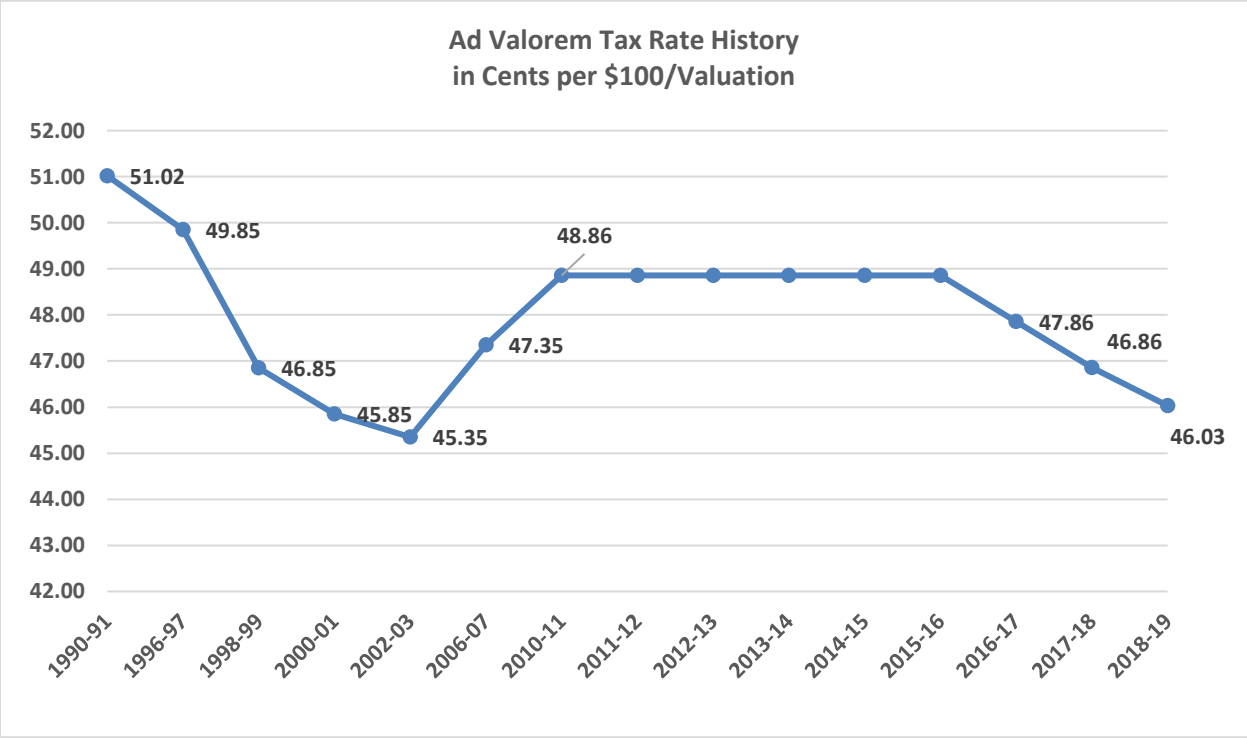
Over the years, the City has repeatedly received national accreditations and recognitions, ensuring best practices are in place while providing outstanding levels of services local citizens and businesses. Currently, Building Inspections, Fire, Health, Parks & Recreation, Library, Police, Public Safety 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. Plano's populace enjoys access to over 70 shopping centers, approximately 1,400 restaurants including over 700 fine dining restaurants 6,819 hotel rooms, and 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 Hot Air Balloon Festival** held each September since 1979. 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.

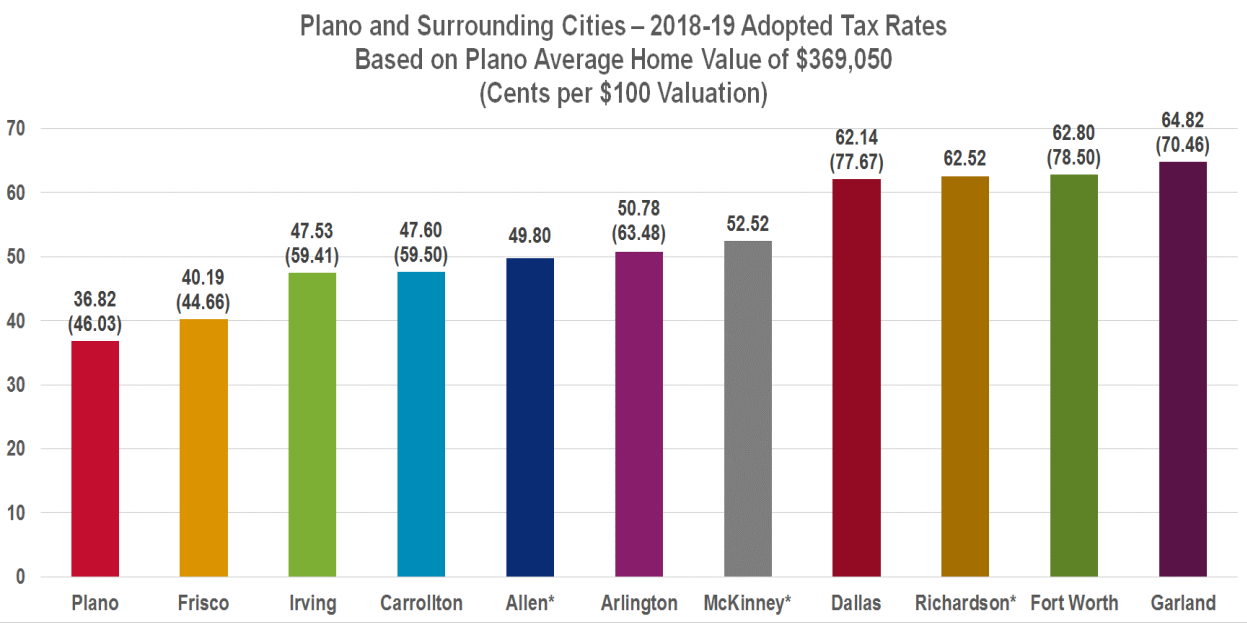
Plano's **Public Library System** has 5 branch libraries with a collection of over 692,388 books, magazines and audio visual materials with a circulation of approximately 4.8 million. In addition to the collection, Plano Libraries maintain a comprehensive online catalog, offer research and homework assistance, provide public internet access and offer a wide array of programming to all members of the Plano community on a variety of interests, topics and needs. Recent programs and events have been as diverse as SAT prep, free legal aid, opportunities to improve English and foreign language skills, to LEGO activities, a genealogy lock-in and a family movie night.

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 one of just six Texas park systems accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). Established in 1968, the department operates and maintains 84 public parks, 65 miles of recreation trails and two nature preserves, which occupy almost 4,000 acres of land in Plano. The department also maintains more than 800 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 two 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 16 athletic complexes, 69 playgrounds and over 74 miles of recreational trails. Plano also operates 4 recreation centers that offer fitness, indoor sports and community activities and 8 swimming pools. With the newest addition at Oak Point Nature and Retreat Center, the addition of the tree top adventure Go Ape!, the Parks & Recreation division continues to maximize awareness in the regional community. A variety of recreational programs are offered for all segments of the population, from youth to seniors, competitive sports to arts & crafts, therapeutic programs to special events.

Low Property Taxes Plano's tax rate remains the lowest rate among large cities in the Dallas-Fort Worth Metroplex. The 2018-19 Budget lowered the City of Plano's property tax rate from 46.86 cents per $100 valuation to 46.03 cents per $100 valuation. The rate was last increased in 2009-10 by 1.51 cents, (1.35 cents for debt service and 0.16 cent for operation and maintenance). Before that, the last property tax rate increase was in the 2006-07 Budget, where a 2.0 cent increase was implemented solely to raise funds for an **Economic Development Incentive Program.** 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 $369,050. 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 over 65 years 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.



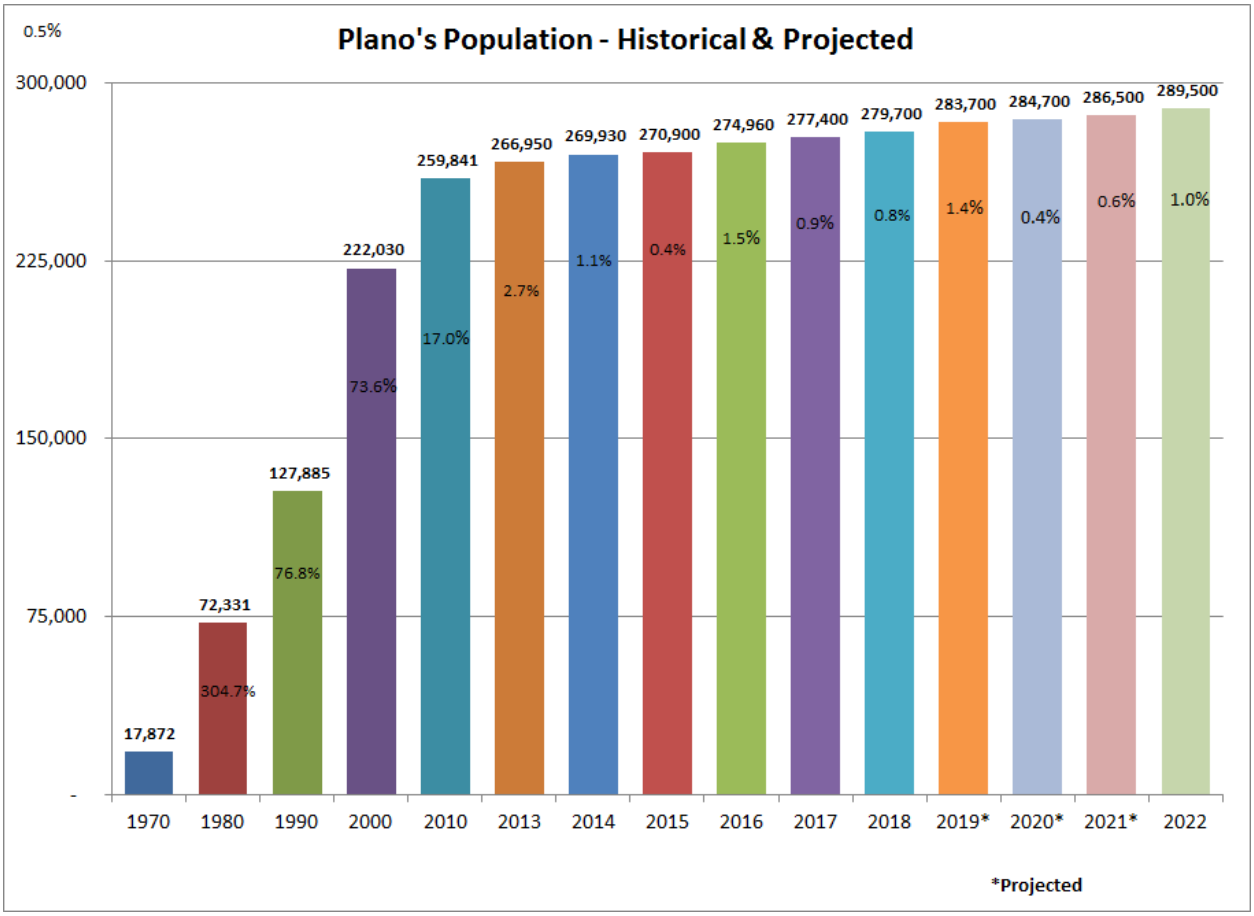
Some of the columns on the chart have two numbers; in these cases the smaller number represents the tax rate which includes the homestead exemption. The cities with an asterisk do not offer a homestead exemption, and display only one rate.

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 71st nationwide in the 2010 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, 2019 population is 283,700. 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 more than 57% of adults over age 25 holding a bachelor's degree or higher, compared to the Texas average of 27.4%. Plano's median household income is $88,578, nearly 44% higher than the national median household income of $61,372. 25.8% of Plano residents are under 18 years of age, while another 12.1% are over 65 years old; Plano's median age is 38.8. Plano has seen its minority population grow with the city; currently the largest minority groups are Asian (19.0%),

Hispanic/Latino (14.5%) and African American (8.0%). 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.



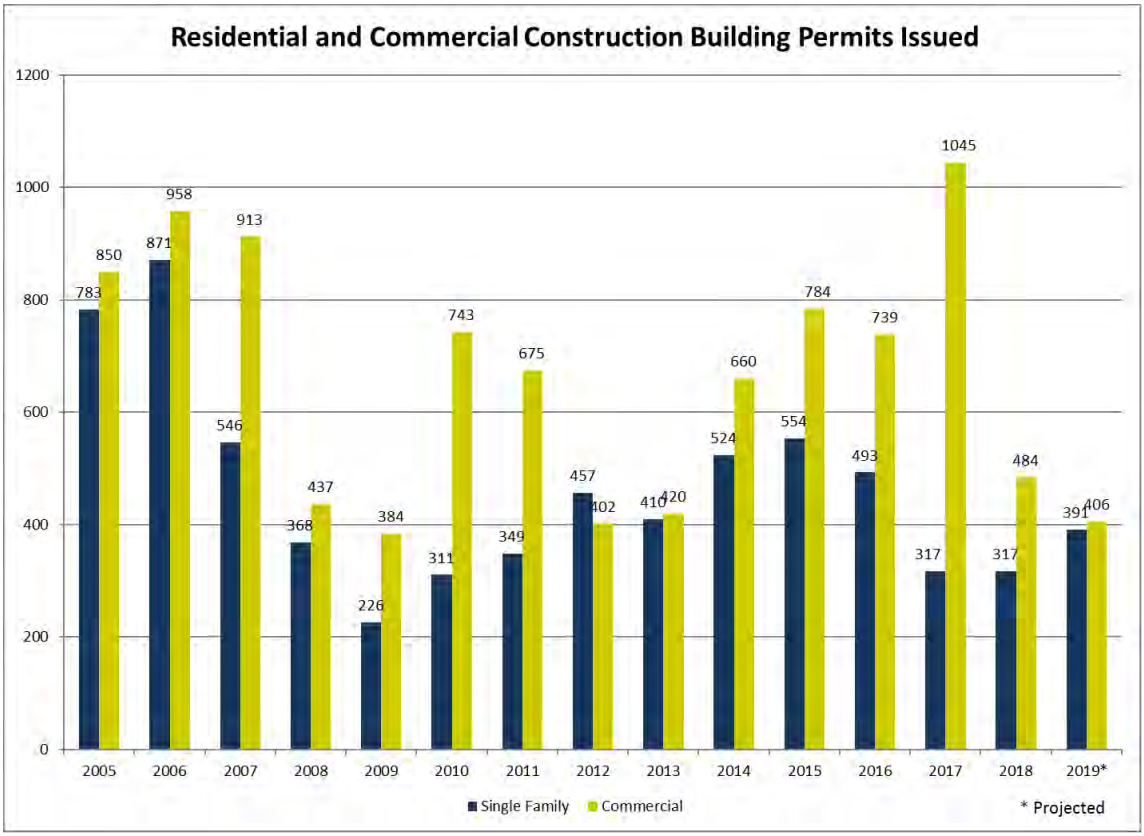
Plano's population growth continues to level off as the few remaining land parcels are developed and most future residential growth will come from rezoning land and existing development. Reflecting on this fact, City leaders pro-actively prepare, and use forecasts as tools to set the guidelines for the 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, 0.4% annual population growth is projected for 2019-20; 0.6% for 2020-21; and 1.0% for 2021-22.

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.

Nationally, housing is on a gradual and tempered upswing, with stronger than expected gains in observed prices and new construction, and a drop in available inventory and listings from prior

years. Home ownership is more affordable than at almost any point in the past forty-four years, according to the National Association of Realtors Homebuyers Affordability Index; however, higher price demand and lower supply is eroding housing affordability. The index reached 155.3 for 2018, with a monthly index hovering around 150 throughout the year. 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. This affordability and recent improvements to the economy support this and may improve the demand for housing. 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 2018.

In Plano, the average days on market for a home for sale hovered around 47 days from 2017 to 2018 and the average appraised value increasing by 4.7% to $369,050. 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 2018, Plano issued construction permits for 391 new single family homes and had approximately $1 billion in new commercial building construction take place. As the amount of land in Plano diminishes for initial development for single family residential, multi-family residential opportunities are increasing. In 2018, growth in multi-family residential housing is expected to remain flat as growth in the region has leveled off. Commercial permits have begun to decline as the available commercial space is declining. 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 2019-20, 2020-21 and 2021-22.



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. 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 2019-20, 2020-21 and 2021-22. 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 Total nonagricultural employment in Texas added approximately 100,000 jobs in the past 12 months according to the Texas Workforce Commission. The Texas unemployment rate has remained at or below the national employment rate for 144 out of the last 145 months. Pre-recession Texas employment peaked at 10,639,900 in August 2008, surpassed in November 2011, and by January 2019, Texas added an additional 1,737,500 jobs.

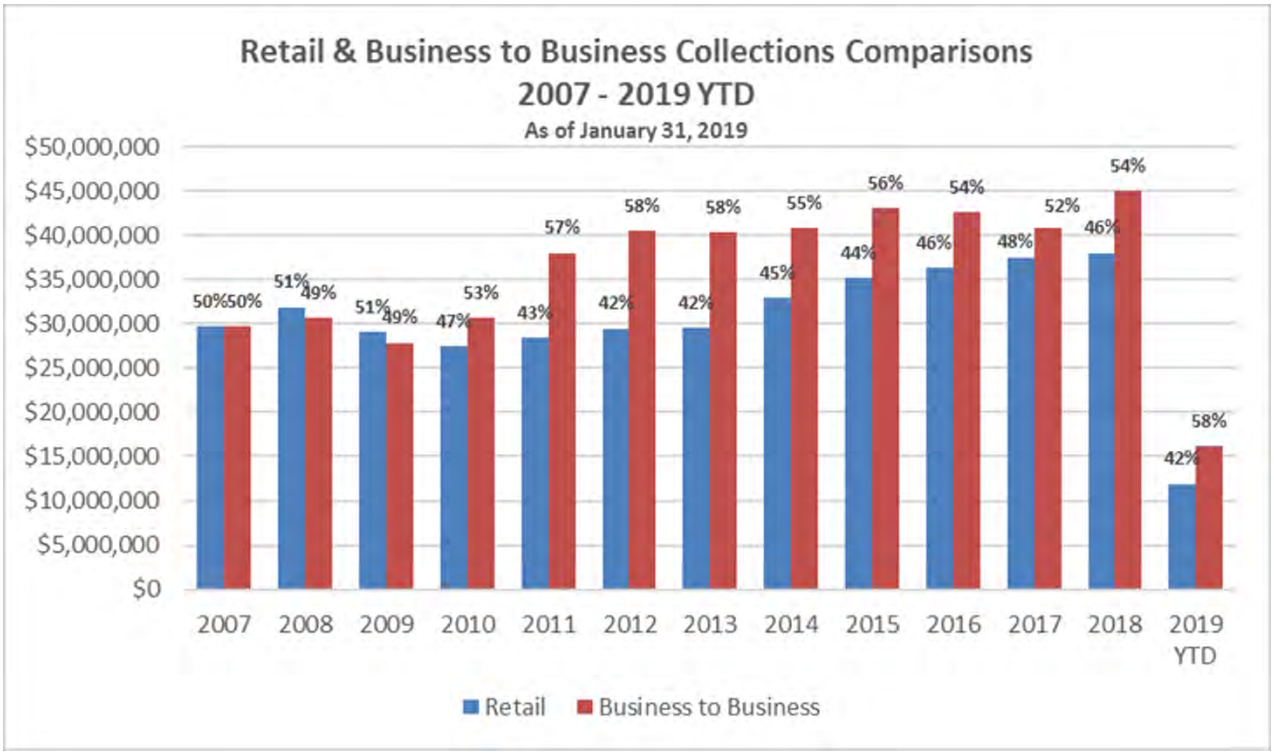
Plano's employment strength continues to reflect the diversity of its employment base, including a highly educated, talented and motivated workforce. Even in times of national recession, companies continued to relocate here, and businesses already located here plan to stay. City leaders work with the **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.

Plano is a major employment center with over 5,800 businesses in the city limits. Four major employment districts, Legacy Business Park, the Research and Technology Crossroad, Granite Park, and International Business Park. There are three large retail shopping malls, Collin Creek Mall, the Shops at Willow Bend, 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 2019 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 currently are holding constant, barring any political or social unrest in the oil producing countries that might affect the global market. Consequently, fuel costs are expected to moderately decrease in 2019 and have minimal financial impact to the City's cost to maintain and operate vehicles and other rolling stock. 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. Recently, natural gas inventories have become more predictable causing natural gas prices to be held flat in each year of the forecast. The City of Plano has evaluated and approved a new energy provider to continue after the expiring Texas Coalition for Affordable Power (TCAP) contract in December 2017. The City remains proactive in this approach to perform due diligence in evaluation of new electricity contracts and providers. All indications have pointed towards declining costs of electricity beginning in 2017-18 and stabilizing throughout this forecast period.

Sales tax revenues continue to remain strong, with $85.6 million collected in 2017-18 with a 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) has only recently approached and surpassed pre-recession levels. 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 a revised 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, $82.6 million represents the latest three-year average. Any amount collected over the $82.6 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 (formerly referred to as Capital Reserve Fund).

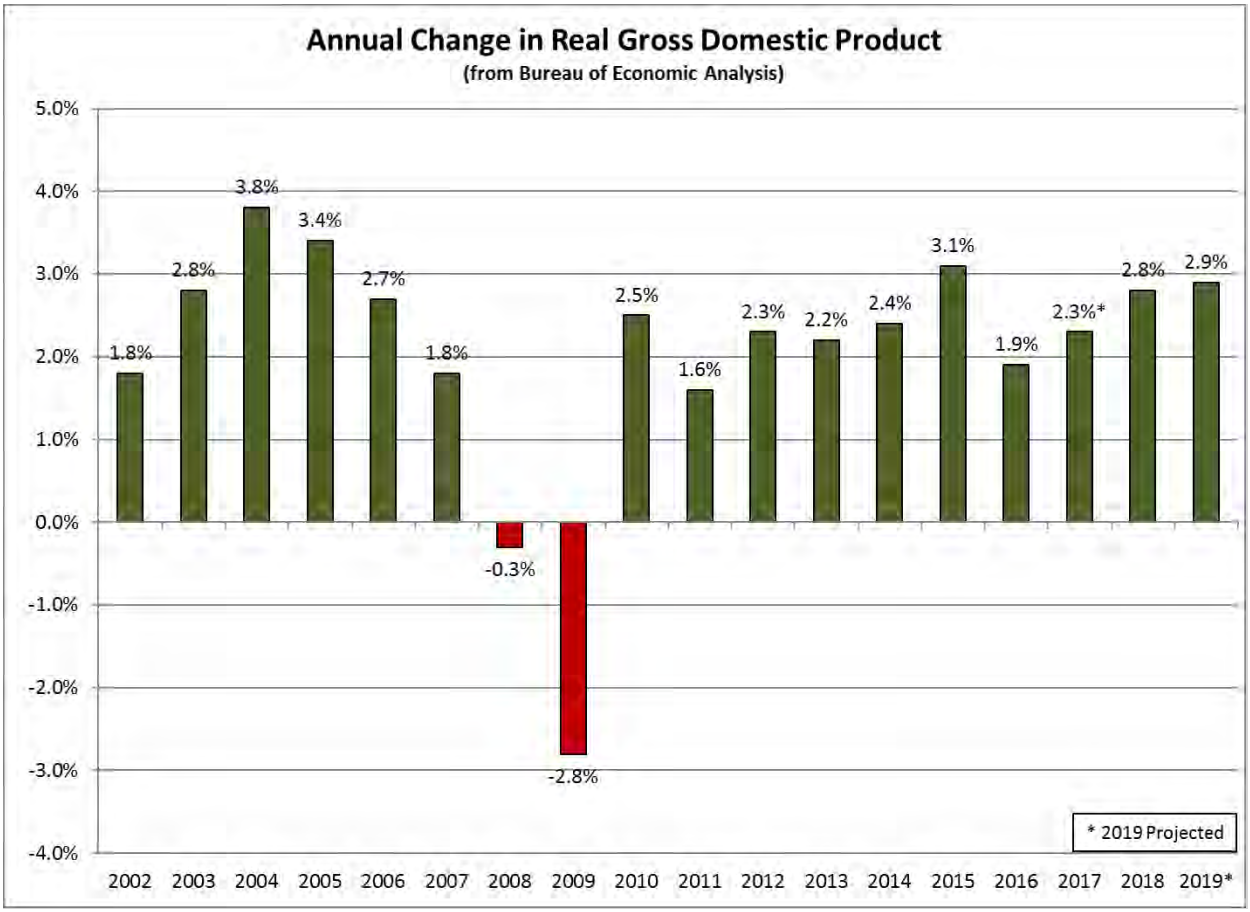
In the near term, Texas's economic growth is expected to continue at a good pace compared to the rest of the nation. Texas saw a modest increase in personal income, which continues the positive trend for personal income growth. The Texas housing industry also looks well positioned to take advantage of Texas population growth. Continued migration of private sector business has resulted in an influx of new Texans. Taking this into account, economists have predicted a strong growth rate for the housing industry. As available space is dwindling, single family housing permits are predicted to remain flat for this upcoming year, but due to demand from increasing businesses relocating to Texas, existing home sales are predicted to remain strong. 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 The steady comeback in the U.S. economy since mid-2009 is clear and the likelihood of recovery for the next several years continues. 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**. The Federal Reserve has stated that rates may continue to rise as a result of the strengthening economy both domestically and internationally. The slow and steady rise in total employment shows positive signs towards achieving a total employment figure equal to the peak seen in the labor force of 2007 at recent growth rates. 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 2018, Samsung Electronics America, Peloton, General Dynamics Mission Systems are a few more major corporations that decided to call Plano their home. Within this forecast period, approximately 2,800 jobs are estimated to be created due to the welcoming business environment in the City of Plano, as well a positive economic benefit for the region.

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, with the 2018 projected rate from

the Congressional Budget Office. 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.



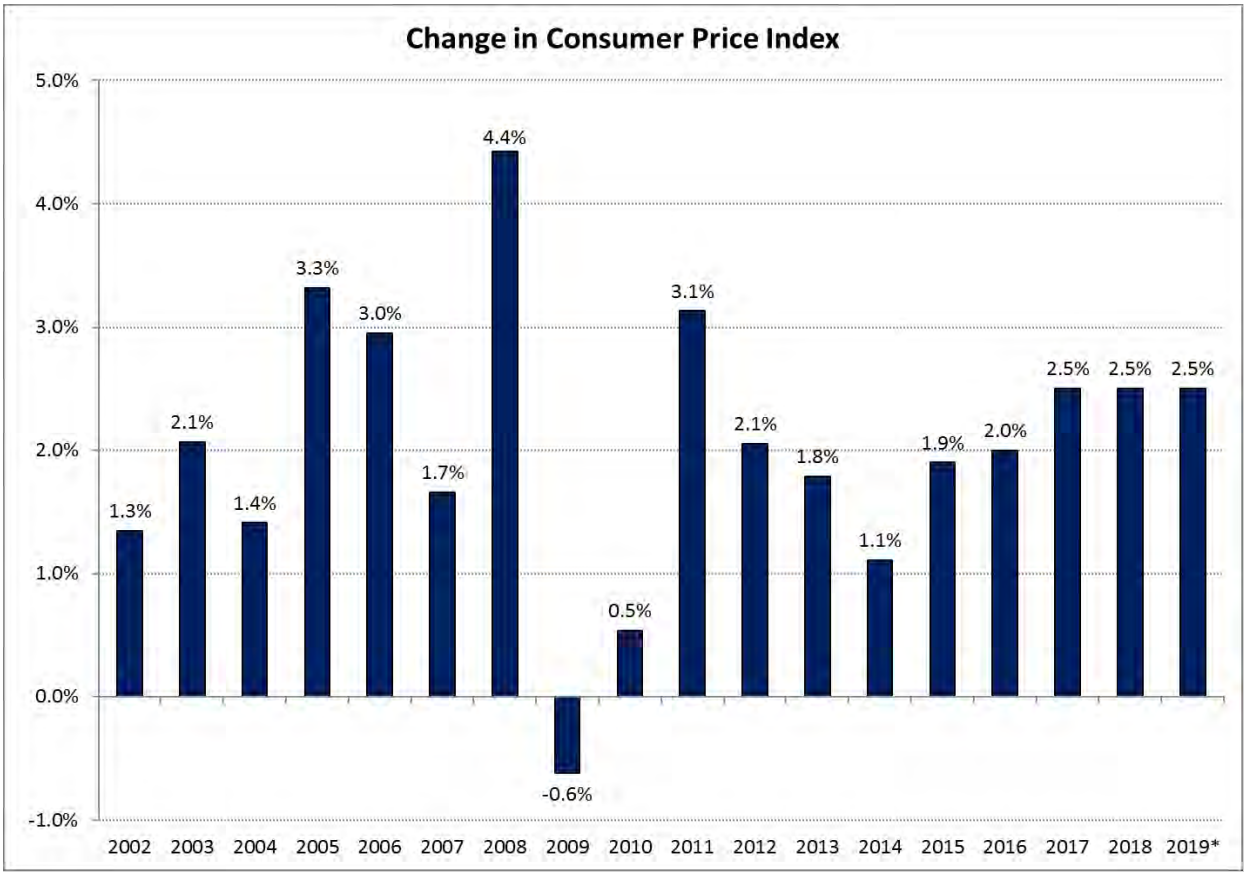
Projections for the nation point towards a 2.9% Real GDP for 2018. Global economic expansion continues to improve; however, a variety of potential scenarios might slow the economy in this three year forecast period. Consumer confidence levels are optimistic with wages rising and national unemployment rates remaining below 5%. Both Texas and Plano have historically been below the national unemployment rate averages.

While labor force participation remains around pre-recession levels, economic growth has moderately rebounded. Employment signs show positive growth and an optimistic approach for this coming year. With current political initiatives to relax certain regulations, the national economy may gain momentum throughout this forecast period. Major tax reform has already begun to positively impact both business investment and consumer spending on the National and Local level. Economic productivity was 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. With many companies utilizing new technology to maximize productivity in the hours worked from employees, a standard response to the recession by business managers was to do more with less. As workforces held steady and grew within certain industries, employees found a new standard amongst employers. In the past few years, employers were requiring upskilling and higher levels of education which detracted many potential workers.

However, many in the job market obtained higher education levels to meet and exceed job requirements. Modest economic growth in the U.S. and slower growth throughout much of the rest of the world spell increased inflation rates throughout this year. However, due to recent fiscal reactions completed by the Federal Reserve, an increase in inflation rates has been constrained and will be closely monitored throughout this economic cycle. In the past year, we have already seen a rise on interest rates from the Federal Reserve as their fiscal policies take shape. 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. A rise in CPI of 3.0% for the DFW urban region over the past 12 months, and a rise of 2.2% nationally, reflects an economic environment that is stable and experiencing modest growth.

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 declined slightly 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 2016 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 3.4% which is equal to the average Municipal Cost Index (MCI) for 2018, 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 has adopted the Plano Tomorrow Comprehensive Plan which is 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. Economists generally agree that the national economy will continue to recover, though not as quickly as most individuals would like.

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 upcoming year brings about many political pressures such as the 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; 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.



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Budget Assumption Matrix
Revenues and Expenses
2019-20 thru 2021-22

		Projected		
	Assumption	2019-20	2020-21	2021-22
Population:				
January 1, 2019	January 1, 2019 (Estimate): 283,700 (Planning Dept.)			
2019-20	Increase 0.40% to 284,700 (Planning Dept.)	0.40%		
2020-21	Increase 0.60% to 286,500 (Planning Dept.)		0.60%	
2021-22	Increase 1.00% to 289,500 (Planning Dept.)			1.00%
Property Values:				
Existing Property Value:				
2019-20	Increase 4.00% to $44,430,970,246 (Central Appraisal District)	4.00%		
2020-21	Increase 4.00% to $46,988,209,056 (Central Appraisal District)		4.00%	
2021-22	Increase 3.00% to $48,912,855,328 (Central Appraisal District)			3.00%
New Property Value:				
2019-20	Increase $750,000,000 (Based on Central Appraisal District)			
2020-21	Increase $500,000,000 (Based on Building Permit Projections)			
2021-22	Increase $400,000,000 (Based on Building Permit Projections)			
Total Property Value:				
2019-20	$45,180,970,246			
2020-21	$47,488,209,056			
2021-22	$49,312,855,328			
Revenues:				
Taxes				
Ad Valorem Taxes:				
Current	Assume 99% collection rate			
Delinquent	Assume 1% delinquent rate			
Penalty & Interest	Based on past trends in delinquent accts.			
New Debt				
2018-19 Re-Estimate	$64,000,000 (Bond Authority)			
2019-20	$77,665,000 (Bond Authority)			
2020-21	$58,515,000 (Bond Authority)			
2021-22	$40,605,500 (Bond Authority)			
Sales Tax:				
2018-19 Re-Estimate	$82,585,043 (Revised 3-year average based on actuals)			
2019-20	$83,585,043 (Increase $1.0 million)			
2020-21	$84,585,043 (Increase $1.0 million)			
2021-22	$85,585,043 (Increase $1.0 million)			
Franchise Taxes:				
2019-20	Constant for all, except Telephone, Gas and Cable TV			
2020-21	Constant for all, except Telephone and Cable TV			
2021-22	Constant for all, except Telephone and Cable TV			
Interest Earnings				
2019-20	Based on historical actuals and the ending working balance of each individual fund			
2020-21	Based on historical actuals and the ending working balance of each individual fund			
2021-22	Based on historical actuals and the ending working balance of each individual fund			
Building Related Revenues				
2019-20	Constant at $5,500,000			
2020-21	Constant			

Budget Assumption Matrix
Revenues and Expenses
2019-20 thru 2021-22

		Projected		
	Assumption	2019-20	2020-21	2021-22
2021-22	Constant			
Direct Population-Based (DP)				
2019-20	Increase 0.40% (Planning Dept.)	0.40%		
2020-21	Increase 0.60% (Planning Dept.)		0.60%	
2021-22	Increase 1.00% (Planning Dept.)			1.00%
Indirect Population-Based (IP)				
2019-20	Increase 0.20% (Planning Dept.)	0.20%		
2020-21	Increase 0.30% (Planning Dept.)		0.30%	
2021-22	Increase 0.50% (Planning Dept.)			0.50%
Direct Economy-Based (DE)				
2019-20	Increase 2.50% (Projection based on various indexes)	2.50%		
2020-21	Increase 2.50% (Projection based on various indexes)		2.50%	
2021-22	Increase 2.50% (Projection based on various indexes)			2.50%
Indirect Economy-Based (IE)				
2019-20	Increase 1.25% (Projection based on various indexes)	1.25%		
2020-21	Increase 1.25% (Projection based on various indexes)		1.25%	
2021-22	Increase 1.25% (Projection based on various indexes)			1.25%
GENERAL FUND				
Sales Tax	Based on 3-year average (City Policy)			
Mixed Drink Tax	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Bingo Gross Receipts Tax	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Franchise Fees				
Electrical Franchise	Constant	0.00%	0.00%	0.00%
Telephone Franchise	Decrease	-3.00%	-3.00%	-3.00%
Fiber Optics Franchise	Constant	0.00%	0.00%	0.00%
Gas Franchise	Decrease	-3.00%	0.00%	0.00%
Cable TV Franchise	Decrease	-5.00%	-5.00%	-5.00%
Fines & Forfeits				
Municipal Court	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Library Fines	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
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)	0.20%	0.30%	0.50%
Land/Burning/Liquid Waste	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Grease Trap Permits	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Rental Registratin Fees	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Fire Inspection Fees	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Animal Licenses	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Restaurant Plan Review	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Alarm Permits	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Filing Fees	Based on building & development projection	0.00%	0.00%	0.00%

Budget Assumption Matrix
Revenues and Expenses
2019-20 thru 2021-22

		Projected		
	Assumption	2019-20	2020-21	2021-22
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)	0.20%	0.30%	0.50%
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)	0.20%	0.30%	0.50%
Ambulance Service	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
False Alarm Response	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Emergency 911	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
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)	0.20%	0.30%	0.50%
Same Day Inspection Fee	Based on building & development projection	0.00%	0.00%	0.00%
Convenience Copiers	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Lease Fee	Constant	0.00%	0.00%	0.00%
Recreation User Fee	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Recreation Rental Fee	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Swimming Fee	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Recreation Membership Card Fee	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Tennis Center Fee	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Food Manager/Handler Training	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Tree Trimming Assessments	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Child Safety Fee	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
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			
Sustainability & Env. Svcs. Fund	Based on Indirect Cost Allocation Study by MGT			
Recreation Revolving Fund	5.0% of Recreation Fund revenues			

Budget Assumption Matrix
Revenues and Expenses
2019-20 thru 2021-22

		Projected		
	Assumption	2019-20	2020-21	2021-22
Golf Course Fund	5.0% of Golf Course Fund revenues			
Convention & Tourism Fund	5.0% of Convention & Tourism Fund revenues			
Municipal Drainage Fund	7.0% of Fees			
WATER & SEWER FUND				
Water Income	Direct Population based increase (DP), and North Texas Municipal Water District	0.40%	0.60%	1.00%
Water Taps	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Sewer Income	Direct Population based increase (DP), and North Texas Municipal Water District	0.40%	0.60%	1.00%
Water & Sewer Penalties	Direct Population based increase (DP)	0.40%	0.60%	1.00%
Water Meters	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Construction Water	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Service Connect Fee	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Backflow Testing	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Sewer Tie-On	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Pre-Treatment Permits	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Interest Earnings	Based on historical actuals & ending working bal.			
Misc. Income	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
CONVENTION & TOURISM FUND				
Hotel/Motel Receipts	Direct Economy based increase (DE), plus occupancy projections	2.50%	2.50%	2.50%
Civic Center Fees	Direct Economy based increase (DE)	2.50%	2.50%	2.50%
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)	2.50%	2.50%	2.50%
Special Refuse Collection	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Residential Collection	Direct Population based increase (DP)	0.40%	0.60%	1.00%
Allied Waste, Inc.	Direct Economy based increase (DE)	2.50%	2.50%	2.50%
Recycling	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Sale of Landscape Bags	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Tipping Fee	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Contributions via Utility Billing	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Sale of Compost	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Miscellaneous	Indirect Economy based increase (IE)	1.25%	1.25%	1.25%
Disposal Reimbursements	Direct Economy based increase (DE)	2.50%	2.50%	2.50%
MUNICIPAL DRAINAGE FUND				
Residential Class Fees	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Commercial Class Fees	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Interest Earnings	Based on historical actuals & ending working bal.			
MUNICIPAL GOLF COURSE FUND				
Golf Fees	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Concessions	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Miscellaneous	Constant	0.00%	0.00%	0.00%
Interest Earnings	Based on historical actuals & ending working bal.			
RECREATION REVOLVING FUND				
Recreation Fees	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Contributions	Indirect Population based increase (IP)	0.20%	0.30%	0.50%
Sundry	Indirect Population based increase (IP)	0.20%	0.30%	0.50%

Budget Assumption Matrix
Revenues and Expenses
2019-20 thru 2021-22

		Projected		
	Assumption	2019-20	2020-21	2021-22
Interest	Based on historical actuals & ending working balance			
Expenses:				
MCI - Inflation				
2019-20	Based on Municipal Cost Index - American City & County	3.40%		
2020-21	Based on Municipal Cost Index - American City & County		3.40%	
2021-22	Based on Municipal Cost Index - American City & County			3.40%
Salaries, Wages & Benefits				
2019-20 (Civil & Non-Civil Service)	Across the Board - Market Based	3.00%		
2020-21	Across the Board - Market Based		3.00%	
2021-22	Across the Board - Market Based			3.00%
RSP				
2019-20	Remain constant at 3.62% of salary (RSP Board)			
2020-21	Remain constant at 3.62% of salary (RSP Board)			
2021-22	Remain constant at 3.62% of salary (RSP Board)			
Life Insurance				
2019-20	Remain constant at 1.00% of salary (Calculation)			
2020-21	Remain constant at 1.00% of salary (Calculation)			
2021-22	Remain constant at 1.00% of salary (Calculation)			
Disability				
2019-20	Remain constant at 0.07% of salary (Calculation)			
2020-21	Remain constant at 0.07% of salary (Calculation)			
2021-22	Remain constant at 0.07% of salary (Calculation)			
Medicare				
2019-20	Remain constant at 1.45% of salary (Calculation)			
2020-21	Remain constant at 1.45% of salary (Calculation)			
2021-22	Remain constant at 1.45% of salary (Calculation)			
TMRS				
2019-20	Remain constant at 17.71% of salary (Full TMRS Phase in Rate)			
2020-21	Remain constant at 17.71% of salary (Full TMRS Phase in Rate)			
2021-22	Remain constant at 17.71% of salary (Full TMRS Phase in Rate)			
Health Insurance				
2019-20	Remain constant			
2020-21	Remain constant			
2021-22	Remain constant			
OPEB				
2019-20	$2,130 (Human Resources)			
2020-21	Remain constant at $2,130			
2021-22	Remain constant at $2,130			
Attrition				
2019-20	3.0% for General Fund, Water & Sewer and Municipal Drainage and 1.0% for other Funds			
2020-21	3.0% for General Fund, Water & Sewer and Municipal Drainage and 1.0% for other Funds			
2021-22	3.0% for General Fund, Water & Sewer and Municipal Drainage and 1.0% for other Funds			

Budget Assumption Matrix
Revenues and Expenses
2019-20 thru 2021-22

		Projected		
	Assumption	2019-20	2020-21	2021-22
Depreciation				
2019-20	Method remains constant each year (Historical & ERF)			
2020-21	Method remains constant each year (Historical & ERF)			
2021-22	Method remains constant each year (Historical & ERF)			
Municipal Garage Charges				
2019-20	Decrease 5.00% (Equip. Svcs, gas and oil price lowered.)	-5.00%		
2020-21	Flat		0.00%	
2021-22	Flat			0.00%
Postage				
2019-20	Based on Inflation - Municipal Cost Index	3.40%		
2020-21	Based on Inflation - Municipal Cost Index		3.40%	
2021-22	Based on Inflation - Municipal Cost Index			3.40%
Electricity				
2019-20	Flat (US Energy Information Administration)	0.00%		
2020-21	Flat (US Energy Information Administration)		0.00%	
2021-22	Flat (US Energy Information Administration)			0.00%
Natural Gas				
2019-20	Flat (US Energy Information Administration)	0.00%		
2020-21	Flat (US Energy Information Administration)		0.00%	
2021-22	Flat (US Energy Information Administration)			0.00%
Capital Outlay				
2019-20	$1,125,000 per year for library books (Historical)			
2020-21	$1,125,000 per year for library books (Historical)			
2021-22	$1,125,000 per year for library books (Historical)			
Existing Expenditures				
2019-20	Based on Inflation - Municipal Cost Index	3.40%		
2020-21	Based on Inflation - Municipal Cost Index		3.40%	
2021-22	Based on Inflation - Municipal Cost Index			3.40%
North Texas Municipal Water District (NTMWD)				
Water				
2018-19	Price per 1,000 gal $2.92			
2019-20	Increase $0.20 per 1,000 gal to $3.12	6.85%		
2020-21	Increase $0.19 per 1,000 gal to $3.31		6.09%	
2021-22	Increase $0.17 per 1,000 gal to $3.48			5.14%
Wastewater				
2018-19	Price per 1,000 gal $2.14			
2019-20	Increase $0.44 per 1,000 gal to $2.58	20.56%		
2020-21	Increase $0.25 per 1,000 gal to $2.83		9.69%	
2021-22	Increase $0.18 per 1,000 gal to $3.01			6.36%
Upper East Fork Interceptor System				
2018-19	Price per 1,000 gal $1.47			
2019-20	Increase $0.38 per 1,000 gal to $1.85	25.85%		
2020-21	Increase $0.26 per 1,000 gal to $2.11		14.05%	
2021-22	Increase $0.20 per 1,000 gal to $2.31			9.48%

Budget Assumption Matrix
Revenues and Expenses
2019-20 thru 2021-22

		Projected		
	Assumption	2019-20	2020-21	2021-22
EWS-Regional Landfill				
2018-19	Price per ton $38.25			
2019-20	Remaining flat $38.25	0.00%		
2020-21	Remaining flat $38.25		0.00%	
2021-22	Remaining flat $38.25			0.00%
GENERAL FUND TRANSFERS				
Capital Maintenance				
2018-19	$30,250,549 (calculation)			
2019-20	Transfer $31,250,000 (Based on revised Capital Maintenance Policy/CIP)			
2020-21	Transfer $32,250,000 (Based on revised Capital Maintenance Policy/CIP)			
2021-22	Transfer $33,250,000 (Based on revised Capital Maintenance Policy/CIP)			
Economic Dev. Incentive Fund				
2019-20	Transfer $8,945,832 (2 cents on tax rate)			
2020-21	Transfer $9,402,665 (2 cents on tax rate)			
2021-22	Transfer $9,763,945 (2 cents on tax rate)			
Technology Fund				
2019-20	Total transfer to remain constant @ $1.9 million a year, divided among Funds who contribute: (Calculation)			
2020-21	General Fund = $1,500,000			
2021-22	Water & Sewer Fund = $300,000			
	Sustainability & Env. Svcs. Fund = $60,000			
	Municipal Drainage Fund = $20,000			
	Convention & Tourism Fund = $20,000			
PTV Fund				
2019-20	Transfer $250,000 (Calculation)			
2020-21	Transfer $250,000 (Calculation)			
2021-22	Transfer $250,000 (Calculation)			
Risk Management Fund				
2019-20	Transfer $4,800,000 (Calculation)			
2020-21	Transfer $4,800,000 (Calculation)			
2021-22	Transfer $4,800,000 (Calculation)			

GENERAL FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Ad Valorem Taxes	$120,048,669	$132,974,743	$145,070,623	$145,070,623	$153,369,230	$161,111,200	$167,132,902
Sales Tax	81,530,064	85,592,104	79,129,630	82,585,043	83,585,043	84,585,043	85,585,043
Franchise Fees	23,778,918	24,354,134	23,023,532	23,837,577	23,413,201	23,116,320	22,831,846
Fines & Forfeits	6,081,129	6,304,020	5,860,000	6,278,846	6,291,404	6,310,278	6,341,829
Building & Development	8,590,704	6,772,104	5,528,915	5,707,670	5,597,670	5,597,670	5,597,670
Licenses & Permits	3,776,421	3,536,443	3,834,670	3,789,995	3,796,005	3,805,037	3,820,136
Fees & Charges for Services	12,899,656	12,978,352	13,534,248	13,883,877	13,975,646	14,031,837	14,115,231
Intergovernmental	1,041,291	1,526,803	1,907,118	1,905,153	1,905,153	1,905,153	1,905,153
Interest Income	659,020	890,026	800,000	900,000	900,000	900,000	900,000
Transfers In	20,332,926	20,993,217	21,508,792	21,508,793	20,691,331	21,942,284	22,429,213
CIP Coming On-Line	0	0	0	0	34,000	84,000	134,000
Other	4,052,921	4,225,750	4,201,798	4,369,138	4,400,003	4,434,344	4,474,659
Total Recurring Revenue	$282,791,719	$300,147,696	$304,399,326	$309,836,715	$317,958,685	$327,823,166	$335,267,682
Recurring Expenditures							
Salaries & Wages	$187,249,006	$196,353,984	$208,957,653	$207,294,917	$214,081,692	$219,709,414	$225,430,257
Supplies & Services	60,371,511	63,481,235	66,198,199	69,984,954	67,768,298	68,874,641	70,020,876
Reimbursements	(2,909,308)	(3,861,807)	(5,049,449)	(4,396,524)	(4,396,524)	(4,396,524)	(4,396,524)
CIP Coming On-Line	0	0	0	0	1,512,393	1,814,400	302,696
Capital Outlay	3,833,560	3,599,793	2,012,186	4,291,922	1,125,000	1,125,000	1,125,000
Total Recurring Expenditures	$248,544,769	$259,573,205	$272,118,589	$277,175,269	$280,090,859	$287,126,931	$292,482,305
Transfers Out	$36,801,800	39,996,090	45,231,042	45,231,042	46,745,832	48,202,665	49,563,945
Fund Balance - Beginning	**$54,189,973**	**$51,635,123**	**$35,418,179**	**$52,213,524**	**$39,643,928**	**$30,765,921**	**$23,259,492**
Total Recurring Revenue	**$282,791,719**	**$300,147,696**	**$304,399,326**	**$309,836,715**	**$317,958,685**	**$327,823,166**	**$335,267,682**
Total Recurring Expenditures	**$248,544,769**	**$259,573,205**	**$272,118,589**	**$277,175,269**	**$280,090,859**	**$287,126,931**	**$292,482,305**
Less: Transfers Out	**$36,801,800**	**$39,996,090**	**$45,231,042**	**$45,231,042**	**$46,745,832**	**$48,202,665**	**$49,563,945**
Fund Balance - Ending	**$51,635,123**	**$52,213,524**	**$22,467,874**	**$39,643,928**	**$30,765,921**	**$23,259,492**	**$16,480,924**
Required 30 Day Balance					**$23,021,166**	**$23,599,474**	**$24,039,642**
Add'l Revenues or Program Reductions to Meet 30 Days							**$7,558,718**
Days of Operation				**52**	**40**	**30**	**30**
Total Assessed Property Value				**$42,722,086,775**	**$45,180,970,246**	**$47,488,209,056**	**$49,312,855,328**
Tax Split:							
Debt		**0.1186**	**0.1110**	**0.1110**	**0.1110**	**0.1110**	**0.1110**
Operations		**0.3500**	**0.3493**	**0.3493**	**0.3493**	**0.3493**	**0.3493**
		0.4686	**0.4603**	**0.4603**	**0.4603**	**0.4603**	**0.4603**
Operating Tax Rate to be Transferred from Debt					**0.0000**	**0.0000**	**0.0000**
Equivalent Amount					**$0**	**$0**	**$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.

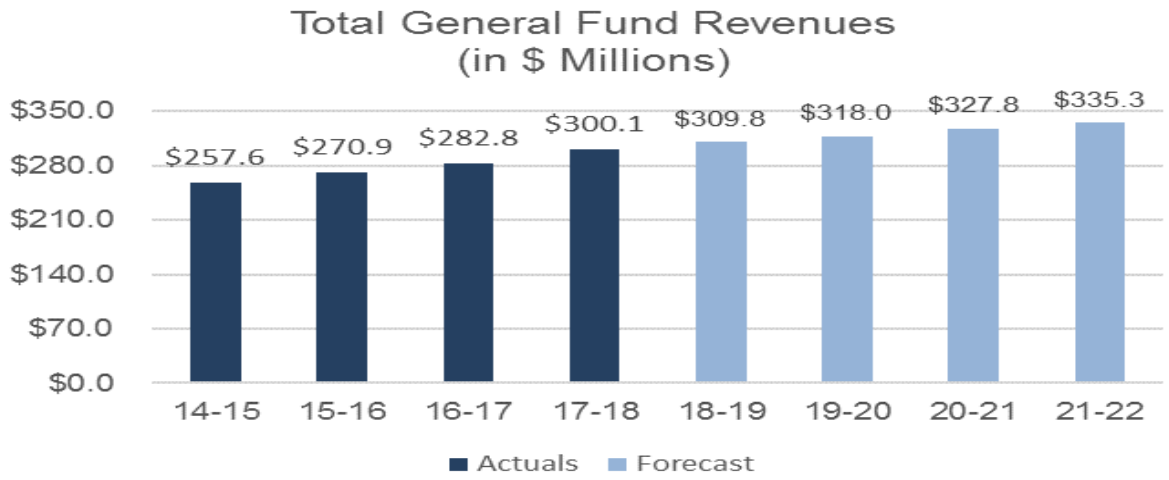
Other
Miscellaneous receipts include revenues such as interest income, rents, and insurance collections.

Other Financing Sources:

Operating Transfers In
Transfers from other City funds.

Operating Revenues

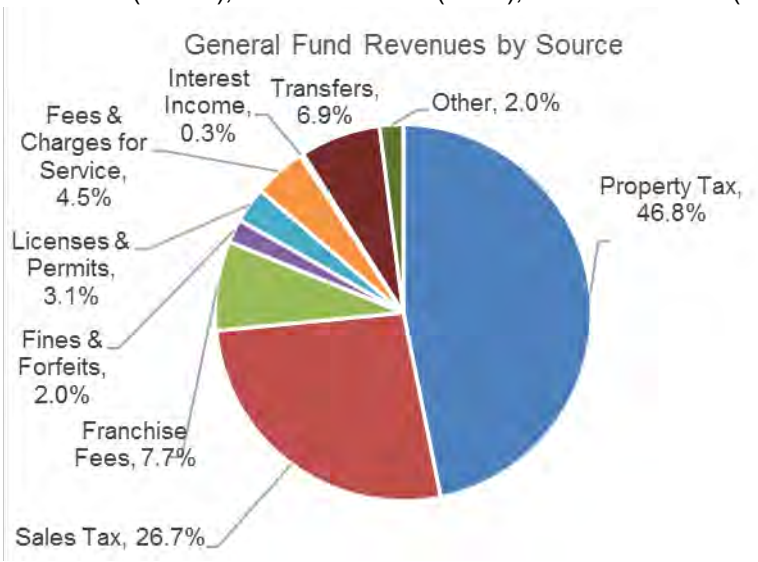
The General Fund accounts for most financial resources except those required for debt or specifically attributable to the enterprise funds. Resources are generated by property (ad valorem) and other taxes, franchise fees, fines & forfeits, licenses & permits, and fee & charges for services.



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 2014-15. All years represented in the graph above represent a continued robust economy.

The increase in revenues received continues today and this forecast projects an ending 2019-20 General Fund balance of 40 days of operation which is well within compliance with the financial policies adopted by City Council. The continued confidence in the 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 2021-22, total General Fund revenues are estimated to be $335.3 million.

The major sources that make up the General Fund revenues for 2018-19 include: Ad Valorem Tax (46.8%), Sales Tax (26.7%), Franchise Fees (7.7%), Fines & Forfeits (2.0%), Licenses & Permits (3.1%), Fees & Charges for Services (4.5%), Interest Income (0.3%), Transfers (7.0%), and Other (2.0%). A description of each source as well as a discussion of the outlook over the next three years follows.

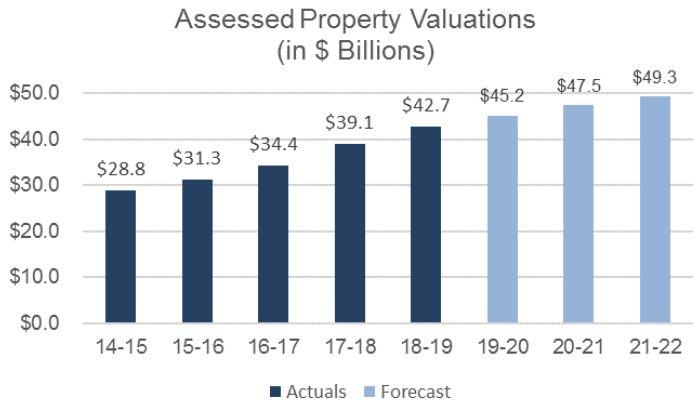


Ad Valorem Taxes

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 46.03 cents per $100 of assessed valuation is maintained throughout the forecast, and the amount allocated between debt and operations remains constant throughout the forecast period.

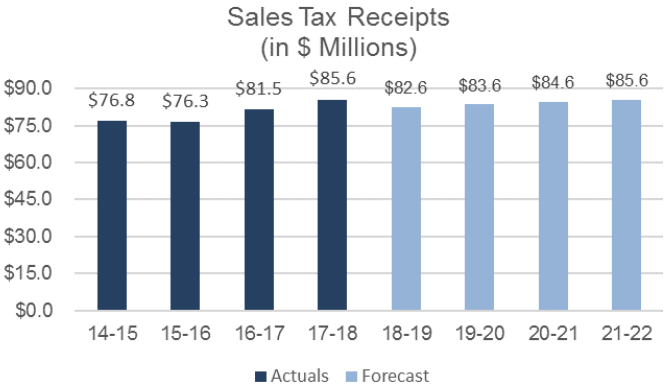
Ad valorem tax revenue is based on maintaining the current tax rate of 46.03 cents per $100 valuation for the next 3 years and assumes a 99.0% collection rate. At no time during the forecast period does the change in distribution between operation and debt exceed the current 8.0% rollback operating limit. 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 34.93 cents per $100 valuation starting in 2019-20.

Based on projections attained by both Central Appraisal Districts, existing property values are projected to increase 4.0% in 2019-20, 4.0% in 2020-21, and 3.0% in 2021-22. New growth is projected at $750.0 million for 2019-20, another $500.0 million in 2020-21, and $400.0 million in 2021-22.



Sales Tax

Based on the newly revised sales tax policy cap, sales tax receipts, the General Fund's second largest source of revenue, are re-estimated for 2018-19 at $82.6 million, up from the initial 2018-19 budgeted amount of $79.1 million. In keeping with the basic premise of the current City Council sales tax policy, sales tax projections will be based on the past three-year average of sales tax collections net any audit adjustments. For purposes of this forecast, an additional $1.0 million is added in each of the forecast years. For 2019-20, this amount totals $83.6 million; in 2020-21, $84.6 million; and in 2021-22, $85.6 million. 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.



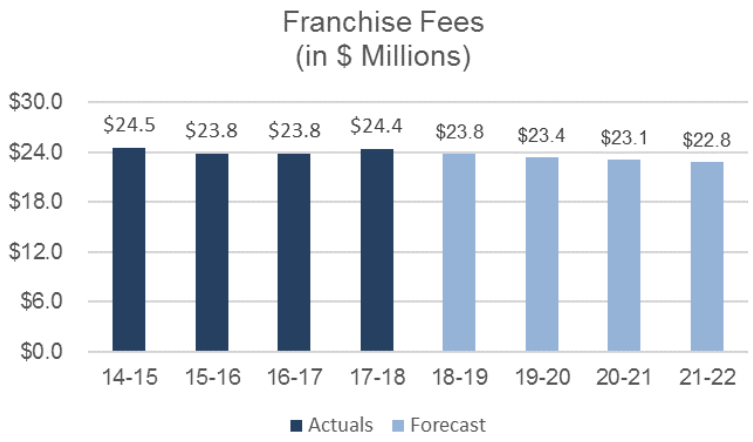
Strong business to business sales tax activity as well as increased off premise liquor consumption has helped to keep this revenue source steady. However, we still need to be cognizant of the volatility of this revenue source and factors such as the increasing loss of retail market share to surrounding communities, the "Back-To-School" and "Energy Star" Sales Tax Holiday, weather conditions, and any impending future legislation. For the first five months of 2018-19, sales tax collections are up $0.5 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 2018-19 are expected to total $23.8 million, or 7.7% 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 and Fiber Optics franchise fees are projected to remain relatively constant for the forecast period. Telephone franchise fees are projected to decrease 3.0% each year of the forecast period, Cable TV franchise fees are projected to decrease 5.0% each year of the forecast period, and Gas franchise fees are projected to decrease 3.0% in 2019-20 and then remain constant in 2020-21 and 2021-22. Franchise fee revenues continue to decrease due to the greater migration of customers to wireless solutions.



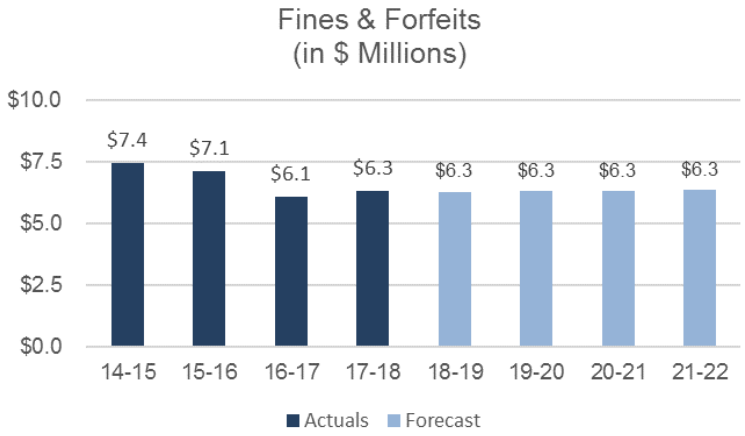
Electrical franchise fees are re-estimated for 2018-19 at $12.2 million and Telephone franchise fees are re-estimated for 2018-19 at $4.2 million. Fiber Optics franchise fees are re-estimated for 2018-19 at $50,015 and Gas franchise fees are re-estimated up for 2018-19 to $3.8 million from the original budgeted amount of $3.1 million due to some unusually cold days near the beginning of calendar year 2019. As a result, Gas franchise fees are projected to decrease 3.0% in 2019-20 assuming a more normal winter pattern in 2019-20, then remain constant in 2020-21 and 2021-22.

Cable Television franchise fees are re-estimated for 2018-19 at $3.6 million from the original budgeted amount of $3.5 million. It is anticipated that Cable Television franchise fees will decrease 5.0% in 2019-20, 2020-21 and also in 2021-22.

The graph above shows the historical trends and projections for franchise fee revenue. By 2021-22, this revenue source is estimated to be fairly steady at $22.8 million, a 6.3% decrease over 2017-18 revenues.

Fines & Forfeits

Fines and forfeits for 2018-19 are expected to increase slightly to $6.3 million, up $418,846 from 2018-19 original budgeted amount. An increase in the amount of municipal court fines collected to date is the main reason for this mid-year increase. All fines and forfeits are projected to increase at the indirect population-based rate of 0.20% in 2019-20, 0.30% in 2020-21, and 0.50% in 2021-22. 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 2021-22, this revenue source is estimated to be $6.3 million, relatively unchanged over 2017-18 revenues.

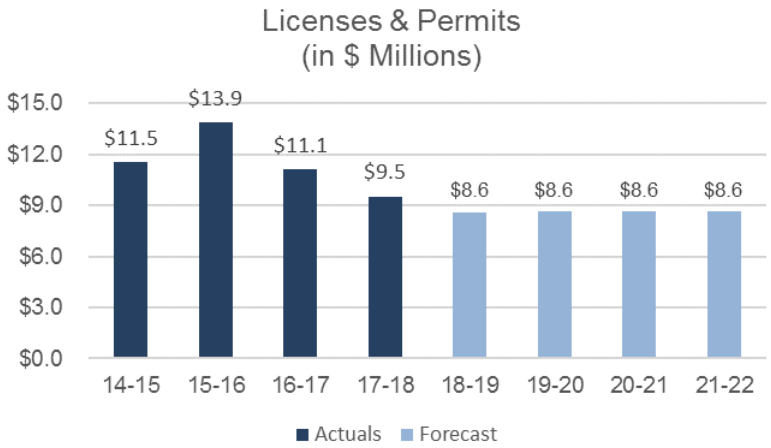
Licenses & Permits

Licenses and permits for 2018-19 are expected to total $8.6 million, or 3.1% 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.

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. However, the pace of development has begun to ease and there is an anticipated leveling off of construction related permits going forward. 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 0.20% in 2019-20, 0.30% in 2020-21, and 0.50% in 2021-22.

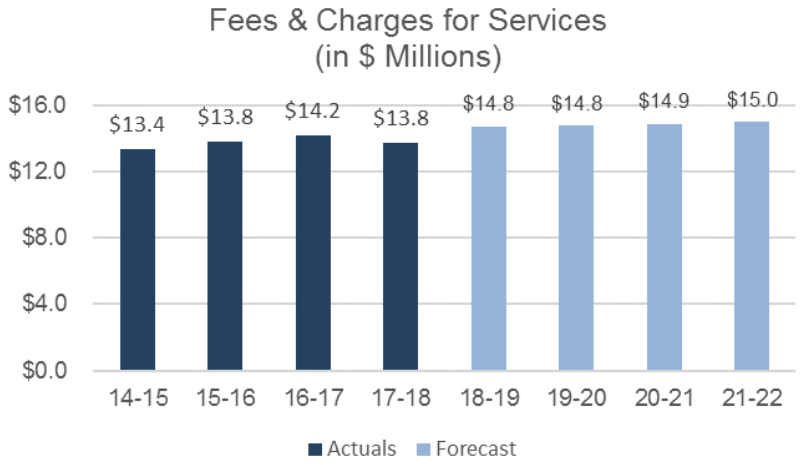
The graph shows the historical trends and projections for licenses and permits revenue. By 2021-22, this revenue source is estimated to be $8.6 million, a 9.2% decrease under 2017-18 revenues due to the slowdown in commercial growth.



Fees & Charges for Services

Fees and charges for services for 2018-19 are expected to total $14.8 million, or 4.5% 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.

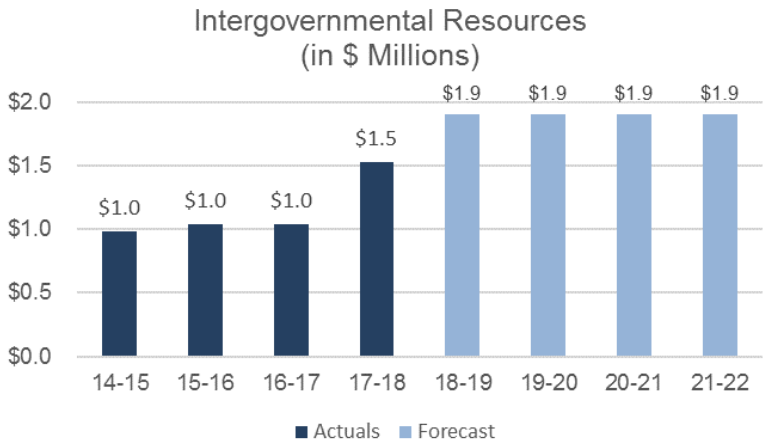


Overall, most fees and charges for services are projected to increase at the indirect population-based rate of 0.20% in 2019-20, 0.30% in 2020-21, and 0.50% in 2021-22. Any building & development related revenues within this category are projected to remain constant from the 2018-19 re-estimated amounts throughout the forecast period.

The graph shows the historical trends and projections for fees and charges for services revenue. By 2021-22, this revenue source is estimated to reach $15.0 million, a 9.1% increase over 2017-18 revenues.

Intergovernmental Resources

Intergovernmental resources for 2018-19 are expected to total $1.9 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 $1.9 million in overall Intergovernmental Resources. Also included are Plano-Richardson Police training facility revenue.



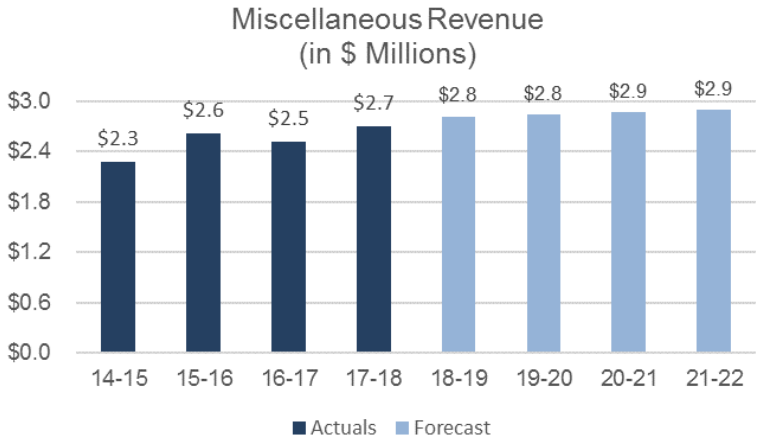
Intergovernmental resources are projected to remain constant throughout the forecast period at $1.9 million.

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

Other

Miscellaneous revenues for 2018-19 are expected to total $2.8 million. Miscellaneous receipts include revenues such as interest income, rents, and insurance collections.

Interest income is projected to be $900,000 in 2018-19 and will remain at $900,000 throughout the forecast period.

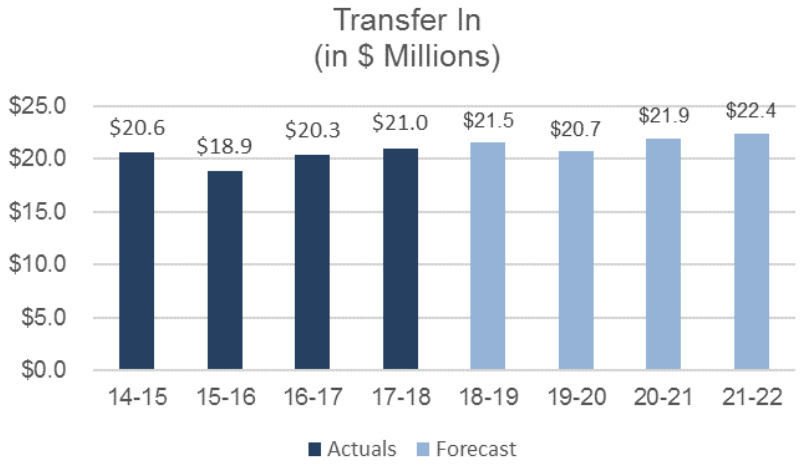


The graph shows the historical trends and projections for miscellaneous/ other revenue. By 2021-22, this revenue source is estimated to be $2.9 million.

Other Financing Sources:

Operating Transfers In

Transfers in for 2018-19 are expected to total $21.5 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, and the Municipal Drainage Fund. All transfers are based on a percentage allocation of revenues received in each of these funds. Therefore, the revenues received in future years depend on revenues generated in each of these funds over the next three years.



The graph above shows the historical trends and projections for transfers in. By 2021-22, this revenue source is estimated to reach $21.8 million, a 3.7% increase over 2017-18 revenues.

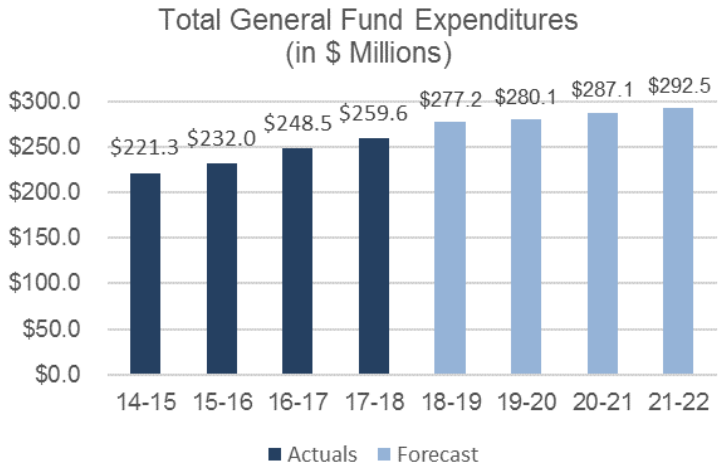
CIP Coming On-Line

Additional revenues anticipated in the future as a result of new facilities coming on-line include the Liberty Recreation Center remodel and the Oak Point Recreation Center expansion and pool addition. In 2019-20, $34,000 in additional user fee revenue is included as a result of the Liberty Recreation Center remodel. In 2020-21, $50,000 in additional partial year user fee revenue is included for the Oak Point Recreation Center Pool addition and another $50,000 is included in 2021-22.

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. Within our strategic goal to deliver outstanding operational analysis and effectiveness, we are committed to providing exceptional city services at the greater possible value. In addition, in keeping with the City of Plano's commitment, we strive to maintain and improve the City's $2.5 billion growing infrastructure, provide additional funding for Capital Maintenance, preserve exceptional, quality services for residents, businesses and the Plano community, and develop and promote programs that encourage revitalization and redevelopment in Plano's commercial corners and neighborhoods.

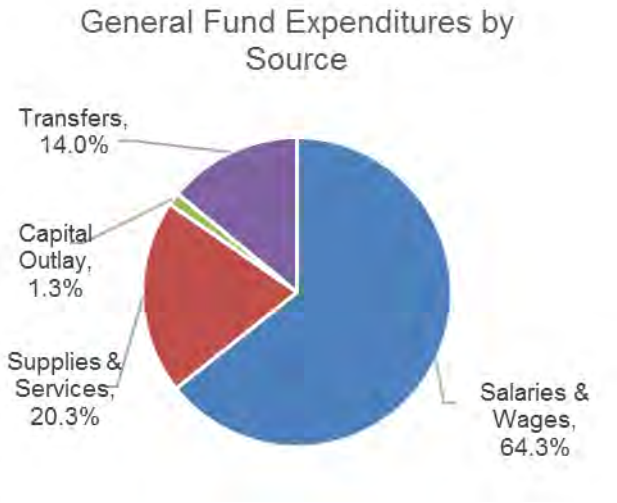
The following graph shows the historical trends and projections for all General Fund expenditures. General Fund expenditures account for the continued revitalization of city infrastructure, maintaining and in some cases enhancing services to maintain the quality of services that citizens have come to expect, addressing maintenance of City assets, increases in public safety, and the inclusion of salary increases for both civil service and non-civil service employees. During this time, 214 additional employees have been added, particularly in the Public Safety programs.



The major expenditures that make up the General Fund by category for 2018-19 include: Salaries & Wages (64.3%), Supplies & Services (20.3%), Capital Outlay (1.3%), and Transfers (14.0%). 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 a 3.0% increase for both Civil Service and Non-Civil Service employees in each year throughout the forecast period, and assume that the current staffing levels remain constant over the next three years. 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 17.71% while the RSP rate is expected to remain the same through 2021-22. Other benefit rates are expected to remain constant.



Supplies & Services

Supplies & services costs are projected to increase 3.4% 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 decrease 5.0% in 2019-20 due to lower fuel and oil costs and a projected decrease in the planned labor rate, and then remain constant in 2020-21 and 2021-22. Electricity charges are projected to remain flat in each year of the forecast period. Finally, natural gas is also expected to remain flat in each year of the forecast period.

Capital Outlay

Capital outlay is projected at $1,125,000 per year for library books – both print and electronic. No other new capital is provided for in the General Fund with the exception of capital outlay related to CIP projects coming on-line.

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 at $31.3 million in 2019-20 and is projected to increase by $1.0 million in each of the following years to $32.3 in 2020-21 and $33.3 in 2021-22. 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 $4.8 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 $1.5 million in all forecast periods is representative of the General Fund's proportionate share for technology related expenses.

The transfer to the PTV Fund is scheduled at $250,000 for each year of the forecast period.

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 $8.9 million in 2019-20; $9.4 million in 2020-21; and $9.8 million in 2021-22. 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 $3.5 million. These projects include a park and restroom renovations at Jack Carter Park, remodel/expansion at the Police Substation, Harrington Library Expansion, additional Park Improvements, and various 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 2019-20 is at 40 days which is in compliance with the financial policies adopted by City Council. This is due primarily to the projected increases in assessed property values including new property coming on-line as well as an increase to the three-year sales tax cap projection. In 2020-21, the General Fund is projected to be at 30 days of working capital. In 2021-22, the General Fund falls short of the 30 day Council goal by $7.5 million. Every annual budget is required to be balanced. This shortfall will be rectified by either increasing revenues and/or decreasing expenditures or some combination of both.

Over the next several months, as we prepare the Fiscal Year 2019-20 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 $2.5 billion growing infrastructure, developing and promoting programs that encourage revitalization and redevelopment in Plano's commercial corners and neighborhoods, and providing additional funding for Capital Maintenance. 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

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Ad Valorem Taxes	$41,588,745	$45,071,476	$45,976,613	$46,388,374	$48,605,819	$51,057,927	$53,005,285
Interest Income	284,622	322,477	200,000	469,140	470,000	282,000	169,200
Police Training Ctr Reimbursement	151,804	151,994	148,562	148,562	134,572	114,874	115,097
Other Revenue	0	0	0	0	0	0	0
Total Recurring Revenue	$42,025,171	$45,545,947	$46,325,175	$47,006,076	$49,210,391	$51,454,801	$53,289,582
Recurring Expenditures							
Principal	$25,250,000	$25,250,000	$26,550,000	$26,550,000	$25,925,000	$28,660,000	$30,460,000
Interest	13,712,428	13,787,755	16,639,820	17,592,602	17,164,977	19,417,526	20,967,226
Transfer to CO's Radio System	905,400	$801,700	802,725	802,725	357,875	356,276	359,276
Transfer to Tax Nt Radio Repl & PLL	996,500	$998,800	995,700	995,700	997,300	999,100	0
Transfer to Tax Nt NextGen Program	638,422	$2,567,950	2,571,700	2,571,700	2,570,450	2,569,200	2,567,700
Exchange Fees	7,248	$9,098	11,250	11,250	12,000	12,750	13,500
New Debt	0	0	1,280,000	0	1,747,463	1,462,875	1,015,138
Total Recurring Expenditures	$41,509,999	$43,415,303	$48,851,195	$48,523,977	$48,775,065	$53,477,727	$55,382,840
Fund Balance - Beginning	**$3,925,760**	**$4,440,933**	**$6,431,489**	**$6,571,576**	**$5,053,675**	**$5,489,002**	**$3,466,076**
Total Recurring Revenue	**$42,025,171**	**$45,545,947**	**$46,325,175**	**$47,006,076**	**$49,210,391**	**$51,454,801**	**$53,289,582**
Total Recurring Expenditures	**$41,509,999**	**$43,415,303**	**$48,851,195**	**$48,523,977**	**$48,775,065**	**$53,477,727**	**$55,382,840**
Fund Balance - Ending	**$4,440,933**	**$6,571,576**	**$3,905,470**	**$5,053,675**	**$5,489,002**	**$3,466,076**	**$1,372,818**
Total Assessed Property Value				***$42,722,086,775***	***$45,180,970,246***	***$47,488,209,056***	***$49,312,855,328***
Tax Split:							
Debt		**0.1186**	**0.1110**	**0.1110**	**0.1110**	**0.1110**	**0.1110**
Operations		**0.3500**	**0.3493**	**0.3493**	**0.3493**	**0.3493**	**0.3493**
		0.4686	**0.4603**	**0.4603**	**0.4603**	**0.4603**	**0.4603**

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

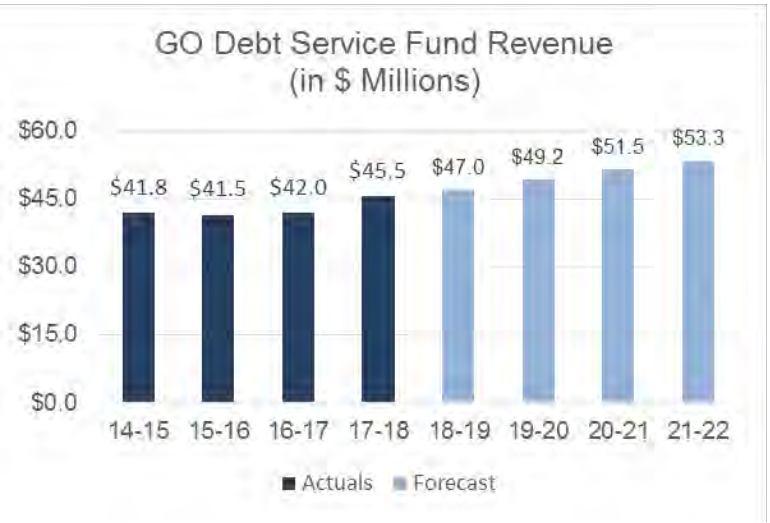
Ad valorem taxes are taxes levied against the assessed valuation of real and business personal property within the city. Properties are assessed by the Central Appraisal Districts of either Collin County or Denton County at 100% of their estimated market value and certified by the Appraisal Review Board.

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 right shows the historical trends and projections for all General Obligation Debt Service Fund revenues.

The 2019-20, 2020-21 and 2021-22 total revenues for the General Obligation (G.O.) Debt Service Fund are estimated at $49.2, $51.5 and $53.3 million respectively.

Ad Valorem Taxes

The current tax rate of 46.03 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. Due to an increase in assessed property values and a plan to use all existing bond authority for Community Investment Program (CIP) projects within the forecast period, the debt allocation of the tax rate is projected to remain constant at the current rate of 11.1 cents over the future years of this this forecast period. According to preliminary estimates provided by the Central Appraisal Districts of Collin County and Denton County, the total assessed property value projected for 2019-20 is $45.2 billion which is an increase of 5.8% compared to $42.7 billion in 2018-19. Adjustments have been made for the TIF District, 380 Agreements

and the Senior Tax Freeze. Across the forecast period, no change is projected to the tax rates that fund the General Obligation (G.O.) Debt Fund or the General Fund, which receives the operating and maintenance portion of Plano's overall ad valorem tax.

Interest

Interest revenues for 2018-19 have been re-estimated at $469,140 and are anticipated to track closely with the available fund balance throughout the three-year forecast. Interest rates are anticipated to rise modestly in the future, while the available fund balance is drawn down in 2020-21 and 2021-22, meaning less interest income in those two years .

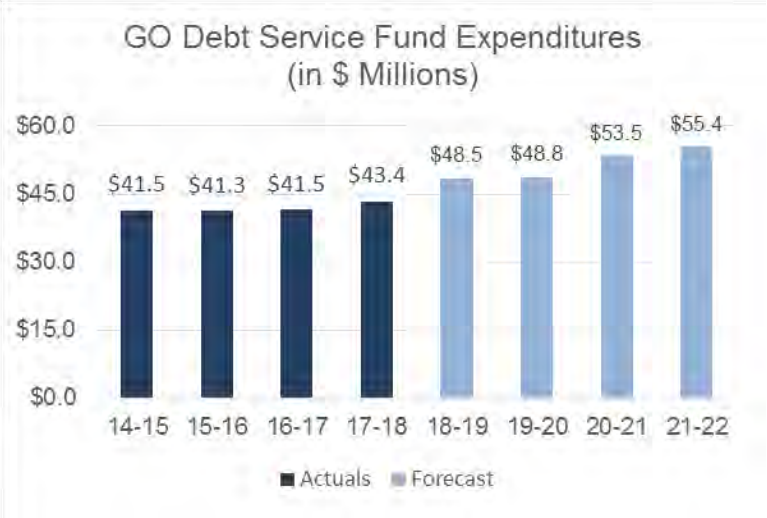
Police Training Center Reimbursement

The Police Training Center reimbursement from the City of Richardson for 2019-20 totals $134,572 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 and 2017 bond referendums in the 2019-20 and 2020-21 forecast years. In addition, this forecast assumes the approval of all three bond referendums before voters in the May 2019 city elections. Additional project funding of $44.7 million would be available in this scenario and used in future years. Finally, this forecast also assumes the use of $20.0 million in authority that would be granted in a 2021 bond referendum to support the initial design of projects that would be approved by voters in May 2021.



Future bond sales are projected to be held in the spring of each year forecast, with the next bond sale totaling $77.7 million in 2020 with an average interest rate of 4.5%. Two additional bond sales are projected in the Spring 2021 for $58.2 million and 2022 for $40.6 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 5.0% to reflect rising interest rates that are expected to occur with steady economic growth expected across the forecast period. 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

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Water Income	$80,430,695	$99,371,447	$100,613,444	$98,962,772	$105,248,514	$110,600,421	$115,119,287
Sewer Income	60,331,094	65,274,389	67,839,429	68,412,423	76,168,009	81,092,135	84,467,998
Water Taps	115,267	61,812	66,990	60,000	60,900	62,423	63,983
Water & Sewer Penalties	757,257	1,587,378	1,547,812	1,547,812	1,557,099	1,563,328	1,572,708
Water Meters/AMR Devices	322,358	297,846	327,264	300,000	304,500	312,113	319,915
Construction Water	415,090	371,921	431,677	347,000	352,205	361,010	370,035
Service Connect Fee	251,245	246,890	260,025	241,120	244,737	250,855	257,127
Backflow Testing	592,345	624,455	613,217	634,675	644,195	660,300	676,808
Sewer Tie-On	28,050	27,525	31,498	27,525	27,938	28,636	29,352
Pre-Treatment Permits	28,310	29,870	32,280	32,280	32,764	33,583	34,423
Interest Earnings	60,441	169,666	120,000	175,000	175,000	175,000	175,000
Misc. Income	635,171	955,738	794,807	878,009	891,179	913,459	936,295
Total Recurring Revenue	$143,967,323	$169,018,937	$172,678,445	$171,618,617	$185,707,041	$196,053,263	$204,022,931
Recurring Expenditures							
Salaries & Benefits	$11,062,312	$10,489,947	$11,612,776	$11,255,152	$11,650,097	$11,945,889	$12,250,292
Supplies & Services	6,842,815	6,288,005	7,694,529	9,794,069	8,627,038	8,842,714	9,063,781
NTMWD	95,638,002	103,762,722	114,683,879	113,583,378	127,005,030	137,105,723	145,391,409
Retirement of NTMWD Debt	247,668	1,935	0	0	0	0	0
Reimbursements	715,141	764,172	833,596	833,596	833,596	833,596	833,596
Capital Outlay	2,889	1,019	55,325	55,325	0	0	0
Total Recurring Expenditures	$114,508,827	$121,307,800	$134,880,105	$135,521,520	$148,115,761	$158,727,922	$167,539,078
Transfers Out	$37,853,541	35,893,415	37,324,732	36,498,748	39,904,125	38,184,542	40,009,973
Fund Balance - Beginning	**$31,813,974**	**$23,418,929**	**$23,731,167**	**$35,236,651**	**$34,835,000**	**$32,522,155**	**$31,662,954**
Total Recurring Revenue	**$143,967,323**	**$169,018,937**	**$172,678,445**	**$171,618,617**	**$185,707,041**	**$196,053,263**	**$204,022,931**
Total Recurring Expenditures	**$114,508,827**	**$121,307,800**	**$134,880,105**	**$135,521,520**	**$148,115,761**	**$158,727,922**	**$167,539,078**
Less: Transfers Out	**$37,853,541**	**$35,893,415**	**$37,324,732**	**$36,498,748**	**$39,904,125**	**$38,184,542**	**$40,009,973**
Fund Balance - Ending	**$23,418,929**	**$35,236,651**	**$24,204,775**	**$34,835,000**	**$32,522,155**	**$31,662,954**	**$28,136,833**
Days of Operation					**80**	**73**	**61**

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:

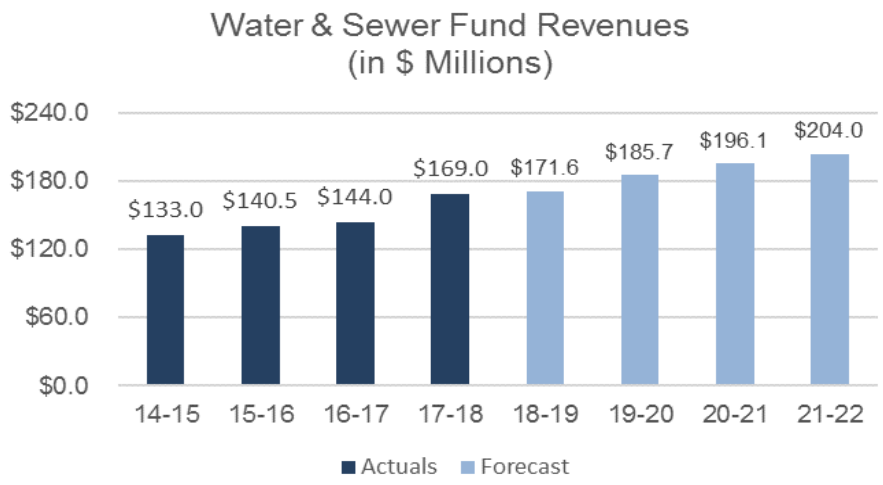
Operating Transfers In
Direct transfers from water and sewer reserve funds and other sources on an as needed/if available basis.

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. During 2016-17, a comprehensive water and sewer fee study was conducted by Willdan in order to help determine long-term financial sustainability for the Water & Sewer Fund. Operating costs include maintaining delivery lines, purchasing and servicing equipment, supply expenditures and personnel costs associated with providing potable water and sanitary sewer services.

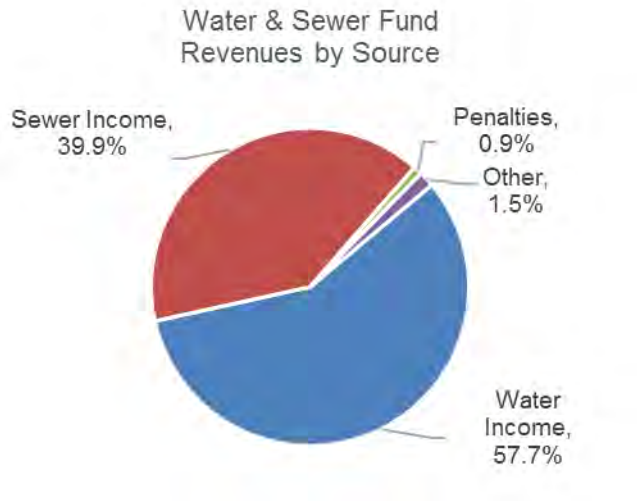


The graph above shows historical revenue data and future revenue projections for the Water & Sewer Fund. Increases to wholesale water purchases and sewer treatment costs have traditionally been passed through to customers incrementally, and only in the amount required to provide the revenues needed to 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 2018-19 Water and Sewer Fund re-estimated recurring revenues are currently projected at $171,618,617. By category this includes: Water Income (57.7%), Sewer Income (39.9%), Penalties (0.9%), and Other (1.5%). A description of each source as well as a discussion of the outlook over the next three years follows. Overall, the 2018-19 Water & Sewer Fund revenues are projected to decrease by 0.62%, or $1.1 million, from the 2018-19 original Budget. Water revenues have been decreased by $1,650,672 due to an extremely wet winter and Sewer revenues have increased $572,994 for 2018-19.



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 21.6 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 2017-18 at 21.8 billion gallons.

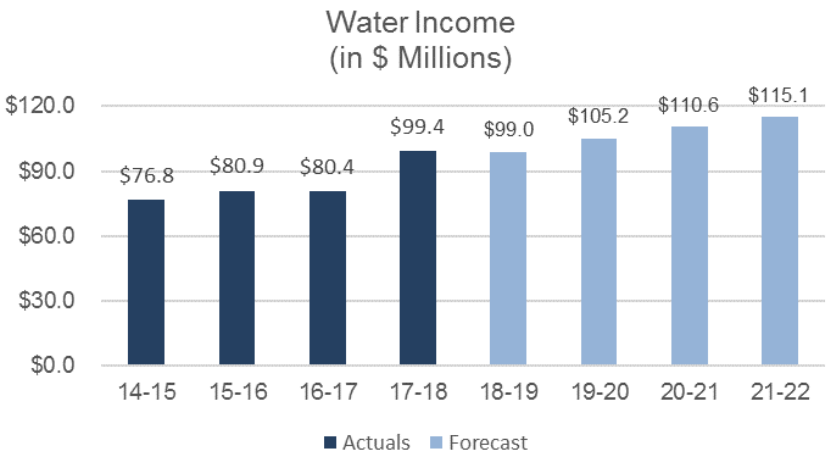
The City of Plano is currently experiencing numerous corporate relocations and other new business construction, quickly recovering from the recession experienced from 2008 through 2011. Water usage remains fairly stable (with the exception of drought years, when usage typically increases). While the 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, 2017 – July 31, 2018 using 21.8 billion gallons. Current water conservation efforts combined with a La Nina weather patterns, could possibly effect water purchased for fiscal year 2018-19.

Future water revenue projections are based on assumptions of fiscal years 2019-20 through 2021-22 from the Willdan water & sewer rate study that was conducted during 2016-17. The 2018-19 water income is currently re-estimated at $98.9 million, a 1.7% decrease from the original Budget due to the wet weather we have incurred this winter. While water rates were held constant during 2016-17 in an effort to minimize the impact to the citizens of Plano, future forecast years include increasing rates in conjunction with the Willdan water and sewer rate study to offset future increases from NTMWD.

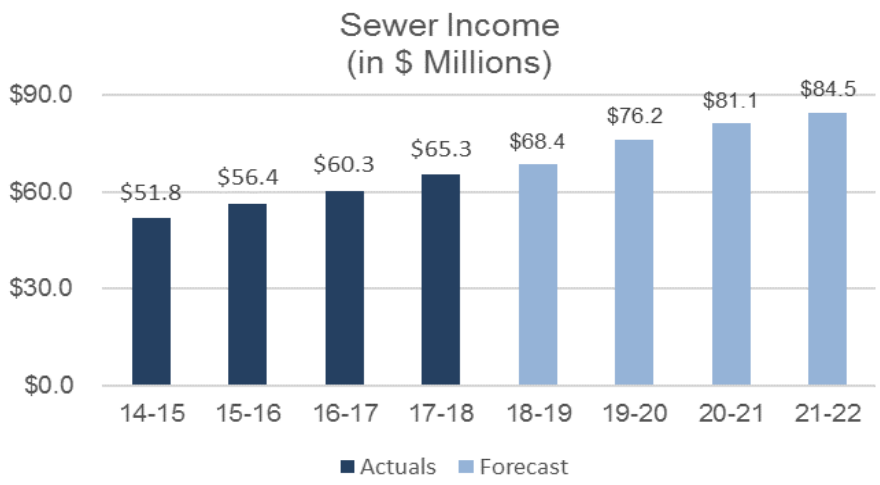
The water income graph illustrates historical trends and projections for water income. By 2021-22, water revenue projections reach $115.1 million, generating revenues sufficient to cover the projected wholesale water rate increases from NTMWD of 6.9% for 2019-20, 6.0% for 2020-21 and 5.1% for 2021-22. Additional analysis, will be performed during the annual budget process later this year to determine the appropriate water rate increase(s) to be passed on to customers for 2019-20.



Sewer Income

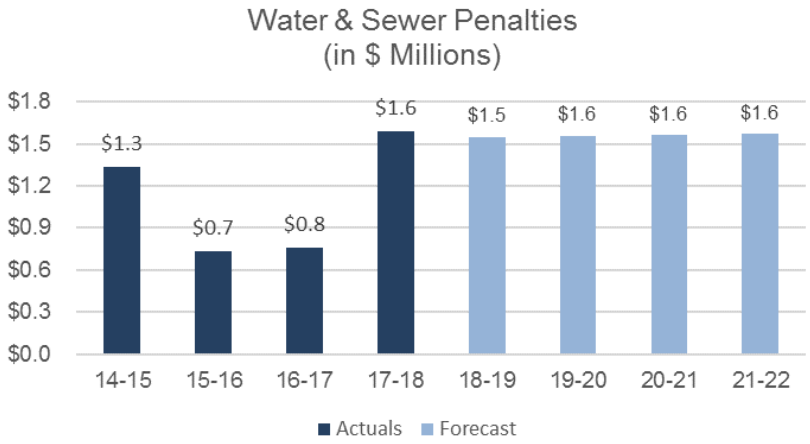
Sewer income represents the Water & Sewer Fund's second largest revenue source. Projected sewer revenues reflect the use of Winter Quarter Averaging to annually re-set the monthly sewer rates for customers. This method uses the water consumption for each customer based on their December, January, February, 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 2018-19 Sewer revenues are re-estimated at $68.4 million, which is an increase of $572,994 from the adopted Budget. (Sewer rates were last increased November 1, 2018). Sewer program revenues are estimated to reach $84.5 million by 2021-22.



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.



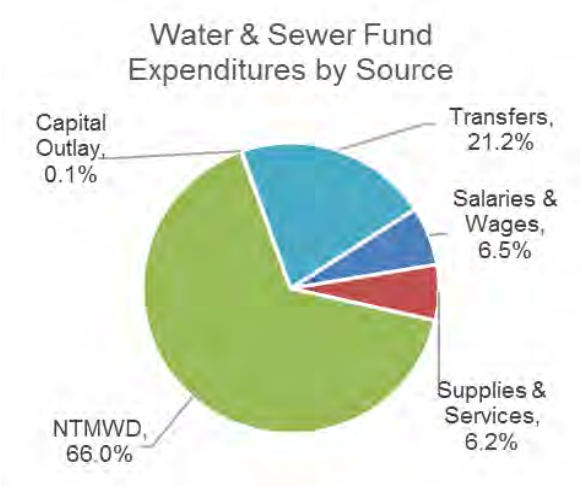
Penalties fell behind due to a software transition during 2016-17, resulting in penalties collected for lack of payment to be foregone and had reduced revenue to $757,257. The graph above shows the historical trends and projections for Water & Sewer Penalties, reaching $1.57 million in revenues by 2021-22.

Other Revenues

Miscellaneous revenues for 2018-19 are re-estimated at $2.69 million, or 1.6% 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 increased to $175,000 for 2018-19, based on current markets. Annual interest earnings have been affected for several budget cycles of recent years, however, consistent growth in this area reflect a positive economic outlook. 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 2021-22 are projected to increase by $46.2 million, or 38.1% over the 2017-18 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 2018-19 Re-Estimate total $171.6 million and include: Salaries & Wages (6.5%), Supplies & Services (6.2%), NTMWD (66.0%), Capital Outlay (0.1%), and Transfers (21.2%).

Salaries, Wages and Employee Benefits

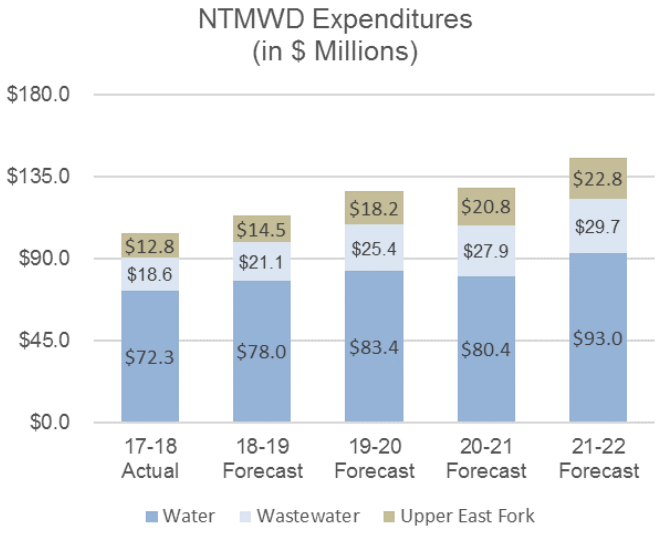
Salary projections assume a 3.0% salary increase for all employees in each year throughout the forecast period, and assumes that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is funded at the full phased in rate of 17.71%, while the other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services include materials, supplies, contracts, fuel, repairs, utilities, sundry are projected to increase by 3.4% based on the Municipal Cost Index (MCI). Municipal garage charges are programmed to decrease in 2019-20 by 5.0%, while remaining flat for 2020-21 and 2021-22. 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 2018-19 re-estimated water expenditure is $78.0 million. Future projected increases from the NTMWD for water and sewer service treatment and delivery during the forecast period total $41.6 million, a 40.1% total increase over the 2017-18 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 2018-19, wholesale water rates increased from $0.72 per thousand gallons to $2.92 per thousand. This forecast projects 2019-20 wholesale water costs at $3.12 per

thousand gallons, an increase of 6.85% over the current rate. If the rate of $3.12 is adopted by NTMWD in late September 2019, it will represent a cumulative 433% 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 2022, 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 2020-21 and 2021-22 water costs are projected at $3.31 and $3.48 per thousand gallons, representing cost increases of 6.09% and 5.14% respectively.

Wastewater and Industrial Pre-treatment costs are projected to increase by a combined 20.56% in 2019-20, 9.69% for 2020-21 and 6.36% for 2021-22. Upper East Fork Interceptor Wastewater System costs are projected to increase 25.85% in 2019-20, and by 14.05% in 2020-21 and 9.48% in 2021-22.

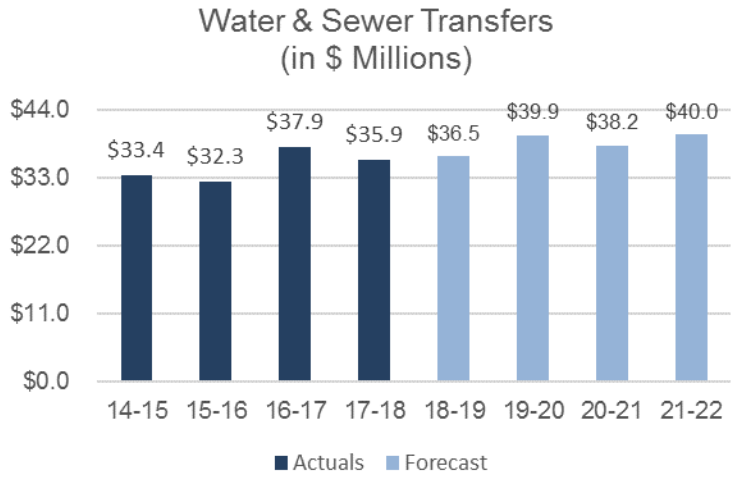
Capital Outlay

Capital outlay is currently re-estimated at $55,325 for 2018-19 and no other capital costs have been included for all three future years of this forecast.

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 $4,116,558 or 11.5% over the 2017-18 actual transfers when compared to 2021-22 projected transfers.



Current Reserve Funds total $5.75 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 Fund transfers to the General Fund are based on a percentage of projected Water & 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 2021-22 of $18.5 million is projected to increase by $1,172,812 or 6.7% over the 2017-18 actual transfer.

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 $853,271 in 2019-20 through 2021-22 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 through 2021-22.

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 2019-20 water and sewer rates will be discussed during the budget process this summer.

SUSTAINABILITY & ENVIRONMENTAL SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Commercial Franchise	$8,753,718	$8,631,271	$9,320,445	$8,853,200	$9,074,530	$9,301,393	$9,533,928
Residential Collection	13,918,111	14,019,511	14,088,543	14,088,543	14,173,074	14,258,113	14,400,694
Special Refuse Collection	92,405	101,121	94,565	97,701	97,896	98,190	98,681
Recycling	603,570	39,271	200,000	0	0	0	0
Sale of Compost	1,823,596	2,431,029	2,090,204	2,367,982	2,372,718	2,379,836	2,391,735
Sale of Landscape Bags	31,947	17,064	32,019	18,000	18,036	18,090	18,181
Allied Waste, Inc.	95,000	92,919	0	0	0	0	0
Tipping Fees	695,185	716,323	689,831	754,539	756,048	758,316	762,108
Contributions via Utility Billing	7,578	7,444	10,060	10,060	10,080	10,110	10,161
Other	557,489	517,507	487,464	487,464	491,283	497,424	503,642
Construction & Demolition Program	200,000	215,000	310,000	310,000	310,000	310,000	310,000
Total Recurring Revenue	$26,778,599	$26,788,460	$27,323,131	$26,987,489	$27,303,666	$27,631,473	$28,029,129
Recurring Expenditures							
Salaries & Wages	$7,247,312	$7,515,084	$7,360,099	$7,601,923	$7,872,511	$8,078,245	$8,289,985
Supplies & Services	8,414,297	8,515,772	8,273,558	8,523,523	8,128,007	8,326,903	8,530,772
NTMWD	8,805,414	8,604,886	8,750,000	8,750,000	8,750,000	8,750,000	8,750,000
Capital Outlay	191,816	785,310	285,600	410,600	0	0	0
Total Recurring Expenditures	$24,658,839	$25,421,052	$24,669,257	$25,286,046	$24,750,518	$25,155,148	$25,570,757
Transfers Out	$1,833,527	2,659,091	2,720,808	2,720,807	2,752,120	2,758,917	2,770,278
Fund Balance - Beginning	**$4,982,408**	**$5,268,641**	**$4,492,983**	**$3,976,958**	**$2,957,594**	**$2,758,622**	**$2,476,030**
Total Recurring Revenue	**$26,778,599**	**$26,788,460**	**$27,323,131**	**$26,987,489**	**$27,303,666**	**$27,631,473**	**$28,029,129**
Total Recurring Expenditures	**$24,658,839**	**$25,421,052**	**$24,669,257**	**$25,286,046**	**$24,750,518**	**$25,155,148**	**$25,570,757**
Less: Transfers Out	**$1,833,527**	**$2,659,091**	**$2,720,808**	**$2,720,807**	**$2,752,120**	**$2,758,917**	**$2,770,278**
Fund Balance - Ending	**$5,268,641**	**$3,976,958**	**$4,426,049**	**$2,957,594**	**$2,758,622**	**$2,476,030**	**$2,164,125**
Days of Operation				**43**	**41**	**36**	**31**

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.

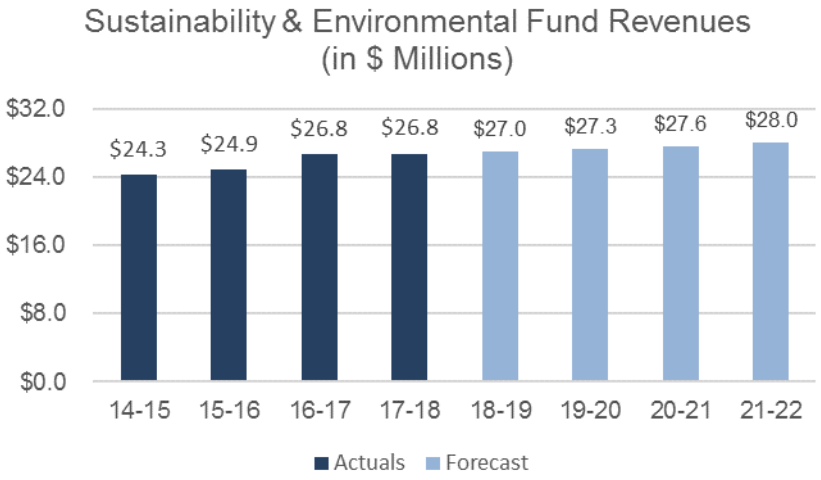
Tipping Fees
Fee charged to commercial landscapers for disposal of yard debris waste.

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.

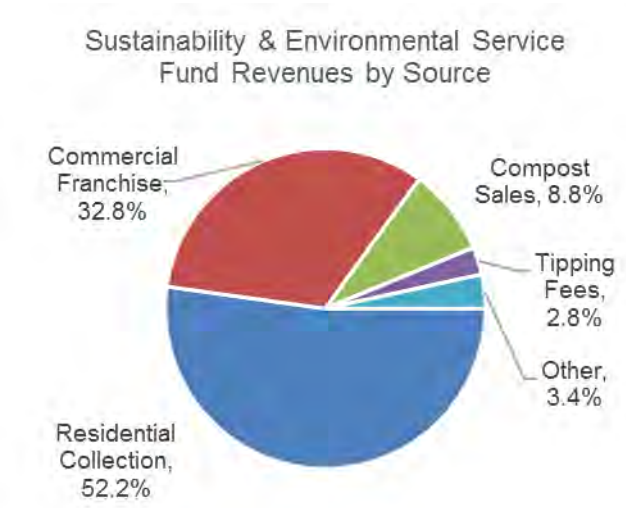
Operating Revenues

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. The last change to residential collection rates occurred in October 2016, when rates were increased by $1.00 per month to $16.10 for the 95-gallon container while the annual contract amount paid to NTMWD has fluctuated annually based on tonnage by NTMWD.

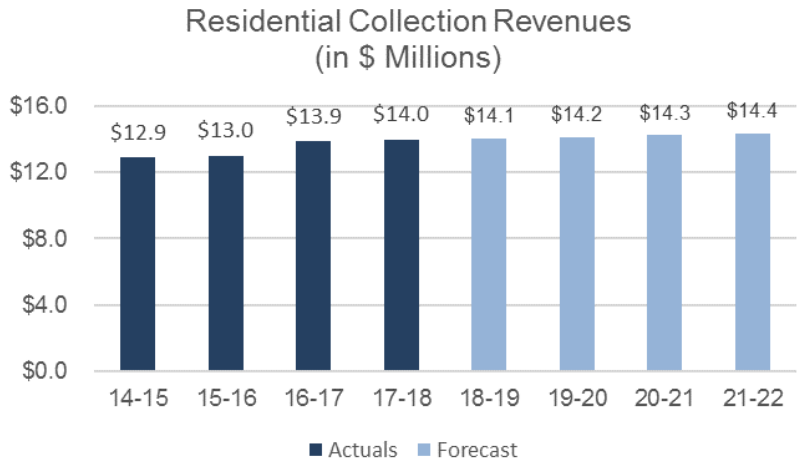
By 2021-22, total Sustainability & Environmental Services Fund revenues are estimated to reach $28.0 million. The major sources that make up the Sustainability & Environmental Services Fund revenues for 2018-19 include: Residential Collection (52.2%), Commercial Franchise (32.8%), Sale of Compost (8.8%), Tipping Fees (2.8%), and Other (3.4%). 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 $11.25 and customers who choose to use the 95-gallon cart pay a monthly rate of $16.10. 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. FY 2016-17 brought about an increase in the 95-gallon refuse container, which was the first increase in rates since October of 2008.

Residential collection revenue is projected to increase 0.4% in 2019-20, 0.6% in 2020-21 and 1.0% in 2021-22. The amounts indicated in the revenue forecast assume no future changes in the rate structure and projection estimates with the two customer variable rates, based on container size.

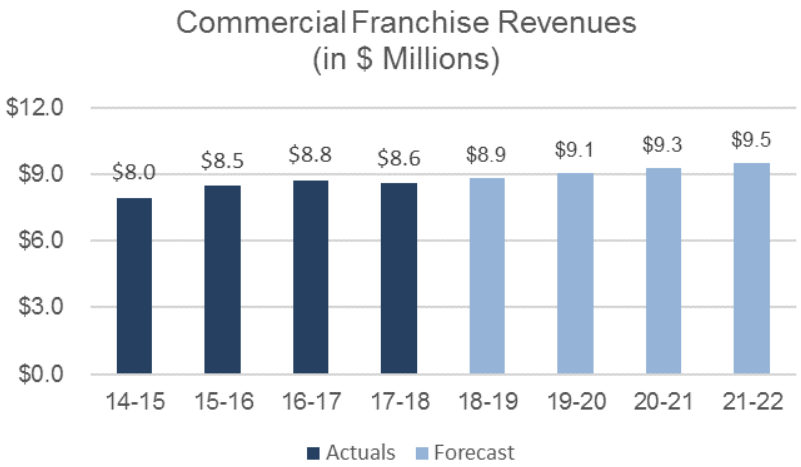


The graph shows the historical trends and projections for residential collection revenue. By 2021-22, this revenue source is estimated to reach $14.4 million.

Commercial Franchise

Commercial franchise revenue represents the Sustainability & Environmental Service Fund's second largest revenue source, currently re-estimated at $8.9 million for 2018-19. This revenue source consists of a franchise agreement between the City of Plano and Republic Services, Inc.

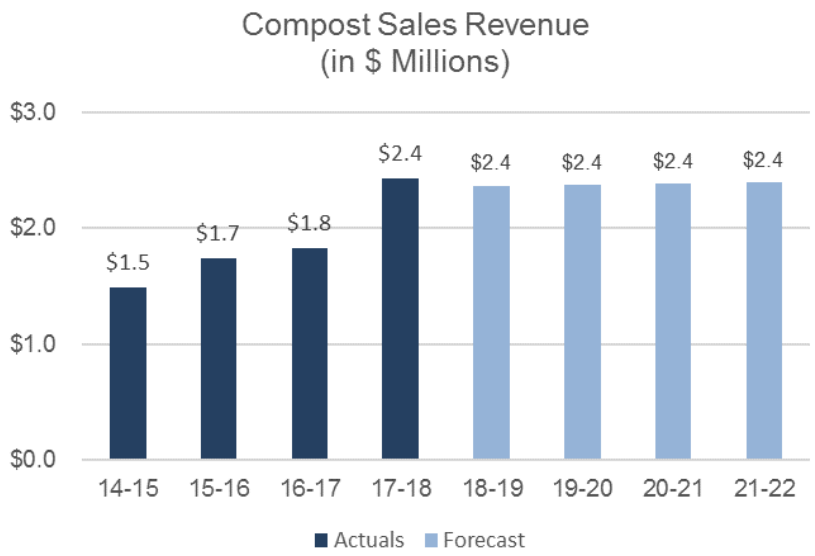
Commercial franchise revenue, based on anticipated direct economic growth, is estimated to increase by 2.5% in 2019-20, 2.5% in 2020-21 and 2.5% in 2021-22. The accompanying graph shows the historical trends and projections for commercial franchise revenue. By 2021-22, this revenue source is estimated to reach $9.5 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 63,000 tons of waste from the landfill, which in turn, creates an estimated 67,500 cubic yards of commercial product.

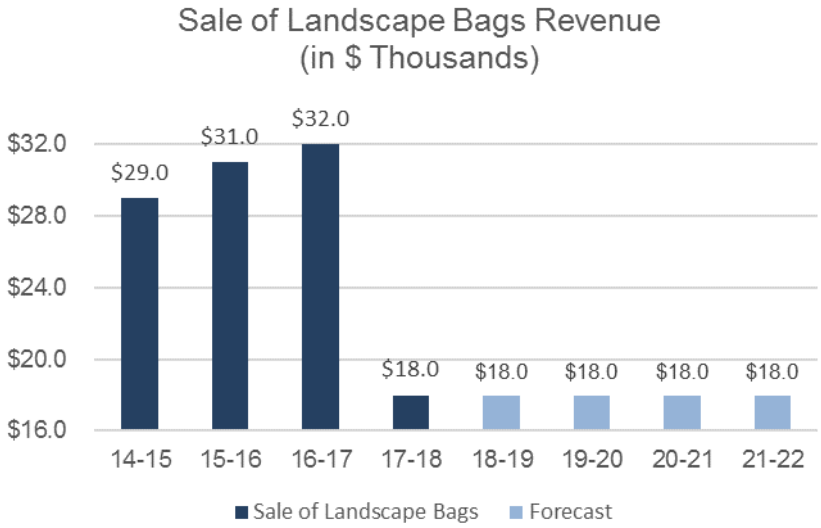
Sale of compost revenue is projected to increase 0.20% in 2019-20 and 0.30% in 2020-21, and 0.50% in 2021-22 based on indirect population-based increases.



The graph above shows the historical trends and projections for sale of compost revenues. By 2021-22, this revenue source is estimated to reach $2,391,735.

Sale of Landscape Bags

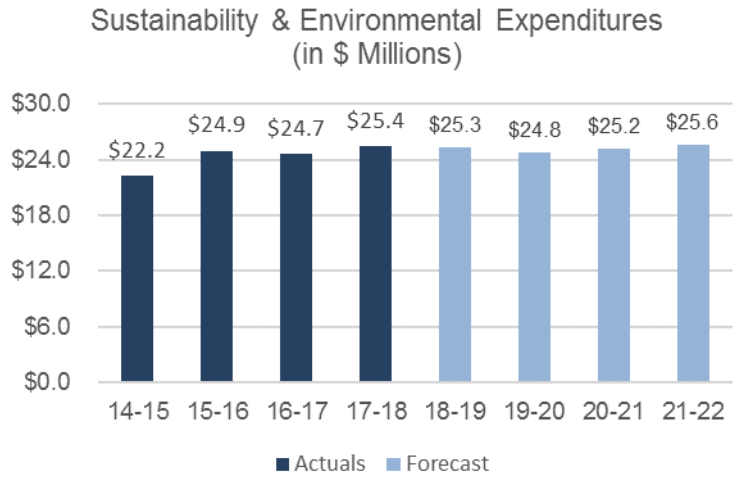
A program closely tied to composting is the sale of landscape waste collection bags.



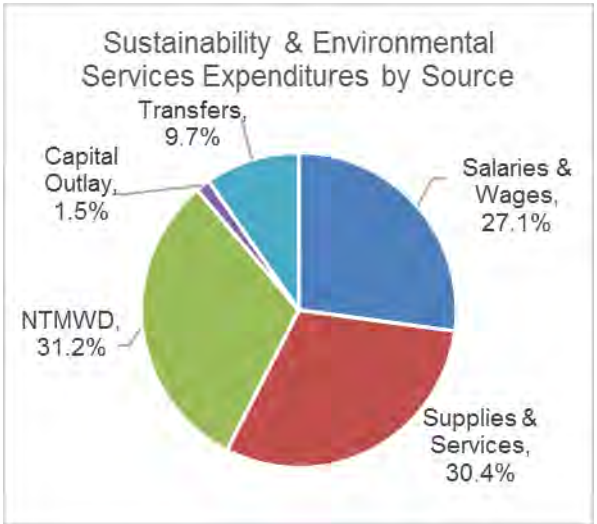
The City received $17,064 in 2017-18 from biodegradable compost and mulch bag sales. Collection vehicles pick these parcels up at each residential waste collection site for use in the compost operation. Landscape bag revenues are currently re-estimated at $18,000 in 2018-19. The Sustainability & Environmental Services Fund will continue utilizing resources available through the Construction & Demolition Program in the amount of $310,000.

Operating Expenditures

The graph above 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.

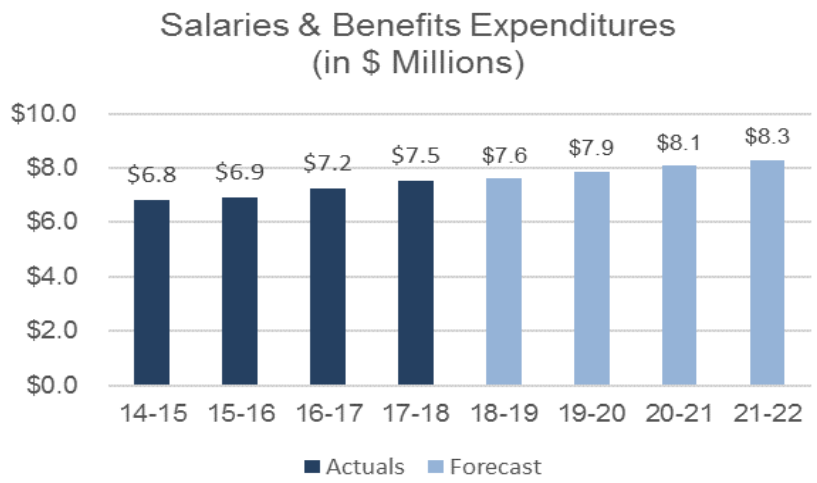


The major expenditures that make up the Sustainability & Environmental Services Fund by category for 2018-19 include: Salaries & Wages (27.1%), Supplies & Services (30.4%), NTMWD (31.2%), Capital Outlay (1.5%), and Transfers (9.7%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.



Salaries, Wages & Employee Benefits

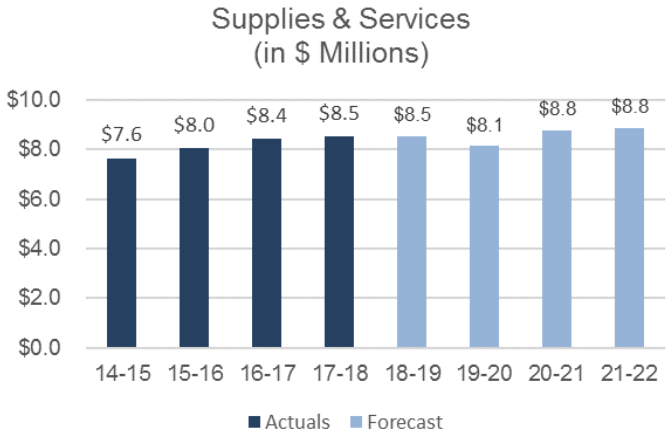
Salary projections assume a 3.0% salary increase for both Civil Service and Non-Civil Service employees in each year throughout the forecast period, and assumes that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is funded at the full phased in rate of 17.71%.



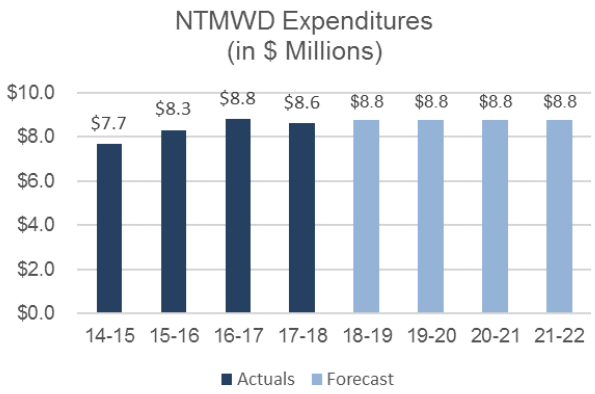
Supplies & Services

Supplies & services are budgeted with an increase of 3.4% based on the Municipal Cost Index (MCI). Municipal Garage charges are projected to decrease 5.0% in 2019-20, while holding constant in 2020-21 and 2021-22.

The following Supplies & Services graph shows historical trends and estimates for supplies & services. By 2021-22, operating expenditures for supplies and services are projected at $8.8 million.



NTMWD landfill contracted expenditures are projected to remain flat at $8.8 million throughout this forecast period 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 $2.3 million through the forecast period.

A $60,000 transfer to the Technology Fund is included in each year of the forecast, representative of the fund 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 2019-20 transfer is projected at $426,717 and is projected to remain flat over the forecast period's three years.

Outlook & Analysis

Based on projections, the Sustainability & Environmental Services Fund is forecasted to produce enough working capital to meet the goal of 15 days of operating expenses throughout this forecast period.

MUNICIPAL DRAINAGE UTILITY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Residential Class Fees	$3,718,628	$3,737,459	$3,734,005	$3,756,469	$3,763,982	$3,775,274	$3,794,151
Commercial Class Fees	3,816,750	3,830,260	3,832,533	3,849,743	3,857,442	3,869,014	3,888,359
Interest Income	20,326	38,658	23,000	96,000	93,900	69,300	66,400
Other	17,652	50,632	0	5,325	0	0	0
Total Recurring Revenue	$7,573,356	$7,657,009	$7,589,537	$7,707,537	$7,715,324	$7,713,589	$7,748,910
Recurring Expenditures							
Salaries & Wages	$1,928,710	$1,832,304	$2,313,306	$1,996,293	$2,156,134	$2,210,798	$2,267,049
Supplies & Services	709,340	1,058,676	1,164,450	1,325,616	1,193,425	1,223,386	1,254,365
Reimbursements	609,462	834,391	934,340	934,340	934,340	934,340	934,340
Capital Outlay	245	28,570	0	0	0	0	0
Total Recurring Expenditures	$3,247,757	$3,753,941	$4,412,096	$4,256,249	$4,283,899	$4,368,524	$4,455,754
Transfer to General Fund	$520,362	$528,073	$529,658	$532,435	$533,500	$535,100	$537,776
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	2,403,666	2,442,498	2,321,063	2,245,019	2,523,294	2,885,015	2,863,769
Transfers Out	3,444,028	3,490,571	3,370,720	3,297,454	$3,576,794	3,940,115	3,921,545
Fund Balance - Beginning	**$3,347,066**	**$4,228,637**	**$3,010,208**	**$4,641,134**	**$3,426,539**	**$3,281,171**	**$2,686,121**
Total Recurring Revenue	**$7,573,356**	**$7,657,009**	**$7,589,537**	**$7,707,537**	**$7,715,324**	**$7,713,589**	**$7,748,910**
Total Recurring Expenditures	**$3,247,757**	**$3,753,941**	**$4,412,096**	**$4,256,249**	**$4,283,899**	**$4,368,524**	**$4,455,754**
Less: Transfers Out	**$3,444,028**	**$3,490,571**	**$3,370,720**	**$3,297,454**	**$3,576,794**	**$3,940,115**	**$3,921,545**
Less: Est Reserve Requirement				**$1,368,429**			
Fund Balance - Ending	**$4,228,637**	**$4,641,134**	**$2,816,929**	**$3,426,539**	**$3,281,171**	**$2,686,121**	**$2,057,733**
Days of Operation				**294**	**280**	**224**	**169**

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.

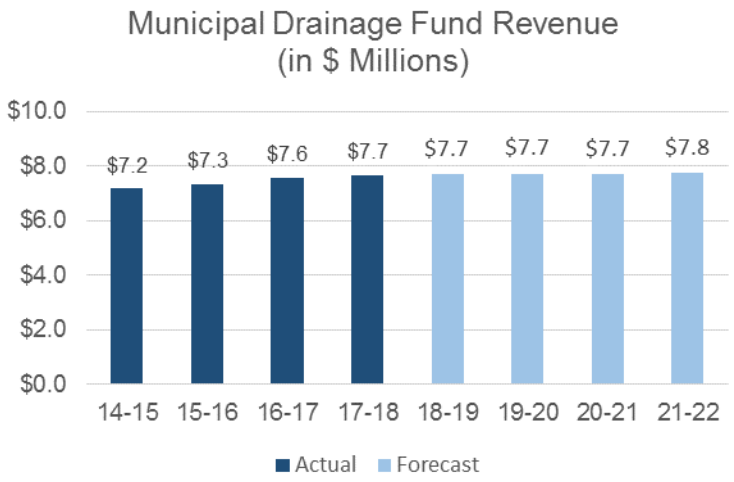
Operating Revenue Sources:

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

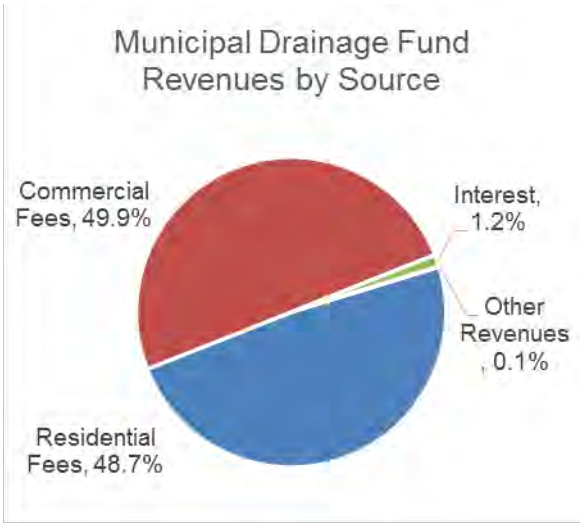
Drainage Fees

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 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. Consequently, rates are assumed to remain at their current levels throughout the forecast period.

The graph above shows historical trends and projections for drainage fund revenues, while the graph below shows the re-estimated 2018-19 Revenues by Source – with drainage fees accounting for nearly 99% of total fund revenues.



Drainage fee revenue increases are projected based on indirect population increases; in this forecast revenues increase 1.0%, between the 2018-19 Re-Estimate and the 2021-22 Projected Budget.

Other

Miscellaneous revenues for 2018-19 are expected to total $101,325. 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 three years forecast.

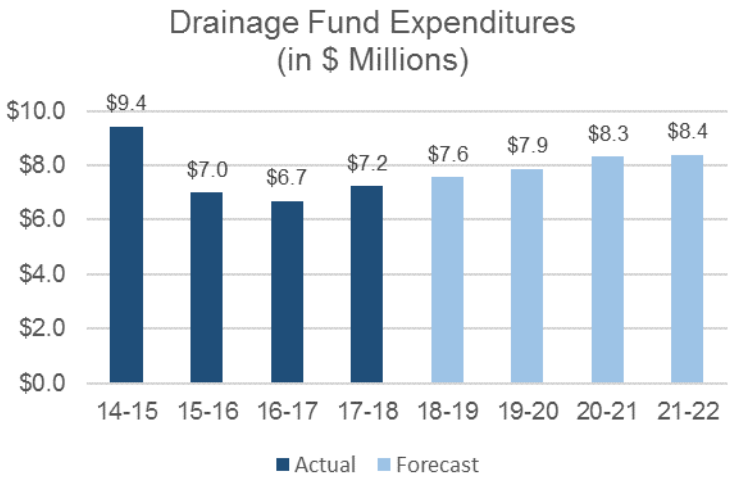
Operating Expenditures

The graph below shows historical trends and projections for all Municipal Drainage Fund expenditures. A one-time transfer of $2.5 million was made in 2014-15 to fund drainage capital projects on a pay-go basis, as well as the initial transfer of $500,000 to the Capital Maintenance Fund that will continue on an annual basis in future years.

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

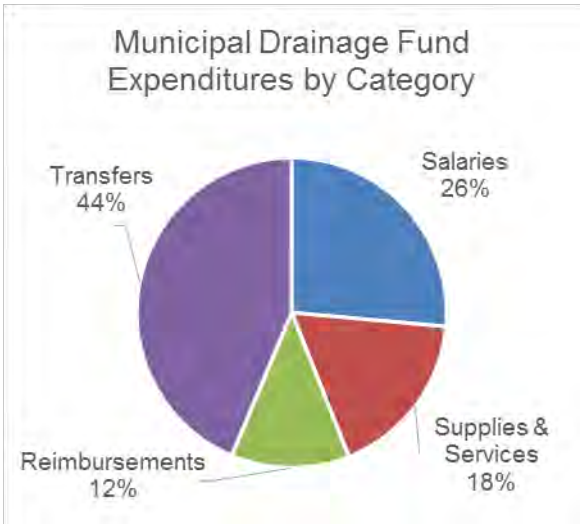
Salaries, Wages and Employee Benefits

Salary projections assume a 3.0% increase for salaries and wages in each year of the forecast period and a steady attrition rate of 3.0%, which is lower than those observed for drainage personnel in recent history. Benefit expenditure projections assume no increase in health insurance costs. TMRS is set to remain funded at the current rate of 17.71% in each of the three years forecast, with other benefit rates expected to remain constant as well.



Supplies & Services

Supplies & services are projected to increase by 3.4% annually based on the Municipal Cost Index throughout the forecast period, with the exception of municipal garage charges, which are forecast to decrease by 5% in 2019-20, and remain flat for the remainder of the forecast period.



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 assumed to hold constant across the three future years.

Capital Outlay

This forecast includes no new capital outlay items in the Municipal Drainage Fund from 2019-20 through 2021-22.

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. An issuance of $4.8 million anticipated in 2019-20, followed by lower issuances of $3.6 million in 2020-21 and $3.5 million in 2021-22. In total, the Municipal Drainage Fund transfer for principal and interest payments on outstanding and future debt over the three forecast years totals just under $8.3 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.

The transfer to the General Fund is based on a fixed percentage of the total Municipal Drainage revenue and totals approximately $1.6 million for the three-year period. 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, though the overall fund balance declines by slightly more than a million dollars. Given new methodologies for calculating impervious area on a property and the planned move to a successor of Plano's current permitting, licensing and land management system, several alternative methodologies for setting drainage rates are currently being evaluated by Plano's Engineering Department which may be presented for public input and City Council approval in the future. In addition, discussions regarding service levels for residential and commercial property owners facing drainage issues are anticipated in the summer of 2019. Finally, redevelopment of the Collin Creek Mall site will likely entail repairs to drainage culverts beneath the parking lot which was constructed above Collin Creek. Current estimates for this project exceed $50.0 million. Should the City of Plano choose to use drainage revenue bonds towards that potential project to facilitate redevelopment of the area, additional revenues will prove necessary.

CONVENTION & TOURISM

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Hotel/Motel Receipts	$8,685,384	$9,209,353	$10,300,000	$10,725,014	$11,134,026	$11,913,177	12,211,006
Plano Event Center Fees	1,799,890	2,705,788	2,728,757	2,989,098	3,063,825	3,140,421	3,218,932
Interest Income	23,999	49,645	30,000	50,000	50,000	50,000	50,000
Other	61,510	14,498	47,000	15,000	15,000	15,188	15,377
Total Recurring Revenue	$10,570,783	$11,979,284	$13,105,757	$13,779,112	$14,262,851	$15,118,786	$15,495,315
Recurring Expenditures							
Salaries & Wages	$3,009,738	$3,060,026	$3,380,971	$3,419,008	$3,577,911	$3,664,145	$3,752,828
Supplies & Services	3,638,346	4,198,169	6,600,117	6,816,970	6,024,712	6,224,955	6,430,204
Support of the Arts	929,997	899,999	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Historic Preservation	794,638	735,852	800,000	800,000	800,000	800,000	800,000
Special Events	370,369	218,075	310,186	329,396	310,186	317,941	325,889
Music Festival	170,300	177,010	185,000	185,000	185,000	185,000	185,000
Capital Outlay	115,392	118,360	77,266	77,266	0	0	0
Total Recurring Expenditures	$9,028,780	$9,407,491	$12,353,540	$12,627,640	$11,897,809	$12,192,041	$12,493,921
Transfers Out	2,035,539	2,031,539	1,925,288	1,958,956	1,583,143	1,725,939	1,294,766
Fund Balance - Beginning	**$5,666,155**	**$5,172,619**	**$3,751,316**	**$5,712,873**	**$4,905,389**	**$5,687,289**	**$6,888,094**
Total Recurring Revenue	**$10,570,783**	**$11,979,284**	**$13,105,757**	**$13,779,112**	**$14,262,851**	**$15,118,786**	**$15,495,315**
Total Recurring Expenditures	**$9,028,780**	**$9,407,491**	**$12,353,540**	**$12,627,640**	**$11,897,809**	**$12,192,041**	**$12,493,921**
Less: Transfers Out	**$2,035,539**	**$2,031,539**	**$1,925,288**	**$1,958,956**	**$1,583,143**	**$1,725,939**	**$1,294,766**
Fund Balance - Ending	**$5,172,619**	**$5,712,873**	**$2,578,245**	**$4,905,389**	**$5,687,289**	**$6,888,094**	**$8,594,723**
Required 30 Day Balance					**$977,902**	**$1,002,086**	**$1,026,898**
Days of Operation				**142**	**174**	**206**	**251**

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

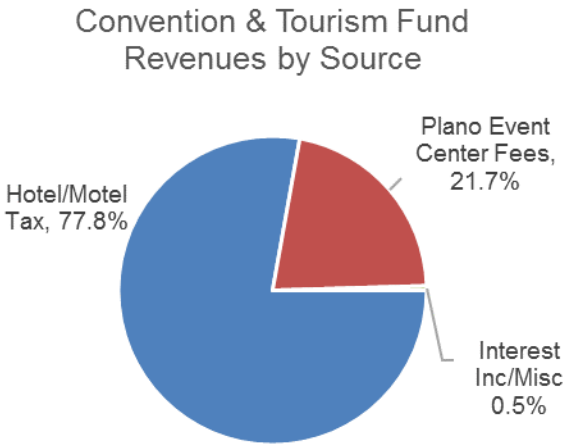
The City of Plano levies a tax upon the cost of occupancy of any sleeping room furnished by a hotel or motel within the city at the rate of 7.0% of the total charge of the room.

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.



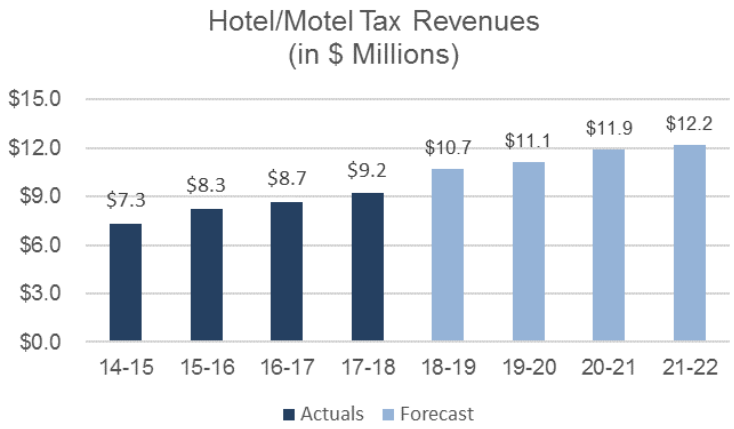
Operating Revenues

The major source of revenues within the Convention & Tourism Fund for 2018-19 include: Hotel/Motel Tax Receipts (77.8%), Plano Event Center Fees (21.7%), and Interest Income/ Miscellaneous (0.5%).

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 Plano area continues to experience an upswing in the travel-related industry and continues to add additional new hotel rooms. It is anticipated that approximately 500 additional rooms will be added this fiscal year. The upswing in the travel-related industry combined with additional rooms being added has led to an increase in Hotel/Motel Tax receipts.



Based on the addition of new hotel rooms during the forecast period and

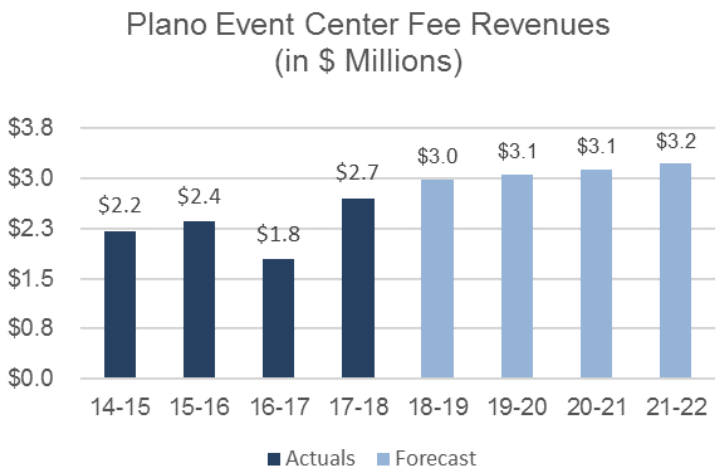
direct economic growth, Hotel/Motel Tax receipts are projected to increase 3.8% in 2019-20; increase 7.0% in 2020-21; and increase 2.5% in 2021-22.

The graph shows historical trends and projections for Hotel/Motel tax receipts. This revenue source is estimated to reach $12.2 million by 2021-22.

Plano Event Center Fees

Revenue generated from Plano Event Center fees continue to be strong after the building renovation in 2016-17. Revenue estimates are estimated to increase to $3.0 million by the end of 2018-19, a 9.5% increase over the actual amount received in 2017-18. Based on direct economic growth during the forecast period, Plano Event Center fees are projected to increase 2.5% in 2019-20; increase 2.5% in 2020-21; and increase 2.5% in 2021-22.

The graph shows historical trends and projections for Plano Event Center fees. This revenue source is estimated to reach $3.2 million by 2021-22.

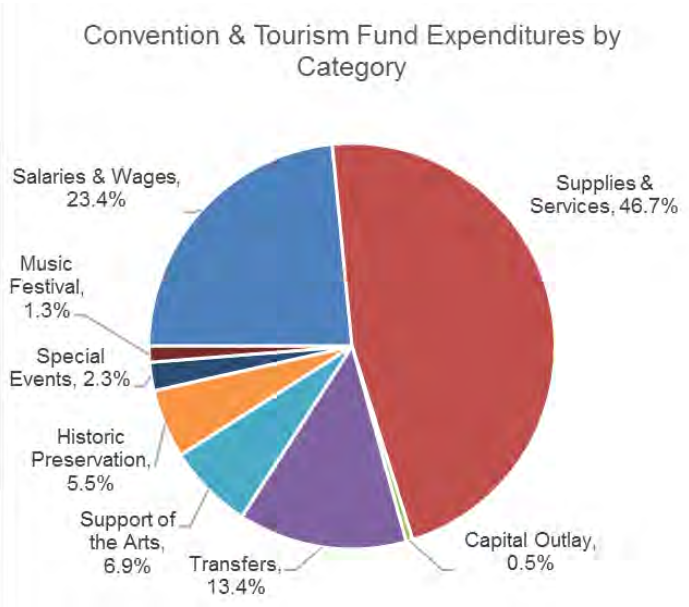


Interest Income/Misc.

Interest Income and Miscellaneous revenues for 2018-19 are expected to total $65,000 ($50,000 and $15,000 respectively) and then remain relatively constant throughout the forecast period.

Operating Expenditures

The major expenditures that make up the Convention & Tourism Fund by category for 2018-19 include: Salaries & Wages (23.4%), Supplies & Services (46.7), Support of the Arts (6.9%), Historic Preservation (5.5%), Special Events (2.3%), Music Festival (1.3%), Capital Outlay (0.5%) and Transfers (13.4%). 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 a 3.0% increase for all employees in each year throughout the forecast period, and 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 17.71%, while other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services costs are budgeted with a 3.4% Municipal Cost Index (MCI) increase in each of the three years forecasted. Municipal garage charges are projected to decrease 5.0% in 2019-20 and then remain constant in both 2020-21 and 2021-22. Lastly, electricity and natural gas charges are projected to remain flat in each year of the forecast period.

Support of the Arts, Historic Preservation, Special Events, Music Festival

Funding for local arts and historic preservation included in 2018-19 are at caps of $1,000,000 and $800,000 respectively and are expected to remain constant through 2021-22. Funding for Special Events are estimated to fluctuate each year of the forecast period depending on the number of qualified grant applicants. Funding for the Music Festival will remain constant at $185,000 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 are based on 5.0% of total revenues and the amount projected for 2018-19 is estimated at $688,956, an increase over the 2017-18 actual amount of $571,539.

A transfer to the Technology Fund in the amount of $20,000 in 2018-19 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 2018-19 transfer amount is $1.25 million and will decrease to $850,000 in 2019-20, increase to $950,000 in 2020-21 and then decrease to $500,000 in 2021-22. 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 maintain more than 30 days of operating funds through 2021-22.

RECREATION REVOLVING

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Recreation Fees	$3,806,659	$3,669,943	$4,423,137	$4,123,137	$4,231,383	$4,244,077	$4,265,298
Contributions	13,110	6,202	15,000	15,000	15,030	15,075	15,150
Interest Income	11,946	27,417	12,000	12,000	12,000	12,000	12,000
Other	69,399	52,744	52,775	52,775	52,881	53,039	53,304
Total Recurring Revenue	$3,901,114	$3,756,306	$4,502,912	$4,202,912	$4,311,294	$4,324,192	$4,345,753
Recurring Expenditures							
Salaries & Wages	$1,181,101	$1,340,318	$1,755,007	$1,753,776	$1,774,508	$1,825,113	$1,877,221
Supplies & Services	2,288,740	2,035,775	2,429,566	2,338,772	2,401,056	2,461,083	2,522,610
Capital Outlay	(14,275)	218,752	0	526,657	0	0	0
Total Recurring Expenditures	$3,455,566	$3,594,845	$4,184,573	$4,619,205	$4,175,564	$4,286,196	$4,399,831
Transfers Out	186,747	207,646	225,146	210,146	215,565	216,210	217,288
Fund Balance - Beginning	**$962,316**	**$1,221,118**	**$902,765**	**$1,174,933**	**$548,494**	**$468,659**	**$290,445**
Total Recurring Revenue	**$3,901,114**	**$3,756,306**	**$4,502,912**	**$4,202,912**	**$4,311,294**	**$4,324,192**	**$4,345,753**
Total Recurring Expenditures	**$3,455,566**	**$3,594,845**	**$4,184,573**	**$4,619,205**	**$4,175,564**	**$4,286,196**	**$4,399,831**
Less: Transfers Out	**$186,747**	**$207,646**	**$225,146**	**$210,146**	**$215,565**	**$216,210**	**$217,288**
Fund Balance - Ending	**$1,221,118**	**$1,174,933**	**$995,959**	**$548,494**	**$468,659**	**$290,445**	**$19,078**
Days of Operation				**43**	**41**	**25**	**2**

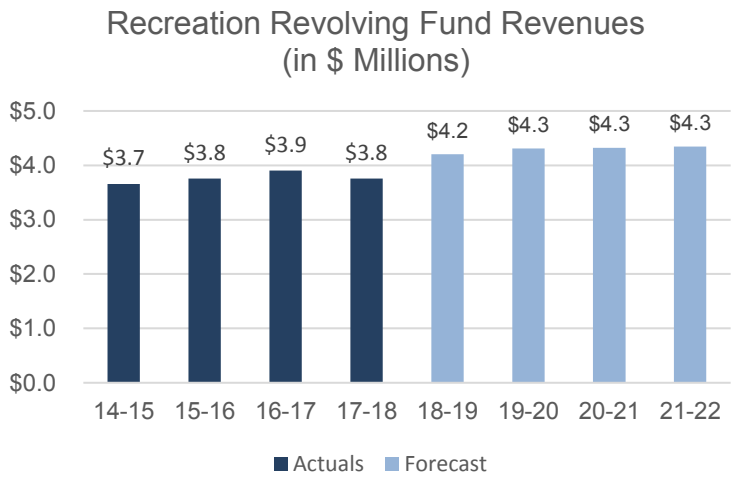
Recreation Revolving Fund Forecast

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:

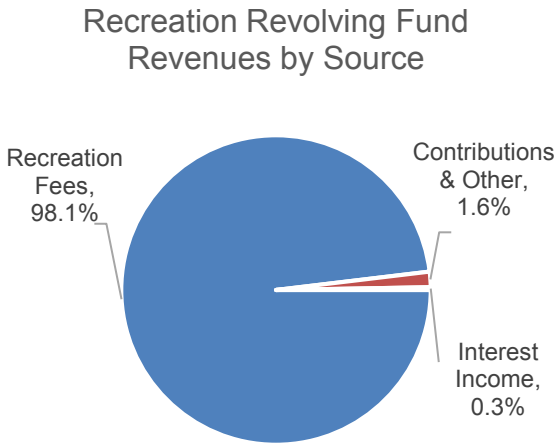
Recreation Fees
Recreation fees are charged for participation in Parks & Recreation classes, sessions and events. These fees are used to cover the cost of instruction, materials and supplies. Also included are user fees for the use of the City's public facilities to aid in recovery of the cost of facility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

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



Operating Revenues

The major sources that make up the Recreation Revolving Fund re-estimated revenues for 2018-19 include: Recreation Fees (98.1%), Interest Income (0.3%), Contributions and Other (1.6%).



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.

The Recreation Revolving Fund has remained consistent over the past few years as population growth has slowed and multiple fitness venues have entered the Plano market. Recreation fees are projected to decrease slightly from the original 2018-19 budget due to facility closures during renovation that have limited the available space for classes and programs.

Recreation courses, class, and facility demands are influenced by population growth and the increases in revenues reflect the current popularity of the programs available through the recreation centers.

The graph above shows the historical trends and projections for recreation fees. In 2021-22, this revenue source is expected to be $4.3 million.

Contributions

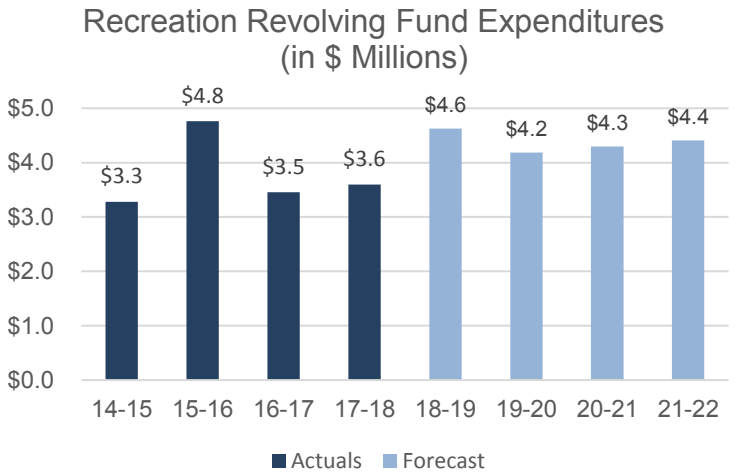
The Recreation Revolving Fund enjoys a dependable flow of contribution revenue from the community. Contribution revenue is projected to remain fairly constant, at around $15,000 per year over the three-year period forecast.

Other

Miscellaneous revenues for 2018-19 are re-estimated at $52,775. Interest income is estimated at $12,000 and is projected to remain fairly constant over the three-year forecast period through 2021-22.

Operating Expenditures

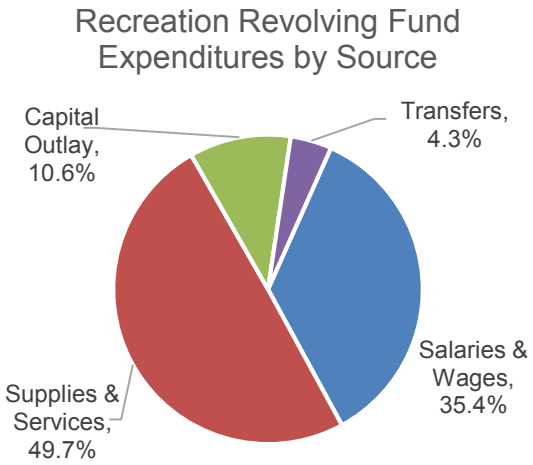
Recreation program expenditures are directly correlated to the fees charged for courses and programs. The graph to the right shows the historical trends and projections for all Recreation Revolving Fund expenditures. Expenditure increases can fluctuate from year-to-year mainly due to one-time expenditures.



The major expenditures that make up the Recreation Revolving Fund by category for 2018-19 include: Salaries & Wages (35.4%), Supplies & Services (49.7%), Capital Outlay (10.6%), and Transfers (4.3%).

Salaries, Wages and Employee Benefits

Salary projections assume a 3.0% salary increase in each year 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 17.71%, while the other benefit rates are expected to remain constant.



Supplies & Services

Supplies & services are budgeted with a 3.4% inflation increase for each year of the three-year forecast, based on the Municipal Cost Index (MCI). Municipal garage charges are projected to decrease by 5.0% in 2019-20, then remain constant in both 2020-21 and 2021-22.

Capital Outlay

Capital outlay is re-estimated at $526,657 for 2018-19 to provide partial funding for the renovation of Liberty Recreation Center. No other capital costs have been projected for the forecast period. 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 each year of the forecast period. The amount projected for 2018-19 is $210,146. 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 maintain a positive fund balance through fiscal year 2021-22.

GOLF COURSE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Recurring Revenue							
Golf Fees	$958,362	$889,323	$980,000	$700,000	$980,000	$982,940	$987,855
Concessions	61,657	57,301	62,502	54,452	62,690	62,878	63,192
Interest Income	97	0	400	0	0	0	0
Other	0	31,040	0	30,000	30,000	30,000	30,000
Total Recurring Revenue	$1,020,116	$977,664	$1,042,901	$784,452	$1,072,690	$1,075,818	$1,081,047
Recurring Expenditures							
Salaries & Wages	$631,824	$635,387	$624,309	$603,933	$648,593	$664,801	$681,482
Supplies & Services	355,302	323,642	330,384	332,145	338,312	342,246	346,277
Capital Outlay	0	0	0	0	0	0	0
Total Recurring Expenditures	$987,126	$959,029	$954,693	$936,078	$986,905	$1,007,047	$1,027,759
Transfers Out	$51,285	50,409	52,145	39,223	53,634	53,791	54,052
Fund Balance - Beginning	**$11,637**	**($6,657)**	**$2,156**	**($38,430)**	**($229,279)**	**($197,128)**	**($182,147)**
Total Recurring Revenue	**$1,020,116**	**$977,664**	**$1,042,901**	**$784,452**	**$1,072,690**	**$1,075,818**	**$1,081,047**
Total Recurring Expenditures	**$987,126**	**$959,029**	**$954,693**	**$936,078**	**$986,905**	**$1,007,047**	**$1,027,759**
Less: Transfers Out-Transfers In	**$51,285**	**$50,409**	**$52,145**	**$39,223**	**$53,634**	**$53,791**	**$54,052**
Fund Balance - Ending	**($6,657)**	**($38,430)**	**$38,220**	**($229,279)**	**($197,128)**	**($182,147)**	**($182,912)**
Days of Operation				**(89)**	**(73)**	**(66)**	**(65)**

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.

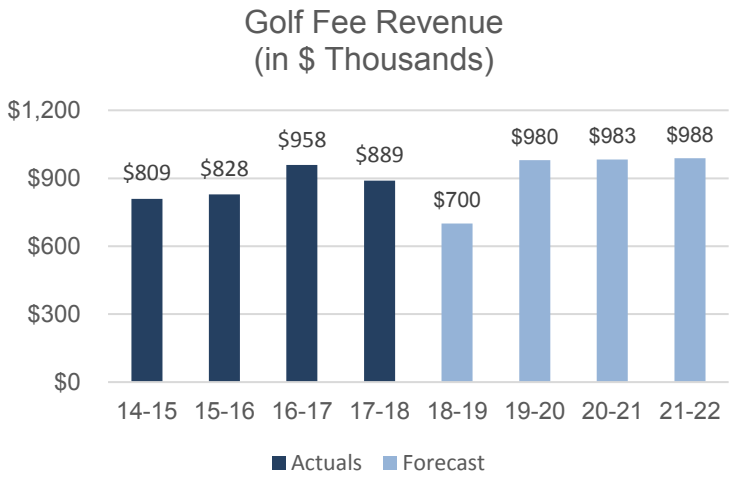
Operating Revenue Sources:

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 2018-19 include: Golf Fees (92.8%) and Concessions & Room Rental Fees (7.2%).

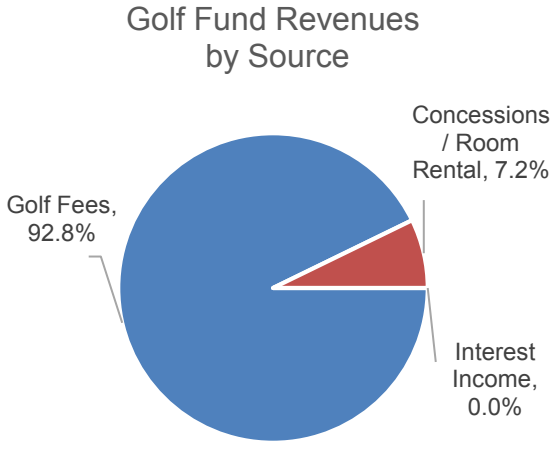


Golf Fees

Golf fees are the Municipal Golf Course Fund's largest revenue source. Fees rose significantly following the re-opening of Pecan Hollow Golf Course after its redevelopment during 2011-12. However, competition from surrounding golf courses, and weather-related factors have had an effect on golf participation. The course has experienced an above average number of weather-related closures this year, which has had an adverse impact on fee revenues. The course has been closed sixty-one (61) days through the first five months of FY 2018-19, compared to twenty-eight (28) days closed in the same period during the previous year.

Golf fees are projected at $980,000 in 2019-20, then increasing by 0.3% for 2020-21 and 0.5% for 2021-22. 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 2021-22, this revenue source is estimated to reach $987,855.



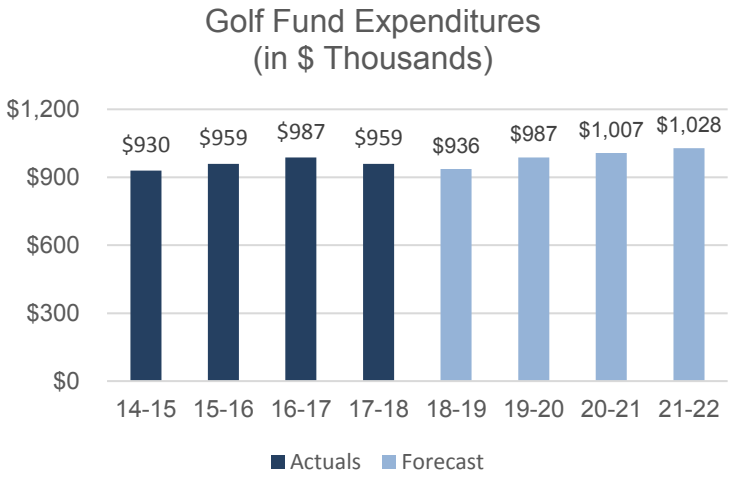
Concessions & Room Rental Fees

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 $54,452 for the 2018-19 Re-

Estimate and are forecasted to increase slightly for the next three years.

Operating Expenditures

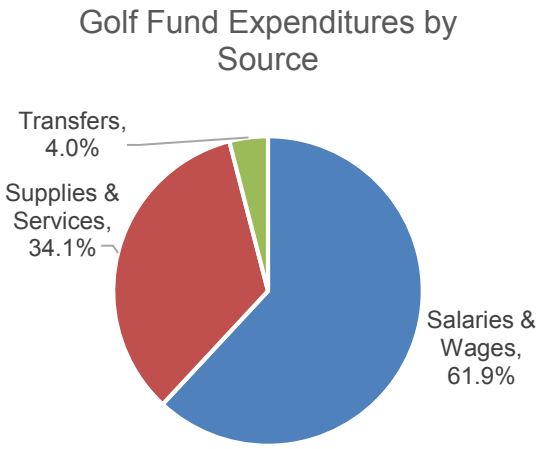
The following graphs show the historical trends and projections for all Municipal Golf Course Fund expenditures. Expenditure increases can fluctuate from year-to-year mainly due to one-time expenditures for capital equipment or extensive repairs.



The major expenditures that make up the Municipal Golf Course Fund by category for 2018-19 include: Salaries & Wages (61.9%), Supplies & Services (34.1%), and Transfers (4.0%). 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 a 3.0% salary increase in each year 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 17.71%, while the other benefit rates are expected to remain constant.



Supplies & Services

Supplies & services are budgeted with a 3.4% inflation increase for each year of the three-year forecast, based on the Municipal Cost Index (MCI). Municipal garage charges are projected to decrease by 5.0% in 2019-20, then remain constant through both 2020-21 and 2021-22. Electric charges are projected to remain flat in 2019-20 and throughout the remaining forecast period.

Capital Outlay

No new capital outlay is projected for 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 the amount projected for 2018-19 equals $39,223. This transfer compensates the General Fund for expenses related to the administration of the Municipal Golf Course.

Outlook & Analysis

Based on projections, a negative fund balance is forecasted for the Municipal Golf Course Fund beginning this fiscal year and, despite small incremental improvement, will remain negative through 2021-22. An increase in revenues or a reduction in expenses will be necessary in order to bring the fund balance back to positive and to retain 30 days of operating funds. This fund was adversely affected by a greater number of unplayable days at the course due to higher than average rainfall throughout the year.

CAPITAL MAINTENANCE FUND

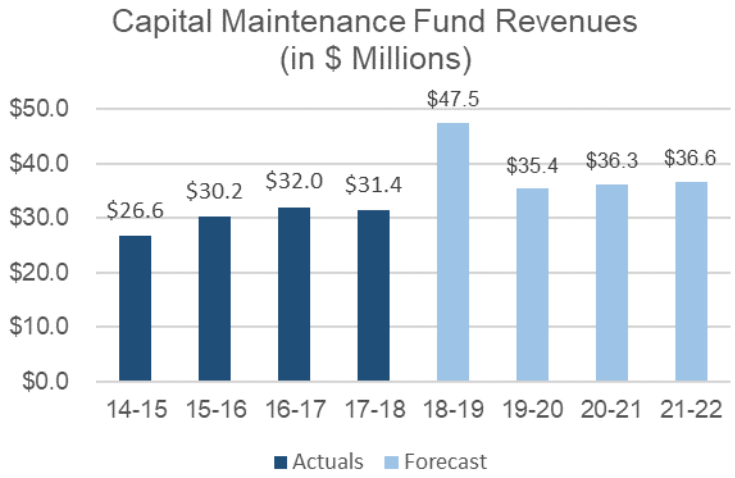
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Fund Revenue							
General Fund Transfer In	$24,550,000	$25,869,000	$30,250,549	$30,250,549	$31,250,000	$32,250,000	$33,250,000
Water & Sewer Transfer In	1,500,000	2,000,000	2,000,000	2,000,000	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	1,520,000	1,440,000	1,250,000	1,250,000	850,000	900,000	500,000
Fund Interest Earnings	283,048	412,338	200,000	600,000	500,000	359,000	197,000
Rollback Taxes	1,083,768	775,587	750,000	400,000	300,000	200,000	150,000
Insurance/Damage Receipts	2,524,669	0	0	0	0	0	0
Reimbursement from Collin County	0	291,929	12,452,047	12,452,047	0	0	0
Screening Walls & Contributions	49,874	81,381	45,000	45,000	45,000	45,000	45,000
Total Fund Revenue	$32,011,358	$31,370,235	$47,447,596	$47,497,596	$35,445,000	$36,254,000	$36,642,000
Project Expenditures							
Street & Drainage Projects	$22,388,528	$25,964,143	$34,041,000	$34,723,000	$31,820,000	$33,780,000	$35,469,000
Park Renovation Projects	8,224,344	6,460,588	11,006,996	8,819,000	8,169,100	6,610,000	8,259,000
Municipal Facility Projects	5,358,031	9,239,754	7,908,511	6,515,000	2,746,500	5,872,000	5,297,000
Utility & Other Projects	170,317	558,830	666,000	736,000	1,866,000	516,000	516,000
Audit Adjustments	132,816	(681,165)	0	0	0	0	0
Total Project Expenditures	$36,274,036	$41,542,150	$53,622,507	$50,793,000	$44,601,600	$46,778,000	$49,541,000
Fund Balance - Beginning	**$50,266,433**	**$46,003,756**	**$25,777,594**	**$35,831,841**	**$32,536,437**	**$23,379,837**	**$20,000,000**
Total Fund Revenue	**$32,011,358**	**$31,370,235**	**$47,447,596**	**$47,497,596**	**$35,445,000**	**$36,254,000**	**$36,642,000**
Total Project Expenditures	**$36,274,036**	**$41,542,150**	**$53,622,507**	**$50,793,000**	**$44,601,600**	**$46,778,000**	**$49,541,000**
Fund Balance - Ending	**$46,003,756**	**$35,831,841**	**$19,602,683**	**$32,536,437**	**$23,379,837**	**$12,855,837**	**$7,101,000**
$20.0M Goal for Ending Fund Balance					**$20,000,000**	**$20,000,000**	**$20,000,000**
Add'l Revenues or Project Reductions to meet $20.0M						**$7,144,163**	**$12,899,000**

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 though 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

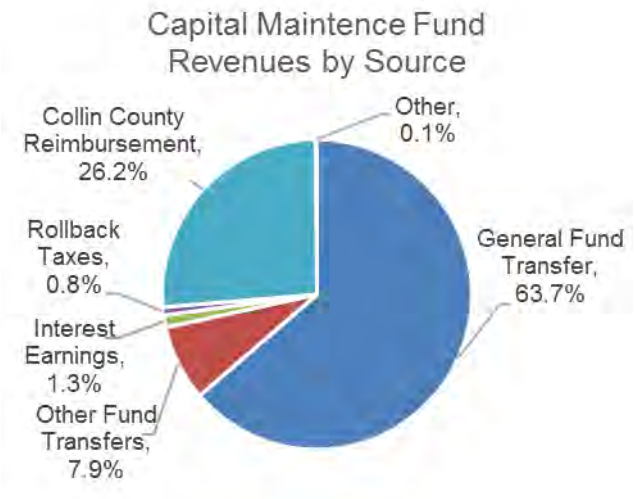
After a period of increasing revenues to the Capital Maintenance Fund following the great recession, overall fund revenues are projected to remain fairly constant throughout the three year forecast.



The following graphs show historical trends and projections for Capital Maintenance Fund revenues and re-estimated 2018-19 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 2018-19 Re-Estimate Budget, $30.3 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 64% of current year revenues.



The General Fund Transfer is the only Capital Maintenance Fund revenue that is anticipated to grow in the this three year forecast period, with the annual transfer amount increasing by $1.0 million in each year forecast. This puts the General Fund transfer at $31.3 million in 2019-20, $32.3 million in 2020-21 and $33.3 million in 2021-22. In the forecast 2021-22 fiscal year, the General Fund Transfer will represent 91% of total Capital Maintenance Fund revenues.

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 $850,000 in 2019-20, $900,000 in 2020-21 and $500,000 in 2021-22 to the Capital Maintenance Fund for planned HVAC replacement as well as 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. Given the diminishing fund balance forecast, interest earnings are anticipated to decline over the forecast period from $500,000 in 2019-20 to $359,000 in 2020-21 and then $197,000 in 2021-22.

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 $300,000 in FY 2019-20 declining to $200,000 in 2020-21 and $150,000 in 2021-22.

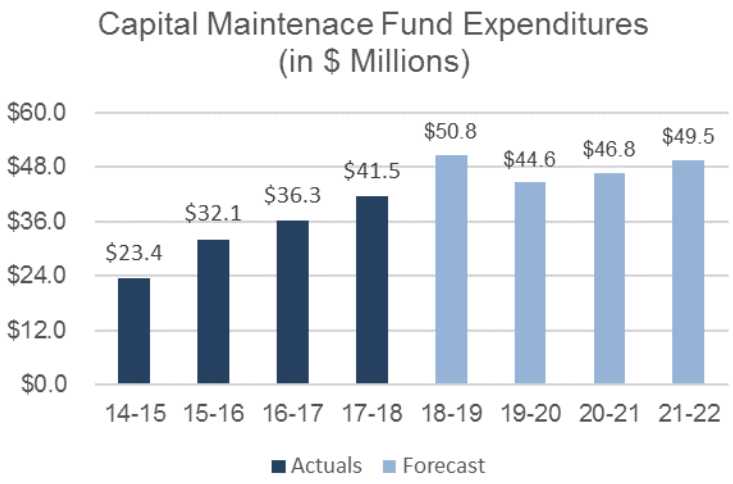
The 2018-19 Re-Estimate includes a substantial contribution from Collin County of $12.5 million, which is reimbursing the City of Plano for a number of Capital Maintenance Fund projects which performed repairs and renovation of arterial streets that are in included in Collin County's Thoroughfare Plan. This reimbursement marks the end of reimbursements from Collin County's 2003 and 2007 bond programs, and at this time no future reimbursements from Collin County are anticipated in this forecast.

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

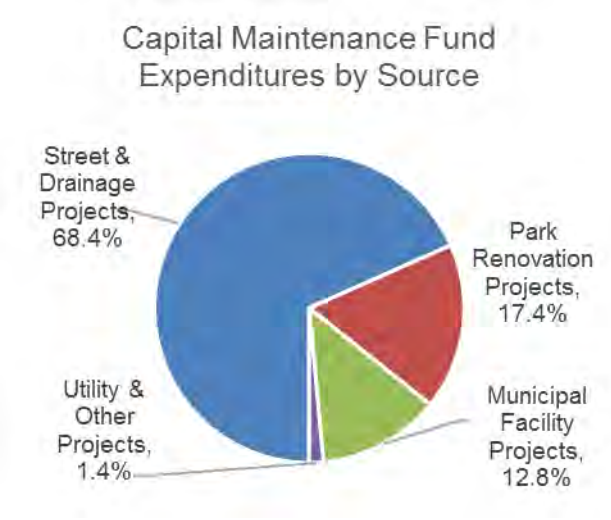
The following graph shows historical trends and projections for all Capital Maintenance Fund expenditures, which are solely to fund infrastructure projects that extend the useful life of City of Plano capital assets by at least 10 years.

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 1,045 miles of city maintained streets, 519 miles of paved alley ways and 230 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 2018-19 Community Investment Program (CIP), expenditures for street & drainage projects are expect to remain fairly constant at $31.8 million in 2019-20, $33.8 million in 2020-21 and $35.5 million in 2021-22.

Park Renovation Projects

Plano's park system has 4,375 acres, 163 athletic fields and 70 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 $8.2 million in 2019-20, $6.6 million in 2020-21 and $8.3 million in 2021-22 in the 2018-19 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 2018-19 CIP, expenditures for municipal facilities are expected to total $2.7 million in 2019-20, $5.9 million in 2020-21 and increase to $5.3 million in 2021-22.

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 2019-20 due to the resurfacing of the Municipal Center parking lot, the falling to $516,000 in both 2020-21 and 2021-22.

Outlook & Analysis

The prospect of having an additional $44.7 million available for renovation and replacement projects for city streets, parks and facilities from the upcoming 2019 Bond Referendum has greatly improved the Capital Maintenance Fund's outlook since last year's forecast; however, this forecast projects that the fund will have an ending fund balance below the desired $20.0 million in the 2020-21 and 2021-22 fiscal

years. As city infrastructure continues to age and construction costs continue to rise, future city councils will face the prospect of relying more on debt for repair and replacement projects, directing more revenues to the Capital Maintenance Fund instead of other operational activities, or deferring maintenance activities and accepting streets, parks and facilities with diminished conditions.

COMBINED OPERATING BUDGET

	Actuals 2016-17	Actuals 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
BEGINNING BALANCES							
Operating Funds:							
General Fund	$54,189,973	$51,635,123	$35,418,179	$52,213,524	$39,643,928	*11.9%*	*-24.1%*
Water & Sewer Fund	31,813,974	23,418,929	23,731,167	35,236,651	34,835,001	*46.8%*	*-1.1%*
Sustainability & Env. Svc. Fund	4,982,408	5,268,641	4,492,983	3,976,958	2,957,594	*-34.2%*	*-25.6%*
Convention & Tourism Fund	5,666,155	5,172,619	3,751,316	5,712,873	4,905,389	*30.8%*	*-14.1%*
Municipal Drainage Utility Fund	3,347,066	4,228,637	3,010,208	4,641,134	3,426,539	*13.8%*	*-26.2%*
Recreation Revolving Fund	962,316	1,221,118	902,765	1,174,933	548,494	*-39.2%*	*-53.3%*
Municipal Golf Course Fund	11,637	(6,657)	2,156	(38,430)	(229,279)	*-10734.4%*	*496.6%*
PTV Fund	1,649,688	1,738,793	645,907	1,880,193	775,333	*20.0%*	*-58.8%*
TOTAL OPERATING FUNDS	$102,623,217	$92,677,203	$71,954,679	$104,797,836	$86,862,999	*20.7%*	*-17.1%*
Debt Service Funds:							
General Obligation	$3,925,760	$4,440,933	$6,431,489	$6,571,577	$5,053,676	*-21.4%*	*-23.1%*
Water & Sewer Revenue	801,869	805,916	809,566	822,101	839,531	*3.7%*	*2.1%*
TOTAL DEBT SERVICE FUNDS	$4,727,629	$5,246,849	$7,241,055	$7,393,678	$5,893,206	*-18.6%*	*-20.3%*
TOTAL BEGINNING BALANCES	$107,350,846	$97,924,052	$79,195,734	$112,191,513	$92,756,206	*17.1%*	*-17.3%*
REVENUES & TRANSFERS IN							
Operating Funds:							
General Fund	$282,791,719	$300,147,696	$304,399,326	$309,836,715	$317,958,685	*4.5%*	*2.6%*
Water & Sewer Fund	143,967,323	169,018,937	172,678,445	171,618,617	185,707,041	*7.5%*	*8.2%*
Sustainability & Env. Svc. Fund	26,778,599	26,788,460	27,323,131	26,987,489	27,303,666	*-0.1%*	*1.2%*
Convention & Tourism Fund	10,570,783	11,979,284	13,105,757	13,779,112	14,262,851	*8.8%*	*3.5%*
Municipal Drainage Utility Fund	7,573,356	7,657,009	7,589,537	7,707,537	7,715,324	*1.7%*	*0.1%*
HUD Grant Fund	1,220,684	1,723,208	2,179,655	2,179,655	2,179,655	*0.0%*	*0.0%*
Recreation Revolving Fund	3,901,114	3,756,306	4,502,912	4,202,912	4,311,294	*-4.3%*	*2.6%*
Municipal Golf Course Fund	1,020,116	977,664	1,042,901	784,452	1,072,689	*2.9%*	*36.7%*
PTV Fund	1,283,804	1,251,530	1,243,944	1,222,585	1,187,381	*-4.5%*	*-2.9%*
TOTAL OPERATING FUNDS	$479,107,498	$523,300,094	$534,065,608	$538,319,073	$561,698,586	*5.2%*	*4.3%*
Debt Service Funds:							
General Obligation	$42,025,171	$45,545,947	$46,325,175	$47,006,076	$49,210,391	*6.2%*	*4.7%*
Water & Sewer Revenue	1,842,022	1,842,626	3,274,400	3,290,000	3,290,500	*0.5%*	*0.0%*
TOTAL DEBT SERVICE FUNDS	$43,867,194	$47,388,573	$49,599,575	$50,296,076	$52,500,891	*5.8%*	*4.4%*
TOTAL REVENUE & TRANSFERS IN	$522,974,692	$570,688,667	$583,665,183	$588,615,150	$614,199,476	*5.2%*	*4.3%*
Less: Interfund Transfers	20,832,926	21,493,217	22,008,792	22,008,792	21,191,331	*-3.7%*	*-3.7%*
NET BUDGET REVENUE	$502,141,766	$549,195,450	$561,656,391	$566,606,358	$593,008,146	*5.6%*	*4.7%*
TOTAL AVAILABLE FUNDS	$609,492,612	$647,119,502	$640,852,125	$678,797,871	$685,764,351	*7.0%*	*1.0%*
APPROPRIATIONS & TRANSFERS OUT							
Operations:							
General Fund	$285,346,569	$299,569,295	$317,349,631	$322,406,311	$326,836,691	*3.0%*	*1.4%*
Water & Sewer Fund	152,362,368	157,201,215	172,204,837	172,020,268	188,019,886	*9.2%*	*9.3%*
Sustainability & Env. Svc. Fund	26,492,366	28,080,143	27,390,064	28,006,853	27,502,638	*0.4%*	*-1.8%*
Convention & Tourism Fund	11,064,319	11,439,030	14,278,828	14,586,596	13,480,952	*-5.6%*	*-7.6%*
Municipal Drainage Utility Fund	6,691,785	7,244,512	7,782,816	7,553,703	7,860,693	*1.0%*	*4.1%*
HUD Grant Fund	1,220,684	1,851,833	2,179,655	2,179,655	2,179,655	*0.0%*	*0.0%*
Recreation Revolving Fund	3,642,313	3,802,491	4,409,719	4,829,351	4,391,129	*-0.4%*	*-9.1%*
Municipal Golf Course Fund	1,038,411	1,009,438	1,006,838	975,301	1,040,539	*3.3%*	*6.7%*
PTV Fund	1,194,699	1,110,130	1,730,488	2,327,445	1,769,160	*2.2%*	*-24.0%*
TOTAL OPERATIONS	$489,053,514	$511,308,087	$548,332,876	$554,885,482	$573,081,342	*4.5%*	*3.3%*
Debt Service Funds:							
General Obligation	$41,509,998	$43,415,303	$48,851,195	$48,523,977	$48,775,065	*-0.2%*	*0.5%*
Water & Sewer Revenue	1,837,975	1,826,442	3,272,570	3,272,570	3,267,700	*-0.1%*	*-0.1%*
TOTAL DEBT SERVICE FUNDS	$43,347,973	$45,241,745	$52,123,765	$51,796,547	$52,042,765	*-0.2%*	*0.5%*
TOTAL APPROPRIATIONS & TRANSFERS OUT	$532,401,487	$556,549,832	$600,456,641	$606,682,029	$625,124,107	*4.1%*	*3.0%*
Less: Interfund Transfers	20,832,926	21,493,217	22,008,792	22,008,792	21,191,331	*-3.7%*	*-3.7%*
NET BUDGET APPROPRIATIONS	$511,568,561	$535,056,615	$578,447,848	$584,673,238	$603,932,776	*4.4%*	*3.3%*

ENDING BALANCES							
Operating Funds:							
General Fund	$51,635,123	$52,213,524	$22,467,874	$39,643,928	$30,765,921	*36.9%*	*-22.4%*
Water & Sewer Fund	23,418,929	35,236,651	24,204,775	34,835,001	32,522,155	*34.4%*	*-6.6%*
Sustainability & Env. Svc. Fund	5,268,641	3,976,958	4,426,050	2,957,594	2,758,622	*-37.7%*	*-6.7%*
Convention & Tourism Fund	5,172,619	5,712,873	2,578,244	4,905,389	5,687,289	*120.6%*	*15.9%*
Municipal Drainage Utility Fund	4,228,637	4,641,134	2,816,929	4,794,968	3,281,170	*16.5%*	*-31.6%*
Recreation Revolving Fund	1,221,118	1,174,934	995,959	548,494	468,660	*-52.9%*	*-14.6%*
Municipal Golf Course Fund	(6,657)	(38,430)	38,220	(229,279)	(197,128)	*-615.8%*	*-14.0%*
PTV Fund	1,738,793	1,880,193	159,362	775,333	193,554	*21.5%*	*-75.0%*
TOTAL OPERATING FUNDS	$92,677,203	$104,797,837	$57,687,412	$88,231,428	$75,480,243	*30.8%*	*-14.5%*
Debt Service Funds:							
General Obligation	$4,440,933	$6,571,577	$3,905,470	$5,053,676	$5,489,002	*40.5%*	*8.6%*
Water & Sewer Revenue	805,916	822,100	811,396	839,531	862,331	*6.3%*	*2.7%*
TOTAL DEBT SERVICE FUNDS	$5,246,850	$7,393,677	$4,716,866	$5,893,206	$6,351,333	*34.7%*	*7.8%*
TOTAL ENDING BALANCES	$97,924,052	$112,191,514	$62,404,278	$94,124,635	$81,831,576	*31.1%*	*-13.1%*
TOTAL APPROPRIATIONS & ENDING BALANCES	$609,492,614	$647,248,129	$640,852,126	$678,797,872	$685,764,352	*7.0%*	*1.0%*

GENERAL FUND

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
UNAPPROPRIATED FUND BALANCE	**$54,189,973**	**$51,635,123**	**$35,418,179**	**$47,079,644**	**$39,643,928**	***11.9%***	***-24.1%***
Encumbrance Adjustment				5,133,880			
Revenues							
Taxes	$203,772,894	$220,989,088	$226,505,877	$230,110,969	$239,414,424	*5.7%*	*4.0%*
Franchise Fees	23,778,918	24,354,134	23,023,532	23,837,577	23,413,201	*1.7%*	*-1.8%*
Fines & Forfeits	6,081,129	6,304,020	5,860,000	6,278,846	6,291,404	*7.4%*	*0.2%*
Miscellaneous Revenue	2,517,780	2,693,535	2,696,172	2,813,835	2,839,852	*5.3%*	*0.9%*
Licenses & Permits	11,096,275	9,521,069	8,602,097	8,613,130	8,619,140	*0.2%*	*0.1%*
Charges for Services	14,170,506	13,765,830	14,295,738	14,768,412	14,784,181	*3.4%*	*0.1%*
Intergovernmental Revenue	1,041,291	1,526,803	1,907,118	1,905,153	1,905,153	*-0.1%*	*0.0%*
Subtotal Revenues	$262,458,793	$279,154,479	$282,890,534	$288,327,922	$297,267,354	*5.1%*	*3.1%*
Intragovernmental Transfers	20,332,926	20,993,217	21,508,792	21,508,793	20,691,331	*-3.8%*	*-3.8%*
TOTAL REVENUES & TRANSFERS	$282,791,719	$300,147,696	$304,399,326	$309,836,715	$317,958,685	*4.5%*	*2.6%*
TOTAL RESOURCES	$336,981,692	$351,782,819	$339,817,505	$362,050,239	$357,602,612	*5.2%*	*-1.2%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$187,249,006	$196,353,984	$208,957,653	$207,294,917	$214,081,692	*2.5%*	*3.3%*
Materials & Supplies	7,524,788	8,160,681	8,684,556	10,345,173	8,979,831	*3.4%*	*-13.2%*
Contractual	51,183,963	53,608,384	55,249,612	57,063,368	56,459,974	*2.2%*	*-1.1%*
Community Services Agencies	552,600	550,000	562,780	562,780	569,400	*1.2%*	*1.2%*
Sundry	1,110,160	1,162,170	1,701,251	2,013,633	1,759,094	*3.4%*	*-12.6%*
CIP Coming On-Line	0	0	0	0	1,512,393	*100.0%*	*100.0%*
Reimbursements	(2,909,308)	(3,861,807)	(5,049,449)	(4,396,524)	(4,396,524)	*-12.9%*	*0.0%*
Subtotal	$244,711,209	$255,973,412	$270,106,403	$272,883,347	$278,965,859	*3.3%*	*2.2%*
Capital Outlay	3,833,560	3,599,793	2,012,186	4,291,922	1,125,000	*-44.1%*	*-73.8%*
TOTAL OPERATIONS	$248,544,769	$259,573,205	$272,118,589	$277,175,269	$280,090,859	*2.9%*	*1.1%*
Capital Maintenance Fund	$24,550,000	$25,869,000	$30,250,549	$30,250,549	$31,250,000	*3.3%*	*3.3%*
Risk Management Fund	3,700,000	4,647,411	4,771,520	4,771,520	4,800,000	*0.6%*	*0.6%*
Technology Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	*0.0%*	*0.0%*
TS Replacement Fund	500,000	500,000	500,000	500,000	500,000	*0.0%*	*0.0%*
PTV Fund	250,000	250,000	250,000	250,000	250,000	*0.0%*	*0.0%*
Economic Development Incentive	6,801,800	7,729,679	8,458,973	8,458,973	8,945,832	*5.8%*	*5.8%*
TOTAL TRANSFERS	$36,801,800	$39,996,090	$45,231,042	$45,231,042	$46,745,832	*3.3%*	*3.3%*
TOTAL APPROPRIATIONS	$285,346,569	$299,569,295	$317,349,631	$322,406,311	$326,836,691	*3.0%*	*1.4%*
UNAPPROPRIATED FUND	$51,635,123	$52,213,524	$22,467,874	$39,643,928	$30,765,921	*36.9%*	*-22.4%*
Days of Operation					40		

GENERAL FUND REVENUE BY SOURCE

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
SOURCE OF INCOME							
Taxes							
Ad Valorem Taxes:							
Current	$119,051,293	$132,366,014	$142,832,200	$143,832,200	$151,001,973	5.7%	5.0%
Delinquent	476,029	143,137	1,492,282	492,282	1,578,171	5.8%	220.6%
Penalty & Interest	521,347	465,592	746,141	746,141	789,086	5.8%	5.8%
Sales Tax	81,530,064	85,592,104	79,129,630	82,585,043	83,585,043	5.6%	1.2%
Mixed Drink Tax	2,048,388	2,322,487	2,186,886	2,352,941	2,357,648	7.8%	0.2%
Bingo Gross Receipts Tax	86,643	67,392	86,375	70,000	70,141	-18.8%	0.2%
Excess Proceeds on Taxes	59,130	32,362	32,362	32,362	32,362	0.0%	0.0%
TOTAL TAXES	$203,772,894	$220,989,088	$226,505,877	$230,110,969	$239,414,424	5.7%	4.0%
Franchise Fees							
Electrical Franchise	$12,127,612	$13,419,319	$12,198,778	$12,181,377	$12,181,377	-0.1%	0.0%
Telephone Franchise	4,935,552	4,027,144	4,188,535	4,188,535	4,062,879	-3.0%	-3.0%
Fiber Optics Franchise	46,175	80,484	53,484	50,015	50,015	-6.5%	0.0%
Gas Franchise	2,792,854	3,156,302	3,067,500	3,809,522	3,619,046	18.0%	-5.0%
Cable TV Franchise	3,876,725	3,670,885	3,515,235	3,608,128	3,499,884	-0.4%	-3.0%
TOTAL FRANCHISE FEES	$23,778,918	$24,354,134	$23,023,532	$23,837,577	$23,413,201	1.7%	-1.8%
Fines & Forfeits							
Municipal Court	$5,909,898	$6,151,858	$5,860,000	$6,224,556	$6,237,005	6.4%	0.2%
Library Fines	171,231	152,162	0	54,290	54,399	0.0%	0.0%
TOTAL FINES & FORFEITS	$6,081,129	$6,304,020	$5,860,000	$6,278,846	$6,291,404	7.4%	0.2%
Miscellaneous Revenue							
Interest Earnings	$659,020	$890,026	$800,000	$900,000	$900,000	12.5%	0.0%
Sale/Rental of Property	509,093	514,615	542,958	542,958	542,958	0.0%	0.0%
Insurance Collections	640,266	649,063	632,759	650,422	676,439	6.9%	4.0%
Sundry	709,401	639,831	720,455	720,455	720,455	0.0%	0.0%
TOTAL MISCELLANEOUS REVENUE	$2,517,780	$2,693,535	$2,696,172	$2,813,835	$2,839,852	5.3%	0.9%
Licenses and Permits							
Food Handlers Permits	$724,735	$757,760	$851,097	$851,097	$852,799	0.2%	0.2%
Land / Burning / Liquid Waste	24,925	28,255	31,028	22,645	22,690	-26.9%	0.2%
Grease Trap Permits	46,250	52,000	47,392	47,392	47,487	0.2%	0.2%
Fire Inspection Fees	269,791	299,765	287,657	301,256	301,256	4.7%	0.0%
Rental Registration Fees	323,070	330,930	376,558	376,558	377,311	0.2%	0.2%
Animal Licenses	125,215	119,457	128,709	128,709	128,966	0.2%	0.2%
Restaurant Plan Review	79,200	42,900	58,324	58,324	58,441	0.2%	0.2%
Alarm Permits	1,497,715	1,347,645	1,504,989	1,455,098	1,458,008	-3.1%	0.2%
Filing Fees	360,957	460,923	347,443	347,443	347,443	0.0%	0.0%
Fire Protection Plan Review	427,177	321,542	301,911	301,911	301,911	0.0%	0.0%
Building Permits	5,772,538	4,492,462	3,542,432	3,575,028	3,575,028	0.9%	0.0%
Electrical Permits	128,349	125,254	105,075	105,075	105,075	0.0%	0.0%
Plumbing Permits	413,303	333,371	275,250	284,715	284,715	3.4%	0.0%
Heating & A/C Permits	162,807	164,842	128,700	140,934	140,934	9.5%	0.0%
Fence Permits	42,167	39,335	32,566	32,566	32,566	0.0%	0.0%
Swimming Pool Permits	40,894	36,209	31,629	31,629	31,629	0.0%	0.0%
Pool Inspection	65,042	66,150	64,961	64,961	65,091	0.2%	0.2%
Irrigation Permits	75,375	47,168	47,377	47,377	47,377	0.0%	0.0%
Day Laborer Fees	16,470	14,188	12,291	12,291	12,291	0.0%	0.0%
Sign Permits	144,704	121,864	115,102	116,516	116,516	1.2%	0.0%
Reoccupancy Permits	162,290	149,010	129,561	129,561	129,561	0.0%	0.0%
Misc. Licenses & Permits	193,301	170,039	182,044	182,044	182,044	0.0%	0.0%
TOTAL LICENSES & PERMITS	$11,096,275	$9,521,069	$8,602,097	$8,613,130	$8,619,140	0.2%	0.1%
Fees & Service Charges							
Animal Pound & Adoption Fee	$275,467	$256,668	$275,568	$255,485	$255,996	-7.1%	0.2%
Ambulance Service	4,677,155	5,034,277	4,700,290	5,014,375	5,024,404	6.9%	0.2%
False Alarm Response	236,961	263,793	243,242	243,242	243,728	0.2%	0.2%
Emergency 911	1,054,982	890,464	1,058,147	1,058,147	1,060,263	0.2%	0.2%
Contractor Registration Fee	273,026	208,496	212,500	212,500	212,500	0.0%	0.0%
Engineering Inspection Fee	753,182	337,809	340,000	450,000	340,000	0.0%	-24.4%
Residential Building Plan Review	77,437	79,938	64,600	64,600	64,600	0.0%	0.0%
Reinspection Fee	75,390	87,150	77,055	85,400	85,400	10.8%	0.0%
File Searches	57,785	50,926	54,291	50,542	50,643	-6.7%	0.2%
Same Day Inspection Fee	91,815	74,085	67,334	72,035	72,035	7.0%	0.0%
Convenience Copiers	11,885	10,974	11,080	11,080	11,102	0.2%	0.2%
Lease Fees	147,470	161,127	150,000	150,000	150,000	0.0%	0.0%
Recreation User Fee	601,657	665,349	716,882	716,882	718,316	0.2%	0.2%
Recreation Rental Fee	403,861	338,876	406,215	406,215	407,027	0.2%	0.2%
Swimming Fees	925,107	1,042,803	958,613	1,095,165	1,097,355	14.5%	0.2%
Recreation Membership Card Fee	2,414,587	2,105,208	2,524,820	2,674,820	2,714,170	7.5%	1.5%

Tennis Center Fee	199,452	331,569	327,124	269,514	270,053	*-17.4%*	*0.2%*
Food Manager/Handler Training	4,510	1,150	100	1,000	1,002	*902.0%*	*0.2%*
Tree Trimming Assessments	104,711	154,486	127,820	155,486	155,797	*21.9%*	*0.2%*
Child Safety Fees	84,211	109,240	101,437	103,305	103,512	*2.0%*	*0.2%*
Sundry	1,699,855	1,561,442	1,878,619	1,678,619	1,746,278	*-7.0%*	*4.0%*
TOTAL FEES & SVC CHARGES	$14,170,506	$13,765,830	$14,295,738	$14,768,412	$14,784,181	*3.4%*	*0.1%*
Intergovernmental Revenue							
FISD School Resource Officer	126,396	113,320	67,668	67,668	67,668	*0.0%*	*0.0%*
PISD School Resource Officers	637,320	1,129,820	1,603,404	1,603,404	1,603,404	*0.0%*	*0.0%*
Plano-Richardson Trng. Ctr. / Misc.	277,575	283,663	236,046	234,081	234,081	*-0.8%*	*0.0%*
TOTAL INTERGOVT'L REVENUE	$1,041,291	$1,526,803	$1,907,118	$1,905,153	$1,905,153	*-0.1%*	*0.0%*
TOTAL REVENUE	$262,458,793	$279,154,479	$282,890,534	$288,327,922	$297,267,354	*5.1%*	*3.1%*
Intragovernmental Transfers							
Intra-Fund Transfers From:							
Water & Sewer Fund	$17,593,082	$17,388,959	$17,787,929	$17,787,929	$16,961,945	*-4.6%*	*-4.6%*
Sustain. & Environ. Services Fund	1,478,308	2,239,325	2,258,627	2,258,627	2,258,627	*0.0%*	*0.0%*
Recreation Revolving Fund	186,747	207,646	225,146	225,146	210,146	*-6.7%*	*-6.7%*
Golf Course Fund	51,285	50,409	52,145	52,145	39,223	*-24.8%*	*-24.8%*
Convention & Tourism Fund	495,539	571,539	655,288	655,288	688,956	*5.1%*	*5.1%*
Municipal Drainage Fund	520,362	528,073	529,658	529,658	532,435	*0.5%*	*0.5%*
PIC Fund (Plano Improvement Corp.)	7,603	7,266	0	0	0	*0.0%*	*0.0%*
TOTAL INTRAGOVT'L TRANSFERS	$20,332,926	$20,993,217	$21,508,792	$21,508,793	$20,691,331	*-3.8%*	*-3.8%*
TOTAL GENERAL FUND	$282,791,719	$300,147,696	$304,399,326	$309,836,715	$317,958,685	*4.5%*	*2.6%*

GENERAL OBLIGATION DEBT SERVICE

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
UNAPPROPRIATED FUND BALANCE	**$3,925,760**	**$4,440,933**	**$6,431,489**	**$6,571,577**	**$5,053,676**	***-21.4%***	***-23.1%***
Revenues							
Ad Valorem Tax							
Current	$41,179,204	$44,853,154	$45,312,712	$45,724,473	$47,903,707	*5.7%*	*4.8%*
Delinquent	232,584	80,575	474,215	474,215	501,509	*5.8%*	*5.8%*
Penalty & Interest	176,956	137,746	189,686	189,686	200,604	*5.8%*	*5.8%*
Fund Interest Income	284,622	322,477	200,000	469,140	470,000	*135.0%*	*0.2%*
Police Academy Reimbursement	151,804	151,994	148,562	148,562	134,572	*-9.4%*	*-9.4%*
TOTAL REVENUES	$42,025,171	$45,545,947	$46,325,175	$47,006,076	$49,210,391	*6.2%*	*4.7%*
TOTAL RESOURCES	$45,950,931	$49,986,880	$52,756,664	$53,577,653	$54,264,066	*2.9%*	*1.3%*
APPROPRIATIONS							
Bond and Certificates							
Principal	$25,250,000	$25,250,000	$26,550,000	$26,550,000	$25,925,000	*-2.4%*	*-2.4%*
Interest	13,712,428	13,787,755	16,639,820	17,592,602	17,164,977	*3.2%*	*-2.4%*
Transfer to CO's Radio Sys Repl	905,400	801,700	802,725	802,725	357,875	*-55.4%*	*-55.4%*
Transfer to Tax Notes Radio Repl, PLL, Phone Sys	996,500	998,800	995,700	995,700	997,300	*0.2%*	*0.2%*
Transfer to Tax Notes NextGen	638,422	2,567,950	2,571,700	2,571,700	2,570,450	*0.0%*	*0.0%*
Exchanges Fees & Bond Sale Expense	7,248	9,098	11,250	11,250	12,000	*6.7%*	*6.7%*
Subtotal	$41,509,998	$43,415,303	$47,571,195	$48,523,977	$47,027,602	*-1.1%*	*-3.1%*
New Debt Projection	0	0	1,280,000	0	1,747,463	*36.5%*	*100.0%*
TOTAL APPROPRIATIONS	$41,509,998	$43,415,303	$48,851,195	$48,523,977	$48,775,065	*-0.2%*	*0.5%*
UNAPPROPRIATED FUND BALANCE	$4,440,933	$6,571,577	$3,905,470	$5,053,676	$5,489,002	*40.5%*	*8.6%*

WATER & SEWER

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$31,813,974**	**$23,418,929**	**$23,731,167**	**$35,236,651**	**$34,835,001**	***46.8%***	***-1.1%***
Revenues							
Water Income	$80,430,695	$99,371,447	$100,613,444	$98,962,772	$105,248,514	*4.6%*	*6.4%*
Sewer Income	60,331,094	65,274,389	67,839,429	68,412,423	76,168,009	*12.3%*	*11.3%*
Water Taps	115,267	61,812	66,990	60,000	60,900	*-9.1%*	*1.5%*
Water & Sewer Penalties	757,257	1,587,378	1,547,812	1,547,812	1,557,099	*0.6%*	*0.6%*
Water Meters/AMR Devices	322,358	297,846	327,264	300,000	304,500	*-7.0%*	*1.5%*
Construction Water	415,090	371,921	431,677	347,000	352,205	*-18.4%*	*1.5%*
Service Connect Fee	251,245	246,890	260,025	241,120	244,737	*-5.9%*	*1.5%*
Backflow Testing	592,345	624,455	613,217	634,675	644,195	*5.1%*	*1.5%*
Sewer Tie-On	28,050	27,525	31,498	27,525	27,938	*-11.3%*	*1.5%*
Pre-Treatment Permits	28,310	29,870	32,280	32,280	32,764	*1.5%*	*1.5%*
Interest Earnings	60,441	169,666	120,000	175,000	175,000	*45.8%*	*0.0%*
Misc. Income	635,171	955,738	794,807	878,009	891,179	*12.1%*	*1.5%*
TOTAL REVENUES	$143,967,323	$169,018,937	$172,678,445	$171,618,617	$185,707,041	*7.5%*	*8.2%*
TOTAL RESOURCES	$175,781,297	$192,437,866	$196,409,612	$206,855,268	$220,542,041	*12.3%*	*6.6%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$11,062,312	$10,489,947	$11,612,776	$11,255,152	$11,650,097	*0.3%*	*3.5%*
Materials & Supplies	1,990,250	1,279,735	2,624,905	3,430,443	2,690,528	*2.5%*	*-21.6%*
Contractual	3,811,744	3,765,535	4,409,286	5,703,288	5,259,664	*19.3%*	*-7.8%*
NTMWD - Water	65,688,523	72,334,642	78,021,842	78,021,842	83,365,804	*6.8%*	*6.8%*
NTMWD - Wastewater	18,251,915	18,629,748	21,516,920	21,080,800	25,415,170	*18.1%*	*20.6%*
NTMWD - Upper E. Fork Interceptor	11,697,564	12,798,332	15,145,117	14,480,736	18,224,056	*20.3%*	*25.9%*
Retirement of NTMWD Debt	247,668	1,935	0	0	0	*0.0%*	*0.0%*
Sundry	1,040,821	1,242,735	660,338	660,338	676,846	*2.5%*	*2.5%*
Reimbursements	715,141	764,172	833,596	833,596	833,596	*0.0%*	*0.0%*
Subtotal	$114,505,938	$121,306,781	$134,824,780	$135,466,195	$148,115,761	*9.9%*	*9.3%*
Capital Outlay	2,889	1,019	55,325	55,325	0	*100.0%*	*0.0%*
TOTAL OPERATIONS	$114,508,827	$121,307,800	$134,880,105	$135,521,520	$148,115,761	*9.8%*	*9.3%*
Transfer to General Fund	$17,593,082	$17,388,959	$17,787,929	$16,961,945	$17,667,361	*-0.7%*	*4.2%*
Transfer to W & S CIP	12,500,000	10,000,000	10,000,000	10,000,000	12,500,000	*25.0%*	*25.0%*
Transfer to Capital Maintenance	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	*0.0%*	*0.0%*
Transfer to W&S Debt Service	1,837,225	1,835,400	3,270,000	3,270,000	3,266,200	*-0.1%*	*-0.1%*
Transfer to Risk Management Fund	668,011	797,838	807,476	807,476	853,271	*5.7%*	*5.7%*
Transfer to Technology Fund	300,000	300,000	300,000	300,000	300,000	*0.0%*	*0.0%*
Transfer to Technology Svcs	3,455,223	3,571,218	3,159,327	3,159,327	3,317,293	*5.0%*	*5.0%*
TOTAL TRANSFERS	$37,853,541	$35,893,415	$37,324,732	$36,498,748	$39,904,125	*6.9%*	*9.3%*
TOTAL APPROPRIATIONS	$152,362,368	$157,201,215	$172,204,837	$172,020,268	$188,019,886	*9.2%*	*9.3%*
WORKING CAPITAL	$23,418,929	$35,236,651	$24,204,775	$34,835,001	$32,522,155	*34.4%*	*-6.6%*
Days of Operation					80		

WATER & SEWER DEBT SERVICE

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$801,869**	**$805,916**	**$809,566**	**$822,101**	**$839,531**	***3.7%***	***2.1%***
Revenues							
Transfer In (W & S Fund)	1,837,225	1,835,400	3,270,000	3,270,000	3,270,000	*0.0%*	*0.0%*
Fund Interest Income	4,797	7,226	4,400	20,000	20,500	*365.9%*	*2.5%*
TOTAL	$1,842,022	$1,842,626	$3,274,400	$3,290,000	$3,290,500	*0.5%*	*0.0%*
TOTAL RESOURCES	$2,643,891	$2,648,542	$4,083,966	$4,112,101	$4,130,031	*1.1%*	*0.4%*
APPROPRIATIONS							
Principal	$930,000	$855,000	$1,825,000	$1,825,000	$1,855,000	*1.6%*	*1.6%*
Interest	907,225	980,400	1,446,070	1,446,070	1,411,200	*-2.4%*	*-2.4%*
Fees	750	(8,958)	1,500	1,500	1,500	*100.0%*	*0.0%*
Subtotal	$1,837,975	$1,826,442	$3,272,570	$3,272,570	$3,267,700	*-0.1%*	*-0.1%*
New Debt Projection	0	0	0	0	0	*0.0%*	*0.0%*
TOTAL APPROPRIATIONS	$1,837,975	$1,826,442	$3,272,570	$3,272,570	$3,267,700	*-0.1%*	*-0.1%*
WORKING CAPITAL	$805,916	$822,101	$811,396	$839,531	$862,331	*6.3%*	*2.7%*

SUSTAINABILITY & ENVIRONMENTAL SERVICES

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$4,982,408**	**$5,268,641**	**$4,492,983**	**$3,976,958**	**$2,957,594**	***-34.2%***	***-25.6%***
Revenues							
Commercial Franchise	$8,753,718	$8,631,271	$9,320,445	$8,853,200	$9,074,530	*-2.6%*	*2.5%*
Special Refuse Collection	92,405	101,121	94,565	97,701	97,896	*3.5%*	*0.2%*
Residential Collection	13,918,111	14,019,511	14,088,543	14,088,543	14,173,074	*0.6%*	*0.6%*
Allied Waste, Inc.	95,000	92,919	0	0	0	*0.0%*	*0.0%*
Recycling	603,570	39,271	200,000	0	0	*-100.0%*	*0.0%*
Sales of Landscape Bags	31,947	17,064	32,019	18,000	18,036	*-43.7%*	*0.2%*
Contributions via Utility Billing	7,578	7,444	10,060	10,060	10,080	*0.2%*	*0.2%*
Sale of Compost	1,823,596	2,431,029	2,090,204	2,367,982	2,372,718	*13.5%*	*0.2%*
Tipping Fees	695,185	716,323	689,831	754,539	756,048	*9.6%*	*0.2%*
Miscellaneous	385,240	337,712	305,515	305,515	309,334	*1.3%*	*1.3%*
Reimbursements	172,249	179,795	181,949	181,949	181,949	*0.0%*	*0.0%*
Construction & Demolition Program	200,000	215,000	310,000	310,000	310,000	*0.0%*	*0.0%*
TOTAL REVENUES	$26,778,599	$26,788,460	$27,323,131	$26,987,489	$27,303,666	*-0.1%*	*1.2%*
TOTAL RESOURCES	$31,761,007	$32,057,101	$31,816,114	$30,964,447	$30,261,260	*-4.9%*	*-2.3%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$7,247,312	$7,515,084	$7,360,099	$7,601,923	$7,872,511	*7.0%*	*3.6%*
Materials & Supplies	481,074	667,866	590,777	630,533	592,039	*0.2%*	*-6.1%*
Contractual	7,594,194	7,550,283	7,421,314	7,624,204	7,279,151	*-1.9%*	*-4.5%*
NTMWD	8,805,414	8,604,886	8,750,000	8,750,000	8,750,000	*0.0%*	*0.0%*
Sundry	223,667	178,860	91,447	98,766	84,671	*-7.4%*	*-14.3%*
Reimbursements	115,362	118,763	170,020	170,020	172,145	*1.3%*	*1.3%*
Subtotal	$24,467,023	$24,635,742	$24,383,657	$24,875,446	$24,750,518	*1.5%*	*-0.5%*
Capital Outlay	191,816	785,310	285,600	410,600	0	*-100.0%*	*-100.0%*
TOTAL OPERATIONS	$24,658,839	$25,421,052	$24,669,257	$25,286,046	$24,750,518	*0.3%*	*-2.1%*
Transfer to General Fund	$1,478,308	$2,239,325	$2,258,627	$2,258,627	$2,265,403	*0.3%*	*0.3%*
Transfer to Technology Fund	60,000	60,000	60,000	60,000	60,000	*0.0%*	*0.0%*
Transfer to Risk Management Fund	295,219	359,766	402,180	402,180	426,717	*6.1%*	*6.1%*
TOTAL TRANSFERS	$1,833,527	$2,659,091	$2,720,807	$2,720,807	$2,752,120	*1.2%*	*1.2%*
TOTAL APPROPRIATIONS	$26,492,366	$28,080,143	$27,390,064	$28,006,853	$27,502,638	*0.4%*	*-1.8%*
WORKING CAPITAL	$5,268,641	$3,976,958	$4,426,050	$2,957,594	$2,758,622	*-37.7%*	*-6.7%*
Days of Operation					41		

MUNICIPAL DRAINAGE UTILITY

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$3,347,066**	**$4,228,637**	**$3,010,208**	**$4,641,134**	**$3,426,539**	***13.8%***	***-26.2%***
Revenues							
Environmental Assessment Fees:							
Residential Class Fees	$3,718,628	$3,737,459	$3,734,005	$3,756,469	$3,763,982	*0.8%*	*0.2%*
Commercial Class Fees	$3,816,750	3,830,260	3,832,533	3,849,743	3,857,442	*0.6%*	*0.2%*
Miscellaneous	17,652	50,632	0	5,325	0	*0.0%*	*-100.0%*
Interest Income	20,326	38,658	23,000	96,000	93,900	*308.3%*	*-2.2%*
TOTAL REVENUES	$7,573,356	$7,657,009	$7,589,537	$7,707,537	$7,715,324	*1.7%*	*0.1%*
TOTAL RESOURCES	$10,920,422	$11,885,646	$10,599,745	$12,348,671	$11,141,863	*5.1%*	*-9.8%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$1,928,710	$1,832,304	$2,313,306	$1,996,293	$2,156,134	*-6.8%*	*8.0%*
Materials & Supplies	185,862	229,020	383,719	407,096	396,765	*3.4%*	*-2.5%*
Contractual	497,235	786,759	776,070	913,859	791,840	*2.0%*	*-13.4%*
Sundry	26,243	42,897	4,661	4,661	4,819	*3.4%*	*3.4%*
Reimbursements	609,462	834,391	934,340	934,340	934,340	*0.0%*	*0.0%*
Subtotal	$3,247,512	$3,725,371	$4,412,096	$4,256,249	$4,283,899	*-2.9%*	*0.6%*
Capital Outlay	245	28,570	0	0	0	*0.0%*	*0.0%*
TOTAL OPERATIONS	$3,247,757	$3,753,941	$4,412,096	$4,256,249	$4,283,899	*-2.9%*	*0.6%*
Transfer to General Fund	$520,362	$528,073	$529,658	$532,435	$533,500	*0.7%*	*0.2%*
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	2,403,666	2,442,498	2,321,063	2,245,019	2,523,294	*8.7%*	*12.4%*
TOTAL TRANSFERS	$3,444,028	$3,490,571	$3,370,720	$3,297,454	$3,576,794	*6.1%*	*8.5%*
TOTAL APPROPRIATIONS	$6,691,785	$7,244,512	$7,782,816	$7,553,703	$7,860,693	*1.0%*	*4.1%*
RESERVE REQUIREMENT	0	0	0	1,368,429	0	*0.0%*	*-100.0%*
WORKING CAPITAL	$4,228,637	$4,641,134	$2,816,929	$3,426,539	$3,281,170	*16.5%*	*-4.2%*
Days of Operation					280		

CONVENTION & TOURISM

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$5,666,155**	**$5,172,619**	**$3,751,316**	**$5,712,873**	**$4,905,389**	***30.8%***	***-14.1%***
Revenues							
Hotel/Motel Receipts	$8,685,384	$9,209,353	$10,300,000	$10,725,014	$11,134,026	*8.1%*	*3.8%*
Plano Event Center Fees	1,799,890	2,705,788	2,728,757	2,989,098	3,063,825	*12.3%*	*2.5%*
Miscellaneous	61,510	14,498	47,000	15,000	15,000	*-68.1%*	*0.0%*
Interest Income	23,999	49,645	30,000	50,000	50,000	*66.7%*	*0.0%*
TOTAL REVENUES	$10,570,783	$11,979,284	$13,105,757	$13,779,112	$14,262,851	*8.8%*	*3.5%*
TOTAL RESOURCES	$16,236,938	$17,151,903	$16,857,073	$19,491,985	$19,168,241	*13.7%*	*-1.7%*
APPROPRIATIONS							
Operating Expenses							
Visit Plano	$2,680,369	$3,024,353	$5,419,134	$5,642,404	$4,796,149	*-11.5%*	*-15.0%*
Plano Event Center	3,583,107	3,733,842	4,061,954	4,093,574	4,306,475	*6.0%*	*5.2%*
Support of the Arts	929,997	899,999	1,000,000	1,000,000	1,000,000	*0.0%*	*0.0%*
Historic Preservation	794,638	735,852	800,000	800,000	800,000	*0.0%*	*0.0%*
Special Events	370,369	218,075	310,186	329,396	310,186	*0.0%*	*-5.8%*
Music Festival	170,300	177,010	185,000	185,000	185,000	*0.0%*	*0.0%*
Event Center Equip.Rpl. Charge	500,000	500,000	500,000	500,000	500,000	*0.0%*	*0.0%*
Subtotal	$9,028,780	$9,289,131	$12,276,274	$12,550,374	$11,897,809	*-3.1%*	*-5.2%*
Capital Outlay	0	118,360	77,266	77,266	0	*-100.0%*	*-100.0%*
TOTAL OPERATIONS	$9,028,780	$9,407,491	$12,353,540	$12,627,640	$11,897,809	*-3.7%*	*-5.8%*
Transfer to General Fund	$488,454	$571,539	$655,288	$688,956	$713,143	*8.8%*	*3.5%*
Transfer to Capital Maint. Fund	1,527,085	1,440,000	1,250,000	1,250,000	850,000	*-32.0%*	*-32.0%*
Transfer to Technology Fund	20,000	20,000	20,000	20,000	20,000	*0.0%*	*0.0%*
TOTAL TRANSFERS	$2,035,539	$2,031,539	$1,925,288	$1,958,956	$1,583,143	*-17.8%*	*-19.2%*
TOTAL APPROPRIATIONS	$11,064,319	$11,439,030	$14,278,828	$14,586,596	$13,480,952	*-5.6%*	*-7.6%*
WORKING CAPITAL	$5,172,619	$5,712,873	$2,578,245	$4,905,389	$5,687,289	*120.6%*	*15.9%*
Days of Operation					174		

GOLF COURSE

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$11,637**	**($6,657)**	**$2,156**	**($38,430)**	**($229,279)**	***-10734.4%***	***496.6%***
Revenues							
Golf Fees	$958,362	$889,323	$980,000	$700,000	$980,000	*0.0%*	*40.0%*
Concessions	61,657	57,301	62,502	54,452	62,690	*0.3%*	*15.1%*
Interest Income	97	0	400	0	0	*-100.0%*	*0.0%*
Miscellaneous	0	31,040	0	30,000	30,000	*0.0%*	*0.0%*
TOTAL REVENUES	$1,020,116	$977,664	$1,042,901	$784,452	$1,072,689	*2.9%*	*36.7%*
TOTAL RESOURCES	$1,031,753	$971,007	$1,045,057	$746,022	$843,410	*-19.3%*	*13.1%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$631,824	$635,387	$624,309	$603,933	$648,593	*3.9%*	*7.4%*
Supplies	94,537	103,476	112,725	114,486	116,558	*3.4%*	*1.8%*
Contractual Services	258,992	218,163	215,609	215,609	219,634	*1.9%*	*1.9%*
Sundry Charges	1,773	2,003	2,050	2,050	2,120	*3.4%*	*3.4%*
Subtotal	$987,126	$959,029	$954,693	$936,078	$986,905	*3.4%*	*5.4%*
Capital Outlay	0	0	0	0	0	*0.0%*	*0.0%*
TOTAL OPERATIONS	$987,126	$959,029	$954,693	$936,078	$986,905	*3.4%*	*5.4%*
Transfer to General Fund	51,285	50,409	52,145	39,223	53,634	*2.9%*	*36.7%*
TOTAL TRANSFERS	$51,285	$50,409	$52,145	$39,223	$53,634	*2.9%*	*36.7%*
TOTAL APPROPRIATIONS	$1,038,411	$1,009,438	$1,006,838	$975,301	$1,040,539	*3.3%*	*6.7%*
WORKING CAPITAL	($6,657)	($38,430)	$38,220	($229,279)	($197,128)	*-615.8%*	*-14.0%*
Days of Operation					(73)		

RECREATION REVOLVING

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$962,316**	**$1,221,118**	**$902,765**	**$1,174,933**	**$548,494**	***-39.2%***	***-53.3%***
Revenues							
Recreation Fees	$3,806,659	$3,669,943	$4,423,137	$4,123,137	$4,231,383	*-4.3%*	*2.6%*
Contributions	13,110	6,202	15,000	15,000	15,030	*0.2%*	*0.2%*
Interest Income	11,946	27,417	12,000	12,000	12,000	*0.0%*	*0.0%*
Miscellaneous	69,399	52,744	52,775	52,775	52,881	*0.2%*	*0.2%*
TOTAL REVENUES	$3,901,114	$3,756,306	$4,502,912	$4,202,912	$4,311,294	*-4.3%*	*2.6%*
TOTAL RESOURCES	$4,863,430	$4,977,424	$5,405,677	$5,377,845	$4,859,788	*-10.1%*	*-9.6%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$1,181,101	$1,340,318	$1,755,007	$1,753,776	$1,774,508	*1.1%*	*1.2%*
Materials & Supplies	212,900	207,639	240,542	244,405	248,619	*3.4%*	*1.7%*
Contractual	2,046,124	1,793,756	2,151,204	2,052,838	2,113,671	*-1.7%*	*3.0%*
Sundry	29,716	34,380	37,820	41,529	38,766	*2.5%*	*-6.7%*
Subtotal	$3,469,841	$3,376,093	$4,184,573	$4,092,548	$4,175,564	*-0.2%*	*2.0%*
Capital Outlay	(14,275)	218,752	0	526,657	0	*0.0%*	*0.0%*
TOTAL OPERATIONS	$3,455,566	$3,594,845	$4,184,573	$4,619,205	$4,175,564	*-0.2%*	*-9.6%*
Transfer to General Fund	$186,747	$207,646	$225,146	$210,146	$215,565	*-4.3%*	*2.6%*
TOTAL TRANSFERS	$186,747	$207,646	$225,146	$210,146	$215,565	*-4.3%*	*2.6%*
TOTAL APPROPRIATIONS	$3,642,313	$3,802,491	$4,409,719	$4,829,351	$4,391,129	*-0.4%*	*-9.1%*
WORKING CAPITAL	$1,221,118	$1,174,933	$995,959	$548,494	$468,659	*-52.9%*	*-14.6%*
Days of Operation					41		

PTV FUND

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$1,649,688**	**$1,738,793**	**$645,907**	**$1,880,193**	**$775,333**	***20.0%***	***-58.8%***
Revenues							
Plano Television Network Fee	$774,423	$734,018	$733,444	$704,085	$668,881	*-8.8%*	*-5.0%*
Interest Income	9,381	17,512	10,000	18,000	18,000	*80.0%*	*0.0%*
Transfer In Gen Fund - Franch. Fees	250,000	250,000	250,000	250,000	250,000	*0.0%*	*0.0%*
Transfer In Technology Fund	250,000	250,000	250,000	250,000	250,000	*0.0%*	*0.0%*
Miscellaneous	0	0	500	500	500	*0.0%*	*0.0%*
TOTAL REVENUES	$1,283,804	$1,251,530	$1,243,944	$1,222,585	$1,187,381	*-4.5%*	*-2.9%*
TOTAL RESOURCES	$2,933,492	$2,990,323	$1,889,850	$3,102,778	$1,962,714	*3.9%*	*-36.7%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$615,958	$627,177	$634,970	$645,127	$659,674	*3.9%*	*2.3%*
Materials & Supplies	76,554	70,110	78,920	85,878	85,875	*8.8%*	*0.0%*
Contractual	289,834	258,082	466,598	473,698	473,611	*1.5%*	*0.0%*
Equipment Reserve	0	0	550,000	550,000	550,000	*0.0%*	*100.0%*
Subtotal	982,346	955,369	1,730,488	1,754,703	1,769,160	*2.2%*	*0.8%*
Capital Outlay	212,353	154,761	0	572,742	0	*0.0%*	*-100.0%*
TOTAL APPROPRIATIONS	1,194,699	1,110,130	1,730,488	2,327,445	1,769,160	*2.2%*	*-24.0%*
WORKING CAPITAL	$1,738,793	$1,880,193	$159,362	$775,333	$193,554	*21.5%*	*-75.0%*
Days of Operation					40		

RISK MANAGEMENT FUND

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$3,863,201**	**$697,615**	**$1,047,539**	**$101,938**	**$1,068,891**	***2.0%***	***948.6%***
Resources							
General Fund Transfer In	$3,700,000	$4,654,304	$4,771,520	$4,771,520	$4,800,000	*0.6%*	*0.6%*
Water & Sewer Fund Transfer In	668,011	797,838	807,476	807,476	853,271	*5.7%*	*5.7%*
Sustain. & Env. Svcs. Fund Transfer In	295,219	359,766	402,180	402,180	426,717	*6.1%*	*6.1%*
Claims Recovered	1,598,152	1,581,032	200,000	1,227,913	250,000	*25.0%*	*-79.6%*
Interest Earned	35,545	44,552	50,000	50,000	50,000	*0.0%*	*0.0%*
TOTAL REVENUES	$6,296,927	$7,437,492	$6,231,176	$7,259,089	$6,379,989	*2.4%*	*-12.1%*
TOTAL RESOURCES	$10,160,128	$8,135,107	$7,278,715	$7,361,027	$7,448,880	*2.3%*	*1.2%*
APPROPRIATIONS							
Workers' Compensation	$2,686,947	$3,711,988	$2,302,058	$2,302,058	$2,302,058	*0.0%*	*0.0%*
Judgements and Damages	4,464,181	2,285,572	1,500,000	1,500,000	1,500,000	*0.0%*	*0.0%*
Risk Management Operations	2,311,385	2,035,609	2,429,170	2,490,078	2,530,382	*4.2%*	*1.6%*
TOTAL APPROPRIATIONS	$9,462,513	$8,033,169	$6,231,228	$6,292,136	$6,332,440	*1.6%*	*0.6%*
UNAPPROPRIATED FUND BALANCE	$697,615	$101,938	$1,047,487	$1,068,891	$1,116,440	*6.6%*	*4.4%*

CAPITAL MAINTENANCE

	Actual 2016-17	Actual 2017-18	Budget 2018-19	Re-Est 2018-19	Projected 2019-20	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**50266433**	**$46,003,756**	**$25,777,594**	**$35,831,841**	**$32,536,437**	***26.2%***	***-9.2%***
Revenues							
General Fund Transfer In	$24,550,000	$25,869,000	$30,250,549	$30,250,549	$31,250,000	*3.3%*	*3.3%*
Water & Sewer Transfer In	1,500,000	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	1,520,000	1,440,000	1,250,000	1,250,000	850,000	*-32.0%*	*-32.0%*
Fund Interest Earnings	283,048	412,338	200,000	600,000	500,000	*150.0%*	*-16.7%*
Rollback Taxes	1,083,768	775,587	750,000	400,000	300,000	*-60.0%*	*-25.0%*
Insurance/Damage Receipts	2,524,669	0	0	0	0	*0.0%*	*0.0%*
Reimbursement from Collin County	0	291,929	12,452,047	12,452,047	0	*-100.0%*	*-100.0%*
Screening Walls & Contributions	49,874	81,381	45,000	45,000	45,000	*0.0%*	*0.0%*
TOTAL REVENUE	$32,011,359	$31,370,235	$47,447,596	$47,497,596	$35,445,000	*-25.3%*	*-25.4%*
TOTAL RESOURCES	$82,277,792	$77,373,991	$73,225,190	$83,329,437	$67,981,437	*-7.2%*	*-18.4%*
APPROPRIATIONS							
Streets & Drainage Projects	$22,388,528	$25,964,143	$34,041,000	$34,723,000	$31,820,000	*-6.5%*	*-8.4%*
Park Improvement Projects	8,224,344	6,460,588	11,006,996	8,819,000	8,169,100	*-25.8%*	*-7.4%*
Municipal Facilities Projects	5,358,031	9,239,754	7,908,511	6,515,000	2,746,500	*-65.3%*	*-57.8%*
Utility & Other Projects	170,317	558,830	666,000	736,000	1,866,000	*180.2%*	*153.5%*
Audit Adjustment	132,816	(681,165)	0	0	0	*0.0%*	*0.0%*
TOTAL OPERATIONS	$36,274,036	$41,542,150	$53,622,507	$50,793,000	$44,601,600	*-16.8%*	*-12.2%*
TOTAL APPROPRIATIONS	$36,274,036	$41,542,150	$53,622,507	$50,793,000	$44,601,600	*-16.8%*	*-12.2%*
WORKING CAPITAL	$46,003,756	$35,831,841	$19,602,683	$32,536,437	$23,379,837	*19.3%*	*-28.1%*

OPERATING BUDGET CALENDAR FISCAL YEAR 2019-20

February 4	Core Business Matrix – Kick off
February 6	Personnel worksheets issued for verification. Budget & Research Department issues calendar and instructions for requesting the following internal review items: building modifications cellular telephones & communications devices copiers furniture G.I.S. software/hardware technology requests leased space microfilming & scanning ordinance re-writes parking lot repair radios, radio systems, and maintenance special mail-outs telecommunications and phone equipment/lines vehicles and major equipment
February 28	Requests due to service departments for internal review items listed above. Changes to Personnel worksheets due to Budget & Research Department. Preliminary FY 2019-20 Personnel requests submitted to Technology Services, Human Resources, and City Manager. Equipment Services distributes recommendations for vehicle and rolling stock replacements.
March 14	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 15	Cost information and recommendations due back to departments on internal review items.
March 22, 26	Budget & Research Department staff provides training on instructions, forms, automation, supplements, and other issues.
March 25	Budget & Research Department presents FY 2018-19 Status Report and Three-Year Financial Summary to City Council for review and input.
March 27	At Management Team meeting, Budget & Research Department gives overview and distributes instructions, forms, and departmental targets.
March 29	Departmental Core Business Matrix – Due to Budget Department
April 12	Budget & Research Department re-assesses revenue estimates for the current and upcoming year and advises the City Manager of these changes.
May 3	All departmental Operating Budgets due to area Deputy City Managers.

May 4	2019 Bond Referendum Election
May 10	All departmental Operating Budget requests due in Budget & Research Department.
May 13 - June 7	Budget & Research Department compiles total Operating Budget requests and Community Investment Program requests.
June 10	Budget & Research Department presents total request to City Manager with highlights, issues, options, and recommendations.
June 11, 12, & 13	City Manager reviews Operating Budgets and Community Investment Program with heads.
June 12	Technology Services Steering Committee prioritizes all departmental Technology Requests and submits recommendation to the City Manager.
July 12	City Manager gives final budget instructions to Budget & Research Department.
July 15	Budget & Research Department notifies departments of preliminary funded FY 2019-20 requests and/or reductions.
July 18	Draft Operating Budget and Community Investment Program submitted to City Manager for review.
July 24	City Manager submits FY 2019-20 Recommended Budget and Proposed Community Investment Program to City Council.
August 1	Grant Funding - City Council Budget Work Session
August 8	Budget Town Hall Meeting
August 12	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 17	City Council Budget Work Session.
August 26	1st Public Hearing on tax rate.
September 4	2nd Public Hearing on tax rate.
September 9	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 2019-20, 2020-21 & 2021-22							
As of Jan. 1	Taxable Value	New Property	Existing Tax Base	Change in Total Value $	Change in Total %	Change in Base $	Change in Base %
1998	$11,659,019,391	$858,000,000	$10,801,019,391	$1,188,061,209	11.35%	$330,061,209	3.15%
1999	$13,318,803,313	$973,732,898	$12,345,070,415	$1,659,783,922	14.24%	$686,051,024	5.88%
2000	$14,970,714,724	$1,075,343,168	$13,895,371,556	$1,651,911,411	12.40%	$576,568,243	4.33%
2001	$16,951,975,217	$1,209,831,901	$15,742,143,316	$1,981,260,493	13.23%	$771,428,592	5.15%
2002	$18,923,096,351	$952,719,113	$17,970,377,238	$1,971,121,134	11.63%	$1,018,402,021	6.01%
2003	$20,194,219,506	$913,900,252	$19,280,319,254	$1,271,123,155	6.72%	$357,222,903	1.89%
2004	$20,398,670,327	$434,730,669	$19,963,939,658	$204,450,821	1.01%	($230,279,848)	-1.14%
2005	$20,869,734,810	$328,684,415	$20,541,050,395	$471,064,483	2.31%	$142,380,068	0.70%
2006	$21,649,265,385	$376,517,872	$21,272,747,513	$779,530,575	3.74%	$403,012,703	1.93%
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	$45,180,970,246	$750,000,000	$44,430,970,246	$2,458,883,471	5.76%	$1,708,883,471	4.00%
2021	$47,488,209,056	$500,000,000	$46,988,209,056	$2,307,238,810	5.11%	$1,807,238,810	4.00%
2022	$49,312,855,328	$400,000,000	$48,912,855,328	$1,824,646,272	3.84%	$1,424,646,272	3.00%

Three-Year Financial Forecast
Ad Valorem Tax Analysis

Existing Property Values				**4.00%**	**4.00%**	**3.00%**
New Property Growth				**750,000,000**	**500,000,000**	**400,000,000**
	2016-17 Actual	**2017-18 Actual**	**2018-19 Budget**	**2019-20 Projected**	**2020-21 Projected**	**2021-22 Projected**
Analysis of Tax Rate						
Total Taxable Value	$34,352,527,039	$39,066,059,755	$42,722,086,775	$45,180,970,246	$47,488,209,056	$49,312,855,328
Change in Total Value ($)	3,072,516,086	4,713,532,716	3,656,027,020	2,458,883,471	2,307,238,810	1,824,646,272
Change in Total Value (%)	9.82%	13.72%	9.36%	5.76%	5.11%	3.84%
Tax Rate	0.4786	0.4686	0.4603	0.4603	0.4603	0.4603
Levy	164,411,194	183,063,556	196,649,765	207,968,006	218,588,226	226,987,073
Current Collections	160,230,497	173,545,218	194,683,268	205,888,326	216,402,344	224,717,202
Current Collections Percent	97.5%	94.8%	99.0%	99.0%	99.0%	99.0%
Delinquent Collections	708,613	375,721	1,966,498	2,079,680	2,185,882	2,269,871
Penalty & Interest	698,303	642,548	883,887	989,689	1,040,229	1,080,198
Total Collections	161,637,414	174,563,488	197,533,653	208,957,695	219,628,456	228,067,271
Total Current Levy	98.3%	95.4%	100.4%	100.5%	100.5%	100.5%
Debt Allocation						
Rate	0.1230	0.1186	0.1110	0.1110	0.1110	0.1110
Current Collections	41,179,204	41,179,204	44,853,154	45,724,473	50,319,961	52,238,963
Delinquent Collections	232,584	232,584	80,575	501,509	527,119	547,373
Penalty & Interest	176,956	176,956	137,746	200,604	210,848	218,949
General Fund Allocation						
Rate	0.3556	0.3500	0.3493	0.3493	0.3493	0.3493
Current Collections	119,051,293	132,366,014	142,832,200	151,001,973	158,623,055	164,549,155
Delinquent Collections	476,029	143,137	1,492,282	1,578,171	1,658,763	1,722,498
Penalty & Interest	521,347	465,592	746,141	789,086	829,382	861,249
One Cent Equivalent on Tax Rate				**$4,472,916**	**$4,701,333**	**$4,881,973**

Three-Year Financial Forecast

GENERAL FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
Capital Maintenance Fund	$24,550,000	$25,869,000	$30,250,549	$30,250,549	$31,250,000	$32,250,000	$33,250,000
Risk Management Fund	3,700,000	4,647,411	4,771,520	4,771,520	4,800,000	4,800,000	4,800,000
Technology Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TS Replacement Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000
PTV	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Economic Development	6,801,800	7,729,679	8,458,973	8,458,973	8,945,832	9,402,665	9,763,945
Total Transfers	**$36,801,800**	**$39,996,090**	**$45,231,042**	**$45,231,042**	**$46,745,832**	**$48,202,665**	**$49,563,945**

GENERAL OBLIGATION DEBT FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
C.O.'s - Radio System	$905,400	$801,700	$802,725	$802,725	$357,875	$356,276	$359,276
Tax Nt Radio Repl, PLL, Phone	996,500	998,800	995,700	995,700	997,300	999,100	0
Tax Nt NextGen Program	638,422	2,567,950	2,571,700	2,571,700	2,570,450	2,569,200	2,567,700
Total Transfers	**$2,540,322**	**$4,368,450**	**$4,370,125**	**$4,370,125**	**$3,925,625**	**$3,924,576**	**$2,926,976**

WATER & SEWER FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
General Fund	$17,593,082	$17,388,959	$17,787,929	$16,961,945	$17,667,361	$18,109,045	$18,561,771
Water & Sewer CIP	12,500,000	10,000,000	10,000,000	10,000,000	12,500,000	10,000,000	10,000,000
Capital Maintenance Fund	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
W & S Debt Srevice	1,837,225	1,835,400	3,270,000	3,270,000	3,266,200	3,522,000	4,809,700
Risk Management Fund	668,011	797,838	807,476	807,476	853,271	853,271	853,271
Technology Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Technology Services	3,455,223	3,571,218	3,159,327	3,159,327	3,317,293	3,400,226	3,485,231
Total Transfers	**$37,853,541**	**$35,893,415**	**$37,324,732**	**$36,498,748**	**$39,904,125**	**$38,184,542**	**$40,009,973**

SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
General Fund	$1,478,308	$2,239,325	$2,258,627	$2,258,627	$2,265,403	$2,272,199	$2,283,560
Technology Fund	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Risk Management Fund	295,219	359,766	402,180	402,180	426,717	426,717	426,717
Total Transfers	**$1,833,527**	**$2,659,091**	**$2,720,808**	**$2,720,807**	**$2,752,120**	**$2,758,917**	**$2,770,278**

MUNICIPAL DRAINAGE FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
General Fund	$520,362	$528,073	$529,658	$532,435	$533,500	$535,100	$537,776
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	2,403,666	2,442,498	2,321,063	2,245,019	2,523,294	2,885,015	2,863,769
Total Transfers	**$3,444,028**	**$3,490,571**	**$3,370,720**	**$3,297,454**	**$3,576,794**	**$3,940,115**	**$3,921,545**

CONVENTION & TOURISM

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
General Fund	$488,454	$571,539	$655,288	$688,956	$713,143	$755,939	$774,766
Capital Maintenance Fund	1,527,085	1,440,000	1,250,000	1,250,000	850,000	950,000	500,000
Technology Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Transfers	**$2,035,539**	**$2,031,539**	**$1,925,288**	**$1,958,956**	**$1,583,143**	**$1,725,939**	**$1,294,766**

RECREATION REVOLVING FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
General Fund	$186,747	$207,646	$225,146	$210,146	$215,565	$216,210	$217,288
Total Transfers	**$186,747**	**$207,646**	**$225,146**	**$210,146**	**$215,565**	**$216,210**	**$217,288**

GOLF COURSE FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Re-Est.	2019-20 Projected	2020-21 Projected	2021-22 Projected
Transfers To:							
General Fund	$51,285	$50,409	$52,145	$39,223	$53,634	$53,791	$54,052
Total Transfers	**$51,285**	**$50,409**	**$52,145**	**$39,223**	**$53,634**	**$53,791**	**$54,052**

Projected General Fund O&M Expenses
Community Investment Program

	2019-20	2020-21	2021-22
Facility Maintenance & Services			
Police Substation at McDermott & Robinson	60,996	121,991	
Fire Administration/Fire Station 1 Expansion	3,441		
Fire Training Center		70,083	
High Point Park Maintenance Facility		54,152	
High Point Tennis Center Expansion		44,570	
Davis Library Expansion		19,156	
Harrington Library Expansion			26,637
Facility O&M Total	64,437	309,952	26,637
Park Maintenance O&M Impact			
Los Rios Park	441,000		
Park Improvements	91,730		
Oak Point Park & Nature Preserve	74,950	153,000	
Recreational Trails	5,000		
Jack Carter Park			140,730
Land Acquisitions			47,000
Restroom Replacements			20,000
Chisholm Trail			15,000
Athletic Field Improvements			9,000
Athletic Field Renovations			4,500
Park Maintenance O&M Total	612,680	153,000	236,230
Police, Libraries & Recreation Center O&M Impact			
Police Substation at McDermott & Robinson	107,687	215,375	
Oak Point Rec Center Pool Addition		278,244	
Davis & Harrington Library Expansions		16,829	16,829
Departmental O&M Total	107,687	510,448	16,829
One-Time Outfitting Expenses			
Police Substation at McDermott & Robinson	681,589		
Oak Point Park & Nature Preserve	23,000	70,000	
Park Improvements	23,000		
Fire Training Center		300,000	
Davis Library Expansion		150,000	
High Point Park Maintenance Facility		150,000	
High Point Tennis Center Expansion		150,000	
Oak Point Rec Center Pool Addition		60,000	
Jack Carter Park			23,000
One-Time Outfitting Expenses Total	727,589	880,000	23,000
Total CIP O&M Expenditures	**1,512,393**	**1,853,400**	**302,696**
Recreation Revenue Impact			
Liberty Rec Center Renovation	(34,000)		
Oak Point Rec Center Pool Addition		(50,000)	(50,000)
Recreation Revenue Total	(34,000)	(50,000)	(50,000)
Total CIP O&M Expenditures after Revenues	**1,478,393**	**1,803,400**	**252,696**
Tax Rate Impact	0.35	0.41	0.05
Cumulative			
New CIP O&M for 2019-20	1,478,393	750,804	750,804
New CIP O&M for 2020-21		1,803,400	923,400
New CIP O&M for 2021-22			252,696
Total Cumulative O&M	**1,478,393**	**2,554,204**	**1,926,900**