A LOOK AHEAD

CITY OF PLANO STATUS REPORT 2019-20



THREE-YEAR FINANCIAL FORECAST

FISCAL YEAR 2020-21 THROUGH 2022-23

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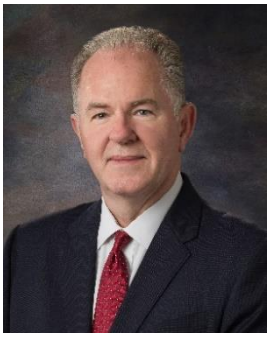
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CITY OF PLANO, TEXAS
2019-20 STATUS REPORT & THREE-YEAR FINANCIAL FORECAST
Fiscal Year 2020-21 through 2022-23

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Harry LaRosiliere
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March 23, 2020

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 2020-21 through 2022-23. This forecast reviews the status of the current FY 2019-20 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 2020-21 Budget. With knowledge of significant trends and issues in this report, Council and Management will proceed in developing goals, objectives and priorities for the next fiscal year and beyond.

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

1. **QUALITY INFRASTRUCTURE:** Maintaining and improving our City's $2.8 billion growing infrastructure including funding our Capital Maintenance Fund.

2. **SERVICE DEMANDS:** Preserving exceptional, quality city services for residents, businesses and the Plano community while also preparing for future service demands.

3. **FINANCIAL POLICIES/RATINGS:** Maintaining our AAA bond rating and adhering to our financial policies.

4. **PERSONNEL:** Retaining our high quality workforce and continue to remain competitive with other cities and private organizations within the Metroplex.

5. **PROPERTY TAX:** Maintain a property tax rate which allows for funding of our infrastructure, service demands, adherence to our financial policies and retain our valuable people.

In light of the recent developments regarding the COVID-19 Pandemic and its effect on the local economy, this forecast was prepared based on the information currently available. As a result, both short-term as well as long-term financial impacts are unknown at this time. We fully anticipate the implications of this public health emergency and will make budgetary adjustments necessary going forward. Please note that every annual budget adopted by City Council is statutorily required to be balanced. Therefore, any projected shortfall is assumed to be rectified during the year when the shortfall is projected to occur to reach the working capital requirements set by Plano's financial policies.

Harry LaRosiliere *Mayor* | **Rick Smith** *Mayor Pro Tem* | **Anthony Ricciardelli** *Deputy Mayor Pro Tem* | **Maria Tu** *Place 1* | **Rick Grady** *Place 3* | **Kayci Prince** *Place 4* | **Shelby Williams** *Place 5* | **Lily Bao** *Place 7* | **Mark D. Israelson** *City Manager*

Financial policies adopted by City Council stipulate that the General Fund must maintain a working balance of 30 days. Based on this forecast, the projected working capital at the end of 2020-21 is projected at 30 days which is 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. However in 2021-22, the General Fund falls short of the Council goal by $11.7 million and then by $7.1 million in 2022-23. These deficit positions reflect the work required during the upcoming budget process in order to bring expenditures in line with revenues to provide a structurally balanced budget in future years.

Following preliminary discussions with both Collin County and Denton County Central Appraisal Districts, total assessed property values are projected at $46.9 billion in the coming year, with existing property values projected to increase 2.5% or $1.3 billion. New property development is projected to add $650 million to Plano's property tax base in FY 2020-21. The combination of these increases translates to 3.94% increase in total assessed property value. The current ad valorem tax rate of 44.82 cents per $100 of assessed property valuation is maintained throughout the forecast, with 33.72 cents allocated to support operations and 11.10 cents for debt repayment in 2020-21. However beginning in 2021-22, the debt rate will require an additional 0.60 cents to 11.70 cents while the operating rate will decrease 0.60 cents to 33.12 cents. The impact of this transfer is a loss $2.9 million to fund General Fund operations.

Sales tax receipts, the General Fund's second largest source of revenue, have been re-estimated for FY 2019-20 down $1.1 million to $85.0 million from the original budget and for the entire forecast period. For the first five-months of FY 2019-20, sales tax collections are $1.5 million above last year's collections for the same period. However, in light of the recent events associated with the COVID-19 Pandemic, we fully expect a downturn in sales tax collections for the remainder of the year. As in the past, any amount collected over the $85 million can be used for one-time expenditures, assigned to fund balance to build reserves for future fiscal years or transferred to the Capital Maintenance Fund.

The North Texas region continued to experience growth in the travel-related industry last fiscal year, leading to increases in Hotel/Motel tax receipts. However, multiple hotel/motel room and event cancelations will directly impact Hotel/Motel tax receipts for 2019-20. For purposes of this forecast we have decreased Hotel/Motel Tax projections by $1.5 million from the original estimate of $12.4 million and civic center fees have been reduced by $500,000. A $1.1 million lease payment for parking spaces at the new parking garage by the Civic Center is included in each year of the forecast. Currently, we project the Convention and Visitors Fund balance to end at 170 days of working capital for 2020-21.

Significant Features and Issues of the Forecast

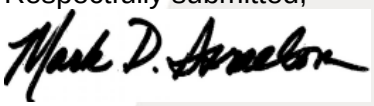
- **Not included** in the fund projections are program enhancements related to increases for mandates, growth, additional or expanded services, technology requests, or other causes for the three-year period. All discretionary items will be considered during the annual budget development process.
- **No** salary increases have been included for either Civil Service or Non-Civil Service employees in this forecast. In addition, attrition is projected at 3.0% for the General Fund, Water & Sewer Fund and the Municipal Drainage Fund. A 1.0% attrition rate is projected for all other funds.
- **Supplies & services costs are projected to increase 2.0%** in each year of the forecast based on the average 2019 Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services and has been used throughout the forecast.

Electricity charges and natural gas are projected to remain constant throughout the forecast period.

- **No health insurance increase** has been included in this forecast; and the rate of 17.21% for TMRS has been included in the annual salary and wage expenditures. No other benefit cost increases have been anticipated.
- **Assumed to be funded** within the forecast are all operating expenditures associated with CIP Projects completed during the three-year period. Operating and maintenance costs associated with Community Investment Projects coming on-line during the forecast period total $2.9 million after accounting for additional anticipated revenue. These projects include park and restroom renovations at Jack Carter Park, remodel/expansion at the Police Substation, Harrington and Davis Library expansions, additional Park Improvements and various Facility additions and expansions. Details associated with CIP projects coming on-line are in the Appendix Section of this document.
- The General Fund transfer to the **Capital Maintenance Fund is expected to remain constant at $35.3 million in each of the three years forecast.** Setting aside funding for repair and renovation projects with lifespans over 10 years will continue to be a priority for the City of Plano as it seeks to use pay-go funding and to avoid using debt for its existing streets, park system and city facilities in the future.
- The **Economic Development Incentive Fund** was implemented in FY 2006-07 to remain competitive with surrounding neighboring cities in an effort to attract businesses to the area and to provide funding for redevelopment purposes. Funding for the Economic Development Incentive Fund has been included throughout the forecast. The forecast includes the transfer of $9.2 million in FY 2020-21; $9.6 million in FY 2021-22; and $9.9 million in FY 2022-23. These forecasted amounts represent only the actual two-cent property tax revenue and does not include any supplemental funding from the General Fund.
- Several **utility rate increases** will be required during the forecast period including a Municipal Drainage rate increase to pay for the Collin Creek Mall culvert and to cover increased NTMWD contractual costs in both the Water and Sewer Fund and the Environmental Waste and Sustainability Fund for trash pick-up. All rate increases will be discussed in further detail during the upcoming budget process.
- The forecast assumes **all remaining bond authority** approved by voters in the 2013, 2017, and 2019 bond referendums will be issued next year, as well as the **passage of additional authority by voters** in the upcoming May 2021 bond referendum in the final two years of the forecast. Interest rates are projected at 4% in throughout the forecast, with bond sales occurring in the spring of each year.

My special thanks are offered to the Executive Team, all Department Managers and the Budget & Research Department for their cooperation in putting together this Financial Forecast. In addition, I look forward to discussing this information with you at the March 23th Council meeting.

Respectfully submitted,



Mark D. Israelson
City Manager

Plano
City of Excellence

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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 2020-21 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 286,400. Regularly recognized for providing an excellent business and living environment, Plano continues to enjoy some of the best economic conditions in the United States, a result of years of well-planned residential and commercial development accompanied by high quality public services. As an established city, Plano continues to maintain its distinguished charm and vitality. Community leaders are committed to encouraging high-quality new development and support re-development opportunities that are aligned with Plano's civic vision. Residents live in a community with a proud heritage, a stable economic foundation and strong citizen involvement. Plano has the proven ability to provide valuable services that protect and improve the daily lives of residents.



Location Plano holds a key ingredient in the global economy: location. As the largest city in Collin County, Plano is located 19 miles north of the Dallas Texas Central Business District and was once considered part of the "outer loop" of the DFW Metroplex ring of suburban cities. Plano is now considered an "inner circle" of suburban city due to continued growth in one of the nation's leading metropolitan regions. With a prime Metroplex location, Plano city boundaries cover 72.09 square miles and anchor much of the region's northward growth. The location produces favorable commute times to employment centers outside its city limits thanks to four major regional transportation arteries. Thanks to a sunbelt and central time zone location, Plano enjoys a temperate climate where businesses and residents have the ability to interact with both coasts during normal business hours, and all major U.S. cities are accessible within four hours of flight time. Plano's membership in the area's major regional public transportation system, DART, links Plano to Dallas, Fort Worth and most other regional cities via a light rail and bus system. Secure neighborhoods and a wide variety of quality of life amenities identify Plano as a great community for families to call their hometown.

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

- **#1 Best City to Buy a House in Texas - *SmartAsset***
- **#1 Happiest City in America – *Patch.com***
- **#2 Hardest Working City in American – *Montster.com***
- **#3 Safest City in America – *Haven Life Insurance***
- **#4 Best City to Raise a Family in America – *WalletHub***
- **#7 Best City for Jobs in America – *Fox Business***

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. Plano is a pretty big deal when it comes to shopping. Shoppers can find whatever they're looking for. There are specialty stores galore, fashion boutiques, antiques and major malls with major labels in and around Plano. Diners can eat at more than 800 restaurants through Plano, covering just about every form of cuisine imaginable. Plano was recently ranked fourth **Best City for Foodies** by Yelp. Plano has 7,122 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.

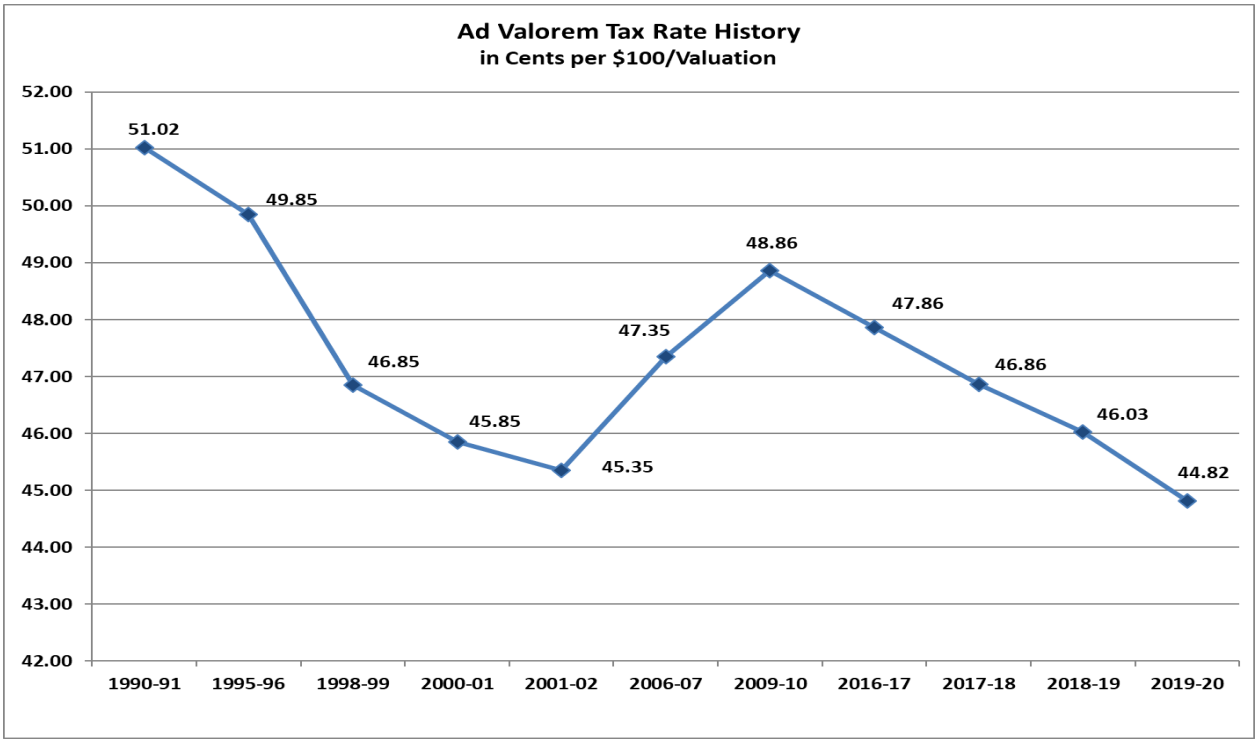
Over the years, the City has repeatedly received national accreditations and recognitions, ensuring best practices are in place while providing outstanding levels of services local citizens and businesses. Currently, Building Inspections, Fire, Health, Parks & Recreation, Library, Police, Public Safety 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. Both out of town guests as well as local residents have access to a full-service convention center. Community sites and attractions include the Heritage Farmstead Museum**;** the Interurban Railway Museum**;** Historic Old Downtown Plano**;** Legacy West Development**,** the ArtCentre of Plano and the Courtyard Theatre. To support a sense of community and culture, the City annually provides grants and partial funding for a variety of community groups and cultural arts events, such as performing group presentations, outdoor festivals and other entertainment and recreational opportunities. Perhaps the best known of these endeavors is the **Plano 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.

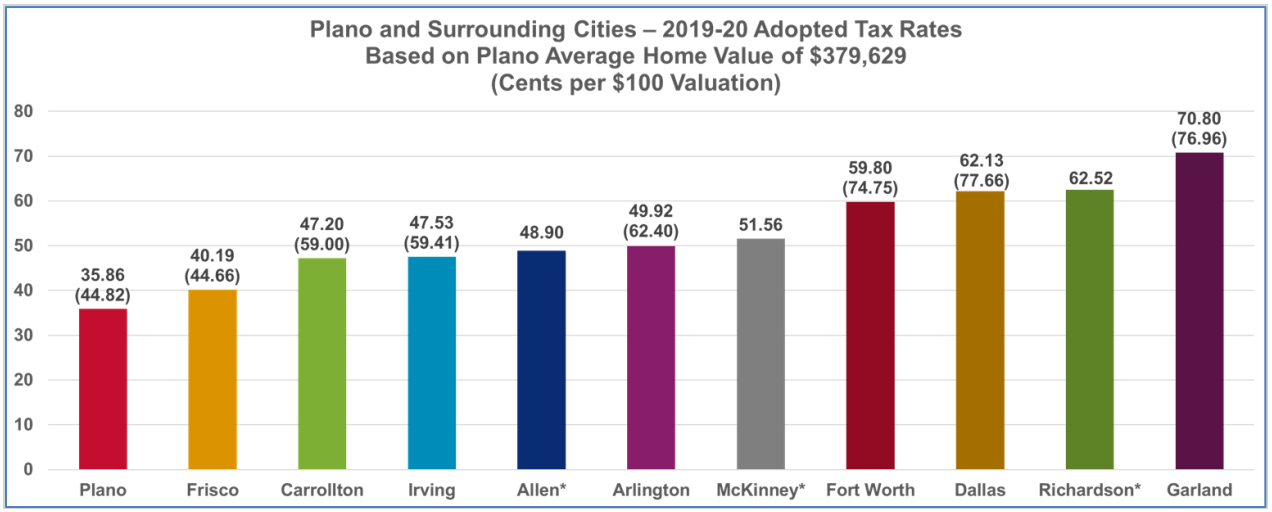
Plano's **Public Library System** has 5 branch libraries with a collection of over 740,000 books, magazines and audio visual materials with a circulation of approximately 4.9 million. In addition to the collection, Plano Libraries maintain a comprehensive online catalog, offer research and homework assistance, 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 accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) and is one of only 5 recreation agencies nationwide that have maintained their accreditation status for 25 years. Established in 1968, the department operates and maintains 85 public parks, including 71 playgrounds and 85 miles of recreation trails and two nature preserves, which occupy just over 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 helping Plano to maintain the Tree City USA designation it has held for more than 30 years. 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. Plano also operates 4 recreation centers that offer fitness, indoor sports and community activities and 9 swimming pools. The Oak Point Park Nature and Retreat Center and the addition of the tree top adventure Go Ape!, the Parks & Recreation Department 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 2019-20 Budget lowered the City of Plano's property tax rate from 46.03 cents per $100 valuation to 44.82 cents per $100 valuation. This 2019-20 tax rate represents the Effective Tax Rate (ETR), or what is now known as the No-New-Revenue Tax Rate. It should be noted that within the 44.82 tax rate, 2.0 cents are still dedicated solely to raise funds for the **Economic Development Incentive Program.** This program was established in 2006-07. Revenue from that 2.0 cent increase continues to be used to fund economic development projects and enhance both attraction and retention programs for major businesses. The City's tax base remains nearly evenly divided between residential and commercial property in value, with the average home in Plano having a value of $379,629. 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.

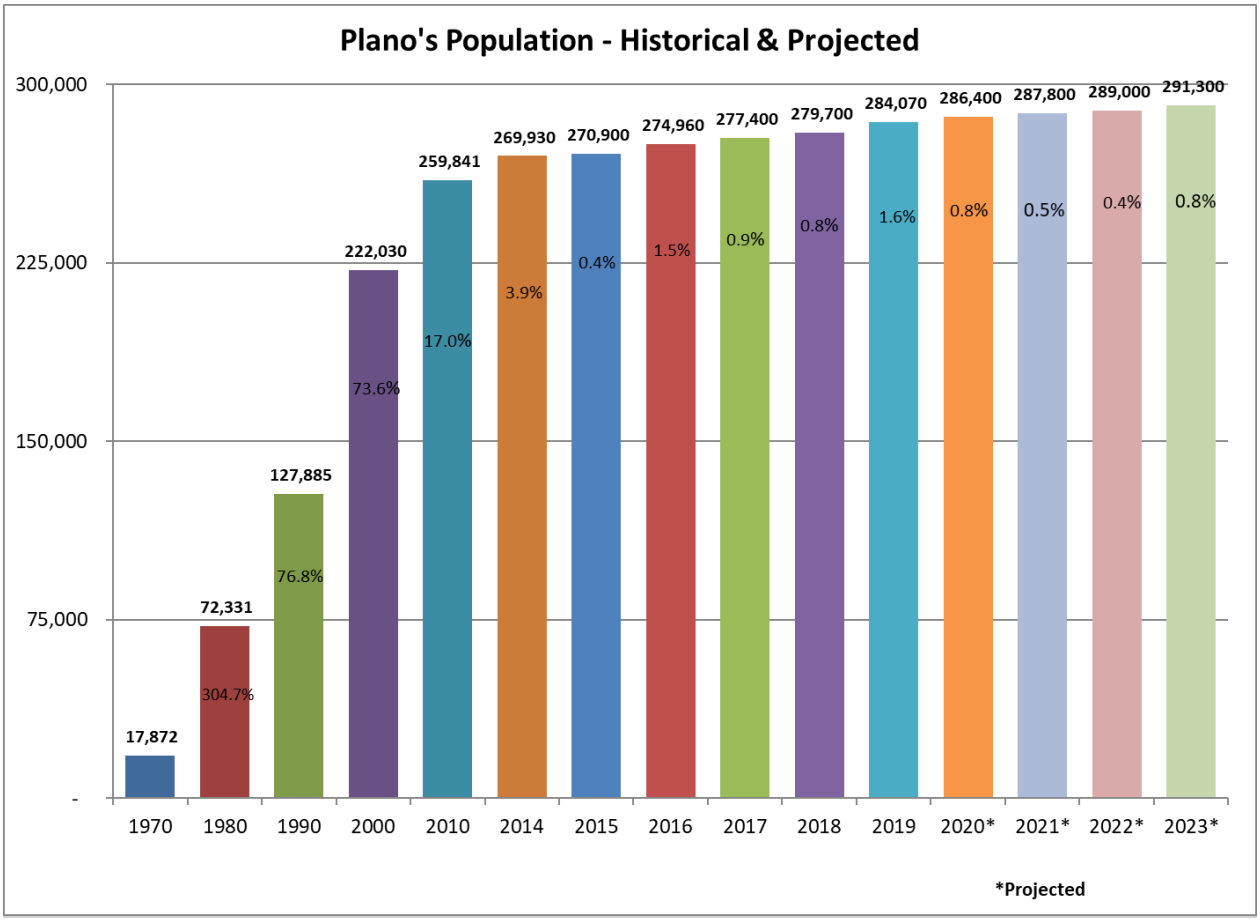


Some of the columns on the chart have two numbers; in these cases the smaller number represents the tax rate which includes the homestead exemption. The cities with an asterisk do not offer a homestead exemption, and display only one rate.

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, 2020 population is 286,400. 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 63.0% of adults over age 25 holding an Associate's degree or higher, compared to the Texas average of 36.4% and compared to the U.S. average of 39.9%. Plano's median household income is $92,045, over 61% higher than the Texas median household income of $57,051. 25.1% of Plano residents are under 20 years of age, while another 12.7% are over 64 years old; Plano's median age is 38.6. Plano has seen its minority population grow with the city; currently the largest minority groups are Asian (20.3%), Hispanic/Latino (15.2%) and African American (8.2%). 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.



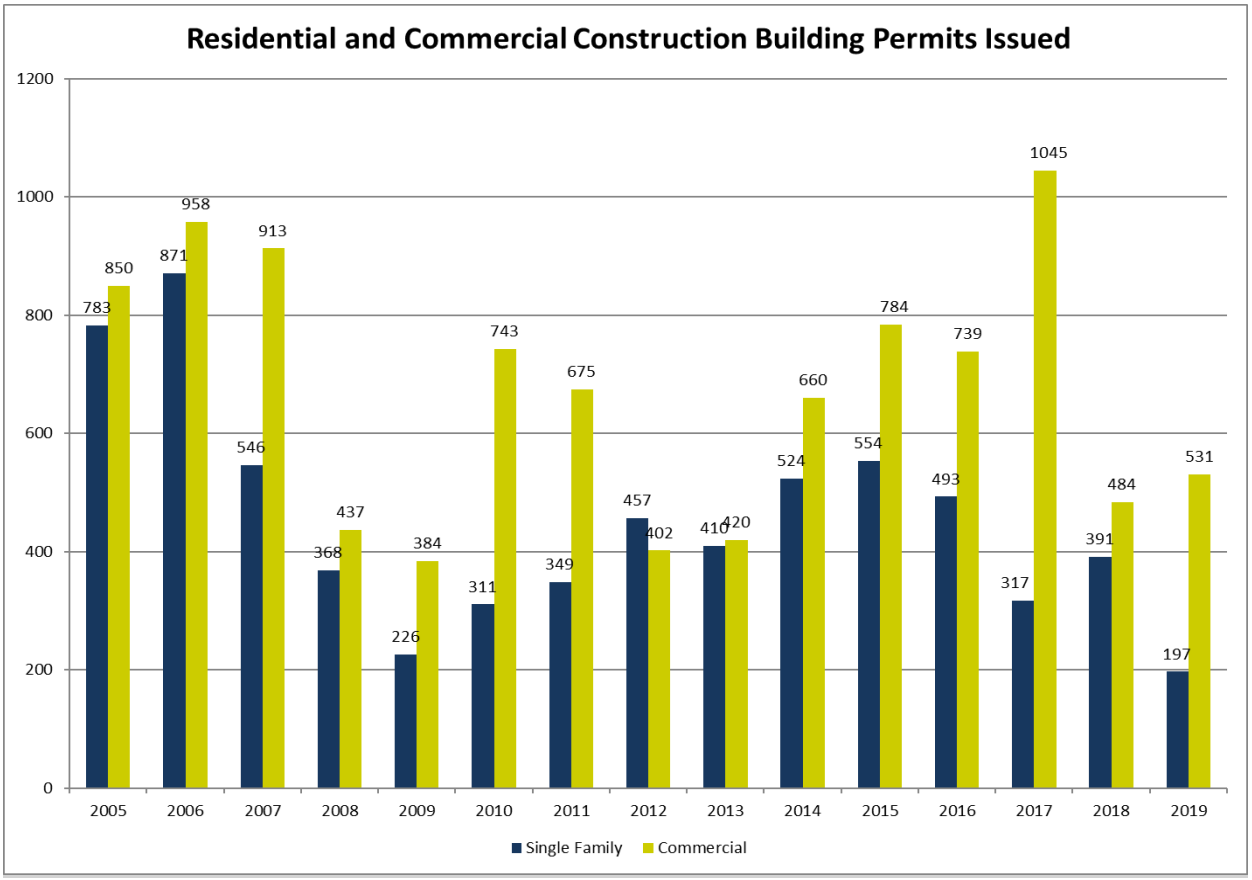
Plano's population growth continues to level off as the few remaining land parcels are developed and most future residential growth will come from rezoning land and existing development. Reflecting on this fact, City leaders pro-actively prepare, and use forecasts as tools to set the guidelines for the 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, 0.50% annual population growth is projected for 2020-21; 0.40% for 2021-22; and 0.80% for 2022-23.

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

According to the National Association of Realtors Homebuyers Affordability Index, as of December 2019, the national and regional indices were all above 100, meaning that a family with the median income had more than the income required to afford a median-priced home. A higher index equals more affordable, and a level above 100 signifies that a family earning the median income more than qualifies for a mortgage loan on a median-priced home. Home ownership is more affordable than at almost any point in the past forty-five years; however, a trend of higher

price demand and lower supply is eroding housing affordability. Continued psychological effects of the housing bubble continue to linger, dampening optimism for this sector of the economy, yet Plano's residential home market did well in 2019.

In Plano, the average days on market for a home for sale hovered around 45 days from 2018 to 2019 and the average appraised value increased by 2.9% to $379,629. 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 2019, Plano issued construction permits for 197 new single family homes and 531 commercial projects. As the amount of land in Plano diminishes for initial development for single family residential, multi-family residential opportunities are increasing. In 2019, growth in multi-family residential housing is expected to remain flat as growth in the region has leveled off. Additionally, a shift in focus has now began in the redevelopment of existing space as opposed to creating new commercial structures. Future revenues related to the number of new construction permits issued are predicted to remain flat for 2020-21, 2021-22 and 2022-23.



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

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

While the North Texas development market continues to be a hotbed for building related construction activities, including residential homes, commercial buildings, schools, restaurants and remodeling projects. Plano has been very fortunate to reap the benefits of such a robust development market, both currently and in recent years. However, many of the large commercial projects, such as Toyota, Liberty Mutual, and Chase have been completed. Because some of the major commercial projects are nearing completion, all building & development related revenues are predicted to remain constant in 2020-21, 2021-22 and 2022-23. 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 In calendar year 2019, Texas set a record for the lowest unemployment rate since series tracking began in 1976 according to the Texas Workforce Commission. Texas employers added 342,800 jobs during this same period. The Texas workforce continues to grow and is now 14,188,100 Texans strong.

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

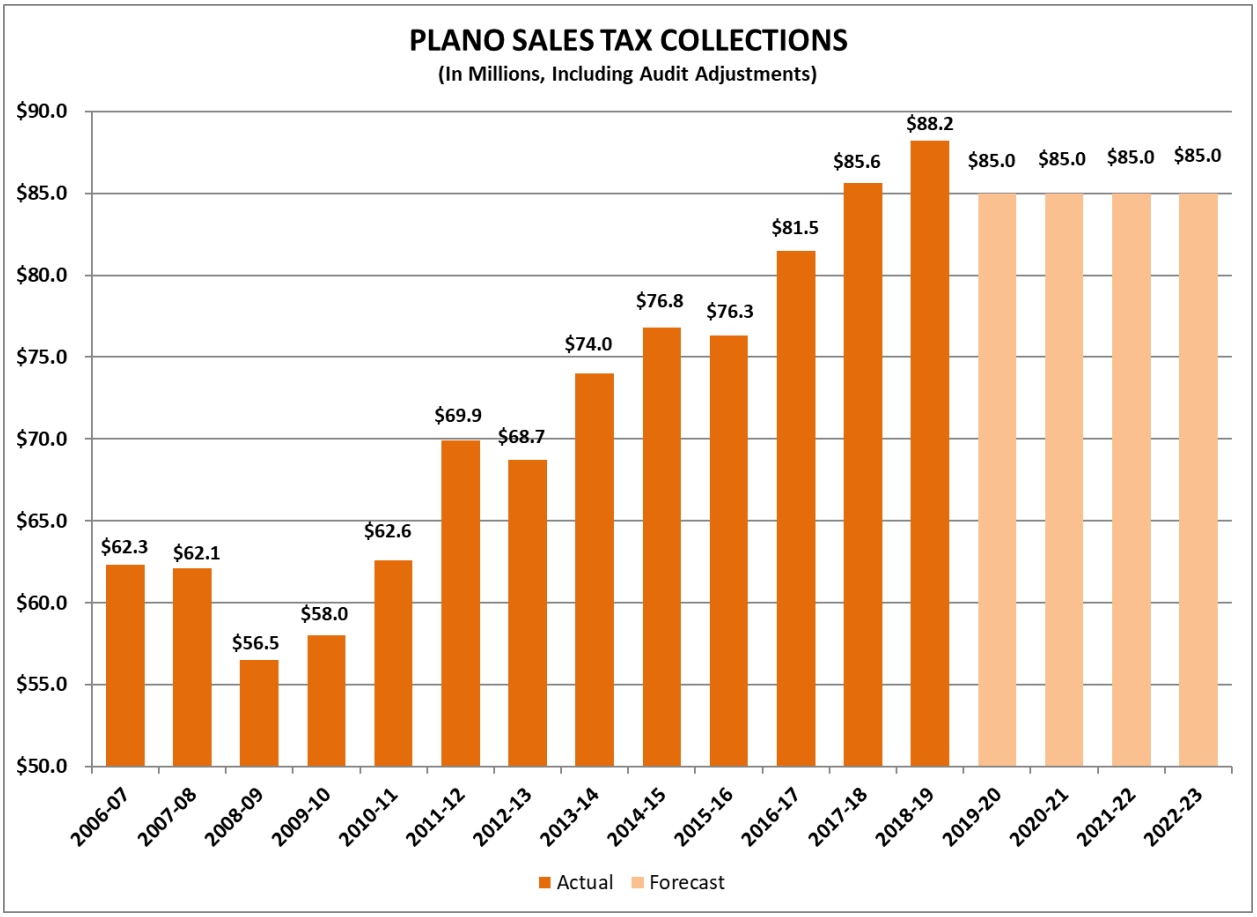
Plano is a major employment center with over 5,800 businesses in the city limits. There are four (4) major employment districts: Legacy Business Park, the Research and Technology Crossroad, Granite Park, and International Business Park. There are two (2) large retail shopping malls: The Shops at Willow 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 2020 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 declining due to the OPEC and its allies abandoning their attempt to limit supply and prop up prices. This action has resulted in political and social unrest impacting the global market. To remain conservative, fuel costs are kept constant in 2020 thus having 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. Natural gas inventories are plentiful and have become more predictable causing natural gas prices to be held flat in each year of the forecast.

Sales tax revenues continue to remain strong, with $88.2 million collected in 2018-19 with a cautiously positive outlook in this forecast period. Plano's strong sales tax can be attributed to a very strong collection of firms whose services and products lend themselves to business-to-business rather than retail sales. Retail sales in Plano have slowed as new retail options have opened in neighboring communities and consumer confidence (and spending) remains strong. While Plano served as the primary retail destination for Collin County through the middle of last decade, consumers in cities such as Frisco, Allen and McKinney now have the same retail outlets located closer to home. As a result, Plano's share of the regional retailing market is not expected to expand significantly in the near future.



Based on 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, $86.1 million represents the latest three-year average and is included in the FY 2019-20 Budget. However, in light of the recent economic uncertainty stemming from the COVID-19 Virus and several high profile on-line sales tax court cases, we have lowered our 2019-20 Re-estimate to $85.0 million. Any amount collected over the $85.0 million can be used to purchase one-time expenditures, assigned to the fund balance to be used for offsets in the next fiscal year or can be transferred to the Capital Maintenance Fund. To be cautiously conservative, sales tax revenue is projected to remain constant throughout the forecast period at $85.0 million.

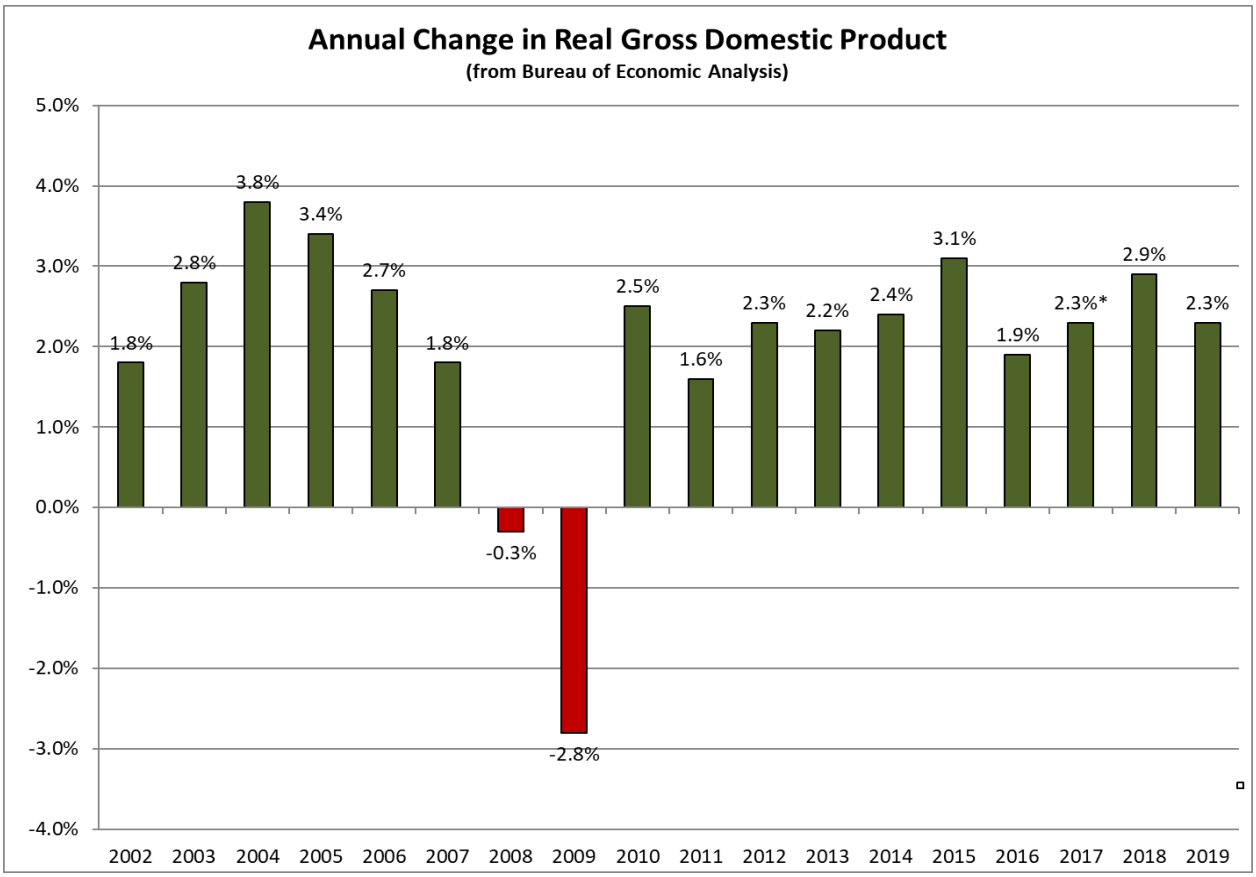
The Texas economy grew at a solid pace in 2019 in the midst of one of the longest expansionary cycles in state history. Crude oil production, residential construction, housing sales, and commodity exports increased. The labor market remained strong with record-low unemployment, stable job growth, and improved labor force participation, although initial unemployment claims rose modestly. The greatest headwinds to Texas' continued expansion in 2020 are the slowing national and global economies, downward pressures on oil prices, and ongoing political and trade-related uncertainty.

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**. 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.

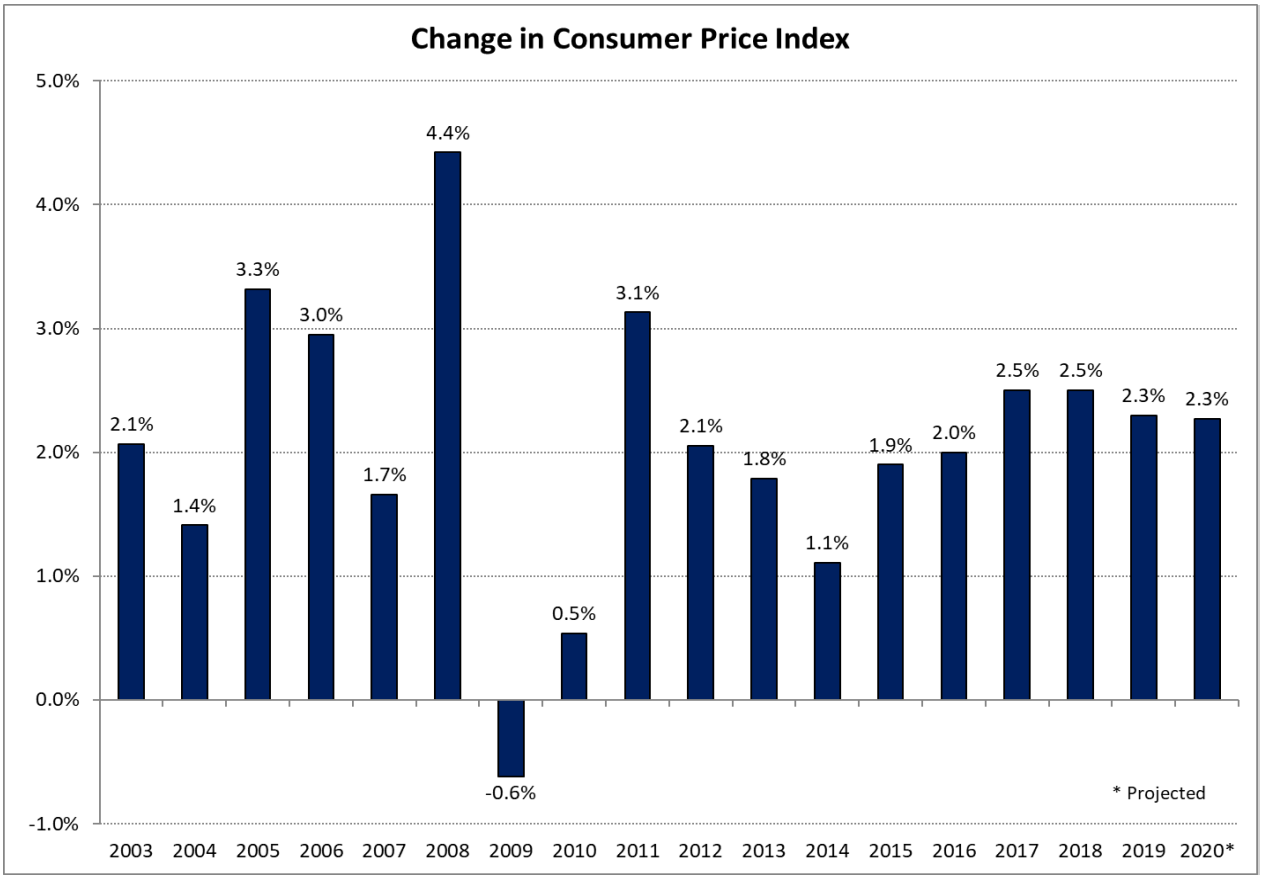
Texas continues to remain one of the best business climates in the United States. Plano was recently named the #1 Best Place to in the South to Relocate Your Headquarters by Southern Business and Development Magazine. Texas is frequently selected as one of the best areas for business relocation and expansion 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 2019, Reata Pharmaceuticals, Ryan Tax Services, Ribbon Communications, Cognizant Technology Services, Paragon Healthcare, Healthcare Associates of Texas, and EWC Ventures were a few of the corporations that decided to call Plano their home. In addition to the new relocations, many existing corporations expanded their headquarters thereby creating more jobs and employment opportunities.

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



Employment growth has been positive this past year and for purposes of this forecast, this positive trend is expected to continue. Economic productivity has been robust due to the rapid assimilation of innovative technologies into the workplace and a high proportion of working age people who were employed and working full-time at their jobs. Any inflationary issues continue to be met head on by the Federal Reserve. Any increase in inflation rates has been constrained and will be closely monitored throughout this economic cycle. Nationally, corporations have built up large holdings of cash, and as economic activity improves and uncertainties are resolved, businesses should feel more confident increasing their investments in structures, equipment and technology.

An additional measure of the overall economy is the Consumer Price Index (CPI) prepared by the Bureau of Labor Statistics (BLS), a direct indicator of inflation in the economy. Inflation, as measured by the annual percentage change in the CPI, has leveled off throughout the year. Economists point out that historical data shows that following a recession/depression period, inflation remains fairly level for the next several years. This trend should continue to hold true as the Federal Reserve's monetary policy and tools take a hold within the country. CPI is also influenced by a direct relationship to energy prices which has 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 2019 Index placed Plano below the national average for such major household costs as Housing, Healthcare and Grocery Items.



For purposes of this forecast, an inflation rate of 2.0% which is equal to the average Municipal Cost Index (MCI) for 2019, 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.

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.

NOTE: Production and assimilation of this financial forecast occurred right as the Covid-19 Virus (Coronavirus) was breaking. As a result, the short-term as well as the long-term financial impacts are unknown at this time. Additional external factors, such as the uncertainty in the global oil market caused by the dual between OPEC and its allies and Russia as both try and dictate the global oil supply and pricing, will also have a financial impact. The advent of the Coronavirus has slashed oil demand forecasts around the world. Finally, it is also unknown how the Coronavirus will impact all industries locally, across the U.S., as well as across the world.

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

Plano
City of Excellence

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Budget Assumption Matrix
Revenues and Expenses
2020-21 thru 2022-23

		Projected		
	Assumption	2020-21	2021-22	2022-23
Population:				
January 1, 2020	January 1, 2020 (Estimate): 286,400 (Planning Dept.)			
2020-21	Increase 0.50% to 287,800 (Planning Dept.)	0.50%		
2021-22	Increase 0.40% to 289,000 (Planning Dept.)		0.40%	
2022-23	Increase 0.80% to 291,300 (Planning Dept.)			0.80%
Property Values:				
Existing Property Value:				
2020-21	Increase 2.50% to $46,201,762,285 (Central Appraisal District)	2.50%		
2021-22	Increase 2.00% to $47,788,797,531 (Central Appraisal District)		2.00%	
2022-23	Increase 1.50% to $49,266,879,494 (Central Appraisal District)			1.50%
New Property Value:				
2020-21	Increase $650,000,000 (Based on Central Appraisal District)			
2021-22	Increase $750,000,000 (Based on Building Permit Projections)			
2022-23	Increase $750,000,000 (Based on Building Permit Projections)			
Total Property Value:				
2020-21	$46,851,762,285			
2021-22	$48,538,797,531			
2022-23	$50,016,879,494			
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				
2019-20 Re-Estimate	$76,615,000 (Bond Authority)			
2020-21	$79,770,500 (Bond Authority)			
2021-22	$40,605,500 (Bond Authority)			
2022-23	$80,500,000 (Bond Authority)			
Sales Tax:				
2019-20 Re-Estimate	$85,000,000 (Revised 3-year average based on actuals)			
2020-21	$85,000,000 (Constant)			
2021-22	$85,000,000 (Constant)			
2022-23	$85,000,000 (Constant)			
Franchise Taxes:				
2020-21	Constant for all, except Cable TV			
2021-22	Constant for all, except Cable TV			
2022-23	Constant for all, except Cable TV			
Interest Earnings				
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			
2022-23	Based on historical actuals and the ending working balance of each individual fund			
Building Related Revenues				
2020-21	Constant at $6,500,000			
2021-22	Constant			

Budget Assumption Matrix
Revenues and Expenses
2020-21 thru 2022-23

		Projected		
	Assumption	2020-21	2021-22	2022-23
2022-23	Constant			
Direct Population-Based (DP)				
2020-21	Increase 0.50% (Planning Dept.)	0.50%		
2021-22	Increase 0.40% (Planning Dept.)		0.40%	
2022-23	Increase 0.80% (Planning Dept.)			0.80%
Indirect Population-Based (IP)				
2020-21	Increase 0.25% (Planning Dept.)	0.25%		
2021-22	Increase 0.20% (Planning Dept.)		0.20%	
2022-23	Increase 0.40% (Planning Dept.)			0.40%
Direct Economy-Based (DE)				
2020-21	Increase 2.00% (Projection based on various indexes)	2.00%		
2021-22	Increase 2.00% (Projection based on various indexes)		2.00%	
2022-23	Increase 2.00% (Projection based on various indexes)			2.00%
Indirect Economy-Based (IE)				
2020-21	Increase 1.00% (Projection based on various indexes)	1.00%		
2021-22	Increase 1.00% (Projection based on various indexes)		1.00%	
2022-23	Increase 1.00% (Projection based on various indexes)			1.00%
GENERAL FUND				
Sales Tax	Based on 3-year average (City Policy)			
Mixed Drink Tax	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Bingo Gross Receipts Tax	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Franchise Fees				
Electrical Franchise	Constant	0.00%	0.00%	0.00%
Telephone Franchise	Constant	0.00%	0.00%	0.00%
Fiber Optics Franchise	Constant	0.00%	0.00%	0.00%
Gas Franchise	Constant	0.00%	0.00%	0.00%
Cable TV Franchise	Decrease	-2.50%	-2.50%	-2.50%
Fines & Forfeits				
Municipal Court	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Library Fines	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
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)	0.25%	0.20%	0.40%
Land/Burning/Liquid Waste	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Grease Trap Permits	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Rental Registratin Fees	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Fire Inspection Fees	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Animal Licenses	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Restaurant Plan Review	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Alarm Permits	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Filing Fees	Based on building & development projection	0.00%	0.00%	0.00%

Budget Assumption Matrix
Revenues and Expenses
2020-21 thru 2022-23

		Projected		
	Assumption	2020-21	2021-22	2022-23
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)	0.25%	0.20%	0.40%
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)	0.25%	0.20%	0.40%
Ambulance Service	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
False Alarm Response	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Emergency 911	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
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)	0.25%	0.20%	0.40%
Same Day Inspection Fee	Based on building & development projection	0.00%	0.00%	0.00%
Convenience Copiers	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Lease Fee	Constant	0.00%	0.00%	0.00%
Recreation User Fee	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Recreation Rental Fee	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Swimming Fee	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Recreation Membership Card Fee	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Tennis Center Fee	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Food Manager/Handler Training	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Tree Trimming Assessments	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Child Safety Fee	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
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	Based on Indirect Cost Allocation Study by MGT			

Budget Assumption Matrix
Revenues and Expenses
2020-21 thru 2022-23

		Projected		
	Assumption	2020-21	2021-22	2022-23
Golf Course Fund	5.0% of Golf Course Fund revenues			
Convention & Tourism Fund	Based on Indirect Cost Allocation Study by MGT			
Municipal Drainage Fund	Based on Indirect Cost Allocation Study by MGT			
WATER & SEWER FUND				
Water Income	Direct Population based increase (DP), and North Texas Municipal Water District	0.50%	0.40%	0.80%
Water Taps	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Sewer Income	Direct Population based increase (DP), and North Texas Municipal Water District	0.50%	0.40%	0.80%
Water & Sewer Penalties	Direct Population based increase (DP)	0.50%	0.40%	0.80%
Water Meters	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Construction Water	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Service Connect Fee	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Backflow Testing	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Sewer Tie-On	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Pre-Treatment Permits	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Interest Earnings	Based on historical actuals & ending working bal.			
Misc. Income	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
CONVENTION & TOURISM FUND				
Hotel/Motel Receipts	Direct Economy based increase (DE), plus occupancy projections	2.00%	2.00%	2.00%
Civic Center Fees	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
Miscellaneous	Constant	0.00%	0.00%	0.00%
Interest Earnings	Based on historical actuals & ending working balance			
SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND				
Commercial Franchise	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
Special Refuse Collection	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Residential Collection	Direct Population based increase (DP)	0.50%	0.40%	0.80%
Allied Waste, Inc.	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
Recycling	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Sale of Landscape Bags	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Tipping Fee	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Contributions via Utility Billing	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Sale of Compost	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Miscellaneous	Indirect Economy based increase (IE)	1.00%	1.00%	1.00%
Disposal Reimbursements	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
MUNICIPAL DRAINAGE FUND				
Residential Class Fees	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Commercial Class Fees	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Interest Earnings	Based on historical actuals & ending working bal.			
MUNICIPAL GOLF COURSE FUND				
Golf Fees	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Concessions	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
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)	0.25%	0.20%	0.40%
Contributions	Indirect Population based increase (IP)	0.25%	0.20%	0.40%
Sundry	Indirect Population based increase (IP)	0.25%	0.20%	0.40%

Budget Assumption Matrix
Revenues and Expenses
2020-21 thru 2022-23

		Projected		
	Assumption	2020-21	2021-22	2022-23
Interest	Based on historical actuals & ending working balance			
Expenses:				
MCI - Inflation				
2020-21	Based on Municipal Cost Index - American City & County	2.00%		
2021-22	Based on Municipal Cost Index - American City & County		2.00%	
2022-23	Based on Municipal Cost Index - American City & County			2.00%
Salaries, Wages & Benefits				
2020-21 (Civil & Non-Civil Service)	Across the Board - Market Based	0.00%		
2021-22	Across the Board - Market Based		0.00%	
2022-23	Across the Board - Market Based			0.00%
RSP				
2020-21	Remain constant at 3.62% of salary (RSP Board)			
2021-22	Remain constant at 3.62% of salary (RSP Board)			
2022-23	Remain constant at 3.62% of salary (RSP Board)			
Life Insurance				
2020-21	Remain constant at 1.00% of salary (Calculation)			
2021-22	Remain constant at 1.00% of salary (Calculation)			
2022-23	Remain constant at 1.00% of salary (Calculation)			
Disability				
2020-21	Remain constant at 0.07% of salary (Calculation)			
2021-22	Remain constant at 0.07% of salary (Calculation)			
2022-23	Remain constant at 0.07% of salary (Calculation)			
Medicare				
2020-21	Remain constant at 1.45% of salary (Calculation)			
2021-22	Remain constant at 1.45% of salary (Calculation)			
2022-23	Remain constant at 1.45% of salary (Calculation)			
TMRS				
2020-21	Remain constant at 17.21% of salary (Full TMRS Phase in Rate)			
2021-22	Remain constant at 17.21% of salary (Full TMRS Phase in Rate)			
2022-23	Remain constant at 17.21% of salary (Full TMRS Phase in Rate)			
Health Insurance				
2020-21	Remain constant			
2021-22	Remain constant			
2022-23	Remain constant			
OPEB				
2020-21	$2,130 (Human Resources)			
2021-22	Remain constant at $2,130			
2022-23	Remain constant at $2,130			
Attrition				
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			
2022-23	3.0% for General Fund, Water & Sewer and Municipal Drainage and 1.0% for other Funds			

Budget Assumption Matrix
Revenues and Expenses
2020-21 thru 2022-23

		Projected		
	Assumption	2020-21	2021-22	2022-23
Depreciation				
2020-21	Method remains constant each year (Historical & ERF)			
2021-22	Method remains constant each year (Historical & ERF)			
2022-23	Method remains constant each year (Historical & ERF)			
Municipal Garage Charges				
2020-21	Flat	0.00%		
2021-22	Flat		0.00%	
2022-23	Flat			0.00%
Postage				
2020-21	Based on Inflation - Municipal Cost Index	2.00%		
2021-22	Based on Inflation - Municipal Cost Index		2.00%	
2022-23	Based on Inflation - Municipal Cost Index			2.00%
Electricity				
2020-21	Flat (US Energy Information Administration)	0.00%		
2021-22	Flat (US Energy Information Administration)		0.00%	
2022-23	Flat (US Energy Information Administration)			0.00%
Natural Gas				
2020-21	Flat (US Energy Information Administration)	0.00%		
2021-22	Flat (US Energy Information Administration)		0.00%	
2022-23	Flat (US Energy Information Administration)			0.00%
Capital Outlay				
2020-21	$1,125,000 per year for library books (Historical)			
2021-22	$1,125,000 per year for library books (Historical)			
2022-23	$1,125,000 per year for library books (Historical)			
Existing Expenditures				
2020-21	Based on Inflation - Municipal Cost Index	2.00%		
2021-22	Based on Inflation - Municipal Cost Index		2.00%	
2022-23	Based on Inflation - Municipal Cost Index			2.00%
North Texas Municipal Water District (NTMWD)				
Water				
2019-20	Price per 1,000 gal $2.99			
2020-21	Increase $0.15 per 1,000 gal to $3.14	5.02%		
2021-22	Increase $0.19 per 1,000 gal to $3.33		6.05%	
2022-23	Increase $0.17 per 1,000 gal to $3.50			5.11%
Wastewater				
2019-20	Price per 1,000 gal $2.28			
2020-21	Increase $0.17 per 1,000 gal to $2.45	7.46%		
2021-22	Increase $0.23 per 1,000 gal to $2.68		9.39%	
2022-23	Increase $0.29 per 1,000 gal to $2.97			10.82%
Upper East Fork Interceptor System				
2019-20	Price per 1,000 gal $1.58			
2020-21	Increase $0.15 per 1,000 gal to $1.73	9.49%		
2021-22	Increase $0.16 per 1,000 gal to $1.89		9.25%	
2022-23	Increase $0.22 per 1,000 gal to $2.11			11.64%

Budget Assumption Matrix
Revenues and Expenses
2020-21 thru 2022-23

		Projected		
	Assumption	2020-21	2021-22	2022-23
EWS-Regional Landfill				
2019-20	Price per ton $38.25			
2020-21	Remaining flat $38.25	0.00%		
2021-22	Remaining flat $38.25		0.00%	
2022-23	Increase $0.78 to $39.03			2.04%
GENERAL FUND TRANSFERS				
Capital Maintenance				
2019-20	$35,250,540 (calculation)			
2020-21	Transfer $35,250,540 (Constant)			
2021-22	Transfer $35,250,540 (Constant)			
2022-23	Transfer $35,250,540 (Constant)			
Economic Dev. Incentive Fund				
2020-21	Transfer $9,276,649 (2 cents on tax rate)			
2021-22	Transfer $9,610,682 (2 cents on tax rate)			
2022-23	Transfer $9,903,342 (2 cents on tax rate)			
Technology Fund				
2020-21	Total transfer to remain constant @ $1.9 million a year, divided among Funds who contribute: (Calculation)			
2021-22	General Fund = $1,500,000			
2022-23	Water & Sewer Fund = $300,000			
	Sustainability & Env. Svcs. Fund = $60,000			
	Municipal Drainage Fund = $20,000			
	Convention & Tourism Fund = $20,000			
PTV Fund				
2020-21	Transfer $250,000 (Calculation)			
2021-22	Transfer $250,000 (Calculation)			
2022-23	Transfer $250,000 (Calculation)			
Risk Management Fund				
2020-21	Transfer $5,000,000 (Calculation)			
2021-22	Transfer $5,000,000 (Calculation)			
2022-23	Transfer $5,000,000 (Calculation)			

GENERAL FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Ad Valorem Taxes	$132,974,743	$144,057,345	$147,323,344	$147,035,030	$152,877,006	$155,158,545	$159,525,341
Sales Tax	85,592,104	88,231,063	86,072,232	85,000,000	85,000,000	85,000,000	85,000,000
Franchise Fees	24,354,134	23,330,387	21,197,461	20,681,597	20,554,728	20,475,984	20,399,209
Fines & Forfeits	6,304,020	6,480,503	6,120,395	6,386,724	6,418,507	6,431,344	6,457,069
Building & Development	6,772,104	6,130,576	6,466,798	6,490,787	6,490,787	6,490,787	6,490,787
Licenses & Permits	3,536,443	3,673,836	3,671,964	3,690,920	3,698,083	3,703,827	3,715,339
Fees & Charges for Services	12,978,352	16,673,941	14,048,606	15,225,882	15,324,590	15,428,208	15,611,709
Intergovernmental	1,526,803	2,004,873	2,032,830	2,032,830	2,068,735	2,105,358	2,142,713
Interest Income	890,026	3,558,767	1,400,000	2,000,000	2,000,000	2,000,000	2,000,000
Transfers In	20,993,217	20,704,854	21,765,023	21,426,661	21,807,782	22,242,999	22,687,021
CIP Coming On-Line	0	0	0	0	0	50,000	100,000
Other	4,225,750	4,466,926	4,413,577	4,481,309	4,514,605	4,547,749	4,587,041
Total Recurring Revenue	$300,147,696	$319,313,071	$314,512,227	$314,451,740	$320,754,822	$323,634,799	$328,716,228
Recurring Expenditures							
Salaries & Wages	$196,353,984	$205,714,437	$214,185,843	$213,306,807	$214,375,699	$214,480,556	$214,585,414
Supplies & Services	63,481,235	64,375,477	71,360,605	74,712,239	70,947,312	72,018,270	73,112,840
Reimbursements	(3,861,807)	(4,639,390)	(4,665,903)	(4,665,903)	(4,759,221)	(4,854,405)	(4,951,494)
CIP Coming On-Line	0	0	0	0	1,125,436	1,218,091	581,575
Capital Outlay	3,599,793	2,164,976	867,600	1,755,753	0	0	0
Total Recurring Expenditures	$259,573,205	$267,615,500	$281,748,145	$285,108,896	$281,689,226	$282,862,512	$283,328,335
Transfers Out	39,996,090	45,231,042	52,225,377	52,425,377	51,777,198	52,111,231	52,403,891
Fund Balance - Beginning	**$51,635,123**	**$52,213,524**	**$42,612,028**	**$58,680,053**	**$35,597,520**	**$22,885,918**	**$23,248,974**
Total Recurring Revenue	**$300,147,696**	**$319,313,071**	**$314,512,227**	**$314,451,740**	**$320,754,822**	**$323,634,799**	**$328,716,228**
Total Recurring Expenditures	**$259,573,205**	**$267,615,500**	**$281,748,145**	**$285,108,896**	**$281,689,226**	**$282,862,512**	**$283,328,335**
Less: Transfers Out	**$39,996,090**	**$45,231,042**	**$52,225,377**	**$52,425,377**	**$51,777,198**	**$52,111,231**	**$52,403,891**
Fund Balance - Ending	**$52,213,524**	**$58,680,053**	**$23,150,733**	**$35,597,520**	**$22,885,918**	**$11,546,974**	**$16,232,976**
Required 30 Day Balance					**$22,885,918**	**$23,248,974**	**$23,287,260**
Add'l Revenues or Program Reductions to Meet 30 Days						**$11,701,999**	**$7,054,285**
Days of Operation				**46**	**30**	**30**	**30**
Total Assessed Property Value				**$45,074,890,034**	**$46,851,762,285**	**$48,538,797,531**	**$50,259,573,481**
Tax Split:							
Debt		**0.1110**	**0.1110**	**0.1110**	**0.1110**	**0.1170**	**0.1170**
Operations		**0.3493**	**0.3372**	**0.3372**	**0.3372**	**0.3312**	**0.3312**
		0.4603	**0.4482**	**0.4482**	**0.4482**	**0.4482**	**0.4482**
Operating Tax Rate to be Transferred from Debt					**0.0000**	**(0.0060)**	**0.0000**
Equivalent Amount					**$0**	**($2,912,328)**	**$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.

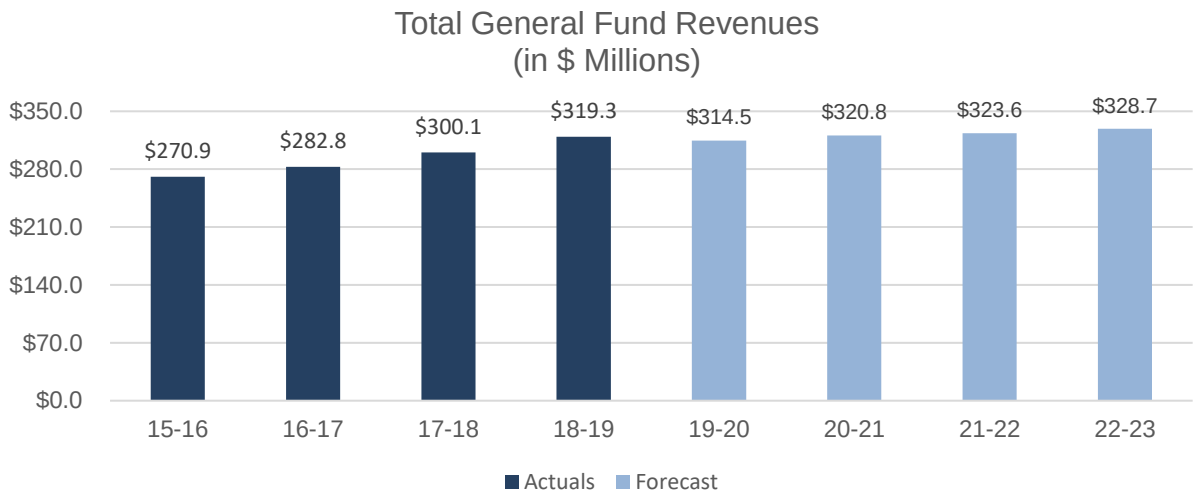
Other
Miscellaneous receipts include revenues such as interest income, rents, and insurance collections.

Other Financing Sources:

Operating Transfers In
Transfers from other City funds.

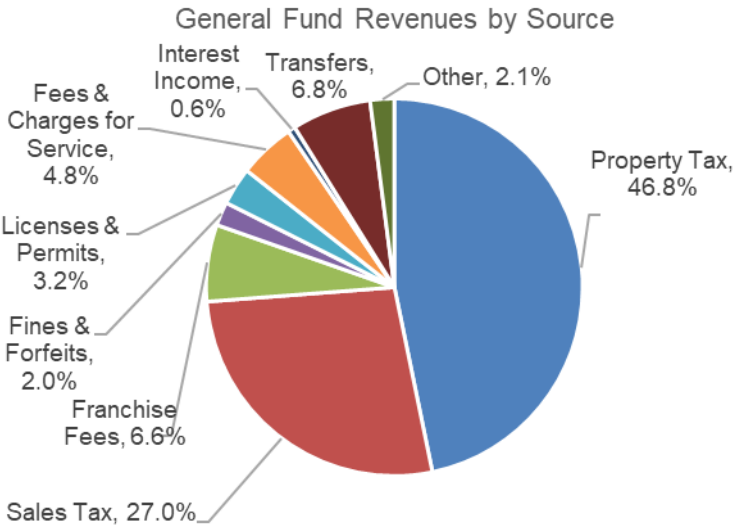
Operating Revenues

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 2015-16. 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 2020-21 General Fund balance of 30 days of operation which is 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 2022-23, total General Fund revenues are estimated to be $328.7 million.

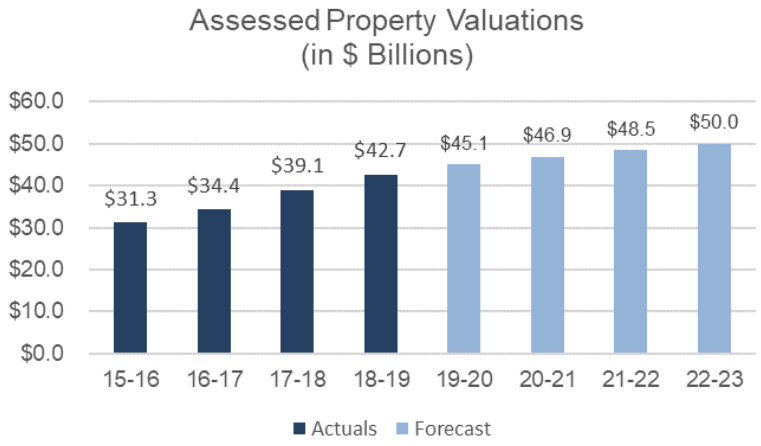


The major sources that make up the General Fund revenues for 2019-20 include: Ad Valorem Tax (46.8%), Sales Tax (27.0%), Franchise Fees (6.6%), Fines & Forfeits (2.0%), Licenses & Permits (3.2%), Fees & Charges for Services (4.8%), Interest Income (0.6%), Transfers (6.8%), and Other (2.1%). A description of each source as well as a discussion of the outlook over the next three years follows.

Ad Valorem Taxes

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

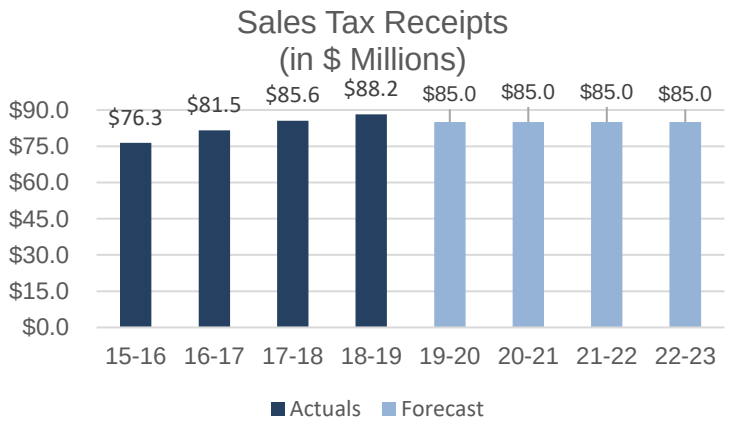
Ad valorem tax revenue is based on maintaining the current tax rate of 44.82 cents per $100 valuation for the next 3 years and assumes a 99.0% collection rate. At no time during the forecast period does the change in distribution between operation and debt exceed the current 3.5% voter approved tax rate effective January 1, 2020 per Senate Bill 2. Even with a projected increase in assessed property values, it is anticipated that all existing bond authority for Community Investment Program (CIP) projects within the forecast period will be used. Based on this projection, the debt allocation of the tax rate is projected to remain constant at 11.10 cents while the operations allocation of the tax rate is projected to remain constant at 33.72 cents per $100 valuation in 2020-21. Beginning in 2021-22 an additional 0.6 cents to 11.70 cents will need to be transferred to the debt rate. The operating rate will decrease by 0.6 cents to 33.12 cents. The impact of this allocation is $2.9 million from the General Fund in order to cover the City's debt service.



Based on projections attained by both Central Appraisal Districts, existing property values are projected to increase 2.5% in 2020-21, 2.0% in 2021-22, and 1.5% in 2022-23. New growth is projected at $650.0 million for 2020-21, another $750.0 million in 2021-22, and $750.0 million in 2022-23.

Sales Tax

Based on the sales tax cap policy, sales tax receipts, the General Fund's second largest revenue source should be re-estimated for 2019-20 at $86.1 million, the same amount originally budgeted in 2019-20. At this time, due to the unknown impacts of the *Wayfair* (House Bill 1525) and the Marketplace (House Bill 2153) Implementation as it relates to on-line sales tax and remote sales tax collections, and the uncertainty surrounding the financial impact of the COVID-19 Virus Pandemic we have adjusted sales tax down to $85.0 million for the entire forecast period. As in the past, any revenues collected over these amounts in any year can be used to purchase one-time expenditures, assigned to the fund balance to be used for offsets in the next fiscal year or can



be transferred to the Capital Maintenance Fund.

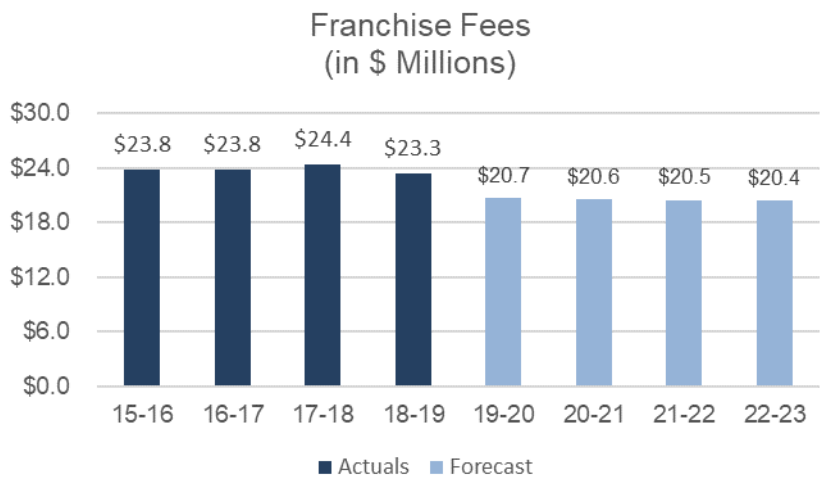
Strong business to business sales tax activity as well as increased off premise liquor consumption has helped to keep this revenue source steady since the economic recession. In addition to the unknown legislative impacts as it relates to remote sales, we still need to be cognizant of the volatility of this revenue source and factors such as the increasing loss of retail market share to surrounding communities, the "Back-To-School" and "Energy Star" Sales Tax Holiday, weather conditions, and any impending future legislation. For the first five months of 2019-20, sales tax collections are up $1.5 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 2019-20 are expected to total $20.7 million, or 6.6% 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, Gas and Fiber Optics franchise fees are projected to remain relatively constant for the forecast period. Telephone franchise fees are also projected to remain relatively constant now that the new legislation (Senate Bill 1152) has been implemented which changed the way that municipalities may charge telecommunications providers for use of the City's right-of-way. Cable TV franchise fees are projected to decrease 2.5% each year of the forecast period. Overall, franchise fee revenues continue to decrease due to legislation and also to greater migration of customers to wireless and bundled solutions.



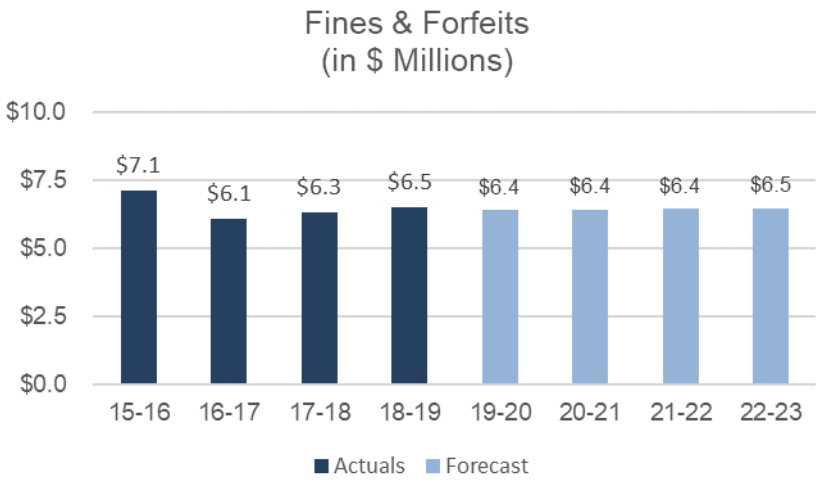
Electrical franchise fees are re-estimated for 2019-20 at $12.2 million and Telephone franchise fees are re-estimated for 2019-20 at $2.1 million. Fiber Optics franchise fees are re-estimated for 2019-20 at $56,445 and Gas franchise fees are re-estimated down for 2019-20 to $3.1 million from the original budgeted amount of $3.6 million.

Cable Television franchise fees are re-estimated for 2019-20 at $3.2 million. It is anticipated that Cable Television franchise fees will decrease 2.5% in 2020-21, 2021-22 and also in 2022-23.

The graph above shows the historical trends and projections for franchise fee revenue. By 2022-23, this revenue source is estimated to be fairly steady at $20.4 million, a 12.6% decrease over 2018-19 revenues.

Fines & Forfeits

Fines and forfeits for 2019-20 are expected to increase slightly to $6.4 million, up $266,329 from 2019-20 original budgeted amount. Fines & Forfeits represent 2.0% of the total General Fund revenue. 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 0.25% in 2020-21, 0.20% in 2021-22, and 0.40% in 2022-23. 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 2022-23, this revenue source is estimated to be $6.5 million, relatively unchanged over 2018-19 revenues.

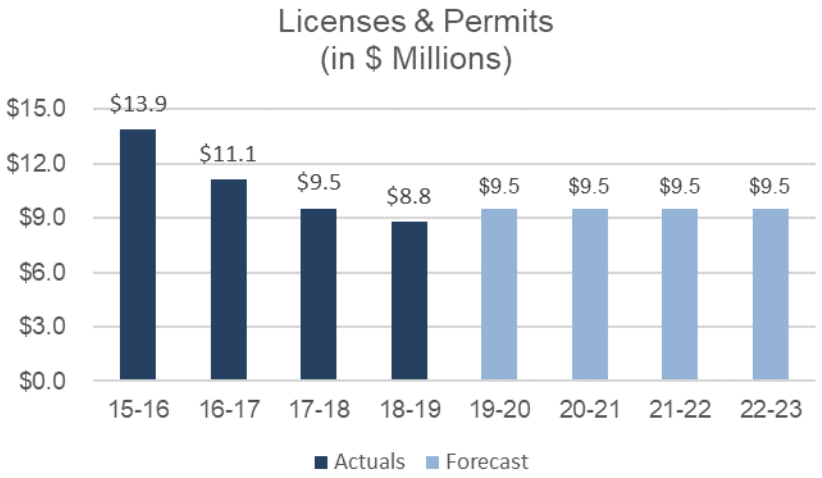
Licenses & Permits

Licenses and permits for 2019-20 are expected to total $9.5 million, or 3.2% 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 0.25% in 2020-21, 0.20% in 2021-22, and 0.40% in 2022-23.

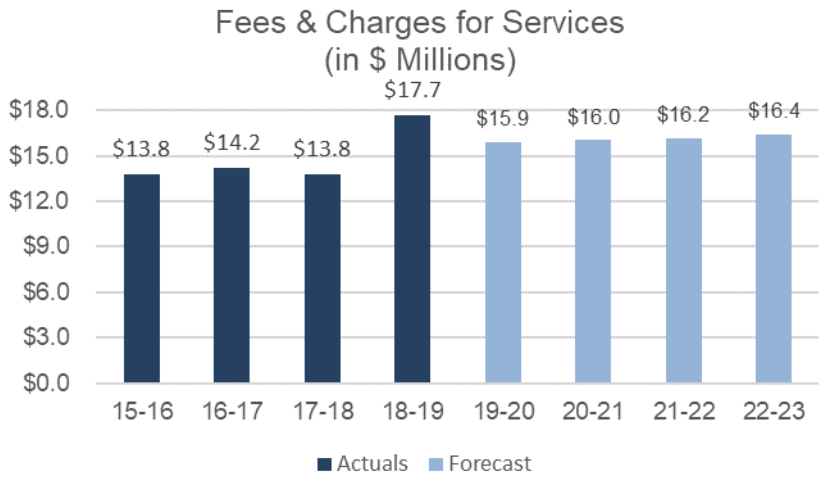
The graph shows the historical trends and projections for licenses and permits revenue. By 2022-23, this revenue source is estimated to be $9.5 million, an 8.0% decrease under 2018-19 revenues due to the slowdown in commercial growth.



Fees & Charges for Services

Fees and charges for services for 2019-20 are expected to total $15.2 million, or 4.8% 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 0.25% in 2020-21, 0.20% in 2021-22, and 0.40% in 2022-23. Any building & development related revenues within this category are projected to remain constant from the 2019-20 re-estimated amounts throughout the forecast period.

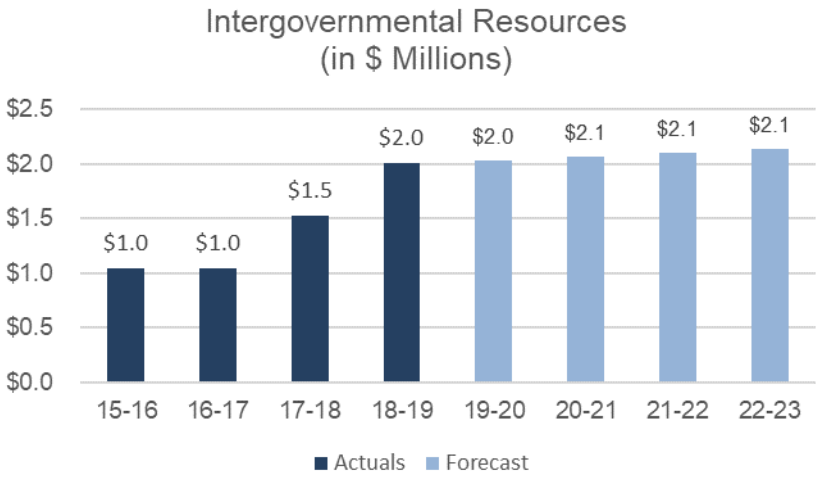


The graph shows the historical trends and projections for fees and charges for services revenue. By 2022-23, this revenue source is estimated to reach $16.4 million, a 7.1% decrease over 2018-19 revenues.

Intergovernmental Resources

Intergovernmental resources for 2019-20 are expected to total $2.0 million. These resources are comprised of revenues received from other governmental entities such as payments from Frisco I.S.D. and Plano I.S.D. for School Liaison Officers. This revenue source comprises the majority of the $2.0 million in overall Intergovernmental Resources. Also included are Plano-Richardson Police training facility revenue.

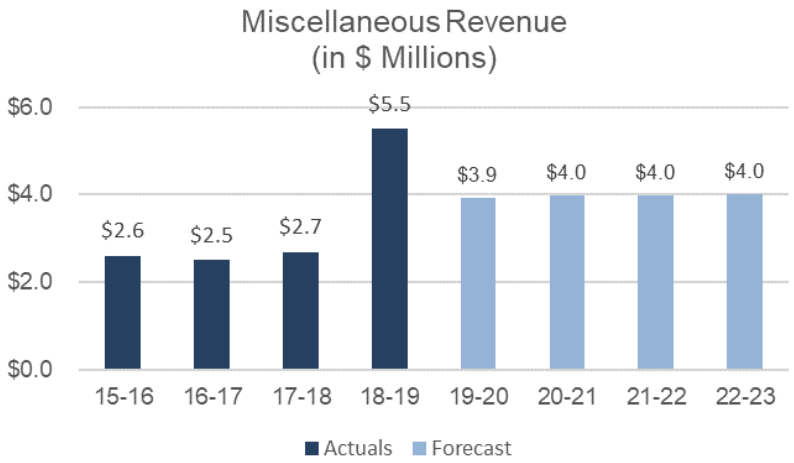
Payments from both Frisco I.S.D. and Plano I.S.D. are projected to increase 2.0% each year of the forecast period. Total intergovernmental resources are projected to increase to $2.1 million by 2022-23.



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

Other

Miscellaneous revenues for 2019-20 are expected to total $3.9 million. Miscellaneous receipts include revenues such as interest income, rents, and insurance collections.



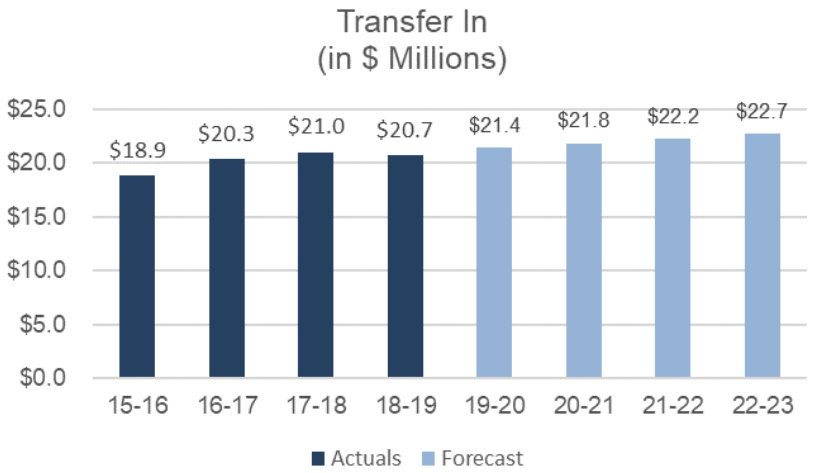
Interest income is projected to be $2.0 million in 2019-20 and will remain at $2.0 million throughout the forecast period.

The graph shows the historical trends and projections for miscellaneous/ other revenue. By 2022-23, this revenue source is estimated to be $4.0 million.

Other Financing Sources:

Operating Transfers In

Transfers in for 2019-20 are expected to total $21.4 million, or 6.8% 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 either an indirect cost allocation amount or a percentage allocation of revenues received in each of these funds. Therefore, some of the revenues received in future years depend on revenues generated in each of these funds over the next three years.



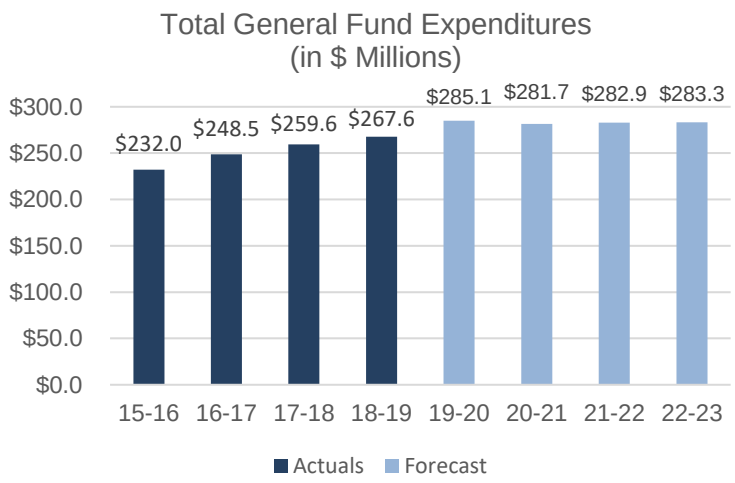
The graph shows the historical trends and projections for transfers in. By 2022-23, this revenue source is estimated to reach $22.7 million, a 9.6% increase over 2018-19 revenues.

CIP Coming On-Line

Additional revenues anticipated in the future as a result of new facilities coming on-line include the Oak Point Recreation Center expansion and pool addition. In 2021-22, $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 2022-23.

Operating Expenditures

Four decades of rapid growth stimulated local business and development activity and created generous municipal revenues and opportunities. The community, in turn, placed demands on the City to maintain and/or enhance the services provided for citizens. As a result of this ever-changing environment, careful financial planning and budgeting are integral to the budget process as it is known today. In keeping with our theme of sustaining Plano's excellence, 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 $2.8 billion growing infrastructure and provide additional funding for Capital Maintenance. We also strive to preserve exceptional, quality services for residents, businesses and the Plano community, maintain our AAA bond rating and adhere to our financial policies, retain our high quality workforce, and maintain a property tax rate which allows for funding of our infrastructure and service demands.

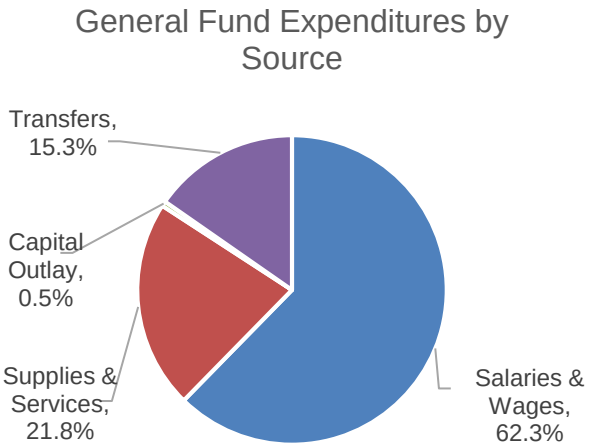


The following graph shows the historical trends and projections for all General Fund expenditures. General Fund expenditures account for the continued revitalization of city infrastructure, maintaining and preparing for future service demands, maintaining the quality of services that citizens have come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

The major expenditures that make up the General Fund by category for 2019-20 include: Salaries & Wages (62.3%), Supplies & Services (21.8%), Capital Outlay (0.5%) and Transfers (15.3%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.

Salaries, Wages and Employee Benefits

Salary projections assume no salary increase for both Civil Service and Non-Civil Service employees throughout the forecast and assume that the current staffing levels remain constant. In addition, attrition is projected at 3.0% for the General Fund. The health insurance rate is expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is projected at our full phased-in rate of 17.21% while the RSP rate is expected to remain the same through 2022-23. Other benefit rates are expected to remain constant.



Supplies & Services

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

Capital Outlay

No new capital outlay is included in 2020-21, 2021-22 or 2022-23.

Transfers

The Capital Maintenance Fund policy aims to allocate 75.0% of the annual depreciation to be transferred from the General Fund. The transfer to the Capital Maintenance Fund is projected constant at $35.3 million in 2020-21, 2021-22 and 2022-23. These transfers will help in the effort to ultimately obtain the goal of transferring 75% of annual depreciation to the Capital Maintenance Fund.

The Risk Management Fund transfer is projected based on a three-year average of General Fund losses. The transfer is projected at $5.0 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 $9.3 million in 2020-21; $9.6 million in 2021-22; and $9.9 million in 2022-23. These forecasted amounts represent only the actual two-cent property tax revenue and does not include any supplemental funding from the General Fund.

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

Community Investment Program Impacts

Included in this forecast are new project operating and maintenance costs associated with Community Investment Projects coming on-line during the forecast period totaling approximately $2.9 million. These projects include a park and restroom renovations at Jack Carter Park, remodel/expansion at the Police Substation, Harrington and Davis Library Expansions, 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 2020-21 is at 30 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 being able to keep the debt portion of the tax rate at the same amount as the current year. In 2021-22, the General Fund will fall short of the 30 day working capital requirement and will need an additional $11.7 million in additional revenues, reduced expenditures, or a combination of both to reach the 30 day working capital balance requirement. In 2022-23, the General Fund is once again projected to fall short of the 30 day working capital balance and will need an additional $7.1 million in additional revenues, reduced expenditures, or a combination of both in order to meet the 30 day requirement.

Over the next several months, as we prepare the Fiscal Year 2020-21 Budget and Community Investment Program, we will continue our focus on preserving exceptional, quality services for residents, businesses and the Plano community. This includes maintaining and improving our City's $2.8 billion growing infrastructure and provide additional funding for Capital Maintenance. We also strive to preserve exceptional, quality services for residents, businesses and the Plano community, maintain our AAA bond

rating and adhere to our financial policies, retain our high quality workforce, and maintain a property tax rate which allows for funding of our infrastructure and service demands. Also, we will strive to look ahead and project service levels that are sustainable over the long-term, as the pace of development will likely slowdown from the high levels Plano has recently experienced.

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

GENERAL OBLIGATION DEBT SERVICE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Ad Valorem Taxes	$45,071,476	$45,760,317	$48,423,544	$47,854,057	$50,247,792	$54,882,303	$56,434,213
Interest Income	322,477	1,279,957	868,361	500,000	500,000	500,000	500,000
Police Training Ctr Reimbursement	151,994	148,562	134,572	134,572	114,874	115,097	75,494
Other Revenue	0	0	0	0	0	0	0
Total Recurring Revenue	$45,545,947	$47,188,836	$49,426,477	$48,488,629	$50,862,666	$55,497,400	$57,009,707
Recurring Expenditures							
Principal	$25,250,000	$26,550,000	$26,020,000	$26,020,000	$28,805,000	$31,770,000	$33,470,000
Interest	13,787,755	17,279,231	16,845,771	18,623,668	19,154,441	20,170,665	20,261,686
Transfer to CO's Radio System	801,700	$802,725	357,875	357,875	356,275	359,276	358,250
Transfer to Tax Nt Radio Repl & PLL	998,800	$995,700	997,300	997,300	999,100	0	0
Transfer to Tax Nt NextGen Program	2,567,950	$2,571,700	2,570,450	2,570,450	2,569,200	2,567,700	2,570,700
Exchange Fees	9,098	$13,000	12,000	12,000	12,750	13,500	14,250
New Debt	0	0	1,839,713	0	1,595,410	812,110	1,610,000
Total Recurring Expenditures	$43,415,303	$48,212,356	$48,643,108	$48,581,293	$53,492,176	$55,693,251	$58,284,886
Fund Balance - Beginning	**$4,440,933**	**$6,571,577**	**$5,261,612**	**$5,548,057**	**$5,455,393**	**$2,825,883**	**$2,630,032**
Total Recurring Revenue	**$45,545,947**	**$47,188,836**	**$49,426,477**	**$48,488,629**	**$50,862,666**	**$55,497,400**	**$57,009,707**
Total Recurring Expenditures	**$43,415,303**	**$48,212,356**	**$48,643,108**	**$48,581,293**	**$53,492,176**	**$55,693,251**	**$58,284,886**
Fund Balance - Ending	**$6,571,577**	**$5,548,057**	**$6,044,981**	**$5,455,393**	**$2,825,883**	**$2,630,032**	**$1,354,854**
Total Assessed Property Value				***$45,074,890,034***	***$46,851,762,285***	***$48,538,797,531***	***$50,016,879,494***
Tax Split:							
Debt		**0.1186**	**0.1110**	**0.1110**	**0.1110**	**0.1170**	**0.1170**
Operations		**0.3500**	**0.3372**	**0.3372**	**0.3372**	**0.3312**	**0.3312**
		0.4686	**0.4482**	**0.4482**	**0.4482**	**0.4482**	**0.4482**

General Obligation Debt Service Fund Forecast

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

Operating Revenue Sources:

Ad Valorem Tax

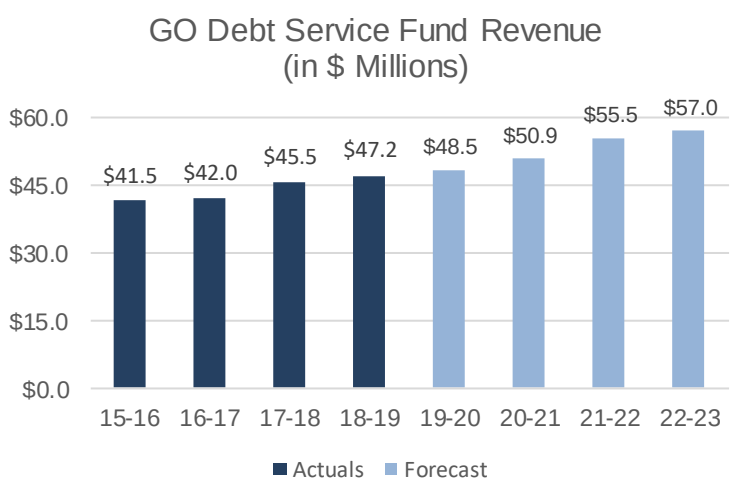
Ad valorem taxes are taxes levied against the assessed valuation of real and business personal property within the city. Properties are assessed by the Central Appraisal Districts of either Collin County or Denton County at 100% of their estimated market value and certified by the Appraisal Review Board.

Other

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

Operating Revenues

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



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

The 2020-21, 2021-22 and 2022-23 total revenues for the General Obligation (G.O.) Debt Service Fund are estimated at $50.9, $55.5 and $57.0 million respectively.

Ad Valorem Taxes

The current tax rate of 44.82 cents per $100 valuation has been used for projections throughout the three-year period. After the rate sufficient to cover debt service was determined, the remaining amount was made available for operations in Plano's General Fund. The debt allocation of the tax rate is projected to remain at the current rate of 11.1 cents through FY 2020-21. However, due to a projected increase in the use of existing bond authority for Community Investment Program (CIP) projects, the rate is projected to rise slightly to 11.70 cents for 2021-22 and 2022-23. According to preliminary estimates provided by the Central Appraisal Districts of Collin County and Denton County, the total assessed property value projected for 2020-21 is $46.9 billion, which is an increase of 3.9% compared to $45.1 billion in 2019-20. Adjustments have been made for the TIF District, 380 Agreements and the Senior Tax Freeze.

Interest

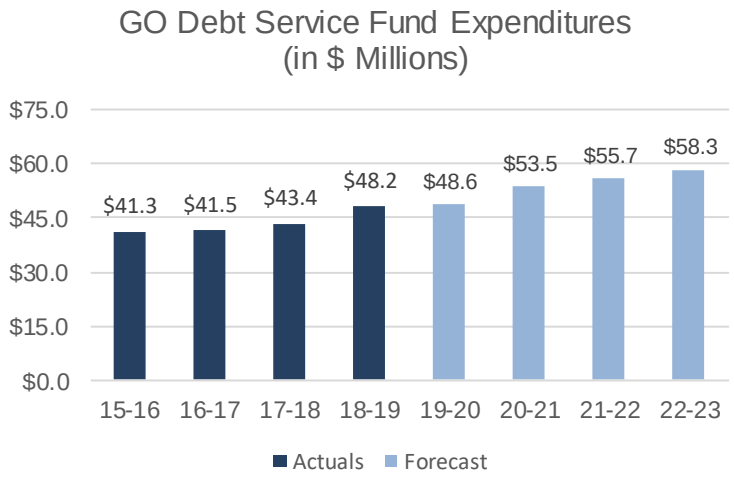
Interest revenues for 2019-20 have been re-estimated at $500,000 and are anticipated to remain constant throughout the three-year forecast.

Police Training Center Reimbursement

The Police Training Center reimbursement from the City of Richardson for 2020-21 totals $114,874 and is scheduled to be received through 2025, albeit at lower levels, when the construction debt for that facility is paid off.

Operating Expenditures

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



Existing bond authority will be used to fund CIP projects from the 2013, 2017, and 2019 bond referendums in the 2020-21 and 2021-22 forecast years. This forecast also assumes the use of additional authority through a 2021 bond referendum to be approved by voters in May 2021. Additional project funding would support the initial design of projects in 2021-22, as well as the construction of those projects to begin in 2022-23.

Future bond sales are projected to be held in the spring of each year forecast, with the next bond sale totaling $79.8 million in 2021 with an average interest rate of 4.0%. Two additional bond sales are projected in the Spring 2022 for $40.6 million and 2023 for $80.5 million to support projects for city streets, parks, recreation centers, libraries, public safety facilities and other city facilities. The average interest rates for both of these future issuances are projected at 4.0%. All three issuances are expected to be repaid over a 20 year period, which is consistent with the City of Plano's debt management practices, and no short-term debt is anticipated at this time. Each issuance is projected to include only one initial interest payment in the year debt is issued.

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

WATER & SEWER

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Water Income	$99,371,447	$94,448,505	$99,036,793	$101,587,749	$103,756,332	$110,023,924	$116,625,359
Sewer Income	65,274,389	67,602,303	68,570,845	68,475,432	71,234,693	75,152,601	77,561,853
Water Taps	61,812	10,984	40,920	22,874	23,160	23,739	24,332
Water & Sewer Penalties	1,587,378	1,346,498	1,384,432	1,308,150	1,315,999	1,321,263	1,331,833
Water Meters/AMR Devices	297,846	192,665	255,016	228,461	231,317	235,943	240,662
Construction Water	371,921	311,035	284,421	310,207	314,085	320,366	326,774
Service Connect Fee	246,890	244,110	244,134	245,057	248,120	253,083	258,144
Backflow Testing	624,455	661,855	652,764	678,870	687,356	701,103	715,125
Sewer Tie-On	27,525	13,300	22,260	14,759	14,943	15,242	15,547
Pre-Treatment Permits	29,870	24,710	32,684	26,804	27,139	27,682	28,235
Interest Earnings	169,666	924,453	400,000	400,000	400,000	400,000	400,000
Misc. Income	955,738	750,322	888,984	843,825	854,373	871,460	888,889
Total Recurring Revenue	$169,018,937	$166,530,740	$171,813,253	$174,142,188	$179,107,517	$189,346,406	$198,416,754
Recurring Expenditures							
Salaries & Benefits	$10,489,947	$10,821,508	$11,469,084	$11,150,207	$11,199,215	$11,207,872	$11,216,530
Supplies & Services	6,288,005	7,083,346	8,235,469	9,809,939	8,150,943	8,313,962	8,480,241
NTMWD	103,762,722	106,745,789	115,359,275	118,839,380	126,167,208	135,271,992	145,089,347
Retirement of NTMWD Debt	1,935	0	0	0	0	0	0
Reimbursements	764,172	909,568	929,006	929,006	947,586	966,538	985,869
Capital Outlay	1,019	73,443	24,600	24,600	0	0	0
Total Recurring Expenditures	$121,307,800	$125,633,654	$136,017,434	$140,753,132	$146,464,952	$155,760,364	$165,771,987
Transfers Out	$35,893,415	36,865,934	39,984,367	39,788,643	40,187,593	42,149,716	42,581,427
Fund Balance - Beginning	**$23,418,929**	**$35,236,651**	**$25,592,177**	**$39,267,803**	**$32,868,215**	**$25,323,186**	**$16,759,513**
Total Recurring Revenue	**$169,018,937**	**$166,530,740**	**$171,813,253**	**$174,142,188**	**$179,107,517**	**$189,346,406**	**$198,416,754**
Total Recurring Expenditures	**$121,307,800**	**$125,633,654**	**$136,017,434**	**$140,753,132**	**$146,464,952**	**$155,760,364**	**$165,771,987**
Less: Transfers Out	**$35,893,415**	**$36,865,934**	**$39,984,367**	**$39,788,643**	**$40,187,593**	**$42,149,716**	**$42,581,427**
Fund Balance - Ending	**$35,236,651**	**$39,267,803**	**$21,403,629**	**$32,868,215**	**$25,323,186**	**$16,759,513**	**$6,822,853**
Days of Operation					**63**	**39**	**15**

Water & Sewer Fund Forecast

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

Operating Revenue Sources:

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

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

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

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

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

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

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

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

Sewer Tie-On
Fee charged for connection to an existing sanitary sewer line.

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

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

Other Financing Sources:

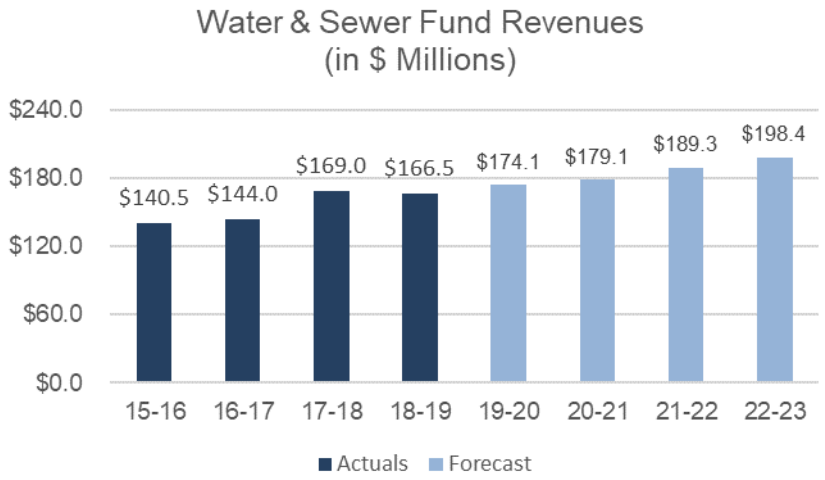
Operating Transfers In
Direct transfers from water and sewer reserve funds and other sources on an as needed/if available basis.

Operating Revenues

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

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

To keep the water and wastewater treatments operational, the City of Plano's Water and Sewer customer service rates and fee structures are reviewed annually with the purpose of generating the operating revenues required to fulfill the contractual obligations with the water district, compensate for the building and replacement of water and sewer delivery lines, storage tanks, and other infrastructure, and cover operating costs. Operating costs include maintaining delivery lines, purchasing and servicing equipment, supply expenditures and personnel costs associated with providing potable water and sanitary sewer services. During 2016-17, a comprehensive water and sewer fee study was conducted by Willdan Financial Services in order to help determine long-term financial sustainability for the Water & Sewer Fund. The City of Plano has once again engaged Willdan and are currently updating our water and sewer rate model. Completion of the rate model is planned for this summer.

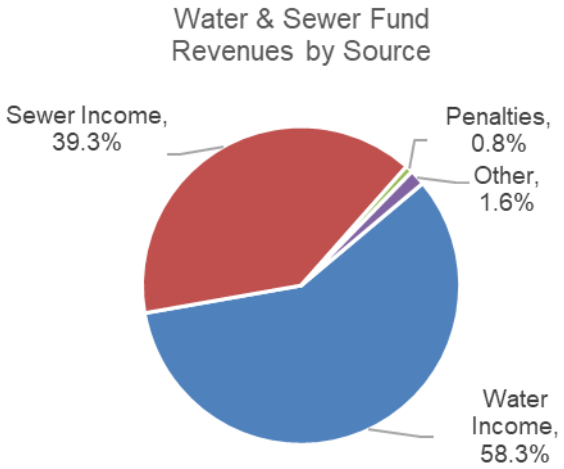


The graph above shows historical revenue data and future revenue projections for the Water & Sewer Fund. Increases to wholesale water purchases and sewer treatment costs have traditionally been passed through to customers incrementally, and only in the amount required to provide the revenues needed to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

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

mandated by the NTMWD. Consumption is also influenced by the City's Sustainability or "living green" programs.

The 2019-20 Water and Sewer Fund re-estimated recurring revenues are currently projected at $174,142,188. By category this includes: Water Income (58.3%), Sewer Income (39.3%), Penalties (0.8%), and Other (1.6%). A description of each source as well as a discussion of the outlook over the next three years follows. Overall, the 2019-20 Water & Sewer Fund revenues are projected to increase by 1.36%, or $2.3 million, from the 2019-20 original Budget. Water revenues have increased by $2,550,956 and Sewer revenues have decreased by $95,413 for 2019-20.



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 2018-19 at 18.8 billion gallons.

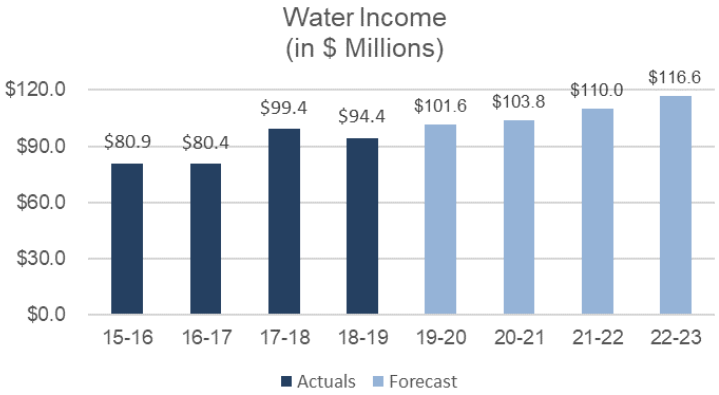
The City of Plano is currently experiencing numerous corporate relocations and other new business construction, quickly recovering from the recession experienced from 2008 through 2011. Water usage remains fairly stable (with the exception of drought years, when usage typically increases). While the 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, 2018 – July 31, 2019 using 18.8 billion gallons. Current water conservation efforts combined with a La Nina weather patterns, could possibly effect water purchased for fiscal year 2019-20.

The 2019-20 water income is currently re-estimated at $101.6 million, a 2.58% increase from the original Budget. 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 order to pass on future increases from NTMWD.

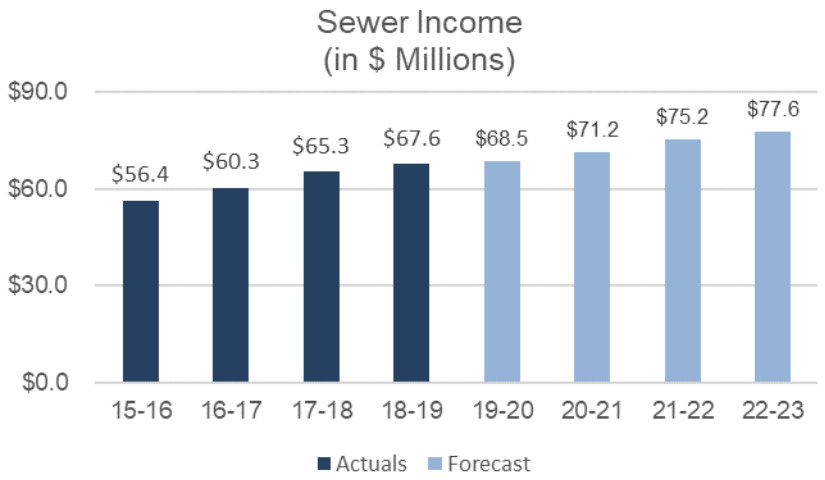
The water income graph illustrates historical trends and projections for water income. By 2022-23, water revenue projections reach $116.6 million, generating revenues sufficient to cover the projected wholesale water rate increases from NTMWD of 5.0% for 2020-21, 6.0% for 2021-22 and 5.0% for 2022-23. Currently, we are preparing an updated water and sewer rate model to determine the appropriate water rate increase(s) to be passed on to customers for 2020-21.



Sewer Income

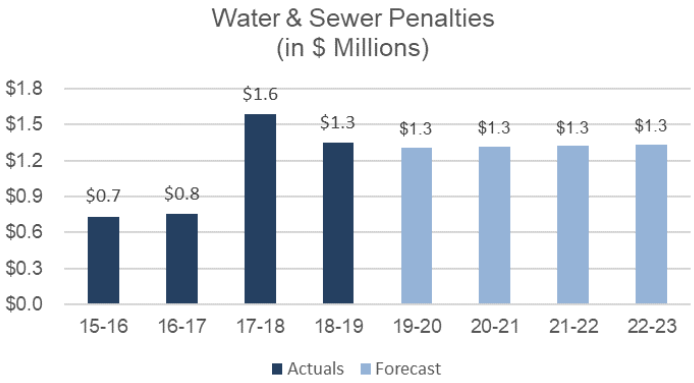
Sewer income represents the Water & Sewer Fund's second largest revenue source. Projected sewer revenues reflect the use of Winter Quarter Averaging to annually re-set the monthly sewer rates for customers. This method uses the water consumption for each customer based on their December, January, February, 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 2019-20 Sewer revenues are re-estimated at $68.5 million, which is a decrease of $95,413 from the adopted Budget. (Sewer rates were last increased November 1, 2018). Sewer program revenues are estimated to reach $77.6 million by 2022-23.



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.



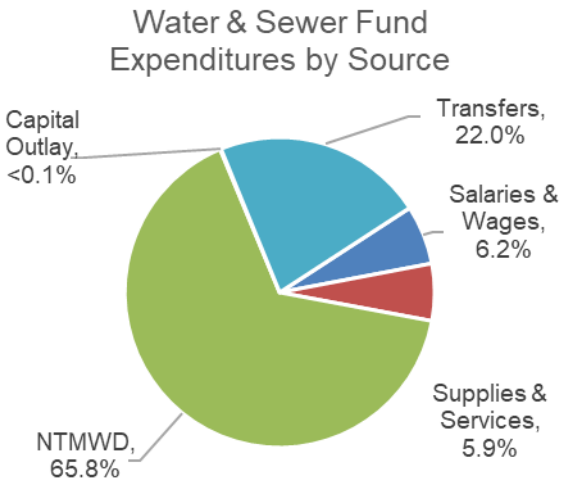
Penalties fell behind due to a software transition during 2016-17, resulting in penalties collected for lack of payment to be foregone and had reduced revenue to $757,257. The graph above shows the historical trends and projections for Water & Sewer Penalties, reaching $1.3 million in revenues by 2022-23.

Other Revenues

Miscellaneous revenues for 2019-20 are re-estimated at $2.77 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 $400,000 for 2019-20, 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 2022-23 are projected to increase by $40.1 million, or 31.9% over the 2018-19 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 2019-20 Re-Estimate total $180.5 million and include: Salaries & Wages (6.2%), Supplies & Services (5.9%), NTMWD (65.8%), Capital Outlay (<0.1%), and Transfers (22.0%).

Salaries, Wages and Employee Benefits

Salary projections assume no increases in 2020-21, 2021-22 and 2022-23. All years throughout the forecast period assume that the current staffing levels remain constant. The health insurance rate is expected to remain constant throughout the forecast period as Plano's self-funded Insurance Fund currently has a stable fund balance. In addition, TMRS is funded at the fully phased in rate of 17.21%, while other benefit rates are expected to remain constant.

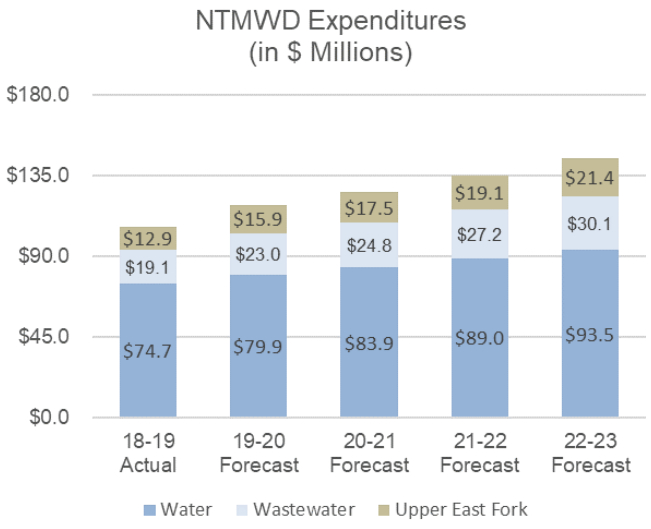
Supplies & Services

Supplies & services costs are projected to increase 2.0% in each year of the forecast based on the Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services. Municipal garage charges are forecast to remain flat for the remainder of the forecast period. 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 2019-20 re-estimated water expenditure is $79.9 million. Future projected increases from the NTMWD for water and sewer service treatment and delivery during the forecast period total $38.3 million, a 35.9% total increase over the 2018-19 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 2019-20, wholesale water rates increased from $0.72 per thousand gallons to $2.99 per thousand. This forecast projects 2020-21 wholesale water costs at $3.14 per thousand gallons, an increase of 5.02% over the current rate. If the rate of $3.14 is adopted by NTMWD in late September 2020, it will represent a cumulative 336% 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 2023, 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 2021-22 and 2022-23 water costs are projected at $3.33 and $3.50 per thousand gallons, representing cost increases of 6.05% and 5.11% respectively.

Wastewater and Industrial Pre-treatment costs are projected to increase by a combined 7.46% in 2020-21, 9.39% for 2021-22 and 10.82% for 2022-23. Upper East Fork Interceptor Wastewater System costs are projected to increase 9.49% in 2020-21, 9.25% in 2021-22 and 11.64% in 2022-23.

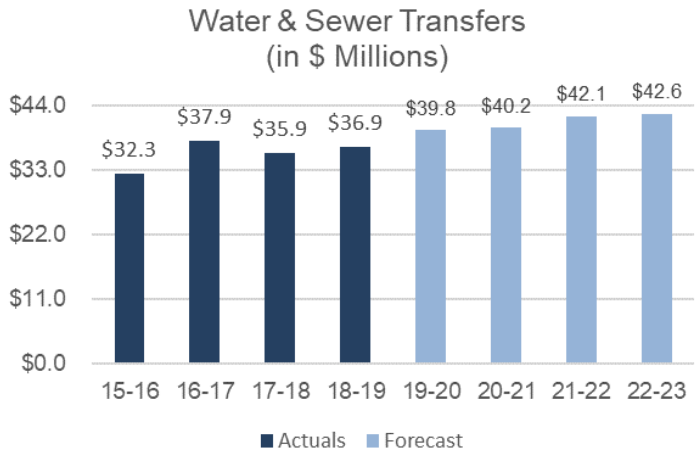
Capital Outlay

Capital outlay is currently re-estimated at $24,600 for 2019-20 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 $5,715,493 or 15.5% over the 2018-19 actual transfers when compared to 2022-23 projected transfers.



Current Reserve Funds total $5.8 million. A $2.25 million transfer was last utilized during 2013-14 to offset the severe decreases in fund revenue during the current drought period. Reserve funds help to stabilize the fund balance and slightly offset rate increases that may be required during periods of drought, or excessive rainfall, and also can help offset escalating costs from the NTMWD. A prior Reserve Fund balance was completely depleted during 2006-07 when those funds were used to offset a sharp water revenue decline caused by a decrease in consumption related to excess rainfall (precipitation) as well as for expenditures related to a catastrophic sewer line failure in the City. Water & Sewer Fund balance fluctuations have been experienced during periods of extreme weather conditions such as the severe drought and excessive rainfalls previously mentioned. By keeping a Reserve, the City has contained and stabilized the rates charged to Plano's water customers.

Water & Sewer transfers to the General Fund for services received are based on a percentage of projected Water and Sewer revenues, indirect cost allocations, and an amount in lieu of property taxes (based on total assets). These factors are reviewed each year during the budget process, and the transfer amount is calculated. The annual transfer to the General Fund for 2019-20 is $17,225,223 and is to increase by 2% per year throughout the forecast. This transfer provides for administrative support of fund operations from Human Resources, Finance, Purchasing, Technology Service and other departments.

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

The transfer to the Risk Management Fund transfer has been projected at $894,450 in 2020-21 through 2022-23 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 not produce enough working capital to meet the goal of 45 days of operating expenses as established by City Council starting in 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 2020-21 water and sewer rates will be discussed during the budget process this summer once the Water & Sewer Rate Model is updated.

SUSTAINABILITY & ENVIRONMENTAL SERVICES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Commercial Franchise	$8,631,271	$9,035,082	$9,118,796	$9,118,796	$9,301,172	$9,487,195	$9,676,939
Residential Collection	14,019,511	14,017,878	14,173,074	14,173,074	14,258,113	14,315,145	14,429,666
Special Refuse Collection	101,121	101,576	104,747	104,747	104,957	105,166	105,587
Recycling	39,271	82,261	0	0	0	0	0
Sale of Compost	2,431,029	2,218,692	2,265,051	2,265,051	2,269,581	2,274,120	2,283,217
Sale of Landscape Bags	17,064	0	0	0	0	0	0
Allied Waste, Inc.	92,919	0	0	0	0	0	0
Tipping Fees	716,323	1,416,848	756,048	1,416,848	1,419,682	1,422,521	1,428,211
Contributions via Utility Billing	7,444	9,155	10,080	10,080	10,100	10,121	10,161
Other	517,507	624,528	491,545	491,545	494,616	499,562	504,558
Construction & Demolition Program	215,000	727,660	310,000	310,000	310,000	310,000	310,000
Total Recurring Revenue	$26,788,460	$28,233,680	$27,229,342	$27,890,142	$28,168,221	$28,423,831	$28,748,340
Recurring Expenditures							
Salaries & Wages	$7,515,084	$7,762,068	$7,918,844	$7,993,255	$7,999,730	$8,005,540	$8,011,350
Supplies & Services	8,515,772	9,557,703	9,265,824	9,848,216	9,324,065	9,507,000	9,693,593
NTMWD	8,604,886	8,444,388	8,725,000	8,650,284	9,040,023	9,175,685	9,313,309
Capital Outlay	785,310	746,324	331,000	331,000	0	0	0
Total Recurring Expenditures	$25,421,052	$26,510,483	$26,240,668	$26,822,755	$26,363,818	$26,688,225	$27,018,252
Transfers Out	2,659,091	2,802,491	2,827,028	2,600,298	2,685,939	2,728,736	2,772,390
Fund Balance - Beginning	**$5,268,641**	**$3,976,958**	**$2,532,892**	**$2,897,664**	**$1,364,752**	**$483,216**	**($509,914)**
Total Recurring Revenue	**$26,788,460**	**$28,233,680**	**$27,229,342**	**$27,890,142**	**$28,168,221**	**$28,423,831**	**$28,748,340**
Total Recurring Expenditures	**$25,421,052**	**$26,510,483**	**$26,240,668**	**$26,822,755**	**$26,363,818**	**$26,688,225**	**$27,018,252**
Less: Transfers Out	**$2,659,091**	**$2,802,491**	**$2,827,028**	**$2,600,298**	**$2,685,939**	**$2,728,736**	**$2,772,390**
Fund Balance - Ending	**$3,976,958**	**$2,897,664**	**$694,538**	**$1,364,752**	**$483,216**	**($509,914)**	**($1,552,216)**
Days of Operation			**10**	**19**	**7**	**(7)**	**(21)**

Sustainability & Environmental Services Fund Forecast

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

Operating Revenue Sources:

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

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

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

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

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

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

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

Sale of Landscape Bags
Proceeds from the sale of boxes of biodegradable refuse bags.

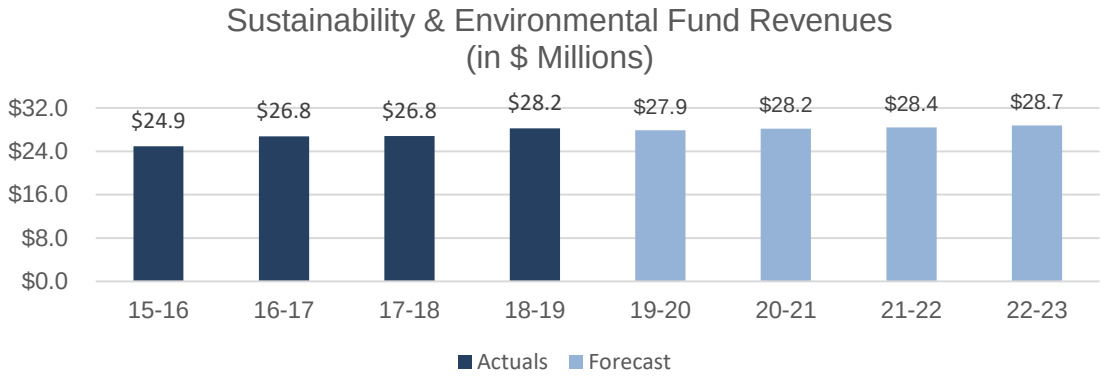
Tipping Fees
Fee charged to commercial landscapers for disposal of yard debris waste.

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

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

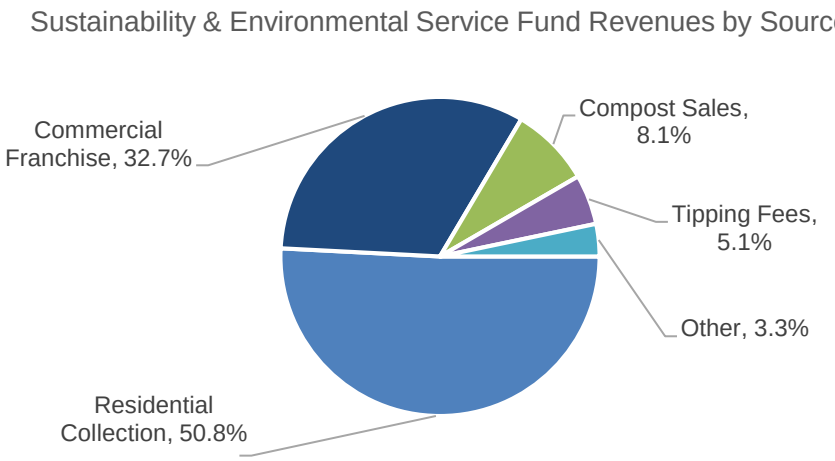
Operating Revenues

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



The graph above shows the historical trends and projections for Sustainability & Environmental Services Fund revenues. Sustainability & Environmental Services would like to propose a rate increase this coming Fiscal Year which is undetermined at this point. 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 2022-23, total Sustainability & Environmental Services Fund revenues are estimated to reach $28.7 million. The major sources that make up the Sustainability & Environmental Services Fund revenues for 2019-20 include: Residential Collection (50.8%), Commercial Franchise (32.7%), Sale of Compost (8.1%), Tipping Fees (5.1%), and Other (3.3%). A description of each source as well as a discussion of the outlook over the next three years follows.

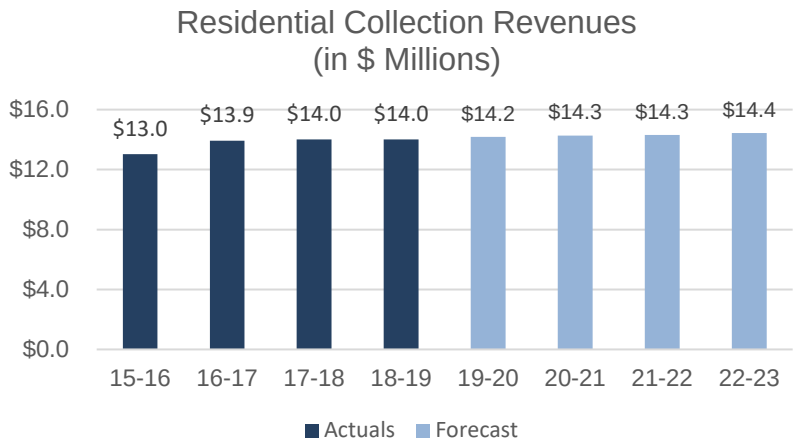


Residential Collection

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.

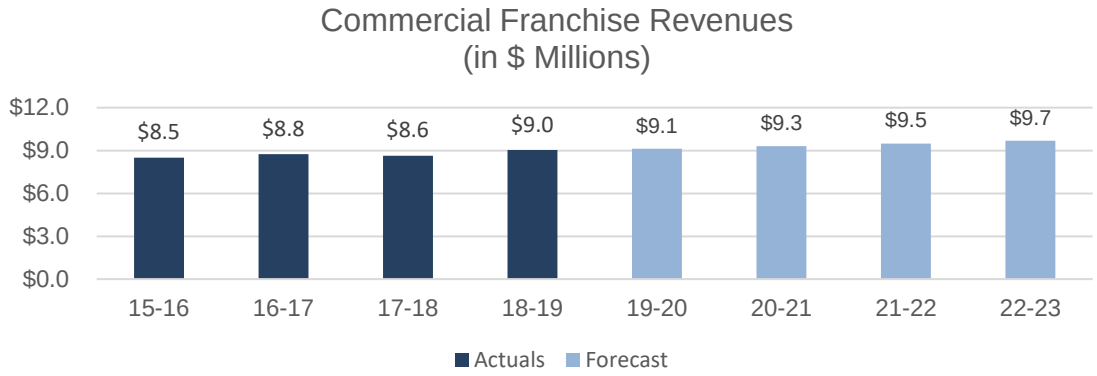
Residential collection revenue is projected to increase 0.5% in 2020-21, 0.4% in 2021-22 and 0.8% in 2022-23. The amounts indicated in the revenue forecast assume a slight increase based on a recommend proposal from Sustainability & Environmental Services to increase the rates this upcoming Fiscal Year.



The graph shows the historical trends and projections for residential collection revenue. By 2022-23, 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 $9.1 million for 2019-20. This revenue source consists of a franchise agreement between the City of Plano and Republic Services, Inc.

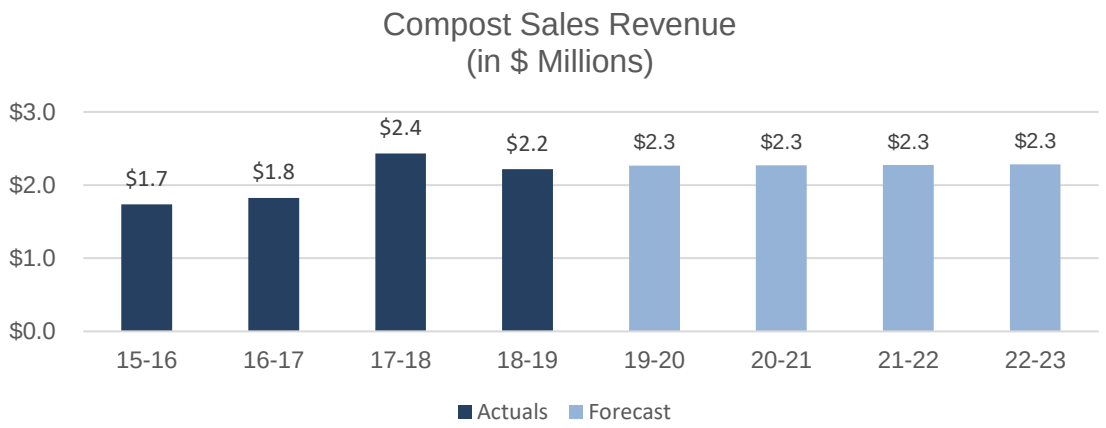


Commercial franchise revenue, based on anticipated direct economic growth, is estimated to increase by 2.0% in 2020-21, 2.0% in 2021-22 and 2.0% in 2022-23. The accompanying graph shows the historical trends and projections for commercial franchise revenue. By 2022-23, this revenue source is estimated to reach $9.7 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.

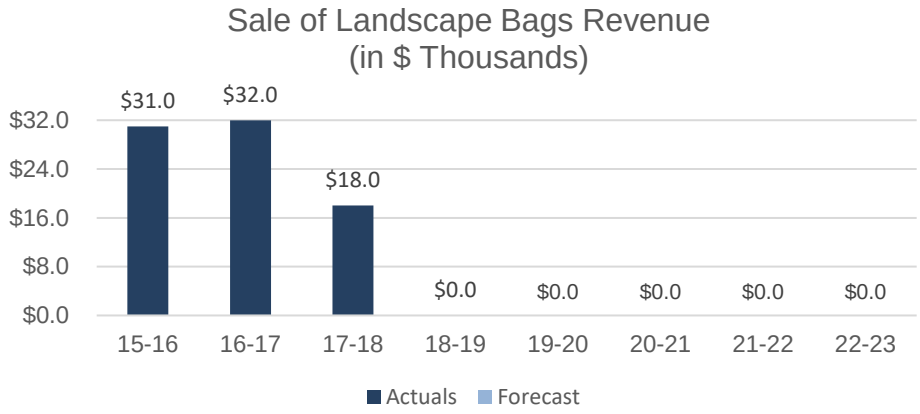
Sale of compost revenue is projected to increase 0.25% in 2020-21 and 0.20% in 2021-22, and 0.40% in 2022-23 based on indirect population-based increases.



The graph above shows the historical trends and projections for sale of compost revenues. By 2022-23, this revenue source is estimated to reach $2,283,217.

Sale of Landscape Bags

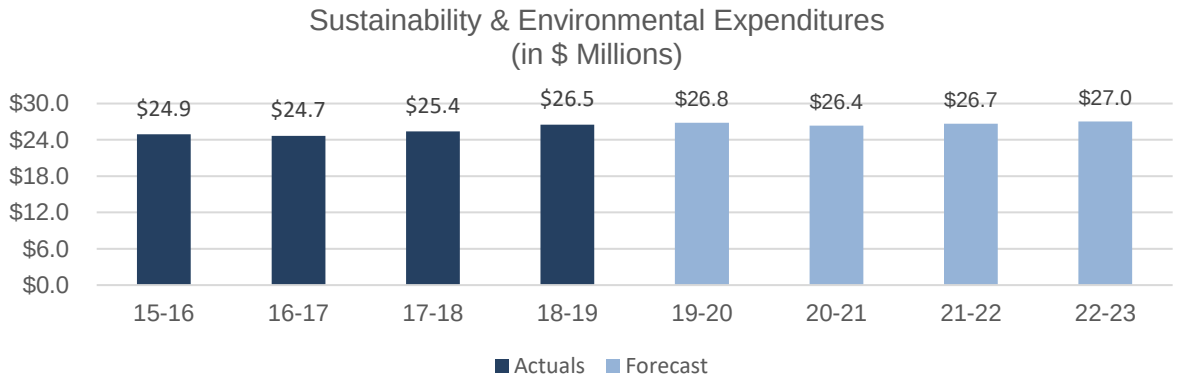
A program closely tied to composting is the sale of landscape waste collection bags.

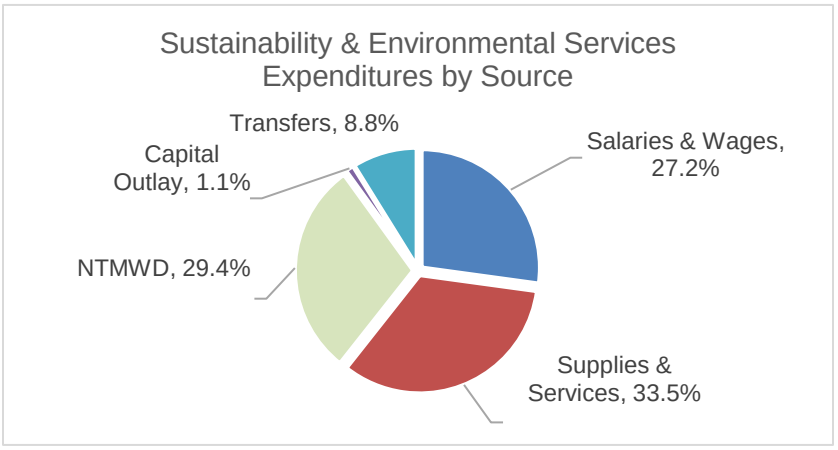


The City received $17,064 in 2017-18 from biodegradable compost and mulch bag sales. Collection vehicles pick these parcels up at each residential waste collection site for use in the compost operation. Landscape bag revenues are currently re-estimated and budgeted at zero dollars due to Inventory Control & Asset Disposal decision to no longer carry the bags so Sustainability discontinued sales for them at this time. 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 below shows the historical trends and projections for the Sustainability & Environmental Services Fund. Expenditure increases can fluctuate from year-to-year mainly due to the contractual commitments and capital outlay expenditures.

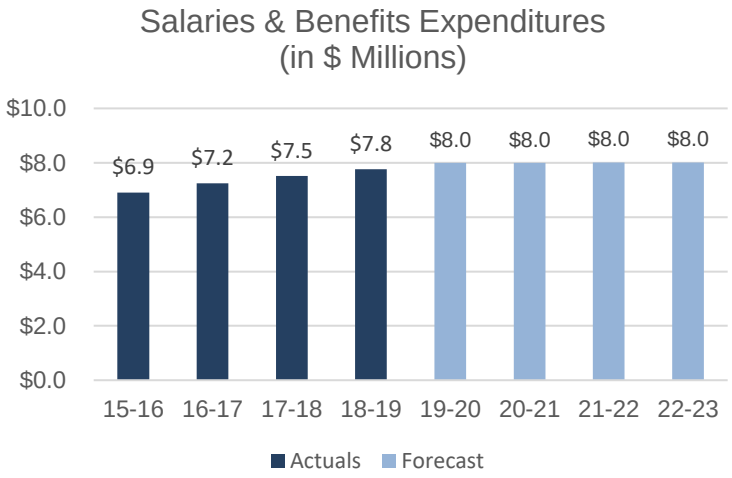




The major expenditures that make up the Sustainability & Environmental Services Fund by category for 2019-20 include: Salaries & Wages (27.2%), Supplies & Services (33.5%), NTMWD (29.4%), Capital Outlay (1.1%), and Transfers (8.8%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.

Salaries, Wages & Employee Benefits

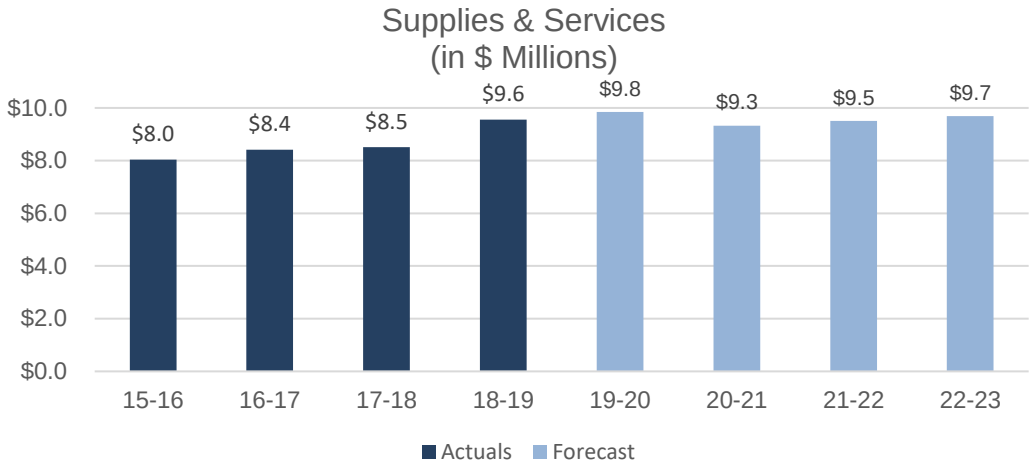
Salary projections include no salary increase throughout the forecast period and assumes that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is funded at the full phased in rate of 17.21%.



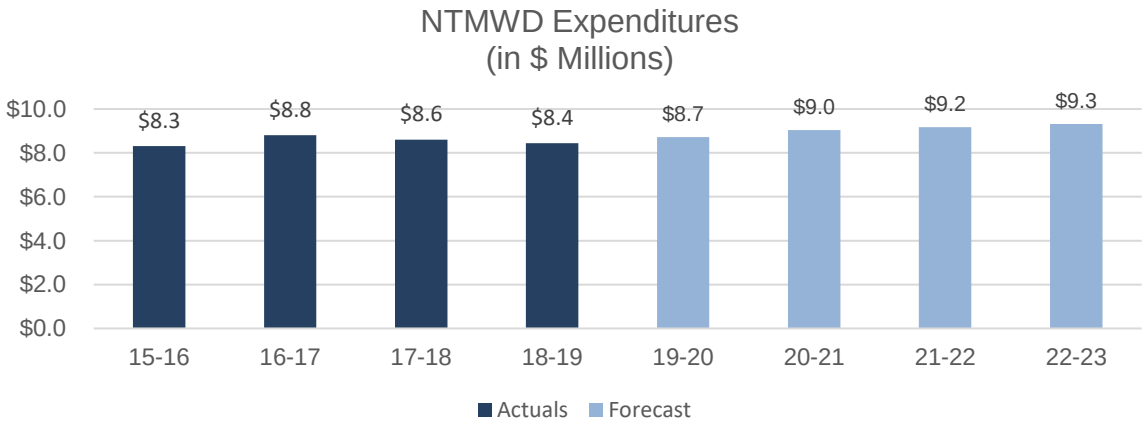
Supplies & Services

Supplies & Services are budgeted with an increase of 2.0% based on the Municipal Cost Index (MCI). Municipal Garage charges are projected to remain flat in 2020-21, 2021-22 and constant in 2022-23.

The following Supplies & Services graph shows historical trends and estimates for supplies & services. By 2022-23, operating expenditures for supplies and services are projected at $9.7 million.



NTMWD landfill contracted expenditures are projected to increase from $8.4 million in 2018-19 to $9.3 million in 2022-23, or a 10.7% increase, based on our latest update from NTMWD.



Capital Outlay

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

Transfers

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

A $60,000 transfer to the Technology Fund is included in each year of the forecast, representative of the fund 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 2020-21 transfer is projected at $486,063 and is projected to remain flat over the forecast period's three years.

Outlook & Analysis

Based on projections in this forecast, the Sustainability & Environmental Services Fund does not produce enough working capital to meet the goal of 15 days of operating expenses as established by City Council throughout the forecast period. A residential rate increase will be discussed during the upcoming 2020-21 budget process.

MUNICIPAL DRAINAGE UTILITY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Residential Class Fees	$3,737,459	$3,684,748	$3,753,757	$3,709,029	$3,727,574	$3,735,029	$3,749,969
Commercial Class Fees	3,830,260	3,851,142	3,846,962	3,876,519	3,895,902	3,903,694	3,919,308
Miscellaneous	50,632	11,364	0	11,412	11,412	11,412	11,412
Interest Income	38,658	176,115	75,000	75,000	75,000	75,000	75,000
Total Recurring Revenue	$7,657,009	$7,723,369	$7,675,719	$7,671,960	$7,709,888	$7,725,135	$7,755,690
Recurring Expenditures							
Salaries & Wages	$1,832,304	$1,794,541	$2,123,873	$2,111,331	$2,136,087	$2,137,796	$2,139,504
Supplies & Services	1,058,676	970,736	1,263,481	1,395,756	1,280,765	1,297,625	1,315,592
Reimbursements	834,391	1,051,960	1,075,949	1,075,949	1,097,468	1,119,417	1,141,806
Capital Outlay	28,570	540	28,100	28,100	0	0	0
Total Recurring Expenditures	$3,753,941	$3,817,777	$4,491,403	$4,611,136	$4,514,320	$4,554,838	$4,596,901
Transfer to General Fund	$528,073	$530,988	$532,050	$748,531	$763,502	$778,772	$794,347
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	2,442,498	2,258,063	2,497,531	2,497,531	2,492,981	2,187,856	2,189,194
Transfers Out	3,490,571	3,309,051	3,549,581	3,766,062	$3,776,483	3,486,628	3,503,541
Fund Balance - Beginning	**$4,228,637**	**$4,641,134**	**$3,376,389**	**$5,237,675**	**$3,249,244**	**$2,668,330**	**$2,351,998**
Total Recurring Revenue	**$7,657,009**	**$7,723,369**	**$7,675,719**	**$7,671,960**	**$7,709,888**	**$7,725,135**	**$7,755,690**
Total Recurring Expenditures	**$3,753,941**	**$3,817,777**	**$4,491,403**	**$4,611,136**	**$4,514,320**	**$4,554,838**	**$4,596,901**
Less: Transfers Out	**$3,490,571**	**$3,309,051**	**$3,549,581**	**$3,766,062**	**$3,776,483**	**$3,486,628**	**$3,503,541**
Less: Est Reserve Requirement				**$1,283,193**			
Fund Balance - Ending	**$4,641,134**	**$5,237,675**	**$3,011,124**	**$3,249,244**	**$2,668,330**	**$2,351,998**	**$2,007,246**
Days of Operation				**257**	**216**	**188**	**159**

Municipal Drainage Fund Forecast

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

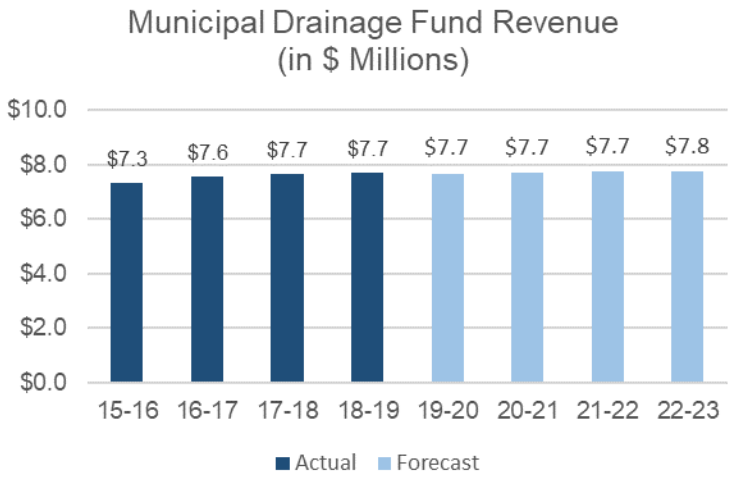
Operating Revenue Sources:

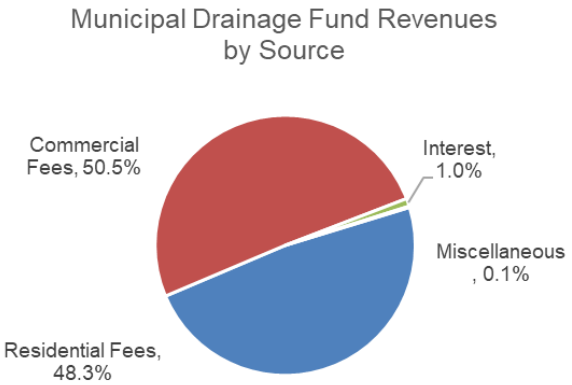
Drainage Fees
Drainage fees are charged to municipal utility customers to provide funding for compliance with the U.S. Environmental Protection Agency's enforcement of the National Pollutant Discharge Elimination System – a program for storm water runoff monitoring and management.

Operating Revenues

Drainage Fees

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





The Community Investment Program for drainage infrastructure projects is expected to progress on a fairly consistent level in the near future. A rate increase will be required in the near future due to the Collin Creek Mall drainage project. The project is estimated to cost between $40 million and $60 million dollars. More information regarding drainage rate increases and the Collin Creek Mall Drainage project will be available in April 2020. No rate increase is included within this forecast.

The graph above shows historical trends and projections for drainage fund revenues, while the graph below shows the re-estimated 2019-20 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 1.1%, between the 2019-20 Re-Estimate and the 2022-23 Projected Budget.

Other

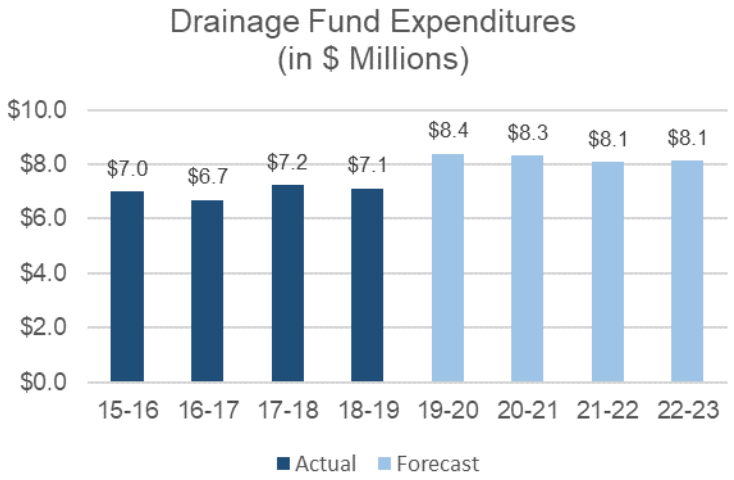
Miscellaneous revenues for 2019-20 are expected to total $86,412. Miscellaneous revenues are comprised of Interest Income as well as fees charged for city staff time supporting private drainage studies. Both of these revenue sources are expected to remain close to their current levels throughout the three years forecast.

Operating Expenditures

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

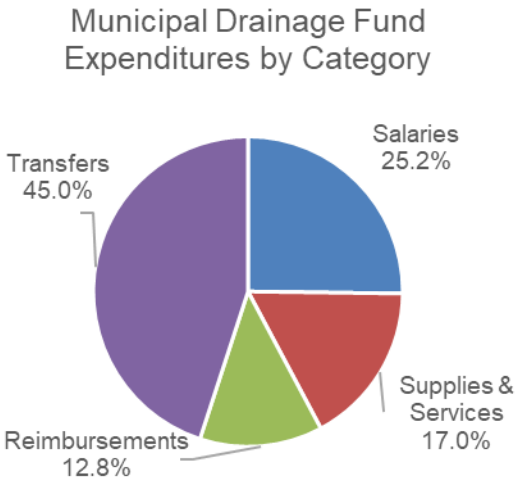
Salaries, Wages and Employee Benefits

Salary projections assume no increases in 2020-21, 2021-22 and 2022-23. All years throughout the forecast period assume that the current staffing levels remain constant. The health insurance rate is expected to remain constant throughout the forecast period as Plano's self-funded Insurance Fund currently has a stable fund balance. In addition, TMRS is funded at the fully phased in rate of 17.21%, while other benefit rates are expected to remain constant.



Supplies & Services

Supplies & services costs are projected to increase 2.0% in each year of the forecast based on the Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services. Municipal garage charges are forecast to 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 projected at $1,075,949 in 2019-20 and then increasing 2.0% per year throughout the forecast.

Capital Outlay

This forecast includes no new capital outlay items in the Municipal Drainage Fund from 2020-21 through 2022-23. As mentioned above, we will be required to replace the drainage culvert at Collin Creek Mall. Details regarding this project will be discussed with City Council in April.

Transfers

The largest transfer from the Municipal Drainage Fund is to the Drainage Debt Service Fund, which pays for the principal and interest on outstanding drainage revenue bonds used to design and construct projects for drainage improvements and erosion control throughout Plano's 72 square miles. Future Municipal Drainage CIP projects are assumed to be funded through revenue bonds in all three years of the forecast period. In total, the Municipal Drainage Fund transfer for principal and interest payments on outstanding and future debt over the three forecast years totals just under $6.8 million.

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

Transfers to the General Fund for services received are based on the recently updated Cost Allocation Plano and currently projected at $748,531 in 2019-20 and then increasing 2.0% per year throughout the forecast. This transfer provides for administrative support of fund operations from Human Resources, Finance, Purchasing, Technology Service and other departments.

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

Outlook & Analysis

It is necessary for the Municipal Drainage Fund to maintain a substantial fund balance due to covenants associated with revenue bonds that were issued for capital drainage projects. This forecast projects that the Municipal Drainage Fund will meet these requirements over the next three years, 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 2020. Finally, redevelopment of the Collin Creek Mall site will entail repairs to drainage culverts beneath the parking lot which was constructed above Collin Creek. Current estimates for this project are between $40 and $60 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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Hotel/Motel Receipts	$9,209,353	$11,474,715	$11,134,026	$10,919,255	$11,537,124	$11,767,866	12,003,224
Plano Event Center Fees	2,705,788	3,402,967	3,270,602	3,111,060	3,173,281	3,236,747	3,301,482
Interest Income	49,645	263,075	100,000	150,000	150,000	150,000	150,000
Other	14,498	6,986	15,000	12,611	15,000	15,000	15,000
Total Recurring Revenue	$11,979,284	$15,147,743	$14,519,628	$14,192,926	$14,875,405	$15,169,613	$15,469,706
Recurring Expenditures							
Salaries & Wages	$3,060,026	$3,298,169	$3,519,002	$3,555,315	$3,648,903	$3,655,551	$3,662,245
Supplies & Services	4,198,169	4,732,135	6,545,721	7,858,396	7,338,316	7,534,782	7,735,178
Support of the Arts	899,999	993,357	1,000,000	998,125	1,500,000	1,500,000	1,500,000
Historic Preservation	735,852	796,130	800,000	800,000	800,000	800,000	800,000
Special Events	218,075	333,082	332,579	332,630	350,000	357,000	364,140
Music Festival	177,010	134,469	185,000	185,000	185,000	185,000	185,000
Capital Outlay	118,360	42,252	20,200	20,200	0	0	0
Total Recurring Expenditures	$9,407,491	$10,329,594	$12,402,502	$13,749,666	$13,822,219	$14,032,333	$14,246,563
Transfers Out	2,031,539	1,965,103	3,000,688	1,803,720	1,822,394	1,841,442	1,860,871
Fund Balance - Beginning	**$5,172,619**	**$5,712,873**	**$4,819,395**	**$8,565,919**	**$7,205,459**	**$6,436,251**	**$5,732,088**
Total Recurring Revenue	**$11,979,284**	**$15,147,743**	**$14,519,628**	**$14,192,926**	**$14,875,405**	**$15,169,613**	**$15,469,706**
Total Recurring Expenditures	**$9,407,491**	**$10,329,594**	**$12,402,502**	**$13,749,666**	**$13,822,219**	**$14,032,333**	**$14,246,563**
Less: Transfers Out	**$2,031,539**	**$1,965,103**	**$3,000,688**	**$1,803,720**	**$1,822,394**	**$1,841,442**	**$1,860,871**
Fund Balance - Ending	**$5,712,873**	**$8,565,919**	**$3,935,833**	**$7,205,459**	**$6,436,251**	**$5,732,088**	**$5,094,360**
Required 30 Day Balance					**$1,136,073**	**$1,153,342**	**$1,170,950**
Days of Operation	**222**	**303**	**116**	**191**	**170**	**149**	**131**

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

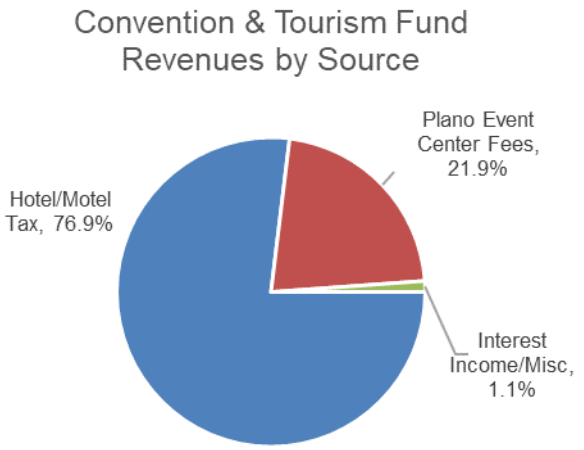
The City of Plano levies a tax upon the cost of occupancy of any sleeping room furnished by a hotel or motel within the city at the rate of 7.0% of the total charge of the room.

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.



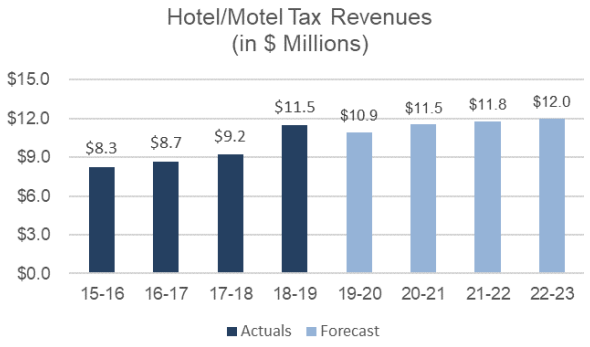
Operating Revenues

The major source of revenues within the Convention & Tourism Fund for 2019-20 include: Hotel/Motel Tax Receipts (76.9%), Plano Event Center Fees (21.9%), and Interest Income/ Miscellaneous (1.1%).

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 300 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.



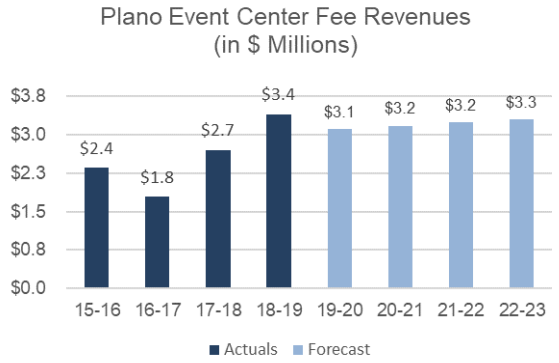
Although we anticipate an increase in hotel rooms available this year and next, we have already witnessed several group cancelations in the North Texas area due to COVID-19 Pandemic. Based on these recent events we have decreased Hotel/Motel

Tax projections. The graph shows historical trends and projections for Hotel/Motel tax receipts. This revenue source is estimated to reach $12 million by 2022-23.

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 decrease to $3.1 million by the end of 2019-20, due to cancelations of events caused by the COVID-19 Pandemic.

The graph shows historical trends and projections for Plano Event Center fees. This revenue source is estimated to reach $3.3 million by 2022-23.

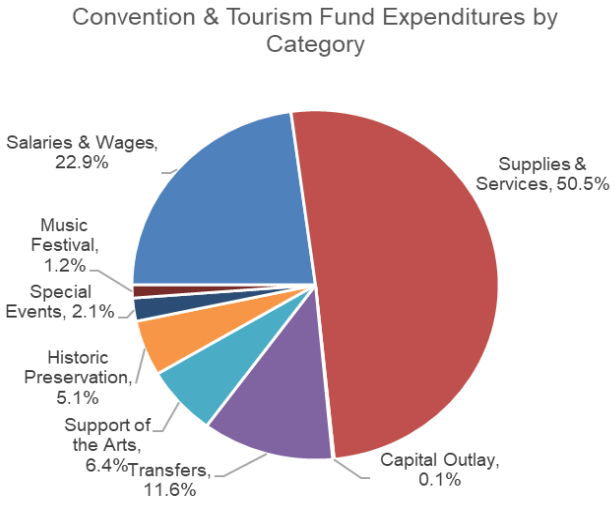


Interest Income/Misc.

Interest Income and Miscellaneous revenues for 2019-20 are expected to total $162,611 ($150,000 and $12,611 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 2019-20 include: Salaries & Wages (22.9%), Supplies & Services (50.5%), Support of the Arts (6.4%), Historic Preservation (5.1%), Special Events (2.1%), Music Festival (1.2%), Capital Outlay (0.1%) and Transfers (11.6%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.



Salaries, Wages and Employee Benefits

Salary projections assume no increases in 2020-21, 2021-22 and 2022-23. All years throughout the forecast period assume that the current staffing levels remain constant. The health insurance rate is expected to remain constant throughout the forecast period as Plano's self-funded Insurance Fund currently has a stable fund balance. In addition, TMRS is funded at the fully phased in rate of 17.21%, while other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services costs are projected to increase 2.0% in each year of the forecast based on the Municipal Cost Index (MCI). The MCI is designed to show the effects of inflation on the cost of providing municipal services. Municipal garage charges are projected to remain constant in 2020-21, 2021-22 and 2022-23. 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 2019-20 are at caps of $1,000,000 and $800,000 respectively. Local arts is projected to increase to $1.5 million and then remain constant over the forecast, whereas historic preservation will remain constant through 2022-23. The increase in funding for the arts will be discussed during the upcoming budget process. 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 for services received are based on the recently updated Cost Allocation Plano and currently projected at $933,270 in 2019-20 and then increasing 2.0% per year throughout the forecast.

A transfer to the Technology Fund in the amount of $20,000 in 2019-20 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 2019-20 transfer amount is $850,000 and will remain constant in 2020-21, 2021-22 and 2022-23. 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 2022-23.

RECREATION REVOLVING

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Recreation Fees	$3,669,943	$4,027,037	$4,231,137	$4,231,137	$4,256,715	$4,265,228	$4,287,289
Contributions	6,202	8,550	9,000	9,000	9,022	9,040	9,076
Interest Income	27,417	100,508	40,000	50,000	50,000	50,000	50,000
Other	52,744	63,894	57,184	57,184	57,327	57,442	57,671
Total Recurring Revenue	$3,756,306	$4,199,989	$4,337,321	$4,347,321	$4,373,063	$4,381,709	$4,404,036
Recurring Expenditures							
Salaries & Wages	$1,340,318	$1,465,755	$1,552,195	$1,595,526	$1,596,467	$1,596,980	$1,597,493
Supplies & Services	2,035,775	2,300,444	2,466,782	2,473,867	2,505,735	2,555,455	2,606,169
Capital Outlay	218,752	500,000	0	0	0	0	0
Total Recurring Expenditures	$3,594,845	$4,266,199	$4,018,977	$4,069,393	$4,102,202	$4,152,435	$4,203,662
Transfers Out	207,646	210,007	440,187	421,270	429,695	438,289	447,055
Fund Balance - Beginning	**$1,221,118**	**$1,174,933**	**$761,619**	**$898,714**	**$755,372**	**$596,537**	**$387,522**
Total Recurring Revenue	**$3,756,306**	**$4,199,989**	**$4,337,321**	**$4,347,321**	**$4,373,063**	**$4,381,709**	**$4,404,036**
Total Recurring Expenditures	**$3,594,845**	**$4,266,199**	**$4,018,977**	**$4,069,393**	**$4,102,202**	**$4,152,435**	**$4,203,662**
Less: Transfers Out	**$207,646**	**$210,007**	**$440,187**	**$421,270**	**$429,695**	**$438,289**	**$447,055**
Fund Balance - Ending	**$1,174,933**	**$898,714**	**$639,776**	**$755,372**	**$596,537**	**$387,522**	**$140,841**
Days of Operation				**68**	**53**	**34**	**12**

Recreation Revolving Fund Forecast

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

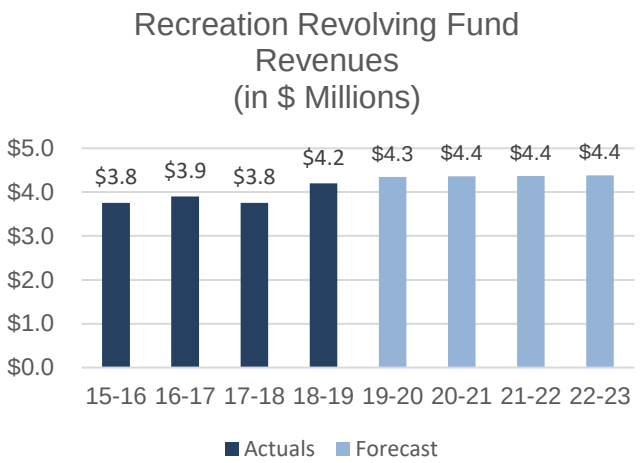
Operating Revenue Sources:

Recreation Fees

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

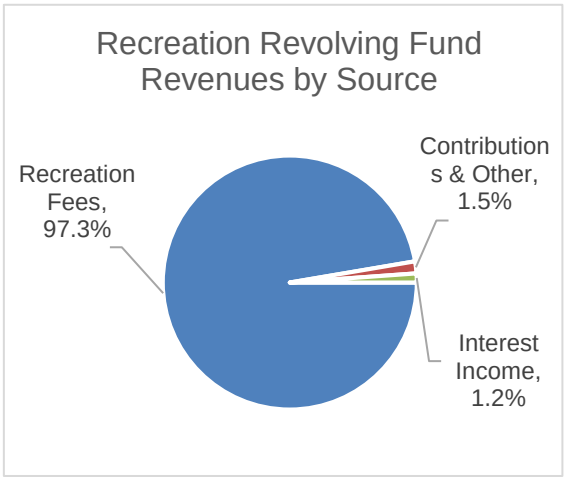
Contributions

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



Operating Revenues

The major sources that make up the Recreation Revolving Fund revenues for 2019-20 include: Recreation Fees (97.3%), Interest Income (1.2%), Contributions and Other (1.5%).



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 remain constant with the original 2019-20 budget and increase slightly during the remaining forecasted years.

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 2022-23, this revenue source is expected to be $4.4 million.

Contributions

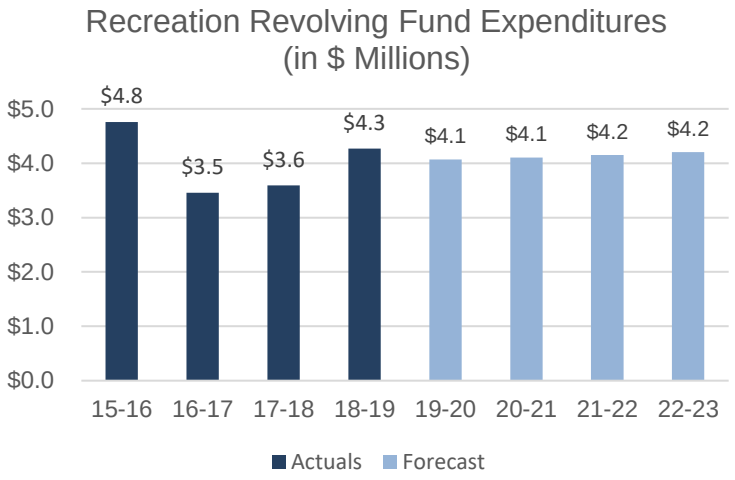
The Recreation Revolving Fund enjoys a dependable flow of contribution revenue from the community. Contributions did reflect a decrease in the previous year but revenue is projected to remain fairly constant, at around $9,000 per year over the three-year forecast period.

Other

Miscellaneous revenues for 2019-20 are re-estimated at $57,184. Interest income is estimated at $50,000 and is projected to remain fairly constant over the three-year forecast period.

Operating Expenditures

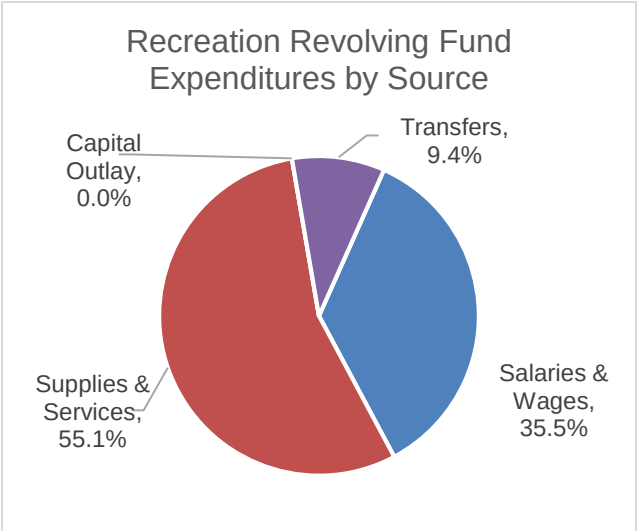
Recreation program expenditures are directly correlated to the fees charged for courses and programs. The graph to the right shows the historical trends and projections for all Recreation Revolving Fund expenditures. Expenditure increases can fluctuate from year-to-year mainly due to one-time expenditures.



The major expenditures that make up the Recreation Revolving Fund by category for 2019-20 include: Salaries & Wages (35.5%), Supplies & Services (55.1%), and Transfers (9.4%).

Salaries, Wages and Employee Benefits

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



Supplies & Services

Supplies & services are budgeted with a 2.0% inflation increase for each year of the three-year forecast, based on the Municipal Cost Index (MCI). Municipal garage charges are projected to remain constant for each year of the three-year forecast.

Capital Outlay

No new capital costs is projected for the 2019-20 re-estimate or the remaining years in this forecast. All discretionary expenditure items will be examined on their individual merit during the budget development process in each year.

Transfers

The transfer to the General Fund for services received are based on the recently updated Cost Allocation Plan and currently projected at $421,270 for 2019-20. 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 2022-23.

GOLF COURSE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Recurring Revenue							
Golf Fees	$889,323	$838,993	$993,843	$953,444	$955,828	$957,739	$961,570
Concessions	57,301	62,514	62,690	64,589	64,750	64,880	65,139
Interest Income	0	0	0	0	0	0	0
Other	31,040	18,101	30,000	20,000	20,000	20,000	20,000
Total Recurring Revenue	$977,664	$919,608	$1,086,532	$1,038,033	$1,040,578	$1,042,619	$1,046,710
Recurring Expenditures							
Salaries & Wages	$635,387	$558,396	$615,782	$600,239	$597,231	$597,687	$598,142
Supplies & Services	323,642	322,621	349,178	352,838	352,394	355,704	359,080
Capital Outlay	0	0	0	0	0	0	0
Total Recurring Expenditures	$959,029	$881,017	$964,960	$953,077	$949,625	$953,391	$957,222
Transfers Out	$50,409	0	0	0	52,029	52,131	52,335
Fund Balance - Beginning	**($6,657)**	**($38,430)**	**($111,858)**	**$161**	**$85,117**	**$124,042**	**$161,139**
Total Recurring Revenue	**$977,664**	**$919,608**	**$1,086,532**	**$1,038,033**	**$1,040,578**	**$1,042,619**	**$1,046,710**
Total Recurring Expenditures	**$959,029**	**$881,017**	**$964,960**	**$953,077**	**$949,625**	**$953,391**	**$957,222**
Less: Transfers Out-Transfers In	**$50,409**	**$0**	**$0**	**$0**	**$52,029**	**$52,131**	**$52,335**
Fund Balance - Ending	**($38,430)**	**$161**	**$9,715**	**$85,117**	**$124,042**	**$161,139**	**$198,291**
Days of Operation				**33**	**48**	**62**	**76**

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.

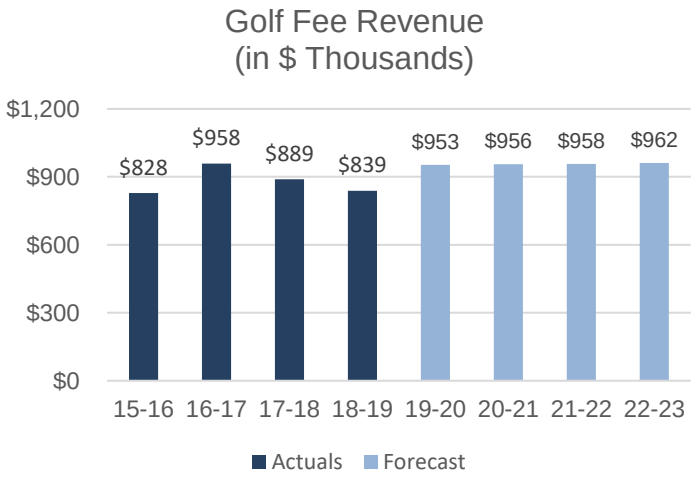
Operating Revenue Sources:

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 2019-20 include: Golf Fees (93.7%) and Concessions & Room Rental Fees (6.3%).

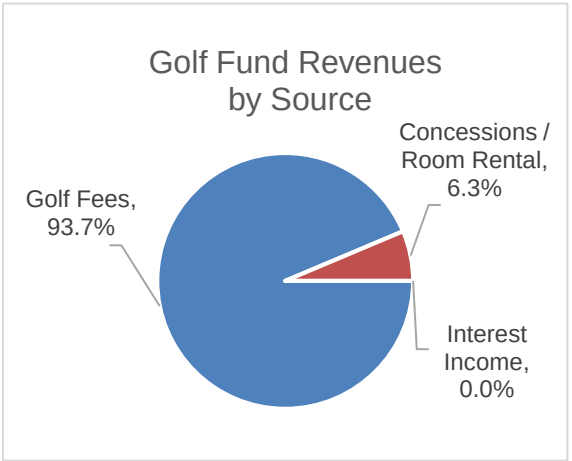


Golf Fees

Golf fees are the Municipal Golf Course Fund's largest revenue source. 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 continue to have had an effect on golf participation. The course has experienced a number of weather-related closures this year, which have had an adverse impact on fee revenues. The course has been closed thirty (30) days through the first five months of FY 2019-20, compared to sixty-one (61) days closed in the same period during the previous year.

Golf fees are projected at $955,828 in 2020-21, then increasing by 0.2% for 2021-22 and 0.4% for 2022-23. 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 2022-23, this revenue source is estimated to reach $961,570.



Concessions & Room Rental Fees

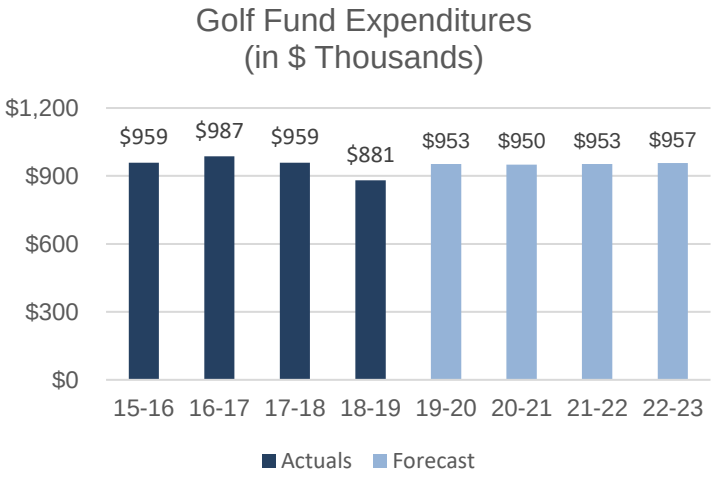
Based on the current agreement with the golf course pro, the City receives concession and room rental fee revenues. Combined concession and room rental fee revenues are projected at $64,589 for the 2019-20 Re-

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

Operating Expenditures

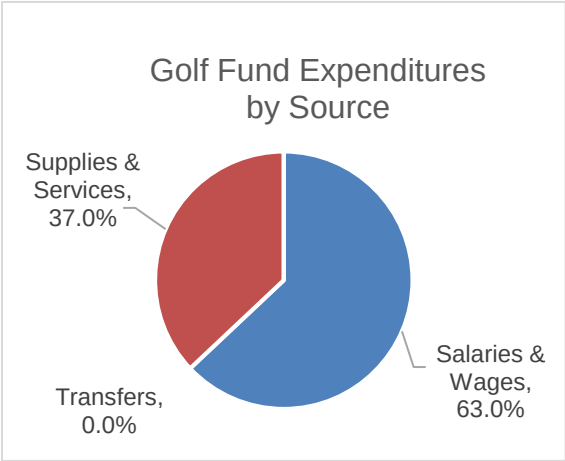
The following graphs show the historical trends and projections for all Municipal Golf Course Fund expenditures. Expenditure increases can fluctuate from year-to-year mainly due to one-time expenditures for capital equipment or extensive repairs.

The major expenditures that make up the Municipal Golf Course Fund by category for 2019-20 include: Salaries & Wages (63.0%) and Supplies & Services (37%). Following is a description of each expenditure category, as well as a discussion of the outlook over the next three years.



Salaries, Wages and Employee Benefits

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



Supplies & Services

Supplies & services are budgeted with a 2.0% inflation increase for each year of the three-year forecast, based on the Municipal Cost Index (MCI). Municipal garage charges are projected to remain constant in 2020-21 through 2022-23. Electric charges are projected to remain flat in 2020-21 and throughout the remaining forecast period.

Capital Outlay

No new capital outlay is projected for the 2019-20 re-estimate or the remaining years in this forecast. All discretionary expenditure items will be examined on their individual merit during the budget development process in each year.

Transfers

The transfer to the General Fund is based on 5.0% of total revenues and will be reinstated in 2020-21. The transfer was suspended during 2018-19 and 2019-20 in order to return the fund to solvency. These transfers compensate the General Fund for expenses related to the administration of the Municipal Golf Course.

Outlook & Analysis

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

CAPITAL MAINTENANCE FUND

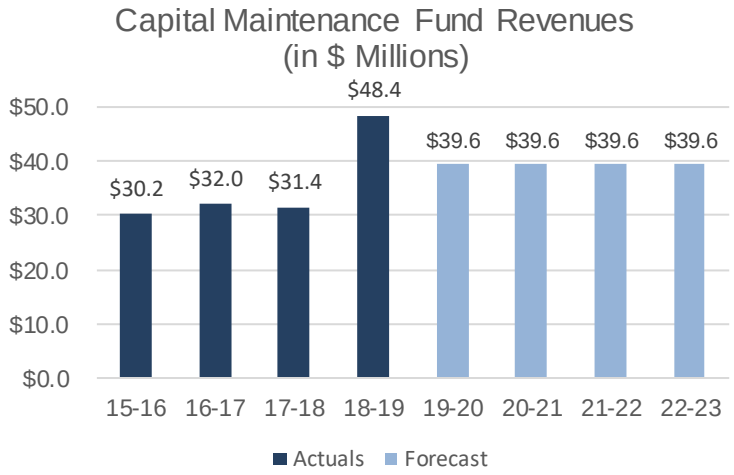
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Fund Revenue							
General Fund Transfer In	$25,869,000	$30,250,549	$35,250,549	$35,250,549	$35,250,549	$35,250,549	$35,250,549
Water & Sewer Transfer In	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Municipal Drainage Transfer In	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Convention & Tourism Transfer In	1,440,000	1,250,000	850,000	850,000	850,000	850,000	850,000
Fund Interest Earnings	412,338	1,694,192	500,000	750,000	750,000	750,000	750,000
Rollback Taxes	775,587	194,215	300,000	200,000	200,000	200,000	200,000
Insurance/Damage Receipts	0	0	0	0	0	0	0
Reimbursement from Collin County	291,929	12,452,047	0	0	0	0	0
Screening Walls & Contributions	81,381	66,063	45,000	45,000	45,000	45,000	45,000
Total Fund Revenue	$31,370,235	$48,407,066	$39,445,549	$39,595,549	$39,595,549	$39,595,549	$39,595,549
Project Expenditures							
Street & Drainage Projects	$25,964,143	$28,770,812	$35,680,000	$33,185,000	$37,129,000	$39,165,000	$41,123,000
Park Renovation Projects	6,460,588	7,197,242	8,532,359	7,734,275	6,457,359	5,050,359	6,735,000
Municipal Facility Projects	9,239,754	5,170,589	8,670,285	8,295,589	6,758,550	3,717,030	6,570,000
Utility & Other Projects	558,830	360,814	666,000	504,636	1,866,000	516,000	516,000
Audit Adjustments	(681,165)	0	0	0	0	0	0
Total Project Expenditures	$41,542,150	$41,499,457	$53,548,644	$49,719,500	$52,210,909	$48,448,389	$54,944,000
Fund Balance - Beginning	**$46,003,756**	**$35,831,841**	**$34,455,424**	**$42,739,449**	**$32,615,498**	**$20,000,138**	**$20,000,000**
Total Fund Revenue	**$31,370,235**	**$48,407,066**	**$39,445,549**	**$39,595,549**	**$39,595,549**	**$39,595,549**	**$39,595,549**
Total Project Expenditures	**$41,542,150**	**$41,499,457**	**$53,548,644**	**$49,719,500**	**$52,210,909**	**$48,448,389**	**$54,944,000**
Fund Balance - Ending	**$35,831,841**	**$42,739,449**	**$20,352,329**	**$32,615,498**	**$20,000,138**	**$11,147,298**	**$4,651,549**
$20.0M Goal for Ending Fund Balance						**$20,000,000**	**$20,000,000**
Add'l Revenues or Project Reductions to meet $20.0M						**$8,852,702**	**$15,348,451**

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 constant throughout the three year forecast.

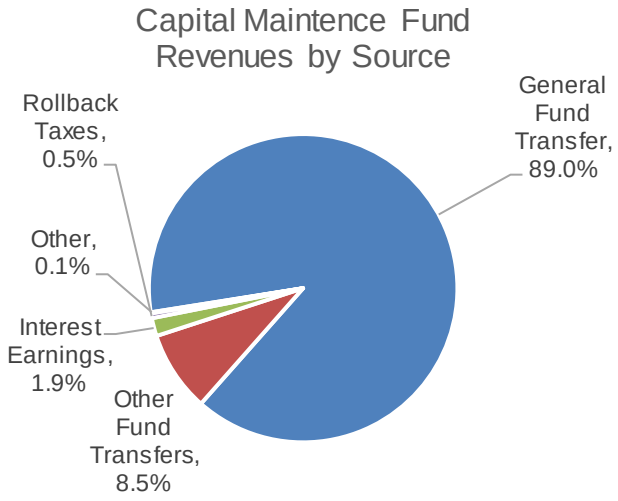


The following graphs show historical trends and projections for Capital Maintenance Fund revenues and re-estimated 2019-20 Revenues by Source.

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 2019-20 Re-Estimate Budget, $35.3 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 89% of current year revenues.

The General Fund Transfer is anticipated to remain constant at $35.3 million in the three year forecast period. The General Fund Transfer will continue to represent 89% 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 to the Capital Maintenance Fund in each of the three years of the forecast for interior and exterior renovation projects at the Plano Event Center.

Interest, Rollback Taxes & Other Revenues

In addition to fund transfers, the Capital Maintenance Fund receives revenues from a few other sources. As with all City of Plano Funds, the Capital Maintenance Fund's assets earn interest on a monthly basis. Interest earnings are anticipated to remain constant at $750,000 in 2020-21, 2021-22 and 2022-23.

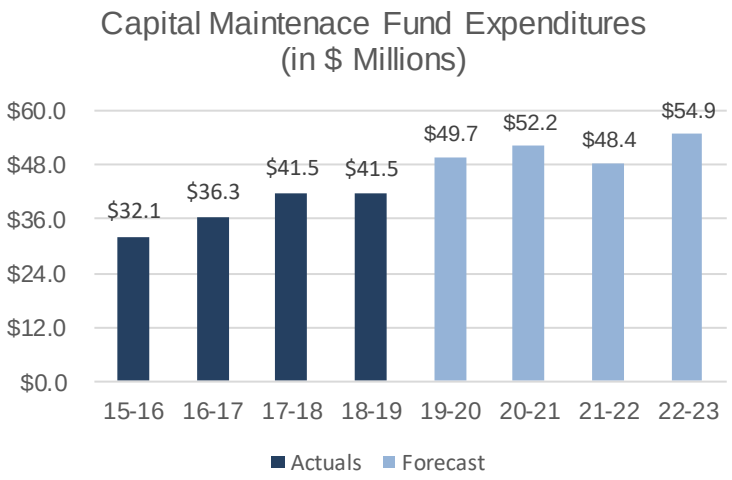
Rollback taxes, which are assessed when agricultural properties are sold to new owners and are no longer used for agricultural purposes, are deposited to the Capital Maintenance Fund under the City of Plano's financial policies. As the number of parcels with agricultural uses dwindles, so does this revenue source – this forecast anticipates rollback tax collections of $200,000 in FY 2020-21, 2021-22 and 2022-23.

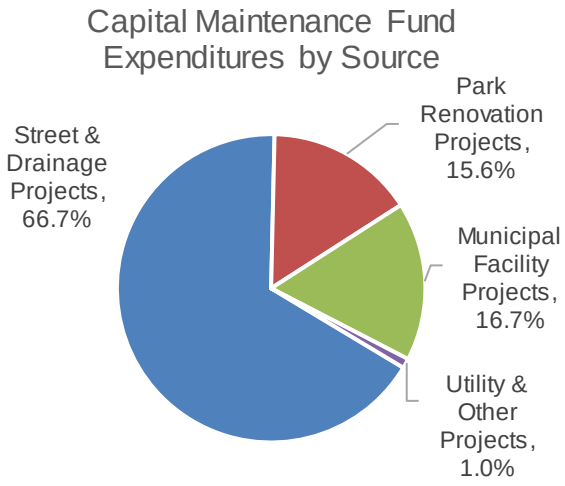
The City of Plano receives payments to maintain screening walls from some subdivisions, with these receipts being deposited to the Capital Maintenance Fund. This source of revenue contributes $45,000 annually in each of the three forecast years.

Project Expenditures

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

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





Street & Drainage Projects

Street and drainage projects make up a majority of the Capital Maintenance Fund's total expenditures. Plano has 1,045 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 2019-20 Community Investment Program (CIP), expenditures for street & drainage projects are expect to increase to $37.1 million in 2020-21, $39.2 million in 2021-22 and $41.1 million in 2022-23.

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 $6.5 million in 2020-21, $5.1 million in 2021-22 and $6.7 million in 2022-23 in the 2019-20 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 2019-20 CIP, expenditures for municipal facilities are expected to total $6.8 million in 2020-21, $3.7 million in 2021-22 and $6.6 million in 2022-23.

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 2020-21 and $516,000 in both 2021-22 and 2022-23.

Outlook & Analysis

This forecast projects that the Capital Maintenance Fund will have an ending fund balance of $20.0 million in FY 2020-21, but will drop below that desired amount in the 2021-22 and 2022-23 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 2017-18	Actuals 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
BEGINNING BALANCES							
Operating Funds:							
General Fund	$51,635,123	$52,213,524	$42,612,028	$58,680,053	$35,597,520	-16.5%	-39.3%
Water & Sewer Fund	23,418,929	35,236,651	25,592,177	39,267,803	32,868,216	28.4%	-16.3%
Sustainability & Env. Svc. Fund	5,268,641	3,976,958	2,532,892	2,897,664	1,364,753	-46.1%	-52.9%
Convention & Tourism Fund	5,172,619	5,712,873	4,819,395	8,565,919	7,205,459	49.5%	-15.9%
Municipal Drainage Utility Fund	4,228,637	4,641,134	3,376,389	5,237,675	3,249,244	-3.8%	-38.0%
Recreation Revolving Fund	1,221,118	1,174,933	761,619	898,714	755,372	-0.8%	-15.9%
Municipal Golf Course Fund	(6,657)	(38,430)	(111,858)	161	85,117	-176.1%	52767.7%
PTV Fund	1,738,793	1,880,193	1,166,861	2,163,172	1,444,868	23.8%	-33.2%
TOTAL OPERATING FUNDS	$92,677,203	$104,797,836	$80,749,503	$117,711,161	$82,570,548	2.3%	-29.9%
Debt Service Funds:							
General Obligation	$4,440,933	$6,571,577	$5,261,612	$5,548,057	$5,455,393	3.7%	-1.7%
Water & Sewer Debt	805,916	822,101	832,101	854,652	864,652	3.9%	1.2%
TOTAL DEBT SERVICE FUNDS	$5,246,849	$7,393,678	$6,093,712	$6,402,709	$6,320,045	3.7%	-1.3%
TOTAL BEGINNING BALANCES	$97,924,052	$112,191,514	$86,843,216	$124,113,870	$88,890,593	2.4%	-28.4%
REVENUES & TRANSFERS IN							
Operating Funds:							
General Fund	$300,147,696	$319,313,071	$314,512,227	$314,451,740	$320,754,822	2.0%	2.0%
Water & Sewer Fund	169,018,937	166,530,740	171,813,253	174,142,188	179,107,517	4.2%	2.9%
Sustainability & Env. Svc. Fund	26,788,460	28,235,313	27,229,342	27,890,142	28,168,221	3.4%	1.0%
Convention & Tourism Fund	11,979,284	15,147,743	14,519,628	14,192,926	14,875,405	2.5%	4.8%
Municipal Drainage Utility Fund	7,657,009	7,723,369	7,675,719	7,671,960	7,709,888	0.4%	0.5%
HUD Grant Fund	1,494,306	1,614,871	1,974,824	1,974,824	1,974,824	0.0%	0.0%
Recreation Revolving Fund	3,756,306	4,199,989	4,337,321	4,347,321	4,373,063	0.8%	0.6%
Municipal Golf Course Fund	977,664	919,609	1,086,532	1,038,033	1,040,578	-4.2%	0.2%
PTV Fund	1,251,530	1,283,838	1,194,381	1,205,736	1,172,474	-1.8%	-2.8%
TOTAL OPERATING FUNDS	$523,071,192	$544,968,543	$544,343,227	$546,914,869	$559,176,792	2.7%	2.2%
Debt Service Funds:							
General Obligation	$45,545,947	$47,188,836	$49,426,477	$48,488,629	$50,862,666	2.9%	4.9%
Water & Sewer Debt	1,842,626	3,308,621	3,277,700	3,277,700	3,282,000	0.1%	0.1%
TOTAL DEBT SERVICE FUNDS	$47,388,573	$50,497,457	$52,704,177	$51,766,329	$54,144,666	2.7%	4.6%
TOTAL REVENUE & TRANSFERS IN	$570,459,765	$595,466,000	$597,047,404	$598,681,198	$613,321,459	2.7%	2.4%
Less: Interfund Transfers	21,493,217	21,204,854	22,265,023	21,926,661	22,307,782	0.2%	1.7%
NET BUDGET REVENUE	$548,966,548	$574,261,146	$574,782,381	$576,754,537	$591,013,677	2.8%	2.5%
TOTAL AVAILABLE FUNDS	$646,890,600	$686,452,660	$661,625,597	$700,868,407	$679,904,270	2.8%	-3.0%
APPROPRIATIONS & TRANSFERS OUT							
Operations:							
General Fund	$299,569,295	$312,846,542	$333,973,522	$337,534,273	$333,466,424	-0.2%	-1.2%
Water & Sewer Fund	157,201,215	162,499,588	176,001,801	180,541,776	186,652,545	6.1%	3.4%
Sustainability & Env. Svc. Fund	28,080,143	29,314,607	29,067,696	29,423,053	29,049,757	-0.1%	-1.3%
Convention & Tourism Fund	11,439,030	12,294,697	15,403,190	15,553,386	15,644,613	1.6%	0.6%
Municipal Drainage Utility Fund	7,244,512	7,126,828	8,040,984	8,377,198	8,290,802	3.1%	-1.0%
HUD Grant Fund	1,494,306	1,614,871	1,974,824	1,974,824	1,974,824	0.0%	0.0%
Recreation Revolving Fund	3,802,491	4,476,206	4,459,164	4,490,663	4,531,898	1.6%	0.9%
Municipal Golf Course Fund	1,009,438	881,017	964,960	953,077	1,001,654	3.8%	5.1%
PTV Fund	1,110,130	1,000,859	1,846,929	1,924,040	1,977,881	7.1%	2.8%
TOTAL OPERATIONS	$510,950,560	$532,055,215	$571,733,070	$580,772,290	$582,590,398	1.9%	0.3%
Debt Service Funds:							
General Obligation	$43,415,303	$48,212,356	$48,643,108	$48,581,293	$53,492,176	10.0%	10.1%
Water & Sewer Debt	1,826,442	3,276,070	3,267,700	3,267,700	3,273,500	0.2%	0.2%
TOTAL DEBT SERVICE FUNDS	$45,241,745	$51,488,426	$51,910,808	$51,848,993	$56,765,676	9.4%	9.5%
TOTAL APPROPRIATIONS & TRANSFERS OUT	$556,192,305	$583,543,641	$623,643,879	$632,621,283	$639,356,074	2.5%	1.1%
Less: Interfund Transfers	21,493,217	21,204,854	22,265,023	21,926,661	22,307,782	0.2%	1.7%
NET BUDGET APPROPRIATIONS	$534,699,088	$562,338,787	$601,378,855	$610,694,622	$617,048,292	2.6%	1.0%

ENDING BALANCES							
Operating Funds:							
General Fund	$52,213,524	$58,680,053	$23,150,733	$35,597,520	$22,885,918	*-1.1%*	*-35.7%*
Water & Sewer Fund	35,236,651	39,267,803	21,403,629	32,868,216	25,323,187	*18.3%*	*-23.0%*
Sustainability & Env. Svc. Fund	3,976,958	2,897,664	694,538	1,364,753	483,217	*-30.4%*	*-64.6%*
Convention & Tourism Fund	5,712,873	8,565,919	3,935,833	7,205,459	6,436,251	*63.5%*	*-10.7%*
Municipal Drainage Utility Fund	4,641,134	5,237,675	3,011,124	4,532,437	2,668,330	*-11.4%*	*-41.1%*
Recreation Revolving Fund	1,174,933	898,714	639,776	755,372	596,537	*-6.8%*	*-21.0%*
Municipal Golf Course Fund	(38,430)	161	9,715	85,117	124,042	*1176.8%*	*45.7%*
PTV Fund	1,880,193	2,163,172	514,313	1,444,868	639,460	*24.3%*	*-55.7%*
TOTAL OPERATING FUNDS	$104,797,836	$117,711,161	$53,359,660	$83,853,741	$59,156,942	*10.9%*	*-29.5%*
Debt Service Funds:							
General Obligation	$6,571,577	$5,548,057	$6,044,980	$5,455,393	$2,825,883	*-53.3%*	*-48.2%*
Water & Sewer Debt	822,101	854,652	842,101	864,652	873,152	*3.7%*	*1.0%*
TOTAL DEBT SERVICE FUNDS	$7,393,678	$6,402,709	$6,887,081	$6,320,045	$3,699,035	*-46.3%*	*-41.5%*
TOTAL ENDING BALANCES	$112,191,514	$124,113,870	$60,246,741	$90,173,786	$62,855,977	*4.3%*	*-30.3%*
TOTAL APPROPRIATIONS & ENDING BALANCES	$646,890,602	$686,452,657	$661,625,597	$700,868,408	$679,904,270	*2.8%*	*-3.0%*

GENERAL FUND

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
UNAPPROPRIATED FUND BALANCE	**$51,635,123**	**$52,213,524**	**$42,612,028**	**$53,423,541**	**$35,597,520**	***-16.5%***	***-39.3%***
Encumbrance Adjustment				5,256,512			
Revenues							
Taxes	$220,989,088	$234,812,567	$235,869,298	$234,576,487	$240,424,702	*1.9%*	*2.5%*
Franchise Fees	24,354,134	23,330,387	21,197,461	20,681,597	20,554,728	*-3.0%*	*-0.6%*
Fines & Forfeits	6,304,020	6,480,503	6,120,395	6,386,724	6,418,507	*4.9%*	*0.5%*
Miscellaneous Revenue	2,693,535	5,501,534	3,339,852	3,939,852	3,966,910	*18.8%*	*0.7%*
Licenses & Permits	9,521,069	8,794,102	9,378,993	9,470,166	9,477,329	*1.0%*	*0.1%*
Charges for Services	13,765,830	17,684,251	14,808,376	15,937,423	16,036,131	*8.3%*	*0.6%*
Intergovernmental Revenue	1,526,803	2,004,873	2,032,830	2,032,830	2,068,735	*1.8%*	*1.8%*
Subtotal Revenues	$279,154,479	$298,608,217	$292,747,204	$293,025,079	$298,947,040	*2.1%*	*2.0%*
Intragovernmental Transfers	20,993,217	20,704,854	21,765,023	21,426,661	21,807,782	*0.2%*	*1.8%*
TOTAL REVENUES & TRANSFERS	$300,147,696	$319,313,071	$314,512,227	$314,451,740	$320,754,822	*2.0%*	*2.0%*
TOTAL RESOURCES	$351,782,819	$371,526,595	$357,124,255	$373,131,793	$356,352,342	*-0.2%*	*-4.5%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$196,353,984	$205,714,437	$214,185,843	$213,306,807	$214,375,699	*0.1%*	*0.5%*
Materials & Supplies	8,160,681	9,274,730	9,686,881	10,839,479	9,380,619	*-3.2%*	*-13.5%*
Contractual	53,608,384	52,984,259	59,647,424	61,443,924	59,505,056	*-0.2%*	*-3.2%*
Community Services Agencies	550,000	562,780	569,400	569,400	575,600	*1.1%*	*1.1%*
Sundry	1,162,170	1,553,708	1,456,900	1,859,436	1,486,038	*2.0%*	*-20.1%*
CIP Coming On-Line	0	0	0	0	1,125,436	*0.0%*	*0.0%*
Reimbursements	(3,861,807)	(4,639,390)	(4,665,903)	(4,665,903)	(4,759,221)	*2.0%*	*2.0%*
Subtotal	$255,973,412	$265,450,524	$280,880,545	$283,353,143	$281,689,226	*0.3%*	*-0.6%*
Capital Outlay	3,599,793	2,164,976	867,600	1,755,753	0	*-100.0%*	*-100.0%*
TOTAL OPERATIONS	$259,573,205	$267,615,500	$281,748,145	$285,108,896	$281,689,226	*0.0%*	*-1.2%*
Capital Maintenance Fund	$25,869,000	$30,250,549	$35,250,549	$35,250,549	$35,250,549	*0.0%*	*0.0%*
Risk Management Fund	4,647,411	4,771,520	4,800,000	5,000,000	5,000,000	*4.2%*	*0.0%*
Technology Fund	1,000,000	1,000,000	2,000,000	2,000,000	1,000,000	*-50.0%*	*-50.0%*
TS Replacement Fund	500,000	500,000	1,000,000	1,000,000	1,000,000	*0.0%*	*0.0%*
PTV Fund	250,000	250,000	250,000	250,000	250,000	*0.0%*	*0.0%*
Economic Development Incentive	7,729,679	8,458,973	8,924,828	8,924,828	9,276,649	*3.9%*	*3.9%*
TOTAL TRANSFERS	$39,996,090	$45,231,042	$52,225,377	$52,425,377	$51,777,198	*-0.9%*	*-1.2%*
TOTAL APPROPRIATIONS	$299,569,295	$312,846,542	$333,973,522	$337,534,273	$333,466,424	*-0.2%*	*-1.2%*
UNAPPROPRIATED FUND	$52,213,524	$58,680,053	$23,150,733	$35,597,520	$22,885,918	*-1.1%*	*-35.7%*
Days of Operation					30		

GENERAL FUND REVENUE BY SOURCE

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
SOURCE OF INCOME							
Taxes							
Ad Valorem Taxes:							
Current	$132,366,014	$143,760,694	$145,043,456	$145,505,142	$150,507,244	3.8%	3.4%
Delinquent	143,137	(161,972)	1,519,925	1,019,925	1,579,841	3.9%	54.9%
Penalty & Interest	465,592	458,623	759,963	509,963	789,921	3.9%	54.9%
Sales Tax	85,592,104	88,231,063	86,072,232	85,000,000	85,000,000	-1.2%	0.0%
Mixed Drink Tax	2,322,487	2,402,680	2,357,648	2,419,978	2,426,028	2.9%	0.2%
Bingo Gross Receipts Tax	67,392	75,546	70,141	75,546	75,735	8.0%	0.2%
Excess Proceeds on Taxes	32,362	45,933	45,933	45,933	45,933	0.0%	0.0%
TOTAL TAXES	$220,989,088	$234,812,567	$235,869,298	$234,576,487	$240,424,702	1.9%	2.5%
Franchise Fees							
Electrical Franchise	$13,419,319	$12,217,535	$12,183,931	$12,183,931	$12,183,931	0.0%	0.0%
Telephone Franchise	4,027,144	3,758,430	2,107,635	2,107,635	2,061,528	-2.2%	-2.2%
Fiber Optics Franchise	80,484	56,351	56,351	56,445	56,445	0.2%	0.0%
Gas Franchise	3,156,302	3,796,830	3,619,046	3,103,088	3,103,088	-14.3%	0.0%
Cable TV Franchise	3,670,885	3,501,241	3,230,498	3,230,498	3,149,736	-2.5%	-2.5%
TOTAL FRANCHISE FEES	$24,354,134	$23,330,387	$21,197,461	$20,681,597	$20,554,728	-3.0%	-0.6%
Fines & Forfeits							
Municipal Court	$6,151,858	$6,417,186	$6,060,000	$6,326,329	$6,357,961	4.9%	0.5%
Library Fines	152,162	63,317	60,395	60,395	60,546	100.0%	0.2%
TOTAL FINES & FORFEITS	$6,304,020	$6,480,503	$6,120,395	$6,386,724	$6,418,507	4.9%	0.5%
Miscellaneous Revenue							
Interest Earnings	$890,026	$3,558,767	$1,400,000	$2,000,000	$2,000,000	42.9%	0.0%
Sale/Rental of Property	514,615	502,580	542,958	542,958	542,958	0.0%	0.0%
Insurance Collections	649,063	624,970	676,439	676,439	703,497	4.0%	4.0%
Sundry	639,831	815,217	720,455	720,455	720,455	0.0%	0.0%
TOTAL MISCELLANEOUS REVENUE	$2,693,535	$5,501,534	$3,339,852	$3,939,852	$3,966,910	18.8%	0.7%
Licenses and Permits							
Food Handlers Permits	$757,760	$764,595	$801,788	$801,788	$803,792	0.2%	0.2%
Land / Burning / Liquid Waste	28,255	20,400	26,297	21,225	21,278	-19.1%	0.3%
Grease Trap Permits	52,000	76,323	20,491	20,491	20,542	0.2%	0.2%
Fire Inspection Fees	299,765	308,955	301,256	322,960	322,960	7.2%	0.0%
Rental Registration Fees	330,930	337,410	338,060	338,060	338,905	0.2%	0.2%
Animal Licenses	119,457	118,805	125,960	120,960	121,262	-3.7%	0.2%
Restaurant Plan Review	42,900	32,250	34,419	34,419	34,505	0.3%	0.3%
Alarm Permits	1,347,645	1,451,008	1,458,008	1,458,008	1,461,653	0.3%	0.3%
Filing Fees	460,923	338,620	347,443	304,280	304,280	-12.4%	0.0%
Fire Protection Plan Review	321,542	300,996	327,928	327,928	327,928	0.0%	0.0%
Building Permits	4,492,462	3,724,380	4,386,544	4,386,544	4,386,544	0.0%	0.0%
Electrical Permits	125,254	127,719	121,864	141,621	141,621	16.2%	0.0%
Plumbing Permits	333,371	342,416	315,124	350,000	350,000	11.1%	0.0%
Heating & A/C Permits	164,842	177,427	165,586	180,320	180,320	8.9%	0.0%
Fence Permits	39,335	42,132	35,762	46,029	46,029	28.7%	0.0%
Swimming Pool Permits	36,209	27,888	30,000	35,208	35,208	17.4%	0.0%
Pool Inspection	66,150	88,830	85,552	70,081	70,256	-17.9%	0.2%
Irrigation Permits	47,168	44,763	40,417	39,228	39,228	-2.9%	0.0%
Day Laborer Fees	14,188	12,088	12,291	11,416	11,416	-7.1%	0.0%
Sign Permits	121,864	150,803	116,516	150,000	150,000	28.7%	0.0%
Reoccupancy Permits	149,010	132,030	135,481	134,600	134,600	-0.7%	0.0%
Misc. Licenses & Permits	170,039	174,264	152,205	175,000	175,000	15.0%	0.0%
TOTAL LICENSES & PERMITS	$9,521,069	$8,794,102	$9,378,993	$9,470,166	$9,477,329	1.0%	0.1%
Fees & Service Charges							
Animal Pound & Adoption Fee	$256,668	$272,868	$263,402	$278,921	$279,618	6.2%	0.2%
Ambulance Service	5,034,277	5,713,744	4,984,994	5,218,316	5,231,362	4.9%	0.3%
False Alarm Response	263,793	257,441	268,784	268,784	269,456	0.2%	0.2%
Emergency 911	890,464	790,304	820,657	820,657	822,709	0.2%	0.2%
Contractor Registration Fee	208,496	200,923	197,735	194,701	194,701	-1.5%	0.0%
Engineering Inspection Fee	337,809	600,557	340,000	300,000	300,000	-11.8%	0.0%
Residential Building Plan Review	79,938	54,520	64,600	70,000	70,000	8.4%	0.0%
Reinspection Fee	87,150	82,850	85,400	74,805	74,805	-12.4%	0.0%
File Searches	50,926	58,881	54,798	60,259	60,410	10.2%	0.2%
Same Day Inspection Fee	74,085	71,460	72,035	72,035	72,035	0.0%	0.0%
Convenience Copiers	10,974	10,798	10,842	10,842	10,869	0.2%	0.2%
Lease Fees	161,127	114,370	150,000	150,000	150,000	0.0%	0.0%
Recreation User Fee	665,349	986,243	853,793	951,587	953,966	11.7%	0.2%
Recreation Rental Fee	338,876	350,721	350,574	350,574	351,450	0.2%	0.2%
Swimming Fees	1,042,803	1,151,296	1,148,727	1,148,727	1,151,599	0.2%	0.2%
Recreation Membership Card Fee	2,105,208	4,606,842	2,774,820	3,600,000	3,600,000	29.7%	0.0%

Tennis Center Fee	331,569	264,178	253,449	253,449	254,083	*0.2%*	*0.2%*
Food Manager/Handler Training	1,150	800	1,002	1,002	1,005	*0.3%*	*0.3%*
Tree Trimming Assessments	154,486	138,921	155,797	155,797	156,186	*0.2%*	*0.2%*
Child Safety Fees	109,240	105,589	103,512	103,512	103,771	*0.2%*	*0.2%*
Sundry	1,561,442	1,850,945	1,853,455	1,853,455	1,928,107	*4.0%*	*4.0%*
TOTAL FEES & SVC CHARGES	$13,765,830	$17,684,251	$14,808,376	$15,937,423	$16,036,131	*8.3%*	*0.6%*
Intergovernmental Revenue -							
FISD School Resource Officer	113,320	67,668	69,012	69,012	70,392	*2.0%*	*2.0%*
PISD School Resource Officers	1,129,820	1,688,176	1,726,224	1,726,224	1,760,748	*2.0%*	*2.0%*
Plano-Richardson Trng. Ctr. / Misc.	283,663	249,029	237,594	237,594	237,594	*0.0%*	*0.0%*
TOTAL INTERGOVT'L REVENUE	$1,526,803	$2,004,873	$2,032,830	$2,032,830	$2,068,735	*1.8%*	*1.8%*
TOTAL REVENUE	$279,154,479	$298,608,217	$292,747,204	$293,025,079	$298,947,040	*2.1%*	*2.0%*
Intragovernmental Transfers							
Intra-Fund Transfers From:							
Water & Sewer Fund	$17,388,959	$16,917,188	$17,421,787	$17,225,223	$17,470,286	*0.3%*	*1.4%*
Sustain. & Environ. Services Fund	2,239,325	2,340,311	2,340,311	2,097,917	2,139,875	*-8.6%*	*2.0%*
Recreation Revolving Fund	207,646	210,007	440,187	421,270	429,695	*-2.4%*	*2.0%*
Golf Course Fund	50,409	0	0	0	52,029	*100.0%*	*100.0%*
Convention & Tourism Fund	571,539	695,103	1,030,688	933,720	952,394	*-7.6%*	*2.0%*
Municipal Drainage Fund	528,073	530,988	532,050	748,531	763,502	*43.5%*	*2.0%*
PIC Fund (Plano Improvement Corp.)	7,266	11,257	0	0	0	*0.0%*	*0.0%*
TOTAL INTRAGOVT'L TRANSFERS	$20,993,217	$20,704,854	$21,765,023	$21,426,661	$21,807,782	*0.2%*	*1.8%*
TOTAL GENERAL FUND	$300,147,696	$319,313,071	$314,512,227	$314,451,740	$320,754,822	*2.0%*	*2.0%*

GENERAL OBLIGATION DEBT SERVICE

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
UNAPPROPRIATED FUND BALANCE	**$4,440,933**	**$6,571,577**	**$5,261,612**	**$5,548,057**	**$5,455,393**	***3.7%***	***-1.7%***
Revenues							
Ad Valorem Tax							
Current	$44,853,154	$45,686,746	$47,723,081	$47,642,230	$49,519,716	*3.8%*	*3.9%*
Delinquent	80,575	(47,459)	500,331	125,126	520,055	*3.9%*	*315.6%*
Penalty & Interest	137,746	121,030	200,133	86,701	208,022	*3.9%*	*139.9%*
Fund Interest Income	322,477	1,279,957	868,361	500,000	500,000	*-42.4%*	*0.0%*
Police Academy Reimbursement	151,994	148,562	134,572	134,572	114,874	*-14.6%*	*-14.6%*
TOTAL REVENUES	$45,545,947	$47,188,836	$49,426,477	$48,488,629	$50,862,666	*2.9%*	*4.9%*
TOTAL RESOURCES	$49,986,880	$53,760,413	$54,688,089	$54,036,686	$56,318,059	*3.0%*	*4.2%*
APPROPRIATIONS							
Bond and Certificates							
Principal	$25,250,000	$26,550,000	$26,020,000	$26,020,000	$28,805,000	*10.7%*	*10.7%*
Interest	13,787,755	17,279,231	16,845,771	18,623,668	19,154,441	*13.7%*	*2.8%*
Transfer to CO's Radio Sys Repl	801,700	802,725	357,875	357,875	356,275	*-0.4%*	*-0.4%*
Transfer to Tax Notes Radio Repl, PLL, Phone Sys	998,800	995,700	997,300	997,300	999,100	*0.2%*	*0.2%*
Transfer to Tax Notes NextGen	2,567,950	2,571,700	2,570,450	2,570,450	2,569,200	*0.0%*	*0.0%*
Exchanges Fees & Bond Sale Expense	9,098	13,000	12,000	12,000	12,750	*6.3%*	*6.3%*
Subtotal	$43,415,303	$48,212,356	$46,803,396	$48,581,293	$51,896,766	*10.9%*	*6.8%*
New Debt Projection	0	0	1,839,713	0	1,595,410	*-13.3%*	*100.0%*
TOTAL APPROPRIATIONS	$43,415,303	$48,212,356	$48,643,108	$48,581,293	$53,492,176	*10.0%*	*10.1%*
UNAPPROPRIATED FUND BALANCE	$6,571,577	$5,548,057	$6,044,980	$5,455,393	$2,825,883	*-53.3%*	*-48.2%*

WATER & SEWER

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$23,418,929**	**$35,236,651**	**$25,592,177**	**$39,267,803**	**$32,868,216**	***28.4%***	***-16.3%***
Revenues							
Water Income	$99,371,447	$94,448,505	$99,036,793	$101,587,749	$103,756,332	*4.8%*	*2.1%*
Sewer Income	65,274,389	67,602,303	68,570,845	68,475,432	71,234,693	*3.9%*	*4.0%*
Water Taps	61,812	10,984	40,920	22,874	23,160	*-43.4%*	*1.3%*
Water & Sewer Penalties	1,587,378	1,346,498	1,384,432	1,308,150	1,315,999	*-4.9%*	*0.6%*
Water Meters/AMR Devices	297,846	192,665	255,016	228,461	231,317	*-9.3%*	*1.2%*
Construction Water	371,921	311,035	284,421	310,207	314,085	*10.4%*	*1.2%*
Service Connect Fee	246,890	244,110	244,134	245,057	248,120	*1.6%*	*1.3%*
Backflow Testing	624,455	661,855	652,764	678,870	687,356	*5.3%*	*1.3%*
Sewer Tie-On	27,525	13,300	22,260	14,759	14,943	*-32.9%*	*1.3%*
Pre-Treatment Permits	29,870	24,710	32,684	26,804	27,139	*-17.0%*	*1.3%*
Interest Earnings	169,666	924,453	400,000	400,000	400,000	*0.0%*	*0.0%*
Misc. Income	955,738	750,322	888,984	843,825	854,373	*-3.9%*	*1.3%*
TOTAL REVENUES	$169,018,937	$166,530,740	$171,813,253	$174,142,188	$179,107,517	*4.2%*	*2.9%*
TOTAL RESOURCES	$192,437,866	$201,767,391	$197,405,430	$213,409,991	$211,975,733	*7.4%*	*-0.7%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$10,489,947	$10,821,508	$11,469,084	$11,150,207	$11,199,215	*-2.4%*	*0.4%*
Materials & Supplies	1,279,735	1,788,207	2,635,594	3,122,511	2,688,306	*2.0%*	*-13.9%*
Contractual	3,765,535	4,244,179	4,940,412	6,027,827	4,789,985	*-3.0%*	*-20.5%*
NTMWD - Water	72,334,642	74,718,352	79,892,229	79,892,229	83,900,200	*5.0%*	*5.0%*
NTMWD - Wastewater	18,629,748	19,140,667	20,945,614	23,036,258	24,785,120	*18.3%*	*7.6%*
NTMWD - Upper E. Fork Interceptor	12,798,332	12,886,770	14,521,432	15,910,893	17,481,888	*20.4%*	*9.9%*
Retirement of NTMWD Debt	1,935	0	0	0	0	*0.0%*	*0.0%*
Sundry	1,242,735	1,050,960	659,463	659,601	672,652	*2.0%*	*2.0%*
Reimbursements	764,172	909,568	929,006	929,006	947,586	*2.0%*	*2.0%*
Subtotal	$121,306,781	$125,560,211	$135,992,834	$140,728,532	$146,464,952	*7.7%*	*4.1%*
Capital Outlay	1,019	73,443	24,600	24,600	0	*100.0%*	*0.0%*
TOTAL OPERATIONS	$121,307,800	$125,633,654	$136,017,434	$140,753,132	$146,464,952	*7.7%*	*4.1%*
Transfer to General Fund	$17,388,959	$16,917,188	$17,421,787	$17,225,223	$17,470,286	*0.3%*	*1.4%*
Transfer to W & S CIP	10,000,000	10,000,000	12,500,000	12,500,000	12,500,000	*0.0%*	*0.0%*
Transfer to Capital Maintenance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	*0.0%*	*0.0%*
Transfer to W&S Debt Service	1,835,400	3,272,570	3,267,700	3,267,700	3,272,000	*0.1%*	*0.1%*
Transfer to Risk Management Fund	797,838	807,476	853,271	854,111	894,450	*4.8%*	*4.7%*
Transfer to Technology Fund	300,000	300,000	300,000	300,000	300,000	*0.0%*	*0.0%*
Transfer to Technology Svcs	3,571,218	3,568,700	3,641,609	3,641,609	3,750,857	*3.0%*	*3.0%*
TOTAL TRANSFERS	$35,893,415	$36,865,934	$39,984,367	$39,788,643	$40,187,593	*0.5%*	*1.0%*
TOTAL APPROPRIATIONS	$157,201,215	$162,499,588	$176,001,801	$180,541,776	$186,652,545	*6.1%*	*3.4%*
WORKING CAPITAL	$35,236,651	$39,267,803	$21,403,629	$32,868,216	$25,323,187	*18.3%*	*-23.0%*
Days of Operation					63		

WATER & SEWER DEBT SERVICE

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Proposed 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$805,916**	**$822,101**	**$832,101**	**$854,652**	**$864,652**	***3.9%***	***1.2%***
Revenues							
Transfer In (W & S Fund)	1,835,400	3,272,570	3,267,700	3,267,700	3,272,000	*0.1%*	*0.1%*
Fund Interest Income	7,226	36,051	10,000	10,000	10,000	*0.0%*	*0.0%*
TOTAL	$1,842,626	$3,308,621	$3,277,700	$3,277,700	$3,282,000	*0.1%*	*0.1%*
TOTAL RESOURCES	$2,648,542	$4,130,722	$4,109,801	$4,132,352	$4,146,652	*0.9%*	*0.3%*
APPROPRIATIONS							
Principal	$855,000	$1,825,000	$1,855,000	$1,855,000	$1,935,000	*4.3%*	*4.3%*
Interest	980,400	1,446,070	1,411,200	1,411,200	1,337,000	*-5.3%*	*-5.3%*
Fees	(8,958)	5,000	1,500	1,500	1,500	*0.0%*	*0.0%*
Subtotal	$1,826,442	$3,276,070	$3,267,700	$3,267,700	$3,273,500	*0.2%*	*0.2%*
New Debt Projection	0	0	0	0	0	*0.0%*	*0.0%*
TOTAL APPROPRIATIONS	$1,826,442	$3,276,070	$3,267,700	$3,267,700	$3,273,500	*0.2%*	*0.2%*
WORKING CAPITAL	$822,101	$854,652	$842,101	$864,652	$873,152	*3.7%*	*1.0%*

SUSTAINABILITY & ENVIRONMENTAL SERVICES

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$5,268,641**	**$3,976,958**	**$2,532,892**	**$2,897,664**	**$1,364,753**	***-46.1%***	***-52.9%***
Revenues							
Commercial Franchise	$8,631,271	$9,035,082	$9,118,796	$9,118,796	$9,301,172	*2.0%*	*2.0%*
Special Refuse Collection	101,121	101,576	104,747	104,747	104,957	*0.2%*	*0.2%*
Residential Collection	14,019,511	14,017,878	14,173,074	14,173,074	14,258,113	*0.6%*	*0.6%*
Allied Waste, Inc.	92,919	0	0	0	0	*0.0%*	*0.0%*
Recycling	39,271	82,261	0	0	0	*0.0%*	*0.0%*
Sales of Landscape Bags	17,064	0	0	0	0	*0.0%*	*0.0%*
Contributions via Utility Billing	7,444	9,155	10,080	10,080	10,100	*0.2%*	*0.2%*
Sale of Compost	2,431,029	2,218,692	2,265,051	2,265,051	2,269,581	*0.2%*	*0.2%*
Tipping Fees	716,323	1,416,848	756,048	1,416,848	1,419,682	*87.8%*	*0.2%*
Miscellaneous	337,712	441,237	307,163	307,163	310,235	*1.0%*	*1.0%*
Reimbursements	179,795	183,291	184,382	184,382	184,382	*0.0%*	*0.0%*
Construction & Demolition Program	215,000	727,660	310,000	310,000	310,000	*0.0%*	*0.0%*
TOTAL REVENUES	$26,788,460	$28,233,680	$27,229,342	$27,890,142	$28,168,221	*3.4%*	*1.0%*
TOTAL RESOURCES	$32,057,101	$32,210,638	$29,762,234	$30,787,806	$29,532,974	*-0.8%*	*-4.1%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$7,515,084	$7,762,068	$7,918,844	$7,993,255	$7,999,730	*1.0%*	*0.1%*
Materials & Supplies	667,866	576,983	547,741	582,523	558,696	*2.0%*	*-4.1%*
Contractual	7,550,283	8,674,796	8,454,294	8,754,352	8,496,305	*0.5%*	*-2.9%*
NTMWD	8,604,886	8,444,388	8,725,000	8,650,284	9,040,023	*3.6%*	*4.5%*
Sundry	178,860	135,972	89,927	337,479	91,726	*2.0%*	*-72.8%*
Reimbursements	118,763	169,952	173,862	173,862	177,339	*2.0%*	*2.0%*
Subtotal	$24,635,742	$25,764,159	$25,909,668	$26,491,755	$26,363,818	*1.8%*	*-0.5%*
Capital Outlay	785,310	746,324	331,000	331,000	0	*-100.0%*	*-100.0%*
TOTAL OPERATIONS	$25,421,052	$26,510,483	$26,240,668	$26,822,755	$26,363,818	*0.5%*	*-1.7%*
Transfer to General Fund	$2,239,325	$2,340,311	$2,340,311	$2,097,917	$2,139,875	*-8.6%*	*2.0%*
Transfer to Technology Fund	60,000	60,000	60,000	60,000	60,000	*0.0%*	*0.0%*
Transfer to Risk Management Fund	359,766	402,180	426,717	442,381	486,063	*13.9%*	*9.9%*
TOTAL TRANSFERS	$2,659,091	$2,802,491	$2,827,028	$2,600,298	$2,685,939	*-5.0%*	*3.3%*
TOTAL APPROPRIATIONS	$28,080,143	$29,312,974	$29,067,696	$29,423,053	$29,049,757	*-0.1%*	*-1.3%*
WORKING CAPITAL	$3,976,958	$2,897,664	$694,538	$1,364,753	$483,217	*-30.4%*	*-64.6%*
Days of Operation					7		

MUNICIPAL DRAINAGE UTILITY

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$4,228,637**	**$4,641,134**	**$3,376,389**	**$5,237,675**	**$3,249,244**	***-3.8%***	***-38.0%***
Revenues							
Environmental Assessment Fees:							
Residential Class Fees	$3,737,459	$3,684,748	$3,753,757	$3,709,029	$3,727,574	*-0.7%*	*0.5%*
Commercial Class Fees	$3,830,260	3,851,142	3,846,962	3,876,519	3,895,902	*1.3%*	*0.5%*
Miscellaneous	50,632	11,364	0	11,412	11,412	*0.0%*	*0.0%*
Interest Income	38,658	176,115	75,000	75,000	75,000	*0.0%*	*0.0%*
TOTAL REVENUES	$7,657,009	$7,723,369	$7,675,719	$7,671,960	$7,709,888	*0.4%*	*0.5%*
TOTAL RESOURCES	$11,885,646	$12,364,503	$11,052,108	$12,909,635	$10,959,132	*-0.8%*	*-15.1%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$1,832,304	$1,794,541	$2,123,873	$2,111,331	$2,136,087	*0.6%*	*1.2%*
Materials & Supplies	229,020	204,748	392,294	396,023	400,140	*2.0%*	*1.0%*
Contractual	786,759	761,447	866,657	995,153	876,004	*1.1%*	*-12.0%*
Sundry	42,897	4,541	4,530	4,580	4,621	*2.0%*	*0.9%*
Reimbursements	834,391	1,051,960	1,075,949	1,075,949	1,097,468	*2.0%*	*2.0%*
Subtotal	$3,725,371	$3,817,237	$4,463,303	$4,583,036	$4,514,320	*1.1%*	*-1.5%*
Capital Outlay	28,570	540	28,100	28,100	0	*0.0%*	*0.0%*
TOTAL OPERATIONS	$3,753,941	$3,817,777	$4,491,403	$4,611,136	$4,514,320	*0.5%*	*-2.1%*
Transfer to General Fund	$528,073	$530,988	$532,050	$748,531	$763,502	*43.5%*	*2.0%*
Transfer to Capital Maintenance	500,000	500,000	500,000	500,000	500,000	*0.0%*	*0.0%*
Transfer to Technology Fund	20,000	20,000	20,000	20,000	20,000	*0.0%*	*0.0%*
Transfer to Revenue Debt	2,442,498	2,258,063	2,497,531	2,497,531	2,492,981	*-0.2%*	*-0.2%*
TOTAL TRANSFERS	$3,490,571	$3,309,051	$3,549,581	$3,766,062	$3,776,483	*6.4%*	*0.3%*
TOTAL APPROPRIATIONS	$7,244,512	$7,126,828	$8,040,984	$8,377,198	$8,290,802	*3.1%*	*-1.0%*
RESERVE REQUIREMENT	0	0	0	1,283,193	0	*0.0%*	*-100.0%*
WORKING CAPITAL	$4,641,134	$5,237,675	$3,011,124	$3,249,244	$2,668,330	*-11.4%*	*-17.9%*
Days of Operation					216		

CONVENTION & TOURISM

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$5,172,619**	**$5,712,873**	**$4,819,395**	**$8,565,919**	**$7,205,459**	***49.5%***	***-15.9%***
Revenues							
Hotel/Motel Receipts	$9,209,353	$11,474,715	$11,134,026	$10,919,255	$11,537,124	*3.6%*	*5.7%*
Plano Event Center Fees	2,705,788	3,402,967	3,270,602	3,111,060	3,173,281	*-3.0%*	*2.0%*
Miscellaneous	14,498	6,986	15,000	12,611	15,000	*0.0%*	*18.9%*
Interest Income	49,645	263,075	100,000	150,000	150,000	*50.0%*	*0.0%*
TOTAL REVENUES	$11,979,284	$15,147,743	$14,519,628	$14,192,926	$14,875,405	*2.5%*	*4.8%*
TOTAL RESOURCES	$17,151,903	$20,860,616	$19,339,023	$22,758,845	$22,080,864	*14.2%*	*-3.0%*
APPROPRIATIONS							
Operating Expenses							
Visit Plano	$3,024,353	$3,527,270	$5,155,433	$5,378,694	$5,090,191	*-1.3%*	*-5.4%*
Plano Event Center	3,733,842	3,972,111	4,334,290	5,460,017	5,322,028	*22.8%*	*-2.5%*
Support of the Arts	899,999	993,357	1,000,000	998,125	1,500,000	*50.0%*	*50.3%*
Historic Preservation	735,852	796,130	800,000	800,000	800,000	*0.0%*	*0.0%*
Special Events	218,075	333,082	332,579	332,630	350,000	*5.2%*	*5.2%*
Music Festival	177,010	134,469	185,000	185,000	185,000	*0.0%*	*0.0%*
Event Center Equip.Rpl. Charge	500,000	530,923	500,000	500,000	500,000	*0.0%*	*0.0%*
Visit Plano Equip.Rpl. Charge	0	0	75,000	75,000	75,000	*0.0%*	*0.0%*
Subtotal	$9,289,131	$10,287,342	$12,382,302	$13,729,466	$13,822,219	*11.6%*	*0.7%*
Capital Outlay	118,360	42,252	20,200	20,200	0	*-100.0%*	*-100.0%*
TOTAL OPERATIONS	$9,407,491	$10,329,594	$12,402,502	$13,749,666	$13,822,219	*11.4%*	*0.5%*
Transfer to General Fund	$571,539	$695,103	$1,030,688	$933,720	$952,394	*-7.6%*	*2.0%*
Transfer to Capital Maint. Fund	1,440,000	1,250,000	850,000	850,000	850,000	*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	0	0	1,100,000	0	0	*-100.0%*	*-100.0%*
TOTAL TRANSFERS	$2,031,539	$1,965,103	$3,000,688	$1,803,720	$1,822,394	*-39.3%*	*1.0%*
TOTAL APPROPRIATIONS	$11,439,030	$12,294,697	$15,403,190	$15,553,386	$15,644,613	*1.6%*	*0.6%*
WORKING CAPITAL	$5,712,873	$8,565,919	$3,935,833	$7,205,459	$6,436,251	*63.5%*	*-10.7%*
Days of Operation					170		

GOLF COURSE

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**($6,657)**	**($38,430)**	**($111,858)**	**$161**	**$85,117**	***-176.1%***	***52767.7%***
Revenues							
Golf Fees	$889,323	$838,993	$993,843	$953,444	$955,828	*-3.8%*	*0.2%*
Concessions	57,301	62,514	62,690	64,589	$64,750	*3.3%*	*0.2%*
Interest Income	0	0	0	0	0	*0.0%*	*0.0%*
Miscellaneous	31,040	18,101	30,000	20,000	20,000	*0.0%*	*0.0%*
TOTAL REVENUES	$977,664	$919,608	$1,086,532	$1,038,033	$1,040,578	*-4.2%*	*0.2%*
TOTAL RESOURCES	$971,007	$881,178	$974,674	$1,038,194	$1,125,695	*15.5%*	*8.4%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$635,387	$558,396	$615,782	$600,239	$597,231	*-3.0%*	*-0.5%*
Supplies	103,476	93,525	115,111	115,111	117,413	*2.0%*	*2.0%*
Contractual Services	218,163	227,955	232,017	235,677	232,890	*0.4%*	*-1.2%*
Sundry Charges	2,003	1,141	2,050	2,050	2,091	*2.0%*	*2.0%*
Subtotal	$959,029	$881,017	$964,960	$953,077	$949,625	*-1.6%*	*-0.4%*
Capital Outlay	0	0	0	0	0	*0.0%*	*0.0%*
TOTAL OPERATIONS	$959,029	$881,017	$964,960	$953,077	$949,625	*-1.6%*	*-0.4%*
Transfer to General Fund	50,409	0	0	0	52,029	*100.0%*	*100.0%*
TOTAL TRANSFERS	$50,409	$0	$0	$0	$52,029	*100.0%*	*100.0%*
TOTAL APPROPRIATIONS	$1,009,438	$881,017	$964,960	$953,077	$1,001,654	*3.8%*	*5.1%*
WORKING CAPITAL	($38,430)	$161	$9,715	$85,117	$124,042	*1176.8%*	*45.7%*
Days of Operation					48		

RECREATION REVOLVING

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$1,221,118**	**$1,174,933**	**$761,619**	**$898,714**	**$755,372**	***-0.8%***	***-15.9%***
Revenues							
Recreation Fees	$3,669,943	$4,027,037	$4,231,137	$4,231,137	4,256,715	*0.6%*	*0.6%*
Contributions	6,202	8,550	9,000	9,000	9,022	*0.2%*	*0.2%*
Interest Income	27,417	100,508	40,000	50,000	50,000	*25.0%*	*0.0%*
Miscellaneous	52,744	63,894	57,184	57,184	57,327	*0.2%*	*0.2%*
TOTAL REVENUES	$3,756,306	$4,199,989	$4,337,321	$4,347,321	$4,373,063	*0.8%*	*0.6%*
TOTAL RESOURCES	$4,977,424	$5,374,922	$5,098,940	$5,246,035	$5,128,435	*0.6%*	*-2.2%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$1,340,318	$1,465,755	$1,552,195	$1,595,526	$1,596,467	*2.9%*	*0.1%*
Materials & Supplies	207,639	214,661	238,682	248,740	243,456	*2.0%*	*-2.1%*
Contractual	1,793,756	2,053,914	2,193,080	2,189,496	2,226,384	*1.5%*	*1.7%*
Sundry	34,380	31,869	35,020	35,631	35,896	*2.5%*	*0.7%*
Subtotal	$3,376,093	$3,766,199	$4,018,977	$4,069,393	$4,102,202	*2.1%*	*0.8%*
Capital Outlay	218,752	500,000	0	0	0	*0.0%*	*0.0%*
TOTAL OPERATIONS	$3,594,845	$4,266,199	$4,018,977	$4,069,393	$4,102,202	*2.1%*	*0.8%*
Transfer to General Fund	$207,646	$210,007	$440,187	$421,270	$429,695	*-2.4%*	*2.0%*
TOTAL TRANSFERS	$207,646	$210,007	$440,187	$421,270	$429,695	*-2.4%*	*2.0%*
TOTAL APPROPRIATIONS	$3,802,491	$4,476,206	$4,459,164	$4,490,663	$4,531,898	*1.6%*	*0.9%*
WORKING CAPITAL	$1,174,933	$898,714	$639,776	$755,372	$596,537	*-6.8%*	*-21.0%*
Days of Operation					53		

PTV FUND

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$1,738,793**	**$1,880,193**	**$1,166,861**	**$2,163,172**	**$1,444,868**	***23.8%***	***-33.2%***
Revenues							
Plano Television Network Fee	$734,018	$700,248	$668,881	$665,236	$631,974	*-5.5%*	*-5.0%*
Interest Income	17,512	83,156	25,000	40,000	40,000	*60.0%*	*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	434	500	500	500	*0.0%*	*0.0%*
TOTAL REVENUES	$1,251,530	$1,283,838	$1,194,381	$1,205,736	$1,172,474	*-1.8%*	*-2.8%*
TOTAL RESOURCES	$2,990,323	$3,164,031	$2,361,242	$3,368,908	$2,617,341	*10.8%*	*-22.3%*
APPROPRIATIONS							
Operating Expense							
Salaries & Wages	$627,177	$637,856	$644,973	$667,241	$664,886	*3.1%*	*-0.4%*
Materials & Supplies	70,110	62,616	78,920	81,368	80,498	*2.0%*	*-1.1%*
Contractual	258,082	275,987	473,036	525,431	482,497	*2.0%*	*-8.2%*
Equipment Reserve	0	0	650,000	500,000	750,000	*15.4%*	*50.0%*
Subtotal	955,369	976,459	1,846,929	1,774,040	1,977,881	*7.1%*	*11.5%*
Capital Outlay	154,761	24,400	0	150,000	0	*0.0%*	*-100.0%*
TOTAL APPROPRIATIONS	1,110,130	1,000,859	1,846,929	1,924,040	1,977,881	*7.1%*	*2.8%*
WORKING CAPITAL	$1,880,193	$2,163,172	$514,313	$1,444,868	$639,460	*24.3%*	*-55.7%*
Days of Operation					118		

RISK MANAGEMENT FUND

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$697,615**	**$101,938**	**$3,464,772**	**$2,444,450**	**$2,090,732**	***-39.7%***	***-14.5%***
Resources							
General Fund Transfer In	$4,654,304	$4,771,520	$4,800,000	$5,000,000	$5,000,000	*4.2%*	*0.0%*
Water & Sewer Fund Transfer In	797,838	807,476	853,271	854,111	894,450	*4.8%*	*4.7%*
Sustain. & Env. Svcs. Fund Transfer In	359,766	402,180	426,717	442,381	486,063	*13.9%*	*9.9%*
Health Claims Fund Transfer In	0	2,500,000	0	0	0	*0.0%*	*0.0%*
Claims Recovered	1,581,032	1,896,819	250,000	250,000	250,000	*0.0%*	*0.0%*
Interest Earned	44,552	199,364	50,000	100,000	100,000	*100.0%*	*0.0%*
TOTAL REVENUES	$7,437,492	$10,577,359	$6,379,988	$6,646,493	$6,730,512	*5.5%*	*1.3%*
TOTAL RESOURCES	$8,135,107	$10,679,297	$9,844,760	$9,090,943	$8,821,244	*-10.4%*	*-3.0%*
APPROPRIATIONS							
Workers' Compensation	$3,711,988	$3,567,314	$2,602,058	$2,602,058	$2,602,058	*0.0%*	*0.0%*
Judgements and Damages	2,285,572	2,483,265	1,500,000	1,600,000	1,500,000	*0.0%*	*-6.3%*
Risk Management Operations	2,035,609	2,184,268	2,876,229	2,798,153	3,055,087	*6.2%*	*9.2%*
TOTAL APPROPRIATIONS	$8,033,169	$8,234,847	$6,978,287	$7,000,211	$7,157,145	*2.6%*	*2.2%*
UNAPPROPRIATED FUND BALANCE	$101,938	$2,444,450	$2,866,473	$2,090,732	$1,664,099	*-41.9%*	*-20.4%*

CAPITAL MAINTENANCE

	Actual 2017-18	Actual 2018-19	Budget 2019-20	Re-Est 2019-20	Projected 2020-21	Variance Bud to Bud	Variance Est to Bud
WORKING CAPITAL	**$46,003,756**	**$35,831,841**	**$34,455,424**	**$42,739,449**	**$32,615,498**	***-5.3%***	***-23.7%***
Revenues							
General Fund Transfer In	$25,869,000	$30,250,549	$35,250,549	$35,250,549	$35,250,549	*0.0%*	*0.0%*
Water & Sewer Transfer In	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	*0.0%*	*0.0%*
Municipal Drainage Transfer In	500,000	500,000	500,000	500,000	500,000	*0.0%*	*0.0%*
Convention & Tourism Transfer In	1,440,000	1,250,000	850,000	850,000	850,000	*0.0%*	*0.0%*
Fund Interest Earnings	412,338	1,694,192	500,000	750,000	750,000	*50.0%*	*0.0%*
Rollback Taxes	775,587	194,215	300,000	200,000	200,000	*-33.3%*	*0.0%*
Reimbursement from Collin County	291,929	12,452,047	0	0	0	*0.0%*	*0.0%*
Screening Walls & Contributions	81,381	66,063	45,000	45,000	45,000	*0.0%*	*0.0%*
TOTAL REVENUE	$31,370,235	$48,407,066	$39,445,549	$39,595,549	$39,595,549	*0.4%*	*0.0%*
TOTAL RESOURCES	$77,373,991	$84,238,906	$73,900,973	$82,334,998	$72,211,047	*-2.3%*	*-12.3%*
APPROPRIATIONS							
Streets & Drainage Projects	$25,964,143	$28,770,812	$35,680,000	$33,185,000	$37,129,000	*4.1%*	*11.9%*
Park Improvement Projects	6,460,588	7,197,242	8,532,359	7,734,275	6,457,359	*-24.3%*	*-16.5%*
Municipal Facilities Projects	9,239,754	5,170,589	8,670,285	8,295,589	6,758,550	*-22.0%*	*-18.5%*
Utility & Other Projects	558,830	360,814	666,000	504,636	1,866,000	*180.2%*	*269.8%*
Accrued Retainage	(681,165)	0	0	0	0	*0.0%*	*0.0%*
TOTAL PROJECTS	$41,542,150	$41,499,457	$53,548,644	$49,719,500	$52,210,909	*-2.5%*	*5.0%*
TOTAL APPROPRIATIONS	$41,542,150	$41,499,457	$53,548,644	$49,719,500	$52,210,909	*-2.5%*	*5.0%*
WORKING CAPITAL	$35,831,841	$42,739,449	$20,352,329	$32,615,498	$20,000,138	*-1.7%*	*-38.7%*

OPERATING BUDGET CALENDAR
FISCAL YEAR 2020-21

February 7	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 2020-21 Personnel requests submitted to Technology Services, Human Resources, and City Manager. Equipment Services distributes recommendations for vehicle and rolling stock replacements.
March 13	Budget & Research Department meets with City Manager and Deputy City Managers to present mid-year revenue and expenditure forecast, review preliminary assumptions, and set budget parameters, targets, and goals. Status of the Community Investment Program is also discussed.
March 13	Cost information and recommendations due back to departments on internal review items.
March 23	Budget & Research Department presents FY 2019-20 Status Report and Three-Year Financial Summary to City Council for review and input.
March 24, 26	Budget & Research Department staff provides training on instructions, forms, automation, supplements, and other issues.
March 25	At Management Team meeting, Budget & Research Department gives overview and distributes instructions, forms, and departmental targets.
April 10	Budget & Research Department re-assesses revenue estimates for the current and upcoming year and advises the City Manager of these changes.
May 1	All departmental Operating Budgets due to area Deputy City Managers.
May 8	All departmental Operating Budget requests due in Budget & Research Department.

May 11 - June 12	Budget & Research Department compiles total Operating Budget requests and Community Investment Program requests.
May 22	Technology Services Steering Committee prioritizes all departmental Technology Requests and submits recommendation to the City Manager.
June 15	Budget & Research Department presents total request to City Manager with highlights, issues, options, and recommendations.
June 16, 17 & 18	City Manager reviews Operating Budgets and Community Investment Program with heads.
July 13	City Manager gives final budget instructions to Budget & Research Department.
July 15	Budget & Research Department notifies departments of preliminary funded FY 2020-21 requests and/or reductions.
July 17	Draft Operating Budget and Community Investment Program submitted to City Manager for review.
July 29	City Manager submits FY 2020-21 Recommended Budget and Proposed Community Investment Program to City Council.
August 5	Grant Funding - City Council Budget Work Session
August 13	Budget Town Hall Meeting
August 10	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 (TBD due to SB 2)
	Approval of Appraisal Roll.
August 15	City Council Budget Work Session.
August 24	1st Public Hearing on tax rate. (TBD due to SB 2)
September 14	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 2020-21, 2021-22 & 2022-23

As of Jan. 1	Taxable Value	New Property	Existing Tax Base	Change in Total Value $	Change in Total %	Change in Base $	Change in Base %
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	$45,074,890,034	$829,766,758	$44,245,123,276	$2,352,803,259	5.51%	$1,523,036,501	3.56%
2021	$46,851,762,285	$650,000,000	$46,201,762,285	$1,776,872,251	3.94%	$1,126,872,251	2.50%
2022	$48,538,797,531	$750,000,000	$47,788,797,531	$1,687,035,246	3.60%	$937,035,246	2.00%
2023	$50,016,879,494	$750,000,000	$49,266,879,494	$1,478,081,963	3.05%	$728,081,963	1.50%

Three-Year Financial Forecast
Ad Valorem Tax Analysis

Existing Property Values				**2.50%**	**2.00%**	**1.50%**
New Property Growth				**650,000,000**	**750,000,000**	**750,000,000**
	2017-18 Actual	**2018-19 Actual**	**2019-20 Budget**	**2020-21 Projected**	**2021-22 Projected**	**2022-23 Projected**
Analysis of Tax Rate						
Total Taxable Value	$39,066,059,755	$42,722,086,775	$45,074,890,034	$46,851,762,285	$48,538,797,531	$50,016,879,494
Change in Total Value ($)	4,713,532,716	3,656,027,020	2,352,803,259	1,776,872,251	1,687,035,246	1,478,081,963
Change in Total Value (%)	13.72%	9.36%	5.51%	3.94%	3.60%	3.05%
Tax Rate	0.4686	0.4603	0.4482	0.4482	0.4482	0.4482
Levy	183,063,556	196,649,765	202,025,657	209,989,599	217,550,891	224,175,654
Current Collections	177,219,168	189,447,440	200,005,401	207,889,703	215,375,382	221,933,897
Current Collections Percent	96.8%	96.3%	99.0%	99.0%	99.0%	99.0%
Delinquent Collections	223,712	(209,431)	2,020,257	2,099,896	2,175,509	2,241,757
Penalty & Interest	603,338	579,653	960,096	997,943	1,030,964	1,062,359
Total Collections	178,046,219	189,817,662	202,985,753	210,987,541	218,581,855	225,238,012
Total Current Levy	97.3%	96.5%	100.5%	100.5%	100.5%	100.5%
Debt Allocation						
Rate	0.1186	0.1110	0.1110	0.1110	0.1170	0.1170
Current Collections	44,853,154	45,686,746	47,723,081	49,519,716	54,087,237	55,614,937
Delinquent Collections	80,575	(47,459)	500,331	520,055	567,904	585,197
Penalty & Interest	137,746	121,030	200,133	208,022	227,162	234,079
General Fund Allocation						
Rate	0.3500	0.3493	0.3372	0.3372	0.3312	0.3312
Current Collections	132,366,014	143,760,694	145,043,456	150,507,244	152,747,137	157,040,502
Delinquent Collections	143,137	(161,972)	1,519,925	1,579,841	1,607,605	1,656,559
Penalty & Interest	465,592	458,623	759,963	789,921	803,802	828,280
One Cent Equivalent on Tax Rate				**$4,638,324**	**$4,805,341**	**$4,951,671**

Three-Year Financial Forecast

GENERAL FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
Capital Maintenance Fund	$25,869,000	$30,250,549	$35,250,549	$35,250,549	$35,250,549	$35,250,549	$35,250,549
Risk Management Fund	4,647,411	4,771,520	4,800,000	5,000,000	5,000,000	5,000,000	5,000,000
Technology Fund	1,000,000	1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
TS Replacement Fund	500,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
PTV	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Economic Development	7,729,679	8,458,973	8,924,828	8,924,828	9,276,649	9,610,682	9,903,342
Total Transfers	**$39,996,090**	**$45,231,042**	**$52,225,377**	**$52,425,377**	**$51,777,198**	**$52,111,231**	**$52,403,891**

GENERAL OBLIGATION DEBT FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
C.O.'s - Radio System	$801,700	$802,725	$357,875	$357,875	$356,275	$359,276	$358,250
Tax Nt Radio Repl, PLL, Phone	998,800	995,700	997,300	997,300	999,100	0	0
Tax Nt NextGen Program	2,567,950	2,571,700	2,570,450	2,570,450	2,569,200	2,567,700	2,570,700
Total Transfers	**$4,368,450**	**$4,370,125**	**$3,925,625**	**$3,925,625**	**$3,924,575**	**$2,926,976**	**$2,928,950**

WATER & SEWER FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
General Fund	$17,388,959	$16,917,188	$17,421,787	$17,225,223	$17,470,286	$17,819,692	$18,176,086
Water & Sewer CIP	10,000,000	10,000,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000
Capital Maintenance Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
W & S Debt Srevice	1,835,400	3,272,570	3,267,700	3,267,700	3,272,000	4,809,700	4,808,500
Risk Management Fund	797,838	807,476	853,271	854,111	894,450	894,450	894,450
Technology Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Technology Services	3,571,218	3,568,700	3,641,609	3,641,609	3,750,857	3,825,874	3,902,392
Total Transfers	**$35,893,415**	**$36,865,934**	**$39,984,367**	**$39,788,643**	**$40,187,593**	**$42,149,716**	**$42,581,427**

SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
General Fund	$2,239,325	$2,340,311	$2,340,311	$2,097,917	$2,139,875	$2,182,673	$2,226,326
Technology Fund	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Risk Management Fund	359,766	402,180	426,717	442,381	486,063	486,063	486,063
Total Transfers	**$2,659,091**	**$2,802,491**	**$2,827,029**	**$2,600,298**	**$2,685,939**	**$2,728,736**	**$2,772,390**

MUNICIPAL DRAINAGE FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
General Fund	$528,073	$530,988	$532,050	$748,531	$763,502	$778,772	$794,347
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	2,442,498	2,258,063	2,497,531	2,497,531	2,492,981	2,187,856	2,189,194
Total Transfers	**$3,490,571**	**$3,309,051**	**$3,549,581**	**$3,766,062**	**$3,776,483**	**$3,486,628**	**$3,503,541**

CONVENTION & TOURISM

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
General Fund	$571,539	$695,103	$1,030,688	$933,720	$952,394	$971,442	$990,871
Capital Maintenance Fund	1,440,000	1,250,000	850,000	850,000	850,000	850,000	850,000
Technology Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Revenue Debt	0	0	1,100,000	0	0	0	0
Total Transfers	**$2,031,539**	**$1,965,103**	**$3,000,688**	**$1,803,720**	**$1,822,394**	**$1,841,442**	**$1,860,871**

RECREATION REVOLVING FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
General Fund	$207,646	$210,007	$440,187	$421,270	$429,695	$438,289	$447,055
Total Transfers	**$207,646**	**$210,007**	**$440,187**	**$421,270**	**$429,695**	**$438,289**	**$447,055**

GOLF COURSE FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Re-Est.	2020-21 Projected	2021-22 Projected	2022-23 Projected
Transfers To:							
General Fund	$50,409	$0	$0	$0	$52,029	$52,131	$52,335
Total Transfers	**$50,409**	**$0**	**$0**	**$0**	**$52,029**	**$52,131**	**$52,335**

Projected General Fund O&M Expenses
Community Investment Program

	2020-21	2021-22	2022-23
Facility Maintenance & Services			
Police Substation at McDermott & Robinson	112,209		
Neighborhood Services Building	49,444		
Fire Training Center		79,300	
High Point Park Maintenance Facility		107,486	
Oak Point Park Maintenance Facility			70,575
High Point Tennis Center Expansion	26,574		
Davis Library Expansion	7,055		
Harrington Library Expansion		44,002	
Facility O&M Total	195,282	230,788	70,575
Park Maintenance O&M Impact			
Oak Point Park & Nature Preserve	74,950	153,000	
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	
South Central Park Site			70,000
Archgate Park			38,000
Russell Creek			25,000
Park Maintenance O&M Total	74,950	389,230	133,000
Police, Libraries & Recreation Center O&M Impact			
Police Substation at McDermott & Robinson	215,375		
Oak Point Rec Center Pool Addition		278,244	
Davis & Harrington Library Expansions	16,829	16,829	
Departmental O&M Total	232,204	295,073	-
One-Time Outfitting Expenses			
Oak Point Park & Nature Preserve	23,000	70,000	
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	
Parkway Service Center			300,000
Fleet Service Center			78,000
One-Time Outfitting Expenses Total	623,000	303,000	378,000
Total CIP O&M Expenditures	**1,125,436**	**1,218,091**	**581,575**
Recreation Revenue Impact			
Oak Point Rec Center Pool Addition		(50,000)	(50,000)
Recreation Revenue Total	-	(50,000)	(50,000)
Total CIP O&M Expenditures after Revenues	**1,125,436**	**1,168,091**	**531,575**
Tax Rate Impact	0.25	0.25	0.11
Cumulative			
New CIP O&M for 2020-21	1,125,436	502,436	502,436
New CIP O&M for 2021-22		1,168,091	865,091
New CIP O&M for 2022-23			531,575
Total Cumulative O&M	**1,125,436**	**1,670,527**	**1,899,102**