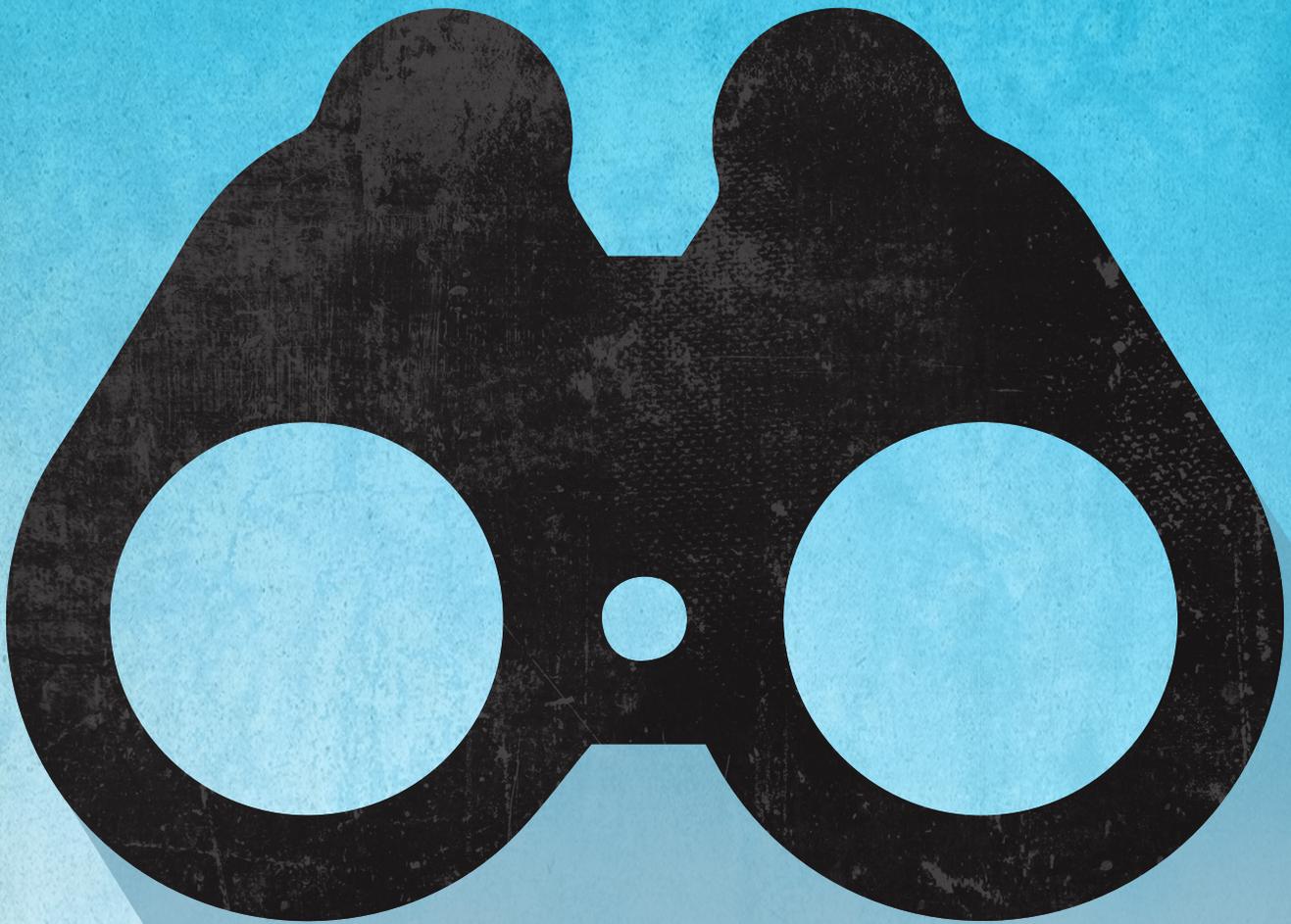


A LOOK AHEAD

City of Plano Status Report



Three-Year
Financial Forecast
Fiscal Year 2016-17
through 2018-19



2015-16

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CITY OF PLANO, TEXAS
2015-16 STATUS REPORT
AND

THREE-YEAR FINANCIAL FORECAST
Fiscal Year 2016-17 through 2018-19

Harry LaRosiliere, Mayor

Mayor Pro Tem

Lissa Smith

Place 4

Deputy Mayor Pro Tem

Ben Harris

Place 2

Council Members

Angela Miner

Place 1

Rick Grady

Place 3

Ron Kelley

Place 5

Tom Harrison

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March 28, 2016

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

Dear Mayor and Council Members:

I am pleased to present to you the City of Plano's Three-Year Financial Forecast for Fiscal Years 2016-17 through 2018-19. This forecast's purpose is to review the status of the current FY 2015-16 Budget and provide the City with the opportunity to take **A Look Ahead** into the 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, and the City's enterprise funds – Water & Sewer, Sustainability & Environmental Services, Municipal Drainage, Convention & Tourism, Recreation Revolving and Municipal Golf Course. The financial projections included in the forecast represent the foundation for the development of the FY 2016-17 Budget. With the identification 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 the City Council's Strategic Goals for Excellence, this year's FY 2016-17 Budget and Community Investment Program will continue to focus on the following initiatives:

- Maintaining and improving our City's \$2.0 billion growing infrastructure.
- Providing additional funding for Capital Reserve and the Economic Development Incentive Fund.
- Preserving exceptional, quality city services for residents, businesses and the Plano community.
- Concentrate on initiatives that help the City of Plano better engage with the community to deliver services that address needs and concerns across Plano neighborhoods and improve the quality of life across the city.

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 2016-17 is at 40 days or \$6.9 million over the amount required by Plano's financial policy. This is due primarily to anticipated increases in assessed property values including new property coming on-line as well as prudent debt management that has secured lower interest rates on existing debt and consistently paid off outstanding obligations. In 2017-18, the General Fund is predicted to be balanced at exactly 30 days. However, in 2018-19, the last year of the forecast period, the General Fund falls short of the Council goal for General Fund reserves. Specifically, the General Fund will need an additional \$4.7 million from either additional revenues, reduced expenditures, or a combination of both to reach the 30 day working balance requirement.

In addition, I want to make Council aware of two programs that have not been included within the forecast and that would require significant resources:

1. Fire Station 8 needs to be returned to a double company station to maintain the City's ISO I rating according to our ISO consultant, which will require Plano Fire-Rescue to staff and equip one additional engine company. In 2011, an engine company was removed from service at Station 8 and

Harry LaRosiliere Mayor	Lissa Smith Mayor Pro Tem	Ben Harris Deputy Mayor Pro Tem	Angela Miner Place 1	Rick Grady Place 3	Ron Kelley Place 5	Tom Harrison Place 7	David Downs Place 8	Bruce D. Glasscock City Manager
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transferred to Station 13 when it opened to avoid adding staff due to the economic downturn. The current total cost estimate for this budget request totals \$5.2 million including both personnel and start-up equipment costs.

2. In order to implement the recently completed Technology Service assessment, additional funding from both the General Fund and Water and Sewer Fund will need to be allocated for operations, equipment and maintenance costs in 2016-17. These costs are currently being examined by Plano's staff and technology consultants and have not yet been fully determined.

Details regarding both of these programs will be provided during upcoming budget process to fully inform further discussion of these likely requests.

Following preliminary discussions with both Collin County and Denton County Central Appraisal Districts, total assessed property values are projected at \$33.5 billion, with the existing property values projected to increase 5.0% or \$1.6 billion. New property development is projected to add \$700 million to Plano's property tax base in FY 2016-17. The combination of these increases translates to a property tax revenue increase of \$11.0 million. The current ad valorem tax rate of 48.86 cents per \$100 of assessed property valuation is maintained throughout the forecast, and with the amount allocated between debt payments and revenue for operations being adjusted accordingly.

Sales tax receipts, the General Fund's second largest source of revenue, are re-estimated for FY 2015-16 at \$72.8 million. For the first five-months of FY 2015-16, sales tax has declined \$1.1 million from last year's collections for the same period. Based on current City Council policy, sales tax projections will be based on the past three-year average of sales tax collections excluding any audit adjustments. The \$72.8 million represents the latest three-year average. Any amount collected over the \$72.8 million can be used for one-time expenditures, assigned to the fund balance to build reserves for the next fiscal year or transferred to the Capital Reserve Fund or the Economic Development Incentive Fund. For this forecast, all three forecast years are projected at the same amount of \$72.8 million, even though the City could potentially collect more than this forecasted amount. Additionally, the sale of wine and spirits has proven popular and is expected to remain strong in the near future with \$1.5 million in sales tax collections projected for 2015-16. This amount will continue to grow as a result of more liquor stores opening in Plano.

The North Texas region continued to experience an upswing in the travel-related industry last fiscal year, which has led to increases in Hotel/Motel tax receipts. In addition, several new hotels are expected to open within the forecast period including a brand new Renaissance Hotel with 300 rooms and 26,000 square feet of meeting space in the winter of 2017. Based on the addition of new hotel rooms during the forecast period and direct economic growth, Hotel/Motel receipts are projected to increase from \$8.0 million in FY 2015-16 to \$9.3 million by FY 2018-19. During the upcoming budget we will be discussing the \$800K Arts and Historic Preservation Hotel/Motel Tax Grant cap which was implemented in 2013. With the robust development of the Downtown Arts/Historic area, more organizations will likely request funding from this revenue source.

The Water & Sewer Fund continues to be an area of concern as we look ahead the next three-years. Given preliminary information shared by the North Texas Municipal Water District, water rates will increase dramatically throughout the forecast period. Wholesale water rates are scheduled to increase between 9.9% and 11.5% in each year of the forecast, with annual expenditure increases continuing to be based on the current take or pay minimum of 26.7 billion gallons set in 2001. For FY 2016-17, the annual water rate is projected at \$2.53 per thousand gallons, \$2.82 per thousand gallons in FY 2017-18, and \$3.10 per thousand gallons in FY 2018-19. Wastewater treatment rates are projected to increase 15.0% in FY 2016-17, followed by 1.8% in both FY 2017-18 and FY 2018-19. In this forecast all water and sewer rate increases proposed by NTMWD are passed through to customers effective November 1st in each year. The forecast also assumes our annual water consumption remains at an averaged normal consumption between 22 to 23 billion gallons per year.

Based on the projections in this forecast and the continuation of existing service levels, this forecast does not anticipate sufficient revenue to meet the working capital goal of 15 days of operating expenses in the Sustainability and Environmental Services Fund as established by City Council in future years. Currently, the projected working capital balance for FY 2016-17 is five (5) days or \$358,387. The last change to residential collection rates was made in October 2008, when rates were increased by \$1.25 per month to the current monthly rate of \$15.10 for a 95-gallon container. NTMWD disposal rates per ton have continued to increase each year since 2008. Consequently, information regarding a possible rate increase and/or reduction in service expenditures will be discussed during the upcoming budget process.

Listed below are additional significant features and issues contained within the forecast.

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 examined on their individual merit during the budget development process in each year.
- In order to retain our high quality workforce and to remain competitive with other North Texas cities, **salary projections assume a 3% increase for both Civil Service and Non-Civil Service employees** in each year of the forecast. In addition, attrition is projected at 3.0% for the General Fund, 1.0% for all other funds based on historical averages.
- **Supplies & services costs are projected to increase 2.0%** in each year of the forecast based on inflation projections. Municipal garage charges are projected to remain constant in 2016-17 and then increase 2.0% in 2017-18 and 2018-19 due to anticipated rising fuel and oil costs. Postage charges are projected to increase 2.0% in each of the three forecast periods to coincide with the anticipated inflation. Electricity charges are projected to remain constant throughout the forecast period and natural gas is expected to increase 2.0% in 2016-17, 4.0% in 2017-18 and 6.0% in 2018-19.
- **No health insurance increase** has been included in this forecast; and the rate of 18.11% for TMRS has been included in the annual salary and wage expenditures. No other benefit cost increases have been included, with the exception of a \$69 increase in annual OPEB expenditures per employee starting in 2016-17.
- **Assumed to be funded** within the forecast are all operating expenditures associated with CIP Projects coming on-line 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. These projects include an expansion of the Oak Point Recreation Center, addition of a pool at Carpenter Park Recreation Center, the Senior Center expansion, the Liberty Recreation Center expansion, additional Park Improvements, and Facility Additions & Expansions. Details associated with CIP projects coming on-line are located in the Appendix Section of this document.
- **For the first time since the establishment of the Capital Reserve Fund**, the policy goal of allocating 75.0% of the annual depreciation to the fund has been achieved. This achievement is due to Council's commitment to preserving the city's growing infrastructure and the city's sales tax cap policy. Since 2008, the sales tax cap policy has transferred in an additional \$13.3 million into the fund. The transfer to the Capital Reserve Fund is projected to increase from \$23.6 million in FY 2015-16 to \$26.6 million in FY 2018-19.
- 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 \$6.6 million in FY 2016-17; \$7.0 million in FY 2017-18; and \$7.5 million in FY 2018-19. These forecasted amounts represent only the actual two-cent property tax revenue and does not include any supplemental funding from the General Fund. The increasing competitive nature of the economic development market will challenge the City to ensure our Economic Development program is adequately funded.
- The forecast assumes issuing approximately \$40.0 million in new debt in each of the fiscal years with an additional \$10 million tax note sale assumed in early 2016-17 to support Technology Services

projects. The new General Obligation debt forecast issues use an average interest rate of 4.65% and each issuance is projected on mid-year sales with only one interest payment included in the first year.

My special thanks are offered to all Department Managers, the Executive Team and the Budget & Research Department for their cooperation in putting together this Financial Forecast. In addition, I look forward to discussing this information with you at the March 28th Council meeting.

Respectfully submitted,



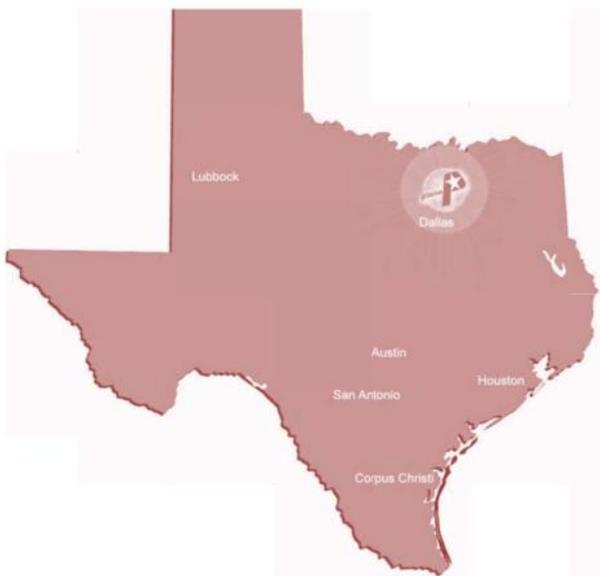
Bruce D. Glasscock
City Manager



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 2016-17 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 273,900. Regularly recognized for providing an excellent business and living environment, Plano continues to enjoy some of the best economic conditions in the United States, a result of years of well-planned residential and commercial development accompanied by high quality public services. As an established city, Plano continues to maintain its distinguished charm and vitality. Community leaders are committed to encouraging high-quality new development and support re-development opportunities that are aligned with Plano's civic vision. Residents live in a community with a proud heritage, a stable economic foundation and strong citizen involvement. Plano has the proven ability to provide valuable services that protect and improve the daily lives of residents.



Location Plano holds a key ingredient in the global economy: location. As the largest city in Collin County, Plano is located 20 miles north of the Dallas Texas Central Business District and was once considered part of the “outer loop” of the DFW Metroplex ring of suburban cities. Plano is now considered an “inner circle” of suburban city due to continued growth in one of the nation’s leading metropolitan regions. With a prime Metroplex location, Plano city boundaries cover 72.2 square miles and anchor much of the region’s northward growth. The location produces favorable commute times to employment centers outside its city limits thanks to four major regional transportation arteries. Thanks to a sunbelt and central time zone location, Plano enjoys a temperate climate where businesses and residents have the ability to interact with both coasts during normal business hours, and all major U.S. cities are accessible within three hours of flight time. Plano’s membership in the area’s major regional public transportation system, DART, links Plano to Dallas, Fort Worth and most other regional cities via a light rail and bus system. Secure neighborhoods and a wide variety of quality of life amenities identify Plano as a great community for families to call their hometown.

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

- **Plano is named a Top 10 City for Women in Tech according to [SmartAsset.com](#).**
- **Downtown Plano is named as the only city in Texas to the top ten Best Downtowns in America.**
- **[WalletHub](#) names Plano the 2nd Best City for families and named Plano the 3rd Hardest Working City in America.**
- **Plano is named the 7th safest city in America by [Law Street Media](#).**
- **Plano was awarded the 4-STAR Community Rating for Sustainability – only the second Texas City to receive this achievement.**
- **Plano is named one of the top 100 places to Live according to [Livability.com](#).**

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 seven area hospitals in Plano, as well as several specialty treatment and rehabilitation centers. The past decade has seen a number of senior living facilities open in Plano, ranging from retirement communities to assisted living and skilled nursing facilities. Consumers enjoy access to two regional malls, six major shopping areas and more than 70 neighborhood shopping centers, with each venue offering a variety of goods and services. Diners can eat at more than 1,400 establishments through Plano, covering just about every form of cuisine imaginable. Plano has 5,143 hotel rooms within its city limits, with approximately 500 additional rooms coming online in 2016. A number of these hotels are occupied by guests in town for events held at the city-operated Plano Centre, which offers a full-service convention facility with 86,400 square feet and on-site catering and event support.

Plano seeks to keep residents informed about City services and programs using both television and the Internet. The **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, Public 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 and Recreation is the 2015 National Recreation and Parks Association (NRPA) **Gold Medal** award winner for Excellence in Parks and

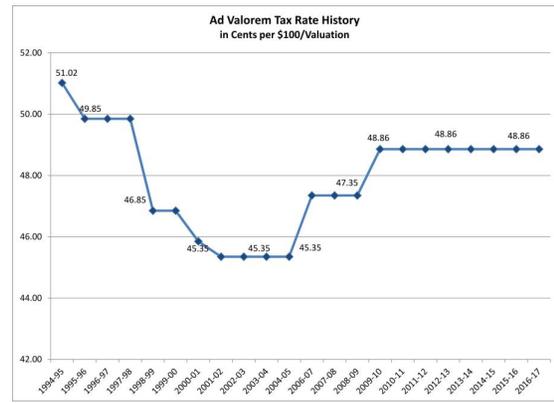
Recreation, while Wallethub.com ranked Plano 2nd Best City for Families. Plano's populace enjoys access to over 70 shopping centers, 1,400 restaurants including over 700 fine dining restaurants 5,143 hotel rooms, and a full-service convention center. Community sites and attractions include the **Heritage Farmstead Museum**; the **Interurban Railway Museum**; **Historic Old Downtown Plano**; **Legacy West Development**, the **ArtCentre of Plano** and the **Courtyard Theatre**. To support a sense of community and culture, the City annually provides grants and partial funding for a variety of community groups and cultural arts events, such as performing group presentations, outdoor festivals and other entertainment and recreational opportunities. Perhaps the best known of these endeavors is the **Plano Hot Air Balloon Festival** held each September since 1979. Plano's location places guests and residents conveniently close to a multitude of cultural and recreation activities throughout the DFW Metroplex area, which boasts a variety of professional sports teams, world-class museums and first-rate entertainment.

Plano's **Public Library System** has five branch libraries with a collection of over 803,084 books, magazines and audio visual materials with a circulation of over 4.0 million. In addition to the collection, Plano Libraries maintain a comprehensive online catalog, offer research and homework assistance, provide public internet access and offer a wide array of programming to all members of the Plano community on a variety of interests, topics and needs. Recent programs and events have been as diverse as SAT prep, free legal aid, opportunities to improve English and foreign language skills, to LEGO activities, a genealogy lock-in and a family movie night.

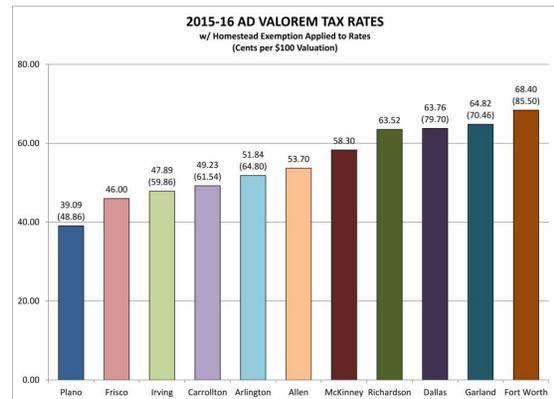
Residents and visitors to Plano can take advantage of a wonderful collection of parks, recreation facilities and organized activities thanks to Plano's Parks & Recreation Department, which is one of just six Texas park systems accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). Established in 1968, the department operates and maintains 82 public parks, 65 miles of recreation trails and two nature preserves, which occupy almost 4,000 acres of land in Plano. The department also maintains more than 800 acres of city medians, rights-of-way and public grounds around city facilities, as well as helps Plano maintain the Tree

City USA designation it has held for more than two decades. Athletic opportunities are available both through the city and in partnership with a number of non-profit youth and community sports groups, who use Plano's 106 soccer/football fields, 71 softball/baseball fields and seven cricket pitches, Pecan Hollow golf course and a 21 court lighted tennis center. Plano also operates a senior recreation center and four recreation centers that offer fitness, indoor sports and community activities and eight swimming pools. 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 2015-16 Budget kept the City of Plano's property tax rate constant at the same rate of 48.86 cents per \$100 valuation. The rate was last increased in 2009-10 by 1.51 cents, (1.35 cents for debt service and 0.16 cent for operation and maintenance). Before that, the last property tax rate increase was in the 2006-07 Budget, where a 2.0 cent increase was implemented solely to raise funds for an **Economic Development Incentive Program**. Revenue from that 2.0 cent increase continues to be used to fund economic development projects and enhance both attraction and retention programs for major businesses. The City's tax base remains nearly evenly divided between residential and commercial property in value, with the average home in Plano having a value of \$291,717. 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.



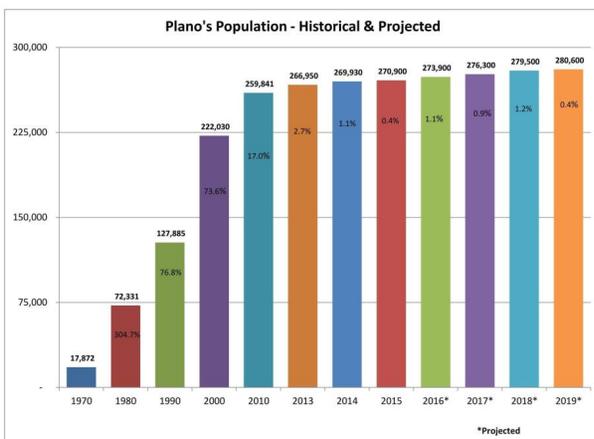
Some of the columns on the chart have two numbers; in these cases the smaller number represents the effective tax rate, which includes the homestead exemption. The cities with an asterisk do not offer a homestead exemption, and display only one rate.

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, 2016 population is 273,900. 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 55% of adults over age 25 holding a bachelor's degree or higher, compared to the Texas average of 26.3%. Plano's median household income is \$82,944, nearly 61% higher than the national median household income of \$51,563. 28.7% of Plano residents are under 18 years of age, while another 4.9% are over 65 years old; Plano's median age is 38.1. Plano has seen its minority population grow with the city; currently the largest minority groups are Asian (18.0%), Hispanic/Latino (15%) and African American (7.0%). After booming population growth in the 1970s, 80s and 90s, 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.



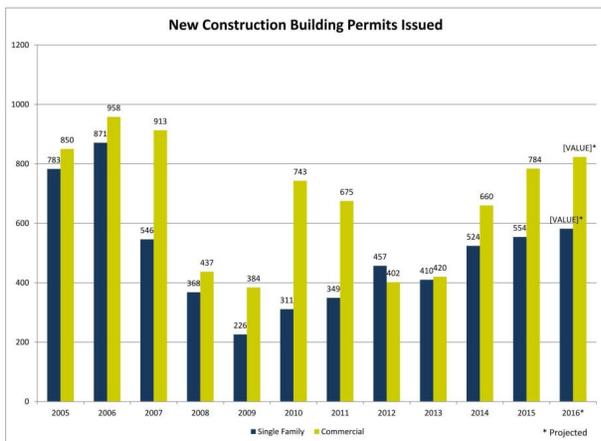
Plano's population growth continues to level off as the few remaining land parcels are developed and most future residential growth will come from

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, 0.9% annual population growth is projected for 2016-17; 1.2% for 2017-18; and 0.4% for 2018-19.

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

Nationally, housing is on a gradual and tempered upswing, with stronger than expected gains in observed prices and new construction, and a drop in available inventory and listings from prior years. Texas continues to weather the national real estate crunch without significant damage to property values, as it avoided the over building experienced in some other western and southern states. Home ownership is more affordable than at almost any point in the past forty-four years, according to the National Association of Realtors Homebuyers Affordability Index, however, higher price demand and lower supply is eroding housing affordability. The index reached 176.1 for 2015, with a monthly index hovering around 160 throughout the year. A higher index equals more affordable, and a level above 100 signifies that a family earning the median income more than qualifies for a mortgage loan on a median-priced home. This affordability and recent improvements to the economy support this and may improve the demand for housing. Psychological effects of the housing bubble continue to linger, dampening optimism for this sector of the economy, yet Plano's residential home market did well in 2015. In Plano, the average days on market for a home for sale hovered around 30 days from 2014 to 2015 and the median market price increased by 9.7% to \$291,717. In Texas, housing prices have

remained relatively stable 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 2015, Plano issued construction permits for 554 new single family homes and had more than \$1 billion in new commercial building construction take place. As the amount of land in Plano diminishes for initial development for single family residential, multi-family residential opportunities are flourishing. In 2015, new multi-family residential residences accounted for an initial market valuation of over \$110 million. In 2015, growth in multi-family residential housing is expected as an influx of new workers are expected to call Texas their home within this forecasting period. Commercial permits have seen an exceptional growth pattern in the past few years as the economy rebounds and the City of Plano becomes the home of new and relocating businesses. Future revenues related to the number of new construction permits issued are predicted to remain strong for the entire forecast period.



The popularity of Legacy West and redevelopment around downtown Plano are indicative of a trend towards more compacted living spaces such as patio and town homes, duplexes and pedestrian-friendly multi-purpose developments. Plano faces the challenge of maintaining a balance between residential and commercial properties, which is an integral part of the foundation that makes this community an attractive choice to new residential and commercial investors, aids in business retention, and promotes appreciation of property values for both homeowners and institutional commercial property owners.

The Texas Job Market Total nonagricultural employment in Texas added 166,900 jobs in the past 12 months according to the Texas Workforce Commission, including 141,300 private-sector positions. In 2015, WalletHub.com named Plano one of the hardest working cities, which was of the highest rankings for a Texas City. The Texas unemployment rate has remained at or below the national employment rate for 109 consecutive months. Pre-recession Texas employment peaked at 10,639,900 in August 2008, surpassed in November 2011, and by January 2016, Texas added an additional 1,322,600 jobs. The U.S. recovered all recession-hit jobs by April 2014 and by January 2016 added an additional 4,856,000 jobs.

While the national job market shows signs of strengthening, job growth in 2016 is expected to remain strong and vibrant throughout the year. As of February 2016, the Bureau of Labor Statistics reported more than 3.3 million Americans had been unemployed for more than 15 weeks and the average length of unemployment was just over 29 weeks long.

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 mitigates the severity of the 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. Two major employment districts, Legacy Business Park and the Research and Technology District, and three large retail shopping malls, Collin Creek Mall, the Shops at Willow Bend, and the Shops of Legacy, conjoin with numerous neighborhood retail shops, eateries, and other business to provide opportunities for employment in retail, wholesale, manufacturing, medical, finance, services and high tech fields within city limits. This diverse collection of enterprises across business sectors is one factor that has helped Plano weather the national recession better than most other communities.

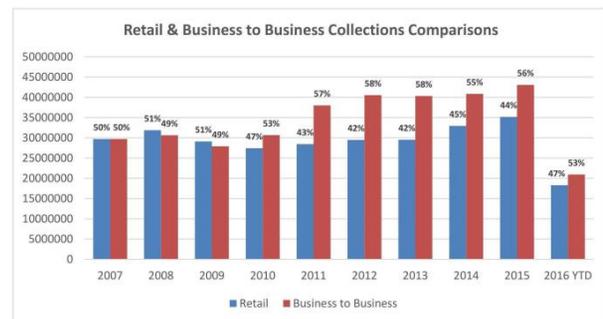
Here and Now The City of Plano is now surpassing pre-recession levels for several key revenues such as property taxes, sales tax receipts, and hotel/motel taxes. Even with these positive developments, Plano remains conservative in its outlook and very much aware of “the new normal” that has taken hold for both households and governments since 2008.

The year 2016 is expected to continue to bring strengthening economic growth to the area. Although the economic climate of the city and region has been hindered by economic and political uncertainties, the past year continued to show the majority of economic indicators continue positive momentum. 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 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 trending downwards. Consequently, fuel costs are expected to remain relatively flat in the City’s cost to maintain and operate vehicles and other rolling stock. Increasing global demands for petroleum, low inventories and extreme political unrest in oil producing regions across the world all play a role in these prices. Energy cost uncertainties and a strong community desire for sustainable energy practices encouraged the implementation of energy efficiencies at City facilities, including adjustments to heating and cooling systems and building temperatures, as well as modifying lighting fixtures in office areas. These changes, coupled with energy price contracts, have helped to control utility expenditures at the City of Plano. Recently natural gas inventories have become more volatile causing natural gas prices to slightly increase in each year of the forecast. During this forecast period, the City of Plano will evaluate current electricity providers due to the expiring Texas Coalition for Affordable Power (TCAP) contract in December 2017. The City remains proactive in this approach to perform due diligence in evaluation of new electricity

contracts and providers. All indications have pointed towards declining costs of electricity beginning in FY 2017-18.

Sales tax revenues continue to remain strong, with \$76.8 million collected in FY 2014-15 with a fairly positive outlook in this forecast period. Plano’s strong sales tax can be attributed to a very strong collection of firms whose services and products lend themselves to business-to-business rather than retail sales. Retail sales in Plano have slowed as new retail options have opened in neighboring communities and consumer confidence (and spending) has only recently approached and surpassed pre-recession levels. While Plano served as the primary retail destination for Collin County through the middle of last decade, consumers in cities such as Frisco, Allen and McKinney now have the same retail outlets located closer to home. As a result, Plano’s share of the regional retailing market is not expected to expand 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, \$72.8 million represents the latest three-year average. Any amount collected over the \$72.8 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 Reserve Fund.

In the near term, Texas’s economic growth is expected to continue at a good pace compared to the rest of the nation. Texas saw an increase of 1.3% in personal income, which continues the positive trend for personal income growth. The Texas housing industry also looks well positioned to take advantage of Texas population growth. Continued migration of private sector business has resulted in an influx of new Texans. Taking this

into account, economists have predicted a strong growth rate for the housing industry. An increase in the number of single family housing permits increased 27% in the past year. This growth is predicted to slightly increase as the economy strengthens and new businesses relocate to Texas.

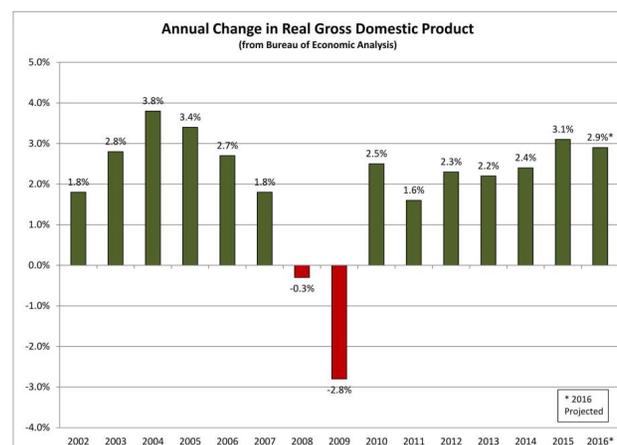
Plano continues to seek out high quality opportunities for economic development and business growth. With a history of attracting new construction and business expansions, Plano remains well positioned to benefit from the internal U.S. migration of people and businesses to Texas. Plano's Economic Development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

National Economic Trends The steady comeback in the U.S. economy since mid-2009 is clear and the likelihood of recovery for the next several years continues. As a country, we have faced numerous challenges over the past few years, yet even with these difficulties, Plano remains strong. The Federal Reserve continues to focus on keeping financing costs low and holding inflationary pressures at bay and has identified these **three keys to the Economic Recovery: Jobs, Housing Starts, and Consumer Spending**. The Federal Reserve has stated that rates may rise as a result of the strengthening economy both domestically and internationally. The slow and steady rise in total employment shows positive signs towards achieving a total employment figure equal to the peak seen in the labor force of 2007 at recent growth rates. Nationally, as well as locally, home prices have seen a strong uptick in value with supply of new and existing homes dwindling. Housing is a hugely important sector of the economy that includes not only construction, but everything that feeds off of it. Since 2007, the average household has lost 23% of its net worth. Consumer spending normally accounts for approximately 70% of all economic activity and should continue to hold steady. The average household savings rate has gone from 0% in 2007 to around 5% as households try to replenish some of their losses. Current trends have demonstrated consumer spending is on the rise, however, due to future uncertainties of global markets, consumers are still continuing to save accordingly.

On a positive note, Texas continues to remain one of the best business climates in the United States. 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 2014, Toyota Motor North America, announced it is establishing a new headquarters here in Plano. Within this forecast period, Toyota's three separate North American headquarters for manufacturing, sales and marketing, and corporate operations will be located in Plano. Along with Toyota, FedEx, Liberty Mutual, J.P. Morgan Chase and Hilti North America are a few more major corporations that decided to call Plano their home. Within the next three year period, over 5,000 jobs are estimated to be created, as well as a positive economic benefit for this region.

One indicator of the national economy is Real Gross Domestic Product (GDP), which measures the output of goods and services produced by labor and property located in the United States while taking inflation into account. The graph below shows the changes to this measure over the past decade from the Bureau of Economic Analyses archives, with the 2016 projected rate from the Congressional Budget Office. Preliminary economic projections for the next three years indicate slow, yet positive national growth as businesses continue to review and realign their goals with strategies and plans that are more adaptive to current economic conditions while evolving to a more global economy.



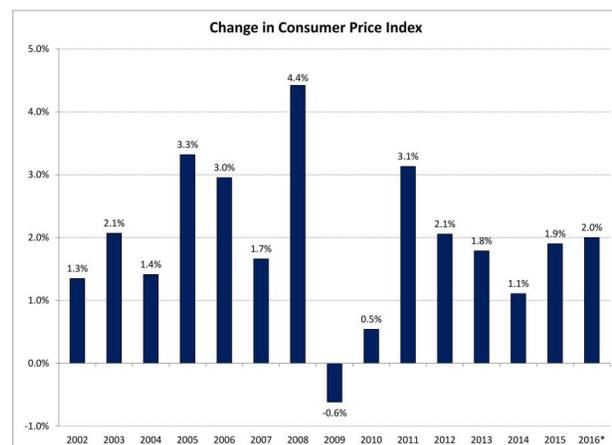
Real GDP has grown for 12 consecutive quarters, and continues to show signs of stability and marginal growth. In the north Texas area, Real GDP grew by 5.2% in 2014, outpacing the nation's 2.4%. Projections for the nation point towards a 2.9% Real GDP for 2016. Global economic expansion is gaining steam, however, a variety of potential scenarios might slow the economy in this three year forecast period. Consumer confidence levels are still in recovery mode with disposable incomes stagnating and the national unemployment rate remains around the 5% mark. Both Texas and Plano have historically been below the national unemployment rate averages.

While labor force participation remains slightly below pre-recession levels, economic growth has been slow to recover, however, employment signs show positive growth and an optimistic approach for this coming year. Economic productivity was robust due to the rapid assimilation of innovative technologies into the workplace and a high proportion of working age people who were employed and working full-time at their jobs. With many companies utilizing new technology to maximize productivity in the hours worked from employees, a standard response to the recession by business managers was to do more with less. As workforces held steady and grew within certain industries, employees found a new standard amongst employers. In the past few years, employers were requiring upskilling and higher levels of education which detracted many potential workers. However, many in the job market obtained higher education levels to meet and exceed job requirements. With this being said, there still remains a larger pool of economically inactive individuals and job seekers which has produced drag on economic growth and lead to a significant population that is not captured by the official unemployment rate. Modest economic growth in the U.S. and slower growth throughout much of the rest of the world spell inflation rates throughout this year. In this past year, we have already seen a rise on interest rates from the Federal Reserve as their new fiscal policies take shape. Nationally, corporations have built up large holdings of cash, and as economic activity improves and uncertainties are resolved, businesses should feel more confident increasing their investments in structures, equipment and technology.

An additional measure of the overall economy is the Consumer Price Index (CPI) prepared by the Bureau of Labor Statistics (BLS), a direct indicator of inflation in the economy. A rise in CPI of 1.1% for the DFW urban region over the past 12 months, and a rise of 2.2% nationally, reflects an economic environment that is stable and experiencing modest growth.

Inflation, as measured by the annual percentage change in the CPI, is expected to remain fairly low. 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 2015 Index placed Plano below the national average for such major household costs as Housing, Healthcare and Grocery Items.



This forecast does include a 2% inflation rate in order to estimate future potential expenditures.

Expenditures for materials and supplies were only recently increased for the FY 2015-16 budget year, as they have been previously held constant for the last several fiscal years. Any additional operating & maintenance expenditure included in the 2016-17 Budget must be approved by the City Council through a supplemental funding process.

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 has begun to occur. 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 30 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 Reserve Fund and Community Investment Program 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 Several years after our regional and state economy experienced the recent economic downturn at a degree much lower than the nation as a whole, Plano remains a bright spot on the economic landscape. Economic expansion continues to generate employment and other business opportunities in Plano, and combines with other factors to motivate business relocations and new residents to settle in our city. Economists generally agree that the national economy will continue to recover, though not as quickly as most individuals would like.

As is the case with all projections, many developments could cause economic outcomes to differ substantially in one direction or another. External issues can heavily influence economic activity and weaken the economy. This upcoming year brings about many political pressures such as the Presidential and Congressional elections that have traditionally slowed 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.

Budget Assumption Matrix Revenues and Expenses 2016-17 thru 2018-19				
	ASSUMPTION	Projected		
		2016-17	2017-18	2018-19
Population:				
January 1, 2016	Current Population: 273,900 (Planning Dept.)			
2016-17	Increase 0.9% to 276,300 (Planning Dept.)	0.90%		
2017-18	Increase 1.2% to 279,500 (Planning Dept.)		1.20%	
2018-19	Increase 0.4% to 280,600 (Planning Dept.)			0.40%
Property Values:				
Existing Property Value:				
2016-17	Increase 5.0% to \$32,844,011,501 (Central Appraisal District)	5.00%		
2017-18	Increase 4.0% to \$34,885,771,961 (Central Appraisal District)		4.00%	
2018-19	Increase 4.0% to \$37,009,202,893 (Central Appraisal District)			4.00%
New Property Value:				
2016-17	Increase \$700,000,000 (Based on Central Appraisal District)			
2017-18	Increase \$700,000,000 (Based on Building Permit Projections)			
2018-19	Increase \$700,000,000 (Based on Building Permit Projections)			
Revenues:				
Taxes				
Ad Valorem Taxes:				
Current	Assume 99.0% collection rate			
Delinquent	Assume 1.0% delinquent rate			
Penalty & Interest	Based on historical trends in delinquent accts.			
New Debt				
2015-16 Re-Estimate	\$39,570,000 (Bond Authority)			
2016-17	\$55,000,000 (Bond Authority)			
2017-18	\$40,000,000 (Bond Authority)			
2018-19	\$40,000,000 (Bond Authority)			
Sales Tax:				
2015-16 Re-Estimate	\$72,781,478			
2016-17	\$72,781,478 (Constant) Based on 3-year average per City Council			
2017-18	\$72,781,478 (Constant)			
2018-19	\$72,781,478 (Constant)			
Franchise Taxes:				
2016-17	Constant for all			
2017-18	Constant for all			
2018-19	Constant for all			
Interest Earnings				
2016-17	Based on Working Capital balance and historical actuals			
2017-18	Based on Working Capital balance and historical actuals			
2018-19	Based on Working Capital balance and historical actuals			
Building Related Revenues				
2016-17	Increase 5.0% based on building permit projections	5.00%		
2017-18	Increase 5.0% based on building permit projections		5.00%	
2018-19	Increase 5.0% based on building permit projections			5.00%
Direct Population-Based (DP)				
2016-17	Increase 0.9% (Planning Dept.)	0.90%		
2017-18	Increase 1.2% (Planning Dept.)		1.20%	
2018-19	Increase 0.4% (Planning Dept.)			0.40%
Indirect Population-Based (IP)				
2016-17	Increase 0.45% (Planning Dept.)	0.45%		
2017-18	Increase 0.6% (Planning Dept.)		0.60%	
2018-19	Increase 0.2% (Planning Dept.)			0.20%
Direct Economy-Based (DE)				

Budget Assumption Matrix Revenues and Expenses 2016-17 thru 2018-19				
ASSUMPTION		Projected		
		2016-17	2017-18	2018-19
2016-17	Increase 2.00% (Projected inflation rate)	2.00%		
2017-18	Increase 2.00% (Projected inflation rate)		2.00%	
2018-19	Increase 2.00% (Projected inflation rate)			2.00%
Indirect Economy-Based (IE)				
2016-17	Increase 1.00% (Projected inflation rate)	1.00%		
2017-18	Increase 1.00% (Projected inflation rate)		1.00%	
2018-19	Increase 1.00% (Projected inflation rate)			1.00%
GENERAL FUND				
Sales Tax	Based on 3-year average (City Policy)	0.00%	0.00%	0.00%
Fixed Drink Tax	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Bingo Gross Receipts Tax	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Franchise Fees				
Electrical Franchise	Constant	0.00%	2.00%	2.00%
Telephone Franchise	Constant	0.00%	0.00%	0.00%
Fiber Optics Franchise	Constant	0.00%	0.00%	0.00%
Gas Franchise	Decrease	-2.00%	0.00%	2.00%
Cable TV Franchise	Constant	0.00%	0.00%	0.00%
Fines & Forfeits				
Municipal Court	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Library Fines	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Miscellaneous Revenue				
Interest Earnings	Based on historical actuals & ending working bal.			
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)	0.45%	0.60%	0.20%
Land/Burning/Liquid Waste	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Grease Trap Permits	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Rental Registratin Fees	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Fire Inspection Fees	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Animal Licenses	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Restaurant Plan Review	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Alarm Permits	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Filing Fees	Based on building & development projection	5.00%	5.00%	5.00%
Fire Protection Plan Review	Based on building & development projection	5.00%	5.00%	5.00%
Building Permits	Based on building & development projection	5.00%	5.00%	5.00%
Electrical Permits	Based on building & development projection	5.00%	5.00%	5.00%
Plumbing Permits	Based on building & development projection	5.00%	5.00%	5.00%
Heating & A/C Permits	Based on building & development projection	5.00%	5.00%	5.00%
Fence Permits	Based on building & development projection	5.00%	5.00%	5.00%
Swimming Pool Permits	Based on building & development projection	5.00%	5.00%	5.00%
Pool Inspection	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Irrigation Permits	Based on building & development projection	5.00%	5.00%	5.00%
Day Laborer Fees	Constant	0.00%	0.00%	0.00%
Sign Permits	Based on building & development projection	5.00%	5.00%	5.00%
Reoccupancy Permits	Based on building & development projection	5.00%	5.00%	5.00%
Misc. Licenses & Permits	Constant	0.00%	0.00%	0.00%
Fees & Charges for Services				
Animal Pound & Adopt. Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Ambulance Service	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
False Alarm Response	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Emergency 911	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Contractor Registration Fee	Based on building & development projection	5.00%	5.00%	5.00%
Engineering Inspection Fee	Based on building & development projection	5.00%	5.00%	5.00%
Residential Building Plan Review	Based on building & development projection	5.00%	5.00%	5.00%
Reinspection Fee	Based on building & development projection	5.00%	5.00%	5.00%
File Searches	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Same Day Inspection Fee	Based on building & development projection	5.00%	5.00%	5.00%
Convenience Copiers	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Lease Fee	Constant	0.00%	0.00%	0.00%
Recreation User Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Recreation Rental Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%

Budget Assumption Matrix Revenues and Expenses 2016-17 thru 2018-19				
ASSUMPTION		Projected		
		2016-17	2017-18	2018-19
Swimming Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Recreation Membership Card Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Tennis Center Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Food Manager/Handler Training	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Tree Trimming Assessments	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Child Safety Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
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			
Interlocal Radio System Access	Constant	0.00%	0.00%	0.00%
Intragovernmental Transfers				
Intra-Fund Transfers From:				
Water & Sewer Fund	5.0% of selected Water & Sewer revenues; indirect costs; and allocations for additional costs			
Sustainability & Env. Svcs. Fund	7.0% of Residential Collection, Special Refuse Collection, and Landscape Bag revenues			
Recreation Revolving Fund	5.0% of Recreation Fund revenues			
Golf Course Fund	5.0% of Golf Course Fund revenues			
Convention & Tourism Fund	5.0% of Convention & Tourism Fund revenues			
Municipal Drainage Fund	7.0% of Fees			
WATER & SEWER FUND				
Water Income	Population based increase (DP), and North Texas Municipal Water District	0.90%	1.20%	0.40%
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	0.90%	1.20%	0.40%
Water & Sewer Penalties	Direct Population based increase (DP)	0.90%	1.20%	0.40%
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)	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 bal.			
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)	0.45%	0.60%	0.20%
Residential Collection	Direct Population based increase (DP)	0.90%	1.20%	0.40%
Allied Waste, Inc.	Direct Economy based increase (DE)	2.00%	2.00%	2.00%
Recycling	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Sale of Landscape Bags	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Tipping Fee	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Contributions via Utility Billing	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Sale of Compost	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
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)	0.45%	0.60%	0.20%
Commercial Class Fees	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Interest Earnings	Based on historical actuals & ending working bal.			
MUNICIPAL GOLF COURSE FUND				
Golf Fees	Indirect Population based increase (IP)	0.45%	0.60%	0.20%

Budget Assumption Matrix Revenues and Expenses 2016-17 thru 2018-19				
ASSUMPTION		Projected		
		2016-17	2017-18	2018-19
Concessions	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
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)	0.45%	0.60%	0.20%
Contributions	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Sundry	Indirect Population based increase (IP)	0.45%	0.60%	0.20%
Interest	Based on historical actuals & ending working bal.			
Expenses:				
Inflation				
2016-17	Based on CPI/US Dept. of Labor	2.00%		
2017-18	Based on CPI/US Dept. of Labor		2.00%	
2018-19	Based on CPI/US Dept. of Labor			2.00%
Salaries, Wages & Benefits				
Salaries (Civil & Non-Civil Service)				
2016-17	Remain constant at 3.0% (Management projections)	3.00%		
2017-18	Remain constant at 3.0% (Management projections)		3.00%	
2018-19	Remain constant at 3.0% (Management projections)			3.00%
RSP				
2016-17	Remain constant at 3.12% of salary (RSP Board)			
2017-18	Remain constant at 3.12% of salary (RSP Board)			
2018-19	Remain constant at 3.12% of salary (RSP Board)			
Life Insurance				
2016-17	Remain constant at 1.00% of salary (Calculation)			
2017-18	Remain constant at 1.00% of salary (Calculation)			
2018-19	Remain constant at 1.00% of salary (Calculation)			
Disability				
2016-17	Remain constant at 0.07% of salary (Calculation)			
2017-18	Remain constant at 0.07% of salary (Calculation)			
2018-19	Remain constant at 0.07% of salary (Calculation)			
Medicare				
2016-17	Remain constant at 1.45% of salary (Calculation)			
2017-18	Remain constant at 1.45% of salary (Calculation)			
2018-19	Remain constant at 1.45% of salary (Calculation)			
TMRS				
2016-17	Remain constant at 18.11% of salary (Full TMRS Phase in Rate)			
2017-18	Remain constant at 18.11% of salary (Full TMRS Phase in Rate)			
2018-19	Remain constant at 18.11% of salary (Full TMRS Phase in Rate)			
Health Insurance				
2016-17	Remain constant			
2017-18	Remain constant			
2018-19	Remain constant			
OPEB				
2016-17	\$2,625 (Human Resources)			
2017-18	Remain constant at \$2,625			
2018-19	Remain constant at \$2,625			
Attrition				
2016-17	3.0% for General Fund and 1.0% for other Funds			
2017-18	3.0% for General Fund and 1.0% for other Funds			
2018-19	3.0% for General Fund and 1.0% for other Funds			

Budget Assumption Matrix Revenues and Expenses 2016-17 thru 2018-19				
ASSUMPTION		Projected		
		2016-17	2017-18	2018-19
Depreciation				
2016-17	Method remains constant each year (Historical & ERF)			
2017-18	Method remains constant each year (Historical & ERF)			
2018-19	Method remains constant each year (Historical & ERF)			
Municipal Garage Charges				
2016-17	Remain constant 0.00% (Equip. Svcs, gas and oil price inc.)	0.00%		
2017-18	Increase 2.00% (Equip. Svcs, gas and oil price inc.)		2.00%	
2018-19	Increase 2.00% (Equip. Svcs, gas and oil price inc.)			2.00%
Postage				
2016-17	Increase 2.00%	2.00%		
2017-18	Increase 2.00%		2.00%	
2018-19	Increase 2.00%			2.00%
Electricity				
2016-17	Remain constant (Dept. Of Energy)	0.00%		
2017-18	Remain constant (Dept. Of Energy)		0.00%	
2018-19	Remain constant (Dept. Of Energy)			0.00%
Natural Gas				
2016-17	Increase 2.0% (Dept. Of Energy)	2.00%		
2017-18	Increase 4.0% (Dept. Of Energy)		4.00%	
2018-19	Increase 6.0% (Dept. Of Energy)			6.00%
Capital Outlay				
2016-17	\$1,000,000 per year for library books (Historical)			
2017-18	\$1,000,000 per year for library books (Historical)			
2018-19	\$1,000,000 per year for library books (Historical)			
Existing Expenditures				
2016-17	Increase 2.0%	2.00%		
2017-18	Increase 2.0%		2.00%	
2018-19	Increase 2.0%			2.00%
North Texas Municipal Water District (NTMWD)				
Water				
2015-16	Price per 1,000 gal \$2.29			
2016-17	Increase \$0.24 per 1,000 gal to \$2.53	10.48%		
2017-18	Increase \$0.29 per 1,000 gal to \$2.82		11.46%	
2018-19	Increase \$0.28 per 1,000 gal to \$3.10			9.93%
Wastewater				
2015-16	Price per 1,000 gal \$1.95			
2016-17	Increase \$0.29 per 1,000 gal to \$2.24	15.00%		
2017-18	Increase \$0.04 per 1,000 gal to \$2.28		1.79%	
2018-19	Increase \$0.04 per 1,000 gal to \$2.32			1.75%
Upper East Fork Interceptor System				
2015-16	Price per 1,000 gal \$1.17			
2016-17	Increase \$0.25 per 1,000 gal to \$1.42	21.00%		
2017-18	Increase \$0.04 per 1,000 gal to \$1.46		3.13%	
2018-19	Increase \$0.04 per 1,000 gal to \$1.50			3.45%
EWS-Regional Landfill				
2015-16	Price per ton \$38.25			
2016-17	Increase to \$39.75	3.92%		
2017-18	Increase to \$40.16		1.03%	
2018-19	Increase to \$40.17			0.02%
GENERAL FUND TRANSFERS				
Capital Reserve				
2015-16 Re-estimate	\$23,600,000 (Based on revised Capital Reserve Policy/CIP)			
2016-17	Transfer \$24,550,000 (Based on revised Capital Reserve Policy/CIP)			

Budget Assumption Matrix Revenues and Expenses 2016-17 thru 2018-19			
ASSUMPTION		Projected	
		2016-17	2017-18
2017-18	Transfer \$25,550,000 (Based on revised Capital Reserve Policy/CIP)		
2018-19	Transfer \$26,550,000 (Based on revised Capital Reserve Policy/CIP)		
Economic Dev. Incentive Fund			
2016-17	Transfer \$6,641,714 (2 cents on tax rate)		
2017-18	Transfer \$7,045,983 (2 cents on tax rate)		
2018-19	Transfer \$7,466,422 (2 cents on tax rate)		
Technology Fund			
2016-17	Total transfer to remain constant @ \$1.9 million a year, divided among Funds who contribute: (Calculation)		
2017-18	General Fund = \$1,500,000		
2018-19	Water & Sewer Fund = \$300,000		
	Sustainability & Env. Svcs. Fund = \$60,000		
	Municipal Drainage Fund = \$20,000		
	Convention & Tourism Fund = \$20,000		
PTV Fund			
2016-17	Transfer \$250,000 (Calculation)		
2017-18	Transfer \$250,000 (Calculation)		
2018-19	Transfer \$250,000 (Calculation)		
Property & Liability Loss			
2016-17	Transfer \$4,000,000 (Calculation)		
2017-18	Transfer \$4,000,000 (Calculation)		
2018-19	Transfer \$4,000,000 (Calculation)		

General Fund

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue						
Ad Valorem Taxes	\$98,311,322	\$110,692,516	\$110,692,516	\$120,555,449	\$127,916,123	\$137,010,294
Sales Tax	76,829,245	72,673,623	72,781,478	72,781,478	72,781,478	72,781,478
Franchise Fees	24,452,648	24,950,110	24,046,833	24,078,776	24,320,001	24,630,575
Fines & Forfeits	7,448,485	7,643,902	7,477,204	7,510,853	7,555,919	7,571,030
Building & Development	9,514,883	7,753,222	9,459,232	9,886,304	10,334,731	10,805,578
Licenses & Permits	3,402,842	3,991,533	4,090,711	4,128,459	4,172,006	4,204,763
Fees & Charges for Services	11,962,053	12,335,417	12,752,180	12,871,386	13,009,954	13,142,210
Intergovernmental	981,392	947,419	1,008,690	1,008,690	1,008,690	1,008,690
Interest Income	599,160	600,000	600,000	600,000	600,000	600,000
Transfers In	20,565,985	18,233,701	18,748,497	19,241,891	20,114,383	21,023,754
CIP Coming On-Line	0	0	0	48,000	48,000	82,191
Other	3,558,469	3,527,120	3,657,327	3,684,916	3,716,116	3,740,653
Total Recurring Revenue	\$257,626,484	\$263,348,565	\$265,314,668	\$276,396,203	\$285,577,400	\$296,601,217
Recurring Expenditures						
Salaries & Wages	\$170,343,639	\$182,691,235	\$180,566,230	\$187,444,221	\$192,290,824	\$197,148,744
Supplies & Services	51,640,529	60,294,980	63,790,927	60,766,625	61,757,384	62,774,958
Reimbursements	(2,318,697)	(3,346,824)	(3,346,824)	(3,346,824)	(3,346,824)	(3,346,824)
CIP Coming On-Line	0	0	0	1,652,041	2,344,941	2,997,087
Capital Outlay	1,684,308	3,178,017	4,014,281	1,000,000	1,000,000	1,000,000
Total Recurring Expenditures	\$221,349,779	\$242,817,408	\$245,024,614	\$247,516,063	\$254,046,325	\$260,573,965
Transfers Out	35,997,507	36,543,442	36,543,442	36,941,714	38,345,983	39,766,422
Fund Balance - Beginning	\$51,324,818	\$35,754,134	\$51,604,016	\$35,350,628	\$27,289,054	\$20,474,146
Total Recurring Revenue	\$257,626,484	\$263,348,565	\$265,314,668	\$276,396,203	\$285,577,400	\$296,601,217
Total Recurring Expenditures	\$221,349,779	\$242,817,408	\$245,024,614	\$247,516,063	\$254,046,325	\$260,573,965
Less: Transfers Out	\$35,997,507	\$36,543,442	\$36,543,442	\$36,941,714	\$38,345,983	\$39,766,422
Fund Balance - Ending	\$51,604,016	\$19,741,849	\$35,350,628	\$27,289,054	\$20,474,146	\$16,734,976
Required 30 Day Balance				\$20,343,786	\$20,484,146	\$21,417,038
Add'l Revenues or Program Reductions to Meet 30 Days						\$4,682,062
Days of Operation			53	40	30	30
Total Assessed Property Value			\$31,280,010,953	\$33,544,011,501	\$35,585,771,961	\$37,709,202,839
Tax Split:						
Debt	0.1448	0.1310	0.1310	0.1248	0.1248	0.1210
Operations	0.3438	0.3576	0.3576	0.3638	0.3638	0.3676
	0.4886	0.4886	0.4886	0.4886	0.4886	0.4886
Operating Tax Rate to be Transferred from Debt				0.0062	-	0.0038
Equivalent Amount				\$2,079,729	\$0	\$1,432,950

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.

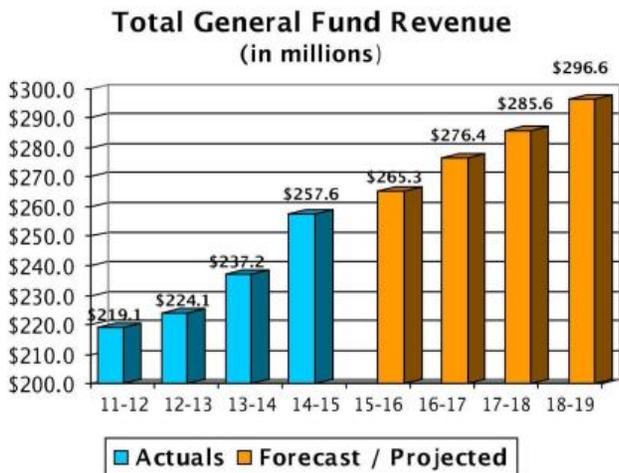
Other Financing Sources:

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.



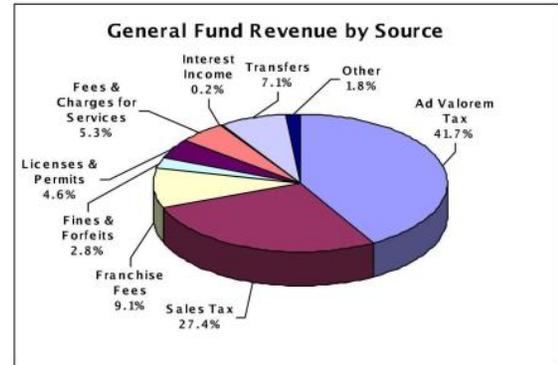
The graph above shows the historical trends and projections for all General Fund revenues. As illustrated, revenues in the General Fund have seen an overall increase each year since 2011-12.

A significant rebound occurred beginning in 2011-12 as a result of the improving economy and greater consumer confidence which translated into increased revenue growth for the City. Since then, both 2013-14 and 2014-15 have encountered continued recovery.

The rebound continues today and this forecast projects an ending 2016-17 General Fund balance of 40 days of operation which equates to 10 days or \$6.9 million over the required 30 days of operation. The continued improvement 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 2018-19, total General Fund revenues are estimated to be \$296.2 million.

The major sources that make up the General Fund revenues for 2015-16 include: Ad Valorem Tax (41.7%), Sales Tax (27.4%), Franchise Fees (9.1%), Fines & Forfeits (2.8%), Licenses & Permits (4.6%), Fees & Charges for Services (5.3%), Interest Income (0.2%), Transfers (7.1%),

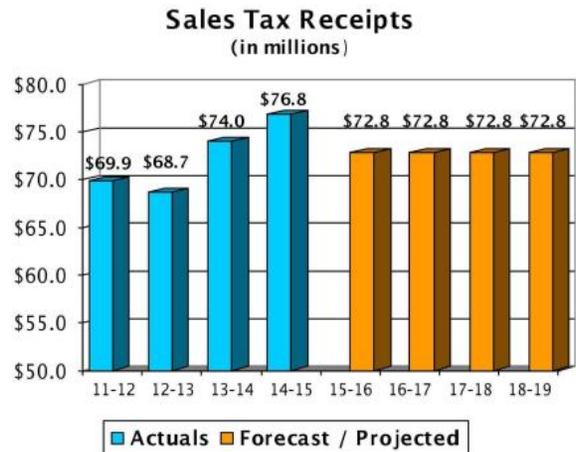
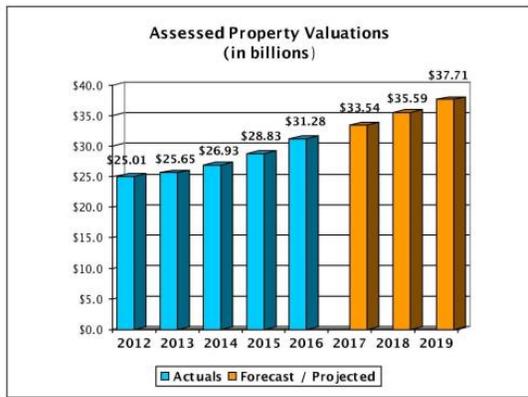
and Other (1.8%). A description of each source as well as a discussion of the outlook over the next three years follows.



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 48.86 cents per \$100 of assessed valuation, unchanged since 2009-10, 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 48.86 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 8.0% rollback operating limit. Due to a projected increase in assessed property values, decline in the size of debt issuances in the forecast period and payoff of existing debt, the overall debt allocation of the tax rate will decline. Throughout the forecast period, a total of \$0.01 cents (\$0.0062 in 2016-17 and \$0.0038 in 2018-19) will be transferred back from the General Obligation (G.O.) Debt Fund to fund General Fund Operations.



Based on projections attained by both Central Appraisal Districts, existing property values are projected to increase 5.0% in 2016-17, 4.0% in 2017-18, and 4.0% in 2018-19. New growth is projected at \$700.0 million for each year of financial forecast.

Sales Tax

Sales tax receipts, the General Fund’s second largest source of revenue, are re-estimated for 2015-16 at \$72.8 million, up from the initial 2015-16 budgeted amount of \$72.7 million. Based on the current City Council policy, sales tax projections will be based on the past three year average of sales tax collections net any audit adjustments. The \$72.8 million represents the latest three-year average. Any amount collected over the \$72.8 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 Reserve Fund or the Economic Development Incentive Fund. For purposes on this forecast, all three forecast years are projected at the same amount of \$72.8 million, even though the City has the potential to collect more than our forecasted amount. Strong business to business sales tax activity as well as increased off premise liquor consumption has helped to keep this revenue source steady. However, we still need to be cognizant of the volatility of this revenue source and factors such as potentially increasing fuel prices, 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 FY 2015-16 is sales tax is down \$1.1 million as compared to last year’s collections.

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

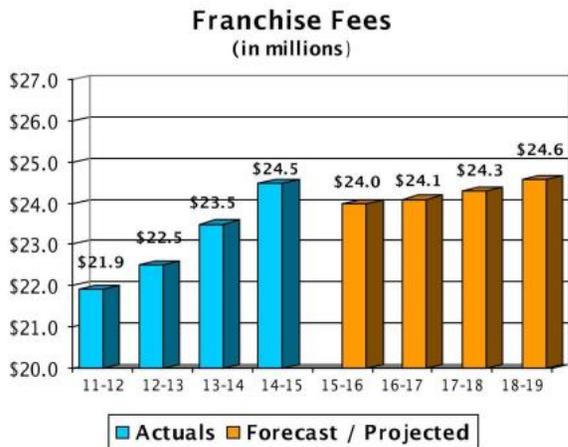
Franchise Fees

Franchise fees for 2015-16 are expected to total \$24.0 million, or 9.1% 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.

Telephone, Fiber Optics, and Cable Television franchise fees are all projected to remain relatively constant for the forecast period. Telephone franchise fees are re-estimated for 2015-16 at \$4.3 million and Fiber Optics franchise fees are re-estimated for 2015-16 at \$48,877, which is about double what was originally budgeted. This higher amount of \$48,877 is projected to remain constant throughout the forecast period. Cable Television franchise fees are re-estimated for 2015-16 at \$4.5 million and will remain constant for the forecast period.

Electrical franchise fees are projected to remain constant at \$12.1 million in 2016-17 and then increase 2.0% in each of the remaining 2 years of the forecast period.

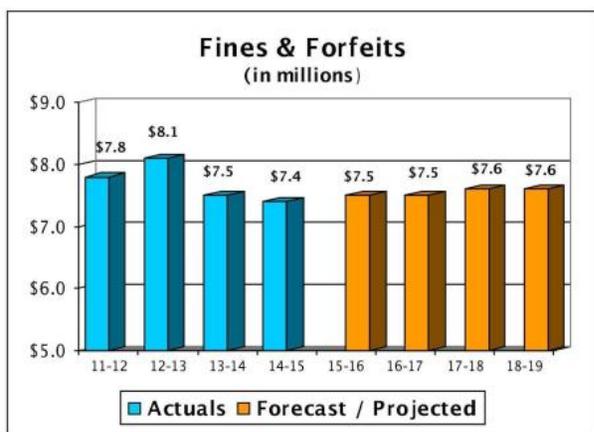
Gas franchise fees are re-estimated down for 2015-16 to \$3.2 million from the original budgeted amount of \$4.1 million due to unusually warm months near the end of calendar year 2015 and lower fuel costs. Gas franchise fees are projected to decrease 2.0% in 2016-17 based on warmer than normal winter months in early 2016, then remain constant in 2017-18, and finally increase 2.0% in 2018-19 in anticipation of a more normal weather pattern.



The graph above shows the historical trends and projections for franchise fee revenue. By 2018-19, this revenue source is estimated to reach \$24.6 million, a slight 0.7% increase over 2014-15 revenues.

Fines & Forfeits

Fines and forfeits for 2015-16 are expected to decrease slightly to \$7.5 million, down \$166,698 from 2015-16 original budgeted amount in library fines due to a change in software which allows automatic extensions of the return date up to 10 weeks. All fines and forfeits are projected to increase at the indirect population-based rate of 0.45% in 2016-17, 0.60% in 2017-18, and 0.20% in 2018-19. This category of revenue includes court fines and forfeitures, traffic fines, and library fines.



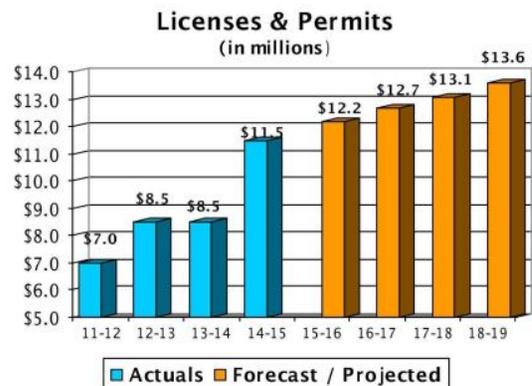
The graph above shows the historical trends and projections for fines and forfeits revenue. By 2018-19, this revenue source is estimated to be \$7.6 million, a 1.6% increase over 2014-15 revenues.

Licenses & Permits

Licenses and permits for 2015-16 are expected to total \$12.2 million, or 4.6% 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. Because of this continued strength in the local housing and commercial construction market and some known large commercial projects coming on-line, such as Toyota, Liberty Mutual and Chase, all building & development related revenues are projected to increase 5.0% from the 2015-16 re-estimated amounts in 2016-17, 5.0% in 2017-18, and 5.0% in 2018-19.

Most other licenses and permits revenues are projected to increase at the indirect population-based rate of 0.45% in 2016-17, 0.6% in 2017-18, and 0.2% in 2018-19.

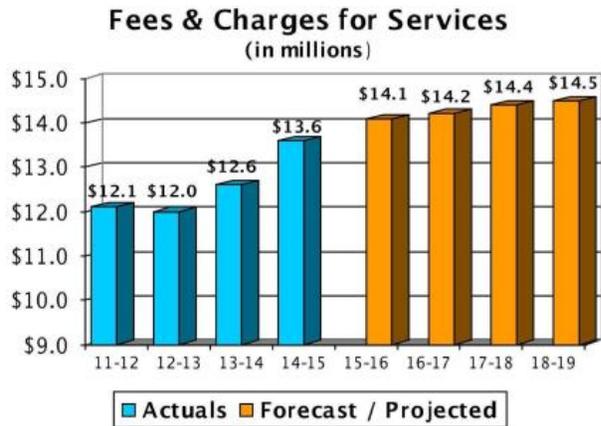


The graph above shows the historical trends and projections for licenses and permits revenue. By 2018-19, this revenue source is estimated to be \$13.6 million, an 18.2% increase over 2014-15 revenues.

Fees & Charges for Services

Fees and charges for services for 2015-16 are expected to total \$14.1 million, or 5.3% 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 0.45% in 2016-17, 0.6% in 2017-18, and 0.2% in 2018-19. Any building & development related revenues within this category are projected to increase 5.0% from the 2015-16 re-estimated amounts in 2016-17, 5.0% in 2017-18, and 5.0% in 2018-19.

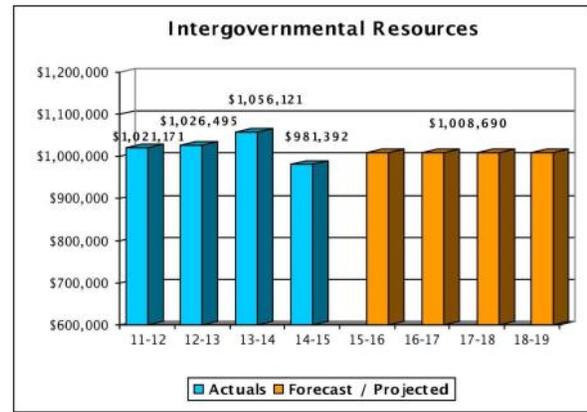


The graph above shows the historical trends and projections for fees and charges for services revenue. By 2018-19, this revenue source is estimated to reach \$14.5 million, an 8.6% increase over 2014-15 revenues.

Intergovernmental Resources

Intergovernmental resources for 2015-16 are expected to total \$1.0 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. Also included are Plano-Richardson Police training facility revenue.

Intergovernmental resources are projected to remain constant throughout the forecast period at \$1.0 million.

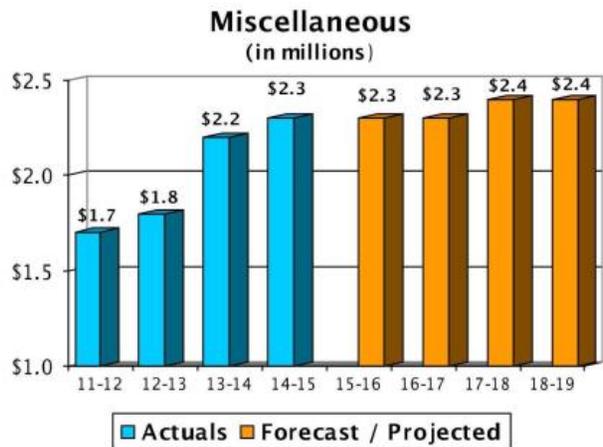


The graph above shows the historical trends and projections for intergovernmental revenue.

Other

Miscellaneous revenues for 2015-16 are expected to total \$2.3 million. Miscellaneous receipts include revenues such as interest income, rents, and insurance collections.

Interest income is projected to be \$600,000 in 2015-16 and then remain constant throughout the remaining forecast period.



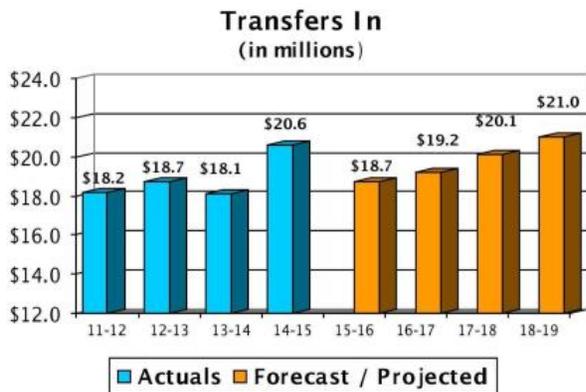
The graph above shows the historical trends and projections for miscellaneous/other revenue. By 2018-19, this revenue source is estimated to be \$2.4 million.

Other Financing Sources:

Operating Transfers In

Transfers in for 2015-16 are expected to total \$18.7 million, or 7.1% of the total General Fund revenue. Transfers in include intra-fund transfers from the Water & Sewer Fund, the Sustainability & Environmental Services Fund, the Recreation

Revolving Fund, the Municipal Golf Course Fund, the Convention & Tourism Fund, and the Municipal Drainage Fund. All transfers are based on a percentage allocation of revenues received in each of these funds. Therefore, the revenues received in future years depend on revenues generated in each of these funds over the next three years.



The graph above shows the historical trends and projections for transfers in. By 2018-19, this revenue source is estimated to reach \$21.0 million, a 2.2% increase over 2014-15 revenues.

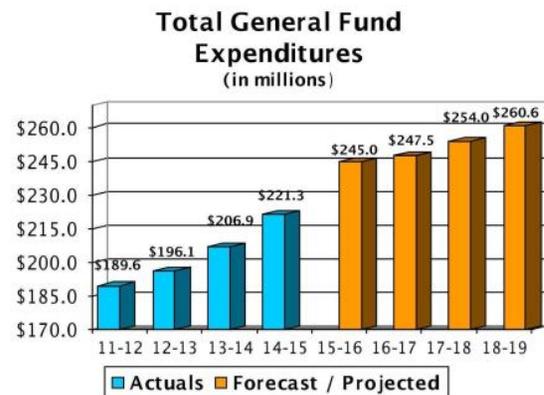
CIP Coming On-Line

Additional revenues anticipated in the future as a result of new facilities coming on-line include the Carpenter Recreation Center Pool addition and the Liberty Recreation Center expansion. In 2016-17, \$48,000 in additional user fees is included as a result of the Carpenter Recreation Center Pool addition. Also, in 2018-19, another \$34,191 in additional user fee revenue is included for the Liberty Recreation Center expansion.

Operating Expenditures

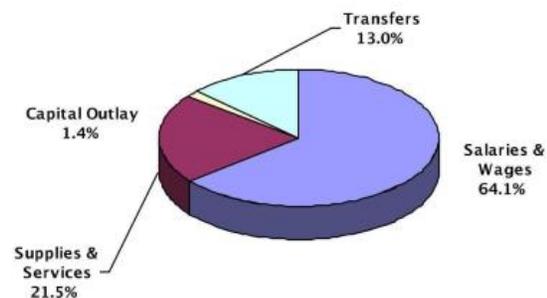
Four decades of rapid growth stimulated local business and development activity and created generous municipal revenues and opportunities. The community, in turn, placed demands on the City to maintain and/or enhance the services provided for citizens. As a result of this ever-changing environment, careful financial planning and budgeting are integral to the budget process as it is known today. In keeping with the City of Plano's commitment, we strive to provide continued revitalization of city infrastructure and strive to respond to demands for increased services from our citizens. In addition, we continue to focus on service restoration in order to maintain the quality of services that citizens have come to expect.

The following graph shows the historical trends and projections for all General Fund expenditures. As can be seen from the graph, expenditures have steadily increased from 2011-12 to 2015-16. These increases are largely due to the continued revitalization of city infrastructure, restoration of services to maintain the quality of services that citizens have come to expect, addressing deferred maintenance of City assets, and the inclusion of salary increases for both civil service and non-civil service employees. During this time, 158 additional employees have been added, particularly in the Public Safety programs.



The major expenditures that make up the General Fund by category for 2015-16 include: Salaries & Wages (64.1%), Supplies & Services (21.5%), Capital Outlay (1.4%), and Transfers (13.0%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.

General Fund Expenditures by Category



Salaries, Wages and Employee Benefits

Salary projections assume a 3.0% increase for both Civil Service and Non-Civil Service employees in each year throughout the forecast period, and assume that the current staffing levels remain constant over the next three years. In addition,

attrition is projected at 3.0% for the General Fund. The health insurance rate is expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is projected at our full phased-in rate of 18.11% while the RSP rate is expected to remain the same through 2018-19. 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 inflation projections. Municipal garage charges are projected to remain constant in 2016-17 and then increase 2.0% in 2017-18 and another 2.0% in 2018-19 due to fuel and oil costs returning back to more normal pricing. Postage charges are projected to increase 2.0% in each of the three forecast periods to coincide with the anticipated inflation rate. Electricity charges are projected to remain flat in each year of the forecast period. Finally, natural gas is expected to increase 2.0% in 2016-17, 4.0% in 2017-18 and 6.0% in 2018-19.

Capital Outlay

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

Transfers

The Capital Reserve Fund policy aims to allocate 75.0% of the annual depreciation to be transferred from the General Fund. The transfer to the Capital Reserve Fund is projected at \$24.5 million in 2016-17, then increase to \$25.5 million in 2017-18, and then in 2018-19, the amount increases to \$26.5 million. These transfers will enable the city to achieve the 75% annual depreciation goal for the first time ever throughout the forecast period.

The Property & Liability Loss Fund transfer is projected based on a three-year average of General Fund losses. The transfer is projected at approximately \$4.0 million in each of the forecast periods. This 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 \$6.6 million in 2016-17; \$7.0 million in 2017-18; and \$7.5 million in 2018-19. These forecasted amounts represent only the actual two-cent property tax revenue and does not include any supplemental funding from the General Fund.

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

Community Investment Program Impacts

Included in this forecast are new project operating and maintenance costs associated with Community Investment Projects coming on-line during the forecast period totaling approximately \$3.0 million. These projects include an expansion of the Oak Point Recreation Center, addition of a pool at Carpenter Park Recreation Center, the Senior Center expansion, the Liberty Recreation Center expansion, the Fire Administration expansion, additional Park Improvements, and 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 balance of 30 days. Based on this forecast, the projected working capital at the end of 2016-17 is at 40 days or \$6.9 million over the financial policy. This is due primarily to the projected increases in assessed property values including new property coming on-line as well as the decline in the size of debt issuances and payoff of existing debt. In 2017-18, the General Fund is balanced at exactly 30 days. However, in 2018-19, the last year of the forecast period, the General Fund will fall short of this Council goal. Specifically, the General Fund will need an additional \$4.7 million in additional revenues, reduced expenditures, or a combination of both to reach the 30 day working balance requirement.

Over the next several months, as we prepare the Fiscal Year 2016-17 Budget and Community Investment Program, we will continue our focus on preserving exceptional, quality services for residents, businesses and the Plano community. This includes investment in our high quality workforce, maintaining and improving our City's \$2.0 billion growing infrastructure, enhancement of Public Safety Programs and concentrating on initiatives that help the City of Plano better engage with the community to deliver services that address needs and concerns across Plano neighborhoods and improve the quality of life across the city. 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.

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

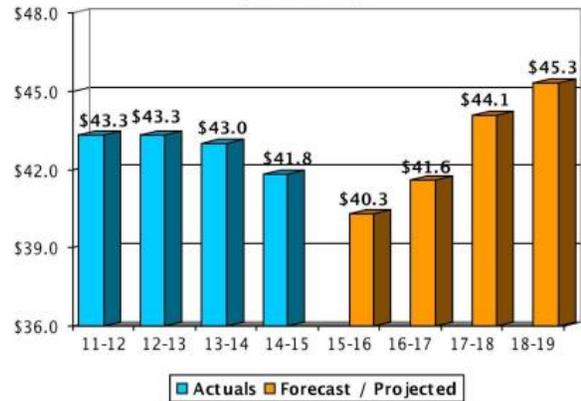
The General Obligation (G.O.) Debt Fund also receives revenues from interest income and a reimbursement from the the City of Richardson for a portion of the debt shared through an agreement to construct the Plano-Richardson Police Training Center.

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 Academy debt, helps reduce the amount of ad valorem tax revenue required to keep a minimum of 2.5% of the current year debt service levy in the year-end fund balance.

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

Total General Obligation Debt Service Fund Revenue
(in millions)



The 2016-17, 2017-18 and 2018-19 total General Obligation (G.O) Debt Service Fund revenues are estimated at \$41.6, \$44.1 and \$45.3 million respectively.

Ad Valorem Taxes

The existing tax rate of 48.86 center 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 has been made available for operations. Due to an increase in assessed property values, a plan for a moderate level of debt issuances in the forecast period, city efforts to refund outstanding obligations at lower interest rates and consistent retirement of existing debt, the debt allocation of the tax rate is projected to decline from .1310 to .1210 during this forecast period. According to preliminary estimates provided by the Central Appraisal Districts of Collin County and Denton County, the total assessed property value projected for 2016-17 is \$33.5 billion which is an increase of 7.2% compared to \$31.3 billion in 2015-16. Adjustments have been made for TIF Districts, 380 Agreements and the Senior Tax Freeze.

Ad valorem tax revenue is based on maintaining the 2015-16 tax rate of 48.86 cents per \$100 valuation over 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 8.0%

rollback operating limit. By the end of the forecast period, one cent is projected to be transferred from the General Obligation (G.O.) Debt Fund to General Fund Operations.

Other

Interest revenues for 2015-16 have been re-estimated at a total of \$120,000 and are anticipated to slightly increase throughout the three-year forecast due to anticipated rises in interest rates.

Other Financing Sources:

Operating Transfers In

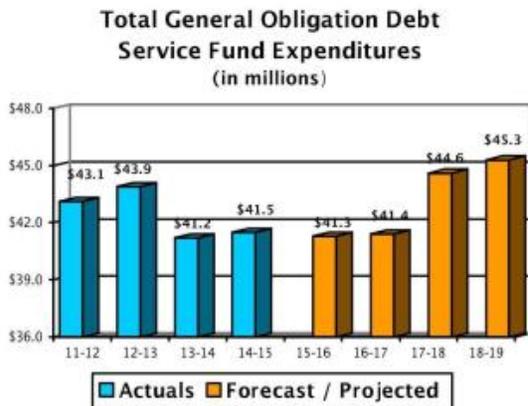
The Police Training Center reimbursement from the City of Richardson for 2015-16 totals \$151,516 and is scheduled to be received through 2025 when the construction debt for that facility is paid off.

Operating Expenditures

Expenses in this fund are exclusively for support of principal and interest payments on long-term general obligation debt. The following graph shows the historical trends and projections for all General Obligation (G.O.) Debt Service Fund expenditures.

Plano’s next bond sale will be conducted in June 2016 and is projected to raise \$39.57 million for general obligation bond funded projects and refinance \$37.1 million in current general obligation and certificate of obligation debt to save Plano a net present value of \$2.65 million in interest payments over the next 12 years. For the purpose of this forecast, a \$40 million bond sale is assumed for each of the three fiscal years for the forecast period, with an additional \$10.0 million tax note sale assumed in early 2016-17 to support Technology Services projects. The new General Obligation (G.O.) debt forecast issues use an average interest rate of 4.65% and each issuance is projected on mid-year sales with only one interest payment included in the first year.

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



Existing bond authority will be used to fund community investment projects into 2017-18 from the \$3.2 million in remaining authority provided by Plano voters on May 9, 2009 and \$79.0 million in remaining authority approved by Plano voters in the May 11, 2013 Bond Referendum Election. Anticipated bond authority from a tentative May 2017 bond referendum is also included for 2017-18 and 2018-19.

Water & Sewer Fund

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue						
Water Income	\$76,761,826	\$74,782,307	\$77,761,826	\$83,261,826	\$88,761,826	\$94,261,826
Sewer Income	51,837,246	56,155,925	56,439,809	62,016,950	63,257,292	65,056,579
Water Taps	99,778	79,668	89,213	90,105	91,006	91,916
Water & Sewer Penalties	1,334,329	1,277,750	1,277,750	1,289,250	1,304,721	1,309,940
Water Meters/AMR Devices	406,864	235,139	409,897	413,996	418,136	422,317
Construction Water	266,289	252,162	353,578	357,114	360,685	364,292
Service Connect Fee	220,310	215,647	215,647	217,803	219,982	222,181
Backflow Testing	518,065	535,174	535,174	540,526	545,931	551,390
Sewer Tie-On	33,775	34,206	34,206	34,548	34,894	35,242
Pre-Treatment Permits	31,670	32,375	32,375	32,699	33,026	33,356
Interest Earnings	121,430	140,000	130,000	140,000	150,000	160,000
W & S Reserve Fund	1,000,000	1,000,000	0	0	1,000,000	1,000,000
Misc. Income	405,429	600,289	600,289	606,292	612,355	618,478
Total Recurring Revenue	\$133,037,011	\$135,340,642	\$137,879,764	\$149,001,109	\$156,789,852	\$164,127,518
Recurring Expenditures						
Salaries & Benefits	\$10,077,239	\$10,458,423	\$10,472,261	\$10,713,310	\$10,983,764	\$11,262,069
Supplies & Services	6,563,898	7,423,254	7,952,535	8,181,060	8,409,493	8,644,440
NTMWD	74,395,698	89,559,578	87,559,578	101,726,121	109,524,120	117,751,970
Retirement of NTMWD Debt	823,886	749,340	824,600	836,650	222,525	-
Reimbursements	570,390	665,894	825,748	824,757	825,417	826,077
Capital Outlay	107,968	18,000	18,000	0	0	0
Total Recurring Expenditures	\$92,539,079	\$108,874,489	\$107,652,722	\$122,281,898	\$129,965,319	\$138,484,557
Transfers Out	33,376,847	32,192,659	32,565,773	34,306,424	35,297,743	36,334,389
Fund Balance - Beginning	\$22,011,299	\$19,150,055	\$29,132,384	\$26,793,653	\$19,206,440	\$10,733,230
Total Recurring Revenue	\$133,037,011	\$135,340,642	\$137,879,764	\$149,001,109	\$156,789,852	\$164,127,518
Total Recurring Expenditures	\$92,539,079	\$108,874,489	\$107,652,722	\$122,281,898	\$129,965,319	\$138,484,557
Less: Transfers Out	\$33,376,847	\$32,192,659	\$32,565,773	\$34,306,424	\$35,297,743	\$36,334,389
Fund Balance - Ending	\$29,132,384	\$13,423,549	\$26,793,653	\$19,206,440	\$10,733,230	\$41,803
Days of Operation	115	45	91	57	30	0

The **Water & Sewer Fund**, an enterprise fund, provides for the administration, operation and maintenance of the City's water and wastewater system, 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 hydrant 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

Periodic 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

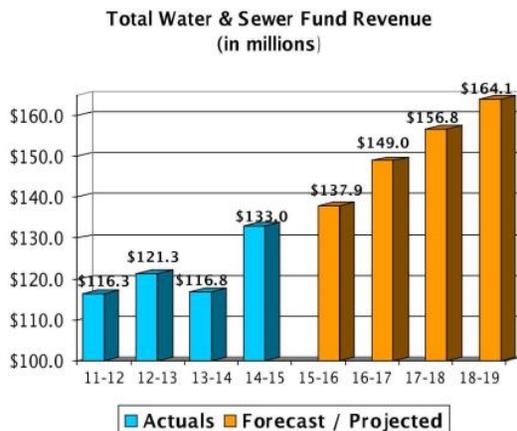
Direct transfers from water and sewer reserve funds and other sources on an as needed/if available basis.

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).

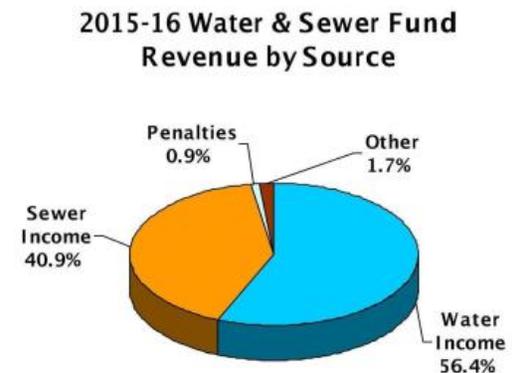
Most of the district's water supply comes from three regional man-made reservoirs, Lake Lavon, Lake Chapman, and Lake Tawakoni. Water is also pumped from Lake Texoma in a pipeline that was completed in 2014. And, an increasing percentage of the water supply comes from a water reclamation program that 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.



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 2015-16 Water and Sewer Fund re-estimated recurring revenues are currently projected at \$137,879,764. By category this includes: Water Income (56.4%), Sewer Income (40.9%), Penalties (0.9%), and Other (1.7%). A description of each source as well as a discussion of the outlook over the next three years follows. Overall, the 2015-16 Water & Sewer Fund revenues are projected to increase by 2.49%, or \$3.3 million, from the 2015-16 Budget. Water revenues have been increased by \$2.9 million and Sewer revenues have been increased slightly at \$283,884. These two major revenue increases are directly related to the eased water restrictions within the NTMWD

region. El Nino conditions took place within the last twelve months with a wetter than normal winter which continued to fill area lakes.

Water Income

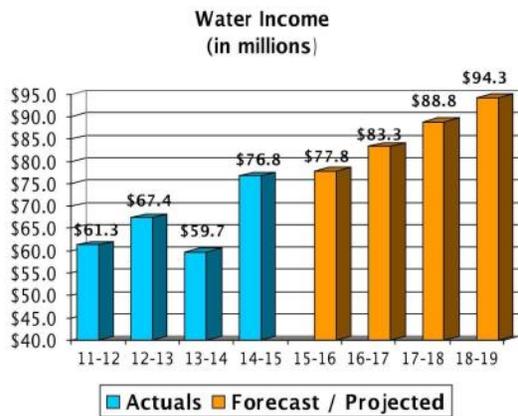
The Water & Sewer Fund's largest revenue source is water income. Water revenues are based directly on the type of customer (residential or nonresidential/commercial), meter size, and consumption or metered gallons. Usage is billed monthly per thousand gallons. Plano purchases water from the NTMWD at 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 2014-15 at 17.9 billion gallons.

The City of Plano is currently experiencing numerous corporate relocations and other new business construction, quickly recovering from the recession experienced from 2008 through 2011. Water usage remains fairly stable (with the exception of drought years, when usage typically increases). While the City is contractually obligated to purchase 26.7 billion gallons of water, the City usually sells only 18 to 23 billion gallons. This "gap" costs the City millions of dollars in unsold water each year. Combining normal consumption and to meet current and future water demands, NTMWD must continue to increase both treatment capacity and raw water supplies, all requiring a significant amount of cash for capital outlay. These increased expenditures at NTMWD require considerable water rate increases for several years into the future. Couple these factors with a campaign to persuade consumers to conserve and reduce water consumption, include landscape watering restrictions which include non-compliance fines and penalties, add a limited raw water supply plus the related increases to water delivery costs, and it all becomes a challenge to manage and explain to the consumers.

Plano ended the contract "water year" of August 1, 2014 – July 31, 2015 using 17.9 billion gallons. Current water conservation efforts combined with an El Nino weather patterns, could possibly effect water purchased for fiscal year 2015-16. However, if weather trends hold, immediately following El Nino, La Nina follows which would result in dryer weather patterns.

Future water revenue projections are based on assumptions of fiscal years 2016-17 through 2018-19 with an averaged water volume of approximately 22 to 23 billion gallons per year. The 2015-16 water income is currently re-estimated at \$77.8, a 3.98% increase from the original Budget. Water and sewer rates were adjusted in November 2015 to allow for the pass-through of a rate increase from NTMWD. A prior rate increase occurred in November 2014. Future forecast years include the continued pass-through of water increases from the district.

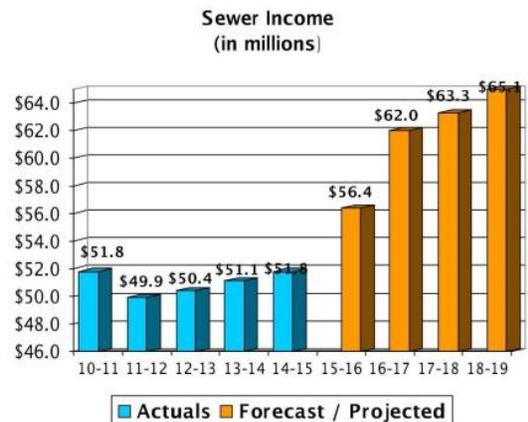


The water income graph illustrates historical trends and projections for water income. By 2018-19, water revenue projections reach \$94.3 million, generating revenues sufficient to cover the projected wholesale water rate increases from NTMWD of 10.48% for 2016-17, 11.46% for 2017-18 and 9.93% for 2018-19. Additional analysis will be performed during the annual budget process later this year to determine the appropriate water rate increase(s) to be passed on to customers for 2016-17.

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.

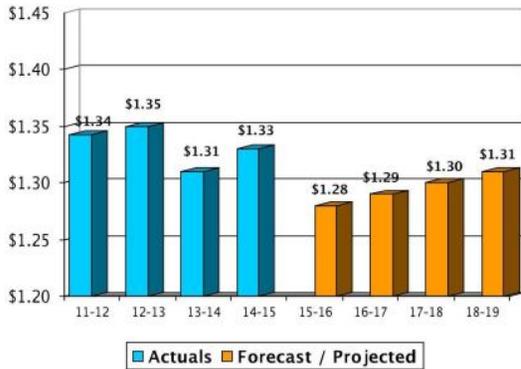
The sewer income graph indicates both the historical trends and projections for sewer income. Using 3-year winter quarter averages for water consumption, the 2015-16 Sewer revenues are re-estimated at \$56.4 million, up 0.5% from the adopted Budget. (Sewer rates were last increased November 1, 2015.) Sewer revenue projects a 15% pass through NTMWD increase plus reflect population driven increases of 0.9% for 2016-17, 1.2% for 2017-18 and 0.4% for 2018-19. Sewer program revenues are estimated to reach \$65.1 million by 2018-19.



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.

Water & Sewer Penalties
(in millions)



Penalties remain constant at \$1.28 million from the original 2015-16 Budget of \$1.28 million for the 2015-16 Re-Estimate, and this forecast includes very slight increases over the remainder of this forecast period. The graph above shows the historical trends and projections for Water & Sewer Penalties, reaching \$1.31 million in revenues by 2018-19.

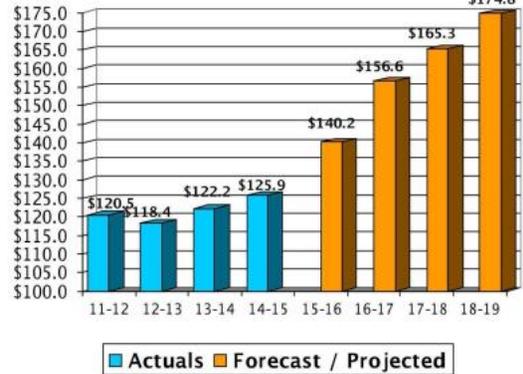
Other Revenues

Miscellaneous revenues for 2015-16 are re-estimated at \$2.40 million, or 1.7% 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 decreased to \$130,000 for 2015-16, based on current markets. Annual interest earnings have been affected for several budget cycles of recent years, and are consistent with the historically low returns on investments due to current federal economic controls and market conditions. 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

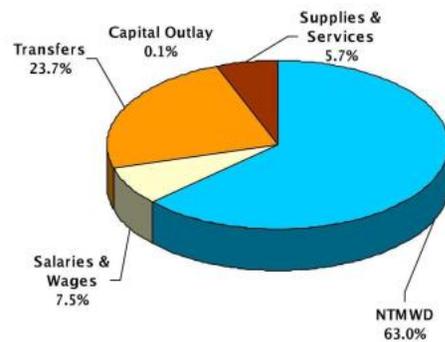
The following graph shows the historical trends and forecast period projections for Water & Sewer Fund operating expenditures and transfers.

Water & Sewer Fund Expenditures
(in millions)



Total Water & Sewer expenditures, including transfers, for fiscal year 2018-19 are projected to increase by \$40.9 million, or 38.8% over the 2014-15 total expenditures. The majority of the increase is tied to the escalating costs of water purchased from NTMWD, with small increases for wastewater treatment and garage charges.

Water & Sewer Fund Expenditures by Category



Major expenditures in the Water & Sewer Fund for the 2015-16 Re-Estimate total \$140.2 million and include: Salaries & Wages, 7.5%; Supplies & Services, 5.7%; NTMWD, 63.0%; Capital Outlay, 0.1%; and Transfers, 23.7%.

Salaries, Wages and Employee Benefits

Salary, Wage and Benefit expenses are projected to increase by \$1,184,830 or 11.8% for the entire five year period from the 2014-15 actual expenditures compared to 2018-19 projected expenditures. Salary projections assume a 3%

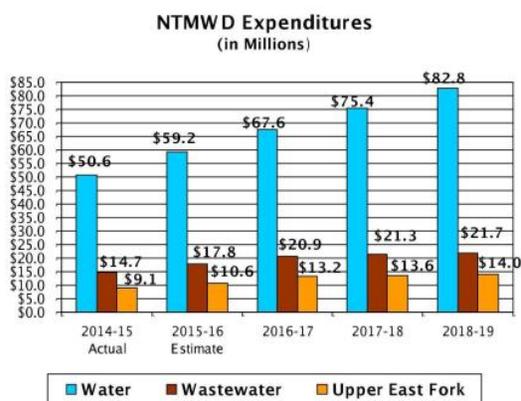
salary increase in each year throughout the forecast period, and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is set to be funded at the full phased in rate of 18.11%, while the other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services include materials, supplies, contracts, fuel, repairs, utilities, sundry and reimbursements to other cost centers. Municipal garage charges are programmed to increase in 2017-18 and 2018-19 by 2% while holding steady in 2016-17. 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 participation in the Texas Coalition for Affordable Power (TCAP) contracted electricity rates through 2018.

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 2015-16 re-estimated water expenditure of \$59.2 million assumes a \$2.0 million rebate/credit from the district for the unused annual requirement. Future projected increases from the NTMWD for water and sewer service treatment and delivery during the forecast period total \$43.4 million, a 58.3% total increase over the 2014-15 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 2015-16, wholesale water rates increased from \$0.72 per thousand gallons to \$2.29 per thousand. This forecast projects 2016-17 wholesale water costs at \$2.53 per thousand gallons, an increase of 10.48% over the current rate. If the rate of \$2.53 is adopted by NTMWD in late September 2016, it will represent a cumulative 251.39% 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 2019, and include continued population growth in the region served by the district. 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 2017-18 and 2018-19 water costs are projected at \$2.82 and \$3.10 per thousand gallons, representing cost increases of 11.46% and 9.9% respectively.

Wastewater and Industrial Pre-treatment costs are projected to increase by a combined 15.0% in 2016-17, 1.79% for 2017-18 and 1.75% for 2018-19. Upper East Fork Interceptor Wastewater System costs are projected to increase 21.0% in 2016-17, and by 3.13% in 2017-18 and 3.45% in 2018-19.

The forecast also includes expenditures for the Retirement of NTMWD Debt for water transmission facilities and follows the District's loan amortization schedule of \$836,650 for 2016-17, \$222,525 for 2017-18 and \$0 for 2018-19.

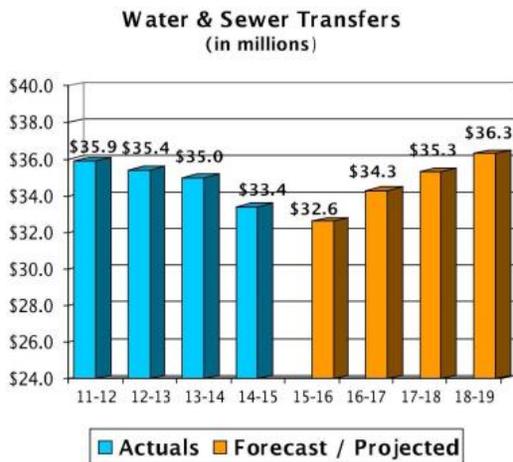
Capital Outlay

Capital outlay is currently re-estimated at \$18,000 for 2015-16 for minor replacement upgrades to equipment. 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 Reserve Fund projects, Technology-related service enhancements.

The following graph shows the historical trends and projections for all Water & Sewer Fund transfers to other City funds. Water & Sewer Fund Transfers increase \$2,957,542 or 8.9% over the 2014-15 actual transfers when compared to 2018-19 projected transfers.



In fiscal year 2017-18 and 2018-19, a transfer from the Water & Sewer Reserve fund of \$1.0 million has been included. Current Reserve Funds total \$5.75 million. A \$2.25 million transfer was 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.

In addition, a second reserve has been established within the Water & Sewer Funds for future Meter and Fixed Network Replacement. This funding was implemented during the 2012-13 budget process with a \$1.5 million transfer. No additional transfers for meter and network replacements are programmed at this time. This reserve will provide the initial funding for replacement of the fixed network system and water meters, although no expenditures for the project are included in this forecast. APWA standards project meter replacements every 8 years, depending on testing and accuracy rates of the current meters.

Water & Sewer Fund transfers to the General Fund are based on a percentage of projected Water & Sewer revenues, indirect cost allocations, and an amount in lieu of property taxes (based on total assets). These factors are reviewed each year during the budget process, and the transfer amount is calculated. The annual transfer to the General Fund for 2018-19 of \$18.5 million is projected to increase by \$3,053,062 or 19.7% over the 2014-15 actual transfer.

The Water & Sewer Fund traditionally finances Community Investment Projects (CIP) by the “Pay-As-You-Go” method. However, due to increasing expenditures from NTMWD, coupled with a growing population, the City must now consider selling debt in order to pay for necessary water and sewer infrastructure projects. Transfers for the forecast period from 2016-17 through 2018-19 total \$30.0 million and are based on a schedule of probable repairs and improvements to the City’s aging water & sewer infrastructure and delivery system.

Forecast transfers also include a total of \$4.5 million for the 3-year forecast period to the Capital Reserve Fund for other projects related to Water & Sewer service.

The transfer to the Property & Liability Loss Fund transfer has been projected at \$773,556 for all years of this forecast as the Water & Sewer Fund’s projected share of estimated expenditures from the Property & Liability Loss 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 for all periods. Currently, the projected working capital balance for 2016-17 is 57 days or \$19,206,440. However, 2017-18 and 2018-19 yield a 30 and 0 day working capital respectively.

With various water conservation mandates in place for 3 years and the 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 2016-17 water and sewer rates and possible changes to the operating transfer expenditures and the use of Water & Sewer Reserve Funds will be discussed during the budget process this summer.

Sustainability & Environmental Services Fund

Three-Year Fund Summary

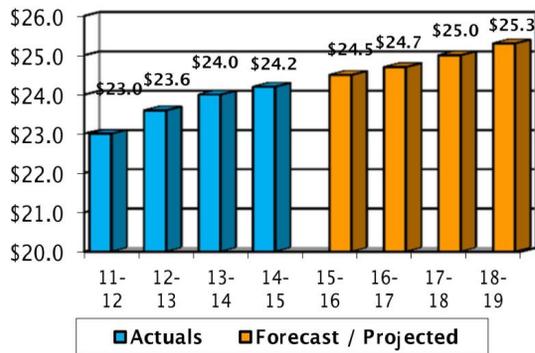
	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue						
Commercial Franchise	\$7,957,587	\$7,889,197	\$7,957,587	\$8,116,739	\$8,279,074	\$8,444,655
Residential Collection	12,904,617	13,018,125	12,944,765	13,061,268	13,218,003	13,270,875
Special Refuse Collection	93,085	83,406	97,998	98,439	99,030	99,228
Recycling	456,076	528,720	528,720	531,099	534,286	535,354
Sale of Compost	1,486,343	1,503,116	1,503,116	1,509,880	1,518,939	1,521,977
Sale of Landscape Bags	29,171	31,188	31,188	31,328	31,516	31,579
Allied Waste, Inc.	95,331	97,247	97,247	99,192	101,176	103,199
Tipping Fees	615,899	604,349	604,349	607,069	610,711	611,932
Contributions via Utility Billing	9,383	11,818	11,818	11,871	11,942	11,966
Other	440,077	588,676	482,552	486,052	490,913	495,822
Construction & Demolition Program	200,000	200,000	200,000	200,000	200,000	200,000
Total Recurring Revenue	\$24,287,569	\$24,555,842	\$24,459,340	\$24,752,937	\$25,095,589	\$25,326,588
Recurring Expenditures						
Salaries & Wages	\$6,826,019	\$7,111,423	\$6,993,037	\$7,239,741	\$7,422,759	\$7,611,106
Supplies & Services	7,747,626	8,907,943	9,476,882	9,006,188	9,095,640	9,227,681
NTMWD	7,659,694	8,756,380	8,756,380	8,756,380	8,756,380	8,756,380
Capital Outlay	217,421	53,000	883,000	0	0	0
Total Recurring Expenditures	\$22,450,760	\$24,828,746	\$26,109,299	\$25,002,309	\$25,274,779	\$25,595,167
Transfers Out	1,309,189	1,570,489	1,570,489	1,574,571	1,585,597	1,589,317
Fund Balance - Beginning	\$4,875,159	\$3,112,941	\$5,402,779	\$2,182,331	\$358,387	(\$1,406,400)
Total Recurring Revenue	\$24,287,569	\$24,555,842	\$24,459,340	\$24,752,937	\$25,095,589	\$25,326,588
Total Recurring Expenditures	\$22,450,760	\$24,828,746	\$26,109,299	\$25,002,309	\$25,274,779	\$25,595,167
Less: Transfers Out	\$1,309,189	\$1,570,489	\$1,570,489	\$1,574,571	\$1,585,597	\$1,589,317
Fund Balance - Ending	\$5,402,779	\$1,269,548	\$2,182,331	\$358,387	(\$1,406,400)	(\$3,264,295)
Days of Operation			31	5	(20)	(47)

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 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.

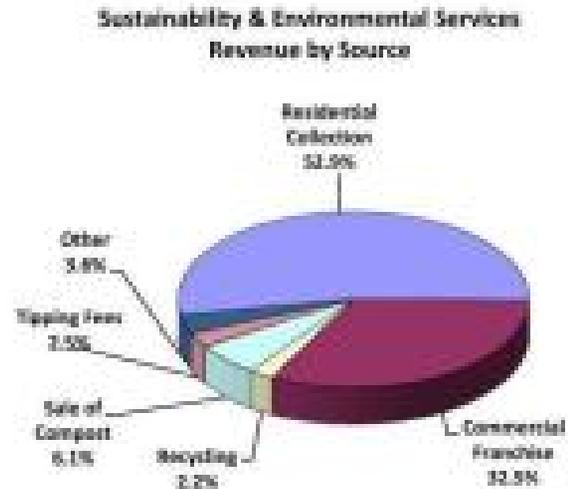
Sustainability & Environmental Revenue
(in millions)



The graph above shows the historical trends and projections for Sustainability & Environmental Services Fund revenues. The last change to residential collection rates occurred in October 2008, when rates were increased by \$1.25 per month to \$15.10 for the 95-gallon container while the annual contract amount paid to NTMWD has fluctuated annually based on tonnage interred by NTMWD.

By 2018-19, total Sustainability & Environmental Services Fund revenues are estimated to reach \$25.3 million. The major sources that make up the Sustainability & Environmental Services Fund revenues for 2015-16 include: Residential Collection (52.9%), Commercial Franchise (32.5%), Recycling (2.2%), Sale of Compost

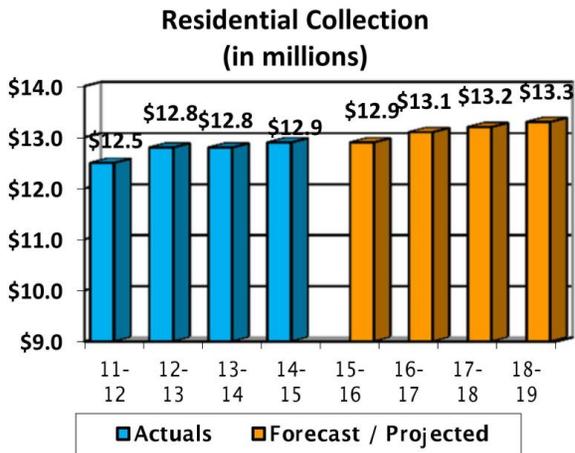
(6.1%), Sale of Landscape Bags (0.1%), Tipping Fees (2.5%), and Other (3.6%). A description of each source as well as a discussion of the outlook over the next three years follows.



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 \$15.10. 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. As rates have been held constant for approximately eight years, there remains a possibility of rate increases in upcoming fiscal years.

As of March 2016, there are approximately 72,000 single family units billed monthly for residential refuse collection services. Residential collection revenue is projected to increase 0.9% in 2016-17, 1.2% in 2017-18 and 0.4% in 2018-19. The amounts indicated in the revenue forecast assume no future changes in the rate structure and projection estimates with the two customer variable rates, based on container size.

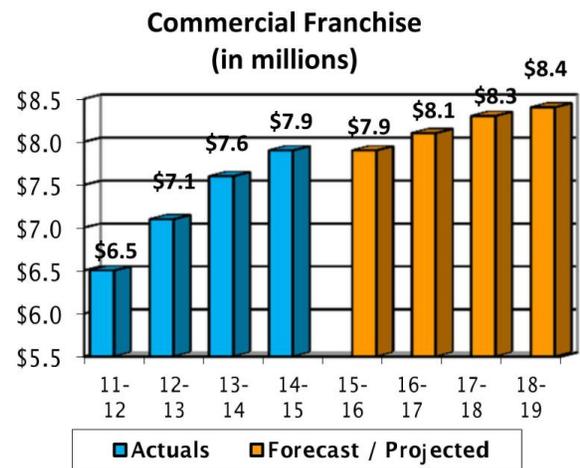


The graph shows the historical trends and projections for residential collection revenue. By 2018-19, this revenue source is estimated to reach \$13.3 million.

Commercial Franchise

Commercial franchise revenue represents the Sustainability & Environmental Service Fund’s second largest revenue source, currently re-estimated at \$7.9 million for 2015-16. This revenue source consists of a franchise agreement between the City of Plano and Allied Waste Systems, Inc.

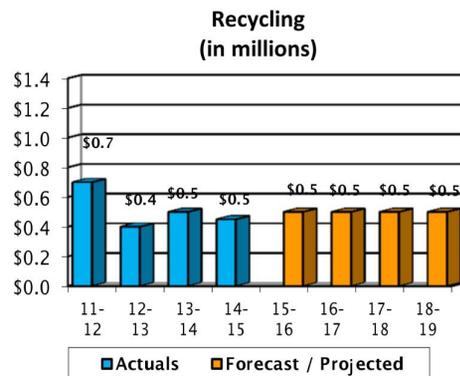
Commercial franchise revenue, based on anticipated direct economic growth, is estimated to increase by 2.0% in 2016-17, 2.0% in 2017-18 and 2.0% in 2018-19. The accompanying graph shows the historical trends and projections for commercial franchise revenue. By 2018-19, this revenue source is estimated to reach \$8.4 million.



Recycling revenues are currently projected at \$528,720 in the 2015-16 Re-Estimate budget, and are expected to continue moving slightly upwards over the next three years along with Plano’s population. That said, recycling revenues can be extremely volatile and are dramatically affected by global market fluctuations in demand for materials.

Recycling

Contracted recycling revenue is tied to market prices for individual recycling commodities. As an industry, the per-ton value of the recycling materials fluctuates greatly by both season and year-to-year, depending on supply of current recycling materials and market demand. The City receives 80% of revenues from its current recycling processing contracts after paying processing fees.

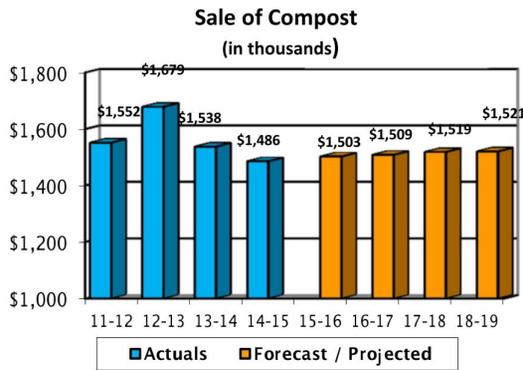


By 2018-19, annual recycling revenues are projected to be \$535,354, up slightly from currently projected actuals. The graph above shows the historical trends and projections for recycling revenue.

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.

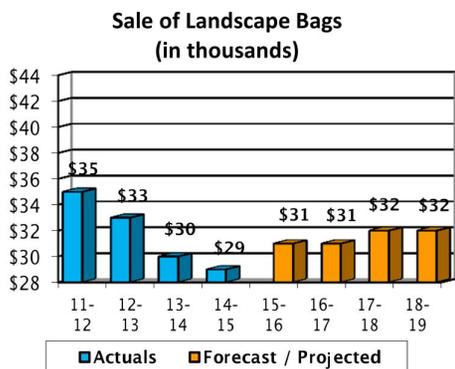
Sale of compost revenue is projected to increase 0.45% in 2016-17 and 0.60% in 2017-18, and 0.20% in 2018-19 based on indirect population-based increases.



The graph above shows the historical trends and projections for sale of compost revenues. By 2018-19, this revenue source is estimated to reach \$1,521,977.

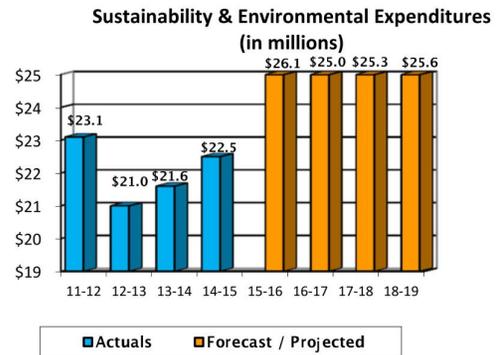
Sale of Landscape Bags

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



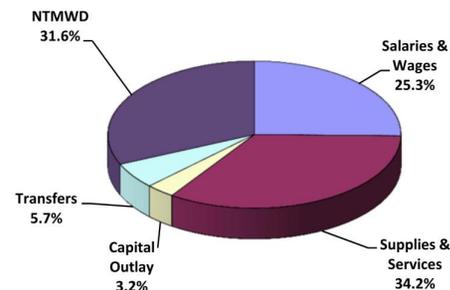
The City received \$29,171 in 2014-15 from biodegradable compost and mulch bag sales. Collection vehicles pick these parcels up at each residential waste collection site for use in the compost operation. Landscape bag revenues are currently re-estimated at \$31,188 in 2015-16. The Sustainability & Environmental Services Fund will continue utilizing resources available through the Construction & Demolition Program in the amount of \$200,000.

Operating Expenditures



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

Sustainability & Environmental Services Expenditures by Category

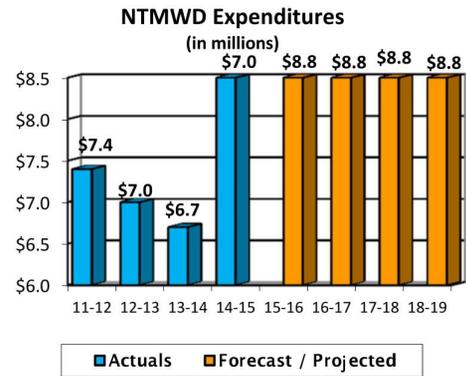
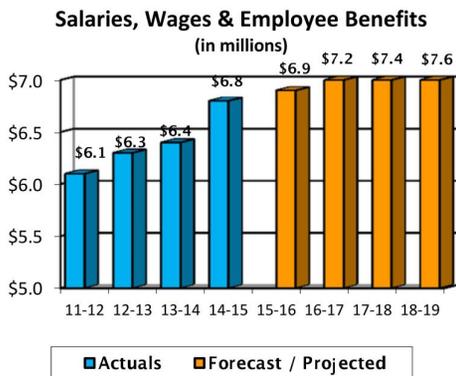


The major expenditures that make up the Sustainability & Environmental Services Fund by category for 2015-16 include: Salaries & Wages (25.3%), Supplies & Services (34.2%), NTMWD (31.6%), Capital Outlay (3.2%), and Transfers (5.7%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.

Salaries, Wages & Employee Benefits

Salary projections assume a 3% salary increase in each year throughout the forecast period, and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded

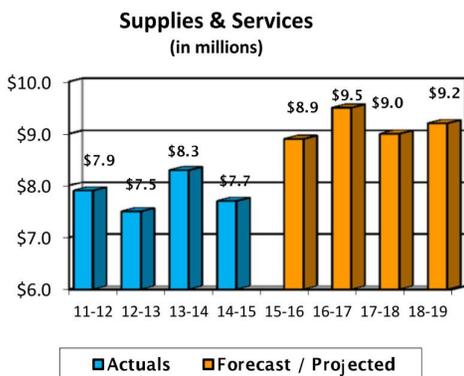
insurance fund currently has a stable fund balance. TMRS is set to be funded at the full phased in rate of 18.11%.



Supplies & Services

Supplies & services are budgeted with a 2.0% inflation increase for each year of the three-year forecast. Municipal Garage charges are projected to remain flat in 2016-17, increase 2.0% in 2017-18, and 2.0% in 2018-19.

The following Supplies & Services graph shows historical trends and estimates for supplies & services. By 2018-19, operating expenditures for supplies and services are projected at \$9.2 million.



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 \$1.2 million through the forecast period.

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

The Property/Liability Loss 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 2015-16 transfer is projected at \$341,199 and is projected to remain flat over the forecast period's three years.

NTMWD landfill contracted expenditures are projected at \$8.8 million during the forecast period.

Outlook & Analysis

Sustainability & Environmental Services will be conducting annual collection rate comparisons against cities and other waste collection enterprises in the DFW Metroplex area during the budget process. Plano's collection rates remain below most every city in the Dallas/Ft. Worth area. Program changes, and unanticipated increases in O&M, such as the NTMWD disposal rate, could require another collections rate increase.

Program reductions, rate increases, or a possible combination of both, could alleviate the fund deficit position projected during fiscal years 2017-18 and 2018-19.

Municipal Drainage Fund

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue						
Residential Class Fees	\$3,667,356	\$3,663,032	\$3,689,118	\$3,705,719	\$3,727,953	\$3,735,409
Commercial Class Fees	3,473,860	3,541,586	3,494,474	3,510,199	3,531,260	3,538,322
Interest Income	28,208	20,000	15,000	15,300	15,600	15,900
Other	6,430	6,000	6,000	6,000	6,000	6,000
Total Recurring Revenue	\$7,175,854	\$7,230,619	\$7,204,591	\$7,237,217	\$7,280,813	\$7,295,631
Recurring Expenditures						
Salaries & Wages	\$1,816,667	\$1,905,606	\$1,917,578	\$1,972,704	\$2,021,779	\$2,072,275
Supplies & Services	989,604	1,110,187	1,298,471	1,132,913	1,152,532	1,172,545
Reimbursements	475,295	548,562	548,562	548,562	548,562	548,562
Capital Outlay	12,569	0	0	0	0	0
Total Recurring Expenditures	\$3,294,135	\$3,564,355	\$3,764,611	\$3,654,179	\$3,722,873	\$3,793,382
Transfer to General Fund	\$501,191	\$504,323	\$502,851	\$505,114	\$508,145	\$509,161
Transfer to Drainage CIP	2,500,000	0	0	0	0	0
Transfer to Capital Reserve Fund	500,000	500,000	500,000	500,000	500,000	500,000
Transfer to Technology Fund	20,000	20,000	50,000	20,000	20,000	20,000
Transfer to Revenue Debt	2,597,683	2,666,257	2,550,382	2,346,800	2,448,540	2,564,629
Transfers Out	6,118,874	3,690,580	3,603,233	\$3,371,914	3,476,685	3,593,790
Fund Balance - Beginning	\$5,242,444	\$1,374,491	\$3,005,289	\$1,648,055	\$1,859,179	\$1,940,434
Total Recurring Revenue	\$7,175,854	\$7,230,619	\$7,204,591	\$7,237,217	\$7,280,813	\$7,295,631
Total Recurring Expenditures	\$3,294,135	\$3,564,355	\$3,764,611	\$3,654,179	\$3,722,873	\$3,793,382
Less: Transfers Out	\$6,118,874	\$3,690,580	\$3,603,233	\$3,371,914	\$3,476,685	\$3,593,790
Less: Est Reserve Requirement			\$1,193,981			
Fund Balance - Ending	\$3,005,289	\$1,350,175	\$1,648,055	\$1,859,179	\$1,940,434	\$1,848,893
Days of Operation			160	186	190	178

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 primarily by Commercial and Residential fees.

Operating Revenue Sources:

Drainage Fees

Drainage fees are charged to municipal water 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.

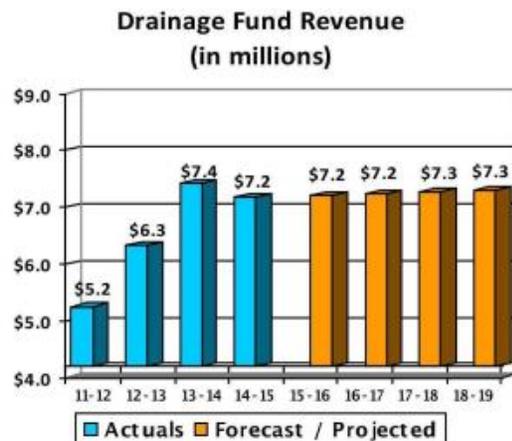
Operating Revenues

Drainage Fees

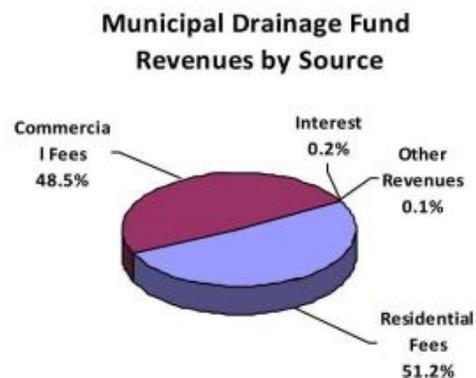
Drainage fees are the Municipal Drainage Fund's primary revenue source. With the current rate structure, it is projected that drainage fee revenue will maintain reserve requirements prescribed in the bond covenants, allow for the continuation of current service levels and sustain working capital at levels prescribed by the City of Plano financial policies. The Budget Department will evaluate rates in the Drainage Rate Model 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 consistently at or near current annual levels. Consequently, rates are assumed to remain at their current levels throughout the forecast period.

Drainage fee revenue increases are projected based on indirect population increases; in this forecast revenues increase 1.25%, between the 2015-16 Re-Estimate and the 2018-19 Projected Budget in this forecast.



The graph above shows historical trends and projections for drainage fees, while the graph below shows the re-estimated 2015-16 Revenues by Source.



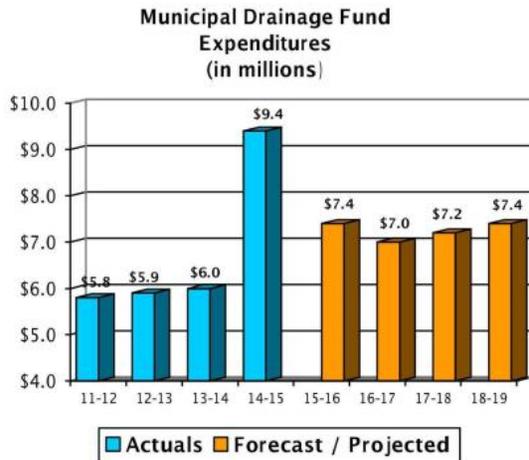
Other

Miscellaneous revenues for 2015-16 are expected to total \$21,000. Miscellaneous revenues are mostly comprised of Interest Income. Based on low projected returns available from investments held by the fund, Interest Income is projected to remain below \$16,000 annually across all three years of the three years forecasted.

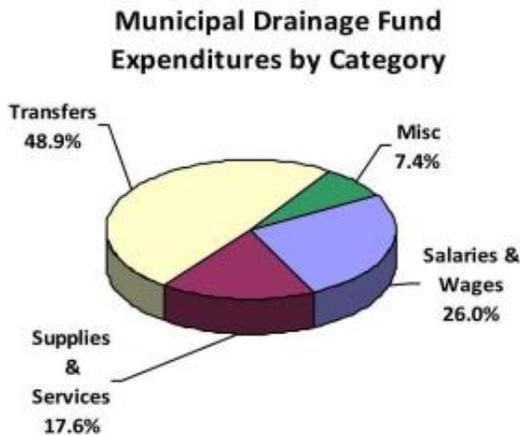
Operating Expenditures

The following graph shows historical trends and projections for all Municipal Drainage Fund expenditures. A one-time transfer of \$2.5 million was made in 2014-15 to fund drainage capital

projects on a pay-go basis, as well as the initial transfer of \$500,000 to the Capital Reserve Fund that is forecast to continue on an annual basis in future years.



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



Salaries, Wages and Employee Benefits

Salary projections assume a 3% salary increase in each year throughout the forecast period. Benefit expenditure projections assume no increase in health insurance costs. TMRS is set to be funded at the full phased in rate of 18.11%, while other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services are budgeted with a 2.0% inflation increase throughout the forecast period, with the exception of municipal garage charges, which are forecast to remain flat in 2016-17, then increase by 2.0% in both 2017-18 and 2018-19.

Capital Outlay

This forecast includes no new capital outlay items in the Municipal Drainage Fund from 2016-17 through 2018-19.

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 construct drainage improvements. Future Municipal Drainage CIP projects are assumed to be funded through revenue bonds in 2016-17, 2017-18 and 2018-19.

Transfers to the Capital Reserve Fund are projected to continue at \$500,000 annually.

The transfer to the General Fund is based on a fixed percentage of the total Municipal Drainage revenue and totals a little over \$1.5 million for the three-year period.

The Municipal Drainage Fund transfer for revenue debt for the three forecast years totals \$7.4 million.

The Municipal Drainage Fund transfer for technology for the three forecast years totals \$60,000, at \$20,000 per year for future hardware and software purchases and improvements.

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 exceed these requirements over the next three years. This fund will continue to be closely monitored, and further rate studies will be conducted annually to assure compliance with bond covenants.

Convention & Tourism Fund

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue						
Hotel/Motel Receipts	\$7,342,639	\$7,903,541	\$7,978,079	\$8,120,066	\$8,453,704	\$8,895,691
Civic Center Fees	2,214,238	1,695,330	2,225,438	2,225,438	2,225,438	2,225,438
Interest Income	23,216	15,000	20,000	20,000	25,000	25,000
Other	117	10,000	1,000	1,000	1,010	1,020
Total Recurring Revenue	\$9,580,210	\$9,623,871	\$10,224,517	\$10,366,504	\$10,705,152	\$11,147,149
Recurring Expenditures						
Salaries & Wages	\$2,916,552	\$3,220,790	\$3,042,172	\$3,186,243	\$3,261,294	\$3,338,462
Supplies & Services	2,873,054	3,743,763	3,793,583	3,812,254	3,882,190	3,953,525
Support of the Arts	789,434	800,000	800,000	800,000	800,000	800,000
Historic Preservation	741,711	800,000	800,000	800,000	800,000	800,000
Special Events	169,564	252,851	404,498	404,498	404,498	404,498
Capital Outlay	0	173,053	193,053	0	0	0
Total Recurring Expenditures	\$7,490,315	\$8,990,457	\$9,033,306	\$9,002,995	\$9,147,982	\$9,296,485
Transfers Out	475,438	1,601,194	1,631,226	1,858,325	1,995,258	1,077,357
Fund Balance - Beginning	\$2,638,418	\$3,305,407	\$4,252,875	\$3,812,860	\$3,318,044	\$2,879,956
Total Recurring Revenue	\$9,580,210	\$9,623,871	\$10,224,517	\$10,366,504	\$10,705,152	\$11,147,149
Total Recurring Expenditures	\$7,490,315	\$8,990,457	\$9,033,306	\$9,002,995	\$9,147,982	\$9,296,485
Less: Transfers Out	\$475,438	\$1,601,194	\$1,631,226	\$1,858,325	\$1,995,258	\$1,077,357
Fund Balance - Ending	\$4,252,875	\$2,337,627	\$3,812,860	\$3,318,044	\$2,879,956	\$3,653,262
Required 30 Day Balance				\$739,972	\$751,889	\$764,095
Days of Operation			154	135	115	143

The **Convention & Tourism Fund**, an enterprise fund, accounts for the administration, operation and maintenance of Plano Centre and Visit Plano. The fund is 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

Hotel/Motel taxes are levied upon the cost of occupancy of any sleeping room furnished by a hotel or motel in the city. The current rate is 7.0% of taxable receipts.

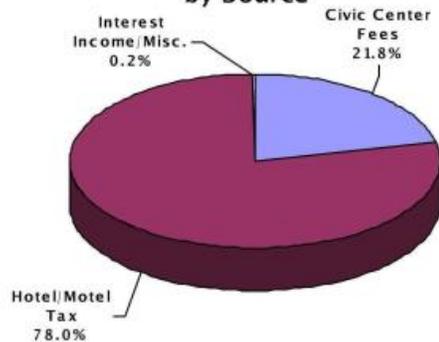
Civic Center Fees

Plano Centre administers various service charges and fees for the following items: room rentals, concessions, catering, equipment rentals, and miscellaneous.

Operating Revenues

The major sources that make up the Convention & Tourism Fund revenues for 2015-16 include: Hotel/Motel Tax Receipts (78.0%), Civic Center Fees (21.8%), and Interest Income/Other (0.2%). A description of each source as well as a discussion of the outlook over the next three years follows.

Convention & Tourism Fund Revenue by Source

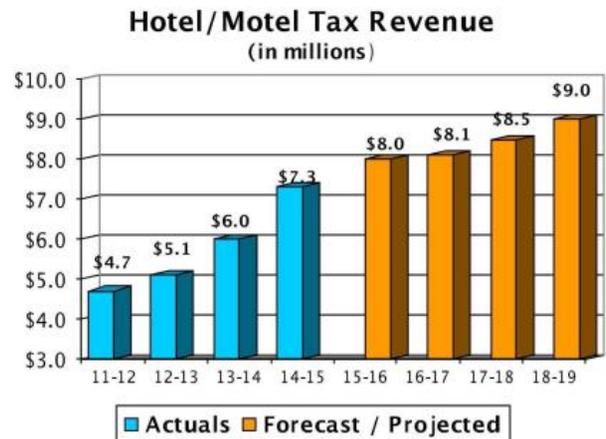


Hotel/Motel Tax Receipts

Hotel/Motel tax receipts are the Convention & Tourism Fund’s largest revenue source. The North Texas region continues to experience an upswing in the travel-related industry last fiscal year, which has led to increases in Hotel/Motel tax receipts. Part of this increase was due to a full-service Hilton Hotel which opened in 2014-15. In 2015-16, an approximate 340 additional hotel rooms will be added in Plano. In 2016-17, an additional 500 hotel rooms are expected to be added as well as another 500 hotel rooms in 2017-18. These

projections include a brand new Renaissance Hotel with 300 rooms and 26,000 square feet of meeting rooms in the Winter of 2017.

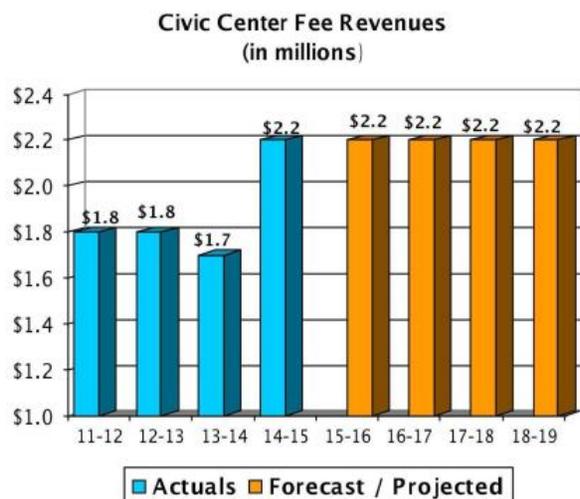
Based on the addition of new hotel rooms during the forecast period and direct economic growth, Hotel/Motel receipts are projected to increase 1.8% in 2016-17; 4.1% increase in 2017-18 and increase 5.2% in 2018-19.



The graph above shows the historical trends and projections for Hotel/Motel tax receipts. By 2018-19, this revenue source is estimated to reach \$9.0 million.

Civic Center Fees

Civic Center fees have continued to remain constant compared to 2014-15 actuals, despite the anticipated partial closer for renovations. An increase of \$530,108 for the 2015-16 Re-Estimate is included in this forecast based on actual revenues received. Fees are expected to remain flat with expectation of the Plano Centre renovations.



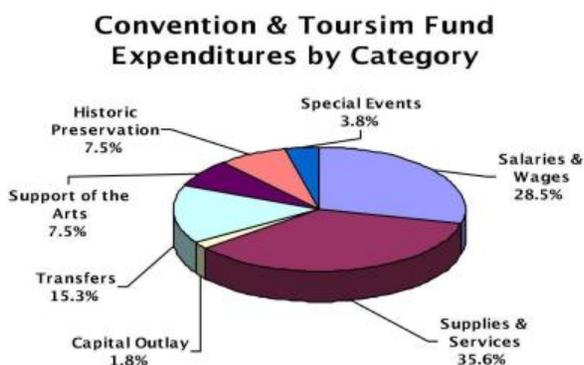
The graph above shows the historical trends and projections for Civic Center fees. In 2018-19, this revenue source is estimated to generate approximately \$2.2 million.

Other

Miscellaneous revenues for 2015-16 are expected to total \$21,000. Miscellaneous revenues are comprised mostly of interest income.

Operating Expenditures

The major expenditures that make up the Convention & Tourism Fund by category for 2015-16 include: Salaries & Wages (28.5%), Supplies & Services (35.6%), Support of the Arts (7.5%), Historic Preservation (7.5%), Special Events (3.8%), 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 a 3.0% increase in each year throughout the forecast period, and assume that the current staffing levels remain constant over the next three years. The health insurance rate is expected to remain constant throughout the forecast 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 18.11%, while the other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services costs are budgeted with a 2.0% inflation increase in each of the three years forecast. Municipal garage charges are projected to remain constant in 2016-17 and then increase 2.0% in 2017-18 and another 2.0% in 2018-19 due to fuel and oil costs returning back to more normal pricing. Postage charges are projected to increase 2.0% in each of the three forecast periods to coincide with the anticipated inflation rate. Electricity charges are projected to remain flat in each year of the forecast period. Finally, natural gas is expected to increase 2.0% in 2016-17, 4.0% in 2017-18 and 6.0% in 2018-19.

Support of the Arts

Historic Preservation

Special Events

Hotel/Motel tax is utilized for the promotion of local arts and historic preservation. The funding included for both these areas is \$800,000. Special Events includes funding for the Plano Balloon Festival, AsiaFest, Lights of Legacy, and the Plano International Festival.

Capital Outlay

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

Transfers

The transfer to the General Fund is based on 5.0% of total revenues and the amount projected for 2015-16 equals \$511,226.

A transfer to the Technology Fund in the amount of \$20,000 in 2015-16 is representative of 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, a transfer to the Capital Reserve Fund was enacted to help offset Plano Event Center renovation costs which will be covered by the Capital Reserve Fund. The 2015-16 transfer amount is \$1.1 million, the 2016-17 transfer amount is \$1.3 million, the 2017-18 transfer amount is \$1.4 million, and the 2018-19 transfer amount is \$0.5 million.

Outlook & Analysis

Based on projections, the Convention & Tourism Fund is forecasted to maintain more than 30 days of operating funds through 2018-19.

Recreation Revolving Fund

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue						
Recreation Fees	\$3,544,095	\$3,786,737	\$3,786,737	\$3,803,777	\$3,826,600	\$3,834,253
Contributions	2,298	10,000	5,000	5,000	5,030	5,040
Interest Income	23,526	15,000	17,500	17,900	17,900	17,900
Other	88,944	60,000	80,000	80,000	80,480	80,641
Total Recurring Revenue	\$3,658,863	\$3,871,737	\$3,889,237	\$3,906,677	\$3,930,010	\$3,937,834
Recurring Expenditures						
Salaries & Wages	\$1,288,122	\$1,521,569	\$1,523,191	\$1,577,825	\$1,621,756	\$1,666,990
Supplies & Services	1,989,940	2,062,210	2,125,841	2,111,864	2,149,062	2,187,008
Capital Outlay	0	0	0	0	0	0
Total Recurring Expenditures	\$3,278,062	\$3,583,779	\$3,649,032	\$3,689,689	\$3,770,818	\$3,853,998
Transfers Out	188,271	193,587	194,462	195,334	196,500	196,892
Fund Balance - Beginning	\$1,923,122	\$2,050,645	\$2,141,891	\$2,187,634	\$2,209,289	\$2,171,980
Total Recurring Revenue	\$3,658,863	\$3,871,737	\$3,889,237	\$3,906,677	\$3,930,010	\$3,937,834
Total Recurring Expenditures	\$3,278,062	\$3,583,779	\$3,649,032	\$3,689,689	\$3,770,818	\$3,853,998
Less: Transfers Out	\$188,271	\$193,587	\$194,462	\$195,334	\$196,500	\$196,892
Fund Balance - Ending	\$2,115,652	\$2,145,016	\$2,187,634	\$2,209,289	\$2,171,980	\$2,058,925
Days of Operation			219	219	210	195

Recreation Revolving Fund Forecast

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

Operating Revenue Sources:

Recreation Fees

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

Contributions

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

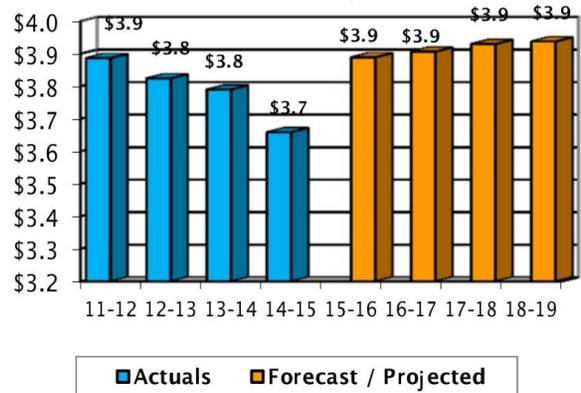
Operating Revenues

The major sources that make up the Recreation Revolving Fund re-estimated revenues for 2015-16 include: Recreation Fees (97.4%), Interest Income (0.4%), Contributions and Other (2.2%). A description of each source as well as a discussion of the outlook over the next three years follows.

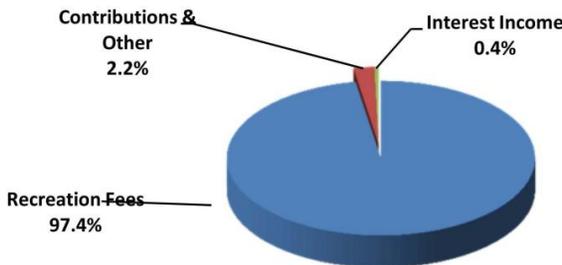
The Recreation Revolving Fund has remained consistent over the past few years as population growth has slowed and multiple fitness venues have entered the Plano market. Recreation fees continue to remain strong and are projected to remain in line with the original 2015-16 budget.

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.

Recreation Revolving Fund Revenue
(in millions)



Recreation Revolving Fund Revenue by Source



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 graph above shows the historical trends and projections for recreation fees. In 2018-19, this revenue source is expected to be \$3.9 million.

Contributions

The Recreation Revolving Fund enjoys a dependable flow of contribution revenue from the community. Contribution revenue is projected to remain fairly constant, at around \$5,000 per year over the three-year period forecast.

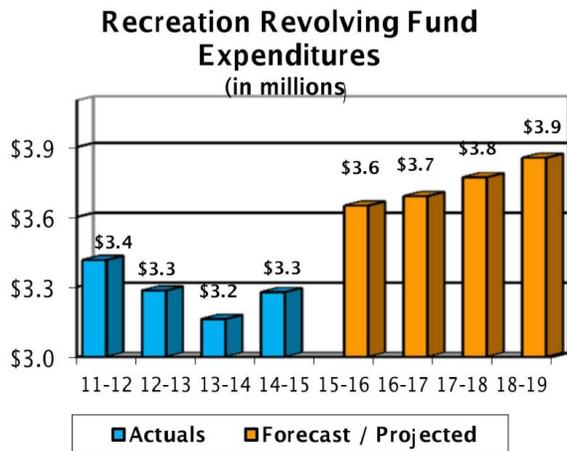
Other

Miscellaneous revenues for 2015-16 are re-estimated at \$80,000. Interest income is estimated at \$17,500 and is projected to remain fairly constant over the three-year forecast period through 2018-19.

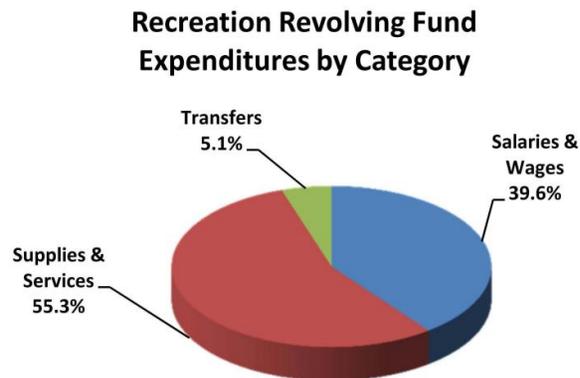
Operating Expenditures

Recreation program expenditures are directly correlated to the fees charged for courses and programs. The following graph 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 2015-16 include: Salaries & Wages (39.6%), Supplies & Services (55.3%), and Transfers (5.1%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.



Salaries, Wages and Employee Benefits

Salary projections assume a 3% salary increase in each year throughout the forecast period, and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano's self-funded insurance fund currently has a stable fund balance. TMRS is set to be funded at the full phased in rate of 18.11%, while the other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services are budgeted with a 2% inflation increase for each year of the three-year forecast, while Municipal garage charges are projected to remain flat in 2016-17 and increase 2.0% in each 2017-18 and 2018-19.

Capital Outlay

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

Transfers

The transfer to the General Fund is based on 5.0% of total revenues each year of the forecast period. The amount projected for 2015-16 is \$194,462. 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 2018-19.

Golf Course Fund

	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
	Actual	Budget	Re-Est.	Projected	Projected	Projected
Recurring Revenue						
Golf Fees	\$809,300	\$910,000	\$910,000	\$914,095	\$919,580	\$921,419
Concessions	60,986	60,531	62,125	62,405	62,779	62,905
Interest Income	919	800	800	800	800	800
Other	84,359	0	0	0	0	0
Total Recurring Revenue	\$955,564	\$971,331	\$972,925	\$977,300	\$983,159	\$985,123
Recurring Expenditures						
Salaries & Wages	\$618,172	\$623,959	\$626,625	\$641,233	\$657,052	\$673,330
Supplies & Services	311,742	302,915	304,461	306,175	314,644	315,893
Capital Outlay	0	0	0	0	0	0
Total Recurring Expenditures	\$929,914	\$926,874	\$931,086	\$947,408	\$971,696	\$989,223
Transfers Out	41,772	48,566	48,646	48,865	49,158	49,256
Fund Balance - Beginning	\$147,342	\$47,727	\$131,220	\$124,413	\$105,439	\$67,743
Total Recurring Revenue	\$955,564	\$971,331	\$972,925	\$977,300	\$983,159	\$985,123
Total Recurring Expenditures	\$929,914	\$926,874	\$931,086	\$947,408	\$971,696	\$989,223
Less: Transfers Out-Transfers						
In	\$41,772	\$48,566	\$48,646	\$48,865	\$49,158	\$49,256
Fund Balance - Ending	\$131,220	\$43,618	\$124,413	\$105,439	\$67,743	\$14,387
Days of Operation			49	41	25	5

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.

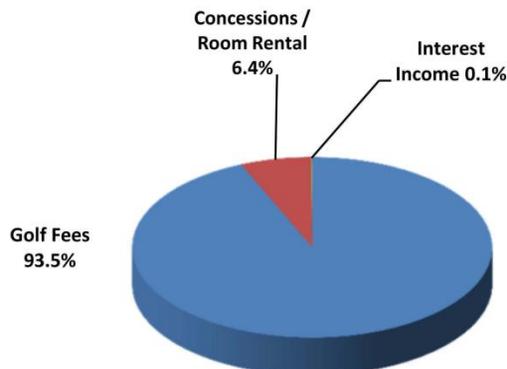
Concessions

The Municipal Golf Course Fund receives the greater of 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 2015-16 include: Golf Fees (93.5%), Concessions and Room Rental Fees (6.4%), Interest Income (0.1%). A description of each source as well as a discussion of the outlook over the next three years follows.

Golf Fund Revenue by Source



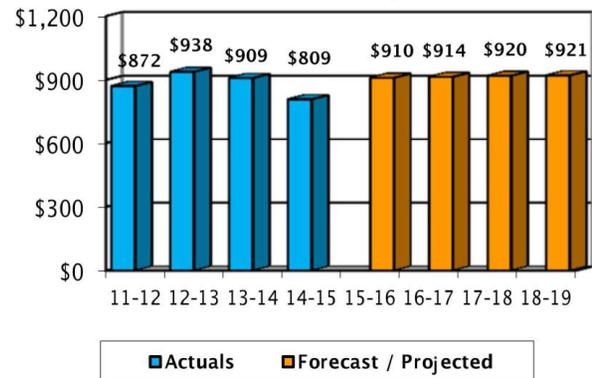
Golf Fees

Golf fees are the Municipal Golf Course Fund's largest revenue source. Since the re-opening of Pecan Hollow Golf Course during 2011-12 from redevelopment, golf fees were up significantly. Competition from surrounding golf courses, and the national economy has had an effect on golf participation. However, since the re-opening revenues have been very strong with new golfers wanting to play the redesigned course. It is anticipated that the new course will continue to attract new golfers and receive more rounds of play.

Golf fees are projected to increase 0.45% to \$914,095 for 2016-17, and 0.60% for 2017-18 and 0.20% for 2018-19. These projections assume a stable demand for golf rounds and normal weather patterns over the years forecast.

Golf Fee Revenue

(in Thousands)



The graph above shows the historical trends and projections for golf fees. By 2018-19, this revenue source is estimated to reach \$921,419.

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 \$62,125 for the 2015-16 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.

Golf Fund Expenditures by Category



The major expenditures that make up the Municipal Golf Course Fund by category for 2015-16 include: Salaries & Wages (64.0%), Supplies & Services (31.1%), and Transfers (5.0%). A description of each expenditure category as well as a discussion of the outlook over the next three years follows.

Salaries, Wages and Employee Benefits

Salary projections assume a 3% salary increase in each year throughout the forecast period, and also assume that the current staffing levels remain constant over the next three years. The health insurance rate is also expected to remain constant throughout the forecast as Plano’s self-funded insurance fund currently has a stable fund balance. TMRS is set to be funded at the full phased in rate of 18.11%, while the other benefit rates are expected to remain constant.

Supplies & Services

Supplies & services are budgeted with a 2% inflation increase for each year of the three-year forecast. Municipal garage charges are projected to remain flat in 2016-17 and increase 2.0% in each 2017-18 and 2018-19. Electric charges are projected to remain flat in 2015-16 and throughout the remaining forecast period.

Capital Outlay

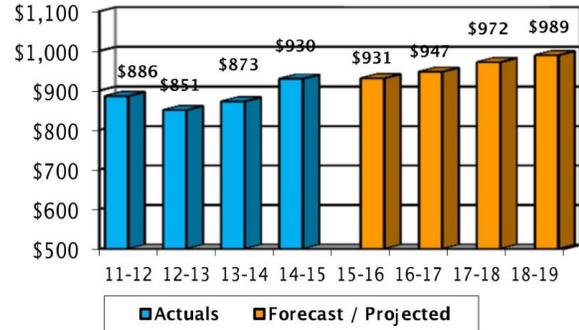
No new capital outlay is projected for the remaining years in this forecast. All discretionary expenditure items will be examined on their individual merit during the budget development process in each year.

Transfers

The transfer to the General Fund is based on 5.0% of total revenues and the amount projected for 2015-16 equals \$48,646. This transfer

compensates the General Fund for expenses related to the administration of the Municipal Golf Course.

Golf Fund Expenditures (in Thousands)



Outlook & Analysis

Based on projections, the Municipal Golf Course Fund is forecasted to maintain a healthy fund balance through fiscal year 2018-19.

Combined Budget

	Actuals	Budget	Re-Est	Projected	Variance	
	2014-15	2015-16	2015-16	2016-17	Bud to Bud	Est to Bud
BEGINNING BALANCES						
Operating Funds:						
General Fund	\$51,324,818	\$35,754,134	\$51,604,016	\$35,350,628	-1.1%	-31.5%
Water & Sewer Fund	22,011,299	19,150,055	29,132,384	26,793,654	39.9%	-8.0%
Sustainability & Env. Svc. Fund	4,875,159	3,112,941	5,402,779	2,182,331	-29.9%	-59.6%
Convention & Tourism Fund	2,638,418	3,305,407	4,252,875	3,812,860	15.4%	-10.3%
Municipal Drainage Utility Fund	5,242,444	1,374,491	3,005,289	1,648,055	19.9%	-45.2%
Recreation Revolving Fund	1,923,122	2,050,645	2,141,891	2,187,634	6.7%	2.1%
Municipal Golf Course Fund	147,342	47,727	131,220	124,413	160.7%	-5.2%
PTV Fund	1,182,429	526,859	1,744,112	251,608	-52.2%	-85.6%
TOTAL OPERATING FUNDS	\$89,345,031	\$65,322,259	\$97,414,566	\$72,351,183	10.8%	-25.7%
Debt Service Funds:						
General Obligation	\$3,340,771	\$3,427,459	\$3,701,797	\$2,744,843	-19.9%	-25.9%
Water & Sewer Revenue	0	0	0	800,454	0.0%	0.0%
TOTAL DEBT SERVICE FUNDS	\$3,340,771	\$3,427,459	\$3,701,797	\$3,545,298	3.4%	-4.2%
TOTAL BEGINNING BALANCES	\$92,685,802	\$68,749,718	\$101,116,363	\$75,896,481	10.4%	-24.9%
REVENUES & TRANSFERS IN						
Operating Funds:						
General Fund	\$257,626,484	\$263,348,565	\$265,314,668	\$276,396,203	5.0%	4.2%
Water & Sewer Fund	133,037,011	135,340,642	137,879,764	149,001,109	10.1%	8.1%
Sustainability & Env. Svc. Fund	24,287,569	24,555,842	24,459,340	24,752,937	0.8%	1.2%
Convention & Tourism Fund	9,580,210	9,623,871	10,224,517	10,366,504	7.7%	1.4%
Municipal Drainage Utility Fund	7,175,854	7,230,619	7,204,591	7,237,217	0.1%	0.5%
HUD Grant Fund	1,919,169	1,670,305	1,670,305	1,670,305	0.0%	0.0%
Recreation Revolving Fund	3,658,863	3,871,737	3,889,237	3,906,677	0.9%	0.4%
Municipal Golf Course Fund	955,564	971,330	972,925	977,299	0.6%	0.4%
PTV Fund	1,401,971	1,408,846	1,408,846	1,416,931	0.6%	0.6%
TOTAL OPERATING FUNDS	\$439,642,695	\$448,021,755	\$453,024,194	\$475,725,182	6.2%	5.0%
Debt Service Funds:						
General Obligation	\$41,829,073	\$40,344,771	\$40,344,770	\$41,562,609	3.0%	3.0%
Water & Sewer Revenue	0	912,902	800,454	1,921,455	100.0%	100.0%
TOTAL DEBT SERVICE FUNDS	\$41,829,073	\$41,257,672	\$41,145,224	\$43,484,064	5.4%	5.7%
TOTAL REVENUE & TRANSFERS IN	\$481,471,768	\$489,279,428	\$494,169,418	\$519,209,246	6.1%	5.1%
Less: Interfund Transfers	21,065,985	18,733,701	18,064,570	18,733,701	0.0%	3.7%
NET BUDGET REVENUE	\$460,405,783	\$470,545,726	\$476,104,848	\$500,475,545	6.4%	5.1%
TOTAL AVAILABLE FUNDS	\$553,091,586	\$539,295,444	\$577,221,212	\$576,372,026	6.9%	-0.1%
APPROPRIATIONS & TRANSFERS OUT						
Operations:						
General Fund	\$257,347,286	\$279,360,850	\$281,568,056	\$284,457,777	1.8%	1.0%
Water & Sewer Fund	125,915,926	141,067,148	140,218,495	156,588,322	11.0%	11.7%
Sustainability & Env. Svc. Fund	23,759,949	26,399,235	27,679,788	26,576,881	0.7%	-4.0%
Convention & Tourism Fund	7,965,753	10,591,651	10,664,532	10,861,321	2.5%	1.8%
Municipal Drainage Utility Fund	9,413,009	7,254,935	7,367,844	7,026,093	-3.2%	-4.6%
HUD Grant Fund	1,919,169	1,670,305	1,670,305	1,670,305	0.0%	0.0%
Recreation Revolving Fund	3,440,094	3,777,366	3,843,494	3,885,023	2.9%	1.1%
Municipal Golf Course Fund	971,686	975,440	979,732	996,273	2.1%	1.7%
PTV Fund	840,288	1,788,651	2,901,350	1,544,334	-13.7%	-46.8%
TOTAL OPERATIONS	\$431,573,160	\$472,885,581	\$476,893,596	\$493,606,329	4.4%	3.5%
Debt Service Funds:						
General Obligation	\$41,468,047	\$41,408,585	\$41,301,724	\$41,406,459	-0.0%	0.3%
Water & Sewer Revenue	0	910,625	0	1,916,300	100.0%	100.0%
TOTAL DEBT SERVICE FUNDS	\$41,468,047	\$42,319,210	\$41,301,724	\$43,322,759	2.4%	4.9%
TOTAL APPROPRIATIONS & TRANSFERS OUT	\$473,041,207	\$515,204,791	\$518,195,320	\$536,929,087	4.2%	3.6%
Less: Interfund Transfers	21,065,985	18,733,701	18,064,570	18,733,701	0.0%	3.7%
NET BUDGET APPROPRIATIONS	\$451,975,222	\$496,471,089	\$500,130,750	\$518,195,386	4.4%	3.6%

ENDING BALANCES**Operating Funds:**

General Fund	\$51,604,016	\$19,741,849	\$35,350,628	\$27,289,054	38.2%	-22.8%
Water & Sewer Fund	29,132,384	13,423,549	26,793,654	19,206,441	43.1%	-28.3%
Sustainability & Env. Svc. Fund	5,402,779	1,269,548	2,182,331	358,387	-71.8%	-83.6%
Convention & Tourism Fund	4,252,875	2,337,627	3,812,860	3,318,044	41.9%	-13.0%
Municipal Drainage Utility Fund	3,005,289	1,350,175	2,842,036	1,859,179	37.7%	-34.6%
Recreation Revolving Fund	2,141,891	2,145,016	2,187,634	2,209,289	3.0%	1.0%
Municipal Golf Course Fund	131,220	43,617	124,413	105,438	141.7%	-15.3%
PTV Fund	1,744,112	147,054	251,608	124,205	-15.5%	-50.6%
TOTAL OPERATING FUNDS	\$97,414,566	\$40,458,434	\$73,545,165	\$54,470,037	34.6%	-25.9%

Debt Service Funds:

General Obligation	\$3,701,797	\$2,363,645	\$2,744,843	\$2,900,994	22.7%	5.7%
Water & Sewer Revenue	0	2,277	800,454	805,610	100.0%	100.0%
TOTAL DEBT SERVICE FUNDS	\$3,701,797	\$2,365,922	\$3,545,298	\$3,706,603	56.7%	4.5%
TOTAL ENDING BALANCES	\$101,116,363	\$42,824,355	\$77,090,462	\$58,176,640	35.8%	-24.5%
TOTAL APPROPRIATIONS & ENDING BALANCES	\$553,091,586	\$539,295,444	\$577,221,213	\$576,372,026	6.9%	-0.1%

General Fund

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
UNAPPROPRIATED FUND						
BALANCE	\$51,324,818	\$35,754,134	\$46,659,804	\$35,350,628	-1.1%	-31.5%
Encumbrance Adjustment			4,944,212			
Revenues						
Taxes	\$177,020,267	\$185,240,944	\$185,415,444	\$195,286,760	5.4%	5.3%
Franchise Fees	24,452,648	24,950,110	24,046,833	24,078,776	-3.5%	0.1%
Fines & Forfeits	7,448,485	7,643,902	7,477,204	7,510,853	-1.7%	0.5%
Miscellaneous Revenue	2,277,929	2,252,315	2,315,877	2,335,084	3.7%	0.8%
Licenses & Permits	11,521,327	10,382,468	12,222,439	12,665,884	22.0%	3.6%
Charges for Services	13,358,451	13,697,706	14,079,684	14,268,265	4.2%	1.3%
Intergovernmental Revenue	981,392	947,419	1,008,690	1,008,690	6.5%	0.0%
Subtotal Revenues	\$237,060,499	\$245,114,864	\$246,566,171	\$257,154,312	4.9%	4.3%
Intragovernmental Transfers	20,565,985	18,233,701	18,748,497	19,241,891	5.5%	2.6%
TOTAL REVENUES & TRANSFERS	\$257,626,484	\$263,348,565	\$265,314,668	\$276,396,203	5.0%	4.2%
TOTAL RESOURCES	\$308,951,302	\$299,102,699	\$316,918,684	\$311,746,831	4.2%	-1.6%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$170,343,639	\$182,691,235	\$180,566,230	\$187,444,221	2.6%	3.8%
Materials & Supplies	6,344,539	8,547,502	9,407,497	8,718,452	2.0%	-7.3%
Contractual	44,284,812	49,960,806	52,127,169	50,918,730	1.9%	-2.3%
Community Services Agencies	269,330	271,140	271,140	552,600	103.8%	103.8%
Sundry	741,848	1,515,532	1,985,121	576,843	-61.9%	-70.9%
CIP Coming On-Line	0	0	0	1,652,041	100.0%	100.0%
Reimbursements	(2,318,697)	(3,346,824)	(3,346,824)	(3,346,824)	0.0%	0.0%
Subtotal	\$219,665,471	\$239,639,391	\$241,010,333	\$246,516,063	2.9%	2.3%
Capital Outlay	1,684,308	3,178,017	4,014,281	1,000,000	-68.5%	-75.1%
TOTAL OPERATIONS	\$221,349,779	\$242,817,408	\$245,024,614	\$247,516,063	1.9%	1.0%
Capital Reserve Fund	\$22,500,000	\$23,600,000	\$23,600,000	\$24,550,000	4.0%	4.0%
Property & Liability Loss Fund	4,136,027	4,000,000	4,000,000	4,000,000	0.0%	0.0%
Technology Fund	1,000,000	1,000,000	1,000,000	1,000,000	0.0%	0.0%
TS Replacement Fund	0	500,000	500,000	500,000	0.0%	0.0%
PTV Fund	250,000	250,000	250,000	250,000	0.0%	0.0%
PID Fund (Public Improvement Dist.)	50,000	0	0	0	0.0%	0.0%
Intergovernmental Radio Fund	1,600	0	0	0	0.0%	0.0%
Economic Development Incentive Fund	8,059,880	7,193,442	7,193,442	6,641,714	-7.7%	-7.7%
TOTAL TRANSFERS	\$35,997,507	\$36,543,442	\$36,543,442	\$36,941,714	1.1%	1.1%
TOTAL APPROPRIATIONS	\$257,347,286	\$279,360,850	\$281,568,056	\$284,457,777	1.8%	1.0%
UNAPPROPRIATED FUND BALANCE	\$51,604,016	\$19,741,849	\$35,350,628	\$27,289,054	38.2%	-22.8%
Days of Operation				40		

General Fund Revenue by Source

SOURCE OF INCOME	Actual	Budget	Re-Est	Projected	Variance	
	2014-15	2015-16	2015-16	2016-17	Bud to Bud	Est to Bud
Taxes						
Ad Valorem Taxes:						
Current	\$97,069,404	\$109,014,656	\$109,014,656	\$118,724,953	8.9%	8.9%
Delinquent	733,763	1,118,573	1,118,573	1,220,331	9.1%	9.1%
Penalty & Interest	508,155	559,287	559,287	610,166	9.1%	9.1%
Sales Tax	76,829,245	72,673,623	72,781,478	72,781,478	0.1%	0.0%
Mixed Drink Tax	1,761,817	1,714,017	1,782,688	1,790,711	4.5%	0.5%
Bingo Gross Receipts Tax	59,602	81,717	79,691	80,051	-2.0%	0.5%
Excess Proceeds on Taxes	58,281	79,071	79,071	79,071	0.0%	0.0%
TOTAL TAXES	\$177,020,267	\$185,240,944	\$185,415,444	\$195,286,760	5.4%	5.3%
Franchise Fees						
Electrical Franchise	\$12,124,633	\$12,199,575	\$12,061,221	\$12,061,221	-1.1%	0.0%
Telephone Franchise	4,073,456	4,146,351	4,288,062	4,288,062	3.4%	0.0%
Fiber Optics Franchise	26,901	24,026	48,877	48,877	103.4%	0.0%
Gas Franchise	3,782,938	4,061,292	3,194,331	3,226,274	-20.6%	1.0%
Cable TV Franchise	4,444,720	4,518,865	4,454,342	4,454,342	-1.4%	0.0%
TOTAL FRANCHISE FEES	\$24,452,648	\$24,950,110	\$24,046,833	\$24,078,776	-3.5%	0.1%
Fines & Forfeits						
Municipal Court	\$7,198,465	\$7,325,396	\$7,325,396	7,358,361	0.5%	0.5%
Library Fines	250,020	318,507	151,808	152,492	-52.1%	0.5%
TOTAL FINES & FORFEITS	\$7,448,485	\$7,643,902	\$7,477,204	\$7,510,853	-1.7%	0.5%
Miscellaneous Revenue						
Interest Earnings	\$599,160	\$600,000	\$600,000	\$600,000	0.0%	0.0%
Sale/Rental of Property	479,255	491,391	491,391	491,391	0.0%	0.0%
Insurance Collections	483,892	452,703	480,164	499,371	10.3%	4.0%
Sundry	715,622	708,221	744,322	744,322	5.1%	0.0%
TOTAL MISCELLANEOUS REVENUE	\$2,277,929	\$2,252,315	\$2,315,877	\$2,335,084	3.7%	0.8%
Licenses and Permits						
Food Handlers Permits	\$658,055	\$647,535	\$673,535	\$676,567	4.5%	0.5%
Land / Burning / Liquid Waste	21,705	23,047	23,047	23,152	0.5%	0.5%
Grease Trap Permits	41,000	42,009	42,009	42,199	0.5%	0.5%
Fire Inspection Fees	274,420	306,061	306,061	306,061	0.0%	0.0%
Rental Registration Fees	306,136	307,933	307,933	309,319	0.4%	0.4%
Animal Licenses	126,170	132,603	132,603	133,201	0.5%	0.5%
Restaurant Plan Review	40,500	41,104	38,890	39,066	-5.0%	0.5%
Alarm Permits	1,146,747	1,728,323	1,728,323	1,736,101	0.5%	0.5%
Filing Fees	450,858	498,557	453,234	475,896	-4.5%	5.0%
Fire Protection Plan Review	433,653	409,235	483,854	508,047	24.1%	5.0%
Building Permits	6,602,326	4,726,282	6,602,326	6,932,442	46.7%	5.0%
Electrical Permits	126,747	140,914	126,747	133,084	-5.6%	5.0%
Plumbing Permits	331,091	365,193	331,091	347,646	-4.8%	5.0%
Heating & A/C Permits	156,740	168,608	156,740	164,577	-2.4%	5.0%
Fence Permits	40,080	53,785	42,134	44,241	-17.7%	5.0%
Swimming Pool Permits	37,996	42,558	39,962	41,960	-1.4%	5.0%
Pool Inspection	64,283	64,447	64,283	64,573	0.2%	0.5%
Irrigation Permits	79,306	84,783	84,783	89,022	5.0%	5.0%
Day Laborer Fees	16,413	16,001	17,783	17,783	11.1%	0.0%
Sign Permits	139,851	154,290	139,851	146,844	-4.8%	5.0%
Reoccupancy Permits	137,077	139,963	137,077	143,931	2.8%	5.0%
Misc. Licenses & Permits	290,173	289,236	290,173	290,173	0.3%	0.0%
TOTAL LICENSES & PERMITS	\$11,521,327	\$10,382,468	\$12,222,439	\$12,665,884	22.0%	3.6%
Fees & Service Charges						
Animal Pound & Adoption Fee	\$242,913	\$241,726	\$249,686	\$250,810	3.8%	0.4%
Ambulance Service	4,297,249	4,010,111	4,297,249	4,316,587	7.6%	0.5%
False Alarm Response	237,613	229,605	229,605	230,639	0.5%	0.5%
Emergency 911	1,052,556	998,801	1,148,339	1,153,508	15.5%	0.5%
Contractor Registration Fee	211,490	243,027	227,993	239,393	-1.5%	5.0%
Engineering Inspection Fee	989,458	900,000	900,000	900,000	0.0%	0.0%
Residential Building Plan Review	56,265	60,326	60,326	63,342	5.0%	5.0%
Reinspection Fee	63,270	73,557	63,270	66,434	-9.7%	5.0%
File Searches	61,048	54,904	59,678	59,948	9.2%	0.5%
Same Day Inspection Fee	75,915	85,378	75,915	79,711	-6.6%	5.0%

	Actual	Budget	Re-Est	Projected	Variance	
	2014-15	2015-16	2015-16	2016-17	Bud to Bud	Est to Bud
Convenience Copiers	13,765	12,262	13,765	13,828	12.8%	0.5%
Lease Fees	169,005	150,000	150,000	150,000	0.0%	0.0%
Recreation User Fee	535,936	589,164	589,164	591,815	0.5%	0.5%
Recreation Rental Fee	205,877	237,027	237,027	238,095	0.5%	0.5%
Swimming Fees	705,711	918,911	918,911	923,047	0.5%	0.5%
Recreation Membership Card Fee	2,502,732	2,603,559	2,603,559	2,663,275	2.3%	2.3%
Tennis Center Fee	250,972	256,817	259,345	260,513	1.4%	0.5%
Food Manager/Handler Training	36,090	49,148	10,626	10,675	-78.3%	0.5%
Tree Trimming Assessments	86,513	91,808	93,652	94,074	2.5%	0.5%
Child Safety Fees	125,095	131,397	131,397	131,989	0.5%	0.5%
Sundry	1,438,978	1,760,177	1,760,177	1,830,584	4.0%	4.0%
TOTAL FEES & SVC CHARGES	\$13,358,451	\$13,697,706	\$14,079,684	\$14,268,265	4.2%	1.3%
Intergovernmental Revenue						
FISD School Resource Officer	118,116	122,736	122,736	122,736	0.0%	0.0%
PISD School Resource Officers	604,620	621,012	621,012	621,012	0.0%	0.0%
Plano-Richardson Trng. Ctr. / Misc.	258,656	203,671	264,942	264,942	30.1%	0.0%
TOTAL INTERGOVT'L REVENUE	\$981,392	\$947,419	\$1,008,690	\$1,008,690	6.5%	0.0%
TOTAL REVENUE	\$237,060,499	\$245,114,863	\$246,566,171	\$257,154,312	4.9%	4.3%
Intragovernmental Transfers						
Intra-Fund Transfers From:						
Water & Sewer Fund	\$15,469,908	\$15,836,741	\$16,322,022	\$16,800,880	6.1%	2.9%
Sustain. & Environ. Services Fund	907,990	1,169,290	1,169,290	1,173,372	0.3%	0.3%
Recreation Revolving Fund	188,271	193,587	194,462	195,334	0.9%	0.4%
Golf Course Fund	41,772	48,566	48,646	48,865	0.6%	0.4%
Convention & Tourism Fund	455,438	481,194	511,226	518,325	7.7%	1.4%
Municipal Drainage Fund	501,191	504,323	502,851	505,114	0.2%	0.4%
Health Claims Fund (TMRS)	3,000,000	0	0	0	0.0%	0.0%
Advanced Funding Grants	1,415	0	0	0	0.0%	0.0%
TOTAL INTRAGOVT'L TRANSFERS	\$20,565,985	\$18,233,701	\$18,748,497	\$19,241,891	5.5%	2.6%
TOTAL GENERAL FUND	\$257,626,484	\$263,348,565	\$265,314,668	\$276,396,203	5.0%	4.2%

General Obligation Debt Service

	Actual	Budget	Re-Est	Projected	Variance	
	2014-15	2015-16	2015-16	2016-17	Bud to Bud	Est to Bud
UNAPPROPRIATED FUND BALANCE	\$3,340,771	\$3,427,459	\$3,701,797	\$2,744,843	-19.9%	-25.9%
Revenues						
Ad Valorem Tax						
Current	\$40,883,242	\$39,499,579	\$39,499,579	\$40,702,324	3.0%	3.0%
Delinquent	382,794	409,768	409,768	418,629	2.2%	2.2%
Penalty & Interest	207,034	163,907	163,907	167,452	2.2%	2.2%
Fund Interest Income	204,580	120,000	120,000	122,400	2.0%	2.0%
Police Academy Reimbursement	151,423	151,516	151,516	151,804	0.2%	0.2%
TOTAL REVENUES	\$41,829,073	\$40,344,771	\$40,344,770	\$41,562,609	3.0%	3.0%
TOTAL RESOURCES	\$45,169,844	\$43,772,230	\$44,046,567	\$44,307,452	1.2%	0.6%
APPROPRIATIONS						
Bond and Certificates						
Principal	\$24,650,000	\$25,250,000	\$26,025,000	\$24,935,000	-1.2%	-4.2%
Interest	11,612,291	12,321,459	12,369,599	13,203,809	7.2%	6.7%
Transfer to Tech Infrastructure & Public Art	189,019	0	0	0	0.0%	0.0%
Transfer to Tax Notes MotoMesh&Radio						
System Replacement	2,769,281	0	0	0	0.0%	0.0%
Transfer to Tax Notes Radio Sys Repl	1,012,275	1,020,075	1,020,075	0	-100.0%	-100.0%
Transfer to CO's Radio Sys Repl	906,625	906,000	906,000	905,400	-0.1%	-0.1%
Transfer to Tax Notes Radio Repl, PLL, Phone Sys	319,656	971,550	971,550	996,500	2.6%	2.6%
Exchanges Fees & Bond Sale Expense	8,900	9,500	9,500	9,500	0.0%	0.0%
Subtotal	\$41,468,047	\$40,478,585	\$41,301,724	\$40,050,209	-1.1%	-3.0%
New Debt Projection	0	930,000	0	1,356,250	45.8%	100.0%
TOTAL APPROPRIATIONS	\$41,468,047	\$41,408,585	\$41,301,724	\$41,406,459	-0.0%	0.3%
UNAPPROPRIATED FUND BALANCE	\$3,701,797	\$2,363,645	\$2,744,843	\$2,900,994	22.7%	5.7%

Water & Sewer

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$22,011,299	\$19,150,055	\$29,132,384	\$26,793,654	39.9%	-8.0%
Revenues						
Water Income	\$76,761,826	\$74,782,307	\$77,761,826	\$83,261,826	11.3%	7.1%
Sewer Income	51,837,246	56,155,925	56,439,809	62,016,950	10.4%	9.9%
Water Taps	99,778	79,668	89,213	90,105	13.1%	1.0%
Water & Sewer Penalties	1,334,329	1,277,750	1,277,750	1,289,250	0.9%	0.9%
Water Meters/AMR Devices	406,864	235,139	409,897	413,996	76.1%	1.0%
Construction Water	266,289	252,162	353,578	357,114	41.6%	1.0%
Service Connect Fee	220,310	215,647	215,647	217,803	1.0%	1.0%
Backflow Testing	518,065	535,174	535,174	540,526	1.0%	1.0%
Sewer Tie-On	33,775	34,206	34,206	34,548	1.0%	1.0%
Pre-Treatment Permits	31,670	32,375	32,375	32,699	1.0%	1.0%
Interest Earnings	121,430	140,000	130,000	140,000	0.0%	7.7%
Transfer from Reserve Fund	1,000,000	1,000,000	0	0	0.0%	0.0%
Misc. Income	405,429	600,289	600,289	606,292	1.0%	1.0%
TOTAL REVENUES	\$133,037,011	\$135,340,642	\$137,879,764	\$149,001,109	10.1%	8.1%
TOTAL RESOURCES	\$155,048,310	\$154,490,697	\$167,012,148	\$175,794,763	13.8%	5.3%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$10,077,239	\$10,458,423	\$10,472,261	\$10,713,310	2.4%	2.3%
Materials & Supplies	1,886,038	2,312,955	2,807,466	2,863,615	23.8%	2.0%
Contractual	3,940,952	4,455,471	4,490,151	4,642,879	4.2%	3.4%
NTMWD - Water	50,579,800	61,188,363	59,188,363	67,601,117	10.5%	14.2%
NTMWD - Wastewater	14,734,133	17,766,663	17,766,663	20,898,556	17.6%	17.6%
NTMWD - Upper E. Fork Interceptor	9,081,765	10,604,552	10,604,552	13,226,448	24.7%	24.7%
Retirement of NTMWD Debt	823,886	749,340	824,600	836,650	11.7%	1.5%
Sundry	736,908	654,828	654,918	674,566	3.0%	3.0%
Reimbursements	570,390	665,894	825,748	824,757	23.9%	-0.1%
Subtotal	\$92,431,111	\$108,856,489	\$107,634,722	\$122,281,898	12.3%	13.6%
Capital Outlay	107,968	18,000	18,000	0	0.0%	-100.0%
TOTAL OPERATIONS	\$92,539,079	\$108,874,489	\$107,652,722	\$122,281,898	12.3%	13.6%
Transfer to General Fund	\$15,469,908	\$15,836,741	\$16,322,022	\$16,800,880	6.1%	2.9%
Transfer to W & S CIP	12,500,000	10,000,000	10,000,000	10,000,000	0.0%	0.0%
Transfer to Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	0.0%	0.0%
Transfer to Debt Service	0	910,625	798,458	1,916,664	110.5%	100.0%
Transfer to Loss Fund	773,556	773,556	773,556	773,556	0.0%	0.0%
Transfer to Technology Fund	300,000	300,000	300,000	300,000	0.0%	0.0%
Transfer to Technology Svcs	2,833,383	2,871,737	2,871,737	3,015,324	5.0%	5.0%
TOTAL TRANSFERS	\$33,376,847	\$32,192,659	\$32,565,773	\$34,306,424	6.6%	5.3%
TOTAL APPROPRIATIONS	\$125,915,926	\$141,067,148	\$140,218,495	\$156,588,322	11.0%	11.7%
WORKING CAPITAL	\$29,132,384	\$13,423,549	\$26,793,654	\$19,206,441	43.1%	-28.3%
Days of Operation				57		

Water & Sewer Debt Fund

Water & Sewer Debt Fund

	Actual	Budget	Re-Est	Budget	Variance	
	2014-15	2015-16	2015-16	2016-17	Bud to Bud	Est to Bud
RESERVE FUND						
WORKING CAPITAL	\$0	\$0	\$0	\$0	0.0%	0.0%
Fund Interest Income	0	0	0	0	0.0%	0.0%
Transfer from W&S Reserve Fund	0	0	0	0	0.0%	0.0%
TOTAL	\$0	\$0	\$0	\$0	0.0%	0.0%
FUND BALANCE	\$0	\$0	\$0	\$0	0.0%	0.0%
SINKING FUND						
WORKING CAPITAL	\$0	\$0	\$0	\$800,454	0.0%	0.0%
Transfer In (W & S Fund)	\$0	\$910,625	\$798,458	\$1,916,664	110.5%	140.0%
Fund Interest Income	0	2,277	1,996	4,792	110.5%	140.0%
TOTAL	\$0	\$912,902	\$800,454	\$1,921,455	100.0%	100.0%
TOTAL RESOURCES	\$0	\$912,902	\$800,454	\$2,721,910	100.0%	100.0%
APPROPRIATIONS						
Principal	\$0	\$0	\$0	\$935,000	100.0%	100.0%
Interest	0	910,625	0	981,300	7.8%	7.8%
Fees	0	0	0	0	0.0%	0.0%
Subtotal	\$0	\$910,625	\$0	\$1,916,300	110.4%	110.4%
TOTAL APPROPRIATIONS	\$0	\$910,625	\$0	\$1,916,300	110.4%	110.4%
WORKING CAPITAL	\$0	\$2,277	\$800,454	\$805,610	35287.1%	35287.1%

Sustainability & Environmental Services

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$4,875,159	\$3,112,941	\$5,402,779	\$2,182,331	-29.9%	-59.6%
Revenues						
Commercial Franchise	\$7,957,587	\$7,889,197	\$7,957,587	\$8,116,739	2.9%	2.0%
Special Refuse Collection	93,085	83,406	97,998	98,439	18.0%	0.4%
Residential Collection	12,904,617	13,018,125	12,944,765	13,061,268	0.3%	0.9%
Allied Waste, Inc.	95,331	97,247	97,247	99,192	2.0%	2.0%
Recycling	456,076	528,720	528,720	531,099	0.4%	0.4%
Sales of Landscape Bags	29,171	31,188	31,188	31,328	0.4%	0.4%
Contributions via Utility Billing	9,383	11,818	11,818	11,871	0.4%	0.4%
Sale of Compost	1,486,343	1,503,116	1,503,116	1,509,880	0.4%	0.4%
Tipping Fees	615,899	604,349	604,349	607,069	0.4%	0.4%
Miscellaneous	308,291	456,124	350,000	353,500	-22.5%	1.0%
Reimbursements	131,786	132,552	132,552	132,552	0.0%	0.0%
Construction & Demolition Program	200,000	200,000	200,000	200,000	0.0%	0.0%
TOTAL REVENUES	\$24,287,569	\$24,555,842	\$24,459,340	\$24,752,937	0.8%	1.2%
TOTAL RESOURCES	\$29,162,728	\$27,668,783	\$29,862,119	\$26,935,268	-2.7%	-9.8%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$6,826,019	\$7,111,423	\$6,993,037	\$7,239,741	1.8%	3.5%
Materials & Supplies	402,698	513,352	599,148	523,619	2.0%	-12.6%
Contractual	7,126,519	8,171,053	8,652,981	8,256,641	1.0%	-4.6%
NTMWD	7,659,694	8,756,380	8,756,380	8,756,380	0.0%	0.0%
Sundry	116,910	119,512	120,727	121,902	2.0%	1.0%
Reimbursements	101,499	104,026	104,026	104,026	0.0%	0.0%
Subtotal	\$22,233,339	\$24,775,746	\$25,226,299	\$25,002,309	0.9%	-0.9%
Capital Outlay	217,421	53,000	883,000	0	-100.0%	-100.0%
TOTAL OPERATIONS	\$22,450,760	\$24,828,746	\$26,109,299	\$25,002,309	0.7%	-4.2%
Transfer to General Fund	\$907,990	\$1,169,290	\$1,169,290	\$1,173,372	0.3%	0.3%
Transfer to Technology Fund	60,000	60,000	60,000	60,000	0.0%	0.0%
Transfer to Loss Fund	341,199	341,199	341,199	341,199	0.0%	0.0%
TOTAL TRANSFERS	\$1,309,189	\$1,570,489	\$1,570,489	\$1,574,571	0.3%	0.3%
TOTAL APPROPRIATIONS	\$23,759,949	\$26,399,235	\$27,679,788	\$26,576,881	0.7%	-4.0%
WORKING CAPITAL	\$5,402,779	\$1,269,548	\$2,182,331	\$358,387	-71.8%	-83.6%
Days of Operation				5		

Municipal Drainage Utility

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$5,242,444	\$1,374,491	\$3,005,289	\$1,648,055	19.9%	-45.2%
Revenues						
Environmental Assessment Fees:						
Residential Class Fees	\$3,667,356	\$3,663,032	\$3,689,118	\$3,705,719	1.2%	0.4%
Commercial Class Fees	3,473,860	3,541,586	\$3,494,474	3,510,199	-0.9%	0.5%
Miscellaneous	6,430	6,000	6,000	6,000	0.0%	0.0%
Interest Income	28,208	20,000	15,000	15,300	-23.5%	2.0%
TOTAL REVENUES	\$7,175,854	\$7,230,619	\$7,204,591	\$7,237,217	0.1%	0.5%
TOTAL RESOURCES	\$12,418,298	\$8,605,110	\$10,209,881	\$8,885,272	3.3%	-13.0%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$1,816,667	\$1,905,606	\$1,917,578	\$1,972,704	3.5%	2.9%
Materials & Supplies	279,487	357,338	390,952	370,854	3.8%	-5.1%
Contractual	679,481	750,327	904,997	759,198	1.2%	-16.1%
Sundry	30,636	2,522	2,522	2,861	13.5%	13.5%
Reimbursements	475,295	548,562	548,562	548,562	0.0%	0.0%
Subtotal	\$3,281,566	\$3,564,355	\$3,764,611	\$3,654,179	2.5%	-2.9%
Capital Outlay	12,569	0	0	0	0.0%	0.0%
TOTAL OPERATIONS	\$3,294,135	\$3,564,355	\$3,764,611	\$3,654,179	2.5%	-2.9%
Transfer to General Fund	\$501,191	\$504,323	\$502,851	\$505,114	0.2%	0.4%
Transfer to Drainage CIP	2,500,000	0	0	0	0.0%	0.0%
Transfer to Capital Reserve Fund	500,000	500,000	500,000	500,000	100.0%	100.0%
Transfer to Technology Fund	20,000	20,000	50,000	20,000	0.0%	-60.0%
Transfer to Revenue Debt	2,597,683	2,666,257	2,550,382	2,346,800	-12.0%	-8.0%
TOTAL TRANSFERS	\$6,118,874	\$3,690,580	\$3,603,233	\$3,371,914	-8.6%	-6.4%
TOTAL APPROPRIATIONS	\$9,413,009	\$7,254,935	\$7,367,844	\$7,026,093	-3.2%	-4.6%
EST. RESERVE REQUIREMENT	0	0	1,193,981	0	0.0%	-100.0%
WORKING CAPITAL	\$3,005,289	\$1,350,175	\$1,648,055	\$1,859,179	37.7%	12.8%
Days of Operation				186		

Convention & Tourism

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$2,638,418	\$3,305,407	\$4,252,875	\$3,812,860	15.4%	-10.3%
Revenues						
Hotel/Motel Receipts	\$7,342,639	\$7,903,541	\$7,978,079	\$8,120,066	2.7%	1.8%
Civic Center Fees	2,214,238	1,695,330	2,225,438	2,225,438	31.3%	0.0%
Miscellaneous	117	10,000	1,000	1,000	-90.0%	0.0%
Interest Income	23,216	15,000	20,000	20,000	33.3%	0.0%
TOTAL REVENUES	\$9,580,210	\$9,623,871	\$10,224,517	\$10,366,504	7.7%	1.4%
TOTAL RESOURCES	\$12,218,628	\$12,929,278	\$14,477,392	\$14,179,364	9.7%	-2.1%
APPROPRIATIONS						
Operating Expenses						
Visit Plano	\$1,945,688	\$2,792,772	\$2,647,679	\$2,672,368	-4.3%	0.9%
Plano Centre	3,843,918	3,771,781	3,688,076	3,826,129	1.4%	3.7%
Support of the Arts	789,434	800,000	800,000	800,000	0.0%	0.0%
Historic Preservation	741,711	800,000	800,000	800,000	0.0%	0.0%
Special Events	169,564	252,851	404,498	404,498	60.0%	0.0%
Civic Center Equip.Rpl. Charge	0	400,000	500,000	500,000	25.0%	0.0%
Subtotal	\$7,490,315	\$8,817,404	\$8,840,253	\$9,002,995	2.1%	1.8%
Capital Outlay	0	173,053	193,053	0	-100.0%	-100.0%
TOTAL OPERATIONS	\$7,490,315	\$8,990,457	\$9,033,306	\$9,002,995	0.1%	-0.3%
Transfer to General Fund	\$455,438	\$481,194	\$511,226	\$518,325	7.7%	1.4%
Transfer to Capital Reserve Fund	0	1,100,000	1,100,000	1,320,000	20.0%	20.0%
Transfer to Technology Fund	20,000	20,000	20,000	20,000	0.0%	0.0%
TOTAL TRANSFERS	\$475,438	\$1,601,194	\$1,631,226	\$1,858,325	16.1%	13.9%
TOTAL APPROPRIATIONS	\$7,965,753	\$10,591,651	\$10,664,532	\$10,861,321	2.5%	1.8%
WORKING CAPITAL	\$4,252,875	\$2,337,627	\$3,812,860	\$3,318,044	41.9%	-13.0%
Days of Operation				135		

Golf Course

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$147,342	\$47,727	\$131,220	\$124,413	160.7%	-5.2%
Revenues						
Golf Fees	\$809,300	\$910,000	\$910,000	914,095	0.4%	0.4%
Concessions	60,986	60,531	62,125	62,405	3.1%	0.4%
Interest Income	919	800	800	800	0.0%	0.0%
Miscellaneous	84,359	0	0	0	0.0%	0.0%
TOTAL REVENUES	\$955,564	\$971,330	\$972,925	\$977,299	0.6%	0.4%
TOTAL RESOURCES	\$1,102,906	\$1,019,057	\$1,104,145	\$1,101,711	8.1%	-0.2%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$618,172	\$623,959	\$626,625	\$641,233	2.8%	2.3%
Supplies	123,522	126,800	128,346	129,336	2.0%	0.8%
Contractual Services	186,421	174,265	174,265	174,989	0.4%	0.4%
Sundry Charges	1,799	1,850	1,850	1,850	0.0%	0.0%
Subtotal	\$929,914	\$926,874	\$931,086	\$947,408	2.2%	1.8%
Capital Outlay	0	0	0	0	0.0%	0.0%
TOTAL OPERATIONS	\$929,914	\$926,874	\$931,086	\$947,408	2.2%	1.8%
Transfer to General Fund	41,772	48,566	48,646	48,865	0.6%	0.4%
TOTAL TRANSFERS	\$41,772	\$48,566	\$48,646	\$48,865	0.6%	0.4%
TOTAL APPROPRIATIONS	\$971,686	\$975,440	\$979,732	\$996,273	2.1%	1.7%
WORKING CAPITAL	\$131,220	\$43,618	\$124,413	\$105,439	141.7%	-15.3%
Days of Operation				41		

Recreation Revolving

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$1,923,122	\$2,050,645	\$2,141,891	\$2,187,634	6.7%	2.1%
Revenues						
Recreation Fees	\$3,544,095	\$3,786,737	\$3,786,737	\$3,803,777	0.4%	0.4%
Contributions	2,298	10,000	5,000	5,000	-50.0%	0.0%
Interest Income	23,526	15,000	17,500	17,900	19.3%	2.3%
Miscellaneous	88,944	60,000	80,000	80,000	33.3%	0.0%
TOTAL REVENUES	\$3,658,863	\$3,871,737	\$3,889,237	\$3,906,677	0.9%	0.4%
TOTAL RESOURCES	\$5,581,985	\$5,922,381	\$6,031,128	\$6,094,311	2.9%	1.0%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$1,261,883	\$1,521,569	\$1,523,191	\$1,577,825	3.7%	3.6%
Materials & Supplies	185,704	220,473	273,014	224,882	2.0%	-17.6%
Contractual	1,776,276	1,807,058	1,815,664	1,851,609	2.5%	2.0%
Sundry	27,960	34,679	37,163	35,373	2.0%	-4.8%
Subtotal	\$3,251,823	\$3,583,779	\$3,649,032	\$3,689,689	3.0%	1.1%
Capital Outlay	0	0	0	0	0.0%	0.0%
TOTAL OPERATIONS	\$3,251,823	\$3,583,779	\$3,649,032	\$3,689,689	3.0%	1.1%
Transfer to General Fund	\$188,271	\$193,587	\$194,462	\$195,334	0.9%	0.4%
TOTAL TRANSFERS	\$188,271	\$193,587	\$194,462	\$195,334	0.9%	0.4%
TOTAL APPROPRIATIONS	\$3,440,094	\$3,777,366	\$3,843,494	\$3,885,023	2.9%	1.1%
WORKING CAPITAL	\$2,141,891	\$2,145,015	\$2,187,634	\$2,209,289	3.0%	1.0%
Days of Operation				219		

PTV

	Actual 2014-15	Budget 2015-16	Re-Est 2015-16	Projected 2016-17	Variance	
					Bud to Bud	Est to Bud
WORKING CAPITAL	\$1,182,429	\$526,859	\$1,744,112	\$251,608	-52.2%	-85.6%
Revenues						
Plano Television Network Fee	\$888,806	\$898,346	\$898,346	\$906,431	0.9%	0.9%
Interest Income	13,165	10,000	10,000	10,000	0.0%	0.0%
Transfer In Gen Fund - Franch. Fees	250,000	250,000	250,000	250,000	0.0%	0.0%
Transfer In Technology Fund	250,000	250,000	250,000	250,000	0.0%	0.0%
Miscellaneous	0	500	500	500	0.0%	0.0%
TOTAL REVENUES	\$1,401,971	\$1,408,846	\$1,408,846	\$1,416,931	0.6%	0.6%
TOTAL RESOURCES	\$2,584,400	\$1,935,705	\$3,152,958	\$1,668,539	-13.8%	-47.1%
APPROPRIATIONS						
Operating Expense						
Salaries & Wages	\$477,008	\$596,492	\$598,893	\$613,156	2.8%	2.4%
Materials & Supplies	63,821	47,400	47,300	48,246	1.8%	2.0%
Contractual	221,039	355,359	473,463	482,932	35.9%	2.0%
Sundry	0	0	0	0	0.0%	0.0%
Equipment Reserve	0	489,400	489,400	400,000	-18.3%	-18.3%
Subtotal	761,868	1,488,651	1,609,056	1,544,334	3.7%	-4.0%
Capital Outlay	78,420	300,000	1,292,294	0	-100.0%	-100.0%
TOTAL APPROPRIATIONS	840,288	1,788,651	2,901,350	1,544,334	-13.7%	-46.8%
WORKING CAPITAL	\$1,744,112	\$147,054	\$251,608	\$124,205	-15.5%	-50.6%
Days of Operation				29		

Property & Liability Loss

	Actual	Budget	Re-Est	Projected	Variance	
	2014-15	2015-16	2015-16	2016-17	Bud to Bud	Est to Bud
WORKING CAPITAL	\$1,801,059	\$1,703,573	\$2,762,888	\$2,383,382	39.9%	-13.7%
Resources						
General Fund Transfer In	\$4,136,027	\$4,000,000	\$4,000,000	\$4,000,000	0.0%	0.0%
Water & Sewer Fund Transfer In	773,556	773,556	773,556	773,556	0.0%	0.0%
Sustain. & Env. Svcs. Fund Transfer In	341,199	341,199	341,199	341,199	0.0%	0.0%
Claims Recovered	415,678	200,000	200,000	200,000	0.0%	0.0%
Interest Earned	50,677	30,000	50,000	50,000	66.7%	0.0%
TOTAL REVENUES	\$5,717,137	\$5,344,755	\$5,364,755	\$5,364,755	0.4%	0.0%
TOTAL RESOURCES	\$7,518,196	\$7,048,328	\$8,127,643	\$7,748,137	9.9%	-4.7%
APPROPRIATIONS						
Workers' Compensation	\$1,936,714	\$2,302,058	\$2,302,058	\$2,302,058	0.0%	0.0%
Judgements and Damages	1,104,174	1,200,000	1,200,000	1,200,000	0.0%	0.0%
Risk Management Operations	1,714,420	2,137,649	2,242,203	2,303,928	7.8%	2.8%
TOTAL APPROPRIATIONS	\$4,755,308	\$5,639,707	\$5,744,261	\$5,805,986	2.9%	1.1%
UNAPPROPRIATED FUND BALANCE	\$2,762,888	\$1,408,621	\$2,383,382	\$1,942,151	37.9%	-18.5%

Capital Reserve

	Actual	Budget	Re-Est	Projected	Variance	
	2014-15	2015-16	2015-16	2016-17	Bud to Bud	Est to Bud
WORKING CAPITAL	\$48,969,660	\$29,981,748	\$52,217,010	\$34,065,794	13.6%	-34.8%
Revenues						
General Fund Transfer In	\$22,500,000	\$23,600,000	\$23,600,000	\$24,550,000	4.0%	4.0%
Water & Sewer Transfer In	1,500,000	1,500,000	1,500,000	1,500,000	0.0%	0.0%
Municipal Drainage Transfer In	500,000	500,000	500,000	500,000	0.0%	0.0%
Convention & Tourism Transfer In	0	1,100,000	1,100,000	1,320,000	100.0%	100.0%
Fund Interest Earnings	412,225	300,000	300,000	300,000	0.0%	0.0%
Rollback Taxes	1,705,253	1,000,000	2,300,000	1,000,000	0.0%	-56.5%
Reimbursement from Collin County	0	1,500,000	1,500,000	1,500,000	0.0%	0.0%
Reimbursement from NCTCOG	0	0	916,000	0	0.0%	-100.0%
Screening Walls & Contributions	29,475	0	0	0	0.0%	0.0%
TOTAL REVENUE	\$26,646,953	\$29,500,000	\$31,716,000	\$30,670,000	4.0%	-3.3%
TOTAL RESOURCES	\$75,616,613	\$59,481,748	\$83,933,010	\$64,735,794	8.8%	-22.9%
APPROPRIATIONS						
Streets & Drainage Projects	\$14,551,117	\$25,470,000	\$31,342,400	\$26,735,000	5.0%	-14.7%
Park Improvement Projects	3,571,279	9,735,000	11,824,000	8,885,000	-8.7%	-24.9%
Municipal Facilities Projects	4,888,841	5,131,600	5,766,722	4,359,000	-15.1%	-24.4%
Water & Sewer Projects	329,950	501,000	934,094	501,000	0.0%	-46.4%
Audit Adjustment	58,416	0	0	0	0.0%	0.0%
TOTAL OPERATIONS	\$23,399,603	\$40,837,600	\$49,867,216	\$40,480,000	-0.9%	-18.8%
TOTAL APPROPRIATIONS	\$23,399,603	\$40,837,600	\$49,867,216	\$40,480,000	-0.9%	-18.8%
WORKING CAPITAL	\$52,217,010	\$18,644,148	\$34,065,794	\$24,255,794	30.1%	-28.8%

Budget Calendar

OPERATING BUDGET CALENDAR Fiscal Year 2016-17

Feb. 8	Personnel worksheets issued for verification. Budget & Research Department issues calendar and instructions for requesting the following internal review items: building modifications cameras for video surveillance cellular telephones & communications devices copiers furniture and office equipment G.I.S. software/hardware technology requests leased space microfilming radios, radio systems, and maintenance special mail-outs telecommunications and phone equipment/lines vehicles and major equipment other major capital outlay/specialty items	March 29	At Management Team meeting, Budget & Research Department gives overview and distributes instructions, forms, and departmental targets.
Feb. 19	Requests due to service departments for internal review items listed above. Changes to Personnel worksheets due to Budget & Research Department.	April 9	Budget & Research Department re-assesses revenue estimates for the current and upcoming year and advises the City Manager of these changes.
Feb. 26	Estimated cost list of frequently purchased items due to Budget & Research Department from Purchasing, Public Safety Communications Telecommunications, and Technology Services for inclusion in the Budget Preparation Manual. Various Departments submit indicators to Budget & Research Department for inclusion in the Budget Preparation Manual. Preliminary FY 2016-17 Personnel requests submitted to Technology Services, Human Resources, and City Manager. Equipment Services distributes recommendations for vehicle and rolling stock replacements.	May 6	All departmental Operating Budgets due to area Deputy City Managers.
March 14	Cost information and recommendations due back to Departments on internal review items.	May 13	All departmental Operating Budget requests due in Budget & Research Department.
March 18	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.	May 16 - June 10	Budget & Research Department compiles total Operating Budget requests and Community Investment Program requests.
March 25, 28, 29	Budget & Research Department staff provides training on instructions, forms, automation, supplements, and other issues.	June 13	Budget & Research Department presents total request to the City Manager with highlights, issues, options and recommendations.
March 28	Budget & Research Department presents FY 2015-16 Status Report and Three-Year Financial Summary to City Council for review and input.	June 13 (TBD)	Technology Services Steering Committee prioritizes all departmental Technology Requests and submits recommendation to the City Manager. (TBD)
		June 14, 15, 16	City Manager reviews Operating Budgets and Community Investment Program with all department heads.
		July 11	City Manager gives final budget instructions to Budget & Research Department.
		July 15	Budget & Research Department notifies departments of preliminary funded FY 2016-17 requests and/or reductions.
		July 20	Draft Operating Budget and Community Investment Program submitted to City Manager for review.
		July 27	City Manager submits FY 2016-17 Recommended Budget and Proposed Community Investment Program to City Council.
		Aug. 3	Grant Funding - City Council Budget Work Session.
		Aug. 8	Presentation of Proposed Community Investment Program to the City Council. Public Hearing on Operating Budget and Community Investment Program. Approval of Appraisal Roll. Vote on proposed tax rate increase, if necessary.
		Aug. 13	City Council Budget Work Session.
		Aug. 22	1st Public Hearing on tax rate.
		Aug. 31 Sept. 12	2nd Public Hearing on tax rate. City Council adopts Operating Budget, Community Investment Program, and sets Tax Rate.

Oct. 1 New fiscal year begins.

The Budget & 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

HISTORY OF TAX BASE IN PLANO AND PROJECTION FOR 2016-17, 2017-18 & 2018-19							
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	\$15,741,143,316	\$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	\$33,544,011,501	\$ 700,000,000	\$32,844,011,501	\$2,264,000,548	7.24%	\$1,564,000,548	5.00%
2018	\$35,585,771,961	\$ 700,000,000	\$34,885,771,961	\$2,041,760,460	6.53%	\$1,341,760,460	4.00%
2019	\$37,709,202,839	\$ 700,000,000	\$37,009,202,839	\$2,123,430,878	6.33%	\$1,423,430,878	4.00%

Transfers

Three-Year Financial Forecast

GENERAL FUND						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
Capital Reserve	\$22,500,000	\$23,600,000	\$23,600,000	\$24,550,000	\$25,550,000	\$26,550,000
Property & Liability Loss	4,136,027	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Technology Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TS Replacement Fund	0	500,000	500,000	500,000	500,000	500,000
PTV	250,000	250,000	250,000	250,000	250,000	250,000
PID	50,000	0	0	0	0	0
Intergovernmental Radio	1,600	0	0	0	0	0
Economic Development	8,059,880	7,193,442	7,193,442	6,641,714	7,045,983	7,466,422
Total Transfers	\$35,997,507	\$36,543,442	\$36,543,442	\$36,941,714	\$38,345,983	\$39,766,422

GENERAL OBLIGATION DEBT FUND						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
Tech Infra. & Public Art	\$189,019	\$0	\$0	\$0	\$0	\$0
Tax Notes - Moto & Radio	2,769,281	0	0	0	0	0
Tax Notes - Radio System	1,012,275	1,020,075	1,020,075	0	0	0
C.O.'s - Radio System	906,625	906,000	906,000	905,400	905,450	906,475
Tax Nt Radio Repl, PLL, Phone	319,656	971,550	971,550	996,500	998,800	995,700
Tax Nt TS Projects	0	0	0	426,250	1,728,198	1,728,198
Total Transfers	\$5,196,856	\$2,897,625	\$2,897,625	\$2,328,150	\$3,632,448	\$3,630,373

WATER & SEWER FUND						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
General Fund	\$15,469,908	\$15,836,741	\$16,322,022	\$16,800,880	\$17,640,924	\$18,522,970
Water & Sewer CIP	12,500,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Capital Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
W & S Debt Srevicce	0	910,625	798,458	1,916,664	1,917,173	1,913,468
Property & Liability Loss	773,556	773,556	773,556	773,556	773,556	773,556
Technology Fund	300,000	300,000	300,000	300,000	300,000	300,000
Technology Services	2,833,383	2,871,737	2,871,737	3,015,324	3,166,090	3,324,395
Total Transfers	\$33,376,847	\$32,192,659	\$32,565,773	\$34,306,424	\$35,297,743	\$36,334,389

SUSTAINABILITY & ENVIRONMENTAL SERVICES FUND						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
General Fund	\$907,990	\$1,169,290	\$1,169,290	\$1,173,372	\$1,184,398	\$1,188,118
Technology Fund	60,000	60,000	60,000	60,000	60,000	60,000
Property & Liability Loss	341,199	341,199	341,199	341,199	341,199	341,199
Total Transfers	\$1,309,189	\$1,570,489	\$1,570,489	\$1,574,571	\$1,585,597	\$1,589,317

MUNICIPAL DRAINAGE FUND						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
General Fund	\$501,191	\$504,323	\$502,851	\$505,114	\$508,145	\$509,161
Drainage CIP Fund	2,500,000	0	0	0	0	0
Technology Fund	20,000	20,000	50,000	20,000	20,000	20,000
Capital Reserve Fund	500,000	500,000	500,000	500,000	500,000	500,000
Revenue Debt	2,597,683	2,666,257	2,550,382	2,346,800	2,448,540	2,564,629
Total Transfers	\$6,118,874	\$3,690,580	\$3,603,233	\$3,371,914	\$3,476,685	\$3,593,790

CONVENTION & TOURISM						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
General Fund	\$455,438	\$481,194	\$511,226	\$518,325	\$535,258	\$557,357
Capital Reserve	0	1,100,000	1,100,000	1,320,000	1,440,000	500,000
Technology Fund	20,000	20,000	20,000	20,000	20,000	20,000
Total Transfers	\$475,438	\$1,601,194	\$1,631,226	\$1,858,325	\$1,995,258	\$1,077,357

RECREATION REVOLVING FUND						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
General Fund	\$188,271	\$193,587	\$194,462	\$195,334	\$196,500	\$196,892
Total Transfers	\$188,271	\$193,587	\$194,462	\$195,334	\$196,500	\$196,892

GOLF COURSE FUND						
	2014-15 Actual	2015-16 Budget	2015-16 Re-Est.	2016-17 Projected	2017-18 Projected	2018-19 Projected
Transfers To:						
General Fund	\$41,772	\$48,566	\$48,646	\$48,865	\$49,158	\$49,256
Total Transfers	\$41,772	\$48,566	\$48,646	\$48,865	\$49,158	\$49,256

Projected CIP Impact

Projected General Fund O&M Expenses Community Investment Program			
	2016-17	2017-18	2018-19
Facility Maintenance & Services			
Senior Center Expansion	97,500	60,650	
Oak Point Rec Center Expansion	76,113		
Carpenter Rec Center Pool Addition	57,702		
Fire Administration Expansion	46,375		
Liberty Rec Center Expansion			62,690
Tennis Center Renovation			20,956
Facility O&M Total	277,690	60,650	83,646
Park O&M Impact			
Oak Point Park & Nature Preserve Development	225,000		
Windhaven Meadows Park Development	150,000	150,000	
Carpenter Park Renovation	60,000	65,000	
Capital Reserve Additions	50,000	43,500	43,500
Recreational Trails	40,000	40,000	
Park Improvements	40,000	30,000	
Land Acquisitions	30,000	30,000	
Park Fee Program	29,250	6,250	18,750
Landscape Entryways	10,000		
2017 Park Bond Projects	-	192,500	436,250
Special Use Facilities		75,000	
Recreation O&M Total	634,250	632,250	498,500
Recreation O&M Impact			
Carpenter Rec Center Pool Addition	686,904		
Senior Center Expansion	53,197		
Oak Point Rec Center Pool Addition (2017)			50,000
Liberty Rec Center Expansion			20,000
Recreation O&M Total	740,101	-	70,000
Total CIP O&M Expenditures	1,652,041	692,900	652,146
Recreation Revenue Impact			
Carpenter Rec Center Pool Addition	(48,000)		
Liberty Rec Center Expansion			(34,191)
Senior Center Expansion	-		
Tennis Center Renovation	-		
Recreation Revenue Total	(48,000)	-	(34,191)
Total CIP O&M Expenditures after Revenues	1,604,041	692,900	617,955
Tax Rate Impact	0.49	0.20	0.18
Cumulative			
New CIP O&M for 2016-17	1,604,041	1,604,041	1,604,041
New CIP O&M for 2017-18		692,900	692,900
New CIP O&M for 2018-19			617,955
Total Cumulative O&M	1,604,041	2,296,941	2,914,896