

**MEMORANDUM**

TO: Mayor Edwin Lee
Members of the Board of Supervisors

FROM: Ben Rosenfield, Controller
Kate Howard, Mayor's Budget Director
Severin Campbell, Budget & Legislative Analyst's Office

DATE: March 12, 2015

SUBJECT: Update to the City's Proposed Five Year Financial Plan

On December 9, 2014, the Proposed Five Year Financial Plan for FY 2015-16 through FY 2019-20 was jointly released by Controller's Office, Mayor's Office, and Board of Supervisors Budget and Legislative Analyst's Office. This memo updates the Plan with the most recent information on the City's fiscal condition.

Total expenditures are projected to grow by \$1,011.5 million over the next five years, which represents an increase of 24%. In contrast to this expenditure growth, available General Fund sources are projected to grow \$609.5 million over the same period, for an overall growth rate of 14%. The cost of City services is projected to outpace revenue growth. If the City does not take corrective action, the projected gap between revenues and expenditures will rise from \$21.2 million in FY 2015-16 to approximately \$402.0 million in FY 2019-20, as shown in the Table 1 below.

Table 1: Updated Base Case – Summary of General Fund-Supported Projected Budgetary Surplus/(Shortfall)

Sources	Savings/ (Cost) Change from Prior Year, \$ Million				
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Use of One-Time Sources, Prior Year Fund Balance & Reserves	(41.0)	6.7	(146.4)	-	-
Regular Revenues, Transfers, & Other	232.6	109.9	147.2	149.4	151.1
Subtotal - Sources	191.6	116.7	0.8	149.4	151.1
Uses					
Salaries & Benefits	(33.9)	(80.2)	(71.6)	(85.2)	(95.6)
Other Expenditures, Reserves & Transfers	(178.9)	(81.8)	(151.8)	(151.2)	(81.3)
Subtotal - Uses	(212.8)	(162.0)	(223.3)	(236.4)	(176.9)
Total Net General Fund Impact (from Prior Year)	(21.2)	(45.3)	(222.5)	(87.1)	(25.9)
Projected Cumulative Surplus / (Shortfall)	(21.2)	(66.5)	(289.1)	(376.1)	(402.0)

Since December, the City has seen modest changes to its fiscal outlook due to:

- Additional sources identified in the Controller's FY 2014-15 Six-Month Budget Status Report and a revision of the City's revenue projections based on recent information;
- Increased inflationary costs, as projected by the California Department of Finance;
- Changes in projected expenditures for capital improvements and information technology, as recommend by the City's Capital and Information and Communications Technology Plans, released in early March 2015; and
- Potential impacts from the proposed State budget.

Background

The Five Year Financial Plan is required under Proposition A, a Charter amendment approved by the voters in November 2009. The City Charter requires the plan to forecast expenditures and revenues during the five year period, propose actions to balance revenues and expenditures during each year of the plan, and discuss strategic goals and corresponding resources for City departments. The Proposed Five Year Financial Plan for FY 2015-16 through FY 2019-20 was jointly released by the Mayor’s Office, Controller’s Office and Budget and Legislative Analyst’s Office on December 9, 2014.

This memo serves as an update to that Plan. It updates the deficit projected in the Plan with recent information on the City’s fiscal condition. This memo also addresses Charter Section 9.101, which requires the Controller to identify whether there will be significant increases in revenues or expenditures in FY 2015-16 for those departments with a fixed two-year budget: the Public Utilities Commission, the Port, the Airport, Child Support Services, the Employees’ Retirement System, and the Public Library. None of these departments are projected to have significant changes to their approved FY 2015-16 budgets.

Changes from the Proposed Five Year Financial Plan Released in December 2014

Most of the key assumptions outlined in the Five Year Financial Plan released in December 2014 still apply to this memo, with the changes outlined below. The table that follows identifies changes from the prior plan, which are described in greater detail below. The City’s projected deficit increased by \$5.2 million in FY 2015-16, decreased by \$27.0 million in FY 2016-17, increased by \$36.0 million in FY 2017-18, decreased by \$4.2 million in FY 2018-19 and another \$25.9 million in FY 2019-20.

Table 2: Summary Changes to Updated Projected Budgetary Surplus / (Shortfall)

	2015-16	2016-17	2017-18	2018-19	2019-20
Cumulative Surplus / (Shortfall) - December 2014	(15.9)	(88.3)	(274.8)	(366.1)	(417.9)
INCREMENTAL CHANGES TO:					
Sources - Revenue and Fund Balance	51.7	3.7	(40.4)	12.6	15.0
Uses - Baselines and Reserves	(34.3)	28.0	5.1	(1.5)	(1.3)
Uses - Salaries and Benefits	(0.0)	(21.7)	4.5	(13.1)	4.4
Uses - Citywide Operating Budget Costs	(21.0)	17.0	(5.2)	6.0	8.0
Uses - Departmental Costs	(1.6)	(0.0)	(0.0)	0.1	(0.1)
Total Incremental Change	(5.3)	27.0	(36.0)	4.2	25.9
Updated Cumulative Surplus / (Shortfall) - March 2015	(21.2)	(66.5)	(289.1)	(376.1)	(402.0)

The changes from the December 2014 projections are described in more detail below:

SOURCES – Revenue and Fund Balance: Projected General Fund sources have increased by \$51.7 million in FY 2015-16 and \$3.7 million in FY 2016-17, then decreased by \$40.4 million in FY 2017-18, and finally increased by \$12.6 million in FY 2018-19 million and \$15.0 million FY 2019-20. This is primarily driven by changes in projected fund balance and revenue.

- **Fund Balance.** On February 10, 2015, the Controller’s Office issued its FY 2014-15 Six-Month Budget Status Report. The report projected the FY 2015-16 ending fund balance to be \$39.5 million above the balance assumed in the Five Year Financial Plan. This update assumes use of this fund balance to be spent evenly across the two upcoming budget years.
- **Revenue.** The revenue changes are mainly due to continued increasing growth rates for the most economically sensitive revenues, such as business, hotel, and property transfer taxes

based on feedback on the City's underlying economic condition provided during February's Municipal Finance Advisory Committee (MFAC) meeting. In particular, property transfer taxes are projected to exceed earlier projections by \$35.0 million, \$27.0 million, and \$5.0 million in the first three years of the plan. The increased projections are partially offset by reductions to property tax reflecting later timing for new construction to appear on the secured roll and reductions to state realignment projections reflecting lower than expected increases from growth in prior years.

USES – Baselines and Reserves: As a result of increases in the City's projected General Fund sources over the next five years, corresponding baseline and reserve increases are required, which result in increases in General Fund support of \$34.3 million in FY 2015-16, then a decrease in General Fund support of \$28.0 million and \$5.1 million in FY 2016-17 and FY 2017-18, respectively, and finally an increase of \$1.5 million and \$1.3 million in FY 2018-19 and FY 2019-20.

- **Baselines.** Due to overall increases in projected revenue, baseline funding to the Municipal Transportation Agency, Library, Children's and Public Education Enrichment Fund, and other baselines have increased.
- **Reserves.** Due to projected property transfer tax increases, the required deposit to the Budget Stabilization Reserve will increase by \$15.0 million in FY 2015-16 to \$19.3 million. The update also assumes an increase in required General Reserve deposit of \$15.3 million in FY 2015-16, consistent with the Controller's FY 2014-15 Six-Month Budget Status Report.

USES – Salaries and Benefits: Salary and benefit costs are projected to result in increased General Fund support of \$21.7 million in FY 2016-17, decreased General Fund support of \$4.5 million in FY 2017-18, increased General Fund support of \$13.1 million in FY 2018-19 and decreased General Fund support of \$4.4 million in FY 2019-20, as follows:

- **Labor Agreements.** This update continues to assume the negotiated rates for most labor unions of a 3% increase in October 2014 and an additional 3.25% in October 2015. In the subsequent year, most adopted bargaining agreements contain formulae tying wage increases to the Consumer Price Index (CPI). Given increases to projected CPI for FY 2016-17, this update assumes a 2.49% wage increase beginning in July 2016, instead of the 2.28% increase assumed in the Five Year Financial Plan.
- **Retirement Benefits – Employer Contribution Rates.** On February 11, 2015 the Retirement Board approved the results of the July 1, 2014 actuarial funding valuation which included lower assumed annual investment returns of 7.50% instead of the previously assumed 7.58%. The updated results and assumption are reflected in this memo.

USES – Citywide Operating Costs: Citywide operating costs are projected to increase by \$21.0 million in FY 2015-16, then decrease by \$17.0 million in FY 2016-17, then increase by \$5.2 million in FY 2017-18, and decrease by \$6.0 million and \$8.0 million in FY 2018-19 and FY 2019-20. These changes are primarily due to:

- **Updates to the City's Ten-Year Capital Plan and Five Year Information, Communication and Technology Plan:** The primary changes to Citywide Operating costs are related to the City's long range planning efforts. On March 3, 2015 the City's Ten-Year Capital Plan and Five Year Information and Communications Technology (ICT) Plan were introduced at the Board of Supervisors. These plans were both adopted by their respective committees and the assumptions

in those documents are reflected in this Five Year Plan Update, with the most significant changes coming from the Ten-Year Capital Plan.

The policy recommendations in the Capital Plan that are now assumed in the Five Year Financial Plan update include:

- ***Resetting Capital Pay-As-You-Go Program Growth***, by reducing the assumed growth rate from 10% to 7%, beginning in FY 2016-17. This rate allows for growth above construction inflation rates to address the City's renewal backlog while bringing expenditure levels in-line with financial assumptions made in the original Proposed Five Year Financial Plan.
- ***Creation of a Revolving Capital Project Development Fund***. The Capital Planning Committee recommended a policy change to create a revolving capital project development fund. This fund will be seeded with expected one-time bond reimbursement funds and will be replenished as the General Obligation program moves forward. Funds will be disbursed as part of the yearly capital budget process.
- ***Proposed Projects Related to the Certificates of Participation Program***. Additionally, the Five Year Financial Plan included assumptions related to the City's General Fund Certificates of Participation debt program. The update now includes the costs of specific projects proposed in the Ten-Year Capital Plan.

The policy recommendations in the ICT Plan that are now assumed in the Five Year Financial Plan update include:

- ***Additional Funding for Major IT Projects***. The Five Year ICT Plan includes an increase to the Major IT Project allocation in FY 2015-16 that was not assumed in the original Proposed Five Year Financial Plan. This update now assumes the Major IT Project Allocation for FY 2015-16 has been increased from \$7.5 million, the level of funding in the FY 2014-15 and FY 2015-16 Adopted Budget, to \$12.5 million to fully fund the recommendations of the Committee on Information Technology (COIT).
- ***Inflation on Non-Personnel Costs***: This update assumes that the cost of materials and supplies, professional services, contracts with community-based organizations and other non-personnel operating costs will increase by 3.0% in FY 2016-17 and 2.75% per year in FY 2017-18 through FY 2019-20.
- ***State Budget Impacts***: On January 9, 2015, the Governor submitted a proposed budget to the California legislature. Because the final FY 2015-16 California State Budget has not been adopted, the full impact of the State budget on the local budget is still uncertain. However, this update assumes a one-time SB90 mandate repayment of \$17.0 million, which is partially offset by an on-going \$8.6 million allocation reduction to the Highway Users Tax Account and a \$3.3 million assessment fee on the City's Worker's Compensation program.
- ***Power Rates***: This update reflects small changes to the City's power rates. On February 10, 2015, the Public Utilities Commission approved a revised rate schedule in their Ten-Year Financial Plan for General Fund departments in FY 2016-17. While the original Proposed Five Year Financial Plan anticipated a one cent per kilowatt hour (kWh) rate increase in FY 2016-17, the new rate schedule assumes a half-cent per kWh in that year. The reduced rate represents savings to the General Fund.

USES – Departmental Costs: Departmental costs are projected to increase by \$1.6 million in FY 2015-16 and stay flat in FY 2016-17 through FY 2019-20. This small change is primarily due to the passage of the ordinance amending the Administrative Code to comprehensively revise the Local Business Enterprise (LBE) and Non-Discrimination in Contracting Ordinance (Chapter 14B) on December 17, 2014, which requires expanded staffing.

Key Factors that Could Affect the Forecast

As with all projections, uncertainties exist regarding key factors that could affect the City's financial condition. In addition to the factors identified in the Five Year Financial Plan released in December 2014, additional factors have been identified as potential risks:

- Actual Retirement Plan Investment Returns Worse Than Assumed:** Although baseline investment returns are expected to be 7.5%, actual returns may be higher or lower due to volatility in the Retirement Plan's investment portfolio. FY 2014-15 year-to-date returns through January 31 are 3.1%. Should final FY 2014-15 returns end up lower than the assumed 7.5% rate, investment losses would be smoothed into employer retirement contribution rates over 5 years, starting in FY 2016-17, resulting in additional costs to the City. Given the inherent volatility of investment returns, no changes to employer contribution rates resulting from those returns have been assumed here.
- Continued Economic Recovery:** The projections assume that the economic recovery and expansion that began in FY 2009-10 will continue through the forecast period and will be reflected in tax revenue increases. Economic growth, and the revenue derived from it, is heavily dependent on changes in employment, business activity and tourism. During the first two years of the forecast, economic growth is expected to increase, albeit at a slower pace than FY 2012-13 and FY 2013-14. In the final three years of the forecast, economic growth is assumed to slow to long-term average rates. This report does not assume any economic downturns or large changes in macroeconomic conditions; however, the City has historically not experienced more than six consecutive years of expansion.

Fiscal Strategies

The Five Year Financial Plan is required to offer fiscal strategies that the City could use to balance the gap between projected revenues and expenditures. The Financial Strategies presented in the December 2014 Five Year Financial Plan are updated here to reflect changes in the City's financial outlook. The table below solves for the new gap between revenues and expenditures by using a similar combination of strategies, relying less on moderating growth within the City's Capital, Debt and IT spending and relying more on other revenue and expenditure savings.

Table 3: Updated Fiscal Strategies

Updated Base Case Outlook (\$ millions)	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
<i>Cumulative Projected Surplus (Shortfall)</i>	(21)	(67)	(289)	(376)	(402)
Proposed Financial Strategies - Savings					
Capital Spending and Debt Restructuring	8	17	29	30	31
Manage Employee Wage and Benefit Costs	-	4	30	60	90
Taxes, Fees & Other Revenues	5	10	88	94	99
Limit Non-Personnel Inflation	-	8	17	25	35
On-Going Departmental Revenues & Savings Initiative	-	16	31	46	61
All Other Revenues and Savings	9	12	95	122	86
Adjusted Outlook	0	0	0	0	0

The projections in this Plan illustrate the significant value of developing and implementing multi-year strategies to correct projected imbalances between expenses and revenues. The fiscal strategies outlined in the Proposed Five Year Financial Plan and updated in this memo will help the City plan for increased financial stability over the next five years and beyond.

Conclusion

Over the past three months the City has seen modest changes to its fiscal outlook, including increases in projected revenues both in the current year and projected into the future; increased costs due to inflation on both personnel and non-personnel costs; changes in projected expenditures (increases and decreases) related to the release of the City's two long range planning documents for capital and information technology; and potential impacts from the state budget both on the revenue and expenditure side of the City's budget.

Although revenue growth is quite strong, the City is still projecting expenditure growth to outpace revenue growth in each year over the next five. While the projected shortfalls shown in the Proposed Five Year Financial Plan and this updated memo reflect the difference in projected revenues and expenditures if current service levels and policies continue, San Francisco's Charter requires that each year's budget be balanced. Balancing the budgets will require some combination of expenditure reductions and additional revenues, as described in the fiscal strategies above. These projections assume no ongoing solutions are implemented. To the extent that budgets are balanced with ongoing solutions, future shortfalls will decrease.

Appendix A: Updated Base Case – Key Changes to General Fund-Supported Sources & Uses FY 2016-20

This appendix provides an updated version of Table 4 from the December Five Year Financial Plan.

	2015-16	2016-17	2017-18	2018-19	2019-20
SOURCES Increase / (Decrease)					
General Fund Taxes, Revenues and Transfers net of items below	240.5	105.8	140.8	128.5	133.9
Change in One-Time Sources	(41.0)	6.7	(146.4)	-	-
Department of Public Health Revenues	5.7	6.6	6.9	7.4	6.8
OCII Tax Increment	(7.8)	(6.8)	(3.9)	8.5	5.6
Other General Fund Support	(5.8)	4.3	3.3	4.9	4.7
TOTAL CHANGES TO SOURCES	191.6	116.7	0.8	149.4	151.1
USES Decrease / (Increase)					
Baselines and Reserves					
Municipal Transportation Agency (MTA) Baselines *	(44.7)	(12.7)	(15.7)	(14.7)	(15.1)
Children's Fund and Public Education Enrichment Fund *	(16.0)	(10.3)	(10.5)	(10.4)	(6.6)
All Other Baselines	(7.0)	(6.2)	(6.1)	(6.0)	(6.0)
Deposits to General Reserve	(11.3)	18.7	(1.6)	(0.4)	(0.9)
Other Contributions to Reserves	(1.4)	23.9	(0.4)	(0.4)	(0.4)
Subtotal Baselines and Reserves	(80.4)	13.3	(34.3)	(31.8)	(29.0)
Salaries & Benefits					
Annualization of Partial Year Positions	(12.2)	-	-	-	-
Previously Negotiated Closed Labor Agreements	(63.0)	(62.4)	(11.6)	-	-
Projected Costs of Open Labor Agreements	-	(16.3)	(57.0)	(74.8)	(76.6)
Health & Dental Benefits - Current Employees	(2.2)	(11.6)	(12.3)	(12.9)	(13.5)
Health & Dental Benefits - Retired Employees	(5.7)	(13.0)	(13.3)	(13.9)	(14.6)
Retirement Benefits - Employer Contribution Rates	56.7	16.6	15.8	16.4	24.0
Other Salaries and Benefits Savings / (Costs)	(7.5)	6.5	6.8	-	(14.9)
Subtotal Salaries & Benefits	(33.9)	(80.2)	(71.6)	(85.2)	(95.6)
Citywide Operating Budget Costs					
Minimum Wage *	(11.3)	(11.0)	(15.5)	(17.2)	(9.5)
Capital, Equipment, & Technology	(31.1)	(13.9)	(27.4)	(33.3)	5.8
Inflation on non-personnel costs and grants to non-profits	(2.7)	(38.5)	(33.1)	(33.9)	(34.8)
Debt Service & Lease Financings	(16.3)	(1.5)	(19.6)	(12.4)	(0.0)
Sewer, Water, and Power Rates	(2.7)	(2.2)	(2.2)	(2.3)	(2.5)
State Budget Impacts	7.3	(18.1)	(1.1)	-	-
Other Citywide Costs	0.3	(6.1)	(3.9)	(4.1)	(2.6)
Subtotal Citywide Operating Budget Costs	(56.4)	(91.2)	(102.9)	(103.1)	(43.6)
Departmental Costs					
City Administrator's Office - Convention Facilities Subsidy	-	(4.5)	(3.6)	(1.2)	-
Elections - Number of Scheduled Elections	(5.0)	5.1	-	-	(5.1)
Ethics Commission - Public Financing of Elections	0.4	(0.5)	(0.0)	0.5	(1.9)
Fire and Police - Opening of the Public Safety Building	(2.5)	-	-	-	-
Public Safety Hiring Plans	(16.0)	(10.4)	(11.4)	1.3	3.9
Mayor's Office of Housing - HOPE SF and Local Operating Subsidy	(1.6)	(0.5)	(2.1)	(5.6)	(0.7)
Municipal Transportation Agency - Central Subway Opening	-	-	-	(6.8)	(2.3)
Human Services Agency - Aid	(3.0)	(2.1)	(3.3)	(3.3)	(3.2)
Public Health - SFGH One-Time and Operating Costs for New Hospital	(17.9)	13.0	(0.9)	(0.9)	(0.9)
Treasurer-Tax Collector - Gross Receipts Tax Implementation	1.9	(1.8)	2.0	-	-
All Other Departmental Savings / (Costs)	1.5	(2.3)	4.6	(0.5)	1.5
Subtotal Departmental Costs	(42.1)	(3.9)	(14.6)	(16.4)	(8.7)
TOTAL CHANGES TO USES	(212.8)	(162.0)	(223.3)	(236.4)	(176.9)
Projected Surplus (Shortfall) vs. Prior Year	(21.2)	(45.3)	(222.5)	(87.1)	(25.9)
Cumulative Projected Surplus (Shortfall)	(21.2)	(66.5)	(289.1)	(376.1)	(402.0)

* Reflects passage of Propositions B, C, and J from November 2014 ballot.

Appendix B: Updated Base Case – Key Changes to General Fund-Supported Sources & Uses FY 2016-20

This appendix provides an updated version of Table 5 from the December Five Year Financial Plan.

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
	Year-End	Original					
	Actuals	Budget	Projection	Projection	Projection	Projection	Projection
Property Taxes	\$ 1,177.4	\$ 1,232.9	\$ 1,269.0	\$ 1,292.0	\$ 1,344.0	\$ 1,401.0	\$ 1,456.0
Business Taxes	562.9	572.4	631.2	671.0	727.1	763.4	799.7
Sales Tax	133.7	136.1	170.4	203.1	212.2	220.7	229.5
Hotel Room Tax	310.1	318.4	364.8	387.1	406.8	420.1	436.4
Utility Users Tax	86.8	91.7	90.3	90.3	90.3	90.3	90.3
Parking Tax	83.5	84.9	87.3	89.8	92.2	94.1	95.7
Real Property Transfer Tax	261.9	235.0	267.0	232.0	205.0	200.0	200.0
Stadium Admission Tax	2.4	1.3	1.4	1.4	1.4	1.4	1.4
Access Line Tax	43.8	43.0	45.6	46.5	47.0	47.4	47.9
Subtotal - Local Tax Revenues	2,662.5	2,715.7	2,927.0	3,013.2	3,125.9	3,238.4	3,357.0
Licenses, Permits & Franchises	27.0	27.1	26.9	27.1	27.2	27.4	27.6
Fines, Forfeitures & Penalties	5.3	4.2	4.3	4.3	4.3	4.3	4.3
Interest & Investment Income	10.1	6.9	10.7	11.7	12.1	12.4	12.7
Rents & Concessions	26.9	22.7	18.7	18.7	18.7	18.7	18.7
Subtotal - Licenses, Fines, Interest, Rent	69.3	60.9	60.6	61.8	62.3	62.8	63.3
Social Service Subventions	218.5	229.5	233.6	233.6	233.6	233.6	233.6
Other Grants & Subventions	(1.3)	5.4	4.9	4.9	4.9	4.9	4.9
Subtotal - Federal Subventions	217.2	234.9	238.5	238.5	238.5	238.5	238.5
Social Service Subventions	164.3	197.1	200.9	203.8	206.4	209.1	211.8
Health & Welfare Realignment - Sales Tax	133.4	133.0	137.7	141.3	142.7	143.9	146.8
Health & Welfare Realignment - VLF	32.2	29.9	31.7	32.9	33.9	34.8	35.6
Health & Welfare Realignment - CalWORKs MOE	20.1	26.7	28.2	28.2	28.2	28.2	28.2
Health/Mental Health Subventions	83.9	97.2	97.2	97.2	97.2	97.2	97.2
Public Safety Sales Tax	87.5	91.4	95.3	100.0	104.6	108.6	112.3
Motor Vehicle In-Lieu (County & City)	0.7	-	-	-	-	-	-
Public Safety Realignment (AB109)	33.5	31.8	36.4	38.7	40.1	42.1	43.3
Other Grants & Subventions	27.4	17.2	31.8	14.8	17.3	14.8	14.8
Subtotal - State Subventions	583.0	624.4	659.2	657.0	670.4	678.8	690.1
General Government Service Charges	46.8	52.7	50.7	50.7	50.7	50.7	50.7
Public Safety Service Charges	32.7	33.6	33.2	33.2	33.2	33.2	33.2
Recreation Charges - Rec/Park	17.2	19.3	17.0	17.0	17.0	17.0	17.0
MediCal, MediCare & Health Svc. Chgs.	60.5	79.5	72.4	71.3	71.7	72.6	73.9
Other Service Charges	14.6	15.7	15.7	15.7	15.7	15.7	15.7
Subtotal - Charges for Services	171.8	200.8	188.9	187.8	188.3	189.1	190.5
Recovery of General Government Costs	9.4	9.1	9.1	9.1	9.1	9.1	9.1
Other General Fund Revenues	7.8	24.2	12.7	11.2	18.7	18.7	18.7
TOTAL REVENUES	3,721.0	3,870.0	4,095.9	4,178.5	4,313.1	4,435.3	4,567.0
Transfers in to General Fund							
Airport	38.0	38.4	42.1	43.0	43.4	45.2	46.7
Other Transfers	175.7	140.9	140.9	140.9	140.9	140.9	140.9
Total Transfers-In	213.6	179.3	183.0	183.8	184.3	186.1	187.6
TOTAL GF Revenues and Transfers-In	3,934.7	4,049.2	4,278.9	4,362.3	4,497.3	4,621.4	4,754.5