

Multi-Year Revenue and Expenditure Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

Multi-year revenue and expenditure projections have been developed as estimates of future City surpluses and shortfalls in order to examine how decisions made in the current budget could affect the City's future financial situation in a variety of potential revenue scenarios.

The tables and graphs on the following pages show the budget surpluses or shortfalls that would occur over ten fiscal years as a result of low medium and high revenue growth scenarios relative to projected expenditures. All estimates include policy changes included in the Approved FY 2012 budget.

The City's website has a computer model containing these forecast estimates that allows the user to make his/her own assumptions about the rates of change in revenues and expenditures and experiment with alternative ways to balance the budget. You are invited to view and use this model at alexandriava.gov/Budget.

Resolution 2426

Resolution 2426, approved by Council in November, 2010, requires a special analysis from the City Manager to show expected revenues and expenditures for FY 2013. The analysis included in the Approved budget must contain:

- a. Revenue estimates at the same level of detail as shown in the long-range forecast section of the budget document, including three forecast estimates – high, mid, and low level.
- b. Revenue estimates that assume the same tax rates as those prepared for FY 2012 in the base budget.
- c. Expenditure estimates at the same level of detail as provided in the long range forecast section of the budget document.
- d. A detailed estimate of the impact in FY 2013 of any recommended expenditures in the FY 2012 base budget.
- e. The impact on FY 2013 revenues and expenditures of any of the options for additional operating and CIP expenditures approved under the authority of section 11 of the resolution which allows options for additional operating and budget expenditures above the base budget.
- f. A general discussion of the types of actions that might be necessary to balance the FY 2013 budget if there is a projected deficit for that year.

The above requirements of Resolution 2426 are addressed in the remainder of the "Forecast Scenarios" section.

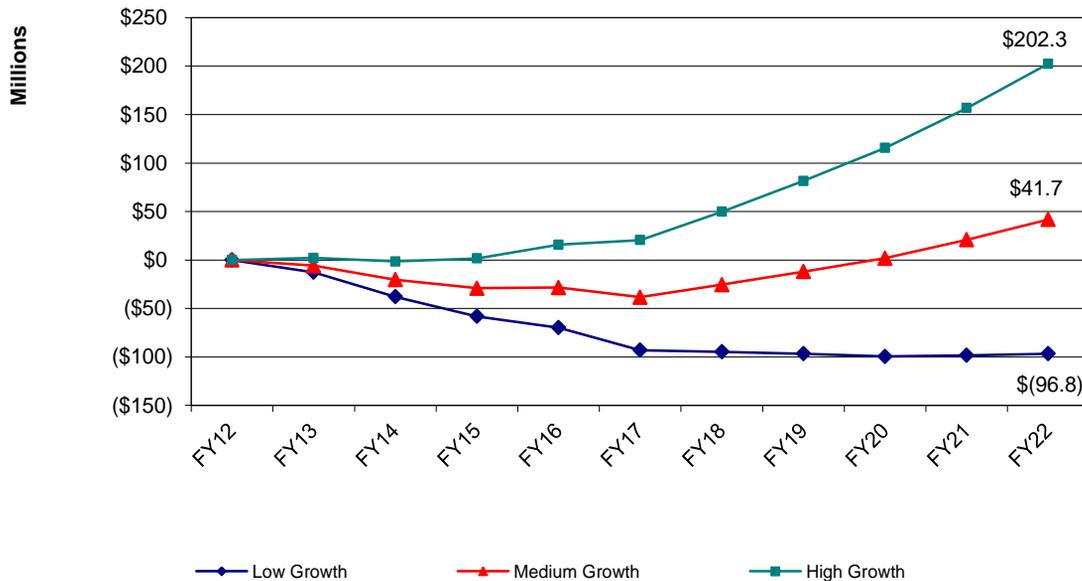
Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

Balancing the Budget in FY 2013 In the City's mid-range estimate for revenues and expenditures, the FY 2013 budget forecast includes a shortfall of \$5.9 million. Most of the deficit is due to expenditure increases, which are projected to total a little over 3% in FY 2013. Revenues, while increasing, are expected to increase by less than the rate of expenditure increase. The worst case forecast is an \$12.7 million deficit. The best case forecast scenario is a \$2.0 million surplus. The model includes no market rate adjustment for employees in FY 2012,

In order to balance the FY 2013 budget, it may be necessary to increase taxes and/or reduce expenditures. Which of these two actions, and to what extent, will be proposed by the City Manager and determined by Council. Prior to FY 2012, the City increased the real estate tax in part to compensate for decreases in real estate assessments. The City has also increased other taxes where it has the authority such as the meals tax, transient lodging tax, and established an admission tax. The City has also made an effort to match fees and revenues to the costs of services. On the expenditure side, the City has reduced expenses by cancelling or deferring salary increases, reducing staff, and increasing city employee's cost share of benefits such as medical insurance. In some cases, the City has eliminated lower priority services and reduced service levels. The City has deferred capital projects; however, in reality maintaining existing public facilities and infrastructure is a high priority and a need exists to improve or expand some facilities or infrastructure. Lastly, the City could defer pension and OPEB contributions or tap the City's fund balances heavily, although these actions are likely not be recommended. They would be financially unsustainable and a threat to the City's Triple A bond ratings.

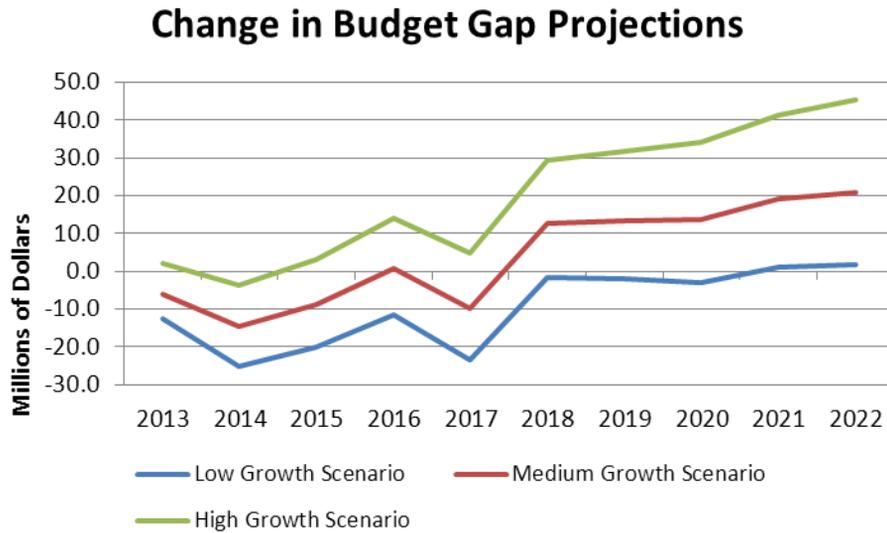
**Budget Projections
FY12-FY22**



Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

The graph below shows the annual change in budget gap projections. Assuming the budget is balanced each year, this chart shows the deficit or surplus that occurs in the succeeding year. According to the forecast model, under the high growth scenario, the annual gap will disappear in FY 2015. Under the medium growth scenario, the gap will disappear in 2018, and under the low growth scenario the gap will disappear in 2021. All scenarios show gradually narrowing gaps. The rate at which the gaps close depends mostly on the rate of growth in real estate assessments.



Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

Impact of FY 2012 policy changes on the FY 2013 budget

Resolution 2426, passed by City Council in November, requires the City Manager to provide a detailed estimate of the impact in FY 2013 of recommended expenditures in the FY 2012 base budget. The chart below shows the impact of expenditure changes to the FY 2012 budget on FY 2013 expenditures. All changes are included in the long-term forecast models.

	Change to FY 2013 Budget
Personnel Adjustments	
FY 2012 Step Increase on Salary and Benefits in FY 2013	3,300,000
R-Step	400,000
Increase in share of health care paid by employees	(600,000)
Subtotal	3,100,000
Expenditure Reductions	
Reduction in Contingent Reserves	(1,140,000)
DCHS Savings	(394,000)
Sheriff's Office savings	(174,514)
Finance Department savings	(32,000)
Reduction in efficiency studies	(275,000)
Reduction in outside legal services	(86,000)
Library expenditure reduction due to revenue shortfall	(42,000)
Energy savings for installing LED traffic signals	(24,000)
Information Technology Services (ITS) overtime	(25,000)
Subtotal	(2,192,514)
New or Expanded Services	
Preschool access	450,000
Software license fees	125,000
CIP cash capital and debt service	12,463,136
INOVA Hospital indigent care	100,000
Library hours	24,500
Street paving	375,000
Fort Ward archeaology	150,000
Alexandria Convention & Visitors Association (AVCA) Programs	375,000
Snow removal	230,000
Equipment for 12 grant-funded firefighters	177,000
T&ES civil engineer General Fund share (75% sewer funded)	18,000
Tree and flower watering crews	65,000
Adult sports programs	10,000
Youth sports programs	24,000
General Services fleet management position	67,000
Emergency Communications training	100,000
Library security	19,000
Civil War Sesquicentennial funding	100,000
Subtotal	14,872,636
Grand Total of All Policy Changes	15,780,122

Forecast Scenarios

Revenue Growth Scenarios

Three different scenarios of revenue growth have been developed for the period of FY 2012 through FY 2022 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on approved FY 2012 tax and fee rates. All projected increases over the next six years are generated by economic growth or the impact of inflation on goods or services that are taxed. In the low growth scenario, the real estate market is assumed to recover slowly; in the high growth scenario, real estate is expected to resume an above average rate of growth. In the medium growth scenario, it is projected that real estate assessments will grow at their historic rate of about six percent. In the long run, for the budget to come into balance, revenue growth must exceed the projected 3.7% rate of expenditure growth.

General Fund Revenue Category	Low Growth	Medium Growth	High Growth
Total Weighted Growth Rate	2.70%	4.20%	5.70%
Real Estate Property	*	*	*
Personal Property	1%	2%	3%
Penalties & Interest	0%	1%	2%
Local Sales	1%	2%	3%
Utility	1%	2%	3%
Communications Sales & Use	0%	1%	2%
Business License	2%	4%	6%
Motor Vehicle License	0%	0%	1%
Recordation	3%	6%	8%
Tobacco	0%	0%	1%
Transient Lodging	4%	6%	9%
Restaurant Food	2%	4%	6%
Other Miscellaneous Taxes	1%	2%	2%
Licenses, Permits and Fees	1%	2%	3%
Fines and Forfeitures	0%	3%	1%
Use of Money and Property	1%	3%	5%
Charges for Services	2%	3%	4%
Intergovernmental	1%	2%	2%
Miscellaneous Non-Tax	0%	1%	2%

Real Estate Property Tax Growth by fiscal year	Low Growth	Medium Growth	High Growth
CY 2012	2.7%	2.7%	2.7%
CY 2013	2.0%	4.0%	6.0%
CY 2014	3.0%	5.0%	7.0%
CY 2015	4.0%	6.0%	8.0%
CY 2016	4.0%	6.0%	8.0%
CY 2017-CY 2022	4.0%	6.0%	8.0%

Forecast Scenarios

Expenditure Growth Scenario

For all scenarios, the City assumes a growth rate in operating expenditures of about 3.7% per year. The model assumes no market rate adjustment. Non-personnel costs are generally expected to rise at their ten year average with the exception of Contractual Services, Utilities, Leases and Rentals, and Subsidies and Contributions, which were reduced by half to account for increasing City efficiency and recently lower rates of inflation.. The City will make its forecast model available from the Alexandria OMB website at <http://alexandriava.gov/Budget> from the FY 2012 budget process link. The interactive model allows users to change revenue and expenditure assumptions and includes information regarding the average historical increases in City expenditures by category.

Expenditure Category	Assumption
Total Average Expenditure Growth	3.7%
City Personnel	
Market Rate Adjustment	0%
Step	1.6%
Health Care Increase*	8.0%
City Non-Personnel	
Contractual Services	0.7%
Internal Services	1.5%
Commodities	3.1%
Utilities	1.6%
Other Charges	4.6%
Leases and Rentals	3.3%
Subsidies and Contributions	2.2%
Equipment	1.0%
Other Charges	2.6%
Transit Subsidies	9.2%
School Personnel	
Market Rate Adjustment	0%
Step & Turnover	2.7%
Non-Personnel	
Outside Services	1.0%
Commodities (Food & Fuel)	1.0%
Other Charges	1.0%
Equipment	1.0%

*Reduced by \$600,000 in FY 2013 to reflect increased share of health care costs paid by employees.

Forecast Scenarios

Low Growth Scenario

Each of the three scenarios that will be presented include policy proposals that were included in the FY 2012 budget. The FY 2013 forecast accommodates a step increase in FY 2012 and the planned increase of cost sharing of medical insurance premiums by City employees, among other policy changes.

	FY 2012 Approved	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast
General Fund											
General property tax revenue											
Real property tax	321,674,000	329,311,000	337,607,000	349,515,000	363,572,000	378,191,000	393,394,000	409,206,000	425,650,000	442,752,000	460,538,000
Personal property tax	34,600,000	34,600,000	35,015,000	35,435,000	35,861,000	36,291,000	36,726,000	37,167,000	37,613,000	38,065,000	38,521,000
Penalties and interest	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000
Total general property tax revenue	358,144,000	365,781,000	374,492,000	386,820,000	401,303,000	416,352,000	431,990,000	448,243,000	465,133,000	482,687,000	500,929,000
Other Local Tax Revenue	121,330,000	123,062,000	125,072,000	127,168,000	129,354,000	131,596,000	133,895,000	136,253,000	138,671,000	141,151,000	143,695,000
Other Non-Tax Revenue	80,227,000	80,233,000	81,132,000	82,042,000	82,965,000	83,899,000	84,847,000	85,806,000	86,779,000	87,764,000	88,763,000
Revenue from Potomac Yards	0	791,000	1,097,000	1,709,000	5,107,000	7,193,000	10,086,000	12,578,000	15,164,000	17,855,000	20,634,000
Total General Fund Revenues	559,701,000	569,867,000	581,793,000	597,739,000	618,729,000	639,040,000	660,818,000	682,880,000	705,747,000	729,457,000	754,021,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	7,161,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000
Total General Fund Revenue & Other Sources	566,862,000	574,887,000	586,813,000	602,759,000	623,749,000	644,060,000	665,838,000	687,900,000	710,767,000	734,477,000	759,041,000
Special Revenues & Other Funds											
Schools including Fund Balance	57,877,000	57,315,000	57,588,000	55,413,000	56,670,000	57,954,000	59,049,000	60,165,000	61,304,000	62,465,000	63,650,000
Other Special Revenue (donations/charges)	64,022,000	65,345,000	66,767,000	68,241,000	69,759,000	71,314,000	72,908,000	74,541,000	76,214,000	77,929,000	79,686,000
DASH Fund	4,539,000	4,675,000	4,815,000	4,960,000	5,109,000	5,262,000	5,420,000	5,582,000	5,750,000	5,922,000	6,100,000
Equipment Replacement Fund	5,245,000	5,402,000	5,565,000	5,731,000	5,903,000	6,080,000	6,263,000	6,451,000	6,644,000	6,844,000	7,049,000
Total Special Revenue & Other Funds	131,683,000	132,737,000	134,735,000	134,345,000	137,441,000	140,610,000	143,640,000	146,739,000	149,912,000	153,160,000	156,485,000
Total Revenues, All Funds	698,545,000	707,624,000	721,548,000	737,104,000	761,190,000	784,670,000	809,478,000	834,639,000	860,679,000	887,637,000	915,526,000
Expenditures & Other Uses											
City Personnel											
Salaries	187,061,000	187,061,000	190,054,000	193,047,000	196,088,000	199,177,000	202,315,000	205,501,000	208,738,000	212,026,000	215,366,000
Step Increase (includes effects on fringes)	0	2,993,000	2,993,000	3,041,000	3,089,000	3,137,000	3,187,000	3,237,000	3,288,000	3,340,000	3,392,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,213,000	13,304,000	13,513,000	13,726,000	13,942,000	14,162,000	14,385,000	14,612,000	14,842,000	15,076,000	15,313,000
Health Care	19,643,000	20,615,000	22,264,000	24,045,000	25,968,000	28,046,000	30,290,000	32,713,000	35,330,000	38,156,000	41,209,000
Retirement (excludes Step and MRA)	35,452,000	38,023,000	40,101,000	42,258,000	45,014,000	48,723,000	52,443,000	56,175,000	60,018,000	64,018,000	68,339,000
LT Disability & Life Ins. (excludes Step & MRA)	1,269,000	1,273,000	1,293,000	1,314,000	1,334,000	1,356,000	1,377,000	1,399,000	1,421,000	1,443,000	1,466,000
Other Fringe Benefits	642,000	661,000	681,000	702,000	723,000	744,000	767,000	790,000	813,000	838,000	863,000
Total City Personnel	257,280,000	263,930,000	270,899,000	278,133,000	286,158,000	292,345,000	298,764,000	305,427,000	312,350,000	319,552,000	327,048,000
City Non-personnel	148,817,000	153,710,000	157,975,000	162,461,000	167,170,000	172,109,000	177,294,000	182,741,000	188,468,000	194,496,000	200,846,000
Potomac Yards expense (does not include debt service)	510,000	810,000	1,130,000	2,850,000	0	0	478,000	488,000	497,000	507,000	517,000
Debt service	43,438,000	50,630,000	57,004,000	62,114,000	67,228,000	72,342,000	77,456,000	82,570,000	87,684,000	92,798,000	97,912,000
Cash capital	15,666,000	10,455,000	16,050,000	16,608,000	18,119,000	17,509,000	18,461,000	19,690,000	21,210,000	21,400,000	21,400,000
Schools Personnel	195,496,000	203,108,000	218,318,000	234,603,000	253,458,000	273,991,000	284,427,000	295,233,000	306,426,000	318,017,000	330,017,000
Schools Non-personnel	37,337,000	37,710,000	38,087,000	38,468,000	38,853,000	39,241,000	39,634,000	40,030,000	40,430,000	40,835,000	41,243,000
Total Expenditures	698,545,000	720,353,000	759,463,000	795,237,000	830,986,000	877,783,000	904,139,000	931,290,000	960,176,000	986,047,000	1,012,311,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(12,729,000)	(37,915,000)	(58,133,000)	(69,796,000)	(93,113,000)	(94,661,000)	(96,651,000)	(99,497,000)	(98,410,000)	(96,785,000)

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

Forecast Scenarios

Medium Growth Scenario

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	Approved	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
General Fund											
General property tax revenue											
Real property tax	321,674,000	332,590,000	347,675,000	366,944,000	389,075,000	412,533,000	437,399,000	463,757,000	491,696,000	521,312,000	552,705,000
Personal property tax	34,600,000	35,015,000	35,786,000	36,573,000	37,377,000	38,200,000	39,040,000	39,899,000	40,777,000	41,674,000	42,591,000
Penalties and interest	1,870,000	1,870,000	1,889,000	1,908,000	1,927,000	1,946,000	1,965,000	1,985,000	2,005,000	2,025,000	2,045,000
Total general property tax revenue	358,144,000	369,475,000	385,350,000	405,425,000	428,379,000	452,679,000	478,404,000	505,641,000	534,478,000	565,011,000	597,341,000
Other Local Tax Revenue	121,330,000	124,516,000	128,341,000	132,356,000	136,531,000	140,874,000	145,391,000	150,091,000	154,982,000	160,074,000	165,375,000
Other Non-Tax Revenue	80,227,000	80,848,000	82,404,000	83,994,000	85,619,000	87,280,000	88,977,000	90,712,000	92,486,000	94,299,000	96,152,000
Revenue from Potomac Yards	0	791,000	1,097,000	1,709,000	5,107,000	7,193,000	10,086,000	12,578,000	15,164,000	17,855,000	20,634,000
Total General Fund Revenues	559,701,000	575,630,000	597,192,000	623,484,000	655,636,000	688,026,000	722,858,000	759,022,000	797,110,000	837,239,000	879,502,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	7,161,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000
Total General Fund Revenue & Other Sources	566,862,000	580,650,000	602,212,000	628,504,000	660,656,000	693,046,000	727,878,000	764,042,000	802,130,000	842,259,000	884,522,000
Special Revenues & Other Funds											
Schools Including Fund Balance	57,877,000	57,811,000	58,604,000	56,975,000	58,805,000	60,690,000	62,413,000	64,189,000	66,017,000	67,901,000	69,841,000
Other Special Revenue (donations/charges)	64,022,000	65,894,000	67,892,000	69,971,000	72,124,000	74,345,000	76,635,000	78,998,000	81,435,000	83,950,000	86,545,000
DASH Fund	4,539,000	4,675,000	4,815,000	4,960,000	5,109,000	5,262,000	5,420,000	5,582,000	5,750,000	5,922,000	6,100,000
Equipment Replacement Fund	5,245,000	5,402,000	5,565,000	5,731,000	5,903,000	6,080,000	6,263,000	6,451,000	6,644,000	6,844,000	7,049,000
Total Special Revenue & Other Funds	131,683,000	133,782,000	136,876,000	137,637,000	141,941,000	146,377,000	150,731,000	155,220,000	159,846,000	164,617,000	169,535,000
Total Revenues, All Funds	698,545,000	714,432,000	739,088,000	766,141,000	802,597,000	839,423,000	878,609,000	919,262,000	961,976,000	1,006,876,000	1,054,057,000
Expenditures & Other Uses											
City Personnel											
Salaries	187,061,000	187,061,000	190,054,000	193,047,000	196,088,000	199,177,000	202,315,000	205,501,000	208,738,000	212,026,000	215,366,000
Step Increase (includes effects on fringes)	0	2,993,000	2,993,000	3,041,000	3,089,000	3,137,000	3,187,000	3,237,000	3,288,000	3,340,000	3,392,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,213,000	13,304,000	13,513,000	13,726,000	13,942,000	14,162,000	14,385,000	14,612,000	14,842,000	15,076,000	15,313,000
Health Care	19,643,000	20,615,000	22,264,000	24,045,000	25,968,000	28,046,000	30,290,000	32,713,000	35,330,000	38,156,000	41,209,000
Retirement (excludes Step and MRA)	35,452,000	38,023,000	40,101,000	42,258,000	45,014,000	45,723,000	46,443,000	47,175,000	47,918,000	48,673,000	49,439,000
LT Disability & Life Ins. (excludes Step & MRA)	1,269,000	1,273,000	1,293,000	1,314,000	1,334,000	1,356,000	1,377,000	1,399,000	1,421,000	1,443,000	1,466,000
Other Fringe Benefits	642,000	661,000	681,000	702,000	723,000	744,000	767,000	790,000	813,000	838,000	863,000
Total City Personnel	257,280,000	263,930,000	270,899,000	278,133,000	286,158,000	292,345,000	298,764,000	305,427,000	312,350,000	319,552,000	327,048,000
City Non-personnel	148,817,000	153,710,000	157,975,000	162,461,000	167,170,000	172,109,000	177,294,000	182,741,000	188,468,000	194,496,000	200,846,000
Potomac Yards expense (does not include debt service)	510,000	810,000	1,130,000	2,850,000	0	0	478,000	488,000	497,000	507,000	517,000
Debt service	43,438,000	50,630,000	57,004,000	62,114,000	67,228,000	82,588,000	85,081,000	87,681,000	90,795,000	91,240,000	91,240,000
Cash capital	15,666,000	10,455,000	16,050,000	16,608,000	18,119,000	17,509,000	18,461,000	19,690,000	21,210,000	21,400,000	21,400,000
Schools Personnel	195,496,000	203,108,000	218,318,000	234,603,000	253,458,000	273,991,000	284,427,000	295,233,000	306,426,000	318,017,000	330,017,000
Schools Non-personnel	37,337,000	37,710,000	38,087,000	38,468,000	38,853,000	39,241,000	39,634,000	40,030,000	40,430,000	40,835,000	41,243,000
Total Expenditures	698,545,000	720,353,000	759,463,000	795,237,000	830,986,000	877,783,000	904,139,000	931,290,000	960,176,000	986,047,000	1,012,311,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(5,921,000)	(20,375,000)	(29,096,000)	(28,389,000)	(38,360,000)	(25,530,000)	(12,028,000)	1,800,000	20,829,000	41,746,000

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

Forecast Scenarios

High Growth Scenario

	FY 2012 Approved	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast	FY 2016 Forecast	FY 2017 Forecast	FY 2018 Forecast	FY 2019 Forecast	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast
General Fund											
General property tax revenue											
Real property tax	321,674,000	335,869,000	357,873,000	384,917,000	415,863,000	449,284,000	485,378,000	524,361,000	566,461,000	611,930,000	661,037,000
Personal property tax	34,600,000	35,707,000	36,850,000	38,029,000	39,246,000	40,502,000	41,798,000	43,135,000	44,516,000	45,940,000	47,410,000
Penalties and interest	1,870,000	1,907,000	1,946,000	1,984,000	2,024,000	2,065,000	2,106,000	2,148,000	2,191,000	2,235,000	2,280,000
Total general property tax revenue	358,144,000	373,483,000	396,669,000	424,930,000	457,133,000	491,851,000	529,282,000	569,644,000	613,168,000	660,105,000	710,727,000
Other Local Tax Revenue	121,330,000	126,962,000	132,702,000	138,806,000	145,257,000	152,078,000	159,295,000	166,934,000	175,024,000	183,594,000	192,677,000
Other Non-Tax Revenue	80,227,000	81,315,000	83,340,000	85,423,000	87,568,000	89,774,000	92,046,000	94,384,000	96,792,000	99,271,000	101,824,000
Revenue from Potomac Yards activities	0	791,000	1,097,000	1,709,000	5,107,000	7,193,000	10,086,000	12,578,000	15,164,000	17,855,000	20,634,000
Total General Fund Revenues	559,701,000	582,551,000	613,808,000	650,868,000	695,065,000	740,896,000	790,709,000	843,540,000	900,148,000	960,825,000	1,025,862,000
Other Financing Sources (Uses)											
Appropriation from Fund Balance for Op. Budget	7,161,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000	5,020,000
Total General Fund Revenue & Other Sources	566,862,000	587,571,000	618,828,000	655,888,000	700,085,000	745,916,000	795,729,000	848,560,000	905,168,000	965,845,000	1,030,882,000
Special Revenues & Other Funds											
Schools Including Fund Balance	57,877,000	58,307,000	59,630,000	58,568,000	61,003,000	63,533,000	65,945,000	68,454,000	71,062,000	73,775,000	76,597,000
Other Special Revenue (donations, charges)	64,022,000	66,443,000	69,029,000	71,736,000	74,559,000	77,495,000	80,548,000	83,723,000	87,024,000	90,458,000	94,029,000
DASH Fund	4,539,000	4,675,000	4,815,000	4,960,000	5,109,000	5,262,000	5,420,000	5,582,000	5,750,000	5,922,000	6,100,000
Equipment Replacement Fund	5,245,000	5,402,000	5,565,000	5,731,000	5,903,000	6,080,000	6,263,000	6,451,000	6,644,000	6,844,000	7,049,000
Total Special Revenue & Other Funds	131,683,000	134,827,000	139,039,000	140,995,000	146,574,000	152,370,000	158,176,000	164,210,000	170,480,000	176,999,000	183,775,000
Total Revenues, All Funds	698,545,000	722,398,000	757,867,000	796,883,000	846,659,000	898,286,000	953,905,000	1,012,770,000	1,075,648,000	1,142,844,000	1,214,657,000
Expenditures & Other Uses											
City Personnel											
Salaries	187,061,000	187,061,000	190,054,000	193,047,000	196,088,000	199,177,000	202,315,000	205,501,000	208,738,000	212,026,000	215,366,000
Step Increase (includes effects on fringes)	0	2,993,000	2,993,000	3,041,000	3,089,000	3,137,000	3,187,000	3,237,000	3,288,000	3,340,000	3,392,000
MRA (includes effects on fringes)	0	0	0	0	0	0	0	0	0	0	0
Social Security (excludes Step and MRA)	13,213,000	13,304,000	13,513,000	13,726,000	13,942,000	14,162,000	14,385,000	14,612,000	14,842,000	15,076,000	15,313,000
Health Care	19,643,000	20,615,000	22,264,000	24,045,000	25,968,000	28,046,000	30,290,000	32,713,000	35,330,000	38,156,000	41,209,000
Retirement (excludes Step and MRA)	35,452,000	38,023,000	40,101,000	42,258,000	45,014,000	45,723,000	46,443,000	47,175,000	47,918,000	48,673,000	49,439,000
LT Disability & Life Ins. (excludes Step & MRA)	1,269,000	1,273,000	1,293,000	1,314,000	1,334,000	1,356,000	1,377,000	1,399,000	1,421,000	1,443,000	1,466,000
Other Fringe Benefits	642,000	661,000	681,000	702,000	723,000	744,000	767,000	790,000	813,000	838,000	863,000
Total City Personnel	257,280,000	263,930,000	270,899,000	278,133,000	286,158,000	292,345,000	298,764,000	305,427,000	312,350,000	319,552,000	327,048,000
City Non-personnel	148,817,000	153,710,000	157,975,000	162,461,000	167,170,000	172,109,000	177,294,000	182,741,000	188,468,000	194,496,000	200,846,000
Potomac Yards expense (does not include debt service)	510,000	810,000	1,130,000	2,850,000	0	0	478,000	488,000	497,000	507,000	517,000
Debt service	43,438,000	50,630,000	57,004,000	62,114,000	67,228,000	82,588,000	85,081,000	87,681,000	90,795,000	91,240,000	91,240,000
Cash capital	15,666,000	10,455,000	16,050,000	16,608,000	18,119,000	17,509,000	18,461,000	19,690,000	21,210,000	21,400,000	21,400,000
Schools Personnel	195,496,000	203,108,000	218,318,000	234,603,000	253,458,000	273,991,000	284,427,000	295,233,000	306,426,000	318,017,000	330,017,000
Schools Non-personnel	37,337,000	37,710,000	38,087,000	38,468,000	38,853,000	39,241,000	39,634,000	40,030,000	40,430,000	40,835,000	41,243,000
Total Expenditures	698,545,000	720,353,000	759,463,000	795,237,000	830,986,000	877,783,000	904,139,000	931,290,000	960,176,000	986,047,000	1,012,311,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	2,045,000	(1,596,000)	1,646,000	15,673,000	20,503,000	49,766,000	81,480,000	115,472,000	156,797,000	202,346,000

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.