

Fiscal 2015

Preliminary Budget Plan



Stephanie Rawlings-Blake, Mayor
City of Baltimore, Maryland



Better
Schools

Safer
Streets

Stronger
Neighborhoods

Growing
Economy

Innovative
Government

Cleaner & Healthier
City

BOARD OF ESTIMATES

Bernard C. "Jack" Young, President
Stephanie Rawlings-Blake, Mayor
Joan M. Pratt, Comptroller
George A. Nilson, City Solicitor
Rudy Chow, Director of Public Works

CITY COUNCIL

President, Bernard C. "Jack" Young
Vice President, Edward L. Reisinger

FIRST DISTRICT

James B. Kraft

SECOND DISTRICT

Brandon M. Scott

THIRD DISTRICT

Robert W. Curran

FOURTH DISTRICT

Bill Henry

FIFTH DISTRICT

Rochelle Spector

SIXTH DISTRICT

Sharon Green Middleton

SEVENTH DISTRICT

Nick Mosby

EIGHTH DISTRICT

Helen L. Holton

NINTH DISTRICT

William Welch

TENTH DISTRICT

Edward L. Reisinger

ELEVENTH DISTRICT

William H. Cole, IV

TWELFTH DISTRICT

Carl Stokes

THIRTEENTH DISTRICT

Warren Branch

FOURTEENTH DISTRICT

Mary Pat Clarke

DEPARTMENT OF FINANCE

Harry E. Black
Director of Finance

PHOTO CREDIT: MARK DENNIS



Table of Contents

Introduction

Municipal Organization Chart iv
 Transmittal Memo v
 The Budget Process vi
 Preliminary Budget Plan Overview vii
 Fixed Costs xiii
 Grow Baltimore xix
 Ten Year Financial Plan..... xx

Revenue

Economic Outlook..... 3
 Revenue Forecast – Major Revenues 9
 Energy Tax Rate Calculation..... 19

Summary of Operating Budget Recommendations

Recommended Budget Appropriation Levels 23
 Pie Charts: Where the Money Comes From and How the Money is Used 24
 Pie Charts: Operating Budget by Outcome, Function, Object 25
 Better Schools 27
 Safer Streets 35
 Stronger Neighborhoods 53
 A Growing Economy 69
 Innovative Government..... 85
 A Cleaner and Healthier City 105

Summary of Capital Budget Recommendations

Capital Budget Recommendations 123
 Preliminary Recommended Capital Appropriation Fiscal 2014 and 2015..... 127
 Capital Budget Distribution by Agency 128

Summary Tables

Operating and Capital Budget Fund Distribution 131
 Finance Recommendations by Fund 132
 Operating Budget by Outcome, Service and Fund 134
 Operating Budget by Agency, Service and Fund..... 145
 Operating Budget Changes to Permanent Full-Time Positions 160
 Highway User Revenue by Agency Detail 163

Appendix

Glossary 167

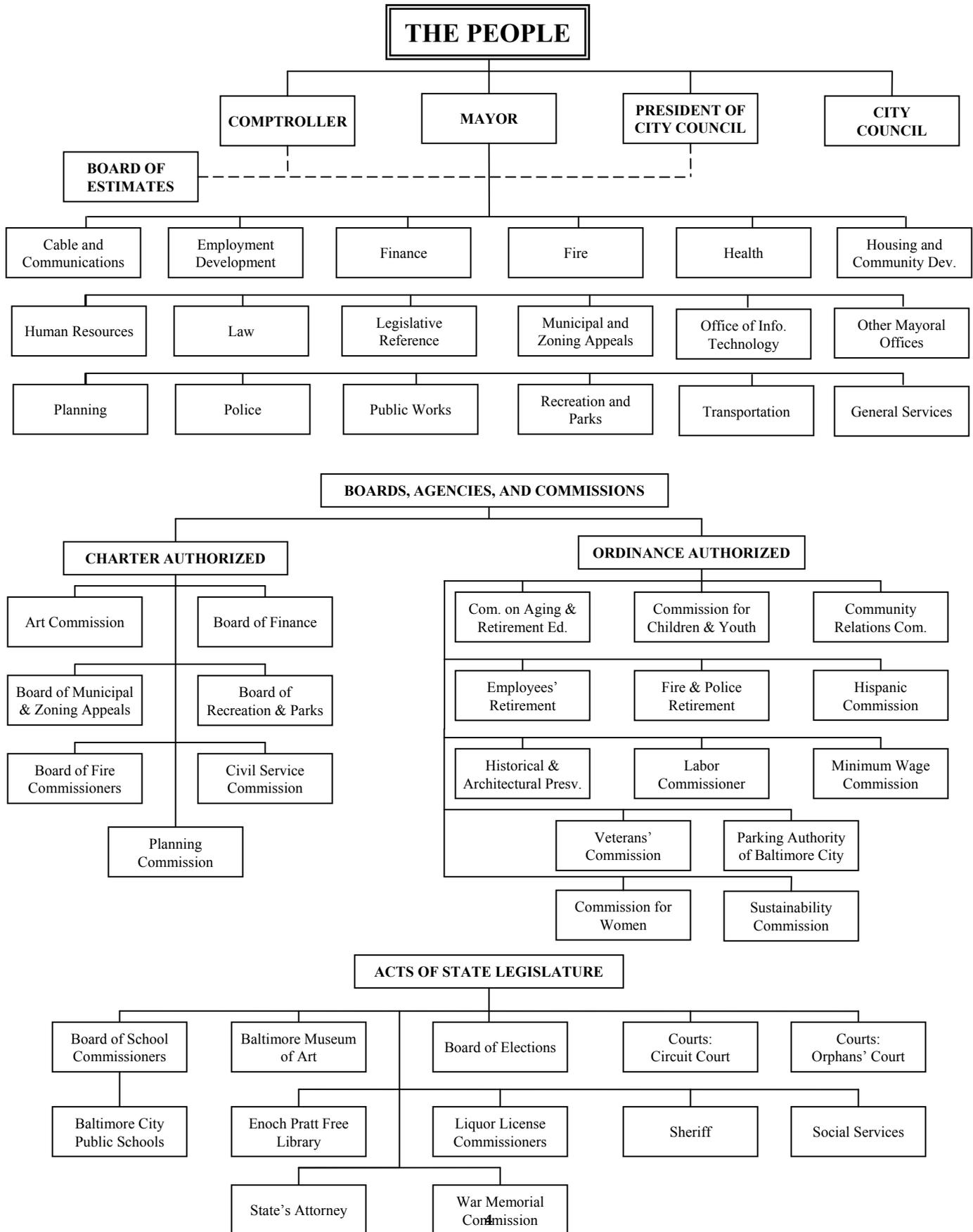
(THIS PAGE INTENTIONALLY LEFT BLANK)

Fiscal 2015 Preliminary Budget Plan

Introduction



MUNICIPAL ORGANIZATION CHART



CITY OF BALTIMORE
STEPHANIE RAWLINGS-BLAKE, Mayor



DEPARTMENT OF FINANCE

HARRY BLACK, Director
454 City Hall
Baltimore, Maryland 21202
410-396-4940

March 19, 2014

The Honorable Members of the Board of Estimates
City Hall, Room 204
100 N. Holliday Street
Baltimore, Maryland 21202

Dear Mr. President and Members:

Re: Preliminary Operating and Capital Budget Plan - Fiscal 2015

Pursuant to Article VI, Section 4(a) of the Baltimore City Charter, transmitted herewith are the Fiscal 2015 Preliminary Operating and Capital Budget Plans, as prepared by the Department of Finance.

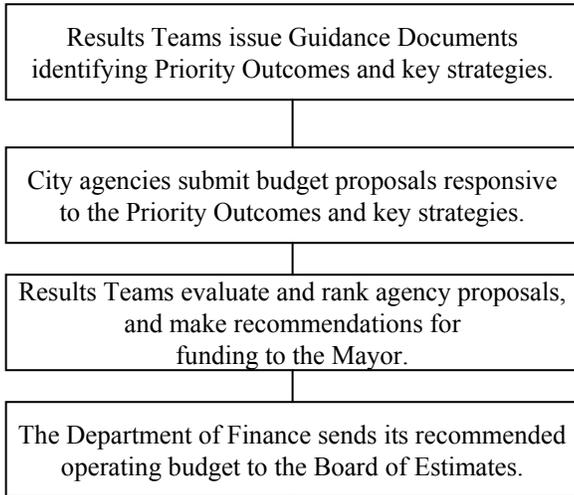
Respectfully submitted,

A handwritten signature in black ink that reads "Andrew Kleine". The signature is written in a cursive style.

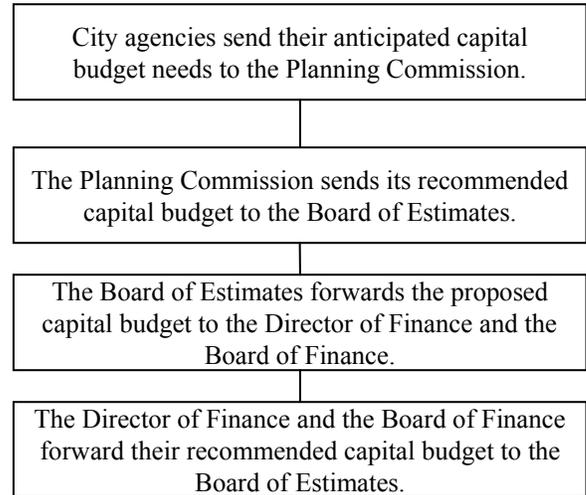
Andrew Kleine
Budget Director
Department of Finance

The City of Baltimore's Budget Process

Operating Budget



Capital Budget



September through March

April

The Board of Estimates holds hearings on the budget. Agency heads participate. The recommended budget is amended as necessary.

April

The Board of Estimates holds a "Taxpayers' Night" for final citizen input before it votes on the budget.

April

A majority vote of the Board of Estimates approves the total budget and sends it to the City Council.

May

The City Council holds hearings on the total budget. Citizens and agency heads attend.

May

The City Council holds a "Taxpayers' Night" for final citizen input before it votes on the budget.

June

The City Council votes on the budget and sends it to the Mayor.

June

May approve total budget.

Mayor

Mayor

May disapprove some items and approve the rest.

July

The adopted budget is monitored through the City's system of expenditure controls.

Preliminary Budget Overview

Fiscal 2015 is the second year of Baltimore’s first-ever biennial budget plan. It maintains the service levels provided in Fiscal 2014 and continues implementation of the Mayor’s Ten-Year Financial Plan.

The Ten-Year Financial Plan has already generated savings of \$395 million through Fiscal 2022, reduced the property tax rate by nearly 5% for homeowners, pumped tens of millions of new dollars into blight elimination and infrastructure projects, and shrunk the city’s unfunded pension and health care liabilities by \$400 million.

The Preliminary Budget Plan for Fiscal 2015 continues the city’s momentum toward fiscal sustainability. Among the highlights:

- Reduces the effective property tax rate for homeowners by another two cents per \$100 of assessed value, bringing the total reduction to 13.8 cents under the Ten-Year Financial Plan.
- Provides nearly \$24 million in new General Fund capital investment.
- Increases employee pay by two percent and makes managerial and professional salaries market competitive.
- Grows the Budget Stabilization Reserve to protect city services from the impact of emergency costs and make the next recession less painful than the last one.
- Accelerates debt repayment to save the city \$5 million over the next ten years.
- Addresses historic underfunding of the city’s worker’s compensation program.
- Streamlines the workforce and reforms leave and worker’s compensation policies to reduce long-term costs and liabilities.

More detail about the Ten-Year Plan can be found starting on page xx.

The budget plan supports the Mayor’s vision to grow Baltimore’s population by 10,000 families and is built around her six Priority Outcomes:

Better Schools
Safer Streets
Stronger Neighborhoods
A Growing Economy
Innovative Government
A Cleaner and Healthier City

Below are highlights of what the budget plan includes for each Priority Outcome. Funding details for city services are provided in the Summary of Recommendations section of this book.

Better Schools

Funding for Better Schools represents an investment in Baltimore's greatest asset: our youth. This priority aims to promote lifelong learning, community engagement and partnerships, and reduce duplication of services for youth.

Over the past three years, kindergarten readiness and the graduation rate have improved, but third grade reading scores have fallen and other key indicators are stuck, including attendance and the dropout rate. This budget maintains funding for services that provide enriching Out of School Time for Baltimore's children.

- Fully funds the city's Maintenance of Effort (MOE) payment to the Baltimore City Public School System (BCPS) at \$204 million. The City and BCPS have jointly requested a waiver from the Maryland State Department of Education to correct the effect of an enrollment error in the Fiscal 2013 MOE calculation. Correcting this error would save the City \$2.4 million. The city's teacher pension contribution is \$14.8 million, \$1.6 million below the Fiscal 2014 level. This contribution will increase to \$17.9 million in Fiscal 2016.
- Provides \$38 million for the Mayor's *Better Schools Initiative* to modernize city school buildings. Funding sources include proceeds from the beverage container tax and casino lease revenues, State formula aid leveraged by the city, and a general obligation bond allocation.
- Keeps all library branches open and extends Sunday hours of operation to improve third-grade reading and support life-long learning.
- Maintains funding of \$5.9 million for Out of School Time (OST) programs administered by the Family League of Baltimore City. Funding for these programs has grown by \$1.2 million over the past four years, even as the City has struggled to close large budget deficits. In Fiscal 2015, 6,000 children will participate in (OST) programs that are shown to increase school attendance and 21,000 children will be served in Community Resource Schools.
- Transitions the City's two daycare centers to year-round Head Start centers. Once complete, this transition will result in an additional 1,100 children receiving summer services to prepare for kindergarten and combat learning loss. The City's before- and after-care centers at Waverly and Northwood will continue to be operated by the Department of Housing and Community Development.

Safer Streets

Creating and maintaining a safe city requires both long-term preventive measures and the capacity for effective response to crime, fire, accidents, and other emergencies.

Property and violent crime have trended downward over the past eight years. Preliminary 2013 figures reflect slight increases in both property and violent crime rates from 2012. Fire response times have improved, but EMS is meeting response time standards less often. This budget includes new investments to bolster the crime fight.

- In response to the recent homicide trend, the Administration has proposed a supplemental appropriation to test several new crime prevention strategies, including Operation Ceasefire, extended curfew center hours, gun buyback, and night basketball. These strategies will be evaluated during Fiscal 2015.
- The administration and Fraternal Order of Police are negotiating a new police schedule that would put more officers on the street during peak crime hours, reduce overtime, and improve pay.
- The capital budget invests \$5 million from seized drug contraband for technology upgrades that will help to implement the Police Department's new strategic plan. Initiatives include field based reporting to reduce paperwork, a timekeeping system to manage overtime use, and advanced crime analysis tools.
- Maintains funding for the Crime Camera Management service to support the operation of more than 700 cameras across the city.
- Maintains funding for Youth Violence Prevention.
- Continues to downsize the fire suppression force under the new schedule negotiated last year. The new schedule maintains emergency response times and generates savings to improve firefighter pay and replace fire apparatus.
- Fully funds EMS services at the current service level. Over 80% of 911 call demand is for medical emergencies. New technology to track the location of medic units and steps to reduce delays in transferring patients to emergency rooms will help improve response times.

Stronger Neighborhoods

Strong neighborhoods have healthy real estate markets; are well-maintained and safe; have clean, green open spaces; relevant and desirable amenities; optimal levels of homeownership; and engaged neighbors with strong community organizations.

For the first time in seven years, construction and rehabilitation permits grew in 2013. The number of vacant and abandoned houses remains stubbornly high, and despite stepped-up repair and resurfacing efforts, most citizens are still dissatisfied with the condition of city

streets. This budget cuts taxes and meets the Mayor's commitment to blight elimination through the Vacants to Value program.

- Reduces the effective property tax rate for city homeowners to \$2.130 per \$100 of assessed value, representing an 13.8 cent (6.1%) cut over three years under the Mayor's *20 Cents by 2020* initiative.
- Supports the Mayor's *Vacants to Value* program with \$10 million in baseline capital funding for whole-block demolition and relocation, quadruple the baseline funding level from before the Mayor's Ten-Year Financial Plan.
- Provides \$15 million in county transportation bond funding to resurface neighborhood streets and meet other critical transportation infrastructure needs. This borrowing level will continue through Fiscal 2022 under the Ten-Year Financial Plan.
- Includes \$25.7 million in Pay-as-You-Go capital investments. Specific projects supported by this funding include \$3.2 million for parks and recreation improvements, \$800,000 for community development initiatives, \$2.5 million for bridge construction and repair, \$3.9 million for street and highway maintenance, and \$200,000 for long range planning associated with Community Action Centers.
- Maintains funding for recreation centers, public pools, and park maintenance. In Fiscal 2015 the Department of Recreation and Parks will continue the implementation of the Mayor's Task Force recommendations with the construction of additional model Community Centers. The Fiscal 2015 capital budget includes funding for the construction of the Cherry Hill and Cahill community centers.
- Includes \$10 million in Local Impact Aid from the newly constructed Horseshoe Casino in South Baltimore. These funds will be allocated to projects recommended by the community members serving on the Local Development Corporation. Projects supported by this funding include workforce development and an employment connection center, increased public safety and sanitation service in the casino area, and long range planning efforts.
- Invests \$2 million in PAYGO capital funds to support homeownership incentives as part of the Baltimore Homeownership Incentive Program (BHIP).

A Growing Economy

A Growing Economy leverages public-private-non-profit partnerships; respects and supports diversity; and recognizes the interconnectivity of all economic factors – investment, key economic drivers, workforce, quality of life, and infrastructure.

The city's economy is still recovering from the Great Recession. The number of businesses grew in 2013 for the first time since 2007 hotel tax revenues grew significantly, signaling renewed tourism. Employment is also up slightly. This budget keeps the momentum going by

maintaining support for economic development and investing to attract new residents and visitors.

- Supports economic development efforts to assist small businesses, encourage technology entrepreneurs, and attract and retain jobs. The General Fund appropriation for the Baltimore Development Corporation has increased by 50 percent since Fiscal 2011 to combat the economic downturn.
- Maintains funding for the Youth Works Summer Job Program, which will partner with private and non-profit employers to give more than 5,000 young people meaningful work experiences.
- Maintains funding for key cultural institutions, such as the art museums, Baltimore Symphony Orchestra and the Baltimore Office of Promotion and the Arts.
- Provides ongoing enhancement funding for a food desert strategy geared towards connecting urban farmers and convenience stores.

Innovative Government

An innovative government adopts organizational change and encourages employee feedback and ideas; utilizes technology and best practices; leverages public and private partnerships to assist in service delivery; constantly re-evaluates and refines its internal business functions to be more efficient and effective; and encourages customer friendly service.

Over the past three years, the city has reduced its energy use – saving millions of dollars. The city has done more and more business online and has improved the timeliness of vendor payments. The percentage of 311 service requests completed on time reached nearly 92% in 2013, a record high. Citizen satisfaction with city services has been steady - with around 43% reporting they are “very satisfied” or “satisfied” on the annual survey – but not where city leaders want it to be. This budget invests in making the city’s business processes more efficient and accountable.

- Funds an expanded Office of Inspector General and continues funding to carry out a new charter requirement for periodic audits of city agencies.
- Eliminates 23 vacant positions and begins consolidation of the Human Resources function, consistent with the Mayor’s plan to streamline the city workforce by ten percent over ten years.
- Includes \$1.8 million to bring managerial and professional salaries into a market competitive range and implement a pay for performance plan for executives. This action updates the 2008 MAPS pay study that was deferred at the onset of the Great Recession.

- Invests in two new Innovation Fund projects that will modernize the Police Department's Crime Laboratory and provides funding for Lean Government events, employee training, and other initiatives to improve efficiency and customer service.

A Cleaner and Healthier City

A cleaner and healthier city reaches all aspects of public health: the physical (clean water, clean air, and safe buildings), as well as service aspects (drug treatment, health education, and clinical assistance).

In the past three years, household recycling has increased, although the city is not on track to achieve its 35 percent target by December 31, 2015. Despite these gains, only about a quarter of citizens rate the city's cleanliness "excellent" or "good." The infant mortality rate continues to drop, but indicators of heart disease and substance abuse are rising. This budget maintains funding for core health and sanitation services and invests in greening and flood control projects through the Stormwater Utility.

- Continues support for the mechanical street sweeping operation that has increased the number of lane miles swept and maintains both proactive lot mowing and more cost-effective contractual tree trimming operations.
- Maintains funding for 1+1 trash and recycling collection, graffiti removal, and street and alley cleaning. The Ten-Year Plan calls for the establishment of a solid waste enterprise. In preparation, the city will pilot the use of municipal trash cans and make the bulk trash service more cost-effective.
- Supports continued enhancement funding for the Waste to Wealth Initiative geared towards recapturing the City's waste stream and transforming it into valuable products.
- Maintains support for the Environmental Health service, which has adopted electronic handheld devices to improve efficiency and increase the total number of health inspections conducted at food facilities and other establishments.
- Continues enhanced funding for Baby Basics, a prenatal health literacy program that reduces risks of poor birth outcomes for low-income mothers.

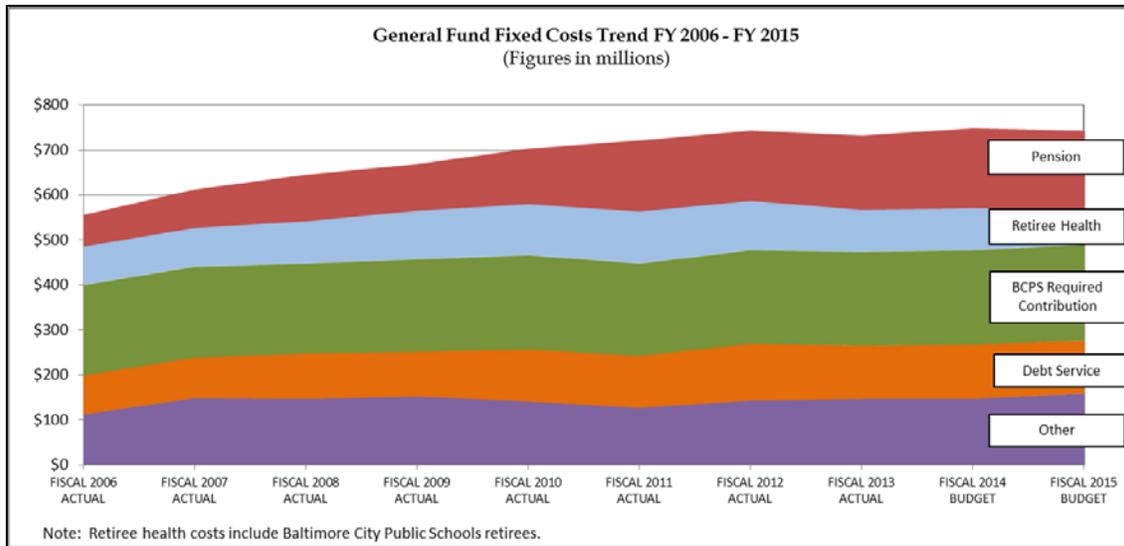
State Budget Outlook

Governor Martin O'Malley's proposed Fiscal 2015 budget protects aid for Baltimore, but controversy over a \$100 million pension contribution cut and a deteriorating revenue picture could put funding to local jurisdictions back on the table. The City's share of Highway User Revenue is projected at \$6 million below previous estimates, in part due to more fuel efficient vehicles and the effect of the State gas tax increase on demand for gas.

Fixed Costs

What are Fixed Costs?

In general, “fixed costs” are costs that the City is required to pay by law or contract and cannot be easily reduced in the short-term. As shown in the chart below, the City’s fixed costs include contributions to employee pension systems, health care for retirees, the State-mandated Maintenance of Effort contribution to Baltimore City Public Schools, and payment of debt service.



Pension Costs: The City funds three pension systems: for sworn fire and police employees, civil service employees, and elected officials.

Retiree Health: The City subsidizes medical and prescription drug benefits for about 16,300 people in the retiree health plans. This figure includes about 6,000 BCPS retirees.

BCPS Required Contribution: State law requires that Baltimore City maintain its education funding effort from year to year on a per pupil basis and pay the normal cost of the teacher pension system.

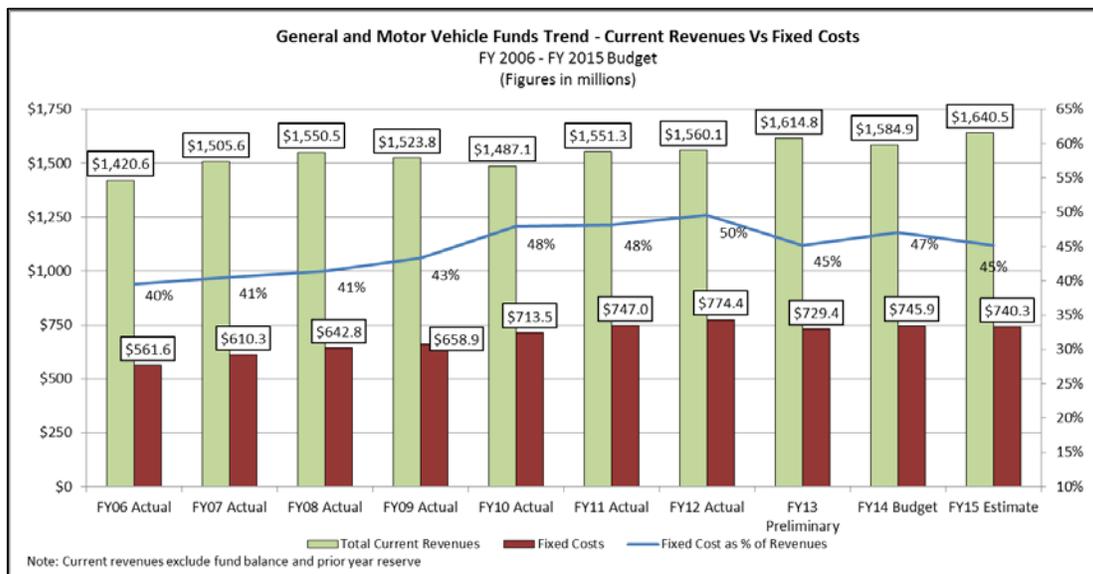
Debt Service: The City Charter mandates that payment of the principal and interest on municipal debt must be funded. The General Fund budget includes funding to pay debt on General Obligation Bonds used for capital projects, county transportation bonds, Tax Increment

Financings (TIF), Conditional Purchase Agreements (CPA), and economic development loans from the State.

Other: Other fixed costs include worker’s compensation claims; insurance and liability costs; a State mandated contribution to Baltimore City Community College; gas, electric, sewer and water costs; and BRESCO tipping fees for solid waste disposal.

Fixed Cost Trends

From Fiscal 2005 to Fiscal 2010, fixed costs increased by 43% and consumed nearly half of General Fund revenue. Since 2010, due to a series of reforms, fixed costs have been reduced to about 45% of all General Fund revenue, as represented by the line in the graph below.



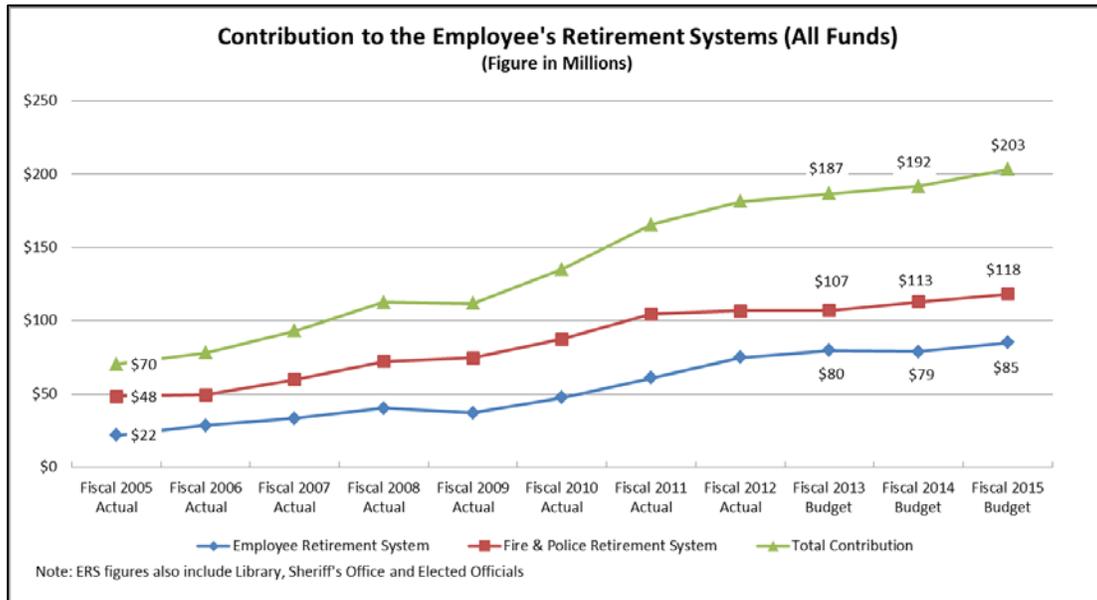
Reforms to contain fixed costs growth include changes to pension and health benefit programs.

Employees’ Retirement Systems

In 2010, the city comprehensively reformed the Fire and Police Employee Retirement System (FPERS), which had grown in cost by 75% from Fiscal 2005 to Fiscal 2010. These reforms included:

- Replacing the variable benefit with a cost of living adjustment capped at 2%.
- Modifying age and years of service requirement to 25 years of completed service or age 55 with 15 years of completed service.
- Increasing employee contributions from 6% to 10% over a four year period from Fiscal 2011 to Fiscal 2014.
- Extending the time period used for calculating average final compensation from 18 months to 3 years.

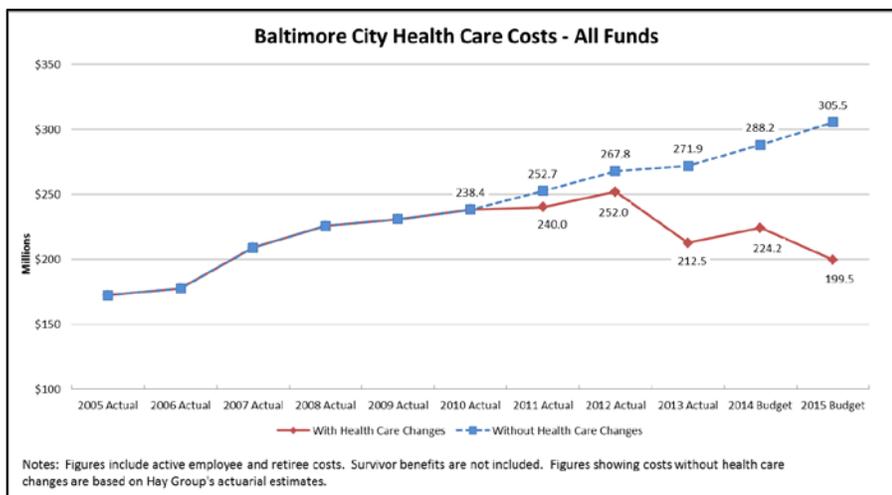
The chart below shows that the FPERs reforms reduced the rate of growth of the City's contribution. The reforms have saved the city nearly \$80 million a year. Most of the reforms have been upheld in federal court, but the variable benefit change is still being litigated.



The 2015 Budget reflects pension system changes proposed in the Mayor's Ten-Year Financial Plan. For the civilian system (ERS), these include the phase-in of a 5% employee contribution for current employees, elimination of the variable supplemental benefit, and establishment of a new pension plan for future hires.

Health Care for Employees and Retirees

From Fiscal 2005 to Fiscal 2010, the City's cost of providing medical and drug benefits to its employees and retirees grew by \$66 million (38%), from \$172.2 million to \$238.4 million, as shown in the graph below. These costs were on an unsustainable path, and could no longer be ignored as the City faced the fiscal consequences of the Great Recession.



Several changes to health care plans were made in Fiscal 2011 through Fiscal 2014, collectively reducing the city's costs by more than \$60 million compared to baseline estimates. These changes are summarized below:

Fiscal 2011 Changes

- 10% prescription drug premium co-share for retirees

Fiscal 2012 Changes

- Prescription co-pay tier adjustments for retirees
- Reduce the number of Medicare supplemental plan options for retirees from five to two
- \$100 annual pharmacy deductible for retirees
- Drug Quantity Management
- Prescription Drug Prior Authorization
- Mandatory pre-certification/enhanced utilization review/case management
- Step Therapy

Fiscal 2013 Changes

- As of January 1, 2013, the City pays 79.2% of premium costs for a new standard network medical benefit plan that requires deductibles and co-insurance. Employees can opt to pay the full incremental cost for a medical plan with lower out-of-pocket costs. The city also requires all employees and retirees to pay 20% of their prescription drug premium costs. These changes are saving the City upwards of \$20 million on an annual basis.

Fiscal 2014 Changes

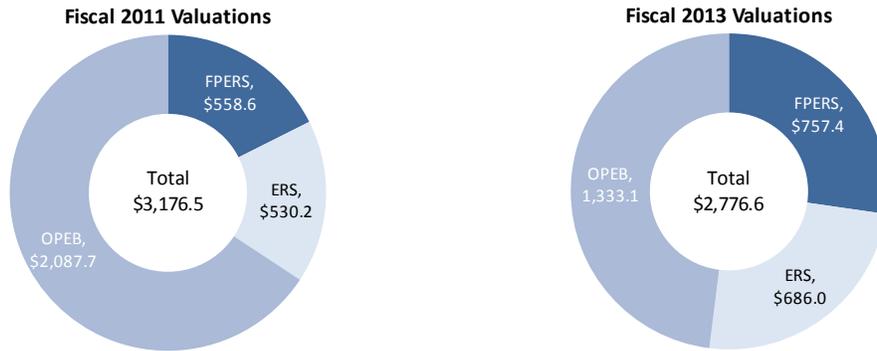
- The City conducted a dependent eligibility audit to ensure that health care benefits are not provided to ineligible recipients. As a result of the audit, approximately 1,500 ineligible dependents were dropped from coverage, saving \$4.5 million.
- The City will sunset the prescription drug benefit for Medicare-eligible retirees as of 2020, which is when equivalent federally-subsidized coverage becomes available through the Affordable Care Act. The decision to sunset this benefit in 2020 generates savings in the Fiscal 2014 budget because the actuarial liability for future retiree prescription drug coverage can be decreased.

Long-Term Liabilities for Pensions and Retiree Health Care

As with many cities and states across the country, Baltimore faces large-scale, long-term liabilities associated with retiree pension and health benefits. Pensions and retiree health plans have pay-as-you-go costs equal to the benefits distributed or claimed that year, but they also have accrued obligations to be paid in the future. Actuaries determine the amount of assets that must be set aside now to ensure adequate resources are available in the future.

The pie charts below show that Baltimore’s long-term unfunded liabilities totaled more than \$3.1 billion in Fiscal 2011 valuations and have been reduced to \$2.8 billion as of the Fiscal 2013 valuations.

Unfunded Pension and OPEB Liabilities
(Figures in Millions)



OPEB: Other post-employment benefits, namely retiree health care coverage.

FPERS: Fire and Police Employees' Retirement System.

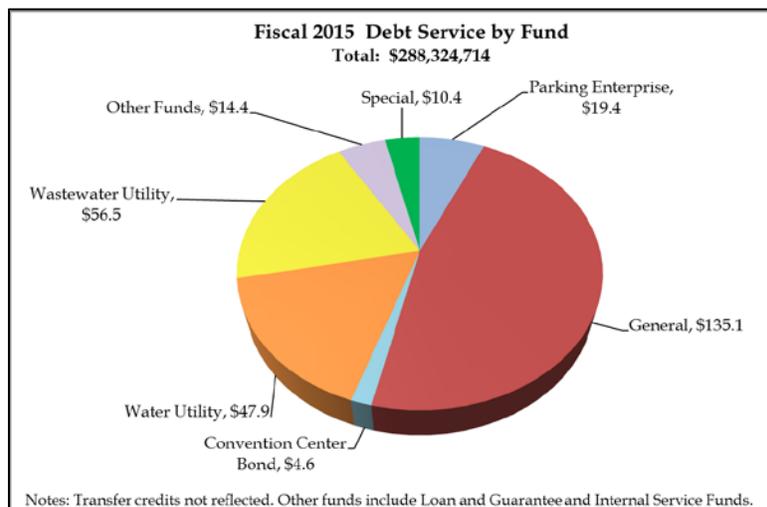
ERS: Employee Retirement System for civilian employees.

Note: The relatively small Elected Officials' Retirement System is not shown; this system was valued at \$1.6 million as of June 30, 2012, and was 109% funded.

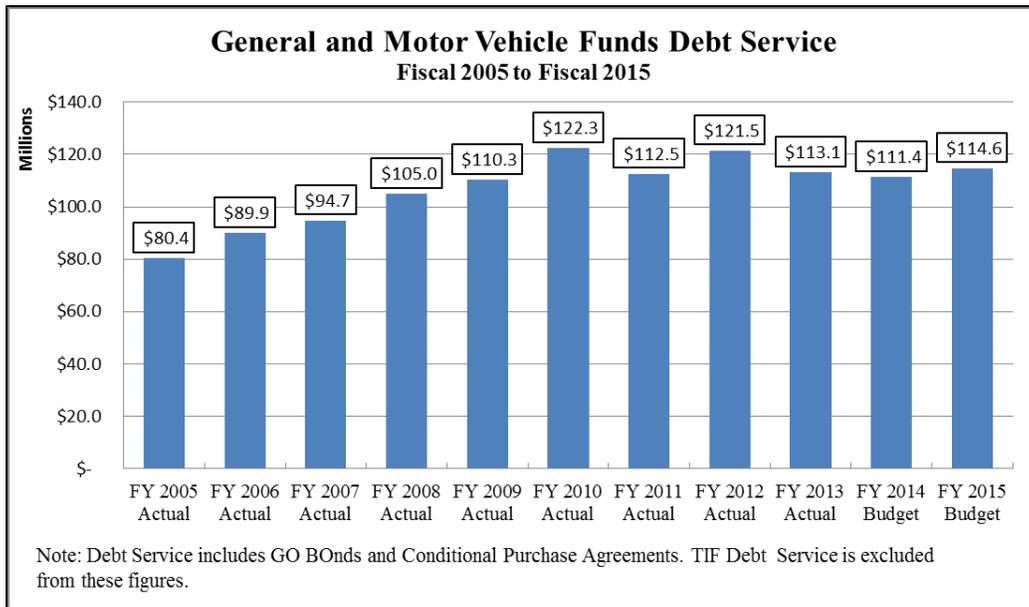
The overall reduction is completely driven by lower OPEB liabilities (OPEB stands for Other Post-Employment Benefits, primarily retiree health care), stemming from a redesign of the City’s medical plans, cost-sharing for prescription drug coverage, and establishment of a waiver plan for Medicare drug coverage to account for increased federal subsidies, among other actions. Meanwhile, liabilities for the FPERS and ERS pension plans continue to grow due to ongoing amortization of past investment losses and adoption of more conservative actuarial methods.

Debt Service

Debt service is expected to be \$288.3 million for Fiscal 2015. The graph below shows that general funds are the most significant debt service fund source.



In the late 1990s and early 2000s, the City restructured its debt so that its annual debt service payments would be lower and it could better respond to fiscal constraints during that time. This resulted in higher debt payments beginning in the mid-2000s. As shown in the graph below for General Fund and motor vehicle fund debt service, payments have leveled and are expected to decline in the near-term. The recommendation for Fiscal 2015 includes a one-time appropriation of \$13 million for debt prepayment which will reduce the City's baseline debt service costs by \$5 million over the next ten years.





Grow Baltimore by

10,000

families over the next 10 years.



BETTER SCHOOLS

SAFER STREETS

STRONGER NEIGHBORHOODS

“ To get Baltimore growing again, we need to step-up our game and work together to improve our schools. ”

- Build and renovate schools
- Increase student attendance
- Decrease the dropout rate
- Increase kindergarten readiness
- Boost 3rd grade reading proficiency
- Increase college & career readiness

“ It's time to believe in a safer city and to work even harder because we know the progress is real. ”

- Reduce violent crime
- Reduce property crime
- Improve fire response time
- Improve EMS response time
- Increase perception of safety

“ Block by block, we're bringing neighborhoods back to get Baltimore growing again. ”

- Reduce the property tax
- Reduce blight & vacant properties
- Increase neighborhood property investment
- Improve street quality
- Expand neighborhood amenity use
- Increase citizen engagement

GROWING ECONOMY

INNOVATIVE GOVERNMENT

CLEANER & HEALTHIER CITY

“ Baltimore is blessed to be home to many assets that serve as engines of economic activity. We will work in close partnership, supporting these engines of growth. ”

- Increase total residents with jobs
- Increase the number of businesses
- Increase tourism
- Increase retail activity
- Improve cultural offering satisfaction

“ We will work to make government more efficient and take Baltimore to the next level. ”

- Improve City employee workforce skills
- Improve customer satisfaction
- Reduce energy costs
- Reduce space utilization costs
- Increase City service accessibility
- Promote transparency

“ Baltimore's families have a right to clean streets, parks, air and water. We must work together to improve our City's public health outcomes. ”

- Improve City Cleanliness
- Decrease drug & alcohol abuse
- Reduce infant mortality
- Reduce heart disease
- Increase recycling
- Improve water and air quality

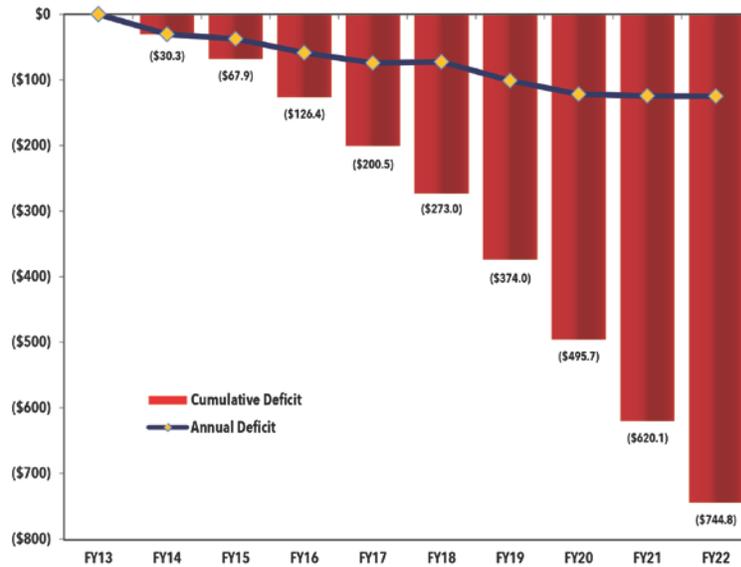
10-Year Financial Plan



In recent years, like many governments nationally, the City of Baltimore has seen its revenue eroded by the most severe economic downturn in generations, while key expenditure drivers such as employee healthcare and retirement costs have been growing at unsustainable rates. These challenges have been compounded by a longer-term legacy of aging infrastructure, high taxes, and sections of the City blighted by crime and vacant properties.

To address these structural challenges, the Mayor released *Change to Grow: A Ten-Year Financial Plan for Baltimore*. The Ten-Year Plan is a first-of-its kind, long-term fiscal roadmap to help achieve the goal of growing Baltimore by 10,000 families over the next decade. The Plan sets forth a set of actions designed to bring the City's recurring revenues and expenditures into alignment, while also prioritizing new investments to strengthen Baltimore's fiscal foundation and promote economic and community stability and growth.

The 10-Year Plan begins from a baseline analysis of the City's finances over the next ten years, which shows baseline revenues not keeping pace with recurring current service expenditures. A gap of \$30 million in Fiscal 2014 would grow to \$125 million annually by Fiscal 2022, resulting in a cumulative shortfall of \$745 million:



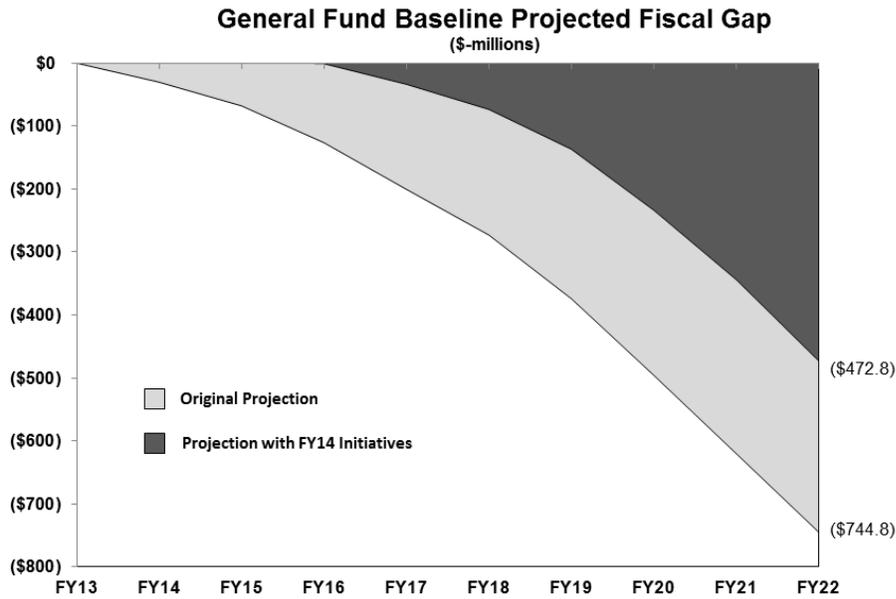
Further, the city’s prospective fiscal gaps would be even greater if Baltimore were investing at sustainable levels in maintaining basic infrastructure and providing for actuarial funding requirements associated with current retiree medical benefits. Adding these costs would increase the cumulative shortfall by \$1.3 billion for a total shortfall of over \$2 billion.

In Fiscal 2014, the City implemented a number of initiatives included in the Ten-Year Plan to begin reducing the fiscal gap. During the Fiscal 2014 implementation, the City produced a new fire shift schedule that will dramatically reduce staffing levels while allowing the City to raise pay for firefighters, reforms to the Employees’ Retirement System, a 2% pay increase across all unions, new billboard and taxi cab excise taxes, and property tax reductions including the 2-cent general rate reduction and the Targeted Homeowner’s Tax Credit. As shown in the table below, the City is projected to save \$395 million over the Ten-Year Plan period due to the initiatives that are already completed.

Ten-Year Plan Initiatives: Completed			
(\$-millions)			
	10-Year Plan	Current	Difference
Fire Shift	121.4	72.3	-49.1
ERS Reform	153.4	80.5	-72.9
Dependent Audit	29.0	29.0	0.0
Fiscal 2014 Revenue Package	33.2	39.5	6.3
Storm Water Fee (net of property tax)	53.3	39.3	-14.0
BCPS City Services Transfer	9.0	0.0	-9.0
Sunset Retiree pharmacy	87.3	87.3	0.0
Other	47.5	47.5	0.0
Total	\$534.1	\$395.4	-\$138.7

As part of the Ten-Year Plan implementation, the fiscal forecast is updated annually to show a more accurate projection of the City’s fiscal future. The updated projection includes the \$395 million in savings from the implementation of the Ten-Year Plan initiatives shown in the graph above, as well as a \$15 million increase in revenues and a \$137 million increase in baseline expenditures over the period.

The graph below demonstrates the fiscal impact of the City’s successful Fiscal 2014 efforts to reduce projected budget shortfalls. The resulting current General Fund projected fiscal gap is approximately \$473 million through Fiscal 2022. This is a net reduction of \$272 million from the initial shortfall projected by the Ten-Year Plan.



Fiscal 2015 Initiatives

While the initiatives implemented in Fiscal 2014 have made a meaningful dent in the projected shortfall, a significant gap remains over the ten-year period. To continue addressing this long-term challenge, the Fiscal 2015 Preliminary Budget contains additional initiatives to reduce the gap through rebalancing the employee compensation portfolio. This rebalancing will allow the City to invest more in employee wages and synchronize the City’s generous employee benefits with the market. The Fiscal 2015 preliminary budget also contains initiatives to improve the efficiency of government, further reduce the property tax rate for homeowners, and make much-needed infrastructure investments.

Structural Budget Balance

Reduce Accident-time Payouts: The City currently offers injury benefits in excess of statutorily required Workers’ Compensation. For example, Baltimore provides civilian

workers with 195 days of job related injury pay at 100% of pre-injury salary, plus an additional 20 half days, rather than offering 66.7% wage replacement under Maryland Workers' Compensation statutory requirements. Public safety employees receive 100% of pay for an even greater period of time. Because injury leave pay is not subject to certain payroll taxes, the employee receives more than 100% of their working net salary, a disincentive to return to work. The Fiscal 2015 budget incorporates savings for reducing injury leave pay to the State required percentage of 66 2/3% of salary up to the Maryland Weekly Wage limit. These changes are still being negotiated with the labor unions.

Parking Management: The Fiscal 2015 budget includes savings from expanded parking management initiatives. The City's EZ Park meter program is using an Innovation Fund loan to replace all of the old single-space parking meters with "smart" multi-space and single-space EZ Park meters. The EZ Park meter program has made it easier for parkers to pay for parking at meters, has allowed more vehicles to park in each block at multi-space meters, and has created a fully-auditable revenue trail for parking. The City is also launching a new program, ProjectSpace. Through ProjectSpace, the City will provide reserved on-street parking for people with disabilities at metered parking spaces ensuring that all parking meters are accessible (as defined by Americans with Disabilities Act, or ADA, guidelines), and charging all parkers, whether they have a disability placard or not, for on-street parking.

Streamline the Workforce: On the expenditure side of the budget, like most municipal governments, Baltimore's service delivery is labor-intensive, with employee wages and benefits representing over 60% of total General Fund spending in Fiscal 2013. In recent years, these costs have significantly outpaced growth in revenues - even with hiring freezes and compensation cost containment. The City will examine opportunities to use technology, business process changes, managed competition, schedule and work rule changes and staffing analysis to accomplish the same service goals with fewer employees. Most of the position reductions will be achieved through attrition and policy changes. The City has tackled the first wave of reductions in the Fiscal 2015 budget plan by eliminating prolonged vacancies within the Department of Public Works (9 positions), the Department of Transportation (3 positions), and the Department of Health (5 positions). The City has also taken the first steps in the consolidation of Human Resources which will lead to a net reduction of 6 support positions. These streamlining actions will reduce the City's operating costs by \$1.5 million.

Leave Reform: Baltimore is an outlier, even among public employers, with regard to the amount of paid leave available for City employees to cash out at the time of retirement or termination. In Fiscal 2012, payouts for vacation, personal, and sick leave totaled approximately \$8.6 million. In Baltimore's Comprehensive Annual Financial Report (CAFR), the City's compensated absences liability of \$122 million for Fiscal 2012 was equivalent to 7.6% of General Fund revenues. In contrast, the compensated absences liability reported by neighboring Anne Arundel County, Baltimore County, and Howard County ranged between just 2% and 4% of revenues. In Fiscal 2015, the City will implement its new leave policy which will reduce annual vacation carry-over and cash-out to a maximum of 45 days and eliminate carry-over and accrual of personal

leave days, requiring employees to use granted personal days annually. Both of these policy changes are consistent with regional employers.

Restructure MAPS: In 2008, a vendor performed a study of the City's managerial and professional positions, identifying a competitive gap for many positions when compared to the market. The goal is to provide funding for targeted positions to bridge the pay gap. This will help with recruitment of new employees and retention of skilled employees. The new pay schedules will be implemented in Fiscal 2015.

Pharmacy Benefit Management: In Fiscal 2015, the City is will implement a Pharmacy Benefit Audit and Consulting initiative to ensure that the most cost-effective utilization of resources and the highest quality of services are provided to covered members. The initiative will include a historic and concurrent audit of the current pharmacy benefits vendor and the retention of a consultant to identify best practices. Baltimore anticipates a one-time savings resulting from the historic audit in Fiscal 2015, with additional ongoing cost savings associated with the concurrent audit and consulting assistance that will assist the City in ensuring favorable pharmacy contract terms in Fiscal 2015 and beyond.

Pay-for-Performance: The Pay-for-Performance initiative will allow the City to evaluate employee performance on the basis of achieving strategic City goals while awarding the most productive employees for their work. This initiative aims to increase overall engagement and motivation of employees, strengthen recruitment and retention and improve the quality of service delivery. The City is analyzing different methods of implementation, including gainsharing, which awards teams of employees instead of individual employees, fostering an environment of collaboration. In Fiscal 2015, the City will begin to implement a Pay-for-Performance program, starting at the executive level.

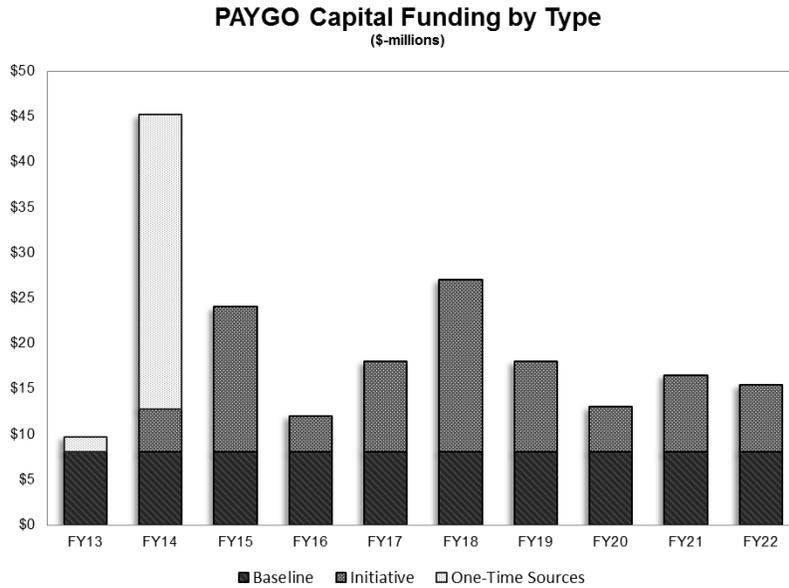
Tax Competitiveness

Targeted Homeowners Tax Credit: Through Fiscal 2014, the tax rate for homeowners in owner-occupied properties was reduced by approximately 11 cents. This is a result of the 2 cent general tax rate reduction from the storm water service being taken out of the General Fund and the 9 cent effective rate reduction from the targeted homeowners tax credit. The Fiscal 2015 budget includes the continuation of the Mayor's Targeted Homeowners Tax Credit, with an additional 2.5 cent effective rate reduction. This credit will reduce the effective tax rate by 20 cents by 2020.

Infrastructure Investment

PAYGO Capital Funding: As in many older cities, Baltimore's aging infrastructure and new capital investment needs require funding beyond available existing resources. In recent years, capital spending levels for most of Baltimore's basic infrastructure has been driven not by an assessment of underlying needs, but primarily by a determination of the level of debt that can be afforded. In the Fiscal 2015 budget, the City will include an

infusion of \$24 million, well above to the \$8 million baseline, for PAYGO capital funding to provide additional resources that will not count against the City’s debt limit.



Addressing Long-Term Liabilities

Retiree Pharmacy Coverage Sunset: Under the terms of the Affordable Care Act, by 2020 a standard Medicare Part D Plan will feature a 75% federal subsidy after deductible for pharmacy coverage. As a result, supplemental City coverage to fill the Medicare “donut hole” will no longer be needed. The City will be able to recognize the impact of this plan change immediately by reducing its annual contribution to the OPEB trust fund.

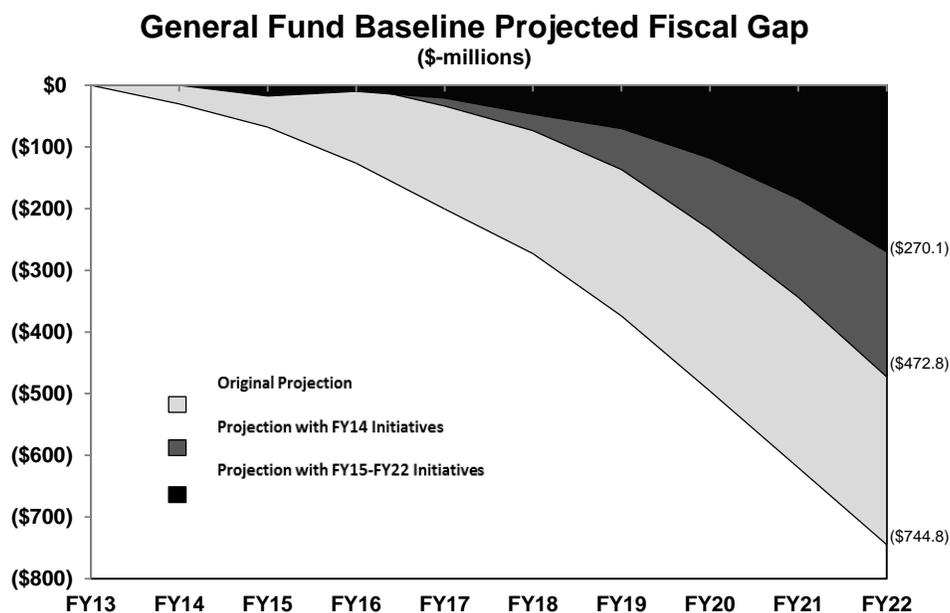
Budget Stabilization Reserve: The Budget Stabilization Reserve (BSR) is the City's "rainy day" fund. The Fund is to be used to protect the City against unforeseen emergency expenditures or revenue shocks. As part of improving the City's long-term financial position, the goal in the Ten-Year Financial Plan is to further build the BSR toward the City's target level of 8.0% within the Ten-Year Plan period. Funding for this industry-wide best practice is built into the Fiscal 2015 budget.

Future Ten-Year Plan Initiatives

The chart below shows the Ten-Year Plan initiatives that will be implemented in Fiscal 2015 as well as major initiatives with implementation dates from Fiscal 2016 through Fiscal 2022. These initiatives are projected to produce an additional \$202 million in savings for the City.

Ten-Year Plan Initiatives: FY15-FY22			
(\$-millions)			
	10-Year Plan	Current	Difference
Fire & Police New Hires Pension Plan	57.9	45.8	-12.1
Additional PAYGO Capital Funding	-73.8	-73.8	0.0
Increase Borrowing Authority	-73.7	-48.0	25.7
Streamline the Workforce	76.8	76.8	0.0
Restructure Health Cost-Sharing in 2016	77.6	77.6	0.0
Non-Profit Contributions	54.6	54.6	0.0
Medicare Coordination-of-Benefits	31.8	31.8	0.0
BCPS OPEB Liability	24.3	19.0	-5.3
Fleet Rightsizing	34.1	29.0	-5.1
VOIP	22.5	18.5	-4.0
Tiered Recordation Tax	11.8	0.0	-11.8
Others	-12.9	-28.8	-15.9
Total	\$231.00	\$202.50	-\$28.50

As shown in the graph below, if all initiatives are implemented, the City will still face a projected budget shortfall of \$270 million over the Ten-Year Plan period. This remaining gap includes a \$137 million increase in baseline expenditures. Some key changes to the baseline expenditure forecast include police legal fee increases, landfill reserve contributions, the circulator extension, and additional human resources positions. In order to address the remaining shortfall the City will explore other innovative solutions that the City did not rely on for savings in the Ten-Year Plan. Potential initiatives include pursuing public-private partnership opportunities to leverage infrastructure investment, managed competition to ensure every tax dollar is spent efficiently on services, City office consolidation to reduce operating and capital costs of maintaining buildings, energy conservation, better risk management and other safety initiatives, and changes to sick and compensatory leave accruals.



Future initiatives planned for Fiscal 2016 and beyond are as follows:

Restructure Health Cost-Sharing: From Fiscal 2000 to 2010, the City's cost of providing medical and drug benefits to its employees and retirees grew by \$100 million or 75%, from \$133 million to \$233 million. These costs were on an unsustainable path, and could no longer be ignored as the City faced the fiscal consequences of the Great Recession. The City began reforming its healthcare plans in Fiscal 2011 by implementing a 10% employee and retiree cost-share for prescription drug benefits. In Fiscal 2012, the City adjusted prescription co-pay tiers for retirees to encourage the use of generic drugs, reduced the number of Medicare supplemental plan options for retirees from five to two, and implemented a drug quantity management program to limit the amount of medication dispensable in a given period. In Fiscal 2013, the City shifted a portion of the cost of the premium self-insured plans to the employees who choose to participate in those plans. This allowed the City to still provide comprehensive, competitive and affordable options while incentivizing participants to stay healthy and reduce the need for medical services. The City plans to pursue additional healthcare reforms that focus on healthcare plan and policy changes for active and retired employees, such as restructuring cost-sharing within the healthcare plans.

Medicare Coordination of Benefits: The current Medicare Coordination of Benefits (COB) strategy used by the City allows retirees to use medical services with no out-of-pocket costs. As an alternative approach, the City is considering implementing COB in a way that requires Medicare-eligible retirees to share in the same out-of-pocket costs as non-Medicare retirees, creating reasonable incentives to prevent overutilization. This option is called a "carve out." This initiative, planned for Fiscal 2016, will save the City \$32 million over the ten-year period.

Fleet Rightsizing: The City currently maintains a fleet of approximately 4,300 vehicles. In 2011, the City launched a comprehensive study to assess opportunities for both modernizing and reducing the cost of its fleet. Based on this analysis, the City determined that the average age of Baltimore's municipal vehicles is 8 years with an average replacement age of 16 years - double the recommended cycle length. An aging fleet requires much higher maintenance and repair costs and is less fuel efficient. Instead of purchasing and holding on to older vehicles, the City moved to a vehicle leasing model. In tandem with this change, the City is right-sizing its fleet. With planned savings beginning in Fiscal 2016, this initiative will save the City \$29 million over the ten-year period.

VOIP: The City's Fiscal 2013 budgeted General Fund payments to the Municipal Telephone exchange totaled \$8.1 million. To reduce this cost, the City Comptroller's Department of Communications and the Mayor's Office of Information Technology have explored options for new technology to lower the cost per line. In addition, telephone usage and billing audits may further reduce costs. The City expects to begin seeing cost savings in Fiscal 2016.

BCPS OPEB Liability: In 1997, the Baltimore City Public School System (BCPS) separated from City government. Since the separation, the City has continued to bear

the cost and liability of health insurance benefits for retired BCPS employees. The cost of BCPS retiree health benefits is projected to grow by more than \$60 million over the next 30 years. In the future, the City will have discussions with BCPS about the possibility of transferring responsibility for employees hired since the separation.

Non-Profit Contributions: Currently, non-profits make up approximately one-third of the City's real property tax base and consume General Fund services, but are exempt from paying property taxes to support these services. An even smaller subset of non-profits with more than \$10 million in total real property assessed value comprise 10% of the City's assessed real property tax base. Historically, the City and 10-15 local non-profit educational institutions and hospitals have formed a Memorandum of Understanding (MOU) of annual payments to the City to support City services. As the City's costs to deliver services are rising, the annual contributions from non-profits are falling, placing even more pressure on the City's current tax base. In Fiscal 2017, the City will pursue a new MOU with non-profits that presents a more equitable approach to sharing the cost of services with taxpayers.

Fire and Police Employees' Retirement System: Pension costs are an increasing liability for the City. According to the Fire and Police Employees' Retirement System Fiscal 2012 Comprehensive Annual Financial Report, the City's unfunded uniformed pension liability is \$714 million. As part of a solution to "bend the curve" of growing required contributions to the pension system, the City is proposing a hybrid pension system for Fire and Police Employees hired on or after a certain date. A hybrid pension system contains both a defined benefit component and a "401-k style" defined contribution component. The City anticipates savings from this initiative starting in Fiscal 2017.

Solid Waste Enterprise: In Fiscal 2019, Baltimore will establish a solid waste enterprise to provide a stable base of funding for sanitation, trash disposal, and future landfill needs. This approach will help to support investment in service improvements such as semi-automated trash collection, which would help to control litter and rodent control problems, while improving efficiency. Already, four of the six largest Maryland counties charge a fee for solid waste collection (Anne Arundel, Howard, Montgomery and Prince George's), and a fifth (Harford) county requires residents to contract their own trash collection. Shifting these costs out of the General Fund would enable a comparable reduction of the property tax rate.

Fiscal 2015 Preliminary Budget Plan

Revenue



(THIS PAGE INTENTIONALLY LEFT BLANK)

With agreements in place on the federal debt ceiling and sequestration, at least for the medium term, key hurdles to economic growth have been lowered. The federal government bailouts structured shortly after the onset of the Great Recession have substantially been re-paid in full by many of the largest debtors (Fannie Mae, Freddie Mac, AIG, Bank of America, Citigroup, J.P. Morgan and Goldman Sachs).

Unemployment has seen a sustained downward trend at both the federal and local level, with the unemployment rate in Baltimore City falling to 8.5%, the lowest it has been since December of 2008. Housing prices are on the rise with double digit year-over-year percentage gains in 2013. Housing prices are now just 11% lower than the peak of the housing bubble. Continued low inventories will aid in continued recovery of value lost in the Great Recession, although anticipated interest rate increase may dampen this effect. The real gross domestic product (GDP), the value of all goods and services produced within the United States, increased by 11.0% between the third quarter of 2009, the bottom of the recession, and the fourth quarter of 2014. Employment in the City has slowly grown, up from a low of 243,712 in January of 2010 to 252,991 in December of 2013, although this is still down from a peak of 264,000 in June of 2007.

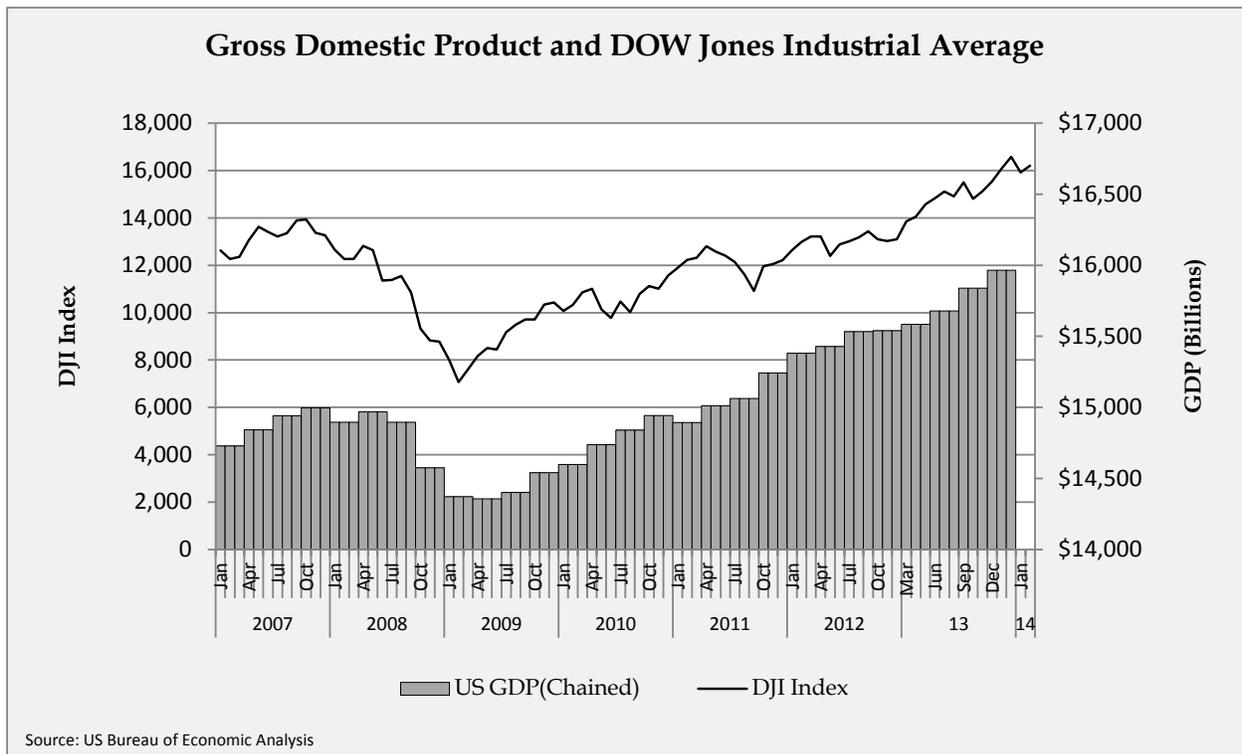
Although there are still remnants of the Great Recession remaining, the economy is clearly in the final stages of recovery from the Great Recession. All signs on the economic horizon point to modest, sustained growth.

Productivity

The nation's productivity, as measured by the Gross Domestic Product (GDP), has been increasing since the third quarter of 2009. In the fourth quarter of 2010, the GDP surpassed pre-recession levels, which peaked in the second quarter of 2008. In Fiscal 2013, the GDP increased by .9%. In contrast, the first six months of Fiscal 2014 reported a .08% increase in the GDP. With a temporary truce in the federal budget debate, GDP growth is expected to average between 2% and 2.5% during Fiscal 2015. Still, with imminent tapering of the Federal Reserve's quantitative easing program, economic growth will continue to face constraints. The stock market has traditionally acted as a leading indicator of the economy, typically predicting the direction of the economy for the next six to eighteen months. The market has climbed to all-time highs and although the growth rate has slowed in recent months, it is expected to continue to gain ground through Fiscal 2015. While the markets in the United States, Europe and Japan appear to be improving, doubt remains in the emerging markets where economic weakness persists. The announcement by the Federal Reserve that it will be reducing the quantitative easing program by \$10 billion, will result in higher interest rates and subsequently higher investment costs.

While growth in the GDP is important, the sectors in which the growth is taking place present a better picture of how the growth impacts the City of Baltimore. Both the service and goods

components of the GDP have been growing modestly. In the fourth quarter of 2013, there was an indication of some weakness in the automobile industry, although the slight downturn is not expected to have a significant impact on the Baltimore economy. In the services component of the GDP, there is some weakness in the transportation industry. A weakness in transportation could impact the Port of Baltimore and potentially City revenues. This is especially concerning given the lack of a longshoreman contract at the port. On the good news side the healthcare, financial and food/accommodations industries have posted strong growth. These three industries are the core of the economic engine of the City, and the strong growth in these areas strengthen the City's economic outlook.

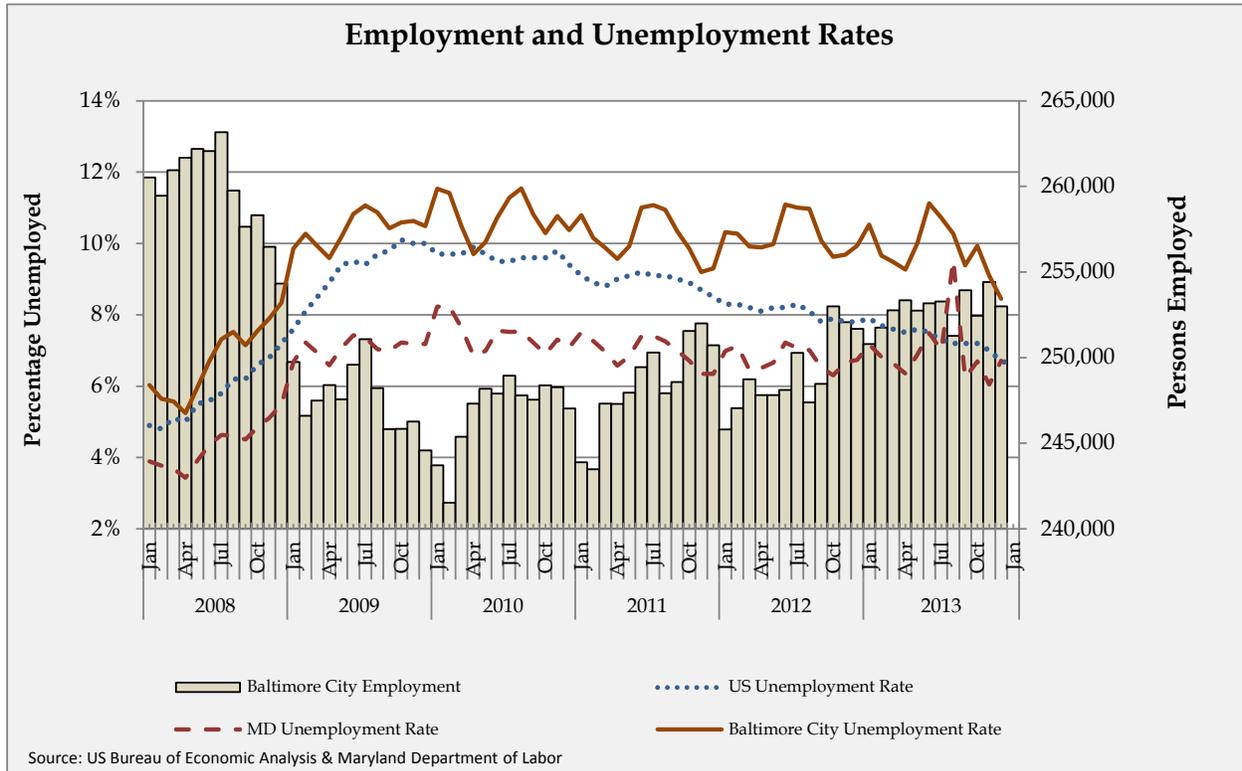


Employment

Employment growth for the City has continued with an average growth of 171 jobs per month since January 2010, with an increase to 188 jobs per month for Calendar 2013. In October of 2009, the national unemployment rate peaked at 10.1%, but has since fallen to 6.6% in January of 2014. The City unemployment rate peaked in August of 2010 at 11.5% but fell to 8.5% in January of 2014. While the State of Maryland has consistently lower levels of unemployment than the national rates, the City's rate is persistently higher.

While unemployment is a measure of a struggling economy, the number of city residents with jobs presents a better picture of the City's fiscal health. In July of 2007, employed residents in the City peaked at 264,767 persons, followed by the bottom in February of 2010 at 241,531 persons. Over the last eighteen months, employment has remained relatively flat with a January 2014 employment level of 252,991 persons.

In July of 2013, there were 333,132 total jobs in the city of Baltimore, 3,625 more than the previous July. At this level the city contributes over 80,000 jobs and related income tax to surrounding communities above those held by City residents. The slow rise in the City of Baltimore's employment level for city residents will continue to suppress the City's income tax revenues.



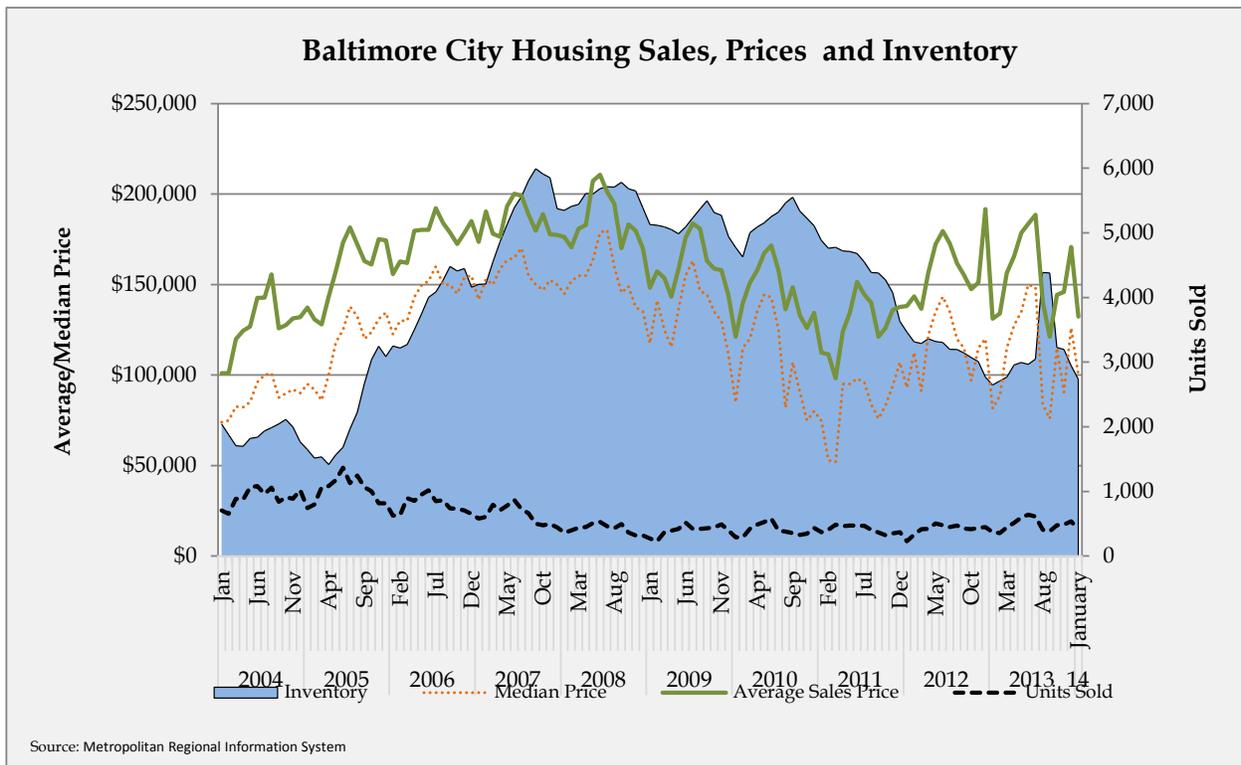
Housing

During the previous year, low mortgage rates at levels of less than 4%, and the lowest inventory since early 2009 resulted in a steady gain in the housing market, with prices approaching levels not seen since the onset of the Great Recession. However, more recent activity suggests that there might be some slowing in the gains of the previous year.

Over the four year span from July 2008 to July 2012, the City's median housing prices declined from \$180,000 to \$96,000, a drop of 47%. Since that time, the median price has recovered to a July 2013 price of \$148,450. For July of 2013, the average sales price was \$188,470, a gain of 9% over the 2012 average price of \$172,663.

Announcements by the Federal Reserve to reduce the quantitative easing program by \$10 billion, has driven rates up by a full percentage point. In January of 2010, a 30 year conventional mortgage was available at 5.1%. In January of 2013 rates reached a low of 3.4% but this year has climbed to 4.3%. This increase has negatively impacted both sales and prices of housing. The recent increases in rates will likely dampen some of the gains made by the housing market. Additionally, the enhanced scrutiny placed on mortgage applicants has a limiting effect on the pool of potential homebuyers that qualify for a mortgage, further suppressing housing sales. That same scrutiny has also driven new foreclosures down.

For the last year the inventory of homes in Baltimore City has been constrained, aiding in the recovery of prices in the City's housing market. July active listings have fallen from a high of 5,232 in 2009 to 3,046 homes in 2013. While the housing supply has dwindled by 42% since July of 2009, the days on market for a house have also fallen, from 111 days in July 2009 to 73 days in July 2013. In ten of the last twelve months, the days on market has come in below 100 days. As of January 2014, at the current rate of sales and inventory, it would take 6.7 months to sell all inventories assuming no other houses entered the market. This is compared to 1.2 years to clear the market in July of 2010, the peak of the housing crash. Over the last six months the rate of improvement in the housing market has appeared to stabilize, likely attributable to the expected increase in interest rates.

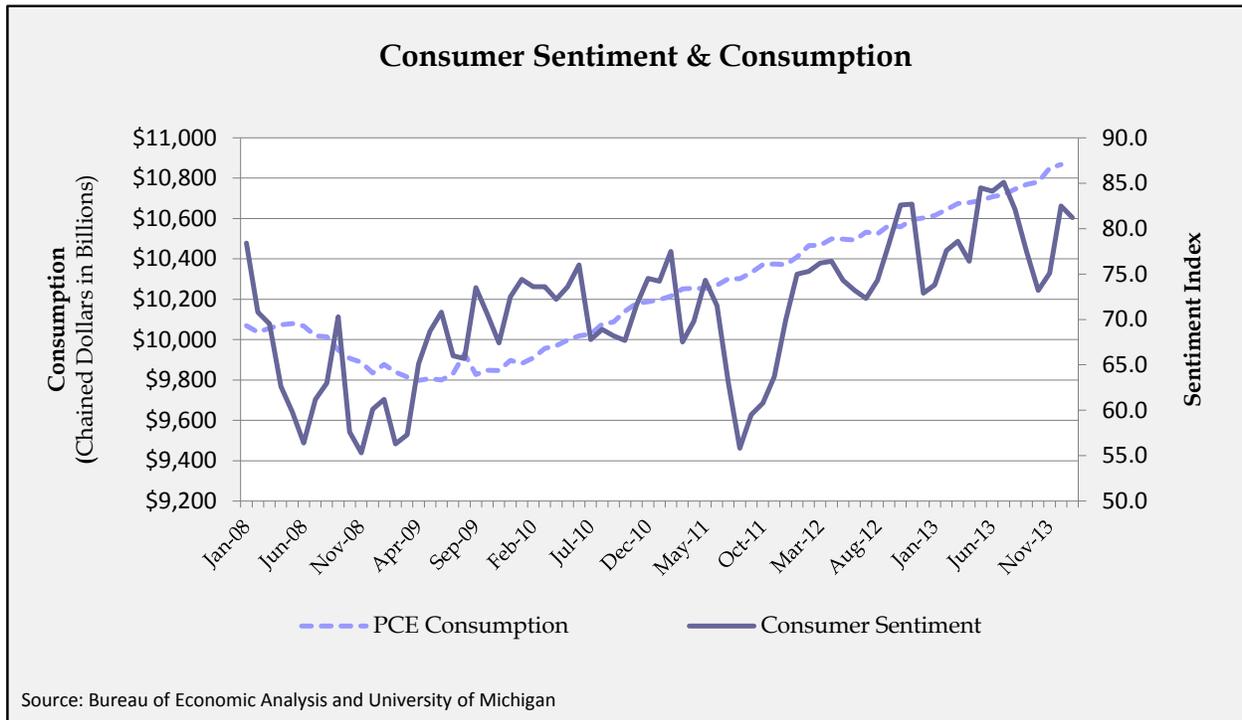


Consumption

The Consumer Sentiment Index was gaining some traction in the early part of 2011 until the S&P downgrade of US debt and the European debt crises, at which time it fell to 55.8, the lowest level since November of 2008 when it was 55.3. These are the two lowest points recorded in consumer sentiment since the era of stagflation in 1980. More recently, consumer sentiment has increased to 82.1 in January of 2014. Consumer sentiment is an important predictor of consumption. When sentiment falls, it often portends a decline in consumption. Consumption accounts for about 68% of GDP. Strong consumption generally translates into a strengthening economy.

Both consumer sentiment and personal consumption continue to grow steadily. Personal consumption broke the \$10.8 trillion mark in November of 2013, showing month over month

gains of .38% at that time. This growth trend has remained fairly constant; with the average month over month growth in personal consumption currently at .21% for the last 12 months.



Summary

Four years after the Great Recession, the economy appears to be in the final stage of recovery. Economic indicators across the board have shown consistent improvement, many which are now at levels equal to or better than those realized at the peak of the housing bubble.

Growth in the stock market points to continued growth in the GDP. Employment continues to realize slow but consistent growth in the City, which traditionally lags behind the employment growth of both the State and the nation. The housing market is within 11% of the price levels found at the peak of the housing bubble. Housing inventories are at low levels and are helping to sustain the housing recovery, but are anticipated to grow as interest rates rise. The overall rental vacancies for commercial buildings remain virtually unchanged at 14.5%. Rental rates for these buildings also remained steady at approximately \$20.90 per square foot.

The Governor’s Fiscal 2015 budget does not substantially reduce aid or place further unfunded mandates on the City. Even still, the actions from previous sessions will continue to impact the City in the future. This is especially true of the educational maintenance of effort and teacher pension funding requirements that substantially escalate the City’s contribution to the school system, as well as the loss of nearly \$100 million of Highway User Revenue. As the State continues to grapple with its own structural deficit and large unfunded liabilities, further reductions to local aid remain a salient risk to the City’s finances.

(THIS PAGE INTENTIONALLY LEFT BLANK)

Revenue Forecast – Major Revenues

GENERAL FUND

	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2015 Estimated	Dollar Change	Percent Change
Revenue Category					
Property Taxes	\$764,822,411	\$755,361,000	\$784,858,000	\$29,497,000	3.9%
Income Taxes	276,111,244	274,386,334	286,688,762	12,302,428	4.5
Highway User Revenues	129,941,091	134,375,934	136,102,428	1,726,494	1.3
State Aid	100,533,487	102,140,925	103,697,746	1,556,821	1.5
Energy Tax	39,296,972	39,870,000	41,061,000	1,191,000	3.0
Net Parking Revenue	41,421,760	28,669,813	35,914,179	7,244,366	25.3
Telecommunication Tax	33,289,930	34,299,000	33,523,000	(776,000)	(2.3)
Recordation Tax	32,329,642	23,367,000	31,868,000	8,501,000	36.4
Hotel Tax	25,741,457	23,916,912	27,420,912	3,504,000	14.7
Transfer Tax	27,506,213	24,948,000	27,354,000	2,406,000	9.6
Speed Cameras	13,468,494	11,200,000	0	(11,200,000)	(100.0)
Investment Earnings	1,183,783	993,000	1,200,000	207,000	20.8
All Other	128,991,314	178,059,298	138,312,329	(39,746,969)	(22.3)
Total General Fund Revenue	\$1,614,637,798	\$1,631,587,216	\$1,648,000,356	\$16,413,140	1.0%

Funding sources for the General Fund are anticipated to total \$1.648 billion, an increase of \$16.4 million or 1.0% from the Fiscal 2014 adjusted budget of \$1.632 billion.

Fiscal 2015 represents the second year of the Mayor's Ten-Year Financial Plan for Baltimore City. The plan provides the City with a roadmap to avoid future fiscal shortfalls through a series of strategic initiatives that meet the City's goals of creating structural budget balance, addressing long-term liabilities, investing in infrastructure and increasing tax competitiveness. In the first year of implementation, the City generated cumulative budgetary savings of \$395 million. The initiatives implemented to date include reforms to the City's civilian pension system, healthcare benefit reforms for actives and retirees, a schedule shift change for firefighters that will allow the City to dramatically lower staffing requirements, the City's first health insurance dependent eligibility audit, new billboard and taxi cab excise taxes and the creation of a stormwater utility.

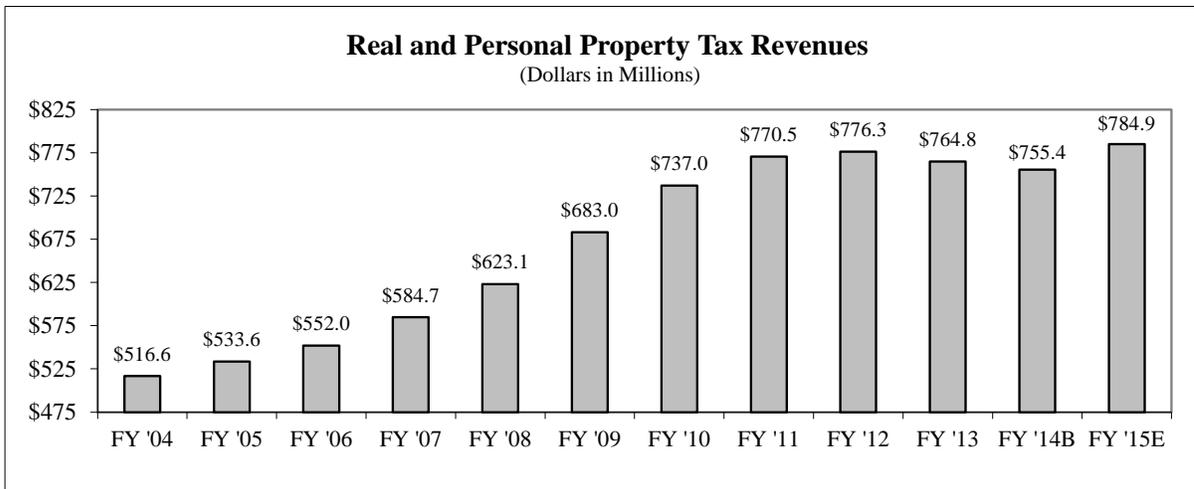
The Fiscal 2015 budget includes the third installment of the Mayors 20 Cents by 2020 program. The Targeted Homeowners Tax Credit now represents a \$0.09 (4%) effective property tax rate reduction.

The Fiscal 2015 General Fund forecast shows a net revenue increase of \$16.4 million. Property taxes, which comprise nearly half of General Fund revenue, are projected to increase by \$29.5 million mainly due to a reduction in the estimated homestead tax credit cost, and an increase in personal property taxes. The City will begin realizing lease revenues from the video lottery terminal expected to start operations in the Fall of 2014. The Fiscal 2015 budget plan includes an estimated \$13.2 million in additional revenues from this

source. Income taxes are estimated to increase by \$12.3 million. The combined receipts from recordation and transfer taxes are expected to yield an additional \$11.0 million and the hotel tax is anticipated to increase by \$3.5 million above the Fiscal 2014 budget. Revenue transferred from the parking funds is estimated to generate additional \$7.2 million.

These increases are partially offset by the exclusion of about \$16.8 million in revenues from the traffic camera citation systems, which are temporarily suspended. The Fiscal 2015 budget includes \$5.5 million from fund balance as a “bridge” to partially compensate for the revenue deficit in the camera program, and another \$2.0 million for capital projects. The Fiscal 2015 budget includes a \$4.2 million cost increase for the Mayor’s 20 cents for 2020 initiative through the Targeted Homeowner’s tax credit, and also a \$2.0 million additional transfer to the Loan and Guarantee fund. The Fiscal 2015 budget terminates one-time uses of fund balances that were part of the Fiscal 2014 budget, including a \$30 million capital initiative and supplemental appropriations for various purposes.

PROPERTY TAXES – The real and personal property tax rates are proposed to be maintained at \$2.248 and \$5.62 per \$100 of assessed value respectively. The State Department of Assessments and Taxation (SDAT) estimates the value of all taxable property and issues new assessments for about one-third of properties each year. All personal property is assessed annually with valuations established by the State based upon returns filed by individual businesses.



Real Property

Real property tax yield, after the adjustments for the 4.0% owner-occupied assessment cap, is forecasted to increase \$23.3 million or 3.5%, from \$657.4 million in Fiscal 2014 to \$680.7 million in Fiscal 2015. The SDAT reassessed Group 2 for Fiscal 2015, shown in the map below as the central bond of the City.

Fiscal Year	Assessment Reassessment Group	Full Cash Value	Phase-in
		Assessment Increase	Assessment Increase
2006	Group II	21.6%	7.2%
2007	Group III	45.6%	15.2%
2008	Group I	58.5%	19.5%
2009	Group II	75.0%	25.0%
2010	Group III	20.9%	7.0%
2011*	Group I	(2.6%)	0.0%
2012*	Group II	(8.7%)	0.0%
2013*	Group III	(6.8%)	0.0%
2014*	Group I	(3.1%)	0.0%
2015	Group II	7.0%	2.3%

*Assessment reductions are not phased in
Source: State Department of Assessments and Taxation

Owner occupied residential properties are protected from the impact of assessment increases by the City's 4.0% assessment growth cap. This tax credit limits growth in taxable assessments to no more than 4.0% over the prior year, one of the most taxpayer friendly caps in the State.

During the 2007 legislative session, the General Assembly enacted regulations requiring all owner-occupied homeowners to file a one-time application to validate their eligibility for the homestead tax credit. The original application deadline was December 31, 2012, which was later extended to December 31, 2013. The Department of Assessments and Taxation originally estimated that about 73,600 Baltimore City homeowners would receive this tax relief in Fiscal 2015 at a total cost of \$59.2 million. However, after auditing applications filed by the mandated deadline, the State determined that about 15,300 current recipient did not comply with the eligibility application process and their credit will be terminated starting in Fiscal 2015. This determination will reduce the estimated tax credit cost by \$10.3 million to \$48.9 million for Fiscal 2015. Because these savings are unverifiable and subject to change, for Fiscal 2015 they are budgeted to pre-pay debt service, reducing the City's baseline costs by nearly \$5 million over the next ten years.

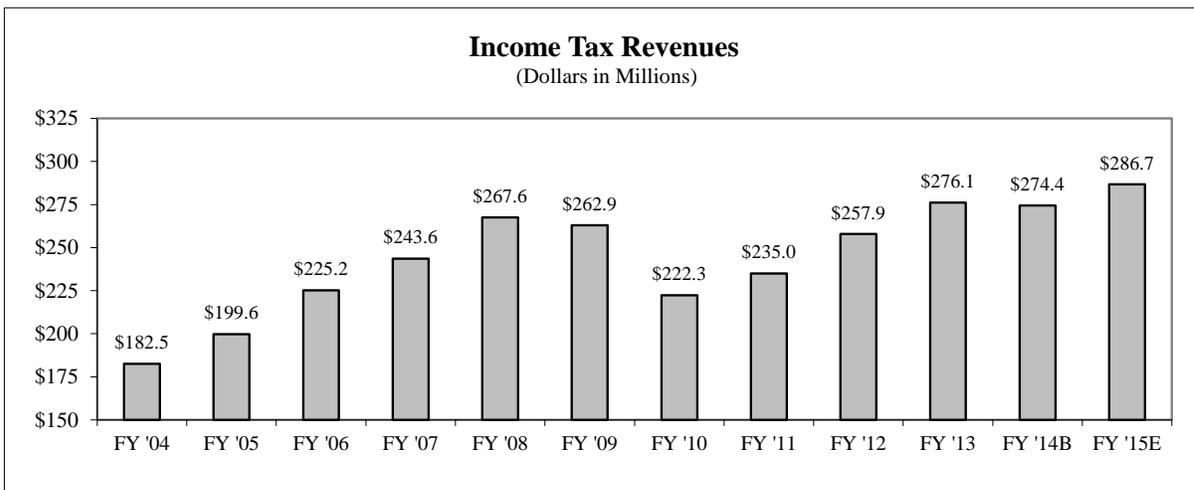
Overall, the City's homestead tax credit cost is projected to decline by \$22.9 million (31.9%) in Fiscal 2015.

Business and Public Utility Personal Property

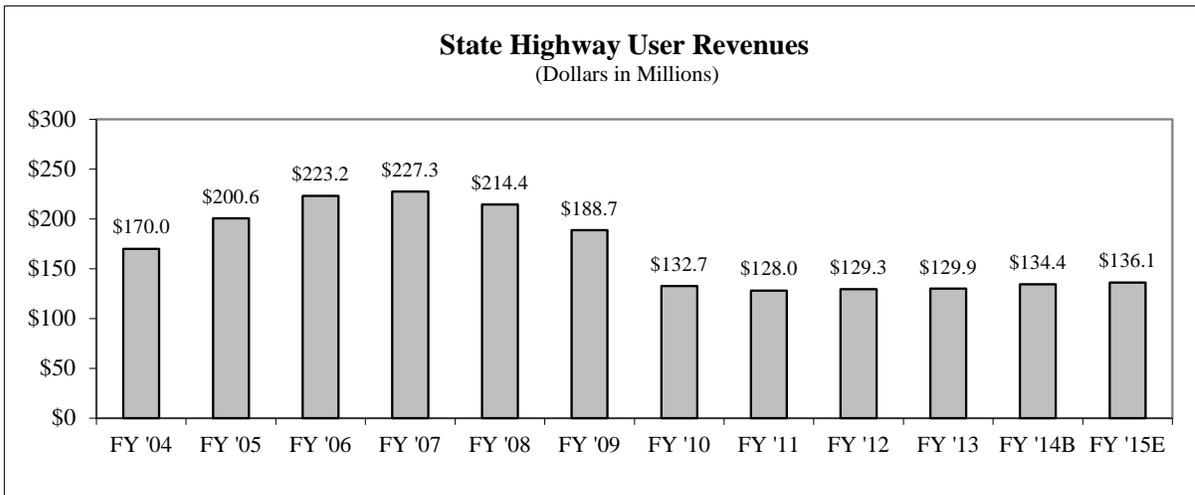
Total business and public utility personal property taxes are estimated to be \$104.2 million, an increase of 6.3% or \$6.2 million from the Fiscal 2014 budget. Recent increases in assessments of business assets subject to personal property taxes along with an improvement in the City's collection rate are the main factors supporting this growth. Major public utilities have experienced an average increase in assessment of 0.5%, while business corporations and individuals show a year to date assessment growth of 18.5%. Additionally, the City has launched a new personal property tax system, which provides better tracking of personal property tax payer activity and has improved the collection rate from 86.2% to 95.1%.

INCOME TAXES - The City's income tax rate is 3.2%, the maximum level allowed under State law. Local income taxes are anticipated to yield \$286.7 million, an increase of \$12.3 million or 4.5% from the Fiscal 2014 budgeted level. Improvements in major income indicators such as wages and earnings and increasing employment in the City support the anticipated increase.

The most recent data released by the State Department of Labor, Licensing and Regulations (DLLR) shows that the average weekly wage for jobs located in the City grew 2.8% in the second quarter of 2013 compared to the same period of 2012 and the preliminary annual average employment was 0.8% above the 2012 level. The City's annual average unemployment rate has also declined from its recession peak of 11.9% in 2010 to the preliminary 9.8% at the end of 2013.



STATE HIGHWAY USER REVENUES (HUR) - HUR is distributed by the State from gas tax, titling tax and vehicle registration fee revenues. The anticipated State highway user revenue for Fiscal 2015 is \$136.1 million, which is \$1.7 million or 1.3% above the Fiscal 2014 budget. While the estimated distribution is increasing, the City's highway user revenue is still \$91.2 million (36.5%) below its Fiscal 2007 peak, due mainly to actions by the General Assembly and Board of Public Works to shift highway user revenues to the State General Fund. The estimated Fiscal 2015 increase is in spite of maintaining the City's share of total statewide HUR revenue at 7.7%.

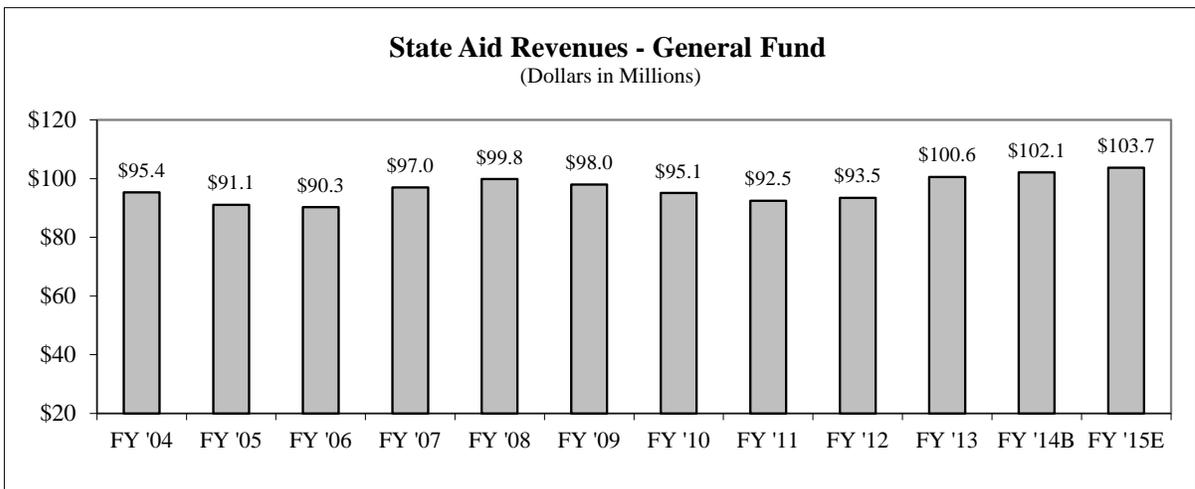


STATE AID - State Aid budgeted in the General Fund is projected to increase \$1.6 million or 1.6% from the adjusted Fiscal 2014 budget.

Starting in Fiscal 2013 the State transferred a share of teacher’s retirement costs to all jurisdictions. This burden has been partially offset by increased State aid to the City. The teacher’s retirement supplemental grant remains at \$10 million.

The net increase in Fiscal 2015 State Aid is entirely due to \$1.6 million in additional funding for the local health operations grant. The Disparity Grant is estimated to remain at \$79.1 million, which represents the statutory limit. The aid is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to at least 75.0% of the statewide average.

All other components of General Fund State Aid (library aid and funding for the War Memorial) are at the same levels as Fiscal 2014.

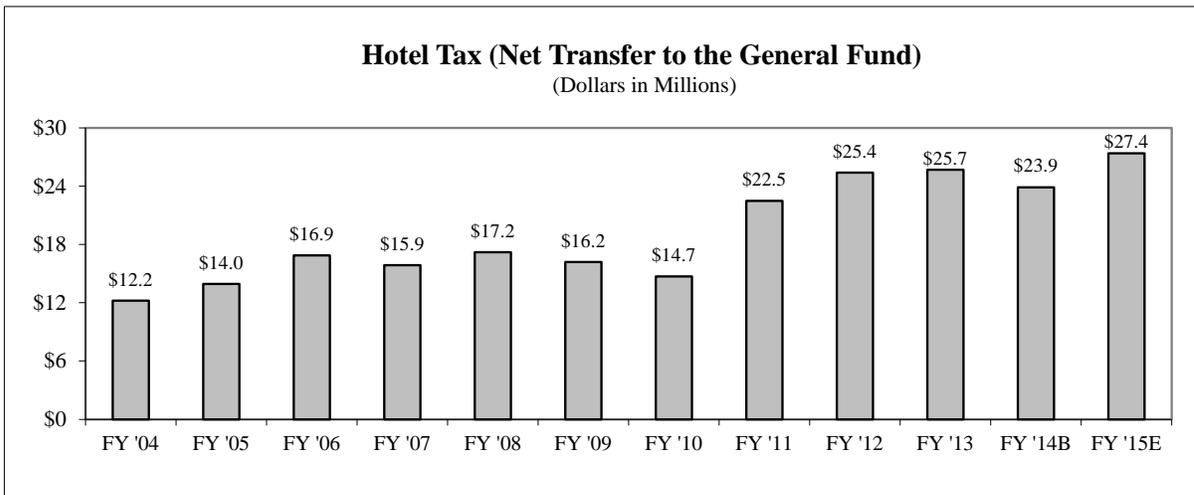


SPEED CAMERAS AND RED LIGHT VIOLATIONS - The single largest revenue loss for the Fiscal 2015 budget is explained by the temporary suspension of speed cameras and red light violation systems. Last year the City ended its contract with Xerox and entered into a

new agreement with Brekford that started in January 1, 2013. However, this agreement did not fully materialize due to numerous technical problems, and it was decided to temporarily suspend these programs. Because of uncertainty about when these program will be reactivated, the Fiscal 2015 budget does not include any anticipated revenues from these sources, representing a \$16.8 million reduction from the Fiscal 2014 budget.

TRANSFER FROM THE PARKING MANAGEMENT FUND: The net revenue transfer from the parking funds is estimated to generate \$7.2 million above the Fiscal 2014 budget. This surplus is explained by two main factors: first, about \$5.7 million in expenditure savings have been realized by adjusting the value of debt service appropriation for the casino garages, which will be financed by the casino owner. Second, current market activity suggests improvement in revenues related to parking activity such as garage income, parking taxes, and parking meters, expected to generate about \$2.0 million in additional revenues.

HOTEL TAX: The Fiscal 2015 hotel tax revenue is estimated at \$27.4 million, \$3.5 million or 14.6% higher than budgeted Fiscal 2014. This represents the net hotel tax receipts transferred from the Convention Center Bond Fund (CCBF) after debt service for the expansion of the Baltimore Convention Center is subtracted. Hotel tax activity in the City continues to be strong. Data as November 2013 shows strong 2.3% increase in demand for City rooms during the first five months of Fiscal 2014. The current average of the City’s occupancy rate is 2.4% above the prior year to date of 66.8%, reaching 68.3%. Additionally, after experiencing an average decline of 0.7% during the first half of Fiscal 2013, the City’s average daily rate has increased 4.0% during the same period of Fiscal 2014. Room supply is estimated to remain at the current level; however, the average rate per room is expected to increase to \$141.1 per night from the \$137.8 current average.



Under State law, 40% of gross hotel tax receipts are appropriated to the local tourism bureau, Visit Baltimore. Further, hotel tax receipts indirectly subsidize the Convention Center’s operating deficit (shared with the State) and are a backstop if the Convention Center Hotel’s property tax increment and site-specific hotel taxes are insufficient to cover debt service costs. The following table shows the net hotel tax revenue that is allocated to General Fund services:

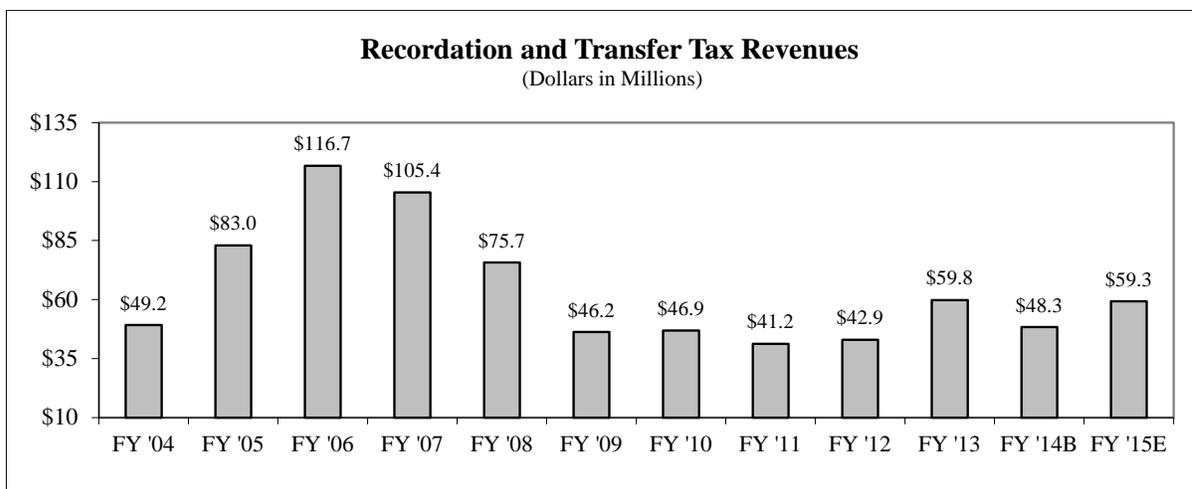
	FY 2013	FY 2014	FY 2015
	Actual	Budget	Budget
Hotel Tax*	\$30,288,038	\$28,497,000	\$32,001,000
Convention Center Debt Service	(\$4,546,581)	(\$4,580,088)	(\$4,580,088)
Visit Baltimore Appropriation	(\$12,115,215)	(\$13,161,479)	(\$14,286,415)
1/3 of Convention Center Deficit	(\$2,530,455)	(\$2,678,381)	(\$2,814,315)
Net Hotel Tax in General Fund	\$11,095,787	\$8,077,052	\$10,320,182
% of Actual Hotel Tax	36.6%	28.3%	32.2%

* Fiscal 2013 represent unaudited year-end figures.

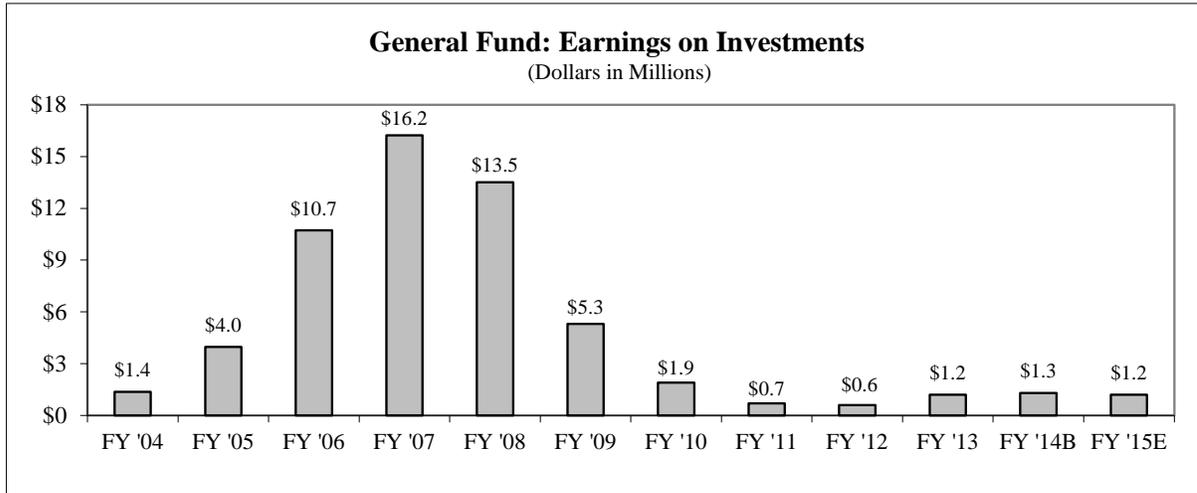
RECORDATION AND TRANSFER TAXES - The City's estimated revenue from recordation and transfer taxes is expected to total \$59.3 million for Fiscal 2015, an increase of \$11.0 million or 22.8% compared to the Fiscal 2014 budget estimate.

These sources of revenue depend on the number and value of real estate sales and, in the case of the recordation tax, refinancing activity. Daily transaction data collected by the City's Finance Department as of December 2013 show that the average value of properties paying transfer tax has grown about 8.4% compared to the prior year to date, and the total number of transactions has increased about 30.1% during the same period, representing a total revenue increase of 41.0%. The extended low level of mortgage interest rates during recent years along with a modest improvement in the overall City economy have incentivized demand for properties and refinancing transactions. For Fiscal 2015, transfer taxes are estimate to increase 10.0% or \$2.5 million due to projected growth of 2.0% in housing prices and 1.0% in the number of transactions.

Fiscal 2015 recordation tax receipts are anticipated to increase \$8.5 million, or 36.3%, from the \$23.4 million budgeted in Fiscal 2014. Improvement in the housing market and the prevalence of low interest rates explains the anticipated growth in recordation tax; however, about 41.2% of the current transactions subject to recordation tax are not subject to transfer tax, meaning that they relate specifically to refinancing transactions. As of December 2013, the total number of such transactions has increased 14.1% compared to the same period last year, and the value subject to this tax has growth 7.4%; however, unlike regular transactions subject to transfer tax, the level of refinancing activity is expected to slow down.



EARNINGS ON INVESTMENTS – City returns on cash investments for Fiscal 2015 are forecasted at \$1.2 million, 7.7% lower than the Fiscal 2014 budget and 92.6% lower than in Fiscal 2007 when these returns peaked at \$16.2 million. Earnings on investments are the returns on the daily cash balances in the City Treasury, and are a function of interest rates. The Fiscal 2015 estimate assumes that City cash investments are maintained at current levels, while interest rates are assumed to remain low with small variations from current levels.



(THIS PAGE INTENTIONALLY LEFT BLANK)

Energy Tax Rate Calculation

ENERGY TAX RATE CALCULATION

The Baltimore City Code mandates that the City's energy tax be imposed as a unit tax based on the number of units of energy delivered to users in Baltimore City. The units are as follows: therms for natural gas, kilowatt-hours for electricity, pounds for steam and gallons for fuel oil and liquefied petroleum gas.

In accordance with Article 28, Section 25-14(c) of the Baltimore City Code, initial tax rates were established for the Fiscal 2005 tax year based upon information provided by utility companies for calendar year 2004. If the companies failed to provide the required information, the Director of Finance was authorized to use any reasonable data to determine a proposed rate of taxation. The base year tax rates for Fiscal 2005 used data provided by suppliers of gas, electricity and steam. Where data was lacking for fuel oil and liquid petroleum gas, the Department used information available from the United States Department of Energy.

The ordinance required the Director of Finance for Fiscal 2006 and subsequent fiscal years to adjust the tax rates by the annual percent change in the Baltimore-Washington Consumer Price Index (CPI) as reported for November by the United States Department of Labor. Ordinance 10-300, enacted in 2010, adjusted the base year tax rate for Fiscal Year 2011. The CPI used for Fiscal 2015 is 1.67%.

Article 28, Section 25-14(g) of the Baltimore City Code mandates that the tax rates computed be included annually in the proposed operating budget submitted by the Board of Estimates. For Fiscal 2015, the recommended rates are as follow:

Fiscal Year 2015 Energy Tax Rates (\$) by User Group and Energy Type

User Group	Electricity (kWh)	Natural Gas (therm)	Fuel Oil (gal)	LPG (gal)	Steam (lbs)
Commercial	0.008174	0.105700	0.120804	0.147431	0.002571
Residential	0.002617	0.031066	0.043600	0.046699	0.000738
Nonprofit	0.005732	0.083967	0.104262	0.128202	0.001521

(THIS PAGE INTENTIONALLY LEFT BLANK)

Fiscal 2015 Preliminary Budget Plan

Summary of Operating Budget Recommendations



(THIS PAGE INTENTIONALLY LEFT BLANK)

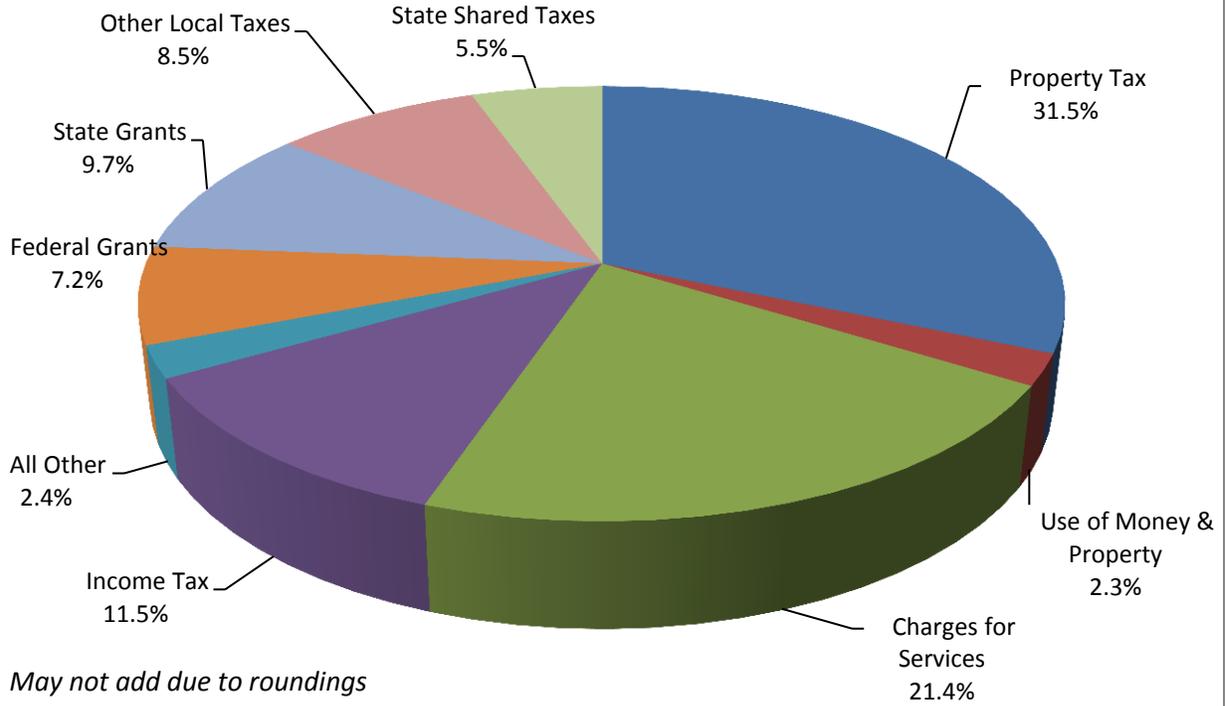
Recommended Budget Appropriation Levels

FISCAL 2015	Recommended Amount	Change from Fiscal 2014	Percent Change
OPERATING PLAN	\$2,491.4 million	\$83.6 million	3.5%
CAPITAL PLAN	\$897.3 million	-\$271.7 million	-23.2%
TOTAL PLAN	\$3,388.7 million	-\$188.2 million	-5.3%

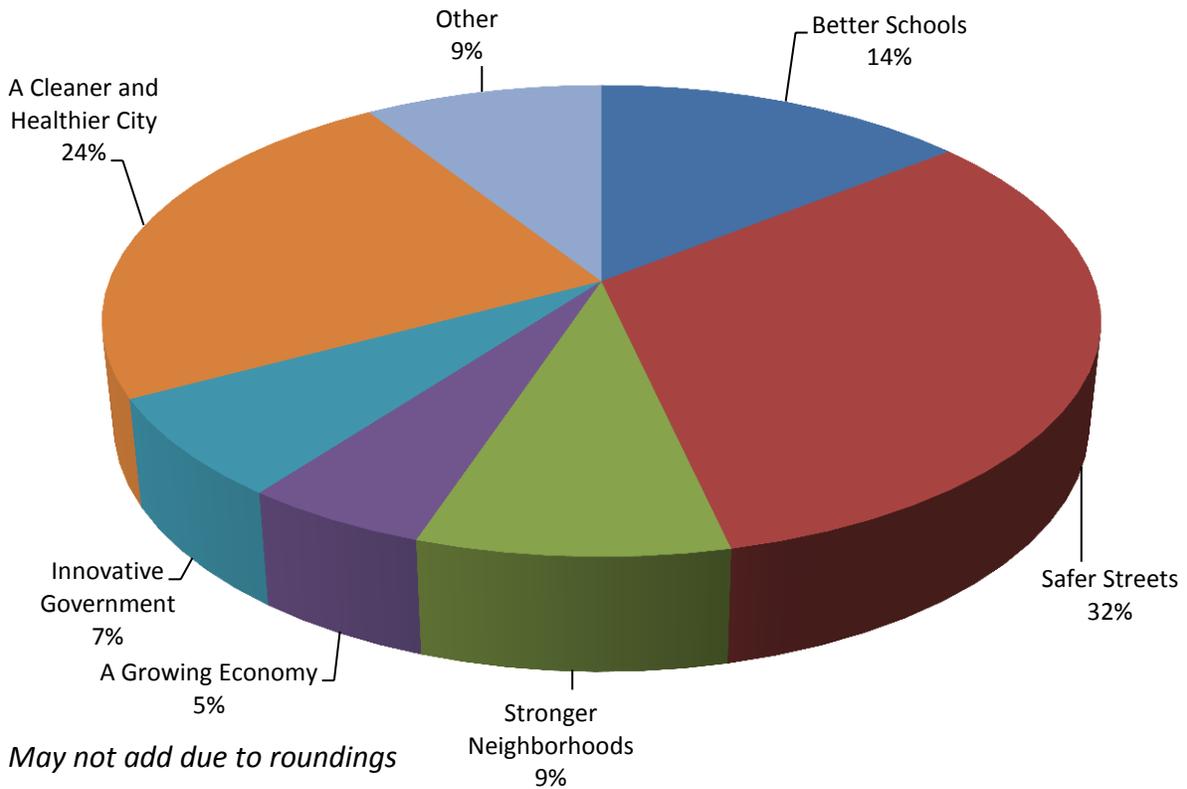
The total Fiscal 2015 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$3.388 billion. This is a decrease of \$188.2 million or 5.3% below the Fiscal 2014 adopted budget.

The two components of the total recommended appropriation plan are the operating budget plan and the capital budget plan. The operating plan is recommended at \$2.5 billion, which is an increase of \$83.6 million or 3.5%. The capital plan is recommended at \$897 million, which is a decrease of \$271.7 million, or 23%.

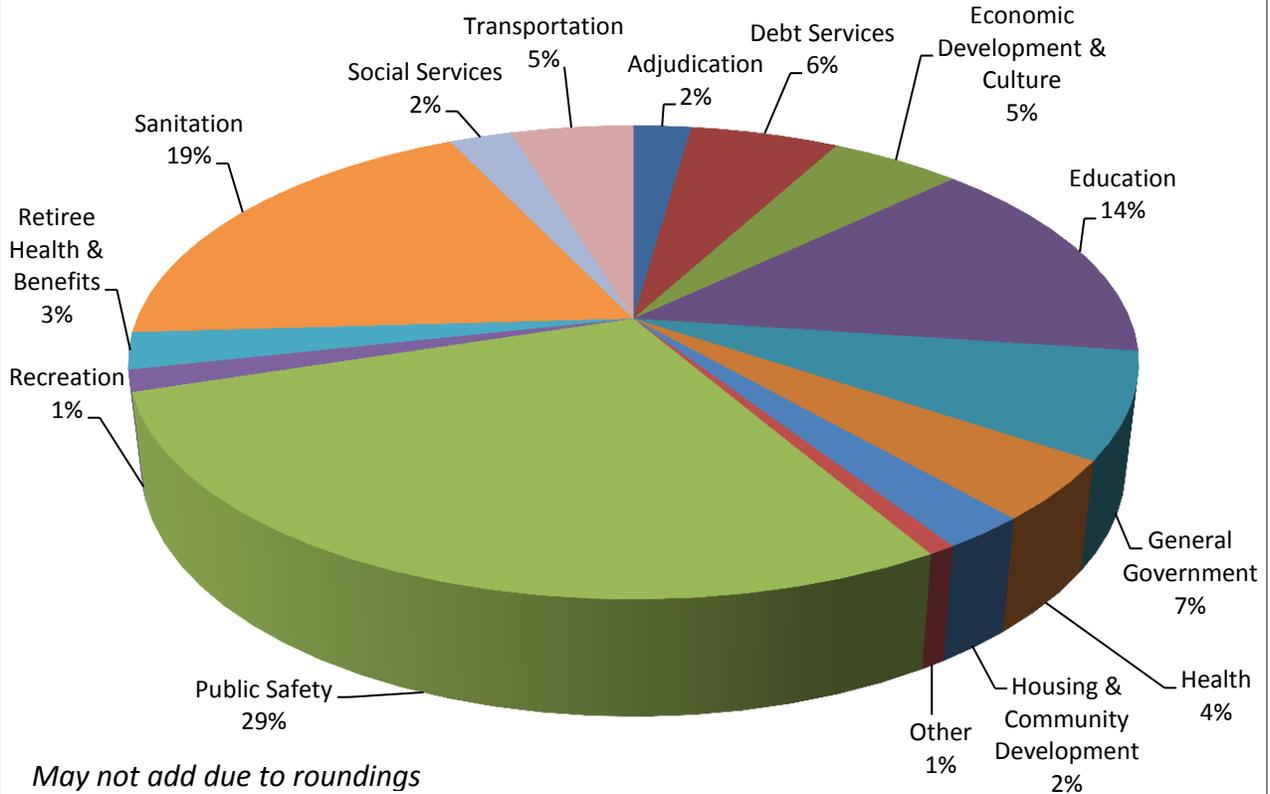
**Where the Money Comes From
Total Budget=\$2.491 Billion**



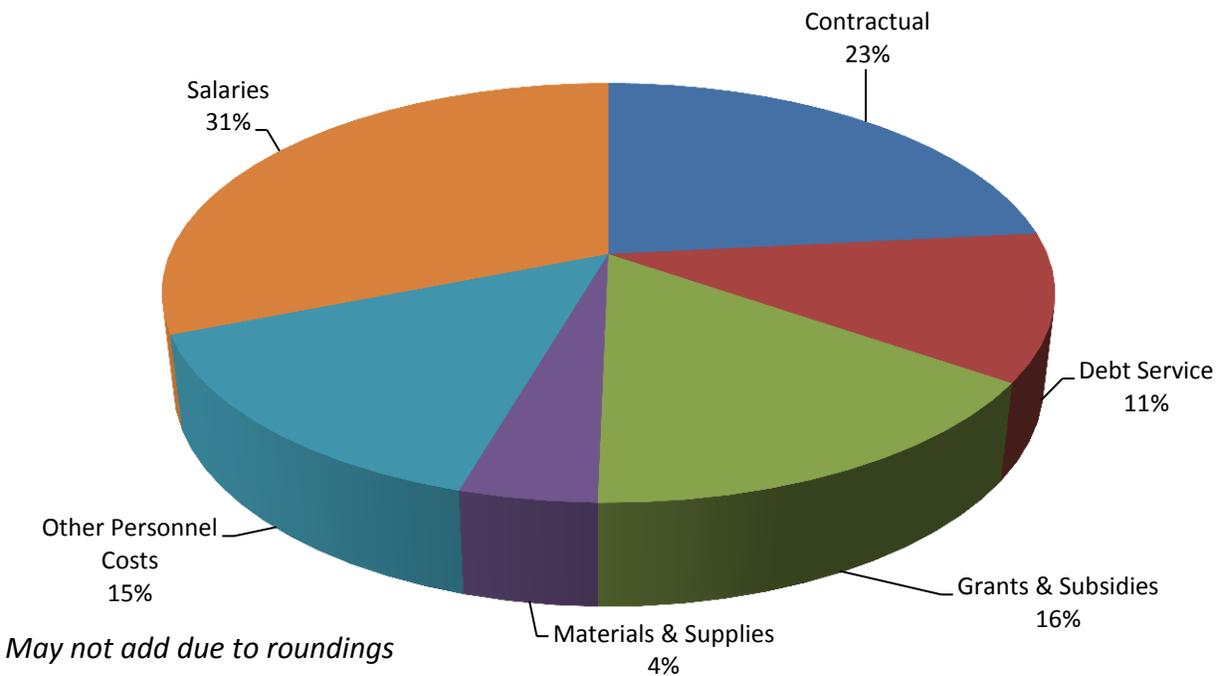
**How the Money is Used: Allocation by Priority Outcome
Total Budget=\$2.491 Billion**



How the Money is Used: Allocation by Function
Total Budget=\$2.491 Billion



How the Money is Used: Allocation by Expenditure Type
Total Budget=\$2.491 Billion



(THIS PAGE INTENTIONALLY LEFT BLANK)

Better Schools

The City's Priority Outcome to have *Better Schools* represents an investment in Baltimore's greatest asset: our youth. This priority aims to promote:

- Lifelong learning so that individuals can be prepared for careers and remain competitive in an increasingly knowledge and technology driven economy
- Community engagement and partnerships that bring individuals and organizations together in a collaborative and coordinated process
- Quality and consistency, reducing duplication in services to all youth including those who are:
 - disengaged
 - at-risk
 - unstably housed or
 - otherwise vulnerable

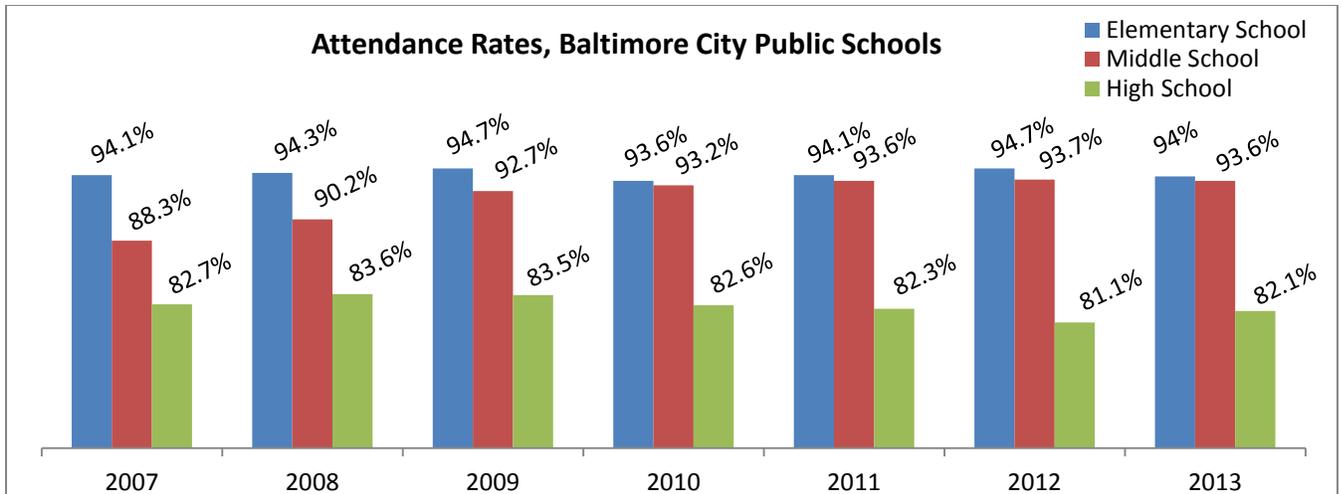
The *key strategy* guiding City services for Better Schools is to promote academic success by developing and maintaining effective school-community engagement. This can be accomplished by proven key components, such as:

- Supporting parents/caregivers in their role as a child's first teacher.
- Maintaining community presence in the school environment.
- Supplementing educational opportunities in the community.
- Aligning common core standards.
- Connecting disengaged, at-risk, unstably housed or otherwise vulnerable youth with community and school-based resources.
- Improving the quality of health services in schools.

Priority Goals are measurable results that support the Priority Outcome. Each Priority Goal listed below is accompanied by at least one indicator, or measure of success. By monitoring these indicators, we can track progress on how well the City is doing in achieving the Priority Outcome and adjust strategies as necessary to do better. City agencies also monitor additional, more specific indicators for their services.

1. Increase Student Attendance

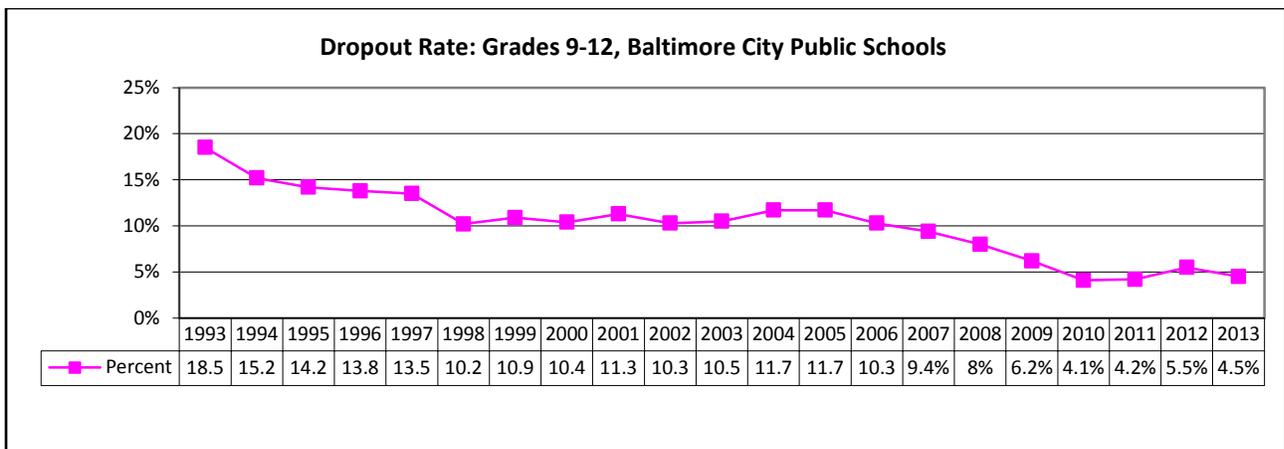
Positive school attendance has been correlated with increased student achievement in the early grades, as well as lower dropout rates and higher graduation rates in secondary grades, thereby contributing to students graduating from high school ready for college and career. Research also indicates that successful schools begin by engaging students and making sure they come to school regularly.



Source: 2013 Maryland State Report Card

2. Decrease the Dropout Rate

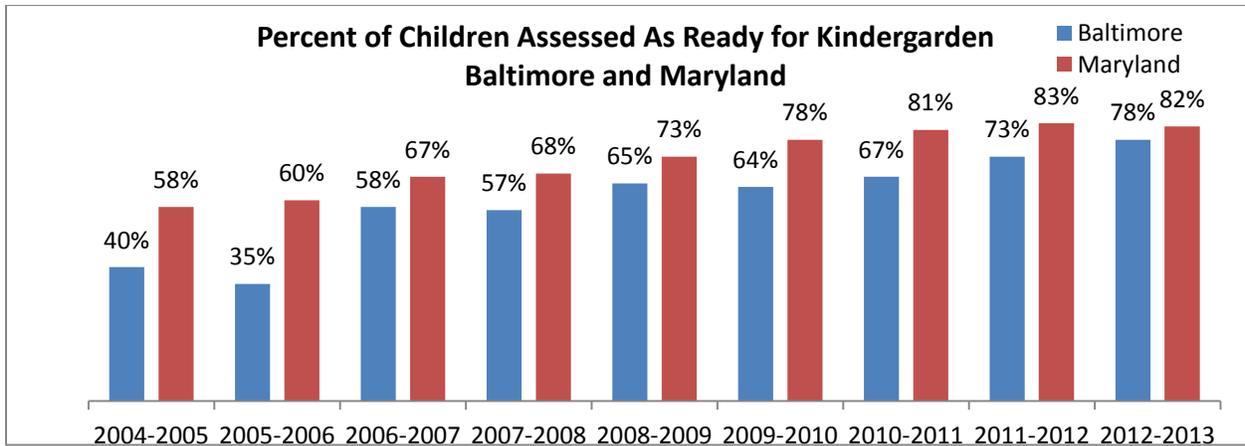
Dropping out of school is not a single event but the culmination of student disengagement and academic underperformance that begins as early as elementary school. In order to prevent or address the factors that contribute to students dropping out of school, both school and community-based interventions should be utilized and coordinated using a simultaneous collaborative approach.



Source: 2013 Maryland State Report Card

3. Increase Percentage of Children Assessed as Ready for Kindergarten

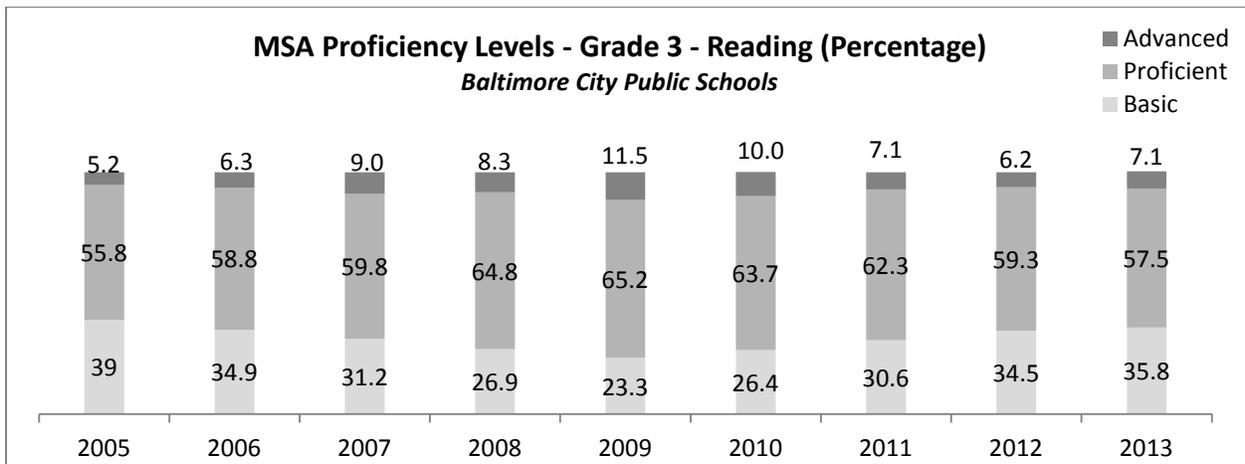
Children with certain levels of social and emotional development, cognition and general knowledge, language development, and physical well-being and motor development enter kindergarten ready to learn. They are better able to engage in and benefit from the learning experiences in kindergarten, preparing them for future years of schooling.



Source: 2012-2013 Maryland School Readiness Report

4. Increase the Percentage of 3rd Graders Reading at the Proficient Level

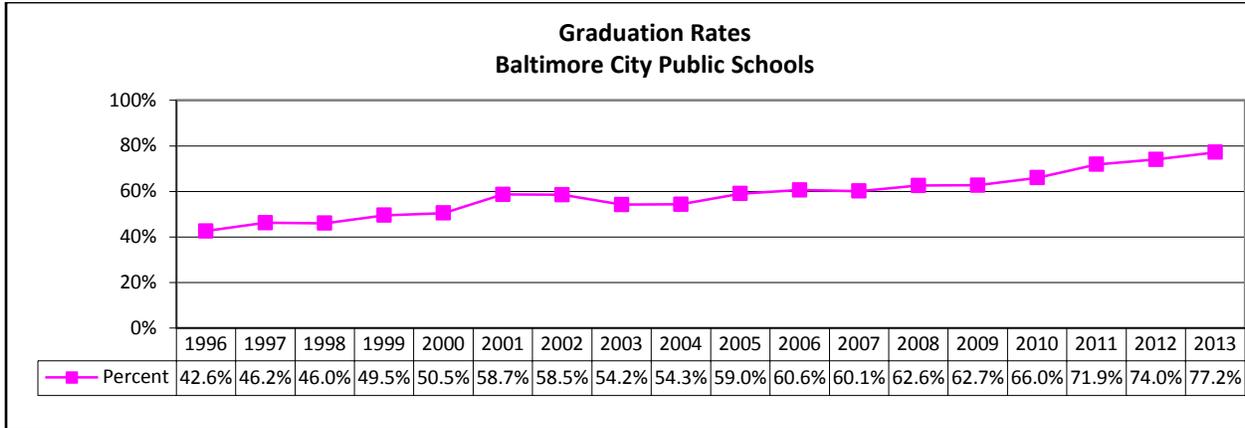
Reading proficiency at the end of the third grade is considered to be a critical benchmark in a child’s development based on the understanding that most children are still learning to read up until the third grade. However, by fourth grade, there is the expectation that children should begin reading to learn and applying skills gained to further that learning. Studies have found that children who read poorly in the third grade remain poor readers in high school. There is also evidence which suggests that academic success, as measured by high school graduation, can be predicted by a student’s reading proficiency at the end of third grade, and that students who do not read well have a difficult time graduating from high school.



Source: 2013 Maryland State Report Card

5. Increase the Percentage of Graduating Students who are College or Career Ready

Currently, between 30 and 40 percent of students enrolling in college require at least one remedial class, in addition to courses required for the college degree. Generally, remedial courses do not qualify for accumulation of degree credits or financial aid. About half of all students who start college never finish. A recent survey involving employers who had recently hired high school graduates believed these new employees did not have the skills to advance in their jobs.



Source: 2013 Maryland State Report Card

To read the entire *Better Schools Guidance Document*, visit our website at baltimorecity.gov/outcomebudgeting.

FISCAL 2015 OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	291,988,783	300,878,565	291,561,354	(9,317,211)	-3.10%
Federal	35,519,772	36,185,762	37,616,319	1,430,557	3.95%
State	11,455,647	11,547,325	11,489,763	(57,562)	-0.50%
Special	11,227,983	11,480,323	13,950,592	2,470,269	21.52%
Total	350,192,185	360,091,975	354,618,028	(5,473,947)	-1.52%

310. School Health Services Health Department

General Fund - \$2,700,984
Other Funds - \$13,796,716

This service provides delivery and coordination of health services to students in health suites and school-based health centers in Baltimore City Public Schools. The school health model provides basic coverage that principals can supplement from their school budgets. Priorities include the following: early nursing intervention in elementary schools; skilled nurse management for children with special health needs; mandated screening for hearing and vision impairments; mandated immunizations; health care management; and coordination with other services including primary care, mental health and substance abuse services. Performance targets include 410,000 visits to school health suites, up from 401,426 actual visits in Fiscal 2013.

Additionally, the service will maintain a target of 85% of students returning to class after a health suite visit. An actual of 84% was achieved in Fiscal 2013. The Fiscal 2015 recommended funding level will maintain current services. As part of a new agreement, the Baltimore City Public Schools has increased its contribution to this service by \$2.5 million.

352. Baltimore City Public Schools (BCPS)

General Fund - \$255,202,118

The City’s Fiscal 2015 Maintenance of Effort (MOE) amount is \$207,772,276. The City also provides \$3.4 million for certain transition services and \$2.8 million for termination pay as provided under the 1997 separation agreement. Beginning in Fiscal 2015, the City will include transition services in the MOE. The Fiscal 2015 recommended budget for School Crossing Guards is \$5.5 million, and for School Health is \$2.7 million. School Health costs are shared with BCPS. The Fiscal 2015 cost of BCPS retirees’ health care (\$29.8 million) is reflected as direct City support and is appropriated in the local share program. Also included is \$14.8 million for teacher pension. BCPS-related debt service is budgeted at \$18.1 million. Total City direct support of BCPS equates to approximately \$3,216 per pupil.

During the Fiscal 2013 budget process, an incorrect enrollment figure was used to calculate the City’s MOE contribution to Baltimore City Public Schools. The result of this error was \$2.4 million of additional appropriation over MOE in Fiscal 2013. The City and BCPS have jointly requested a waiver of \$2.4 million from the Maryland Department of Education (MSDE) in order to correct the enrollment error moving forward. The waiver request would result in a funding level based on certified enrollment figures, consistent with the MOE law. The Fiscal 2015 Recommended MOE below reflects the City’s MOE contribution should MSDE not grant this waiver.

House Bill 1412 of 2012 provides for an escalation factor to the MOE contribution based on per pupil wealth. For Fiscal 2015, the escalation factor is .029% which provides for an additional \$0.86 per pupil appropriation for the MOE.

City Support for the Baltimore City Public School System Fiscal 2014 v. Fiscal 2015		
Category of Expense	Fiscal 2014 Budget	Fiscal 2015 Recommended
Part I: Direct Payment by the City to the Schools		
Required Maintenance of Effort (MOE)	\$205,549,607	\$207,772,276
<i>Sub Total</i>	\$205,549,607	\$207,772,276
Transition Services	\$3,413,121	\$0
BCPS Termination Leave	\$2,800,000	\$2,800,000
Retiree Health Benefits	\$29,510,254	\$29,805,357
Teacher Pension	\$16,380,092	\$14,824,485
<i>Sub Total Direct Cost</i>	\$52,103,467	\$47,429,842
Part II: Costs of the City in Support of the Schools		
Health/School Nurse Program (General Fund portion)	\$5,215,883	\$2,700,984
School Crossing Guards	\$2,724,179	\$5,460,430
Debt Service/COPs for Schools	\$17,237,224	\$18,131,921
<i>Sub Total: In Support of Schools</i>	\$25,177,286	\$26,293,335
<i>Total City Costs</i>	\$279,904,778	\$281,495,453

446. Educational Grants

General Fund - \$7,473,790

The Family League provides Out of School time (OST) programs and Community Resource Schools (CRS). OST programs support academic skills development of youth and provide enrichment activities in areas such as athletics and the arts. Community resource schools (CRS) facilitate a network of partnerships between the school and other community resources that promote student achievement and family and community well-being. The Fiscal 2015 recommended budget maintains the base funding level for Family League educational grants. In Fiscal 2015, the City will continue transitioning towards a competitive process whereby Teach for America, the University of Maryland Cooperative Extension, and Experience Corps will have the opportunity to compete for grants. The Fiscal 2015 education grants funding level also supports a State-mandated \$1 million payment to Baltimore City Community College. In Fiscal 2015, the Family League plans to serve 6,000 children in OST programs, including summer programs, and achieve school-wide attendance rates of 90% at its Community Resource Schools. The total number of youth served in both OST and CRS school programs is projected to be 21,000 for Fiscal 2015.

604. Before and After Care

General Fund - \$170,043

Department of Housing and Community Development

This service is designed to provide safe, convenient and flexible childcare to parents who work, attend school or participate in job training programs. This service is supported through Community Development Block Grant (CDBG), parent user fees, and General Funds. The Fiscal 2015 budget represents the transition of two pre-kindergarten centers to year-round Head Start centers operated by the Mayor's Office of Human Services. Once completed, this transition will result in an additional 1,100 children receiving summer services to prepare for Kindergarten. The recommended funding will maintain current services at the Waverly and Northwood before and after care centers.

605. Head Start

Other Funds - \$34,589,590

Mayor's Office of Human Services

This service provides comprehensive services to low income children and their families through education, health care and other social services. In Fiscal 2015 Baltimore City's portion of Head Start funds will be split between the City and three other providers under a coordinated plan with nonprofit organizations. Under this model each provider will serve approximately 700 children. In Fiscal 2015 providers will increase the days of service from 160 to 170. Negotiations are ongoing with the federal government regarding the final award amount and will be finalized prior to the Board of Estimates recommended budget. MOHS will provide evidence-based all day childcare services at the Dunbar and Dukeland facilities; this program will be operated separately from Head Start. During Fiscal 2015 Head Start will assess the operations of the facilities and make recommendations about the future operations of the centers. These recommendations will be implemented in Fiscal 2016. Head Start aims to have 81% of children identified as ready to learn by the Maryland Model for School Readiness, which is an increase from the Fiscal 2013 level of 76%. The appropriation will be updated for the Ordinance of

Estimates. The recommended funding will maintain current services for both Head Start and Early Childcare services.

725. Senior Education
Health Department

Other Funds - \$705,509

This service provides older and disabled adults and their caregivers with educational and training opportunities offered at the city's senior centers, faith based organizations, long-term care facilities, community events, and forums and trainings. Training is offered on health related topics, benefit and service eligibility, GED classes, job training, computer classes, second languages, caregiver training, advocacy, ombudsman initiatives, and intergenerational programming. This service is grant funded and does not require General Fund support. Fiscal 2015 performance targets for this service include provision of 106,001 units of education for older adults, and 95% of participants reporting satisfaction with these services. Actuals for Fiscal 2013 include the delivery of 101,452 units of education for older adults, and 95% of participants reporting satisfaction with these services. The recommended funding will maintain current services.

788. Information Services
Enoch Pratt Free Library

General Fund - \$23,320,907
Other Funds - \$10,456,554

This service provides for the operation of the Enoch Pratt Library, including the Central Library, which functions as the State Library Resource Center; 21 neighborhood branches; and two bookmobiles. Library branches are hubs of lifelong learning, are a critical link to electronic information resources for households that lack internet access, and serve as community centers for individuals and local organizations. During Fiscal 2015, the Canton neighborhood branch will remain closed for renovation while the Waverly branch renovation will be completed. In Fiscal 2015, the library anticipates its circulation volume will be approximately 1.25 million items (books, DVDs, CDs and other materials borrowed), 1.8 million reference questions will be answered, and that attendance at library programs will be approximately 130,000. Fiscal 2013 actuals include 1.27 million items in circulation, 1.8 million reference questions answered, and library program attendance of 132,869. The 2013 Citizen's Survey found that 75% of customers rated library services good to excellent. The recommended funding will maintain current hours at all neighborhood branches.

791. BCPS Alternative Options Academy for Youth
Mayor's Office of Employment Development

Other Funds - \$172,773

This service provides an alternative education model for youth failing out of the traditional school system. The Academy allows youth to learn at their own pace and earn the credits necessary to transition back to their zoned high school. Through attendance monitoring, incentives, job readiness, and career exploration activities, youth are able to move past the peer pressure leading to aberrant behavior and onto post-secondary education, training and/or employment. In Fiscal 2013, 100% of participants remained on BCPS rolls at the end of the

school year. Performance targets for Fiscal 2015 includes the maintaining the enrollment of at least 120 students. The service also anticipates that 80% of Academy students will maintain the current 80% school attendance rate. The recommended funding will maintain current services.

797. Workforce Services for Out-of-School Youth

Mayor's Office of Employment Development

General Fund - \$2,693,512

Other Funds - \$587,000

This service provides out of school youth and unemployed young adults access to a full range of educational, occupational and personal support services in a "one stop" safe and nurturing environment. High school dropouts are able to build their academic skills, learn about and train for careers, and receive individualized guidance from adult members at fully equipped YO! Centers. A study of the program showed that participants were significantly less likely to be convicted of a crime and had higher earnings compared to a similar, nonparticipating group. This service is currently supported by general and grant funds. In Fiscal 2013, 98% of participants did not become involved in criminal activity. Performance targets for 2015 include maintaining the rate of participants who do not become involved in criminal activity at 95% or above and the average participation rate at 92%. The recommended funding will maintain current services.

800. Workforce Services for WIA Funded Youth

Mayor's Office of Employment Development

Other Funds - \$2,748,532

This service is supported by the Federal Workforce Investment Act (WIA) funds to prepare economically disadvantaged youth ages 16-21 to achieve major educational attainment and skill development. In Fiscal 2013, this service exceeded its goal for 66% of participants to attain a high school degree or occupational certification, with 92% of participants doing so, up from 87% in Fiscal 2012. Performance targets for Fiscal 2015 include maintaining the federal standards of the program: at least 63% will find placement in employment or education and at least 66% of this group will attain a high school degree or occupational certification. The recommended funding will maintain current services.

Safer Streets

Creating and maintaining a safe city requires both long-term preventive measures and the capacity for effective response to crime, fire, accidents, and other emergencies.

Safer Streets encompasses agency actions as diverse as code enforcement, zoning classification, the design of buildings and public spaces, traffic and transit design, outreach to at-risk youth, and offender re-entry services. It also includes core public safety functions such as targeted police deployment and fire safety measures.

Safer Streets includes immediate emergency response as well as efforts such as adaptive police deployment, criminal investigation, property-based nuisance abatement, and outreach to victims and affected communities.

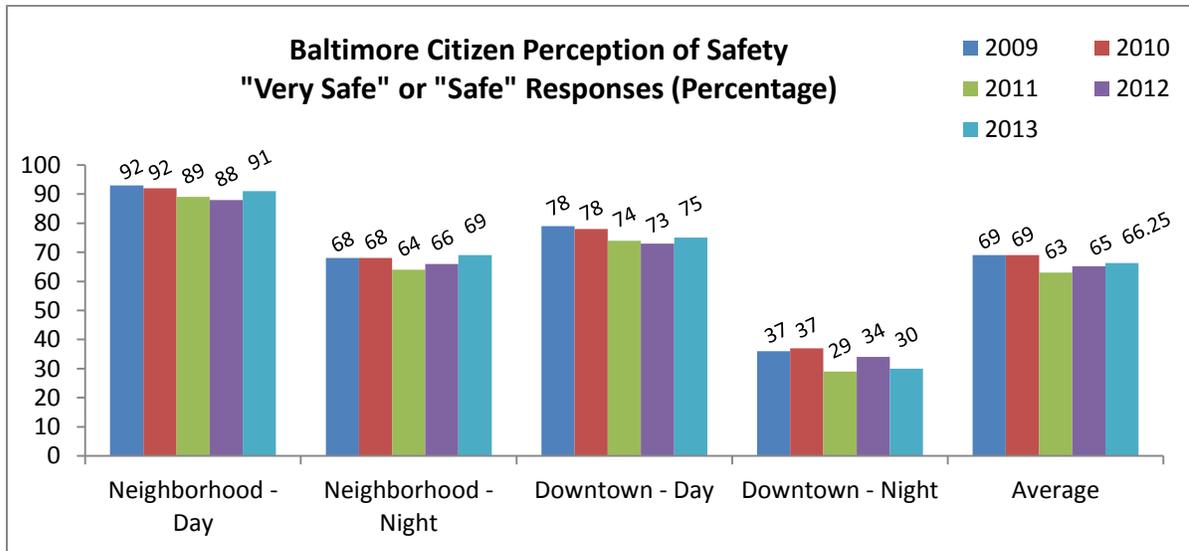
The *key strategies* guiding City services for a Safer City are as follows:

- Target police patrol, law enforcement, investigation and prosecution on reducing violent crimes, and particularly on reducing crimes involving gun use and juvenile victims.
- Reduce property crime by identifying and strategically addressing contributing factors, which may include substance addiction and offender re-entry.
- Improve Emergency Medical Services outcomes through public education, quality care and appropriate rapid response.
- Improve Fire and Rescue response times by effectively preventing fires, improving our level of preparation, and implementing measures to support rapid and efficient emergency responses.
- Increase the rate at which citizens report feeling safe in neighborhoods and downtown areas by improving police and resident visibility.
- Improve public safety awareness by facilitating partnerships and active engagement between communities, government agencies, and private organizations.

Priority Goals are measurable results that support the Priority Outcome. Each Priority Goal listed below is accompanied by at least one indicator, or measure of success. By monitoring these indicators, we can track progress on how well the City is doing in achieving the Priority Outcome and adjust strategies as necessary to do better. City agencies also monitor additional, more specific indicators for their services.

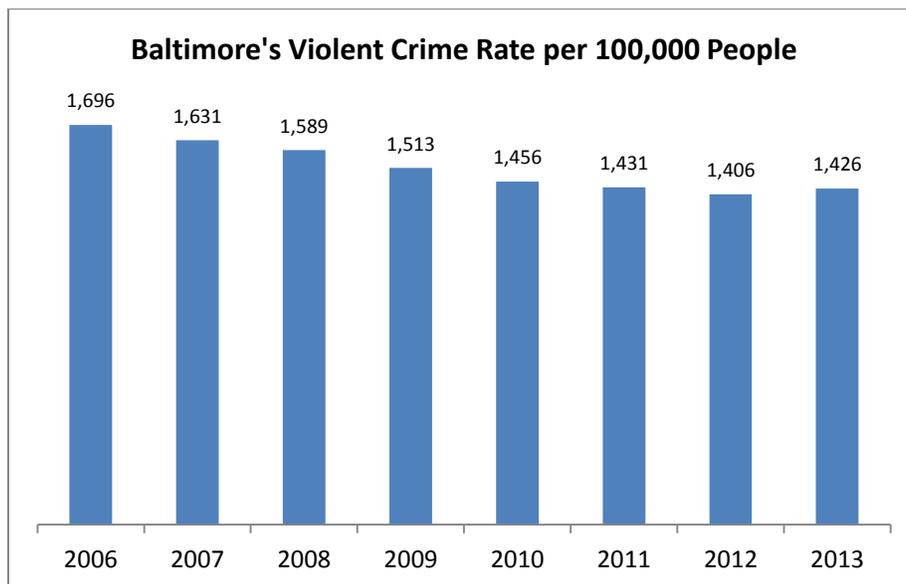
Safer Streets

1. **Increase the percentage of citizens that rate the City safe or very safe.** The annual Baltimore Citizen Survey asks citizens to rate the City's safety in their neighborhood and downtown, during the day and at night.



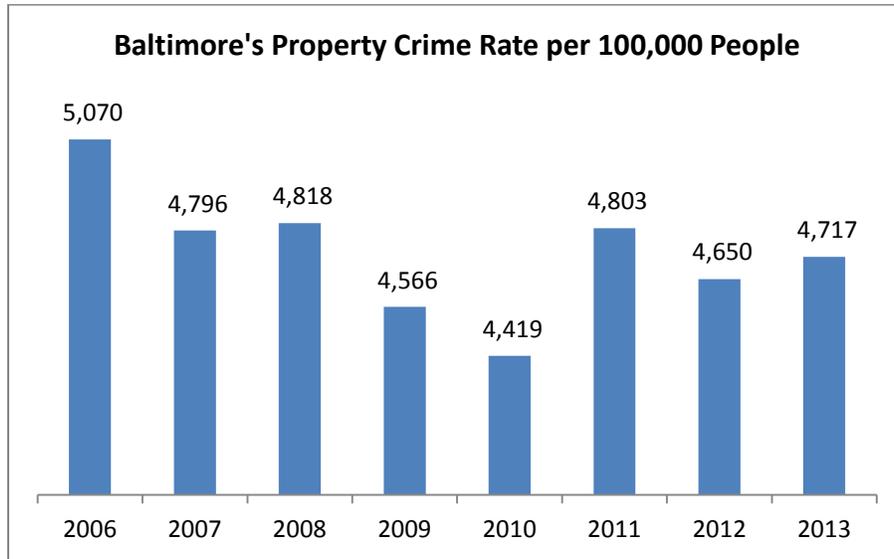
Source: Baltimore Citizen Survey, 2009, 2010, 2011, 2012, and 2013

2. **Reduce violent crime rate.** Violent crime includes murder, rape, robbery and aggravated assault. Prominent components of this Goal include reducing gun crime and the number of juvenile victims of crime.



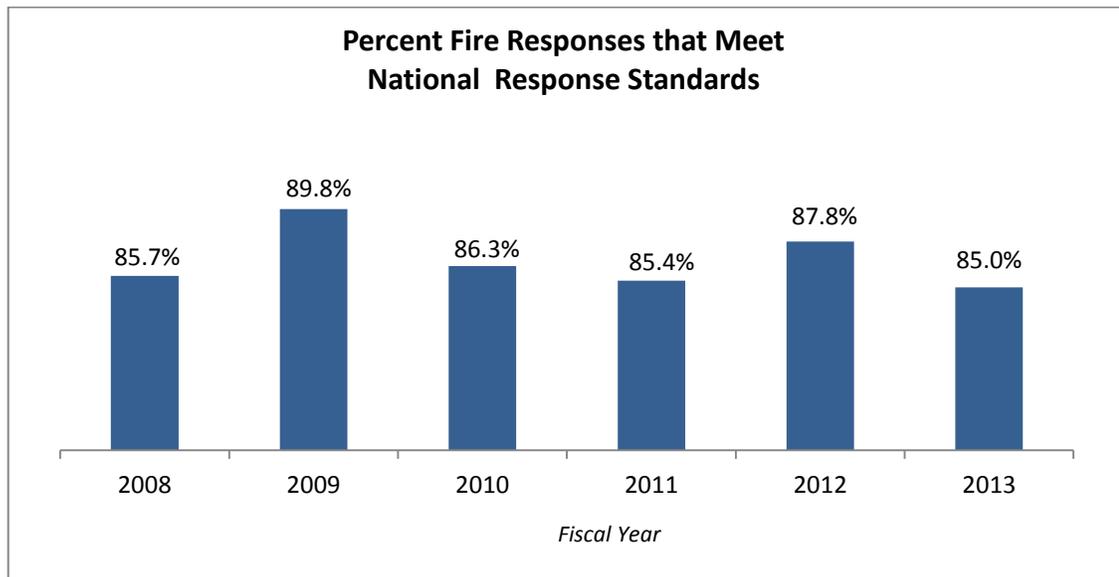
Source: Baltimore City Police Department

3. **Reduce property crime rate.** Property crime includes burglary, larceny and auto theft. Property crime has consistently ranked as a top concern of residents according to the Baltimore City Citizen Survey.



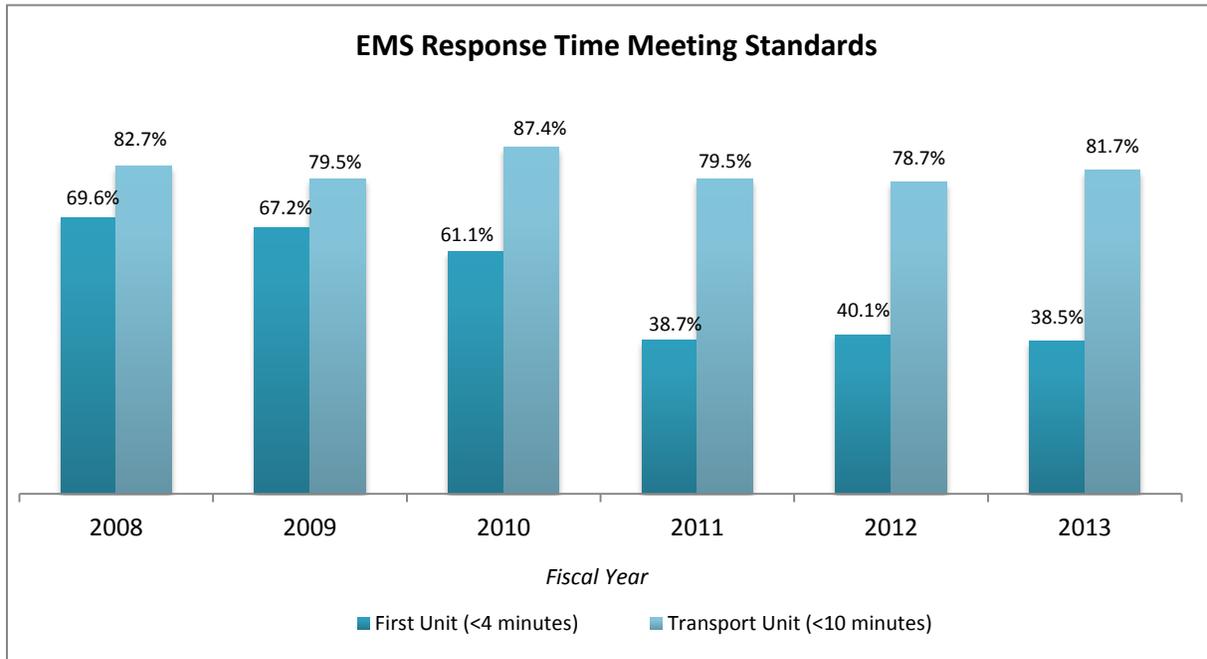
Source: Baltimore City Police Department

4. **Increase the percentage of Fire responses that meet national standards.** The Fire Department has overcome resource challenges to maintain response times close to the 90% national standard.



Source: Baltimore City Fire Department

5. **Percent of Fire and EMS 911 calls meeting national response time standards.** Most citizens do not realize that over 80% of Fire Department responses are for EMS incidents. Combined with staffing and funding constraints, this amount of activity presents a significant challenge to the Baltimore City Fire Department. The goal for EMS performance is to have a Fire Department unit on the scene within four minutes of dispatch and to have a transport unit on scene within ten minutes.



Source: Baltimore Fire Department

To read the entire *Safer Streets Guidance Document*, visit our website at baltimorecity.gov/outcomebudgeting.

FISCAL 2015 OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	702,464,643	716,510,616	717,916,042	1,474,638	0.20%
Federal	23,234,633	24,336,377	25,464,563	1,128,186	4.64%
State	25,334,576	25,853,439	27,963,934	2,110,495	8.16%
Special	18,572,645	18,784,634	18,783,053	(1,581)	-0.01%
Parking Management	12,340,365	12,555,711	12,842,545	286,834	2.28%
Total	781,946,862	798,040,777	802,970,137	4,998,572	0.62%

110. Circuit Court

General Fund - \$9,299,227
Other Funds - \$7,719,054

The Circuit Court for Baltimore City is part of the Judiciary of Maryland, a co-equal branch of government established by Article IV of the State Constitution of Maryland to preside over the Eighth Judicial Circuit. The function of the Circuit Court for Baltimore City is the administration

of justice. This involves the processing of criminal, civil and family cases. The Baltimore City Circuit Court currently has 33 permanent judges, 18 masters, and 18 retired judges who preside over cases in the domestic - civil, domestic - family, juvenile and criminal Courts. For Fiscal 2013, there were 14,897 criminal cases and 13,652 civil cases filed and the number of residents who served was 49,589 for petit jurors and 276 for grand jurors. The General Fund recommendation for Fiscal 2015 maintains current service levels.

115. Prosecution of Criminals
Office of the State's Attorney

General Fund - \$26,027,532
Other Funds - \$5,912,815

In conjunction with its partners in law enforcement, the Office of the State's Attorney for Baltimore City is charged with investigating and prosecuting all criminal cases occurring within the City of Baltimore. This responsibility includes the prosecution of tens of thousands of cases annually in District Court, Circuit Court, and Juvenile Court. For Fiscal 2013, the Office managed 12,900 criminal cases in Circuit Court and 52,000 criminal cases in District Court. Also in calendar year 2013, the Office managed 3,973 juvenile delinquency cases with appearances at 28,960 hearings. The General Fund recommendation maintains current service levels.

316. Youth Violence Prevention
Health Department

General Fund - \$622,248
Other Funds - \$2,524,390

This service supports and supplements traditional public safety strategies using a combination of public health and human service models to reduce violence. Operation Safe Kids, Safe Streets, and Safe Dating are the primary programs operated by this service. Operation Safe Kids uses intensive community-based case management to monitor high-risk juvenile offenders with the goal of preventing violent crime. Safe Streets is an evidence-based violence prevention initiative serving 150 clients and is focused on reducing shootings. Safe Dating uses evidence-based curricula in twelve middle schools and respective communities to promote respectful, nonviolent dating relationships. This service will seek to conduct 760 conflict mediations in Fiscal 2015. This is an increase of 440 from the current year's performance target. This is based on the addition of new sites implementing the Safe Streets model. The service will increase the target of Operation Safe Kids and Safe Streets clients referred for education or employment services to 80%, from 70% in the current fiscal year. The current level of service is maintained for Fiscal 2015.

500. Street and Park Lighting
Transportation Department

General Fund - \$16,555,147

This service provides inspection, design, installation, powering, maintenance and repair of approximately 80,000 roadway and pedestrian lights throughout the City, and provides maintenance to park lights as requested by the Department of Recreation and Parks. This service also includes research and evaluation of lighting strategies to reduce energy consumption. In Fiscal 2013, 62% of inspected street lights met City roadway lighting standards; the service targets 90% of street lights meeting these standards in Fiscal 2015. The service reports 90% of street light outage service requests completed on time in Fiscal 2013; the Fiscal 2015

target for requests completed on time is 95%. The City began the installation of LED lights in Fiscal 2011 to significantly reduce utility costs. To date, 11,000 street lights have been converted to LED. During Fiscal 2015, DOT anticipates converting between 31,000 and 33,000 lights. The recommended funding will maintain current services.

600. Administration - Fire
Fire Department

General Fund - \$18,282,012
Other Funds - \$1,040,663

The administration staff provides agency wide executive leadership and direct support functions including formulation of the budget, fiscal operations, procurement, accounting, human resources and general administrative services. Also included is funding for Worker's Compensation Expenses (\$11.3 million), which is an increase of \$1.6 million above the Fiscal 2014 budget. The General Fund recommendation for Fiscal 2015 maintains current service levels.

602. Fire Suppression and Emergency Rescue
Fire Department

General Fund - \$142,932,357
Other Funds - \$1,469,266

This service protects 641,000 city residents by providing 24/7 land and marine fire protection, emergency rescue, and hazardous material removal; dispatches over 100,000 units to fire and medical emergencies per year; and manages related apparatus and supplies in accordance with federal standards. For Fiscal 2015, the first fire engine will arrive on the scene within five minutes of dispatch 92% of the time; this is above the response time for Fiscal 2013 of 85%. The General Fund recommendation for Fiscal 2015 maintains current service levels. The recommendation also reflects savings from the implementation of the new suppression schedule.

Fire Suppression started a new schedule on January 1, 2014. The implementation of the schedule, negotiated with the fire union, has provided firefighters with a 14.5% salary increase and will result in a reduction of 155 positions through attrition by Fiscal 2016. The new schedule will result in \$72.3 million in savings to the General Fund from Fiscal 2014 through Fiscal 2024 due to elimination of callback overtime and the reduction in the number of funded positions.

608. Emergency Management
Mayor's Office of Emergency Management

General Funds - \$328,487
Other Funds - \$295,970

This service prepares the City for major emergencies such as hurricanes, power outages, hazardous materials incidents, and acts of terrorism. This service manages interagency and public-private sector programs to prevent, mitigate against, and plan for all hazards. It conducts training and performs preparedness exercises. This service also includes 24/7 field response and Citywide coordination for over 200 yearly incidents and events that are high risk, prolonged, widespread, or complex. In Fiscal 2015, the agency aims to have 90% of City agencies with a complete Continuity of Operations Plan (COOP), which is an increase from 68%

in Fiscal 2013. The General Fund recommendation for Fiscal 2015 maintains current service levels.

609. Emergency Medical Services
Fire Department

General Fund - \$22,649,442
Other Funds - \$13,730,727

This service provides 24/7 assessment, treatment, and hospital transport of trauma and medical patients, totaling nearly 87,000 transports per year. The recommended funding level continues 24 full-time medic units and two peak-time units as well as two Medic Assist Cars, reducing the need for fire suppression units to respond to medical emergencies and increasing the reliability of fire suppression response. This service is currently working to implement Automatic Vehicle Location (AVL) technology that will produce a workable data flow for all of the agency's apparatus ultimately improving service delivery. The service has seen an increased rate of collection for ambulance fees due to utilization of a new collection vendor. In Fiscal 2015, it is estimated that the department will be able to respond to EMS calls within ten minutes of dispatch 90% of the time; the service met this standard for 81.7% of calls in Fiscal 2013. The Fiscal 2015 General Fund recommendation maintains current services.

610. Fire and Emergency Community Outreach
Fire Department

General Fund - \$485,159

This service provides outreach and education to the City's residents, businesses and visitors on fire safety. The recommendation supports Operation CARE, a joint effort with the Health Department to intervene with frequent 911 callers. In Fiscal 2015 the agency projects 800 Operation CARE visits and estimates that the number of calls from Operation Care clients will be reduced 50%. The General Fund recommendation for Fiscal 2015 maintains current service levels.

611. Fire Code Enforcement
Fire Department

General Fund - \$4,205,540
Other Funds - \$305,988

This service diminishes the likelihood of fires and ensures that buildings meet safety regulations. This service includes building inspections, plans review, and fire safety equipment testing for 5,852 multi-family dwellings, 11,385 rental units, 83,706 single family dwelling units, and 13,500 commercial buildings. The department plans to complete 18,000 building inspections in Fiscal 2015 and have 80% of its inspection costs covered by permit fees, which is consistent with the rate achieved in Fiscal 2013. The Fiscal 2015 estimate for the number of structure fires in permitted buildings is 65 which is consistent with the Fiscal 2014 target. The General Fund recommendation for Fiscal 2015 maintains current service levels.

612. Fire Investigation
Fire Department

General Fund - \$872,485

This service investigates and tracks the cause of fires in order to focus fire prevention efforts, including product recalls, and prosecution of arson crimes. For Fiscal 2015, fire investigation reports will be conducted within 8 days of the occurrence, similar to Fiscal 2013. The General Fund recommendation for Fiscal 2015 maintains current service levels.

613. Fire Facilities Maintenance and Replacement
Fire Department

General Fund - \$12,989,540
Other Funds - \$3,009,150

This service manages over 40 facilities and maintains and fuels over 350 pieces of apparatus and vehicles. For Fiscal 2013, 79% of all first line medic units were available for service daily; the Fiscal 2015 goal is 80%. Under the Ten-Year Financial Plan, a planned fleet modernization will increase apparatus purchases. The average age of the department's fleet will decrease, resulting in cost savings for maintenance and repair costs. For Fiscal 2015 the following apparatus will be purchased: 8 medic units, 4 engines including 1 foam engine, 2 air flex units, 2 ladder trucks, 1 rescue unit, one hazmat unit and 4 utility vehicles. The General Fund recommendation for Fiscal 2015 maintains current service levels.

614. Fire Communications and Dispatch
Fire Department

General Fund - \$5,077,375
Other Funds - \$127,536

This service dispatches and monitors approximately 165,000 Fire and EMS incidents annually. The service includes 24/7 staffing of the communication center, rapid assessment for appropriate emergency dispatch, and real time remediation guidance for callers. In Fiscal 2015 this service will process 90% of dispatch calls within one minute. The General Fund recommendation for Fiscal 2015 maintains current service levels.

615. Fire Recruitment and Training
Fire Department

General Fund - \$3,103,732

This service hires, tests and trains fire academy recruits to maintain staffing levels and promote a workforce whose diversity reflects Baltimore City. This service also provides continuing education, professional development and skills enhancement for existing suppression personnel to reduce the number of line of duty injuries and illnesses to personnel and citizens in an effort to reduce the City's financial and legal liabilities. The Fiscal 2015 recommendation supports the reduction of line of duty injuries from 21.82 to 19 per 100 fire fighters. The General Fund recommendation for Fiscal 2015 maintains current service levels.

621. Administration – Police
Police Department

General Funds - \$45,744,723
Other Funds – \$2,297,416

This service provides agency-wide support in the areas of fiscal and grant management, information technology, planning and research, public affairs, and departmental administration. The General Fund recommendation includes \$2.1 million for judgments and lawsuits, a \$1 million increase from Fiscal 2014. Also included is funding for Worker’s Compensation Expenses of \$20.2 million, an increase of \$2.3 million from Fiscal 2014.

622. Police Patrol
Police Department

General Fund - \$223,670,073
Other Funds – \$6,681,439

The Patrol Division is comprised of nine Police Districts, their respective Neighborhood Services Units, and the Adult and Juvenile Booking Section. The City receives more than 1.2 million calls per year for police services, the highest of any Maryland jurisdiction. While responding to 911 calls is the primary function of the patrol service, there are many other functions, such as community oriented policing and support.

The City is currently negotiating a change from an eight hour three shift schedule to a ten hour four shift schedule for patrol with the Fraternal Order of Police. The proposed new schedule would result in increased police presence during times of high call for service volume.

For Fiscal 2015, the service anticipates increasing the percentage of citizens who feel satisfied or very satisfied with police approachability from 59% to 70%. The department aims to reduce the Part I crime rate (violent and property crime) from 61 per 1,000 residents in Fiscal 2013 to 58 in Fiscal 2015. The General Fund recommendation for Fiscal 2015 maintains current service levels.

623. Crime Investigation
Police Department

General Fund - \$50,976,268
Other Funds – \$2,475,172

This service investigates all serious crimes against persons, which consist of murder, rape, robbery and aggravated assault. This service investigates all serious property crimes, which consist of burglary, larceny, and auto theft. Other responsibilities include executive protection and registration and investigation of sex offenders. In Fiscal 2015, 1,200 burglaries will be closed, an increase from the Fiscal 2013 level of 800. The homicide clearance rate is targeted at 60% in Fiscal 2015, up from 52% in Fiscal 2013. The General Fund recommendation for Fiscal 2015 maintains current service levels.

624. Target Violent Criminals
Police Department

General Fund - \$27,153,309
Other Funds – \$4,913,492

This service is responsible for removing violent offenders, illegal guns and/or organizations from the City through targeted enforcement. It is comprised of a specialized unit called the Violent Crime Impact Division and operates almost entirely in specifically defined high crime

locations throughout the City. The service projects 450 gun arrests and 650 seized guns in Fiscal 2015. The General Fund recommendation for Fiscal 2015 maintains current service levels.

625. Special Operations – SWAT
Police Department

General Fund - \$8,600,594

This service, the Special Weapons Attack Team, is deployed for all barricade and hostage incidents along with high risk search warrants. SWAT is also deployed to neighborhoods with a goal of reducing violent crime through arrest enforcement. This service projects 260 SWAT missions and high risk search warrant executions in Fiscal 2015. The service also aims to resolve 100% of incidents without injury to officers, victims, or suspects, which is the same target as in Fiscal 2014. The General Fund recommendation for Fiscal 2015 maintains current service levels.

626. Homeland Security – Intelligence
Police Department

General Fund - \$5,060,502
Other Funds – \$8,831,409

This service is responsible for investigating, collecting and disseminating criminal intelligence related to local, national and international threats. The Intelligence Section is comprised of Watch Center, Response Unit/Wire Room, Gang Unit, Cyber Crimes Unit, and Closed Circuit TV (CCTV) monitors. For Fiscal 2015, the Police Department projects 1,400 arrests attributable to CCTV intelligence. The department anticipates reducing Part I crime rate (violent and property crimes) from Fiscal 2013 rate of 61 per 1,000 residents to 57.89 in Fiscal 2015. The service supports 15 new crime analyst positions. The positions were offset with a reduction of vacant positions in other services in the Department.

628. Police Internal Affairs
Police Department

General Fund - \$6,230,001

This service is responsible for investigating discourtesy, brutality, theft and all other manner of criminal activity. The Equal Employment Opportunity Compliance Section (EEOC) is tasked with ensuring Police Department compliance with the Federal Equal Employment Opportunity Commission and numerous other legally mandated guidelines. The service projects that 40 integrity tests will be conducted in Fiscal 2015. Eighty percent of investigations will be completed within six months, compared to 69% in Fiscal 2013. The General Fund recommendation for Fiscal 2015 maintains current service levels.

632. Manage Police Records and Evidence Control
Police Department

General Fund - \$7,622,137

This service is responsible for managing police records by reviewing, processing, storing and disseminating all offense reports and processing offense reports follow-ups initiated by police officers. In Fiscal 2015, the service will process approximately 116,000 items of evidence. The service estimates an average time of 20 hours to enter Part I crime reports into the records

management system, which is consistent with the Fiscal 2013 actual performance. The General Fund recommendation for Fiscal 2015 maintains current service levels.

634. Crowd, Traffic and Special Event Management **General Fund - \$9,804,495**
Police Department **Other Funds - \$205,000**

This service is responsible for enforcing motor vehicle laws, providing traffic/crowd control during events and managing the coordination of all special events within the City. This service projects that 684 accidents will be investigated and 250 special events will be staffed in Fiscal 2015. The recommendation includes an increase of \$2.7 million to provide the full cost of crossing guards. Previously a portion of the service was offset by charges to the Baltimore City Public Schools. The General Fund recommendation for Fiscal 2015 maintains current service levels.

635. Police Recruiting and Training **General Fund - \$11,454,314**
Police Department **Other Funds - \$500,000**

This service is responsible for recruiting and maintaining a regular recruiting schedule, including visits to area high schools, colleges and universities, and job fairs. The Police Training Academy trains, recruits, and conducts in-service training for the entire police force. In Fiscal 2015, the service expects to receive 3,500 completed employment applications, train approximately 240 recruits; the agency projects that 85% of hires will remain with the department after two years, slightly above the Fiscal 2013 actual of 79%. The General Fund recommendation for Fiscal 2015 maintains current service levels.

637. Special Operations - K-9 and Mounted Unit **General Fund - \$3,592,942**
Police Department

This service is responsible for a six-horse mounted unit and a K-9 unit consisting of 25 dogs. The Mounted Unit is deployed for holidays, events and civil disturbances to help clear the streets and maintain order when downtown clubs are closing on weekends. K-9 Units are deployed in a variety of situations most often related to crime or homeland security activities. For Fiscal 2015, the service anticipates 700 arrests will be assisted by the K-9 and Mounted units, similar to Fiscal 2013 actuals. The General Fund recommendation for Fiscal 2015 maintains current service levels.

638. Special Operations - Marine Unit **General Fund - \$310,488**
Police Department

This service is responsible for patrolling the water of the Inner Harbor, which includes enforcing boat safety, homeland security checks and port security. In Fiscal 2015, the service anticipates conducting 280 marine deployments, 16 more than Fiscal 2013. The recommendation funds one officer and repair/maintenance of the marine boat, which will

operate in an on-call posture. The General Fund recommendation for Fiscal 2015 maintains current service levels.

640. Special Operations – Aviation

General Fund - \$5,515,556

Police Department

This service is responsible for providing air support for the purposes of drug interdiction, crime deterrence, search and rescue, officer safety, homeland security, environmental crime enforcement and assisting in barricades, hostage and sniper incidents, emergency situations and special events. In Fiscal 2015, the four helicopters will assist with 200 arrests, an increase of 38 arrests from Fiscal 2013. The General Fund recommendation for Fiscal 2015 maintains current service levels.

642. Crime Laboratory

General Fund - \$10,798,628

Police Department

Other Funds – \$1,422,217

This service is responsible for providing accurate and timely laboratory services through the following units: mobile, trace analysis, latent print, firearms, drug analysis and photography. In Fiscal 2015, the Police Department projects it will process 15,000 crime scenes. The department anticipates reducing the total backlog from Fiscal 2013 actual of 18,288 to 15,300 in Fiscal 2015. The Fiscal 2015 budget reflects the Department's use of the City's master lease program to purchase new drug analysis instruments for the Crime Lab. The replacement of equipment older than 20 years will increase the Lab's processing capacity and overall efficiency of the Unit. The Department will also receive two Innovation Fund loans, one to improve DNA analysis and the other to transition from film to digital photography. The General Fund recommendation for Fiscal 2015 maintains current service levels.

688. Snow and Ice Control

General Fund - \$2,793,249

Department of Transportation

This service provides for snow and ice control and removal. Included in this service are training and deployment of personnel, acquisition and preparation of vehicles, equipment and materials such as plows and applying salts, cinders and chemicals to roads and sidewalks for snow and ice control. This service also provides flood, hurricane, and other major weather event control and response. In Fiscal 2013, this service plowed, salted, or sanded 18,630 lane miles. In Fiscal 2015, this service aims to clear all primary roadways to wet pavement within eight hours of the end of a typical weather event, consistent with Fiscal 2013 performance. The 2013 Citizen Survey identified 45% of citizens rating snow removal services as "excellent" or good"; the agency has maintained a target of 60% for Fiscal 2015. The recommended funding will maintain current services.

693. Parking Enforcement
Department of Transportation

Other Funds - \$12,842,545

This service provides for the enforcement of all parking laws in the City of Baltimore in order to ensure public safety, promote commercial activity, and ensure smooth traffic flow. In Fiscal 2015, this service will continue increased enforcement of no stopping/ no parking restrictions in dedicated lanes for transit vehicles and handicapped parking restrictions. This service issued 331,096 citations in Fiscal 2013, and expects to issue 360,000 citations in Fiscal 2015. This service also booted 7,423 vehicles in Fiscal 2013; the service will target 6,600 vehicles in Fiscal 2015, consistent with the current Fiscal 2014 target. During Fiscal 2015, the service aims to close 98% of parking complaint service requests on time; this is consistent with performance from Fiscal 2013. The recommended funding will maintain current services.

697. Traffic Safety
Department of Transportation

General Fund - \$5,611,684
Other Funds - \$913,602

This service deploys more than 300 crossing guards at elementary and middle schools, and conducts safety education and training programs such as Safety City and related bicycle programming. The Fiscal 2015 recommendation does not include funding for red light and speed enforcement cameras; funding for these programs will be dependent upon identification of vendors and contract terms, which have not yet been established. In Fiscal 2015, the agency projects 34,000 students will visit the Safety City program, an increase from the Fiscal 2013 actual of 28,860 students. The service will target 650 crosswalks for striping in Fiscal 2015, up from 150 in Fiscal 2013. Additionally, the service aims to reduce the number of traffic accidents resulting in injury to 3,500, down from 4,804 in Fiscal 2013.

716. Animal Services
Health Department

General Fund - \$3,136,122

This service includes the following: enforcing all codes, rules, and regulations to improve the health and safety of residents and animal population; protecting residents from zoonotic diseases and animal attacks; and protecting the animal population from neglect, abuse, and cruel treatment. This service also includes support for the Baltimore Animal Rescue and Care Shelter (BARCS), which provides animal shelter services including: housing and care for shelter animals; lost and found; pet licenses; low-cost vaccination and microchip clinics; and volunteer, adoption, foster, and rescue opportunities. BARCS will continue to receive all revenues from pet licensing operations. In Fiscal 2015, this service aims to maintain animal adoptions, owner returns, and animals transferred to rescue organizations at 65%. Additionally, Animal Control will target 95% on-time closure of top-five priority service requests in Fiscal 2015. The service reported 91.4% on-time closure in Fiscal 2013. The recommended funding will maintain current services.

752. Community Outreach Services **General Fund - \$960,830**
Department of Housing and Community Development

This service operates 24 hours a day, 365 days a year providing emergency response, conflict resolution, relocation of intimidated witnesses and weather related emergency assistance in conjunction with Police, Fire, DPW and the Health Department. In Fiscal 2013 this service assisted in sheltering 268 clients. The service will also be available to respond to all emergency incidents. The recommended funding will maintain current services.

757. Crime Camera Management **General Fund - \$1,538,776**
Mayor's Office of Criminal Justice (MOCJ) **Other Funds - \$277,785**

This service is responsible for managing the collaboration among the Police Department, Mayor's Office of Information Technology (MOIT), and the Mayor's Office of Criminal Justice (MOCJ). The General Fund recommendation maintains current service levels. MOCJ projects 700 cameras to be operational in Fiscal 2015, which is 45 more than Fiscal 2013. These cameras have been shown to reduce crime in covered areas by up to 25%. In Fiscal 2013, the number of arrests aided by cameras was 1,500, an increase of 266 from Fiscal 2012; the Fiscal 2015 target is 1,500.

758. Coordination of Public Safety Strategies and Community Outreach **General Fund - \$464,397**
Mayor's Office of Criminal Justice (MOCJ) **Other Funds - \$5,287,729**

This service is responsible for coordinating the City's criminal justice strategy, including developing criminal justice policy and coordinating its implementation across agencies and administering over \$50 million in local, State and federal public safety grants. Grant funds are allocated among law enforcement, criminal justice agencies, community organizations and service providers. The General Fund recommendation maintains current service levels. In Fiscal 2013, the service applied for 40 grants. For Fiscal 2015, MOCJ plans to apply for 43 grants.

781. Administration - State's Attorney **General Fund - \$3,723,525**
Office of the State's Attorney **Other Funds - \$510,696**

This service includes personnel dedicated to finance, grants management, human resources, policy, and management information systems. This unit is responsible for a wide range of services, including: forecasting, monitoring and managing expenditures; identifying, applying for and managing grants; managing performance evaluations, staffing issues, and all other personnel matters; developing policy to more effectively prosecute criminals and coordinating intra-agency partnerships, projects, and initiatives; and maintaining and improving information systems to support all of the office's initiatives. The General Fund recommendation maintains current service levels.

786. Victim and Witness Services
Office of the State's Attorney

General Fund - \$916,425
Other Funds - \$261,895

This service coordinates and delivers services to victims and witnesses of crime in Baltimore City. Those services include: counseling and guidance; notification of rights to victims; operation of a waiting room; and facilitating monetary support and reimbursement. For witnesses of crime determined to be at risk of intimidation or retribution, the Division provides: 1) assistance with locating and moving individuals to temporary and permanent new housing, including 'safe houses' in the City of Baltimore and elsewhere, and 2) other limited forms of financial support, including vouchers for food and travel expenses. The General Fund recommendation maintains current service levels.

796. Workforce Services for Ex-Offenders
Mayor's Office of Employment Development

Other Funds - \$1,498,139

This service is responsible for offering a broad range of services to assist ex-offenders successfully transitioning to work, home and community. Services include career counseling, job readiness, skills training, job development/referral and retention. There is no General Fund budget for this service; however, the department will seek grant funds to maintain the level and quality of services currently provided. In Fiscal 2014, MOED received \$500,000 from the Maryland Department of Public Safety and Correctional Services and \$250,000 from the Maryland Department of Labor, Licensing and Regulation. MOED projects 1,800 ex-offenders will receive services. In Fiscal 2013, 268 ex-offender participants received at least one service and obtained employment, in Fiscal 2015 the service will seek to work with 300 ex-offenders. The recommended funding will maintain current services.

817. Orphans' Court

General Fund - \$493,836

The Orphans' Court was established by the Maryland Constitution as a division of the State judicial system. Orphans' Court judges preside over probate, estate, and guardianship cases; ensure responsible guardianship in proceedings regarding minors and their property; exercise judicial prerogatives to protect the rights of minors and determine placement in guardianship cases; ensure proper accounting and administration of estates and trusts; and provide information and advice to parties seeking guidance in probate and guardianship matters. In Fiscal 2015, this service will conduct 1,550 hearings and review 5,560 pleadings within a three-day time frame. The recommended funding level will maintain current services.

848. Police Community Relations
Office of Civil Rights

General Fund - \$148,639

This service promotes improved police and community relations and includes outreach, dialogue, prevention, and response. This service will utilize a combination of Office of Civil Rights staff, Civilian Review Board staff, and community volunteers to investigate complaints of police misconduct and to offer an alternative dispute resolution process to resolve

complaints. In Fiscal 2013, 45% of investigations were completed within 180 days. Performance targets for Fiscal 2015 include increasing this completion percentage to 60%. The recommended funding will maintain current services.

871. Representation and Advice for Law Enforcement

General Funds - \$0

Law Department

This service handles all legal and legislative matters for the Baltimore Police Department (BPD), defending the department and its members in civil litigation in both federal and State Court, representing the BPD in internal discipline proceedings, civil citation hearings, forfeiture hearings, and City Code violation hearings, and provides legal advice, contract review, and training for the BPD. The Police Administration budget supports this service in full through a \$1.6 million transfer payment. This service projects to maintain the percentage of forfeiture at 52% in Fiscal 2015, which was the Fiscal 2014 target.

881. Courthouse Security

General Fund - \$4,128,552

Sheriff

This unit provides courthouse, courtroom and perimeter security for the City's two Circuit Court buildings and provides courthouse and courtroom security for the Juvenile Justice Center. Court Security Officers screen all members of the public who enter the buildings for weapons and contrabands. Court Security Officers provide courtroom security protecting judges, courthouse employees, witnesses, defendants and members of the public. Officers in this section are responsible for the approximately 5,000 persons entering the courthouses every day. There are 8 public entrances to the courthouses and Juvenile Justice Center, 47 courtrooms, and 174 cameras at the two courthouses. The General Fund recommendation for Fiscal 2015 maintains current service levels.

882. Deputy Sheriff - Enforcement

General Fund - \$11,251,292

Sheriff

The Deputy Division is responsible for serving all orders originating from Circuit Court such as warrants, attachments, foreclosures, evictions, temporary protective orders and levies. For Fiscal 2013, the division processed over 79,000 court orders, including over 4,879 warrants. The division also housed and transported approximately 4,300 prisoners and collected fines and costs assessed by the Circuit Court. For Fiscal 2013, the office personally served approximately 60% of the 3,059 peace and protective orders received from the Court. During Fiscal 2014, the service took over responsibility for serving peace orders issued by the District and Circuit Courts from the Police Department. The General Fund recommendation for Fiscal 2015 maintains current service levels.

884. District Court Services
Sheriff

General Fund - \$2,413,854

The District Court division serves all rent process issued from the Baltimore District Court, including the performance of evictions by court order. Deputies also serve and enforce District Court writs, summonses, attachments, and levies. In Fiscal 2013, the division served 156,376 summary ejections and received 72,897 eviction orders.

889. Child Support Enforcement
Sheriff

General Fund - \$370,548

This unit serves child support process warrants in Baltimore City for the State's Child Support Enforcement Administration in the Department of Human Resources. In many instances child support is only collected after warrants have been issued or individuals are compelled to appear in Court. In Fiscal 2013, the unit personally served over 5,481 child support documents and 712 warrants for child support offenses. The General Fund recommendation for Fiscal 2015 maintains current service levels.

(THIS PAGE INTENTIONALLY LEFT BLANK)

Stronger Neighborhoods

The purpose of this Priority Outcome is to ensure that everyone who lives, works, plays and learns in Baltimore's neighborhoods has the desire and confidence to invest their time, money, and social capital in his/her neighborhood to ensure a secure future.

This Outcome envisions strong neighborhoods that have/are:

- Healthy real estate markets that promote private and public investment;
- Well-maintained, peaceable, and are free from both perceived and actual crime and fear-inducing behavior;
- Safe, have clean, green open spaces, and successfully integrate 21st century amenities into the existing neighborhood fabric;
- Optimum levels of homeownership, engaged neighbors and strong community organizations which embrace a diversity of people and lifestyles; and
- Offer access to community services and volunteer opportunities as well as other services such as homeownership and financial counseling.

The *key strategies* guiding City services for Stronger Neighborhoods are as follows:

- Promote a variety of creative re-use strategies for vacant/abandoned properties;
- Streamline the disposition process of City-owned properties;
- Promote strategic, effective, and efficient housing code enforcement;
- Promote a streamlined user-friendly permit process;
- Promote "complete streets" (i.e. roadways and sidewalks are walkable, bikeable, drivable, and well lit);
- Promote cleanliness;
- Create diverse, responsive, and equitable neighborhood programming;
- Promote access to and awareness of neighborhood services;
- Promote citizen volunteerism within their neighborhoods; and
- Build the capacity of neighborhood organizations.

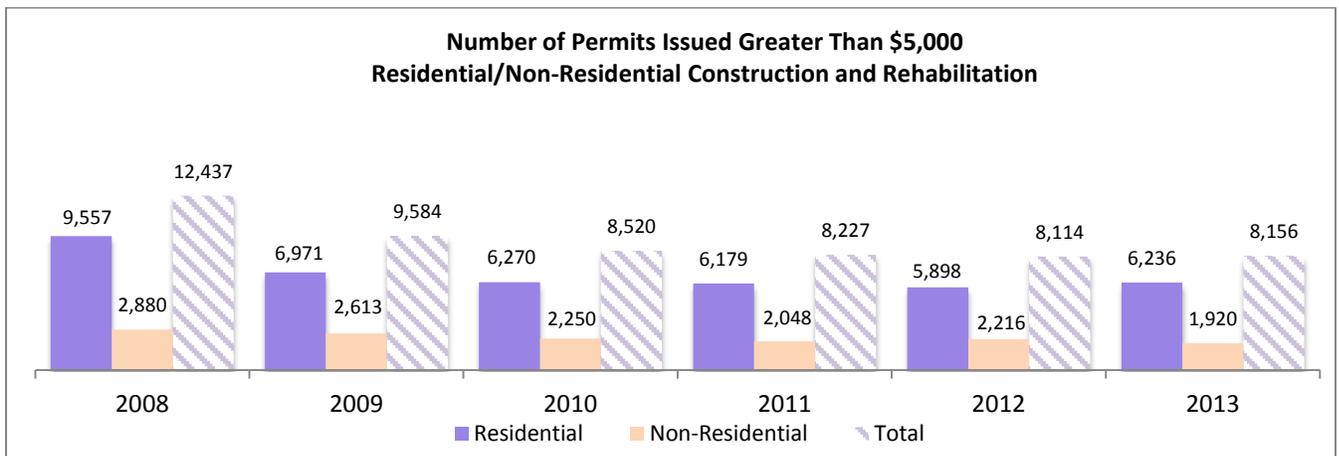
Priority Goals are measurable results that support the Priority Outcome. Each Priority Goal listed below is accompanied by at least one indicator, or measure of success. By monitoring these indicators, we can track progress on how well the City is doing in achieving the Priority Outcome and adjust strategies as necessary to do better. City agencies also monitor additional, more specific indicators for their services.

1. Reduce blight and return vacant neighborhood structures and land to productive and beneficial use.



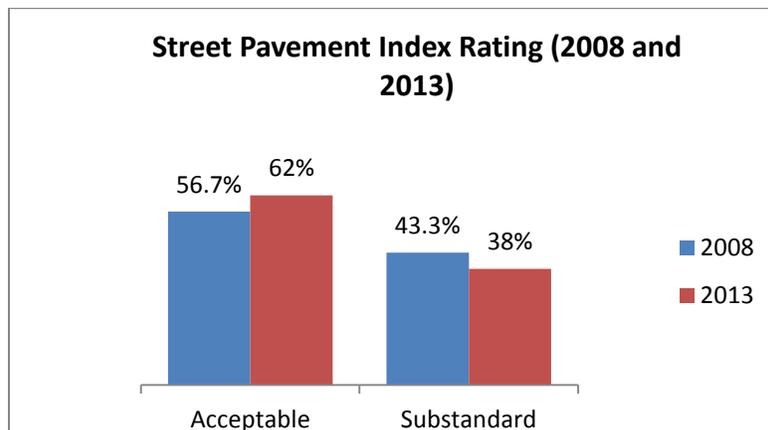
Source: Baltimore City Department of Housing and Community Development

2. Improve the condition of private neighborhood properties and promote new construction.



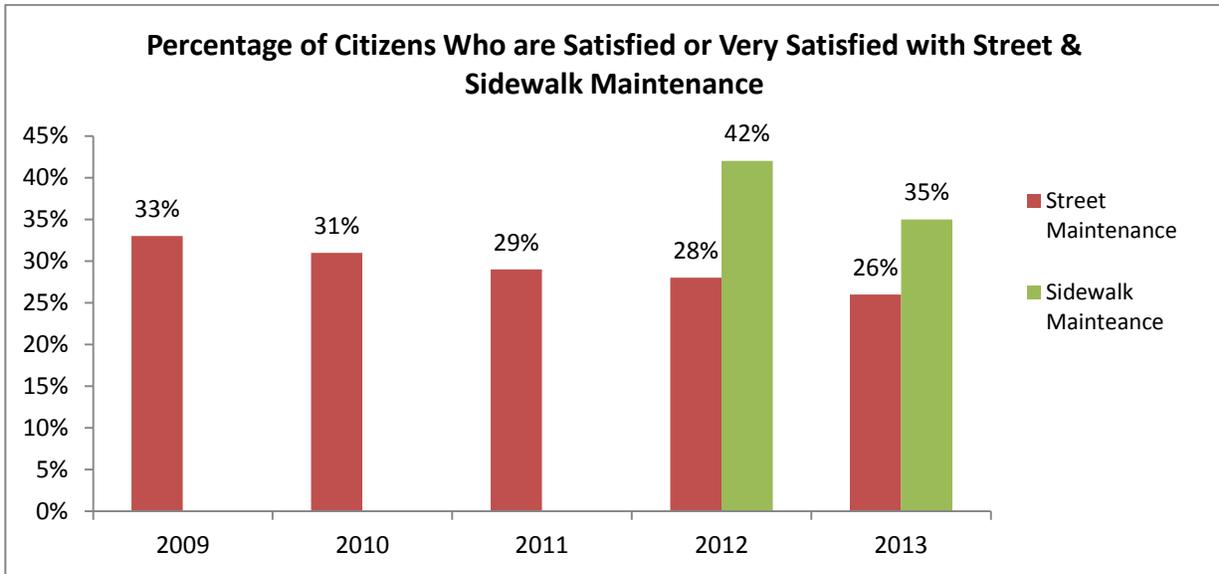
Source: Baltimore City Department of Housing and Community Development

3. Improve the quality of rights of way in neighborhoods.



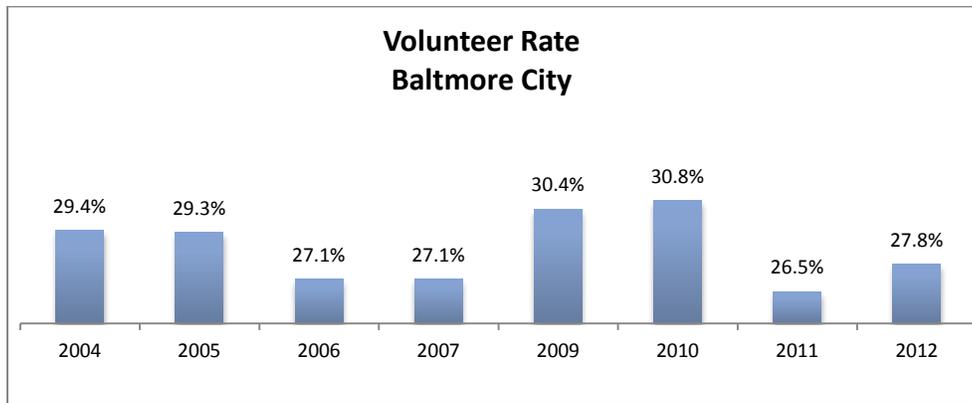
Source: Department of Transportation

4. **Improve citizen satisfaction with street and sidewalk maintenance.** Starting in 2012, the Citizen Survey asked respondents to rate satisfaction with street maintenance and sidewalk maintenance separately.



Source: Baltimore Citizen Survey 2013

5. **Increase citizen engagement within neighborhoods.**



Source: Corporation for National and Community Service

FISCAL 2015 OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	125,502,862	128,459,552	128,839,904	380,352	0.30%
Federal	42,505,159	43,604,652	43,263,578	(341,074)	-0.78%
State	23,787,459	25,553,759	29,177,224	3,623,465	14.18%
Special	9,754,563	12,930,060	13,750,600	820,540	6.35%
Conduit Enterprise	-	69,024	69,024	-	0.00%
Parking Management	363,421	380,039	380,039	-	0.00%
Grand Total	201,913,464	210,997,086	215,480,369	4,483,283	2.12%

117. Adjudication of Environmental Citations

General Fund - \$798,336

Environmental Control Board

This service is responsible for the adjudication and collection of fines for contested environmental citations that are issued in accordance to the Baltimore City Code. These include enforcement of violations related to sanitation, environmental, health, and safety laws. In Fiscal 2015 the service seeks to maintain the average number of days to schedule a hearing at 10 days, a decrease from 30 days in Fiscal 2013. In Fiscal 2014 the service will collect an estimated \$6 million in revenue.

185. Zoning, Tax, and Other Appeals

General Fund - \$544,296

Municipal Zoning Appeals

This service provides specific procedures and regulations to implement the City's Comprehensive Plan for the orderly development and the most appropriate use of land throughout the City of Baltimore. The Board of Municipal and Zoning Appeals (BMZA) plays a crucial role in the administration and implementation of the zoning code. BMZA provides public notice and schedules hearings regarding conditional use permits, variances for physical development projects, applications relating to nonconforming uses of property, street signs and off-street parking regulations. For Fiscal 2015, the service aims to maintain the number of days from filing to written resolution at 50. The recommended funding level will maintain the current service level.

354. Office of Neighborhoods

General Fund - \$745,075

Mayor's Office

This service is responsible for making the Mayor's Office and City government accessible to citizens. Neighborhood liaisons are the points of contact for constituents and community groups when they need assistance in resolving an issue involving City services. For Fiscal 2015, the six neighborhood liaisons will attend 850 community meetings, consistent with the Fiscal 2014 target. Current services will be maintained.

356. Homeless Services Coordination

Mayor's Office of Human Services

General Funds - \$497,515

Other Funds - \$3,318,297

This service provides executive leadership for the Mayor's Office of Human Services, including its Homeless Services Program. Funding is provided for information technology, human resources, and fiscal services. Contracts for approximately 150 homeless service providers are administered through this service. The recommended funding will maintain current services.

593. Community Support Projects

Department of Housing and Community Development

Other Funds - \$7,339,192

This service provides administrative and service-delivery assistance grants to approximately 75 nonprofit organizations per year. Funding for this service is provided through the Federal Community Development Block Grant, which has been reduced in previous fiscal years. With this funding, area nonprofit organizations provide activities such as youth and senior programs, health services, literacy programs, home ownership counseling, child day care service and project-delivery costs related to rehabilitation. In Fiscal 2015 this service will provide socio-economic services to 17,400 individuals and housing-related services to 3,850 households. The recommended funding will maintain current services.

644. Administration - Recreation and Parks

Recreation and Parks Department

General Fund - \$4,087,262

Other Funds - \$180,965

This service provides for overall administration of the department including personnel, fiscal, IT, public information, and management of capital projects and general engineering programs. This service also includes the agency's Communications and Partnership divisions. In Fiscal 2015 this service will continue to provide support to both recreation and park services as well as the promotion of agency programming.

645. Aquatics

Recreation and Parks Department

General Fund - \$2,040,220

The Department of Recreation and Parks operates six large park pools, 13 neighborhood walk-to pools, eleven wading pools, three splash pads, and three indoor pools. Pools will operate on the following schedule: from May 24th-June 15th, all six park pools and the Solo Gibbs splash pad will be open for weekend service. From June 21st through September 1st all six park pools, twelve walk-to pools, and six wading pools will be open for daily service. The splash pads at North Hartford and Solo Gibbs will operate from June 21st through September 1st. The Harford Lanvale walk-to pool will remain closed due to repairs. The agency projects 300,000 visitors at City pools, an increase from 220,846 in Fiscal 2013.

646. Park Maintenance
Recreation and Parks Department

General Fund - \$9,063,410
Other Funds - \$1,227,110

Park Maintenance is responsible for maintenance of 6,000 acres of park land, cleaning and repairing 115 playgrounds; preparing 104 baseball/softball fields and 48 soccer/football fields for play; re-netting, repainting and repairing 101 basketball and 86 tennis courts; and cleaning 20 miles of bike trails. Park Maintenance also mulches trees and removes invasive plants, and can provide support for special events based on a fee-for-service basis. Dedicated park maintenance crews will be assigned to reflect priorities for well-maintained playgrounds and athletic fields. Performance targets for Fiscal 2015 include increasing the percentage of City playgrounds equipped with functional components from 88% to 92% and reducing the operating cost per playground from \$2,000 to \$1,800. Current services are expected to be maintained based on the recommended funding level. This service includes a recommendation of \$1.22 million in State Open Space funds to be reallocated to support operations such as playground and ball field maintenance, inmate contracts for pocket park clean-up, and support for the Parks and People Foundation.

647. Youth and Adult Sports
Recreation and Parks Department

General Fund - \$543,431
Other Funds - \$153,275

This service offers a wide array of athletic choices for all age groups. Programs and activities include boxing (which currently operates as an enterprise), indoor soccer, skateboarding, track and field, football, basketball, hockey, broomball, and more. Various levels of leagues for youth, adults and seniors are also provided. Programming for the Youth Sports Division will be focused primarily through the recreation centers, including most of the youth sports leagues. The Adult Sports Division will operate on the basis of total cost recovery; any revenues realized in excess of program costs will support Youth Sports operations. In Fiscal 2015 the service aims to recover 30% of operating costs, a 5% increase from Fiscal 2013. The service will also seek to retain 90% of participants from prior years; this is consistent with Fiscal 2013 performance. At the recommended funding level current services will be maintained.

648. Community Recreation Centers
Recreation and Parks Department

General Fund - \$12,063,544
Other Funds - \$131,975

This service provides for the operation of the City's recreation centers. In May 2014 the newly renovated Morrell Park Community Center will be reopened. In Fiscal 2015 C.C. Jackson will be closed for a full remodel. The Fiscal 2015 Capital Improvement Plan also includes funding to construct the Cherry Hill Community Center and indoor pool as well as a gymnasium remodel at the Clifton Park facility. The Capital Improvement plan also includes \$6 million in State grant funds to begin construction on the Cahllil Community Center in Fiscal 2015. In Fiscal 2015 the service anticipates providing 325,000 youth experiences in after school/out-of-school time programs, an increase from 312,659 in Fiscal 2013. Additionally, the service will seek a target of 98% of youth participating in after school/out-of-school programming for at least three weeks a year, an increase of 3% from Fiscal 2013. The service also targets 95% participant satisfaction with programming; in the 2013 Baltimore Citizen Survey, 19% of respondents who had

experience with Baltimore City recreation centers rated their experience as excellent or good (33% of all respondents claimed no experience with City recreation centers).

650. Horticulture

Recreation and Parks Department

General Fund - \$889,758

Other Funds - \$367,196

This service provides for the management, maintenance, supervision, and operation of all horticultural activities at the Howard Peters Rawlings Conservatory, the 200-acre Cylburn Arboretum, gateway medians, and certain City-owned flowerbeds. The Department of Transportation will continue to provide Horticulture with a transfer payment for median maintenance, allowing Horticulture to maintain the current level of services. Horticulture will maintain public garden facilities (Cylburn Arboretum and Rawlings Conservatory), City Hall and War Memorial Plaza, and four gateway medians – President Street, MLK Boulevard, Edmondson Avenue, and Baltimore Washington Parkway. Horticulture no longer maintains flowerbeds in various City parks. The 50,000 square feet of shrubbery in City parks is only pruned by request, resources permitting. This service will aim to attract 63,000 visitors to the Cylburn Arboretum and Rawlings Conservatory; this is an increase from 57,300 in Fiscal 2013. The service also seeks to recover 35% of its operating costs through earned income, a 5% increase from Fiscal 2013.

653. Special Events – Recreation

Recreation and Parks Department

Other Funds - \$600,848

This service provides for organizing, coordinating, supervising, managing, and hosting over 30 cultural, special, and ceremonial events for the department, the Mayor’s Office, and other agencies and organizations that serve the interest of the City. The Special Events service is made up of the Permits Office, Events and Programs including the Bureau of Music concert events, the Volunteers and Alternative Workforce program, and the Park Rangers program. Park permit and event revenues support all costs for the Special Events service. This service will seek to ensure 90% of municipal concerts have attendance of over 100 neighborhood residents, a 5% increase from Fiscal 2013.

662. Vacant/Abandoned Property Cleaning and Boarding

Department of Public Works

General Fund - \$2,479,070

Other Funds - \$1,455,692

This service provides cleaning and boarding services to vacant and unoccupied properties that are cited by the City’s housing inspectors. Liens are placed against properties for work performed by City crews if bills are unpaid. The service’s mission is to maintain these properties and discourage their use for nefarious activities. This service is supported by three funding streams: City General Fund, Community Development Block Grant, and property lien revenue. In Fiscal 2015, the service expects to perform 43,000 cleanings and boardings, compared to 51,113 in Fiscal 2013. The projected decrease is in anticipation of the City’s Whole Block Demolition initiative. In Fiscal 2015, the service aims to provide 30,000 rat treatments and

increase the percentage of service requests completed on time from the current level of 75% to 80%. In Fiscal 2015 the service will also continue to implement a proactive mowing approach aimed at mowing all vacant lots on a three-week rotation. The recommended funding level will maintain the current level of service.

681. Administration – Transportation
Department of Transportation

General Fund - \$10,163,522
Other Funds - \$964,891

This service provides executive direction and support functions for the agency’s operating divisions, including human resources, information technology, contract administration, equal opportunity compliance, and fiscal/ procurement services. The Office of the Director oversees agency policy and planning functions, coordination for the Red Line Transit Project, CitiStat data collection and analysis, and public information services. The recommendation includes \$500,000 in federal funding for Urban Youth Corps, \$380,000 in Parking Management funds for workers’ compensation and \$15,000 in special funds for workers compensation. The recommended funding will maintain current services.

683. Street Management
Department of Transportation

General Fund - \$28,622,086

This service provides the preventive maintenance, resurfacing, reconstruction, and streetscaping of more than 4,300 lane miles of City roadways, as well as more than 1,100 lane miles of alleys throughout the City. This service conducts paving through both in-house and contractual paving crews. Contractual crews are responsible for more complex structural improvements to streets, and are certified to work on roadways receiving federal funding; in-house crews perform milling and paving on neighborhood streets. In Fiscal 2015, the service aims to resurface or reconstruct at least 140 lane miles through operating and capital funds (60 miles in-house, 80 miles through contractor); this is a decrease from the 195 lane miles paved during Fiscal 2013 (84 miles in-house, 101 miles through contractor). The reduction in lane miles can be attributed to a reduction in federal funds to support street repaving efforts. 62% of streets were rated “acceptable” according to the 2013 Street Paving Index Study, up from 56.7% in 2008. The improvement in the Street Paving Index rating is based upon 870 total lane miles resurfaced from calendar years 2009 through 2013. The service also aims to repair 100% of potholes within 48 hours, consistent with the Fiscal 2013 level. In the 2013 Citizen Survey, 29% of respondents rated street maintenance as “excellent” or “good,” an increase from 28% in the 2012 Citizen Survey.

684. Traffic Management
Department of Transportation

General Fund - \$12,546,301
Other Funds - \$850,277

This service provides the management of pedestrians, bicyclists, and motorists throughout the City. This service also provides the design, fabrication, installation, and maintenance of more than 250,000 traffic control signs and devices throughout the City, and the installation of safety fencing and jersey barriers. The service currently manages 32 Special Traffic

Enforcement Officers (STEO) that help control the flow of traffic. For Fiscal 2015, the service will maintain the current cost per traffic control sign installed at \$776.06. In addition, the service will target 80% of days meeting optimal travel time for traffic flow in the Central Business District and Gateways. The service found 87% of days met this target in Fiscal 2013; the target will remain at 80% for Fiscal 2015 due to planned projects that may reduce traffic capacity. The recommended funding will maintain current services.

689. Vehicle Impounding and Disposal

General Fund - \$7,755,227

Department of Transportation

This service provided impounding and disposal of more than 11,000 illegally parked vehicles in Fiscal 2012. The service also conducts over 16,000 police tows and over 3,500 “other” tows including Scofflaw violations and abandoned vehicles. In addition to impounding and disposal, the service also supports the main impound storage facility at 6700 Pulaski Highway and a smaller holding facility at 410 Fallsway. For Fiscal 2013, the average customer wait time for vehicle retrieval was 15 minutes; this target will be maintained for Fiscal 2015. The Fiscal 2015 recommendation will maintain current service and continues support for the competitively bid contracts processing for towing.

690. Complete Streets & Sustainable Transportation

General Fund - \$1,424,776

Department of Transportation

Other Funds - \$11,130,462

This service encourages and provides cleaner forms of transportation to reduce citizen dependence on single-occupant vehicles. This service includes advocacy and coordination of the Red Line Transit Project, the installation of bicycle facilities, the inspection and maintenance of 3,600 miles of sidewalks, marketing and development of ridesharing telecommuting, flexible work hour programs, and the operation of the Charm City Circulator and the water taxi “Harbor Connector” commuter service, which is primarily funded by a portion of parking tax revenue. In Fiscal 2015, the agency anticipates the Charm City Circulator ridership to increase to 4.25 million riders; the Circulator had 4.2 million riders during Fiscal 2013. The State of Maryland has committed \$2 million in additional grant funding to expand Circulator access. Additionally, this service aims to maintain the target number of hours of Circulator service at 83,429. According to the 2013 Citizen Survey, 29% of respondents used public transportation “most of the time” for trips to work, school, or shopping, an increase of 2% from the 2012 Citizen Survey. The survey also found that 35% of citizens rate sidewalk maintenance as “excellent” or “good,” a decrease from 42% in the 2012 Citizen Survey. The Fiscal 2015 recommendation includes \$750,000 in General Funds for administration of the BikeShare program.

696. Street Cut Management
Department of Transportation

General Fund - \$885,450

This service was transferred from the Department of General Services in Fiscal 2012. This service inspects and monitors street cuts in the City's rights-of-way to insure that altered infrastructure is restored in compliance with City standards and specifications. Using infrastructure coordination technology, the agency coordinates project schedules with other agencies, utility companies and contractors to ensure minimal street cuts. In Fiscal 2015, the service will maintain the percentage of improper street cut repairs at 6%. The service also targets 5,500 total street cuts in Fiscal 2015, slightly below the Fiscal 2013. The recommended funding will maintain current services.

727. Building Permits and Municipal Consents
Department of General Services

General Fund - \$1,704,344

This service provides for right of way review of all major construction and activities within the city. City charter and code provide for approvals prior to the construction of any project which impacts the public right-of-way. These impacts include: permanent or temporary encroachments on the right of way; construction of new city infrastructure and connection to existing utilities; the opening and closing of city streets and alleys; the creation of utility easements on private property; special events; and right-of-way infrastructure coordination. No construction can take place without these approvals. For Fiscal 2015, this service expects to issue 36,000 permits. The recommended funding level will maintain the current level of service.

737. Administration - Housing
Department of Housing and Community Development

General Fund - \$2,778,135
Other Funds - \$1,268,881

This service is responsible for the daily operations of the Baltimore Housing Authority and the Department of Housing and Community Development and includes the following offices: Human Resources, Budget and Accounting, and Facilities Management. This service is also supported by funding from state and federal grant sources, primarily the Community Development Block Grant. The recommended funding will maintain current services.

738. Weatherization
Department of Housing and Community Development

General Fund - \$301,738
Other Funds - \$16,291,128

This service consists of weatherization services, which provides energy efficient home improvements to low-income residents of Baltimore City. Weatherization reduces utility bills, stimulates the economy, and brings new workers into the emerging "green" economy. The weatherization program also makes homes healthier, cleaner and more sustainable. In Fiscal 2014, this service received \$260,000 in enhancement funding for a two-year project to work with other City agencies to more closely integrate client applications and help identify eligibility for other services. In Fiscal 2015 the service will seek to weatherize 1,000 homes, an increase from 743 homes weatherized in Fiscal 2013. Additionally, 46,000 residents will receive utility

assistance services, consistent with the number of clients served in Fiscal 2013. In Fiscal 2015, the Office of Energy Assistance that was formerly part of this service will be moved to the Mayor's Office of Human Services. The recommended funding will maintain current services for weatherization.

740. Dawson Center **General Fund - \$30,323**
Department of Housing and Community Development **Other Funds - \$265,955**

This service has historically provided after-school and summer youth programming to 45 children and their families at the Dawson Center in the Oliver community. In Fiscal 2015 the service will seek to provide programming to 150 children with expansion to an additional site. In Fiscal 2013, 100% of participating students were successfully promoted to the next grade level. The recommended funding will maintain current services.

741. Community Action Centers **General Fund - \$719,459**
Mayor's Office of Human Services **Other Funds - \$8,658,620**

This service operates five Community Action Centers throughout Baltimore City to connect low-income people to programs that promote economic stability. Services are designed to provide a safety net for families in crisis, including energy assistance and eviction prevention grants. Case managers provide ongoing support on an individual basis and refer individuals to other government and nonprofit services to address areas of mental health, substance abuse, housing and employment development. The Community Action Centers served 13,899 unduplicated clients during Fiscal 2013. In addition to General Fund support, the service receives federal and state funds. In Fiscal 2015 this service will oversee the Baltimore Office of Home Energy that provides utility assistance to low-income Baltimore residents. This service was previously within the Department of Housing and Community Development; all existing staff will be transferred from Housing to Human Services. In Fiscal 2015, this service aims to help at least 100 heads of households achieve self-sufficiency, consistent with Fiscal 2013 service levels. The service also aims to assist clients in reducing energy bills by 5%, a new measure for Fiscal 2015. The recommended funding will maintain current services.

742. Promote Homeownership **General Fund - \$116,303**
Department of Housing and Community Development **Other Funds - \$452,678**

This service promotes neighborhood stability by providing incentives and grants to homebuyers. The grants are used for down payments, home inspections, and settlement expenses. This service is a component of the Vacants to Value program seeking to reduce blight in neighborhoods by providing assistance to families purchasing vacant properties. This service also provides classes, seminars, counseling and referrals to prevent foreclosure. This service will aim to provide homeownership incentives to 460 homebuyers, with 93% of clients maintaining homeownership after five years. The recommended funding will maintain current services.

745. Housing Code Enforcement*Department of Housing and Community Development***General Fund - \$14,515,813****Other Funds - \$50,000**

This service is responsible for providing safe and attractive neighborhoods through effective inspection and enforcement of building, property maintenance and related codes. The service anticipates performing 275,000 inspections in Fiscal 2015, consistent with prior years. The number of properties made newly habitable as a result of code enforcement is also expected to increase from 1,100 in Fiscal 2013 to 1,200 properties in Fiscal 2015. In Fiscal 2013, this service made 637 vacant and unsafe structures in targeted areas habitable or razed as a result of code enforcement; in Fiscal 2015, it aims to have 1,200 such structures made habitable or razed. In Fiscal 2013, 219 properties were demolished, and the service plans to demolish 500 in Fiscal 2015. This service will generate an estimated \$4.5 million in revenue during Fiscal 2015. The General Fund recommended budget includes \$100,000 to hire an additional Housing Investigator in conjunction with the Department of Finance's billing integrity unit to identify Homestead Tax Credit Fraud.

747. Register and License Properties and Contractors*Department of Housing and Community Development***General Fund - \$564,906**

This service ensures the qualification of contractors by: a) licensing electricians, demolition contractors, plumbers and HVAC trades people annually to perform work in Baltimore City, b) licensing multiple family dwellings to ensure that minimum fire and safety standards are met, c) registering non-owner occupied dwelling units and vacant lots to ensure that current contact information is updated for code enforcement purposes, and d) registering burglar alarm users, contractors and monitoring companies and in certain circumstances billing users for false alarms. In Fiscal 2015, 25% of customers will complete registration renewals online and 4,500 multi-family dwellings will be licensed. The recommended funding will maintain current services.

**748. Housing Development Finance and
Project Management***Department of Housing and Community Development***Other Funds - \$914,128**

This service promotes the stabilization, preservation and growth of city neighborhoods through a variety of community based initiatives, including creating mixed income housing opportunities and direct financing to for profit and not for profit developers through the federal HOME program. In Fiscal 2015, this service will provide financing for 295 housing units, compared to 387 units in Fiscal 2013, the difference in units is due to the timing projects. The recommended funding will maintain current services.

749. Blight Elimination

General Fund - \$2,576,390

Department of Housing and Community Development

This service supports neighborhood revitalization and mixed-income community development by eliminating the blight caused by vacant and abandoned properties and returning them to productive use. This service supports the Vacants to Value initiative by streamlining the sale of City-owned properties and maintaining, clearing, and holding land for future use to create viable neighborhoods throughout the city. The Vacants to Value initiative coordinates the efforts of Land Resources, Code Enforcement, and the Office of Homeownership. This initiative also focuses on the acquisition of property, relocation of displaced individuals/families of acquired properties, and demolition of dangerous buildings. The Fiscal 2015 recommended budget includes \$1.1 million as a capital transfer to support overhead costs associated with acquisition and relocation efforts to support Whole Block Demolition. In Fiscal 2015 this service will strive to sell 275 properties, slightly more than the 257 properties sold in Fiscal 2013. The service will also aim to have 85% of dispositions completed within 120 days, compared to 80% in Fiscal 2013. The recommended funding will maintain current services.

750. Housing Rehabilitation Loans

General Fund - \$63,256

Department of Housing and Community Development

Other Funds - \$2,543,581

This service provides deferred rehabilitation loans to eligible seniors and low-income households for home improvements necessary to maintain safety and health, such as roofing, structural damage, emergency repairs and furnace replacements. This service will provide rehabilitation services to 300 families in Fiscal 2015, an increase from 231 served in Fiscal 2013. The recommended funding will maintain current services.

751. Building and Zoning Inspections and Permits

General Fund - \$5,906,935

Department of Housing and Community Development

This service provides monitoring of construction activity to ensure the safety and integrity of new construction and alterations by reviewing permit applications and construction drawings for building, electrical, mechanical, zoning and other related codes. Subsequent inspections are made to ensure compliance. In Fiscal 2015 the service will conduct 70,000 trade inspections and issue 36,000 permits. This service also has a target to complete 85% of inspections on-time (within one business day), and was able to complete 99% of these inspections on-time in Fiscal 2013. The recommended funding will maintain current services.

755. Affordable Housing Program

General Fund - \$0

Department of Housing and Community Development

This service provides flexible funding sources that allow the City to assemble large tracts of vacant properties to create new development sites. To date the City has invested \$53,477,332 in the Affordable Housing Program over five years. All funds from the Urban Development Action Grant repayment will be dedicated to the Affordable Housing Fund until it reaches the

\$59.8 million goal. The recommended funding will maintain current services.

762. Historic Preservation

General Fund - \$543,630

Planning Department

This service strengthens Baltimore's economic and cultural infrastructure by preserving its architectural assets. The Commission for Historical & Architectural Preservation (CHAP) identifies and recommends the historic designations of City landmarks and historic districts, fostering tangible gains in the local economy and increases in property sales prices and property tax base assessments. There are currently 33 Baltimore City historic districts and 181 landmarks, including 12,000 properties. For Fiscal 2015, the percentage of eligible properties within Baltimore with local or national designation will remain at 25%. The recommended funding will maintain current services.

**763. Comprehensive Planning and
Resource Management**

General Fund - \$1,213,568

Other Funds - \$2,206,536

Planning Department

This service is a core function of the Planning Department, leading the City's neighborhood based planning initiatives, building community capacity and promoting collaboration to improve the quality of life for city residents. This service includes drafting policy statements, analyzing legislation, community outreach, capacity building, developing housing and transit oriented development strategies, comprehensive rezoning, and development of the six-year Capital Improvement Plan to maximize the value of City investments. The Other Funds recommendation includes \$1.2 million in local impact aid as a result of the Baltimore Casino. These funds will be utilized to support long-range planning efforts in the footprint area, a community grant fund, and a Project Manager position. In Fiscal 2015, this service aims to complete at least four major new area master plans. The recommended funding will maintain current services.

768. Administration-Planning

General Fund - \$947,155

Planning Department

This service provides two key functions which enable the Planning Department to fulfill its mission and City Charter mandates. The executive leadership of the Planning Department advises the Mayor, Administration senior staff, other cabinet agencies, and the Planning, Preservation and Sustainability Commissions on issues and policies related to development, land use, zoning, capital programming, sustainability, and historic preservation. Staff within this service also provide the direct support functions for executive agency leadership, including the formulation of the budget, fiscal operations, procurement, accounting, human resources and general administrative services for the Planning Department. The recommended funding will maintain current services.

851. Liquor License Compliance
Liquor License Board

General Fund - \$1,319,330

This service provides regular inspection of licensed establishments to ensure compliance with the State laws and regulations regarding the sale and service of alcohol within Baltimore City. In addition, this service monitors the City's adult entertainment establishments. Citizen complaints regarding licensed establishments are referred to the Liquor Board by the City's 311 call center. Violations of State law and liquor board licensure rules are handled at public hearings conducted by the Liquor Board. In Fiscal 2013, 4,141 routine inspections were completed and 237 compliance hearings were conducted. Currently the state legislature is looking at modifying the law that governs Liquor Board functioning. The expectation is that these legislative changes will give the city more flexibility in its attempts to improve productivity and efficiency. The Fiscal 2015 funding level will allow the Liquor License Board to maintain the current level of service.

878. Disabilities Commission
Office of Civil Rights

General Fund - \$203,755

This service is responsible for ensuring the accessibility of City facilities, programs and services for residents with disabilities, monitoring the city's compliance with the Americans with Disabilities Act (ADA), and providing information and educational programs for City government and businesses regarding reasonable accommodations for employment and other issues concerning people with disabilities. According to the 2006 American Community Survey, there are over 110,000 people with disabilities in the City. The recommended funding will maintain current services.

893. Homeless Prevention
Mayor's Office of Human Services

Other Funds - \$1,072,985

This service provides direct assistance to those facing imminent risk of losing their current housing. This takes the form of legal representation in rent court, public housing grievance termination proceedings, and through negotiations with Section 8 staff and mediating landlord disputes. The service is supported by state and federal funds. During Fiscal 2015, the service aims to provide eviction prevention counseling services to 3,240 households, an increase from 2,629 in Fiscal 2013. The service will also seek to ensure 80% of households receiving eviction prevention grants remain housed for 3 months, which is consistent with Fiscal 2013 performance. The recommended funding will maintain current services.

896. Permanent Housing for the Homeless
Mayor's Office of Human Services

General Fund - \$212,585
Other Funds - \$25,195,793

This service provides case management for chronically homeless individuals to help them acquire permanent housing. This is a key driver in the long-term solution to end homelessness in Baltimore City. Approximately 2,000 individuals and families receive this support. In

addition to General Fund support, this service receives federal and State grants to support Shelter Plus Care, Supportive Housing, HOPWA, as well as the Maryland Homeless Prevention Program. In Fiscal 2015, this service aims to have 97% of eligible clients maintain permanent housing for at least six months. This target is consistent with the Fiscal 2013 level. The recommended funding will maintain current services.

A Growing Economy

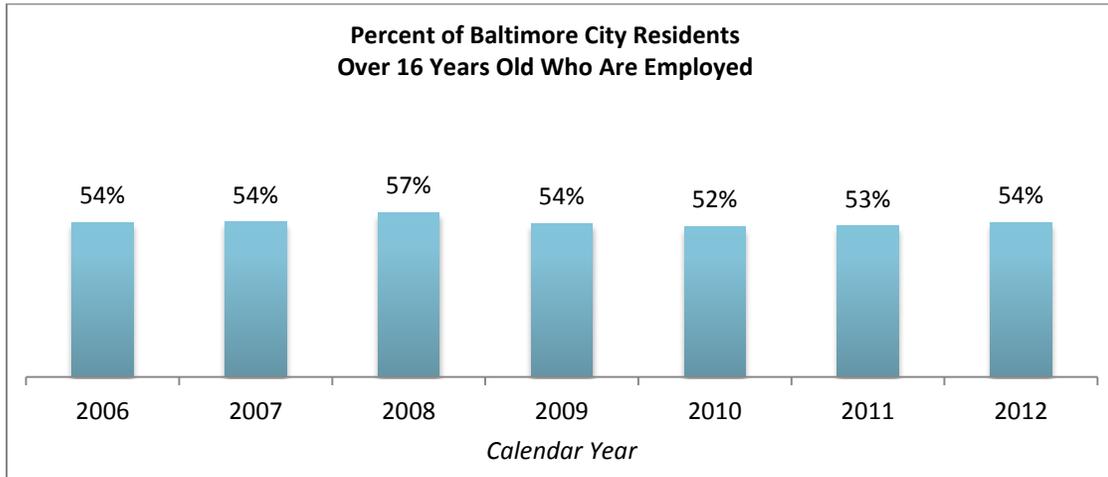
Baltimore's citizens succeed when Baltimore's economy is strong and growing. This Priority Outcome seeks to strengthen and grow Baltimore's economy by working from the following tenets: a growing economy leverages public-private-non-profit partnerships; a growing economy respects and supports the diverse ethnic, racial, socioeconomic, and education levels of the people we serve; and a growing economy recognizes the interconnectivity of all economic factors including investment, economic drivers, workforce, quality of life, and infrastructure. Baltimore City government can achieve this outcome by focusing resources, people and policies in support of our identified goals.

The *key strategies* guiding City services for A Growing Economy are as follows:

- Strengthen connectivity of residents to the economic mainstream, educational institutions, and cultural opportunities, while targeting historically isolated populations.
- Maintain and improve public infrastructure to protect the value of economic development investments and attract new private investment. The focus here is on infrastructure that directly supports areas of the City targeted for economic development, including tourism, arts, cultural attractions, and retail. Prioritize efforts that focus on safety, transit-friendly/walkability, IT infrastructure and major economic drivers.
- Identify and market a strong Baltimore brand through positive regional and national marketing, more effective local information dissemination to residents, tourists, students and businesses, and improved and innovative means of providing such communication. This brand should identify Baltimore as an exciting place for tourism and residency as well as a strong business-friendly community and an attractive place to locate businesses.
- Partner with other governments and regional partners to improve the access and connectivity of the City's residents, businesses and community assets. The City is placed in one of the most stable and growing regional economies in the country. However, not all of these economic development opportunities have been and are available to the City. The City should build tighter relationships with other governmental and regional partners in order to advance a unified, wider and stronger regional economic presence that can benefit all.

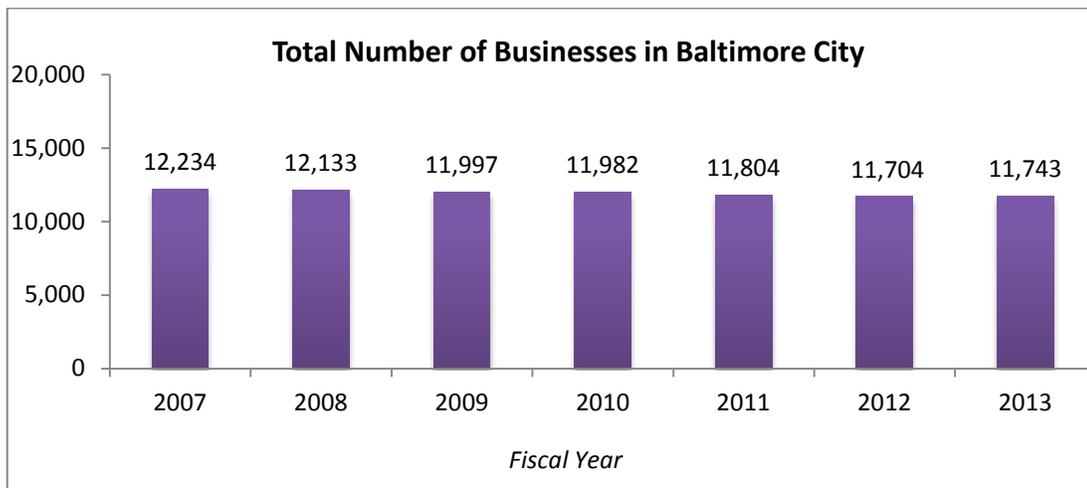
Priority Goals are measurable results that support the Priority Outcome. Each Priority Goal listed below is accompanied by at least one indicator, or measure of success. By monitoring these indicators, we can track progress on how well the City is doing in achieving the Priority Outcome and adjust strategies as necessary to do better. City agencies also monitor additional, more specific indicators for their services.

1. Increase the number of City residents over 16 years old who have a job.



Source: American Community Survey, 2008-2012

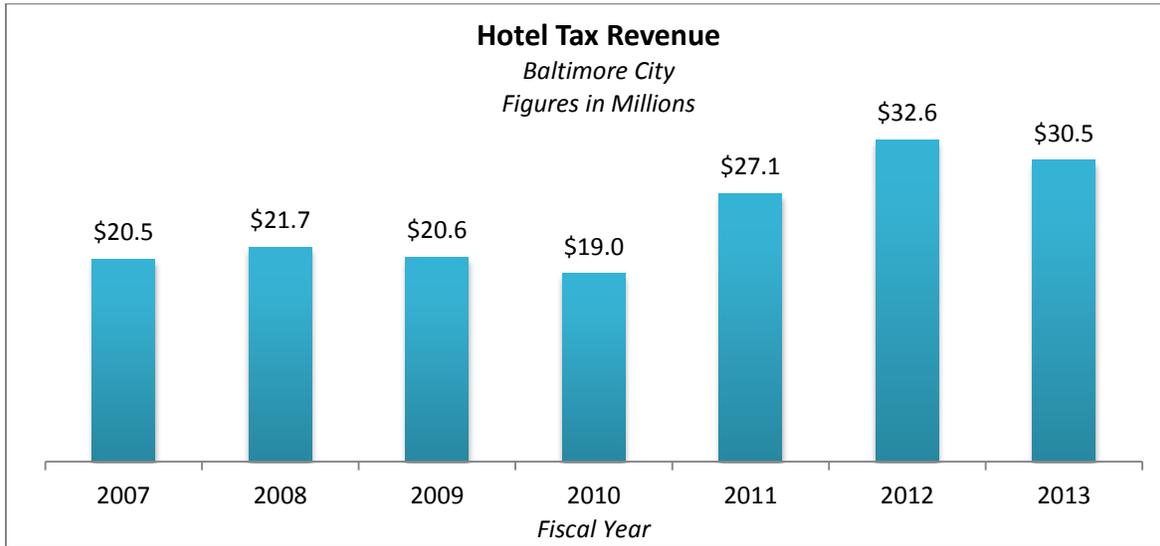
2. Increase the overall number of businesses in the City.



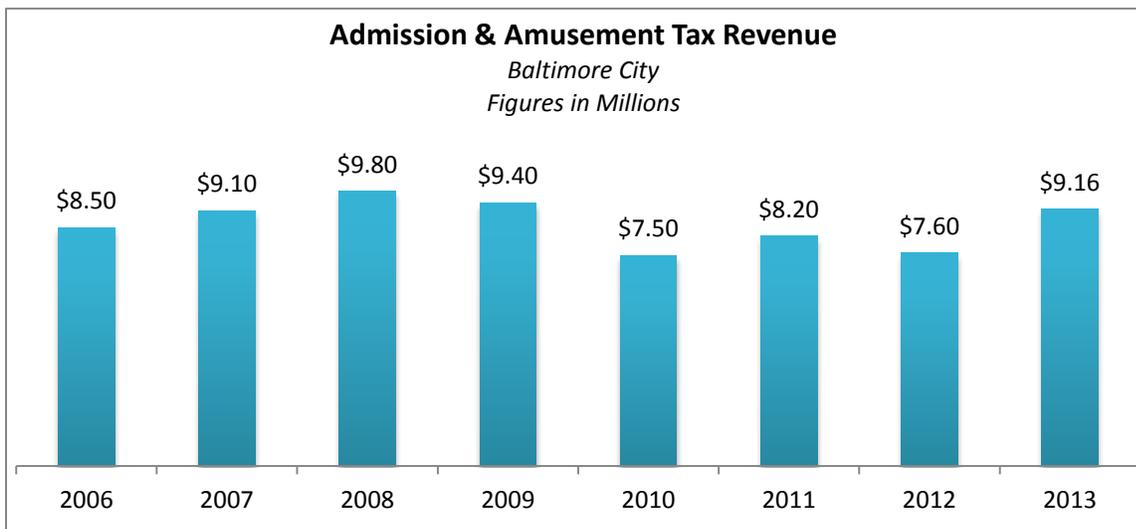
Source: Baltimore City Department of Finance, Personal Property Tax Data

3. Increase economic activity from tourism and entertainment and attraction offerings.

In 2011, the tax rate increased from 7.5% to 9.5%



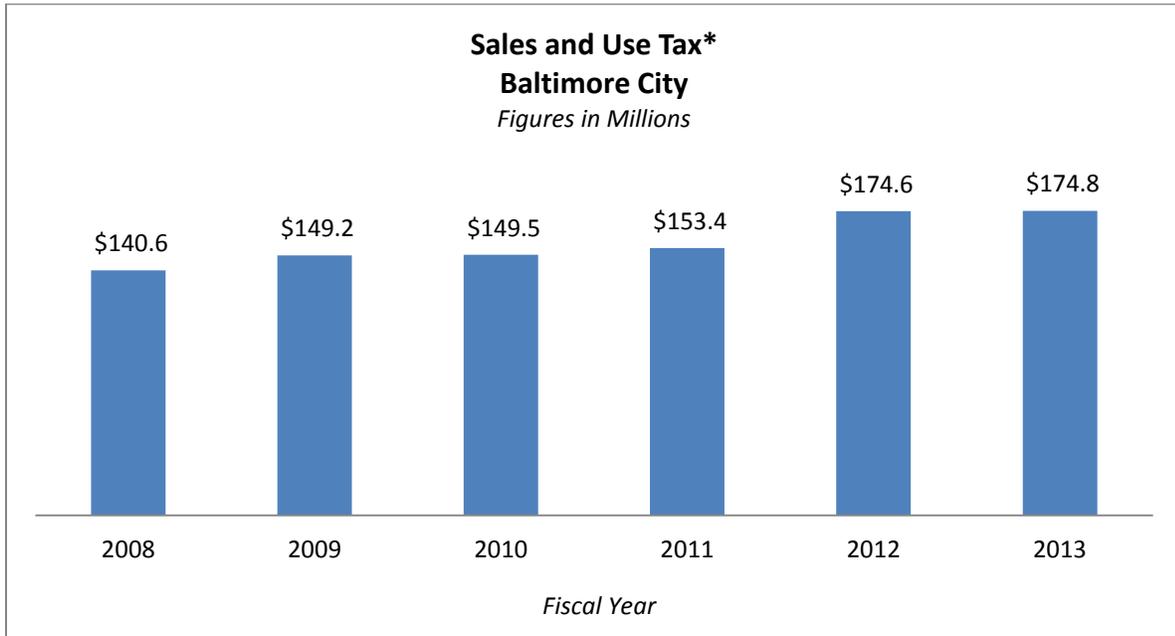
Source: Baltimore City Department of Finance



Source: Baltimore City Department of Finance

*Note: the hotel tax rate was increased from 7.5% to 9.5% in 2011.

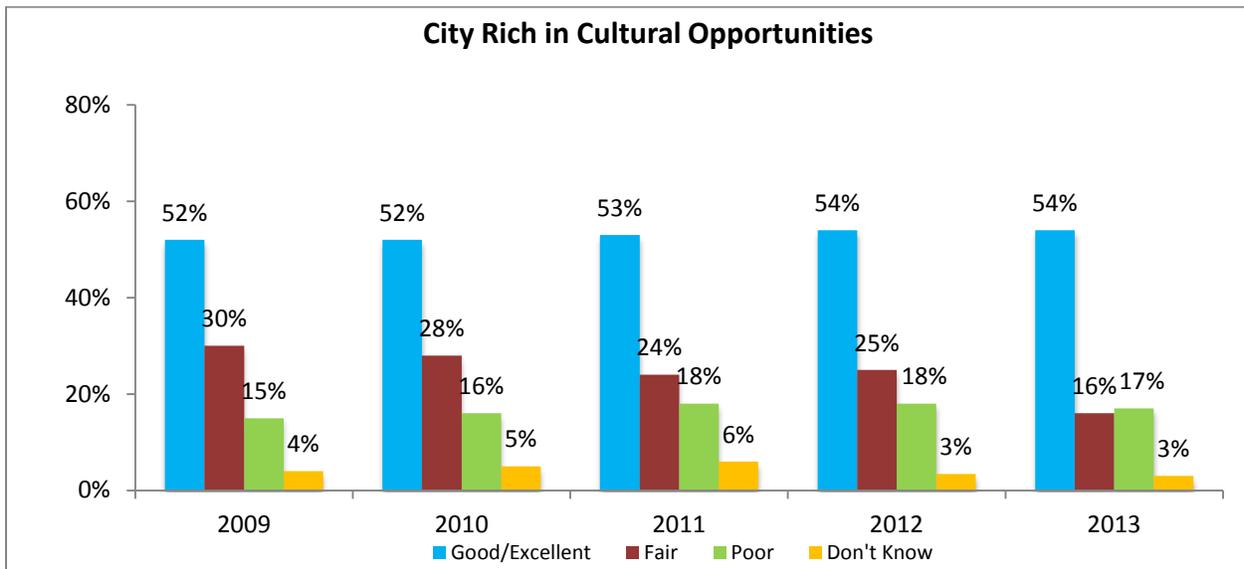
4. Increase the total amount of retail activity.



Source: State of Maryland Comptroller's Office

*Includes furniture and appliances, general merchandise, apparel, and food and beverage. The increase in sales tax is due to the increase in sales tax on alcohol the State imposed in 2012.

5. Increase the number of citizens who rate the City as being rich in cultural opportunities.



Source: Baltimore Citizen Survey 2009, 2010, 2011, and 2012

To read the entire *A Growing Economy Guidance Document*, visit our website at baltimorecity.gov/outcomebudgeting.

FISCAL 2015 OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	60,577,792	63,382,381	63,254,858	(127,523)	-0.20%
Federal	9,394,716	9,370,341	9,928,725	558,384	5.96%
State	7,056,969	7,094,964	7,358,832	263,868	3.72%
Special	774,190	794,542	1,865,747	1,071,205	134.82%
Conduit Enterprise	7,843,083	7,770,240	7,778,357	8,117	0.10%
Parking Management	7,589,697	7,725,372	8,975,372	1,250,000	16.18%
Parking Enterprise	35,445,338	29,053,457	29,053,457	-	0.00%
Grand Total	128,681,785	125,191,297	128,215,348	3,024,051	2.42%

493. Art and Culture Grants

General Fund - \$6,117,591

This service provides operating grants to the Walters Art Museum (\$214,290), the Baltimore Museum of Art (\$432,444), the Baltimore Symphony Orchestra, and the Maryland Zoo in Baltimore (\$250,920). These four institutions comprise the cornerstone of the City's commitment to arts and culture and are budgeted separately. The budget recommendation for all of these organizations will maintain the current level of service. In addition to operating grants, the City provides the employer's share of social security, health insurance, pension costs, prescription and optical plans for employees of the Baltimore Museum of Art and the Walters Art Gallery. The Fiscal 2015 recommended budget for these costs is \$3.7 million, consistent with the Fiscal 2015 level of appropriation. The City also provides a subsidy for the utility costs at the Maryland Zoo in Baltimore; the Fiscal 2014 the recommended budget for these costs is \$890,000, an increase of \$562,138 to reflect actual usage. In Fiscal 2015 an estimated 988,000 visitors will visit these facilities, an increase of 20,854 from Fiscal 2013.

540. Baltimore Arena Operations

General Fund - \$581,091

This service manages the building operations for the Baltimore Arena. The City is responsible for a management fee associated with the operations of the facility. The management fee is tied to net profit as detailed below:

- \$0-\$750,000: 100% of profit is returned to City of Baltimore
- \$750,000-\$1 million of Net Profit: 80% goes to operator while City of Baltimore receives 20%
- \$1 million and Above Net Profit: 80% goes to the City of Baltimore while operator receives 20%

In Fiscal 2012, attendance was 527,395 and the net income increased to \$754,211. In Fiscal 2013, attendance declined to 456,240, while the net income was \$412,626.

548. Conduit System Management

Other Funds - \$7,778,357

Department of Transportation

This service provides development, maintenance, and control over approximately 741 miles of conduit ducts under the streets, lanes, and alleys of Baltimore City. In Fiscal 2013, the service

reported 90% of conduit reviews completed within 72 hours of application. For Fiscal 2015, the service projects to increase this target to 100%. The service also reported 85% of conduit obstructions cleared within 72 hours of notice, and will maintain this target for Fiscal 2015. The service reports 100% of manhole inspections completed for the conduit occupancy program in Fiscal 2013, and will maintain this target going forward into Fiscal 2015. The estimated revenue for the service is \$14.59 million in Fiscal 2015. The capital recommendation for this service in Fiscal 2015 is \$6.0 million. The rate per linear foot of conduit is \$0.97.

590. Civic Promotion

General Fund - \$458,966

This service provides grant opportunities to non-profit organizations that conduct historical, educational, and promotional activities in Baltimore. Organizations recommended for funding under this service include the Baltimore Public Markets, Lexington Market and Arcade, and Baltimore National Heritage Area. The budget recommends \$137,763 for the Baltimore Public Markets, \$172,204 for the Lexington Market and Arcade is \$172,204, and \$140,000 for the Baltimore National Heritage Area. In Fiscal 2015, Baltimore Public Markets and the Lexington Market will seek to provide 700 free health services, an increase from 565 in Fiscal 2013. The Baltimore National Heritage will seek to leverage \$1 million in State and federal funding to support Baltimore's cultural and historic activities. The recommended budget amounts will maintain the current level of service.

656. Wage Investigation and Enforcement

General Fund - \$168,914

Office of Civil Rights

This service adds economic value to the City's low/moderate income work force through the enforcement of the City's Minimum, Living and Prevailing Wage Laws. Living Wage enforces the City's current Living Wage pay rate of \$11.07 for all City service contracts. Minimum Wage sets the highest standard of coverage for employees by providing wages and overtime protection for all City businesses with two or more employees. Prevailing Wage establishes and enforces 140 labor and mechanic pay rates that are incorporated into the City's capital construction and requirements contracts. A one stop location is provided for obtaining information and filing wage complaints, resulting in recovering back pay and lost wages for employees. This service received 359 cases in Fiscal 2013, and 50% of cases were completed on average within 6 months. In Fiscal 2015 the service projects 375 cases received, with 60% completed within 6 months. The recommended funding will maintain current services.

682. Parking Management

Other Funds - \$38,028,829

Parking Authority of Baltimore City

This service provides parking management services that include: management of City-owned off-street garages and lots with over 10,000 parking spaces and over two million parkers annually; parking meter management and maintenance of over 900 multi-space parking meters and 5,200 single-space parking meters throughout the City; administration of Residential Permit Parking and Residential Reserved Handicapped Parking programs; development of parking

plans (as part of City planning activities); participation in the City's Site Plan Review process; administration of truck and passenger loading zones; and identification and implementation of parking demand management strategies such as car sharing. The 2013 Citizen Survey found that 25% of residents rate finding parking in their neighborhood a "serious" or "very serious" problem. In Fiscal 2015, this service will distribute over 37,454 Residential Permit Parking decals and Visitors Permits. In addition, in Fiscal 2015 this service aims to increase the revenue collected per space at City-owned off-street parking facilities from \$2,501 in Fiscal 2013 to \$2,612. The Fiscal 2015 recommendation includes a \$6.3 million decrease to principal and interest payments on parking garage debt service, as the City will not be financing the casino garage. This service has implemented two Innovation Fund projects during Fiscal 2014: Off-Street Parking, which will renovate underutilized lots to increase capacity for revenue generation, and Single Space Parking Meter Upgrades, which has replaced mechanical meters with "smart" meters that accept electronic payment. Project SPACE will also be implemented in Spring 2014, which will introduce ADA-compliant EZ Park meters in the Central Business District, reducing incentives to abuse disability placards and free up additional parking spaces for persons with disabilities. Finally, the service will undertake a Pay by Plate initiative in the Central Business District to reduce material costs and transition newer EZ Park meters to replace older mechanical meters. The recommended funding will maintain current services.

685. Special Events Support

General Fund - \$526,330

Department of Transportation

This service provides set-up of stages, booths, audio/visual, and electrical equipment for more than 200 fairs, festivals and other special events throughout the City. This service also provides for the chauffeur of visiting delegations, the delivery of material for events, and the installation of street banners and holiday decorations in commercial areas for dozens of major planned events annually such as parades, Presidential visits, fireworks, and sporting events. In Fiscal 2015, the service aims to setup and breakdown booths at 250 events. The recommended funding will maintain current services.

687. Inner Harbor Services

General Fund - \$860,612

Department of Transportation

This service provides for maintenance of the public right-of-way at the Inner Harbor. Included are maintenance of the lighting, promenade, bulkhead, finger piers and water and utility hookups at the Inner Harbor. This service also provides the landscaping and maintenance of a number of fountains and public plazas, such as Hopkins Plaza, located throughout the central business district. In Fiscal 2015, this service will continue to maintain nine fountains on a weekly basis. The 2013 Citizen Survey reports 50% of citizens rating downtown as 'safe' or 'very safe' at night; one goal of this service is to increase this percentage. The recommended funding will maintain current services.

692. Bridge and Culvert Management
Department of Transportation

General Fund - \$2,799,441

This service maintains 305 bridges to ensure the safe and timely passage of motorists, pedestrians, and bicyclists over roads, waterways, parks, and railroads. Included are the federally mandated biennial Bridge Inspection Program and the resultant maintenance, rehabilitation and/or reconstruction of bridges and culverts, including bridge structures categorized as major storm water culverts. In Fiscal 2015, this service will continue to inspect 313 bridges per two-year cycle and maintain an average bridge sufficiency rating of 79. In addition, this service has implemented preventative maintenance programs to extend service life and improve safety on bridges. Seven percent of bridges underwent preventative maintenance in Fiscal 2013; the service will maintain this as a target for Fiscal 2015. Currently 13.5% of bridges over 50 years old fall below 50 on the Bridge Sufficiency Rating scale; the service aims to decrease this to 8.1% of bridges 50 years or older in Fiscal 2015. The recommended funding will maintain current services.

694. Survey Control
Department of Transportation

General Fund - \$666,657

This service provides for a system of accurate survey points used by civil engineers land title agents, developers, and others preparing roadway and bridge designs, residential and commercial development projects, sale and acquisition of property for municipal use, etc. This service includes three specific functions: maintaining the City's Horizontal and Vertical Survey Controls, reviewing plats prepared by private consultants, and preparing plats and ordinance for review and approval of the Mayor and City Council. In Fiscal 2015, the service aims to replace 225 Control Stations, roughly the same number as Fiscal 2013. This service will maintain the number of field crew days needed to reset 20 Traverse Stations at 4 days. The recommended funding will maintain current services.

695. Dock Master
Department of Transportation

Other Funds - \$257,288

This service provides for the coordination of dockside activities and the docking of vessels within the Inner Harbor docking areas and is supported by docking fee revenue. Funding includes the collection of docking fees from transient pleasure boats, scheduling of docking for charter boats, cruise ships and special ship visits, and promoting the City's dock availability to tourists. This service also provides for the coordination of maintenance and repair services necessitated by visiting vessels. The goal of the service is to be self-sufficient from docking fee revenue collected. Ninety-eight percent of Marina customers reported satisfaction with this service in Fiscal 2013. The service also aims for 95% of docking slips to be filled during peak season in Fiscal 2015, up from 51% in Fiscal 2013.

729. Real Property Database Management
Department of General Services

General Fund - \$767,514

This service maintains the real property maps, plats and property identification database. Unique identification numbers are assigned to each of the City's 235,000 properties. This service keeps accurate ownership and mapping information which associates the ownership and mailing address of each property with the unique identification number assigned to each property. These records constitute the real property database which is the basis for State assessment updates, real estate transfer taxes, property subdivisions, and property tax billings. In Fiscal 2015, the service expects to make 35,000 changes to its address database. The recommended funding level will maintain the current level of service.

761. Development Oversight and Project Support
Planning Department

General Fund - \$1,192,949

This service helps to create stable, vibrant neighborhoods by overseeing the review of all development projects. The service supports the Planning Commission and City Council, Urban Design & Architectural Review Panel (UDARP), Baltimore Municipal Zoning Appeals (BMZA) and includes researching all development proposals, meeting with applicants and stakeholders, notifying the respective communities, scheduling public meetings, ensuring that properties are posted, and preparing and presenting staff reports at public meetings. The department estimates that it will approve 90% of subdivision plans in less than 30 days. The recommended funding also continues to support the implementation of The Food Desert Retail Strategy. This plan aims to achieve the following results: 1) Expansion and Retention of Grocery Stores, 2) Grocery Job Training Facility, 3) Support Food Entrepreneurism, and 4) Provide Healthy Corner/Liquor Store Technical Assistance. The recommended funding level will maintain current services.

792. Workforce Services for TANF Recipients
Mayor's Office of Employment Development

Other Funds - \$3,203,982

MOED is the recipient of a contract from the Maryland Department of Human Resources through Baltimore City's Department of Social Services to provide services to welfare applicants and recipients. Services include offering local labor market information, job readiness preparation, career assessment and employability skills. In Fiscal 2013, 750 participants were prepared for employment, and 58% of TANF participants who were enrolled in the Employment Continuum and are connected to employment remain on the job for eight consecutive weeks; the targets for Fiscal 2015 for these measures are 750 participants prepared for employment and 60% of participants who were enrolled in the Employment Continuum and connected to employment remaining on the job for eight consecutive weeks. The recommended funding will maintain the current level of service.

793. Career Center Services for City Resident
Mayor's Office of Employment Development

General Fund - \$1,390,122
Other Funds - \$1,586,530

This service provides a full range of workforce services including opportunities to build career portfolios by obtaining essential computer certifications and building skills tied directly to Baltimore's high growth sectors. This service allows participants to upgrade their computer skills by acquiring basic computer proficiency in Microsoft Office Software and IC3 certifications. In Fiscal 2013, 81 percent of participants completed occupational training and earned a certification. Performance targets for Fiscal 2015 would increase this completion level to 85%. The Other Funds recommendation includes \$750,000 in local impact aid as a result of the Baltimore Casino. These funds will be utilized to support the Employment Connection Center, targeted training for construction careers, and a workforce development needs assessment. The Fiscal 2015 recommendation represents additional funding for a new Local Hiring Coordination activity but also the ending of the State contract for the New Beginnings Program.

794. Administration-MOED
Mayor's Office of Employment Development

General Funds - \$1,104,181
Other Funds - \$159,840

This service provides administrative oversight to the Mayor's Office of Employment Development and includes MOED's fiscal and human resources functions. MOED's primary funding comes from federal, State, and foundation grants. City funding enables the Director and her administrative staff to provide leadership on workforce related activities beyond the scope of the aforementioned grants. Examples include, but are not limited to: addressing educational and career development needs of youth; developing programs for city residents who do not meet income requirements of Federal Workforce Investment Act allocations; and overseeing programs like the stand alone summer jobs program that are not funded through federal funds. The recommended funding will maintain current services.

795. Workforce Services for Baltimore Residents
Mayor's Office of Employment Development

Other Funds - \$5,441,486

This service is supported by Federal Workforce Investment Act (WIA) funds to operate the Career Center Network, comprised of three comprehensive one stop career centers and five community connection satellites. These centers are the workforce "hubs" for the city's job seekers and businesses, and are equipped with professional, state of the art technology to ensure customers acquire skill essential to successfully compete in the 21st century workplace. In Fiscal 2013, 79% of participants obtained employment and remained employed for at least 9 months, well above the federal standard of 64%. The agency expects to at least maintain the federal standard in Fiscal 2015. The recommended funding will maintain current services.

798. Youth Works Summer Job Program
Mayor's Office of Employment Development

General Fund - \$1,737,008
Other Funds - \$2,417,789

This service provides six week summer work experiences to thousands of Baltimore's youth. This service partners with many organizations including the Family League, Parks and People Foundation, the Health Department, the Department of Recreation and Parks, the Maryland Department of Natural Resources, and the Department of Transportation to provide summer work experience for program participants. These experiences expose youth to career options and teach them work-life skills that will prepare them for future employment. In Fiscal 2013, 5,225 youths participated in the Youth Works program, an increase of 225 youths from Fiscal 2012. Performance targets for Fiscal 2015 include increasing that number to 5,300 youth participants. This service received enhancement funding for the Career Connections program, which works with the Hire One program to encourage employers to retain or hire youth as part- or full-time employees during the non-summer months as well. Currently 116 youth and 60 companies participate in this initiative. The Other Funds recommendation includes \$750,000 in local impact aid as a result from the Baltimore Casino. These funds will be utilized to support summer youth jobs and year-round internships. The recommended funding will maintain current services.

809. Retention, Expansion and Attraction of Business
Baltimore Development Corporation

General Fund - \$1,500,324
Other Funds - \$105,653

This service focuses on increasing jobs in Baltimore's key growth sectors, expanding companies located in Baltimore, investing in Baltimore, providing significant financial benefit to Baltimore and the State of Maryland, and fostering opportunities for MBE/WBE participation. This service will seek to attract or retain 1,785 jobs in Baltimore City. The service will also assist 142 companies to stay within Baltimore City. In Fiscal 2013, 3,382 jobs were added or retained and 224 companies were assisted in staying in Baltimore City. The decrease from Fiscal 2013 to Fiscal 2015 can be attributed to attracting a large business in Fiscal 2013, another company of this size is not anticipated in Fiscal 2015. The recommended funding will maintain current services.

810. Real Estate Development
Baltimore Development Corporation

General Fund - \$1,752,423
Other Funds - \$205,653

This service promotes real estate development, including strategic planning, development assistance, expediting building permits and other approvals, negotiating the sale or lease of City-owned properties and managing urban renewal areas and Business Parks. Through real estate transactions made by this service, 2,210 new jobs will be created in Baltimore City. New development fostered by this service will result in an estimated \$4.5 million in new tax revenue, consistent with the tax revenues received in Fiscal 2013. The recommended funding will maintain current services.

811. Inner Harbor Coordination **General Fund - \$511,018**
Baltimore Development Corporation

This service is responsible for the coordination of day-to-day operations, oversight and management of City leases and the planning and implementation of both economic and physical development of the Inner Harbor. The Waterfront Partnership is responsible for mobilizing partners to ensure the proper upkeep of the Inner Harbor. A portion of the funds for this service, \$419,238, support the Waterfront Partnership. This service is expected to generate \$1.6 million from lease revenue and admission taxes, a \$280,000 increase from the Fiscal 2013 revenues. This service will also support 49 initiatives promoting the Inner Harbor. Specific examples include lease renewals, oversight of new lighting installation, and implementation of the Inner Harbor 2.0 Master Plan. The recommended funding will maintain current services.

812. Small Business Resource Center **General Fund - \$228,847**
Baltimore Development Corporation

The Small Business Resource Center provides business development services to entrepreneurs and existing businesses with less than \$5 million in annual revenue. Services are provided through a series of seminars, one-on-one counseling sessions, outreach events and targeted programming. In Fiscal 2015 the service will seek to support 300 newly created small businesses, up from 226 in Fiscal 2013. The recommended funding will maintain current services.

813. Emerging Technology Center **General Fund - \$799,173**
Baltimore Development Corporation

This service provides an array of services designed to help Baltimore entrepreneurs launch and sustain successful high-tech and bio-tech businesses. Since 1999, 281 participating firms have created more than 2,000 jobs and \$375.8 million in economic activity for the City, and 80% of graduating firms are still in business. The success of the Emerging Technology Center (ETC) has created significant regional, national and international exposure for Baltimore. In Fiscal 2015 ETC businesses will create 475 jobs and attract 33 new businesses. The recommended funding will maintain current services.

814. Improve and Promote Retail Districts **General Fund -\$1,555,448**
Beyond Downtown **Other Funds - \$105,653**
Baltimore Development Corporation

This service provides economic development functions and engages community members in the economic revitalization process. Initiatives, including the Main Streets program and the Façade Improvement Grant, resulted in a five-to-one private to public dollar investment ratio in Fiscal 2013, the sustainability of local merchants, and the recruitment of national retailers such as Target to Baltimore. In Fiscal 2015 this service will seek to create 350 jobs in Baltimore by

providing incentives to business owners, an increase from 230 jobs created in Fiscal 2013. The recommended funding will maintain current services.

815. Live Baltimore

General Fund - \$400,826

Department of Housing and Community Development

This service promotes City living options and educates potential homebuyers. In this role, it works closely with other city agencies to promote initiatives including the 'Live Near Your Work' homeownership incentive. In Fiscal 2015, the service will seek to attract 380 of its customers from three target cities (Washington, D.C., New York City, and Philadelphia), an increase from 268 customers in Fiscal 2013. The number of attendees participating in the Buying in Baltimore program is expected to be 968, an increase from 814 in Fiscal 2013. The recommended funding will maintain current services.

820. Convention Sales and Tourism

General Fund - \$14,310,715

Visit Baltimore

This service supports Visit Baltimore, a nonprofit organization that generates a positive economic impact to Baltimore City by attracting trade conventions and group/leisure visitors through destination sales and marketing efforts for its various stakeholders. Stakeholders include hotels, restaurants, attractions, and the City government. In Fiscal 2015, this service expects to generate \$482 million in visitor spending, a \$33 return for each dollar the City invests in Visit Baltimore. By State law, Visit Baltimore receives 40% of the City's gross hotel tax revenue. The Fiscal 2015 recommended budget is an increase of \$1,609,149 from the Fiscal 2013 adopted budget. Visit Baltimore monitors the Sail Baltimore (\$10,565) and Pride of Baltimore (\$13,735) grants, which are included in the total recommended budget. In Fiscal 2015 the service will seek to book 500,000 hotel rooms for future conventions, an increase from 469,675 in Fiscal 2013.

824. Events, Art, Culture, and Film

General Fund - \$2,234,803

Baltimore Office of Promotion and the Arts

The Baltimore Office of Promotion and the Arts (BOPA) serves as the City's special events office, council for arts and culture, and film commission. The City's General Fund supports the salaries of staff that fundraises, coordinates events and festivals, administers arts grants, manages arts programs, and oversees facilities. The recommended funding level includes \$250,000 to maintain support for the Creative Baltimore fund. In Fiscal 2015, BOPA aims to attract 2 million visitors to its annual events, an increase of 900,000 from Fiscal 2013. In Fiscal 2015 the organization will also seek to log 6,500 volunteer hours to support programming compared to 2,251 volunteer hours in Fiscal 2013. The recommended funding will maintain the current level of service.

828. Bromo Seltzer Arts Tower **General Fund - \$76,500**
Baltimore Office of Promotion and the Arts

The Emerson Bromo Seltzer Tower is a historic landmark listed on the National Register of Historic Places since 1973. The Tower provides working space for local artists and opens its doors to the community as a place where creativity is celebrated and shared. The Tower was donated to the City on the condition that it would be preserved. In 2006, the City entered into a contractual agreement with a third party to fund the utilities and maintenance of the Tower through 2012. In Fiscal 2015 the service will seek to rent 80% of available space to local artists, a 30% increase from Fiscal 2013. The recommended funding will maintain the current level of service.

846. Discrimination Investigations **General Fund - \$810,805**
Office of Civil Rights **Other Funds - \$40,800**

This service investigates complaints of unlawful discrimination in the areas of employment, housing, public accommodation, education, and health and welfare occurring in Baltimore City. The service promotes the availability of quality jobs and existence of a fair and inclusive workforce through the enforcement of Article IV of the Baltimore City Code. In Fiscal 2013, 28 complaint cases were closed per investigator and 25 percent of complaint cases were closed within 250 days. Performance targets for Fiscal 2015 include increasing the number of complaint cases closed per investigator to 32 and increasing the percentage of cases closed within 250 days to 50 percent. The recommended funding will maintain current services.

850. Liquor Licensing **General Fund - \$705,986**
Liquor License Board

This service provides for the issuance, transference and renewal of the City's alcoholic beverage and adult entertainment licenses. The service collaborates with applicants regarding license issuance, renewal requirements, and legislatively mandated community participation in the licensing process. In Fiscal 2013, 1,210 licenses were renewed and 106 hearings were conducted. Currently the state legislature is looking at modifying the law that governs Liquor Board functioning. The expectation is that these legislative changes will give the city more flexibility in its attempts to improve productivity and efficiency. The Fiscal 2015 funding level will allow the Liquor License Board to maintain the current level of service.

855. Convention Center **General Fund - \$12,423,845**
Other Funds - \$5,628,630

This service provides space and support services for meetings, trade shows, conventions and other functions conducted by local and national organizations that directly impact economic activity in Baltimore. This service strives to provide the highest quality experience to visitors and promote the City in the challenging regional and national hospitality industry. The Convention Center is a major driver of economic activity for the City. The State covers two-

thirds of the Center's operating deficit while the City covers one-third. In Fiscal 2015 the estimated operating deficit is \$8.4 million. In Fiscal 2015 revenue generated by the Convention Center is expected to total \$9.5 million, an increase of \$100,000 from Fiscal 2013. The projected number of conventions for Fiscal 2015 is 159, an increase of seven events from Fiscal 2013. The recommended funding level will maintain the current level of service. Proceeds from the Hotel Tax pay for the \$4.2 million annual debt service on the 1997 Convention Center expansion. This debt will be retired in Fiscal 2021.

869. Minority and Women's Business

General Fund - \$658,769

Opportunity Office

Law Department

This service is responsible for certification of Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs), maintaining a directory of certified businesses, investigating alleged violations of the MWBE ordinance, maintaining statistics on availability and utilization of MBEs and WBEs, setting annual participation goals, setting contract participation goals on a contract by contract basis, setting participation goals on City-assisted projects, and providing assistance to bidders and developers in identifying MBE/WBE firms. Initial application review time will remain at 4 days, and overall application review time is expected to remain at 35 days. This services projects certification of 1,350 minority and women's business enterprises in Fiscal 2015 an increase of 100 from Fiscal 2013.

(THIS PAGE INTENTIONALLY LEFT BLANK)

Innovative Government

The capability of a government to effectively provide customer friendly and efficient performance of internal business functions has a direct impact on all agencies' abilities to deliver services to the public.

This Priority Outcome is unique in the sense that it both defines expectations and criteria for internal support functions such as Finance, Human Resources, MOIT, and General Services, as well as provides a lens through which all services (i.e., those that impact citizens directly) should be viewed.

An innovative government:

- Adopts organizational change and encourages employee feedback and ideas to create more effective processes while reducing costs.
- Utilizes technology and best practices to streamline processes to directly impact employee and citizen satisfaction.
- Leverages public and private partnerships to assist in service delivery and provide additional funding and opportunities to enhance the City.
- Constantly re-evaluates and refines its internal business functions to directly impact all agencies' abilities to deliver services more efficiently and effectively.
- Encourages customer friendly service that is responsive, professional and provides opportunities to deliver consistent feedback.

The *key strategies* guiding City services for an Innovative Government are as follows:

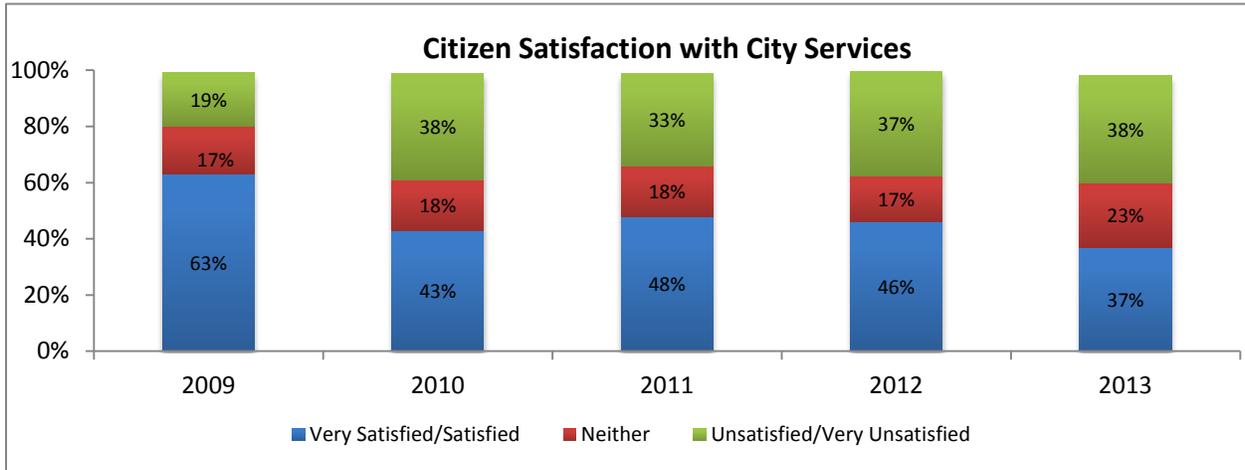
- Empower employees and foster innovation, creativity, and risk-taking
- Engage customers and improve customer service
- Automate, streamline and integrate business processes
- Decrease costs of City services by reducing price and usage of energy and space utilization
- Increase public and private partnerships to reduce costs and increase service

Priority Goals are measurable results that support the Priority Outcome. Each Priority Goal listed below is accompanied by at least one indicator, or measure of success. By monitoring these indicators, we can track progress on how well the City is doing in achieving the Priority Outcome and adjust strategies as necessary to do better. City agencies also monitor additional, more specific indicators for their services.

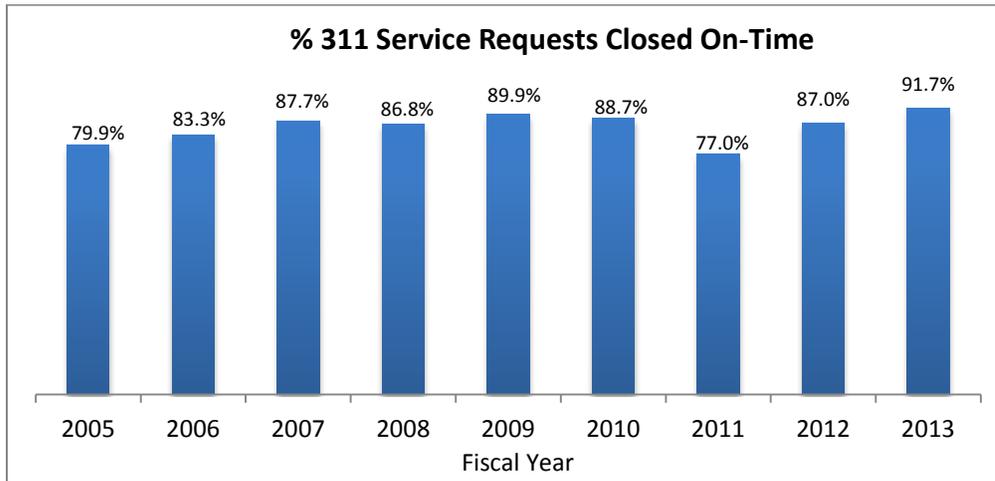
1. Increase the percentage of City employees trained in areas that directly impact their work.

Indicators for this goal are under development.

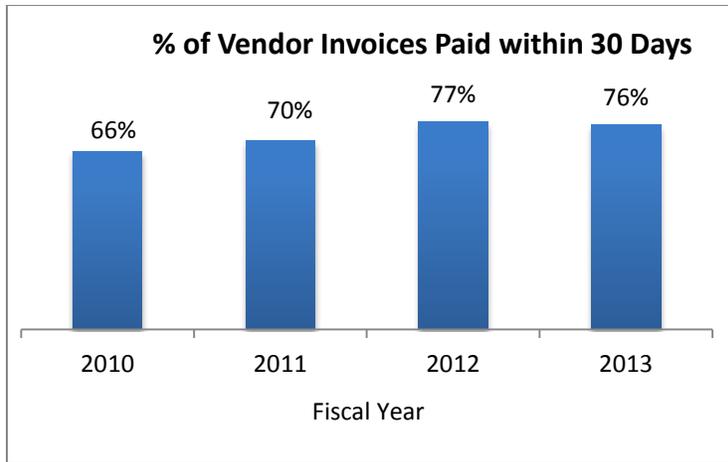
2. Increase the percentage of customers satisfied with City services.



Source: Baltimore Citizen Survey 2009-2013

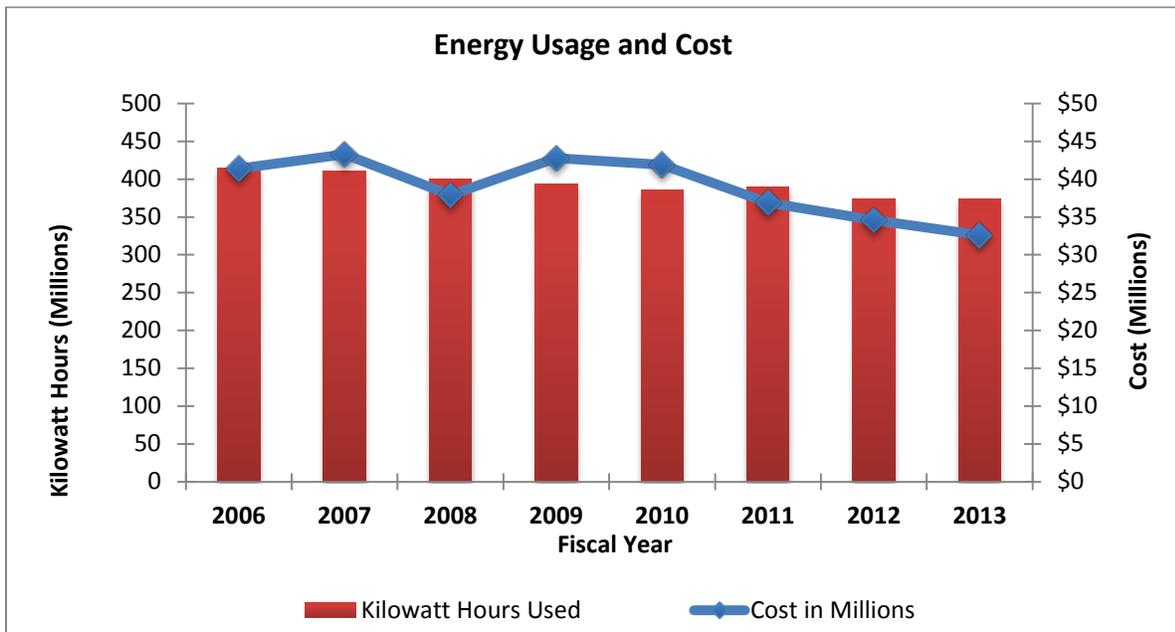


Source: Mayor's Office of Information Technology, CitiTrack System

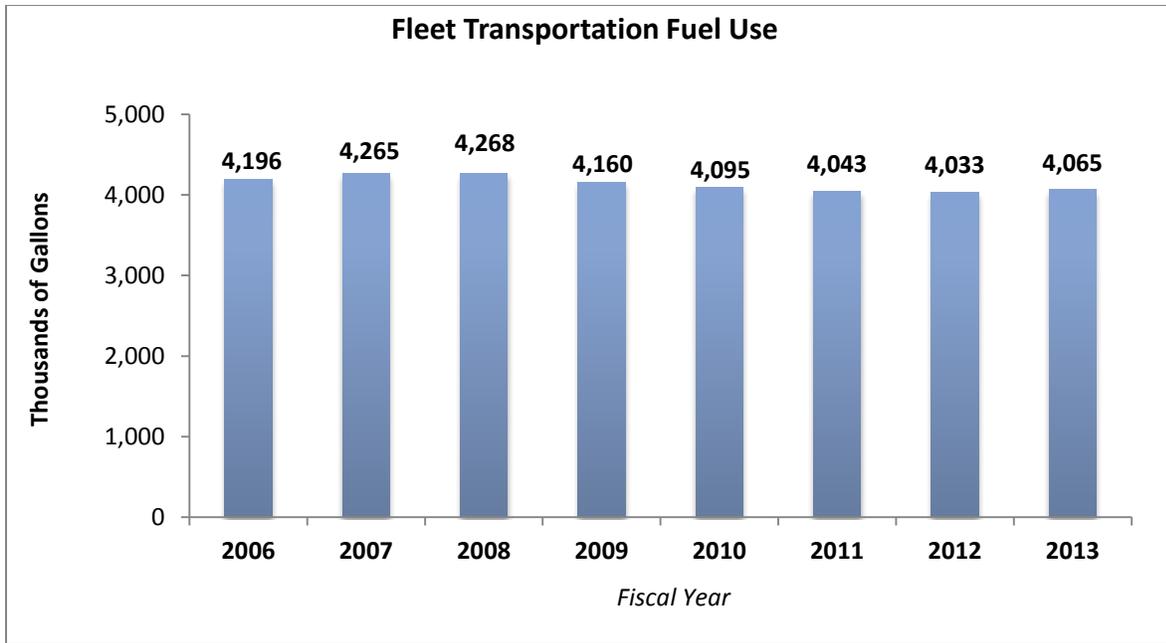


Source: Baltimore City Department of Finance

3. Reduce the City's energy costs



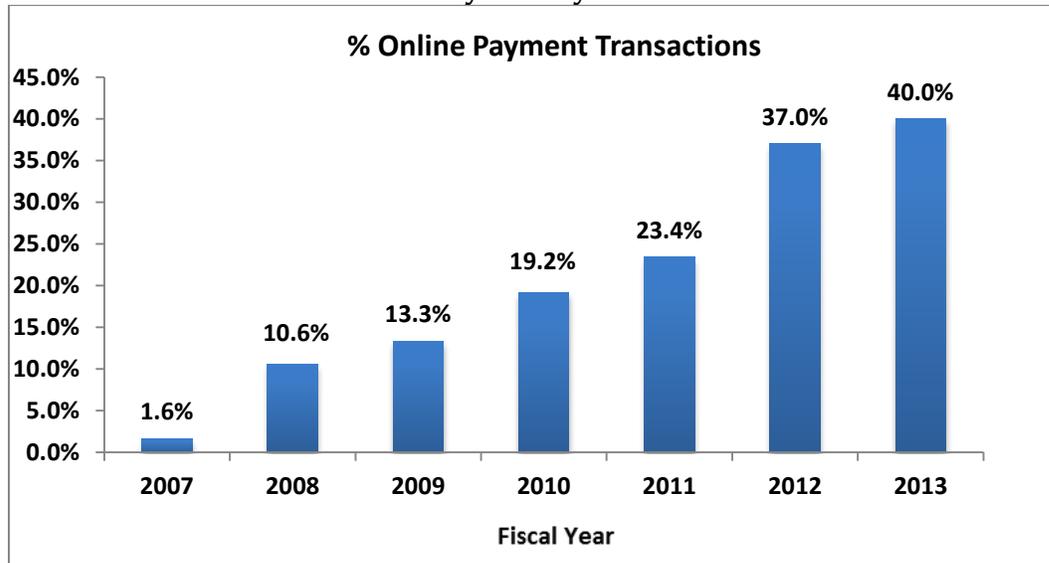
Source: Baltimore Department of General Services



Source: Baltimore Department of General Services

4. **Reduce the City's space utilization costs.**
Indicators for this goal are under development.

5. **Increase citizens accessibility of City services**



Source: Baltimore Department of Finance

To read the entire *Innovative Government Guidance Document*, visit our website at baltimorecity.gov/outcomebudgeting.

FISCAL 2015 OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	96,290,937	104,963,312	105,141,449	178,137	0.17%
Federal	2,000,000	2,040,006	2,300,000	259,994	12.74%
State	17,394,680	17,742,627	17,422,574	(320,053)	-1.80%
Special	19,654,134	20,352,575	17,071,843	(3,280,732)	-16.12%
Convention Center Bond	4,580,088	4,580,088	4,580,088	-	0.00%
Internal Service	97,973,873	89,106,752	89,852,387	745,635	0.84%
Water Utility	20,858,484	20,745,462	22,013,745	1,268,283	6.11%
Loan and Guarantee Enterprise	3,363,955	3,436,345	3,438,164	1,819	0.05%
Grand Total	262,116,151	262,967,167	261,820,250	(1,146,917)	-0.44%

100. City Council

General Funds - \$5,856,507

The City Council is the legislative branch of City government, as stated in the City Charter. The City Council is comprised of the President and 14 single member districts. This body enacts laws, holds hearings on topics of public interest, reviews City expenditures and operations, confirms certain municipal officers, and conducts regular meetings. It serves as a conduit through which the public's concerns and issues can be addressed. The Fiscal 2015 recommendation includes a \$60,000 increase to upgrade and maintain the City Council legislative database. Current services will be maintained.

103. Council Services

General Fund - \$728,158

The Office of Council Services provides professional staff support to the Standing Committees and Sub-Committees of the City Council, analyzes all legislation pending before the City Council; assists the City Council in bi-monthly monitoring of agency fiscal condition; provides analysis of the Ordinance of Estimates for the City Council; and arranges committee meetings requested by the City Council. The recommended funding level will maintain the current level of service.

106. Legislative Reference

Legislative Reference

General Fund - \$517,341

Other Funds - \$12,044

This service provides support to the City Council and Administration; drafts all legislation and resolutions for the Mayor and City Council; researches and reports on existing and proposed City and State legislation; provides reports and minutes of the meetings of City agencies; administers and enforces the City's ethics law; operates the Legislative Reference Library; publishes and distributes the City Code, the City Building, Fire and Related Codes, the City Charter and the Code of Public Local Laws; prints City legislation; and revises the City Code and other publications annually or as is appropriate. Performance targets for Fiscal 2015 include the completion of code updates within 2 days of notification. The current level of service will be maintained at the Fiscal 2015 recommended funding level.

107. Archives and Records Management

General Fund - \$468,832

Legislative Reference

This service is the repository for all city documents and historical data. The City has partnered with the State to provide a web-enabled, publicly accessible, fully searchable Baltimore City Archives system. As part of this partnership the City must provide a suitable facility. Performance targets for Fiscal 2015 include 100,000 patron users of the city archives. The current level of service will be maintained at the Fiscal 2015 recommended funding level.

125. Executive Direction and Control

General Fund - \$4,286,382

Office of the Mayoralty

Other Funds - \$666,046

This service is responsible for the daily operations of the Mayor's Office. The Office directs the operation of municipal agencies through the issuance of policies, directives and initiatives. The Office holds agency personnel accountable for meeting their objectives and measures their performance on a periodic basis by reviewing relevant data. Requests, complaints, and other inquiries directed to the Mayor concerning the operations of the City are investigated and responded to in a timely manner. Current services will be maintained based on the recommended funding level. The Fiscal 2015 recommendation also includes a \$300,000 grant from the Department of Commerce. The grant will establish a local business center for the Minority Business Development Agency, which promotes growth and competitiveness for minority-owned businesses.

128. Labor Contract Negotiations and Administration

General Fund - \$787,542

Office of the Labor Commissioner

This service carries out the mandate to conduct contract negotiations with eight city unions and one professional organization representing 85% of the City's workforce. The OLC negotiates collective bargaining agreements with respect to wages, hours, benefits and other terms and conditions of employment. The OLC oversees the administration of the Memoranda of Understanding including grievance and arbitration hearings, mediation, issues of contract language interpretation, and the convening and coordination of labor-management committees. The OLC studies and makes recommendations for the establishment, revision, or correction of City policies and procedures with respect to labor management matters. The Fiscal 2015 funding level will allow the OLC to maintain the current level of service.

130. Administration - Comptroller's Office

General Fund - \$1,293,722

Comptroller's Office

Other Funds - \$4,161

The Comptroller is an elected Office. This service provides general supervision for the City's independent audit function performed by the Department of Audits and is responsible for the Department of Real Estate and Department of Communication Services which includes the Municipal Telephone Exchange and the Municipal Post Office. As an elected Office, constituent services, policy analysis and implementation of policies and procedures are provided under this

service. This service is also responsible for administrative support service to the Board of Estimates and provides fiscal and personnel functions for itself and the departments under its supervision. The recommended funding level will maintain current services in Fiscal 2015.

131. Audits

General Fund - \$3,902,259

Comptroller's Office

Under the direction of the City Auditor and the general supervision of the Comptroller, this service performs the annual audit of the City's Comprehensive Annual Financial Report (CAFR), as well as 12 separate audits of the financial statements of various governmental units, including the City's three pension systems, the Enoch Pratt Free Library, and four enterprise funds (Water, Waste Water, and Parking Funds, and the Loan and Guarantee Program). The Department is also responsible for the Single Audit of the City's approximately 676 federal grant awards with expenditures of \$278.4 million. A number of performance audits are also conducted of City agency activities to ensure the efficiency of operations, the adequacy of internal control structure and compliance with City laws, policies and procedures. The Department of Audits also prevents and investigates alleged fraud, theft, bribery and other economic irregularities in City government. Other services performed by the Department of Audits include reviewing contract change orders, contracts, grant awards, agreements and other transactions submitted for the Board of Estimates' approval, performing reviews of abandoned property of the City, and Water and Waste Water Funds rate increase proposals, and conducting special request, fraud and revenue recovery audits. Current services will be maintained for Fiscal 2015.

132. Real Estate

General Fund - \$986,508

Comptroller's Office

This service is responsible for all matters relating to the acquisition, sale, lease, exchange or other disposition of real property of the City. The Department works closely with the Department of Housing and Community Development, the Baltimore Development Corporation, the Department of General Services and the Mayor's Office in accomplishing its goals. The recommended funding level will maintain current services in Fiscal 2015.

133. Municipal Telephone Exchange

Other Funds - \$11,283,757

Comptroller's Office

This Internal Service Fund provides communication equipment and service, including land lines and wireless, for all City agencies. The City's telephone system encompasses 296 Norstar key systems, 13,192 Centrex phone lines / circuits and 3,720 active voice mail boxes and conference call services for City personnel. Eleven full-time and three part-time phone operators provide 24-hour coverage for persons wishing to contact City agencies, or seeking City services / assistance or information and referral. After hours emergency support and assistance with coordination of services is also provided by this service. The MTE has upgraded

the City's legacy voicemail system with an advanced Unified messaging platform. Current services will be maintained for Fiscal 2015.

136. Municipal Post Office
Comptroller's Office

Other Funds - \$861,444

This Internal Service Fund provides United States Postal Service delivery and mailing for City agencies and inter-office mail for City agencies. Full mail services are provided including inserting and presort services. Staff collects and distributes mail to approximately 80 pick-up/drop-off locations. The recommended funding level will maintain current services in Fiscal 2015.

148. Revenue Collection
Department of Finance

General Fund - \$5,811,804
Other Funds - \$793,293

This service is responsible for collecting all revenue owed to the City of Baltimore through various taxes, fines, fees and penalties. Customer service will continue to be improved by using web-based technology to make license applications and three additional bill types available on-line. The Bureau's Inspection Unit, which performs inspections of businesses required to have licenses and also manages the collection of self-reported City taxes such as the telecommunications, parking, hotel and energy taxes, has been made self-supporting through a Special Fund initiative that will increase City revenue. In Fiscal 2015, the service aims to maintain a 96% collection rate on real property tax. The service also seeks to decrease the cost per payment transaction from \$0.88 in Fiscal 2013 to \$0.86 in Fiscal 2015. A new tax auditor position will be created as part of this recommendation. The recommended funding will maintain current services.

150. Treasury Management
Department of Finance

General Fund - \$1,122,740

This service provides for the management of the City's cash, investments, debt and banking services. Treasury Management provides important oversight and control of the City finances to ensure cash is available to pay bills through the issuance of debt and timely investment of City funds. This service also maintains the City's banking and trustee relationships so that the City's corporate cash, payroll and trust accounts are properly maintained. The Fiscal 2013 annual rate of return on investments was 0.40%, more than four-times the 0.09% average rate of return of 6-month Treasury bonds. Additionally, the average rate of interest on bonds issued in Fiscal 2013 (3.38%) was more than 1% below the benchmark Bond Buyer Index rate of 4.8%. The recommended funding will maintain current services.

189. Fleet Management
Department of General Services

Other Funds - \$41,546,828

This service is responsible for management and maintenance of more than 5,600 pieces of motorized equipment comprising the City's fleet and assigned among the various City agencies. Agencies are charged for rental and maintenance of vehicles through an Internal Service Fund. As part of the Mayor's Ten Year Financial Plan, the City launched a comprehensive study to assess opportunities for both modernizing and reducing the cost of its fleet. Based on the analysis, the City determined that the average age of vehicles is approximately 8 years and more than half of vehicles are fully depreciated. Such an aging fleet requires much higher maintenance and repair costs, and is also associated with higher fuel costs due to older, less fuel-efficient vehicles. In addition, an aging fleet will have substantially higher down-time, which can affect service delivery and require a large reserve fleet for core operations.

Without a change in the City's approach, the estimated average vehicle age would continue to rise to 9.2 years over the next ten years. Under the proposed fleet modernization, the average vehicle age could be reduced to 4.2 years. At the same time, the City has also been evaluating vehicle usage and reserve needs to determine the optimal size of the fleet. Based on this review, as well as the planned fleet modernization, the City anticipates a reduction of at least 5 percent of the fleet. The City will realize significant savings from a smaller fleet with lower fuel and maintenance costs. To date, one round of Master Lease purchases has been completed, with a total of 530 vehicles being purchased for \$29,953,000. In Fiscal 2015 the service anticipates purchasing 341 vehicles.

At the same time, the City has also been evaluating the size of the agency fleets, the levels of vehicle usage and the practice of retaining "spares/reserves." Based on this review, as well as the planned fleet modernization, the Mayor's goal (as stated in the Ten-Year Plan) is for a 5% reduction in the number of vehicles. As a result, the City will realize significant savings from a smaller fleet with lower fuel and maintenance costs.

For Fiscal 2015, the service expects to perform 10,600 Preventive Maintenance Actions compared to 10,300 Preventive Maintenance Actions in Fiscal 2013. The average cost per work order in Fiscal 2013 was \$945; the service will maintain this as the cost target for Fiscal 2015.

347. CitiStat Operations
Office of the Mayoralty

General Fund - \$1,036,046

The Office of CitiStat Operations is a Mayoral management service designed to utilize intensive performance management of municipal agencies. CitiStat analysts are responsible for developing performance measurements for a portfolio of City agencies and identifying opportunities to make City services better, faster, and cheaper. In Fiscal 2015, this service plans to conduct 180 meetings to improve interagency coordination and to hold all major City agencies accountable for results; the service conducted 174 meetings in Fiscal 2013. This service reported 92.4% of citizen service requests closed on time across CitiStat-monitored agencies in Fiscal 2013. The target for timely closes will increase from 86% in Fiscal 2014 to 89% in Fiscal 2015. The current level of services will be maintained.

649. Special Facilities**Other Funds - \$1,263,813***Recreation and Parks Department*

The Department of Recreation and Parks operates the following special facilities: Clarence "Du" Burns Arena, William J. Myers Soccer Pavilion, Baltimore Rowing and Resource Center, Patterson Park Boat Lake, Upton Boxing Facility, Carroll Park Skateboarding & Bike Facility, Dominic "Mimi" DiPietro Family Skating Center, Shake & Bake Family Fun Center, the Carrie Murray Nature Center, Mount Pleasant Ice Arena, and the Northwest Baltimore Park Golf Driving Range. All special facilities are to operate in an entrepreneurial fashion, with revenues from activities used to support operations in the Special Fund. Performance measures for Fiscal 2015 include 100% of operating costs recovered through earned income and 100% of facility participants rating their experience positively. In Fiscal 2013, the agency reported that 94% of operating costs were recovered through earned income, and 80% of special facility participants rated their experiences positively.

672. Water and Wastewater Consumer Services**Other Funds - \$22,013,745***Department of Public Works*

This service provides for timely and accurate quarterly meter reading and billing of 422,000 water accounts. This includes the installation and maintenance of water meters, delinquent turn offs, and billing inquiries and escalated complaints and makes necessary adjustments to utility bills for the consumer through a vetted mediation process. The Customer Service Section of this Division provides customer support for customer inquiries and escalated complaints and makes necessary adjustments to bills for the consumer through a vetted mediation process. This service also includes the Senior Discount, Low Income Assistance and Storm Water Credit Programs. In Fiscal 2015, the service will continue to strive to decrease the percentage of the accounts estimated annually (lower rate means improved billing accuracy) from the current target of 6% down to 2%. The recommended funding level will maintain the current level of service.

698. Administration**General Fund - \$1,268,200***Department of Finance***Other Funds - \$9,106**

The Office of the Director of Finance is responsible for the overall fiscal strategy and fiscal management of the City, which includes overseeing the City Budget process and holding the internal Bureaus - Budget and Management Research, Revenue Collections, Purchasing, Accounting, Payroll Services, Treasury Management, and the Office of Risk Management - accountable for their performance. The Office also coordinates implementation of the Ten-Year Financial Plan; manages the combined charity management contract and the deferred compensation management contract for the City; performs management analysis; and executes initiatives with other City agencies to improve the efficiency and effectiveness of government.

699. Procurement
Department of Finance

General Fund - \$3,118,394

This service offers City agencies a professional procurement practice for the purchase of goods and services to be used in City operations and capital improvements. The use of a centralized purchasing system is legally required by the City Charter and includes nearly all purchases of over \$5,000 and many below that amount. In Fiscal 2013 this service processed 24,014 purchase orders totaling over \$277 million and supported 14,500 vendors in Citibuy, the City's automated purchasing system. For Fiscal 2015, the service plans to increase the number of Citibuy registered vendors from 15,000 to 16,000. The service also aims to increase the number of bids per formal solicitation from 3.8 in Fiscal 2013 to 4 in Fiscal 2015. The recommended funding will maintain current services.

700. Surplus Property Disposal
Department of Finance

Other Funds - \$190,559

This service is responsible for the proper disposition of surplus property. The use of a centralized surplus property system is required by the City Charter. This service was initiated in Fiscal 2010 with the goal to eventually cover expenses with sales proceeds. In Fiscal 2014, this service aims to generate \$300,000 in excess revenue and remain self-supporting. The recommended funding will maintain current services.

701. Printing Services
Department of Finance

Other Funds - \$3,086,353

The Digital Document Division is an Internal Service Fund operation supplying document services to the City of Baltimore government. The services offered to City agencies and the Baltimore City Public School System are professional graphic design, printing, copying, document scanning, data center printing, and forms distribution. This service will continue to control costs and move toward self-sufficiency by reducing equipment to the minimum essential for effective operations. The recommended funding will maintain current services.

702. Accounts Payable
Department of Finance

General Fund - \$1,205,795

This service is responsible for paying an average of 12,000 vendor invoices each month and providing support to agencies and vendors in all matters relating to payments. The City must pay invoices within 30 days of delivery of the good and/or service. Payments are processed through the CityDynamics accounts payable module using state-of-the-art best practices. This service will continue the practice of centrally scanning all vendor invoices to ensure that agencies are held accountable for timely payment. The percent of vendor payments made within 30 days is expected to increase from 76% in Fiscal 2013 to 85% in Fiscal 2015. The recommended funding will maintain current services.

703. Payroll Services**General Fund - \$3,349,068***Department of Finance*

This service is responsible for paying 800 weekly employees, 13,000 biweekly employees, 6,000 Fire and Police Retirees, and seasonal employees including 5,000 – 6,000 Youthworks employees. The Payroll Service is also responsible for ensuring that proper internal controls exist over the payroll process, coordinating quarterly payroll tax reporting, coordinating garnishment processing, reconciling payroll bank accounts, and coordinating year-end processing of W-2's and 1099's. In Fiscal 2015, this service aims to reduce the number of off cycle checks from 2,776 in Fiscal 2013 to 2,400. The number of off-cycle checks is less than 1% of all checks issued by Payroll. The current cost per check is \$2.35. The recommended funding will maintain current services.

704. Accounting Operations**General Fund- \$1,724,194***Department of Finance*

This service provides accounting and reporting services for the City of Baltimore. The service is responsible for ensuring that proper internal controls are in place for processing financial transactions and that these transactions and reports are recorded and prepared in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB). Financial transactions are recorded and reports are prepared and generated using the City's financial system, CityDynamics. The service processed 16,154 refunds in Fiscal 2013; in Fiscal 2015, the service will process 20,000 refunds. This measure is an indicator of accuracy.

In Fiscal 2015, the Bureau expects to oversee 2,700,000 financial transactions, an increase from 2,643,663 in Fiscal 2013. The recommended funding level will maintain the current level of service.

705. Loan and Guarantee Program**Other Funds - \$3,438,164***Department of Finance*

The Bureau of Accounting and Payroll Service (BAPS) provides full accounting services to the Loan and Guarantee program including all general ledger and accounts payable functions. This program provides for utilization of proceeds from certain bond issues, grants, donations, and contributions appropriated by the City and also certain funds included in the capital portion of the annual Ordinance of Estimates. Such funds are used for direct loans or for guarantees for loans made by third parties for residential, commercial, and industrial rehabilitation and development, or for the construction of certain capital projects. BAPS services all of the Program's loans including monthly, quarterly or semiannual billings for principal and interest. This service also prepares payoff statements and confirmation loan balances to borrowers or auditors when requested. Additionally, BAPS prepares the program's annual financial statements and coordinates with outside auditors. The recommended funding will maintain current level of services.

707. Risk Management
Department of Finance

Other Funds - \$8,005,932

The Office of Risk Management administers the City's risk management and insurance program for City assets and liabilities. Insurance policies are procured by the Office to provide the broadest coverage at the lowest cost. When damages exceed insured deductibles, claims are filed by the Office to expedite recovery from the insurance company. The Office seeks to prevent employee injuries by providing safety training and ensuring regulatory compliance. After an injury occurs, the Office manages the Workers' Compensation claims and coordinates the services provided by the Workers' Compensation Claims Administrator, the Occupational Health Clinic and Workers' Compensation counsel. In Fiscal 2013, there were 17 claims filed per 100 employees for an average cost of \$6,507 per claim. In Fiscal 2015, Risk Management aims to reduce claims to 12 per 100 employees; the cost per claim is projected to increase to \$7,000. The recommended funding will maintain current level of services.

708. Operating Budget Management
Department of Finance

General Fund - \$1,760,572

This service provides budget formulation, long-range financial planning and management of the City's \$2.5 billion annual operating budget. Revenues and expenditures are monitored throughout the year, and state and local legislation is analyzed to determine the impact on the City budget. Outreach efforts ensure citizens have a clear understanding of the City budget. This service also provides professional research and analysis on management, performance, and financing of City services and administers the City's annual Citizen Survey. In Fiscal 2013, the service's management research reports identified 42 recommendations to improve fiscal management, including more than \$1 million in savings actions; in Fiscal 2015 the service will aim to make at least 45 recommendations for \$3 million in savings. During Fiscal 2015, the service expects an error of 2% or lower revenue forecast accuracy. During Fiscal 2013, the error was 2.7%. The recommended funding will maintain the current level of service.

710. Property Tax Billing Integrity and Recovery
Department of Finance

General Fund - \$726,764

This service was established in Fiscal 2011 to identify property tax credit errors and fraud, ensure new construction is assessed expediently, provide State assessors with relevant data for assessing commercial properties, and analyze other tax collection issues. To date, the unit has reported \$11 million of errors and fraud to the State Department of Assessments and Taxation. In Fiscal 2015 the unit aims to increase the assessed value of properties through successful appeals by \$1.0 million. The recommended funding includes the creation of an Appraiser to comply with tax credit legislation pending in the General Assembly and funding for advanced data analysis

711. Finance Project Management
Department of Finance

General Fund - \$260,951

This service is responsible for coordinating, designing, and implementing all systems changes within the Department of Finance. This includes the management of the Integrated Tax System project, the implementation of a new recordation tax system, and the design of a personal property tax system. The recommended funding will maintain current services.

726. Administration – General Services
Department of General Services

General Fund - \$1,032,955

This service provides leadership and support to the various services in General Services in the areas of Administrative Direction (\$972k), Human Resources (\$295k), Fiscal Management (\$793k), and Information Technology (\$297k). Additional administrative support is provided by the Department of Public Works in the areas of Legislative Affairs, Safety and Training and Contract Administration. A portion of the expenditures supporting this service is charged internally among the agency's various services (\$1.7 million). Total spending in the service is \$4.0 million. The recommended funding level will maintain the current level of service.

730. Public and Private Energy Performance
Department of General Services

Other Funds - \$20,243,848

This service oversees implementation and management of technologies to minimize energy usage and cost to the City while maximizing opportunities from renewable energy sources consistent with the City's Sustainability Plan and State mandates. This service will continue to expand its operations to include developing energy policies, analyzing additional energy-related proposals, applying for more grant funds, evaluating energy legislation, advocating for legislative change, investigating renewable power generation, creating green job opportunities, selling more energy credits to private companies, and collecting revenue from utilities in exchange for removing a portion of the City's electric load from the area's power grid during times of severe power demand. In Fiscal 2015 the service aims to increase the cumulative City government energy reduction to 74 million kWh per year; this is an additional 26 million kWh reduction from Fiscal 2013. Achieving this objective will eliminate the need for new power generation capacity and additional congestion in the power transmission system while avoiding increased costs and pollution. The recommended funding level will maintain the current level of service.

731. Facilities Management
Department of General Services

General Fund - \$14,099,160
Other Funds - \$11,887,811

This service is responsible for operating and maintaining 63 municipal buildings owned by the Mayor and City Council, with a total of 3.4 million square feet. These buildings comprise over 1.6 million square feet of work space, where tenant agencies include most departments of City government. General Services maintains 28 buildings through the Internal Service Fund and the remaining 35 buildings are funded through the General Fund. In Fiscal 2015 the service aims to

decrease the number of complaints per 100,000 sq. ft. of buildings managed to 2.5 versus 3.2 in Fiscal 2013. The cost for building maintenance will remain at \$2.22 per square foot. The recommended funding level will maintain the current level of service.

734. Building and Energy Improvements

General Funds - \$0

Department of General Services

This service is responsible for managing the Planning, Designing and Constructing of Capital Improvements to City Facilities from Inception to Completion, by providing a quality product in accordance with a well-developed scope-of-work, on time, within budget and to the Customer's satisfaction. This service is funded through capital transfer credits. The value of completed projects is targeted at \$7.3 million for Fiscal 2015. The service will also target an 80% satisfaction rate among customers. The recommended funding level will maintain the current level of service.

770. Human Resources Administration

General Funds - \$2,338,232

Department of Human Resources

This service is responsible for the agency's overall performance, budget preparation and implementation, procurement functions, policy development, city-wide communications, criminal background investigations, and Civil Service Commission administration. DHR advises the Mayor and agency heads on personnel matters. In Fiscal 2015 six new positions will be added.

771. Benefits Administration

General Fund - \$4,010,783

Department of Human Resources

Other Funds - \$2,192,639

This service is responsible for administering the City's health and welfare plans. The Division provides centralized administration for the self-insured medical plans; the prescription drug and Medicare Part D benefits; a dental HMO and PPO; a vision plan; basic and optional life insurance programs; two flexible spending accounts; the commuter transit program; and the unemployment insurance and Employee Assistance Programs. The recommended funding level includes funds for city contracts with ADP and Aon, vendors that provide administrative, analytical and consultation services in regards to the city's benefit programs and services. Also included are funds for the City's new Wellness Program.

772. Civil Service Management

General Fund - \$1,048,062

Department of Human Resources

This service is responsible for identifying and classifying occupational groups, and establishing compensation levels for the positions that comprise Baltimore City's workforce. In addition, Civil Service Management is responsible for recruiting, evaluating applicants, developing and conducting tests, and creating civil service eligibility lists. This division conducts position, organization and compensation studies and advises the Board of Estimates on changes

proposed by City agencies. It is also responsible for salary administration, overseeing salary policy issues, and developing and maintaining specifications for job classifications. In Fiscal 2015, four new positions have been added to focus on talent acquisition, EEO complaints, and the implementation of managerial salary upgrades and pay-for-performance. DHR will work with hiring agencies to conduct process improvement efforts to decrease the average time to fill a vacancy to 60 business days.

773. City of Baltimore University
Department of Human Resources

General Fund - \$0

This service is responsible for offering a wide curriculum of training courses to Baltimore City Employees. The training and development program ensures the uniform development, implementation, and maintenance of strategic learning opportunities. The program addresses diverse training programs such as supervisory and leadership development, new employee orientation, customer service, communications, diversity, sexual harassment prevention, workplace violence prevention, and includes other employee development programs that are at the discretion of both agencies and employees. In Fiscal 2014, the service will seek to provide training opportunities to 6,000 Baltimore City employees. The recommended appropriation for Fiscal 2015 represents this service's transition to self-sufficiency. In Fiscal 2015 the University will continue to implement the recommendations of a management research study by establishing minimum attendance requirements, consolidating classes, and implementing a citywide online learning platform. Two new positions will be added to support training needs, and all costs will continue to be recovered by agency user fees.

802. Administration - MOIT
Mayor's Office of Information Technology

General Fund - \$1,213,410
Other Funds - \$30,057

This service directs the resources needed for successful and efficient IT service delivery within the Baltimore City Government. MOIT is responsible for deploying, utilizing and leveraging information technology to enhance productivity, broaden the capabilities, and reduce the operating costs of Baltimore City government, thereby improving the quality and timeliness of services delivered to the citizenry. In Fiscal 2015, MOIT will continue moving towards a fully consolidated and centralized IT environment. Through consolidation MOIT plans to offer standard, high quality services to the entire City. Using resources saved through maximizing purchasing power, reducing redundancies, and realizing economies of scale, the City will be able to make strategic IT investments with long-term benefits across the City. The recommended funding will maintain current services.

803. Enterprise Innovation and Application Services
Mayor's Office of Information Technology

General Fund - \$5,598,116

This service develops, installs, maintains and operates the computer systems and applications that enable City agencies to effectively and efficiently manage their operations. MOIT supports both mainframe based business applications and Internet applications that allow citizens to

access information and perform transactions online. There is also a robust Intranet web site that empowers City employees by providing fast access to accurate information and web based applications to perform a wide range of business functions. MOIT also supports the Enterprise-wide Geographic Information System (EGIS). The recommended funding will maintain current services.

804. Enterprise Unified Call Center

Mayor's Office of Information Technology

General Fund - \$17,115,257

Other Funds - \$3,969,583

The 311 call center was created in 2002 as a means to track agency responsiveness and measure the City's accountability to its customers. The police non-emergency unit was transferred from the Police Department in 2005. In July 2012 MOIT took over 911 and Police Dispatch under the first phase of moving toward a Unified Communications Center to improve efficiency. At the recommended funding level it is anticipated that the percentage of 311 calls answered within 20 seconds will remain at 89% and the percentage of 911 calls answered within 10 seconds will remain at 90% in Fiscal 2015. The Fiscal 2015 allocation for this service includes additional General Funds to support 911 operations, based on the shortfall presented in a Fiscal 2013 audit. The shortfall is due in part to declining 911 surcharge revenue. The recommended funding will maintain current services.

805. Enterprise IT Delivery Services

Mayor's Office of Information Technology

General Fund - \$4,719,964

Other Funds - \$7,719,096

This service is responsible for maintaining the City's Internet connectivity, CCTV operation, 800MHz Safety Radio System infrastructure and connectivity, mainframe applications, and help desk support. It is also responsible for the Inter-County Broadband Network, an Innovation Fund project that seeks to establish a broadband network on which space can be leased to schools, hospitals, companies, and residents. In Fiscal 2015 the service will continue to leverage IT to automate redundant processes, streamline workflow, enhance communications, stabilize and secure the City's infrastructure, and present a strategic roadmap for IT in the City. At the recommended funding level it is anticipated that the number of Help Desk service tickets will be 32,000, consistent with the number of tickets received in Fiscal 2013, and average resolution time per ticket will decrease from 1 day to 0.5 days in Fiscal 2015. MOIT has accelerated its work to improve business processes and reduce mainframe dependence using a \$5 million capital appropriation received in Fiscal 2014 as part of the Ten-Year Financial Plan. As part of this program, the City's IT infrastructure has been strengthened and the necessary hardware purchased; in Fiscal 2015, analysis and documentation of the new system will be conducted. The Other Funds recommendation includes: \$804,000 in local impact aid from the Baltimore Casino, which will be utilized to support enhancements to the city's fiber optic network; \$3,206,384 for a new internal service fund to maintain computer hardware and software in City offices; and \$3,708,712 to maintain the 800 MHz system. This new internal service fund will reduce the average hardware age of the City's computers to 4 year and bring the City into line with software licensing agreements. The recommended funding will maintain current services.

833. Innovation Fund

General Fund - \$1,300,000

The Innovation Fund invests in ideas with potential to improve results for citizens, and save money, or increase revenue. Awarded through a competitive process, the Innovation Fund will invest in two projects in Fiscal 2015.

- Baltimore Forensic Institute of Training and Innovation (\$340,850): This project will establish the Baltimore Forensic Institute of Training and Innovation, a center within BCPD that will be able to better analyze DNA samples with new technology (both for the City and external jurisdictions) and will provide training for City forensics personnel and external jurisdiction personnel. The revenue generated by processing samples from other jurisdictions as well as providing training for personnel from other jurisdictions is estimated to be \$792,150 over five years. Savings from the use of new technology to run samples is estimated to be \$145,150 over five years. The total return on investment for this project is estimated to be 132%.

- Megapixel Madness (\$157,494): This project will transition the BCPD from a film photography system to a digital photography system. Only photographs that need to be printed for crime analysis will be printed (as opposed to entire rolls of film being printed now) and the personnel that currently dedicate their time to developing film will be able to now dedicate their time to other tasks. This transition will save BCPD \$369,936 over five years. The total return on investment for this projected is estimated to be 135%.

The Innovation Fund is now receiving its first repayments from the two Fiscal 2012 projects, ePlans and Environmental Health. Thus far, \$311,968 has been repaid by ePlans and \$22,565 has been repaid by Environmental Health. By the end of Fiscal 2014, both projects should be repaid in their entirety.

The Innovation Fund also supports the City's Lean Government Initiative. To date, two successful Lean events have been held: one for the Retail Business District Licensing process and one for one of the MOED's One Stop Career Center. Both Lean events resulted in a reduction of time for each process: the RBDL process, which previously took nine months to complete, was reduced to six months and at the MOED One-Stop Center, residents seeking services can now obtain them on the same day they visit the center as opposed to the two weeks it took before. A third Lean event, parking meter bagging, is scheduled for March 2014. In Fiscal 2015, a pool of qualified Lean Government facilitators will be established for the various Lean Government events that will held. There will also be a citywide Lean Government training program.

The recommended funding level will enable the City to make Innovation Fund loans available on a rolling basis and support new initiatives to improve City services, including employee rewards, challenge awards, and research on evidence-based practices.

836. Inspector General
Office of the Inspector General

General Fund - \$821,640

This service provides for the professional and independent investigation of allegations of fraud, waste and abuse within City government; among those vendors and businesses doing business with or seeking to do business with the City; and those individuals, organizations, and businesses receiving some benefit from the City. The agency anticipates recovering or saving \$250,000 on behalf of the City as a result of investigations conducted by the Inspector General. The actual savings and recoveries from Fiscal 2013 was \$65,141. The Fiscal 2015 funding level will allow the OIG to maintain the current level of service.

860. Administration - Law
Law Department

General Fund - \$1,103,836
Other Funds - \$109,289

This service provides for the overall direction and control of the Law Department as well as providing legal advice and engaging in general litigation. Built into this budget is a transfer credit to the Controversies Service; the transfer is provided on the basis of the Law Department providing legal support to City agencies. The recommended funding level will maintain the current level of service.

861. Controversies
Law Department

General Fund - \$2,668,982
Other Funds - \$2,630,490

This service provides the general litigation, labor and employment, land use, collections and pre-litigation claims investigation services for the City. This service has been steadily increasing City revenue streams while avoiding or limiting liability payouts despite mounting numbers of claims against the City. The Fiscal 2015 recommendation contains the full General Fund transfer credit for services, which include legal guidance, opinions, document review, and litigation support provided to City agencies. In Fiscal 2013, the credit was allocated across multiple Law Department services. In Fiscal 2015, this service targets a 99% success rate in land use cases and less than 1% payments versus damages claims against the City. These targets are consistent with actual Fiscal 2013 results.

862. Transactions
Law Department

General Fund - \$2,299,845
Other Funds - \$132,384

This service provides Charter mandated legal services essential for City operations and governance. With attorneys experienced and knowledgeable in the nuances of City government and municipal law, this service provides advice for the City's real estate, economic development, lending and municipal finance matters; it negotiates, drafts and reviews all City contracts, and advises the Mayor's Office, the City Council, and all City agencies, boards and commissions on the entire range of legal issues facing the City. Answering 100% of all Maryland Public Information Act (PIA) requests on time is a performance target for Fiscal 2015, this target maintains the actual percentage that was answered on time in Fiscal 2013. An additional service

performance target for Fiscal 2015 includes handling 450 PIA requests. This service handled 346 requests in Fiscal 2013.

876. Media Production

Mayor's Office of Cable and Communication

General Fund - \$625,637

Other Funds - \$901,107

The Baltimore City Office of Cable and Communications operates and provides programming for the City's cable channel (Channel 25). This service supports City agencies and the private sector with media related videos and data networking services. This office is also the City's regulatory authority for Comcast Cable Television. This service currently televises City Council meetings and hearings, as well as meetings of the Board of Estimates, Liquor Board, Planning Commission, and CHAP. The service's ultimate goal is to be self-supporting. Performance targets for Fiscal 2015 include producing 158 original programming hours on CharmTV in primetime, and procuring 78% of media production revenue from outside sources. The current level of service will be maintained in Fiscal 2015.

899. Fair Conduct of Elections

Board of Elections

General Fund --\$4,933,971

This service administers and conducts elections. This service is authorized by the Public General Laws of Maryland and is empowered to make rules consistent with State laws to ensure the proper and efficient registration of voters and conduct of elections. The preparation and execution of an Election Day includes training of 2,400 election judges and voting machine technicians, preparation of 2,000 touch screen units, and 750 electronic pollbooks. This is not only to ensure that all 296 precincts and six early voting sites in the City are open on time with staff, materials, and supplies, but to ensure approximately 380,000 registered voters have a convenient and accessible location to vote as well. In Fiscal 2014 one election will take place - the gubernatorial primary. In Fiscal 2015 one election will be held - the gubernatorial general. The City will encourage the Board of Elections to implement recommendations of a management research study to adopt a new staffing model, consolidate polling sites, and make other changes to improve cost-effectiveness. In Fiscal 2015, this service plans to open 100% of polling places on-time. In Fiscal 2013, 99% of polling places opened on time. An additional performance target includes reducing the number of complaints lodged by the public from 42 in Fiscal 2013 to 40 for Fiscal 2015.

A Cleaner and Healthier City

The Priority Outcome of a Cleaner and Healthier City reaches all aspects of public health, including the physical (clean water, clean air, and safe buildings) and service aspects (drug treatment, health education, and clinical assistance).

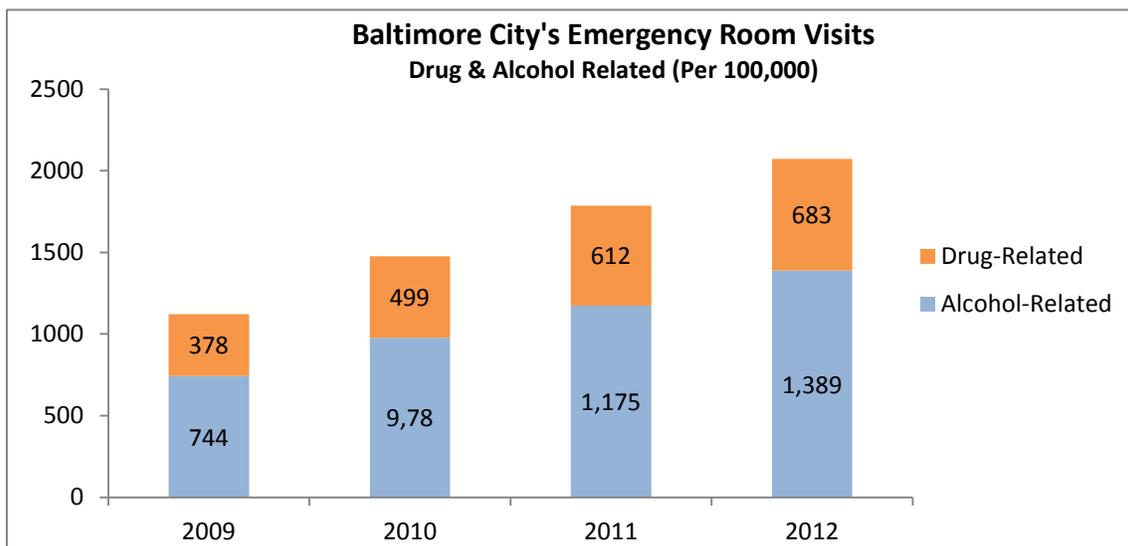
The *key strategies* guiding City services for A Cleaner and Healthier City are:

- Outreach and education: Personal responsibility is imperative for success in improving public health, reducing litter, increasing access to services, and increasing recycling.
- Integration of services: All goals will benefit by expanding partnerships, sharing data and coordinating activities.

Priority Goals are measurable results that support the Priority Outcome. Each Priority Goal listed below is accompanied by at least one indicator, or measure of success. By monitoring these indicators, we can track progress on how well the City is doing in achieving the Priority Outcome and adjust strategies as necessary to do better. City agencies also monitor additional, more specific indicators for their services.

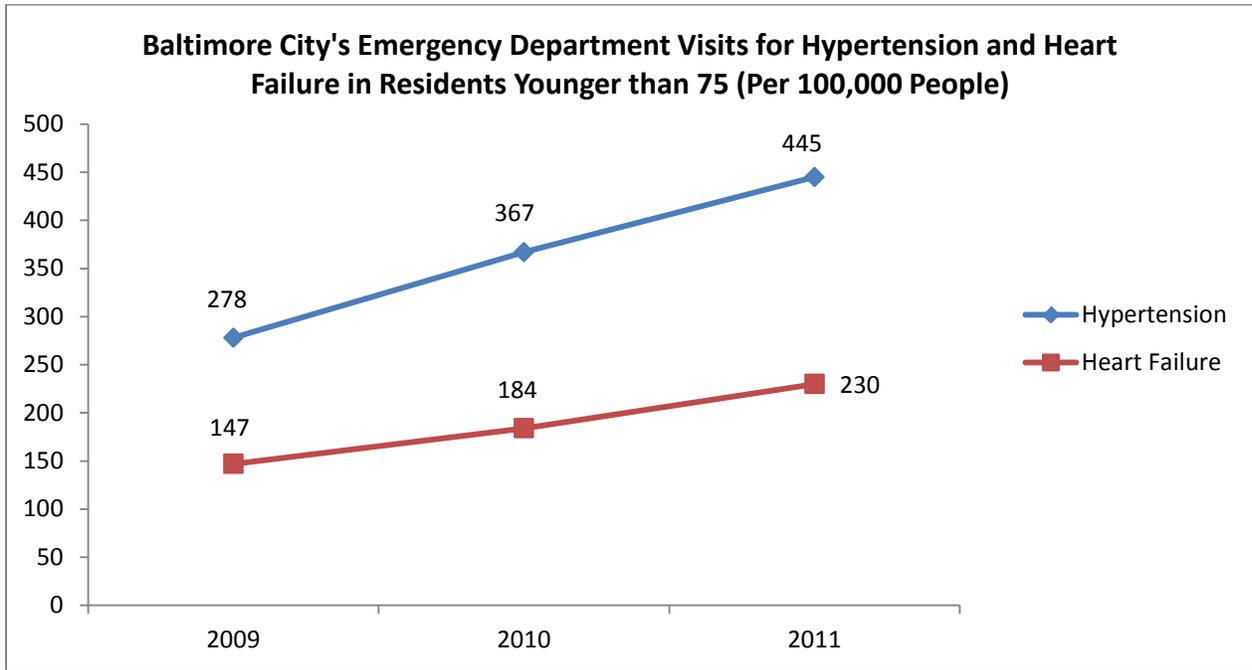
Each of these Goals is best supported by encouraging personal and organizational responsibility for the environment and one’s health through education, behavioral change and engagement.

1. Decrease the rate of alcohol and drug-related emergency visits (per 100,000 population).



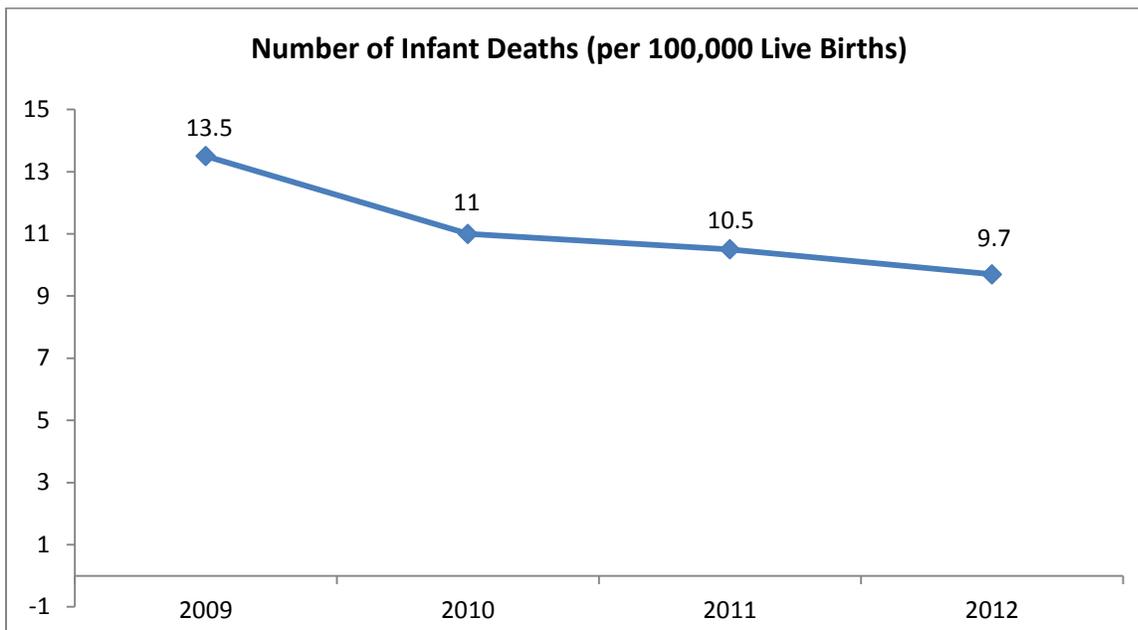
Source: Baltimore City Health Department

2. Decrease the rate of preventable emergency visits for heart-disease related conditions (per 100,000 population).



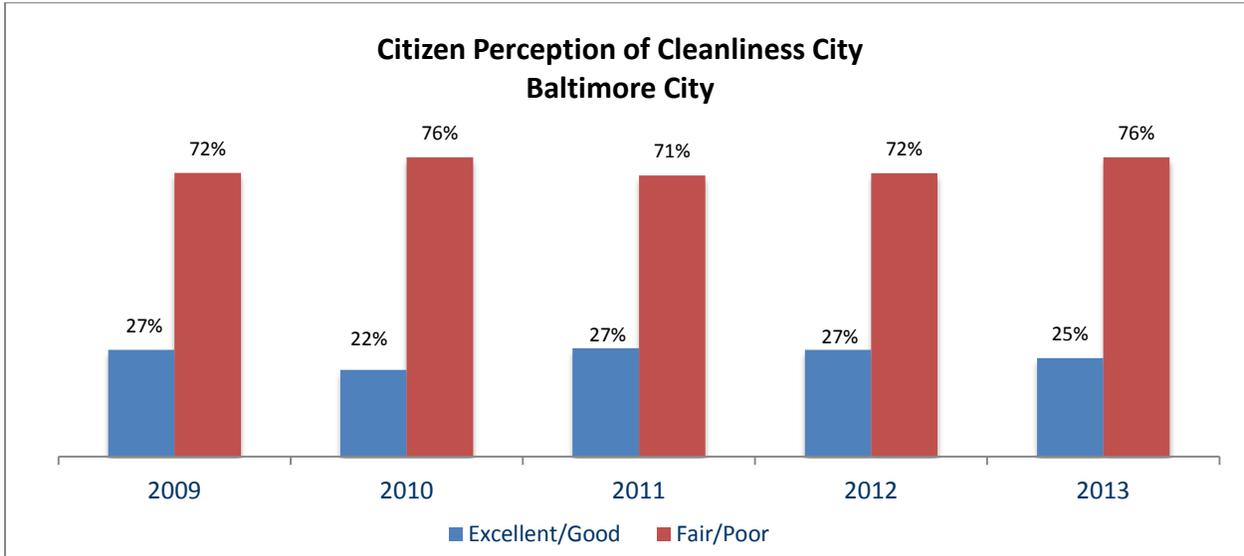
Source: Baltimore City Health Department

3. Reduce the rate of infant mortality within the City.



Source: Baltimore City Health Department

3. Increase citizen satisfaction with City's cleanliness



Source: Baltimore Citizen Survey

4. Increase the percent of impervious surfaces treated for water pollutants

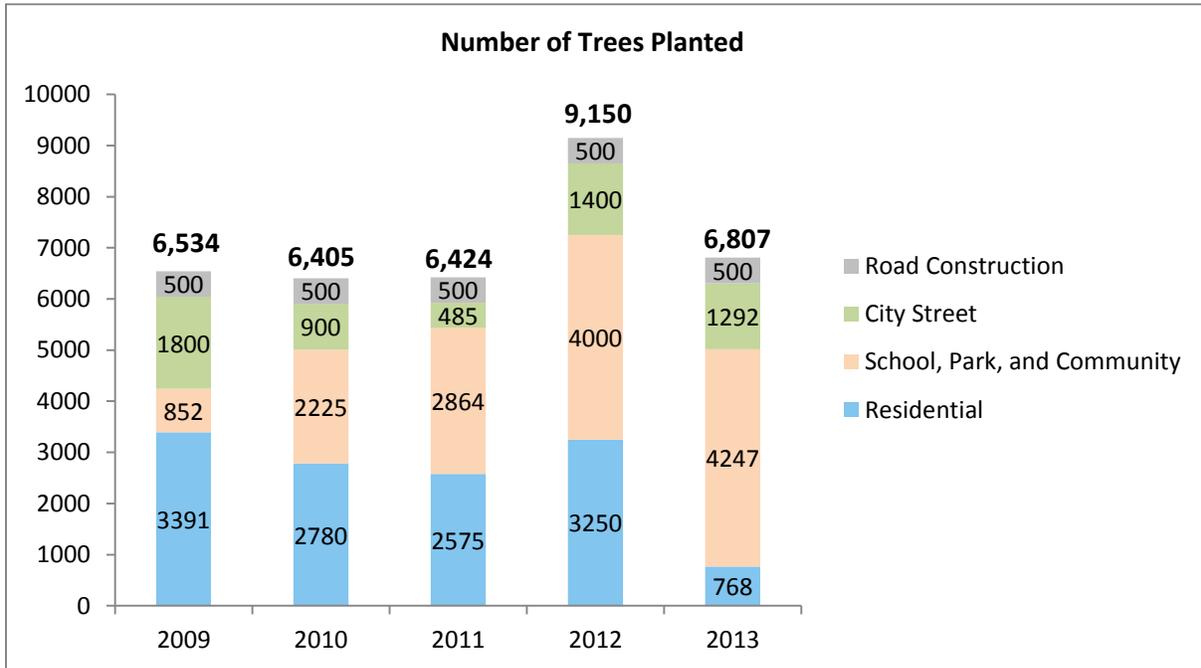
This is a new goal. Indicators are still under development.

5. Increase the amount of waste material re-used or recycled.

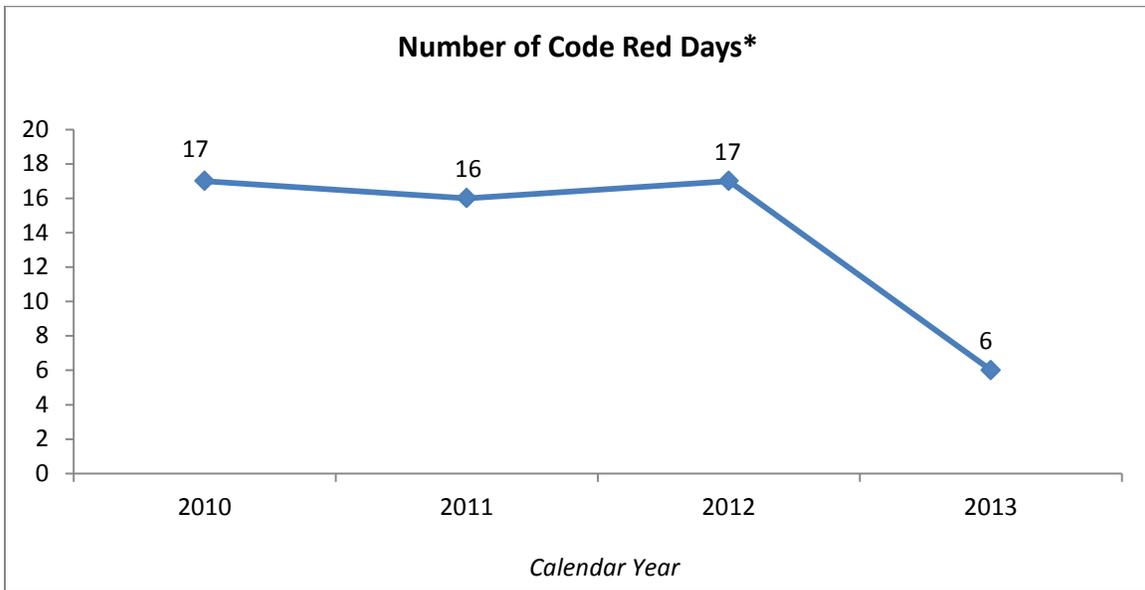


Source: Baltimore Department of Public Works, Solid Waste Division

6. Improve air quality.



Source: TreeBaltimore, Department of Recreation and Parks



Source: Baltimore City Health Department

*A Code Red day is a day where the forecasted heat index is 105 degrees or higher and is characterized as having poor air quality and high UV levels.

To read the entire *A Cleaner and Healthier City Guidance Document*, visit our website at baltimorecity.gov/outcome budgeting.

FISCAL 2015 OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	94,471,867	100,903,242	100,099,390	(803,852)	-0.80%
Federal	70,320,891	71,445,737	67,138,124	(4,307,613)	-6.03%
State	29,352,234	29,986,975	29,479,188	(507,787)	-1.69%
Special	3,244,642	3,346,689	3,496,683	149,994	4.48%
Wastewater Utility	199,644,663	208,695,725	212,501,942	3,806,217	1.82%
Water Utility	149,481,239	155,751,608	161,629,702	5,878,094	3.77%
Stormwater Utility	23,072,112	18,799,956	17,866,639	(933,317)	-4.96%
Grand Total	569,587,648	588,929,932	592,211,668	3,281,736	0.56%

303. Clinical Services

Health Department

General Fund - \$4,551,857

Other Funds - \$5,546,655

This service provides the following services: primary and secondary prevention and treatment of sexually transmitted diseases (STDs), HIV, and tuberculosis; immunization against vaccine preventable diseases; and primary and secondary prevention of dental disease. It includes funding for two STD Clinics, two HIV primary care clinics, the Eastern Chest Clinic, two dental clinics, the Baltimore Disease Control Laboratory, and the Men's Health Clinic. The Men's Health Clinic is a stand-alone clinic housed within the Druid Health Center. For Fiscal 2015, this service will target 8,470 people for reproductive health services and maintain a target of 70% of out-of-care persons with HIV linked to ongoing healthcare. In Fiscal 2013, 6,812 clients received reproductive health services and 100% of out-of-care persons with HIV were linked to ongoing healthcare. The Health Department released an interim update on the progress towards Healthy Baltimore 2015 targets in 2013, which showed a 25.4% decrease in new HIV cases in Baltimore City between 2009 and 2011. A 39.7% decrease in adolescent gonorrhea and an 11.7% decrease in adolescent chlamydia were reported during the same time period. The recommended funding will maintain current services.

305. Healthy Homes

Health Department

General Fund - \$829,671

Other Funds - \$1,371,849

This service prevents exposure to lead, asthma triggers, pesticides, and injury hazards in Baltimore City, primarily through home visits and inspections. This program offers training in asthma management, lead safety, integrated pest management, and other healthy homes topics in community-based settings. General funds are used to provide lead poisoning inspections and enforcement, and as match and leverage required for competitive federal grants. In Fiscal 2015, 700 homes will be inspected for health and safety risks, and the service will maintain a target of 85% of children in asthma programs demonstrating improved symptoms. Fiscal 2013 actuals include 755 homes inspected for health and safety risks, and 85% of children in asthma programs demonstrating improved symptoms. There is no expected change to the current level of service provision.

307. Substance Abuse and Mental Health

Health Department

General Fund - \$1,815,140

Other Funds - \$134,589

Baltimore Substance Abuse Systems, Inc. (BSAS) funds and oversees a continuum of substance abuse services including the following: school and community-based prevention and treatment for adolescents; assessment and referral at courts, Department of Social Services, hospitals, and other locations; medication-assisted treatment (methadone and buprenorphine); short-term and long-term residential treatment; and recovery support centers during evening and weekend hours. Baltimore Mental Health Services, Inc. is required by law to receive \$549,000 from local funds for day rehabilitation services. At the Fiscal 2015 recommended funding level, the current level of service will be maintained. BSAS will aim for a target of 60% of clients retained in outpatient substance abuse treatment for at least 90 days, up from 54% in Fiscal 2013. Additionally, this service had 12,159 clients admitted to BSAS-funded programs and 93 clients in recovery housing in Fiscal 2013. It projects a target of 13,500 clients admitted and 43 recovery housing recipients in Fiscal 2015.

308. Maternal and Child Health

Health Department

General Fund - \$776,418

Other Funds - \$15,275,284

This service operates programs to promote positive birth outcomes, including a nurse home-visiting program, nutrition support, obesity reduction for postpartum women, teen pregnancy prevention, and infant and child fatality review. Other programs enhance readiness for kindergarten and promote positive youth development through the Baltimore Infants and Toddlers Program and the Youth Advisory Council. Performance targets include 300 unduplicated clients receiving professional nurse care management services in Fiscal 2015, based on case load requirements under the evidence-based Nurse Family Partnership service model, which provides more effective services to targeted higher-risk populations. In Fiscal 2015, this service projects a target of 80% of homes identified by professional home visitors to have a safe sleep environment. The Fiscal 2013 actual was 76%.

311. Health Services for the Aging

Health Department

Other Funds - \$5,474,028

This service promotes health, improves the quality of life, and prevents the premature institutionalization of Baltimore City senior citizens. It is comprised of the Adult Evaluation and Review Services, Medical Assistance Personal Care Services, Retired and Senior Volunteer Program (RSVP), and Senior Companion Program. This service does not receive General Fund support. Federal Personal Care, Geriatric Evaluation Services, and Mental Health Administration grants comprise the majority of funding for this service. Targets for Fiscal 2015 include referral of 2,500 individuals for comprehensive evaluation services and completion of 95% of client evaluations within five days.

315. Emergency Services
Health Department

General Fund - \$657,714
Other Funds - \$11,335,072

This service addresses disease outbreaks and urgent public health needs. Everyday services include the following: response to outbreaks of infectious diseases; transport of the chronically ill; and planning, training and preparation for large-scale public health emergencies. The Fiscal 2015 recommendation allows for maintenance of current services, including a targeted 100% of investigations of potential human exposures to rabies resulting in successful contact. This service has also set a target for percentage of identified outbreaks with a confirmed etiology or origin at 85%; the reported actual for this measure from Fiscal 2013 is 85%.

385. Health and Welfare Grants

General Fund - \$1,166,724

This service provides grants to various health and welfare organizations to aid disadvantaged citizens and citizens with special needs. This service will provide funding to the Family League of Baltimore City Pre- and Post-Natal Home Visiting Program, The Maryland School for the Blind, and Maryland Legal Aid, which provides legal services for low-income residents. The Pre- and Post-Natal Home Visiting Program will target 355 women in Fiscal 2015 for enrollment in evidence-based paraprofessional home visiting programs. This is an increase from 296 enrollments in Fiscal 2013. Client numbers are estimates based upon the grant fund allocation for this year, the number of program staff fully trained in the Healthy Families America model, and the ability to implement at the caseload ratio of 1:25. The Legal Aide Bureau will aim to increase the number of prevented evictions from 73 in Fiscal 2013 to 80 in Fiscal 2015. During Fiscal 2013, the School for the Blind enrolled 37 Baltimore City students for the first semester and 41 Baltimore City students during the second semester, with a cost per student of \$305 per semester based on formula funding.

651. Recreation for Seniors
Recreation and Parks Department

General Fund - \$227,546
Other Funds - \$64,819

This service offers recreational programs and events for Baltimore adults age 50 and older. The service provides support and assistance to 94 golden age clubs located throughout Baltimore City. Events include a new partnership with the Maryland Senior Olympics, senior health initiatives such as programmed walks and exercise activities, health screenings, lectures, and cooking classes. This service will maintain a target of 6,300 participants in city-wide and special events, consistent with Fiscal 2013 participation levels.

652. Therapeutic Recreation
Recreation and Parks Department

General Fund - \$285,441

This service offers a wide range of adapted leisure activities during the spring and summer months for adults and children with disabilities. Activities include wheelchair sports, day programs for young adults and seniors with disabilities, ceramics programs, Special Olympics, and Saturday night social club. This service will seek reimbursement from private service

providers for participation in programming and use of the Farring-Baybrook Therapeutic facility; the service has yet to receive any transfer to the General Fund for reimbursement from private service providers. Performance targets for this service will be maintained with 16,000 participant experiences, and 75% of participants reporting satisfaction with programming, same as the actual results reported for Fiscal 2013.

654. Urban Forestry

General Fund - \$3,269,854

Recreation and Parks Department

This service manages trees on public property and rights of way, and on private property through the TreeBaltimore initiative. To lower tree maintenance costs, this service implemented unit cost contracting in place of time and materials-type contracts. A geographically-based pilot preventative pruning program was established for Fiscal 2013 and continues to be implemented. This approach proactively targets trees for pruning and improves efficiency by reducing 311 calls and responses; the service will also integrate pruning activities as part of the unit cost contract. In Fiscal 2015, the service aims to close 7,000 service requests; the Fiscal 2013 actual number closed was 13,149. The reduction is the result of eliminating the historical backlog of service requests during Fiscal 2014. The service will seek to decrease the average number of days from inspection to tree removal from 100 days in Fiscal 2013 to 60 days in Fiscal 2015. The recommended funding level will maintain the current level of service.

660. Solid Waste Administration

General Fund - \$4,661,521

Department of Public Works

This service includes the bureau head and administrative support staff responsible for all operations of the bureau including payroll management, fiscal operations, procurement, human resources, data compilation for reports and analyzing operations to maximize efficiency. Worker's Compensation Expenses of \$3,111,742 are included in the Solid Waste Administrative budget for Fiscal 2015, compared to \$2,869,415 in Fiscal 2014. The recommended funding level will maintain the current level of service.

661. Public Right of Way Cleaning

General Fund - \$22,103,326

Department of Public Works

Other Funds - \$2,339,768

This service cleans public rights-of-way and clears debris away from storm drains to protect water quality. Activities include Street and Alley Operations, Mechanical Sweeping Operations, Cleaning of Business Districts, Marine Operations, and Graffiti Removal. In Fiscal 2015 the service plans to increase the number of miles swept to 100,000 miles from 97,913 miles swept in Fiscal 2013. For Fiscal 2015, the service expects to complete 90% of service requests on time compared to 70% in Fiscal 2013. The recommended funding level will maintain the current level of service.

663. Waste Removal and Recycling
Department of Public Works

General Fund - \$19,649,105

This service provides household waste and recycling pick up from more than 210,000 households, 290 multi-family dwellings, and commercial business customers through the 1+1 Program. This service also includes condominium refuse collection and bulk trash collection. Through the modernization of the collection program, more resources were freed to allow for enhanced recycling collection. The Bureau has reengineered recycling routes to reduce the number of routes per day based on the participation and volume, further increasing the recycling rate. In an effort to meet the State mandated 35% recycling diversion rate by 2015, Waste Removal and Recycling is actively targeting condominiums and businesses that are currently not recycling, planning a public relations campaign to increase awareness and recycling tonnage among residents, and encouraging Baltimore City Public Schools to recycle more. For Fiscal 2013, the City was able to achieve 20% recycling diversion. The Bureau has also upgraded its Sisson Street Citizens drop-off location to assist and inform citizens recycling electronics, hard plastics and scrap metal materials; the Sisson Street location now also allows residents to recycle Styrofoam. The Bureau is planning to upgrade other drop off locations. In Fiscal 2015 the service plans to increase recycling tonnage to 34,000 tons from 30,100 in Fiscal 2013. In addition the service expects to collect 150,000 tons of mixed refuse. For Fiscal 2015, the service expects to complete 93% of service requests on time compared 92% in Fiscal 2013. The recommended funding level will maintain the current level of service.

664. Waste Re-Use and Disposal
Department of Public Works

General Fund - \$19,429,460

This service manages nearly 700,000 tons of mixed refuse and recycling materials at the City's landfill and the Northwest Transfer Station, a centralized drop off facility for trucks to shorten trips and consolidate material prior to movement to the waste-to-energy incinerator or recycling facility. In Fiscal 2015 the service plans to increase the percentage of tonnage diverted through recycling to 22% from 20% in Fiscal 2013. The recommended funding level will maintain the current level of service.

670. Water and Wastewater Administration
Department of Public Works

Other Funds - \$41,446,505

This service is charged with oversight, direction, support operations and financial management for all water, wastewater and surface water services and includes coordination with regulatory agencies in establishing strategic operations to meet required industry mandates. This service provides rate and annual utility budget appropriations for approval by the Director of Public Works. The recommendation includes funding for Water and Wastewater administration (\$17 million), City Overhead (\$16 million), DPW Overhead (\$4 million), and funding for Worker's Compensation (\$3 million). The recommended funding level will maintain the current level of service.

671. Water Management
Department of Public Works

Other Funds - \$89,577,179

This service provides for the operation of a water distribution system that supplies water to 1.8 million customers in the Baltimore Metropolitan region. This includes the maintenance of three watershed systems, three filtration plants, numerous pumping stations, and over 3,400 miles of water distribution mains. Baltimore's treatment and pumping facilities have a proven record of supplying safe and clean drinking water in compliance with all federal and State regulations. For Fiscal 2015, this service will maintain 100% compliance with water quality standards and safe drinking water regulation standards. This service will treat 220 million gallons of water per day for Fiscal 2015, compared to 214 million gallons treated in Fiscal 2013. For Fiscal 2015, the cost for water treatment will increase to \$305 per million gallons compared to \$253 for Fiscal 2013.

A planned three-year water/wastewater rate increase began in Fiscal 2014 with a 15% increase, with 11% increases in Fiscal 2015 and Fiscal 2016. The rate increases will finance major capital projects to replace aging infrastructure and improve customer service.

The recommended funding level will maintain the current level of service.

673. Wastewater Management
Department of Public Works

Other Funds - \$127,648,031

This service provides for wastewater collection and treatment to a capacity of 253 million gallons/day of wastewater from 1.8 million people in the metropolitan region. This includes operation and maintenance of the two largest wastewater treatment facilities in Maryland, twelve wastewater pumping stations and 1,400 miles of sewer main. For Fiscal 2015 the service expects to achieve 100% compliance in meeting the National Pollutant Discharge Elimination System (NPDES) permit standards enforced by the State of Maryland. These Facilities are required to meet the reduced nitrogen levels that are mandated in both Plants discharge permits. For Fiscal 2015, the service expects to treat over 205 million gallons of wastewater per day, compared to 192 million gallons treated in Fiscal 2013. For Fiscal 2015, the cost for wastewater treatment will increase to \$1,708 per million gallons compared to \$1,458 for Fiscal 2013. The recommended funding level will maintain the current level of service.

674. Surface Water Management
Department of Public Works

Other Funds - \$17,649,040

This service provides for the protection, enhancement, and restoration of watersheds within the City of Baltimore and the Chesapeake Bay tributaries through water quality management and rigorous compliance measures mandated by the Environmental Protection Agency and the Clean Water Act. This service maintains approximately 1,146 miles of storm drain pipe, 52,438 inlets, 27,561 manholes, 1,709 outfalls, four storm water pumping stations, and five debris collectors. This service encompasses activities that contribute to advancing the Baltimore City Sustainability Plan and the City-County Watershed Agreement.

The state of Maryland requires Baltimore to reduce the pollution that is carried through its Municipal Separate Storm Sewer System (MS4). This strategy is carried out through the MS4 permit. The permit sets requirements that the City must meet to counter the effects of polluted stormwater runoff from the built environment as well as help fulfill requirements of Chesapeake Bay Total Maximum Daily Loads (TMDLs) for nutrients and sediment. The new permit requires the City to restore 20% of its impervious areas during the permit's 5 year term.

In 2012, the Maryland General Assembly passed a law mandating that certain jurisdictions, including Baltimore, create a stormwater remediation fee by July 1, 2013. The new fee provides a dedicated revenue source for the purpose of improving water quality and flood control, reducing runoff into the harbor, and expanding green space. Projects scheduled for Fiscal 2015 include various stormwater mitigation projects to support the Grow Green initiative and improvements to Pataspco Avenue drainage. In Fiscal 2015 the service anticipates treating 200 acres of impervious surfaces by construction initiated by City projects.

**675. Engineering and Construction Management
Services – Water and Wastewater**
Department of Public Works

Other Funds - \$114,047,760

This service provides for the design, construction and management of water, wastewater, stormwater and environmental restoration capital improvement projects. Since 2002, the City has been under a federal consent decree that requires elimination of Sanitary Sewer overflows and combined sewer overflows, sewer shed planning and evaluation, rehabilitation of unserviceable pipe and upgrade of new pipe to increase capacity, and improvement in the City's operation and maintenance program to ensure that the system is adequately maintained. In Fiscal 2015 the service expects to complete 100% of projects on time and within budget. The service also aims to reduce the distribution water loss (% of total water flow) to 21%, compared to 24.56% in Fiscal 2013. The service expects to rehabilitate/replace 146,028 linear feet of the water distribution system in Fiscal 2015, compared to 39,927 linear feet in Fiscal 2013. The service expects to rehabilitate/replace 557,902 linear feet of the wastewater distribution system in Fiscal 2015, compared to 41,472 linear feet in Fiscal 2013.

The Water Utility CIP addresses three major areas of need: supply improvements, treatment improvements and other programs in addition to normal annual improvements and expansion of plant services. A summary of the projected funding sources for fiscal years 2015 through 2020 is set forth in the CIP section of the budget book. The CIP allows for sufficient funds to provide for necessary expansion, make the required major repairs and provide for the proper level of normal annual additions for the Water Utility. The recommended budget includes \$101 million for debt service costs for outstanding debt as well as proposed debt service for planned capital projects in Fiscal 2015.

676. Administration - Public Works
Department of Public Works

General Fund - \$1,660,753

This service provides leadership and support to the Department of Public Works in the areas of Administrative Direction, Human Resources, Fiscal Management, Technical Support, Contract Administration, Legislative Affairs, Media and Communications, and Safety and Training. These functions are supported financially by the Bureau of Water and Wastewater, the Bureau of Solid Waste and the Departments of General Services and Transportation through transfer payments. The recommended funding level includes \$1.1 million for Computer Services, \$1.2 million for Contract Administration, \$1.3 for Human Resources, and \$1.1 million for Safety and Training. The recommended funding level will maintain the current level of service.

691. Public Rights-of-Way Landscape Management
Department of Transportation

General Fund - \$2,997,925

This service provides for the mowing and maintenance of grass in the median of City roadways; mulching and cleaning of tree pits; mowing of certain City owned lots; removal and cleaning of trash, debris and illegal signs; and installation of street banners and hanging baskets in commercial areas throughout the City. The department has outsourced a major portion of this service. The department will continue to use in-house crews for difficult terrain, such as highway embankments. Funding is included for median plantings provided by the Department of Recreation and Parks. Mowing frequency will remain at the current level of fourteen days.

715. Administration - Health
Health Department

General Fund - \$4,468,958
Other Funds - \$5,261,617

This service provides departmental leadership, facilitates and guides the agency's delivery of services, and ensures agency compliance with city, state, and federal laws, procedures, and standards within the Health Department. Administration is composed of Executive Leadership, Public Information, Policy and Planning, Fiscal Services, Human Resources, Facilities & Maintenance, Grants, and Epidemiology. This service has budgeted an additional \$3 million in federal funds, \$1 million in state funds, and \$600,000 in special funds for prospective grant awards that may be received by the agency in Fiscal 2015. These additional grant sources have not been specifically identified, but will be included for recommendation to ensure quicker processing and administration of services upon notice of receipt of additional grant awards.

717. Environmental Health
Health Department

General Fund - \$2,871,683
Other Funds - \$51,000

This service protects public health by conducting inspections of food service facilities and other facilities requiring sanitation to ensure compliance with state and local health codes. This service also investigates environmental nuisances and hazards such as odors, noise, lead in children's products, mosquitoes, sewage spills, and foodborne, vector-borne, and waterborne

illnesses. Fiscal 2015 performance targets include 13,400 conducted inspections, with 100% of mandated inspections completed, and 100% of complaints to be closed on time. In Fiscal 2013, the service conducted 13,184 inspections, closed 96.5% of complaints on time, and completed 76.4% of mandated inspections. The current level of services is maintained for Fiscal 2015. Using an Innovation Fund loan, this service is transitioning from an entirely paper-based enterprise to an automated, paperless business process for conducting inspections. The training of field staff is currently being done on the use of handheld devices for this purpose, and Environmental Inspections Services will be using the QMS system by the end of the Fiscal 2014 third quarter.

718. Chronic Disease Prevention

Health Department

General Fund - \$403,206

Other Funds - \$1,498,538

This service performs the following tasks: identifies residents at risk for colon and oral cancer; provides screening and treatment; provides tobacco cessation and counseling; and provides outreach, education, and screening. The Office of Chronic Disease Prevention will focus on community and evidence-based efforts, such as the Barbershop Initiative, to address health disparities within the city. Performance measures for Fiscal 2015 include screening 1,200 males for hypertension and maintaining a target of 20% of all smoking cessation enrollees quitting smoking. In Fiscal 2013, this service screened 1,371 males for hypertension and had 19.4% of smoking cessation enrollees quit smoking. The recommended funding will maintain current services.

720. HIV Treatment Services for the Uninsured

Health Department

General Fund - \$1,181,628

Other Funds - \$28,200,271

This service is composed of two programs: The Ryan White Program administered in the Division of Chronic Disease Prevention and the Early Intervention Initiative Program administered in the Division of Clinical Services. \$19 million in Ryan White Part A federal funding requires a local match of \$500,000. In Fiscal 2015, this service targets 18,000 HIV tests performed through community outreach, exchange of 500,000 needles, and 85% of community outreach identified positive HIV clients enrolled in care. Fiscal 2013 actuals include 18,285 HIV tests performed through community outreach, 496,710 needles exchanged, and 85% of community outreach identified positive HIV clients enrolled in care. Funding at the current level of services is maintained for Fiscal 2015.

721. Senior Centers

Health Department

General Fund - \$587,641

Other Funds - \$3,431,903

This service provides opportunities for older adults and adults with disabilities to remain healthy and active within their communities. This service operates six public facilities which include the Zeta, Waxter, Oliver, Sandtown, Hatton, and John Booth Centers. Service delivery includes access to recreational and social activities, the cultivation of hobbies and interests, and educational opportunities. Healthy living is promoted through physical exercise, nutrition,

health education, and outreach activities. Senior centers also provide immediate access to information and assistance. Other funding for senior centers is provided primarily through federal Title III grants, Community Development Block Grants (CDBG), and state Congregate Nutrition funding. The recommended Fiscal 2015 funding maintains the current level of services. Performance targets include 32,000 participants receiving education and training opportunities, and 45% of all seniors accessing services through senior centers. Actuals for Fiscal 2013 were 30,906 participants receiving education and training opportunities, and 45% of the senior population accessing services through the senior centers.

722. Administration-CARE
Health Department

General Fund - \$507,234
Other Funds - \$279,797

The Commission on Aging and Retirement Education is the designated Area Agency on Aging for Baltimore City. It is responsible for planning and coordinating a comprehensive service system for older adults. This service administers over \$9 million across 27 different federal, state, and private grants for CARE services for older adults and adults with disabilities. Administrative support functions also serve as a mechanism to link and coordinate services to isolated and vulnerable adults. Services will be maintained at the recommended funding level.

723. Advocacy and Supportive Care for Seniors
Health Department

General Fund - \$96,852
Other Funds - \$2,229,270

This service operates 13 programs that provide direct advocacy, supportive services, and crisis resolution. Areas of intervention for older adults and adults with disabilities include benefits, entitlements, employment information, affordable and accessible health care, safe and stable housing, and vibrant neighborhoods. Advocacy and supportive services serve as a link to coordinate services. Funding sources include the General Fund, Federal Medicaid Waiver funding, State Guardianship, Senior Information and Assistance, and Subsidized Assisted Housing. Performance targets for Fiscal 2015 include 45,000 persons entering CARE services through the Senior Information and Assistance Program. In Fiscal 2013, this service provided supportive services for 20,464 persons. The current level of services will be maintained.

724. Assistive and Directive Care for Seniors
Health Department

General Fund - \$226,916
Other Funds - \$3,006,197

This service provides older adults and persons with disabilities and caregivers with direct care and assistive services, helping them to remain in their own homes and community settings. Direct services include health, nutrition, assistance with the activities of daily living, mobility including transportation, legal services, and housing and home modification. Caregivers are provided with supportive services. The Fiscal 2015 recommendation maintains the current level of services. Performance targets for Fiscal 2015 include 25,500 persons receiving assistive services and provision of meals to 550 homebound persons. Fiscal 2013 actuals include 21,906 persons receiving assistive services and provision of meals to 570 homebound persons.

754. Summer Food Program**Other Funds - \$3,412,616***Department of Housing and Community Development*

This service provides breakfast and lunch to children under 18 during the summer months. Funding for this service is provided by the Maryland Department of Education. This service anticipates that it will serve 1,500,000 meals in Fiscal 2015, an increase from 841,000 meals served in Fiscal 2013. In Fiscal 2015 the service will work to operate 450 sites throughout Baltimore. The service will also work to maintain the percentage of unused meals at 3%, the same level as in Fiscal 2013. The recommended funding will maintain current services.

765. Planning for a Sustainable Baltimore**General Fund - \$445,285***Planning Department***Other Funds - \$4,558,568**

This service funds the Baltimore Office of Sustainability, which integrates sustainability principles into City operations and policy decisions, and acts as a catalyst to create sustainable behavior in the larger Baltimore community by building community capacity to make change. The essence of sustainability is to increase efficiency without sacrificing future finances, community health or our environment. Other funds in this service are various federal, state and special fund grants received by the service throughout the fiscal year. In Fiscal 2015 this service will seek to ensure 80% of Baltimore Sustainability Plan strategies are implemented, a 2% increase from Fiscal 2013. The recommended funding also continues support of the Waste to Wealth Program.

894. Outreach to the Homeless**Other Funds - \$1,056,585***Mayor's Office of Human Services*

This service connects the homeless to housing, education, work training, and other related services through pro-active outreach efforts involving direct intervention. The effort to reach out to the City's homeless population is an important safety-net for the City's most vulnerable citizens. The service is supported by federal and state funds. In Fiscal 2015, the Mayor's Office of Human Services aims to contact 750 unduplicated clients, a reduction from 881 in Fiscal 2013. The recommended funding will maintain current services.

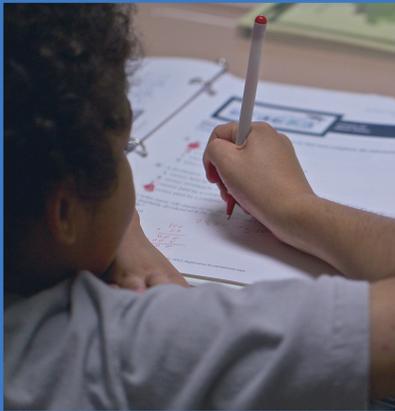
895. Temporary Housing for the Homeless**General Fund - \$5,227,532***Mayor's Office of Human Services***Other Funds - \$7,215,337**

This service supports the operation of temporary housing for homeless individuals and families, including a 275 bed emergency shelter for individuals located at 620 Fallsway and a 75 bed shelter for homeless women and children, located at 1114 Mount Street., a 135-bed overflow shelter, and 60 overflow beds for women located at various facilities. In Fiscal 2014 the 135-bed overflow shelter, which was formerly located at 210 Guilford Avenue, will be relocated to 4601 E Monument Street. In all, the City will serve approximately 6,750 homeless individuals with

temporary housing in Fiscal 2015. The recommended funding level will maintain the current level of service.

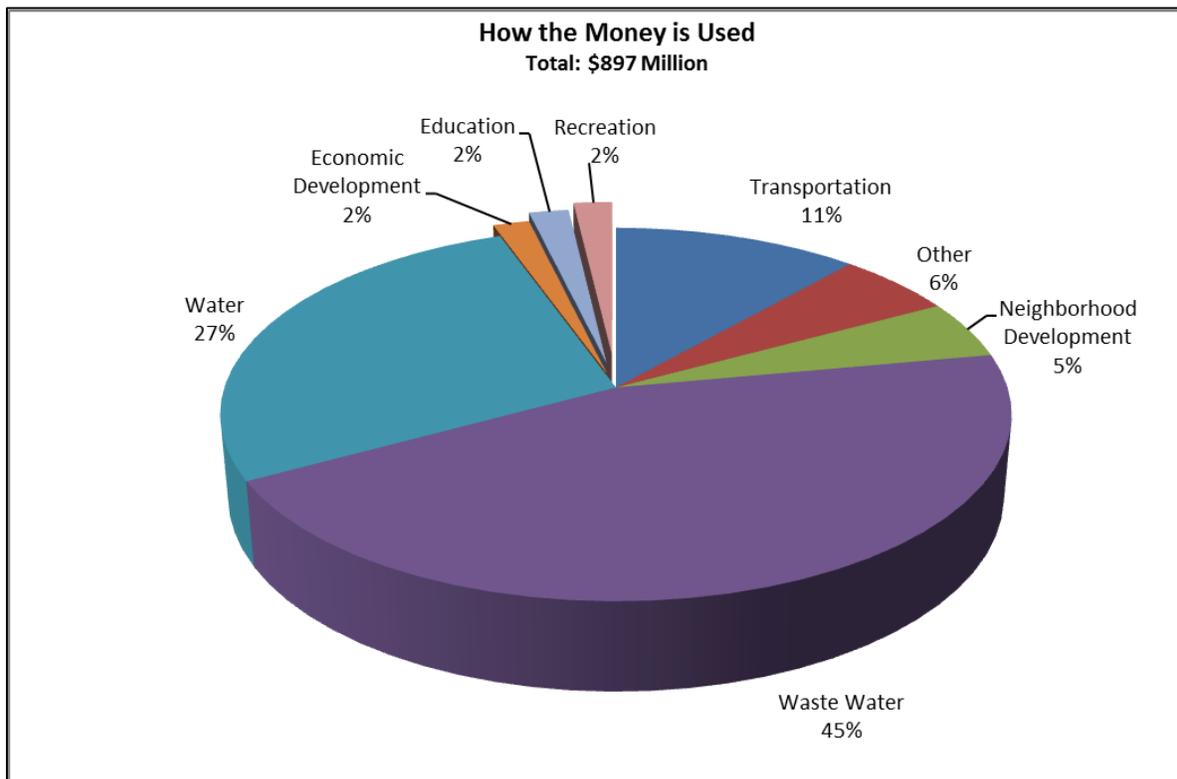
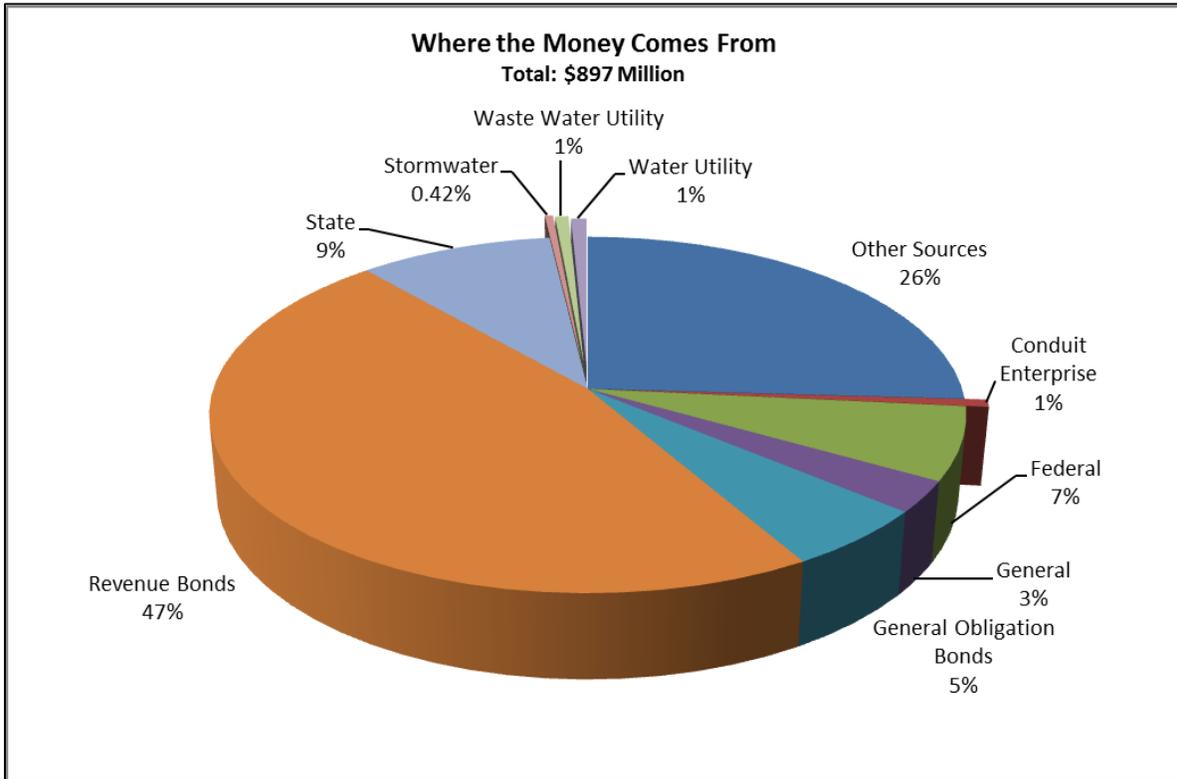
Fiscal 2015 Preliminary Budget Plan

Summary of Capital Budget Recommendations



(THIS PAGE INTENTIONALLY LEFT BLANK)

CAPITAL BUDGET RECOMMENDATIONS



(THIS PAGE INTENTIONALLY LEFT BLANK)

Capital Budget Recommendations

The recommendation for the Fiscal 2015 capital program is \$897.3 million, a decrease of \$271 million or 23.2% from the Fiscal 2014 level of appropriation. The decrease is attributed to several multi-year utility projects that were fully appropriated in Fiscal 2014; work on these projects will extend through Fiscal 2019.

Recommendations from the General Fund Pay-As-You-Go (PAYGO) total \$25.7 million, a decrease of \$13 million or 33.7% below the General Fund Fiscal 2014 level of appropriation. The Fiscal 2014 PAYGO appropriation included \$30 million in one-time appropriation from the release of funds from the City's Mobile Equipment Reserve. The Fiscal 2015 recommendation is a \$21.2 million increase from the PAYGO baseline of \$8 million, consistent with the Mayor's 10-Year Financial Plan. These funds will support \$3.2 million of projects within the Department of Recreation and Parks, \$3.9 million for transportation related projects including the Citywide bike program, \$2 million for the Baltimore Homeownership Incentive Program (BHIP), and \$5 million for technology upgrades within the Police Department.

Recommendations for General Obligation Bonds are \$50 million, which is consistent with the Fiscal 2014 level of appropriation. The recommendation includes \$17 million for renovation and modernization of City schools, \$17.7 million for community and economic development projects and \$4 million for park improvements. The funding for school construction is part of a \$38 million commitment to the Mayor's Better Schools Initiative, which also include \$10.4 million from an increased beverage container tax and \$10 million in State formula aid leveraged by the City. These funds, combined with State and BCPS contributions, will finance a \$1.1 billion program to build 15 new schools and renovate 35 others.

Appropriations from Federal and State grants are recommended at \$145 million, a decrease of \$107.8 million. This decrease is the result of fully appropriating \$136 million in State funds for a multi-year project at the Back River Wastewater Treatment facility in Fiscal 2014, this project will be completed over the course of several fiscal years. Federal grants include \$17 million for continued work on the Central Avenue Streetscape project, \$5.0 million to replace the Harford Road Bridge over Herring Run, and \$4.7 million in Community Development Block Grants, including demolition of blighted structures, housing repair assistance programs and homeownership incentive programs. State grants include \$26.4 million to support renovations at the Central Library, \$5 million for the construction of the Cahill Community Center, \$11 million for street resurfacing projects throughout the City, and \$5.4 million for blight elimination efforts.

The recommended appropriation from revenue bond funds is \$421.4 million, a decrease of \$10.3 million or 2.4% below Fiscal 2014. The recommendation includes \$153.2 million for facilities rehabilitation at the Back River Waste Water Treatment facility, \$81.3 million for water infrastructure rehabilitation, and \$58 million to rehabilitate, repair, and design sanitary sewers at various locations. This funding will support projects related to the \$1

billion Consent Decree that has been in effect since 2002 requiring the City to upgrade its sewerage system with the intent to eliminate sanitary sewer overflows and other unpermitted discharges.

The recommended appropriation from utility and other funds is \$255 million, a decrease \$140 million or 64% below current level of service. The decrease in funding is the result of fully appropriating County Grant funds to support the multi-year project at the Back River Wastewater Treatment facility in Fiscal 2014. The recommendation includes \$215.7 million which will be used for water and waste water projects, including \$153.2 million associated with the Back River project, \$15 million for Guilford Pump Station Rehabilitation, \$9 million for urgent needs at water facilities, and \$3 million for Watershed Bridge maintenance. The recommendation also includes \$6 million for conduit related projects and \$3.7 million for stormwater related projects including Patapsco Avenue Drainage realignment and various stormwater mitigation projects.

In summary, the sources of the recommended appropriations for Fiscal 2015 are:

General Fund (PAYGO)	\$25,700,000
Utility Funds (PAYGO)	\$16,730,000
Conduit Funds (PAYGO)	\$6,000,000
General Obligation Bonds	\$50,000,000
Federal Grants	\$59,494,000
State Grants	\$85,623,000
Revenue Bonds	\$421,432,000
All Other	\$232,358,000
Total	\$897,337,000

FISCAL 2015
PRELIMINARY BUDGET PLAN
 Recommended Capital Appropriation

	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Capital Funds				
Pay-As-You-Go				
General *	38,750,000	25,700,000	(13,050,000)	(33.7)%
Conduit Enterprise	6,000,000	6,000,000	0	0.0%
Waste Water Utility	9,000,000	6,000,000	(3,000,000)	(33.3)%
Water Utility	7,000,000	7,000,000	0	0.0%
Stormwater	4,706,000	3,730,000	(976,000)	(20.7)%
Total	65,456,000	48,430,000	(17,026,000)	(26.0)%
Grants				
Federal	60,337,000	59,494,000	(843,000)	(1.4)
State	192,647,000	85,623,000	(107,024,000)	(55.6)
Total	252,984,000	145,117,000	(107,867,000)	(42.6)
Loans and Bonds				
Revenue Bonds	431,784,000	421,432,000	(10,352,000)	(2.4)
General Obligation Bonds	50,000,000	50,000,000	0	0.0
Total	481,784,000	471,432,000	(10,352,000)	(2.1)
All Other	368,859,000	232,358,000	(136,501,000)	(37.0)
Total Capital - All Funds	\$1,169,083,000	\$897,337,000	(\$271,746,000)	(23.2)%

FISCAL 2015

CAPITAL BUDGET DISTRIBUTION BY AGENCY DETAIL

(Dollars in Thousands)

Agency	General Obligation Bonds	General Funds	Revenue Loans	Utility Funds	Federal Funds	State Funds	County Grants	Other Funds	TOTAL
Baltimore City Public Schools	17,000	0	0	0	0	0		0	17,000
General Services	8,500	3,320	0	0	0	28,000	0	500	40,320
Housing & Community Development									
Community Development	11,250	2,800	0	0	8,944	13,274	0	8,557	44,825
Economic Development	7,100	150	0	0	0	2,175	0	0	9,425
Mayoralty-Related									
American Visionary Arts Museum (AVAM)	75	0	0	0	0	0	0	0	75
Maryland Science Center	100	0	0	0	0	0	0	0	100
Baltimore Symphony Orchestra	75	0	0	0	0	0	0	0	75
USS Constellation	375	0	0	0	0	0	0	0	375
Maryland Institute College of Art (MICA)	50	0	0	0	0	0	0	0	50
Maryland Zoo	100	0	0	0	0	0	0	0	100
Center Stage	50	0	0	0	0	0	0	0	50
Permanet Supportive Housing	750	0	0	0	0	0	0	0	750
Baltimore Heritage Area	100	0	0	0	0	0	0	0	100
Baltimore Museum of Art	250	0	0	0	0	3,500	0	0	3,750
Everyman Theater	75	0	0	0	0	0	0	0	75
Walters Art Gallery	150	0	0	0	0	0	0	0	150
Captial Prjoect Priorities	0	330	0	0	0	0	0	0	330
Planning	0	250	0	0	0	0	0	250	500
Police	0	5,000	0	0	0	0	0	0	5,000
Public Works									
Solid Waste	0	300	0	0	0	0	0	0	300
Storm Water	0	0	0	1,120	0	0	0	0	1,120
Pollution/Erosion Control	0	0	0	2,610	0	0	0	0	2,610
Waste Water	0	0	232,800	6,000	0	0	164,910	0	403,710
Water	0	0	188,632	7,000	0	0	50,841	0	246,473
Recreation and Parks	4,000	3,250	0	0	0	9,392	0	0	16,642
Transportation									
Alleys and Sidewalks	0	700	0	0	0	2,000	0	900	3,600
Federal Highways	0	3,900	0	0	35,700	3,082	0	6,400	49,082
Local Highways	0	0	0	0	0	11,000	0	0	11,000
Bridges	0	2,500	0	0	9,800	12,200	0	0	24,500
Traffic	0	0	0	0	2,500	1,000	0	0	3,500
Dev. Agencies	0	3,200	0	0	2,550	0	0	0	5,750
Conduits	0	0	0	0	0	0	0	6,000	6,000
TOTAL BY FUND	\$50,000	\$25,700	\$421,432	\$16,730	\$59,494	\$85,623	\$215,751	\$22,607	\$897,337

Fiscal 2015 Preliminary Budget Plan

Summary Tables



(THIS PAGE INTENTIONALLY LEFT BLANK)

FISCAL 2015

OPERATING AND CAPITAL BUDGET FUND DISTRIBUTION

Finance Recommendations

	Operating Budget	Capital Budget	Total
Funds			
General	\$1,622,300,356	\$25,700,000	\$1,646,000,356
Parking Management	22,197,956	0	22,197,956
Convention Center Bond	4,580,088	0	4,580,088
Water and Waste Water Utilities	396,145,389	13,000,000	409,145,389
Stormwater Utility	17,866,639	3,730,000	21,596,639
Parking Enterprise	29,053,457	0	29,053,457
Conduit Enterprise	7,847,381	6,000,000	13,847,381
Loan and Guarantee Enterprise	3,438,164	0	3,438,164
Federal Grants	185,711,309	59,494,000	245,205,309
State Grants	122,891,515	85,623,000	208,514,515
General Obligation Bonds	0	50,000,000	50,000,000
Revenue Bonds	0	421,432,000	421,432,000
Special	79,318,518	0	79,318,518
Other	0	232,358,000	232,358,000
Total - All Funds	\$2,491,350,772	\$897,337,000	\$3,388,687,772

FISCAL 2015

FINANCE RECOMMENDATIONS BY FUND

	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Operating Funds				
Local and State-shared Funds				
General	\$1,571,676,679	\$1,622,300,356	\$50,623,677	3.2%
Parking Management	20,293,483	22,197,956	1,904,473	9.4
Convention Center Bond	4,580,088	4,580,088	0	0.0
Total	1,596,550,250	1,649,078,400	52,528,150	3.3
Enterprise Funds				
Waste Water Utility	199,644,663	212,501,942	12,857,279	6.4
Water Utility	170,339,723	183,643,447	13,303,724	7.8
Stormwater Utility	23,072,112	17,866,639	(5,205,473)	(22.6)
Parking Enterprise	35,445,338	29,053,457	(6,391,881)	(18.0)
Conduit Enterprise	7,843,083	7,847,381	4,298	0.1
Loan and Guarantee Enterprise	3,911,835	3,438,164	(473,671)	(12.1)
Total	440,256,754	454,351,030	14,094,276	3.2
Grant Funds				
Federal	182,975,171	185,711,309	2,736,138	1.5
State	114,381,565	122,891,515	8,509,950	7.4
Special	73,628,157	79,318,518	5,690,361	7.7
Total	370,984,893	387,921,342	16,936,449	4.6
Total Operating - All Funds	\$2,407,791,897	\$2,491,350,772	\$83,558,875	3.5%
Capital Funds				
Pay-As-You-Go				
General	\$38,750,000	\$25,700,000	(\$13,050,000)	(33.7)%
Conduit Enterprise	6,000,000	6,000,000	0	0.0%
Waste Water Utility	9,000,000	6,000,000	(3,000,000)	(33.3)%
Water Utility	7,000,000	7,000,000	0	0.0%
Stormwater Utility	4,706,000	3,730,000	(976,000)	(20.7)%
Total	65,456,000	48,430,000	(17,026,000)	(26.0)
Grants				
Federal	60,337,000	59,494,000	(843,000)	(1.4)
State	192,647,000	85,623,000	(107,024,000)	(55.6)
Total	252,984,000	145,117,000	(107,867,000)	(42.6)
Loans and Bonds				
Revenue Bonds	431,784,000	421,432,000	(10,352,000)	(2.4)
General Obligation Bonds	50,000,000	50,000,000	0	0.0
Total	481,784,000	471,432,000	(10,352,000)	(2.1)
All Other	368,859,000	232,358,000	(136,501,000)	(37.0)
Total Capital - All Funds	1,169,083,000	897,337,000	(\$271,746,000)	(23.2)%

FISCAL 2015

FINANCE RECOMMENDATIONS BY FUND

	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Total Funds				
Local and State-shared Funds				
General	\$1,610,426,679	\$1,648,000,356	\$37,573,677	2.3%
Parking Management	20,293,483	22,197,956	1,904,473	9.4
Convention Center Bond	4,580,088	4,580,088	0	0.0
Total	1,635,300,250	1,674,778,400	39,478,150	2.4
Enterprise Funds				
Waste Water Utility	208,644,663	218,501,942	9,857,279	4.7
Water Utility	177,339,723	190,643,447	13,303,724	7.5
Stormwater Utility	27,778,112	21,596,639	(6,181,473)	(22.3)
Parking Enterprise	35,445,338	29,053,457	(6,391,881)	(18.0)
Conduit Enterprise	13,843,083	13,847,381	4,298	0.0
Loan and Guarantee Enterprise	3,911,835	3,438,164	(473,671)	(12.1)
Total	466,962,754	477,081,030	10,118,276	2.2
Grant Funds				
Federal	243,312,171	245,205,309	1,893,138	0.8
State	307,028,565	208,514,515	(98,514,050)	(32.1)
Special	73,628,157	79,318,518	5,690,361	7.7
Total	623,968,893	533,038,342	(90,930,551)	(14.6)
Loans and Bonds				
Revenue Bonds	431,784,000	421,432,000	(10,352,000)	(2.4)
General Obligation Bonds	50,000,000	50,000,000	0	0.0
Total	481,784,000	471,432,000	(10,352,000)	(2.1)
All Other	368,859,000	232,358,000	(136,501,000)	(37.0)
Total - All Funds	\$3,576,874,897	\$3,388,687,772	(\$188,187,125)	(5.3)%

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Better Schools	350,192,185	360,091,975	354,618,028	(5,473,947)
310 School Health Services	16,240,040	16,598,405	16,497,700	(100,705)
General	5,215,883	5,379,039	2,700,984	(2,678,055)
Federal	96,249	90,618	135,044	44,426
State	505,692	475,681	503,615	27,934
Special	10,422,216	10,653,067	13,158,057	2,504,990
352 Baltimore City Public Schools	254,727,492	261,767,423	255,202,118	(6,565,305)
General	254,727,492	261,767,423	255,202,118	(6,565,305)
446 Educational Grants	6,246,853	7,493,790	7,473,790	(20,000)
General	6,246,853	7,493,790	7,473,790	(20,000)
604 Before and After Care	1,289,112	0	170,043	170,043
General	170,626	0	170,043	170,043
Federal	1,118,486	0	0	0
605 Head Start	31,341,780	33,260,965	34,589,590	1,328,625
General	0	170,626	0	(170,626)
Federal	30,735,472	32,471,905	33,971,156	1,499,251
State	606,308	618,434	618,434	0
725 Senior Education	710,834	708,273	705,509	(2,764)
Federal	558,296	579,282	514,587	(64,695)
State	152,538	128,991	190,922	61,931
788 Information Services	33,295,498	33,894,578	33,777,461	(117,117)
General	22,814,763	23,269,414	23,320,907	51,493
State	9,924,968	10,052,908	9,914,019	(138,889)
Special	555,767	572,256	542,535	(29,721)
791 BCPS Alternative Options Academy for Youth	176,141	179,511	172,773	(6,738)
State	176,141	179,511	172,773	(6,738)
797 Workforce Services for Out of School Youth-Youth Opportunity	3,400,166	3,397,013	3,280,512	(116,501)
General	2,813,166	2,798,273	2,693,512	(104,761)
Federal	247,000	251,940	247,000	(4,940)
State	90,000	91,800	90,000	(1,800)
Special	250,000	255,000	250,000	(5,000)
800 Workforce Services for WIA Funded Youth	2,764,269	2,792,017	2,748,532	(43,485)
Federal	2,764,269	2,792,017	2,748,532	(43,485)
Safer Streets	781,946,862	798,040,777	802,970,137	4,929,360
110 Circuit Court	15,457,312	15,713,852	17,018,281	1,304,429
General	9,154,340	9,282,890	9,299,227	16,337
Federal	1,251,339	1,248,708	1,631,306	382,598
State	4,809,205	4,851,378	5,806,980	955,602
Special	242,428	330,876	280,768	(50,108)
115 Prosecution of Criminals	30,664,503	31,786,071	31,940,347	154,276
General	25,128,531	25,884,367	26,027,532	143,165
Federal	1,156,412	1,248,825	984,658	(264,167)
State	4,179,560	4,448,879	4,724,157	275,278
Special	200,000	204,000	204,000	0
316 Youth Violence Prevention	3,069,300	3,203,127	3,146,638	(56,489)
General	595,113	665,939	622,248	(43,691)
Federal	1,272,931	1,280,747	1,188,058	(92,689)
State	1,201,256	1,256,441	1,336,332	79,891
500 Street and Park Lighting	17,254,463	16,585,541	16,555,147	(30,394)
General	17,254,463	16,585,541	16,555,147	(30,394)
600 Administration - Fire	17,579,622	19,306,340	19,322,675	16,335
General	16,560,122	18,265,677	18,282,012	16,335
Federal	1,019,500	1,039,890	1,039,890	0
State	0	773	773	0
602 Fire Suppression and Emergency Rescue	142,179,575	146,187,876	144,401,623	(1,786,253)
General	140,664,201	144,626,092	142,932,357	(1,693,735)
Federal	10,883	10,883	15,329	4,446
State	1,425,428	1,453,937	1,453,937	0
Special	79,063	96,964	0	(96,964)
608 Emergency Management	594,415	625,575	624,457	(1,118)
General	305,202	330,578	328,487	(2,091)
Federal	280,363	285,970	285,970	0

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Safer Streets (Continued)	781,946,862	798,040,777	802,970,137	4,929,360
State	8,850	9,027	10,000	973
609 Emergency Medical Services	34,712,928	37,223,331	36,380,169	(843,162)
General	20,272,583	22,752,563	22,649,442	(103,121)
Federal	1,500,000	1,530,000	8,000	(1,522,000)
State	21,170	21,593	27,934	6,341
Special	12,919,175	12,919,175	13,694,793	775,618
610 Fire and Emergency Community Outreach	478,567	484,637	485,159	522
General	478,567	484,637	485,159	522
611 Fire Code Enforcement	4,236,003	4,532,167	4,511,528	(20,639)
General	3,936,014	4,226,179	4,205,540	(20,639)
Federal	148,018	150,978	150,978	0
State	151,971	155,010	155,010	0
612 Fire Investigation	836,381	878,023	872,485	(5,538)
General	836,381	878,023	872,485	(5,538)
613 Fire Facilities Maintenance and Replacement	15,217,660	14,555,638	15,998,690	1,443,052
General	14,293,167	13,612,655	12,989,540	(623,115)
Federal	0	0	2,066,167	2,066,167
State	924,493	942,983	942,983	0
614 Fire Communications and Dispatch	4,941,437	5,195,901	5,204,911	9,010
General	4,941,437	5,195,901	5,077,375	(118,526)
Special	0	0	127,536	127,536
615 Fire Training and Education	2,229,564	2,493,392	3,103,732	610,340
General	2,229,564	2,493,392	3,103,732	610,340
621 Administration - Police	40,321,512	45,511,194	48,042,139	2,530,945
General	38,142,330	43,195,116	45,744,723	2,549,607
Federal	1,886,343	2,009,678	1,991,016	(18,662)
State	292,839	306,400	306,400	0
622 Police Patrol	229,843,218	231,369,040	230,351,512	(1,017,528)
General	224,977,250	226,486,943	223,670,073	(2,816,870)
State	4,865,968	4,882,097	4,881,439	(658)
Special	0	0	1,800,000	1,800,000
623 Crime Investigation	52,942,064	53,455,257	53,451,440	(3,817)
General	50,613,464	51,080,085	50,976,268	(103,817)
Federal	0	0	100,000	100,000
State	2,328,600	2,375,172	2,375,172	0
624 Target Violent Criminals	32,988,955	33,084,751	32,066,801	(1,017,950)
General	28,424,956	28,483,250	27,153,309	(1,329,941)
State	2,563,999	2,562,501	2,874,492	311,991
Special	2,000,000	2,039,000	2,039,000	0
625 SWAT/ESU	9,045,818	9,012,257	8,600,594	(411,663)
General	9,045,818	9,012,257	8,600,594	(411,663)
626 Homeland Security - Intelligence	11,207,934	11,784,403	13,891,911	2,107,508
General	3,062,132	3,070,902	5,060,502	1,989,600
Federal	8,145,802	8,713,501	8,831,409	117,908
628 Police Internal Affairs	5,851,289	6,108,288	6,230,001	121,713
General	5,851,289	6,108,288	6,230,001	121,713
632 Manage Police Records and Evidence Control Systems	7,543,150	7,593,636	7,622,137	28,501
General	7,543,150	7,593,636	7,622,137	28,501
634 Crowd, Traffic, and Special Events Management	7,313,063	7,333,227	10,009,495	2,676,268
General	7,113,063	7,128,227	9,804,495	2,676,268
Federal	0	0	205,000	205,000
State	200,000	205,000	0	(205,000)
635 Police Recruiting and Training	10,645,148	11,165,235	11,954,314	789,079
General	10,645,148	11,165,235	11,454,314	289,079
State	0	0	500,000	500,000
637 Special Operations - K-9 and Mounted Unit	3,805,058	3,677,577	3,592,942	(84,635)
General	3,805,058	3,677,577	3,592,942	(84,635)
638 Marine Unit	172,780	176,803	310,488	133,685
General	172,780	176,803	310,488	133,685
640 Special Operations - Aviation	5,294,791	5,474,790	5,515,556	40,766
General	5,294,791	5,474,790	5,515,556	40,766
642 Crime Laboratory	11,762,695	12,151,665	12,220,845	69,180

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Safer Streets (Continued)	781,946,862	798,040,777	802,970,137	4,929,360
General	10,431,801	10,705,316	10,798,628	93,312
Federal	1,330,894	1,446,349	1,422,217	(24,132)
688 Snow and Ice Control	2,751,330	2,793,249	2,793,249	0
General	2,751,330	2,793,249	2,793,249	0
693 Parking Enforcement	12,340,365	12,555,711	12,842,545	286,834
Parking Management	12,340,365	12,555,711	12,842,545	286,834
697 Traffic Safety	12,910,097	9,206,397	6,525,286	(2,681,111)
General	9,301,618	5,516,747	5,611,684	94,937
Federal	884,300	910,987	913,602	2,615
Special	2,724,179	2,778,663	0	(2,778,663)
716 Animal Services	3,022,178	3,127,247	3,136,122	8,875
General	3,022,178	3,127,247	3,136,122	8,875
752 Community Outreach Services	943,160	961,023	960,830	(193)
General	943,160	961,023	960,830	(193)
757 Crime Camera Management	1,581,579	1,594,620	1,816,561	221,941
General	1,508,605	1,538,776	1,538,776	0
State	72,974	55,844	56,785	941
Special	0	0	221,000	221,000
758 Coordination of Public Safety Strategy	5,206,241	5,351,667	5,752,126	400,459
General	419,996	459,017	464,397	5,380
Federal	3,090,678	3,177,983	3,368,862	190,879
State	1,287,767	1,298,711	1,502,911	204,200
Special	407,800	415,956	415,956	0
781 Administration - State's Attorney	4,188,064	4,342,206	4,234,221	(107,985)
General	3,688,064	3,831,510	3,723,525	(107,985)
Federal	0	206	206	0
State	500,000	510,490	510,490	0
786 Victim and Witness Services	1,081,440	1,123,545	1,178,320	54,775
General	824,270	861,873	916,425	54,552
Federal	257,170	261,672	261,895	223
796 Workforce Services for Ex-Offenders	1,500,496	1,537,203	1,498,139	(39,064)
Federal	1,000,000	1,020,000	1,000,000	(20,000)
State	500,496	517,203	498,139	(19,064)
817 Orphans' Court	468,774	538,266	493,836	(44,430)
General	468,774	538,266	493,836	(44,430)
848 Police Community Relations	143,784	147,498	148,639	1,141
General	143,784	147,498	148,639	1,141
881 Courthouse Security	3,882,690	4,087,452	4,128,552	41,100
General	3,882,690	4,087,452	4,128,552	41,100
882 Deputy Sheriff Enforcement	10,888,995	11,227,466	11,251,292	23,826
General	10,888,995	11,227,466	11,251,292	23,826
884 District Court Sheriff Services	2,512,271	2,408,729	2,413,854	5,125
General	2,512,271	2,408,729	2,413,854	5,125
889 Child Support Enforcement	336,193	368,904	370,548	1,644
General	336,193	368,904	370,548	1,644
Stronger Neighborhoods	201,913,464	210,997,086	215,480,369	4,483,283
117 Adjudication of Environmental Citations	778,920	795,987	798,336	2,349
General	778,920	795,987	798,336	2,349
185 Zoning, Tax and Other Appeals	551,283	542,975	544,296	1,321
General	551,283	542,975	544,296	1,321
354 Office of Neighborhoods	709,033	734,664	745,075	10,411
General	709,033	734,664	745,075	10,411
356 Administration - Human Services	2,755,425	2,981,036	3,815,812	834,776
General	481,776	491,677	497,515	5,838
Federal	2,142,052	2,248,817	2,257,244	8,427
State	126,446	125,875	125,875	0
Special	5,151	114,667	935,178	820,511
593 Community Support Projects	7,189,221	7,365,439	7,339,192	(26,247)
Federal	7,189,221	7,365,439	7,339,192	(26,247)
644 Administration - Rec and Parks	4,193,183	4,258,896	4,268,227	9,331
General	4,019,118	4,077,931	4,087,262	9,331

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Stronger Neighborhoods (Continued)	201,913,464	210,997,086	215,480,369	4,483,283
Federal	107	227	227	0
State	127,505	130,699	130,699	0
Special	46,453	50,039	50,039	0
645 Aquatics	1,928,995	2,041,024	2,040,220	(804)
General	1,928,995	2,041,024	2,040,220	(804)
646 Park Maintenance	10,221,752	10,301,628	10,290,520	(11,108)
General	9,021,752	9,074,518	9,063,410	(11,108)
State	1,200,000	1,227,110	1,227,110	0
647 Youth and Adult Sports	687,927	696,739	696,706	(33)
General	537,911	543,464	543,431	(33)
Special	150,016	153,275	153,275	0
648 Community Recreation Centers	12,540,315	12,183,818	12,168,519	(15,299)
General	12,411,170	12,051,843	12,036,544	(15,299)
Special	129,145	131,975	131,975	0
650 Horticulture	1,230,449	1,226,743	1,256,954	30,211
General	871,703	859,547	889,758	30,211
Special	358,746	367,196	367,196	0
653 Special Events - Recreation	574,933	601,437	600,848	(589)
Special	574,933	601,437	600,848	(589)
662 Vacant/Abandoned Property Cleaning and Boarding	3,850,107	4,017,412	3,934,762	(82,650)
General	2,422,958	2,561,720	2,479,070	(82,650)
Federal	1,427,149	1,455,692	1,455,692	0
681 Administration - DOT	10,638,034	11,359,348	11,128,413	(230,935)
General	9,770,080	10,394,457	10,163,522	(230,935)
Parking Management	363,421	380,039	380,039	0
Conduit Enterprise	0	69,024	69,024	0
Federal	490,380	500,188	500,188	0
Special	14,153	15,640	15,640	0
683 Street Management	27,222,944	27,830,609	28,622,086	791,477
General	27,222,944	27,830,609	28,622,086	791,477
684 Traffic Management	13,640,901	16,351,360	13,396,578	(2,954,782)
General	13,052,394	13,092,109	12,546,301	(545,808)
Special	588,507	3,259,251	850,277	(2,408,974)
689 Vehicle Impounding and Disposal	7,850,007	7,848,719	7,755,227	(93,492)
General	7,850,007	7,848,719	7,755,227	(93,492)
690 Complete Streets and Sustainable Transportation	8,509,416	9,541,494	12,555,238	3,013,744
General	628,889	1,415,141	1,424,776	9,635
Federal	229,388	233,976	233,976	0
State	448,647	456,989	2,458,014	2,001,025
Special	7,202,492	7,435,388	8,438,472	1,003,084
696 Street Cuts Management	871,656	884,647	885,450	803
General	871,656	884,647	885,450	803
727 Building Permits and Municipal Consents	1,572,293	1,537,959	1,704,344	166,385
General	1,572,293	1,537,959	1,704,344	166,385
737 Administration - HCD	3,932,021	4,119,576	4,047,016	(72,560)
General	2,632,818	2,772,015	2,778,135	6,120
Federal	1,289,672	1,345,513	1,267,863	(77,650)
State	9,531	2,048	1,018	(1,030)
738 Weatherization Services	16,625,178	17,409,684	16,592,866	(816,818)
General	260,210	265,414	301,738	36,324
State	15,913,431	16,683,541	16,291,128	(392,413)
Special	451,537	460,729	0	(460,729)
740 Dawson Center	293,765	299,369	296,278	(3,091)
General	29,729	30,323	30,323	0
Federal	264,036	269,046	265,955	(3,091)
741 Community Action Centers	6,373,649	7,345,644	9,378,079	2,032,435
General	719,676	715,431	719,459	4,028
Federal	854,004	888,058	893,975	5,917
State	4,799,969	5,742,155	7,764,645	2,022,490
742 Promote Homeownership	492,824	517,417	568,981	51,564
General	101,089	115,569	116,303	734
Federal	391,735	401,848	452,678	50,830

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

<u>Outcome, Service and Fund</u>	<u>FISCAL 2014 BUDGET</u>	<u>FISCAL 2015 CLS</u>	<u>FISCAL 2015 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
Stronger Neighborhoods (Continued)	201,913,464	210,997,086	215,480,369	4,483,283
745 Housing Code Enforcement	14,076,225	14,471,719	14,565,813	94,094
General	14,026,225	14,420,719	14,515,813	95,094
Special	50,000	51,000	50,000	(1,000)
747 Register and License Properties and Contractors	599,355	565,982	564,906	(1,076)
General	599,355	565,982	564,906	(1,076)
748 Housing Development Finance and Project Management	916,348	929,399	914,128	(15,271)
Federal	916,348	929,399	914,128	(15,271)
749 Blight Elimination	2,523,193	2,581,917	2,576,390	(5,527)
General	2,523,193	2,581,917	2,576,390	(5,527)
750 Housing Rehabilitation Loans	2,736,640	2,896,908	2,606,837	(290,071)
General	66,792	63,434	63,256	(178)
Federal	2,348,181	2,505,200	2,221,914	(283,286)
State	321,667	328,274	321,667	(6,607)
751 Building and Zoning Inspections and Permits	5,782,654	5,908,986	5,906,935	(2,051)
General	5,782,654	5,908,986	5,906,935	(2,051)
762 Historic Preservation	481,301	537,699	543,630	5,931
General	481,301	537,699	543,630	5,931
763 Comprehensive Planning and Resource Management	1,503,019	1,535,615	3,420,104	1,884,489
General	1,044,160	1,067,579	1,213,568	145,989
Federal	183,859	187,536	187,536	0
State	175,000	178,500	178,500	0
Special	100,000	102,000	1,840,500	1,738,500
768 Administration - Planning	730,736	896,877	947,155	50,278
General	729,170	896,174	947,155	50,981
Federal	1,566	703	0	(703)
851 Liquor License Compliance	1,398,070	1,324,652	1,319,330	(5,322)
General	1,398,070	1,324,652	1,319,330	(5,322)
878 Disabilities Commission	197,121	202,082	203,755	1,673
General	197,121	202,082	203,755	1,673
893 Homeless Prevention	1,051,945	1,072,985	1,072,985	0
Federal	659,808	673,005	673,005	0
State	392,137	399,980	399,980	0
896 Permanent Housing for the Homeless	24,682,626	25,278,641	25,408,378	129,737
General	208,417	212,585	212,585	0
Federal	24,117,653	24,600,005	24,600,005	0
State	273,126	278,588	278,588	0
Special	83,430	187,463	317,200	129,737
Growing Economy	128,681,785	125,191,297	128,215,348	3,024,051
493 Art and Culture Grants	5,452,952	6,117,591	6,117,591	0
General	5,452,952	6,117,591	6,117,591	0
535 Convention Center Hotel	6,897,995	6,914,000	6,914,000	0
General	6,897,995	6,914,000	6,914,000	0
540 1st Mariner Arena Operations	569,697	581,091	581,091	0
General	569,697	581,091	581,091	0
548 Conduits	7,843,083	7,770,240	7,778,357	8,117
Conduit Enterprise	7,843,083	7,770,240	7,778,357	8,117
590 Civic Promotion Grants	449,967	458,966	458,966	0
General	449,967	458,966	458,966	0
656 Wage Investigation and Enforcement	161,804	167,124	168,914	1,790
General	161,804	167,124	168,914	1,790
682 Parking Management	43,035,035	36,778,829	38,028,829	1,250,000
Parking Management	7,589,697	7,725,372	8,975,372	1,250,000
Parking Enterprise	35,445,338	29,053,457	29,053,457	0
685 Special Events Support	522,741	524,160	526,330	2,170
General	522,741	524,160	526,330	2,170
687 Inner Harbor Services - Transportation	873,906	860,668	860,612	(56)
General	873,906	860,668	860,612	(56)
692 Bridge and Culvert Management	3,026,198	2,896,655	2,799,441	(97,214)
General	3,026,198	2,896,655	2,799,441	(97,214)
694 Survey Control	796,619	724,923	666,657	(58,266)
General	796,619	724,923	666,657	(58,266)

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Growing Economy (Continued)	128,681,785	125,191,297	128,215,348	3,024,051
695 Dock Master	246,947	256,753	257,288	535
Special	246,947	256,753	257,288	535
729 Real Property Database Management	701,097	715,435	767,514	52,079
General	701,097	715,435	767,514	52,079
761 Development Oversight and Project Support	1,264,115	1,280,117	1,192,949	(87,168)
General	1,264,115	1,280,117	1,192,949	(87,168)
792 Workforce Services for TANF Recipients	2,864,197	2,920,668	3,203,982	283,314
Federal	2,864,197	2,920,668	3,203,982	283,314
793 Employment Enhancement Services for Baltimore City Residents	2,058,621	2,068,389	2,976,652	908,263
General	1,222,091	1,215,128	1,390,122	174,994
Federal	220,030	224,431	220,030	(4,401)
State	400,000	408,000	400,000	(8,000)
Special	216,500	220,830	966,500	745,670
794 Administration - MOED	1,343,567	1,236,405	1,264,021	27,616
General	1,107,381	1,090,887	1,104,181	13,294
Federal	99,675	8,105	22,427	14,322
State	136,511	137,413	137,413	0
795 Workforce Services for Baltimore Residents	5,170,814	5,156,337	5,441,486	285,149
Federal	5,170,814	5,156,337	5,441,486	285,149
798 Youth Works Summer Job Program	3,858,341	3,949,797	4,154,797	205,000
General	1,694,645	1,737,008	1,737,008	0
Federal	1,000,000	1,020,000	1,000,000	(20,000)
State	1,163,696	1,192,789	1,192,789	0
Special	0	0	225,000	225,000
809 Retention, Expansion, and Attraction of Businesses	1,644,099	1,676,981	1,605,977	(71,004)
General	1,540,518	1,571,328	1,500,324	(71,004)
Special	103,581	105,653	105,653	0
810 Real Estate Development	1,896,198	1,934,122	1,958,076	23,954
General	1,792,617	1,828,469	1,752,423	(76,046)
Special	103,581	105,653	205,653	100,000
811 Inner Harbor Coordination	511,018	521,238	511,018	(10,220)
General	511,018	521,238	511,018	(10,220)
812 Business Support - Small Business Resource Center	228,847	233,424	228,847	(4,577)
General	228,847	233,424	228,847	(4,577)
813 Technology Development - Emerging Technology Center	802,273	818,318	799,173	(19,145)
General	802,273	818,318	799,173	(19,145)
814 Improve and Promote Retail Districts Beyond Downtown	1,699,223	1,733,208	1,661,101	(72,107)
General	1,595,642	1,627,555	1,555,448	(72,107)
Special	103,581	105,653	105,653	0
815 Live Baltimore	392,967	400,826	400,826	0
General	392,967	400,826	400,826	0
820 Convention Sales and Tourism Marketing	13,185,303	14,031,072	14,310,715	279,643
General	13,185,303	14,031,072	14,310,715	279,643
824 Events, Art, Culture, and Film	1,970,395	2,234,803	2,234,803	0
General	1,970,395	2,234,803	2,234,803	0
828 Bromo Seltzer Arts Tower	118,000	76,500	76,500	0
General	118,000	76,500	76,500	0
846 Discrimination Investigations, Resolutions and Conciliations	809,934	846,741	851,605	4,864
General	769,934	805,941	810,805	4,864
Federal	40,000	40,800	40,800	0
850 Liquor Licensing	699,616	702,462	705,986	3,524
General	699,616	702,462	705,986	3,524
855 Convention Center	16,926,701	17,951,737	18,052,475	100,738
General	11,569,939	12,594,975	12,423,845	(171,130)
State	5,356,762	5,356,762	5,628,630	271,868
869 Minority and Women's Business Opportunity Office	659,515	651,717	658,769	7,052
General	659,515	651,717	658,769	7,052
Innovative Government	262,116,151	262,967,167	261,820,250	(1,146,917)
100 City Council	5,474,224	6,085,574	5,856,507	116,207
General	5,474,224	5,740,300	5,856,507	(229,067)
103 Council Services	691,496	720,502	728,158	7,656

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Innovative Government (Continued)	262,116,151	262,967,167	261,820,250	(1,146,917)
General	691,496	720,502	728,158	7,656
106 Legislative Reference Services	567,907	524,359	529,385	5,026
General	556,099	512,315	517,341	5,026
Special	11,808	12,044	12,044	0
107 Archives and Records Management	465,538	468,427	468,832	405
General	465,538	468,427	468,832	405
125 Executive Direction and Control - Mayoralty	4,502,593	4,649,019	4,952,428	303,409
General	4,143,725	4,282,973	4,286,382	3,409
Federal	0	0	300,000	300,000
State	358,868	366,046	366,046	0
128 Labor Contract Negotiations and Administration	787,556	805,684	787,542	(18,142)
General	787,556	805,684	787,542	(18,142)
130 Executive Direction and Control - Comptroller	1,247,929	1,320,962	1,297,883	(23,079)
General	1,246,976	1,316,801	1,293,722	(23,079)
Internal Service	953	4,161	4,161	0
131 Audits	3,848,929	3,852,859	3,902,259	49,400
General	3,848,929	3,852,859	3,902,259	49,400
132 Real Estate Acquisition and Management	952,594	969,144	986,508	17,364
General	952,594	969,144	986,508	17,364
133 Municipal Telephone Exchange	11,225,768	11,248,955	11,283,757	34,802
Internal Service	11,225,768	11,248,955	11,283,757	34,802
136 Municipal Post Office	861,950	872,056	861,444	(10,612)
Internal Service	861,950	872,056	861,444	(10,612)
148 Revenue Collection	6,335,750	6,470,294	6,605,097	134,803
General	5,752,800	5,874,332	5,811,804	(62,528)
Special	582,950	595,962	793,293	197,331
150 Treasury and Debt Management	1,092,535	1,115,017	1,122,740	7,723
General	1,092,535	1,115,017	1,122,740	7,723
152 Employees' Retirement System - Administration	5,115,565	5,186,036	4,990,821	(195,215)
Special	5,115,565	5,186,036	4,990,821	(195,215)
154 Fire and Police Retirement System - Administration	4,048,962	4,254,256	4,116,343	(137,913)
General	0	16,131	0	(16,131)
Special	4,048,962	4,238,125	4,116,343	(121,782)
189 Fleet Management	51,073,526	41,594,187	41,546,828	(47,359)
Internal Service	51,073,526	41,594,187	41,546,828	(47,359)
347 CitiStat Operations	997,218	1,025,846	1,036,046	10,200
General	997,218	1,025,846	1,036,046	10,200
649 Special Facilities Management - Recreation	1,252,882	1,263,578	1,263,813	235
Special	1,252,882	1,263,578	1,263,813	235
672 Water and Wastewater Consumer Services	20,858,484	20,745,462	22,013,745	1,268,283
Water Utility	20,858,484	20,745,462	22,013,745	1,268,283
698 Administration - Finance	1,201,557	1,265,716	1,277,126	11,410
General	1,189,379	1,256,610	1,268,020	11,410
Special	0	223	223	0
Internal Service	12,178	8,883	8,883	0
699 Procurement	2,863,941	3,013,266	3,118,394	105,128
General	2,863,941	3,013,266	3,118,394	105,128
700 Surplus Property Disposal	183,148	189,391	190,559	1,168
Special	183,148	189,391	190,559	1,168
701 Printing Services	3,050,925	3,081,399	3,086,353	4,954
Internal Service	3,050,925	3,081,399	3,086,353	4,954
702 Accounts Payable	1,154,308	1,200,214	1,205,795	5,581
General	1,154,308	1,200,214	1,205,795	5,581
703 Payroll	3,297,834	3,339,001	3,349,068	10,067
General	3,297,834	3,339,001	3,349,068	10,067
704 Accounting	1,518,822	1,699,669	1,724,194	24,525
General	1,518,822	1,699,669	1,724,194	24,525
705 Loan and Guarantee Program	3,363,955	3,436,345	3,438,164	1,819
Loan and Guarantee Enterprise	3,363,955	3,436,345	3,438,164	1,819
707 Risk Management for Employee Injuries	7,936,087	8,067,705	8,005,932	(61,773)

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Innovative Government (Continued)	262,116,151	262,967,167	261,820,250	(1,146,917)
Internal Service	7,936,087	8,067,705	8,005,932	(61,773)
708 Operating Budget Management	1,650,762	1,740,917	1,760,572	19,655
General	1,650,762	1,740,917	1,760,572	19,655
710 Property Tax Billing Integrity and Recovery	337,769	437,884	726,764	288,880
General	337,769	437,884	726,764	288,880
711 Finance Project Management	262,794	267,948	260,951	(6,997)
General	262,794	267,948	260,951	(6,997)
726 Administration - General Services	956,994	927,165	1,032,955	105,790
General	956,994	927,099	1,032,955	105,856
Internal Service	0	66	0	(66)
730 Public and Private Energy Performance	20,020,094	20,777,265	20,243,848	(533,417)
Federal	2,000,000	2,040,000	2,000,000	(40,000)
State	16,000,000	16,320,000	16,000,000	(320,000)
Internal Service	2,020,094	2,417,265	2,243,848	(173,417)
731 Facilities Management	24,843,753	25,799,158	25,986,971	187,813
General	13,009,012	14,036,712	14,099,160	62,448
State	1,035,812	1,056,528	1,056,528	0
Internal Service	10,798,929	10,705,918	10,831,283	125,365
734 Building and Energy Improvements	100,000	221,577	0	(221,577)
General	100,000	221,577	0	(221,577)
770 Administration - Human Resources	1,639,939	2,372,174	2,338,232	(33,942)
General	1,639,939	2,372,115	2,338,232	(33,883)
Federal	0	6	0	(6)
State	0	53	0	(53)
771 Benefits Administration	4,631,490	6,227,447	6,203,422	(24,025)
General	2,442,938	4,035,963	4,010,783	(25,180)
Internal Service	2,188,552	2,191,484	2,192,639	1,155
772 Civil Service Management	1,216,445	1,504,387	1,048,062	(456,325)
General	1,151,886	1,462,123	1,048,062	(414,061)
Internal Service	64,559	42,264	0	(42,264)
773 COB University	0	115,436	0	(115,436)
General	0	115,436	0	(115,436)
802 Administration - MOIT	1,318,379	3,056,380	1,243,467	(1,812,913)
General	1,282,325	3,026,323	1,213,410	(1,812,913)
Special	36,054	30,057	30,057	0
803 Enterprise Innovation and Application Services	5,536,204	5,572,631	5,598,116	25,485
General	5,536,204	5,572,631	5,598,116	25,485
804 Enterprise Unified Call Center	21,213,084	22,080,681	21,084,840	(995,841)
General	13,673,848	14,305,728	17,115,257	2,809,529
Special	7,539,236	7,774,953	3,969,583	(3,805,370)
805 Enterprise IT Delivery Services	8,589,534	8,427,833	12,439,060	4,011,227
General	5,071,129	4,717,525	4,719,964	2,439
Special	0	161,099	804,000	642,901
Internal Service	3,518,405	3,549,209	6,915,096	3,365,887
833 Innovation Fund	1,800,000	1,836,000	1,300,000	(536,000)
General	1,800,000	1,836,000	1,300,000	(536,000)
836 Inspector General	739,998	749,102	821,640	72,538
General	739,998	749,102	821,640	72,538
857 Convention Center Debt Service	4,580,088	4,580,088	4,580,088	0
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
860 Administration - Law	1,142,869	1,205,084	1,213,125	8,041
General	1,034,991	1,096,151	1,103,836	7,685
Special	91	0	0	0
Internal Service	107,787	108,933	109,289	356
861 Controversies	7,581,776	7,720,664	5,299,472	(2,421,192)
General	2,564,171	2,637,279	2,668,982	31,703
Internal Service	5,017,605	5,083,385	2,630,490	(2,452,895)
862 Transactions	2,306,692	2,436,021	2,432,229	(3,792)
General	2,210,137	2,305,139	2,299,845	(5,294)
Internal Service	96,555	130,882	132,384	1,502
876 Media Production	1,421,755	1,524,227	1,526,744	2,517

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

<u>Outcome, Service and Fund</u>	<u>FISCAL 2014 BUDGET</u>	<u>FISCAL 2015 CLS</u>	<u>FISCAL 2015 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
Innovative Government (Continued)	262,116,151	262,967,167	261,820,250	(1,146,917)
General	538,317	623,120	625,637	2,517
Special	883,438	901,107	901,107	0
899 Fair Conduct of Elections	4,253,749	4,922,175	4,933,971	11,796
General	4,253,749	4,922,175	4,933,971	11,796
Cleaner and Healthier City	569,587,648	588,929,932	592,211,668	3,281,736
303 Clinical Services	10,227,279	10,546,500	10,098,512	(447,988)
General	4,497,471	4,571,294	4,551,857	(19,437)
Federal	4,459,135	4,675,463	4,254,216	(421,247)
State	1,002,219	1,025,658	1,021,484	(4,174)
Special	268,454	274,085	270,955	(3,130)
305 Healthy Homes	2,445,232	2,366,497	2,201,520	(164,977)
General	892,679	900,055	829,671	(70,384)
Federal	1,368,827	1,311,948	1,288,782	(23,166)
State	102,926	71,975	548	(71,427)
Special	80,800	82,519	82,519	0
307 Substance Abuse and Mental Health	2,929,638	2,988,231	1,949,729	(1,038,502)
General	1,779,549	1,815,140	1,815,140	0
Federal	425,500	434,010	0	(434,010)
State	724,589	739,081	134,589	(604,492)
308 Maternal and Child Health	17,143,918	17,433,543	16,051,702	(1,381,841)
General	795,987	772,560	776,418	3,858
Federal	14,118,251	14,386,488	13,448,039	(938,449)
State	871,265	889,117	864,891	(24,226)
Special	1,358,415	1,385,378	962,354	(423,024)
311 Health Services for the Aging	5,660,849	5,631,023	5,474,028	(156,995)
Federal	4,996,267	4,953,149	4,809,446	(143,703)
State	664,582	677,874	664,582	(13,292)
315 Emergency Services - Health	11,630,117	11,898,407	11,992,786	94,379
General	591,426	661,951	657,714	(4,237)
Federal	645,020	654,465	511,783	(142,682)
State	10,393,671	10,581,991	10,823,289	241,298
385 Health and Welfare Grants	1,143,847	1,166,724	1,166,724	0
General	1,143,847	1,166,724	1,166,724	0
651 Recreation for Seniors	285,455	292,000	292,365	365
General	221,907	227,181	227,546	365
Special	63,548	64,819	64,819	0
652 Therapeutic Recreation	297,647	285,863	285,441	(422)
General	297,647	285,863	285,441	(422)
654 Urban Forestry	2,994,727	3,271,556	3,269,854	(1,702)
General	2,994,727	3,271,556	3,269,854	(1,702)
660 Administration - DPW - SW	4,586,756	4,844,827	4,661,521	(183,306)
General	4,586,756	4,844,827	4,661,521	(183,306)
661 Public Right-of-Way Cleaning	23,292,745	23,878,008	24,443,094	565,086
General	20,037,592	22,250,432	22,103,326	(147,106)
Special	0	0	710,000	710,000
Stormwater Utility	3,255,153	1,627,576	1,629,768	2,192
663 Waste Removal and Recycling	19,613,863	19,536,218	19,649,105	112,887
General	19,613,863	19,536,218	19,649,105	112,887
664 Waste Re-Use and Disposal	17,609,180	19,924,746	19,429,460	(495,286)
General	17,609,180	19,924,746	19,429,460	(495,286)
670 Administration - DPW - WWW	39,126,502	40,310,023	41,446,505	1,136,482
General	0	207,660	0	(207,660)
Wastewater Utility	20,878,119	21,227,572	21,444,712	217,140
Water Utility	18,248,383	18,869,305	19,996,307	1,127,002
Stormwater Utility	0	5,486	5,486	0
671 Water Management	81,791,016	86,641,395	89,577,179	2,935,784
Water Utility	81,791,016	86,641,395	89,577,179	2,935,784
673 Wastewater Management	118,194,945	127,590,571	127,648,031	57,460
Wastewater Utility	118,194,945	127,590,571	127,648,031	57,460
674 Surface Water Management	21,431,408	18,579,616	17,649,040	(930,576)
Wastewater Utility	1,103,190	948,592	951,684	3,092
Water Utility	511,259	464,130	465,971	1,841

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Cleaner and Healthier City (Continued)	568,587,648	588,929,932	592,211,668	3,281,736
Stormwater Utility	19,816,959	17,166,894	16,231,385	(935,509)
675 Engineering and Construction Management - Water and Wastewater	108,398,990	108,696,980	114,047,760	5,350,780
Wastewater Utility	59,468,409	58,928,847	62,457,515	3,528,668
Water Utility	48,930,581	49,768,133	51,590,245	1,822,112
676 Administration - DPW	1,622,496	1,670,714	1,660,753	(9,961)
General	1,622,496	1,661,926	1,660,753	(1,173)
Wastewater Utility	0	143	0	(143)
Water Utility	0	8,645	0	(8,645)
691 Public Rights-of-Way Landscape Management	2,553,953	3,029,509	2,997,925	(31,584)
General	2,553,953	3,029,509	2,997,925	(31,584)
715 Administration - Health	9,790,613	9,901,583	9,730,575	(171,008)
General	4,340,867	4,383,594	4,468,958	85,364
Federal	3,331,528	3,349,387	3,221,444	(127,943)
State	1,081,436	1,074,090	1,054,090	(20,000)
Special	1,036,782	1,094,512	986,083	(108,429)
717 Environmental Health	2,693,241	2,907,942	2,922,683	14,741
General	2,643,241	2,856,942	2,871,683	14,741
Special	50,000	51,000	51,000	0
718 Chronic Disease Prevention	1,912,221	1,829,843	1,901,744	71,901
General	397,305	402,806	403,206	400
Federal	1,317,492	1,263,117	1,221,721	(41,396)
State	197,424	163,920	276,817	112,897
720 HIV Treatment Services for the Uninsured	30,641,613	31,221,712	29,381,899	(1,839,813)
General	1,122,590	1,180,473	1,181,628	1,155
Federal	29,227,830	29,734,847	27,909,692	(1,825,155)
State	291,193	306,392	290,579	(15,813)
721 Senior Centers	4,203,968	4,281,989	4,019,544	(262,445)
General	625,625	623,423	587,641	(35,782)
Federal	2,848,985	2,914,589	2,664,345	(250,244)
State	729,358	743,977	767,558	23,581
722 Administration - CARE	726,038	783,710	787,031	3,321
General	484,515	506,333	507,234	901
Federal	241,523	247,186	249,606	2,420
State	0	30,191	30,191	0
723 Advocacy and Supportive Care for Seniors	2,091,404	2,399,581	2,326,122	(73,459)
General	0	96,240	96,852	612
Federal	148,557	174,708	176,329	1,621
State	1,942,847	2,128,633	2,052,941	(75,692)
724 Assistive and Directive Care for Seniors	3,123,133	3,202,088	3,233,113	31,025
General	222,467	226,916	226,916	0
Federal	899,330	927,882	964,223	36,341
State	1,689,693	1,729,414	1,749,521	20,107
Special	311,643	317,876	292,453	(25,423)
754 Summer Food Service Program	3,446,549	3,485,820	3,412,616	(73,204)
State	3,446,549	3,485,820	3,412,616	(73,204)
765 Planning for a Sustainable Baltimore	4,891,463	4,997,058	5,003,853	6,795
General	419,063	435,140	445,285	10,145
Federal	175,000	178,500	178,500	0
State	4,222,400	4,306,918	4,303,568	(3,350)
Special	75,000	76,500	76,500	0
894 Outreach to the Homeless	1,035,868	1,056,585	1,056,585	0
Federal	545,612	556,524	556,524	0
State	490,256	500,061	500,061	0
895 Temporary Housing for the Homeless	12,050,974	12,279,070	12,442,869	163,799
General	4,977,114	5,063,733	5,227,532	163,799
Federal	5,572,034	5,683,474	5,683,474	0
State	1,501,826	1,531,863	1,531,863	0
Others	212,621,848	211,162,787	234,660,396	23,497,609
121 Contingent Fund	1,000,000	1,000,000	1,000,000	0
General	1,000,000	1,000,000	1,000,000	0
122 Miscellaneous General Expenses	12,074,778	12,318,774	16,562,114	4,243,340
General	12,074,778	12,318,774	16,562,114	4,243,340

**OPERATING BUDGET BY OUTCOMES COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Others (Continued)	212,621,848	211,162,787	234,660,396	23,497,609
123 General Debt Service	91,621,545	89,092,992	102,092,992	13,000,000
General	81,221,545	78,692,992	91,692,992	13,000,000
Special	10,400,000	10,400,000	10,400,000	0
124 TIF Debt Service	8,569,333	12,302,809	12,302,809	0
General	8,569,333	12,302,809	12,302,809	0
126 Contribution to Self-Insurance Fund	13,299,240	13,658,207	17,658,207	4,000,000
General	13,299,240	13,658,207	17,658,207	4,000,000
129 Conditional Purchase Agreement Payments	32,055,836	31,710,435	31,710,435	0
General	30,213,783	22,937,398	22,937,398	0
Loan and Guarantee Enterprise	547,880	0	0	0
Internal Service	1,294,173	8,773,037	8,773,037	0
351 Retirees' Benefits	60,000,334	50,609,165	49,609,165	(1,000,000)
General	60,000,334	50,609,165	49,609,165	(1,000,000)
355 Employees' Retirement Contribution	(6,159,567)	306,606	3,724,674	3,418,068
General	(6,159,567)	306,606	3,724,674	3,418,068
365 Public Assistance	160,349	163,799	0	(163,799)
General	160,349	163,799	0	(163,799)
TOTAL OPERATING BUDGET	2,507,059,943	2,557,381,021	2,589,976,196	32,595,175
LESS INTERNAL SERVICE FUND	99,268,046	97,879,789	98,625,424	745,635
TOTAL OPERATING APPROPRIATIONS	2,407,791,897	2,459,501,232	2,491,350,772	31,849,540

FISCAL 2015

OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Board of Elections	4,253,749	4,922,175	4,933,971	11,796
899 Fair Conduct of Elections	4,253,749	4,922,175	4,933,971	11,796
General	4,253,749	4,922,175	4,933,971	11,796
City Council	5,474,224	6,085,574	5,856,507	(229,067)
100 City Council	5,474,224	5,740,300	5,856,507	116,207
General	5,474,224	5,740,300	5,856,507	116,207
Comptroller	18,137,170	18,263,976	18,331,851	67,875
130 Executive Direction and Control - Comptroller	1,247,929	1,320,962	1,297,883	(23,079)
General	1,246,976	1,316,801	1,293,722	(23,079)
Internal Service	953	4,161	4,161	0
131 Audits	3,848,929	3,852,859	3,902,259	49,400
General	3,848,929	3,852,859	3,902,259	49,400
132 Real Estate Acquisition and Management	952,594	969,144	986,508	17,364
General	952,594	969,144	986,508	17,364
133 Municipal Telephone Exchange	11,225,768	11,248,955	11,283,757	34,802
Internal Service	11,225,768	11,248,955	11,283,757	34,802
136 Municipal Post Office	861,950	872,056	861,444	(10,612)
Internal Service	861,950	872,056	861,444	(10,612)
Council Services	691,496	720,502	728,158	7,656
103 Council Services	691,496	720,502	728,158	7,656
General	691,496	720,502	728,158	7,656
Courts: Circuit Court	15,457,312	15,713,852	17,018,281	1,304,429
110 Circuit Court	15,457,312	15,713,852	17,018,281	1,304,429
General	9,154,340	9,282,890	9,299,227	16,337
Federal	1,251,339	1,248,708	1,631,306	382,598
State	4,809,205	4,851,378	5,806,980	955,602
Special	242,428	330,876	280,768	(50,108)
Courts: Orphans' Court	468,774	538,266	493,836	(44,430)
817 Orphans' Court	468,774	538,266	493,836	(44,430)
General	468,774	538,266	493,836	(44,430)
Employees' Retirement Systems	9,164,527	9,440,292	9,107,164	(333,128)
152 Employees' Retirement System - Administration	5,115,565	5,186,036	4,990,821	(195,215)
Special	5,115,565	5,186,036	4,990,821	(195,215)
154 Fire and Police Retirement System - Administration	4,048,962	4,254,256	4,116,343	(137,913)
General	0	16,131	0	(16,131)
Special	4,048,962	4,238,125	4,116,343	(121,782)
Enoch Pratt Free Library	33,295,498	33,894,578	33,777,461	(117,117)
788 Information Services	33,295,498	33,894,578	33,777,461	(117,117)
General	22,814,763	23,269,414	23,320,907	51,493
State	9,924,968	10,052,908	9,914,019	(138,889)
Special	555,767	572,256	542,535	(29,721)
Finance	34,250,187	35,324,766	35,871,709	546,943
148 Revenue Collection	6,335,750	6,470,294	6,605,097	134,803
General	5,752,800	5,874,332	5,811,804	(62,528)
Special	582,950	595,962	793,293	197,331
150 Treasury and Debt Management	1,092,535	1,115,017	1,122,740	7,723
General	1,092,535	1,115,017	1,122,740	7,723
698 Administration - Finance	1,201,557	1,265,716	1,277,126	11,410
General	1,189,379	1,256,610	1,268,020	11,410
Special	0	223	223	0

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Finance (Continued)	34,250,187	35,324,766	35,871,709	546,943
Internal Service	12,178	8,883	8,883	0
699 Procurement	2,863,941	3,013,266	3,118,394	105,128
General	2,863,941	3,013,266	3,118,394	105,128
700 Surplus Property Disposal	183,148	189,391	190,559	1,168
Special	183,148	189,391	190,559	1,168
701 Printing Services	3,050,925	3,081,399	3,086,353	4,954
Internal Service	3,050,925	3,081,399	3,086,353	4,954
702 Accounts Payable	1,154,308	1,200,214	1,205,795	5,581
General	1,154,308	1,200,214	1,205,795	5,581
703 Payroll	3,297,834	3,339,001	3,349,068	10,067
General	3,297,834	3,339,001	3,349,068	10,067
704 Accounting	1,518,822	1,699,669	1,724,194	24,525
General	1,518,822	1,699,669	1,724,194	24,525
705 Loan and Guarantee Program	3,363,955	3,436,345	3,438,164	1,819
Loan and Guarantee Enterprise	3,363,955	3,436,345	3,438,164	1,819
707 Risk Management for Employee Injuries	7,936,087	8,067,705	8,005,932	(61,773)
Internal Service	7,936,087	8,067,705	8,005,932	(61,773)
708 Operating Budget Management	1,650,762	1,740,917	1,760,572	19,655
General	1,650,762	1,740,917	1,760,572	19,655
710 Property Tax Billing Integrity and Recovery	337,769	437,884	726,764	288,880
General	337,769	437,884	726,764	288,880
711 Finance Project Management	262,794	267,948	260,951	(6,997)
General	262,794	267,948	260,951	(6,997)
Fire	223,006,152	231,482,880	230,905,429	(577,451)
600 Administration - Fire	17,579,622	19,306,340	19,322,675	16,335
General	16,560,122	18,265,677	18,282,012	16,335
Federal	1,019,500	1,039,890	1,039,890	0
State	0	773	773	0
602 Fire Suppression and Emergency Rescue	142,179,575	146,187,876	144,401,623	(1,786,253)
General	140,664,201	144,626,092	142,932,357	(1,693,735)
Federal	10,883	10,883	15,329	4,446
State	1,425,428	1,453,937	1,453,937	0
Special	79,063	96,964	0	(96,964)
608 Emergency Management	594,415	625,575	624,457	(1,118)
General	305,202	330,578	328,487	(2,091)
Federal	280,363	285,970	285,970	0
State	8,850	9,027	10,000	973
609 Emergency Medical Services	34,712,928	37,223,331	36,380,169	(843,162)
General	20,272,583	22,752,563	22,649,442	(103,121)
Federal	1,500,000	1,530,000	8,000	(1,522,000)
State	21,170	21,593	27,934	6,341
Special	12,919,175	12,919,175	13,694,793	775,618
610 Fire and Emergency Community Outreach	478,567	484,637	485,159	522
General	478,567	484,637	485,159	522
611 Fire Code Enforcement	4,236,003	4,532,167	4,511,528	(20,639)
General	3,936,014	4,226,179	4,205,540	(20,639)
Federal	148,018	150,978	150,978	0
State	151,971	155,010	155,010	0
612 Fire Investigation	836,381	878,023	872,485	(5,538)
General	836,381	878,023	872,485	(5,538)

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Fire (Continued)	223,006,152	231,482,880	230,905,429	(577,451)
613 Fire Facilities Maintenance and Replacement	15,217,660	14,555,638	15,998,690	1,443,052
General	14,293,167	13,612,655	12,989,540	(623,115)
Federal	0	0	2,066,167	2,066,167
State	924,493	942,983	942,983	0
614 Fire Communications and Dispatch	4,941,437	5,195,901	5,204,911	9,010
General	4,941,437	5,195,901	5,077,375	(118,526)
Special	0	0	127,536	127,536
615 Fire Training and Education	2,229,564	2,493,392	3,103,732	610,340
General	2,229,564	2,493,392	3,103,732	610,340
General Services	99,267,757	91,572,746	91,282,460	(290,286)
189 Fleet Management	51,073,526	41,594,187	41,546,828	(47,359)
Internal Service	51,073,526	41,594,187	41,546,828	(47,359)
726 Administration - General Services	956,994	927,165	1,032,955	105,790
General	956,994	927,099	1,032,955	105,856
Internal Service	0	66	0	(66)
727 Building Permits and Municipal Consents	1,572,293	1,537,959	1,704,344	166,385
General	1,572,293	1,537,959	1,704,344	166,385
729 Real Property Database Management	701,097	715,435	767,514	52,079
General	701,097	715,435	767,514	52,079
730 Public and Private Energy Performance	20,020,094	20,777,265	20,243,848	(533,417)
Federal	2,000,000	2,040,000	2,000,000	(40,000)
State	16,000,000	16,320,000	16,000,000	(320,000)
Internal Service	2,020,094	2,417,265	2,243,848	(173,417)
731 Facilities Management	24,843,753	25,799,158	25,986,971	187,813
General	13,009,012	14,036,712	14,099,160	62,448
State	1,035,812	1,056,528	1,056,528	0
Internal Service	10,798,929	10,705,918	10,831,283	125,365
734 Building and Energy Improvements	100,000	221,577	0	(221,577)
General	100,000	221,577	0	(221,577)
Health	128,261,616	131,029,701	125,556,957	(5,472,744)
303 Clinical Services	10,227,279	10,546,500	10,098,512	(447,988)
General	4,497,471	4,571,294	4,551,857	(19,437)
Federal	4,459,135	4,675,463	4,254,216	(421,247)
State	1,002,219	1,025,658	1,021,484	(4,174)
Special	268,454	274,085	270,955	(3,130)
305 Healthy Homes	2,445,232	2,366,497	2,201,520	(164,977)
General	892,679	900,055	829,671	(70,384)
Federal	1,368,827	1,311,948	1,288,782	(23,166)
State	102,926	71,975	548	(71,427)
Special	80,800	82,519	82,519	0
307 Substance Abuse and Mental Health	2,929,638	2,988,231	1,949,729	(1,038,502)
General	1,779,549	1,815,140	1,815,140	0
Federal	425,500	434,010	0	(434,010)
State	724,589	739,081	134,589	(604,492)
308 Maternal and Child Health	17,143,918	17,433,543	16,051,702	(1,381,841)
General	795,987	772,560	776,418	3,858
Federal	14,118,251	14,386,488	13,448,039	(938,449)
State	871,265	889,117	864,891	(24,226)
Special	1,358,415	1,385,378	962,354	(423,024)
310 School Health Services	16,240,040	16,598,405	16,497,700	(100,705)

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Health (Continued)	128,261,616	131,029,701	125,556,957	(5,472,744)
General	5,215,883	5,379,039	2,700,984	(2,678,055)
Federal	96,249	90,618	135,044	44,426
State	505,692	475,681	503,615	27,934
Special	10,422,216	10,653,067	13,158,057	2,504,990
311 Health Services for the Aging	5,660,849	5,631,023	5,474,028	(156,995)
Federal	4,996,267	4,953,149	4,809,446	(143,703)
State	664,582	677,874	664,582	(13,292)
315 Emergency Services - Health	11,630,117	11,898,407	11,992,786	94,379
General	591,426	661,951	657,714	(4,237)
Federal	645,020	654,465	511,783	(142,682)
State	10,393,671	10,581,991	10,823,289	241,298
316 Youth Violence Prevention	3,069,300	3,203,127	3,146,638	(56,489)
General	595,113	665,939	622,248	(43,691)
Federal	1,272,931	1,280,747	1,188,058	(92,689)
State	1,201,256	1,256,441	1,336,332	79,891
715 Administration - Health	9,790,613	9,901,583	9,730,575	(171,008)
General	4,340,867	4,383,594	4,468,958	85,364
Federal	3,331,528	3,349,387	3,221,444	(127,943)
State	1,081,436	1,074,090	1,054,090	(20,000)
Special	1,036,782	1,094,512	986,083	(108,429)
716 Animal Services	3,022,178	3,127,247	3,136,122	8,875
General	3,022,178	3,127,247	3,136,122	8,875
717 Environmental Health	2,693,241	2,907,942	2,922,683	14,741
General	2,643,241	2,856,942	2,871,683	14,741
Special	50,000	51,000	51,000	0
718 Chronic Disease Prevention	1,912,221	1,829,843	1,901,744	71,901
General	397,305	402,806	403,206	400
Federal	1,317,492	1,263,117	1,221,721	(41,396)
State	197,424	163,920	276,817	112,897
720 HIV Treatment Services for the Uninsured	30,641,613	31,221,712	29,381,899	(1,839,813)
General	1,122,590	1,180,473	1,181,628	1,155
Federal	29,227,830	29,734,847	27,909,692	(1,825,155)
State	291,193	306,392	290,579	(15,813)
721 Senior Centers	4,203,968	4,281,989	4,019,544	(262,445)
General	625,625	623,423	587,641	(35,782)
Federal	2,848,985	2,914,589	2,664,345	(250,244)
State	729,358	743,977	767,558	23,581
722 Administration - CARE	726,038	783,710	787,031	3,321
General	484,515	506,333	507,234	901
Federal	241,523	247,186	249,606	2,420
State	0	30,191	30,191	0
723 Advocacy and Supportive Care for Seniors	2,091,404	2,399,581	2,326,122	(73,459)
General	0	96,240	96,852	612
Federal	148,557	174,708	176,329	1,621
State	1,942,847	2,128,633	2,052,941	(75,692)
724 Assistive and Directive Care for Seniors	3,123,133	3,202,088	3,233,113	31,025
General	222,467	226,916	226,916	0
Federal	899,330	927,882	964,223	36,341
State	1,689,693	1,729,414	1,749,521	20,107
Special	311,643	317,876	292,453	(25,423)

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Health (Continued)	128,261,616	131,029,701	125,556,957	(5,472,744)
725 Senior Education	710,834	708,273	705,509	(2,764)
Federal	558,296	579,282	514,587	(64,695)
State	152,538	128,991	190,922	61,931
Housing and Community Development	68,020,870	68,831,356	67,687,849	(1,143,507)
593 Community Support Projects	7,189,221	7,365,439	7,339,192	(26,247)
Federal	7,189,221	7,365,439	7,339,192	(26,247)
604 Before and After Care	1,289,112	0	170,043	170,043
General	170,626	0	170,043	170,043
Federal	1,118,486	0	0	0
737 Administration - HCD	3,932,021	4,119,576	4,047,016	(72,560)
General	2,632,818	2,772,015	2,778,135	6,120
Federal	1,289,672	1,345,513	1,267,863	(77,650)
State	9,531	2,048	1,018	(1,030)
738 Weatherization Services	16,625,178	17,409,684	16,592,866	(816,818)
General	260,210	265,414	301,738	36,324
State	15,913,431	16,683,541	16,291,128	(392,413)
Special	451,537	460,729	0	(460,729)
740 Dawson Center	293,765	299,369	296,278	(3,091)
General	29,729	30,323	30,323	0
Federal	264,036	269,046	265,955	(3,091)
742 Promote Homeownership	492,824	517,417	568,981	51,564
General	101,089	115,569	116,303	734
Federal	391,735	401,848	452,678	50,830
745 Housing Code Enforcement	14,076,225	14,471,719	14,565,813	94,094
General	14,026,225	14,420,719	14,515,813	95,094
Special	50,000	51,000	50,000	(1,000)
747 Register and License Properties and Contractors	599,355	565,982	564,906	(1,076)
General	599,355	565,982	564,906	(1,076)
748 Housing Development Finance and Project Management	916,348	929,399	914,128	(15,271)
Federal	916,348	929,399	914,128	(15,271)
749 Blight Elimination	2,523,193	2,581,917	2,576,390	(5,527)
General	2,523,193	2,581,917	2,576,390	(5,527)
750 Housing Rehabilitation Loans	2,736,640	2,896,908	2,606,837	(290,071)
General	66,792	63,434	63,256	(178)
Federal	2,348,181	2,505,200	2,221,914	(283,286)
State	321,667	328,274	321,667	(6,607)
751 Building and Zoning Inspections and Permits	5,782,654	5,908,986	5,906,935	(2,051)
General	5,782,654	5,908,986	5,906,935	(2,051)
752 Community Outreach Services	943,160	961,023	960,830	(193)
General	943,160	961,023	960,830	(193)
754 Summer Food Service Program	3,446,549	3,485,820	3,412,616	(73,204)
State	3,446,549	3,485,820	3,412,616	(73,204)
809 Retention, Expansion, and Attraction of Businesses	1,644,099	1,676,981	1,605,977	(71,004)
General	1,540,518	1,571,328	1,500,324	(71,004)
Special	103,581	105,653	105,653	0
810 Real Estate Development	1,896,198	1,934,122	1,958,076	23,954
General	1,792,617	1,828,469	1,752,423	(76,046)
Special	103,581	105,653	205,653	100,000
811 Inner Harbor Coordination	511,018	521,238	511,018	(10,220)
General	511,018	521,238	511,018	(10,220)

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Housing and Community Development (Continued)	68,020,870	68,831,356	67,687,849	(1,143,507)
812 Business Support - Small Business Resource Center	228,847	233,424	228,847	(4,577)
General	228,847	233,424	228,847	(4,577)
813 Technology Development - Emerging Technology Center	802,273	818,318	799,173	(19,145)
General	802,273	818,318	799,173	(19,145)
814 Improve and Promote Retail Districts Beyond Downtown	1,699,223	1,733,208	1,661,101	(72,107)
General	1,595,642	1,627,555	1,555,448	(72,107)
Special	103,581	105,653	105,653	0
815 Live Baltimore	392,967	400,826	400,826	0
General	392,967	400,826	400,826	0
Human Resources	7,487,874	10,219,444	9,589,716	(629,728)
770 Administration - Human Resources	1,639,939	2,372,174	2,338,232	(33,942)
General	1,639,939	2,372,115	2,338,232	(33,883)
Federal	0	6	0	(6)
State	0	53	0	(53)
771 Benefits Administration	4,631,490	6,227,447	6,203,422	(24,025)
General	2,442,938	4,035,963	4,010,783	(25,180)
Internal Service	2,188,552	2,191,484	2,192,639	1,155
772 Civil Service Management	1,216,445	1,504,387	1,048,062	(456,325)
General	1,151,886	1,462,123	1,048,062	(414,061)
Internal Service	64,559	42,264	0	(42,264)
773 COB University	0	115,436	0	(115,436)
General	0	115,436	0	(115,436)
Law	11,690,852	12,013,486	9,603,595	(2,409,891)
860 Administration - Law	1,142,869	1,205,084	1,213,125	8,041
General	1,034,991	1,096,151	1,103,836	7,685
Special	91	0	0	0
Internal Service	107,787	108,933	109,289	356
861 Controversies	7,581,776	7,720,664	5,299,472	(2,421,192)
General	2,564,171	2,637,279	2,668,982	31,703
Internal Service	5,017,605	5,083,385	2,630,490	(2,452,895)
862 Transactions	2,306,692	2,436,021	2,432,229	(3,792)
General	2,210,137	2,305,139	2,299,845	(5,294)
Internal Service	96,555	130,882	132,384	1,502
869 Minority and Women's Business Opportunity Office	659,515	651,717	658,769	7,052
General	659,515	651,717	658,769	7,052
Legislative Reference	1,033,445	992,786	998,217	5,431
106 Legislative Reference Services	567,907	524,359	529,385	5,026
General	556,099	512,315	517,341	5,026
Special	11,808	12,044	12,044	0
107 Archives and Records Management	465,538	468,427	468,832	405
General	465,538	468,427	468,832	405
Liquor License Board	2,097,686	2,027,114	2,025,316	(1,798)
850 Liquor Licensing	699,616	702,462	705,986	3,524
General	699,616	702,462	705,986	3,524
851 Liquor License Compliance	1,398,070	1,324,652	1,319,330	(5,322)
General	1,398,070	1,324,652	1,319,330	(5,322)
Mayorality	4,502,593	4,649,019	4,952,428	303,409
125 Executive Direction and Control - Mayorality	4,502,593	4,649,019	4,952,428	303,409
General	4,143,725	4,282,973	4,286,382	3,409
Federal	0	0	300,000	300,000

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Mayoralty (Continued)	4,502,593	4,649,019	4,952,428	303,409
State	358,868	366,046	366,046	0
M-R: Art and Culture	7,541,347	8,428,894	8,428,894	0
493 Art and Culture Grants	5,452,952	6,117,591	6,117,591	0
General	5,452,952	6,117,591	6,117,591	0
824 Events, Art, Culture, and Film	1,970,395	2,234,803	2,234,803	0
General	1,970,395	2,234,803	2,234,803	0
828 Bromo Seltzer Arts Tower	118,000	76,500	76,500	0
General	118,000	76,500	76,500	0
M-R: Baltimore City Public Schools	254,727,492	261,767,423	255,202,118	(6,565,305)
352 Baltimore City Public Schools	254,727,492	261,767,423	255,202,118	(6,565,305)
General	254,727,492	261,767,423	255,202,118	(6,565,305)
M-R: Cable and Communications	1,421,755	1,524,227	1,526,744	2,517
876 Media Production	1,421,755	1,524,227	1,526,744	2,517
General	538,317	623,120	625,637	2,517
Special	883,438	901,107	901,107	0
M-R: Civic Promotion	13,635,270	14,490,038	14,769,681	279,643
590 Civic Promotion Grants	449,967	458,966	458,966	0
General	449,967	458,966	458,966	0
820 Convention Sales and Tourism Marketing	13,185,303	14,031,072	14,310,715	279,643
General	13,185,303	14,031,072	14,310,715	279,643
M-R: Conditional Purchase Agreements	32,055,836	31,710,435	31,710,435	0
129 Conditional Purchase Agreement Payments	32,055,836	31,710,435	31,710,435	0
General	30,213,783	22,937,398	22,937,398	0
Loan and Guarantee Enterprise	547,880	0	0	0
Internal Service	1,294,173	8,773,037	8,773,037	0
M-R: Contingent Fund	1,000,000	1,000,000	1,000,000	0
121 Contingent Fund	1,000,000	1,000,000	1,000,000	0
General	1,000,000	1,000,000	1,000,000	0
M-R: Convention Center Hotel	6,897,995	6,914,000	6,914,000	0
535 Convention Center Hotel	6,897,995	6,914,000	6,914,000	0
General	6,897,995	6,914,000	6,914,000	0
M-R: Convention Complex	22,076,486	23,112,916	23,213,654	100,738
540 1st Mariner Arena Operations	569,697	581,091	581,091	0
General	569,697	581,091	581,091	0
855 Convention Center	16,926,701	17,951,737	18,052,475	100,738
General	11,569,939	12,594,975	12,423,845	(171,130)
State	5,356,762	5,356,762	5,628,630	271,868
857 Convention Center Debt Service	4,580,088	4,580,088	4,580,088	0
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
M-R: Debt Service	91,621,545	89,092,992	102,092,992	13,000,000
123 General Debt Service	91,621,545	89,092,992	102,092,992	13,000,000
General	81,221,545	78,692,992	91,692,992	13,000,000
Special	10,400,000	10,400,000	10,400,000	0
M-R: Educational Grants	6,246,853	7,493,790	7,473,790	(20,000)
446 Educational Grants	6,246,853	7,493,790	7,473,790	(20,000)
General	6,246,853	7,493,790	7,473,790	(20,000)
M-R: Employees' Retirement Contribution	(6,159,567)	306,606	3,724,674	3,418,068
355 Employees' Retirement Contribution	(6,159,567)	306,606	3,724,674	3,418,068
General	(6,159,567)	306,606	3,724,674	3,418,068
M-R: Environmental Control Board	778,920	795,987	798,336	2,349

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
M-R: Environmental Control Board (Continued)	778,920	795,987	798,336	2,349
117 Adjudication of Environmental Citations	778,920	795,987	798,336	2,349
General	778,920	795,987	798,336	2,349
M-R: Health and Welfare Grants	1,143,847	1,166,724	1,166,724	0
385 Health and Welfare Grants	1,143,847	1,166,724	1,166,724	0
General	1,143,847	1,166,724	1,166,724	0
M-R: Innovation Fund	1,800,000	1,836,000	1,300,000	(536,000)
833 Innovation Fund	1,800,000	1,836,000	1,300,000	(536,000)
General	1,800,000	1,836,000	1,300,000	(536,000)
M-R: Miscellaneous General Expenses	12,074,778	12,318,774	16,562,114	4,243,340
122 Miscellaneous General Expenses	12,074,778	12,318,774	16,562,114	4,243,340
General	12,074,778	12,318,774	16,562,114	4,243,340
M-R: Office of CitiStat Operations	997,218	1,025,846	1,036,046	10,200
347 CitiStat Operations	997,218	1,025,846	1,036,046	10,200
General	997,218	1,025,846	1,036,046	10,200
M-R: Office of Criminal Justice	6,787,820	6,946,287	7,568,687	622,400
757 Crime Camera Management	1,581,579	1,594,620	1,816,561	221,941
General	1,508,605	1,538,776	1,538,776	0
State	72,974	55,844	56,785	941
Special	0	0	221,000	221,000
758 Coordination of Public Safety Strategy	5,206,241	5,351,667	5,752,126	400,459
General	419,996	459,017	464,397	5,380
Federal	3,090,678	3,177,983	3,368,862	190,879
State	1,287,767	1,298,711	1,502,911	204,200
Special	407,800	415,956	415,956	0
M-R: Office of Employment Development	23,136,612	23,237,340	24,740,894	1,503,554
791 BCPS Alternative Options Academy for Youth	176,141	179,511	172,773	(6,738)
State	176,141	179,511	172,773	(6,738)
792 Workforce Services for TANF Recipients	2,864,197	2,920,668	3,203,982	283,314
Federal	2,864,197	2,920,668	3,203,982	283,314
793 Employment Enhancement Services for Baltimore City Residents	2,058,621	2,068,389	2,976,652	908,263
General	1,222,091	1,215,128	1,390,122	174,994
Federal	220,030	224,431	220,030	(4,401)
State	400,000	408,000	400,000	(8,000)
Special	216,500	220,830	966,500	745,670
794 Administration - MOED	1,343,567	1,236,405	1,264,021	27,616
General	1,107,381	1,090,887	1,104,181	13,294
Federal	99,675	8,105	22,427	14,322
State	136,511	137,413	137,413	0
795 Workforce Services for Baltimore Residents	5,170,814	5,156,337	5,441,486	285,149
Federal	5,170,814	5,156,337	5,441,486	285,149
796 Workforce Services for Ex-Offenders	1,500,496	1,537,203	1,498,139	(39,064)
Federal	1,000,000	1,020,000	1,000,000	(20,000)
State	500,496	517,203	498,139	(19,064)
797 Workforce Services for Out of School Youth-Youth Opportunity	3,400,166	3,397,013	3,280,512	(116,501)
General	2,813,166	2,798,273	2,693,512	(104,761)
Federal	247,000	251,940	247,000	(4,940)
State	90,000	91,800	90,000	(1,800)
Special	250,000	255,000	250,000	(5,000)
798 Youth Works Summer Job Program	3,858,341	3,949,797	4,154,797	205,000
General	1,694,645	1,737,008	1,737,008	0

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
M-R: Office of Employment Development (Continued)	23,136,612	23,237,340	24,740,894	1,503,554
Federal	1,000,000	1,020,000	1,000,000	(20,000)
State	1,163,696	1,192,789	1,192,789	0
Special	0	0	225,000	225,000
800 Workforce Services for WIA Funded Youth	2,764,269	2,792,017	2,748,532	(43,485)
Federal	2,764,269	2,792,017	2,748,532	(43,485)
M-R: Office of Human Services	79,292,267	83,274,926	87,764,298	4,489,372
356 Administration - Human Services	2,755,425	2,981,036	3,815,812	834,776
General	481,776	491,677	497,515	5,838
Federal	2,142,052	2,248,817	2,257,244	8,427
State	126,446	125,875	125,875	0
Special	5,151	114,667	935,178	820,511
605 Head Start	31,341,780	33,260,965	34,589,590	1,328,625
General	0	170,626	0	(170,626)
Federal	30,735,472	32,471,905	33,971,156	1,499,251
State	606,308	618,434	618,434	0
741 Community Action Centers	6,373,649	7,345,644	9,378,079	2,032,435
General	719,676	715,431	719,459	4,028
Federal	854,004	888,058	893,975	5,917
State	4,799,969	5,742,155	7,764,645	2,022,490
893 Homeless Prevention	1,051,945	1,072,985	1,072,985	0
Federal	659,808	673,005	673,005	0
State	392,137	399,980	399,980	0
894 Outreach to the Homeless	1,035,868	1,056,585	1,056,585	0
Federal	545,612	556,524	556,524	0
State	490,256	500,061	500,061	0
895 Temporary Housing for the Homeless	12,050,974	12,279,070	12,442,869	163,799
General	4,977,114	5,063,733	5,227,532	163,799
Federal	5,572,034	5,683,474	5,683,474	0
State	1,501,826	1,531,863	1,531,863	0
896 Permanent Housing for the Homeless	24,682,626	25,278,641	25,408,378	129,737
General	208,417	212,585	212,585	0
Federal	24,117,653	24,600,005	24,600,005	0
State	273,126	278,588	278,588	0
Special	83,430	187,463	317,200	129,737
M-R: Office of Information Technology	36,657,201	39,137,525	40,365,483	1,227,958
802 Administration - MOIT	1,318,379	3,056,380	1,243,467	(1,812,913)
General	1,282,325	3,026,323	1,213,410	(1,812,913)
Special	36,054	30,057	30,057	0
803 Enterprise Innovation and Application Services	5,536,204	5,572,631	5,598,116	25,485
General	5,536,204	5,572,631	5,598,116	25,485
804 Enterprise Unified Call Center	21,213,084	22,080,681	21,084,840	(995,841)
General	13,673,848	14,305,728	17,115,257	2,809,529
Special	7,539,236	7,774,953	3,969,583	(3,805,370)
805 Enterprise IT Delivery Services	8,589,534	8,427,833	12,439,060	4,011,227
General	5,071,129	4,717,525	4,719,964	2,439
Special	0	161,099	804,000	642,901
Internal Service	3,518,405	3,549,209	6,915,096	3,365,887
M-R: Office of Neighborhoods	709,033	734,664	745,075	10,411
354 Office of Neighborhoods	709,033	734,664	745,075	10,411
General	709,033	734,664	745,075	10,411

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
M-R: Office of the Inspector General	739,998	749,102	821,640	72,538
836 Inspector General	739,998	749,102	821,640	72,538
General	739,998	749,102	821,640	72,538
M-R: Office of the Labor Commissioner	787,556	805,684	787,542	(18,142)
128 Labor Contract Negotiations and Administration	787,556	805,684	787,542	(18,142)
General	787,556	805,684	787,542	(18,142)
M-R: Retirees' Benefits	60,000,334	50,609,165	49,609,165	(1,000,000)
351 Retirees' Benefits	60,000,334	50,609,165	49,609,165	(1,000,000)
General	60,000,334	50,609,165	49,609,165	(1,000,000)
M-R: Self-Insurance Fund	13,299,240	13,658,207	17,658,207	4,000,000
126 Contribution to Self-Insurance Fund	13,299,240	13,658,207	17,658,207	4,000,000
General	13,299,240	13,658,207	17,658,207	4,000,000
M-R: TIF Debt Service	8,569,333	12,302,809	12,302,809	0
124 TIF Debt Service	8,569,333	12,302,809	12,302,809	0
General	8,569,333	12,302,809	12,302,809	0
Municipal and Zoning Appeals	551,283	542,975	544,296	1,321
185 Zoning, Tax and Other Appeals	551,283	542,975	544,296	1,321
General	551,283	542,975	544,296	1,321
Office of Civil Rights	1,312,643	1,363,445	1,372,913	9,468
656 Wage Investigation and Enforcement	161,804	167,124	168,914	1,790
General	161,804	167,124	168,914	1,790
846 Discrimination Investigations, Resolutions and Conciliations	809,934	846,741	851,605	4,864
General	769,934	805,941	810,805	4,864
Federal	40,000	40,800	40,800	0
848 Police Community Relations	143,784	147,498	148,639	1,141
General	143,784	147,498	148,639	1,141
878 Disabilities Commission	197,121	202,082	203,755	1,673
General	197,121	202,082	203,755	1,673
Planning	8,870,634	9,247,366	11,107,691	1,860,325
761 Development Oversight and Project Support	1,264,115	1,280,117	1,192,949	(87,168)
General	1,264,115	1,280,117	1,192,949	(87,168)
762 Historic Preservation	481,301	537,699	543,630	5,931
General	481,301	537,699	543,630	5,931
763 Comprehensive Planning and Resource Management	1,503,019	1,535,615	3,420,104	1,884,489
General	1,044,160	1,067,579	1,213,568	145,989
Federal	183,859	187,536	187,536	0
State	175,000	178,500	178,500	0
Special	100,000	102,000	1,840,500	1,738,500
765 Planning for a Sustainable Baltimore	4,891,463	4,997,058	5,003,853	6,795
General	419,063	435,140	445,285	10,145
Federal	175,000	178,500	178,500	0
State	4,222,400	4,306,918	4,303,568	(3,350)
Special	75,000	76,500	76,500	0
768 Administration - Planning	730,736	896,877	947,155	50,278
General	729,170	896,174	947,155	50,981
Federal	1,566	703	0	(703)
Police	428,737,475	437,898,123	443,860,175	5,962,052
621 Administration - Police	40,321,512	45,511,194	48,042,139	2,530,945
General	38,142,330	43,195,116	45,744,723	2,549,607
Federal	1,886,343	2,009,678	1,991,016	(18,662)
State	292,839	306,400	306,400	0

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Police (Continued)	428,737,475	437,898,123	443,860,175	5,962,052
622 Police Patrol	229,843,218	231,369,040	230,351,512	(1,017,528)
General	224,977,250	226,486,943	223,670,073	(2,816,870)
State	4,865,968	4,882,097	4,881,439	(658)
Special	0	0	1,800,000	1,800,000
623 Crime Investigation	52,942,064	53,455,257	53,451,440	(3,817)
General	50,613,464	51,080,085	50,976,268	(103,817)
Federal	0	0	100,000	100,000
State	2,328,600	2,375,172	2,375,172	0
624 Target Violent Criminals	32,988,955	33,084,751	32,066,801	(1,017,950)
General	28,424,956	28,483,250	27,153,309	(1,329,941)
State	2,563,999	2,562,501	2,874,492	311,991
Special	2,000,000	2,039,000	2,039,000	0
625 SWAT/ESU	9,045,818	9,012,257	8,600,594	(411,663)
General	9,045,818	9,012,257	8,600,594	(411,663)
626 Homeland Security - Intelligence	11,207,934	11,784,403	13,891,911	2,107,508
General	3,062,132	3,070,902	5,060,502	1,989,600
Federal	8,145,802	8,713,501	8,831,409	117,908
628 Police Internal Affairs	5,851,289	6,108,288	6,230,001	121,713
General	5,851,289	6,108,288	6,230,001	121,713
632 Manage Police Records and Evidence Control Systems	7,543,150	7,593,636	7,622,137	28,501
General	7,543,150	7,593,636	7,622,137	28,501
634 Crowd, Traffic, and Special Events Management	7,313,063	7,333,227	10,009,495	2,676,268
General	7,113,063	7,128,227	9,804,495	2,676,268
Federal	0	0	205,000	205,000
State	200,000	205,000	0	(205,000)
635 Police Recruiting and Training	10,645,148	11,165,235	11,954,314	789,079
General	10,645,148	11,165,235	11,454,314	289,079
State	0	0	500,000	500,000
637 Special Operations - K-9 and Mounted Unit	3,805,058	3,677,577	3,592,942	(84,635)
General	3,805,058	3,677,577	3,592,942	(84,635)
638 Marine Unit	172,780	176,803	310,488	133,685
General	172,780	176,803	310,488	133,685
640 Special Operations - Aviation	5,294,791	5,474,790	5,515,556	40,766
General	5,294,791	5,474,790	5,515,556	40,766
642 Crime Laboratory	11,762,695	12,151,665	12,220,845	69,180
General	10,431,801	10,705,316	10,798,628	93,312
Federal	1,330,894	1,446,349	1,422,217	(24,132)
Public Works	460,376,492	476,435,972	486,160,955	9,724,983
660 Administration - DPW - SW	4,586,756	4,844,827	4,661,521	(183,306)
General	4,586,756	4,844,827	4,661,521	(183,306)
661 Public Right-of-Way Cleaning	23,292,745	23,878,008	24,443,094	565,086
General	20,037,592	22,250,432	22,103,326	(147,106)
Special	0	0	710,000	710,000
Stormwater Utility	3,255,153	1,627,576	1,629,768	2,192
662 Vacant/Abandoned Property Cleaning and Boarding	3,850,107	4,017,412	3,934,762	(82,650)
General	2,422,958	2,561,720	2,479,070	(82,650)
Federal	1,427,149	1,455,692	1,455,692	0
663 Waste Removal and Recycling	19,613,863	19,536,218	19,649,105	112,887
General	19,613,863	19,536,218	19,649,105	112,887
664 Waste Re-Use and Disposal	17,609,180	19,924,746	19,429,460	(495,286)

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Public Works (Continued)	460,376,492	476,435,972	486,160,955	9,724,983
General	17,609,180	19,924,746	19,429,460	(495,286)
670 Administration - DPW - WWW	39,126,502	40,310,023	41,446,505	1,136,482
General	0	207,660	0	(207,660)
Water Utility	18,248,383	18,869,305	19,996,307	1,127,002
Stormwater Utility	0	5,486	5,486	0
Wastewater Utility	20,878,119	21,227,572	21,444,712	217,140
671 Water Management	81,791,016	86,641,395	89,577,179	2,935,784
Water Utility	81,791,016	86,641,395	89,577,179	2,935,784
672 Water and Wastewater Consumer Services	20,858,484	20,745,462	22,013,745	1,268,283
Water Utility	20,858,484	20,745,462	22,013,745	1,268,283
673 Wastewater Management	118,194,945	127,590,571	127,648,031	57,460
Wastewater Utility	118,194,945	127,590,571	127,648,031	57,460
674 Surface Water Management	21,431,408	18,579,616	17,649,040	(930,576)
Water Utility	511,259	464,130	465,971	1,841
Stormwater Utility	19,816,959	17,166,894	16,231,385	(935,509)
Wastewater Utility	1,103,190	948,592	951,684	3,092
675 Engineering and Construction Management - Water and Wastewater	108,398,990	108,696,980	114,047,760	5,350,780
Water Utility	48,930,581	49,768,133	51,590,245	1,822,112
Wastewater Utility	59,468,409	58,928,847	62,457,515	3,528,668
676 Administration - DPW	1,622,496	1,670,714	1,660,753	(9,961)
General	1,622,496	1,661,926	1,660,753	(1,173)
Water Utility	0	8,645	0	(8,645)
Wastewater Utility	0	143	0	(143)
Recreation and Parks	36,208,265	36,423,282	36,433,467	10,185
644 Administration - Rec and Parks	4,193,183	4,258,896	4,268,227	9,331
General	4,019,118	4,077,931	4,087,262	9,331
Federal	107	227	227	0
State	127,505	130,699	130,699	0
Special	46,453	50,039	50,039	0
645 Aquatics	1,928,995	2,041,024	2,040,220	(804)
General	1,928,995	2,041,024	2,040,220	(804)
646 Park Maintenance	10,221,752	10,301,628	10,290,520	(11,108)
General	9,021,752	9,074,518	9,063,410	(11,108)
State	1,200,000	1,227,110	1,227,110	0
647 Youth and Adult Sports	687,927	696,739	696,706	(33)
General	537,911	543,464	543,431	(33)
Special	150,016	153,275	153,275	0
648 Community Recreation Centers	12,540,315	12,183,818	12,168,519	(15,299)
General	12,411,170	12,051,843	12,036,544	(15,299)
Special	129,145	131,975	131,975	0
649 Special Facilities Management - Recreation	1,252,882	1,263,578	1,263,813	235
Special	1,252,882	1,263,578	1,263,813	235
650 Horticulture	1,230,449	1,226,743	1,256,954	30,211
General	871,703	859,547	889,758	30,211
Special	358,746	367,196	367,196	0
651 Recreation for Seniors	285,455	292,000	292,365	365
General	221,907	227,181	227,546	365
Special	63,548	64,819	64,819	0
652 Therapeutic Recreation	297,647	285,863	285,441	(422)
General	297,647	285,863	285,441	(422)

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Recreation and Parks (Continued)	36,208,265	36,423,282	36,433,467	10,185
653 Special Events - Recreation	574,933	601,437	600,848	(589)
Special	574,933	601,437	600,848	(589)
654 Urban Forestry	2,994,727	3,271,556	3,269,854	(1,702)
General	2,994,727	3,271,556	3,269,854	(1,702)
Sheriff	17,620,149	18,092,551	18,164,246	71,695
881 Courthouse Security	3,882,690	4,087,452	4,128,552	41,100
General	3,882,690	4,087,452	4,128,552	41,100
882 Deputy Sheriff Enforcement	10,888,995	11,227,466	11,251,292	23,826
General	10,888,995	11,227,466	11,251,292	23,826
884 District Court Sheriff Services	2,512,271	2,408,729	2,413,854	5,125
General	2,512,271	2,408,729	2,413,854	5,125
889 Child Support Enforcement	336,193	368,904	370,548	1,644
General	336,193	368,904	370,548	1,644
Social Services	160,349	163,799	0	(163,799)
365 Public Assistance	160,349	163,799	0	(163,799)
General	160,349	163,799	0	(163,799)
State's Attorney	35,934,007	37,251,822	37,352,888	101,066
115 Prosecution of Criminals	30,664,503	31,786,071	31,940,347	154,276
General	25,128,531	25,884,367	26,027,532	143,165
Federal	1,156,412	1,248,825	984,658	(264,167)
State	4,179,560	4,448,879	4,724,157	275,278
Special	200,000	204,000	204,000	0
781 Administration - State's Attorney	4,188,064	4,342,206	4,234,221	(107,985)
General	3,688,064	3,831,510	3,723,525	(107,985)
Federal	0	206	206	0
State	500,000	510,490	510,490	0
786 Victim and Witness Services	1,081,440	1,123,545	1,178,320	54,775
General	824,270	861,873	916,425	54,552
Federal	257,170	261,672	261,895	223
Transportation	172,887,695	167,798,812	166,974,658	(824,154)
500 Street and Park Lighting	17,254,463	16,585,541	16,555,147	(30,394)
General	17,254,463	16,585,541	16,555,147	(30,394)
548 Conduits	7,843,083	7,770,240	7,778,357	8,117
Conduit Enterprise	7,843,083	7,770,240	7,778,357	8,117
681 Administration - DOT	10,638,034	11,359,348	11,128,413	(230,935)
General	9,770,080	10,394,457	10,163,522	(230,935)
Parking Management	363,421	380,039	380,039	0
Conduit Enterprise	0	69,024	69,024	0
Federal	490,380	500,188	500,188	0
Special	14,153	15,640	15,640	0
682 Parking Management	43,035,035	36,778,829	38,028,829	1,250,000
Parking Management	7,589,697	7,725,372	8,975,372	1,250,000
Parking Enterprise	35,445,338	29,053,457	29,053,457	0
683 Street Management	27,222,944	27,830,609	28,622,086	791,477
General	27,222,944	27,830,609	28,622,086	791,477
684 Traffic Management	13,640,901	16,351,360	13,396,578	(2,954,782)
General	13,052,394	13,092,109	12,546,301	(545,808)
Special	588,507	3,259,251	850,277	(2,408,974)
685 Special Events Support	522,741	524,160	526,330	2,170
General	522,741	524,160	526,330	2,170

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Transportation (Continued)	172,887,695	167,798,812	166,974,658	(824,154)
687 Inner Harbor Services - Transportation	873,906	860,668	860,612	(56)
General	873,906	860,668	860,612	(56)
688 Snow and Ice Control	2,751,330	2,793,249	2,793,249	0
General	2,751,330	2,793,249	2,793,249	0
689 Vehicle Impounding and Disposal	7,850,007	7,848,719	7,755,227	(93,492)
General	7,850,007	7,848,719	7,755,227	(93,492)
690 Complete Streets and Sustainable Transportation	8,509,416	9,541,494	12,555,238	3,013,744
General	628,889	1,415,141	1,424,776	9,635
Federal	229,388	233,976	233,976	0
State	448,647	456,989	2,458,014	2,001,025
Special	7,202,492	7,435,388	8,438,472	1,003,084
691 Public Rights-of-Way Landscape Management	2,553,953	3,029,509	2,997,925	(31,584)
General	2,553,953	3,029,509	2,997,925	(31,584)
692 Bridge and Culvert Management	3,026,198	2,896,655	2,799,441	(97,214)
General	3,026,198	2,896,655	2,799,441	(97,214)
693 Parking Enforcement	12,340,365	12,555,711	12,842,545	286,834
Parking Management	12,340,365	12,555,711	12,842,545	286,834
694 Survey Control	796,619	724,923	666,657	(58,266)
General	796,619	724,923	666,657	(58,266)
695 Dock Master	246,947	256,753	257,288	535
Special	246,947	256,753	257,288	535
696 Street Cuts Management	871,656	884,647	885,450	803
General	871,656	884,647	885,450	803
697 Traffic Safety	12,910,097	9,206,397	6,525,286	(2,681,111)
General	9,301,618	5,516,747	5,611,684	94,937
Federal	884,300	910,987	913,602	2,615
Special	2,724,179	2,778,663	0	(2,778,663)
TOTAL OPERATING BUDGET	2,507,059,943	2,557,381,021	2,589,976,196	32,595,175
LESS INTERNAL SERVICE FUND	99,268,046	97,879,789	98,625,424	745,635
TOTAL OPERATING APPROPRIATIONS	2,407,791,897	2,459,501,232	2,491,350,772	31,849,540

**OPERATING BUDGET RECOMMENDATION COMPARED WITH
AGENCY CURRENT LEVEL OF SERVICE (CLS) AND PRIOR YEAR BUDGET**

AGENCY, SERVICE AND FUND	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
SUMMARY BY FUND				
General	1,571,676,679	1,607,087,418	1,622,300,356	15,212,938
Parking Management	20,293,483	20,661,122	22,197,956	1,536,834
Convention Center Bond	4,580,088	4,580,088	4,580,088	0
Water Utility	170,339,723	176,497,070	183,643,447	7,146,377
Parking Enterprise	35,445,338	29,053,457	29,053,457	0
Loan and Guarantee Enterprise	3,911,835	3,436,345	3,438,164	1,819
Conduit Enterprise	7,843,083	7,839,264	7,847,381	8,117
Federal	182,975,171	186,982,875	185,711,309	(1,271,566)
State	114,381,565	117,779,089	122,891,515	5,112,426
Special	73,628,157	78,088,823	79,318,518	1,229,695
Stormwater Utility	23,072,112	18,799,956	17,866,639	(933,317)
Wastewater Utility	199,644,663	208,695,725	212,501,942	3,806,217
TOTAL OPERATING BUDGET	2,407,791,897	2,459,501,232	2,491,350,772	31,849,540
INTERNAL SERVICE FUND BY AGENCY				
Comptroller	12,088,671	12,125,172	12,149,362	24,190
Finance	10,999,190	11,157,987	11,101,168	(56,819)
General Services	63,892,549	54,717,436	54,621,959	(95,477)
Human Resources	2,253,111	2,233,748	2,192,639	(41,109)
Law	5,221,947	5,323,200	2,872,163	(2,451,037)
M-R: Conditional Purchase Agreements	1,294,173	8,773,037	8,773,037	0
M-R: Office of Information Technology	3,518,405	3,549,209	6,915,096	3,365,887
TOTAL INTERNAL SERVICE FUND	99,268,046	97,879,789	98,625,424	745,635

Notes:

- Current Level of Service (CLS): The estimated cost to maintain services at the Fiscal 2014 level, including inflationary and other adjustments, and assuming no programmatic or management changes.

CHANGES TO FULL-TIME FUNDED POSITIONS

Finance Recommendations

AGENCY	FISCAL 2014 BUDGET	FISCAL 2015 BUDGET	CHANGE IN BUDGET
Board of Elections			
General	5	5	0
City Council			
General	66	68	2
Comptroller			
General	66	66	0
Internal Service	37	37	0
Council Services			
General	6	6	0
Courts: Circuit Court			
General	80	81	1
Federal	12	12	0
State	27	21	(6)
Special	3	3	0
Courts: Orphans' Court			
General	5	5	0
Employees' Retirement Systems			
Special	52	69	17
Enoch Pratt Free Library			
General	328	328	0
State	55	53	(2)
Special	8	7	(1)
Finance			
General	252	254	2
Loan and Guarantee Enterprise	2	2	0
Special	12	15	3
Internal Service	33	32	(1)
Fire			
General	1,698	1,651	(47)
Special	1	1	0
General Services			
General	121	119	(2)
Internal Service	302	300	(2)
Health			
General	218	214	(4)
Federal	287	273	(14)
State	85	92	7
Special	190	190	0
Housing and Community Development			
General	343	349	6
Federal	84	53	(31)
State	41	39	(2)
Special	5	0	(5)
Human Resources			
General	47	61	14
Internal Service	2	1	(1)
Law			
General	78	78	0
Internal Service	26	26	0
Legislative Reference			
General	6	6	0
Liquor License Board			
General	24	24	0

CHANGES TO FULL-TIME FUNDED POSITIONS

Finance Recommendations

AGENCY	FISCAL 2014 BUDGET	FISCAL 2015 BUDGET	CHANGE IN BUDGET
Mayoralty			
General	37	37	0
M-R: Baltimore Economic Recovery Team (BERT)			
State	0	0	0
M-R: Cable and Communications			
General	4	4	0
M-R: Convention Complex			
General	150	150	0
M-R: Environmental Control Board			
General	8	8	0
M-R: Office of CitiStat Operations			
General	11	11	0
M-R: Office of Criminal Justice			
General	5	5	0
Federal	12	12	0
State	5	5	0
M-R: Office of Employment Development			
General	50	50	0
Federal	128	128	0
State	8	8	0
Special	0	5	5
M-R: Office of Human Services			
General	14	14	0
Federal	43	69	26
State	38	76	38
Special	15	25	10
M-R: Office of Information Technology			
General	251	236	(15)
Internal Service	4	8	4
Special	51	51	0
M-R: Office of Neighborhoods			
General	10	10	0
M-R: Office of the Inspector General			
General	6	9	3
M-R: Office of the Labor Commissioner			
General	5	5	0
Municipal and Zoning Appeals			
General	10	10	0
Office of Civil Rights			
General	14	14	0
Planning			
General	45	48	3
Special	0	1	1
Police			
General	3,369	3,380	11
Federal	13	17	4
State	62	62	0

FISCAL 2015

CHANGES TO FULL-TIME FUNDED POSITIONS

Finance Recommendations

AGENCY	FISCAL 2014 BUDGET	FISCAL 2015 BUDGET	CHANGE IN BUDGET
Special	0	11	11
Public Works			
General	751	772	21
Special	0	3	3
Stormwater Utility	126	94	(32)
Water Utility	932	952	20
Wastewater Utility	911	907	(4)
Recreation and Parks			
General	295	295	0
Federal	5	5	0
Special	10	10	0
Sheriff			
General	222	222	0
State's Attorney			
General	300	303	3
Federal	13	11	(2)
State	38	42	4
Transportation			
General	1,238	1,223	(15)
Parking Management	116	116	0
Conduit Enterprise	63	62	(1)
Federal	3	3	0
State	1	1	0
Special	7	11	4
TOTAL	14,006	14,042	36

SUMMARY BY FUND	FISCAL 2014 BUDGET	FISCAL 2015 BUDGET	CHANGE IN BUDGET
Conduit Enterprise	63	62	(1)
Federal	600	583	(17)
General	10,138	10,121	(17)
Internal Service	404	404	0
Loan and Guarantee Enterprise	2	2	0
Parking Management	116	116	0
Special	354	402	48
State	360	399	39
Stormwater Utility	126	94	(32)
Wastewater Utility	911	907	(4)
Water Utility	932	952	20
Grand Total	14,006	14,042	36

FISCAL 2015

HIGHWAY USER REVENUE BY AGENCY DETAIL
(Dollars in Thousands)

HIGHWAY USER REVENUE BY AGENCY DETAIL (Dollars in Thousands)		
Agency	Fiscal 2015 Total	Fiscal 2015 HUR-Eligible
Transportation		
500 - Street and Park Lighting	\$ 16,555	\$ 16,555
681 - Administration*	\$ 10,164	\$ 1,631
683 - Street Management	\$ 28,622	\$ 28,622
684 - Traffic Management	\$ 12,546	\$ 12,546
688 - Snow and Ice Control	\$ 2,793	\$ 2,793
689 - Vehicle Impounding and Disposal	\$ 7,755	\$ 7,755
691 - Public Rights-of-Way Landscape Management	\$ 2,997	\$ 2,997
692 - Bridge and Culvert Management	\$ 2,799	\$ 2,799
696 - Street Cuts Management	\$ 885	\$ 885
697 - Traffic Safety	\$ 5,612	\$ 5,612
Public Works		
661 - Public Right-of-Way Cleaning*	\$ 22,103	\$ 20,813
676 - Administration and 660 - SW Administration*	\$ 6,322	\$ 1,601
Recreation and Parks		
654 - Urban Forestry*	\$ 3,269	\$ 3,190
Police		
634 - Crowd, Traffic, and Special Events Management	\$ 9,804	\$ 9,804
Debt Service		
	\$ 16,319	\$ 16,319
Capital Budget Projects		
	\$ 10,700	\$ 10,700
	\$ 159,245	\$ 144,622
* DOT Administration includes Contract Administration and Transportation Planning		
* Public Right-of-Way Cleaning includes Street and Alley Cleaning, Cleaning of Business Districts, Mechanical Sweeping Operations, and Graffiti Removal.		
* DPW Administration includes Solid Waste Administration and DPW Administration. Both allocations were produced on a budget basis.		
* Rec and Parks Urban Forestry includes Street Tree Planting and Maintenance		
Note: Eligible expenses exceed HUR allocation of \$136 million for Fiscal 2015.		

(THIS PAGE INTENTIONALLY LEFT BLANK)

Fiscal 2015 Preliminary Budget Plan

Appendix



(THIS PAGE INTENTIONALLY LEFT BLANK)

ACTIVITY: A subdivision of a program that specifies how the program is performed. Some programs may be accomplished through the performance of only one activity, while other programs may require the performance of two or more activities.

AGENCY: An organization authorized by the Mayor and City Council to operate in the best interest of the public. Each agency is responsible by City Charter for submitting a budget request outlining projected costs of operation for the upcoming fiscal year to the Director of Finance and/or Planning Commission, as applicable.

APPROPRIATION: The legislative authority to spend and obligate a specified amount from a designated fund account for a specific purpose.

ASSESSABLE BASE: The value of all taxable property within the boundaries of the City of Baltimore.

ASSESSED VALUATION: A valuation set upon real estate and other taxable property by the State Department of Assessments and Taxation and utilized by the City of Baltimore as a basis for levying taxes. By State law, all taxable real property must be assessed annually at 100% of market value.

BUDGET: A proposed plan of revenue and expenditure for a given year.

CAPITAL FUND: A set of budget accounts established to plan for specific capital projects financed by revenues received from other City funds, revenue and general obligation bond borrowing, state, federal, county, private and other miscellaneous sources.

CAPITAL BUDGET: The appropriations for capital projects, which comprise the first year of the Capital Improvement Program.

CAPITAL IMPROVEMENT PROGRAM: A six-year plan specifying physical improvements recommended by the Planning Commission after reviewing the requests of City agencies.

CAPITAL PROJECT: An improvement to City property, which by policy of the Board of Estimates must meet defined criteria.

CITISTAT: An innovative, accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies, based on the ComStat program pioneered in the New York City Police Department by Jack Maple. Monthly budgetary performance reviews for all major agencies are conducted by the Mayor's CitiStat management team with agency heads being held accountable for expenditure variances and revenue management.

CONDUIT ENTERPRISE FUND: Established to budget for revenue charged to private and public entities renting space in the City owned and operated underground conduit system and for operating and capital expenses and reserves for the system.

CONVENTION CENTER BOND FUND: Established in Fiscal 1995 to budget and account for hotel tax revenues to be dedicated to support the payment of principal and interest associated with City indebtedness to finance one-third of the \$150 million cost of the joint City-State expansion of the Baltimore Convention Center.

CURRENT LEVEL OF SERVICES BUDGET: Estimates of the appropriations needed by each municipal agency for the next ensuing fiscal year. These estimates are formulated in order to maintain the same service level for each particular program, purpose, activity or project included in each agency's budget.

DEBT SERVICE: Principal and interest payments on debt (bonds) incurred by the City.

DEDICATED FUNDS: Includes revenue, which by law, contract or regulation may be used only to support appropriations for specific purposes.

FISCAL YEAR: The time frame to which the annual budget applies. For the City of Baltimore, this period is from July 1 through June 30.

FUND: A sum of money segregated for specific activities. Use of this money requires adherence to special regulations established for each type of fund. The funds identified within Baltimore City's budget are the Capital Fund, Conduit Enterprise Fund, Convention Center Bond Fund, General Fund, Internal Service Fund, Loan and Guarantee Enterprise Fund, Parking Enterprise Fund, Parking Management Fund, Special Fund, Water Utility Fund, and Waste Water Utility Fund.

FUND ADJUSTMENT: Represents an adjustment made to appropriations for permanent full-time salaries and wages when a budgeted position is funded from more than one fund source, e.g. General and Federal Funds.

FUNDING SOURCE: Income received which supports an appropriation.

GENERAL FUND: A central fund into which most of the City's tax and unrestricted revenues are budgeted to support basic City operations and pay-as-you-go (PAYGO) capital projects.

GRANT: A contribution made from either the private sector to the City or by one governmental unit to another unit. The contribution is usually made to support a specified program, function or project.

INDICATOR: A measure that represents a quality of life improvement that a service is ultimately aimed at achieving.

INTERNAL SERVICE FUND: Established to budget for the financing of goods and/or services provided by certain City agencies to other City agencies or programs on a cost reimbursement basis.

LOAN AND GUARANTEE ENTERPRISE FUND: Established to budget for the self-supporting program of loans and guarantees administered by the Department of Finance pursuant to policies and procedures approved by the Board of Estimates.

MAJOR GOVERNMENTAL FUNCTION: For purposes of comparison, a group of similar services rendered by various agencies within the City will be segregated together, e.g., Adjudications and Corrections, Economic Development, General Government, Legislative, Public Safety, Social Services, et cetera.

OBJECT OF EXPENDITURE: A group of similar services, commodities, equipment or personnel costs used to clarify spending within the budget. Objects of expenditure identified within Baltimore City's budget are:

Salaries: Payment to personnel for services rendered to the City including overtime; shift differential; sick leave conversion; full-time, part-time and contractual personnel costs.

Other Personnel Costs: Payment for benefits provided to City personnel. Included are charges to the City for social security, retirement, health plan and prescription drug costs.

Contractual Services: Payment for services rendered to the City under contractual arrangements such as rents and telephone service.

Materials and Supplies: Payment for consumable materials and supplies such as custodial supplies and heating fuel.

Equipment: Payment for replacement or procurement of City property other than real property.

Grants, Subsidies and Contributions: Payment in support of various non-profit, private sector activities which will provide health, welfare, educational, cultural and/or promotional benefits to citizens of Baltimore.

Debt Service: Payments for interest and principal of bonds issued by or on behalf of the City.

Capital Improvements: Payment for the acquisition of real property or improvements made to existing City property.

OPERATING BUDGET: A plan, approved by the Mayor and City Council, for appropriating funds to agencies for operating costs during the fiscal year. This plan establishes legal expenditure limits and will reflect appropriations budgeted according to programs, sources of funding, and costs of program operation other than capital improvements, which are over \$50,000, items of repair, maintenance or emergency nature costing more than \$100,000 and Bureau of Water and Waste Water items of repair, maintenance or emergency nature costing more than \$250,000.

ORDINANCE OF ESTIMATES: A bill enacted by the City Council, and approved by the Mayor, which gives legal effect to the appropriations included in the annual budget.

OTHER POST EMPLOYMENT BENEFITS (OPEB): The Government Accounting Standards Board (GASB) has instituted an accounting rule which mandates that OPEB benefits be recorded as accrued liabilities in the annual financial statements of governmental entities. Therefore, an annual contribution to a Post Employment Benefits Trust Fund is required.

OUTCOME BUDGETING: A budget process that aligns resources with results that matter most to citizens. It's a budgeting tool that integrates strategic planning, long range financial planning, and performance management.

OVERTIME: Payments to employees eligible for additional compensation for services rendered after a regularly scheduled work period subject to the provisions of negotiated labor contracts and the federal Fair Labor Standards Act.

PARKING ENTERPRISE FUND: Established to budget for operating and debt service expenses for City financed garages substantially supported by revenues derived from operation of these garages.

PARKING MANAGEMENT FUND: Established to budget for the administration of the City's parking garages and lots, parking enforcement activities and operation of the parking garages and lots financed with General Obligation Bonds.

PAY-AS-YOU-GO (PAYGO): Capital projects funded from current year revenues.

PERFORMANCE MEASURES: Show the results or public benefits of the services provided. The benefits can be in the form of an amount of products or services provided (i.e. outputs), reflect the cost per unit of output or outcome (i.e. efficiency), gauge how well a service meets customer expectations (i.e. effectiveness), or changes in attitudes, behaviors, knowledge, skills, and conditions as a result of the service (i.e. outcome).

POSITIONS: Represents those permanent full and part-time jobs that have a job number assigned.

Permanent Full-Time: Payments to an employee filling a permanent full-time budgeted position for services rendered on a continuing basis.

Permanent Part-Time: Payments to an employee who works less than a full-time schedule on a continuing basis.

PRIORITY OUTCOME: Goals established by the Mayor for improving the quality of life for Baltimore's citizens. The current Priority Outcomes are:

- Better Schools
- Safer Streets
- Stronger Neighborhoods
- A Growing Economy
- Innovative Government
- A Cleaner and Healthier City

RESULTS TEAM: An interdisciplinary group of six to eight members assigned to a particular Priority Outcome that issues guidance to agencies for submitting budget proposals, ranks the proposals, and helps the Mayor develop a budget recommendation that maximizes outcomes, or results, achieved for dollar spent.

REVENUE: Income generated by taxes, fines, penalties, notes, bonds, investment income, property rental, user charges, federal grants, state grants, private grants, county grants and miscellaneous services.

SALARY AND WAGE DIFFERENTIAL: Added compensation received by certain employees when regularly assigned to night or shift work and to certain employees when required to work under various hazardous conditions.

SALARY AND WAGE SAVINGS: An adjustment made to appropriations resulting from the number of permanent full-time positions which are either vacant, filled by an employee in a lower pay classification, or through employee turnover within the agency.

SERVICE: Replaces program in the budget structure. An activity or set of activities performed by an agency that has: identifiable costs for budgeting purposes; a clear public purpose and measurable objectives; and clear lines of accountability for its performance and fiscal management. Services are the means to achieving desired Outcomes for City residents.

SERVICE CODE: A three digit numeric codes used to identify services or programs within an agency.

SEVERANCE PAY: Payments to permanent full-time and permanent part-time employees for amounts due them for accumulated leave balances to include vacation, personal, sick, et cetera, pursuant to provisions of negotiated labor agreements.

SPECIAL FUND: Established to budget for revenues derived from certain state, federal and private governmental grants, and other revenue sources that are restricted to expenditures for specific purposes.

STIPENDS: Payments to participants in certain grant-funded programs for a specific purpose.

STORMWATER UTILITY FUND: Established to budget for the operating and capital expenses of the City's stormwater management system.

SUB-OBJECT OF EXPENDITURE: A subdivision of an object of expenditure in which groups of similar services or related articles are further delineated into more specific types of expenditures.

SUPPLEMENTARY APPROPRIATIONS: Additional spending authority provided by the City Council and approved by the Mayor derived from revenues from any source other than the full rate property tax and other taxes imposed in excess of or in addition to those relied upon by the Board of Estimates in determining the tax levy required to balance the annual Ordinance of Estimates. These appropriations include grants from private or governmental sources which could not be expected with reasonable certainty at the time of the formulation of the proposed Ordinance of Estimates, additional appropriations for programs included in

the annual budget made necessary by a material change in circumstances or new programs which could not be reasonably anticipated at the time of formulation of the Ordinance of Estimates.

All such appropriations must be embodied in a separate ordinance limited to a single program, purpose, activity or project and provide the revenue necessary to support the appropriation.

TARGET: Targets are the numerical benchmarks an agency aims to achieve for a performance measure.

TRANSFERS: Charges or expenditure reimbursements used as follows:

- To reimburse a program for costs which are charged as overhead to special grants.
- To transfer expenditures between funds in order to adjust the amounts derived from various sources for a multi-funded program rather than split each object and subobject of expenditure.
- To reimburse a program for services rendered where the reimbursement is calculated on a fee basis rather than for specific expenditures.

WASTE WATER UTILITY FUND: Established to budget for the operating and capital expenses of the City's sewage facilities.

WATER UTILITY FUND: Established to budget for the operating and capital expenses of the City's water supply system.

FINANCE DIRECTOR
Harry E. Black

DEPUTY FINANCE DIRECTOR
Henry J. Raymond

BUDGET DIRECTOR
Andrew W. Kleine

DEPUTY BUDGET DIRECTOR
Robert Cennane

DIRECTOR OF REVENUE AND TAX ANALYSIS
William Voorhees

SENIOR PROGRAM ASSESSMENT ANALYST
Johanna Collado
David Ryker
Jonathan Morancy
Amy Costanzo

BUDGET/MANAGEMENT ANALYST IV
Pedro Aponte
Lindsay Wines

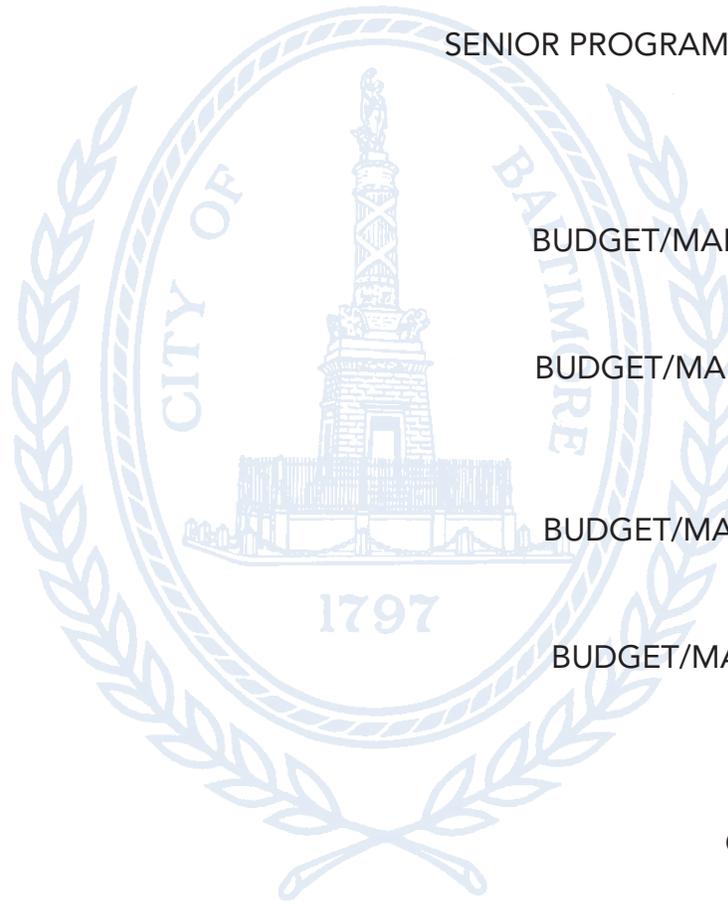
BUDGET/MANAGEMENT ANALYST III
Benjamin Brosch
Brandon Drake
Sarah Ficene

BUDGET/MANAGEMENT ANALYST II
Laura Larsen
Meredith Green

BUDGET/MANAGEMENT ANALYST I
Kelly King

SOFTWARE DESIGNER
Theo Woldesemayat

OFFICE SUPPORT STAFF
Addie Vega, Secretary III
Robert Hagmann



Special Thanks To:
Bess Keller, Management Analyst Intern

The City of Baltimore budget publications are available at the Enoch Pratt Free Library and online at www.baltimorecity.gov/budget.

For additional information, contact the Department of Finance, Bureau of the Budget and Management Research, 469 City Hall, 100 N. Holliday Street, Baltimore, MD 21202; P: 410.396.3652.



Department of Finance
Bureau of the Budget and Management Research
469 City Hall, 100 N. Holliday Street
Baltimore, Maryland 21202

