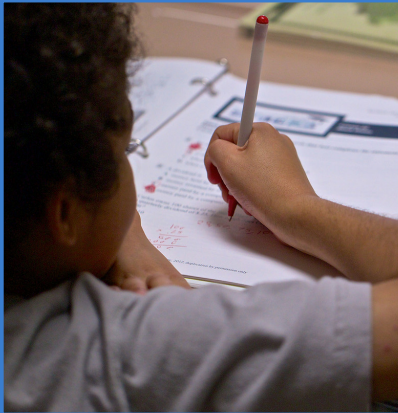


Fiscal 2015

Summary of the Adopted Budget



Stephanie Rawlings-Blake, Mayor
City of Baltimore, Maryland



Better
Schools

Safer
Streets

Stronger
Neighborhoods

Growing
Economy

Innovative
Government

Cleaner & Healthier
City

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ELEVENTH DISTRICT

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TWELFTH DISTRICT

Carl Stokes

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Warren Branch

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DEPARTMENT OF FINANCE

Harry E. Black
Director of Finance

PHOTO CREDIT: MARK DENNIS



FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Baltimore
Maryland**

For the Fiscal Year Beginning

July 1, 2013

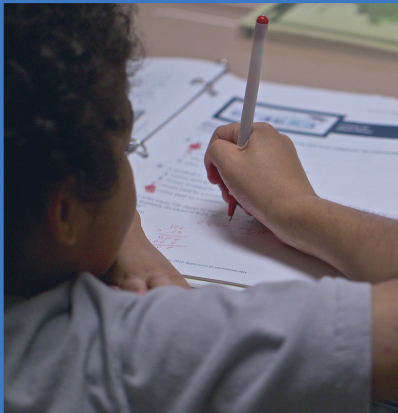
Executive Director

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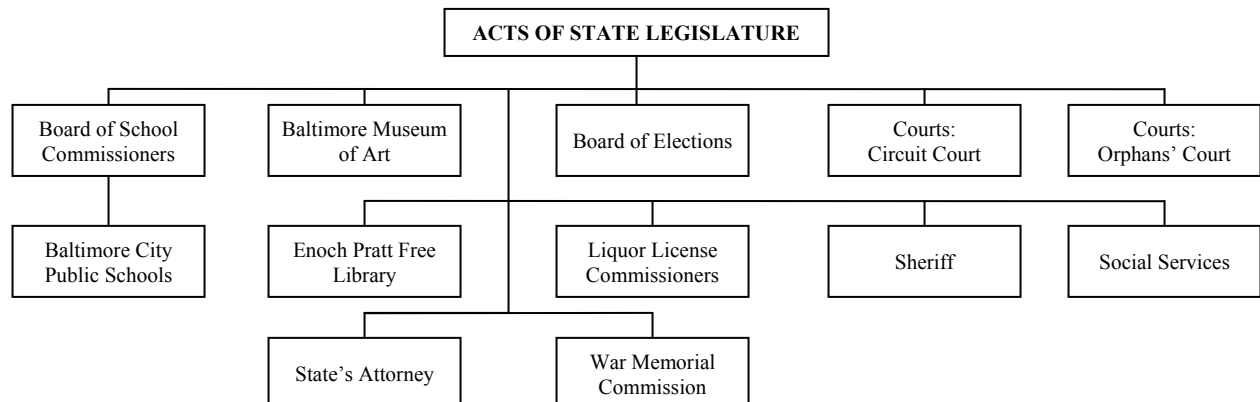
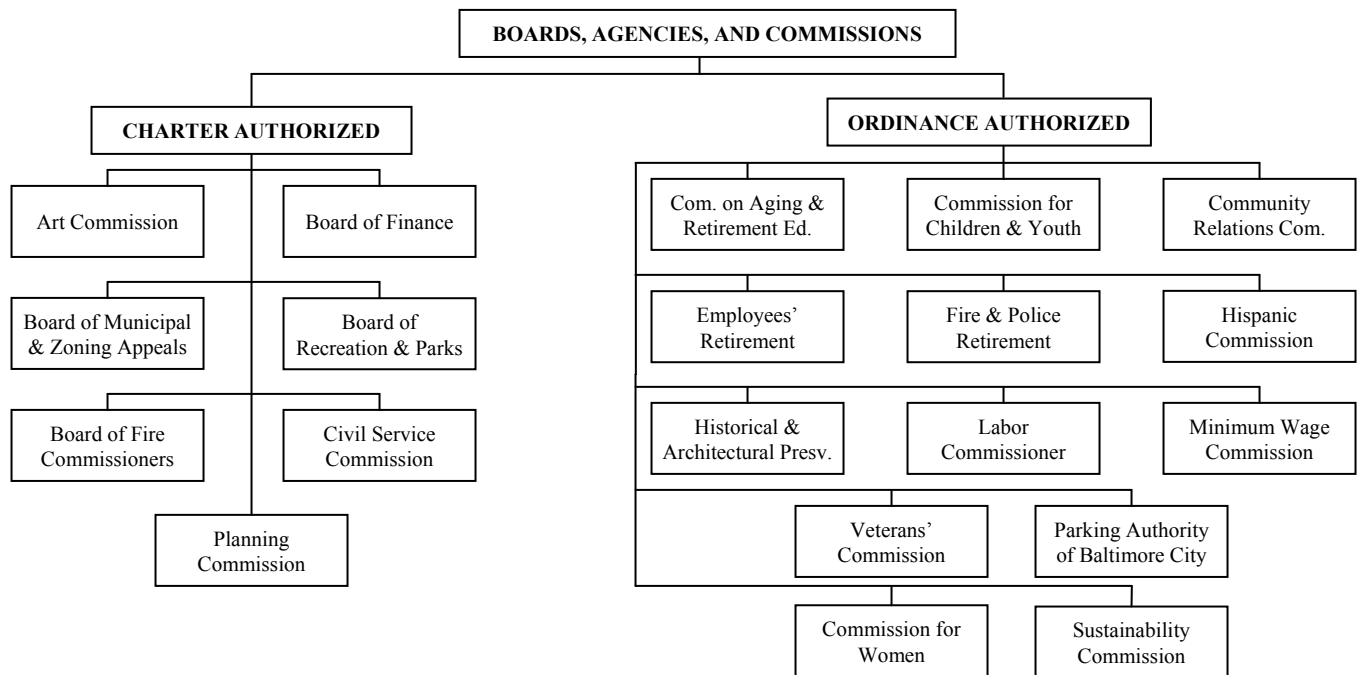
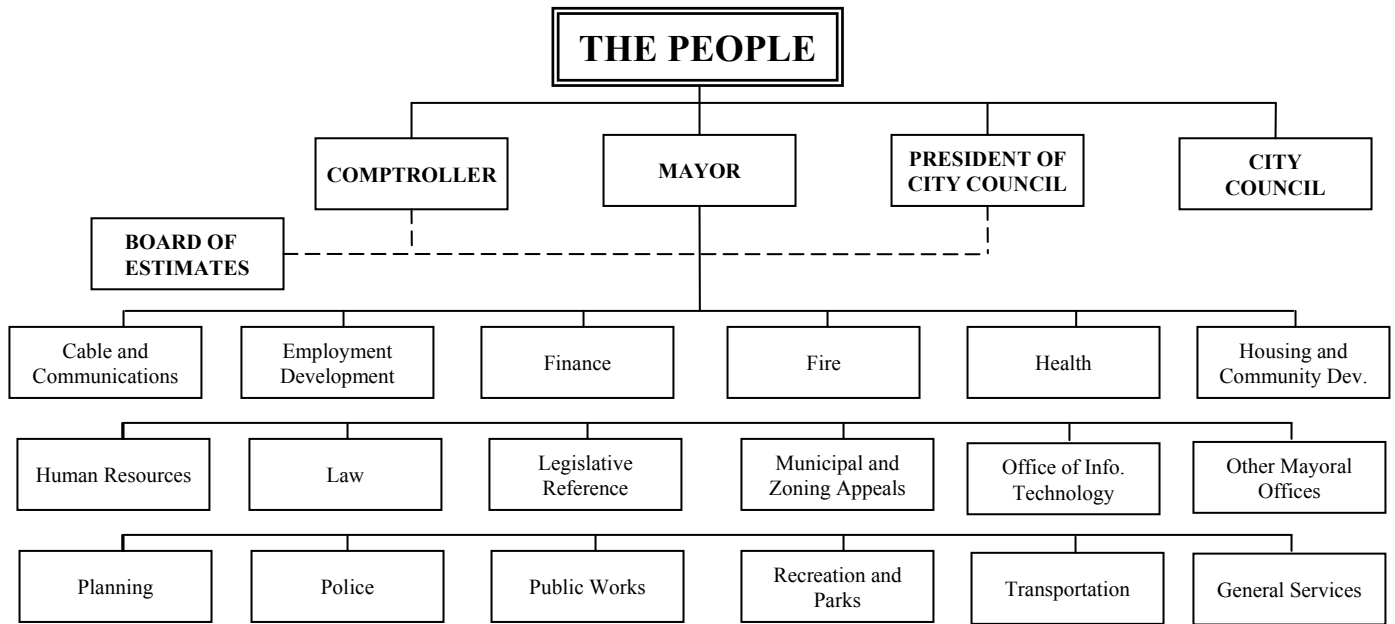
Fiscal 2015

Summary of the Adopted Budget

Introduction

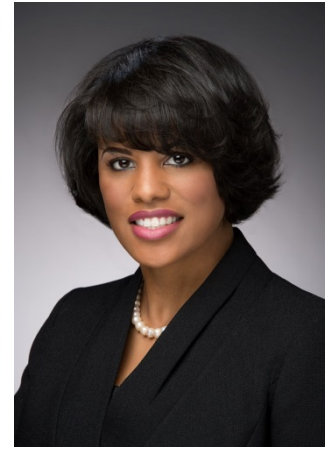


MUNICIPAL ORGANIZATION CHART





STEPHANIE RAWLINGS-BLAKE
Mayor
250 City Hall, 100 North Holliday Street
Baltimore, Maryland 21202



Dear Taxpayer,

My administration has worked to turn Baltimore's narrative from a story of post-industrial decline to a story of growth.

We have set a goal to grow Baltimore by 10,000 families over the next decade through property tax reduction, safer streets, blight elimination and better schools.

To grow a city, you have to both attract new residents while giving those already here more reasons to stay.

Last year, we implemented Change to Grow: A Ten-Year Financial Plan for Baltimore, a first of its kind, long-term fiscal roadmap. We couldn't afford to wait on a Detroit-like crisis to occur before taking action to put the city on sound financial footing.

Though we're still recovering from the Great Recession, I am keeping my commitment to reduce residential property taxes, 20 cents by 2020. In fact, my administration has made more progress in cutting property taxes than any in recent memory. To date, we have reduced the effective property tax rate by nearly 14 cents for owner-occupied homes. That means the average homeowner is seeing \$280 in annual savings on the property tax bill.

We have provided new funding for infrastructure investment, invested millions in blight elimination and education, raised employee pay, cut the structural deficit in half, and shrunk our unfunded pension and health care liabilities by more than \$300 million.

It's hard to find another city in America that has managed to accomplish even half of these things while recovering from the recession. We should be proud of what our city has accomplished in just a few years. And my Fiscal 2015 Budget will keep Baltimore moving forward on the right path and making the right investments to grow our city.

Sincerely,

Stephanie Rawlings-Blake
Mayor
Baltimore City

Phone: 410.396.3885 fax: 410-576-9425 email: mayor@baltimorecity.gov

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Budget Overview

Fiscal 2015 is the second year of Baltimore's first-ever biennial budget plan. The Board of Estimates' proposed budget maintains the service levels provided in Fiscal 2014 and continues implementation of the City'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 6% 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 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 60.

The budget plan supports The Mayor's vision to grow Baltimore's population by 10,000 families and is built around 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 Operating Budget 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 youth services.

Over the past three years, kindergarten readiness and the graduation rate have improved, but third grade reading scores have fallen. 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 \$207 million. The City and BCPS received 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 saved the City \$2 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 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 passed 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 600 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%) 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, \$2 million for homebuying incentives, 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.

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. Sales and 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 toward 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 to streamline processes; 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 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.

- Expands the 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), and service aspects (drug treatment, health education, and clinical assistance).

In the past three years, household recycling has increased, but 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.

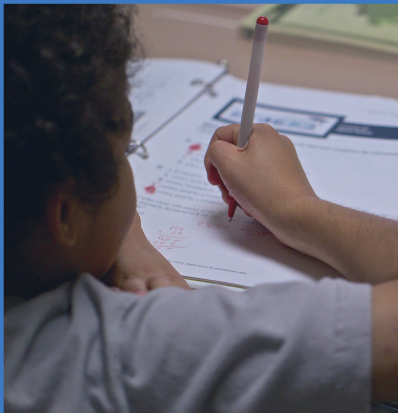
- Continues support for the mechanical street sweeping operation that has increased the number of lane miles swept, and maintains both proactive lot mowing and more cost-effective contractual tree trimming operations.
- Maintains funding for 1+1 trash and recycling collection, graffiti removal, and street 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.

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Fiscal 2015

Summary of the Adopted Budget

Outcomes





Grow Baltimore by

10,000

families over the next **10** years.

BETTER SCHOOLS



“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

SAFER STREETS



“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

STRONGER NEIGHBORHOODS



“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



“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

INNOVATIVE GOVERNMENT



“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

CLEANER & HEALTHIER CITY



“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

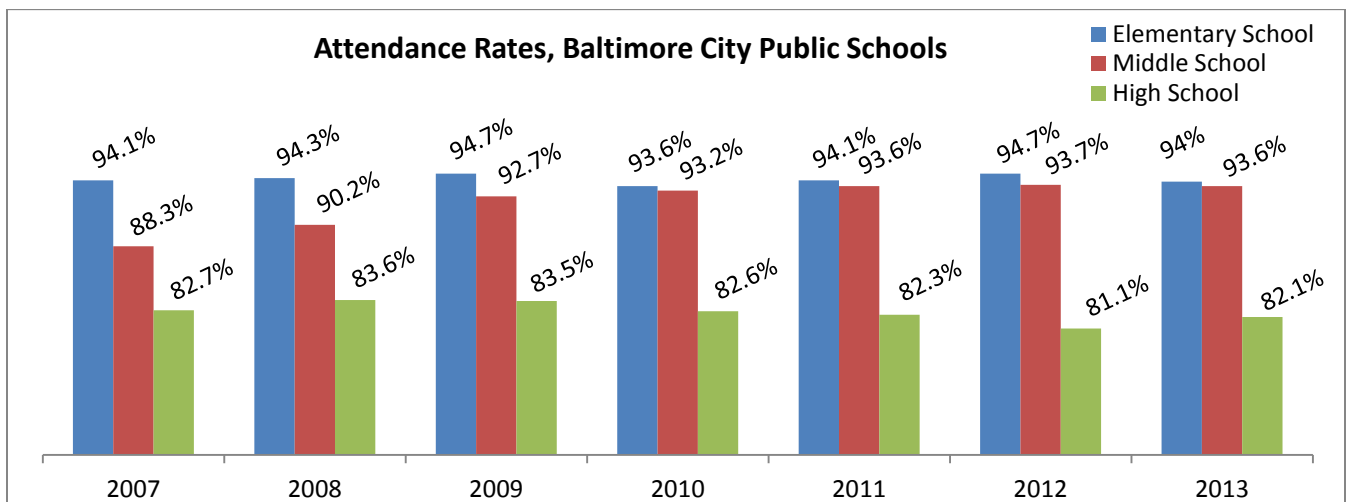
FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Priority Outcomes and Goals

BETTER SCHOOLS

Priority Goals

1. Increase Student Attendance

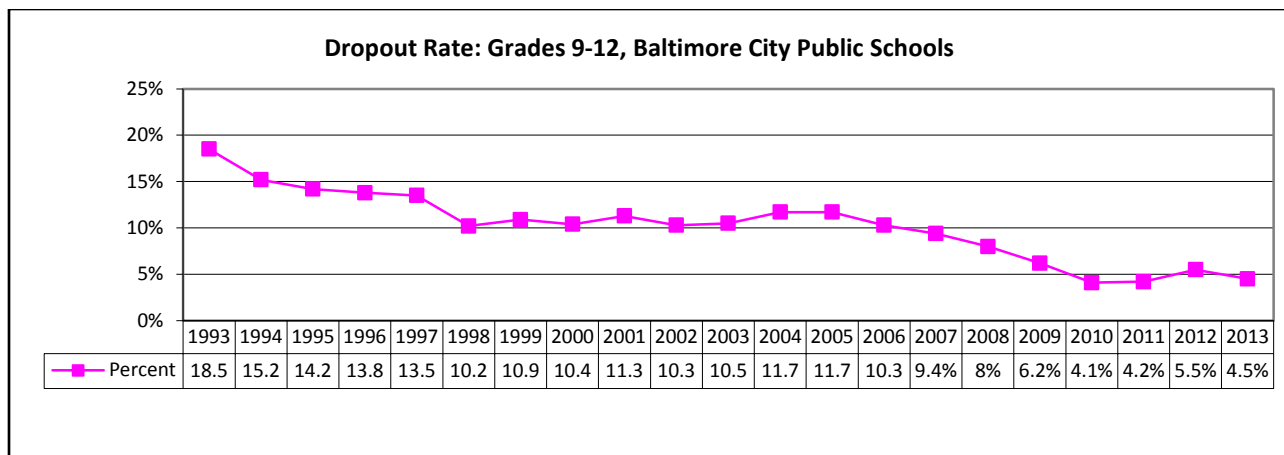
Positive school attendance has been correlated with increased student achievement in the early grades, as well as lower dropout rates and higher graduation rates in secondary grades, thereby contributing to students graduating from high school ready for college and career. Research also indicates that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

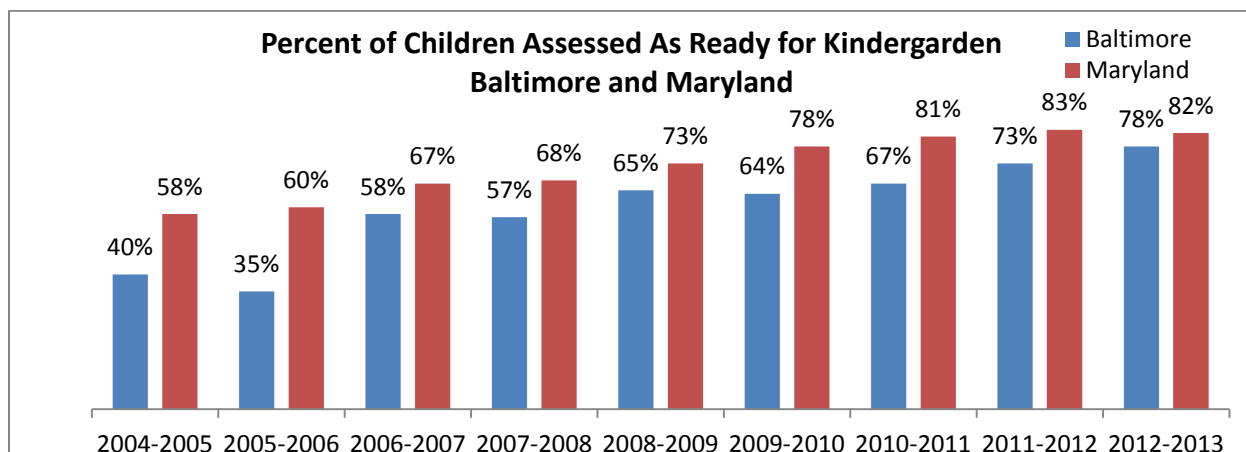
Dropping out of school is not a single event but the culmination of student disengagement and academic underperformance that begins as early as elementary school. In order to prevent or address the factors that contribute to students dropping out of school, both school and community-based interventions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

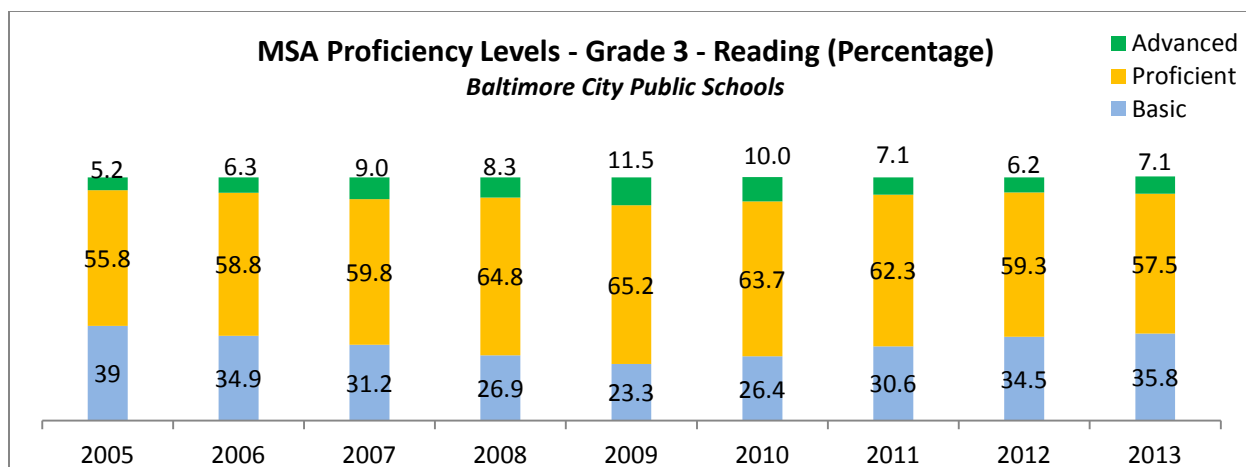
Children with certain levels of social and emotional development, cognition and general knowledge, language development, and physical well-being and motor development enter kindergarten ready to learn. They are better able to engage in and benefit from the learning experiences in kindergarten, preparing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

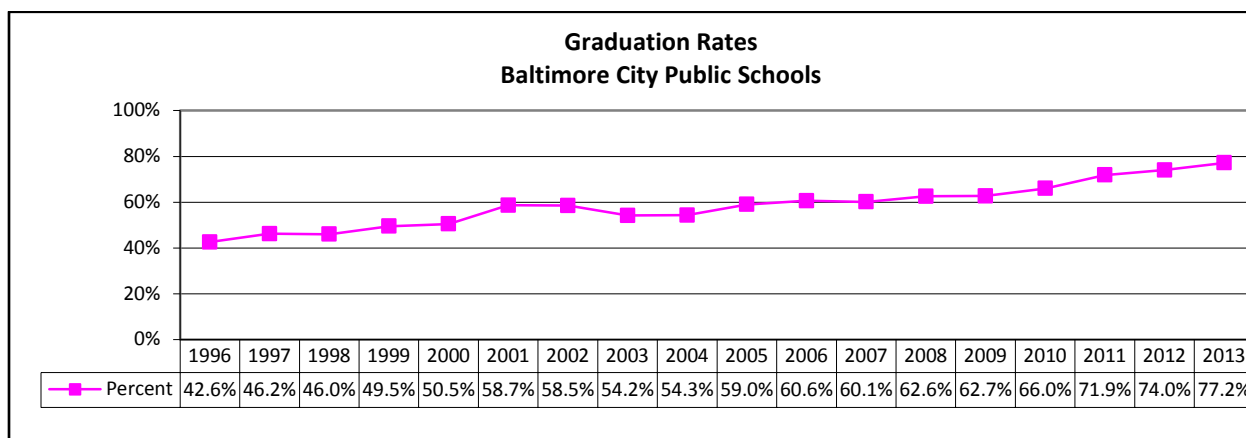
Reading proficiency at the end of the third grade is considered to be a critical benchmark in a child's development based on the understanding that most children are still learning to read up until the third grade. However, by fourth grade, there is the expectation that children should begin reading 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.



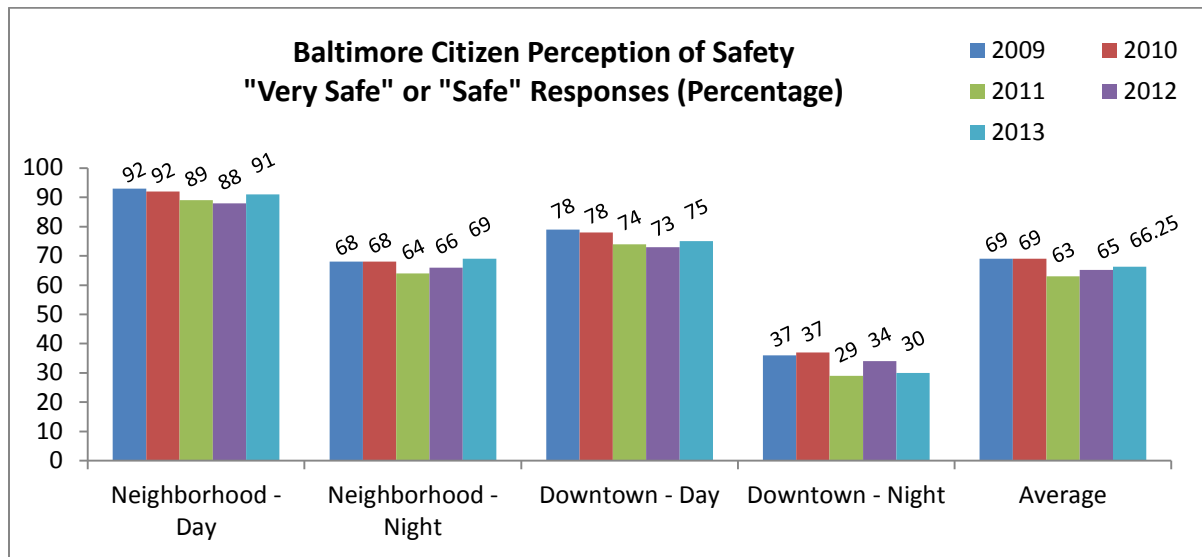
Source: 2013 Maryland State Report Card

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

SAFER STREETS

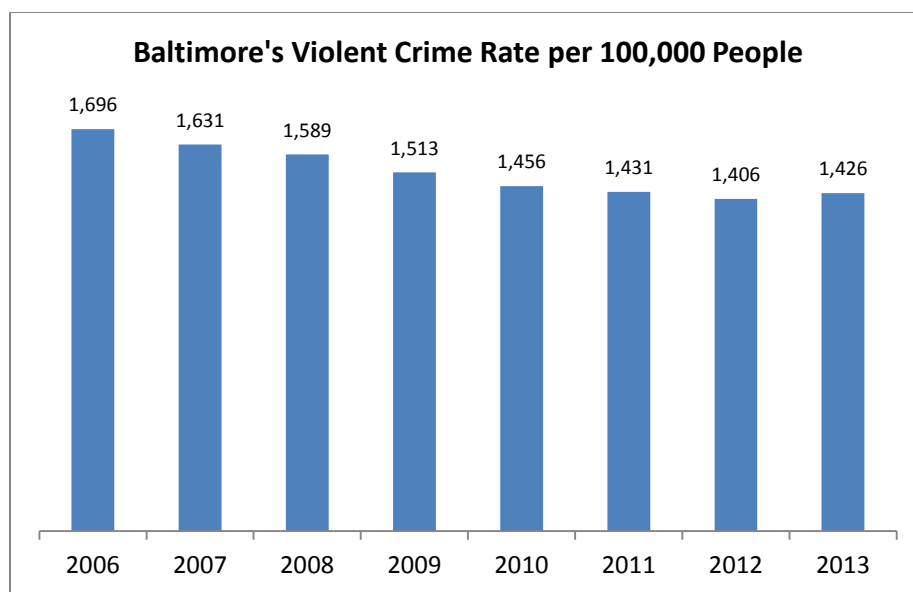
Priority Goals

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.



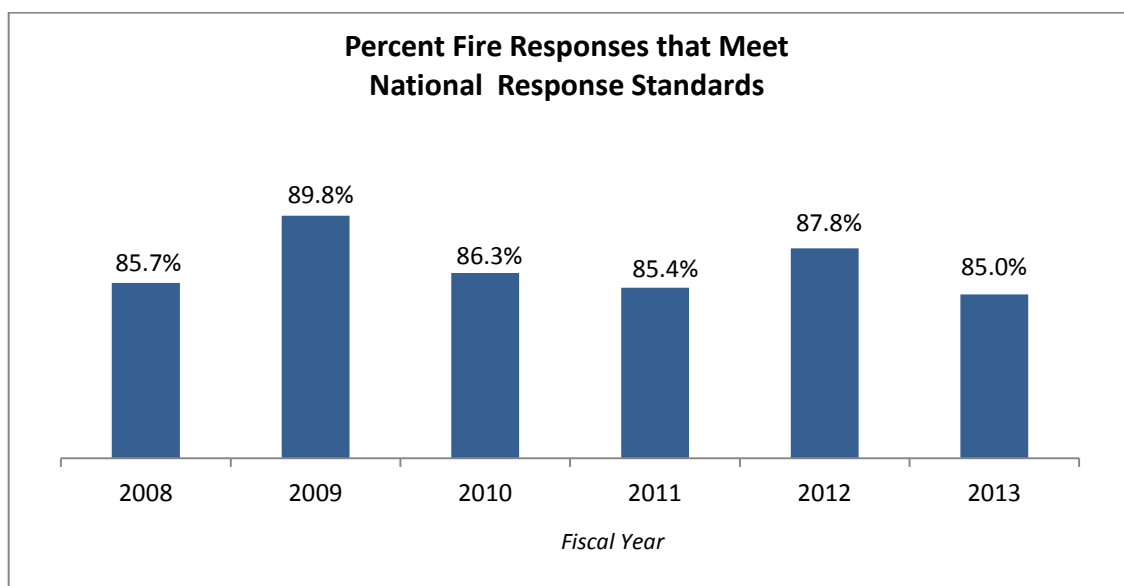
Source: Baltimore City Police Department

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.



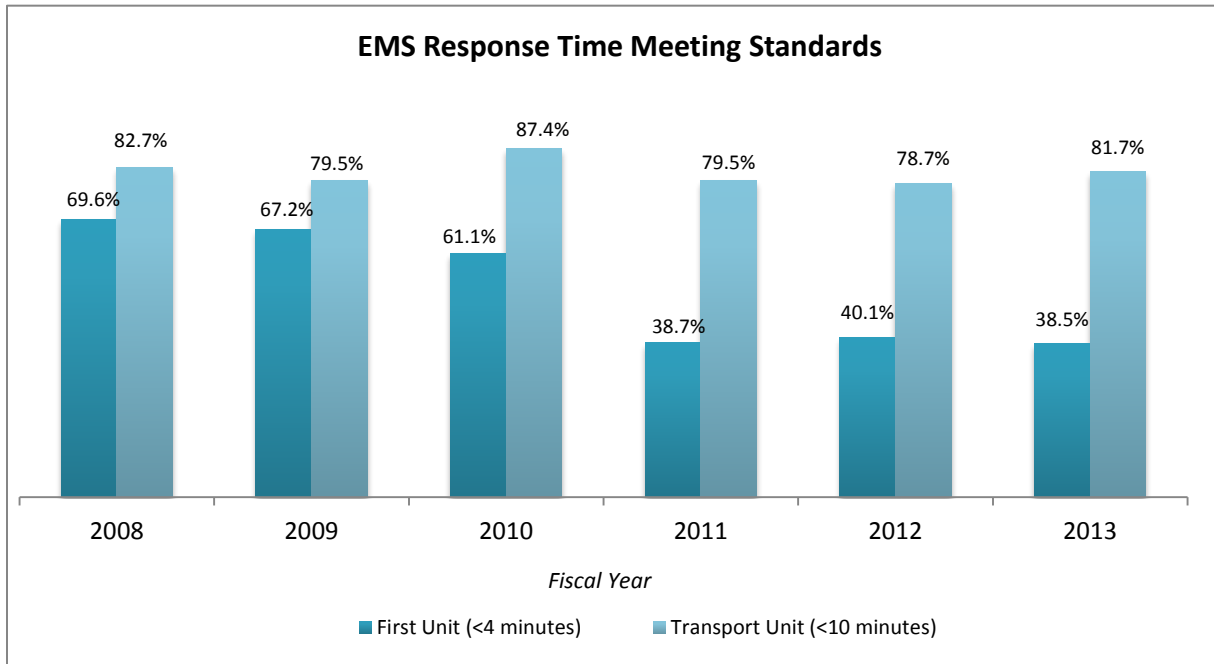
Source: Baltimore City Police Department

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.



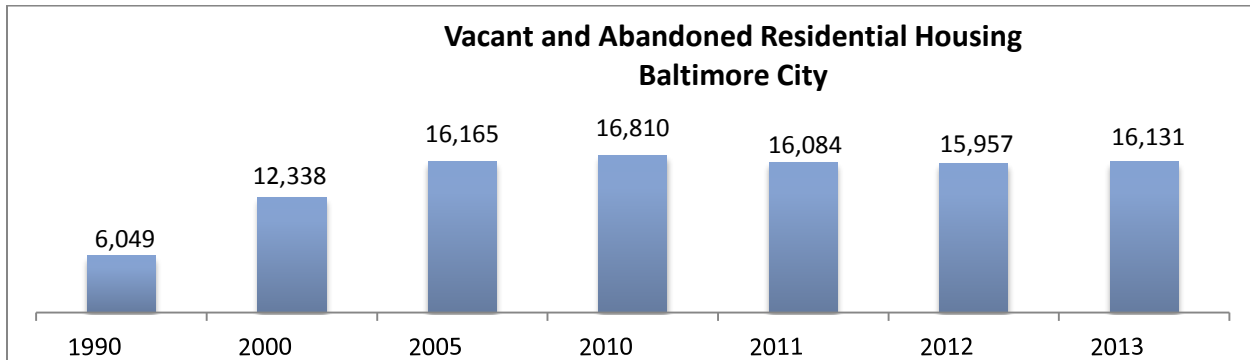
Source: Baltimore Fire Department

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

STRONGER NEIGHBORHOODS

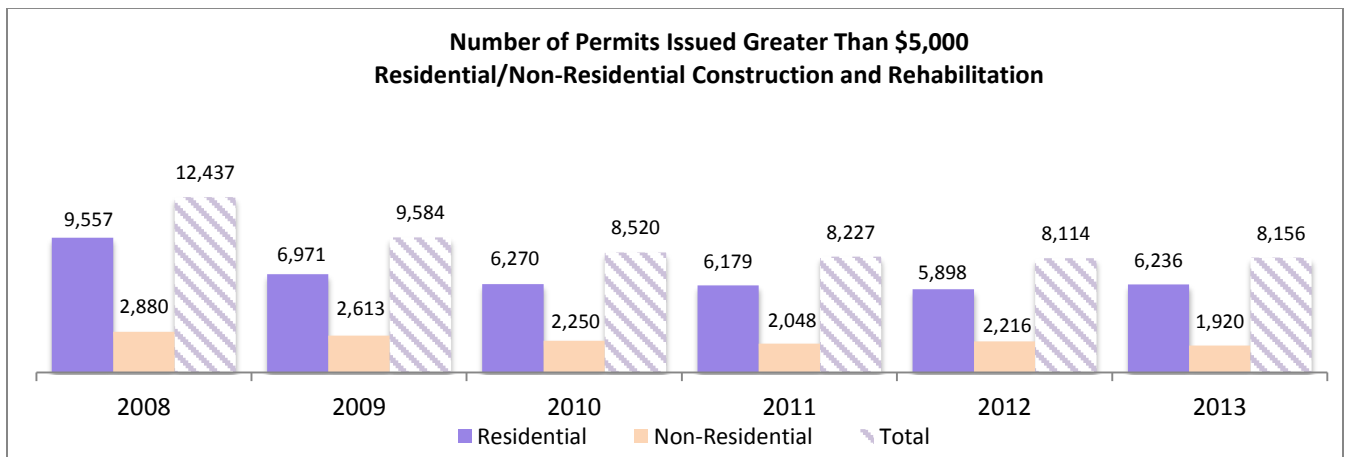
Priority Goals

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



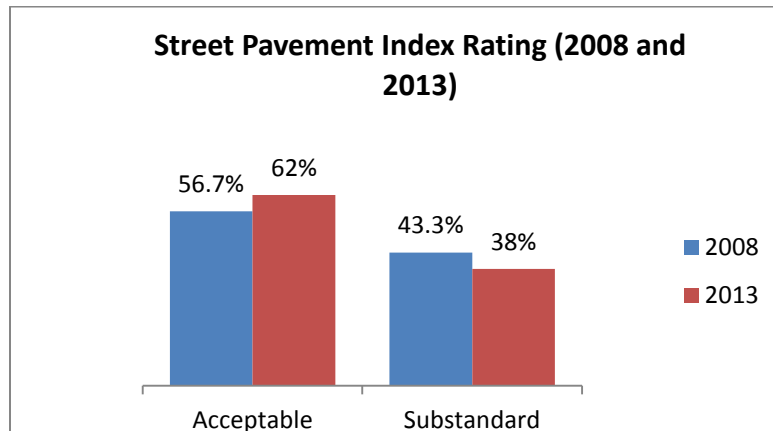
Source: Baltimore City Department of Housing and Community Development

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



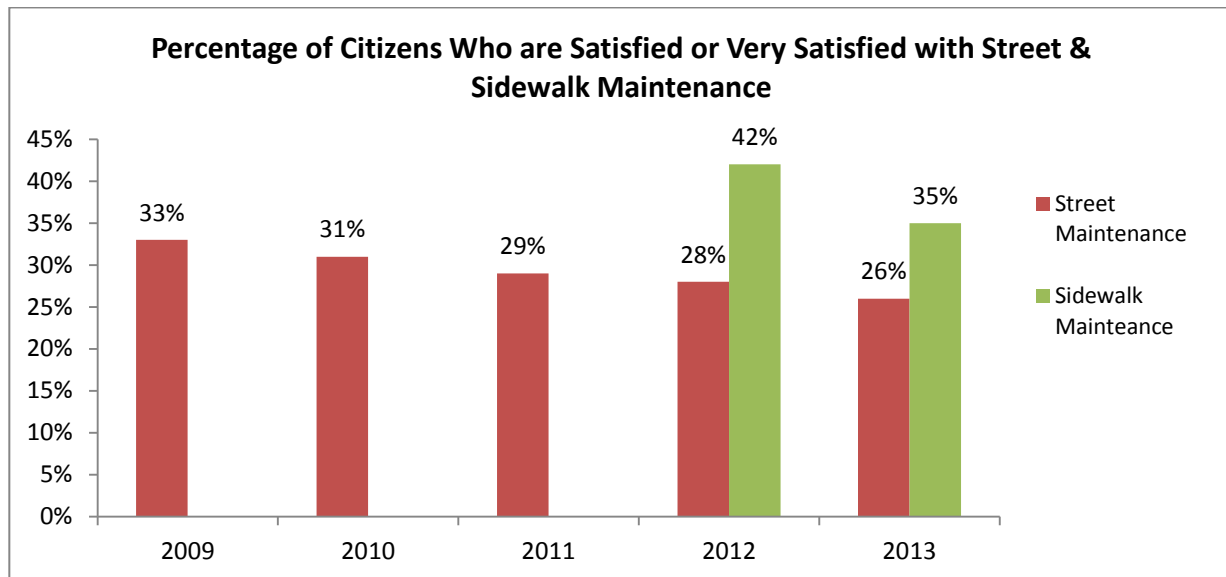
Source: Baltimore City Department of Housing and Community Development

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



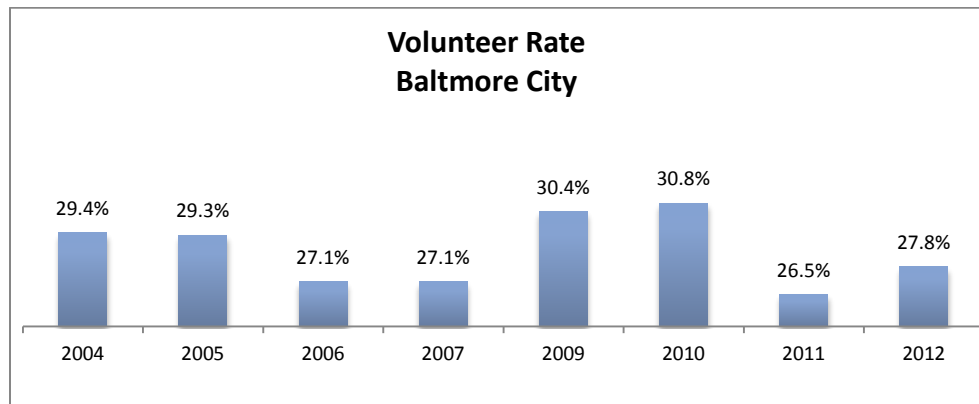
Source: Department of Transportation

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

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

A GROWING ECONOMY

Priority Goals

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



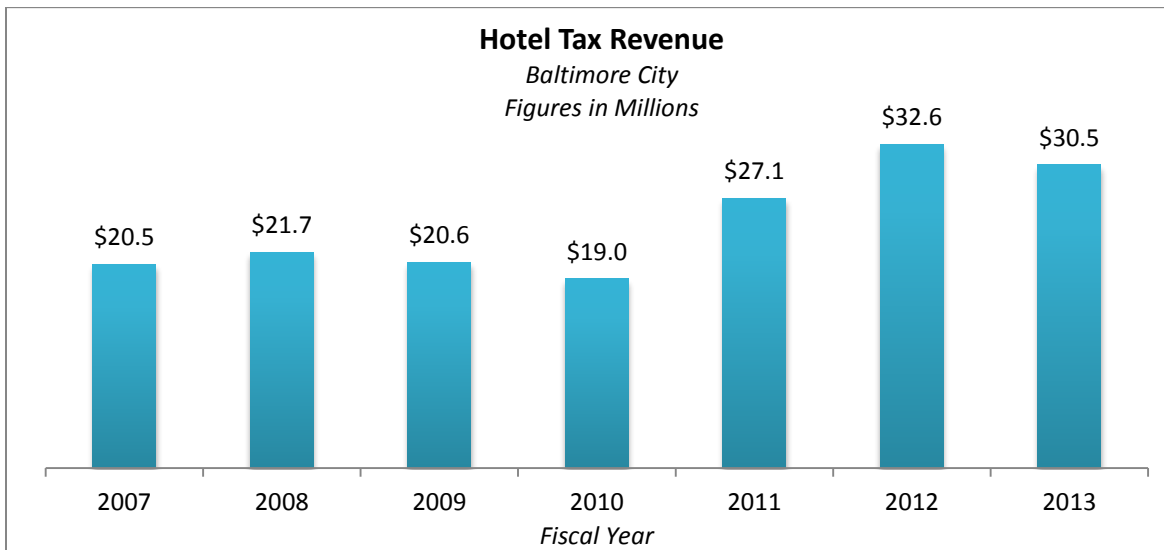
Source: American Community Survey, 2008-2012

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

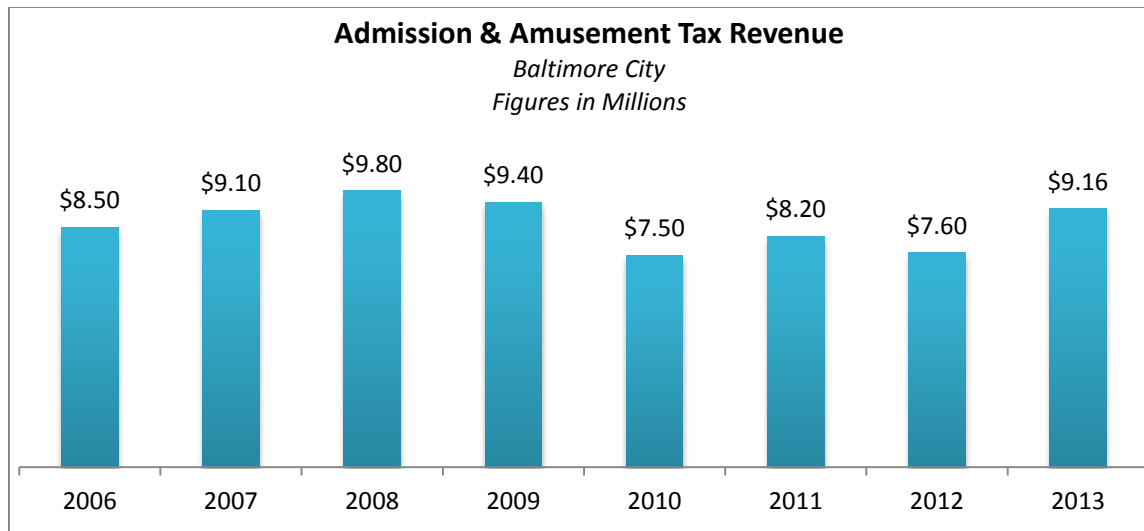


Source: Baltimore City Department of Finance, Personal Property Tax Data

3. Increase economic activity from tourism and entertainment and attraction offerings. In 2011, the tax rate increased from 7.5% to 9.5%



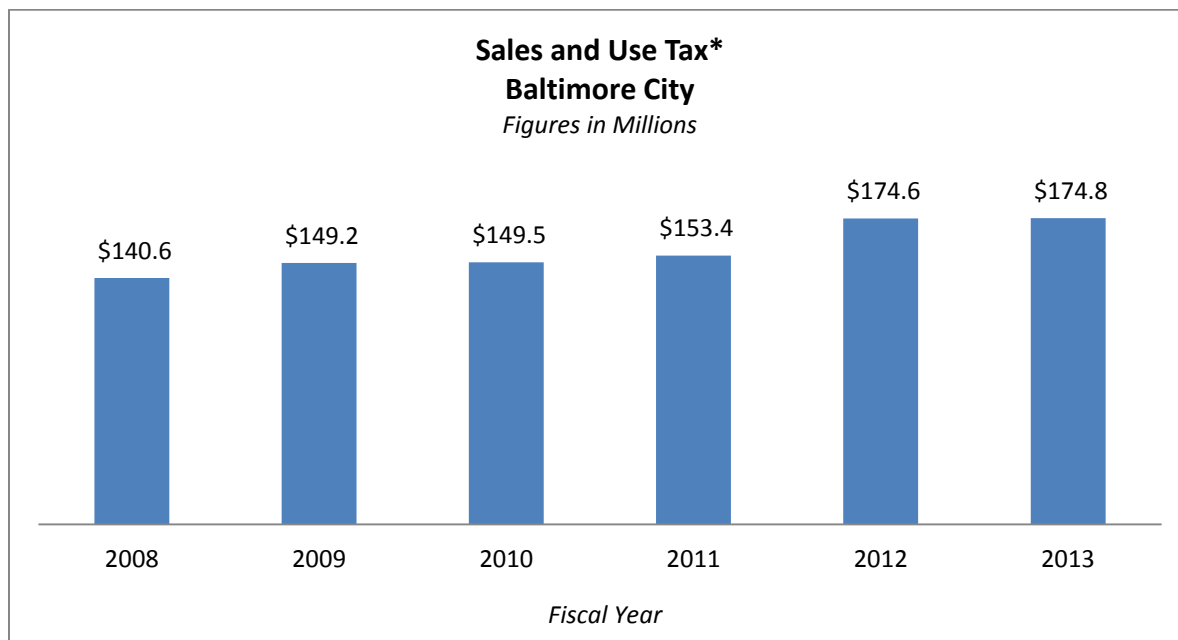
Source: Baltimore City Department of Finance



Source: Baltimore City Department of Finance

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

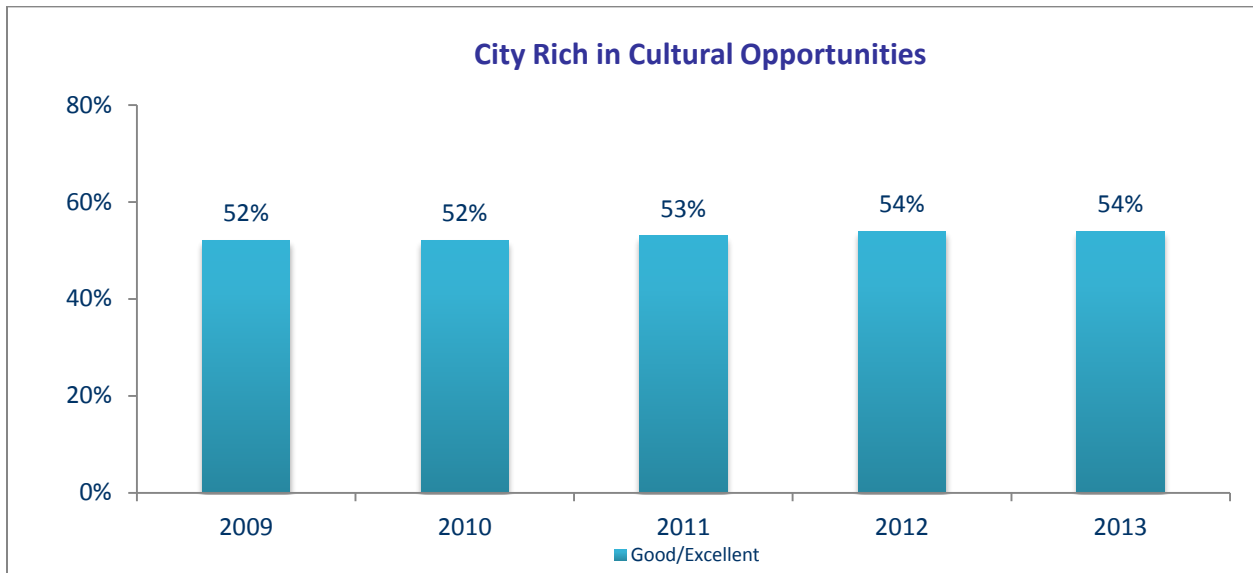
4. Increase the total amount of retail activity.



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, 2012, and 2013

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

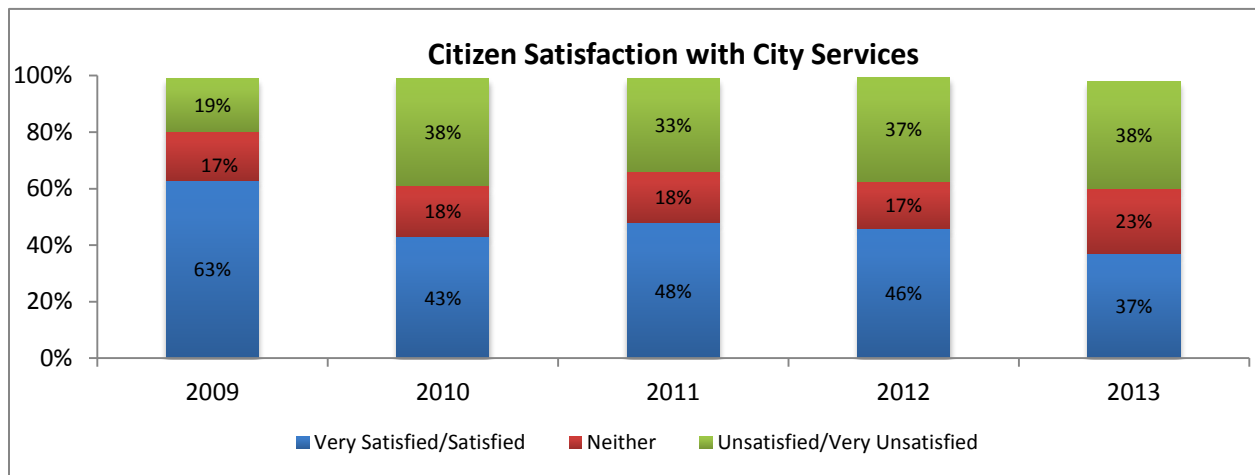
INNOVATIVE GOVERNMENT

Priority Goals

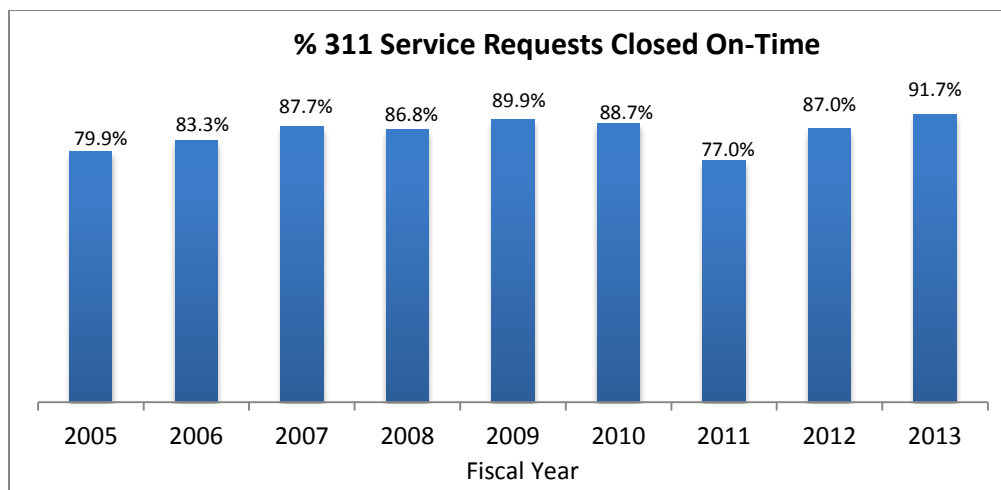
1. **Increase the percentage of City employees trained in areas that directly impact their work.**

Indicators for this goal are under development.

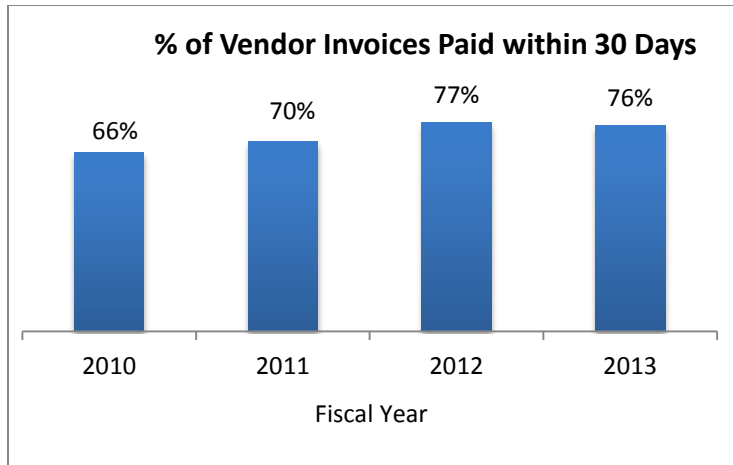
2. **Increase the percentage of customers satisfied with City services.**



Source: Baltimore Citizen Survey 2009-2013

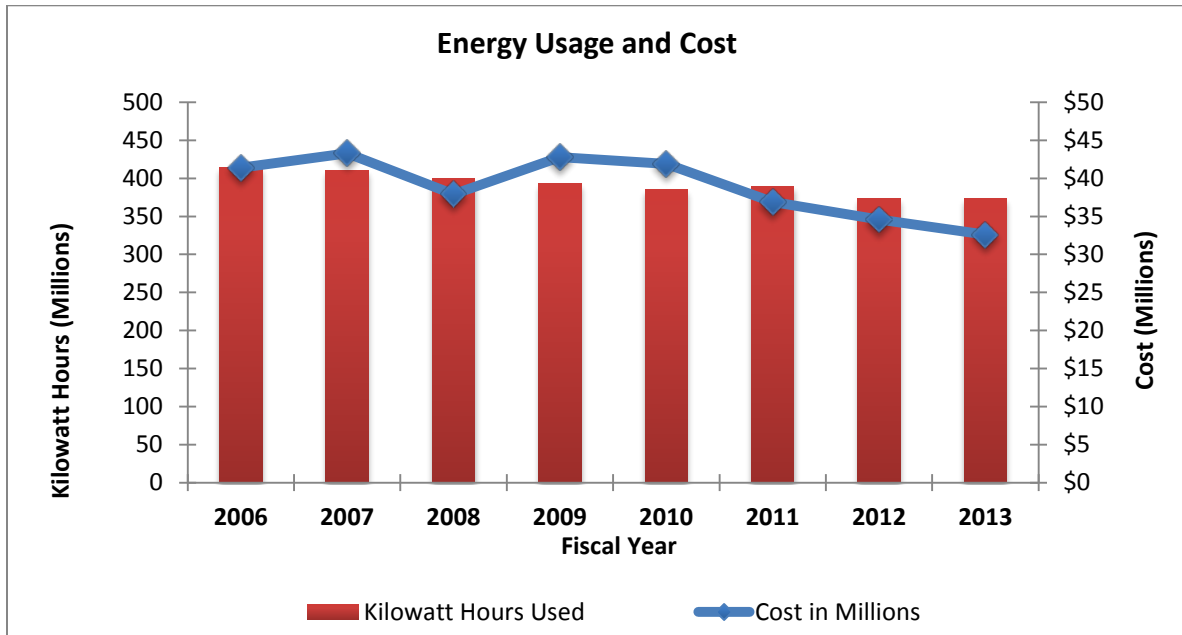


Source: Mayor's Office of Information Technology, CitiTrack System

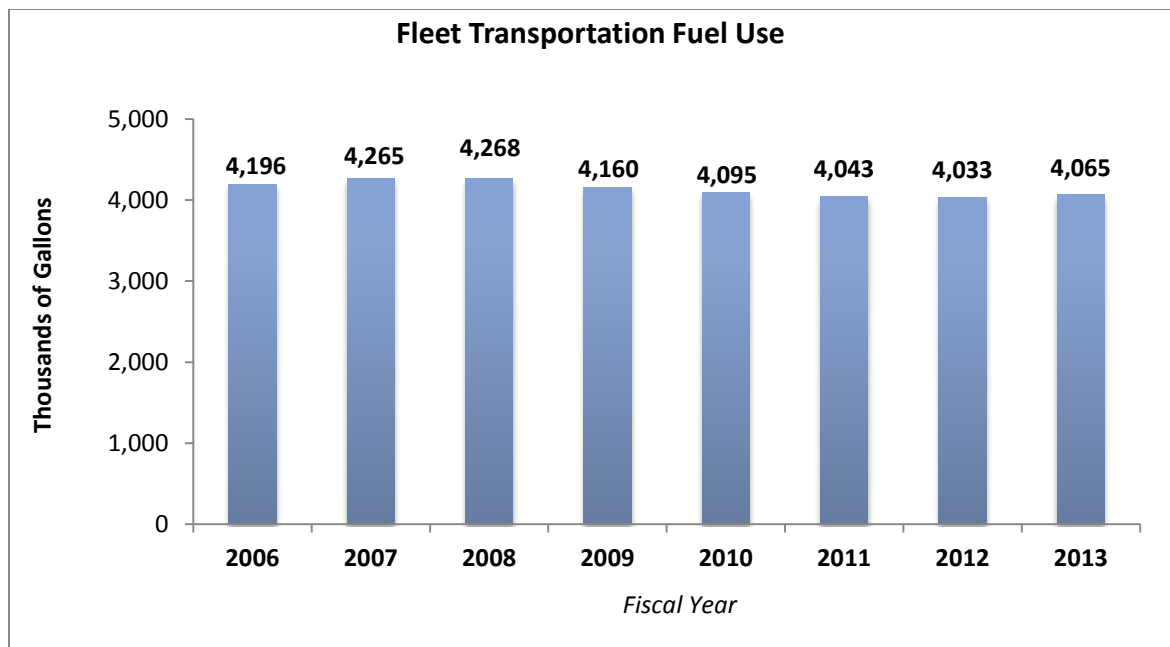


Source: Baltimore City Department of Finance

3. Reduce the City's energy costs



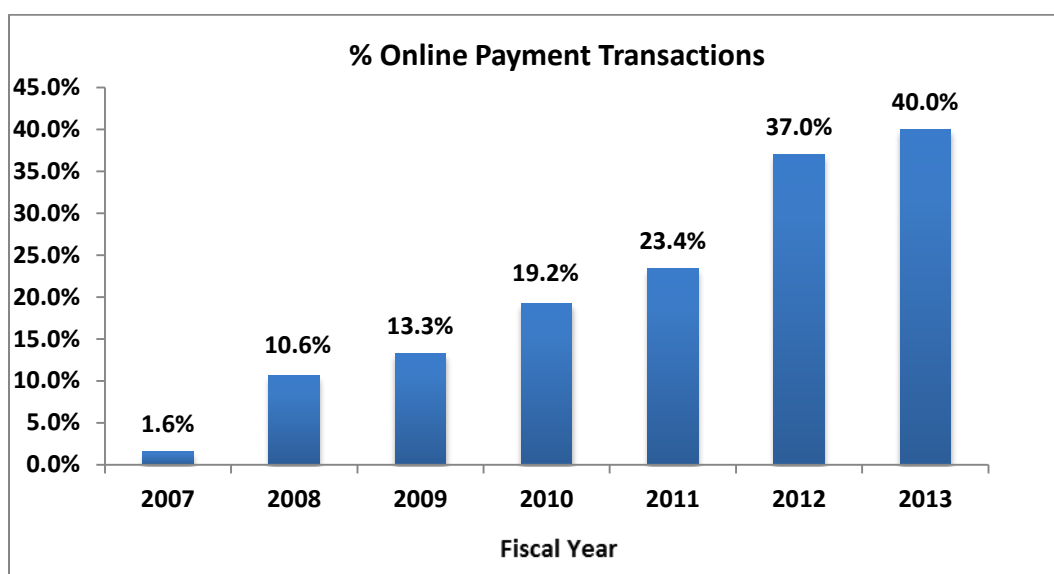
Source: Baltimore Department of General Services



Source: Baltimore Department of General Services

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

5. **Increase accessibility of City services**



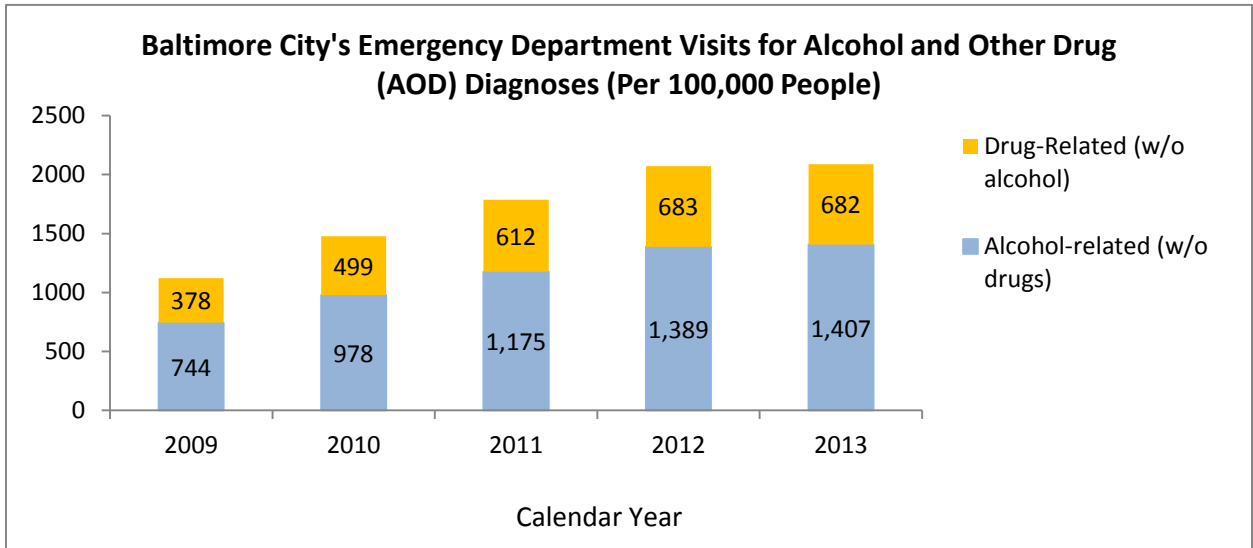
Source: Baltimore Department of Finance

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

A CLEANER AND HEALTHIER CITY

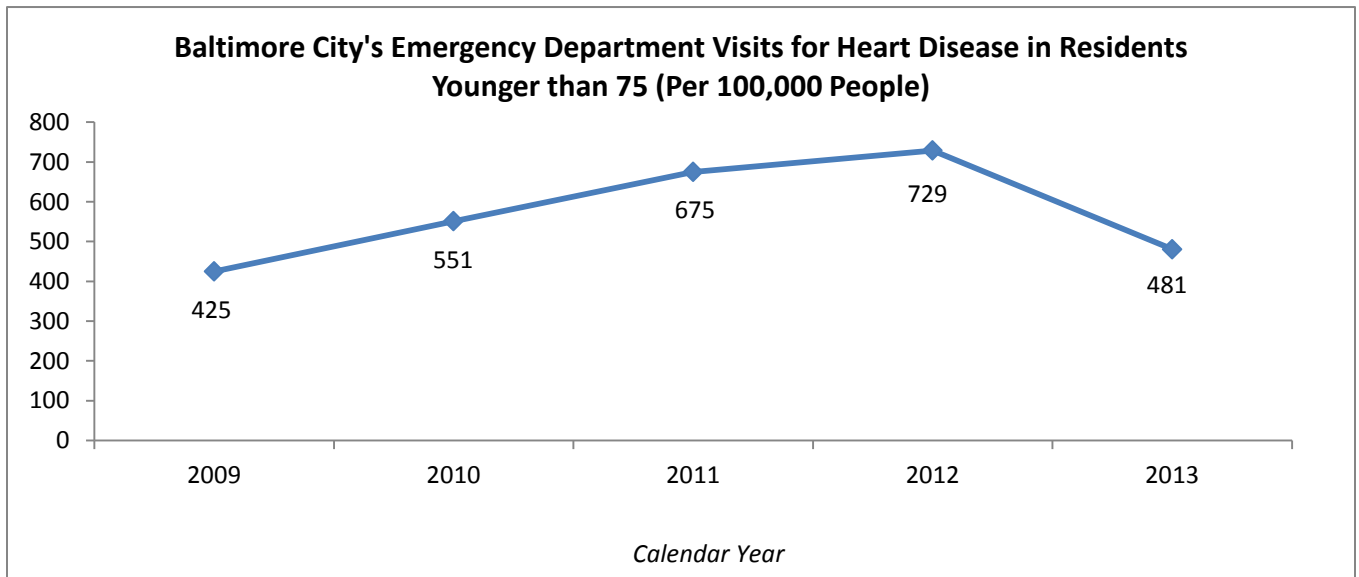
Priority Goals

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



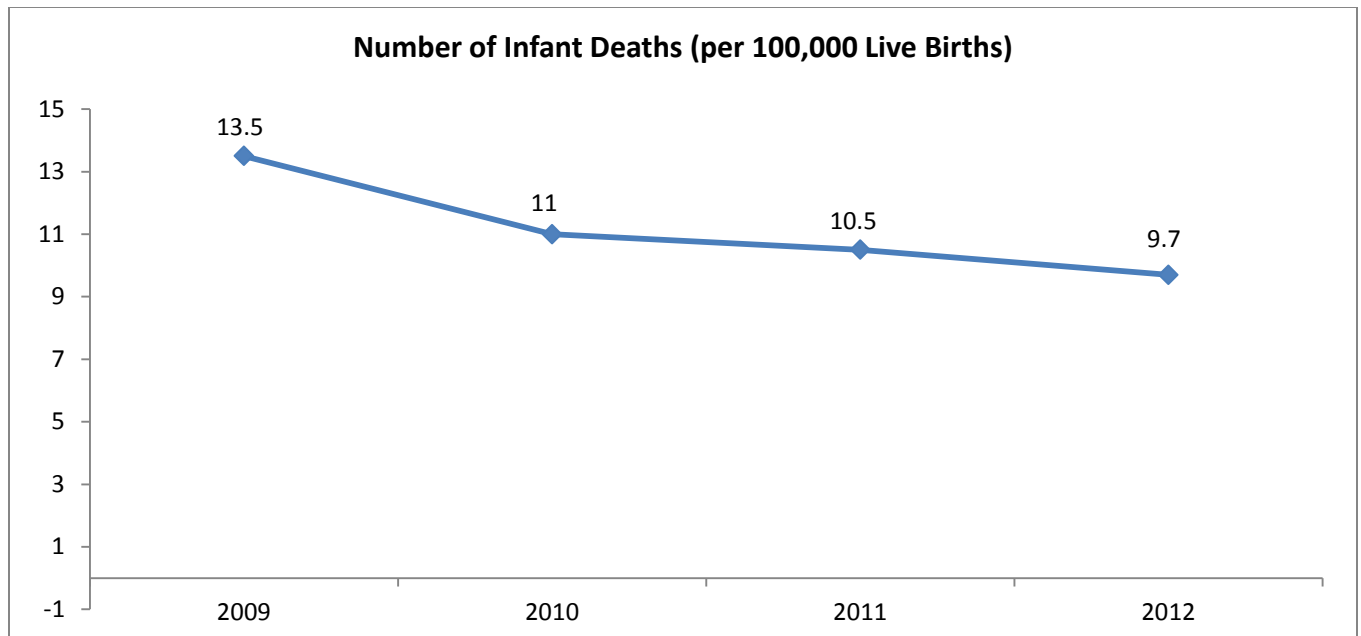
Source: Baltimore City Health Department

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



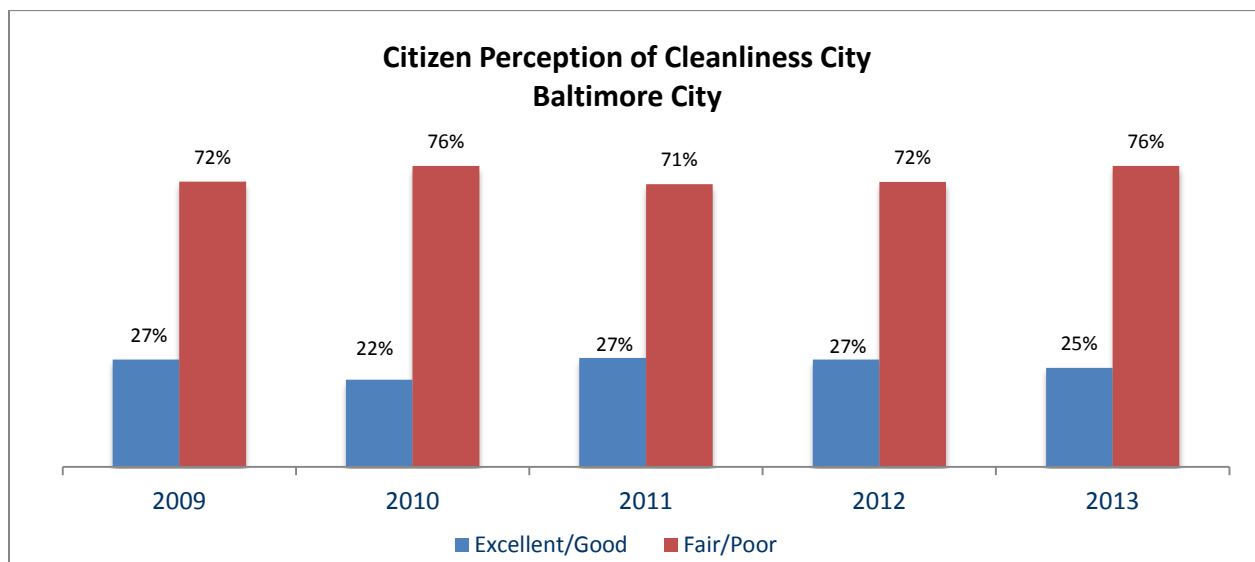
Source: Baltimore City Health Department

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



Source: Baltimore City Health Department

3. Increase citizen satisfaction with City's cleanliness

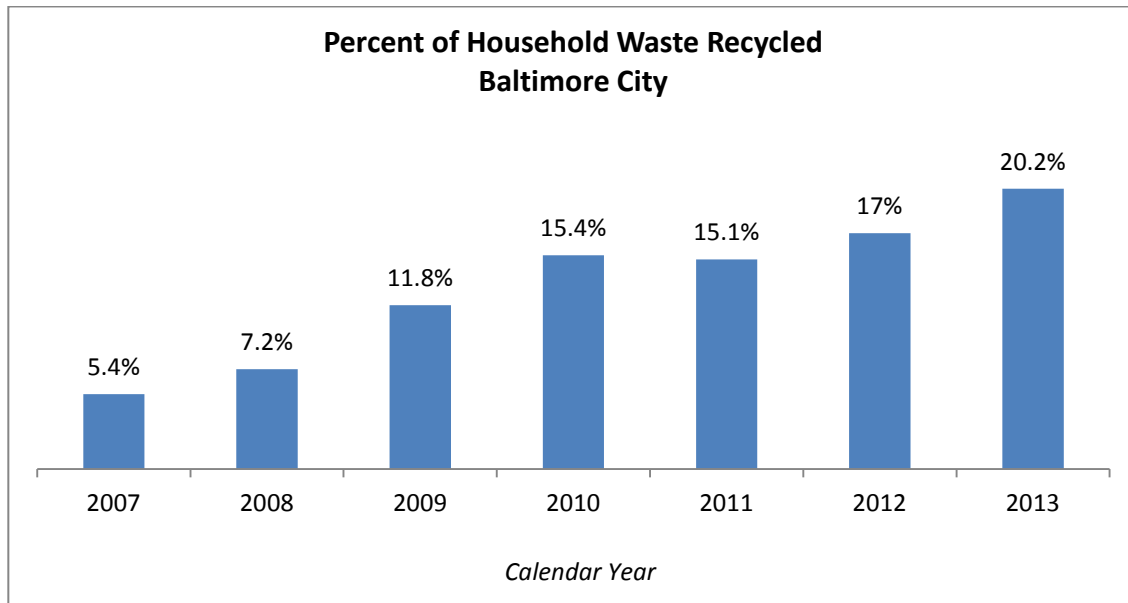


Source: Baltimore Citizen Survey

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

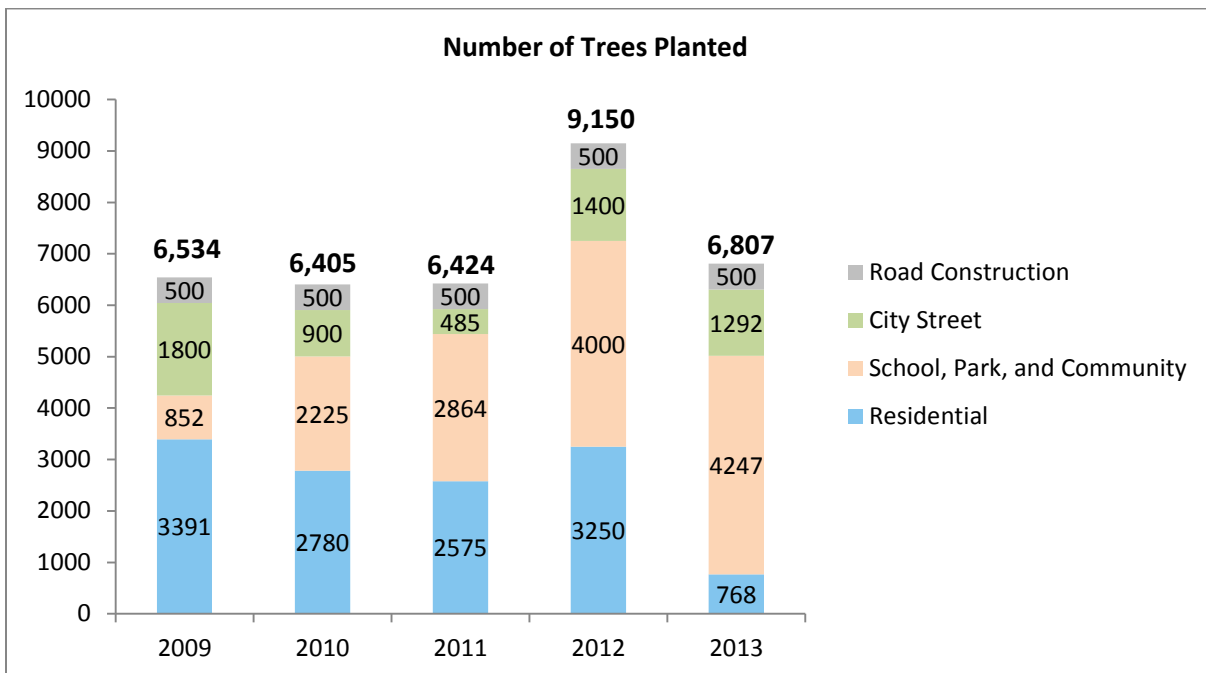
This is a new goal. Indicators are still under development.

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

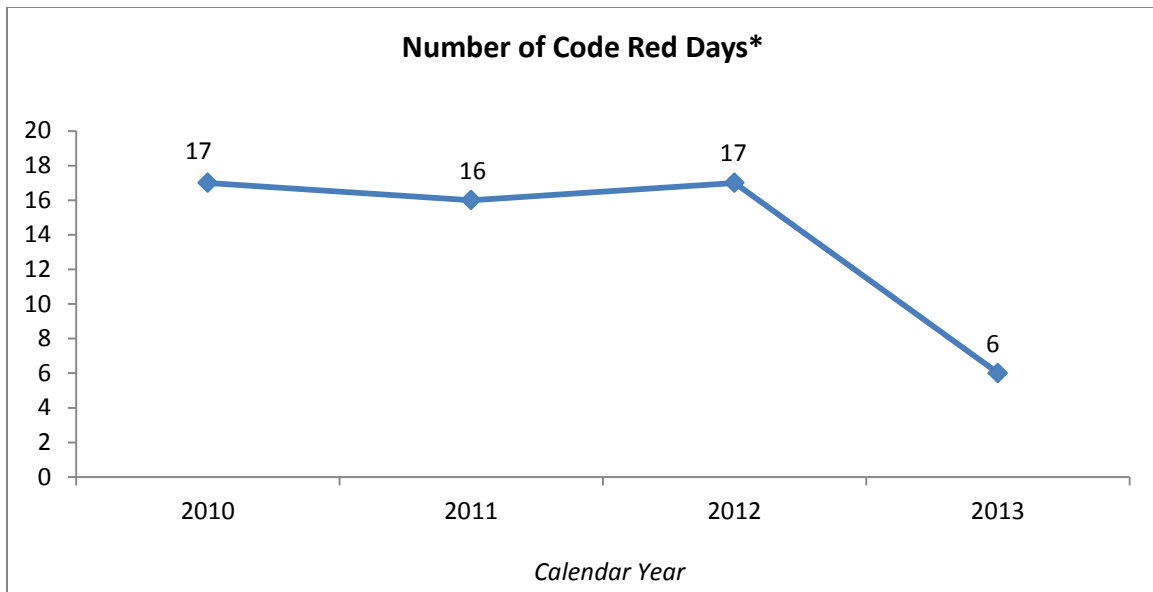


Source: Baltimore Department of Public Works, Solid Waste Division

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
SUMMARY OF THE ADOPTED BUDGET
 Connecting Services, Strategies, and Performance

Each of the six Priority Outcomes has several Smart Goals that lead to its accomplishment. Agencies are tasked with finding ways to connect their service's strategies to these Smart Goals, and within each service, set performance measures and targets for these actions. The following tables show the Smart Goals for each of the six priority outcomes and summarize the strategies and performance measures City services have proposed for Fiscal 2015 in order to accomplish them. Complete performance measure data for each City service is included in the Agency Detail publication.

BETTER SCHOOLS

Mission: The City's Priority Outcome to foster Better Schools represents a commitment in Baltimore's greatest asset, our youth. Services funded in this Priority Outcome seek to promote lifelong learning opportunities, high quality educational opportunities outside the classroom, and promoting community engagement and partnerships to involve individuals and organizations in the City's educational process.

GOALS & STRATEGIES

GOALS	Increase student attendance	Service	Strategy	Performance
		School Health Services	The service will operate school-based health centers & suites. The recommended funding will maintain current services.	85% of students visiting a school health suite will be treated & return to class, an increase from 84% in Fiscal 2013.
		BCPS Alternative Options Academy for Youth	The service will implement family engagement efforts to reduce chronic absenteeism. The recommended funding will maintain the current level of service.	At least 97% of participants will remain enrolled in school at the close of school year. In Fiscal 2013, 100% of participants remained enrolled in school at the close of the school year.

GOALS

GOALS	Increase kindergarten readiness	Service	Strategy	Performance
		Enoch Pratt Free Library - Information Services	Early Childhood literacy programs will be operated in Library branches throughout the City. The current level of service will be maintained.	At least 54,000 children will take part in early literacy programming; 53,843 participated in Fiscal 2013.
		Early Childhood Education & Before and After Care	In Fiscal 2015, two pre-kindergarten centers will transition to year-round Head Start centers. Two school-based before and after care centers in Northwood and Waverly will continue to operate, serving low and moderate income families.	In Fiscal 2015, an additional 1,100 students will be enrolled in year-round Head Start centers as they transition from the former pre-kindergarten center model; 60 children will be served by the school age before and after care programs.
		Head Start	Family engagement strategies will ensure students development good academic habits at an early age.	Beginning in Fiscal 2015, Baltimore City's portion of Head Start funds will be split between the City and three other providers, each serving approximately 700 children. Baltimore City will serve 759 children. Under the former model, 3,603 children were served by the City in Head Start programs in Fiscal 2013.
	Decrease the dropout rate	Family League	Community Resource Schools will focus on a smooth transition for students from 8 th grade to 9 th grade. The recommended funding will maintain the current level of service. In Fiscal 2015, the Family League will also make sub-grants supporting three evidence-based programs focused on improving educational outcomes.	The Family expects a 10% reduction in negative behavior incidents among program participants in Fiscal 2015; in Fiscal 2013, the organization saw a 17.2% reduction.
		Workforce Services for WIA Youth	Students enrolled in the program receive tutoring and study skill training as part of comprehensive dropout prevention strategy. The recommended funding will maintain the current level of service.	65% of participants will increase literacy rate by 1 grade level after 1 year of participation, an increase from 63% in Fiscal 2013.

GOALS

GOALS	Increase Reading Proficiency	Service	Strategy	Performance
		Enoch Pratt Free Library - Information Services	The service will implement the summer reading program. The current level of service will be maintained.	At least 50,000 children will take part in the Summer Reading Program at various library branches throughout Baltimore; 47,707 participated in Fiscal 2013.
	Increase Percent of Graduates who are College and Career-Ready	Workforce Services for Out of Work Youth	The service will offer job training programs and college preparatory programs.	At least 700 students will access educational & occupational support services from 'one-stop' service center; 863 students accessed service in Fiscal 2013.
		BCPS Alternative Options Academy for Youth	Career Navigators will provide career exploration services to students including; mock interviews, job searches, and job shadowing. The current level of service will be maintained.	At least 120 participants will access workforce development services through YO Academy; 92 utilized the service in Fiscal 2013.
		Senior Education	Provide GED and lifelong learning opportunities to Baltimore's senior population. The current level of service will be maintained.	50,000 Baltimore seniors will access services through the City's Senior Centers. In Fiscal 2013, 44,250 seniors accessed senior center services.

SAFER STREETS

Mission: The mission of Safer Streets is to provide core public safety functions such as targeted police deployment and fire safety measures. This Priority Outcome encompasses agency actions as diverse as zoning classification, the design of buildings and public spaces, traffic and transit design, outreach to at-risk youth, and offender re-entry services.

GOALS & STRATEGIES

GOALS	Increase citizen perception of safety	Service	Strategy	Performance
		Animal Services	This service will investigate and remove violent animals along with responding to animal bite cases. This service will also partner with the non-profit BARCS animal shelter to promote animal adoptions.	In Fiscal 2015 this service aims to maintain animal adoptions, owner returns and animals transferred to rescue organizations at 65%.
		Police Patrol	This service will implement community engagement activities in addition to 911 response. The service will also continue to enhance community policing efforts.	This service seeks to increase citizen satisfaction with police approachability from 59% to 70% in Fiscal 2015.
		Emergency Management	This service will implement citywide disaster response initiatives.	In Fiscal 2015 the agency aims to have 90% of City agencies with a completed Continuity of Operations Plan, which is an increase from 68% in Fiscal 2013.
		Fire and Community Outreach	This service will provide fire education by providing smoke alarms and general safety campaigns. Two positions that support public education will be abolished.	In Fiscal 2015 the service will make 800 Operation CARE visits and reduce the number of 911 calls from Operation CARE clients by 50%. Public education will be supported by fire companies.
		Crime Camera Management	This service will manage 600 crime cameras throughout Baltimore through public and private partnerships.	It is projected that 700 crime cameras will be operational in Fiscal 2015. This is an increase of 45 cameras from Fiscal 2013. Crime rates are 25% lower in areas covered by cameras.

GOALS	Increase citizen perception of safety	Service	Strategy	Performance
		Police Community Relations	This service will conduct investigations and mediation services to help improve relations between Police Department and community.	In Fiscal 2015, the service aims to complete 60% of investigations within 180 days.
		Traffic Safety	This service will implement the '3 E's' traffic safety strategy, which includes: engineering, education, and enforcement. This includes managing crossing guards, organizing Safety City, and operating red lights and speed cameras.	This service will seek to reduce the number of traffic accidents resulting in injury from 4,524 in Fiscal 2013 to 3,500 in Fiscal 2015.

GOALS

Decrease violent crime

Service	Strategy	Performance
Youth Violence Prevention	This service will implement violence prevention strategies geared toward reducing the number of non-fatal shootings and homicides. Programming will expand from two to four sites by Spring 2013.	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.
Target Violent Criminals	This service seeks to remove violent offenders, illegal guns, and organizations through targeted enforcement.	In Fiscal 2015 the service will confiscate 650 guns and make 450 arrests.
Crime Investigation	This service will respond to all serious crimes that take place within Baltimore City, this includes shootings, rapes, murders, robberies, and aggravated assaults.	In Fiscal 2015 the agency anticipates increasing the homicide clearance rate from the Fiscal 2013 rate of 52% to 60%.
Fire Investigation	This service assists in investigation efforts of arson cases.	Investigation reports will be completed within 8 days of occurrence, consistent with Fiscal 2013 performance .
Crime Laboratory	This service conducts laboratory work for investigations related to violent crime to assist in prosecution of criminals. FY13 budget included increased funding of \$780K for lab supplies and equipment maintenance. Funding is maintained in FY14.	The service will process over 15,000 crime scenes and reduce its backlog from the Fiscal 2013 18,288 to 15,300 in Fiscal 2015.

GOALS

GOALS	Decrease Property Crime	Service	Strategy	Performance
		Crowd, Traffic, and Special Events	This service is responsible for ensuring special events have adequate police coverage to increase visibility and deter crime	The service will investigate 684 accidents and staff 247 special events.
		Police Patrol	This service will respond to crimes in progress along with increasing police community presence to deter property crime. The service will also continue the Mayor's aggressive plan to hire new officers.	Part I Crime (property and violent) will reduce from 61 per 1,000 residents in Fiscal 2013 to 58 per 1,000 residents in Fiscal 2015.
	Improve fire response times	Police Special Operations	Utilize special forces including SWAT, K9 unit, aviation, mounted, and marine to respond to suspicious activities and deter potential crime.	In Fiscal 2015, Special Operations Aviation, K9 and Mounted units will assist with 900 arrests.
		Fire Suppression and Emergency Rescue	This service provides fire protection and emergency rescue when called upon.	First fire engine will arrive on scene of dispatch within 5 minutes of call 92% of the time, an increase from 85% in Fiscal 2013.
		Fire Facilities Maintenance and Replacement	This service will maintain over 350 pieces of equipment to ensure timely response to fire emergencies.	In Fiscal 2015 the City will purchase the following apparatus: 8 medic units, 4 engines, 2 air flex units, 2 ladder trucks, 1 rescue unit, 1 hazmat and 4 utility vehicles.
		Fire Communications and Dispatch	This service will monitor and dispatch approximately 154,000 fire and EMS incidents annually. This service also provides remediation guidance for 911 callers.	In Fiscal 2015 this service will dispatch 90% of calls within 1 minute, an increase from 71% in Fiscal 2012.

GOALS	Improve EMS response time	Service	Strategy	Performance
		Emergency medical services	This service will provide assessment treatment and hospital transportation to an average 86,000 trauma and medical patients.	This service will respond to 90% of EMS calls within 10 minutes of dispatch; the service met this standard for 81.7% of calls in Fiscal 2013.
		Fire Recruiting and Training	This service will lead efforts to increase the recruitment of paramedics.	The Fiscal 2015 budget supports the reduction of line of duty injuries from 21.82 per 100 firefighters to 19 per 100 firefighters.
		Snow and Ice Control	This service will ensure primary roadways are cleared ensuring EMS and other vehicles have proper access during snow emergencies.	In Fiscal 2015 the service will seek to have all primary roadways cleared to wet pavement within 8 hours at the end of a typical weather event.
		Fire and Community Outreach	This service supports Operation Care through a joint effort with the Health Department to provide case management services for frequent 911 callers.	In Fiscal 2015 the service will conduct 800 Operation CARE visits and reduce the number of calls from Operation CARE clients by 50%.

STRONGER NEIGHBORHOODS

Mission: Stronger neighborhoods are those with optimum levels of homeownership, engaged neighbors and strong community organizations which embrace a diversity of people and lifestyles. Strong neighborhoods offer access to community services and volunteer opportunities as well as other services such as homeownership and financial counseling.

GOALS & STRATEGIES

GOALS	Reduce blight in Baltimore	Service	Strategy	Performance
		Housing Code Enforcement	This service will continue to enhance the Vacants to Value initiative by expanding its reach to more than 50% of the 5,000 middle market vacant properties in Baltimore. This service will carry out the logistical aspects of implementing Whole Block Demolition laid out in the 10-Year Financial Plan.	In Fiscal 2015 the service will make 1,200 properties habitable through code enforcement; this is an increase from 637 in Fiscal 2013.
		Blight Elimination	Support revitalization through sale of city owned vacant property and creative re-use strategies including Adopt a Lot and Side Yard program. This service will also assist in the acquisition process to support enhanced funding for property demolition.	The number of city owned vacant properties in transitional neighborhoods will continue to decrease; the target for Fiscal 2015 is 125.
		Historic Preservation	This service promotes revitalization through rehabilitation, renovation, and redevelopment of vacant historic buildings primarily by focusing on increasing the number of landmark designations.	This service will maintain 25% of eligible properties in Baltimore with local or national historic designation.

GOALS

Improve condition of private neighborhood properties

Service	Strategy	Performance
Register and License Properties and Contractors	This service will continue to develop online tools for residents to complete property registration requirements, making the process increasingly consumer friendly.	In Fiscal 2015 30% of customers will complete registration renewals online, an increase from 20% in Fiscal 2013.
Building and Zoning Inspection and Permits	This service will implement strategies to fully integrate inspections and permitting processes while eliminating outdated policies.	In Fiscal 2015 the service will conduct 70,000 trade inspections and issue 36,000 permits.
Weatherization	This service will enhance field outreach strategies to streamline enrollment process allowing clients to receive weatherization services in a shorter time frame.	In Fiscal 2015 the service will weatherize 1,750 homes; this is an increase from 743 homes in Fiscal 2013.
Comprehensive Planning and Resource Management	This service will advance neighborhood revitalization through implementation of small area plans and the comprehensive master plan.	The Planning Commission will approve 4 facility and master plans in Fiscal 2015, an increase of 1 from the current year's target.
Promote Homeownership	This service will provide home ownership incentives to prospective home buyers to encourage long-term home ownership.	In Fiscal 2013 the service assisted 515 homeowners; in Fiscal 2015 the service will seek to assist 600 new homebuyers.
Housing Rehabilitation Loans	This service will provide lead abatement and furnace replacements to low and moderate income families	In Fiscal 2015 the service will seek to assist 300 families, an increase from 231 in Fiscal 2013.

GOALS	Improve condition of private neighborhood properties	Service	Strategy	Performance
		Adjudication of Environmental Citations	This service will oversee the adjudication process for environmental code violations.	In Fiscal 2015 the service will maintain the average days to schedule a hearing at 10. This service will process \$6 million in revenue.
		Vacant/ Abandoned Property Cleaning	This service will implement a proactive mowing schedule of vacant and city-owned lots allowing lots to be mowed on a more consistent basis.	In Fiscal 2015 the number of properties cleaned and boarded will be 43,000; this decrease from Fiscal 2013 is due to the Vacants to Value program.
		Zoning, Tax, and Other Appeals	This service provides procedures and regulations to implement the City's comprehensive plan.	In Fiscal 2015 this service will maintain the average number of days from filing to written resolution at 50.

GOALS

Improve quality of Neighborhood Right-of-Ways

Service	Strategy	Performance
Street Management	This service will utilize in-house paving crews to resurface neighborhood roadways. In Fiscal 2015 the service will receive \$820,000 in funding to support pothole repair.	In Fiscal 2015 this service will repave approximately 173 lane miles, and repair 100% of potholes within 48 hours.
Traffic Management	This service will oversee operations at the Traffic Management Center providing for optimal traffic flows in and out of Baltimore's neighborhoods and gateways. The service will also provide maintenance to the City's traffic lights and deploy Special Traffic Enforcement Officers.	In Fiscal 2015 the service estimates 90% of days where gateway traffic flows are at optimal travel times, consistent with the current year's performance.
Vehicle Impounding and Disposal	This service will assist in enforcing parking regulations in neighborhoods.	In Fiscal 2015 the service will conduct 32,150 total tows including: Police tows, illegal parked tows, Scofflaw violations, and abandoned vehicles.
Street Cuts Management	This service will inspect and monitor street cuts in the right of way.	In Fiscal 2015 the service will keep the percent of improper street cut repairs at 6%

GOALS

Increase citizen satisfaction with neighborhood services

Service	Strategy	Performance
Aquatics	In Fiscal 2015 this service will partner with camps to provide summer passes to campers, improving the service's efficiency. The adopted budget will support the operation of 6 park pools, 13 walk-to pools, 11 wading pools, 3 indoor pools, and 2 splash pads.	In Fiscal 2015 the service will have 95% of citizens satisfied with city-run swimming pools, this is an increase of 3% from Fiscal 2013. In Fiscal 2015 this service will support 300,000 visits to City pools.
Community Recreation Centers	This service will utilize Rec Pro software that will allow for online registration in programs and the ability to better track utilization at Recreation Centers. This software will also allow for specialized marketing campaigns based on user preferences. The adopted budget supports the operation of 39 Recreation Centers.	In Fiscal 2015 this service aims to have 95% of users satisfied with community and recreation center programming, an increase of 5% from Fiscal 2013 satisfaction levels.
Park Maintenance	This service will utilize the newly developed Rec Pro software to streamline maintenance efforts, which will ultimately improve citizen satisfaction.	In Fiscal 2015 the percentage of City playgrounds with fully functional equipment will increase from 88% to 92%.
Complete Streets	This service will continue to provide sustainable modes of transportation including public transit and biking.	In Fiscal 2015 approximately 57% of residents will utilize public transportation, an increase from 50% in Fiscal 2013. Nearly 4.6 million passengers will utilize the Charm City Circulator.
Community Action Centers	This service will continue to promote economic stability among residents by operating 5 centers through the City.	In Fiscal 2015 this service aims to have 75% managed cases decrease household energy bills by at least 5%.

GOALS	Increase citizen engagement	Service	Strategy	Performance
		Special Events	This service organizes and coordinates cultural and ceremonial events for programming in neighborhoods, including Bureau of Music concert events.	This service aims to have over 100 people attend 90% of municipal concerts, up from 85% in Fiscal 2013.
		Horticulture	This service coordinates the Baltimore Urban Farm initiative encouraging neighbors to work collaboratively in urban farm locations.	In Fiscal 2015 this service will seek to rent out 900 urban farm plots, up from 861 in Fiscal 2013.
		Office of Neighborhoods	This service provides point of contact for neighborhood associations and residents to interact with city agencies.	In Fiscal 2015 neighborhood liaisons will attend 1200 community meetings.
		Disabilities Commission	This service will provide information and education programs for city government and local organizations regarding ADA issues.	In Fiscal 2015 this service will respond to 135 requests for assistance, consistent with Fiscal 2013.
		Youth and Adult Sports	Increase volunteer commitment to assist in coordination and administration of youth sports activities	In Fiscal 2015 this service will target a 90% repeat participation rate for sports programs, consistent with reported Fiscal 2013 performance.

A GROWING ECONOMY

Mission: Baltimore's citizens succeed the most 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 diversity - ethnic, racial, socioeconomic, education level etc. - of the people we serve; and a growing economy recognizes the interconnectivity of all economic factors - investment, key economic drivers, workforce, quality of life, and infrastructure.

GOALS & STRATEGIES

GOALS	Increase the number of residents with a job	Service	Strategy	Performance
		Workforce Services for Residents	This service will operate the Career Center Network and the connected satellite job hub centers to provide employment services, technical training, and computer certifications.	In Fiscal 2013, 37,176 residents received employment services through the Career Center Network, well above the target of 24,000. The Fiscal 2015 target is to provide services to 33,000 residents.
		Workforce Services for TANF Recipients	This service will provide employment services for TANF recipients and applicants.	In Fiscal 2013, 750 participants were prepared for employment. The Fiscal 2015 of preparing 750 participants for employment is consistent with the previous targets. TANF grant funding was reduced in Fiscal 2014.
		Employment Enhancement Services for City Residents	This service will operate the satellite job hub centers to provide employment services, technical training, and computer certifications to city residents. The service will receive enhancement funding to support increased programming at job hubs.	In Fiscal 2013, 1,283 residents utilized digital lab services. The agency anticipates that 1,000 residents will use the digital labs in Fiscal 2014.
		Wage Investigation and Enforcement	This service enforces the prevailing, living, and minimum wage laws by providing one-stop shop for residents to file complaints.	In Fiscal 2015 the service will seek to close investigations within 6 months, consistent with the number of cases closed in Fiscal 2013.

	Increase the number of residents with a job	Discrimination Investigations	This service investigates complaints regarding unlawful employment discrimination.	This service will increase the percentage of cases closed within 250 days from 25% in Fiscal 2013 to 50% in Fiscal 2015.
		Youth Works Summer Job Program	This service will continue to implement the 'Hire One Youth' campaign to expand the Youth Works program to private sector companies and increase the number of participants placed in year-round job opportunities.	In Fiscal 2015 the service anticipates 5,300 youth will participate, an increase of 75 from Fiscal 2013.

GOALS

Increase the number of businesses in Baltimore

Service	Strategy	Performance
Retention, Expansion, & Attraction	This service will work to retain existing companies while attracting companies outside the City encouraging them to relocate to Baltimore.	In Fiscal 2015 this service will attract or retain 1,785 jobs in Baltimore, above Fiscal 2014's target of 1,560 jobs.
Real Estate Development	This service will coordinate with current and developing businesses to help finalize real estate development efforts.	In Fiscal 2015 this service will generate an estimated \$4.5 million in new revenue, consistent with revenue generated in Fiscal 2013.
Small Business Resource Center	This service will promote the newly created Microlending program to small businesses throughout Baltimore.	In Fiscal 2015 this service will review 28 applications for loan funding through the Microlending program. The service will work to support 300 business starts, an increase of 74 from the Fiscal 2013 actual.
Emerging Technology Center	This service will expand its Affiliate and Coworking programs that are focused on the development of virtual and freelance companies.	In Fiscal 2015 this service will create 560 jobs, which is 110 more jobs than targeted in Fiscal 2014. Dating back to 2009, 80% of graduating firms are still in business
Minority and Women's Business Opportunity Office	This service oversees the certification of minority and women's businesses. The service also sets goals for contract award participation and investigates potential violations.	In Fiscal 2015 this service will seek to certify 1,350 minority and women's businesses, an increase of 100 businesses served in Fiscal 2013.

GOALS

Increase economic activity from tourism and entertainment

Service	Strategy	Performance
Convention Sales and Tourism Marketing	In Fiscal 2014 this service will begin utilizing new client based software that will provide the organization's staff with tools necessary to better market Baltimore to potential visiting groups.	In Fiscal 2015 visitor spending will total \$483 million, an increase from \$405 million spent in Fiscal 2013.
Convention Center	This service operates the Baltimore Convention Center and works to attract conventions to Baltimore.	In Fiscal 2015 the Convention Center will host an estimated 135 events that will generate \$9.6 million in revenue.
Inner Harbor Services	This service maintains the physical appearance at the Inner Harbor to ensure tourists and residents have a positive experience.	In Fiscal 2015 this service seeks to have at least of 50% of citizens' rating downtown as safe or very safe at night, consistent with Fiscal 2013.
Bridge and Culvert Management	This service maintains infrastructure to support tourism and economic growth activities	In Fiscal 2015 this service will inspect the bridge condition of 313 bridges per 2 year cycle, consistent with previous performance.
Baltimore Heritage Area	This service offers cultural walks on Heritage Trails promoting Baltimore's rich history.	The Baltimore National Heritage Area will seek to leverage \$1 million in State and federal funding to support Baltimore's cultural and historic activities.
Events, Art, Culture & Film	This service will coordinate special events held throughout the year including Artscape, New Year's Eve, and 4 th of July. This service will also revamp their Free Fall website to a more user friendly format when promoting special events.	In Fiscal 2015, 2 million people will take part BOPA events, an increase of 900,000 attendees in Fiscal 2013.
Special Events Support	This service provides logistical support for special events held throughout Baltimore.	In Fiscal 2015 this service will support 250 events, consistent with prior years' performance.

GOALS

GOALS	Increase retail activity	Service	Strategy	Performance
		Inner Harbor Coordination	This service provides supporting funds to the Waterfront Partnership to drive activities at the Inner Harbor.	Inner Harbor lease revenue and admission taxes will total \$1.6 million in Fiscal 2015, an increase from \$1.32 million in Fiscal 2013.
		Improve and Promote Retail Districts Beyond Downtown	This service coordinates the Main Streets Program and promotes ongoing business development in neighborhoods and commercial districts.	In Fiscal 2015 the number of new and expanding businesses in the City's commercial corridors will be 50, an increase of 12 businesses from the Fiscal 2014 target.
	Increase cultural opportunities	Development Oversight and Project Support	This service provides planning support for developers constructing new retail properties. In Fiscal 2014 this service will implement strategies geared towards reducing food deserts Baltimore.	In Fiscal 2015 this service will approve \$460 million of building permits for new construction.
		Live Baltimore	This service will seek to connect potential residents with homeownership incentives through the 'Live Near Your Work' program.	In Fiscal 2015 the service will seek to have 94% of new Baltimore residents satisfied with the city's cultural activities, consistent with prior years.
		Baltimore Public Markets & Lexington Market	Baltimore's markets will partner with the Department of Planning to reduce food deserts throughout the City as well as continue to provide free health services at the Market locations.	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.
		Art and Culture Grants	This service provides supporting funds to the Walters Art Gallery, Baltimore Museum of Art, Baltimore Symphony, and Maryland Zoo in Baltimore.	In Fiscal 2015 an estimated 988,000 visitors will visit these facilities, an increase of 20,854 from Fiscal 2013.
		Bromo Seltzer Arts Tower	In Fiscal 2014 this service will light the exterior of the Bromo Seltzer Arts Tower, adding to the overall vibrancy of the Baltimore skyline.	In Fiscal 2015 the service will seek to rent 80% of available space to local artists, a 30% increase from Fiscal 2013.

INNOVATIVE GOVERNMENT

Mission: capability of a government to effectively provide customer friendly and efficient performance of internal business functions has a direct impact on all agencies' ability to deliver services to the public. An innovative government is one that adopts organizational change and encourages employee feedback and ideas to create more effective processes while reducing costs. Innovative governments utilize technology and best practices to streamline processes that directly impact employee and citizen satisfaction. Finally, an innovative government constantly re-evaluates and refines its internal business functions to directly impact all agencies' abilities to deliver services more efficiently and effectively.

GOALS & STRATEGIES

GOALS	Maintain a Well-Trained Workforce	Service	Strategy	Performance
		COB University	This service will work to develop an online learning platform and consolidate class offerings. The new model will allow the service to be fully self-sustaining.	In Fiscal 2015 this service will target 7,500 employees for training.
		Inspector General	This service will provide training opportunities to City workers regarding OIG services aimed at reducing government fraud and waste.	In Fiscal 2013 this service reported 50% of leads assessed within seven days; the service will target 90% of lead assessed within seven days in Fiscal 2015.
		Bureau of Accounting	This service will improve internal training policies for professional accounting staff to ensure accuracy of financial reports.	In Fiscal 2015 this service will target monthly financial closing period of 5 days, consistent with Fiscal 2013 performance.
		Procurement	This service will implement a comprehensive training program that will include both Purchasing staff and City agency staff utilizing procurement software.	93% of purchase orders issued are expected to meet benchmark timeframes in Fiscal 2015, consistent with Fiscal 2013 performance.
		Civil Service Management	In Fiscal 2015 this service will implement executive pay reform to improve employee retention and attract high-quality candidates to the City.	In Fiscal 2015, this service will maintain the target for filling positional vacancies at 60 working days.

GOALS

Increase customer satisfaction

Service	Strategy	Performance
Enterprise Unified Call Center	This service extended 311 Call Center hours to midnight along with ongoing support for Police non-emergency calls.	In Fiscal 2015, 89% of non-emergency calls will be answered within 20 seconds, consistent with the service's performance in Fiscal 2013.
Enterprise IT Delivery Services	In Fiscal 2015 MOIT will provide regular replacement of hardware and maintain City compliance with software licensing agreements, reducing the likeliness of systems failure.	In Fiscal 2015 the average resolution time per Help Desk ticket will decrease from 1 day to 0.5 days.
Water and Wastewater Consumer Services	In Fiscal 2015 the service will continue to install smart readers at properties throughout Baltimore.	New smart readers will decrease the percentage of water accounts estimated from 5% to 2%.
Controversies	In Fiscal 2015 this service will continue improving eDiscovery capacity to achieve better recoveries in affirmative cases and limit the City's liability.	In Fiscal 2013 litigation efforts by this service reduced claim payouts to under 1% of initial claims; the service will maintain this performance in Fiscal 2015.
Legislative Reference	This service provides a single point of contact for citizens and City agencies who have questions regarding pending or current city ordinances.	In Fiscal 2015, this service will update online versions of Baltimore City code within 2 days of notification.
Benefits Administration	In Fiscal 2015 the service will support the Wellness Program to improve employee health outcomes and contain the City's long-term health care costs	In Fiscal 2014 27,000 current and retired City employees will take part in the City's medical plan.
Bureau of the Budget	In Fiscal 2015, the service will continue to conduct management research reports regarding potential strategies to improve service delivery and reduce costs.	In Fiscal 2015 the service will offer 45 recommendations for increasing the cost-effectiveness of city services, this in an increase from 42 in Fiscal 2012.

GOALS	Reduce the City's energy costs	Service	Strategy	Performance
		Fleet Management	In Fiscal 2015 this service will continue its Fleet Modernization Plan to reduce the costs associated with the City's fleet.	In Fiscal 2015 the percentage of fully depreciated vehicles will decrease from 49% to 40%, reducing the energy costs associated with the City's fleet.
		Public and Private Energy Performance	In Fiscal 2015, this service will continue implementation of a comprehensive plan, including installing solar capacity and conducting behavior change programs.	In Fiscal 2015 the cumulative City government energy usage reduction (since 2006) will total 74 m kWh, including a reduction of 24 m kWh from Fiscal 2013.
		Facilities Management	This service will continue to transition City offices currently located in private buildings to City owned buildings, where cost-effective.	In Fiscal 2015, This service will maintain the cost per square foot of building maintained at \$2.22, consistent with Fiscal 2013 performance
		Building and Energy Improvements	This service will continue to incorporate energy and space efficiency into capital improvement plans.	In Fiscal 2015, this service will target a 1% reduction of in house costs as a percentage of total project costs.
		Special Facilities	In Fiscal 2015 this service will continue to operate facilities such as Du Burns Arena and Myers Pavilion in an entrepreneurial fashion.	In Fiscal 2015 this service will aim for 100% of facility cost recovery; in Fiscal 2013, 94% of operating costs were recovered through earned income.

GOALS

Increase citizen access to City services

Service	Strategy	Performance
Enterprise Innovation and Application Services	In Fiscal 2015 this service will develop an address database that will allow City agencies to utilize a central database of City residents.	In Fiscal 2015 this service will target 35% of payments transactions submitted online; this service reported 27% of payments submitted online in Fiscal 2013.
Archives and Records Management	This service will continue to provide an online guide to government records to increase accessibility of records of permanent value.	In Fiscal 2015 this service will make 500,000 accessible permanent records available to citizens through online interface. This is an increase from 455,000 in Fiscal 2013.
Citistat Operations	In Fiscal 2015 this service will continue to monitor the performance of City agencies to increase efficiency and ensure high quality service delivery to citizens.	In Fiscal 2015 this service will target 89% of 311 Service Requests closed on time for CitiStat agencies; this in an increase from the Fiscal 2014 target of 86%.
Transactions	In Fiscal 2015 this service will improve accessibility to Public Information Act (PIA) requests by increasing internal capacity.	In Fiscal 2015 this service expects to handle 450 PIA requests; this is an increase from 346 PIA requests in Fiscal 2013.
Revenue Collections	In Fiscal 2015 this service will support tax auditing services for citizens, including calculation and application of various tax credits.	This service will close 95% of all service requests on time in Fiscal 2015, consistent with Fiscal 2013 performance.

A CLEANER AND HEALTHIER CITY

Mission: 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). Key steps to advance this Priority Outcome include outreach and education efforts regarding personal responsibility for improving public health, reducing litter, and increasing recycling.

GOALS & STRATEGIES

GOALS	Decrease the Number of Alcohol and Drug-Related ER Visits	Service	Strategy	Performance
		Substance Abuse and Mental Health	This service aims to administer a continuum of services including medication-assisted treatment and recovery support centers.	In Fiscal 2015, this service will target 60% client retention in outpatient substance abuse treatment for at least 90 days, this is an increase from 54% in Fiscal 2013. This service will also target 13,500 clients admitted for programming, a decrease of 1,341 from Fiscal 2013.
		Clinical Services	This service will perform clinic based assessment and treatment along with support services to women at high risk for alcohol exposed pregnancies.	In Fiscal 2015, the service will target 8,470 clients for reproductive health services, an increase of 1,658 from Fiscal 2013. 70% of out-of-care persons with HIV will be linked to ongoing healthcare in Fiscal 2015.
		HIV Treatment Services for the Uninsured	This service has implemented a wound care program to service clients with chronic wounds that normally result in frequent emergency room visits.	In Fiscal 2015 the number of needles exchanged is targeted at 500,000, an increase of 3,290 from 2013.
		Temporary Housing for the Homeless	In Fiscal 2014 this service will transition from the current Guilford overflow shelter to a larger facility that with the capacity to hold 50 additional clients.	In Fiscal 2015 the City will provide shelter to 6,750 individuals.

GOALS

Decrease health inequalities

Service	Strategy	Performance
Healthy Homes	This service will engage community groups to provide education on lead safety, asthma management, and other Healthy Homes topics.	In Fiscal 2015, 700 homes will be inspected for health and safety risks.
Chronic Disease Prevention	This service is transitioning towards providing cancer screening and smoking cessation education in a community-based setting targeting at-risk groups.	This service will seek to ensure 20% of clients enrolled in the program are smoke free after 1 year of participation.
Senior Care Services	This service provides access to public facilities, recreational and social activities, and senior education opportunities.	In Fiscal 2015, 45% of City senior residents will access services through the Senior Centers.
Summer Food Service	This service will partner with community organizations to provide summer food opportunities for children throughout Baltimore.	In Fiscal 2015 this service will operate 450 sites. The service provides breakfast and lunch to children under 18, including parents.
Therapeutic Recreation	This service provides recreational programming and adaptive leisure activities to children & adults with disabilities.	In Fiscal 2015, this service will target 18,000 participants, consistent with the current year's performance.
Recreation for Seniors	This service offers recreational programming to Baltimore's senior population. This service will continue to be a partner in the Maryland Senior Olympics.	In Fiscal 2015 this service will offer 28 citywide programs and special events, an increase from 20 in Fiscal 2013.
Emergency Services	Improve response to cases and outbreaks of infectious diseases such as viral hepatitis through surveillance of chronic disease carriers.	In Fiscal 2015 this service will identify 85% of outbreaks with a confirmed etiology.

GOALS

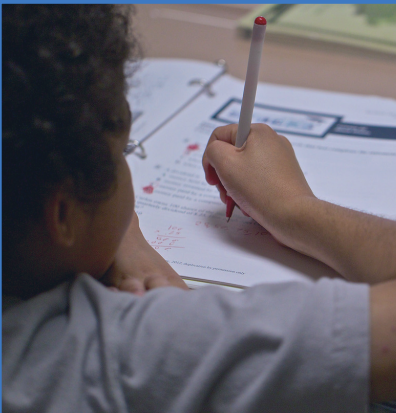
GOALS	Decrease infant mortality	Service	Strategy	Performance
		Maternal and Child Health	This service utilizes professional case management to provide home visiting services to at risk mothers.	In Fiscal 2015 this service will strive to ensure safe sleep environments among 80% of clients, an increase of 4% from Fiscal 2013.
	Increase Citizen Satisfaction with City's Cleanliness	Health & Welfare Grants	This service will provide paraprofessional home visiting services to at-risk mothers, and will implement a Baby Basics health literacy program to improve birth outcomes among low income women.	In Fiscal 2015, this service will target 355 women for enrollment in evidence-based home visiting programs, an increase of 59 from Fiscal 2013.
		Environmental Health	This service conducts mandated inspections for food service facilities according to state & local health codes. A FY 2013 Innovation Project award enabled this service to obtain handheld devices to issue citations and renew food service licenses more quickly and efficiently.	In Fiscal 2015 this service aims to close 100% of complaints on time, up from 96.5% in Fiscal 2013. This service will also target 13,400 inspections in Fiscal 2015, up from 13,184 in Fiscal 2013.
		Public Right of Way Cleaning	This service will implement a proactive mechanical street cleaning effort that will allow every City street to be cleaned at least once monthly. This activity will be funded by stormwater fees.	In Fiscal 2015 the service plans to increase the number of miles swept from 97,913 miles in Fiscal 2013 to 150,000 miles in Fiscal 2015.
		Waste Removal and Recycling	In Fiscal 2014 this service will utilize managed competition to make bulk trash pick-up more cost effective. This service will provide recycling and waste pick-up to over 210,000 households.	In Fiscal 2015 the percentage of service requests completed on time will increase from 92% to 93%.
		Public Right-of-Way Landscape Management	This service conducts mowing and maintenance in the median of City roadways and will continue to partner with Recreations & Parks for median plantings.	In Fiscal 2015 95% of median strips will be mowed every 14 days.

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Fiscal 2015

Summary of the Adopted Budget

Budgetary Environment



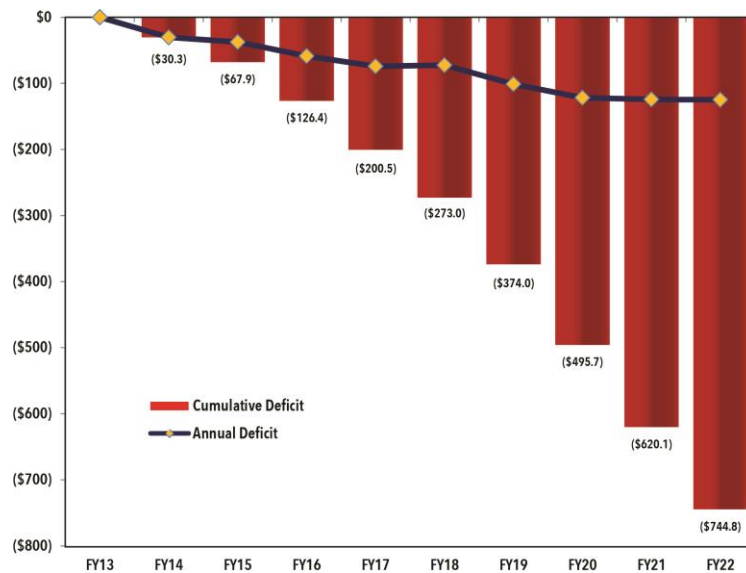
Fiscal 2015
SUMMARY OF THE ADOPTED BUDGET
10 – Year Financial Plan



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:



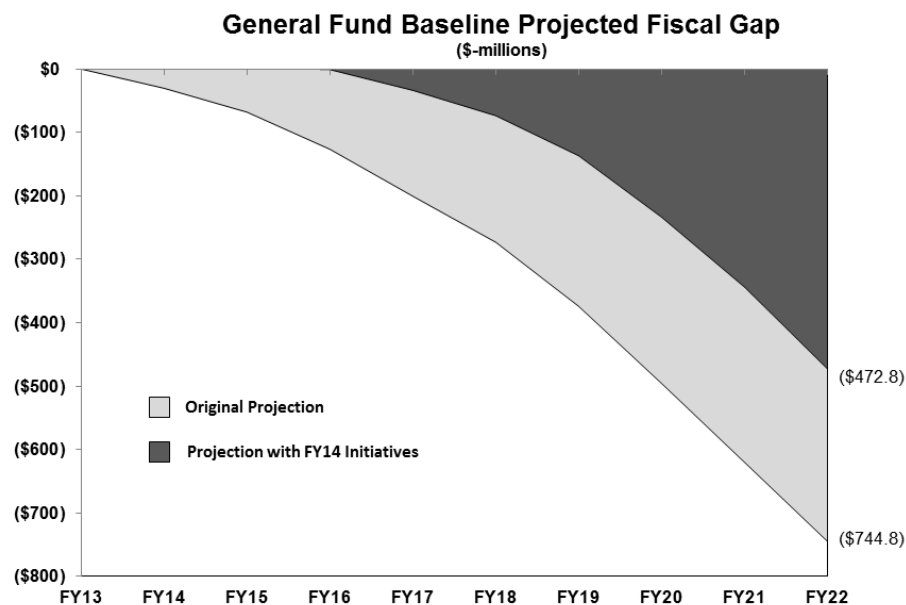
Further, the City's prospective fiscal gaps would be even greater if Baltimore were investing at sustainable levels in maintaining basic infrastructure and providing for actuarial funding requirements associated with current retiree medical benefits. Adding these costs would increase the cumulative shortfall 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 complete.

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 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 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 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.

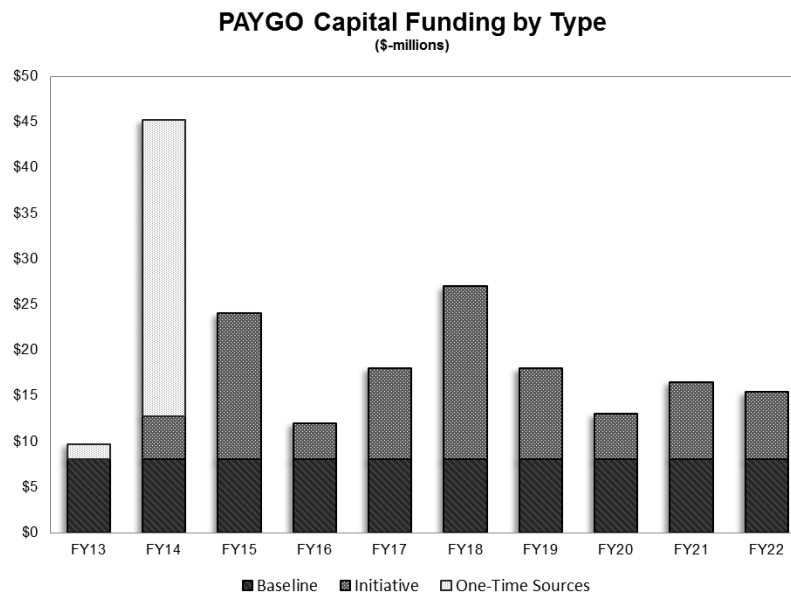
Tax Competitiveness

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 stormwater 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.

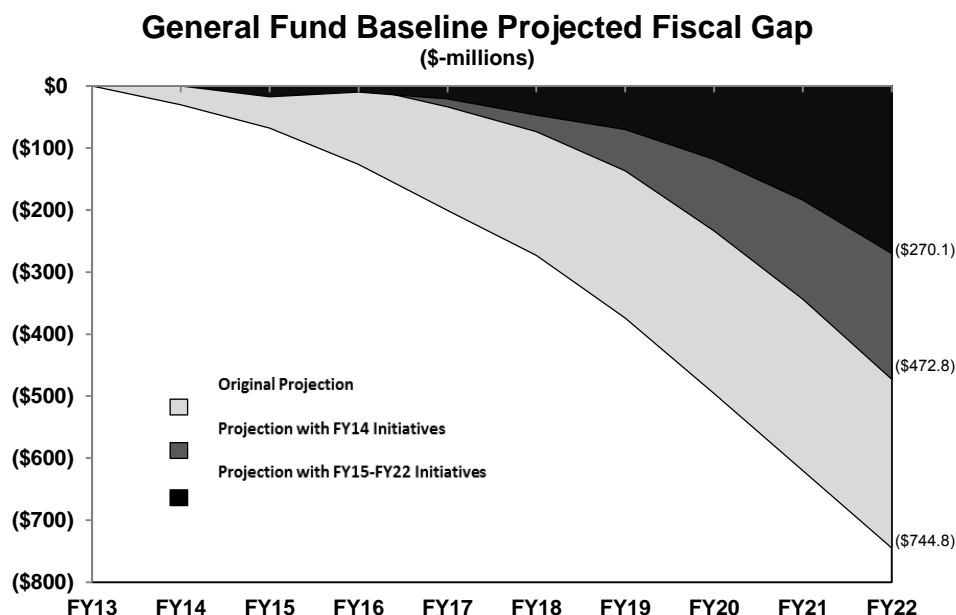
Budget Stabilization Reserve: The Budget Stabilization Reserve (BSR) is the City's "rainy day" fund. The Fund is to be used to protect the City against unforeseen emergency expenditures or revenue shocks. As part of improving the City's long-term financial position, the goal in the Ten-Year Financial 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 2013 Comprehensive Annual Financial Report, the City's unfunded uniformed pension liability is \$765 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.

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FISCAL 2014
SUMMARY OF THE ADOPTED BUDGET
Economic Outlook

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).

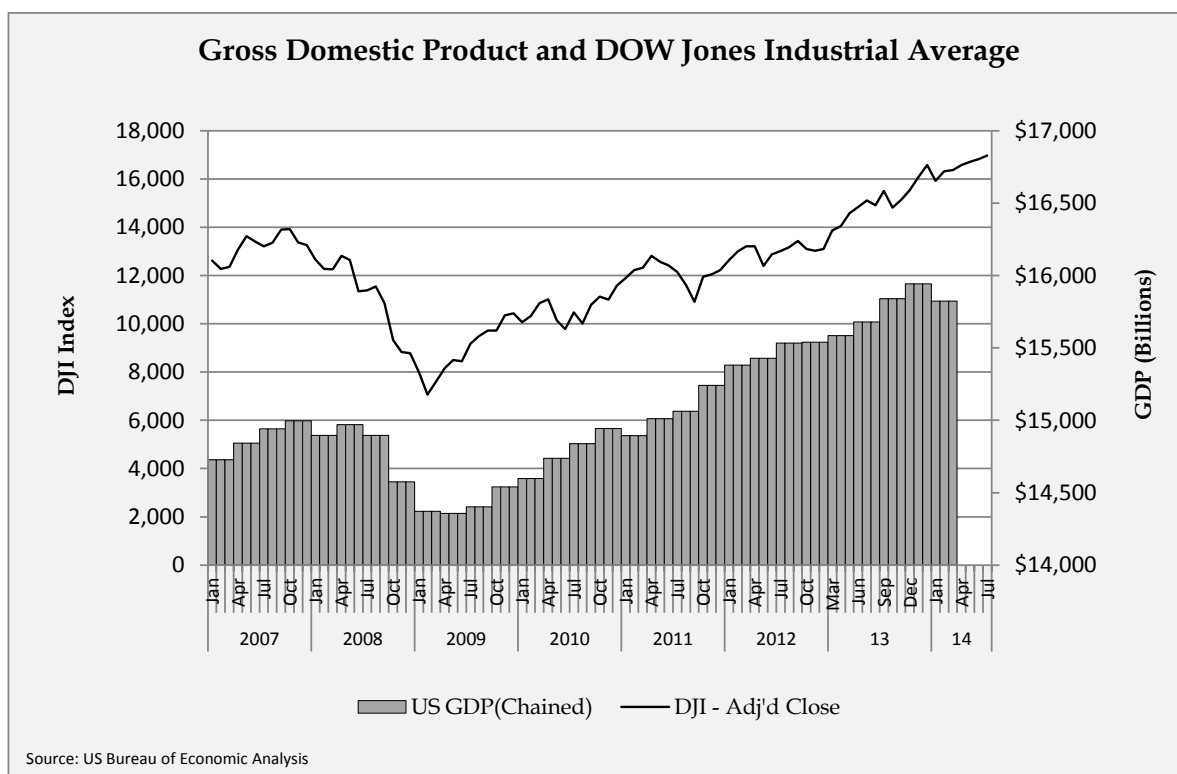
Unemployment has seen a sustained downward trend at both the federal and local level, with the unemployment rate in Baltimore City falling to 7.8%, the lowest it has been since October of 2008. Housing prices are on the rise with double digit year-over-year percentage gains in 2013. Housing prices are now 19.2% 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 increases 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 2013. Employment in the City has slowly grown, up from a low of 238,672 in February of 2010 to 253,160 in May of 2014, although this is still down from a peak of 264,767 in July 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 1.63%. In contrast, the first nine months of Fiscal 2014 reported a 0.9% 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 positive 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 strengthens the City's economic outlook.



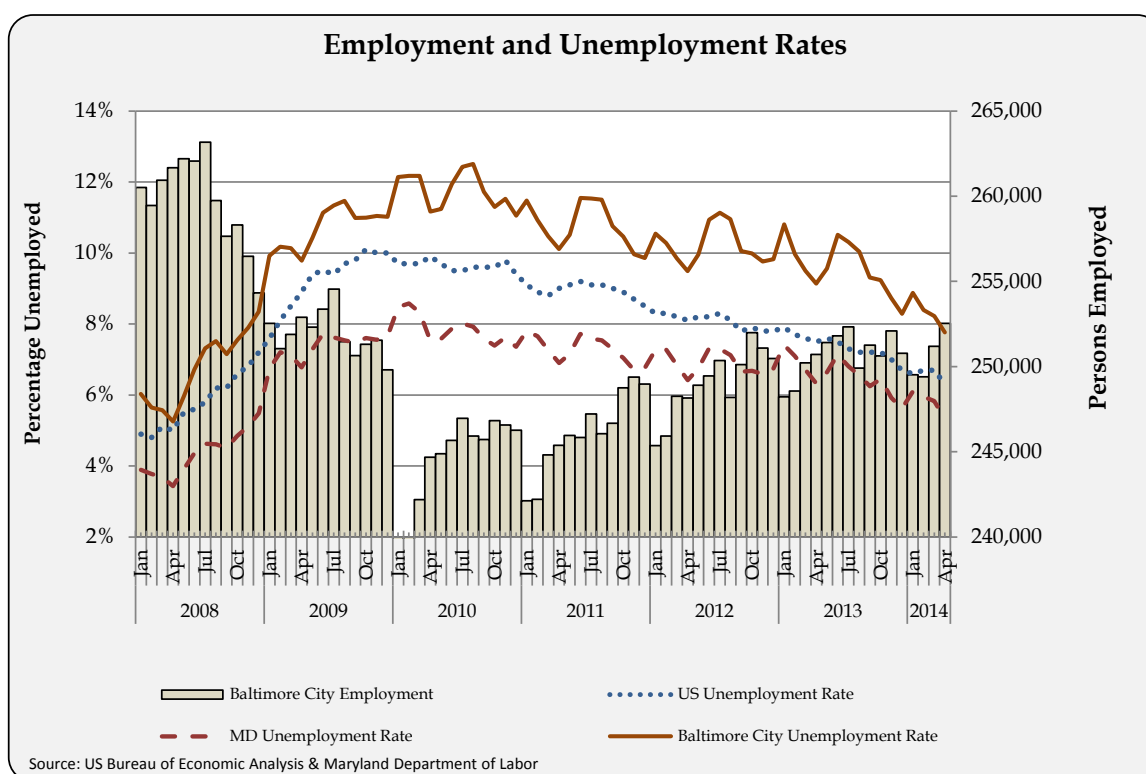
Employment

Employment growth for the City has continued with an average growth of 253 jobs per month since January 2010, with an increase to 288 jobs per month as of April 2014 since January 2014. In October of 2009, the national unemployment rate peaked at 10.1%, but fell to 6.3% in April of 2014. The City unemployment rate peaked in August of 2010 at 11.5% but fell to 7.8% in April 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 238,672

persons. Over the last eighteen months, employment has remained relatively flat with an April 2014 employment level of 253,160 persons.

In December of 2013, there were 333,885 total jobs in Baltimore, 447 more than the previous December and 4,378 more than July 2013. At this level the city contributes over 80,000 jobs and related income taxes 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.

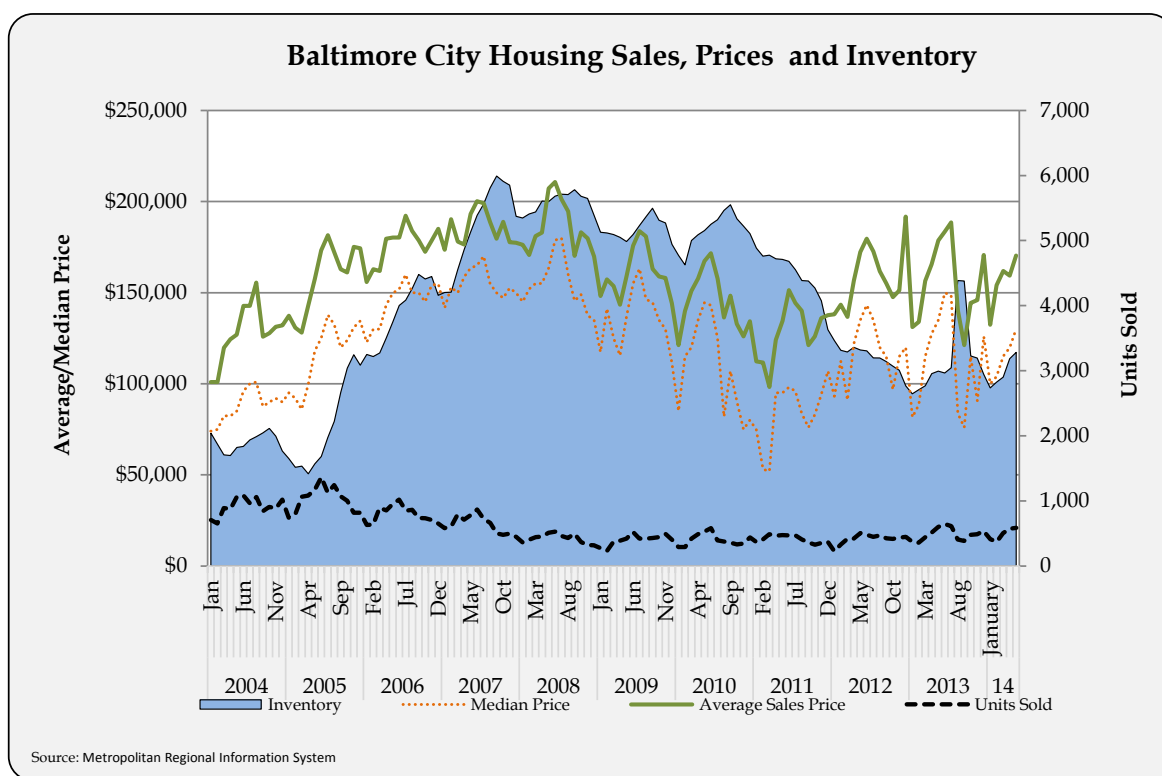


Housing

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.

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's rates have climbed to 4.3%. This increase has negatively impacted both sales and prices of housing. The recent increase 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. May 2014 active listings have fallen from a high of 5,232 in 2009 to 3,282 homes. 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 86 days in May 2014, and in nine of the last twelve months, the days on market has come in below 100 days. As of May 2014, at the current rate of sales and inventory, it would take 5.6 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.

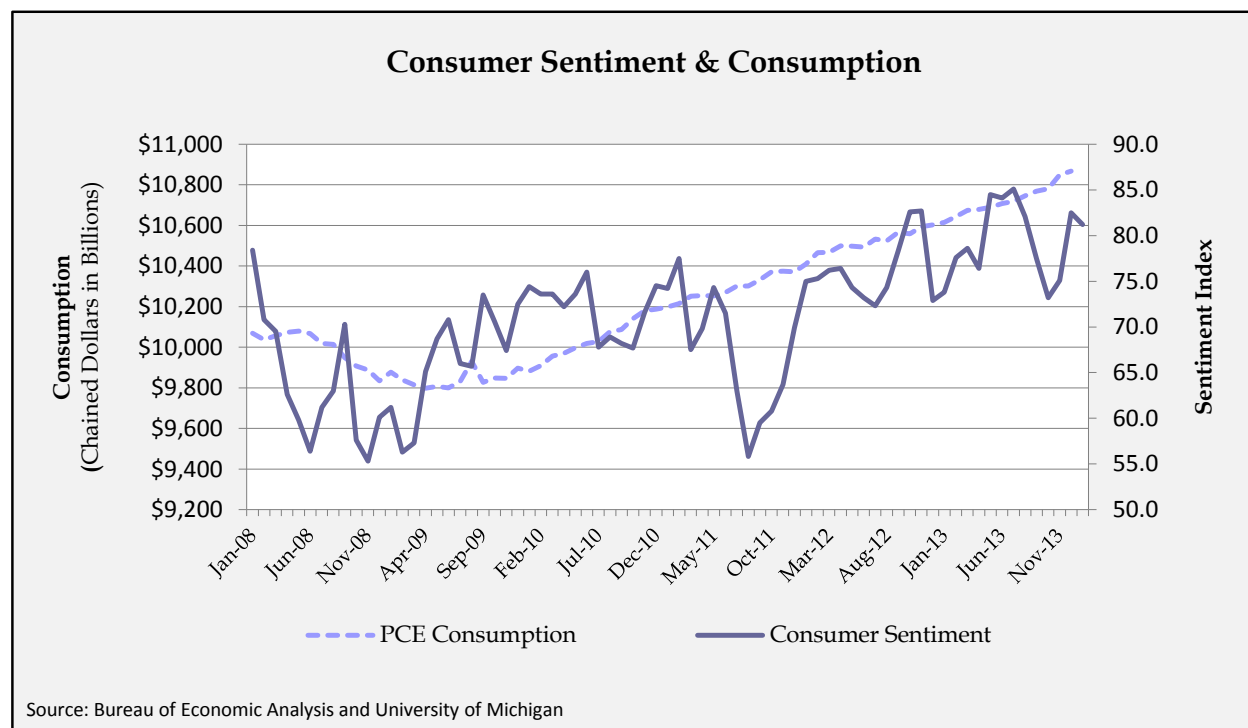


Consumption

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 81.6 in February 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 of 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.

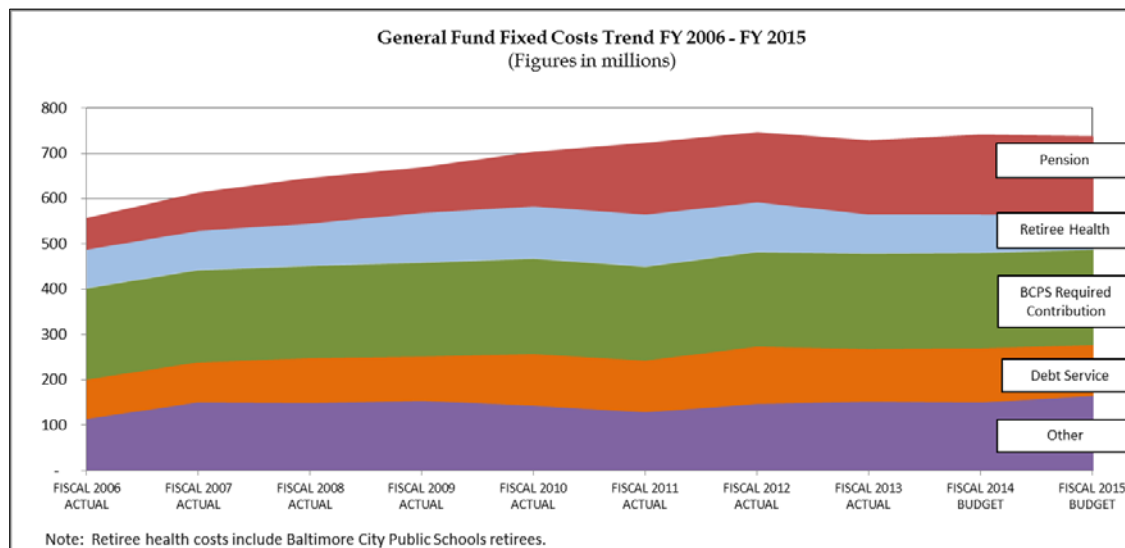
The State's Fiscal 2015 budget does not substantially reduce aid or place further unfunded mandates on the City. Even still, the actions from previous sessions will continue to impact the City in the future. This is especially true of the educational maintenance of effort and teacher pension funding 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.

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Fiscal 2015
SUMMARY OF THE ADOPTED BUDGET
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.

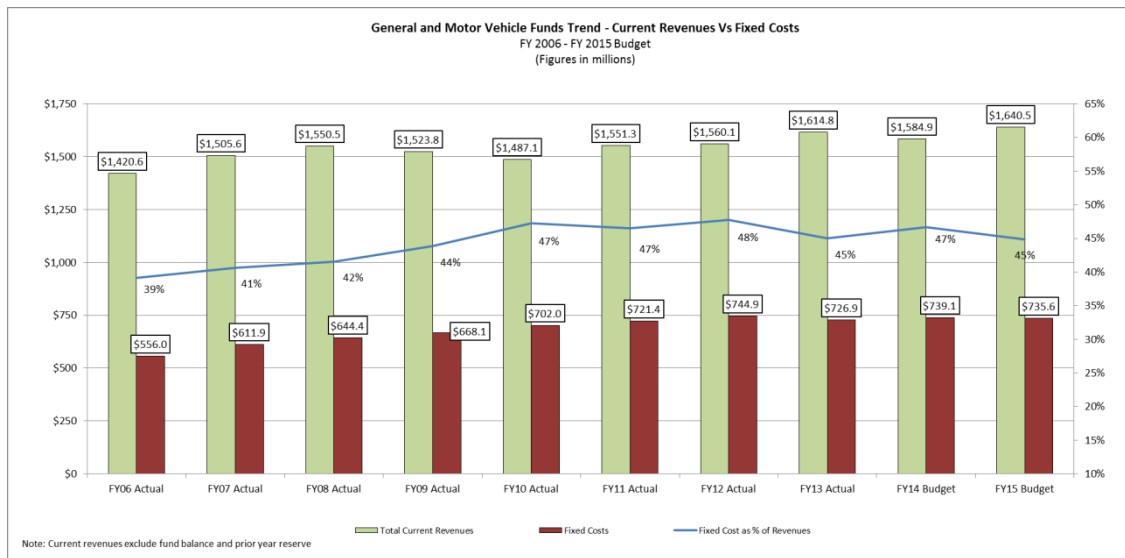
BCPS Required Contribution: State law requires that Baltimore City maintain its education funding effort from year to year on a per pupil basis and pay the normal cost of the teacher pension system.

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 Incremental 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 BRESKO tipping fees for solid waste disposal.

Fixed Cost Trends

From Fiscal 2005 to Fiscal 2010, fixed costs increased by 34% 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.



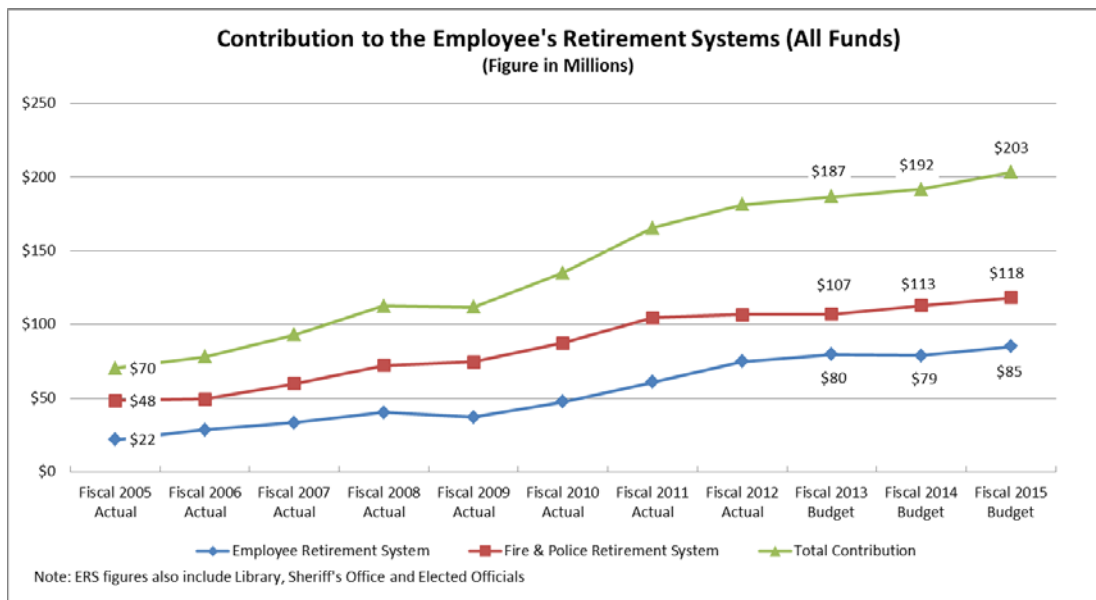
Reforms to contain fixed costs growth include changes to pension and health benefit programs.

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.

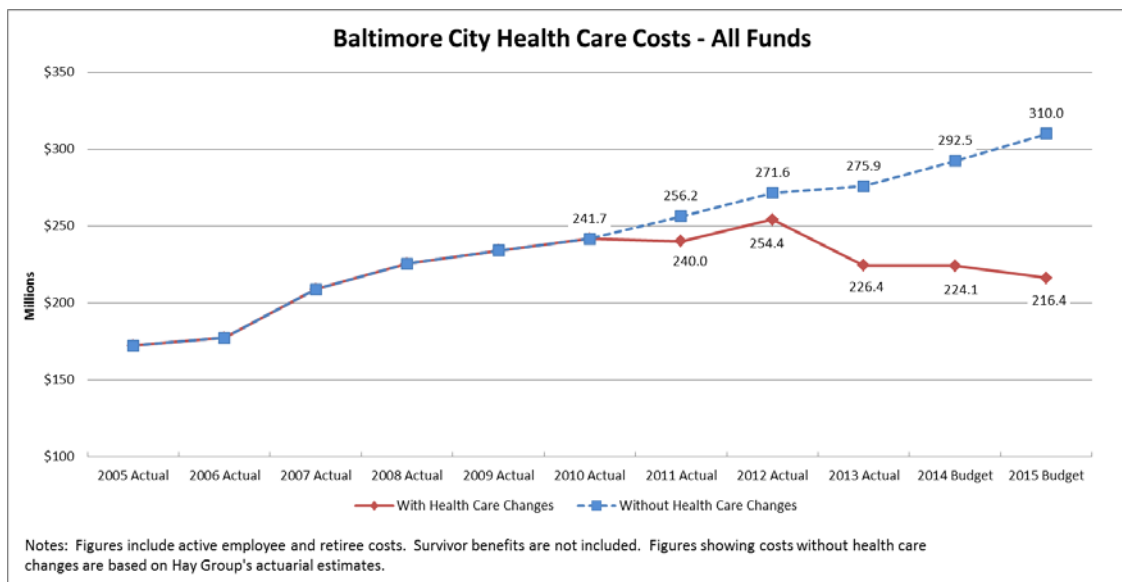
The chart below shows that the FPERS reforms reduced the rate of growth of the City's contribution. The reforms have saved the city nearly \$80 million a year. Most of the reforms have been upheld in federal court, but the variable benefit change is still being litigated.



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 \$69 million (40%), from \$172.2 million to \$241.7 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 \$93 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.

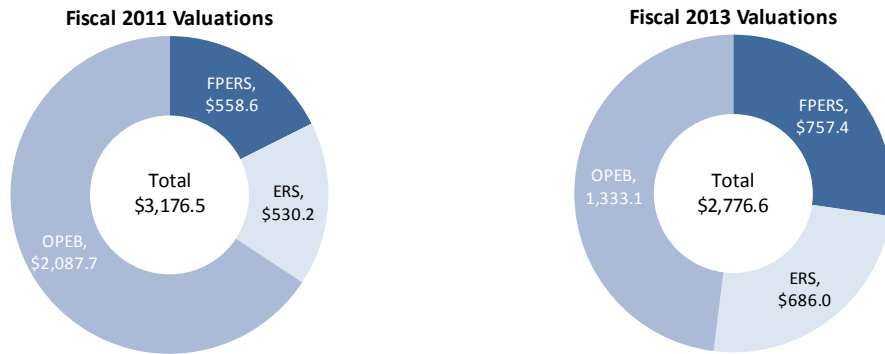
Long-Term Liabilities for Pensions and Retiree Health Care

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.

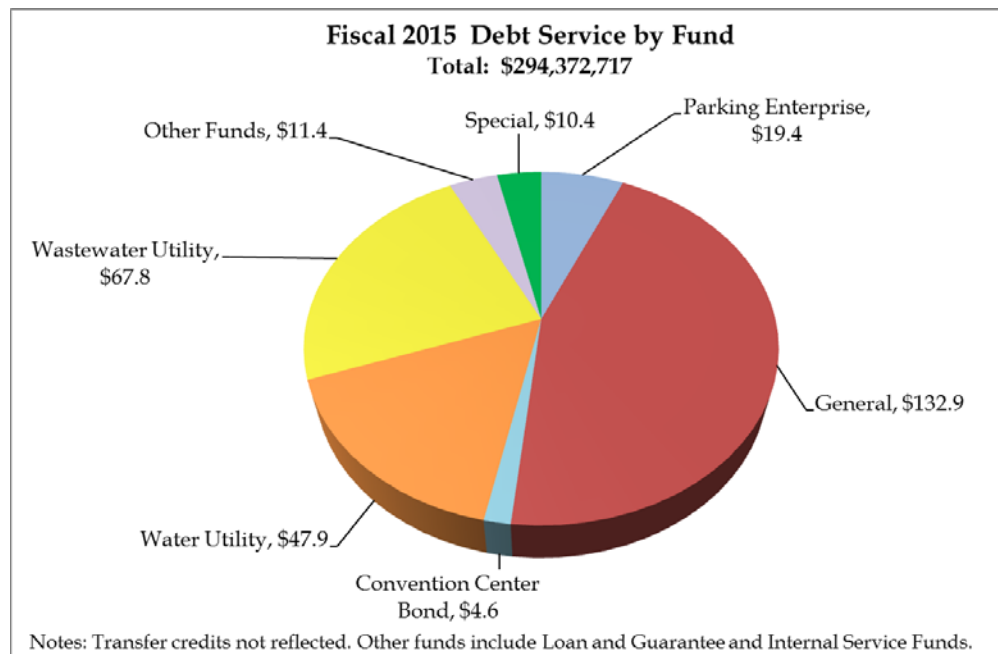
ERS: Employee Retirement System for civilian employees.

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.

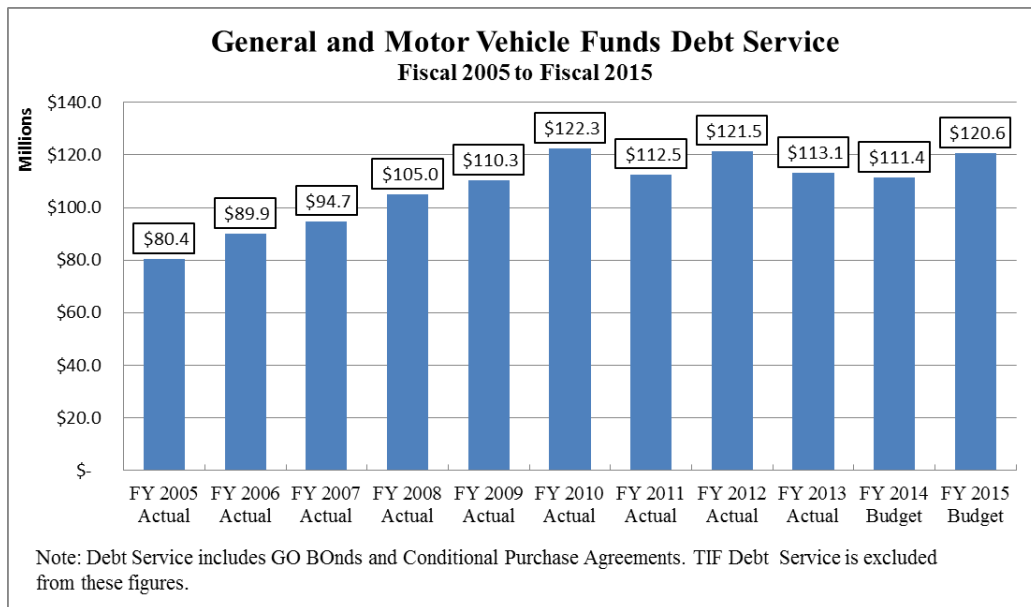
The overall reduction is completely driven by lower OPEB liabilities (OPEB stands for Other Post-Employment Benefits, primarily retiree health care), stemming from a redesign of the City's medical plans, cost-sharing for prescription drug coverage, and establishment of a waiver plan for Medicare drug 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 \$294.3 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 \$10.8 million for debt prepayment which will reduce the City's baseline debt service costs by \$5 million over the next ten years.

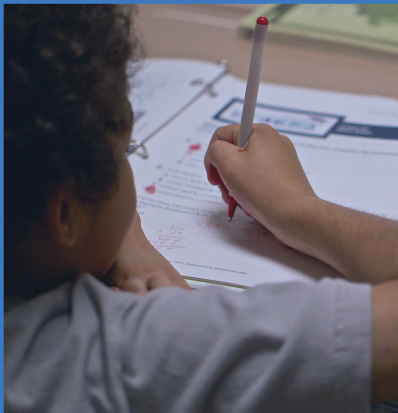


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Fiscal 2015

Summary of the Adopted Budget

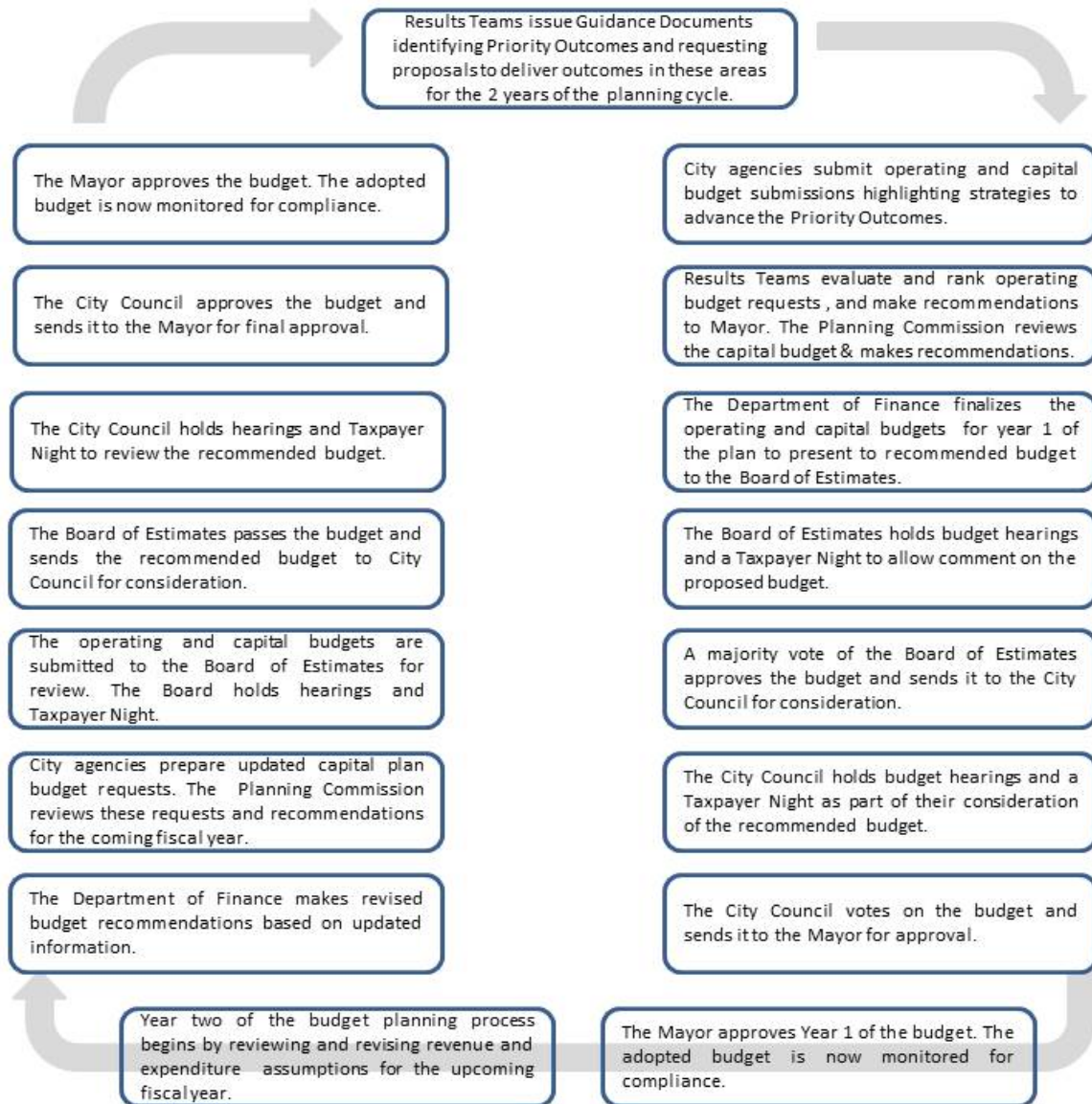
Budget Process and Related Policies



FISCAL 2015

SUMMARY OF THE ADOPTED BUDGET

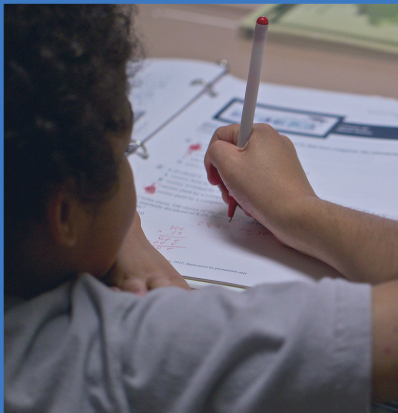
Budget-Making Process



Fiscal 2015

Summary of the Adopted Budget

Revenue Outlook



Fiscal 2015
SUMMARY OF THE ADOPTED BUDGET
Revenue Forecast – Major Revenues

GENERAL FUND

	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2015 Estimated	Dollar Change	Percent Change
Revenue Category					
Property Taxes	\$765,387,283	\$755,361,000	\$784,858,000	\$29,497,000	3.9%
Income Taxes	278,469,250	274,386,334	286,688,762	12,302,428	4.5
Highway User Revenues	129,854,777	134,375,934	136,102,428	1,726,494	1.3
State Aid	98,724,883	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	30,334,830	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	28,424,774	23,367,000	31,868,000	8,501,000	36.4
Hotel Tax	25,932,351	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	423,855	993,000	1,200,000	207,000	20.8
All Other	134,874,987	163,348,761	138,312,329	(25,036,432)	(15.3)
Total General Fund Revenue	\$1,605,988,598	\$1,616,876,679	\$1,648,000,356	\$31,123,677	1.9%

Note: Fiscal 2014 Adopted Budget excludes \$55.0 million in supplemental appropriations. The supplemental were used to fund unplanned expenses such as the restoration of the 26th Street, increased cost for snow removal,

Funding sources for the General Fund are anticipated to total \$1.648 billion, an increase of \$31.1 million or 1.9% from the Fiscal 2014 adopted budget of \$1.617 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.

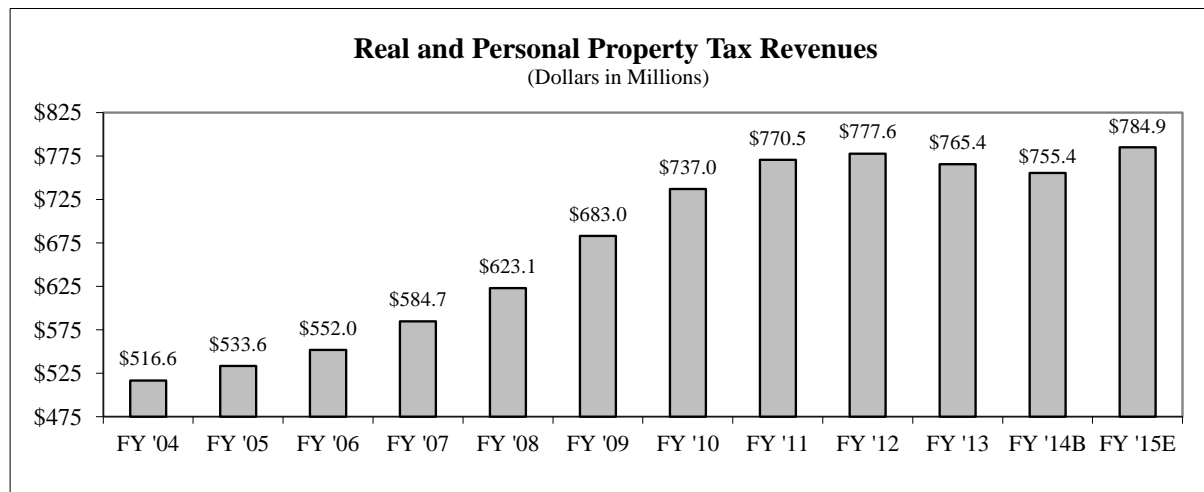
The Fiscal 2015 budget includes the third installment of the Mayors 20 Cents by 2020 program. The Targeted Homeowners Tax Credit now represents a \$0.09 (4%) effective property tax rate reduction.

The Fiscal 2015 General Fund forecast shows a net revenue increase of \$31.1 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	Full Cash Value	Phase-in
Reassessment	Group	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.

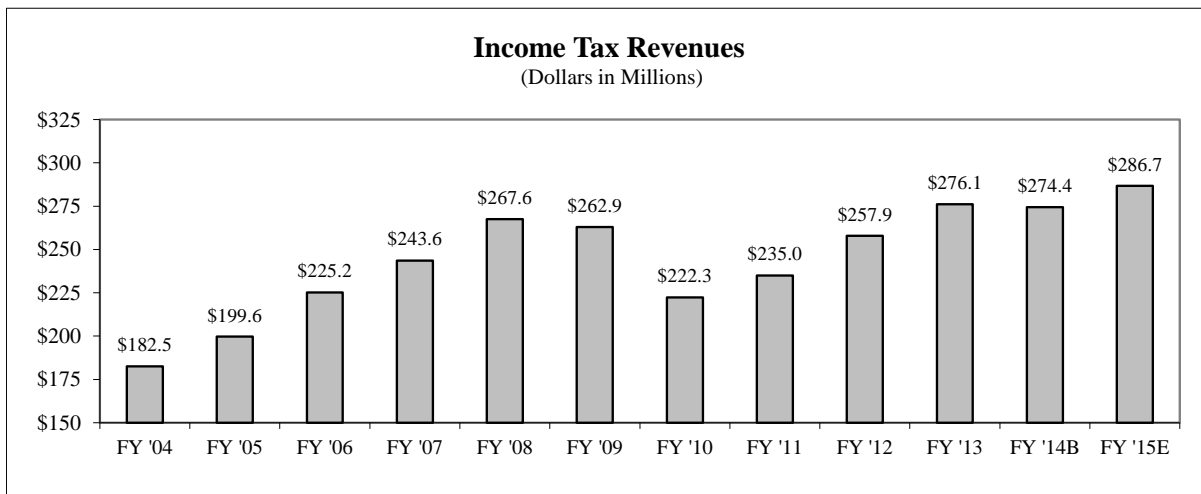
Overall, the City's homestead tax credit cost is projected to decline by \$22.9 million (31.9%) in Fiscal 2015.

Business and Public Utility Personal Property

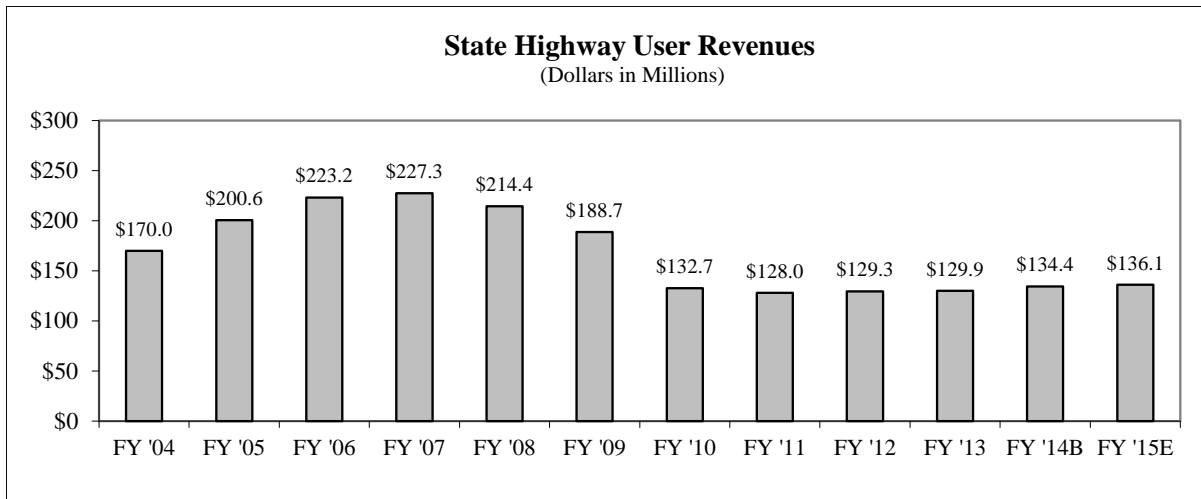
Total business and public utility personal property taxes are estimated to be \$104.2 million, an increase of 6.3% or \$6.2 million from the Fiscal 2014 budget. Recent increases in assessments of business assets subject to personal property taxes along with an improvement in the City's collection rate 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%.

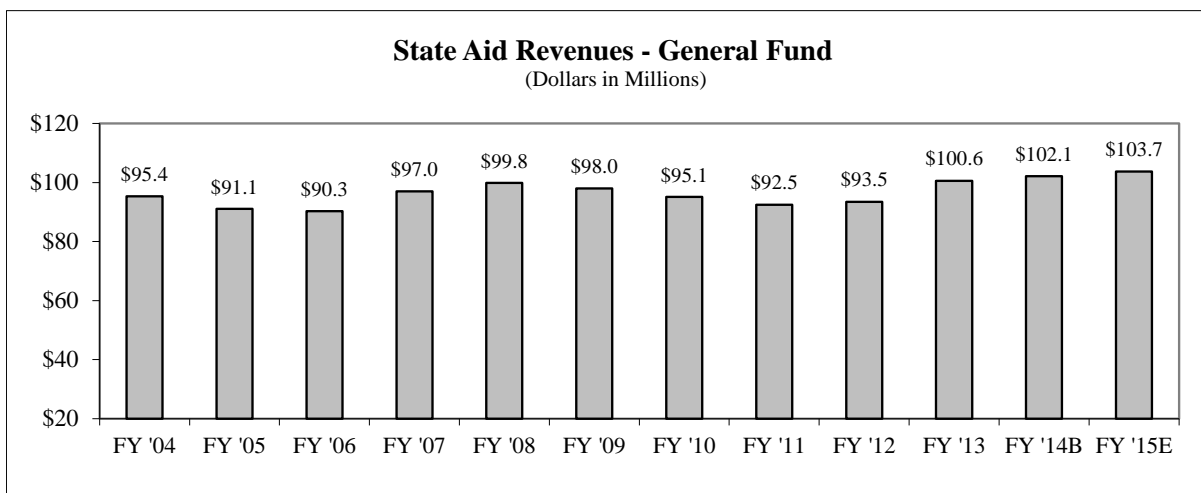


STATE AID – State Aid budgeted in the General Fund is projected to increase \$1.6 million or 1.6% from the adjusted Fiscal 2014 budget.

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.

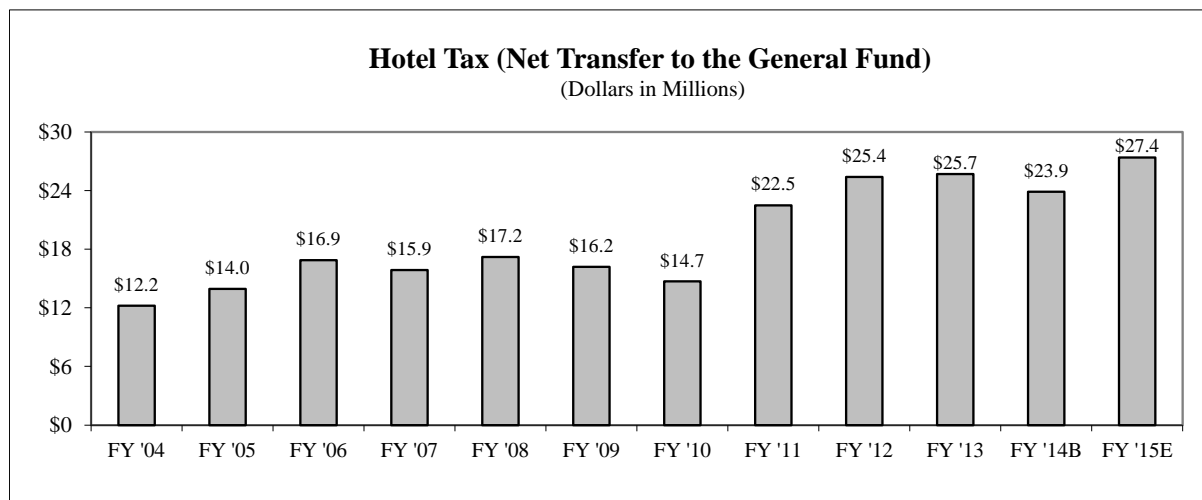


SPEED CAMERAS AND RED LIGHT VIOLATIONS – The single largest revenue loss for the Fiscal 2015 budget is explained by the temporary suspension of speed cameras and red light violation systems. Last year the City ended its contract with Xerox and entered into a

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:

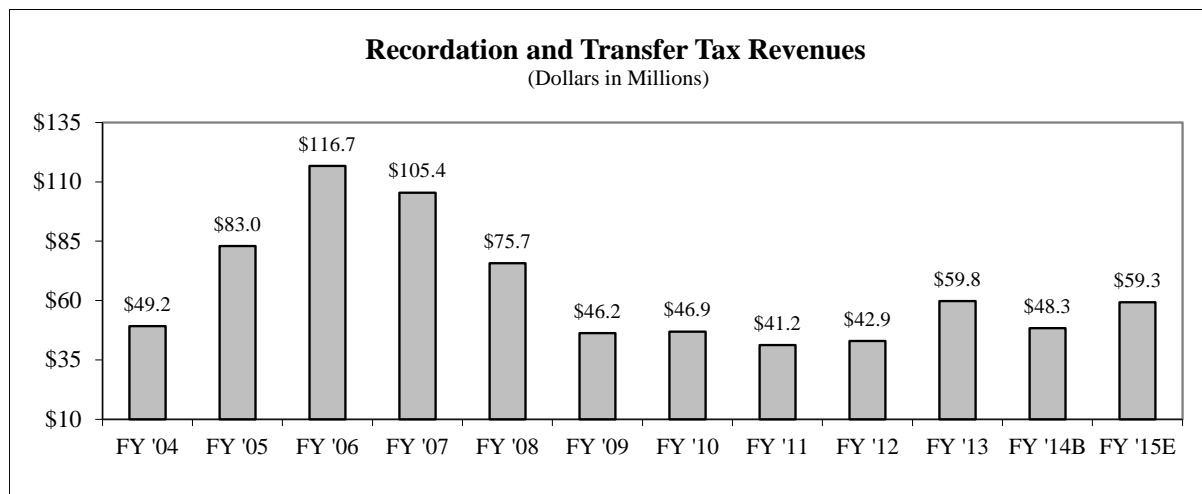
	FY 2013	FY 2014	FY 2015
	Actual	Budget	Budget
Hotel Tax*	\$30,478,932	\$28,497,000	\$32,001,000
Convention Center Debt Service	(\$4,546,581)	(\$4,580,088)	(\$4,580,088)
Visit Baltimore Appropriation	(\$12,115,215)	(\$13,161,479)	(\$14,286,415)
1/3 of Convention Center Deficit	(\$2,530,455)	(\$2,678,381)	(\$2,814,315)
Net Hotel Tax in General Fund	\$11,286,681	\$8,077,052	\$10,320,182
% of Actual Hotel Tax	37.0%	28.3%	32.2%

* Fiscal 2013 represent unaudited

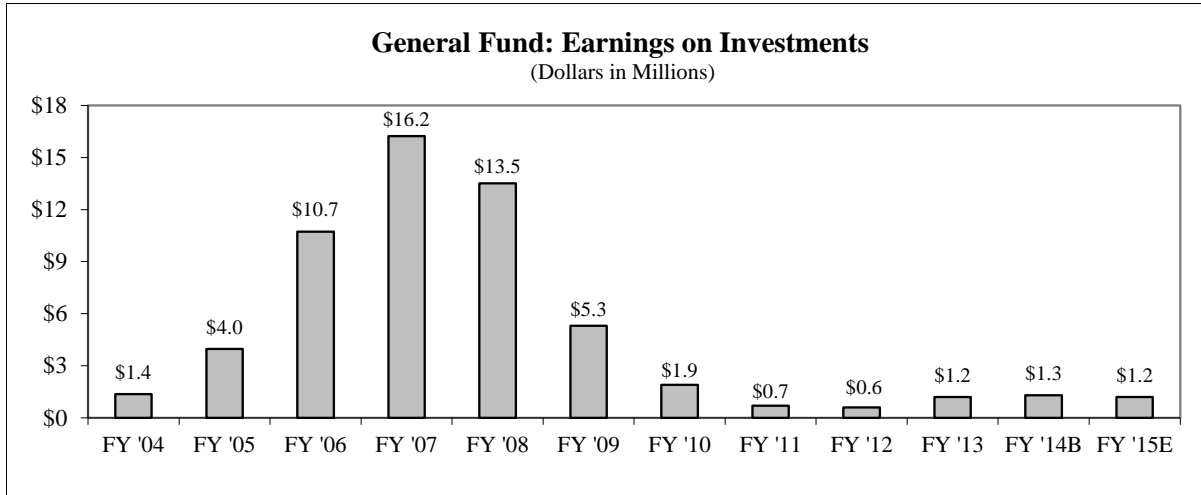
RECORDATION AND TRANSFER TAXES – The City’s estimated revenue from recordation and transfer taxes is expected to total \$59.3 million for Fiscal 2015, an increase of \$11.0 million or 22.8% compared to the Fiscal 2014 budget estimate.

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.



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SUMMARY OF THE ADOPTED BUDGET

Summary of City Real Property Tax Credit Programs

The table below describes tax expenditure costs for all locally authorized real property tax credit programs. It does not attempt to deal with all tax exemptions or other preferential tax treatment expenditures. In Fiscal 2015, the City budget estimates real property tax credit expenditures totaling about \$93.9 million. This represents a decrease of about \$11.4 million compared to the Fiscal 2014 projected expenses of \$105.3 million.

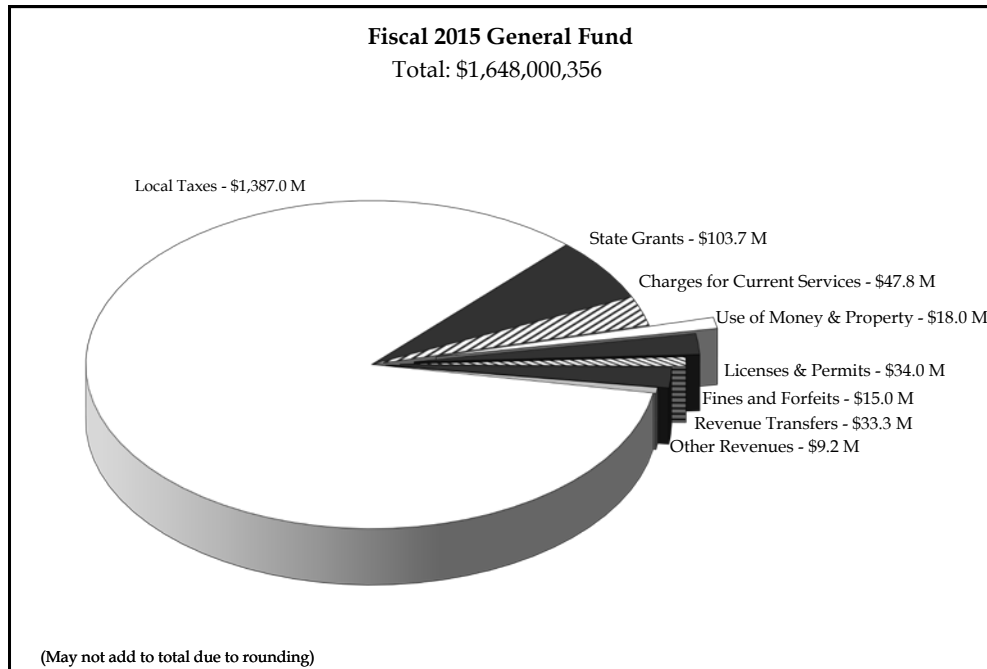
	Fiscal 2014 <u>Projection</u>	Fiscal 2015 <u>Budget</u>
<u>Homestead Tax (104% Assessment Phase-In)</u>		
A 4% taxable assessment increase cap on owner-occupied dwellings.	\$65,793,000	\$48,907,000
<u>Targeted Homeowners Tax Credit</u>	15,500,000	20,200,000
An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only.		
<u>Enterprise Zone Property Tax Credit</u>		
A 10-year tax credit (80% in the first 5 taxable years and declining by 10 percentage points thereafter) in designated State Enterprise Zones on the increased value of a commercial property after improvements.	10,603,460	9,825,000
<u>Historic Restoration and Rehabilitation Property Tax Credit</u>		
A 10-year tax credit (100% for projects with costs below \$3.5 million; and 80% in the first 5 taxable years and declining by 10 percentage points thereafter for projects with costs above \$3.5 million) on the increased value of a historic property due to improvements.	6,700,000	7,200,000
<u>Newly Constructed Dwelling Property Tax Credit</u>		
A five-year tax credit (50% in the first taxable year and declining by 10 percentage points thereafter) on newly constructed or city owned, vacant rehabbed dwellings.	3,200,000	3,849,000
<u>Brownfields Property Tax Credit</u>		
A five-year tax credit (50%, except for projects that spend more than \$250,000 in eligible work, in which case it's 70%) on the increased value of brownfields sites after eligible improvements are made. For sites located in a State-designated Enterprise Zone areas, the credit is for a 10-year period.	3,451,540	3,404,000
<u>Other Local Option Property Tax Credits</u>		
Includes costs of the new High-Performance Market-Rate Rental Housing Tax Credit, the neighborhood preservation and stabilization conservation, vacant dwelling, fallen heroes, and cemetery dwelling property tax credit programs.	100,000	555,000
	<u>\$105,348,000</u>	<u>\$93,940,000</u>

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Property Tax Base and Estimated Property Tax Yield

<u>ESTIMATED ASSESSABLE BASE</u>			
	<u>Fiscal 2014</u>	<u>Fiscal 2015</u>	<u>Change</u>
REAL PROPERTY			
Subject to \$2.248 Tax Rate			
Real Property Assessed Locally	\$33,188,572,000	\$33,186,364,000	(\$2,208,000)
Appeals, Abatements and Deletion Reductions	(456,619,000)	(\$446,383,000)	10,236,000
Adjustment for Assessment Increases over 4%	(3,310,568,000)	(\$2,288,577,000)	1,021,991,000
New Construction	32,308,000	\$35,000,000	2,692,000
Rail Road Property	174,872,000	\$200,334,000	25,462,000
Total Real Property Subject to \$2.248 tax rate	\$29,628,565,000	\$30,686,738,000	\$1,058,173,000
Subject to \$5.62 Tax Rate			
Public Utility Property	\$145,642,000	\$148,043,000	\$2,401,000
Total Public Utility Real Property Subject to \$5.62 tax rate	\$145,642,000	\$148,043,000	\$2,401,000
Total Real Property	\$29,774,207,000	\$30,834,781,000	\$1,060,574,000
TANGIBLE PERSONAL PROPERTY			
Subject to \$5.62 Tax Rate			
Individual and Firms	\$16,243,000	\$19,254,000	\$3,011,000
Ordinary Business Corporations	\$889,133,000	\$991,259,000	\$102,126,000
Public Utilities	\$882,782,000	\$890,282,000	\$7,500,000
Total Tangible Personal Property	\$1,788,158,000	\$1,900,795,000	\$112,637,000
Total Real and Personal Property	\$31,562,365,000	\$32,735,576,000	\$1,173,211,000
<u>ESTIMATED PROPERTY TAX YIELD</u>			
		<u>Fiscal 2015</u>	
Property Subject to \$2.248 Tax Rate			
Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	\$3,068,674
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			\$2,991,957
Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate			\$672,591,923
Property Subject to \$5.62 Tax Rate (by law 2.5 times Real Property Tax Rate)			
Real Property (Public Utilities) - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	\$14,804
Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	\$190,080
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base			\$204,884
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			\$199,762
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)			\$499,404
Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate			\$112,266,078
Total Estimated Property Tax Yield - Real and Personal Property			\$784,858,002
Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property			\$3,491,361

FISCAL 2015 SUMMARY OF THE ADOPTED BUDGET Budgetary Funds - Descriptions and Policies

General Fund



Policy and Objectives

The General Fund is the City's principal fund, containing revenues which finance appropriations for both ongoing operating expenses and Pay-As-You-Go (PAYGO) capital projects. The budget for this fund includes all unrestricted revenues that support appropriations not required to be budgeted in another fund. Appropriations approved in the Ordinance of Estimates or in supplemental appropriations may be for any program or activity not prohibited by the City Charter, public local law or other applicable law. Five major types of revenues comprise 96.5% of the \$1,648.0 million Fiscal 2015 budget. The five types of revenue are Local Taxes, State Grants, Charges for Current Services, Revenue from the Use of Money and Property, and Licenses and Permits. Revenue transfers represent revenue in excess of expense requirements in certain other funds that are available to the General Fund.

Major Revenues

Local Taxes (84.2%)	
Property Tax	\$784.9 M
Income Tax	\$286.7 M
State Highway User Revenues	\$136.1 M
Sales & Services	\$130.1 M
Others	\$49.2 M
Total	\$1,387.0 M

Local Taxes represent 84.2% of total General Fund revenues and funding sources. The largest share of local taxes, 56.6%, comes from current year real and personal property tax receipts. Income taxes, with Fiscal 2015 estimated receipts of \$286.7 million, represent 20.7% of local tax revenues.

State Highway User Revenues is estimated at \$136.1 million or 9.8% of Local Taxes. Sales and Service tax levies are imposed on energy consumption, certain telephone services, property transfers, hotel occupancy, recordation and admissions and amusements. These revenues are estimated at \$130.1 million or 9.4%.

State Grants (6.3%)	
Income Tax Disparity	\$79.1 M
Teachers Retirement Sup. Grant	\$10.0 M
Local Health Operations	\$8.4 M
Library Services & Others	\$6.2 M
Total	\$103.7 M

The largest State grant is the Income Tax Disparity Grant with \$79.1 million, followed by the Teachers Retirement Supplemental grant for \$10.0 million, the funding for operations of local health programs and other grants including library services for \$8.4 million and \$6.2 million respectively. The distribution of the Income Tax Disparity Grant is based upon a statutory formula created in 1992 by the Maryland General Assembly. The grant is made in order to bring the per capita income tax yield of Maryland's poorer subdivisions up to 75.0% of the State-wide yield. In Fiscal 2013 the State transferred a share of the teacher's retirement costs to all jurisdictions. In order to offset this cost, the Maryland General Assembly approved a \$10.0 million supplemental grant for teacher pension and maintained the Fiscal 2013 Disparity Grant appropriation level of \$79.1 million, currently adopted for Fiscal 2015. The Health Operation Grant was increased \$1.5 million to \$8.4 million while the Library Service aid was virtually maintained at the same appropriation level of \$6.1 million.

Charges - Current Services (2.9%)	
Charges for Central City Services	\$13.2 M
Impounding Vehicles and Highway Fees	\$11.8 M
Sanitation & Waste Removal	\$10.4 M
Other	\$12.4 M
Total	\$47.8 M

In the Charges for Current Services group, revenues derived from charges for cost allocated to enterprise funds, sanitation and solid waste disposal, and impounding vehicle and highway fees account for 74.1% of the category total. The remaining revenues, including lien report fees, District Court services, port fire protection reimbursement, stadium security service charges, are generated from fees and charges for health, zoning and a wide variety of other services rendered by the City.

Licenses & Permits (2.1%)	
Public Safety & Regulation	\$24.1 M
Business, Alcoholic Beverage & Marriage Licenses	\$6.0 M
Other License & Permits	\$3.9 M
Total	\$34.0 M

Three major groups comprise Licenses and Permits. The Public Safety and Regulation group, composed of building, housing, animal control and certain trades' permits, accounts for the majority of the revenue in this category, \$24.1 million. Significant revenue in this group, \$6.5

million, is derived from the 5% cable franchise fee. The City's power to raise revenues from this source is constrained by federal and State law. Certain license fees, including alcoholic beverage, marriage and some business licenses are set by State law.

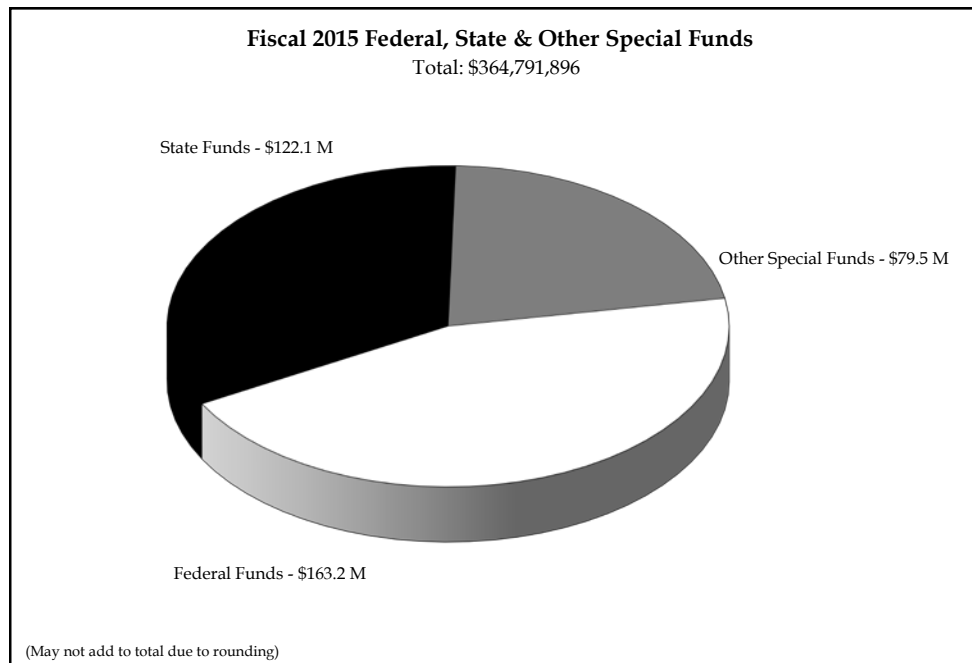
Fines and Forfeits (0.9%)	
Forfeitures Drug/Gambling	
Contraband	\$8.0 M
Environmental Control Board	\$6.0 M
Other	\$1.0 M
Total	\$15.0 M

Fines and Forfeits are mainly composed by forfeiture revenues and environmental citations. Revenues from Forfeitures Drug/Gambling assets total \$8.0 million or 53.3% of the total for this category. Revenues from environmental citations represent 40.0% or \$6.0 million. All other revenues in this category total \$1.0 million or 6.7%.

Use of Money and Property (1.1%)	
Convention Center	\$9.4 M
Other Revenues	\$5.5 M
Rental from Benton Building	\$1.9 M
Earnings on Investments	\$1.2 M
Total	\$18.0 M

Income from the Use of Money and Property is dominated by three major categories: the rental of the Convention Center facility, rentals from the C. L. Benton Building and earnings on investments. Total income generated by the Convention Center accounts for 52.2% or \$9.4 million, rental revenue from the Benton building represents 10.6% or \$1.9 million, while earnings on investment returns on the daily cash balances in the City Treasury account for 6.7% or \$1.2 million of the category total. All other revenues in this category account for \$5.5 million.

Federal, State and Other Special Grant Funds



Policy and Objectives

These dedicated grant funds were established to appropriate operating revenues received from federal, State and private sources. The funds are restricted by law, contract or regulation to expenditures for specific purposes. Revenues from federal, State and special purpose grants are recognized for accounting purposes at the time the specific designated expenditures are made. Budget appropriations for dedicated grant funds represent spending authority allowance for grants anticipated to be received during the budget year.

Major Revenues

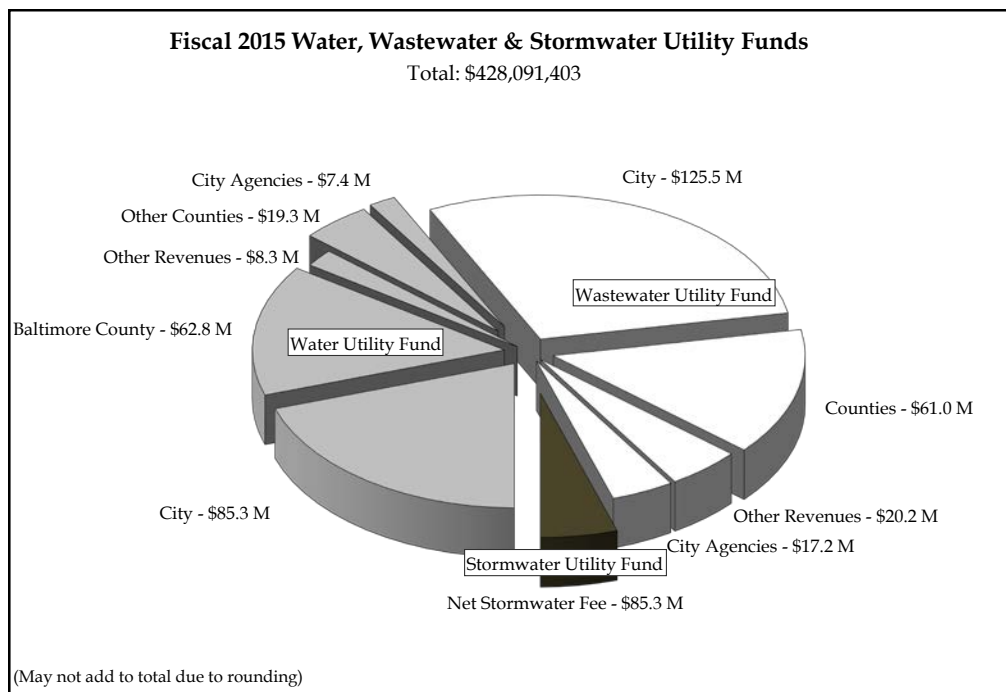
The Fiscal 2015 Federal Fund operating appropriation is budgeted at \$163.2 million, \$19.8 million lower than in Fiscal 2014; however, this decline is mainly explained by the split cost of the City funding for the Head Start program. The total cost of this program has been divided between the City and three other providers under a coordinated plan with nonprofit organizations, reducing the City's share to \$9.5 million from \$30.7 million in Fiscal 2014. The budget includes additional \$1.5 million reduction for emergency medical services, and \$1.3 million for HIV treatment for uninsured. These reductions are partially offset by the \$2.1 million funding increase for Fire facilities maintenance and replacement and \$2.0 million additional funding for street maintenance'.

The Fiscal 2015 State aid budget is \$122.1 million, 6.7% or \$7.8 million higher than the Fiscal 2014 operating appropriation. This increase is mainly explained by \$3.1 million appropriation increase for the Community Action Centers and \$2.0 million additional appropriation for the route expansion of the Charm City Circulator. Other appropriation increases are \$1.0 million for circuit courts, and \$0.8 million for street maintenance. The State aid budget was reduced by \$2.4 million on the appropriation for energy performance.

The Special Fund budget for Fiscal 2015 is \$79.5 million, \$5.8 million higher than the Fiscal 2014 appropriation. The Fiscal 2015 includes \$7.7 million from the Casino Local Impact Aid providing \$1.8 million funding for police patrol, \$1.2 million for sustainable transportation programs including the service expansion of the Charm City Circulator, \$1.2 million for the comprehensive

planning and resource management program and the remaining \$3.5 million distributed among other programs. The budget also includes \$2.7 million increase for school health services. The appropriation maintains the \$10.4 million from the five-cent beverage container tax, which will be transferred to the Maryland Stadium Authority and to be designated, by State law, for school construction.

Water, Wastewater and Stormwater Utility Funds



Policy and Objectives

A Charter Amendment approved in 1978 established the Water and Wastewater Utility Funds as two separate enterprises. The utility funds must be financially self sustaining, as well as operated without profit or loss to other City funds. The establishment of these two funds enables the City to issue revenue bonds to finance related capital improvements. Ordinance 941, passed in December 1978, requires the Board of Estimates, upon recommendation of the Director of Finance and the Director of Public Works, to establish rates and charges sufficient to make the two utility funds self-supporting. Nearly all the funding sources for the utility operations come from the sale of services. Rates vary depending on volume, level of treatment and distribution costs. In the case of industrial users, rates vary according to the types of contaminants discharged into the Wastewater system.

Major Revenues

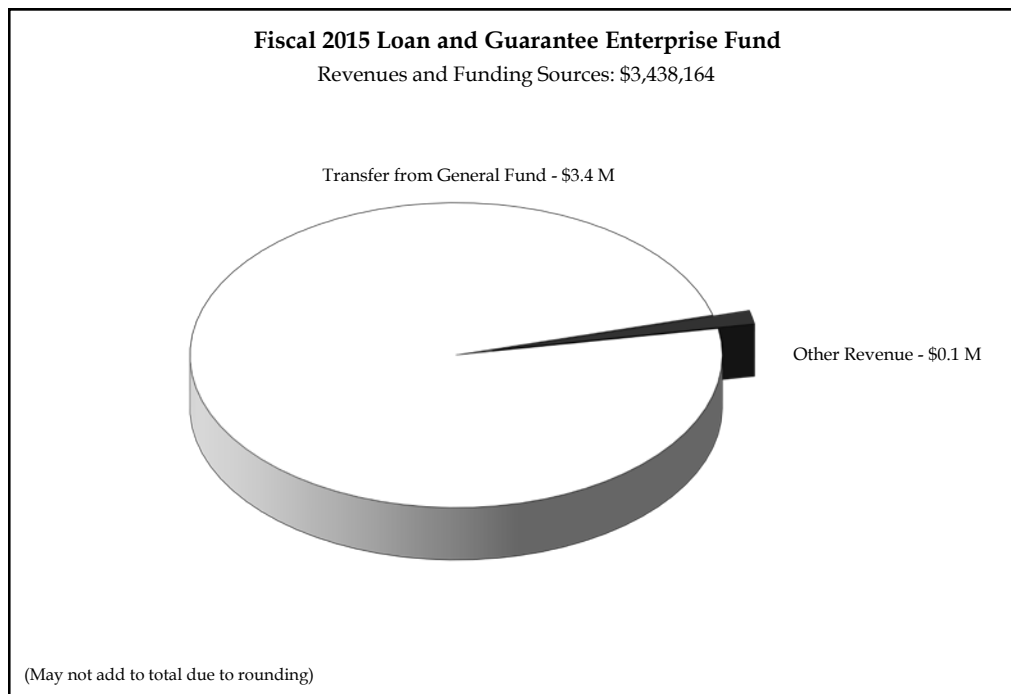
Water Utility - The City supplies treated water to its residents, as well as to residents of Baltimore, Anne Arundel, Harford and Howard counties. Untreated water is sold at wholesale rates to Carroll and Harford counties. The rate schedules are established pursuant to Board of Estimates' actions and, in the case of Baltimore County, are subject to provisions of State law and City/County agreements regarding cost allocation. The law and agreement with Baltimore County obligate the City to supply water at cost. The City and County allocate operating and maintenance costs on all jointly used facilities. Baltimore City customers, including City agencies, are expected to account for about 50.6% or \$92.7 million of total user charges in Fiscal 2015. Baltimore County customers provide 34.3% or \$62.8 million, and the remaining balance comes from Anne Arundel, Carroll, Harford and Howard counties, late penalties and other minor service charges. Fiscal 2015

revenues and funding sources are estimated to be \$183.1 million. The budget reflects the 11% rate increase adjustment on water charges.

Wastewater Utility- Baltimore and Anne Arundel counties, pursuant to agreements with the City, pay into the Wastewater Utility Fund a proportional amount based on the sewage treated at the Back River and Patapsco treatment plants. These counties also pay a portion of the capital expenses of jointly used wastewater facilities. City customers, including City agencies, provide approximately 63.7% or \$142.7 million of total user charges while Baltimore and Anne Arundel counties and other service charges comprise the balance. Fiscal 2015 revenues and funding sources are estimated to be \$223.9 million.

Stormwater Utility Fund - The Stormwater Utility Fund, established for the Fiscal 2014 Budget, was created with the purpose of planning and budgeting for the income and capital and operating expenses associated with City's stormwater management system. In 2012, the Maryland General Assembly passed a law mandating that certain jurisdictions, including the City, create a watershed protection program beginning July 1, 2013. A State-mandated user fee will provide a dedicated revenue source for the purpose of enabling the City to meet State and federal water quality requirements, improving water quality and flood control, reducing runoff into the harbor, and expanding green space. The Fiscal 2015 funding sources are estimated to be \$21.1 million.

Loan and Guarantee Enterprise Fund



Policy and Objectives

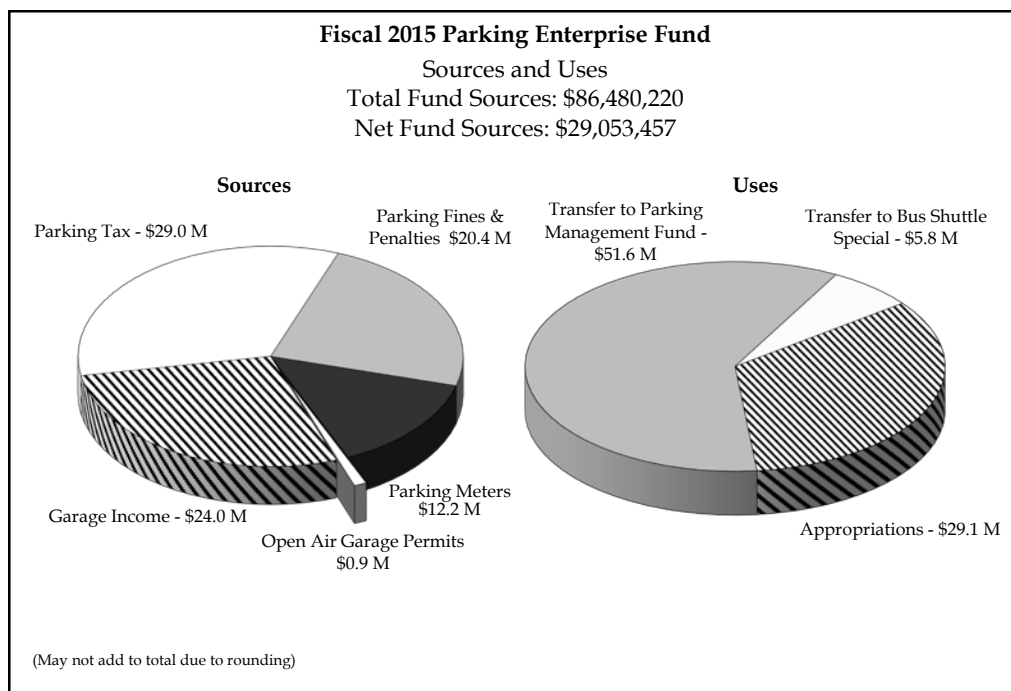
The Loan and Guarantee Enterprise Fund was established in the Fiscal 1989 budget for the purpose of planning and budgeting for the income and expenses associated with the operations of the Loan and Guarantee Servicing Division of the Department of Finance. In Fiscal 1992, the Division was made part of the Bureau of Accounting and Payroll Services. The Loan and Guarantee Servicing Division was established by resolution of the Board of Estimates, dated June 4, 1986, requiring that it administer outstanding loans and guarantees, temporary parking lots and certain facilities that were under the control of the former Trustees for Loans and Guarantees prior to June, 1986. In Fiscal 1992, responsibility for the administration of temporary parking facilities was transferred

from the Division to a new Parking Management Unit which is now part of the Department of Transportation. Parking revenues resulting from facility operations were transferred to the Parking Management Fund. Loan and Guarantee Fund revenues in excess of those needed for operating expenses and reserve requirements are transferred to the General Fund under the terms of the resolution of the Board of Estimates. Conversely, operating shortfalls of the fund must be made up by the General Fund.

Major Revenues

Total Fiscal 2015 revenues are estimated to be \$3.4 million. Revenues from the use of money and property are approximately \$130,000, of which an estimated \$125,000 is from rental of property. Additional revenue sources include the \$3.4 million transferred from the General fund.

Parking Enterprise Fund



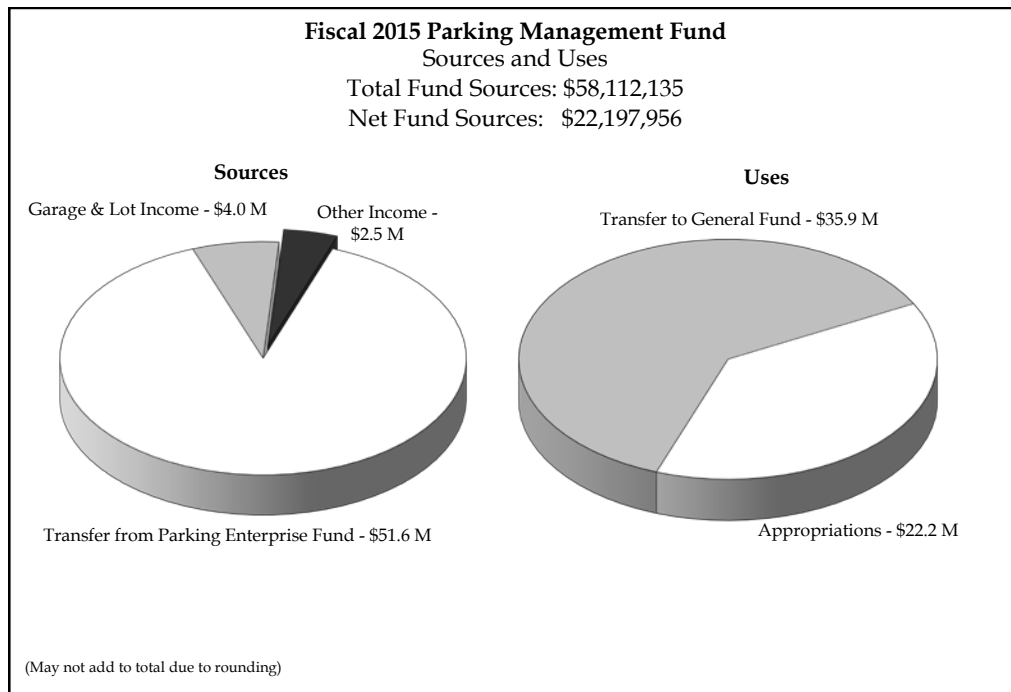
Policy and Objectives

The Parking Enterprise Fund was established in 1983 to budget for parking related revenues and debt service expenses resulting from parking revenue bonds, notes and other revenue obligations. The City issues debt to finance acquisition or construction of parking facilities. Revenue from garage operations and installment purchase payments received from developers are deposited in the fund and are designated to support the debt service obligation of the fund. Parking taxes, open-air garage licenses, parking fines, penalties on parking fines and parking meter revenues also are deposited in this fund. These revenues provide a guaranteed flow of income and an additional security for the payment of debt service. Providing that debt service obligations and other security requirements of the fund are met, the City is permitted to transfer monies from the Parking Enterprise Fund. Revenues in excess of debt service and operating expense requirements are transferred to the Parking Management Fund.

Major Revenues

Parking taxes, parking fines and penalties and garage income, which include facility installment sales receipts, generate approximately 84.9% of the Parking Enterprise Fund revenues. Four percent of the Parking tax rate continues to fund operations and capital expenses for the free harbor bus shuttle service, the Charm City Circulator. The Fiscal 2015 Parking Enterprise Fund revenues are estimated to total \$86.5 million. Out this total, \$29.1 million is to support operating and debt service requirements, \$51.6 million to be transferred to the Parking Management Fund and \$5.8 million to be transferred to the Harbor Shuttle Special Fund.

Parking Management Fund



Policy and Objectives

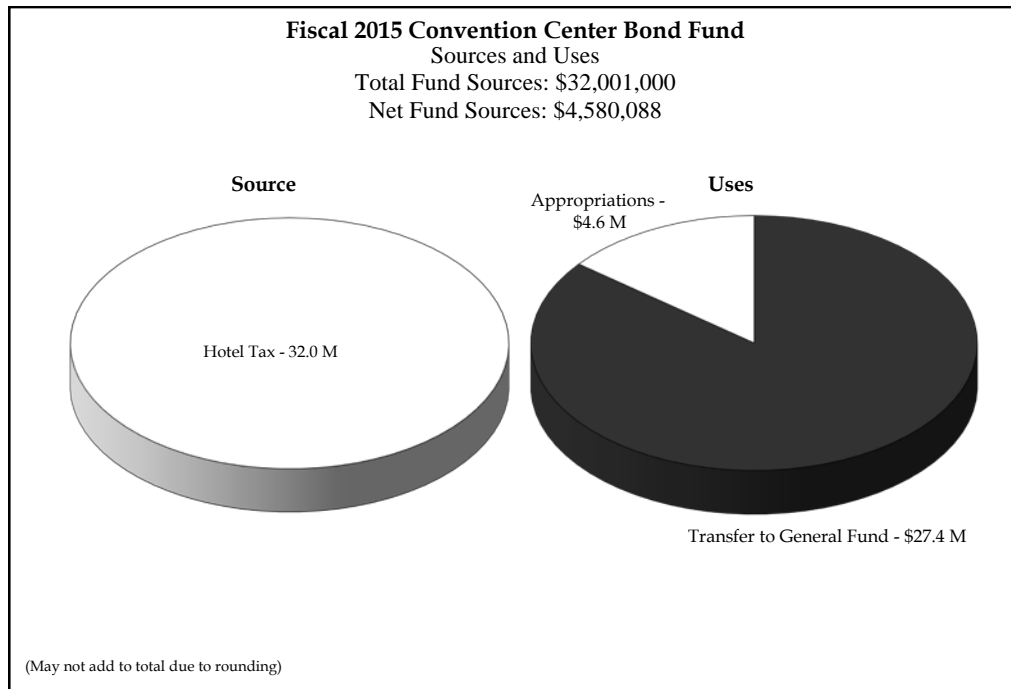
The Parking Management Fund was established in Fiscal 1992 to budget for parking activities exclusive of those expenses funded by the Parking Enterprise Fund. Taken together, the activities of the two funds provide a more complete accounting for the City's entire parking operations. The Parking Management Fund supports appropriations for on-street activities including the parking meter system, parking enforcement and special parking programs and off-street parking activities including parking lots and garages financed by general obligation bonds or other General Fund sources. The primary purpose of the fund is to achieve clear management accountability and improve performance of all parking activities in order to increase revenues and improve public services in the most cost-effective manner. The Parking Management Fund is a budgetary fund. The results of fiscal operations of the fund are combined with the General Fund in the City's Comprehensive Annual Financial Report.

Major Revenues

Revenues earned by fund operations total \$5.2 million. Income from City-owned parking lots and garages of \$4.0 million makes up the bulk of these revenues. Transfers from the Parking Enterprise Fund, \$51.6 million, are required to supplement fund revenues to support expenditure requirements of \$22.2 million. After expenses are met, available revenues are transferred to the

General Fund, an estimated \$35.9 million in Fiscal 2015.

Convention Center Bond Fund



Policy and Objectives

The Convention Center Bond Fund was established in Fiscal 1995 to budget for hotel tax revenue to be dedicated to support the payment of principal and interest associated with City indebtedness incurred to finance one-third of the \$150.0 million cost of the joint City-State expansion of the Baltimore Convention Center. The fully expanded and renovated Convention Center facility reopened in April 1997. The Convention Center Bond Fund is a budgetary fund. The results of fiscal operations of the fund are combined with the General Fund in the City's Comprehensive Annual Financial Report.

Major Revenues

The sole revenue source for the fund is the 9.5% sales and service tax levied on transient room rentals at hotels, motels and bed and breakfast facilities located in the City. Fiscal 2015 tax receipts are estimated to be about \$32.0 million. Total debt service expenses for the fund are appropriated at \$4.6 million. Hotel tax receipts in excess of the debt service expense appropriated in the fund or about \$27.4 million will be transferred to the General Fund. As a result of legislation enacted by the 1997 Maryland General Assembly, the City must appropriate 40.0% of its estimated total hotel tax receipts to support the operations of the Visit Baltimore Association. The legislative requirement for promotion funding is mandated through Fiscal 2017.

Conduit Enterprise Fund

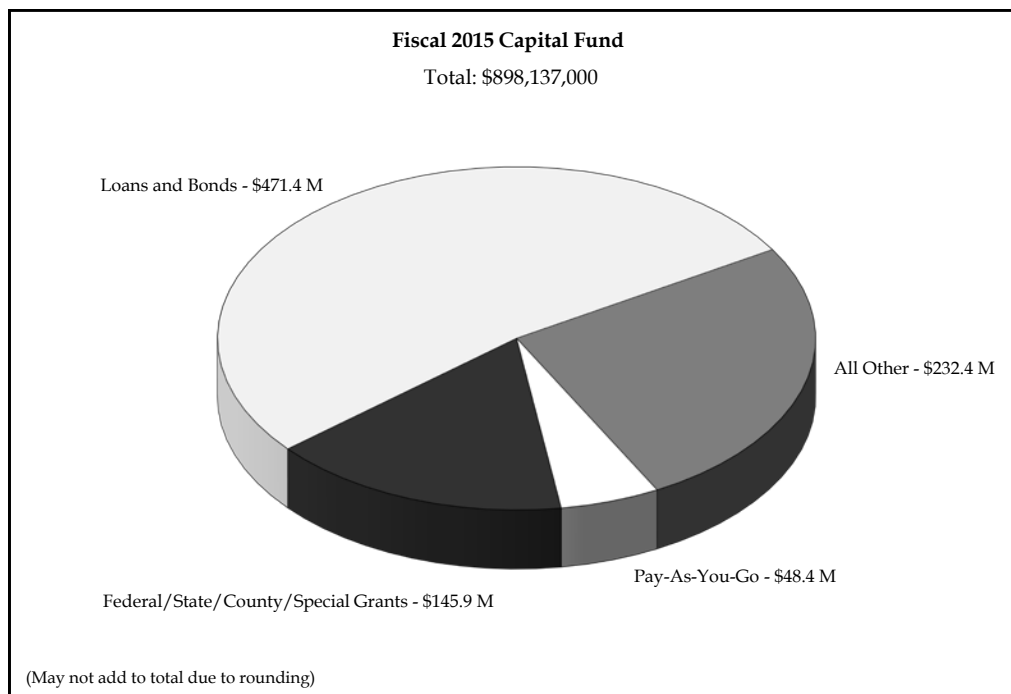
Policy and Objectives

The Conduit Enterprise Fund was established in Fiscal 2002. The fund accounts for revenue from charges to non-City entities and City agencies renting space in the City-owned and operated underground conduit system. The conduit system is a unique public resource that provides access to substantial portions of the public right of way without the necessity of opening and closing streets and disrupting traffic that is common in many urban areas. The fund will appropriately highlight the costs of operations and funding reserve requirements in order to achieve clear management accountability and improve performance of conduit-related operations in the most cost-effective manner.

Major Revenues

The sole revenue source for the fund is the rental charge levied on City agency and other non-City users of the conduit system. The Fiscal 2015 receipts are estimated at \$13.8 million. Total expenses for the fund are appropriated at \$13.8 million. Rental receipts in excess of the current operating expenses are reserved for maintenance, capital and other requirements of the conduit system. The revenue potential from the conduit resource is enhanced as a result of Ordinance 00-116, which grants authority to establish both City and non-City charges for use of the public right of way that reflect the value of the right of way.

Capital Fund



Policy and Objectives

Governmental accounting standards and the City Charter require operating revenues and expenses to be clearly distinguished from revenues and expenses associated with capital projects, e.g., the design, development, construction and extraordinary repair and rehabilitation of physical plant and facilities. The Board of Estimates has defined capital projects as physical improvements that cost more than \$50,000; equipment and items of repair and maintenance that cost more than \$100,000; Bureau of Water and Wastewater items of repair, maintenance or emergency nature

costing more than \$250,000; and the salaries other than those that are properly capitalized as part of the project cost. Each capital project appropriation reflects all revenue sources used to finance the particular project. Major revenues are received from various sources, all of which comprise this fund.

Major Revenues

Three types of funding sources (grants, loans and bonds, and all other excluding Pay-As-You-Go) total \$849.7 million and comprise 94.6% of the Fiscal 2015 capital appropriations of \$898.1 million. The magnitude of the various funding sources changes significantly from year-to-year due to the timing of projects and grant funding. For instance, in Fiscal 2015, revenue bonds are anticipated to decrease by \$3.9 million or 0.9% to \$421.4 million from Fiscal 2014. Pay-As-You-Go appropriations are estimated to decrease from \$71.9 million to \$48.4 million or -32.7% over Fiscal 2014. Issuance of general obligation bonds is maintained at the same \$50 million of Fiscal 2014. Total grants are anticipated to decrease by \$107.0 million or -42.3% below the Fiscal 2014 capital appropriation.

The largest funding sources in the Fiscal 2015 capital budget are: \$471.4 or 52.5% in loans and bonds (\$421.4 million in revenue bonds and \$50.0 million in general obligation bonds); 37.0% or \$232.4 million in other capital funding including various private reimbursements, the sale of City property, loan repayments and other minor sources; \$145.9 million or 16.2% in grants (\$85.6 million in revenue from the state and \$60.3 million in Federal grants); \$48.4 million or 5.4% in Pay-As-You-Go funding from current operating revenues (\$25.7 million in General Fund, \$16.7 million in Water, Wastewater and Stormwater Utility funds and \$6.0 million in Conduit Enterprise fund).

Internal Service Fund

Policy and Objectives

This fund finances goods and/or services provided by certain City agencies to other City agencies on a cost reimbursement basis. In Fiscal 2015, \$99.8 million has been adopted for vehicle fleet repair and maintenance, print shop, post office, telephone, energy, telecommunication, risk management and unemployment and worker's compensation services. These funds are to operate on a fully self-supporting basis, including the financing of reserves for capital equipment replacement.

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
LOCAL TAXES					
Real and Personal Property - Current Year					
001 Real Property	754,741,990	729,214,000	741,580,000	729,611,000	397,000
004 Personal Property - Ordinary Business Corps	54,362,403	48,720,000	54,300,000	54,316,000	5,596,000
007 Personal Property - Individuals & Firms	1,015,234	890,000	1,300,000	1,055,000	165,000
008 Personal Property - Public Utilities	48,601,593	48,372,000	49,172,000	48,783,000	411,000
027 Homestead Tax Credit	(93,333,936)	(71,835,000)	(65,793,000)	(48,907,000)	22,928,000
	765,387,284	755,361,000	780,559,000	784,858,000	29,497,000
Real and Personal Property - Prior Years					
010 Real Property	3,433,695	5,834,000	5,909,902	2,000,000	(3,834,000)
011 Personal Property	4,234,359	4,900,000	7,000,000	4,900,000	0
	7,668,054	10,734,000	12,909,902	6,900,000	(3,834,000)
Real and Personal Property - Other Revenue					
016 Video Lottery Terminal	0	0	0	13,200,000	13,200,000
021 Penalties and Interest	6,682,832	6,122,000	7,000,000	6,170,000	48,000
022 Discounts	(2,051,214)	(1,807,000)	(1,910,000)	(1,825,000)	(18,000)
024 Tax Sale Expense	0	1,700,000	0	0	(1,700,000)
025 Newly Constructed Dwellings Tax Credit	(3,619,532)	(3,846,000)	(3,200,000)	(3,849,000)	(3,000)
028 Other Property Tax Credits	(3,017,124)	(2,364,000)	(3,551,540)	(3,500,000)	(1,136,000)
029 Enterprise Zone Tax Credit	(5,296,303)	(239,000)	(10,603,460)	(9,825,000)	(9,586,000)
030 Cemetery Dwellings Tax Credit	0	(3,000)	0	(4,000)	(1,000)
032 Historic Property Tax Credits	(6,422,665)	(8,086,000)	(6,700,000)	(7,200,000)	886,000
038 Tax Increment Financing Districts	9,975,062	13,387,199	10,218,198	16,317,000	2,929,801
039 Targeted Homeowners Tax Credit	(3,520,189)	(16,000,000)	(15,500,000)	(20,200,000)	(4,200,000)
040 High-Performance Market-Rate Rental Housing Tax Credit	0	0	0	(455,000)	(455,000)
	(7,269,133)	(11,135,801)	(24,246,802)	(11,171,000)	(35,199)
Sales and Service					
041 Heavy Equipment Gross Receipts	32,605	0	100,000	100,000	100,000
043 Beverage Container	4,452,565	0	0	0	0
045 Gas	12,792,175	12,758,000	13,706,000	13,380,000	622,000
046 Electricity	25,022,509	25,756,000	25,427,000	26,142,000	386,000
047 Fuel Oil	515,130	553,000	553,000	563,000	10,000
049 Steam	1,174,606	1,159,000	1,085,000	1,179,000	20,000
050 Telephone	33,289,930	34,299,000	33,457,000	33,523,000	(776,000)
051 Homeless Relief Assistance Tax	375,900	380,000	416,480	640,000	260,000
052 Hotel (transferred from Conv Ctr Bond Redemption Fund)	25,932,350	23,916,912	25,919,912	27,420,912	3,504,000
053 Property Transfer	27,506,213	24,948,000	36,880,000	27,354,000	2,406,000
054 Liquid Petroleum Gas	59,860	75,000	78,000	77,000	2,000
055 Refund Reserve - Gas	(94,003)	(184,000)	(60,000)	(99,000)	85,000
056 Refund Reserve - Electricity	(173,308)	(243,000)	(100,000)	(181,000)	62,000
057 Refund Reserve - Fuel Oil	0	(4,000)	0	0	4,000
	130,886,532	123,413,912	137,462,392	130,098,912	6,685,000
Payments in Lieu of Taxes					
060 Housing Authority	732,186	400,000	707,860	400,000	0
062 Urban Renewal	70,068	40,000	117,337	40,000	0
063 Off-Street Parking Properties	718,201	705,000	2,649,000	705,000	0
064 Maryland Port and Stadium Authorities	1,029,696	1,048,928	1,048,928	1,048,928	0
065 Apartments	3,184,383	2,489,000	3,900,000	2,489,000	0
067 Economic Development	1,098,191	950,000	1,100,000	950,000	0
068 Annual Nonprofit Contribution	2,941,022	2,400,000	2,400,000	2,400,000	0
	9,773,747	8,032,928	11,923,125	8,032,928	0
Other Local Taxes					
075 Tax Sale Fees and Other	260,269	410,000	410,000	410,000	0
076 Simulated Slot Machine Registration Tax	178,435	756,000	525,000	756,000	0

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
077 Billboard Tax	0	1,000,000	1,250,000	1,700,000	700,000
078 Taxicab Excise Tax	0	1,300,000	0	1,300,000	0
	438,704	3,466,000	2,185,000	4,166,000	700,000
Income Tax					
081 Income Tax - State Collected	265,351,167	263,640,765	269,253,000	274,538,596	10,897,831
083 Unallocated Withholding - Regular	9,079,307	6,939,960	6,939,960	8,459,347	1,519,387
084 Income Tax - Fiduciary Returns	4,038,776	3,805,609	6,676,867	3,690,819	(114,790)
	278,469,250	274,386,334	282,869,827	286,688,762	12,302,428
Locally Imposed - State Collected					
085 Admissions	9,161,053	8,653,000	8,167,000	9,429,000	776,000
086 Recordation	28,424,774	23,367,000	39,309,000	31,868,000	8,501,000
	37,585,827	32,020,000	47,476,000	41,297,000	9,277,000
Taxes - State Shared					
101 State Highway User Revenues	129,854,777	134,375,934	132,276,865	136,102,428	1,726,494
	129,854,777	134,375,934	132,276,865	136,102,428	1,726,494
TOTAL: LOCAL TAXES	1,352,795,042	1,330,654,307	1,383,415,309	1,386,973,030	56,318,723
LICENSES AND PERMITS					
General Government					
120 City/State Business	1,686,387	1,900,000	1,900,000	1,900,000	0
122 Alcoholic Beverage	1,748,542	2,000,000	1,700,000	2,000,000	0
123 Marriage	17,495	25,000	20,000	25,000	0
	3,452,424	3,925,000	3,620,000	3,925,000	0
Public Safety and Regulation					
126 Media Production Services	30,681	55,000	30,000	55,000	0
127 Cable TV Franchise Fee	6,588,294	6,224,000	6,700,000	6,500,000	276,000
128 Fire Prevention - Fire Code	1,776,257	1,326,000	1,326,000	1,348,000	22,000
129 Rental Property Registrations	4,691,724	4,500,000	5,000,000	5,000,000	500,000
130 Multiple Family Dwelling Permits	16,341	0	0	0	0
131 Miscellaneous Building Inspection Revenue	986,583	896,000	1,100,000	1,000,000	104,000
132 Building Construction Permits	4,461,845	4,000,000	5,200,000	4,500,000	500,000
133 Electrical Installation Permits	858,473	750,000	920,000	900,000	150,000
134 Mechanical Equipment Permits	784,339	650,000	850,000	700,000	50,000
135 Plumbing Permits	489,816	405,000	520,000	520,000	115,000
136 Elevator Permits	3,228	1,000	1,000	1,000	0
137 Filing Fees - Building Permits	1,064,476	1,153,000	1,153,000	1,172,000	19,000
138 Alarm System Registration Permits	293,856	0	35,000	0	0
139 Public Assembly Permits	11,479	10,000	25,000	10,000	0
140 Professional and Occupational Licenses	280,817	350,000	500,000	356,000	6,000
141 Vacant Structure Fee	488,045	300,000	475,000	450,000	150,000
143 Amusement Device Licenses	1,300,164	633,000	700,000	1,300,000	667,000
145 Dog Licenses and Kennel Permits	31,618	110,000	30,000	30,000	(80,000)
146 Special Police Appointment Fees	2,779	5,000	3,000	20,000	15,000
149 Vacant Lot Registration Fees	135,064	130,000	130,000	130,000	0
150 Trades Licenses	133,950	145,000	145,000	145,000	0
	24,429,829	21,643,000	24,843,000	24,137,000	2,494,000
Health					
151 Food Dealer Permits	2,742,855	2,000,000	2,000,000	2,050,000	50,000
152 Swimming Pool Licenses	63,070	25,000	70,000	25,000	0
154 Solid Waste Collection Permits	144,196	150,000	150,000	150,000	0
	2,950,121	2,175,000	2,220,000	2,225,000	50,000
Highways					
163 Minor Privilege Permits	2,373,979	2,358,000	2,500,000	2,400,000	42,000
164 Public Utility Pole Permits	569,465	521,000	530,000	530,000	9,000

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
166 Telephone Conduit Franchise	0	118,700	118,700	118,700	0
169 Permits and Inspection - Private Paving	60,035	35,000	80,000	60,000	25,000
170 Developer Agreement Fees	138,096	150,000	300,000	150,000	0
171 Street Cut Permit Fees	481,393	561,000	500,000	500,000	(61,000)
	3,622,968	3,743,700	4,028,700	3,758,700	15,000
TOTAL: LICENSES AND PERMITS	34,455,342	31,486,700	34,711,700	34,045,700	2,559,000
FINES AND FORFEITS					
177 Court-Ordered Restitution and Misc Fines	7,780	3,000	9,000	3,000	0
178 Civil Citations	78,960	70,000	125,000	70,000	0
179 Sheriff Revenue	217,881	185,000	235,000	185,000	0
180 Forfeitures Drug/Gambling Contraband	395,246	3,000,000	4,721,692	8,000,000	5,000,000
181 Minimum Wage Violations	42,042	120,700	58,000	120,700	0
182 Environmental Control Board Fines	6,399,223	6,000,000	6,000,000	6,000,000	0
185 Bad Check Charge	85,349	35,000	85,000	35,000	0
186 District Court Housing Fines	5,650	4,000	5,000	4,000	0
187 Liquor Board Fines	94,380	125,000	85,000	125,000	0
188 Library Fines	152,876	188,000	210,000	188,000	0
189 Stormwater and Sediment Control Penalties	4,232	2,000	5,000	2,000	0
190 Street Cut Fines	0	250,000	0	250,000	0
191 Red Light Fines	6,878,141	4,600,000	1,550,000	0	(4,600,000)
192 Right Turn On Red Fines	1,619,224	968,000	0	0	(968,000)
193 Speed Cameras	13,468,494	11,200,000	1,200,000	0	(11,200,000)
	29,449,478	26,750,700	14,288,692	14,982,700	(11,768,000)
TOTAL: FINES AND FORFEITS	29,449,478	26,750,700	14,288,692	14,982,700	(11,768,000)
USE OF MONEY					
200 Earnings on Investments	423,855	993,000	600,000	1,200,000	207,000
202 Interest Differential Off-Street Parking	138	0	0	0	0
205 Interest on REAL Loans	2	0	0	0	0
206 Interest on Property Sale Proceeds	91,494	42,000	92,000	43,000	1,000
207 Interest on Gambling/Drug Confiscated Cash	13,843	9,600	13,000	10,000	400
212 Principal on REAL Home Rehab	181	2,000	0	3,000	1,000
215 Interest - Baltimore Home Finance	0	1,000	0	0	(1,000)
216 Principal - Baltimore Home Finance	0	2,000	0	0	(2,000)
217 Principal - Private Activity Bond Loans	7,498	5,600	8,000	6,000	400
218 Interest - Private Activity Bond Loans	2,926	1,204	3,500	2,000	796
227 Principal - CDFC Loan	370,260	345,758	300,000	348,000	2,242
228 Interest - CDFC Loan	59,348	32,461	50,000	33,000	539
232 Principal - SELP Loans	5,000	0	0	0	0
238 Interest - 4th Industrial Commercial Loan	1,059	380	380	1,000	620
239 Principal - 4th Industrial Commercial Loan	16,694	15,950	15,950	17,000	1,050
250 Principal - MILA/MICRF	216,291	180,000	180,000	181,000	1,000
251 Interest - MILA/MICRF	1,611	1,625	1,625	2,000	375
252 Principal - Off-Street Parking Loans	65,833	10,000	10,000	11,000	1,000
253 Interest - Off-Street Parking Loans	47,679	23,900	23,900	24,000	100
255 Principal - Economic Development Loan Program	622,071	429,300	429,300	432,000	2,700
256 Interest - Economic Development Loan Program	109,662	79,470	110,000	80,000	530
259 Interest - Community Development Fund Loans	17,540	2,000	2,000	3,000	1,000
260 Principal - Community Development Fund Loans	33,022	16,200	30,000	17,000	800
	2,106,007	2,193,448	1,869,655	2,413,000	219,552
TOTAL: USE OF MONEY	2,106,007	2,193,448	1,869,655	2,413,000	219,552
USE OF PROPERTY					
201 Rental of City Property	1,528,243	1,000,000	1,000,000	1,000,000	0
209 Expressway Air Space Leases	10,603	8,400	11,000	8,400	0
210 Rental from Inner Harbor Shoreline	811,443	1,025,000	1,025,000	1,025,000	0

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
211 Rental from C. L. Benton, Jr. Office Building	987,295	2,044,000	1,500,000	1,900,000	(144,000)
214 SW Resource Recovery Facility - Lease	1,198,209	1,198,000	1,294,066	1,198,000	0
219 MTA Bus Shelter Agreement	64,719	200,000	0	0	(200,000)
226 Rental from Harborplace Pavilions	169,933	100,000	270,000	100,000	0
240 Harbor Shoreline - Docking Fees	79,063	125,000	125,000	125,000	0
241 Rental from Community Centers	271,445	240,000	240,000	240,000	0
243 Rentals from Wharfage - Piers and Docks	18,350	9,693	20,000	20,000	10,307
247 Convention Center	9,468,520	9,104,203	9,104,203	9,440,000	335,797
266 Advertising on City Property	0	0	0	500,000	500,000
267 Rental - Federal Day Care Center	0	31,000	0	0	(31,000)
	14,607,823	15,085,296	14,589,269	15,556,400	471,104
TOTAL: USE OF PROPERTY	14,607,823	15,085,296	14,589,269	15,556,400	471,104
FEDERAL GRANTS					
280 Civil Defense	220,296	179,000	179,000	179,000	0
	220,296	179,000	179,000	179,000	0
TOTAL: FEDERAL GRANTS	220,296	179,000	179,000	179,000	0
STATE AID					
401 Targeted Aid (Income Tax Disparity)	77,542,494	79,051,790	79,051,790	79,051,790	0
403 Teachers Retirement Supplemental Grant	6,972,596	10,047,597	10,047,597	10,047,956	359
404 Security Interest Filing Fees	3,075,000	0	0	0	0
406 Police Protection Aid	53,840	0	0	0	0
415 Local Health Operations	4,981,384	6,827,538	6,827,538	8,365,000	1,537,462
475 Library Services	6,034,345	6,034,000	6,034,000	6,053,000	19,000
482 War Memorial	65,225	180,000	180,000	180,000	0
	98,724,884	102,140,925	102,140,925	103,697,746	1,556,821
TOTAL: STATE AID	98,724,884	102,140,925	102,140,925	103,697,746	1,556,821
PRIVATE GRANTS					
590 Interest - Enoch Pratt Endowment	25,000	25,600	25,600	25,600	0
592 Voluntary Payment In Lieu of Taxes	100,000	0	0	0	0
593 Comcast Youth Works Annual Grant	0	30,000	0	0	(30,000)
	125,000	55,600	25,600	25,600	(30,000)
TOTAL: PRIVATE GRANTS	125,000	55,600	25,600	25,600	(30,000)
CHARGES - CURRENT SERVICES					
General Government					
618 Transcriber Service Charges	21,860	30,000	30,000	30,000	0
620 RBDL Administration Fee	8,516	6,500	6,500	6,500	0
621 Bill Drafting Service	13,431	16,000	28,000	22,000	6,000
623 Zoning Appeal Fees	90,935	89,000	89,000	89,000	0
624 Rehab Loan Application Fees	6,000	15,000	6,000	6,000	(9,000)
628 Civil Marriage Ceremonies	11,330	15,100	15,100	15,100	0
632 Lien Reports	1,213,334	980,000	1,500,000	1,200,000	220,000
633 Election Filing Fees	5,147	6,000	1,000	6,000	0
634 Surveys Sales of Maps and Records	25,273	45,000	25,000	25,000	(20,000)
636 3rd Party Disability Recoveries	55,508	55,000	55,000	55,000	0
638 Semi - Annual Tax Payment Fee	203,888	230,000	150,000	230,000	0
639 Tax Roll Service Charge	41,821	9,000	25,000	46,000	37,000
640 Audit Fees - Comptroller's Office	492,731	575,000	575,000	575,000	0
648 Sub-division Plat Charges	19,581	8,600	20,000	20,000	11,400
649 Vending Machine Commissions	42,975	46,000	46,000	46,000	0
651 Reimbursement for Use of City Vehicles	14,805	26,000	26,000	26,000	0
654 Charges for Central City Services	11,579,271	13,200,000	13,200,000	13,200,000	0
	13,846,406	15,352,200	15,797,600	15,597,600	245,400
Public Safety and Regulation					

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
657 Liquor Board Advertising Fees	70,803	95,000	70,000	70,000	(25,000)
659 Sale of Accident and Incident Reports	256,269	325,000	350,000	260,000	(65,000)
660 Stadium Security Service Charges	1,789,363	1,275,000	1,600,000	1,600,000	325,000
661 Port Fire Protection (MPA)	1,399,940	1,399,940	1,399,940	1,399,940	0
662 Sheriff - District Court Service	3,439,475	5,346,000	5,346,000	5,346,000	0
663 False Alarm Fees	284,386	400,000	370,000	250,000	(150,000)
664 Fire Dept - Sales of Reports	21,860	31,250	21,000	21,000	(10,250)
665 Fire Ambulance Stadium Service	44,330	27,000	27,000	27,000	0
	7,306,426	8,899,190	9,183,940	8,973,940	74,750
Health					
680 Miscellaneous Environmental Fees	16,825	15,000	15,000	15,000	0
700 New Health Plan Review	19,650	21,375	21,375	22,461	1,086
701 Hazard Analysis Critical Control Point Plan	1,100	42,000	1,200	5,000	(37,000)
	37,575	78,375	37,575	42,461	(35,914)
Social Services					
706 Sheriff - DHR Service Agreement	934,803	580,000	580,000	750,000	170,000
	934,803	580,000	580,000	750,000	170,000
Recreation and Culture					
754 Waxter Center Memberships	0	4,000	0	4,000	0
773 Video Rental and Other Charges	136,364	117,000	117,000	120,000	3,000
777 Swimming Pool Passes	120,008	132,125	160,000	125,000	(7,125)
778 General Recreation and Culture Charges	350,000	350,000	0	0	(350,000)
	606,372	603,125	277,000	249,000	(354,125)
Highways					
785 Impounding Cars - Storage	4,600,535	4,700,000	4,700,000	4,700,000	0
787 Impounding Cars	3,324,973	3,500,000	3,350,000	3,500,000	0
788 Pulaski Private Tow - Rebate	28,993	0	0	0	0
789 Fallsway Private Tow - Rebate	47,320	0	0	0	0
790 Stormwater and Sediment Control Fees	121,910	0	80,000	100,000	100,000
791 General Revenue Highways	3,547,492	3,000,000	3,500,000	3,500,000	500,000
792 Traffic Engineering	6,150	31,000	31,000	31,000	0
	11,677,373	11,231,000	11,661,000	11,831,000	600,000
Sanitation and Waste Removal					
795 Landfill Disposal Tipping Fees	8,101,575	8,000,000	8,000,000	8,900,000	900,000
797 Solid Waste Surcharge	650,467	750,000	5,045,852	750,000	0
799 Southwest Resource Recovery Facility	1,322,299	700,000	700,000	700,000	0
	10,074,341	9,450,000	13,745,852	10,350,000	900,000
TOTAL: CHARGES - CURRENT SERVICES	44,483,296	46,193,890	51,282,967	47,794,001	1,600,111

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
OTHER REVENUE					
General Government					
864 Single Stream Recycables	475,633	653,000	200,000	653,000	0
868 CHAP - Miscellaneous Revenue	36,355	20,000	35,000	20,000	0
869 Prior Year Reserve	0	2,500,000	2,500,000	0	(2,500,000)
872 Miscellaneous Revenue	(42,905)	295,000	4,000,000	245,000	(50,000)
873 Penalties and Interest Excl Real and Personal	1,020,224	500,000	750,000	500,000	0
877 Sale of Scrap/Recycled Metal	47,792	89,000	89,000	89,000	0
878 Overhead Reimbursement	(1,148,152)	0	0	0	0
879 Legal Settlement Proceeds	0	0	250,000	0	0
	388,947	4,057,000	7,824,000	1,507,000	(2,550,000)
Public Safety and Regulation					
885 Police - Miscellaneous	35,432	25,000	25,000	27,000	2,000
	35,432	25,000	25,000	27,000	2,000
TOTAL: OTHER REVENUE	424,379	4,082,000	7,849,000	1,534,000	(2,548,000)
REVENUE TRANSFERS					
951 From (To) Loan and Guarantee Enterprise Fund	(1,737,779)	(1,365,000)	(6,783,835)	(3,365,000)	(2,000,000)
952 From (To) Parking Management Fund	30,334,830	28,669,813	43,915,480	35,914,179	7,244,366
956 From (to) Conduit Enterprise Fund	0	750,000	750,000	750,000	0
	28,597,051	28,054,813	37,881,645	33,299,179	5,244,366
TOTAL: REVENUE TRANSFERS	28,597,051	28,054,813	37,881,645	33,299,179	5,244,366
SURPLUS					
999 Prior Year Fund Balance	0	30,000,000	36,837,648	7,500,000	(22,500,000)
	0	30,000,000	36,837,648	7,500,000	(22,500,000)
TOTAL: SURPLUS	0	30,000,000	36,837,648	7,500,000	(22,500,000)
TOTAL GENERAL FUND	1,605,988,598	1,616,876,679	1,685,071,410	1,648,000,356	31,123,677

PARKING MANAGEMENT FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
PARKING MANAGEMENT					
Licenses and Permits					
141 Residential Parking Permits	582,875	564,620	600,000	564,620	0
	582,875	564,620	600,000	564,620	0
Use of Money and Property					
201 Rental of Property	5,700	5,000	7,000	5,000	0
	5,700	5,000	7,000	5,000	0
Charges - Current Services					
759 Temporary Parking Lots	181,731	182,117	197,000	182,117	0
760 Parking Garages	4,509,735	3,788,861	4,900,000	3,863,000	74,139
866 Booting Fee	514,320	517,135	580,000	517,135	0
867 ZIPCAR Income	32,432	42,000	39,000	42,000	0
872 Miscellaneous Revenue	54,210	61,500	61,500	61,500	0
	5,292,428	4,591,613	5,777,500	4,665,752	74,139
TOTAL: PARKING MANAGEMENT	5,881,003	5,161,233	6,384,500	5,235,372	74,139
REVENUE TRANSFERS					
950 From Parking Enterprise Fund	41,988,017	43,802,062	56,824,462	51,626,763	7,824,701
952 To General Fund	(30,334,830)	(28,669,813)	(43,915,480)	(35,914,179)	(7,244,366)
953 From (To) Fund Balance	0	0	0	1,250,000	1,250,000
	11,653,187	15,132,249	12,908,982	16,962,584	1,830,335
TOTAL: REVENUE TRANSFERS	11,653,187	15,132,249	12,908,982	16,962,584	1,830,335
TOTAL PARKING MANAGEMENT FUND	17,534,190	20,293,482	19,293,482	22,197,956	1,904,474

CONVENTION CENTER BOND FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
CONVENTION CENTER BOND FUND					
Sales and Service Taxes					
052 Hotel Tax	30,478,932	28,497,000	30,500,000	32,001,000	3,504,000
	30,478,932	28,497,000	30,500,000	32,001,000	3,504,000
TOTAL: CONVENTION CENTER BOND FUND	30,478,932	28,497,000	30,500,000	32,001,000	3,504,000
REVENUE TRANSFERS					
953 Transfer to General Fund	(25,932,350)	(23,916,912)	(25,919,912)	(27,420,912)	(3,504,000)
	(25,932,350)	(23,916,912)	(25,919,912)	(27,420,912)	(3,504,000)
TOTAL: REVENUE TRANSFERS	(25,932,350)	(23,916,912)	(25,919,912)	(27,420,912)	(3,504,000)
TOTAL CONVENTION CENTER BOND FUND	4,546,582	4,580,088	4,580,088	4,580,088	0

PARKING ENTERPRISE FUND
REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
PARKING ENTERPRISE					
Taxes - Local					
044 Parking Garages and Lots Tax	28,772,316	27,653,000	29,431,000	29,000,000	1,347,000
	28,772,316	27,653,000	29,431,000	29,000,000	1,347,000
Licenses and Permits					
165 Open Air Garage Permits	927,967	925,000	925,000	925,000	0
	927,967	925,000	925,000	925,000	0
Fines and Forfeits					
181 Parking Fines	13,247,660	14,000,000	14,300,000	13,500,000	(500,000)
182 Penalties on Parking Fines	6,504,980	7,700,000	6,600,000	6,912,684	(787,316)
	19,752,640	21,700,000	20,900,000	20,412,684	(1,287,316)
Use of Money and Property					
579 Garage Income	25,966,025	23,000,000	28,000,000	24,000,000	1,000,000
	25,966,025	23,000,000	28,000,000	24,000,000	1,000,000
Charges - Current Services					
664 Parking Meters	12,063,816	11,500,000	12,400,000	12,142,536	642,536
	12,063,816	11,500,000	12,400,000	12,142,536	642,536
TOTAL: PARKING ENTERPRISE	87,482,764	84,778,000	91,656,000	86,480,220	1,702,220
REVENUE TRANSFERS					
952 To Parking Management Fund	(41,988,017)	(43,802,062)	(56,824,462)	(51,626,763)	(7,824,701)
953 From (To) Special Fund	(5,754,463)	(5,530,600)	(5,886,200)	(5,800,000)	(269,400)
	(47,742,480)	(49,332,662)	(62,710,662)	(57,426,763)	(8,094,101)
TOTAL: REVENUE TRANSFERS	(47,742,480)	(49,332,662)	(62,710,662)	(57,426,763)	(8,094,101)
TOTAL PARKING ENTERPRISE FUND	39,740,284	35,445,338	28,945,338	29,053,457	(6,391,881)

WATER UTILITY FUND
REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
WATER UTILITY					
Use of Money and Property					
851 Water - Rental Real Property	154,520	145,117	158,000	154,520	9,403
856 Interest Income	174,631	107,000	101,000	259,367	152,367
	329,151	252,117	259,000	413,887	161,770
Charges - Current Services					
839 Metered Water - Carroll County	482,904	622,845	602,000	616,550	(6,295)
840 Metered Water - City	68,015,301	78,839,623	78,600,000	85,331,394	6,491,771
841 Metered Water - Baltimore County	50,386,858	55,381,255	50,076,000	62,820,761	7,439,506
842 Metered Water - Anne Arundel County	1,308,492	2,500,000	884,000	1,000,000	(1,500,000)
843 Metered Water - Howard County	13,871,179	14,629,540	14,926,000	17,706,560	3,077,020
844 Metered Water - Harford County	275,899	175,000	203,000	275,889	100,889
846 Special Water Supply Service	678,895	544,087	620,000	866,609	322,522
848 Private Fire Protection Service	674,213	769,280	769,280	752,007	(17,273)
849 Fire Hydrant Permits	51,068	72,442	44,140	56,174	(16,268)
854 Water Charges to City Agencies	5,776,744	6,572,166	5,958,838	7,374,014	801,848
858 Penalties	9,900,458	8,565,854	11,112,425	8,600,000	34,146
	151,422,011	168,672,092	163,795,683	185,399,958	16,727,866
Other Revenue					
852 Sundry Water	648,581	310,295	310,295	400,000	89,705
857 Reimbursable Billing Costs	0	0	0	23,000	23,000
859 Scrap Meters	16,830	39,653	39,653	16,830	(22,823)
	665,411	349,948	349,948	439,830	89,882
Fund Balance					
855 From (To) Fund Balance	0	8,065,566	0	(3,172,500)	(11,238,066)
	0	8,065,566	0	(3,172,500)	(11,238,066)
TOTAL: WATER UTILITY	152,416,573	177,339,723	164,404,631	183,081,175	5,741,452
TOTAL WATER UTILITY FUND	152,416,573	177,339,723	164,404,631	183,081,175	5,741,452

WASTE WATER UTILITY FUND
REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
WASTE WATER UTILITY					
Fines and Forfeits					
838 Non - Compliance Fines	6,625	6,815	1,500	6,625	(190)
	6,625	6,815	1,500	6,625	(190)
Use of Money and Property					
835 Interest Income	(135,026)	235,000	(150,000)	358,120	123,120
	(135,026)	235,000	(150,000)	358,120	123,120
Charges - Current Services					
825 Sewerage Charges - City	107,326,034	125,476,830	121,422,000	134,275,346	8,798,516
826 Sewerage Charges - Counties	56,936,698	61,054,624	55,000,000	71,677,961	10,623,337
831 Sewerage Charges - City Agencies	13,057,373	17,219,971	13,000,000	14,835,150	(2,384,821)
832 Industrial Waste Surcharge - City	3,222,809	3,410,056	4,525,000	3,561,204	151,148
833 Industrial Waste Surcharge - Counties	2,066,601	2,053,037	2,230,000	2,283,594	230,557
837 Pretreatment Permits	247,022	235,247	259,000	235,000	(247)
	182,856,537	209,449,765	196,436,000	226,868,255	17,418,490
Other Revenue					
830 Sanitation and Waste Removal - General	919,203	1,129,695	1,300,000	1,100,000	(29,695)
	919,203	1,129,695	1,300,000	1,100,000	(29,695)
Fund Balance					
834 From (To) Fund Balance	0	(2,223,025)	0	(4,444,673)	(2,221,648)
	0	(2,223,025)	0	(4,444,673)	(2,221,648)
TOTAL: WASTE WATER UTILITY	183,647,339	208,598,250	197,587,500	223,888,327	15,290,077
TOTAL WASTE WATER UTILITY FUND	183,647,339	208,598,250	197,587,500	223,888,327	15,290,077

STORMWATER UTILITY FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
CHARGES - CURRENT SERVICES					
Charges - Current Services					
825 Stormwater Fee	0	27,316,477	23,380,000	26,553,073	(763,404)
	0	27,316,477	23,380,000	26,553,073	(763,404)
TOTAL: CHARGES - CURRENT SERVICES	0	27,316,477	23,380,000	26,553,073	(763,404)
REVENUE TRANSFERS					
Revenue Transfers					
900 Transfer from (to) Fund Balance	0	0	0	(5,431,172)	(5,431,172)
	0	0	0	(5,431,172)	(5,431,172)
TOTAL: REVENUE TRANSFERS	0	0	0	(5,431,172)	(5,431,172)
TOTAL STORMWATER UTILITY FUND	0	27,316,477	23,380,000	21,121,901	(6,194,576)

CONDUIT ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
USE OF PROPERTY					
249 Conduit Rental	13,778,726	14,593,083	14,778,000	14,597,381	4,298
	13,778,726	14,593,083	14,778,000	14,597,381	4,298
TOTAL: USE OF PROPERTY	13,778,726	14,593,083	14,778,000	14,597,381	4,298
REVENUE TRANSFERS					
953 Transfer (To) From General Fund	0	(750,000)	(750,000)	(750,000)	0
	0	(750,000)	(750,000)	(750,000)	0
TOTAL: REVENUE TRANSFERS	0	(750,000)	(750,000)	(750,000)	0
TOTAL CONDUIT ENTERPRISE FUND	13,778,726	13,843,083	14,028,000	13,847,381	4,298

LOAN AND GUARANTEE ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2014 Projection	Fiscal 2015 Estimate	Budget Change
LOAN AND GUARANTEE ENTERPRISE					
Use of Money and Property					
200 Earnings on Investments	648	3,000	3,000	5,000	2,000
201 Rental of Property	250,000	125,000	125,000	125,000	0
202 Interest on Loans	(20,962)	0	0	0	0
	229,686	128,000	128,000	130,000	2,000
Other Revenue					
872 Miscellaneous Revenue	56,160	0	0	0	0
	56,160	0	0	0	0
Fund Balance					
889 From (To) Fund Balance	2,358,932	2,418,705	2,418,835	(56,836)	(2,475,541)
	2,358,932	2,418,705	2,418,835	(56,836)	(2,475,541)
TOTAL: LOAN AND GUARANTEE ENTERPRISE	2,644,778	2,546,705	2,546,835	73,164	(2,473,541)
REVENUE TRANSFERS					
951 From (To) General Fund	1,737,779	1,365,000	6,783,835	3,365,000	2,000,000
	1,737,779	1,365,000	6,783,835	3,365,000	2,000,000
TOTAL: REVENUE TRANSFERS	1,737,779	1,365,000	6,783,835	3,365,000	2,000,000
TOTAL LOAN AND GUARANTEE ENTERPRISE FUND	4,382,557	3,911,705	9,330,670	3,438,164	(473,541)

FEDERAL GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2014 BUDGET	FISCAL 2015 ESTIMATE	CHANGE IN BUDGET
FEDERAL				
Better Schools				
310	School Health Services	96,249	135,044	38,795
604	Before and After Care	1,118,486	0	(1,118,486)
605	Head Start	30,735,472	9,507,429	(21,228,043)
725	Senior Education	558,296	514,587	(43,709)
797	Workforce Services for Out of School Youth-Youth Opportunity	247,000	247,000	0
800	Workforce Services for WIA Funded Youth	2,764,269	2,748,532	(15,737)
		35,519,772	13,152,592	(22,367,180)
Safer Streets				
110	Circuit Court	1,251,339	1,631,306	379,967
115	Prosecution of Criminals	1,156,412	984,658	(171,754)
316	Youth Violence Prevention	1,272,931	1,188,058	(84,873)
600	Administration - Fire	1,019,500	1,039,890	20,390
602	Fire Suppression and Emergency Rescue	10,883	15,329	4,446
608	Emergency Management	280,363	285,970	5,607
609	Emergency Medical Services	1,500,000	8,000	(1,492,000)
611	Fire Code Enforcement	148,018	150,978	2,960
613	Fire Facilities Maintenance and Replacement	0	2,066,167	2,066,167
621	Administration - Police	1,886,343	1,991,016	104,673
623	Crime Investigation	0	100,000	100,000
626	Homeland Security - Intelligence	8,145,802	8,831,409	685,607
634	Crowd, Traffic, and Special Events Management	0	205,000	205,000
642	Crime Laboratory	1,330,894	1,422,217	91,323
697	Traffic Safety	884,300	913,602	29,302
758	Coordination of Public Safety Strategy	3,090,678	3,368,862	278,184
781	Administration - State's Attorney	0	206	206
786	Victim and Witness Services	257,170	261,895	4,725
796	Workforce Services for Ex-Offenders	1,000,000	1,000,000	0
		23,234,633	25,464,563	2,229,930
Stronger Neighborhoods				
356	Administration - Human Services	2,142,052	2,257,244	115,192
593	Community Support Projects	7,189,221	7,261,841	72,620
644	Administration - Rec and Parks	107	227	120
648	Community Recreation Centers	0	0	0
662	Vacant/Abandoned Property Cleaning and Boarding	1,427,149	1,427,149	0
681	Administration - DOT	490,380	500,188	9,808
683	Street Management	0	2,000,000	2,000,000
690	Complete Streets and Sustainable Transportation	229,388	233,976	4,588
737	Administration - HCD	1,289,672	1,230,069	(59,603)
740	Dawson Center	264,036	309,393	45,357
741	Community Action Centers	854,004	893,975	39,971
742	Promote Homeownership	391,735	452,678	60,943
748	Housing Development Finance and Project Management	916,348	914,128	(2,220)
750	Housing Rehabilitation Loans	2,348,181	2,221,914	(126,267)
763	Comprehensive Planning and Resource Management	183,859	187,536	3,677
768	Administration - Planning	1,566	0	(1,566)
893	Homeless Prevention	659,808	673,005	13,197
896	Permanent Housing for the Homeless	24,117,653	24,600,005	482,352
		42,505,159	45,163,328	2,658,169
Growing Economy				
792	Workforce Services for TANF Recipients	2,864,197	3,203,982	339,785
793	Employment Enhancement Services for Baltimore City Residents	220,030	220,030	0

FEDERAL GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2014 BUDGET	FISCAL 2015 ESTIMATE	CHANGE IN BUDGET
Growing Economy (Continued)				
794	Administration - MOED	99,675	22,427	(77,248)
795	Workforce Services for Baltimore Residents	5,170,814	5,441,486	270,672
798	Youth Works Summer Job Program	1,000,000	1,000,000	0
846	Discrimination Investigations, Resolutions and Conciliations	40,000	40,800	800
		9,394,716	9,928,725	534,009
Innovative Government				
125	Executive Direction and Control - Mayoralty	0	300,000	300,000
730	Public and Private Energy Performance	2,000,000	2,000,000	0
		2,000,000	2,300,000	300,000
Cleaner and Healthier City				
303	Clinical Services	4,459,135	4,254,216	(204,919)
305	Healthy Homes	1,368,827	1,288,782	(80,045)
307	Substance Abuse and Mental Health	425,500	0	(425,500)
308	Maternal and Child Health	14,118,251	13,448,039	(670,212)
311	Health Services for the Aging	4,996,267	4,809,446	(186,821)
315	Emergency Services - Health	645,020	511,783	(133,237)
715	Administration - Health	3,331,528	3,221,444	(110,084)
718	Chronic Disease Prevention	1,317,492	1,221,721	(95,771)
720	HIV Treatment Services for the Uninsured	29,227,830	27,909,692	(1,318,138)
721	Senior Centers	2,848,985	2,706,814	(142,171)
722	Administration - CARE	241,523	249,606	8,083
723	Advocacy and Supportive Care for Seniors	148,557	176,329	27,772
724	Assistive and Directive Care for Seniors	899,330	964,223	64,893
765	Planning for a Sustainable Baltimore	175,000	178,500	3,500
894	Outreach to the Homeless	545,612	556,524	10,912
895	Temporary Housing for the Homeless	5,572,034	5,683,474	111,440
		70,320,891	67,180,593	(3,140,298)
TOTAL FEDERAL GRANTS		182,975,171	163,189,801	(19,785,370)

STATE GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2014 BUDGET	FISCAL 2015 ESTIMATE	CHANGE IN BUDGET
STATE				
Better Schools				
310	School Health Services	505,692	503,615	(2,077)
605	Head Start	606,308	618,434	12,126
725	Senior Education	152,538	190,922	38,384
788	Information Services	9,924,968	9,914,019	(10,949)
791	BCPS Alternative Options Academy for Youth	176,141	172,773	(3,368)
797	Workforce Services for Out of School Youth-Youth Opportunity	90,000	90,000	0
		11,455,647	11,489,763	34,116
Safer Streets				
110	Circuit Court	4,809,205	5,806,980	997,775
115	Prosecution of Criminals	4,179,560	4,724,157	544,597
316	Youth Violence Prevention	1,201,256	1,336,332	135,076
602	Fire Suppression and Emergency Rescue	1,425,428	1,453,937	28,509
608	Emergency Management	8,850	10,000	1,150
609	Emergency Medical Services	21,170	27,934	6,764
611	Fire Code Enforcement	151,971	155,010	3,039
613	Fire Facilities Maintenance and Replacement	924,493	942,983	18,490
621	Administration - Police	292,839	306,400	13,561
622	Police Patrol	4,865,968	4,881,439	15,471
623	Crime Investigation	2,328,600	2,375,172	46,572
624	Target Violent Criminals	2,563,999	2,874,492	310,493
634	Crowd, Traffic, and Special Events Management	200,000	0	(200,000)
635	Police Recruiting and Training	0	500,000	500,000
757	Crime Camera Management	72,974	56,785	(16,189)
758	Coordination of Public Safety Strategy	1,287,767	1,502,911	215,144
781	Administration - State's Attorney	500,000	510,490	10,490
796	Workforce Services for Ex-Offenders	500,496	498,139	(2,357)
		25,334,576	27,963,161	2,628,585
Stronger Neighborhoods				
356	Administration - Human Services	126,446	125,875	(571)
644	Administration - Rec and Parks	127,505	130,699	3,194
646	Park Maintenance	1,200,000	1,227,110	27,110
683	Street Management	0	820,000	820,000
690	Complete Streets and Sustainable Transportation	448,647	2,458,014	2,009,367
737	Administration - HCD	9,531	0	(9,531)
738	Weatherization Services	15,913,431	16,598,036	684,605
741	Community Action Centers	4,799,969	7,908,132	3,108,163
750	Housing Rehabilitation Loans	321,667	321,667	0
763	Comprehensive Planning and Resource Management	175,000	178,500	3,500
893	Homeless Prevention	392,137	399,980	7,843
896	Permanent Housing for the Homeless	273,126	278,588	5,462
		23,787,459	30,446,601	6,659,142
Growing Economy				
793	Employment Enhancement Services for Baltimore City Residents	400,000	400,000	0
794	Administration - MOED	136,511	137,413	902
798	Youth Works Summer Job Program	1,163,696	1,192,789	29,093
855	Convention Center	5,356,762	5,628,630	271,868
		7,056,969	7,358,832	301,863
Innovative Government				
125	Executive Direction and Control - Mayoralty	358,868	366,046	7,178
730	Public and Private Energy Performance	16,000,000	13,589,665	(2,410,335)
731	Facilities Management	1,035,812	1,056,528	20,716
		17,394,680	15,012,239	(2,382,441)

STATE GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2014 BUDGET	FISCAL 2015 ESTIMATE	CHANGE IN BUDGET
Cleaner and Healthier City				
303	Clinical Services	1,002,219	1,021,484	19,265
305	Healthy Homes	102,926	0	(102,926)
307	Substance Abuse and Mental Health	724,589	534,589	(190,000)
308	Maternal and Child Health	871,265	864,891	(6,374)
311	Health Services for the Aging	664,582	664,582	0
315	Emergency Services - Health	10,393,671	10,823,289	429,618
715	Administration - Health	1,081,436	1,054,090	(27,346)
718	Chronic Disease Prevention	197,424	276,817	79,393
720	HIV Treatment Services for the Uninsured	291,193	290,579	(614)
721	Senior Centers	729,358	767,558	38,200
722	Administration - CARE	0	30,191	30,191
723	Advocacy and Supportive Care for Seniors	1,942,847	2,052,941	110,094
724	Assistive and Directive Care for Seniors	1,689,693	1,749,521	59,828
754	Summer Food Service Program	3,446,549	3,412,616	(33,933)
765	Planning for a Sustainable Baltimore	4,222,400	4,303,568	81,168
894	Outreach to the Homeless	490,256	500,061	9,805
895	Temporary Housing for the Homeless	1,501,826	1,531,863	30,037
		29,352,234	29,878,640	526,406
TOTAL STATE GRANTS		114,381,565	122,149,236	7,767,671

SPECIAL GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2014 BUDGET	FISCAL 2015 ESTIMATE	CHANGE IN BUDGET
SPECIAL				
Better Schools				
310	School Health Services	10,422,216	13,158,057	2,735,841
604	Before and After Care	0	0	0
788	Information Services	555,767	542,535	(13,232)
797	Workforce Services for Out of School Youth-Youth Opportunity	250,000	250,000	0
		11,227,983	13,950,592	2,722,609
Safer Streets				
110	Circuit Court	242,428	280,768	38,340
115	Prosecution of Criminals	200,000	204,000	4,000
602	Fire Suppression and Emergency Rescue	79,063	0	(79,063)
609	Emergency Medical Services	12,919,175	13,694,793	775,618
613	Fire Facilities Maintenance and Replacement	0	250,000	250,000
622	Police Patrol	0	1,800,000	1,800,000
624	Target Violent Criminals	2,000,000	2,039,000	39,000
697	Traffic Safety	2,724,179	0	(2,724,179)
757	Crime Camera Management	0	221,000	221,000
758	Coordination of Public Safety Strategy	407,800	415,956	8,156
		18,572,645	18,905,517	332,872
Stronger Neighborhoods				
356	Administration - Human Services	5,151	935,178	930,027
644	Administration - Rec and Parks	46,453	50,039	3,586
647	Youth and Adult Sports	150,016	153,275	3,259
648	Community Recreation Centers	129,145	131,975	2,830
650	Horticulture	358,746	367,196	8,450
653	Special Events - Recreation	574,933	600,848	25,915
681	Administration - DOT	14,153	15,640	1,487
684	Traffic Management	588,507	850,277	261,770
690	Complete Streets and Sustainable Transportation	7,202,492	8,438,472	1,235,980
738	Weatherization Services	451,537	0	(451,537)
745	Housing Code Enforcement	50,000	50,000	0
763	Comprehensive Planning and Resource Management	100,000	1,840,500	1,740,500
896	Permanent Housing for the Homeless	83,430	317,200	233,770
		9,754,563	13,750,600	3,996,037
Growing Economy				
695	Dock Master	246,947	257,288	10,341
793	Employment Enhancement Services for Baltimore City Residents	216,500	966,500	750,000
798	Youth Works Summer Job Program	0	225,000	225,000
809	Retention, Expansion, and Attraction of Businesses	103,581	105,653	2,072
810	Real Estate Development	103,581	205,653	102,072
814	Improve and Promote Retail Districts Beyond Downtown	103,581	105,653	2,072
		774,190	1,865,747	1,091,557
Innovative Government				
106	Legislative Reference Services	11,808	12,044	236
148	Revenue Collection	582,950	793,293	210,343
152	Employees' Retirement System - Administration	5,115,565	4,990,821	(124,744)
154	Fire and Police Retirement System - Administration	4,048,962	4,158,500	109,538
649	Special Facilities Management - Recreation	1,252,882	1,263,813	10,931
700	Surplus Property Disposal	183,148	190,559	7,411
802	Administration - MOIT	36,054	0	(36,054)
804	Enterprise Unified Call Center	7,539,236	3,969,583	(3,569,653)
805	Enterprise IT Delivery Services	0	804,000	804,000
833	Innovation Fund	0	0	0
860	Administration - Law	91	0	(91)

SPECIAL GRANTS

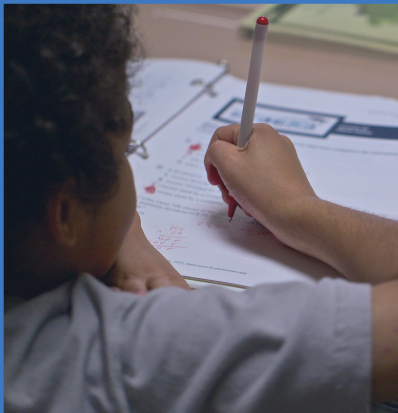
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service		FISCAL 2014 BUDGET	FISCAL 2015 ESTIMATE	CHANGE IN BUDGET
Innovative Government (Continued)				
876	Media Production	883,438	901,107	17,669
		19,654,134	17,083,720	(2,570,414)
Cleaner and Healthier City				
303	Clinical Services	268,454	270,955	2,501
305	Healthy Homes	80,800	82,519	1,719
308	Maternal and Child Health	1,358,415	962,354	(396,061)
651	Recreation for Seniors	63,548	64,819	1,271
661	Public Right-of-Way Cleaning	0	710,000	710,000
715	Administration - Health	1,036,782	986,083	(50,699)
717	Environmental Health	50,000	51,000	1,000
724	Assistive and Directive Care for Seniors	311,643	292,453	(19,190)
765	Planning for a Sustainable Baltimore	75,000	76,500	1,500
		3,244,642	3,496,683	252,041
Other				
123	General Debt Service	10,400,000	10,400,000	0
		10,400,000	10,400,000	0
TOTAL SPECIAL GRANTS		73,628,157	79,452,859	5,824,702

Fiscal 2015

Summary of the Adopted Budget

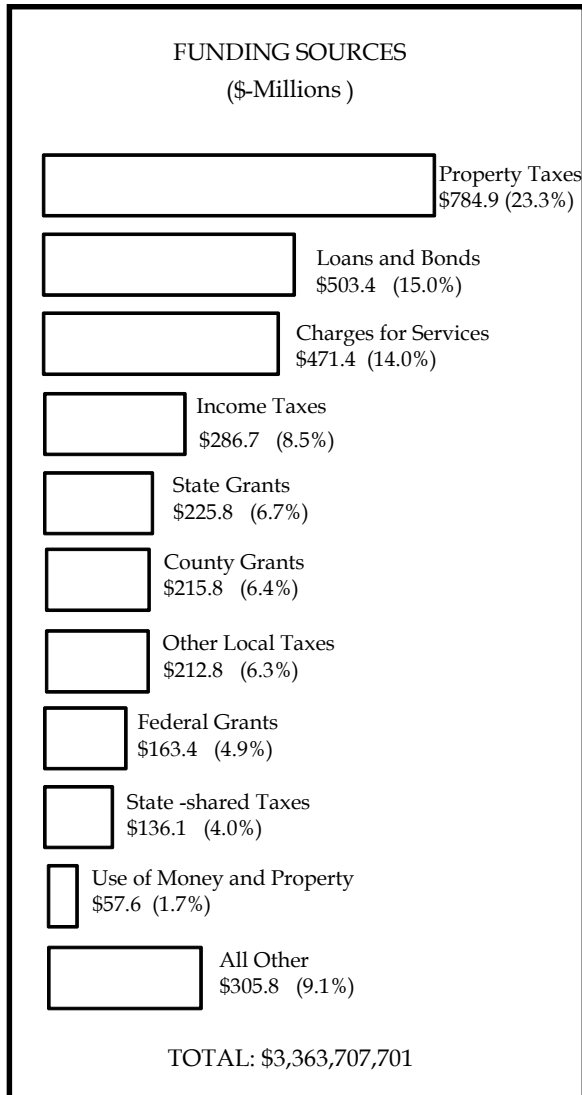
Budget Plan



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FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
 Funding Sources and Expenditures by Function
 Total Operating and Capital Budget

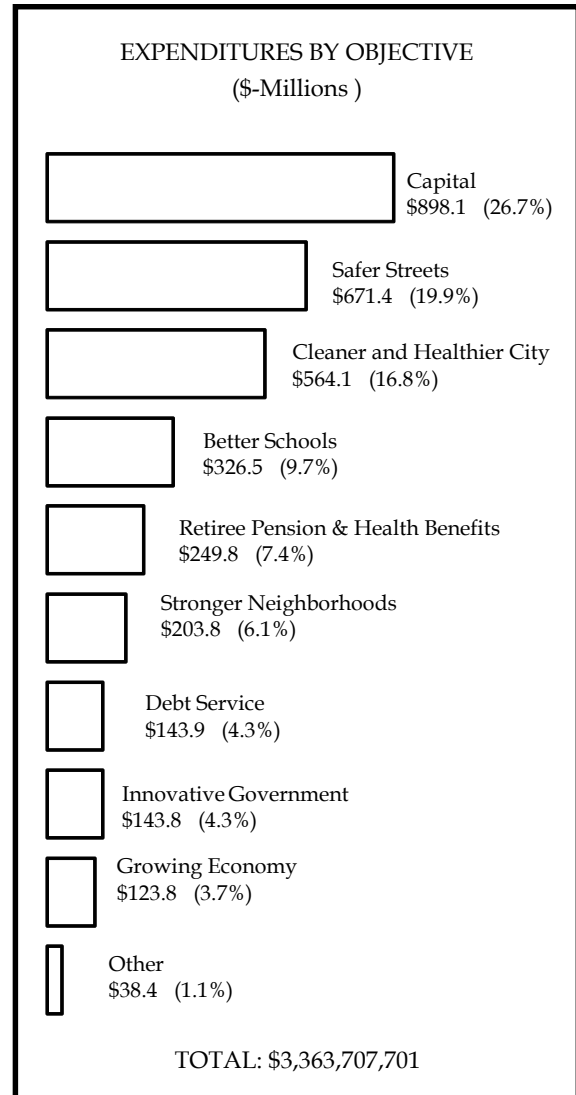
The graph below shows property taxes as the single most important revenue source, accounting for nearly one-quarter of all City revenue and funding sources.



Cross Reference: For additional information on the major revenue sources, see the "General Fund Revenue Forecast" and "Budgetary Funds - Description and Policies" sections.

Note: May not add to total due to rounding.

The graph below reflects the City's priority concern for public safety, which accounts for about one-quarter of all expenditures.



Cross Reference: For additional information on the functional expenditures by agency, see the "Operating Appropriations by Governmental Function and Agency" and "Capital Budget Fund Distribution by Agency" sections.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Selected Summary Views – Total Operating and Capital Budget

Introduction – Summarizing the Budget Numbers

The total Fiscal 2015 appropriation plan adopted by the City Council and approved by the Mayor is \$3.36 billion. Throughout this document there are numerous tables and charts providing different views and levels of detail regarding the budget. There are various ways to look at a budget – function, agency, service, activity, funding source, expenditure category, etc. This section gives the reader a quick overview of what the operating and capital appropriation numbers mean. It summarizes the expenditures by function that elected local policymakers have approved. In addition, it summarizes the estimated resources available to pay for the plan.

Quick View - Major City Objectives and Funding Sources

The bar chart on the previous page gives a concise view of Baltimore City's budget. The \$3.36 billion budget is supported by several major funding sources. The property tax, loans and bonds, income taxes, and charges for services, such as water and wastewater, comprise 61% of the funding sources. Capital expenditures account for approximately 27% of the Fiscal 2015 budget. The largest operating expenditure is for public safety, followed by spending on a cleaner and healthier city, education, and stronger neighborhoods. Combined, these four functions represent 54% of the total budget. Detail on spending by outcome and fund is found in the Operating Budget section (Appropriations by Governmental Outcome and Fund table on p. 216).

Trends in the General Fund - The City's Primary and Largest Fund

The Fiscal 2015 Summary of General Fund Budgetary Trends exhibit (p. 134) is designed to answer some of the most commonly asked questions about the City's largest fund.

Trends in the Budget

The tables on pages 135 and 136 compare Fiscal 2012 and Fiscal 2013 actual expenditures to the Fiscal 2014 and Fiscal 2015 budgets for the total budget and for the operating and capital budgets separately.

How the Budget is Structured - The Budget Funds

The narrative and table on pages 137 and 138 (Budgeted Funds: Total and Net Appropriations) provide the reader a quick understanding of the budgetary funds that comprise the total City budget. Funds are distinct groups of revenues and expenses that must be separately identified, planned and accounted for by law or for management purposes. The most important fund is the City's General Fund. It contains all local taxes paid by City residents, businesses and visitors (property, income, hotel, and other taxes). The General Fund is the fund over which policymakers have the most management discretion in order to implement service changes, improvements, cost savings and increase or lower tax burdens.

Major Types of Expenses

The narrative and chart on page 139 (Expenditures by Object) is designed to answer one of the most commonly asked questions regarding how the budgeted money is spent. It describes the categories of expenditure in the budget, such as salaries, contractual services, and materials and supplies. Expenses for capital improvements comprise the largest portion of expenses. Other objects include consumable supplies and equipment.

Trends in Full-Time Positions - All Funds

The chart and table on page 140 show funded full-time positions across all funds. In Fiscal 2015, full-time positions are 0.6% below the Fiscal 2009 level.

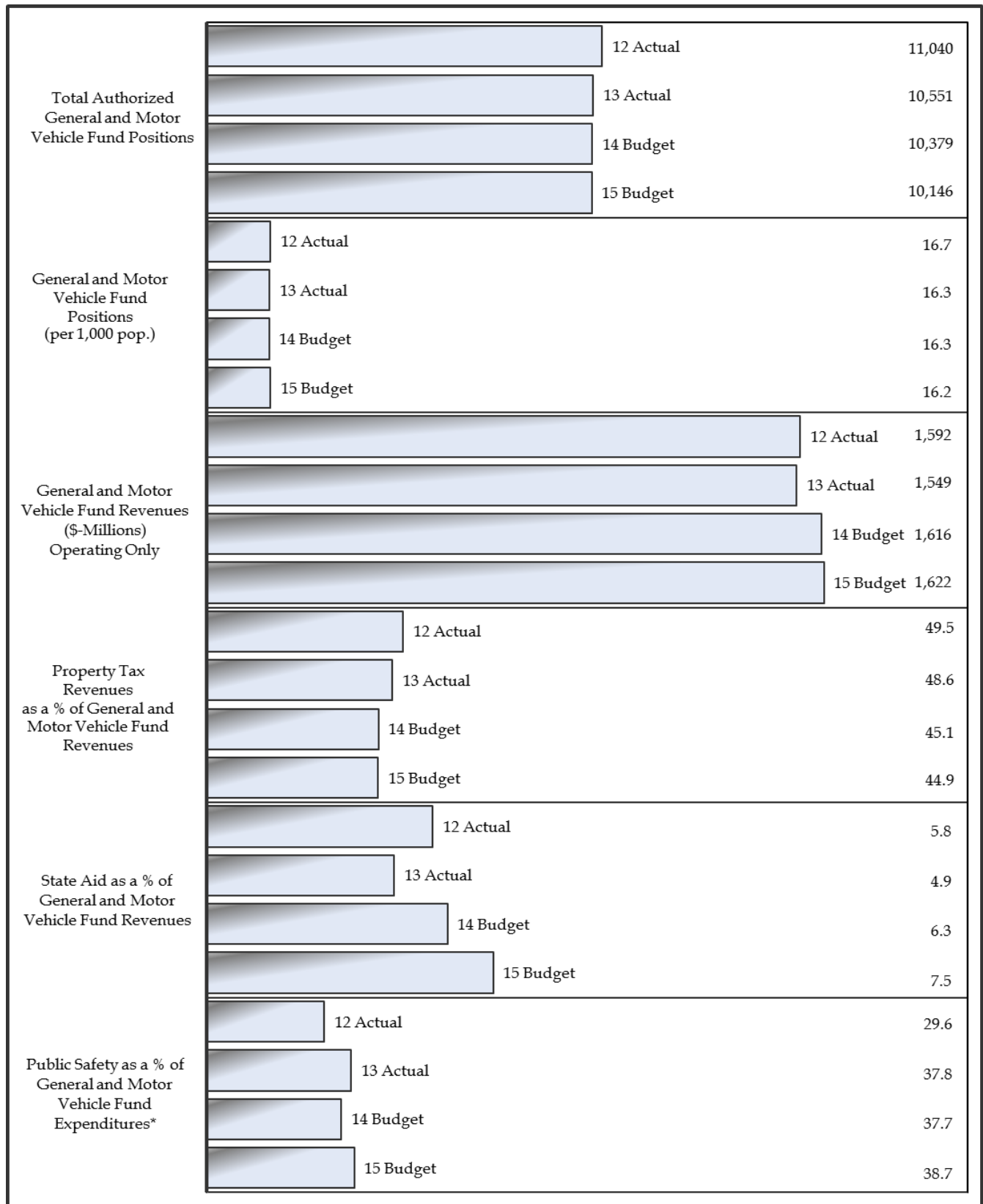
Trends in Full-Time Positions - General Fund

The chart and table on page 141 present long-term trend information on General Fund position levels. General Fund positions are down 0.8% from Fiscal 2009 to Fiscal 2015.

Past and Projected Budgetary Fund Balances

It is essential to estimate the effect of current operations on the City's balance sheet. The table on page 142 starts with the June 30, 2011 audited budgetary fund balance for principal operating funds and projects the effect of current and coming year operations on these balances. The chart depicts General Fund balances.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
 Summary of General Fund Budgetary Trends



TRENDS IN TOTAL OPERATING AND CAPITAL BUDGET - SUMMARY
(\$-THOUSANDS)

	Fiscal 2012 Actual	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Operating Plan	\$2,247,554	\$2,245,347	\$2,407,444	\$2,465,570	\$58,126	2.4%
Capital Plan	406,136	765,087	1,169,083	898,137	(270,946)	(23.2)%
Total Budget	\$2,653,690	\$3,010,434	\$3,576,527	\$3,363,707	(\$212,820)	(6.0)%

TRENDS IN COMBINED OPERATING AND CAPITAL BUDGET - SUMMARY BY FUND
(\$-THOUSANDS)

	Fiscal 2012 Actual	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Total Funds						
Local and State-shared Funds						
General	\$1,411,802	\$1,549,211	\$1,616,877	1,648,000	31,123	1.9%
Motor Vehicle	155,469	0	0	0	0	N/A
Parking Management	18,420	19,715	20,294	22,198	1,904	9.4%
Convention Center Bond	4,655	4,547	4,580	4,580	0	(0.5)%
Total	1,590,346	1,573,473	1,641,751	1,674,778	33,027	2.0%
Enterprise Funds				0		
Stormwater Utility	0	0	27,778	21,122	-6,656	N/A
Waste Water Utility	186,128	178,854	208,647	223,888	15,241	7.3%
Water Utility	139,401	136,222	177,340	183,081	5,741	3.2%
Parking Enterprise	28,963	28,831	35,445	29,053	-6,392	-18.0%
Conduit Enterprise	14,739	7,616	13,843	13,847	4	0.0%
Loan and Guarantee Enterprise	3,822	3,140	3,912	3,438	-474	-12.1%
Total	373,053	354,662	466,965	474,430	7,465	1.6%
Grants						
Federal	244,673	176,694	243,312	223,483	-19,829	-8.1%
State	94,006	76,268	307,029	207,772	-99,257	-32.3%
Special	57,527	58,931	73,277	79,453	6,176	8.4%
Total	396,206	311,892	623,618	510,708	-112,910	-18.1%
Loans and Bonds						
Revenue Bonds	138,078	393,505	425,334	421,432	-3,902	-0.9%
General Obligation Bonds	50,000	50,000	50,000	50,000	0	0.0%
Total	188,078	443,505	475,334	471,432	-3,902	-0.8%
Mayor and City Council Real Property	2,500	0	0	0	0	0
All Other	103,507	238,697	368,859	232,358	-136,501	-37.0%
Total - All Funds	\$2,653,690	\$2,922,229	\$3,576,527	\$3,363,706	-212,821	-6.0%

* General Fund and Motor Vehicle Fund are combined starting in Fiscal 2013.

TRENDS IN OPERATING BUDGET - SUMMARY BY FUND
(\$-THOUSANDS)

	Fiscal 2012 Actual	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Operating Funds						
Local and State-shared Funds						
General	\$1,402,802	\$1,549,225	\$1,571,677	\$1,622,300	\$50,623	3.2%
Motor Vehicle	150,469	0	0	0	\$0	N/A
Parking Management	18,420	19,715	20,294	22,198	\$1,904	9.4%
Convention Center Bond	4,655	4,547	4,580	4,580	\$0	0.0%
Total	1,576,346	1,573,487	1,596,551	1,649,078	\$52,527	3.3%
Enterprise Funds						
Stormwater Utility	0	0	23,072	17,392	(5,680)	(32.7)%
Wastewater Utility	179,378	178,855	199,647	217,888	18,241	8.4%
Water Utility	134,701	136,222	170,340	176,081	5,741	3.3%
Parking Enterprise	28,963	33,566	35,445	29,054	(6,391)	(22.0)%
Conduit Enterprise	8,739	7,616	7,843	7,847	4	0.1%
Loan and Guarantee Enterprise	3,822	3,140	3,912	3,438	(474)	(13.8)%
Total	355,603	359,399	440,259	451,700	11,441	2.5%
Grant Funds						
Federal	176,482	176,693	182,975	163,190	(19,785)	(12.1)%
State	81,596	76,268	114,382	122,149	7,767	6.4%
Special	57,527	59,500	73,277	79,453	6,176	7.8%
Total	315,605	312,461	370,634	364,792	(5,842)	(1.6)%
Total Operating - All Funds	\$2,247,554	\$2,245,347	\$2,407,444	\$2,465,570	58,126	2.4%

TRENDS IN CAPITAL BUDGET - SUMMARY BY FUND
(\$-THOUSANDS)

	Fiscal 2012 Actual	Fiscal 2013 Actual	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Capital Funds						
Pay-As-You-Go						
General *	\$9,000	\$9,700	\$45,200	\$25,700	(\$19,500)	-43.1%
Motor Vehicle	5,000	0	0	0	\$0	0.0%
Conduit Enterprise	6,000	3,000	6,000	6,000	\$0	0.0%
Stormwater Utility	0	0	4,706	3,730	(\$976)	-20.7%
Waste Water Utility	6,750	6,500	9,000	6,000	(\$3,000)	-33.3%
Water Utility	4,700	6,000	7,000	7,000	\$0	0.0%
Total	31,450	25,200	71,906	48,430	(\$23,476)	-32.6%
Grants						
Federal	68,191	48,497	60,337	60,294	(43)	-0.1%
State	12,410	9,188	192,647	85,623	(107,024)	-55.6%
Special	0	0	0	0	0	0.0%
Total	80,601	57,685	252,984	145,917	(107,067)	-42.3%
Loans and Bonds						
Revenue Bonds	138,078	393,505	425,334	421,432	(3,902)	-0.9%
General Obligation Bonds	50,000	50,000	50,000	50,000	0	0.0%
Total	188,078	443,505	475,334	471,432	(3,902)	-0.8%
Mayor and City Council Real Property	2,500	0	0	0	0	0.0%
All Other	103,507	238,697	368,859	232,358	(136,501)	-37.0%
Total Capital - All Funds	\$406,136	\$765,087	\$1,169,083	\$898,137	(\$270,946)	-23.2%

* General Fund and Motor Vehicle Fund are combined starting in Fiscal 2013.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Description of Operating and Capital Funds

The Fiscal 2015 total capital and operating appropriations of \$3.36 billion are budgeted in the following funds:

General Fund - This is the City's largest and principal fund, supported by locally generated revenues and some State Aid. It is used to budget and account for all activities not required by law, accounting practice or management objective to be separately budgeted.

Special Purpose Budget Funds - The City's budget contains two special purpose budgetary funds, the Parking Management and Convention Center Bond funds. These funds are merged with the General Fund in the City's Consolidated Annual Financial Report. The Parking Management Fund budgets for the operations of on-street parking activities and operations of parking facilities supported by the General Fund. The Convention Center Bond Fund budgets for debt service supported by the City's hotel tax, a General Fund revenue.

Grant Funds - These funds are used to budget and account for all activities that have legally restricted uses supported by dedicated funds. This group consists of the federal, State and other special and private grant funds.

Enterprise Funds - These funds are used to budget and account for operations, including debt service, that are financed and operated as an ongoing concern, where costs of providing services (including depreciation) are financed or recovered primarily through user charges or other dedicated revenues. Enterprise funds in the City's budget are the Conduit, Loan and Guarantee, Parking, Water Utility and Wastewater Utility funds. Repayment of debt service expenses incurred by the City Industrial Development Authority, an enterprise fund, are reflected in the debt service payments of the respective funds (General, Water, Wastewater, Parking, etc.) that have utilized Authority financing.

Internal Service Funds - The budget includes proprietary type funds accounting for the financing of goods and services provided by certain City agencies to other agencies on a cost reimbursement basis. These include: Mobile Equipment, Printing and Graphics, Municipal Post Office, Municipal Telephone Exchange, Risk Management Fund for the City's Self-Insurance program, Energy, and the City's 800 MHz radio system.

Capital Projects Fund - All revenue sources, including loan proceeds, intergovernmental grants, certain dedicated revenues and fund transfers comprised of Pay-As-You-Go support from current revenues of other funds are budgeted and accounted for in this fund group.

Cross Reference: For additional detail information on the background, purpose, policies, and major revenues of each budgeted fund see the "Budgetary Funds - Description and Policies" section.

**BUDGETED FUNDS
TOTAL AND NET APPROPRIATIONS
(\$-THOUSANDS)**

	Fiscal 2014 Budget	Fiscal 2015 Budget	Dollar Change	Percent Change
Local and State-Shared Funds				
General	1,616,877	1,648,000	31,123	1.9%
Parking Management	20,294	22,198	1,904	9.4%
Convention Center Bond	4,580	4,580	0	0%
Total	1,641,751	1,674,778	33,027	2.0%
Enterprise Funds				
Wastewater Utility	208,647	223,888	15,241	7.3%
Water Utility	177,340	183,081	5,741	3.2%
Parking Enterprise	35,445	29,053	(6,392)	-18.0%
Conduit Enterprise	13,843	13,847	4	0.0%
Stormwater Utility	27,778	21,122	(6,656)	-24.0%
Loan and Guarantee Enterprise	3,912	3,438	(474)	-12.1%
Total	466,965	474,430	7,465	1.6%
Grant Funds				
Federal	182,975	163,190	(19,785)	(4.7)%
State	114,382	122,149	7,767	6.8%
Special	73,277	79,453	6,176	8.4%
Total	370,634	364,792	(5,842)	-1.6%
Internal Service	97,984	99,781	1,797	1.8%
TOTAL OPERATING AND PAYGO FUNDS	2,577,334	2,414,219	(163,115)	-6.3%
Less				
Transfer to Capital Project Funds	71,906	48,430	(23,476)	-32.6%
Internal Service	97,984	99,781	1,797	1.8%
NET OPERATING APPROPRIATIONS	2,407,444	2,465,570	58,126	2.4%
Plus - Capital Projects Funds	1,169,083	898,137	(270,946)	-23.2%
TOTAL APPROPRIATIONS - ALL FUNDS	3,576,527	3,363,707	(212,820)	-6.0%

Notes: Unbudgeted funds - Annual budget appropriations are made for contributions to four City retirement funds to fund benefit payments. Actual benefit payments of the Fire and Police Retirement System, the Employees' Retirement System and the Elected Officials' Retirement System are not budgeted. All payments of the non-actuarial and unfunded Fire and Police Plan are budgeted and paid on a current basis. Other unbudgeted funds include Agency funds which account for assets held by the City as a custodial trustee such as the City Employees' Deferred Compensation Plan. Unbudgeted fiduciary funds include an Expendable Trust Fund accounting for a Scholarship Fund and Nonexpendable Trust funds which account for transactions related to private donor endowments for the Library and other memorial contributions. Finally, the City's accounting system contains a Debt Service Fund to accumulate all the budgeted debt service payments, other than the budgeted Enterprise Fund debt service payments.

FISCAL 2015

SUMMARY OF THE ADOPTED BUDGET

Major Types of Expenses – Total Operating and Capital Funds

Capital Improvements - Payments for the acquisition and development of City real property including land and facilities and equipment required to convert a capital project/structure into a usable facility.

Salaries - Payments to full and part-time and temporary personnel for services rendered the City. This category of expense includes over-time payment, compensated leaves, shift and other differentials and severance and other direct personnel compensation expenses.

Contractual Services - Payments for services rendered to the City under contractual arrangements ranging from water, sewer and other utility charges to legal fees and subscriptions.

Grants, Subsidies and Contributions - Payments in support of various organizations and activities which provide health, education, cultural or promotional benefits to Baltimore. This object also includes City agency payments to fund self-insurance and workers' and unemployment compensation programs.

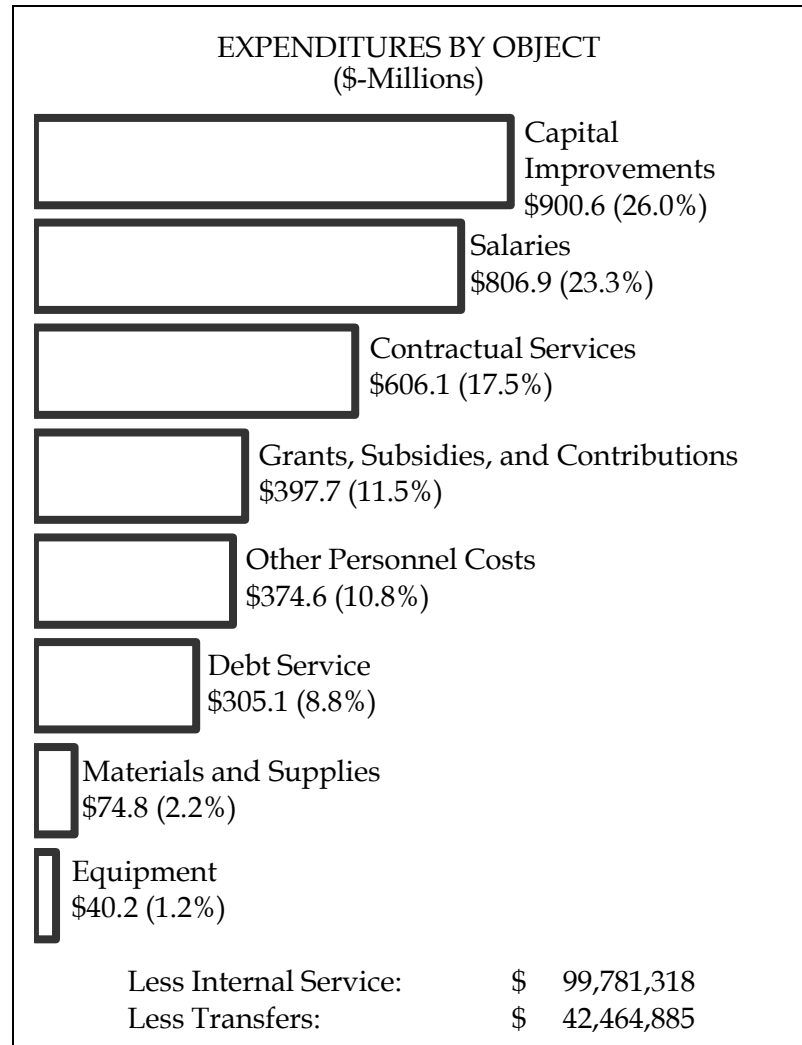
Other Personnel Costs - Payments for benefits provided to City personnel for medical coverage (including vision, dental, prescription drug and other health insurance), Social Security, retirement and other benefits.

Debt Service - Payments for interest and principal redemption of bonds issued by or on behalf of the City. (See the "Debt Service" section for detail on types of debt payments).

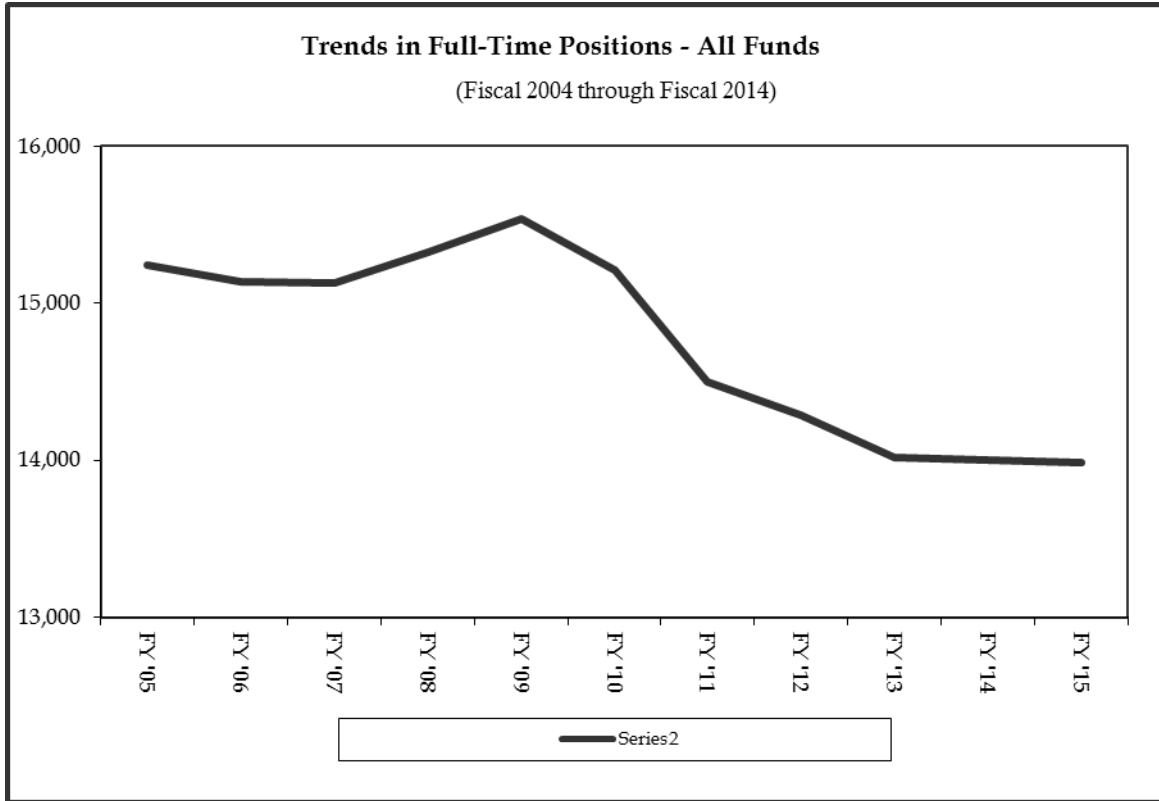
Materials and Supplies - Payments for commodities which are consumed or materially altered when used, such as custodial supplies, heating fuels, clothing, books and food.

Equipment - Payments for replacement or procurement of City property other than real property.

Transfers - Charges to one agency or program for goods or services provided by another agency or program.

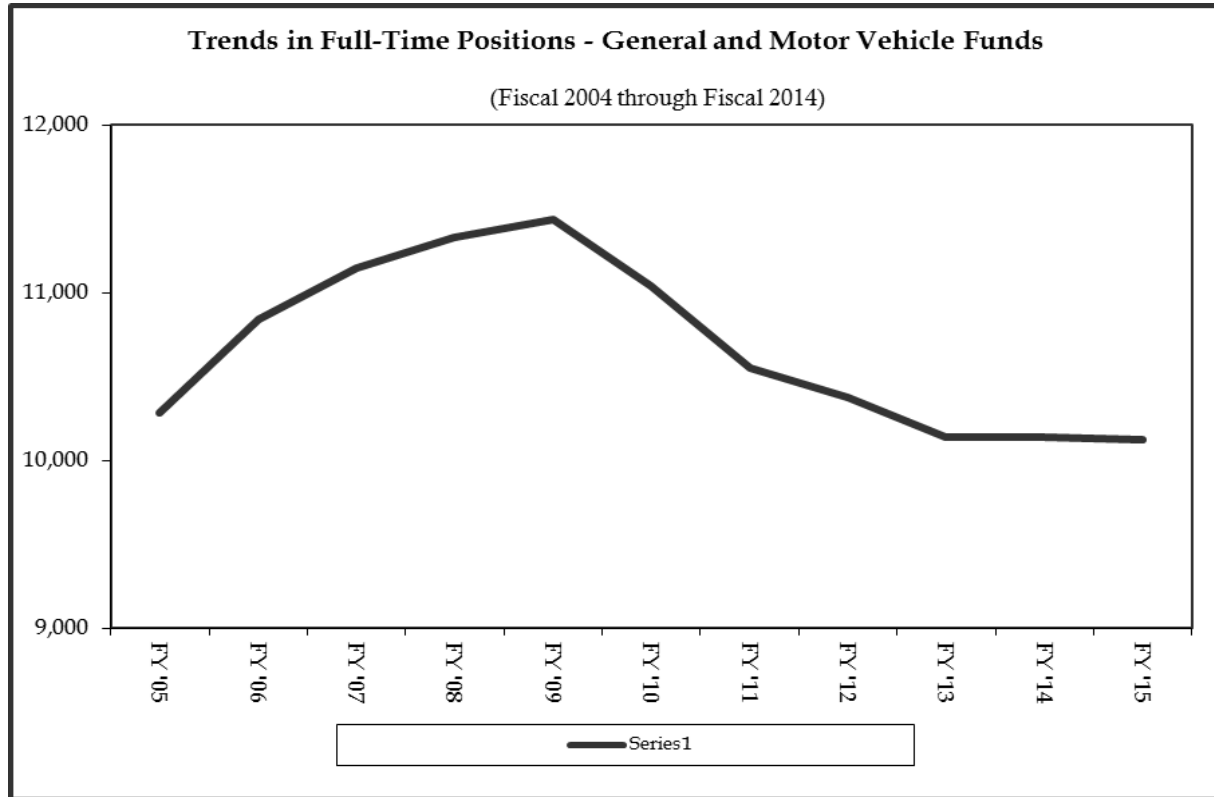


FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Trends in Full-Time Positions – All Funds



Full-Time Funded Positions (All Funds)				
Year	Positions	Percent Change	Positions Per 1,000 Population	Percent Change
FY2004	15,285	(1.3%)	24.0	(1.1%)
FY2005	15,246	(0.9%)	23.8	(0.8%)
FY2006	15,137	(0.7%)	23.6	(0.9%)
FY2007	15,130	(0.0%)	23.6	0.1%
FY2008	15,326	1.3%	24.0	1.6%
FY2009	15,542	1.4%	24.4	1.5%
FY2010	15,215	(2.1%)	24.5	0.5%
FY2011	14,499	(4.7%)	23.4	(4.5%)
FY2012	14,288	(1.5%)	23.1	(1.5%)
FY2013	14,018	(1.9%)	22.6	(1.9%)
FY2014	14,005	(0.1%)	22.6	(0.1%)

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Trends in Full-Time Positions – General and Motor Vehicle Fund

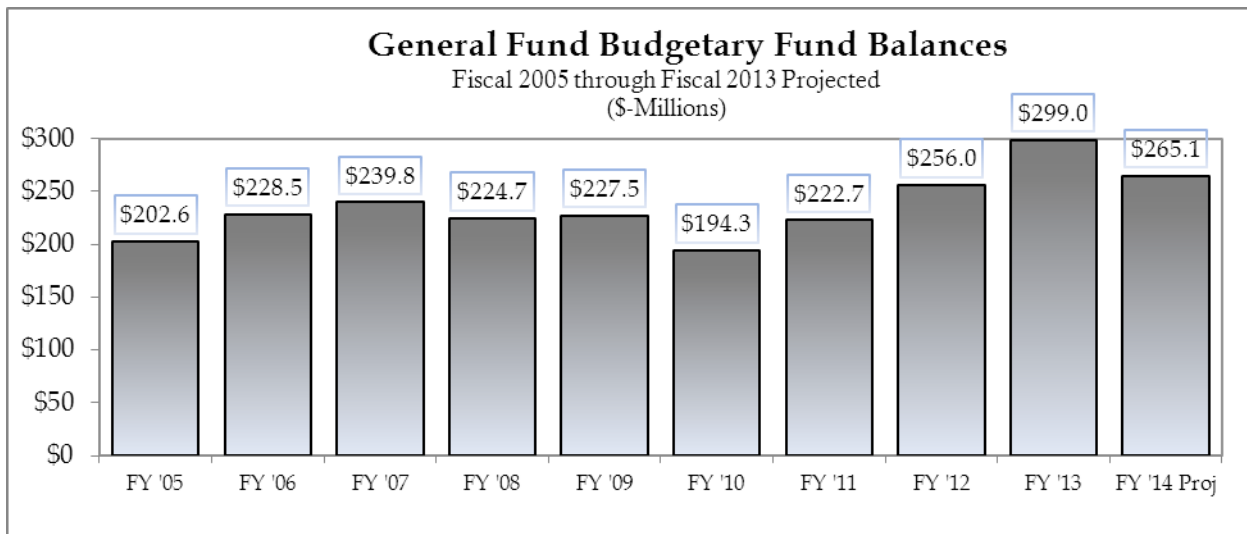


Year	Full-Time Funded Positions (All Funds)			
	Positions	Percent Change	Positions Per 1,000 Population	Percent Change
FY2004	10,806	0.1%	16.9	0.3%
FY2005	10,287	(4.8%)	16.1	(4.7%)
FY2006	10,842	5.4%	16.9	5.2%
FY2007	11,148	2.8%	17.4	3.0%
FY2008	11,330	1.6%	17.8	2.0%
FY2009	11,436	0.9%	17.9	1.0%
FY2010	11,040	(3.5%)	17.8	(0.9%)
FY2011	10,551	(4.4%)	17.0	(4.2%)
FY2012	10,379	(1.6%)	16.8	1.6%
FY2013	10,146	(2.2%)	16.4	(2.2%)
FY2014	10,137	(0.1%)	16.4	0.0%
FY2015	10,126	(0.1%)	16.3	(0.6%)

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Past and Projected Budgetary Fund Balances

	General Fund
Fiscal 2013:	
Actual Budgetary Fund Balance, June 30, 2012	\$255,972
Estimated Revenues	\$1,615,359
Estimated Expenses	(\$1,571,316)
Net Transfers and Other Uses	(\$1,000)
Actual Budgetary Fund Balance, June 30, 2013	\$299,014
Fiscal 2014:	
Actual Budgetary Fund Balance, June 30, 2013	\$299,014
Estimated Revenues	\$1,685,116
Estimated Expenses	(\$1,671,616)
Net Transfers and Other Uses	(\$47,451)
Estimated Budgetary Fund Balance, June 30, 2014	\$265,063

We project budgetary fund balances for the General Fund to decrease in Fiscal 2014. The Fiscal 2014 budget included a \$30 million appropriation from fund balance for one-time capital projects. Also, fund balance was used in Fiscal 2014 for the following one-time expenses: Baltimore City Schools' crossing guards repayment, an adjustment to the Schools maintenance of effort (MOE) contribution, repayment of a HUD Homeless services grant, and the establishment of the Historic Tax Credit Recompense fund.

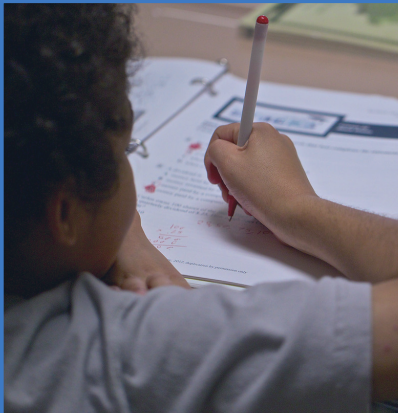


Note: Unexpended appropriations or revenue surpluses arising during a fiscal year in the Parking Enterprise, Parking Management and Convention Center Bond funds are transferred to the General Fund. In the Federal, State and Special grant funds, unexpected surpluses are fully reserved for the legal purposes of the grant and are reflected as deferred revenues or amounts due from grant sources. Therefore, no balances are stated for these funds. Capital project appropriations are considered expended until de-appropriated.

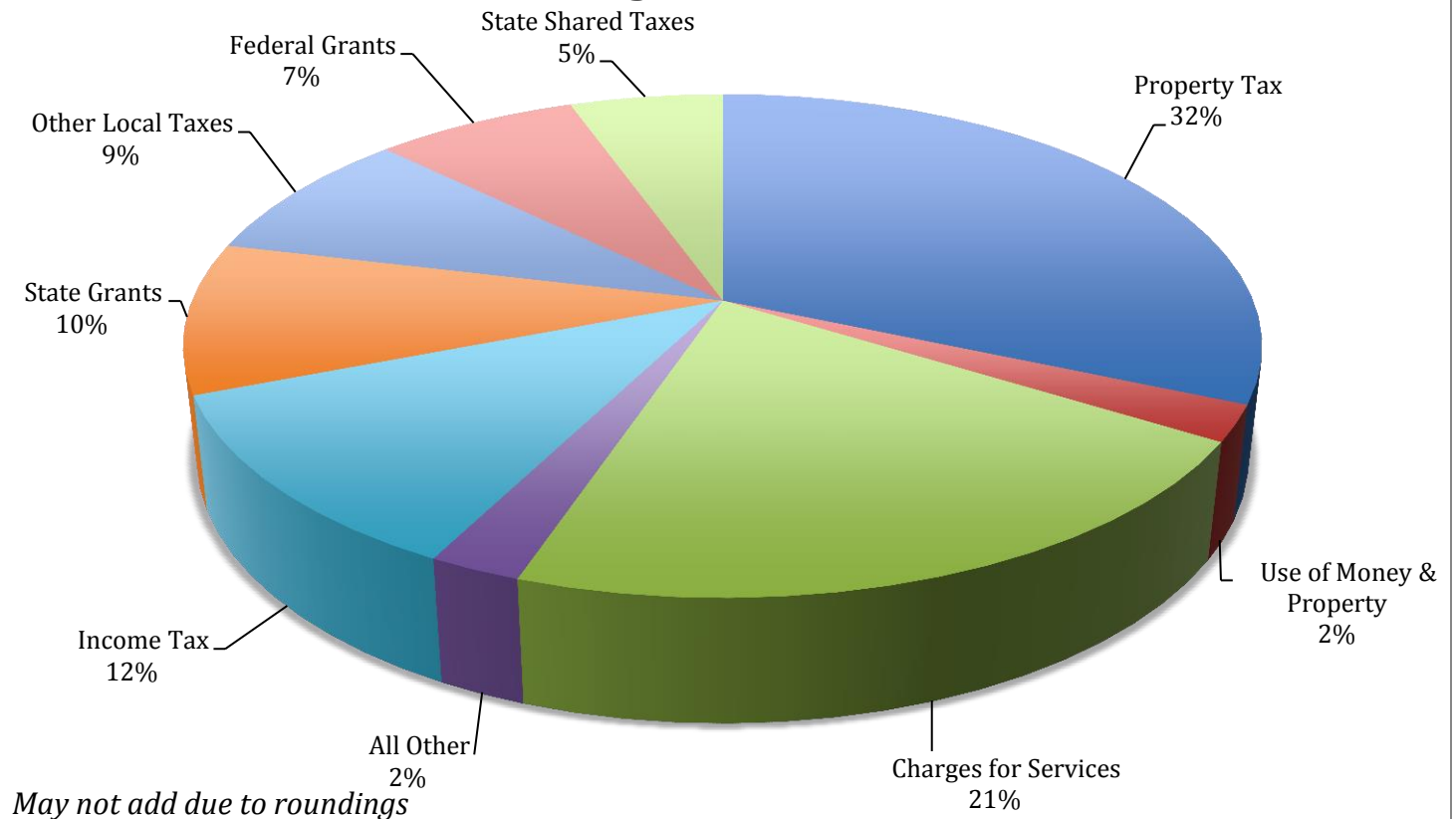
Fiscal 2015

Summary of the Adopted Budget

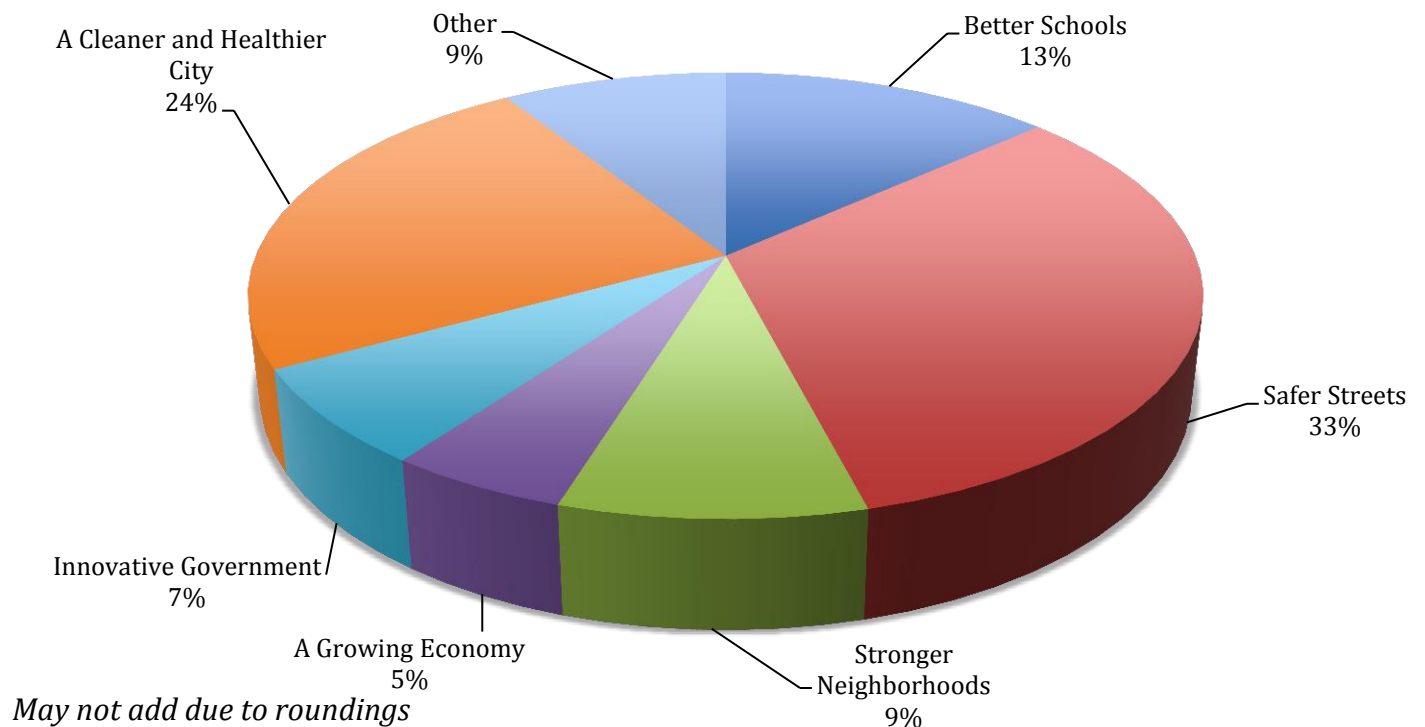
Operating Budget



Where the Money Comes From Total Budget = \$2.466 Billion

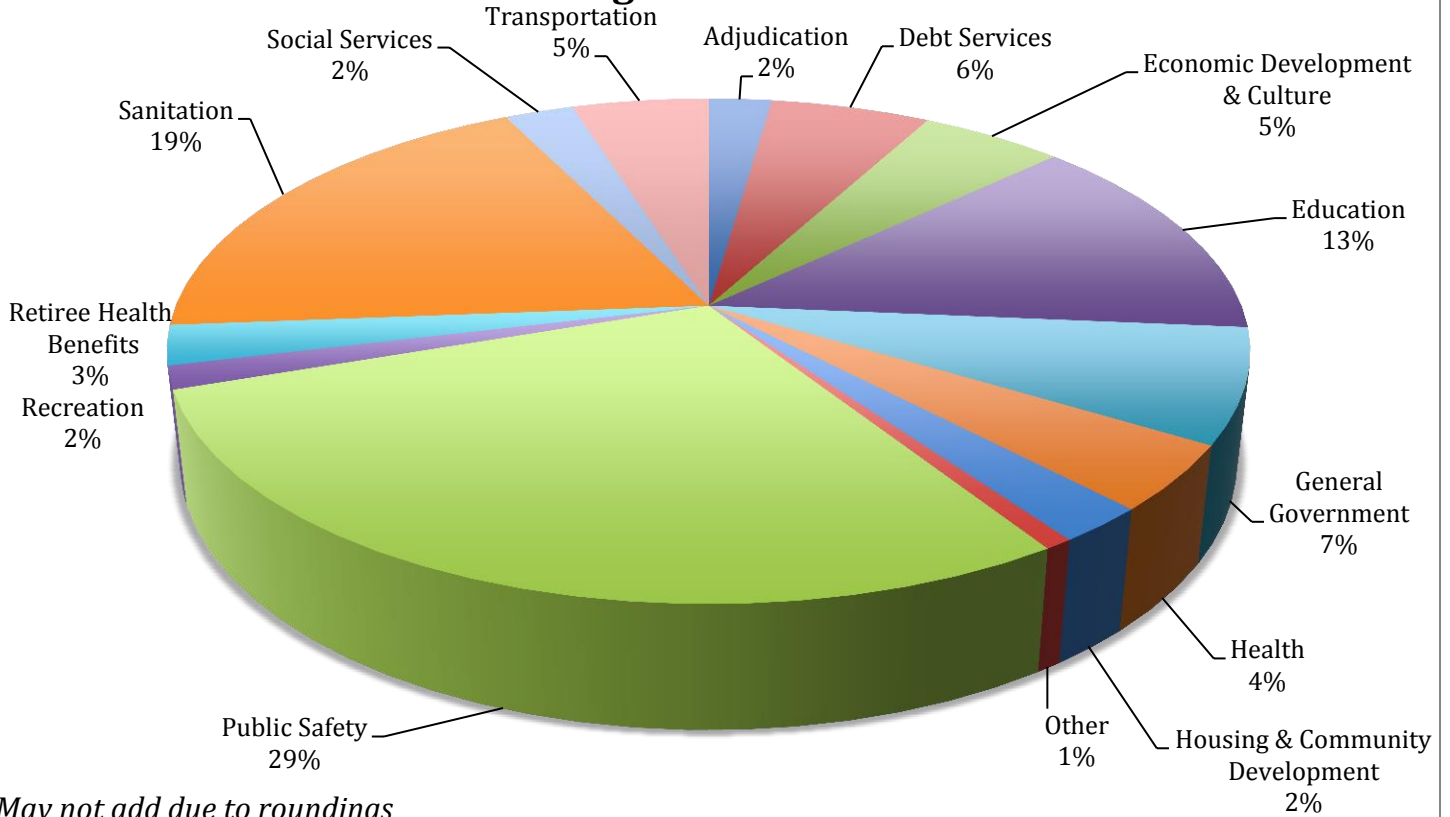


How the Money is Used: Allocation by Priority Outcome Total Budget = \$2.466 Billion



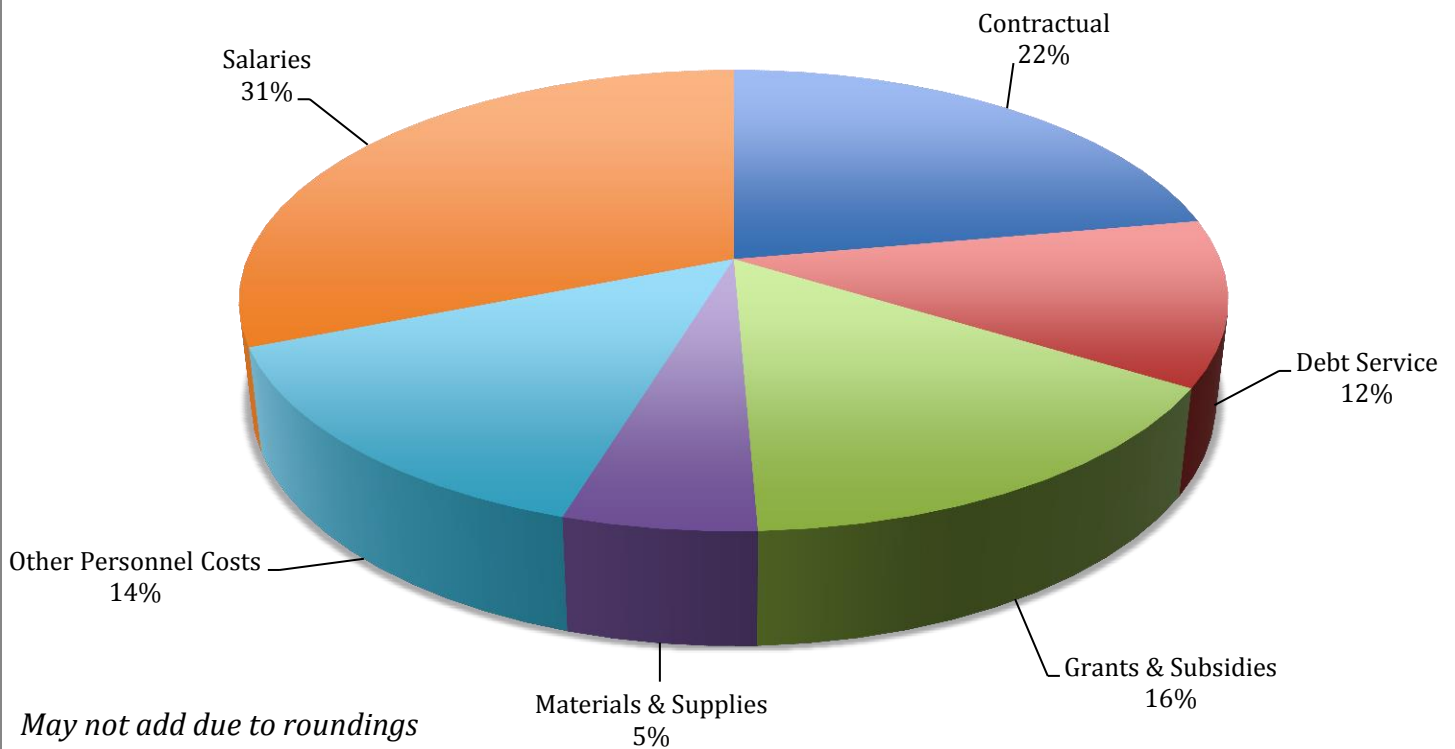
How the Money is Used: Allocation by Function

Total Budget = \$2.466 Billion



How the Money is Used: Allocation by Expenditure Type

Total Budget = \$2.466 Billion



FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Better Schools

OUTCOME BUDGETING OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	291,988,783	300,878,565	291,044,044	(9,834,521)	-3.27%
Federal	35,519,772	36,185,762	13,152,592	(23,033,170)	-63.65%
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	329,636,991	(30,454,984)	-8.46%

CITY SERVICES FUNDED FOR FISCAL 2015

The services described in this section are listed numerically by service number.

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 adopted funding will maintain current services.

352. Baltimore City Public Schools (BCPS)

General Fund - \$254,684,808

The City's Fiscal 2015 Maintenance of Effort (MOE) amount is \$207,254,966, which includes \$4.4 million for certain transition services as provided under the 1997 separation agreement. Beginning in Fiscal 2015, the City will include transition services in the MOE. The City also provides \$2.8 million for termination pay as provided under the separation agreement. 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' healthcare (\$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 \$3,210 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 \$2.9 million of additional appropriation over MOE in Fiscal 2013. The City and BCPS jointly requested a waiver of \$2.9 million from the Maryland Department of Education (MSDE) in order to correct the enrollment error moving forward and would result in a permanent correction for future year MOE payments. That waiver request was approved by MSDE, providing 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 with the approved waiver. The Fiscal 2014 MOE amount includes a supplemental appropriation of \$2.9 million that was appropriated after the adoption of the Fiscal 2014 budget.

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	\$207,254,966
<i>Sub Total</i>	\$205,549,607	\$207,254,966
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	\$280,978,143

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 adopted appropriation 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 adopted 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 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. This service will work with 30 children at each center in Fiscal 2015. The adopted funding will maintain current services at the Waverly and Northwood before and after care centers.

605. Head Start

Other Funds - \$10,125,863

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. The adopted budget reflects the federal allocation for the City of Baltimore's share of Head Start funding for Fiscal 2015. 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 adopted budget will maintain current services for both Head Start and Early Childcare services.

725. Senior Education

Other Funds - \$705,509

Health Department

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 adopted funding will maintain current services.

740. Dawson Center

Department of Housing and Community Development

General Fund - \$30,323

Other Funds - \$309,393

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 adopted 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 adopted 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 YO 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 include having 120 students enrolled in non-traditional high school programs accessing workforce services through the YO Academy. The service also anticipates that 80% of Academy students will demonstrate positive school attendance at 80% or above, which is consistent with past performance. The adopted 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 funding. In Fiscal 2013, 98% of participants did not become involved in criminal activity. Performance targets for 2015 include maintaining the current percentage rate of participants who do not become involved in criminal activity at 95% and the average monthly participation rate at 92%. The Mayor’s Office of Employment and Development is currently in the process of securing additional Federal and State grants to support service related activities in Fiscal 2015. The adopted 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. 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 adopted funding will maintain current services.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Safer Streets

OUTCOME BUDGETING OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	702,464,643	716,510,616	718,744,404	2,233,788	0.31%
Federal	23,234,633	24,336,377	25,464,563	1,128,186	4.64%
State	25,334,576	25,853,439	27,963,161	2,109,722	8.16%
Special	18,572,645	18,784,634	18,905,517	120,883	0.64%
Parking Management	12,340,365	12,555,711	12,842,545	286,834	2.28%
Total	781,946,862	798,040,777	803,920,190	5,879,413	0.74%

CITY SERVICES FUNDED FOR FISCAL 2015

The services described in this section are listed numerically by service number.

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 adopted budget 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 adopted budget 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 80% of Operation Safe Kids and Safe Streets clients referred for education or employment services. 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; 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 2014, DOT anticipates converting between 31,000 and 33,000 lights. The adopted funding will maintain current services.

600. Administration - Fire
Fire Department

General Fund - \$18,282,012
Other Funds - \$1,039,890

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 adopted budget 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 adopted budget for Fiscal 2015 maintains current service levels. The adopted budget 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 - \$349,872

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 adopted budget for Fiscal 2015 maintains current service levels.

609. Emergency Medical Services

Fire Department

General Fund - \$22,649,442

Other Funds - \$13,722,727

This service provides 24/7 assessment, treatment, and hospital transport of trauma and medical patients, totaling nearly 87,000 transports per year. The adopted budget 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 adopted budget maintains current services.

610. Fire and Emergency Community Outreach

General Fund - \$485,159

Fire Department

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 Fiscal 2015 adopted budget maintains current service levels.

611. Fire Code Enforcement

General Fund - \$4,205,540

Fire Department

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, consistent with the Fiscal 2014 target. The Fiscal 2015 adopted budget maintains current service levels.

612. Fire Investigation

General Fund - \$872,485

Fire Department

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

613. Fire Facilities Maintenance and Replacement

General Fund - \$13,270,852

Fire Department

Other Funds - \$3,259,150

This service manages over 40 facilities and maintains and fuels over 350 pieces of apparatus and vehicles. In 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 Fiscal 2015 adopted budget maintains current service levels.

614. Fire Communications and Dispatch

General Fund - \$5,204,355

Fire Department

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 continue to process 90% of dispatch calls within one minute. The Fiscal 2015 adopted budget maintains current service levels.

615. Fire Recruitment and Training

General Fund - \$3,103,732

Fire Department

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 adopted budget supports the reduction of line of duty injuries from 21.82 to 19 per 100 fire fighters. The Fiscal 2015 adopted budget maintains current service levels.

621. Administration – Police

General Funds - \$45,744,723

Police Department

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 adopted budget 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

General Fund - \$223,670,073

Police Department

Other Funds - \$6,680,751

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 adopted budget 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 adopted budget 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 adopted budget 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 adopted budget 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

General Fund - \$6,230,001

Police Department

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 adopted budget for Fiscal 2015 maintains current service levels.

632. Manage Police Records and Evidence Control

General Fund - \$7,622,137

Police Department

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 of 20 hours. The General Fund adopted budget 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 274 special events will be staffed in Fiscal 2015. The adopted budget maintains current service levels. The adopted budget 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 adopted budget 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 and projects that 85% of hires will remain with the department after

two years, slightly above the Fiscal 2013 actual of 81%. The General Fund adopted budget 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 adopted budget 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 adopted budget funds one officer and repair/maintenance of the marine boat, which will operate in an on-call posture. The General Fund adopted budget 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 adopted budget 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 funding for the Baltimore Forensic Institute of Training and Innovation through the City's Innovation Fund allowing for better analysis of DNA samples with new technology in addition to the teaching and sharing of best practices. The General Fund adopted budget 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 42% of citizens rating snow removal services as "excellent" or good"; the agency has maintained a target of 60% for Fiscal 2015. The adopted funding will maintain current services.

693. Parking Enforcement

Other Funds - \$12,842,545

Department of Transportation

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 give 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 7,000 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 adopted funding will maintain current services.

697. Traffic Safety

General Fund - \$5,611,684

Department of Transportation

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 adopted budget 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 personal 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 adopted funding will maintain current services.

752. Community Outreach Services
Department of Housing and Community Development

General Fund - \$960,830

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 adopted funding will maintain current services.

757. Crime Camera Management
Mayor's Office of Criminal Justice (MOCJ)

General Fund - \$1,538,776
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 adopted budget 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**
Mayor's Office of Criminal Justice (MOCJ)

General Fund - \$464,397
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 adopted budget 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

Office of the State’s Attorney

General Fund - \$3,723,525

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 adopted budget 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 adopted budget 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 through the Re-Entry Center. In Fiscal 2013, 268 ex-offender participants received at least one service and obtained employment, and the service expects that 300 ex-offenders who received at least one service will obtain employment in Fiscal 2015. The adopted 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 adopted funding level will maintain current services.

848. Police Community Relations

General Fund - \$148,639

Office of Civil Rights

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 adopted 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 adopted budget for Fiscal 2015 maintains current service levels.

882. Deputy Sheriff - Enforcement
Sheriff

General Fund - \$11,235,860

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 adopted budget 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 ejectments 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 adopted budget for Fiscal 2015 maintains current service levels.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Stronger Neighborhoods

OUTCOME BUDGETING OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	125,502,862	128,459,552	129,950,113	1,490,561	1.16%
Federal	42,505,159	43,604,652	45,163,328	1,558,676	3.57%
State	23,787,459	25,553,759	30,446,601	4,892,842	19.15%
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%
Total	201,913,464	210,997,086	219,759,705	8,762,619	4.15%

CITY SERVICES FUNDED FOR FISCAL 2015

The services described in this section are listed numerically by service number.

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 2015 the service will collect an estimated \$6 million in revenue.

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 the 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 1,200 community meetings. Current services will be maintained based on the Fiscal 2015 appropriation.

356. Administration - Human Services

General Funds - \$497,515

Mayor's Office of Human Services

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

Stronger Neighborhoods

resources, and fiscal services. Contracts for approximately 150 homeless service providers are administered through this service. The adopted budget will maintain current services.

593. Community Support Projects

Other Funds - \$7,261,841

Department of Housing and Community Development

This service provides administrative and service-delivery assistance grants to approximately 60 non-profit 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 non-profit 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 20,100 individuals and housing-related services to 5,500 households. The adopted funding will maintain current services.

644. Administration – Recreation and Parks

General Fund - \$4,087,262

Recreation and Parks Department

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

General Fund - \$2,040,220

Recreation and Parks Department

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

General Fund - \$9,050,623

Recreation and Parks Department

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 component 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 adopted funding level. This service includes \$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.

648. Community Recreation Centers
Recreation and Parks Department

General Fund - \$12,079,967
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 Cahill 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 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 - \$1,427,149

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 32,000 rat inspections 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 adopted funding will maintain current services.

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 adopted budget 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 adopted funding will maintain current services.

683. Street Management

Department of Transportation

General Fund - \$28,622,086

Other Funds - \$2,820,000

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 173 lane miles through operating and capital funds (60 mile in-house, 113 miles through contractor); this is a decrease from the 185 lane miles paved during Fiscal 2013. 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, 26% of respondents rated street maintenance as “excellent” or “good”, a decrease from 28% in the 2012 Citizen Survey. The service received an additional \$820,000 in State funding for pothole repairs, and anticipates \$2 million for a federal passenger rail grant for the Baltimore Potomac Tunnel during Fiscal 2015.

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 90% in the Gateways. The service found 87% of days met this target in the Central Business District in Fiscal 2013; the target will remain at 80% for Fiscal 2015 due to planned projects that may reduce traffic capacity. The adopted funding will maintain current services.

689. Vehicle Impounding and Disposal

Department of Transportation

General Fund - \$7,755,227

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

adopted budget will maintain current service and continues support for the competitive bid contract processing for towing.

690. Complete Streets & Sustainable Transportation

Department of Transportation

General Fund - \$1,424,776

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 targets 4.6 million riders on the Charm City Circulator based on extension of the Purple Line route; 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 targets 90,000 hours of Circulator service. 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 adopted budget includes \$750,000 in General Funds for administration of the BikeShare program, and \$2 million in additional state grant support for increased Charm City Circulator 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 adopted funding will maintain current services.

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 adopted funding will maintain current services.

727. Building Permits and Municipal Consents

General Fund - \$2,704,344

Department of General Services

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. Also for Fiscal 2015, this service has allocated \$1,000,000 for 6 new positions and programmatic expenses related to the management of special events and mobile food vendors. The adopted funding will maintain current services.

737. Administration - Housing

General Fund - \$ 2,899,378

Department of Housing and Community Development

Other Funds - \$1,230,069

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 General Fund recommended budget includes \$130,000 for a new Capital Creation Coordinator. The adopted funding will maintain current services.

738. Weatherization

General Fund - \$301,738

Department of Housing and Community Development

Other Funds - \$16,598,036

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 1,750 homes, an increase from 743 homes weatherized in Fiscal 2013. Additionally, it is projected that the service will complete 500 oil-to-gas conversions, resulting in average heating bill savings of \$974 per year. In Fiscal 2015, the Office of Energy Assistance that was formerly part of this service was moved to the Mayor's Office of Human Services. The adopted funding will maintain current services for weatherization.

Stronger Neighborhoods

741. Community Action Centers

Mayor's Office of Human Services

General Fund – \$862,176

Other Funds – \$9,475,112

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 non-profit 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 2014 service levels. The adopted budget will maintain current services.

742. Promote Homeownership

Department of Housing and Community Development

General Fund – \$116,303

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 and seeks to leverage city funds by helping homebuyers access State, employer and other homeownership assistance funds. This service will aim to provide homeownership incentives to 600 homebuyers, with 93% of clients maintaining homeownership after five years. The adopted funding will maintain current services.

745. Housing Code Enforcement

Department of Housing and Community Development

General Fund – \$14,407,651

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. The adopted funding will maintain current services.

747. Register and License Properties and Contractors

General Fund - \$564,906

Department of Housing and Community Development

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 adopted funding will maintain current services.

748. Housing Development Finance and Project Management

Other Funds - \$914,128

Department of Housing and Community Development

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 adopted funding will maintain current services.

749. Blight Elimination

General Fund - \$2,568,663

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. In Fiscal 2014, it received over \$12.8 million from the capital budget for the Whole Block Demolition program. 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 adopted 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 and 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 adopted funding will maintain current services

751. Building and Zoning Inspections and Permits

General Fund - \$5,658,677

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. The General Fund recommendation includes \$100,000 to begin the conversion of historical plans currently stored as microfilm into an electronic format. 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 adopted 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 assessment. 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 adopted budget will maintain current services.

**763. Comprehensive Planning and
Resource Management**

General Fund - \$1,418,568

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 adopted budget includes funding for two School Community Planner positions to assist in the long-range school planning efforts. The Other Funds budget 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 adopted budget will maintain current services.

768. Administration-Planning
Planning Department

General Fund - \$867,915

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. The administration staff also provides 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 adopted budget 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. The City continues to study ways to improve liquor license inspector productivity and efficiency. The state legislature recently modified 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. Disability 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 adopted 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 adopted budget will maintain current services.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
A Growing Economy

OUTCOME BUDGETING OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	60,577,792	63,382,381	63,394,858	12,477	0.02%
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%
Total	128,681,785	125,191,297	128,355,348	3,164,051	2.53%

CITY SERVICES FUNDED FOR FISCAL 2015

The services described in this section are listed numerically by service number.

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 adopted budget for 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 adopted budget for these costs is \$3.7 million, consistent with the Fiscal 2014 level of appropriation. The City also provides a subsidy for the utility costs at the Maryland Zoo in Baltimore; the Fiscal 2014 the adopted 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
Department of Transportation

Other Funds - \$7,778,357

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 adopted capital 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 adopted budget provides \$140,518 for the Baltimore Public Markets, \$175,648 for the Lexington Market and Arcade, and \$142,800 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 Area will seek to leverage \$1 million in State and federal funding to support Baltimore's cultural and historic activities. The adopted budget amounts will maintain the current level of service.

656. Wage Investigation and Enforcement
Office of Civil Rights

General Fund - \$168,914

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 cases were completed on average within 6 months. The adopted 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 adopted budget 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 adopted 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 adopted funding will maintain current services.

687. Inner Harbor Services
Department of Transportation

General Fund - \$860,612

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 adopted 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 adopted 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 Fiscal 2013.

729. Real Property Database Management

General Fund - \$767,514

Department of General Services

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 adopted funding will maintain current services.

761. Development Oversight and Project Support

General Fund - \$1,192,949

Planning Department

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), and 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 adopted budget 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 adopted budget will maintain current services.

792. Workforce Services for TANF Recipients

Other Funds - \$3,203,982

Mayor's Office of Employment Development

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. (A second contract, for the New Beginnings Program, ended in Fiscal 2014.) 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 connected to employment remained 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 adopted funding will maintain current services.

**793. Employment Enhancement Services
for City Residents**
Mayor's Office of Employment Development

General Fund - \$1,530,122
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. Many of these programs are available through the service's neighborhood Job Hubs, which are operated in partnership with local non-profit organizations. 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 from 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 funding also includes \$200,000 for a new Local Hiring Coordination activity and \$140,000 to support the operating expenses for the Magna Center, a training facility. The adopted funding will maintain current services.

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 adopted 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. 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 skills essential to successfully compete in the 21st century workplace. In Fiscal 2013, 79% of participants obtained employment and remained employed for at least nine months, well above the federal standard of 64%. The agency expects to at least maintain the Federal standard in Fiscal 2015. The adopted funding will maintain current services.

796. Workforce Services for Ex-Offenders

Other Funds - \$1,498,139

Mayor's Office of Employment Development

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 through the Re-Entry Center. In Fiscal 2013, 268 ex-offender participants received at least one service and obtained employment, and the service expects that 300 ex-offenders who received at least one service will obtain employment in Fiscal 2015. The adopted funding will maintain current services.

797. Workforce Services for Out of School Youth

General Fund - \$2,693,512

Mayor's Office of Employment Development

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 funding. In Fiscal 2013, 98% of participants did not become involved in criminal activity. Performance targets for 2015 include maintaining the current percentage rate of participants who do not become involved in criminal activity at 95% and the average monthly participation rate at 92%. The Mayor's Office of Employment and Development is currently in the process of securing additional Federal and State grants to support service related activities in Fiscal 2015. The adopted funding will maintain current services.

798. Youth Works Summer Job Program

General Fund - \$1,737,008

Mayor's Office of Employment Development

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. The Other Funds recommendation includes \$225,000 in local impact aid from the Baltimore Casino. These funds will be utilized to support summer youth jobs and year-round internships. The adopted funding will maintain current services.

809. Retention, Expansion and Attraction of Business **General Fund - \$1,500,324**
Baltimore Development Corporation (BDC) **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 in Fiscal 2015. 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 adopted funding will maintain current services.

810. Real Estate Development **General Fund - \$1,752,423**
Baltimore Development Corporation **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 in Fiscal 2015. 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 adopted 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, \$411,018, support the Waterfront Partnership. This service is expected to generate \$1.6 million from lease revenue and admission taxes in Fiscal 2015, 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 adopted funding will maintain current services.

812. Small Business Resource Center
Baltimore Development Corporation

General Fund - \$228,847

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 adopted funding will maintain current services.

813. Emerging Technology Center
Baltimore Development Corporation

General Fund - \$799,173

This service provides an array of programs 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 560 jobs and support 50 new businesses. The adopted funding will maintain current services.

**814. Improve and Promote Retail Districts
Beyond Downtown**
Baltimore Development Corporation

General Fund - \$1,555,448
Other Funds - \$105,653

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 adopted funding will maintain current services.

815. Live Baltimore
Department of Housing and Community Development

General Fund - \$400,826

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 2014, 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 adopted 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 adopted budget is an increase of \$1,125,412 from the Fiscal 2014 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 adopted 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 logged in Fiscal 2013. The adopted budget 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 adopted budget will maintain the current level of service.

**846. Discrimination Investigations, Resolutions,
and Conciliations**
Office of Civil Rights

General Fund - \$810,805
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, 25 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 adopted funding will maintain current services.

850. Liquor Licensing
Liquor License Board

General Fund - \$705,986

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. The City continues to study ways to improve liquor licensing productivity and efficiency. The state legislature recently modified 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 \$9.6 million, an increase of \$500,000 from Fiscal 2013. The projected number of conventions for Fiscal 2015 is 159, an increase of seven events from Fiscal 2013. The adopted funding level will maintain the current level of service.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Innovative Government

OUTCOME BUDGETING OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	96,290,937	104,963,312	106,706,860	1,743,548	1.66%
Federal	2,000,000	2,040,006	2,300,000	259,994	12.74%
State	17,394,680	17,742,627	15,012,239	(2,730,388)	-15.39%
Special	19,654,134	20,352,575	17,083,720	(3,268,855)	-16.06%
Convention Center					
Bond	4,580,088	4,580,088	4,580,088	-	0.00%
Internal Service	97,973,873	89,106,752	91,008,281	1,901,529	2.13%
Water Utility	20,858,484	20,745,462	21,320,793	575,331	2.77%
Loan & Guarantee					
Enterprise	3,363,955	3,436,345	3,438,164	1,819	0.05%
Total	262,116,151	262,967,167	261,450,145	(1,517,022)	-0.58%

CITY SERVICES FUNDED FOR FISCAL 2015

The services described in this section are listed numerically by service number.

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 appropriation 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. Current services will be maintained based on the Fiscal 2015 appropriation.

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 adopted funding level.

107. Archives and Records Management
Legislative Reference

General Fund - \$468,832

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 adopted funding level.

125. Executive Direction and Control
Office of the Mayoralty

General Fund - \$4,286,382
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 appropriation 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
Office of the Labor Commissioner

General Fund - \$787,542

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

Comptroller’s Office

General Fund - \$1,293,722

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 Fiscal 2015 appropriation will maintain current services in Fiscal 2015.

131. Audits

Comptroller’s Office

General Fund – \$3,902,259

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

Comptroller’s Office

General Fund – \$986,508

This service is responsible in 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 Fiscal 2015 appropriation will maintain current services.

133. Municipal Telephone Exchange
Comptroller's Office

Other Funds - \$11,283,757

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. Current services will be maintained based on the Fiscal 2015 appropriation.

148. Revenue Collection
Department of Finance

General Fund - \$5,773,086
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 online. 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 adopted budget 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 adopted budget will maintain current services.

185. Zoning, Tax and Other Appeals
Municipal Zoning Appeals

General Fund - \$598,296

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 adopted funding level includes \$54,000 for the internal reorganization of the service.

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

General Fund - \$1,036,046

Office of the Mayoralty

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 during Fiscal 2015, 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.

670. Water and Wastewater Administration

Other Funds - \$40,704,033

Department of Public Works

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 (\$17million), City Overhead (\$16 million), DPW Overhead (\$4 million), and funding for Worker's Compensation (\$3 million). The adopted funding will maintain current services.

698. Administration

General Fund - \$1,489,624

Department of Finance

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

General Fund - \$3,118,394

Department of Finance

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 adopted budget will maintain current services.

700. Surplus Property Disposal

Other Funds - \$190,559

Department of Finance

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 adopted budget 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. At the close of Fiscal 2013 this service has generated a \$7.167 million cumulative deficit. The adopted budget 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 adopted budget will maintain current services.

703. Payroll Services

Department of Finance

General Fund - \$3,349,068

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 adopted budget will maintain current services.

704. Accounting Operations

Department of Finance

General Fund- \$1,724,194

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. The projected increase is related to addressing a current backlog. In Fiscal 2015, the Bureau expects to oversee 2,700,000 financial transactions, an increase from 2,643,663 in Fiscal 2013. The adopted budget 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 adopted budget will maintain current level of services.

707. Risk Management

Other Funds - \$8,005,932

Department of Finance

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 adopted budget will maintain current level of services.

708. Operating Budget Management

General Fund - \$1,577,687

Department of Finance

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 adopted budget will maintain the current level of service.

710. Property Tax Billing Integrity and Recovery

General Fund - \$1,226,764

Department of Finance

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 adopted budget 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

General Fund - \$260,951

Department of Finance

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 adopted budget will maintain current services.

726. Administration – General Services

General Fund - \$1,032,955

Department of General Services

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 adopted funding will maintain current services.

730. Public and Private Energy Performance

Other Funds - \$17,833,513

Department of General Services

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 adopted funding will maintain current services.

731. Facilities Management

Department of General Services

General Fund - \$13,448,287

Other Funds - \$12,988,684

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 complete 17,500 service requests as a new performance measure. The cost for building maintenance will remain at \$2.22 per square foot. Also for Fiscal 2015, the service has allocated \$450,000 for the upkeep of surplus Baltimore City Public School buildings. The adopted funding will maintain current services.

770. Human Resources Administration

Department of Human Resources

General Funds - \$2,338,232

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. The Fiscal 2015 appropriation includes funding for an additional six positions.

771. Benefits Administration

Department of Human Resources

General Fund - \$4,010,783

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 Fiscal 2015 appropriation includes funds for city contracts with ADP, AON, and Wage Works, 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
Department of Human Resources

General Fund - \$1,048,062

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 2015, the service will seek to provide training opportunities to 6,000 Baltimore City employees. The Fiscal 2015 appropriation 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 have been 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 - \$1,338,380

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 adopted funding will maintain current services.

803. Enterprise Innovation and Application Services

General Fund - \$6,054,719

Mayor's Office of Information Technology

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). In Fiscal 2013, 27% of payments were submitted online, and the service intends to increase this to 35% in Fiscal 2015. The adopted funding will maintain current services.

804. Enterprise Unified Call Center

General Fund - \$17,963,840

Mayor's Office of Information Technology

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 adopted 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. This 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 adopted funding will maintain current services.

805. Enterprise IT Delivery Services

General Fund - \$5,030,610

Mayor's Office of Information Technology

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, 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. The adopted 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 (\$342,000): 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 (\$158,000): 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 the MOED 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 citywide Lean Government training program.

The adopted 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 rewards, and research on evidence-based practices.

836. Inspector General

General Fund - \$821,640

Office of the Inspector General

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

General Fund - \$1,103,836

Law Department

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 adopted funding level will maintain the current level of service.

861. Controversies

General Fund - \$2,668,982

Law Department

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 adoption 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

General Fund - \$2,299,845

Law Department

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 - \$655,637

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 within two to three years. 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 with the adopted Fiscal 2015 funding.

899. Fair Conduct of Elections

Board of Elections

General Fund --\$4,881,144

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 was held - 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.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
A Cleaner and Healthier City

OUTCOME BUDGETING OVERVIEW

Fund	Fiscal 2014	Fiscal 2015 CLS	Fiscal 2015	Change from CLS	%
General	94,471,867	100,903,242	99,712,053	(1,191,189)	-1.18%
Federal	70,320,891	71,445,737	67,180,593	(4,265,144)	-5.97%
State	29,352,234	29,986,975	29,878,640	(108,335)	-0.36%
Special	3,244,642	3,346,689	3,496,683	149,994	4.48%
Wastewater Utility	199,644,663	208,695,725	217,888,327	9,192,602	4.40%
Water Utility	149,481,239	155,751,608	154,760,382	(991,226)	-0.64%
Stormwater Utility	23,072,112	18,799,956	17,391,901	(1,408,055)	-7.49%
Total	569,587,648	588,929,932	590,308,579	1,378,647	0.23%

CITY SERVICES FUNDED FOR FISCAL 2015

The services described in this section are listed numerically by service number.

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 Center 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 adopted funding will maintain current services.

305. Healthy Homes

Health Department

General Fund - \$829,671

Other Funds - \$1,371,301

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 - \$534,589

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 adopted funding level, the current level of service will be maintained. BSAS will aim for performance targets of 60% of clients retained in outpatient substance abuse treatment for at least 90 days, up from 54% actual 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 adopted Fiscal 2015 funding 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 the Legal Aid Bureau, Inc., 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.

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 adopted funding level current services will be maintained.

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. The agency seeks to increase performance targets for this service to 18,000 participant experiences, with 85% of participants reporting satisfaction with programming. This is an increase from 16,000 participant experiences in Fiscal 2013, with 75% participating satisfaction.

654. Urban Forestry

Recreation and Parks Department

General Fund - \$3,269,854

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 adopted funding level will maintain the current level of service.

660. Solid Waste Administration
Department of Public Works

General Fund - \$4,587,606

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 adopted funding will maintain current services.

661. Public Right of Way Cleaning
Department of Public Works

General Fund - \$21,944,878
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 150,000 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 adopted funding will maintain current services.

**662. Vacant/Abandoned Property Cleaning
and Boarding**
Department of Public Works

General Fund - \$2,479,070
Other Funds - \$1,427,149

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 32,000 rat inspections 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 adopted funding will maintain current services.

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 adopted funding will maintain current services.

664. Waste Re-Use and Disposal

General Fund - \$19,429,460

Department of Public Works

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 adopted funding will maintain current services.

670. Water and Wastewater Administration

Other Funds - \$40,704,033

Department of Public Works

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 (\$17million), City Overhead (\$16 million), DPW Overhead (\$4 million), and funding for Worker's Compensation (\$3 million). The adopted funding will maintain current services.

671. Water Management

Other Funds - \$83,165,525

Department of Public Works

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 adopted funding will maintain current services.

673. Wastewater Management
Department of Public Works

Other Funds - \$122,136,733

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 adopted funding will maintain current services.

674. Surface Water Management
Department of Public Works

Other Funds - \$17,179,788

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 Patapsco 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 - \$125,224,763

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 adopted 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 - \$1,439,590

This service provides leadership and support to the Department of Public Works in the areas of Administrative Direction, Human Resources, Fiscal Management, Technical Support t, 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 adopted funding will maintain current services.

691. Public Rights-of-Way Landscape Management

General Fund - \$2,997,925

Department of Transportation

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. Median mowing frequency in Fiscal 2015 will be fourteen days, consistent with the Fiscal 2013 performance. Current services will be maintained.

715. Administration – Health

General Fund - \$4,535,147

Health Department

Other Funds – \$5,261,617

Administration 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. 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 have been adopted to ensure quicker processing and administration of services upon notice of receipt of additional grant awards.

717. Environmental Health

General Fund - \$2,871,683

Health Department

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 Innovation Fund money, this service is transitioning from an entirely paper-based enterprise to an automated, paperless business process for conducting home 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 adopted 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 - \$3,474,372

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 adopted Fiscal 2015 funding maintains the current level of services. Performance targets include to 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 adopted 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. This service will be entirely supported through grant funding in Fiscal 2015, with the current level of services 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 adopted Fiscal 2015 funding 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

Department of Housing and Community Development

Other Funds - \$3,412,616

This service principally 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, because it will also be serving meals to parents. 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 adopted funding will maintain current services.

765. Planning for a Sustainable Baltimore

Planning Department

General Fund - \$445,285

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 adopted budget also continues support of the Waste to Wealth Program.

894. Outreach to the Homeless

Mayor's Office of Human Services

Other Funds - \$1,056,585

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 adopted budget will maintain current services.

895. Temporary Housing for the Homeless

Mayor's Office of Human Services

General Fund - \$5,227,532

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 adopted budget level will maintain the current level of service.

FISCAL 2015

OPERATING APPROPRIATIONS 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				
Stormwater Utility	23,072,112	17,391,901	(5,680,211)	(24.6)%
Wastewater Utility	199,647,235	217,888,327	18,241,092	9.1%
Water Utility	170,339,723	176,081,175	5,741,452	3.4%
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	440,259,326	451,700,405	11,441,079	2.6%
Grant Funds				
Federal	182,975,171	163,189,801	(19,785,370)	(6.1)%
State	114,381,565	122,149,236	7,767,671	6.8%
Special	73,277,536	79,452,859	6,175,323	(2.8)%
Total	370,634,272	364,791,896	(5,842,376)	(2.8)%
Total Operating - All Funds	\$2,407,443,848	\$2,465,570,701	\$58,126,853	2.4%

FISCAL 2015

OPERATING APPROPRIATIONS BY PRIORITY OUTCOME AND FUND

Priority Outcome	General	Enterprise and Utility	Federal	State	Other Special Purpose	Total
Better Schools	291,044,044	0	13,152,592	11,489,763	13,950,592	329,636,991
Safer Streets	718,744,404	0	25,464,563	27,963,161	31,748,062	803,920,190
Stronger Neighborhoods	129,950,113	69,024	45,163,328	30,446,601	14,130,639	219,759,705
Growing Economy	63,394,858	36,831,814	9,928,725	7,358,832	10,841,119	128,355,348
Innovative Government	106,706,860	24,758,957	2,300,000	15,012,239	21,663,808	170,441,864
Cleaner and Healthier City	99,712,053	390,040,610	67,180,593	29,878,640	3,496,683	590,308,579
Other	212,748,024	0	0	0	10,400,000	223,148,024
Total	\$1,622,300,356	\$451,700,405	\$163,189,801	\$122,149,236	\$106,230,903	\$2,465,570,701

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FISCAL 2015 OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND AGENCY

Agencies	Better Schools	Safer Streets	Stronger Neighborhoods	Growing Economy	Innovative Government
Board of Elections	0	0	0	0	4,881,144
City Council	0	0	0	0	5,856,507
Comptroller	0	0	0	0	6,180,797
Council Services	0	0	0	0	728,158
Courts: Circuit Court	0	17,018,281	0	0	0
Courts: Orphans' Court	0	493,836	0	0	0
Employees' Retirement Systems	0	0	0	0	9,149,321
Enoch Pratt Free Library	33,777,461	0	0	0	0
Finance	0	0	0	0	25,270,319
Fire	0	231,330,797	0	0	0
General Services	0	0	2,704,344	767,514	31,127,435
Health	17,203,209	6,282,760	0	0	0
Housing and Community Development	170,043	960,830	55,970,621	7,165,018	0
Human Resources	0	0	0	0	7,397,077
Law	0	0	0	658,769	6,072,663
Legislative Reference	0	0	0	0	998,217
Liquor License Board	0	0	1,319,330	705,986	0
Art and Culture	0	0	0	8,428,894	0
Baltimore City Public Schools	254,684,808	0	0	0	0
Baltimore Economic Recovery Team (BER)	0	0	0	0	0
Cable and Communications	0	0	0	0	1,556,744
Civic Promotion	0	0	0	14,769,681	0
Conditional Purchase Agreements	0	0	0	0	0
Contingent Fund	0	0	0	0	0
Convention Center Hotel	0	0	0	6,914,000	0
Convention Complex	0	0	0	18,633,566	4,580,088
Debt Service	0	0	0	0	0
Educational Grants	7,473,790	0	0	0	0
Employees' Retirement Contribution	0	0	0	0	0
Environmental Control Board	0	0	798,336	0	0
Health and Welfare Grants	0	0	0	0	0
Innovation Fund	0	0	0	0	1,300,000
Miscellaneous General Expenses	0	0	0	0	0
Office of Children, Youth and Families	0	0	0	0	0
Office of CitiStat Operations	0	0	0	0	1,036,046
Office of Criminal Justice	0	7,568,687	0	0	0
Office of Employment Development	6,201,817	1,498,139	0	17,180,938	0
Office of Human Services	10,125,863	0	39,961,458	0	0
Office of Information Technology	0	0	0	0	35,161,132
Office of Neighborhoods	0	0	745,075	0	0
Office of the Inspector General	0	0	0	0	821,640
Office of the Labor Commissioner	0	0	0	0	787,542
Retirees' Benefits	0	0	0	0	0
Self-Insurance Fund	0	0	0	0	0
TIF Debt Service	0	0	0	0	0
Mayoralty	0	0	0	0	4,952,428
Municipal and Zoning Appeals	0	0	598,296	0	0
Office of Civil Rights	0	148,639	203,755	1,020,519	0
Planning	0	0	5,036,649	1,192,949	0
Police	0	444,400,292	0	0	0
Public Works	0	0	3,906,219	0	21,320,793
Recreation and Parks	0	0	31,352,630	0	1,263,813
Sheriff	0	18,148,814	0	0	0
Social Services	0	0	0	0	0
State's Attorney	0	37,352,888	0	0	0
Transportation	0	38,716,227	77,162,992	50,917,514	0
War Memorial Commission	0	0	0	0	0
Total	329,636,991	803,920,190	219,759,705	128,355,348	170,441,864

FISCAL 2015 OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND AGENCY

Cleaner & Healthier City	Debt Service	Other	Total	Agencies
0	0		4,881,144	Board of Elections
0	0		5,856,507	City Council
0	0		6,180,797	Comptroller
0	0		728,158	Council Services
0	0		17,018,281	Courts: Circuit Court
0	0		493,836	Courts: Orphans' Court
0	0		9,149,321	Employees' Retirement Systems
0	0		33,777,461	Enoch Pratt Free Library
0	0		25,270,319	Finance
0	0		231,330,797	Fire
0	0		34,599,293	General Services
102,579,098	0		126,065,067	Health
3,412,616	0		67,679,128	Housing and Community Development
0	0		7,397,077	Human Resources
0	0		6,731,432	Law
0	0		998,217	Legislative Reference
0	0		2,025,316	Liquor License Board
0	0		8,428,894	Art and Culture
0	0		254,684,808	Baltimore City Public Schools
0	0		0	Baltimore Economic Recovery Team (BERT)
0	0		1,556,744	Cable and Communications
0	0		14,769,681	Civic Promotion
0	22,937,398		22,937,398	Conditional Purchase Agreements
0	0	1,000,000	1,000,000	Contingent Fund
0	0		6,914,000	Convention Center Hotel
0	0		23,213,654	Convention Complex
0	99,892,992		99,892,992	Debt Service
0	0		7,473,790	Educational Grants
0	0	3,724,674	3,724,674	Employees' Retirement Contribution
0	0		798,336	Environmental Control Board
1,166,724	0		1,166,724	Health and Welfare Grants
0	0		1,300,000	Innovation Fund
0	0	16,812,114	16,812,114	Miscellaneous General Expenses
0	0		0	Office of Children, Youth and Families
0	0		1,036,046	Office of CitiStat Operations
0	0		7,568,687	Office of Criminal Justice
0	0		24,880,894	Office of Employment Development
13,499,454	0		63,586,775	Office of Human Services
0	0		35,161,132	Office of Information Technology
0	0		745,075	Office of Neighborhoods
0	0		821,640	Office of the Inspector General
0	0		787,542	Office of the Labor Commissioner
0	0	49,609,165	49,609,165	Retirees' Benefits
0	0	16,868,872	16,868,872	Self-Insurance Fund
0	12,302,809		12,302,809	TIF Debt Service
0	0		4,952,428	Mayoralty
0	0		598,296	Municipal and Zoning Appeals
0	0		1,372,913	Office of Civil Rights
5,003,853	0		11,233,451	Planning
0	0		444,400,292	Police
457,801,249	0		483,028,261	Public Works
3,847,660	0		36,464,103	Recreation and Parks
0	0		18,148,814	Sheriff
0	0		0	Social Services
0	0		37,352,888	State's Attorney
2,997,925	0		169,794,658	Transportation
0	0		0	War Memorial Commission
590,308,579	135,133,199	88,014,825	2,465,570,701	Total

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

Board of Estimates Recommendations

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	329,636,991	(30,454,984)
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	254,684,808	(7,082,615)
General	254,727,492	261,767,423	254,684,808	(7,082,615)
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	10,125,863	(23,135,102)
General	0	170,626	0	(170,626)
Federal	30,735,472	32,471,905	9,507,429	(22,964,476)
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	803,920,190	5,879,413
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	19,321,902	15,562
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	0	(773)
602 Fire Suppression and Emergency Rescue	142,179,575	146,187,876	144,275,623	(1,912,253)
General	140,664,201	144,626,092	142,806,357	(1,819,735)
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)

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

Board of Estimates Recommendations

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	803,920,190	5,879,413
608 Emergency Management	594,415	625,575	645,842	20,267
General	305,202	330,578	349,872	19,294
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)
613 Fire Facilities Maintenance and Replacement	15,217,660	14,555,638	16,530,002	1,974,364
General	14,293,167	13,612,655	13,270,852	(341,803)
Federal	0	0	2,066,167	2,066,167
State	924,493	942,983	942,983	0
Special	0	0	250,000	250,000
614 Fire Communications and Dispatch	4,941,437	5,195,901	5,204,355	8,454
General	4,941,437	5,195,901	5,204,355	8,454
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	12,494,431	1,329,196
General	10,645,148	11,165,235	11,994,431	829,196
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)

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

Board of Estimates Recommendations

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	803,920,190	5,879,413
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)
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	11,235,860	8,394
General	10,888,995	11,227,466	11,235,860	8,394
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	219,759,705	8,762,619
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	598,296	55,321
General	551,283	542,975	598,296	55,321
354 Office of Neighborhoods	709,033	734,664	745,075	10,411
General	709,033	734,664	745,075	10,411

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

Board of Estimates Recommendations

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	219,759,705	8,762,619
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	7,261,841	(103,598)
Federal	7,189,221	7,365,439	7,261,841	(103,598)
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	10,277,733	(23,895)
General	9,021,752	9,074,518	9,050,623	(23,895)
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	12,211,942	28,124
General	12,411,170	12,051,843	12,079,967	28,124
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	3,906,219	(111,193)
General	2,422,958	2,561,720	2,479,070	(82,650)
Federal	1,427,149	1,455,692	1,427,149	(28,543)
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	31,442,086	3,611,477
General	27,222,944	27,830,609	28,622,086	791,477
Federal	0	0	2,000,000	2,000,000
State	0	0	820,000	820,000
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	2,704,344	1,166,385
General	1,572,293	1,537,959	2,704,344	1,166,385
737 Administration - HCD	3,932,021	4,119,576	4,129,447	9,871
General	2,632,818	2,772,015	2,899,378	127,363
Federal	1,289,672	1,345,513	1,230,069	(115,444)
State	9,531	2,048	0	(2,048)

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

Board of Estimates Recommendations

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	219,759,705	8,762,619
738 Weatherization Services	16,625,178	17,409,684	16,899,774	(509,910)
General	260,210	265,414	301,738	36,324
State	15,913,431	16,683,541	16,598,036	(85,505)
Special	451,537	460,729	0	(460,729)
740 Dawson Center	293,765	299,369	339,716	40,347
General	29,729	30,323	30,323	0
Federal	264,036	269,046	309,393	40,347
741 Community Action Centers	6,373,649	7,345,644	9,664,283	2,318,639
General	719,676	715,431	862,176	146,745
Federal	854,004	888,058	893,975	5,917
State	4,799,969	5,742,155	7,908,132	2,165,977
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	14,457,651	(14,068)
General	14,026,225	14,420,719	14,407,651	(13,068)
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	2,568,663	(13,254)
General	2,523,193	2,581,917	2,568,663	(13,254)
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	5,658,677	(250,309)
General	5,782,654	5,908,986	5,658,677	(250,309)
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	3,625,104	2,089,489
General	1,044,160	1,067,579	1,418,568	350,989
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	867,915	(28,962)
General	729,170	896,174	867,915	(28,259)
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	128,355,348	3,164,051
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

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

Board of Estimates Recommendations

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	128,355,348	3,164,051
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)
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	3,116,652	1,048,263
General	1,222,091	1,215,128	1,530,122	314,994
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

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

Board of Estimates Recommendations

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	128,355,348	3,164,051
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	261,450,145	(1,517,022)
100 City Council	5,474,224	6,085,574	5,856,507	(229,067)
General	5,474,224	6,085,574	5,856,507	(229,067)
103 Council Services	691,496	720,502	728,158	7,656
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	1,292,030	(28,932)
General	1,246,976	1,316,801	1,292,030	(24,771)
Internal Service	953	4,161	0	(4,161)
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	6,566,379	96,085
General	5,752,800	5,874,332	5,773,086	(101,246)
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	4,158,500	(95,756)
General	0	16,131	0	(16,131)
Special	4,048,962	4,238,125	4,158,500	(79,625)
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

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

Board of Estimates Recommendations

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	261,450,145	(1,517,022)
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	21,320,793	575,331
Water Utility	20,858,484	20,745,462	21,320,793	575,331
698 Administration - Finance	1,201,557	1,265,716	1,489,624	223,908
General	1,189,379	1,256,610	1,489,624	233,014
Special	0	223	0	(223)
Internal Service	12,178	8,883	0	(8,883)
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	1,577,687	(163,230)
General	1,650,762	1,740,917	1,577,687	(163,230)
710 Property Tax Billing Integrity and Recovery	337,769	437,884	1,226,764	788,880
General	337,769	437,884	1,226,764	788,880
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	17,833,513	(2,943,752)
Federal	2,000,000	2,040,000	2,000,000	(40,000)
State	16,000,000	16,320,000	13,589,665	(2,730,335)
Internal Service	2,020,094	2,417,265	2,243,848	(173,417)
731 Facilities Management	24,843,753	25,799,158	26,436,971	637,813
General	13,009,012	14,036,712	13,448,287	(588,425)
State	1,035,812	1,056,528	1,056,528	0
Internal Service	10,798,929	10,705,918	11,932,156	1,226,238
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	2,249,104	(123,070)
General	1,639,939	2,372,115	2,249,104	(123,011)
Federal	0	6	0	(6)
State	0	53	0	(53)
771 Benefits Administration	4,631,490	6,227,447	6,302,833	75,386
General	2,442,938	4,035,963	4,042,129	6,166
Internal Service	2,188,552	2,191,484	2,260,704	69,220
772 Civil Service Management	1,216,445	1,504,387	1,105,844	(398,543)
General	1,151,886	1,462,123	1,105,844	(356,279)
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	1,338,380	(1,718,000)
General	1,282,325	3,026,323	1,338,380	(1,687,943)
Special	36,054	30,057	0	(30,057)

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

Board of Estimates Recommendations

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	261,450,145	(1,517,022)
803 Enterprise Innovation and Application Services	5,536,204	5,572,631	6,054,719	482,088
General	5,536,204	5,572,631	6,054,719	482,088
804 Enterprise Unified Call Center	21,213,084	22,080,681	21,933,423	(147,258)
General	13,673,848	14,305,728	17,963,840	3,658,112
Special	7,539,236	7,774,953	3,969,583	(3,805,370)
805 Enterprise IT Delivery Services	8,589,534	8,427,833	12,749,706	4,321,873
General	5,071,129	4,717,525	5,030,610	313,085
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	1,556,744	32,517
General	538,317	623,120	655,637	32,517
Special	883,438	901,107	901,107	0
899 Fair Conduct of Elections	4,253,749	4,922,175	4,881,144	(41,031)
General	4,253,749	4,922,175	4,881,144	(41,031)
Cleaner and Healthier City	569,587,648	588,929,932	590,308,579	1,378,647
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	2,200,972	(165,525)
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	0	(71,975)
Special	80,800	82,519	82,519	0
307 Substance Abuse and Mental Health	2,929,638	2,988,231	2,349,729	(638,502)
General	1,779,549	1,815,140	1,815,140	0
Federal	425,500	434,010	0	(434,010)
State	724,589	739,081	534,589	(204,492)
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

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

Board of Estimates Recommendations

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Cleaner and Healthier City (Continued)	569,587,648	588,929,932	590,308,579	1,378,647
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	4,587,606	(257,221)
General	4,586,756	4,844,827	4,587,606	(257,221)
661 Public Right-of-Way Cleaning	23,292,745	23,878,008	24,284,646	406,638
General	20,037,592	22,250,432	21,944,878	(305,554)
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	40,704,033	394,010
General	0	207,660	0	(207,660)
Wastewater Utility	20,878,119	21,227,572	21,123,546	(104,026)
Water Utility	18,248,383	18,869,305	19,580,487	711,182
Stormwater Utility	0	5,486	0	(5,486)
671 Water Management	81,791,016	86,641,395	83,165,525	(3,475,870)
Water Utility	81,791,016	86,641,395	83,165,525	(3,475,870)
673 Wastewater Management	118,194,945	127,590,571	122,136,733	(5,453,838)
Wastewater Utility	118,194,945	127,590,571	122,136,733	(5,453,838)
674 Surface Water Management	21,431,408	18,579,616	17,179,788	(1,399,828)
Wastewater Utility	1,103,190	948,592	951,684	3,092
Water Utility	511,259	464,130	465,971	1,841
Stormwater Utility	19,816,959	17,166,894	15,762,133	(1,404,761)
675 Engineering and Construction Management - Water and Wastewater	108,398,990	108,696,980	125,224,763	16,527,783
Wastewater Utility	59,468,409	58,928,847	73,676,364	14,747,517
Water Utility	48,930,581	49,768,133	51,548,399	1,780,266
676 Administration - DPW	1,622,496	1,670,714	1,439,590	(231,124)
General	1,622,496	1,661,926	1,439,590	(222,336)
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	9,796,764	(104,819)
General	4,340,867	4,383,594	4,535,147	151,553
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	4,062,013	(219,976)
General	625,625	623,423	587,641	(35,782)
Federal	2,848,985	2,914,589	2,706,814	(207,775)
State	729,358	743,977	767,558	23,581

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

Board of Estimates Recommendations

Outcome, Service and Fund	FISCAL 2014 BUDGET	FISCAL 2015 CLS	FISCAL 2015 BUDGET	CHANGE BUD vs. CLS
Cleaner and Healthier City (Continued)	569,587,648	588,929,932	590,308,579	1,378,647
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	231,921,061	20,758,274
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	16,812,114	4,493,340
General	12,074,778	12,318,774	16,812,114	4,493,340
123 General Debt Service	91,621,545	89,092,992	99,892,992	10,800,000
General	81,221,545	78,692,992	89,492,992	10,800,000
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	16,868,872	3,210,665
General	13,299,240	13,658,207	16,868,872	3,210,665
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	2,565,352,019	7,970,998
LESS INTERNAL SERVICE FUND	99,268,046	97,879,789	99,781,318	1,901,529
TOTAL OPERATING APPROPRIATIONS	2,407,791,897	2,459,501,232	2,465,570,701	6,069,469

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**OPERATING BUDGET BY AGENCY 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	4,881,144	(41,031)
899 Fair Conduct of Elections	4,253,749	4,922,175	4,881,144	(41,031)
General	4,253,749	4,922,175	4,881,144	(41,031)
City Council	5,474,224	6,085,574	5,856,507	(229,067)
100 City Council	5,474,224	6,085,574	5,856,507	(229,067)
General	5,474,224	6,085,574	5,856,507	(229,067)
Comptroller	18,137,170	18,263,976	18,325,998	62,022
130 Executive Direction and Control - Comptroller	1,247,929	1,320,962	1,292,030	(28,932)
General	1,246,976	1,316,801	1,292,030	(24,771)
Internal Service	953	4,161	0	(4,161)
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	9,149,321	(290,971)
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	4,158,500	(95,756)
General	0	16,131	0	(16,131)
Special	4,048,962	4,238,125	4,158,500	(79,625)
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	36,362,604	1,037,838
148 Revenue Collection	6,335,750	6,470,294	6,566,379	96,085
General	5,752,800	5,874,332	5,773,086	(101,246)
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	1,489,624	223,908
General	1,189,379	1,256,610	1,489,624	233,014
Special	0	223	0	(223)

**OPERATING BUDGET BY AGENCY 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	36,362,604	1,037,838
Internal Service	12,178	8,883	0	(8,883)
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	1,577,687	(163,230)
General	1,650,762	1,740,917	1,577,687	(163,230)
710 Property Tax Billing Integrity and Recovery	337,769	437,884	1,226,764	788,880
General	337,769	437,884	1,226,764	788,880
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	231,330,797	(152,083)
600 Administration - Fire	17,579,622	19,306,340	19,321,902	15,562
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	0	(773)
602 Fire Suppression and Emergency Rescue	142,179,575	146,187,876	144,275,623	(1,912,253)
General	140,664,201	144,626,092	142,806,357	(1,819,735)
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	645,842	20,267
General	305,202	330,578	349,872	19,294
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)

FISCAL 2015

**OPERATING BUDGET BY AGENCY 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	231,330,797	(152,083)
613	Fire Facilities Maintenance and Replacement	15,217,660	14,555,638	16,530,002	1,974,364
	General	14,293,167	13,612,655	13,270,852	(341,803)
	Federal	0	0	2,066,167	2,066,167
	State	924,493	942,983	942,983	0
	Special	0	0	250,000	250,000
614	Fire Communications and Dispatch	4,941,437	5,195,901	5,204,355	8,454
	General	4,941,437	5,195,901	5,204,355	8,454
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	90,322,125	(1,250,621)
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	2,704,344	1,166,385
	General	1,572,293	1,537,959	2,704,344	1,166,385
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	17,833,513	(2,943,752)
	Federal	2,000,000	2,040,000	2,000,000	(40,000)
	State	16,000,000	16,320,000	13,589,665	(2,730,335)
	Internal Service	2,020,094	2,417,265	2,243,848	(173,417)
731	Facilities Management	24,843,753	25,799,158	26,436,971	637,813
	General	13,009,012	14,036,712	13,448,287	(588,425)
	State	1,035,812	1,056,528	1,056,528	0
	Internal Service	10,798,929	10,705,918	11,932,156	1,226,238
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	126,065,067	(4,964,634)
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	2,200,972	(165,525)
	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	0	(71,975)
	Special	80,800	82,519	82,519	0
307	Substance Abuse and Mental Health	2,929,638	2,988,231	2,349,729	(638,502)
	General	1,779,549	1,815,140	1,815,140	0
	Federal	425,500	434,010	0	(434,010)
	State	724,589	739,081	534,589	(204,492)
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 BY AGENCY 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	126,065,067	(4,964,634)
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	9,796,764	(104,819)
General	4,340,867	4,383,594	4,535,147	151,553
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	4,062,013	(219,976)
General	625,625	623,423	587,641	(35,782)
Federal	2,848,985	2,914,589	2,706,814	(207,775)
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 BY AGENCY 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	126,065,067	(4,964,634)
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	67,679,128	(1,152,228)
593 Community Support Projects	7,189,221	7,365,439	7,261,841	(103,598)
Federal	7,189,221	7,365,439	7,261,841	(103,598)
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	4,129,447	9,871
General	2,632,818	2,772,015	2,899,378	127,363
Federal	1,289,672	1,345,513	1,230,069	(115,444)
State	9,531	2,048	0	(2,048)
738 Weatherization Services	16,625,178	17,409,684	16,899,774	(509,910)
General	260,210	265,414	301,738	36,324
State	15,913,431	16,683,541	16,598,036	(85,505)
Special	451,537	460,729	0	(460,729)
740 Dawson Center	293,765	299,369	339,716	40,347
General	29,729	30,323	30,323	0
Federal	264,036	269,046	309,393	40,347
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	14,457,651	(14,068)
General	14,026,225	14,420,719	14,407,651	(13,068)
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	2,568,663	(13,254)
General	2,523,193	2,581,917	2,568,663	(13,254)
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	5,658,677	(250,309)
General	5,782,654	5,908,986	5,658,677	(250,309)
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 BY AGENCY 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	67,679,128	(1,152,228)
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	9,657,781	(561,663)
770 Administration - Human Resources	1,639,939	2,372,174	2,249,104	(123,070)
General	1,639,939	2,372,115	2,249,104	(123,011)
Federal	0	6	0	(6)
State	0	53	0	(53)
771 Benefits Administration	4,631,490	6,227,447	6,302,833	75,386
General	2,442,938	4,035,963	4,042,129	6,166
Internal Service	2,188,552	2,191,484	2,260,704	69,220
772 Civil Service Management	1,216,445	1,504,387	1,105,844	(398,543)
General	1,151,886	1,462,123	1,105,844	(356,279)
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)
Mayoralty	4,502,593	4,649,019	4,952,428	303,409
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

**OPERATING BUDGET BY AGENCY 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
Mayorality (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	254,684,808	(7,082,615)
352 Baltimore City Public Schools	254,727,492	261,767,423	254,684,808	(7,082,615)
General	254,727,492	261,767,423	254,684,808	(7,082,615)
M-R: Cable and Communications	1,421,755	1,524,227	1,556,744	32,517
876 Media Production	1,421,755	1,524,227	1,556,744	32,517
General	538,317	623,120	655,637	32,517
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	99,892,992	10,800,000
123 General Debt Service	91,621,545	89,092,992	99,892,992	10,800,000
General	81,221,545	78,692,992	89,492,992	10,800,000
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 BY AGENCY 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	16,812,114	4,493,340
122 Miscellaneous General Expenses	12,074,778	12,318,774	16,812,114	4,493,340
General	12,074,778	12,318,774	16,812,114	4,493,340
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	24,880,894	1,643,554
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	3,116,652	1,048,263
General	1,222,091	1,215,128	1,530,122	314,994
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 BY AGENCY 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	24,880,894	1,643,554
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	63,586,775	(19,688,151)
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	10,125,863	(23,135,102)
General	0	170,626	0	(170,626)
Federal	30,735,472	32,471,905	9,507,429	(22,964,476)
State	606,308	618,434	618,434	0
741 Community Action Centers	6,373,649	7,345,644	9,664,283	2,318,639
General	719,676	715,431	862,176	146,745
Federal	854,004	888,058	893,975	5,917
State	4,799,969	5,742,155	7,908,132	2,165,977
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	42,076,228	2,938,703
802 Administration - MOIT	1,318,379	3,056,380	1,338,380	(1,718,000)
General	1,282,325	3,026,323	1,338,380	(1,687,943)
Special	36,054	30,057	0	(30,057)
803 Enterprise Innovation and Application Services	5,536,204	5,572,631	6,054,719	482,088
General	5,536,204	5,572,631	6,054,719	482,088
804 Enterprise Unified Call Center	21,213,084	22,080,681	21,933,423	(147,258)
General	13,673,848	14,305,728	17,963,840	3,658,112
Special	7,539,236	7,774,953	3,969,583	(3,805,370)
805 Enterprise IT Delivery Services	8,589,534	8,427,833	12,749,706	4,321,873
General	5,071,129	4,717,525	5,030,610	313,085
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 BY AGENCY 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	16,868,872	3,210,665
126 Contribution to Self-Insurance Fund	13,299,240	13,658,207	16,868,872	3,210,665
General	13,299,240	13,658,207	16,868,872	3,210,665
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	598,296	55,321
185 Zoning, Tax and Other Appeals	551,283	542,975	598,296	55,321
General	551,283	542,975	598,296	55,321
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	11,233,451	1,986,085
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	3,625,104	2,089,489
General	1,044,160	1,067,579	1,418,568	350,989
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	867,915	(28,962)
General	729,170	896,174	867,915	(28,259)
Federal	1,566	703	0	(703)
Police	428,737,475	437,898,123	444,400,292	6,502,169
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 BY AGENCY 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	444,400,292	6,502,169
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	12,494,431	1,329,196
General	10,645,148	11,165,235	11,994,431	829,196
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	483,028,261	6,592,289
660 Administration - DPW - SW	4,586,756	4,844,827	4,587,606	(257,221)
General	4,586,756	4,844,827	4,587,606	(257,221)
661 Public Right-of-Way Cleaning	23,292,745	23,878,008	24,284,646	406,638
General	20,037,592	22,250,432	21,944,878	(305,554)
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	3,906,219	(111,193)
General	2,422,958	2,561,720	2,479,070	(82,650)
Federal	1,427,149	1,455,692	1,427,149	(28,543)
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 BY AGENCY 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	483,028,261	6,592,289
General	17,609,180	19,924,746	19,429,460	(495,286)
670 Administration - DPW - WWW	39,126,502	40,310,023	40,704,033	394,010
General	0	207,660	0	(207,660)
Water Utility	18,248,383	18,869,305	19,580,487	711,182
Stormwater Utility	0	5,486	0	(5,486)
Wastewater Utility	20,878,119	21,227,572	21,123,546	(104,026)
671 Water Management	81,791,016	86,641,395	83,165,525	(3,475,870)
Water Utility	81,791,016	86,641,395	83,165,525	(3,475,870)
672 Water and Wastewater Consumer Services	20,858,484	20,745,462	21,320,793	575,331
Water Utility	20,858,484	20,745,462	21,320,793	575,331
673 Wastewater Management	118,194,945	127,590,571	122,136,733	(5,453,838)
Wastewater Utility	118,194,945	127,590,571	122,136,733	(5,453,838)
674 Surface Water Management	21,431,408	18,579,616	17,179,788	(1,399,828)
Water Utility	511,259	464,130	465,971	1,841
Stormwater Utility	19,816,959	17,166,894	15,762,133	(1,404,761)
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	125,224,763	16,527,783
Water Utility	48,930,581	49,768,133	51,548,399	1,780,266
Wastewater Utility	59,468,409	58,928,847	73,676,364	14,747,517
676 Administration - DPW	1,622,496	1,670,714	1,439,590	(231,124)
General	1,622,496	1,661,926	1,439,590	(222,336)
Water Utility	0	8,645	0	(8,645)
Wastewater Utility	0	143	0	(143)
Recreation and Parks	36,208,265	36,423,282	36,464,103	40,821
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	10,277,733	(23,895)
General	9,021,752	9,074,518	9,050,623	(23,895)
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	12,211,942	28,124
General	12,411,170	12,051,843	12,079,967	28,124
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 BY AGENCY 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	36,464,103	40,821
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	18,148,814	56,263
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	11,235,860	8,394
General	10,888,995	11,227,466	11,235,860	8,394
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	169,794,658	1,995,846
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	31,442,086	3,611,477
General	27,222,944	27,830,609	28,622,086	791,477
Federal	0	0	2,000,000	2,000,000
State	0	0	820,000	820,000
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)

**OPERATING BUDGET BY AGENCY 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	169,794,658	1,995,846
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)
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	2,565,352,019	7,970,998
LESS INTERNAL SERVICE FUND	99,268,046	97,879,789	99,781,318	1,901,529
TOTAL OPERATING APPROPRIATIONS	2,407,791,897	2,459,501,232	2,465,570,701	6,069,469

**OPERATING BUDGET BY AGENCY 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	176,081,175	(415,895)
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	163,189,801	(23,793,074)
State	114,381,565	117,779,089	122,149,236	4,370,147
Special	73,628,157	78,088,823	79,452,859	1,364,036
Stormwater Utility	23,072,112	18,799,956	17,391,901	(1,408,055)
Wastewater Utility	199,644,663	208,695,725	217,888,327	9,192,602
TOTAL OPERATING BUDGET	2,407,791,897	2,459,501,232	2,465,570,701	6,069,469
INTERNAL SERVICE FUND BY AGENCY				
Comptroller	12,088,671	12,125,172	12,145,201	20,029
Finance	10,999,190	11,157,987	11,092,285	(65,702)
General Services	63,892,549	54,717,436	55,722,832	1,005,396
Human Resources	2,253,111	2,233,748	2,260,704	26,956
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	99,781,318	1,901,529

Notes:

- Current Level of Service (CLS): The estimated cost to maintain services at the Fiscal 2013 level, including inflationary and other adjustments, and assuming no programmatic or management changes.
- M-R: Employees' Retirement Contribution: For Fiscal 2014, pension contribution costs are allocated to the position level. The amount budgeted reflects estimated savings from Ten-Year Financial Plan initiatives to 1) end supplemental contribution for the Benefit Improvement Fund and Employer Reserve Fund in EPERS, and 2) implement reforms to the ERS for current employees and future hires.

CHANGES TO FULL-TIME FUNDED POSITIONS

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	70	18
Enoch Pratt Free Library			
General	328	328	0
State	55	53	(2)
Special	8	7	(1)
Finance			
General	252	255	3
Loan and Guarantee Enterprise	2	2	0
Special	12	15	3
Internal Service	33	32	(1)
Fire			
General	1,698	1,652	(46)
Special	1	0	(1)
General Services			
General	121	123	2
Internal Service	302	302	0
Health			
General	218	215	(3)
Federal	287	273	(14)
State	85	92	7
Special	190	190	0
Housing and Community Development			
General	343	350	7
Federal	84	55	(29)
State	41	43	2
Special	5	0	(5)
Human Resources			
General	47	61	14
Internal Service	2	2	0
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

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	56	13
State	38	79	41
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	50	5
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

AGENCY	FISCAL 2014 BUDGET	FISCAL 2015 BUDGET	CHANGE IN BUDGET
Special	0	11	11
Public Works			
General	751	768	17
Special	0	3	3
Stormwater Utility	126	94	(32)
Water Utility	932	913	(19)
Wastewater Utility	911	884	(27)
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	1,222	(16)
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	13,984	(22)

SUMMARY BY FUND	FISCAL 2014 BUDGET	FISCAL 2015 BUDGET	CHANGE IN BUDGET
Conduit Enterprise	63	62	(1)
Federal	600	572	(28)
General	10,138	10,126	(12)
Internal Service	404	407	3
Loan and Guarantee Enterprise	2	2	0
Parking Management	116	116	0
Special	354	402	48
State	360	406	46
Stormwater Utility	126	94	(32)
Wastewater Utility	911	884	(27)
Water Utility	932	913	(19)
Grand Total	14,006	13,984	(22)

Notes:

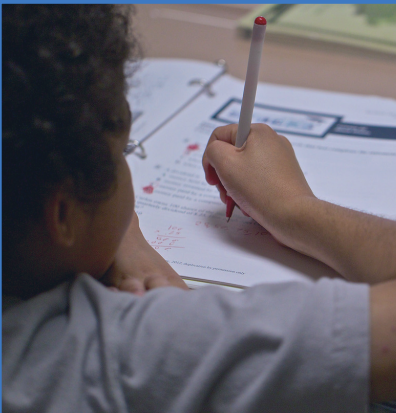
- 1) The decrease in Fire is due to the second wave of position reductions due to the implementation of the new fire shift schedule.
- 2) The decrease in Housing and Community Development is due to the transfer of Housing's Office of Home Energy and the operation of the Dukeland and Dunbar early childcare facilities to the Mayor's Office of Human Services.
- 3) The increase in Human Resources is due to additional Administration positions to support City-wide HR consolidation, executive pay reform, and the City's new Wellness initiative.
- 4) The increase in Public Works in the General Fund is due to the absorption of Street Sweeping from the Stormwater Utility. The decrease in Public Works in the Stormwater, Water, and Wastewater utilities is due to the elimination of prolonged vacancies.

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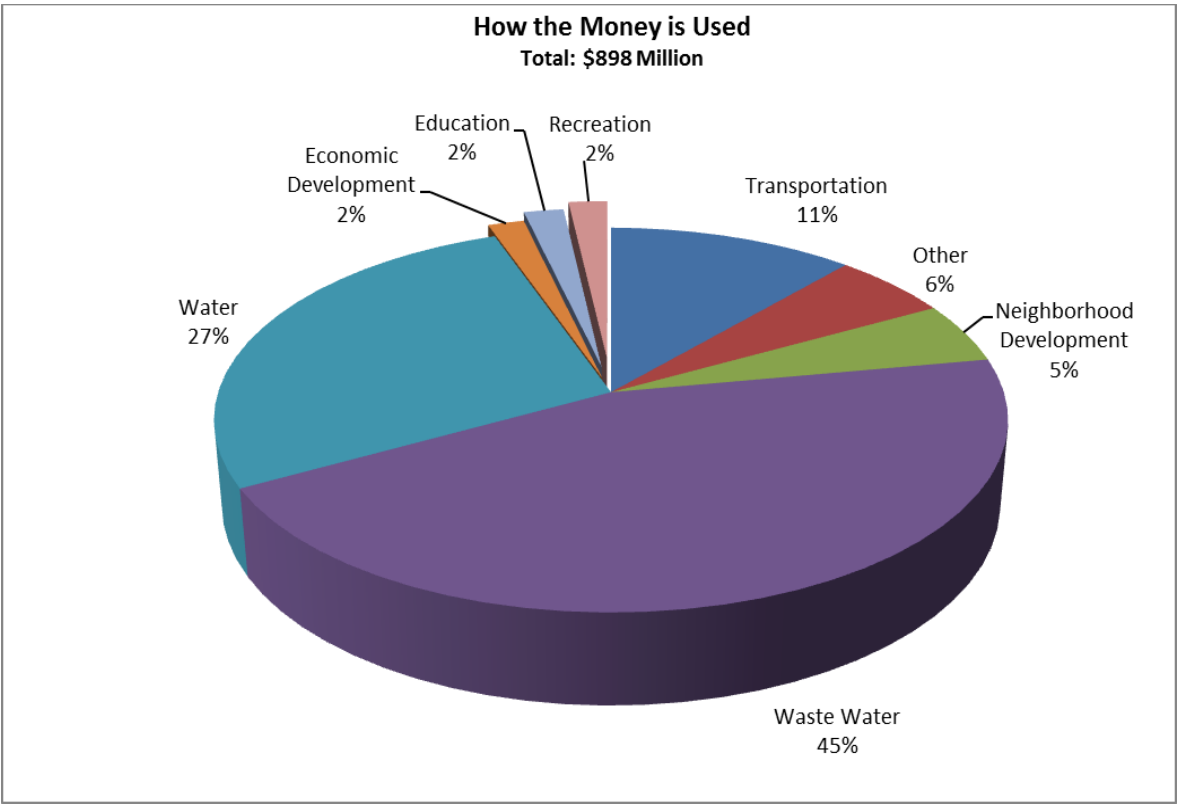
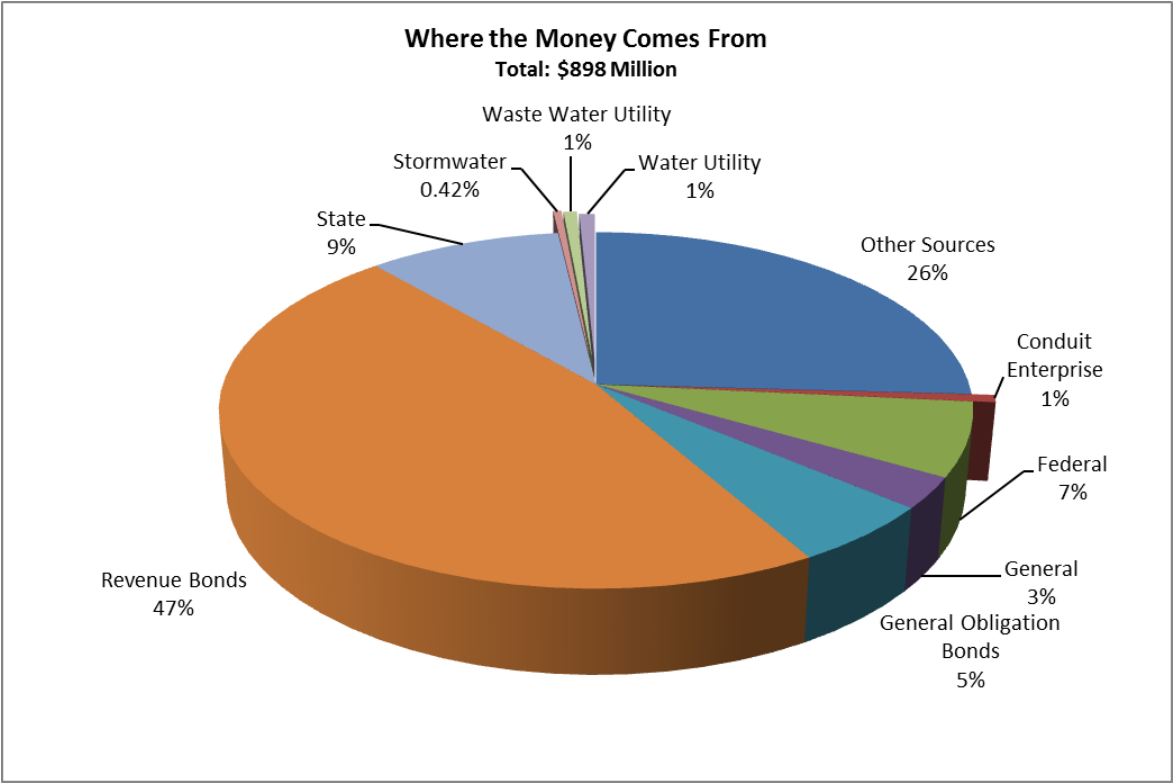
Fiscal 2015

Summary of the Adopted Budget

Capital Budget



FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Capital Budget



FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Capital Budget Plan Highlights

After careful evaluation by the Board of Estimates of each project within the context of Citywide needs and objectives as developed by the Planning Commission and the Director of Finance, total appropriations in the Fiscal 2015 Capital Plan are \$898 million. Funding sources and amounts are:

Fund	Amount
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	\$60,294,000
State Grants	\$85,623,000
Revenue Bonds	\$421,432,000
All Other	\$238,358,000
Total	\$898,137,000

BALTIMORE CITY PUBLIC SCHOOLS

The Fiscal 2015 appropriations total \$17 million for capital expenditures and general systemic improvements.

ECONOMIC DEVELOPMENT

The appropriations for Fiscal 2015 total \$9.425 million. Development projects include \$650,000 for Downtown Partnership of Baltimore and \$8.7 million for various industrial/commercial development projects.

HIGHWAYS AND TRANSPORTATION

The appropriations for Fiscal 2015 total \$103.4 million. The projects include \$24.5 million for bridges, \$3.5 million for traffic engineering and \$63.7 million for streets and highways.

NEIGHBORHOOD DEVELOPMENT

The appropriations for Fiscal 2015 total \$45.6 million. Housing and Community Development projects include \$8.55 million for whole block demolition, \$5.32 million for homeownership incentives, \$8.0 million for the Park Heights Redevelopment project, and \$2.8 million for debt repayment on HUD loans.

WATER AND WASTEWATER

The appropriations for Fiscal 2015 total \$650.2 million. The projects include \$360.5 million improvements at the Backwater Wastewater Treatment Plant. Other significant projects include \$87 million for water infrastructure improvements, \$36 million for the Fullerton Water Filtration Plant, and \$16.0 million for water engineering services.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Capital Plan Budgetary Policy

The Baltimore City Charter specifies that the Planning Commission shall submit a recommended Capital Plan and a long-range Capital Improvement Program to the Board of Estimates. The Board shall adopt such budget and program, as it deems appropriate after receiving reports and recommendations on the Planning Commission's proposals from the Director of Finance and the Board of Finance.

Capital Plan recommendations are founded on these tenets of financial management:

- there shall be no appropriation for needs which will not exist during the current fiscal period, and
- there shall be no appropriation unless the source of revenue is generated or earned during the fiscal period.

The City's policy is to annually finance a portion of capital improvements from the General Fund or current revenues on a pay-as-you-go basis. The Pay-As-You-Go General Fund appropriation to the Capital Program is \$25.7 million for Fiscal 2015. The General Fund Capital Plan recommendation by agency is as follows:

General Services	\$ 3,320,000
Housing and Community Development	\$ 3,750,000
Mayoralty-Related	\$ 330,000
Planning	\$ 250,000
Police	\$ 5,000,000
Public Works	\$ 300,000
Recreation and Parks	\$ 2,450,000
Transportation	\$ 10,300,000
Total	\$ 25,700,000

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	3,600	0	0	8,944	13,274	0	8,557	45,625
Economic Development	7,100	150	0	0	0	2,175	0	0	9,425
Mayorality-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
Permanent 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
Capital Project 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	\$26,500	\$421,432	\$16,730	\$59,494	\$85,623	\$215,751	\$22,607	\$898,137

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Total Capital Appropriations

	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	60,294,000	(43,000)	(0.1)
State	192,647,000	85,623,000	(107,024,000)	(55.6)
Total	252,984,000	145,917,000	(107,067,000)	(42.3)
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	\$898,137,000	(\$270,946,000)	(23.2)%

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Capital Projects Impact on Operating Budget

Policy

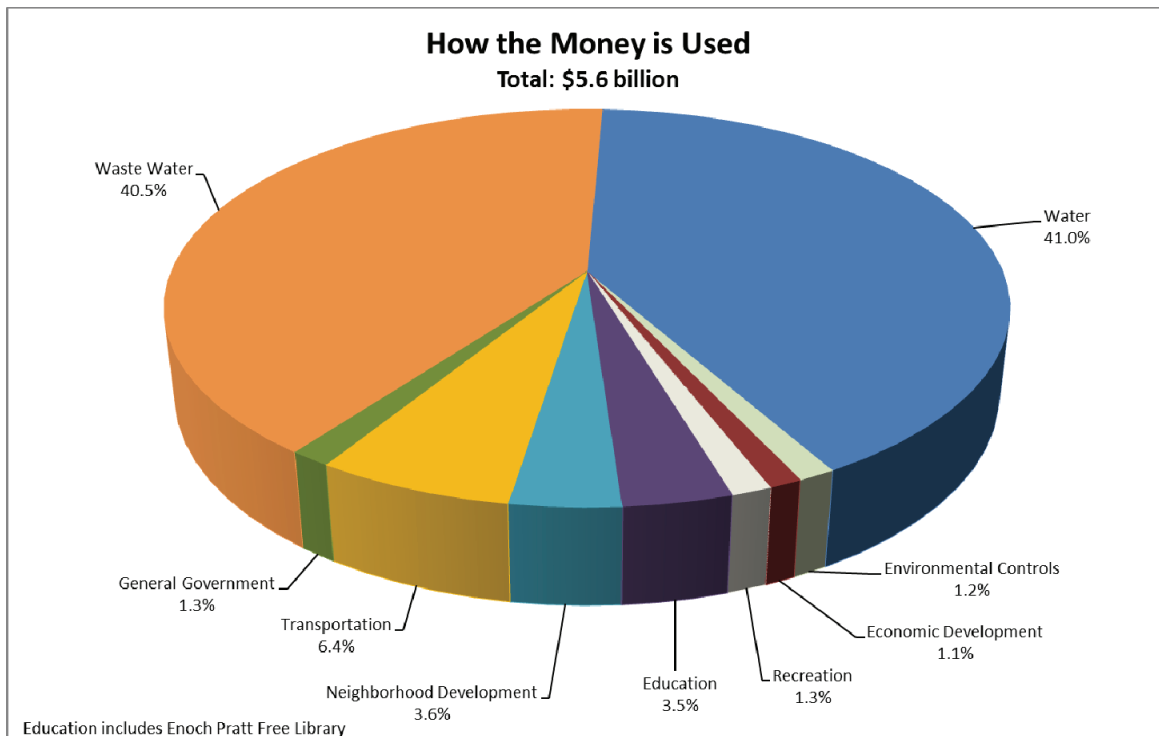
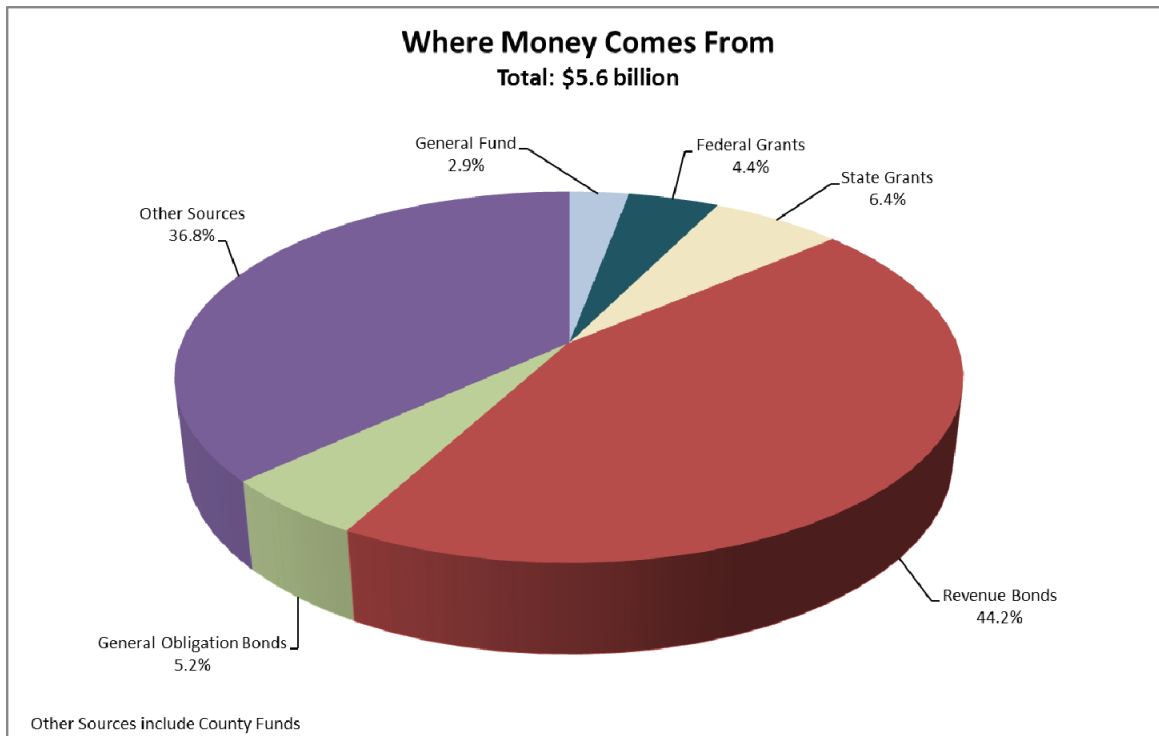
In Fiscal 2004, the capital budget was redesigned to incorporate a set of mandatory operating budget impact fields. Agencies must identify and project reasonably quantifiable revenue and expenditure impacts of capital projects in their first and subsequent years of impact.

Fiscal 2015 Operating Impact of Capital Projects

Most of Baltimore City's capital program focuses on capital infrastructure maintenance and replacement. New facility projects or expansions with operating impacts are limited. For Fiscal 2015, agencies reported no significant impact to the operating budget for capital projects.

Debt Service pays the interest and principal costs on the bonds issued by the City to build capital projects. For additional information relating to Debt Service, see pages 261 to 268.

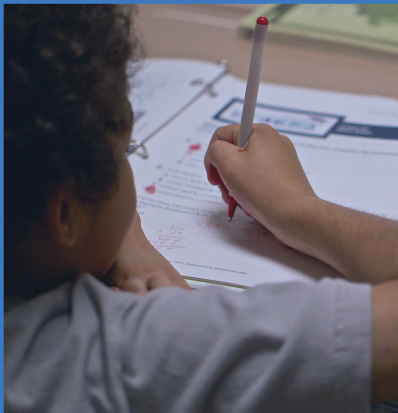
FISCAL 2014 – 2019
SUMMARY OF THE ADOPTED BUDGET
Six-Year Capital Improvement Program



Fiscal 2015

Summary of the Adopted Budget

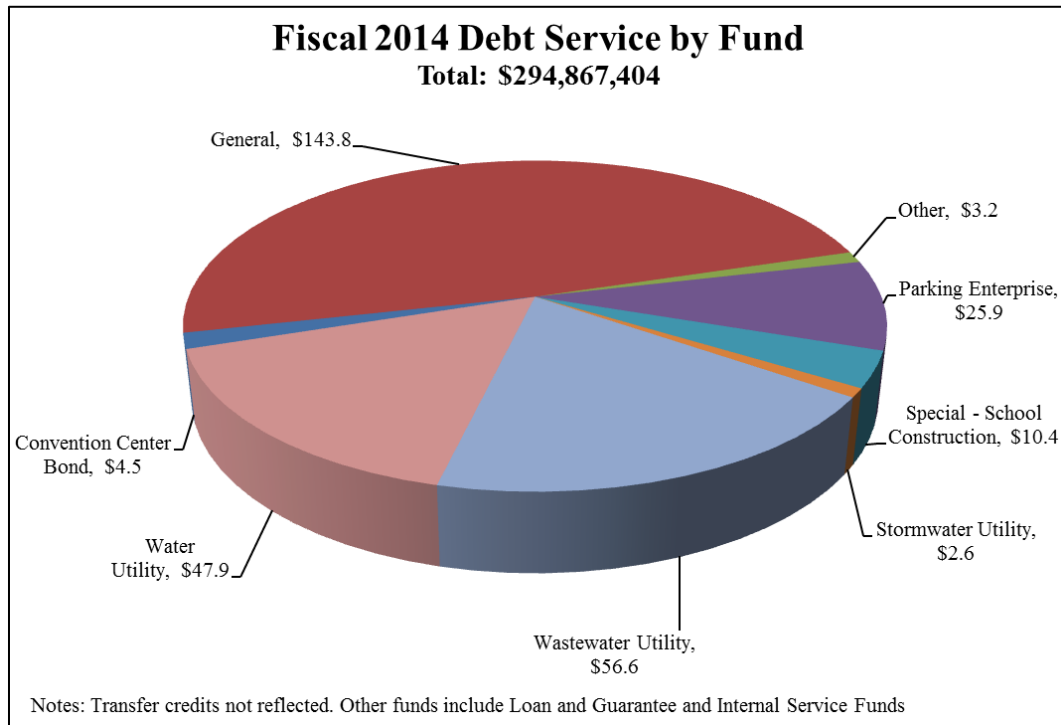
Debt Service



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FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Debt Service Overview

SUMMARY



Total Debt Service

2013
Actual
\$247.8M

2014
Budget
\$294.9M

2015
Budget
\$305.1M

After expenses for personnel, contractual services and grants, subsidies and contributions, the single largest type of expenditure made in the City budget plan is for debt service payments. Debt Service pays the interest and principal costs on the bonds issued by the City to build capital projects. In the formulation of the annual budget, the City Council is empowered by the Charter to reduce all appropriations except "such amounts as are for the payment of interest and principal of the municipal debt." Because of this provision the bonds are backed by the "full faith and credit" of the City.

The Fiscal 2015 appropriations for all funds (before transfer credits) of \$305.1 million is \$10.2 million above the Fiscal 2014 level of appropriation.

SELECTED GENERAL OBLIGATION DEBT STATISTICS

At June 30th	Gross Bonded Debt (000s)	Net General Bonded Debt		
		Amounts (000s)	Taxable Value of Property	Per Capita
2001	\$483,500	\$469,948	2.49%	\$734
2002	\$506,079	\$486,269	2.53%	\$765
2003	\$564,380	\$546,665	2.78%	\$856
2004	\$579,382	\$561,283	2.76%	\$873
2005	\$59,960	\$552,457	2.55%	\$868
2006	\$588,604	\$562,522	2.43%	\$884
2007	\$609,950	\$579,654	2.31%	\$909
2008	\$646,533	\$563,954	1.92%	\$885
2009	\$629,018	\$587,778	1.72%	\$922
2010	\$631,993	\$590,674	1.58%	\$951
2011	\$630,957	\$594,696	1.54%	\$960
2012	\$570,148	\$533,352	1.69%	N/A

Source: 2012 CAFR, page 116.

Debt Management Policy

The amount of debt authorized and issued annually is subject to limits incorporated in the City's debt policy. This policy adopted by the Board of Estimates on August 22, 1990 sets forth borrowing limits for the capital budget process and establishes guidelines for capital budget plans. The policy is subject to review every five years or as recommended by the Director of Finance. The current policy limit on annual general obligation borrowing is \$65.0 million. The City annual cash borrowing is guided by authorized project requirements.

City policy consolidates most financing arrangements in the Bureau of Treasury Management and recognizes conditional purchase agreements as debt service for the purpose of evaluating the City's financial condition and budget planning. The policy also calls for scheduling debt service payments to minimize fluctuations in annual budgetary requirements and increased utilization of pay-as-you-go financing to reduce borrowing requirements.

In Fiscal 1992 and 1993, the Maryland General Assembly enacted legislation and City voters ratified local legislation permitting the City to issue General Obligation Bonds with call provisions and to refinance debt, thus allowing the City to take advantage of favorable interest rates and achieve debt service expense savings. The City first took advantage of this legal authorization in an April 1992 General Obligation Bond sale. Legislation has been enacted and approved by the City voters which will improve debt management by authorizing (1) the City to negotiate general obligation sales; (2) the Board of Finance to structure debt maturities and interest payment schedules; (3) the Board of Finance to approve fixed, variable or other interest rates on bonds; and (4) the City to issue "mini-bonds" in denominations as small as \$500.

Legal Debt Limits

All general obligation debt is secured by the full faith and credit of the City. The City has unlimited taxing authority with respect to property taxes to support general obligation debt service requirements. The City is not constrained by any legal limits on the amount of its General Obligation debt, but is guided by prudent limits set forth in local debt policy. In addition to conservative debt management policies, the City is controlled in the amount of debt that may be incurred by the Constitution of Maryland, which requires a three-step procedure for the creation of debt by the City of Baltimore. First there must be an act of the Maryland General Assembly or a resolution of the majority of the City's delegates to the General Assembly. Pursuant to State authorization, the Mayor and City Council must approve an ordinance. Finally, the voters of the City must ratify the debt issuance.

Effects of Existing Debt on Current and Future Operations

Debt service expense and appropriation data is summarized by fund and type of debt at the end of this section. Based on traditional debt ratio evaluation criteria, current debt burdens and those forecasted, the City's debt is within acceptable limits. As a result of the annual debt review by the rating agencies, the City maintains a General Obligation bond rating of Aa2 with Moody's Investor Service and AA- with Standard & Poor's. These credit ratings reflect the judgment of the rating agencies that the City has strong capacity to pay principal and interest on debt. Debt service requirements, in and of themselves, do not place an unusual burden on the resource base of the City. Selected debt management factors are listed below.

- The City's net General Obligation debt is below the 4% industry standard for tax supported debt as percentage of actual taxable value of property (1.45%, 2013). In addition, net General Obligation debt is below the \$2,250 per capita figure established in the City's debt policy (\$917, 2012).
- The City is not constrained by any legal limits on its debt authorization limit but is guided by prudent limits set forth in local debt policy.
- The City has no overlapping debt and no instance of default.
- The City has unlimited taxing authority with respect to property taxes.

Principal and interest obligations of the Water and Waste Water Utility and Parking Enterprise funds are payable from the earnings of the respective funds. Appropriate ratios of pledged revenues to maximum annual debt service obligations must be and are maintained for the respective funds.

SCHEDULE OF LONG TERM DEBT SERVICE
 Estimated Principal and Interest Payments
 Including Fiscal 2014 Actual and Fiscal 2015 Estimated Debt Issuance

Fiscal year	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
2014	65,835	37,368	139,844	11,852
2015	62,134	41,421	153,194	13,281
2016	64,219	44,417	158,108	14,627
2017	63,023	37,399	235,775	14,999
2018	55,989	27,650	156,178	15,076
2019 & After	606,899	97,024	2,586,375	288,679
Total	918,100	285,279	3,429,475	358,514

Source: Bureau of Treasury Management, preliminary subject to change.

General Debt is made up of General Obligation bonds and bond anticipation notes. Conditional Purchase Agreements or capital lease obligations do not constitute a pledge of the full faith and credit or taxing powers of the City. The agreements are subject to termination if sufficient funds are not appropriated by the City Council. Revenue Debt is composed of Water Utility Fund, Waste Water Utility Fund, Parking Facilities, Industrial Development Authority, Storm Water and Convention Center revenue financings. Other Debt consists of tax increment financing and long-term financing with the State and federal government.

INCREASES IN LONG TERM DEBT SERVICE
 Due to Fiscal 2014 and Planned Fiscal 2015 Borrowing

Outstanding Debt Service	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
6/30/2013	783,168	224,048	3,086,537	307,646
FY14 & Estimated FY15	899,443	271,912	4,045,590	375,972
Change	116,275	47,864	959,053	68,326

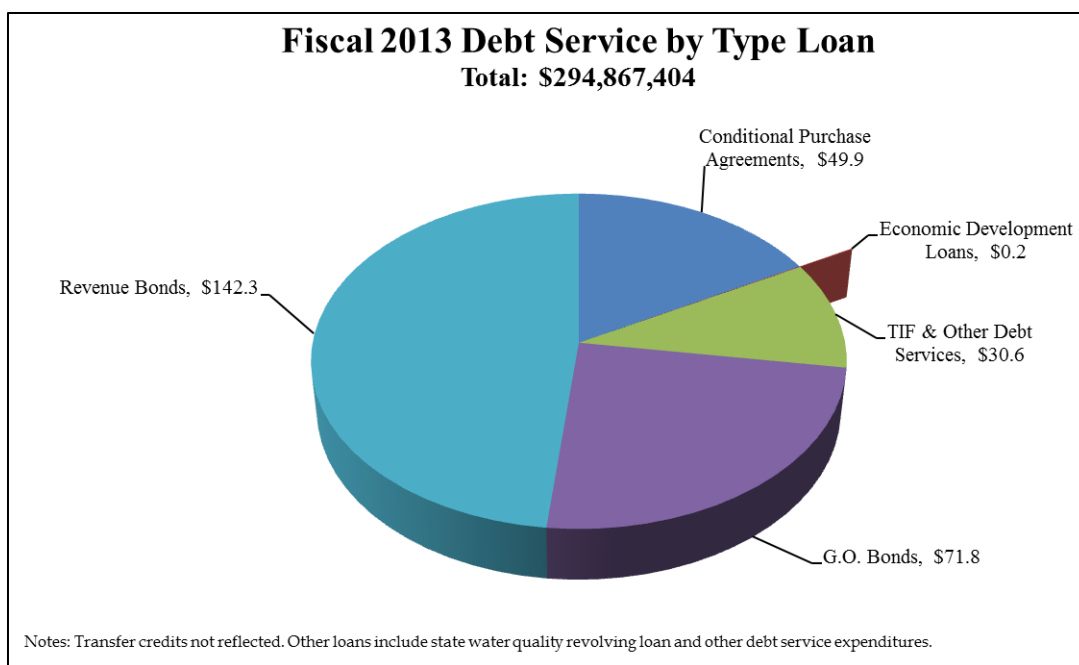
Source: Bureau of Treasury Management, preliminary subject to change

The schedule above shows the estimated change in outstanding debt service (principal and interest) based on Fiscal 2014 and planned Fiscal 2015 borrowings. The City does not have a general obligation statutory debt limit, but is subject to a three-step process described in "Legal Debt Limits" above. Outstanding debt per capita and the ratio to assessed value may increase, but still remain below danger point thresholds. Revenue debt service constitutes the largest increase due primarily to continued borrowings for the water and wastewater enterprise funds. A large portion of these borrowings is in response to the City's consent decree between the City,

U.S. Environmental Protection Agency and the Maryland Department of the Environment to reduce sanitary sewer overflows during heavy rainfall, water meter upgrades and water infrastructure replacement. Most of this additional debt service shall be paid over a 30-year amortization period.

Revenue debt limits are established from time to time by the City Council and are issued in accordance with their respective bond indentures. Increased debt service in the “Other Debt” category is due primarily to Tax Incremental Financings (TIF). The City has a TIF policy in effect that places limits on the types of TIF projects and, among other things, requires the project demonstrate it can pay for City services and is consistent with the City’s economic and development goals.

TYPES OF DEBT SERVICE PAYMENTS



General Obligation Debt

2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
\$67.4M	\$68.9M	\$77.9M

The State Constitution requires that General Obligation debt may not have a term longer than 40 years. In general, the City's debt has a maximum maturity of no more than 20 years. This long-term debt, by law, is supported by the pledge of the full faith and credit of the City and payment is a first requirement for revenues derived from local property taxing powers. The City has no statutory limitation on the property tax levy.

Conditional Purchase Agreements

2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
\$36.7M	\$49.9M	\$43.1M

The City has entered into various Conditional Purchase Agreements (CPAs) to construct or purchase facilities and/or to acquire equipment. CPAs are long-term capital leases with annual principal and interest payment schedules that must be met for the City to acquire the asset. CPAs do not constitute a debt of the City within the meaning of any constitutional or statutory limit, nor are they supported by a pledge of the full faith and credit or taxing power of the City. In contrast to General Obligation debt, the City is not obligated to make annual appropriations. In the event the City fails to meet scheduled payments, the agreements are terminated and the City loses the right to use or acquire the financed asset. The City appropriates payments for facilities and equipment which continue to meet the City's public service objectives.

Revenue Bonds

2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
\$146.0M	\$142.3M	\$150.8M

Revenue bond financing supports the capital requirement needs of enterprise operations, including the Parking Enterprise fund. The revenue generated by the operations is pledged to support debt service payments of these funds. Revenue bonds are not general obligations of the City. In the case of the Parking Enterprise Fund, revenues from parking taxes, parking fines and penalties and other parking revenues provide an additional security for the payment of debt service. Parking revenues in excess of parking debt service and operating expenses are transferred to the general fund.

State Economic Development Loans

2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
\$0.2M	\$0.2M	\$0.2M

Under provisions of Subtitle 4 (Maryland Industrial Land Act or MILA) and Title 5 (Maryland Industrial and Commercial Redevelopment Fund or MICRF) of Article 83A of the Annotated Code of Maryland, the City and other subdivisions of the State, may borrow funds for industrial or commercial development projects. The funds may be loaned to private enterprises for the development of specific projects. In the case of MICRF loans, the funds borrowed from the State may also be used to insure or guarantee projects. The State sets the interest rate, term and repayment provisions of the loans. In both cases, the City is liable for repayment of principal and interest amounts on the loans in the event of failure or default of the private enterprise. Such loans are not considered general obligations of the City. The City uses these loan programs as part of its economic development program to stabilize and expand employment and tax base. Payments from businesses utilizing these programs provide General Fund revenue supporting expenses for this borrowing program.

Tax Increment Financing

2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
\$16.2M	\$16.5M	\$19.1M

The City is incurring debt service expense for Tax Increment Financing (TIF) Bonds. This widely used financing mechanism has been adopted by the City for certain public improvements within designated districts. Taxes derived from the increased valuation (the tax increment) are used to pay debt service on the bonds used within the district. Local law provides that a supplemental tax within the each district is to be levied if the tax increment is not sufficient to cover debt service. The Fiscal 2015 appropriation includes \$2.2 million of funding for the proposed Harbor Point development.

Other Debt Service

2013 <u>Actual</u>	2014 <u>Budget</u>	2015 <u>Budget</u>
\$4.8M	\$18.0M	\$25.9M

The Fiscal 2015 appropriation includes \$10.4 million for public school construction. The source of funding is the beverage container tax.

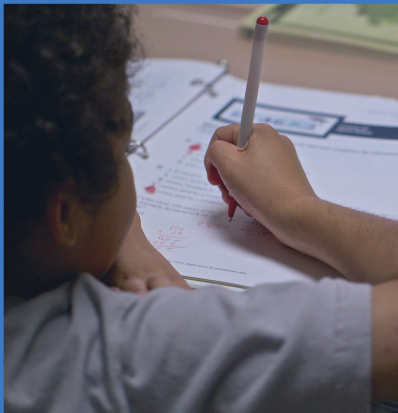
DEBT SERVICE EXPENSES BY FUND AND TYPE

	<u>Fiscal 2014</u> <u>Budget</u>	<u>Fiscal 2015</u> <u>Budget</u>	<u>Change in</u> <u>Budget</u>
General Fund			
County Transportation Bonds	11,783,703	15,448,053	(3,664,350)
G.O. Bonds	66,785,510	62,225,046	4,560,464
Bond Anticipation Notes	15,000	0	15,000
Conditional Purchase Agreement	46,815,960	31,767,515	15,048,445
Economic Development Loans - State	195,332	189,893	5,439
Tax Increment Financing	12,498,333	19,096,809	(6,598,476)
Other Debt Service	4,166,264	11,962,000	(7,795,736)
Total	142,260,102	140,689,316	1,570,786
Convention Center Bond			
County Transportation Bonds	4,553,088	4,553,088	0
Other Debt Service	27,000	27,000	0
Total	4,580,088	4,580,088	0
Stormwater Utility Fund			
G.O. Bonds	2,612,888	2,929,000	(316,112)
Total	2,612,888	2,929,000	(316,112)
Water Utility Fund			
G.O. Bonds	840,000	840,000	41,846
Revenue Bonds	46,000,000	45,958,154	41,846
Other Debt Service	1,083,000	1,083,000	0
Total	47,923,000	47,881,154	41,846
Wastewater Utility Fund			
Revenue Bonds	55,000,000	66,310,385	(11,310,385)
Other Debt Service	1,532,712	1,441,176	91,536
Total	56,532,712	67,751,561	11,218,849
Parking Enterprise Fund			
Revenue Bonds	24,989,095	18,689,095	6,300,000
Other Debt Service	900,000	711,000	189,000
Total	25,889,095	19,400,095	6,489,000
Loan and Guarantee Enterprise Fund			
Conditional Purchase Agreement	542,880	51,000	491,880
Other Debt Service	56,000	0	56,000
Total	598,880	51,000	547,880
Internal Service Fund			
Conditional Purchase Agreement	2,560,639	11,350,503	(8,789,864)
Other Debt Service	10,000	35,000	(25,000)
Total	2,570,639	11,385,503	(8,814,864)
Special			
Other Debt Service	10,400,000	10,400,000	0
Total	10,400,000	10,400,000	0
Total Operating Debt Service Expenses	293,367,404	305,067,717	11,700,313

Fiscal 2015

Summary of the Adopted Budget

Appendix



FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Baltimore Profile - General City Information

Baltimore City was founded on July 30, 1729. Incorporated in 1797, Baltimore City became independent from Baltimore County in 1851. Geographically, the City is well positioned between Washington, D.C. and New York City along the Interstate 95 corridor. Baltimore-Washington International Thurgood Marshall Airport, Amtrak and MARC train service and Light and Metro Rail ease the transportation of people and freight. According to 2012 U.S. Census data, Baltimore's port ranks 10th nationally for the total dollar value of cargo, up from 11th in 2010.

Baltimore City has a total area of 92.1 square miles (238.5 sq. km) and 12.3% is water. According to the 2012 census estimate, Baltimore City had an estimated population of 621,342 and a population density of 7,672 people per square mile (according to official 2010 census data).

Baltimore City has an inventory of approximately 8,500 downtown hotel rooms. The Baltimore City Convention Center has 300,000 square feet of exhibit halls, 85,000 square feet of meeting rooms, and a 36,000 square foot ballroom. The professional baseball team the Baltimore Orioles, the professional football team the Baltimore Ravens, and the professional indoor soccer team the Baltimore Blast call Baltimore City home.

LARGEST PRIVATE SECTOR EMPLOYERS WITH HEADQUARTERS IN THE CITY

	<u>Rank</u>		<u>Rank</u>
Johns Hopkins University	1	Abacus	6
Johns Hopkins Health Care System	2	T. Rowe Price Group Inc.	7
University of Maryland Medical System	3	GMBC Healthcare Inc.	8
LifeBridge Health	4	Saint Agnes Hospital	9
Mercy Health Services	5	Verizon Maryland Inc.	10

Source: Baltimore Business Journal Book of Lists 2014

MOST POPULAR TOURIST ATTRACTIONS

	<u>Visitors per Year</u>		<u>Visitors per Year</u>
Harborplace and The Gallery	14 million	National Aquarium in Baltimore	1.5 Million
Power Plant	8.32 Million	M&T Bank Stadium	1.02 Million
Power Plant Live!	3.59 Million	Fort McHenry National Monument	745,000
Lexington Market	3.66 Million	Baltimore Arena	600,000
Oriole Park at Camden Yards	2.1 Million	Baltimore Spirit Cruises	500,000

Source: Baltimore Business Journal Book of Lists 2014

COLLEGES AND UNIVERSITIES

Baltimore City Community College	Maryland Institute College of Art
Baltimore Hebrew University	Morgan State University
College of Notre Dame of Maryland	Peabody Conservatory of Music
Coppin State University	Sojourner-Douglass College
Johns Hopkins University	University of Baltimore
Loyola University in Maryland	University of Maryland, Baltimore

Source: Maryland Colleges and Universities website

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Demographic and Economic Profile and Trends

Population Characteristics	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010</u>
Total Population (2010)	905,759	786,775	736,014	651,154	620,961
Sex:					
Male	47.2%	46.7%	46.7%	46.6%	47.1%
Female	52.8%	53.3%	53.3%	53.4%	52.9%
Age:					
0-4	8.4%	6.7%	8.0%	6.4%	6.6%
5-19	28.5%	24.2%	19.8%	21.7%	18.3%
20-44	30.6%	35.8%	41.2%	37.5%	38.1%
45-64	21.9%	20.5%	17.5%	21.2%	25.2%
65 and Over	10.6%	12.8%	13.6%	13.2%	11.8%
Race:					
White	53.0%	43.9%	39.3%	31.6%	29.6%
Black	46.4%	54.8%	59.2%	64.3%	63.7%
Asian	0.3%	0.6%	1.1%	1.5%	2.3%
Other	0.3%	0.7%	0.4%	1.1%	2.3%
Two or More Races	N/A	N/A	N/A	1.5%	2.1%

Source: U.S. Census Bureau, Decennial Census Data, American FactFinder Database

Number of Jobs by Sector	<u>2000</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2012</u>	<u>2013</u>
Government	83,416	77,894	77,876	80,171	73,150	69,110
Services (Information, Professional/Business, Education and Health, Leisure/Hospitality)	150,864	175,479	170,989	171,882	168,547	174,003
Manufacturing	27,595	15,814	13,690	13,028	12,250	12,038
Retail Trade	42,034	N/A	N/A	N/A	N/A	N/A
Financial Activities	32,307	20,374	17,892	16,831	16,768	16,362
Trade, Transportation, and Utilities	18,636	39,316	36,374	35,430	38,884	38,647
Wholesale Trade	17,114	N/A	N/A	N/A	N/A	N/A
Construction	13,474	10,745	9,823	9,167	9,447	9,431
Other	2,119	18	10	10	1	0
Total	387,558	339,640	326,654	326,519	319,047	319,591

Source: Maryland Department of Labor, Licensing, and Regulation, Baltimore City Fact Sheet

Per Capita Personal Income	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Baltimore City	\$34,481	\$36,622	\$37,383	\$40,030	\$42,036	\$44,263
Maryland	\$46,998	\$48,472	\$48,247	\$47,122	\$50,656	\$51,971
Baltimore City as percent of State	73.4%	75.6%	77.5%	81.7%	83.0%	85.2%
United States	\$39,461	\$40,674	\$39,635	\$39,937	\$41,560	\$42,693
Baltimore City as percent of U.S.	87.4%	90.0%	94.3%	100.2%	101.1%	103.7%

Source: US Department of Commerce Bureau of Economic Analysis - Local Area Personal Income Tables, 2006-12

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Major City Agencies - Selected Statistics

Enoch Pratt Public Library

Budgeted Positions	388
Collection Counts (i.e. books, videos, audios)	2.6 million
Circulation	1.25 million
Attendance	1.75 million
Reference Questions Answered	1.8 million
Web Site views (prattlibrary.org)	8.8 million
Web Site page views - Sailor	500,000
Branches	22
Book Mobile	2

Fire

Budgeted Positions	1,652
Fire Stations	38
First Line Equipment (excluding boats)	90
EMS Responses	138,819
Suppression Responses	126,790

Health

Budgeted Positions	770
Health Centers/Clinics	16
Prenatal Visits	685
Reproductive Care Services Users	8,171
HIV Screening & Testing	51,000
Food Establishment Inspections	4

Transportation

Budgeted Positions	1,415
Roadways (miles)	2,000
Sidewalks (miles)	3,600
Alleys (miles)	456
Parking Meters (coin-op)	5,063
Parking Meters (multi-space)	887
Parking Facility Spaces	10,858
Street Lights	72,000

Police

Budgeted Positions	3,647
Police Stations	9
Calls for Service	1,018,083
Arrests	47,347

Public Works

Budgeted Positions	2,622
Water & Wastewater	
Average Daily Water Supply (gallons)	214 million
Water Customers	1.8 million
Water Distribution Mains (miles)	3,400
Storm Drain (miles)	1,146
Sanitary Sewer (miles)	1,400
Solid Waste	
Residential Solid Waste Customers	210,000

Housing & Community Development

Budgeted Positions	476
Demolition of Vacant Units	294
Multiple Family Dwellings	5,827
Total Dwelling Units	84,378
Total Rooming Units	12,168

Recreation & Parks

Budgeted Positions	310
Recreation Centers	38
Park Acreage	6,000
Tennis Courts	110
Ice Rinks	2
Indoor Soccer Fields	2
Pools and Water Play Facilities	29
Rowing Club	1
Conservatory	1
Nature Center	1
Arborerum	1
Skateland Park	1
Driving Range	1

FISCAL 201(SUPPLEMENTARY APPROPRIATIONS AND TRANSFER OF APPROPRIATIONS BETWEEN AGENCIES

Expenditures for each adopted annual budget may not legally exceed appropriations at the agency level. Administratively, the Department of Finance has the authority to transfer appropriations between activities within the same program of an agency. The Board of Estimates has the authority to transfer appropriations between programs within the same agency. Only the City Council can authorize the transfer of appropriations between agencies.

The City Charter permits further appropriations for programs included in the original Ordinance of Estimates made necessary by material changes in circumstances, additional appropriations for new programs, or grant awards that could not be reasonably anticipated when formulating the original Ordinance of Estimates. These changes require supplemental appropriation ordinances recommended by the Board of Estimates and ordained by the City Council.

I. The Fiscal 2014 Operating Budget was amended with the following supplementals and/or transfers:

<u>Bill #</u>	<u>Agency</u>	<u>Amount</u>	<u>Fund</u>	<u>Purpose</u>
13-0254	Educational Grants	\$1,310,000	General	To transfer funds to provide support for the Family League and other Council requests.
13-0263	Downtown Partnership of Baltimore	\$200,000	Capital	To provide supplementary funding for the Pratt Street Phase II Capital Project. The project was inadvertently excluded from the FY14 Ordinance of Estimates.
13-0264	Downtown Partnership of Baltimore	\$250,000	Capital	To provide supplementary funding for the Lexington Market Area Capital Project. The project was inadvertently excluded from the FY14 Ordinance of Estimates.
13-0265	Downtown Partnership of Baltimore	\$200,000	Capital	To provide supplementary funding for the Courthouse Plaza Capital Project. The project was inadvertently excluded from the FY14 Ordinance of Estimates.
13-0275	Mayor's Office of Human Services	\$218,623	Special - State Racetrack	To provide supplemental funding for programs in youth development.
13-0276	Mayor's Office of Human Services	\$600,000	Special - State VLT	To provide supplemental funding for programs in Youth Development, Mental Health, and HIV.
13-0278	States Attorney	\$160,000	General	To transfer funds to provide support for two additional prosecutor positions.
13-0279	Art and Culture (BOPA)	\$250,000	General	To provide supplemental funding to re-start the Creative Baltimore Fund, a non-profit supporting community-based arts programming.

13-0280	Housing and Community Development	\$250,000	General	To provide supplemental funding for the St. Ambrose Housing Aid Center to reduce foreclosures among low and moderate-income households.
13-0281	Recreation and Parks	\$200,000	State	To provide supplemental funding for a grant from the Maryland Department of Natural Resources through the Students Restoring Urban Streams Initiative.
13-0282	Baltimore City Public Schools	\$2,925,582	General	To provide supplemental funding for the corrected MOE amount to BCPS. The City and BCPS have resolved a dispute over an incorrect enrollment number provided for the Fiscal 2013 budget.
14-0312	Miscellaneous General Expenses	\$3,000,000	General	To provide supplemental funding for a recompense program for CHAP Property Tax Credits.
14-0313	Baltimore City Public Schools	\$8,284,955	General	To provide supplemental funding to refund BCPS for funds withheld for crossing guard services.
14-0346	Mayor's Office of Human Services	\$3,756,025	General	To provide supplemental funding for repayment of federal Housing and Urban Development (HUD) funds as a result of audit findings that certain expenditures were not in compliance with the grant's terms and conditions.
14-0367	Mayor's Office of Criminal Justice	\$950,800	General	To provide supplemental funding for new programs in an effort to reduce violent crime.
14-0368	Police	\$1,239,800	General	To provide supplemental funding for PD surges at locations determined by command staff based on current crime trends.
14-0400	Transportation	\$12,500,000	General	To provide supplemental funding for the higher costs of snow and ice removal services this past winter.
14-0401	Transportation	\$818,461	General	To provide supplemental funding for pothole repair. The state of Maryland passed the Supplemental Budget No. 1 providing additional funding to assist with pothole repair around the state.
14-0202	Transportation	\$2,000,000	State	To provide supplemental funding for a grant from the Maryland Transit Administration for continued or improved operation of the Charm City Circulator.
14-0403	Transportation	\$18,563,863	General	To provide supplemental funding for repairs related to the collapse of a portion of a block of East 26th Street in the Charles Village neighborhood.
14-0404	Transportation	\$2,500,000	General	To provide supplemental funding for costs realized due to delays in implementation of LED light fixtures for street lights.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Key Budgetary and Financial Policies

The establishment of clear objectives to align budget planning and ongoing agency operations to address the long-term issues and concerns confronting the City fails unless supported by sound fiscal management policies. This section presents major budgetary and financial policies that frame annual budget plan development and implementation. Many supporting policies (payroll, purchasing, retirement, etc.) are not summarized here.

Operating and Capital Budget Policies

Fundamental budget policies are set forth in the City Charter. See Budgetary Authority and Process - City Charter Provisions in the Appendix.

Balanced Budget: The Charter requires a balanced budget. A difference between revenues and total expenditures is to be resolved by adjusting the property tax rate or other revenues.

Public Hearings: The Charter mandates that the Board of Estimates and the City Council conduct public hearings on the proposed budget.

Timely Adoption: The Charter schedule requires budget adoption no later than five days before the fiscal year begins.

Budget Amendment: The Charter provides means for adopting supplemental appropriations funded from unanticipated revenues and/or new grants and sources that materialize during the year (except for property tax). The City's policy is to minimize the use of supplemental appropriations. In addition, the Charter allows for and spells out the procedures for amending the budget to transfer appropriations between programs within an agency and between agencies.

Budget Monitoring and Execution: Budget analysts maintain ongoing contact with agency fiscal officers in the process of implementation and execution of the budget. Expenditure and revenue projections are developed and reviewed on a monthly basis. The Mayor, through the Finance Department, exercises appropriate fiscal management to adjust budget policy as necessary to live within the limits of the current adopted plan. The City Council reviews budget performance at mid-year, during the budget development period in the fourth quarter and during the normal course of hearings on supplemental appropriations.

Six-Year Capital Plan: The Charter requires a six-year capital improvement plan, which is updated every year. The plan is prepared in conformance with basic capital budgeting policies, which include appropriating funds in the year in which projects are likely to begin, financing a portion of capital improvements from current revenues and estimating the impact of capital projects on the operating budget. See Capital Plan Budgetary Policy in Capital Budget section for more information on Capital Budget policies.

Financial Forecasting Policies

The City maintains a ten-year revenue and expenditure forecast for the General Fund. The multi-year forecast provides the basis for establishing budget targets and resource allocation to meet the Mayor's budget priorities.

Competitive Reengineering, Organization Redesign Policies

The ongoing effort to achieve cost reductions to fund operations within the limits of available revenue requires elimination of non-value added expenditures and other reductions in spending. Reductions have been achieved through a variety of means including the CitiStat program, consolidation and reorganization of agencies, staffing reductions through attrition and from time to time layoffs, outsourcing as appropriate, transfer of certain functions to the State, and other methods.

Reserve Policies

Budget Stabilization Reserve: In 1993, the Budget Stabilization Reserve, or Rainy Day Fund was established. The reserve is designed to provide budgetary flexibility should material funding shortfalls or unanticipated expenses occur. The reserve may not be used to supplement a planning year budget, and funds drawn from the reserve must be replenished within five fiscal years. The Budget Stabilization Reserve had a \$92.3 million balance at June 30, 2013, representing about 5.9% of the General Fund. The City continues to make annual contributions to the Budget Stabilization Reserve Fund. The Fiscal 2015 budget includes an additional \$6.75 million for the fund.

Unassigned Fund Balance: In 2010, Baltimore voters approved a Charter amendment that eliminated a provision limiting the size of the unassigned portion of the General Fund balance to 1% of budgeted revenues. This restriction had placed the City in a relatively poor position compared to other large cities and worked against the City's interest in achieving sound financial practices. The Charter still does permit a \$1 million contingency appropriation and the Fiscal 2015 budget includes the full \$1 million.

Financial Reporting Policies

Budget, Accounting and Borrowing: The City has received the Government Finance Officers Association (GFOA) annual award for Excellence in Financial Reporting for over 22 years and the Distinguished Budget Presentation award each year applied for since Fiscal 1988. The Comprehensive Annual Financial Report (CAFR) is prepared in conformance with the Governmental Accounting Standards Board requirements. The City annually prepares the required full disclosure statements to comply with Securities and Exchange Commission requirements, provides fully descriptive notes in its annual financial report and disclosure statements and secures an unqualified independent audit report.

Debt Policies and Credit Rating

In 1990, the City adopted a formal debt policy which sets forth annual borrowing limits, consolidation of all financing arrangements within the Department of Finance, refunding and refinancing policies and limits on key debt management ratios. See the Debt Service Overview section for detailed discussion. In the development of the annual borrowing plan, the effects of debt on key ratios outlined in the policy are updated and analyzed. The objective is to maintain the City's reputation in the credit rating community as having a conservative approach to all aspects of debt management including debt service expenses, debt retirement schedules and debt capacity ratios. The policy recognizes the fundamental role that debt has in the effort to maintain or improve the City's credit rating. The City maintains a General Obligation (G.O.) bond rating of 'Aa2' from Moody's Investors Service and 'AA-' from Standard & Poor's. In May 2007, both of these ratings were upgraded from 'A1' and 'A+', respectively, after 40 years of being at the same rating, reducing the City's borrowing costs and saving the City money. The City prepares an annual debt report, semi-annual multi-year debt service projections, and a periodic debt affordability analysis.

Cash Management and Investment Policies

The City's cash management and investment policy adopted in July 1995 covers investment objectives, types of investments, delegation of authority to invest, internal controls and reporting requirements. The City operates on a pooled cash basis and maintains a tiered portfolio containing a pyramid of investments with a long-term base and short-term top, in order to maximize and stabilize returns. The City has maintained a ratio of current assets to current liabilities greater than 1.0 since 1989 (a ratio of less than 1.0 being considered a fiscal stress warning sign).

Self-Insurance Policies

The City, through its Office of Risk Management, has a comprehensive program of risk exposure identification, evaluation, control and financing. The City is self-insured in the area of casualty and property losses, including the uninsured portion of City buildings and contents, worker's compensation and employers' liability, employees' and retirees' health insurance, third party general liability and automobile liability losses. To the extent possible, the City plans to address concerns about risk management reserves by making additional appropriations and by adjusting agency premiums to help provide adequate funding. The Fiscal 2015 budget includes \$63.8 million of funding for the City's risk management programs.

Fiscal Policies for Economic Development

The Comprehensive Economic Development Strategy plan submitted to the State in 1999 sets forth economic development goals, objectives and priorities. "LIVE, EARN, PLAY, and LEARN," the comprehensive master plan for the City's development was adopted two years ago. A primary goal of the economic development plan is to attract more job generating businesses to the City. To that end, the City has developed a variety of development incentives including loans and grants. In the last 12 years the City has expanded the incentives to include tax incentive programs. The budget plan estimates and reports on one type of tax expenditure, property tax credits. The City is committed to performing consistent and thorough analysis of the cost and benefit of its tax incentive programs.

Fiscal Stability Policies

One-Time Revenues/One-Time Expenditure Savings: The City policy is to use one-time revenues and expenditure savings for one-time expenses. Any unanticipated one-time revenues received in a fiscal year that are not needed to balance the budget for that fiscal year are to be transferred to the Budget Stabilization Reserve.

Short Term Borrowing: The City Charter prohibits the creation of any short term debt to finance current budgetary operations except for the issuance of tax/revenue anticipation notes to be redeemed in the same fiscal period.

Employee and Retiree Benefits Program Costs: Because total employee compensation costs are the largest share of the City's expenses, it is absolutely essential that options to control costs of employee benefits be examined. The City has an ongoing joint labor-management Health Insurance Committee. Certain recommendations made by the committee are subject to bargaining processes with employee groups. In addition, the Fiscal 2015 budget includes \$3.5 million in the General Fund to further fund the GASB 45 rule change for Other Post Employee Benefits (OPEB).

Lobby for Increased State Aid: Special needs as an historic urban center require an ongoing lobbying program for increased State Aid targeted particularly for the school system, courts, crime reduction efforts, substance abuse treatment and economic development programs.

Budget Emergencies: The City Charter provides a mechanism for the Finance Department, under guidelines approved by the Board of Estimates, to establish expenditure schedules or strict budgetary allotments when warranted by financial conditions. In addition, the City Charter permits the budget to include up to \$1.0 million in General Fund appropriations as a contingent fund for emergencies.

Assumption of Grant Program Costs: The City's general policy is to terminate grant programs when federal and State funding is terminated. In recent years, limited exceptions to this policy have been made. In the areas of public safety, prosecution of crime, health, job training and housing and building code enforcement the City General Fund has absorbed certain grant expenses in the State's Attorney's Office, Health, Office of Employment Development and Housing and Community Development agencies.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Budgetary and Accounting Basis

BUDGETARY BASIS

Budgetary Basis

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), except that (a) encumbrances are considered to be expenditures chargeable to appropriations and carried over from year-to-year; (b) no depreciation is budgeted in enterprise funds; (c) investments in supply inventories and assets restricted for self-insurance purposes are not considered to be appropriable; and, (d) revenues accruing to sinking funds are not appropriable. Unencumbered appropriations lapse at the close of the fiscal year unless authorized by the Board of Estimates to be carried forward to the subsequent budget year.

Budgetary Units

Annual appropriations authorized by City Council in the Ordinance of Estimates are by Agency/Operating Department, service (previously called “program”) and fund. Budget presentation is similar but also presents each service by object of expense. The budget provides a myriad of schedules and exhibits that provide summary and detail information from a fund, agency, and service perspective.

- Agencies/Operating Departments represent the major unit of the operating and capital budget plans and are further divided in to sub-units or bureaus, and divisions.
- Services represent specific activity areas within an agency/department and/or bureau. Budget presentations of services summarize expenditures by object of expense, service units called activities, and by fund.

Revenues and Expenditures

Revenues are detailed by fund type (General, grant funds including federal, State and private source grants, and Enterprise), and by various revenue categories and sources. Information provided in the revenue detail for funds other than the grant funds includes the prior year actual, the current year budget, current year projection, and the estimate for the budget year under consideration.

Expenditures are summarized by fund source for each agency. Services within the agency are summarized by object of expense by service units called activities, and by fund sources. Each presentation includes the prior year actual expense, the current year budget, and the budget year request by the agency and the budget year recommendations.

Relationship Between Budgeting and Accounting

The major differences between the budget presentation and GAAP for governmental funds are: (a) encumbrances are recorded as expenditures (GAAP) as opposed to a reservation of fund balance (budget); (b) certain revenues and expenses, (e.g., compensated absences) not recognized for budgetary purposes are accrued (GAAP); (c) self-insurance contributions are recognized as expenditures for budget purposes only. Enterprise Fund differences consist of the following: (a) encumbrances are recorded as expenditures (GAAP) as opposed to an expense of the following accounting period (budget); (b) certain items, e.g., principal expense and capital outlay, are

recorded as expenditures for budgetary purposes as opposed to adjustments of the appropriate balance sheet accounts (GAAP); and, (c) depreciation is recorded as an expense (GAAP) and not recognized for budgetary purposes.

Fund Structure

General Fund - The General Fund is the general operating fund of the City. It is supported by locally generated revenues and some State Aid. It is used to account for all activities of the City not accounted for in some other fund.

Special Funds - Special Funds are used to account for all funding groups that have legally restricted or dedicated uses. These include federal or State grants, State-shared motor vehicle or highway user revenue and grants from private or other non-governmental sources.

Enterprise Funds - The Enterprise Funds are used to account for operations, including debt service that are financed and operated as an ongoing concern where costs of providing services are financed or recovered primarily through user charges. Enterprise Funds included in the City budget are Water and Wastewater, Parking Enterprise, Conduit and Loan and Guarantee funds.

ACCOUNTING BASIS

Organization

The City's accounting system is organized and operated on the basis of funds and account groups, each of which is considered a separate accounting entity. The accounting and financial reporting policies of the City conform to generally accepted accounting principles and standards as promulgated by the Governmental Accounting Standards Board and the American Institute of Certified Public Accountants.

General, Debt Service, and Capital Projects

The General, Debt Service and Capital Projects funds are computed on the modified accrual basis of accounting, whereby revenues are recorded when they become both measurable and available to finance expenditures of the current period. Expenditures are recorded when goods and services are received and actual liabilities are incurred and become payable in the current period. Revenues which have been accrued meet tests of materiality and are measurable. They include property taxes collectible within 60 days; locally imposed taxes; state-collected and state-shared taxes; federal, state and other grant and entitlement revenues; and interest earnings. All other revenues are recorded when received.

Enterprise and Internal Service Funds

The accounting basis used for the Enterprise and Internal Service funds is the accrual basis of accounting whereby revenues are recorded at the time they are earned and expenses are recorded when liabilities are incurred.

Encumbrances

Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of funds are recorded to reserve that portion of the applicable appropriation, is employed in the General, Special, and Capital Projects funds. Encumbrances are treated as a reservation of fund balance for these funds.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Operating and Capital Plan Budgetary Control

OPERATING PLAN

LEVEL OF CONTROL

Budgetary control is maintained at the service level for each operating fund (and at the project level for each capital project), by the encumbrance of estimated purchase or contract amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of either operating or capital balances are not released until additional appropriations are made available. In addition, the City has established a program of financial vulnerability assessment to provide ongoing review of internal financial controls.

MECHANISMS

The Bureau of the Budget and Management Research - All purchase requisitions are reviewed for justification and approved for funds by an analyst in the Bureau of the Budget and Management Research. The bureau prepares regular revenue and expenditure projections to serve as operating guides for policy makers and budget administrators in support of budget monitoring in order to ensure that budgetary shortfalls are not incurred. All purchase requisitions and all items going before the Board of Estimates for contract awards are reviewed for justification and approved for funds by an analyst in the bureau.

Mayor's Expenditure Control Committee - All personnel matters that require Board of Estimates approval must be submitted to the Expenditure Control Committee for review and recommendation prior to submission to the Board of Estimates.

Space Utilization Committee - All actions affecting the disposition of property through sales, the leasing of City owned real property and City leasing of property owed by third parties, interdepartmental leases, and the declaration of surplus real property are reviewed by the Committee. Recommendations are developed prior to submission to the Board of Estimates for final action to assure optimum return on real estate transactions.

Contingent Fund - This account exists to fund emergency and/or unanticipated expenditures. The City Charter limits the annual contingent appropriation to \$1 million. Prior to approval of expenditures from the fund, the Board of Estimates reports to the City Council the circumstances surrounding the request of the expenditure.

APPROPRIATIONS

The adopted budgetary plan is prepared and appropriated on a service basis by fund. The City's Integrated Financial System tracks by service, activity and object level within fund. Purchase orders which result in an overrun of either operating or capital balances are not released until additional appropriations are made available.

ENCUMBERED FUNDS

Funds encumbered for contracts, purchase orders and capital improvements are carried over to the ensuing fiscal year.

CARRYOVERS

Unencumbered appropriations for a particular service, purpose, activity, or project may, upon the recommendation of the head of the municipal agency concerned and the Director of Finance, and with the approval of the Board of Estimates, be carried over to the subsequent fiscal year if necessary to accomplish that service, purpose, activity, or project. Appropriations which are not carried over lapse at the end of the fiscal year in which appropriated, except for special funds (e.g., State and federal grants, enterprise funds, etc.), the balances of which are automatically carried over.

CAPITAL PLAN

DEFINITION

Government accounting standards and the City Charter require that operating revenues and expenses be clearly distinguished from revenues and expenses associated with capital projects (these are the design, development, construction and extraordinary repair and rehabilitation of physical plant and facilities, excluding vehicle acquisitions). The Board of Estimates has defined capital projects as physical betterment or improvements costing more than \$50,000, items of repair, maintenance or emergency nature costing more than \$100,000, and Bureau of Water and Wastewater items of repair, maintenance or emergency nature costing more than \$250,000. Physical improvements are not restricted to buildings, but encompass a wide range of projects including street and highway construction, maintenance and improvement of water and sewer systems, community development programs and playground development. In general, capital facilities are considered to have at least a 15-year useful life. Projects funded in the Capital Budget Plan have been included in the six-year Capital Improvement Plan.

APPROPRIATIONS

A large share of appropriations in the Capital Budget derive from federal grants, State grants, motor vehicle revenues, general obligation bonds, revenue bond proceeds and County grants. County grants pay for a prorated share of water and wastewater improvements.

Significant appropriations are derived from the Water Utility and Wastewater Utility funds (these are used to finance the local share of utility improvements), and the proceeds from the sale of surplus City property.

The City embraces a Pay-As-You-Go capital funding policy, which annually finances a portion of capital improvements from current revenues of the General Fund and Water and Wastewater Utility Funds.

MONITORING

The Capital Accounting Section of the Bureau of Accounting and Payroll Services manages an automated system which checks documents and actions creating obligations or charges in capital project accounts against available appropriations. All documents creating shortfalls are returned to agencies for corrective actions. In addition, the Section reviews Board of Estimates actions, extra work orders and other actions to determine impact on project balances. In the field agencies all ongoing capital projects are monitored on a continuous basis by assigned project engineers who are responsible for construction oversight to prevent project delays and overruns, as well as to ensure compliance with project approval procedures and appropriation limits.

Periodic surveys are conducted to assess the physical condition of facilities in the City's inventory. Those facilities in need of improvements are considered in a subsequent Capital Improvement Program along with other City priorities for funding in a future year.

Particular attention is directed in the capital plan to infrastructure rehabilitation, facilities modernization and equipment acquisition.

INTEGRATED FINANCIAL SYSTEM

The Department of Finance has an integrated financial management system, which links capital planning and the accounting function. This system supports the monitoring activity described above. This system allows a careful tracking of authorized charges to the various projects and comparison to detailed project cost estimates. The system also assures the integrity of project payments to consultants and contractors.

COST CONTROL

Value engineering standards and techniques are applied to control costs in the design and project scope development phases, as well as to anticipate and resolve project problems early. The Board of Estimates must approve all costs which would exceed any funding previously approved by the Board for the project.

FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Budgetary Authority and Process

Excerpts from the Charter of Baltimore City (2010 Edition) relative to the budget process and Ordinance of Estimates

ARTICLE VI

BOARD OF ESTIMATES

1. BOARD OF ESTIMATES - ORGANIZATION.

(a) There shall be a Board of Estimates composed of the Mayor, President of the City Council, Comptroller, City Solicitor, and Director of Public Works, none of whom shall receive any additional salary as members of the Board. The President of the City Council shall be President of the Board, and one of the members shall act as Secretary. The Board may employ such employees as may be necessary to discharge its duties; their number and compensation shall be fixed in the Ordinance of Estimates.

(b) The first meeting of the Board in every year shall be called by notice from the Mayor or President of the City Council personally served upon members of the Board. Subsequent meetings shall be called as the Board may direct.

(c) If a member is unable to attend a Board meeting, that member's representative, as designated in the Charter, may attend and exercise the powers of the member. The Mayor may designate a municipal officer or member of the Mayor's personal staff to represent the Mayor and exercise the Mayor's power at Board meetings in the Mayor's absence.

2. BOARD OF ESTIMATES - DUTIES AND POWERS.

The Board of Estimates shall formulate and execute the fiscal policy of the City to the extent, and in the manner provided for, in the Charter. To exercise its powers and perform its duties, the Board may promulgate rules and regulations and summon before it the heads of departments, bureaus or divisions, municipal officers, and members of commissions and boards.

3. ORDINANCE OF ESTIMATES - FISCAL YEAR; SUBMISSION AND ADOPTION DATES.

(a) The fiscal, budget, and accounting year of the City shall begin on the first day of July and end on the thirtieth day of June in every year unless otherwise provided by law.

(b) At least thirty days prior to the adoption by the Board of Estimates of a proposed Ordinance of Estimates the Board shall make public the Director of Finance's recommended operating budget, the Planning Commission's recommended capital budget and long-range capital improvement program, and the reports of the Director of Finance and Planning Commission on these documents. Thereafter, the Board shall hold public hearings at which members of the City Council, heads of municipal agencies, and citizens shall have the opportunity to appear before the Board to speak for or against the inclusion of any appropriation in the proposed Ordinance of Estimates.

(c) The Board of Estimates shall submit to the City Council the proposed Ordinance of Estimates for the next fiscal year at least forty-five days before the beginning of that fiscal year.

(d) The City Council shall have at least forty days after receipt of the Board's proposed Ordinance of Estimates to enact an Ordinance of Estimates. The City Council shall adopt an Ordinance of Estimates at least five days prior to the beginning of the fiscal year to which it is applicable if the Board of Estimates submits its proposed Ordinance of Estimates within the period prescribed by Section 3(c).

4. ORDINANCE OF ESTIMATES - THE ROLES OF THE DEPARTMENT OF FINANCE AND THE PLANNING COMMISSION.

To assist the Board of Estimates in the preparation of the proposed Ordinance of Estimates:

(a) The Director of Finance shall submit for the consideration of the Board a recommended operating budget, which shall include the estimates submitted by the municipal agencies for the next fiscal year, the recommendations of the Director of Finance thereon, and all other estimates for appropriations to be made in the next fiscal year, other than for capital improvements; provided, however, the estimates for the Fire Department shall include such amounts, if any, as may be determined by a final decision of a Board of Arbitration convened to arbitrate unresolved negotiations between the City and the certified employee organizations representing the fire fighters and fire officers, as prescribed by existing Section 53 of Article VII.

(b) The Planning Commission shall submit for the consideration of the Board a recommended capital budget, a recommended long-range capital improvement program, and a report on both. The Director and Board of Finance shall review the recommended capital budget and program, and make a report and recommendations about both to the Board of Estimates.

5. BOARD OF ESTIMATES - PREPARATION OF PROPOSED ORDINANCE OF ESTIMATES.

(a) After receiving the recommendations of the Department of Finance and the Planning Commission, the Board shall prepare its proposed Ordinance of Estimates, which shall consist of:

(1) an operating budget: estimates for the next fiscal year of the appropriations needed for the operation of each municipal agency and for all other purposes, other than for capital improvements. These estimates shall state the amounts needed by every municipal agency for each particular program, purpose, activity, or project and the source of funds, if other than general funds, for each.

(2) a capital budget: estimates of the amounts to be appropriated to each municipal agency for capital improvements in the next fiscal year. The capital budget proposed by the Board also shall include the projects that the Board includes in the first year of its long-range capital improvement program and the source of funds for all capital improvements. However, no capital project shall be included in the capital budget portion of the proposed Ordinance of Estimates submitted by the Board of Estimates to the City Council unless the Board has received and considered the reports and recommendations of the Planning Commission, the Director of Finance, and the Board of Finance with regard to such capital project. The Board of Estimates may establish additional procedures for the development of a long-range capital improvement program and a

capital budget.

(b) The Board may include annually in the proposed Ordinance of Estimates a sum up to one million dollars (\$1,000,000.00) of the general fund appropriations to be used during the next fiscal year as a contingent fund in case of an emergency or necessity for the expenditure of money in excess of or other than the appropriations regularly passed for any municipal agency. At least one week before it approves a contingent fund expenditure, the Board shall report to the City Council the reasons for the expenditure.

6. BOARD OF ESTIMATES - ADOPTION OF PROPOSED ORDINANCE OF ESTIMATES.

(a) After the public notice and hearings prescribed by Section 3(b), the Board shall adopt a proposed Ordinance of Estimates by a majority vote of all the members. The Board shall deliver the proposed Ordinance of Estimates to the President of the City Council and contemporaneously publish a copy of the proposed ordinance in two daily newspapers in Baltimore City.

(b) The proposed Ordinance of Estimates that the Board submits to the City Council shall be accompanied by the following materials:

(1) a breakdown of the amounts stated for each program, purpose, activity, or project of each municipal agency in the proposed operating budget by standard categories of expenditure, for (a) personal services, (b) materials, supplies, and equipment, (c) debt service, and (d) such other categories as the Board of Estimates may deem advisable. The personal services category shall include the compensation of every officer and salaried employee of the City; provided, however, that the salaries for employees in the same classification who have a uniform salary or salary range may be combined into a single entry, which shall indicate the number of such employees, their aggregate salaries, and the name or title of the classification.

(2) a comparison by standard categories of expenditures of the appropriations contained in the proposed operating budget with (a) the amounts requested by the municipal agencies in their budget submissions (b) the amounts appropriated for the current fiscal year and (c) the amounts expended in the prior fiscal year;

(3) detailed information about the sources of funds to meet the aggregate total of the appropriations contained in the proposed Ordinance of Estimates;

(4) the long-range capital improvement program adopted by the Board and for each capital project included in the capital budget, the following: a brief description and location, the total estimated cost, the appropriations authorized to date, the appropriations proposed for the next fiscal year, the appropriations required thereafter to complete the project, and the estimated additional annual maintenance and operation cost.

(5) a statement setting out:

(a) the revenues which the City can reasonably expect to receive in the next fiscal year from all existing sources of revenue at existing rates other than the full rate property tax but including amounts believed to be collectible from taxes for prior years and including an estimate of the surplus expected at the end of the current fiscal year;

(b) the difference between the revenues expected under (a) above and the total amount of appropriations provided in the proposed Ordinance of Estimates;

(c) the estimated taxable basis for the next ensuing fiscal year for the levy of full rate property taxes;

(d) the rate for the levy of full rate property taxes which, given the revenues expected under (a) above, the total appropriations in the proposed Ordinance of Estimates, and the taxable basis, will be necessary to raise sufficient total revenues to cover total anticipated expenditures;

(e) new sources of revenue or new rates on existing sources of revenue, and the amounts which can reasonably be expected from each of them, which the Board of Estimates believes should be adopted for the next fiscal year; also the rate for the levy of full rate property taxes which, in view of such new sources of revenue or new rates on existing sources of revenue, will be necessary to bring total expected revenues for the next fiscal year into balance with total anticipated expenditures for the year;

(6) a message from the Mayor explaining the major emphasis and objectives of the City's budget for the next fiscal year;

(7) such other information as the Board of Estimates may deem advisable.

7. CITY COUNCIL - ENACTMENT OF ORDINANCE OF ESTIMATES.

(a) Upon receipt of the proposed Ordinance of Estimates and the accompanying materials, the President of the City Council shall promptly cause it to be introduced in the City Council, and the Council shall thereafter hold public hearings on the proposed Ordinance of Estimates. By a majority vote of its members, the City Council may reduce or eliminate any of the amounts in the proposed Ordinance of Estimates, except: (1) amounts fixed by law; (2) amounts for the Fire Department established by a Board of Arbitration and included in the proposed Ordinance of Estimates; and (3) amounts for the payment of the interest and principal of the municipal debt.

(b) The City Council shall not have the power to increase the amounts fixed by the Board or to insert any amount for any new purpose in the proposed Ordinance of Estimates. If the carrying out of a particular program, purpose, activity, or project depends upon action by a body other than the City, the City Council may insert a specific provision in the proposed Ordinance of Estimates making the appropriation for the particular program, purpose, activity or project contingent upon such action.

(c) As soon as practicable after the passage of the Ordinance of Estimates, the City Council shall enact such revenue ordinances as are necessary to produce sufficient expected revenues, as estimated by the Board of Estimates, to cover the total anticipated expenditures authorized by the Ordinance of Estimates. The Council may adopt revenue sources or revenue rates other than those proposed by the Board and in each such instance the estimate of the revenue to be yielded by such a source or rate shall be made by the Board of Estimates. The Board of Estimates shall, taking into account any reductions and eliminations made by the City Council in the anticipated expenditures contained in the proposed Ordinance of Estimates and the revenues to be derived from all existing sources and from any new sources or new rates enacted by the City Council, certify to the Council the difference between the anticipated expenditures for the next fiscal year contained in the

Ordinance of Estimates and all expected revenues other than from the full rate property tax. The Board shall then state a rate for the levy of full rate property taxes sufficient to realize the amount required to meet the said difference and the ordinance making the annual levy of full rate property taxes shall fix a rate not less than that stated by the Board so that it shall not be necessary at any time for the City to create a floating debt to meet any deficiency, and it shall not be lawful for the City to create a floating debt for any such purpose.

8. ORDINANCE OF ESTIMATES - DEFICIENCIES AND SUPPLEMENTARY APPROPRIATIONS.

(a) No temporary loan shall be authorized or made to pay any deficiency arising from a failure to realize sufficient income from all sources to meet the amounts provided in the Ordinance of Estimates, but the City may temporarily borrow money for its use in anticipation of the receipts of taxes levied for any year. In case of any such deficiency the Board of Estimates shall effect reductions (which need not be pro rata) in appropriations other than those for the payment of the principal and interest of the City debt and such amounts as are fixed by law and contained in the Ordinance of Estimates, except to the extent that the City Council shall, upon the recommendation of the Board of Estimates, enact an ordinance which shall supply revenues to meet all or any part of such deficiency. No emergency loan shall be made except in accordance with the provisions of Article XI of the Constitution of Maryland.

(b) Except as provided herein, the Ordinance of Estimates shall include all the moneys to be appropriated by the City for all purposes for the fiscal year for which the ordinance is applicable. Additional appropriations shall be permitted during the fiscal year only in the following circumstances and under the following conditions:

(1) revenues from any source other than the full rate property tax and other taxes imposed under the authority of Article II, in excess of or in addition to those relied upon by the Board of Estimates in determining the tax levy required to balance the budget, may be made available for expenditure by the municipal agency responsible for the production of such revenues by a supplementary appropriation ordinance recommended to the City Council by the Board of Estimates, duly passed by the City Council by a majority vote of its members and approved by the Mayor.

(2) 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 may be made available to the appropriate municipal agency for expenditure by a supplementary appropriation ordinance recommended to the City Council by the Board of Estimates, duly passed by the City Council by a majority vote of its members and approved by the Mayor.

(3) further appropriations for programs included in the proposed Ordinance of Estimates made necessary by a material change in circumstances, or additional appropriations for new programs which could not reasonably be anticipated at the time of the formulation of the proposed Ordinance of Estimates may be made available to the appropriate municipal agency for expenditure by a supplementary appropriation ordinance recommended to the City Council by the Board of Estimates, duly passed by the City Council by a vote of three-fourths of its members and approved by the Mayor.

(c) Every such further or additional appropriation shall be embodied in a separate

ordinance limited to a single program, purpose, activity or project therein stated, and each such supplementary appropriation ordinance shall also, anything contained in the Charter to the contrary notwithstanding, provide the revenue necessary to pay the appropriation by a source, other than the full rate property tax, imposed under the authority of Article II. The revenue shall be levied and collected as directed in the ordinance. The estimate of the revenues to be derived from any source proposed in a supplementary appropriation ordinance shall be made by the Board of Estimates.

9. ORDINANCE OF ESTIMATES - USES OF APPROPRIATIONS.

(a) Following the passage of the Ordinance of Estimates and the enactment of the revenue measures necessary to achieve a balance between expected revenues and anticipated expenditures for the next fiscal year, the sums contained in the Ordinance of Estimates shall, after the beginning of the fiscal year to which it is applicable, be and become appropriated for the purposes therein named. No appropriation provided for in the Ordinance of Estimates shall be used for any purpose other than that named in that ordinance, except: (1) the Board of Estimates may increase the amount for a particular program, purpose, activity, or project or introduce an amount for a new program, purpose, activity or project by transferring thereto amounts already appropriated to that agency; and (2) upon the recommendation of the Board of Estimates, the City Council by ordinance may authorize the transfer of an appropriation contained in the Ordinance of Estimates from one municipal agency to another municipal agency; provided, however, that new or different amounts for capital projects from those stated in the capital budget portion of the Ordinance of Estimates shall not be authorized unless the Board of Estimates has received and considered the reports and recommendations thereon of the Planning Commission and the Director of Finance.

(b) Upon the authorization of the Board of Estimates and under procedures established by the Board, the Director of Finance shall establish an expenditure schedule, applicable to any or all municipal agencies whenever, in the opinion of the Board, financial conditions warrant such budgetary allotments.

(c) Appropriations contained in the Ordinance of Estimates for a particular program, purpose, activity, or project may, upon the recommendation of the head of the municipal agency concerned and the Director of Finance, and with the approval of the Board of Estimates, be carried over to fiscal years subsequent to the one for which the appropriation is initially made if necessary to accomplish that program, purpose, activity, or project. Funds encumbered for contracts, projects or other actual commitments and funds dedicated by any act of Congress or by State law or by the terms of any private grant to some specific purpose shall be carried over to the next fiscal year. All appropriations not so carried over shall lapse at the end of the fiscal year from which made, except that any balance remaining in the fund of the water or sanitary wastewater utility (under Section 18 of this article) at the end of the fiscal year shall remain to the credit of that utility and an estimate of such a balance shall be included in that utility's budget for the next year as an estimated receipt.

(d) In case of any surplus arising in any fiscal year by reason of an excess of revenue over the expenditures (including any appropriation carried over) for such year, the surplus shall become a part of the general revenue of the City and shall be available for the general expenditures of the City for the next fiscal year, in accordance with the Ordinance of Estimates for that year. An estimate of such surplus shall be made by the Board of Estimates and included in expected revenues for the next year. However any surplus or retained earnings of the water or sanitary wastewater utility fund (under Section 18 of this article) at the end of the fiscal year shall remain to the credit of that utility and the estimate of such a balance shall be included in that utility's budget

for the next year as an estimated receipt.

ARTICLE VII
EXECUTIVE DEPARTMENTS
DEPARTMENT OF FINANCE

5. DEPARTMENT OF FINANCE - ORGANIZATION ESTABLISHED.

There is a Department of Finance, the head of which shall be the Director of Finance.

6. DEPARTMENT OF FINANCE - DIRECTOR.

(a) The Director of Finance shall supervise and direct the Department. The Director shall have substantial experience in financial administration.

(b) The Director shall be appointed, must be confirmed, and shall serve, pursuant to Article IV, Section 6.

(c) The Director's salary shall be set in the Ordinance of Estimates.

7. DEPARTMENT OF FINANCE - DEPUTY DIRECTOR AND EMPLOYEES.

(a) The Director shall appoint a Deputy Director of Finance pursuant to this section.

(b) Whenever a vacancy shall occur in the office of Director, or whenever the Director shall be incapacitated or otherwise unavailable for duty for any cause, the Deputy Director appointed pursuant to this pursuant to this section shall be the Acting Director.

(c) The Director may appoint such other employees as provided in the Ordinance of Estimates.

POWERS AND DUTIES OF THE DEPARTMENT

8. DEPARTMENT OF FINANCE - BUDGET PREPARATION.

In accordance with rules established by the Board of Estimates, the Department shall prepare the preliminary operating budget for the consideration of the Board of Estimates, shall make reports and recommendations on the capital budget and capital improvement program, and shall otherwise participate in the making of the proposed Ordinance of Estimates.

9. DEPARTMENT OF FINANCE - BUDGET ADMINISTRATION.

Under the direction of the Board of Estimates, the Director shall implement the Ordinance of Estimates. In the interest of economy and efficiency, the Director shall survey the administration and organization of municipal agencies to support the Director's recommendations to the Board of Estimates on the budget requests of the agencies and the Director's reports to the Mayor on measures which might be taken to improve the organization and administration of City government.

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FISCAL 2015

OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
Board of Elections	4,881,144	0	0	0
180 Voter Registration and Conduct of Elections	0	0	0	0
899 Fair Conduct of Elections	4,881,144	0	0	0
City Council	5,856,507	0	0	0
100 City Council	5,856,507	0	0	0
Comptroller	6,180,797	0	0	0
130 Executive Direction and Control - Comptroller	1,292,030	0	0	0
131 Audits	3,902,259	0	0	0
132 Real Estate Acquisition and Management	986,508	0	0	0
133 Municipal Telephone Exchange	0	0	0	0
135 Insurance on City Facilities	0	0	0	0
136 Municipal Post Office	0	0	0	0
596 Management Of Leased Properties	0	0	0	0
Council Services	728,158	0	0	0
103 Council Services	728,158	0	0	0
Courts: Circuit Court	9,299,227	0	1,631,306	5,806,980
110 Circuit Court	9,299,227	0	1,631,306	5,806,980
Courts: Orphans' Court	493,836	0	0	0
112 Orphans' Court	0	0	0	0
817 Orphans' Court	493,836	0	0	0
818 Guardianships of Property of Minor	0	0	0	0
819 Guardianships of Persons of Minor	0	0	0	0
Employees' Retirement Systems	0	0	0	0
152 Employees' Retirement System - Administration	0	0	0	0
154 Fire and Police Retirement System - Administration	0	0	0	0
Enoch Pratt Free Library	23,320,907	0	0	9,914,019
450 Administrative and Technical Services	0	0	0	0
452 Neighborhood Services	0	0	0	0
453 State Library Resource Center	0	0	0	0
788 Information Services	23,320,907	0	0	9,914,019
Finance	20,848,303	3,438,164	0	0
140 Administrative Direction and Control	0	0	0	0
141 Budget and Management Research	0	0	0	0
142 Accounting and Payroll Services	0	0	0	0
144 Purchasing	0	0	0	0
145 Risk Management Services	0	0	0	0
146 Resource and Operations Planning	0	0	0	0
148 Revenue Collection	5,773,086	0	0	0
150 Treasury and Debt Management	1,122,740	0	0	0
153 Risk Management Operations	0	0	0	0
698 Administration - Finance	1,489,624	0	0	0
699 Procurement	3,118,394	0	0	0
700 Surplus Property Disposal	0	0	0	0
701 Printing Services	0	0	0	0
702 Accounts Payable	1,205,795	0	0	0
703 Payroll	3,349,068	0	0	0
704 Accounting	1,724,194	0	0	0
705 Loan and Guarantee Program	0	3,438,164	0	0
706 Risk Management for Property and Liability	0	0	0	0
707 Risk Management for Employee Injuries	0	0	0	0
708 Operating Budget Management	1,577,687	0	0	0
709 Management Research	0	0	0	0
710 Property Tax Billing Integrity and Recovery	1,226,764	0	0	0
711 Finance Project Management	260,951	0	0	0

FISCAL 2015

OPERATING BUDGET FUND DISTRIBUTION

OTHER SPECIAL PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
0	0	4,881,144	Board of Elections
0	0	0	180 Voter Registration and Conduct of Elections
0	0	4,881,144	899 Fair Conduct of Elections
0	0	5,856,507	City Council
0	0	5,856,507	100 City Council
0	12,145,201	18,325,998	Comptroller
0	0	1,292,030	130 Executive Direction and Control - Comptroller
0	0	3,902,259	131 Audits
0	0	986,508	132 Real Estate Acquisition and Management
0	11,283,757	11,283,757	133 Municipal Telephone Exchange
0	0	0	135 Insurance on City Facilities
0	861,444	861,444	136 Municipal Post Office
0	0	0	596 Management Of Leased Properties
0	0	728,158	Council Services
0	0	728,158	103 Council Services
280,768	0	17,018,281	Courts: Circuit Court
280,768	0	17,018,281	110 Circuit Court
0	0	493,836	Courts: Orphans' Court
0	0	0	112 Orphans' Court
0	0	493,836	817 Orphans' Court
0	0	0	818 Guardianships of Property of Minor
0	0	0	819 Guardianships of Persons of Minor
9,149,321	0	9,149,321	Employees' Retirement Systems
4,990,821	0	4,990,821	152 Employees' Retirement System - Administration
4,158,500	0	4,158,500	154 Fire and Police Retirement System - Administration
542,535	0	33,777,461	Enoch Pratt Free Library
0	0	0	450 Administrative and Technical Services
0	0	0	452 Neighborhood Services
0	0	0	453 State Library Resource Center
542,535	0	33,777,461	788 Information Services
983,852	11,092,285	36,362,604	Finance
0	0	0	140 Administrative Direction and Control
0	0	0	141 Budget and Management Research
0	0	0	142 Accounting and Payroll Services
0	0	0	144 Purchasing
0	0	0	145 Risk Management Services
0	0	0	146 Resource and Operations Planning
793,293	0	6,566,379	148 Revenue Collection
0	0	1,122,740	150 Treasury and Debt Management
0	0	0	153 Risk Management Operations
0	0	1,489,624	698 Administration - Finance
0	0	3,118,394	699 Procurement
190,559	0	190,559	700 Surplus Property Disposal
0	3,086,353	3,086,353	701 Printing Services
0	0	1,205,795	702 Accounts Payable
0	0	3,349,068	703 Payroll
0	0	1,724,194	704 Accounting
0	0	3,438,164	705 Loan and Guarantee Program
0	0	0	706 Risk Management for Property and Liability
0	8,005,932	8,005,932	707 Risk Management for Employee Injuries
0	0	1,577,687	708 Operating Budget Management
0	0	0	709 Management Research
0	0	1,226,764	710 Property Tax Billing Integrity and Recovery
0	0	260,951	711 Finance Project Management

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
Fire	211,229,806	0	3,566,334	2,589,864
210 Administrative Direction and Control	0	0	0	0
211 Training	0	0	0	0
212 Fire Suppression	0	0	0	0
213 Fire Marshal	0	0	0	0
214 Support Services	0	0	0	0
215 Fire Alarm and Communications	0	0	0	0
217 Equipment Maintenance	0	0	0	0
219 Non-actuarial Retirement Benefits	0	0	0	0
319 Ambulance Service	0	0	0	0
600 Administration - Fire	18,282,012	0	1,039,890	0
602 Fire Suppression and Emergency Rescue	142,806,357	0	15,329	1,453,937
608 Emergency Management	349,872	0	285,970	10,000
609 Emergency Medical Services	22,649,442	0	8,000	27,934
610 Fire and Emergency Community Outreach	485,159	0	0	0
611 Fire Code Enforcement	4,205,540	0	150,978	155,010
612 Fire Investigation	872,485	0	0	0
613 Fire Facilities Maintenance and Replacement	13,270,852	0	2,066,167	942,983
614 Fire Communications and Dispatch	5,204,355	0	0	0
615 Fire Training and Education	3,103,732	0	0	0
General Services	17,953,100	0	2,000,000	14,646,193
189 Fleet Management	0	0	0	0
191 Permits	0	0	0	0
193 Facilities Management	0	0	0	0
198 Engineering/Construction Management	0	0	0	0
726 Administration - General Services	1,032,955	0	0	0
727 Building Permits and Municipal Consents	2,704,344	0	0	0
728 Right-of-Way Infrastructure Project Coordination	0	0	0	0
729 Real Property Database Management	767,514	0	0	0
730 Public and Private Energy Performance	0	0	2,000,000	13,589,665
731 Facilities Management	13,448,287	0	0	1,056,528
733 Archive Management	0	0	0	0
734 Building and Energy Improvements	0	0	0	0
Health	25,500,461	0	62,599,784	22,161,401
240 Animal Control	0	0	0	0
300 Administrative Direction and Control	0	0	0	0
301 Baltimore Homeless Services	0	0	0	0
302 Environmental Health	0	0	0	0
303 Clinical Services	4,551,857	0	4,254,216	1,021,484
304 Chronic Disease Prevention	0	0	0	0
305 Healthy Homes	829,671	0	1,288,782	0
306 General Nursing Services	0	0	0	0
307 Substance Abuse and Mental Health	1,815,140	0	0	534,589
308 Maternal and Child Health	776,418	0	13,448,039	864,891
309 Child and Adult Care - Food	0	0	0	0
310 School Health Services	2,700,984	0	135,044	503,615
311 Health Services for the Aging	0	0	4,809,446	664,582
314 Acute Communicable Disease	0	0	0	0
315 Emergency Services - Health	657,714	0	511,783	10,823,289
316 Youth Violence Prevention	622,248	0	1,188,058	1,336,332
317 Grant Support Services	0	0	0	0
715 Administration - Health	4,535,147	0	3,221,444	1,054,090
716 Animal Services	3,136,122	0	0	0
717 Environmental Health	2,871,683	0	0	0
718 Chronic Disease Prevention	403,206	0	1,221,721	276,817
719 Health Care Access	0	0	0	0
720 HIV Treatment Services for the Uninsured	1,181,628	0	27,909,692	290,579
721 Senior Centers	587,641	0	2,706,814	767,558
722 Administration - CARE	507,234	0	249,606	30,191
723 Advocacy and Supportive Care for Seniors	96,852	0	176,329	2,052,941
724 Assistive and Directive Care for Seniors	226,916	0	964,223	1,749,521
725 Senior Education	0	0	514,587	190,922

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
13,944,793	0	231,330,797	Fire
0	0	0	210 Administrative Direction and Control
0	0	0	211 Training
0	0	0	212 Fire Suppression
0	0	0	213 Fire Marshal
0	0	0	214 Support Services
0	0	0	215 Fire Alarm and Communications
0	0	0	217 Equipment Maintenance
0	0	0	219 Non-actuarial Retirement Benefits
0	0	0	319 Ambulance Service
0	0	19,321,902	600 Administration - Fire
0	0	144,275,623	602 Fire Suppression and Emergency Rescue
0	0	645,842	608 Emergency Management
13,694,793	0	36,380,169	609 Emergency Medical Services
0	0	485,159	610 Fire and Emergency Community Outreach
0	0	4,511,528	611 Fire Code Enforcement
0	0	872,485	612 Fire Investigation
250,000	0	16,530,002	613 Fire Facilities Maintenance and Replacement
0	0	5,204,355	614 Fire Communications and Dispatch
0	0	3,103,732	615 Fire Training and Education
0	55,722,832	90,322,125	General Services
0	41,546,828	41,546,828	189 Fleet Management
0	0	0	191 Permits
0	0	0	193 Facilities Management
0	0	0	198 Engineering/Construction Management
0	0	1,032,955	726 Administration - General Services
0	0	2,704,344	727 Building Permits and Municipal Consents
0	0	0	728 Right-of-Way Infrastructure Project Coordination
0	0	767,514	729 Real Property Database Management
0	2,243,848	17,833,513	730 Public and Private Energy Performance
0	11,932,156	26,436,971	731 Facilities Management
0	0	0	733 Archive Management
0	0	0	734 Building and Energy Improvements
15,803,421	0	126,065,067	Health
0	0	0	240 Animal Control
0	0	0	300 Administrative Direction and Control
0	0	0	301 Baltimore Homeless Services
0	0	0	302 Environmental Health
270,955	0	10,098,512	303 Clinical Services
0	0	0	304 Chronic Disease Prevention
82,519	0	2,200,972	305 Healthy Homes
0	0	0	306 General Nursing Services
0	0	2,349,729	307 Substance Abuse and Mental Health
962,354	0	16,051,702	308 Maternal and Child Health
0	0	0	309 Child and Adult Care - Food
13,158,057	0	16,497,700	310 School Health Services
0	0	5,474,028	311 Health Services for the Aging
0	0	0	314 Acute Communicable Disease
0	0	11,992,786	315 Emergency Services - Health
0	0	3,146,638	316 Youth Violence Prevention
0	0	0	317 Grant Support Services
986,083	0	9,796,764	715 Administration - Health
0	0	3,136,122	716 Animal Services
51,000	0	2,922,683	717 Environmental Health
0	0	1,901,744	718 Chronic Disease Prevention
0	0	0	719 Health Care Access
0	0	29,381,899	720 HIV Treatment Services for the Uninsured
0	0	4,062,013	721 Senior Centers
0	0	787,031	722 Administration - CARE
0	0	2,326,122	723 Advocacy and Supportive Care for Seniors
292,453	0	3,233,113	724 Assistive and Directive Care for Seniors
0	0	705,509	725 Senior Education

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
Housing and Community Development	34,489,827	0	12,390,023	20,332,319
119 Neighborhood Service Centers	0	0	0	0
177 Administrative Direction and Control	0	0	0	0
181 Neighborhood Hubs	0	0	0	0
184 Energy Assistance and Emergency Food	0	0	0	0
260 Construction and Building Inspection	0	0	0	0
357 Services for Homeless Persons	0	0	0	0
570 Preservation of Historic Places	0	0	0	0
581 Neighborhood Development	0	0	0	0
582 Finance and Development	0	0	0	0
583 Neighborhood Services	0	0	0	0
584 Center City Development Corporation	0	0	0	0
585 Baltimore Development Corporation	0	0	0	0
592 Special Housing Grants	0	0	0	0
593 Community Support Projects	0	0	7,261,841	0
594 Area Wide Housing Opportunity Project	0	0	0	0
595 Special Projects For Neighborhoods	0	0	0	0
597 Weatherization	0	0	0	0
598 Home Ownership And Rehabilitation Services	0	0	0	0
604 Before and After Care	170,043	0	0	0
606 Arts and Education	0	0	0	0
737 Administration - HCD	2,899,378	0	1,230,069	0
738 Weatherization Services	301,738	0	0	16,598,036
739 Referral Services for Low-Income Families	0	0	0	0
740 Dawson Center	30,323	0	309,393	0
742 Promote Homeownership	116,303	0	452,678	0
743 Employment and Job Training	0	0	0	0
744 Financial Literacy for Low Income Families	0	0	0	0
745 Housing Code Enforcement	14,407,651	0	0	0
746 Register Multi-Family Dwellings and Non-Owner Occupied Dwelling	0	0	0	0
747 Register and License Properties and Contractors	564,906	0	0	0
748 Housing Development Finance and Project Management	0	0	914,128	0
749 Blight Elimination	2,568,663	0	0	0
750 Housing Rehabilitation Loans	63,256	0	2,221,914	321,667
751 Building and Zoning Inspections and Permits	5,658,677	0	0	0
752 Community Outreach Services	960,830	0	0	0
753 Community Development	0	0	0	0
754 Summer Food Service Program	0	0	0	3,412,616
755 Affordable Housing Program	0	0	0	0
756 Section 108 Debt Payments	0	0	0	0
808 Administration - BDC	0	0	0	0
809 Retention, Expansion, and Attraction of Businesses	1,500,324	0	0	0
810 Real Estate Development	1,752,423	0	0	0
811 Inner Harbor Coordination	511,018	0	0	0
812 Business Support - Small Business Resource Center	228,847	0	0	0
813 Technology Development - Emerging Technology Center	799,173	0	0	0
814 Improve and Promote Retail Districts Beyond Downtown	1,555,448	0	0	0
815 Live Baltimore	400,826	0	0	0
Human Resources	7,397,077	0	0	0
160 Personnel Administration	0	0	0	0
161 Vision Care Program	0	0	0	0
167 Occupational Medicine and Safety	0	0	0	0
769 Employment Service Center	0	0	0	0
770 Administration - Human Resources	2,249,104	0	0	0
771 Benefits Administration	4,042,129	0	0	0
772 Civil Service Management	1,105,844	0	0	0
773 COB University	0	0	0	0
774 Employee Wellness and Fitness Center	0	0	0	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
466,959	0	67,679,128	Housing and Community Development
0	0	0	119 Neighborhood Service Centers
0	0	0	177 Administrative Direction and Control
0	0	0	181 Neighborhood Hubs
0	0	0	184 Energy Assistance and Emergency Food
0	0	0	260 Construction and Building Inspection
0	0	0	357 Services for Homeless Persons
0	0	0	570 Preservation of Historic Places
0	0	0	581 Neighborhood Development
0	0	0	582 Finance and Development
0	0	0	583 Neighborhood Services
0	0	0	584 Center City Development Corporation
0	0	0	585 Baltimore Development Corporation
0	0	0	592 Special Housing Grants
0	0	7,261,841	593 Community Support Projects
0	0	0	594 Area Wide Housing Opportunity Project
0	0	0	595 Special Projects For Neighborhoods
0	0	0	597 Weatherization
0	0	0	598 Home Ownership And Rehabilitation Services
0	0	170,043	604 Before and After Care
0	0	0	606 Arts and Education
0	0	4,129,447	737 Administration - HCD
0	0	16,899,774	738 Weatherization Services
0	0	0	739 Referral Services for Low-Income Families
0	0	339,716	740 Dawson Center
0	0	568,981	742 Promote Homeownership
0	0	0	743 Employment and Job Training
0	0	0	744 Financial Literacy for Low Income Families
50,000	0	14,457,651	745 Housing Code Enforcement
0	0	0	746 Register Multi-Family Dwellings and Non-Owner Occupied Dwellings
0	0	564,906	747 Register and License Properties and Contractors
0	0	914,128	748 Housing Development Finance and Project Management
0	0	2,568,663	749 Blight Elimination
0	0	2,606,837	750 Housing Rehabilitation Loans
0	0	5,658,677	751 Building and Zoning Inspections and Permits
0	0	960,830	752 Community Outreach Services
0	0	0	753 Community Development
0	0	3,412,616	754 Summer Food Service Program
0	0	0	755 Affordable Housing Program
0	0	0	756 Section 108 Debt Payments
0	0	0	808 Administration - BDC
105,653	0	1,605,977	809 Retention, Expansion, and Attraction of Businesses
205,653	0	1,958,076	810 Real Estate Development
0	0	511,018	811 Inner Harbor Coordination
0	0	228,847	812 Business Support - Small Business Resource Center
0	0	799,173	813 Technology Development - Emerging Technology Center
105,653	0	1,661,101	814 Improve and Promote Retail Districts Beyond Downtown
0	0	400,826	815 Live Baltimore
0	2,260,704	9,657,781	Human Resources
0	0	0	160 Personnel Administration
0	0	0	161 Vision Care Program
0	0	0	167 Occupational Medicine and Safety
0	0	0	769 Employment Service Center
0	0	2,249,104	770 Administration - Human Resources
0	2,260,704	6,302,833	771 Benefits Administration
0	0	1,105,844	772 Civil Service Management
0	0	0	773 COB University
0	0	0	774 Employee Wellness and Fitness Center

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
Law	6,731,432	0	0	0
175 Legal Services	0	0	0	0
860 Administration - Law	1,103,836	0	0	0
861 Controversies	2,668,982	0	0	0
862 Transactions	2,299,845	0	0	0
863 Contracts Law	0	0	0	0
864 Corporate Real Estate	0	0	0	0
865 Employment Advice - Law	0	0	0	0
866 General Legal Advice and Representation	0	0	0	0
867 Land Use and Environmental Matters - Law	0	0	0	0
868 Litigation and Workers Compensation	0	0	0	0
869 Minority and Women's Business Opportunity Office	658,769	0	0	0
870 Opinions and Advice for City and City Council	0	0	0	0
871 Representation and Advice for Law Enforcement	0	0	0	0
Legislative Reference	986,173	0	0	0
106 Legislative Reference Services	517,341	0	0	0
107 Archives and Records Management	468,832	0	0	0
Liquor License Board	2,025,316	0	0	0
250 Liquor License Board	0	0	0	0
850 Liquor Licensing	705,986	0	0	0
851 Liquor License Compliance	1,319,330	0	0	0
852 Community Response	0	0	0	0
M-R: Art and Culture	8,428,894	0	0	0
492 Promotion of Art and Culture	0	0	0	0
493 Art and Culture Grants	6,117,591	0	0	0
824 Events, Art, Culture, and Film	2,234,803	0	0	0
828 Bromo Seltzer Arts Tower	76,500	0	0	0
M-R: Baltimore City Public Schools	254,684,808	0	0	0
352 Baltimore City Public Schools	254,684,808	0	0	0
M-R: Baltimore Economic Recovery Team (BERT)	0	0	0	0
575 Baltimore Economic Recovery Team (B.E.R.T.)	0	0	0	0
M-R: Cable and Communications	655,637	0	0	0
572 Cable and Communications Coordination	0	0	0	0
875 Cable Television Regulation	0	0	0	0
876 Media Production	655,637	0	0	0
M-R: Civic Promotion	14,769,681	0	0	0
587 Lexington Market	0	0	0	0
588 Baltimore Public Markets	0	0	0	0
589 Office of Promotion and the Arts	0	0	0	0
590 Civic Promotion Grants	458,966	0	0	0
591 Civic Promotion Grants	0	0	0	0
820 Convention Sales and Tourism Marketing	14,310,715	0	0	0
821 International Destination Marketing and Awareness	0	0	0	0
822 Positive Image Building and Branding of the City	0	0	0	0
823 Hospitality Job Training and Placement	0	0	0	0
M-R: Commission for Women	0	0	0	0
120 Promotion of Equal Rights for Women	0	0	0	0
M-R: Commission on Aging and Retirement Education	0	0	0	0
324 Executive Direction and Administration	0	0	0	0
325 Senior Services	0	0	0	0
326 Client Services - Direct	0	0	0	0
327 Client Services - Indirect	0	0	0	0
838 Senior Centers	0	0	0	0
839 Advocacy and Supportive Care	0	0	0	0
840 Assistive and Directive Care	0	0	0	0
841 Senior Education	0	0	0	0
842 Administration - CARE	0	0	0	0
M-R: Conditional Purchase Agreements	22,937,398	0	0	0
129 Conditional Purchase Agreement Payments	22,937,398	0	0	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
0	2,872,163	9,603,595	Law
0	0	0	175 Legal Services
0	109,289	1,213,125	860 Administration - Law
0	2,630,490	5,299,472	861 Controversies
0	132,384	2,432,229	862 Transactions
0	0	0	863 Contracts Law
0	0	0	864 Corporate Real Estate
0	0	0	865 Employment Advice - Law
0	0	0	866 General Legal Advice and Representation
0	0	0	867 Land Use and Environmental Matters - Law
0	0	0	868 Litigation and Workers Compensation
0	0	658,769	869 Minority and Women's Business Opportunity Office
0	0	0	870 Opinions and Advice for City and City Council
0	0	0	871 Representation and Advice for Law Enforcement
12,044	0	998,217	Legislative Reference
12,044	0	529,385	106 Legislative Reference Services
0	0	468,832	107 Archives and Records Management
0	0	2,025,316	Liquor License Board
0	0	0	250 Liquor License Board
0	0	705,986	850 Liquor Licensing
0	0	1,319,330	851 Liquor License Compliance
0	0	0	852 Community Response
0	0	8,428,894	M-R: Art and Culture
0	0	0	492 Promotion of Art and Culture
0	0	6,117,591	493 Art and Culture Grants
0	0	2,234,803	824 Events, Art, Culture, and Film
0	0	76,500	828 Bromo Seltzer Arts Tower
0	0	254,684,808	M-R: Baltimore City Public Schools
0	0	254,684,808	352 Baltimore City Public Schools
0	0	0	M-R: Baltimore Economic Recovery Team (BERT)
0	0	0	575 Baltimore Economic Recovery Team (B.E.R.T.)
901,107	0	1,556,744	M-R: Cable and Communications
0	0	0	572 Cable and Communications Coordination
0	0	0	875 Cable Television Regulation
901,107	0	1,556,744	876 Media Production
0	0	14,769,681	M-R: Civic Promotion
0	0	0	587 Lexington Market
0	0	0	588 Baltimore Public Markets
0	0	0	589 Office of Promotion and the Arts
0	0	458,966	590 Civic Promotion Grants
0	0	0	591 Civic Promotion Grants
0	0	14,310,715	820 Convention Sales and Tourism Marketing
0	0	0	821 International Destination Marketing and Awareness
0	0	0	822 Positive Image Building and Branding of the City
0	0	0	823 Hospitality Job Training and Placement
0	0	0	M-R: Commission for Women
0	0	0	120 Promotion of Equal Rights for Women
0	0	0	M-R: Commission on Aging and Retirement Education
0	0	0	324 Executive Direction and Administration
0	0	0	325 Senior Services
0	0	0	326 Client Services - Direct
0	0	0	327 Client Services - Indirect
0	0	0	838 Senior Centers
0	0	0	839 Advocacy and Supportive Care
0	0	0	840 Assistive and Directive Care
0	0	0	841 Senior Education
0	0	0	842 Administration - CARE
0	8,773,037	31,710,435	M-R: Conditional Purchase Agreements
0	8,773,037	31,710,435	129 Conditional Purchase Agreement Payments

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
M-R: Contingent Fund	1,000,000	0	0	0
121 Contingent Fund	1,000,000	0	0	0
M-R: Convention Center Hotel	6,914,000	0	0	0
535 Convention Center Hotel	6,914,000	0	0	0
M-R: Convention Complex	13,004,936	0	0	5,628,630
531 Convention Center Operations	0	0	0	0
540 1st Mariner Arena Operations	581,091	0	0	0
854 Administration - Convention Center	0	0	0	0
855 Convention Center	12,423,845	0	0	5,628,630
856 Convention Building Services	0	0	0	0
857 Convention Center Debt Service	0	0	0	0
M-R: Debt Service	89,492,992	0	0	0
123 General Debt Service	89,492,992	0	0	0
M-R: Educational Grants	7,473,790	0	0	0
441 Baltimore City Community College	0	0	0	0
442 Greater Homewood Community Corporation - Experience Corps	0	0	0	0
443 Family League of Baltimore City (After school)	0	0	0	0
444 Teach for America	0	0	0	0
445 University of Maryland Extension - Baltimore City	0	0	0	0
446 Educational Grants	7,473,790	0	0	0
M-R: Employees' Retirement Contribution	3,724,674	0	0	0
355 Employees' Retirement Contribution	3,724,674	0	0	0
M-R: Environmental Control Board	798,336	0	0	0
117 Adjudication of Environmental Citations	798,336	0	0	0
M-R: Health and Welfare Grants	1,166,724	0	0	0
385 Health and Welfare Grants	1,166,724	0	0	0
386 Legal Aid Bureau, Inc.	0	0	0	0
387 Family League of Baltimore City (Prenatal)	0	0	0	0
388 Maryland School for the Blind	0	0	0	0
M-R: Hispanic Commission	0	0	0	0
433 Hispanic Commission	0	0	0	0
M-R: Innovation Fund	1,300,000	0	0	0
833 Innovation Fund	1,300,000	0	0	0
M-R: Miscellaneous General Expenses	16,812,114	0	0	0
122 Miscellaneous General Expenses	16,812,114	0	0	0
M-R: Office of Children, Youth and Families	0	0	0	0
349 Children and Youth Mentoring - Baltimore Rising	0	0	0	0
350 Prisoner Re-Entry - Baltimore Rising	0	0	0	0
M-R: Office of CitiStat Operations	1,036,046	0	0	0
347 CitiStat Operations	1,036,046	0	0	0
M-R: Office of Criminal Justice	2,003,173	0	3,368,862	1,559,696
225 Office of Criminal Justice	0	0	0	0
757 Crime Camera Management	1,538,776	0	0	56,785
758 Coordination of Public Safety Strategy	464,397	0	3,368,862	1,502,911
759 Grant Management	0	0	0	0
M-R: Office of Employment Development	7,064,823	0	13,883,457	2,491,114
630 Administration	0	0	0	0
631 Workforce Investment Act	0	0	0	0
633 Youth Initiatives	0	0	0	0
639 Special Services	0	0	0	0
791 BCPS Alternative Options Academy for Youth	0	0	0	172,773
792 Workforce Services for TANF Recipients	0	0	3,203,982	0
793 Employment Enhancement Services for Baltimore City Residents	1,530,122	0	220,030	400,000
794 Administration - MOED	1,104,181	0	22,427	137,413
795 Workforce Services for Baltimore Residents	0	0	5,441,486	0
796 Workforce Services for Ex-Offenders	0	0	1,000,000	498,139
797 Workforce Services for Out of School Youth-Youth Opportunity	2,693,512	0	247,000	90,000
798 Youth Works Summer Job Program	1,737,008	0	1,000,000	1,192,789
799 Career Connections for In-School Youth	0	0	0	0
800 Workforce Services for WIA Funded Youth	0	0	2,748,532	0
801 Business Led Sector Based Training	0	0	0	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
0	0	1,000,000	M-R: Contingent Fund
0	0	1,000,000	121 Contingent Fund
0	0	6,914,000	M-R: Convention Center Hotel
0	0	6,914,000	535 Convention Center Hotel
4,580,088	0	23,213,654	M-R: Convention Complex
0	0	0	531 Convention Center Operations
0	0	581,091	540 1st Mariner Arena Operations
0	0	0	854 Administration - Convention Center
0	0	18,052,475	855 Convention Center
0	0	0	856 Convention Building Services
4,580,088	0	4,580,088	857 Convention Center Debt Service
10,400,000	0	99,892,992	M-R: Debt Service
10,400,000	0	99,892,992	123 General Debt Service
0	0	7,473,790	M-R: Educational Grants
0	0	0	441 Baltimore City Community College
0	0	0	442 Greater Homewood Community Corporation - Experience Corps
0	0	0	443 Family League of Baltimore City (After school)
0	0	0	444 Teach for America
0	0	0	445 University of Maryland Extension - Baltimore City
0	0	7,473,790	446 Educational Grants
0	0	3,724,674	M-R: Employees' Retirement Contribution
0	0	3,724,674	355 Employees' Retirement Contribution
0	0	798,336	M-R: Environmental Control Board
0	0	798,336	117 Adjudication of Environmental Citations
0	0	1,166,724	M-R: Health and Welfare Grants
0	0	1,166,724	385 Health and Welfare Grants
0	0	0	386 Legal Aid Bureau, Inc.
0	0	0	387 Family League of Baltimore City (Prenatal)
0	0	0	388 Maryland School for the Blind
0	0	0	M-R: Hispanic Commission
0	0	0	433 Hispanic Commission
0	0	1,300,000	M-R: Innovation Fund
0	0	1,300,000	833 Innovation Fund
0	0	16,812,114	M-R: Miscellaneous General Expenses
0	0	16,812,114	122 Miscellaneous General Expenses
0	0	0	M-R: Office of Children, Youth and Families
0	0	0	349 Children and Youth Mentoring - Baltimore Rising
0	0	0	350 Prisoner Re-Entry - Baltimore Rising
0	0	1,036,046	M-R: Office of CitiStat Operations
0	0	1,036,046	347 CitiStat Operations
636,956	0	7,568,687	M-R: Office of Criminal Justice
0	0	0	225 Office of Criminal Justice
221,000	0	1,816,561	757 Crime Camera Management
415,956	0	5,752,126	758 Coordination of Public Safety Strategy
0	0	0	759 Grant Management
1,441,500	0	24,880,894	M-R: Office of Employment Development
0	0	0	630 Administration
0	0	0	631 Workforce Investment Act
0	0	0	633 Youth Initiatives
0	0	0	639 Special Services
0	0	172,773	791 BCPS Alternative Options Academy for Youth
0	0	3,203,982	792 Workforce Services for TANF Recipients
966,500	0	3,116,652	793 Employment Enhancement Services for Baltimore City Residents
0	0	1,264,021	794 Administration - MOED
0	0	5,441,486	795 Workforce Services for Baltimore Residents
0	0	1,498,139	796 Workforce Services for Ex-Offenders
250,000	0	3,280,512	797 Workforce Services for Out of School Youth-Youth Opportunity
225,000	0	4,154,797	798 Youth Works Summer Job Program
0	0	0	799 Career Connections for In-School Youth
0	0	2,748,532	800 Workforce Services for WIA Funded Youth
0	0	0	801 Business Led Sector Based Training

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
M-R: Office of Human Services	6,799,808	0	44,171,656	11,362,933
356 Administration - Human Services	497,515	0	2,257,244	125,875
605 Head Start	0	0	9,507,429	618,434
741 Community Action Centers	862,176	0	893,975	7,908,132
893 Homeless Prevention	0	0	673,005	399,980
894 Outreach to the Homeless	0	0	556,524	500,061
895 Temporary Housing for the Homeless	5,227,532	0	5,683,474	1,531,863
896 Permanent Housing for the Homeless	212,585	0	24,600,005	278,588
M-R: Office of Information Technology	30,387,549	0	0	0
147 Information Technology Services	0	0	0	0
151 Information Technology Support Services	0	0	0	0
802 Administration - MOIT	1,338,380	0	0	0
803 Enterprise Innovation and Application Services	6,054,719	0	0	0
804 Enterprise Unified Call Center	17,963,840	0	0	0
805 Enterprise IT Delivery Services	5,030,610	0	0	0
M-R: Office of Neighborhoods	745,075	0	0	0
354 Office of Neighborhoods	745,075	0	0	0
M-R: Office of the Inspector General	821,640	0	0	0
108 Office of the Inspector General	0	0	0	0
836 Inspector General	821,640	0	0	0
837 Risk Assessment and Prevention	0	0	0	0
M-R: Office of the Labor Commissioner	787,542	0	0	0
128 Labor Contract Negotiations and Administration	787,542	0	0	0
M-R: Retirees' Benefits	49,609,165	0	0	0
351 Retirees' Benefits	49,609,165	0	0	0
M-R: Self-Insurance Fund	16,868,872	0	0	0
126 Contribution to Self-Insurance Fund	16,868,872	0	0	0
M-R: TIF Debt Service	12,302,809	0	0	0
124 TIF Debt Service	12,302,809	0	0	0
M-R: Veterans' Commission	0	0	0	0
483 Veterans' Commission	0	0	0	0
Mayoralty	4,286,382	0	300,000	366,046
125 Executive Direction and Control - Mayoralty	4,286,382	0	300,000	366,046
127 State Relations	0	0	0	0
353 Office of Community Projects	0	0	0	0
599 Office of International Programs	0	0	0	0
877 Mayor's Commission on Disabilities	0	0	0	0
Municipal and Zoning Appeals	598,296	0	0	0
185 Zoning, Tax and Other Appeals	598,296	0	0	0
Museum of Art	0	0	0	0
489 Operation of Museum of Art	0	0	0	0
Office of Civil Rights	1,332,113	0	40,800	0
156 Development of Intergroup Relations	0	0	0	0
656 Wage Investigation and Enforcement	168,914	0	0	0
657 Minimum Wage Enforcement	0	0	0	0
658 Prevailing Wage Enforcement	0	0	0	0
659 Living Wage Enforcement	0	0	0	0
845 Discrimination Complaint Intake	0	0	0	0
846 Discrimination Investigations, Resolutions and Conciliations	810,805	0	40,800	0
847 Prejudice and Discrimination Prevention	0	0	0	0
848 Police Community Relations	148,639	0	0	0
878 Disabilities Commission	203,755	0	0	0
Planning	4,468,347	0	366,036	4,482,068
187 City Planning	0	0	0	0
761 Development Oversight and Project Support	1,192,949	0	0	0
762 Historic Preservation	543,630	0	0	0
763 Comprehensive Planning and Resource Management	1,418,568	0	187,536	178,500
764 Six-Year Capital Improvement Program	0	0	0	0
765 Planning for a Sustainable Baltimore	445,285	0	178,500	4,303,568
766 Information Analysis for City Planning	0	0	0	0
767 Strategic Policy Research and Decision Making	0	0	0	0
768 Administration - Planning	867,915	0	0	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
1,252,378	0	63,586,775	M-R: Office of Human Services
935,178	0	3,815,812	356 Administration - Human Services
0	0	10,125,863	605 Head Start
0	0	9,664,283	741 Community Action Centers
0	0	1,072,985	893 Homeless Prevention
0	0	1,056,585	894 Outreach to the Homeless
0	0	12,442,869	895 Temporary Housing for the Homeless
317,200	0	25,408,378	896 Permanent Housing for the Homeless
4,773,583	6,915,096	42,076,228	M-R: Office of Information Technology
0	0	0	147 Information Technology Services
0	0	0	151 Information Technology Support Services
0	0	1,338,380	802 Administration - MOIT
0	0	6,054,719	803 Enterprise Innovation and Application Services
3,969,583	0	21,933,423	804 Enterprise Unified Call Center
804,000	6,915,096	12,749,706	805 Enterprise IT Delivery Services
0	0	745,075	M-R: Office of Neighborhoods
0	0	745,075	354 Office of Neighborhoods
0	0	821,640	M-R: Office of the Inspector General
0	0	0	108 Office of the Inspector General
0	0	821,640	836 Inspector General
0	0	0	837 Risk Assessment and Prevention
0	0	787,542	M-R: Office of the Labor Commissioner
0	0	787,542	128 Labor Contract Negotiations and Administration
0	0	49,609,165	M-R: Retirees' Benefits
0	0	49,609,165	351 Retirees' Benefits
0	0	16,868,872	M-R: Self-Insurance Fund
0	0	16,868,872	126 Contribution to Self-Insurance Fund
0	0	12,302,809	M-R: TIF Debt Service
0	0	12,302,809	124 TIF Debt Service
0	0	0	M-R: Veterans' Commission
0	0	0	483 Veterans' Commission
0	0	4,952,428	Mayorality
0	0	4,952,428	125 Executive Direction and Control - Mayorality
0	0	0	127 State Relations
0	0	0	353 Office of Community Projects
0	0	0	599 Office of International Programs
0	0	0	877 Mayor's Commission on Disabilities
0	0	598,296	Municipal and Zoning Appeals
0	0	598,296	185 Zoning, Tax and Other Appeals
0	0	0	Museum of Art
0	0	0	489 Operation of Museum of Art
0	0	1,372,913	Office of Civil Rights
0	0	0	156 Development of Intergroup Relations
0	0	168,914	656 Wage Investigation and Enforcement
0	0	0	657 Minimum Wage Enforcement
0	0	0	658 Prevailing Wage Enforcement
0	0	0	659 Living Wage Enforcement
0	0	0	845 Discrimination Complaint Intake
0	0	851,605	846 Discrimination Investigations, Resolutions and Conciliations
0	0	0	847 Prejudice and Discrimination Prevention
0	0	148,639	848 Police Community Relations
0	0	203,755	878 Disabilities Commission
1,917,000	0	11,233,451	Planning
0	0	0	187 City Planning
0	0	1,192,949	761 Development Oversight and Project Support
0	0	543,630	762 Historic Preservation
1,840,500	0	3,625,104	763 Comprehensive Planning and Resource Management
0	0	0	764 Six-Year Capital Improvement Program
76,500	0	5,003,853	765 Planning for a Sustainable Baltimore
0	0	0	766 Information Analysis for City Planning
0	0	0	767 Strategic Policy Research and Decision Making
0	0	867,915	768 Administration - Planning

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
Police	417,074,147	0	12,549,642	10,937,503
200 Administrative Direction and Control	0	0	0	0
201 Field Operations Bureau	0	0	0	0
202 Investigations	0	0	0	0
203 Traffic	0	0	0	0
204 Services Bureau	0	0	0	0
205 Non-actuarial Retirement Benefits	0	0	0	0
207 Research and Development	0	0	0	0
224 Office of Criminal Justice	0	0	0	0
621 Administration - Police	45,744,723	0	1,991,016	306,400
622 Police Patrol	223,670,073	0	0	4,881,439
623 Crime Investigation	50,976,268	0	100,000	2,375,172
624 Target Violent Criminals	27,153,309	0	0	2,874,492
625 SWAT/ESU	8,600,594	0	0	0
626 Homeland Security - Intelligence	5,060,502	0	8,831,409	0
627 911 Communications Center	0	0	0	0
628 Police Internal Affairs	6,230,001	0	0	0
629 Crime Data Analysis	0	0	0	0
632 Manage Police Records and Evidence Control Systems	7,622,137	0	0	0
634 Crowd, Traffic, and Special Events Management	9,804,495	0	205,000	0
635 Police Recruiting and Training	11,994,431	0	0	500,000
636 Community Outreach and Information	0	0	0	0
637 Special Operations - K-9 and Mounted Unit	3,592,942	0	0	0
638 Marine Unit	310,488	0	0	0
640 Special Operations - Aviation	5,515,556	0	0	0
642 Crime Laboratory	10,798,628	0	1,422,217	0
643 Undesignated Police Program Costs	0	0	0	0
Public Works	69,529,709	411,361,403	1,427,149	0
190 Departmental Administration	0	0	0	0
192 General Services Administration	0	0	0	0
194 Public Services	0	0	0	0
196 Special Services	0	0	0	0
243 Contract Construction Inspection	0	0	0	0
244 Contract Administration	0	0	0	0
512 Historical - DPW	0	0	0	0
513 Solid Waste Special Services	0	0	0	0
515 Solid Waste Collection	0	0	0	0
516 Solid Waste Environmental Services	0	0	0	0
518 Storm Water Maintenance	0	0	0	0
519 Solid Waste Engineering And Storm Water Management	0	0	0	0
520 Temp -- added for closeout	0	0	0	0
525 Temp -- added for closeout	0	0	0	0
544 Sanitary Maintenance	0	0	0	0
546 Water Maintenance	0	0	0	0
547 Meter Operations	0	0	0	0
550 Waste Water Facilities	0	0	0	0
551 Temp -- added for closeout	0	0	0	0
552 Water Facilities	0	0	0	0
553 Water Administration & Engineering	0	0	0	0
554 Wastewater Administration & Engineering	0	0	0	0
555 Environmental Services	0	0	0	0
560 Facilities Engineering	0	0	0	0
561 Utility Billing	0	0	0	0
565 Utility Debt Service	0	0	0	0
660 Administration - DPW - SW	4,587,606	0	0	0
661 Public Right-of-Way Cleaning	21,944,878	1,629,768	0	0
662 Vacant/Abandoned Property Cleaning and Boarding	2,479,070	0	1,427,149	0
663 Waste Removal and Recycling	19,649,105	0	0	0
664 Waste Re-Use and Disposal	19,429,460	0	0	0
670 Administration - DPW - WWW	0	40,704,033	0	0
671 Water Management	0	83,165,525	0	0
672 Water and Wastewater Consumer Services	0	21,320,793	0	0
673 Wastewater Management	0	122,136,733	0	0
674 Surface Water Management	0	17,179,788	0	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
3,839,000	0	444,400,292	Police
0	0	0	200 Administrative Direction and Control
0	0	0	201 Field Operations Bureau
0	0	0	202 Investigations
0	0	0	203 Traffic
0	0	0	204 Services Bureau
0	0	0	205 Non-actuarial Retirement Benefits
0	0	0	207 Research and Development
0	0	0	224 Office of Criminal Justice
0	0	48,042,139	621 Administration - Police
1,800,000	0	230,351,512	622 Police Patrol
0	0	53,451,440	623 Crime Investigation
2,039,000	0	32,066,801	624 Target Violent Criminals
0	0	8,600,594	625 SWAT/ESU
0	0	13,891,911	626 Homeland Security - Intelligence
0	0	0	627 911 Communications Center
0	0	6,230,001	628 Police Internal Affairs
0	0	0	629 Crime Data Analysis
0	0	7,622,137	632 Manage Police Records and Evidence Control Systems
0	0	10,009,495	634 Crowd, Traffic, and Special Events Management
0	0	12,494,431	635 Police Recruiting and Training
0	0	0	636 Community Outreach and Information
0	0	3,592,942	637 Special Operations - K-9 and Mounted Unit
0	0	310,488	638 Marine Unit
0	0	5,515,556	640 Special Operations - Aviation
0	0	12,220,845	642 Crime Laboratory
0	0	0	643 Undesignated Police Program Costs
710,000	0	483,028,261	Public Works
0	0	0	190 Departmental Administration
0	0	0	192 General Services Administration
0	0	0	194 Public Services
0	0	0	196 Special Services
0	0	0	243 Contract Construction Inspection
0	0	0	244 Contract Administration
0	0	0	512 Historical - DPW
0	0	0	513 Solid Waste Special Services
0	0	0	515 Solid Waste Collection
0	0	0	516 Solid Waste Environmental Services
0	0	0	518 Storm Water Maintenance
0	0	0	519 Solid Waste Engineering And Storm Water Management
0	0	0	520 Temp -- added for closeout
0	0	0	525 Temp -- added for closeout
0	0	0	544 Sanitary Maintenance
0	0	0	546 Water Maintenance
0	0	0	547 Meter Operations
0	0	0	550 Waste Water Facilities
0	0	0	551 Temp -- added for closeout
0	0	0	552 Water Facilities
0	0	0	553 Water Administration & Engineering
0	0	0	554 Wastewater Administration & Engineering
0	0	0	555 Environmental Services
0	0	0	560 Facilities Engineering
0	0	0	561 Utility Billing
0	0	0	565 Utility Debt Service
0	0	4,587,606	660 Administration - DPW - SW
710,000	0	24,284,646	661 Public Right-of-Way Cleaning
0	0	3,906,219	662 Vacant/Abandoned Property Cleaning and Boarding
0	0	19,649,105	663 Waste Removal and Recycling
0	0	19,429,460	664 Waste Re-Use and Disposal
0	0	40,704,033	670 Administration - DPW - WWW
0	0	83,165,525	671 Water Management
0	0	21,320,793	672 Water and Wastewater Consumer Services
0	0	122,136,733	673 Wastewater Management
0	0	17,179,788	674 Surface Water Management

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
675 Engineering and Construction Management - Water and Wastewater	0	125,224,763	0	0
676 Administration - DPW	1,439,590	0	0	0
677 Public Works Museum	0	0	0	0
678 Rat Control	0	0	0	0
Recreation and Parks	32,474,102	0	227	1,357,809
471 Administrative Direction and Control	0	0	0	0
472 DPW Services	0	0	0	0
473 Municipal Concerts and Other Musical Events	0	0	0	0
474 May Be A Capital Program	0	0	0	0
478 General Park Services	0	0	0	0
479 Special Facilities	0	0	0	0
480 Regular Recreational Services	0	0	0	0
482 Supplementary Recreational Services	0	0	0	0
505 Park and Street Trees	0	0	0	0
644 Administration - Rec and Parks	4,087,262	0	227	130,699
645 Aquatics	2,040,220	0	0	0
646 Park Maintenance	9,050,623	0	0	1,227,110
647 Youth and Adult Sports	543,431	0	0	0
648 Community Recreation Centers	12,079,967	0	0	0
649 Special Facilities Management - Recreation	0	0	0	0
650 Horticulture	889,758	0	0	0
651 Recreation for Seniors	227,546	0	0	0
652 Therapeutic Recreation	285,441	0	0	0
653 Special Events - Recreation	0	0	0	0
654 Urban Forestry	3,269,854	0	0	0
655 TreeBaltimore	0	0	0	0
Sheriff	18,148,814	0	0	0
118 Sheriff Services	0	0	0	0
879 Administration - Sheriff	0	0	0	0
880 Internal Affairs	0	0	0	0
881 Courthouse Security	4,128,552	0	0	0
882 Deputy Sheriff Enforcement	11,235,860	0	0	0
883 Service of Protective and Peace Orders	0	0	0	0
884 District Court Sheriff Services	2,413,854	0	0	0
885 Eviction Services	0	0	0	0
886 K-9 Services	0	0	0	0
887 Dispatch and Warrant Records	0	0	0	0
888 Prisoner Transportation and Lock-Up	0	0	0	0
889 Child Support Enforcement	370,548	0	0	0
890 Witness Protection	0	0	0	0
Social Services	0	0	0	0
365 Public Assistance	0	0	0	0
State's Attorney	30,667,482	0	1,246,759	5,234,647
115 Prosecution of Criminals	26,027,532	0	984,658	4,724,157
781 Administration - State's Attorney	3,723,525	0	206	510,490
782 Charging and Pretrial Services	0	0	0	0
783 Community Outreach Services - State's Attorney	0	0	0	0
784 Management Information Systems - State's Attorney	0	0	0	0
785 Non-Support Services	0	0	0	0
786 Victim and Witness Services	916,425	0	261,895	0
Transportation	94,208,407	36,900,838	3,647,766	3,278,014
195 Towing	0	0	0	0
230 Administration	0	0	0	0
231 Traffic Engineering	0	0	0	0
232 Parking	0	0	0	0
233 Traffic Signals	0	0	0	0
234 Transit and Marine Services	0	0	0	0
235 Parking Enforcement	0	0	0	0
238 School Crossing Guards	0	0	0	0
239 Traffic Safety	0	0	0	0
500 Street and Park Lighting	16,555,147	0	0	0
501 Highway Maintenance	0	0	0	0
503 Engineering and Construction	0	0	0	0
548 Conduits	0	7,778,357	0	0
580 Parking Enterprise Facilities	0	0	0	0
681 Administration - DOT	10,163,522	69,024	500,188	0
682 Parking Management	0	29,053,457	0	0

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
0	0	125,224,763	675	Engineering and Construction Management - Water and Wastewater
0	0	1,439,590	676	Administration - DPW
0	0	0	677	Public Works Museum
0	0	0	678	Rat Control
2,631,965	0	36,464,103	Recreation and Parks	
0	0	0	471	Administrative Direction and Control
0	0	0	472	DPW Services
0	0	0	473	Municipal Concerts and Other Musical Events
0	0	0	474	May Be A Capital Program
0	0	0	478	General Park Services
0	0	0	479	Special Facilities
0	0	0	480	Regular Recreational Services
0	0	0	482	Supplementary Recreational Services
0	0	0	505	Park and Street Trees
50,039	0	4,268,227	644	Administration - Rec and Parks
0	0	2,040,220	645	Aquatics
0	0	10,277,733	646	Park Maintenance
153,275	0	696,706	647	Youth and Adult Sports
131,975	0	12,211,942	648	Community Recreation Centers
1,263,813	0	1,263,813	649	Special Facilities Management - Recreation
367,196	0	1,256,954	650	Horticulture
64,819	0	292,365	651	Recreation for Seniors
0	0	285,441	652	Therapeutic Recreation
600,848	0	600,848	653	Special Events - Recreation
0	0	3,269,854	654	Urban Forestry
0	0	0	655	TreeBaltimore
0	0	18,148,814	Sheriff	
0	0	0	118	Sheriff Services
0	0	0	879	Administration - Sheriff
0	0	0	880	Internal Affairs
0	0	4,128,552	881	Courthouse Security
0	0	11,235,860	882	Deputy Sheriff Enforcement
0	0	0	883	Service of Protective and Peace Orders
0	0	2,413,854	884	District Court Sheriff Services
0	0	0	885	Eviction Services
0	0	0	886	K-9 Services
0	0	0	887	Dispatch and Warrant Records
0	0	0	888	Prisoner Transportation and Lock-Up
0	0	370,548	889	Child Support Enforcement
0	0	0	890	Witness Protection
0	0	0	Social Services	
0	0	0	365	Public Assistance
204,000	0	37,352,888	State's Attorney	
204,000	0	31,940,347	115	Prosecution of Criminals
0	0	4,234,221	781	Administration - State's Attorney
0	0	0	782	Charging and Pretrial Services
0	0	0	783	Community Outreach Services - State's Attorney
0	0	0	784	Management Information Systems - State's Attorney
0	0	0	785	Non-Support Services
0	0	1,178,320	786	Victim and Witness Services
31,759,633	0	169,794,658	Transportation	
0	0	0	195	Towing
0	0	0	230	Administration
0	0	0	231	Traffic Engineering
0	0	0	232	Parking
0	0	0	233	Traffic Signals
0	0	0	234	Transit and Marine Services
0	0	0	235	Parking Enforcement
0	0	0	238	School Crossing Guards
0	0	0	239	Traffic Safety
0	0	16,555,147	500	Street and Park Lighting
0	0	0	501	Highway Maintenance
0	0	0	503	Engineering and Construction
0	0	7,778,357	548	Conduits
0	0	0	580	Parking Enterprise Facilities
395,679	0	11,128,413	681	Administration - DOT
8,975,372	0	38,028,829	682	Parking Management

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
683 Street Management	28,622,086	0	2,000,000	820,000
684 Traffic Management	12,546,301	0	0	0
685 Special Events Support	526,330	0	0	0
686 Traffic Management	0	0	0	0
687 Inner Harbor Services - Transportation	860,612	0	0	0
688 Snow and Ice Control	2,793,249	0	0	0
689 Vehicle Impounding and Disposal	7,755,227	0	0	0
690 Complete Streets and Sustainable Transportation	1,424,776	0	233,976	2,458,014
691 Public Rights-of-Way Landscape Management	2,997,925	0	0	0
692 Bridge and Culvert Management	2,799,441	0	0	0
693 Parking Enforcement	0	0	0	0
694 Survey Control	666,657	0	0	0
695 Dock Master	0	0	0	0
696 Street Cuts Management	885,450	0	0	0
697 Traffic Safety	5,611,684	0	913,602	0
Wage Commission	0	0	0	0
165 Wage Enforcement	0	0	0	0
775 Administration - Wage Commission	0	0	0	0
776 Minimum Wage Enforcement	0	0	0	0
777 Prevailing Wage Enforcement	0	0	0	0
778 Living Wage Enforcement	0	0	0	0
War Memorial Commission	0	0	0	0
487 Operation of War Memorial Building	0	0	0	0
TOTAL FISCAL 2015 OPERATING BUDGET	1,622,300,356	451,700,405	163,189,801	122,149,236
LESS INTERNAL SERVICE FUND	0	0	0	0
TOTAL FISCAL 2015 OPERATING APPROPRIATION	1,622,300,356	451,700,405	163,189,801	122,149,236

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
0	0	31,442,086	683	Street Management
850,277	0	13,396,578	684	Traffic Management
0	0	526,330	685	Special Events Support
0	0	0	686	Traffic Management
0	0	860,612	687	Inner Harbor Services - Transportation
0	0	2,793,249	688	Snow and Ice Control
0	0	7,755,227	689	Vehicle Impounding and Disposal
8,438,472	0	12,555,238	690	Complete Streets and Sustainable Transportation
0	0	2,997,925	691	Public Rights-of-Way Landscape Management
0	0	2,799,441	692	Bridge and Culvert Management
12,842,545	0	12,842,545	693	Parking Enforcement
0	0	666,657	694	Survey Control
257,288	0	257,288	695	Dock Master
0	0	885,450	696	Street Cuts Management
0	0	6,525,286	697	Traffic Safety
0	0	0	Wage Commission	
0	0	0	165	Wage Enforcement
0	0	0	775	Administration - Wage Commission
0	0	0	776	Minimum Wage Enforcement
0	0	0	777	Prevailing Wage Enforcement
0	0	0	778	Living Wage Enforcement
0	0	0	War Memorial Commission	
0	0	0	487	Operation of War Memorial Building
106,230,903	99,781,318	2,565,352,019	TOTAL FISCAL 2015 OPERATING BUDGET	
0	99,781,318	99,781,318	LESS INTERNAL SERVICE FUND	
106,230,903	0	2,465,570,701	TOTAL FISCAL 2015 OPERATING APPROPRIATION	

**CITY OF BALTIMORE
COUNCIL BILL 14-0364
(First Reader)**

Introduced by: The Council President
At the request of: The Administration (Department of Finance)
Introduced and read first time: April 28, 2014
Assigned to: Budget and Appropriations Committee

A BILL ENTITLED

1 AN ORDINANCE concerning

2 **Ordinance of Estimates for the Fiscal Year Ending June 30, 2015**

3 FOR the purpose of providing the appropriations estimated to be needed by each agency of the
4 City of Baltimore for operating programs and capital projects during the fiscal 2015 year.

5 By authority of
6 Article VI - Board of Estimates
7 Section 3 et seq.
8 Baltimore City Charter (1996 Edition)

9 **SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE,** That the
10 following amounts or so much thereof as shall be sufficient are hereby appropriated subject to the
11 provisions hereinafter set forth for the purpose of carrying out the programs included in the
12 operating budget and the projects listed in the capital budget from the amounts estimated to be
13 available in the designated funds during the fiscal year ending June 30, 2015.

14 **A. Operating Budget**

15 **Board of Elections**

16 899 Fair Conduct of Elections
17 General Fund Appropriation. \$ 4,881,144

18 **City Council**

19 100 City Council
20 General Fund Appropriation. \$ 5,856,507

21 **Comptroller**

22 130 Executive Direction and Control – Comptroller
23 General Fund Appropriation. \$ 1,292,030

24 131 Audits
25 General Fund Appropriation. \$ 3,902,259

EXPLANATION: CAPITALS indicate matter added to existing law.
[Brackets] indicate matter deleted from existing law.

Council Bill 14-0364

1	132	Real Estate Acquisition and Management		
2		General Fund Appropriation	\$	986,508
3		Council Services		
4	103	Council Services		
5		General Fund Appropriation.	\$	728,158
6		Courts: Circuit Court		
7	110	Circuit Court		
8		General Fund Appropriation.	\$	9,299,227
9		Federal Fund Appropriation.....	\$	1,631,306
10		State Fund Appropriation.....	\$	5,806,980
11		Special Fund Appropriation.....	\$	280,768
12		Courts: Orphans' Court		
13	817	Orphans' Court		
14		General Fund Appropriation.	\$	493,836
15		Employees' Retirement Systems		
16	152	Employees' Retirement Systems – Administration		
17		Special Fund Appropriation.....	\$	4,990,821
18	154	Fire and Police Retirement System – Administration		
19		Special Fund Appropriation.....	\$	4,158,500
20		Enoch Pratt Free Library		
21	788	Information Services		
22		General Fund Appropriation.	\$	23,320,907
23		State Fund Appropriation.....	\$	9,914,019
24		Special Fund Appropriation.....	\$	542,535
25		Finance		
26	148	Revenue Collections		
27		General Fund Appropriation.	\$	5,773,086
28		Special Fund Appropriation.....	\$	793,293
29	150	Treasury and Debt Management		
30		General Fund Appropriation.	\$	1,122,740
31	698	Administration – Finance		
32		General Fund Appropriation.	\$	1,489,624
33	699	Procurement		
34		General Fund Appropriation.	\$	3,118,394
35	700	Surplus Property Disposal		
36		Special Fund Appropriation.....	\$	190,559
37	702	Accounts Payable		
38		General Fund Appropriation.	\$	1,205,795

Council Bill 14-0364

1	703	Payroll		
2		General Fund Appropriation.	\$	3,349,068
3	704	Accounting		
4		General Fund Appropriation.	\$	1,724,194
5	705	Loan and Guarantee Program		
6		Loan and Guarantee Enterprise Fund..	\$	3,438,164
7	708	Operating Budget Management		
8		General Fund Appropriation.	\$	1,577,687
9	710	Property Tax Billing Integrity and Recovery		
10		General Fund Appropriation.	\$	1,226,764
11	711	Finance Project Management		
12		General Fund Appropriation.	\$	260,951
13	Fire			
14	600	Administration – Fire		
15		General Fund Appropriation.	\$	18,282,012
16		Federal Fund Appropriation..	\$	1,039,890
17	602	Fire Suppression and Emergency Rescue		
18		General Fund Appropriation.	\$	142,806,357
19		Federal Fund Appropriation..	\$	15,329
20		State Fund Appropriation..	\$	1,453,937
21	608	Emergency Management		
22		General Fund Appropriation.	\$	349,872
23		Federal Fund Appropriation..	\$	285,970
24		State Fund Appropriation..	\$	10,000
25	609	Emergency Medical Services		
26		General Fund Appropriation.	\$	22,649,442
27		Federal Fund Appropriation..	\$	8,000
28		State Fund Appropriation..	\$	27,934
29		Special Fund Appropriation..	\$	13,694,793
30	610	Fire and Emergency Community Outreach		
31		General Fund Appropriation.	\$	485,159
32	611	Fire Code Enforcement		
33		General Fund Appropriation.	\$	4,205,540
34		Federal Fund Appropriation..	\$	150,978
35		State Fund Appropriation..	\$	155,010
36	612	Fire Investigation		
37		General Fund Appropriation.	\$	872,485

Council Bill 14-0364

1	613	Fire Facilities Maintenance and Replacement		
2		General Fund Appropriation.	\$	13,270,852
3		Federal Fund Appropriation.....	\$	2,066,167
4		State Fund Appropriation.....	\$	942,983
5		Special Fund Appropriation.....	\$	250,000
6	614	Fire Communications and Dispatch		
7		General Fund Appropriation.	\$	5,204,355
8	615	Fire Training and Education		
9		General Fund Appropriation.	\$	3,103,732
10	General Services			
11	726	Administration – General Services		
12		General Fund Appropriation.	\$	1,032,955
13	727	Building Permits and Municipal Consents		
14		General Fund Appropriation.	\$	2,704,344
15	729	Real Property Database Management		
16		General Fund Appropriation.	\$	767,514
17	730	Public and Private Energy Performance		
18		Federal Fund Appropriation.....	\$	2,000,000
19		State Fund Appropriation.....	\$	13,589,665
20	731	Facilities Management		
21		General Fund Appropriation.	\$	13,448,287
22		State Fund Appropriation.....	\$	1,056,528
23	Health			
24	303	Clinical Services		
25		General Fund Appropriation.	\$	4,551,857
26		Federal Fund Appropriation.....	\$	4,254,216
27		State Fund Appropriation.....	\$	1,021,484
28		Special Fund Appropriation.....	\$	270,955
29	305	Healthy Homes		
30		General Fund Appropriation.	\$	829,671
31		Federal Fund Appropriation.....	\$	1,288,782
32		Special Fund Appropriation.....	\$	82,519
33	307	Substance Abuse and Mental Health		
34		General Fund Appropriation.	\$	1,815,140
35		State Fund Appropriation.....	\$	534,589

Council Bill 14-0364

1	308	Maternal and Child Health		
2		General Fund Appropriation.	\$	776,418
3		Federal Fund Appropriation.	\$	13,448,039
4		State Fund Appropriation.	\$	864,891
5		Special Fund Appropriation.	\$	962,354
6	310	School Health Services		
7		General Fund Appropriation.	\$	2,700,984
8		Federal Fund Appropriation.	\$	135,044
9		State Fund Appropriation.	\$	503,615
10		Special Fund Appropriation.	\$	13,158,057
11	311	Health Services for the Aging		
12		Federal Fund Appropriation.	\$	4,809,446
13		State Fund Appropriation.	\$	664,582
14	315	Emergency Services – Health		
15		General Fund Appropriation.	\$	657,714
16		Federal Fund Appropriation.	\$	511,783
17		State Fund Appropriation.	\$	10,823,289
18	316	Youth Violence Prevention		
19		General Fund Appropriation.	\$	622,248
20		Federal Fund Appropriation.	\$	1,188,058
21		State Fund Appropriation.	\$	1,336,332
22	715	Administration – Health		
23		General Fund Appropriation.	\$	4,535,147
24		Federal Fund Appropriation.	\$	3,221,444
25		State Fund Appropriation.	\$	1,054,090
26		Special Fund Appropriation.	\$	986,083
27	716	Animal Services		
28		General Fund Appropriation.	\$	3,136,122
29	717	Environmental Health		
30		General Fund Appropriation.	\$	2,871,683
31		Special Fund Appropriation.	\$	51,000
32	718	Chronic Disease Prevention		
33		General Fund Appropriation.	\$	403,206
34		Federal Fund Appropriation.	\$	1,221,721
35		State Fund Appropriation.	\$	276,817
36	720	HIV Treatment Services for the Uninsured		
37		General Fund Appropriation.	\$	1,181,628
38		Federal Fund Appropriation.	\$	27,909,692
39		State Fund Appropriation.	\$	290,579

Council Bill 14-0364

1	721	Senior Centers		
2		General Fund Appropriation.	\$	587,641
3		Federal Fund Appropriation.....	\$	2,706,814
4		State Fund Appropriation.....	\$	767,558
5	722	Administration – CARE		
6		General Fund Appropriation.	\$	507,234
7		Federal Fund Appropriation.....	\$	249,606
8		State Fund Appropriation.....	\$	30,191
9	723	Advocacy and Supportive Care for Seniors		
10		General Fund Appropriation.	\$	96,852
11		Federal Fund Appropriation.....	\$	176,329
12		State Fund Appropriation.....	\$	2,052,941
13	724	Assistive and Directive Care for Seniors		
14		General Fund Appropriation.	\$	226,916
15		Federal Fund Appropriation.....	\$	964,223
16		State Fund Appropriation.....	\$	1,749,521
17		Special Fund Appropriation.....	\$	292,453
18	725	Senior Education		
19		Federal Fund Appropriation.....	\$	514,587
20		State Fund Appropriation.....	\$	190,922
21	Housing and Community Development			
22	593	Community Support Projects		
23		Federal Fund Appropriation.....	\$	7,261,841
24	604	Early Childhood Education		
25		General Fund Appropriation.	\$	170,043
26	737	Administration – HCD		
27		General Fund Appropriation.	\$	2,899,378
28		Federal Fund Appropriation.....	\$	1,230,069
29	738	Energy Assistance		
30		General Fund Appropriation.	\$	301,738
31		State Fund Appropriation.....	\$	16,598,036
32	740	Dawson Center		
33		General Fund Appropriation.	\$	30,323
34		Federal Fund Appropriation.....	\$	309,393
35	742	Promote Homeownership		
36		General Fund Appropriation.	\$	116,303
37		Federal Fund Appropriation.....	\$	452,678

Council Bill 14-0364

1	745	Housing Code Enforcement		
2		General Fund Appropriation.	\$	14,407,651
3		Special Fund Appropriation.	\$	50,000
4	747	Register and License Properties and Contractors		
5		General Fund Appropriation.	\$	564,906
6	748	Housing Development Finance and Project Management		
7		Federal Fund Appropriation.	\$	914,128
8	749	Blight Elimination		
9		General Fund Appropriation.	\$	2,568,663
10	750	Housing Rehabilitation Loans		
11		General Fund Appropriation.	\$	63,256
12		Federal Fund Appropriation.	\$	2,221,914
13		State Fund Appropriation.	\$	321,667
14	751	Building and Zoning Inspections and Permits		
15		General Fund Appropriation.	\$	5,658,677
16	752	Community Outreach Services		
17		General Fund Appropriation.	\$	960,830
18	754	Summer Food Service Program		
19		State Fund Appropriation.	\$	3,412,616
20	809	Retention, Expansion, and Attraction of Businesses		
21		General Fund Appropriation.	\$	1,500,324
22		Special Fund Appropriation.	\$	105,653
23	810	Real Estate Development		
24		General Fund Appropriation.	\$	1,752,423
25		Special Fund Appropriation.	\$	205,653
26	811	Inner Harbor Coordination		
27		General Fund Appropriation.	\$	511,018
28	812	Business Support – Small Business Resource Center		
29		General Fund Appropriation.	\$	228,847
30	813	Technology Development – Emerging Technology Center		
31		General Fund Appropriation.	\$	799,173
32	814	Improve and Promote Retail Districts beyond Downtown		
33		General Fund Appropriation.	\$	1,555,448
34		Special Fund Appropriation.	\$	105,653
35	815	Live Baltimore		
36		General Fund Appropriation.	\$	400,826

Council Bill 14-0364

1	Human Resources		
2	770	Administration – Human Resources	
3		General Fund Appropriation.	\$ 2,249,104
4	771	Benefits Administration	
5		General Fund Appropriation.	\$ 4,042,129
6	772	Civil Service Management	
7		General Fund Appropriation.	\$ 1,105,844
8	Law		
9	860	Administration – Law	
10		General Fund Appropriation.	\$ 1,103,836
11	861	Controversies	
12		General Fund Appropriation.	\$ 2,668,982
13	862	Transactions	
14		General Fund Appropriation.	\$ 2,299,845
15	869	Minority and Women's Business Opportunity Office	
16		General Fund Appropriation.	\$ 658,769
17	Legislative Reference		
18	106	Legislative Reference Services	
19		General Fund Appropriation.	\$ 517,341
20		Special Fund Appropriation.....	\$ 12,044
21	107	Archives and Records Management	
22		General Fund Appropriation.	\$ 468,832
23	Liquor License Board		
24	850	Liquor Licensing	
25		General Fund Appropriation.	\$ 705,986
26	851	Liquor License Compliance	
27		General Fund Appropriation.	\$ 1,319,330
28	Mayoralty		
29	125	Executive Direction and Control – Mayoralty	
30		General Fund Appropriation.	\$ 4,286,382
31		Federal Fund Appropriation.....	\$ 300,000
32		State Fund Appropriation.....	\$ 366,046
33	M-R: Art and Culture		
34	493	Art and Culture Grants	
35		General Fund Appropriation.	\$ 6,117,591
36	824	Events, Art, Culture, and Film	
37		General Fund Appropriation.	\$ 2,234,803

Council Bill 14-0364

1	828	Bromo Seltzer Arts Tower		
2		General Fund Appropriation.	\$	76,500
3	M-R: Baltimore City Public Schools			
4	352	Baltimore City Public Schools		
5		General Fund Appropriation.	\$	254,684,808
6	M-R: Cable and Communications			
7	876	Media Production		
8		General Fund Appropriation.	\$	655,637
9		Special Fund Appropriation.....	\$	901,107
10	M-R: Civic Promotion			
11	590	Civic Promotion Grants		
12		General Fund Appropriation.	\$	458,966
13	820	Convention Sales and Tourism Marketing		
14		General Fund Appropriation.	\$	14,310,715
15	M-R: Conditional Purchase Agreements			
16	129	Conditional Purchase Agreement Payments		
17		General Fund Appropriation.	\$	22,937,398
18	M-R: Contingent Fund			
19	121	Contingent Fund		
20		General Fund Appropriation.	\$	1,000,000
21	M-R: Convention Center Hotel			
22	535	Convention Center Hotel		
23		General Fund Appropriation.	\$	6,914,000
24	M-R: Convention Complex			
25	540	1st Mariner Arena Operations		
26		General Fund Appropriation.	\$	581,091
27	855	Convention Center		
28		General Fund Appropriation.	\$	12,423,845
29		State Fund Appropriation.....	\$	5,628,630
30	857	Convention Center Debt Service		
31		Convention Center Bond Fund Appropriation.....	\$	4,580,088
32	M-R: Debt Service			
33	123	General Debt Service		
34		General Fund Appropriation.	\$	89,492,992
35		Special Fund Appropriation.....	\$	10,400,000
36	M-R: Educational Grants			
37	446	Educational Grants		
38		General Fund Appropriation.	\$	7,473,790

Council Bill 14-0364

1	M-R: Employees' Retirement Contribution		
2	355	Employees' Retirement Contribution	
3		General Fund Appropriation.	\$ 3,724,674
4	M-R: Environmental Control Board		
5	117	Adjudication of Environmental Citations	
6		General Fund Appropriation.	\$ 798,336
7	M-R: Health and Welfare Grants		
8	385	Health and Welfare Grants	
9		General Fund Appropriation.	\$ 1,166,724
10	M-R: Innovation Fund		
11	833	Innovation Fund	
12		General Fund Appropriation.	\$ 1,300,000
13	M-R: Miscellaneous General Expenses		
14	122	Miscellaneous General Expenses	
15		General Fund Appropriation.	\$ 16,812,114
16	M-R: Office of CitiStat Operations		
17	347	CitiStat Operations	
18		General Fund Appropriation.	\$ 1,036,046
19	M-R: Office of Criminal Justice		
20	757	Crime Camera Management	
21		General Fund Appropriation.	\$ 1,538,776
22		State Fund Appropriation.	\$ 56,785
23		Special Fund Appropriation.	\$ 221,000
24	758	Coordination of Public Safety Strategy	
25		General Fund Appropriation.	\$ 464,397
26		Federal Fund Appropriation.	\$ 3,368,862
27		State Fund Appropriation.	\$ 1,502,911
28		Special Fund Appropriation.	\$ 415,956
29	M-R: Office of Employment Development		
30	791	BCPS Alternative Options Academy for Youth	
31		State Fund Appropriation.	\$ 172,773
32	792	Workforce Services for TANF Recipients	
33		Federal Fund Appropriation.	\$ 3,203,982
34	793	Employment Enhancement Services for Baltimore City	
35		Residents	
36		General Fund Appropriation.	\$ 1,530,122
37		Federal Fund Appropriation.	\$ 220,030
38		State Fund Appropriation.	\$ 400,000
39		Special Fund Appropriation.	\$ 966,500

Council Bill 14-0364

1	794	Administration – MOED		
2		General Fund Appropriation.	\$	1,104,181
3		Federal Fund Appropriation.....	\$	22,427
4		State Fund Appropriation.....	\$	137,413
5	795	Workforce Services for Baltimore Residents		
6		Federal Fund Appropriation.....	\$	5,441,486
7	796	Workforce Services for Ex-Offenders		
8		Federal Fund Appropriation.....	\$	1,000,000
9		State Fund Appropriation.....	\$	498,139
10	797	Workforce Services for Out of School Youth –		
11		Youth Opportunity		
12		General Fund Appropriation.	\$	2,693,512
13		Federal Fund Appropriation.....	\$	247,000
14		State Fund Appropriation.....	\$	90,000
15		Special Fund Appropriation.....	\$	250,000
16	798	YouthWorks Summer Job Program		
17		General Fund Appropriation.	\$	1,737,008
18		Federal Fund Appropriation.....	\$	1,000,000
19		State Fund Appropriation.....	\$	1,192,789
20		Special Fund Appropriation.....	\$	225,000
21	800	Workforce Services for WIA Funded Youth		
22		Federal Fund Appropriation.....	\$	2,748,532
23	M-R: Office of Human Services			
24	356	Administration – Human Services		
25		General Fund Appropriation.	\$	497,515
26		Federal Fund Appropriation.....	\$	2,257,244
27		State Fund Appropriation.....	\$	125,875
28		Special Fund Appropriation.....	\$	935,178
29	605	Head Start		
30		Federal Fund Appropriation.....	\$	9,507,429
31		State Fund Appropriation.....	\$	618,434
32	741	Community Action Centers		
33		General Fund Appropriation.	\$	862,176
34		Federal Fund Appropriation.....	\$	893,975
35		State Fund Appropriation.....	\$	7,908,132
36	893	Homeless Prevention		
37		Federal Fund Appropriation.....	\$	673,005
38		State Fund Appropriation.....	\$	399,980

Council Bill 14-0364

1	894	Outreach to the Homeless		
2		Federal Fund Appropriation.....	\$	556,524
3		State Fund Appropriation.....	\$	500,061
4	895	Temporary Housing for the Homeless		
5		General Fund Appropriation.	\$	5,227,532
6		Federal Fund Appropriation.....	\$	5,683,474
7		State Fund Appropriation.....	\$	1,531,863
8	896	Permanent Housing for the Homeless		
9		General Fund Appropriation.	\$	212,585
10		Federal Fund Appropriation.....	\$	24,600,005
11		State Fund Appropriation.....	\$	278,588
12		Special Fund Appropriation.....	\$	317,200
13	M-R: Office of Information Technology			
14	802	Administration – MOIT		
15		General Fund Appropriation.	\$	1,338,380
16	803	Enterprise Innovation and Application Services		
17		General Fund Appropriation.	\$	6,054,719
18	804	Enterprise Unified Call Center		
19		General Fund Appropriation.	\$	17,963,840
20		Special Fund Appropriation.....	\$	3,969,583
21	805	Enterprise IT Delivery Services		
22		General Fund Appropriation.	\$	5,030,610
23		Special Fund Appropriation.....	\$	804,000
24	M-R: Office of Neighborhoods			
25	354	Office of Neighborhoods		
26		General Fund Appropriation.	\$	745,075
27	M-R: Office of the Inspector General			
28	836	Inspector General		
29		General Fund Appropriation.	\$	821,640
30	M-R: Office of the Labor Commissioner			
31	128	Labor Contract Negotiations and Administration		
32		General Fund Appropriation.	\$	787,542
33	M-R: Retirees' Benefits			
34	351	Retirees' Benefits		
35		General Fund Appropriation.	\$	49,609,165
36	M-R: Self-Insurance Fund			
37	126	Contribution to Self-Insurance Fund		
38		General Fund Appropriation.	\$	16,868,872

Council Bill 14-0364

1	M-R: TIF Debt Service		
2	124	TIF Debt Service	
3		General Fund Appropriation.	\$ 12,302,809
4	Municipal and Zoning Appeals		
5	185	Zoning, Tax, and Other Appeals	
6		General Fund Appropriation.	\$ 598,296
7	Office of Civil Rights		
8	656	Wage Investigation and Enforcement	
9		General Fund Appropriation.	\$ 168,914
10	846	Discrimination Investigations, Resolutions, and Conciliations	
11		General Fund Appropriation.	\$ 810,805
12		Federal Fund Appropriation..	\$ 40,800
13	848	Police Community Relations	
14		General Fund Appropriation.	\$ 148,639
15	878	Disabilities Commission	
16		General Fund Appropriation.	\$ 203,755
17	Planning		
18	761	Development Oversight and Project Support	
19		General Fund Appropriation.	\$ 1,192,949
20	762	Historic Preservation	
21		General Fund Appropriation.	\$ 543,630
22	763	Comprehensive Planning and Resource Management	
23		General Fund Appropriation.	\$ 1,418,568
24		Federal Fund Appropriation.	\$ 187,536
25		State Fund Appropriation..	\$ 178,500
26		Special Fund Appropriation..	\$ 1,840,500
27	765	Planning for a Sustainable Baltimore	
28		General Fund Appropriation.	\$ 445,285
29		Federal Fund Appropriation..	\$ 178,500
30		State Fund Appropriation..	\$ 4,303,568
31		Special Fund Appropriation..	\$ 76,500
32	768	Administration – Planning	
33		General Fund Appropriation.	\$ 867,915
34	Police		
35	621	Administration – Police	
36		General Fund Appropriation.	\$ 45,744,723
37		Federal Fund Appropriation..	\$ 1,991,016
38		State Fund Appropriation..	\$ 306,400

Council Bill 14-0364

1	622	Police Patrol		
2		General Fund Appropriation.	\$	223,670,073
3		State Fund Appropriation.....	\$	4,881,439
4		Special Fund Appropriation.....	\$	1,800,000
5	623	Crime Investigation		
6		General Fund Appropriation.	\$	50,976,268
7		Federal Fund Appropriation.....	\$	100,000
8		State Fund Appropriation.....	\$	2,375,172
9	624	Target Violent Criminals		
10		General Fund Appropriation.	\$	27,153,309
11		State Fund Appropriation.....	\$	2,874,492
12		Special Fund Appropriation.....	\$	2,039,000
13	625	SWAT/ESU		
14		General Fund Appropriation.	\$	8,600,594
15	626	Homeland Security – Intelligence		
16		General Fund Appropriation.	\$	5,060,502
17		Federal Fund Appropriation.....	\$	8,831,409
18	628	Police Internal Affairs		
19		General Fund Appropriation.	\$	6,230,001
20	632	Manage Police Records and Evidence Control Systems		
21		General Fund Appropriation.	\$	7,622,137
22	634	Crowd, Traffic, and Special Events Management		
23		General Fund Appropriation.	\$	9,804,495
24		Federal Fund Appropriation.....	\$	205,000
25	635	Police Recruiting and Training		
26		General Fund Appropriation.	\$	11,994,431
27		State Fund Appropriation.....	\$	500,000
28	637	Special Operations – K-9 and Mounted Unit		
29		General Fund Appropriation.	\$	3,592,942
30	638	Marine Unit		
31		General Fund Appropriation.	\$	310,488
32	640	Special Operations – Aviation		
33		General Fund Appropriation.	\$	5,515,556
34	642	Crime Laboratory		
35		General Fund Appropriation.	\$	10,798,628
36		Federal Fund Appropriation.....	\$	1,422,217

Council Bill 14-0364

1	Public Works		
2	660	Administration – DPW – SW	
3		General Fund Appropriation.	\$ 4,587,606
4	661	Public Right-of-Way Cleaning	
5		General Fund Appropriation.	\$ 21,944,878
6		Special Fund Appropriation.....	\$ 710,000
7		Stormwater Utility Fund Appropriation.....	\$ 1,629,768
8	662	Vacant/Abandoned Property Cleaning and Boarding	
9		General Fund Appropriation.	\$ 2,479,070
10		Federal Fund Appropriation.....	\$ 1,427,149
11	663	Waste Removal and Recycling	
12		General Fund Appropriation.	\$ 19,649,105
13	664	Waste Re-Use and Disposal	
14		General Fund Appropriation.	\$ 19,429,460
15	670	Administration – DPW – WWW	
16		Wastewater Utility Fund Appropriation.	\$ 21,123,546
17		Water Utility Fund Appropriation.	\$ 19,580,487
18	671	Water Management	
19		Water Utility Fund Appropriation.	\$ 83,165,525
20	672	Water and Wastewater Consumer Services	
21		Water Utility Fund Appropriation.	\$ 21,320,793
22	673	Wastewater Management	
23		Wastewater Utility Fund Appropriation.	\$ 122,136,733
24	674	Surface Water Management	
25		Stormwater Utility Fund Appropriation.....	\$ 15,762,133
26		Wastewater Utility Fund Appropriation.	\$ 951,684
27		Water Utility Fund Appropriation.	\$ 465,971
28	675	Engineering and Construction Management –	
29		Water and Wastewater	
30		Wastewater Utility Fund Appropriation.	\$ 73,676,364
31		Water Utility Fund Appropriation.	\$ 51,548,399
32	676	Administration – DPW	
33		General Fund Appropriation.	\$ 1,439,590

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1	Recreation and Parks		
2	644	Administration – Rec and Parks	
3		General Fund Appropriation.	\$ 4,087,262
4		Federal Fund Appropriation.....	\$ 227
5		State Fund Appropriation.....	\$ 130,699
6		Special Fund Appropriation.....	\$ 50,039
7	645	Aquatics	
8		General Fund Appropriation.	\$ 2,040,220
9	646	Park Maintenance	
10		General Fund Appropriation.	\$ 9,050,623
11		State Fund Appropriation.....	\$ 1,227,110
12	647	Youth and Adult Sports	
13		General Fund Appropriation.	\$ 543,431
14		Special Fund Appropriation.....	\$ 153,275
15	648	Community Recreation Centers	
16		General Fund Appropriation.	\$ 12,079,967
17		Special Fund Appropriation.....	\$ 131,975
18	649	Special Facilities Management – Recreation	
19		Special Fund Appropriation.....	\$ 1,263,813
20	650	Horticulture	
21		General Fund Appropriation.	\$ 889,758
22		Special Fund Appropriation.....	\$ 367,196
23	651	Recreation for Seniors	
24		General Fund Appropriation.	\$ 227,546
25		Special Fund Appropriation.....	\$ 64,819
26	652	Therapeutic Recreation	
27		General Fund Appropriation.	\$ 285,441
28	653	Special Events – Recreation	
29		Special Fund Appropriation.....	\$ 600,848
30	654	Urban Forestry	
31		General Fund Appropriation.	\$ 3,269,854
32	Sheriff		
33	881	Courthouse Security	
34		General Fund Appropriation.	\$ 4,128,552
35	882	Deputy Sheriff Enforcement	
36		General Fund Appropriation.	\$ 11,235,860

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1	884	District Court Sheriff Services		
2		General Fund Appropriation.	\$	2,413,854
3	889	Child Support Enforcement		
4		General Fund Appropriation.	\$	370,548
5	State's Attorney			
6	115	Prosecution of Criminals		
7		General Fund Appropriation.	\$	26,027,532
8		Federal Fund Appropriation.	\$	984,658
9		State Fund Appropriation.	\$	4,724,157
10		Special Fund Appropriation.	\$	204,000
11	781	Administration – State's Attorney		
12		General Fund Appropriation.	\$	3,723,525
13		Federal Fund Appropriation.	\$	206
14		State Fund Appropriation.	\$	510,490
15	786	Victim and Witness Services		
16		General Fund Appropriation.	\$	916,425
17		Federal Fund Appropriation.	\$	261,895
18	Transportation			
19	500	Street and Park Lighting		
20		General Fund Appropriation.	\$	16,555,147
21	548	Conduits		
22		Conduit Enterprise Fund Appropriation.	\$	7,778,357
23	681	Administration – DOT		
24		General Fund Appropriation.	\$	10,163,522
25		Federal Fund Appropriation.	\$	500,188
26		Conduit Enterprise Fund Appropriation.	\$	69,024
27		Parking Management Fund Appropriation.	\$	380,039
28		Special Fund Appropriation.	\$	15,640
29	682	Parking Management		
30		Parking Enterprise Fund Appropriation.	\$	29,053,457
31		Parking Management Fund Appropriation.	\$	8,975,372
32	683	Street Management		
33		General Fund Appropriation.	\$	28,622,086
34		Federal Fund Appropriation.	\$	2,000,000
35		State Fund Appropriation.	\$	820,000
36	684	Traffic Management		
37		General Fund Appropriation.	\$	12,546,301
38		Special Fund Appropriation.	\$	850,277

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1	685	Special Events Support		
2		General Fund Appropriation.	\$	526,330
3	687	Inner Harbor Services – Transportation		
4		General Fund Appropriation.	\$	860,612
5	688	Snow and Ice Control		
6		General Fund Appropriation.	\$	2,793,249
7	689	Vehicle Impounding and Disposal		
8		General Fund Appropriation.	\$	7,755,227
9	690	Complete Streets and Sustainable Transportation		
10		General Fund Appropriation.	\$	1,424,776
11		Federal Fund Appropriation.....	\$	233,976
12		State Fund Appropriation.....	\$	2,458,014
13		Special Fund Appropriation.....	\$	8,438,472
14	691	Public Rights-of-Way Landscape Management		
15		General Fund Appropriation.	\$	2,997,925
16	692	Bridge and Culvert Management		
17		General Fund Appropriation.	\$	2,799,441
18	693	Parking Enforcement		
19		Parking Management Fund Appropriation.	\$	12,842,545
20	694	Survey Control		
21		General Fund Appropriation.	\$	666,657
22	695	Dock Master		
23		Special Fund Appropriation.....	\$	257,288
24	696	Street Cuts Management		
25		General Fund Appropriation.	\$	885,450
26	697	Traffic Safety		
27		General Fund Appropriation.	\$	5,611,684
28		Federal Fund Appropriation.....	\$	913,602

Internal Service Fund Authorization

Comptroller, Department of

133 Municipal Telephone Exchange

An internal service fund is hereby authorized to provide for operation of a Municipal Telephone Exchange, the costs of which are to be recovered from using agencies.

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136 Municipal Post Office

An internal service fund is hereby authorized to provide for operation of a Municipal Post Office, the costs of which are to be recovered from using agencies.

Finance, Department of

701 Printing Services

An internal service fund is hereby authorized to provide for operation of a Municipal Reproduction and Printing Service, the costs of which are to be recovered from using agencies.

707 Risk Management for Employee Injuries

An internal service fund is hereby authorized to provide for a Self-Insurance Program for administration of the Employee Health Clinic and Employee Safety and Workers' Compensation Claims Processing, the costs of which are to be recovered from the Self-Insurance Fund.

Human Resources, Department of

771 Benefits Administration

An internal service fund is hereby authorized to provide for the operation of the Unemployment Insurance function, the costs of which are to be recovered from contributions from various fund sources.

Law, Department of

860, 861, and 862 Legal Services

An internal service fund is hereby authorized to provide for a Self-Insurance Program covering Automotive Equipment, Police Animal Liability, Employee Liability, and the administration of Workers' Compensation claims, the costs of which are to be recovered from the Self-Insurance Fund. This internal service fund is allocated across multiple services within the Law Department.

Mayorality-Related

129 Conditional Purchase Agreements Payments

An internal service fund is hereby authorized to provide for operation of a Central Automotive and Mechanical Repair Service, the costs of which are to be recovered from using agencies.

805 IT Infrastructure Support Services

An internal service fund is hereby authorized to provide for the operation of the 800 Megahertz emergency response system, the costs of which are to be recovered from using agencies.

805 IT Infrastructure Support Services

An internal service fund is hereby authorized to provide for the maintenance and replacement of computer hardware and software, the costs of which are to be recovered from using agencies.

General Services, Department of

189 Fleet Management

An internal service fund is hereby authorized to provide for operation of a Central Automotive and Mechanical Repair Service, the costs of which are to be recovered from using agencies.

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730 Energy Office

An internal service fund is hereby authorized to provide for an Energy Office to implement and manage technologies to minimize energy usage and maximize opportunities from renewal energy sources, the costs of which are to be recovered from monitoring and management fees from energy projects and from the sale of renewal energy credits.

731 Facilities Management

An internal service fund is hereby authorized to provide for the maintenance of City buildings, the costs are which are to be recovered from using agencies.

B. Capital Budget

SECTION 2. AND BE IT FURTHER ORDAINED, That the Capital Improvement Appropriations herein made are for the following Construction Projects provided that the appropriations will be placed in Construction Reserve accounts at the beginning of the fiscal year and transferred by the Board of Estimates to Construction Accounts as project funds are needed.

Baltimore City School System

417-212 Systemic Improvements

General Obligation Bond Appropriation. \$ 13,000,000

418-001 Graceland Park-O'Donnell Heights PK-8 #240

General Obligation Bond Appropriation. \$ 2,000,000

418-003 Holabird ES/MS #229

General Obligation Bond Appropriation. \$ 2,000,000

Baltimore Development Corporation

601-013 Commercial Revitalization – Facade Improvements

General Obligation Bond Appropriation. \$ 500,000

601-022 Westside Historic Property Stabilization

General Obligation Bond Appropriation. \$ 1,000,000

601-024 Public Market Improvements

General Obligation Bond Appropriation. \$ 250,000

601-025 Commercial Corridor Blighted Property Demolition

General Obligation Bond Appropriation. \$ 250,000

601-031 Crossroads/CSX Intermodal

General Obligation Bond Appropriation. \$ 500,000

601-040 Business Park Maintenance/Upgrades

General Obligation Bond Appropriation. \$ 150,000

General Fund Appropriation. \$ 150,000

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1	601-048 Acme Business Center Improvements		
2	General Obligation Bond Appropriation.	\$	600,000
3	601-061 Infrastructure Upgrades: Russell, Bayard, Worcester, Warner		
4	State Fund Appropriation.	\$	2,000,000
5	601-062 Carroll Camden Industrial Park Facade Improvements		
6	State Fund Appropriation.	\$	175,000
7	601-860 Industrial and Commercial Financing		
8	General Obligation Bond Appropriation.	\$	1,000,000
9	601-873 Brownfield Incentive Fund		
10	General Obligation Bond Appropriation.	\$	200,000
11	601-993 BDC-Inner Harbor Area (601-052/053/054/055)		
12	General Obligation Bond Appropriation.	\$	2,000,000
13	Downtown Partnership of Baltimore		
14	607-001 Pratt Street Phase II		
15	General Obligation Bond Appropriation.	\$	300,000
16	607-011 Lexington Market Area		
17	General Obligation Bond Appropriation.	\$	350,000
18	Enoch Pratt Free Library		
19	197-037 Hampden Library Renovation		
20	General Obligation Bond Appropriation.	\$	1,500,000
21	State Fund Appropriation.	\$	400,000
22	197-038 Central Library Renovation		
23	State Fund Appropriation.	\$	26,000,000
24	Department of General Services		
25	197-002 Council Chambers – Balcony Steps and ADA		
26	General Fund Appropriation.	\$	200,000
27	197-006 Sarah's Hope, Homeless Shelter for Women and Children		
28	General Obligation Bond Appropriation.	\$	1,050,000
29	State Fund Appropriation.	\$	1,000,000
30	Other Fund Appropriation.	\$	500,000
31	197-017 Oliver Multi-Purpose Center Master Plan and Schematic		
32	Design		
33	General Fund Appropriation.	\$	250,000

Council Bill 14-0364

1	197-028 New Mitchell Courtroom and Chambers #2		
2	General Obligation Bond Appropriation.	\$	1,200,000
3	197-030 Abel Wolman Fire Suppression System		
4	General Obligation Bond Appropriation.	\$	1,170,000
5	197-036 Crimea Mansion Restoration and Energy Upgrade		
6	General Obligation Bond Appropriation.	\$	200,000
7	197-076 Police Station Master Plan		
8	General Fund Appropriation.	\$	200,000
9	197-077 Community Action Center Master Plan		
10	General Fund Appropriation.	\$	200,000
11	197-080 MOIT New Call Center		
12	General Fund Appropriation.	\$	500,000
13	State Fund Appropriation.....	\$	500,000
14	197-090 Central District Police Station Exterior Wall Waterproofing		
15	General Obligation Bond Appropriation.	\$	280,000
16	General Fund Appropriation.	\$	170,000
17	197-091 Central District Police Station Parking Deck Waterproofing		
18	General Fund Appropriation.	\$	550,000
19	197-094 Surplus Schools Stabilization		
20	General Fund Appropriation.	\$	450,000
21	197-095 Police Headquarters Fire Alarm Replacement		
22	General Obligation Bond Appropriation.	\$	3,100,000
23	197-096 Reisterstown Rd. Library Parking (457-001)		
24	State Fund Appropriation.....	\$	100,000
25	197-830 68th Street Environmental Remediation Project		
26	General Fund Appropriation.	\$	500,000
27	197-840 Race Street Environmental Remediation		
28	General Fund Appropriation.	\$	200,000
29	197-933 Historic Public Buildings		
30	General Fund Appropriation.	\$	100,000
31	Housing and Community Development		
32	588-002 Urgent Needs – Stabilization Program		
33	General Obligation Bond Appropriation.	\$	500,000

Council Bill 14-0364

1	588-005 Urgent Demolition		
2	General Obligation Bond Appropriation.	\$	600,000
3	588-006 HOME Program		
4	Federal Fund Appropriation.....	\$	3,100,000
5	588-012 Whole Block Demolition		
6	General Obligation Bond Appropriation.	\$	1,000,000
7	General Fund Appropriation.	\$	250,000
8	588-013 Acquisition – Tax Sale		
9	General Obligation Bond Appropriation.	\$	100,000
10	588-014 Ground Rent Acquisition		
11	General Obligation Bond Appropriation.	\$	250,000
12	588-015 Planning & Development Project Management		
13	General Obligation Bond Appropriation.	\$	500,000
14	588-016 Blight Elimination – Mortgage Servicers Settlement		
15	State Fund Appropriation.....	\$	5,450,000
16	588-018 Anchor Institution Initiative		
17	General Fund Appropriation.	\$	150,000
18	588-019 Baltimore Homeownership Incentive Program		
19	General Obligation Bond Appropriation.	\$	1,720,000
20	General Fund Appropriation.	\$	2,800,000
21	Federal Fund Appropriation.....	\$	800,000
22	588-926 Coldstream, Homestead & Montebello (CHM) Acquisition &		
23	Demolition		
24	General Obligation Bond Appropriation.	\$	500,000
25	588-935 Healthy Neighborhoods		
26	General Obligation Bond Appropriation.	\$	350,000
27	General Fund Appropriation.	\$	400,000
28	588-961 Green Open Space		
29	General Obligation Bond Appropriation.	\$	50,000
30	588-963 Park Heights Redevelopment		
31	State Fund Appropriation.....	\$	2,824,000
32	Other Fund Appropriation.	\$	5,207,000
33	588-968 Red Line Community Development Fund		
34	General Obligation Bond Appropriation.	\$	500,000
35	588-970 Urban Agriculture and Community Garden Infrastructure		
36	General Obligation Bond Appropriation.	\$	80,000

Council Bill 14-0364

1	588-974 Baker's View Infrastructure		
2	General Obligation Bond Appropriation.	\$	200,000
3	588-975 Capital Administration		
4	General Obligation Bond Appropriation.	\$	600,000
5	588-979 East Baltimore Redevelopment		
6	State Fund Appropriation.....	\$	5,000,000
7	588-983 Demolition of Blighted Structures		
8	General Obligation Bond Appropriation.	\$	2,700,000
9	Federal Fund Appropriation.....	\$	574,000
10	588-985 Housing Development		
11	General Obligation Bond Appropriation.	\$	1,000,000
12	Federal Fund Appropriation.....	\$	1,000,000
13	Other Fund Appropriation.	\$	3,350,000
14	588-986 Housing Repair Assistance Programs		
15	Federal Fund Appropriation.....	\$	700,000
16	588-989 Loan Repayment		
17	Federal Fund Appropriation.....	\$	2,770,000
18	588-996 Stabilization of City Owned Properties		
19	General Obligation Bond Appropriation.	\$	600,000
20	Mayoralty		
21	127-001 AVAM – Enhancing Exhibition Space Experience		
22	General Obligation Bond Appropriation.	\$	75,000
23	127-004 MD Science Center – Elevators Modernization & Code		
24	Upgrades		
25	General Obligation Bond Appropriation.	\$	100,000
26	127-005 Baltimore Symphony Orchestra – Modernization		
27	General Obligation Bond Appropriation.	\$	75,000
28	127-006 USS Constellation Critical Dry Docking		
29	General Obligation Bond Appropriation.	\$	375,000
30	127-007 MICA – Studio Center Redevelopment in Station North		
31	General Obligation Bond Appropriation.	\$	50,000
32	127-008 Maryland Zoo – Improvements and Upgrades		
33	General Obligation Bond Appropriation.	\$	100,000
34	127-009 Center Stage 50th Anniversary Renovation		
35	General Obligation Bond Appropriation.	\$	50,000

Council Bill 14-0364

1	127-012 Permanent Supportive Housing for the Homeless		
2	General Obligation Bond Appropriation.	\$	750,000
3	127-152 Baltimore City Heritage Area Capital Grants		
4	General Obligation Bond Appropriation.	\$	100,000
5	127-780 Baltimore Museum of Art – Comprehensive Renovation		
6	General Obligation Bond Appropriation.	\$	250,000
7	State Fund Appropriation.	\$	3,500,000
8	127-782 Everyman Theatre – Renovate New Location at Historic		
9	Town Theatre		
10	General Obligation Bond Appropriation.	\$	75,000
11	127-791 Walters Art Museum – The Domino Project		
12	General Obligation Bond Appropriation.	\$	150,000
13	127-795 Capital Project Priorities		
14	General Fund Appropriation.	\$	330,000
15	Department of Planning		
16	188-001 Capital Improvement Program		
17	General Fund Appropriation.	\$	150,000
18	188-004 Critical Area Buffer Offset Program		
19	Other Fund Appropriation.	\$	150,000
20	188-005 Critical Area Stormwater Offset Program		
21	Other Fund Appropriation.	\$	100,000
22	188-009 Area Master Plans		
23	General Fund Appropriation.	\$	100,000
24	188-010 Historic Public Monuments		
25	General Obligation Bond Appropriation.	\$	120,000
26	188-012 CHAP Historic District Facade Grant Program		
27	General Obligation Bond Appropriation.	\$	(120,000)
28	Police Department		
29	206-010 Police Technology Improvements		
30	General Fund Appropriation.	\$	5,000,000
31	Department of Public Works		
32	517-911 Quarantine Road Landfill Site Improvements		
33	General Fund Appropriation.	\$	300,000

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1	520-003 Patapsco Avenue Drainage		
2	Stormwater Utility Fund Appropriation..	\$	120,000
3	520-005 Stormwater Mitigation Projects		
4	Stormwater Utility Fund Appropriation..	\$	1,000,000
5	525-002 Basin Insert Projects		
6	Stormwater Utility Fund Appropriation..	\$	150,000
7	525-405 Citywide Stream Restoration		
8	Stormwater Utility Fund Appropriation..	\$	1,320,000
9	525-407 Large Stormwater BMP		
10	Stormwater Utility Fund Appropriation..	\$	900,000
11	525-998 Chinquapin Run Stream Restoration		
12	Stormwater Utility Fund Appropriation..	\$	240,000
13	551-003 House Lateral Connection Upgrade Program		
14	Wastewater Revenue Bond Appropriation.	\$	720,000
15	551-017 Eastern Avenue Pump Station Pump Replacement – SC TBD		
16	Wastewater Revenue Bond Appropriation.	\$	500,000
17	County Grant Appropriation.	\$	500,000
18	551-144 GIS Updates & Mapping Program		
19	Wastewater Utility Fund Appropriation.	\$	1,200,000
20	551-533 Annual Facilities Improvements		
21	Wastewater Revenue Bond Appropriation.	\$	2,984,000
22	Wastewater Utility Fund Appropriation.	\$	4,800,000
23	County Grant Appropriation.	\$	4,629,000
24	551-561 Primary Tank No. 3 & 4 Renovations – SC TBD		
25	Wastewater Revenue Bond Appropriation.	\$	3,000,000
26	County Grant Appropriation.	\$	3,000,000
27	551-569 Urgent Need Sanitary Services		
28	Wastewater Revenue Bond Appropriation.	\$	58,028,000
29	551-611 Lower Level Sewershed Rehabilitation		
30	Wastewater Revenue Bond Appropriation.	\$	11,263,000
31	County Grant Appropriation.	\$	271,000
32	551-620 Sewer System Rehabilitation Program – High Level		
33	Sewershed		
34	Wastewater Revenue Bond Appropriation.	\$	750,000

Council Bill 14-0364

1	551-626 Sewer System Rehabilitation Program – Jones Falls		
2	Sewershed		
3	Wastewater Revenue Bond Appropriation.	\$	518,000
4	County Grant Appropriation.	\$	233,000
5	551-681 Wastewater Facilities Security Improvements		
6	Wastewater Revenue Bond Appropriation.	\$	300,000
7	County Grant Appropriation.	\$	300,000
8	551-687 Patapsco Chlorine Conversion		
9	Wastewater Revenue Bond Appropriation.	\$	1,280,000
10	County Grant Appropriation.	\$	2,720,000
11	551-689 Back River WWTP Primary and Influent Facilities		
12	Rehabilitation		
13	Wastewater Revenue Bond Appropriation.	\$	153,257,000
14	County Grant Appropriation.	\$	153,257,000
15	551-752 Clinton Street Pump Station Force Main Improvements		
16	Phase II		
17	Wastewater Revenue Bond Appropriation.	\$	200,000
18	557-002 Water Utility Billing System Upgrade		
19	Water Revenue Bond Appropriation.	\$	2,500,000
20	County Grant Appropriation.	\$	2,500,000
21	557-070 Watershed Bridge Maintenance		
22	Water Revenue Bond Appropriation.	\$	4,500,000
23	County Grant Appropriation.	\$	3,000,000
24	557-099 Mapping Program – Water Supply System		
25	Water Utility Fund Appropriation.	\$	3,390,000
26	557-100 Water Infrastructure Rehabilitation		
27	Water Revenue Bond Appropriation.	\$	81,383,000
28	Water Utility Fund Appropriation.	\$	3,610,000
29	County Grant Appropriation.	\$	2,134,000
30	557-101 Water Mains – Installation		
31	Water Revenue Bond Appropriation.	\$	7,200,000
32	557-300 Urgent Needs Water Facilities – Annual Improvements		
33	Water Revenue Bond Appropriation.	\$	13,600,000
34	County Grant Appropriation.	\$	9,000,000
35	557-501 Montebello Water Filtration Plant Laboratory Facilities		
36	Water Revenue Bond Appropriation.	\$	8,700,000
37	County Grant Appropriation.	\$	5,800,000

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1	557-689 Urgent Needs Water Engineering Services		
2	Water Revenue Bond Appropriation.	\$	13,280,000
3	County Grant Appropriation.	\$	2,809,000
4	557-696 Chlorine Handling Safety Improvements (WC-1150)		
5	Water Revenue Bond Appropriation.	\$	1,440,000
6	County Grant Appropriation.	\$	960,000
7	557-709 Towson Finished Water Reservoir Improvements		
8	(WC-1295)		
9	Water Revenue Bond Appropriation.	\$	2,871,000
10	County Grant Appropriation.	\$	4,570,000
11	557-715 Ashburton Finished Water Reservoir Improvements		
12	(WC-1211)		
13	Water Revenue Bond Appropriation.	\$	7,200,000
14	County Grant Appropriation.	\$	4,800,000
15	557-716 Druid Lake Finished Water Reservoir Improvements		
16	(WC-1204 & WC-1253)		
17	Water Revenue Bond Appropriation.	\$	354,000
18	County Grant Appropriation.	\$	246,000
19	557-717 Fullerton Finished Water Reservoir Improvements		
20	Water Revenue Bond Appropriation.	\$	36,000,000
21	557-917 Guilford Pump Station Rehabilitation (WC-1120)		
22	Water Revenue Bond Appropriation.	\$	9,604,000
23	County Grant Appropriation.	\$	15,022,000
24	Department of Recreation and Parks		
25	474-003 FY15 Baltimore Playground Program		
26	General Obligation Bond Appropriation.	\$	400,000
27	474-007 Farring Baybrook Neighborhood Pool Renovation		
28	General Obligation Bond Appropriation.	\$	(380,000)
29	State Fund Appropriation.	\$	(500,000)
30	474-019 Carroll Park Athletic Complex		
31	General Obligation Bond Appropriation.	\$	880,000
32	474-032 Herring Run Trail Enhancements		
33	General Fund Appropriation.	\$	850,000
34	474-036 FY15 Park Building Renovation		
35	General Obligation Bond Appropriation.	\$	200,000
36	State Fund Appropriation.	\$	600,000

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1	474-038 Latrobe Park Field House		
2	General Fund Appropriation.	\$	600,000
3	474-039 Park Maintenance Facility (Gwynns Falls)		
4	General Obligation Bond Appropriation.	\$	125,000
5	State Fund Appropriation.	\$	375,000
6	474-040 FY15 Court Resurfacing		
7	General Obligation Bond Appropriation.	\$	200,000
8	State Fund Appropriation.	\$	600,000
9	474-041 FY15 Tree Baltimore Program		
10	State Fund Appropriation.	\$	155,000
11	General Funds (HUR Eligible) Appropriation.	\$	100,000
12	474-042 FY15 Park Roadway Improvements		
13	General Funds (HUR Eligible) Appropriation.	\$	300,000
14	474-044 FY15 Maryland Community Parks & Playgrounds Program		
15	General Obligation Bond Appropriation.	\$	300,000
16	State Fund Appropriation.	\$	112,000
17	474-045 Cylburn Arboretum Formal Gardens		
18	State Fund Appropriation.	\$	200,000
19	474-046 FY15 Pool & Bath House Renovation and ADA Upgrades		
20	General Obligation Bond Appropriation.	\$	600,000
21	474-047 Cherry Hill Indoor Pool		
22	General Obligation Bond Appropriation.	\$	700,000
23	Federal Fund Appropriation.	\$	800,000
24	State Fund Appropriation.	\$	500,000
25	474-049 Cahill Community Center		
26	General Obligation Bond Appropriation.	\$	400,000
27	State Fund Appropriation.	\$	5,000,000
28	474-050 Youth Group Campground in Gwynns Falls Park		
29	General Obligation Bond Appropriation.	\$	500,000
30	474-051 Winans Meadow Nature Center		
31	State Fund Appropriation.	\$	1,000,000
32	474-052 Druid Hill Park: Community Service Center		
33	General Fund Appropriation.	\$	500,000
34	State Fund Appropriation.	\$	500,000
35	474-053 Myers Pavilion Renovation (HVAC Upgrades)		
36	General Obligation Bond Appropriation.	\$	75,000
37	State Fund Appropriation.	\$	175,000

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1	474-054 Roosevelt Park Skatepark		
2	General Fund Appropriation.....	\$	100,000
3	State Fund Appropriation.....	\$	75,000
4	474-055 FY15 Northwest Park Improvements		
5	State Fund Appropriation.....	\$	300,000
6	474-056 Royal Theater Recreational Field		
7	State Fund Appropriation.....	\$	300,000
8	Department of Transportation		
9	504-100 Footway Reconstruction		
10	General Funds (HUR Eligible) Appropriation.....	\$	200,000
11	Other Fund Appropriation.....	\$	400,000
12	504-200 Alley Reconstruction		
13	General Funds (HUR Eligible) Appropriation.....	\$	500,000
14	Other Fund Appropriation.....	\$	500,000
15	504-300 Reconstruct Tree Root Damaged Sidewalks		
16	State Fund Appropriation.....	\$	2,000,000
17	506-002 Annapolis, Waterview and Maisel St. Bridge Over		
18	Balt-Wash Pkwy. (BC-5401)		
19	State Fund Appropriation.....	\$	4,500,000
20	506-315 Edmondson Ave. Bridge Reconstruction		
21	State Fund Appropriation.....	\$	3,900,000
22	506-754 Annual Urgent Needs Bridge Repairs		
23	State Fund Appropriation.....	\$	1,000,000
24	506-761 Remington Ave. Bridge Over Stoney Run (BC-3456)		
25	Federal Fund Appropriation.....	\$	800,000
26	State Fund Appropriation.....	\$	200,000
27	507-416 Hawkins Point Rd. Bridge Over CSXT RR		
28	State Fund Appropriation.....	\$	2,200,000
29	508-008 Highlandtown Complete Streets		
30	Federal Fund Appropriation.....	\$	500,000
31	General Fund (HUR Eligible) Appropriation.....	\$	500,000
32	508-013 Falls Road/North Avenue Maintenance Facilities		
33	General Fund (HUR Eligible) Appropriation.....	\$	90,000

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1	508-019 Citywide Bike and Pedestrian Improvements / Bike		
2	Master Plan		
3	Federal Fund Appropriation.....	\$	2,500,000
4	State Fund Appropriation.....	\$	625,000
5	General Fund (HUR Eligible) Appropriation.	\$	300,000
6	508-021 Central Ave. Phase II Streetscape		
7	Federal Fund Appropriation.....	\$	17,000,000
8	Other Fund Appropriation.	\$	6,400,000
9	508-023 Seton Hill Complete Streets		
10	General Fund (HUR Eligible) Appropriation.	\$	150,000
11	508-025 W. North Ave. Complete Streets (Bentalou to Ellamont)		
12	General Fund (HUR Eligible) Appropriation.	\$	400,000
13	508-027 Cherry Hill Light Rail Station Improvements		
14	Federal Fund Appropriation.....	\$	1,600,000
15	General Fund (HUR Eligible) Appropriation.	\$	400,000
16	508-028 I-83 Joint Repairs Phase II		
17	Federal Fund Appropriation.....	\$	1,600,000
18	General Fund (HUR Eligible) Appropriation.	\$	400,000
19	508-029 Materials and Compliance Testing		
20	General Fund (HUR Eligible) Appropriation.	\$	50,000
21	508-032 Haven Street Rehabilitation – Eastern Ave. to Boston St.		
22	Federal Fund Appropriation.....	\$	1,600,000
23	General Fund (HUR Eligible) Appropriation.	\$	400,000
24	508-034 Reconnecting Charles St. – Mt. Royal – Lanvale St.		
25	Federal Fund Appropriation.....	\$	400,000
26	General Fund (HUR Eligible) Appropriation.	\$	100,000
27	508-038 Alternative Transportation and Safety Improvements		
28	for NW		
29	General Fund (HUR Eligible) Appropriation.	\$	250,000
30	508-041 EBDI – Infrastructure Improvements (New Phases)		
31	General Fund (HUR Eligible) Appropriation.	\$	100,000
32	508-044 Federal Routes Reconstruction JOC – NE		
33	Federal Fund Appropriation.....	\$	400,000
34	State Fund Appropriation.....	\$	100,000
35	508-046 Federal Routes Reconstruction JOC – NW		
36	Federal Fund Appropriation.....	\$	400,000
37	State Fund Appropriation.....	\$	100,000

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1	508-051 Federal Routes Reconstruction JOC – SW		
2	Federal Fund Appropriation.....	\$	400,000
3	State Fund Appropriation.....	\$	100,000
4	508-053 Federal Routes Reconstruction JOC – SE		
5	Federal Fund Appropriation.....	\$	400,000
6	State Fund Appropriation.....	\$	100,000
7	508-056 Citywide System Preservation		
8	Federal Fund Appropriation.....	\$	2,500,000
9	State Fund Appropriation.....	\$	625,000
10	508-059 FY15 Northwest Transportation Improvements		
11	State Fund Appropriation.....	\$	232,000
12	508-378 Capital Program Management Technology Support		
13	General Fund (HUR Eligible) Appropriation.	\$	50,000
14	508-398 Martin Luther King Boulevard Intersection Improvement		
15	Federal Fund Appropriation.....	\$	800,000
16	State Fund Appropriation.....	\$	200,000
17	508-465 Curb Repair – Slab Repairs – ADA Ramps Upgrades		
18	Citywide		
19	General Fund (HUR Eligible) Appropriation.	\$	410,000
20	508-550 Neighborhood Street Resurfacing		
21	General Fund (HUR Eligible) Appropriation.	\$	300,000
22	508-941 Lafayette Ave. Bridge Over Amtrak		
23	Federal Fund Appropriation.....	\$	5,600,000
24	State Fund Appropriation.....	\$	1,000,000
25	509-087 Harford Rd. Bridge Over Herring Run (BC-3212)		
26	Federal Fund Appropriation.....	\$	5,000,000
27	General Fund (HUR Eligible) Appropriation.	\$	2,500,000
28	509-402 Boston-O'Donnell Connector Road		
29	Federal Fund Appropriation.....	\$	4,000,000
30	State Fund Appropriation.....	\$	400,000
31	512-077 Signal Construction Program		
32	Federal Fund Appropriation.....	\$	1,250,000
33	State Fund Appropriation.....	\$	500,000
34	512-080 Traffic Safety Improvements Citywide		
35	Federal Fund Appropriation.....	\$	1,250,000
36	State Fund Appropriation.....	\$	500,000

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514-002 Resurfacing JOC – Urgent Needs

State Fund Appropriation..... \$ 2,200,000

514-214 Resurfacing – Northwest

State Fund Appropriation..... \$ 2,200,000

514-215 Resurfacing – Southwest

State Fund Appropriation..... \$ 2,200,000

514-216 Resurfacing – Southeast

State Fund Appropriation..... \$ 2,200,000

514-846 Resurfacing – Northeast

State Fund Appropriation..... \$ 2,200,000

527-008 Belair Rd. – Reconstruction (601-007/508-004)

Federal Fund Appropriation..... \$ 2,000,000

General Fund (HUR Eligible) Appropriation. \$ 800,000

527-009 Waverly-Greenmount (601-010/508-020)

Federal Fund Appropriation..... \$ 550,000

General Fund (HUR Eligible) Appropriation. \$ 150,000

527-0013 Broadway Square (601-029)

General Fund (HUR Eligible) Appropriation. \$ 1,000,000

527-014 O'Donnell Heights Infrastructure (588-965)

General Fund (HUR Eligible) Appropriation. \$ 1,000,000

527-312 Inner Harbor – Infrastructure/Utility (Inner Harbor)

General Fund (HUR Eligible) Appropriation. \$ 250,000

**562-001 Reconstruct Deteriorated Manholes at Various Locations
Citywide**

Conduit Enterprise Fund Appropriation. \$ 3,000,000

563-001 Conduit Construction

Conduit Enterprise Fund Appropriation. \$ 3,000,000

SECTION 3. AND BE IT FURTHER ORDAINED, That the amounts set forth in Section 2 above designated deappropriations and enclosed in parentheses shall revert to the surpluses of the respective funds and be available for appropriation by this or subsequent ordinances.

SECTION 4. AND BE IT FURTHER ORDAINED, That:

(a) The City reasonably expects to reimburse the expenditures described in Subsection (b) of this Section with the proceeds of one or more obligations (as such term is used in Treas. Reg. Section 1.150-1(b) to be incurred by the City (or any entity controlled by the City within the meaning of Treas. Reg. Section 1.150-1). The City intends that this Section of this Ordinance of Estimates (as this Ordinance of Estimates may be amended from time to time) shall serve as a

Council Bill 14-0364

1 declaration of the City's reasonable intention to reimburse expenditures as required by Treas.
2 Reg. Section 1.150-2 and any successor regulation.

3 (b) The City intends that this declaration will cover all reimbursement of expenditures for
4 capital projects or programs approved in the capital budget contained in this Ordinance of
5 Estimates to the extent that the City has appropriated in this Ordinance of Estimates to pay the
6 cost thereof from one or more obligations to be issued by the City (or any entity controlled by the
7 City within the meaning of Treas. Reg. Section 1.150-1). The term "obligation" (as such term is
8 defined in Treas. Reg. Section 1.150(b) and as used in this Section) includes general obligation
9 bonds and notes, revenue bonds and notes, leases, conditional purchase agreements and other
10 obligations of the City (or any entity controlled by the City within the meaning of Treas. Reg.
11 Section 1.150-1).

12 (c) The maximum anticipated debt expected to be incurred by the City to reimburse the
13 cost of each capital project or program in this Ordinance of Estimates is the applicable
14 appropriation listed in this Ordinance of Estimates from the proceeds of one or more obligations,
15 as such appropriations may be increased or decreased.

16 **SECTION 5. AND BE IT FURTHER ORDAINED,** That the foregoing appropriations in summary
17 consist of:

<u>Fund</u>	<u>Operating</u>	<u>Capital</u>	<u>Total</u>
General	\$ 1,622,300,356	\$ 15,000,000	\$ 1,637,300,356
General HUR Eligible	0	10,700,000	10,700,000
Parking Management	22,197,956	0	22,197,956
Convention Center Bond	4,580,088	0	4,580,088
Stormwater Utility	17,391,901	3,730,000	21,121,901
Wastewater Utility	217,888,327	6,000,000	223,888,327
Water Utility	176,081,175	7,000,000	183,081,175
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	163,189,801	60,294,000	223,483,801
State Grants	122,149,236	85,623,000	207,772,236
Special	79,452,859	653,790,000*	733,242,859
General Obligation Bonds	0	50,000,000	50,000,000
	<u>\$ 2,465,570,701</u>	<u>\$ 898,137,000</u>	<u>\$ 3,363,707,701</u>

34 *Consisting of:

35 County Grants	\$ 215,751,000
36 Revenue Bonds.	421,432,000
37 Other Fund Sources.	16,607,000
38	<u>\$ 653,790,000</u>

Council Bill 14-0364

1 **Approved by the Board of Estimates**

2
3 _____
 President

4
5 _____
 Mayor

6
7 _____
 Comptroller

8
9 _____
 Director of Public Works

10
11 _____
 City Solicitor

12 **BOARD OF ESTIMATES**

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FISCAL 2015
SUMMARY OF THE ADOPTED BUDGET
Glossary

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 required by City Charter to request a budget 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 BUDGET: The appropriations for capital projects, which comprise the first year of the Capital Improvement Program.

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 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 the 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 budget execution, 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 SERVICE: Estimates of the appropriations needed by each agency for the next 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 (e.g. 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, except for the General Fund which is unrestricted. Use of this money for all funds except the General Fund 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, Motor Vehicle Fund, Parking Enterprise Fund, Parking Management Fund, Special Fund, Water Utility Fund, Storm 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 and held 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, etc.

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, or 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 the 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: Agency-based metrics used to show the results and/or public benefits of their 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: 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).

RESULTS TEAM: An interdisciplinary group of six to eight members assigned to a particular City Objective that issues guidance to agencies, ranks the proposals, and helps the Mayor develop a budget recommendation that maximizes results per dollar requested.

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: 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 code used to identify services or programs within an agency.

SEVERANCE PAY: Payments to permanent full-time and permanent part-time employees for unused accumulated leave that includes vacation, personal, and sick 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.

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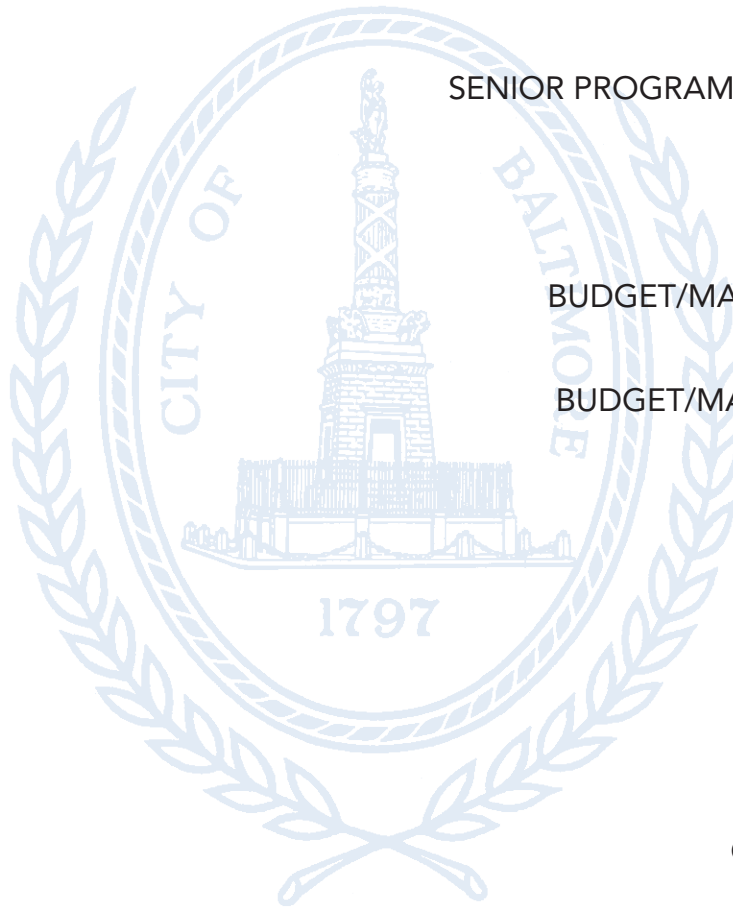
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The City of Baltimore budget publications are available at the Enoch Pratt Free Library and online at www.baltimorecity.gov/budget.

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