

2022



BRANDON M. SCOTT, MAYOR
CITY OF BALTIMORE, MARYLAND

EXECUTIVE SUMMARY BOARD OF ESTIMATES RECOMMENDATIONS FISCAL 2022



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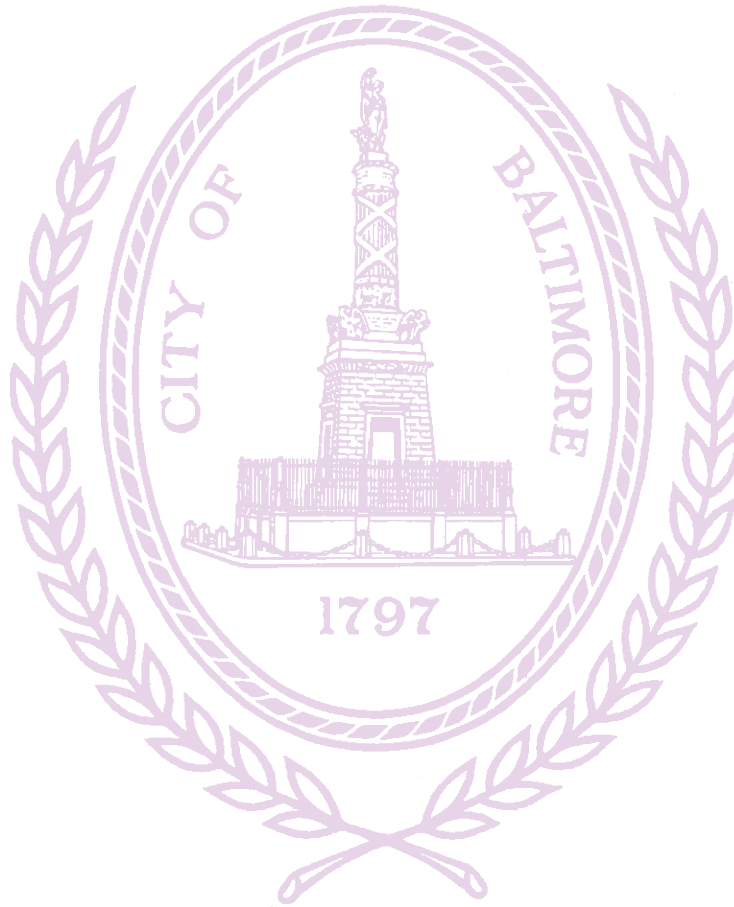
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BRANDON M. SCOTT
MAYOR

*100 Holliday Street, Room 250
Baltimore, Maryland 21202*

The Honorable Members of the City Council

City Hall, Room 400

Baltimore, Maryland 21202

The Fiscal 2022 Board of Estimates Recommended Budget Plan reflects the priorities of Mayor Brandon M. Scott. The budget plan maintains core City services, leverages federal aid to respond to the COVID-19 pandemic, and targets new investments to make the City safer, cleaner, and more efficient. The Recommended Plan totals \$4.33 billion, including \$3.84 billion for operating expenses and \$487.6 million for capital investment. The General Fund budget totals \$2.01 billion, a 4.4% increase from the Fiscal 2021 Adopted Budget.

Fiscal Context

The Fiscal 2022 Recommended Budget Plan was developed in the context of an uncertain economic environment due to the continuing COVID-19 pandemic. In the Fiscal 2021 budget, the City sharply wrote down General Fund revenue sources that are dependent upon visitor business activity, such as parking revenue, Hotel Tax, and Convention Center income. These revenue sources have reached historic lows during Fiscal 2021 and the Fiscal 2022 budget includes only a modest recovery to these sources. The City's two primary General Fund revenue sources, Property Tax and Income Tax, have also been negatively impacted by the pandemic. Commercial property assessments for Group 3 grew only 0.9% over the last three years, due to low demand for real estate in the retail, hotel, and restaurant sectors. In addition, the Maryland RELIEF Act, which exempts unemployment benefits from State and local taxes, is likely to negatively affect City income tax collections.

Federal aid has provided a lifeline for the City and should allow for a robust and continuing response to COVID-19 in Fiscal 2022. The City was awarded \$103.6 million of direct aid from the Coronavirus Aid, Relief, and Economic Security (CARES) Act in March 2020. The remaining \$24.5 million of that aid unspent as of the end of Fiscal 2021 will be budgeted in Fiscal 2022 for continuing expenses such as cleaning costs, personal protective equipment (PPE) purchases, and to support City personnel dedicated to responding to the pandemic. Federal Emergency Management Agency (FEMA) reimbursement is expected for certain eligible programs such as mass vaccination, sheltering, and feeding, which will allow for the continuation of those programs into Fiscal 2022.

American Rescue Plan

Through the State and Local Fiscal Recovery Fund, the American Rescue Plan (ARP) Act of 2021, will provide \$670.3 million to the City of Baltimore to respond to the COVID-19 public health emergency and its negative economic impacts. ARP funding for projects that respond to the public health emergency or its negative economic impacts will be available through an online application process. Funding will be available to support projects for City agencies and organizations external to the City. ARP funds must be fully spent by December 31, 2024.

The City's robust response to the COVID-19 public health emergency has put a strain on resources. ARP funds will be used to support essential front-line employees, shore up the City's financial health, modernize City government, and deliver resources and projects that builds public trust and facilitates neighborhood-level change. The City is expected to receive its first disbursement of American Rescue Plan Act funds in the spring of 2021. Another disbursement will be received within 1 year from the first disbursement.

The City will reserve some ARP funds to stabilize the City's financial outlook over the next three years. At the urging of many State and local governments, the ARP bill provides more flexibility on using Federal aid to backfill lost revenue. This flexibility means that the City can preserve core services while we plan for a longer-term economic recovery.

Budget Plan

The Fiscal 2022 Recommended Budget Plan is built around the priority areas of Mayor Scott: Prioritizing Our Youth, Building Public Safety, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources. Collectively, these investments will begin to rebuild the public's trust in local government to make progress on the key issues facing Baltimore.

Prioritizing Our Youth

The Recommended Budget Plan includes \$487.6 million across all funding sources. Key highlights include:

- Total support for City Schools in Fiscal 2022 is \$360.3 million. City funding supports Maintenance of Effort payments, the 21st Century Schools program, debt service and capital funding for school renovations and upgrades, retiree benefits, school health services, and crossing guards.
- The recommended budget continues to support the Mayor's Office of Children and Family Success with \$22.3 million in funding. The Office oversees the City's Head Start program, the Community Action Partnership (CAP) Centers, and the African-American Male Engagement program.
- The budget includes State funding of \$1 million for YouthWorks and \$3.5 million for the local management board for the Children and Youth Fund. These additional funds are provided by the State's Community Safety and Strengthening Act, which passed the Maryland General Assembly in 2019.

Building Public Safety

The Recommended Budget Plan includes \$1.05 billion across all funding sources. Key highlights include:

- The City will increase its monthly 911 fee by \$0.25 per phone line to support the growing cost of 911 services as part of the Next Generation 911 (NG911) effort. NG911 is a state-of-the-art public safety technology that will improve 911 service through secure call networks, better call routing capabilities, and the integration of call and geo-location data for use by emergency responders.

- The Office of Emergency Management will use \$500,000 of remaining CARES Act funds to purchase additional PPE, such as masks, gloves, disinfectant, and hand sanitizer. The equipment will help to keep both City employees and residents safe during the continuing COVID-19 pandemic.
- The newly-formed Mayor's Office of Neighborhood Safety and Engagement will leverage a private investment of over \$850,000 to kick-start the Group Violence Reduction Strategy (GVRs). The GVRs Strategy is an evidence-based approach designed to curtail violent crime, expand opportunities for high-risk populations, and build better relationships between police officers and the communities they serve.

Clean and Healthy Communities

The Recommended Budget Plan includes \$1.2 billion across all funding sources. Key highlights include:

- The Baltimore City Health Department will manage vaccination sites across the City, including mobile vaccination, to continue the mass vaccination effort underway both locally and nationwide. Fiscal 2022 costs are budgeted at \$10 million through December and are expected to be fully reimbursable with FEMA funds.
- The City will continue to manage an isolation site at the Lord Baltimore Hotel in an effort to control the spread of COVID-19. The Fiscal 2022 budget includes \$7.4 million for this work through December 2021 and will continue as long as FEMA reimbursement is available.
- The Department of Public Works (DPW) will begin distributing recycling cans for every eligible home in Baltimore. The \$8.3 million program will be made possible by a private grant and an interest-free loan, with ongoing maintenance and debt service costs to be paid from the Stormwater Enterprise Fund.
- DPW will also continue supporting a 12-month pilot Sewage Onsite Support (SOS) Cleanup Program (begun in Fiscal 2021) which provides professional cleaning, disinfection, and disposal services through 311. The \$2.5 million program is funded by the Wastewater Utility Fund.
- The City will refund DPW's graffiti removal program which was defunded as a part of the City's Fiscal 2021 savings initiative in response to COVID-19.
- The Department of Housing and Community Development (DHCD) will leverage additional General Funds to enable access of up to \$2 million of State weatherization resources. DHCD expects this funding to facilitate an additional 500 home weatherization projects.

Equitable Neighborhood Development

The Recommended Budget Plan includes \$130.4 million across all funding sources. Key highlights include:

- The Mayor's Office of Children and Family Success will continue a rental relief and eviction prevention program to assist tenants that have fallen behind on payments during COVID-19. The program is supported by \$31.2 million of aid from a variety of federal, State, and local sources from funds awarded in Fiscal 2021.
- The Mayor's Office of Employment Development (MOED) will serve 30,000 residents and continue refining strategies to help residents get living wage jobs, with \$5.8 million in grant funding. A standardized "access points" intake process will launch at career centers, in order to evaluate residents' specific needs and direct them to relevant services.
- The City will provide Visit Baltimore a one-time loan of \$6.7 million to stabilize their budget in the wake of COVID-19. The funds will be used to jump-start a post-COVID tourism recovery strategy, and will be paid back over five years as Hotel Tax revenue recovers.
- The Charm City Circulator will continue operating at current service levels with the support of a Federal Transit Authority grant from the CARES Act. The funds will support ongoing operating costs to combat the loss of dedicated Parking Tax revenues that were the primary source of funding for the Circulator.

Responsible Stewardship of City Resources

The Recommended Budget Plan includes \$220.9 million across all funding sources. Key highlights include:

- The Baltimore City Information and Technology (BCIT) budget includes \$14.5 million for Phase 2 of the Enterprise Resource Planning (ERP) system. The project will replace and integrate the City's core financial, payroll, and human resources systems, with the goal of reducing manual data entry and improving access to real-time financial information within one single platform.
- BCIT will be awarded an Innovation Fund loan of \$200,000 to invest in an automated online messaging system for 311 service requests. The technology, similar to those used by online services and retailers, will provide real-time assistance to customers on frequently asked questions, which will reduce call volume pressure on the 311 Call Center.
- Finance will add one dedicated attorney to lead the new Corporate Tax Compliance Unit, which will examine self-reported taxes that are most susceptible to under-reporting and abuse. One Finance position will also be added to ensure compliance with the audit requirements that have arisen from federal and State COVID-19 funding.
- The Board of Elections will continue to monitor pending State legislation that aims to institutionalize mail-in voting options. The November 2020 election improved voter access and lowered costs; higher mailing and security costs were offset by lower personnel and training costs due to fewer in-person voting sites.
- The capital budget includes \$15 million of one-time resources for the Department of General Services and the Department of Transportation in anticipation of the sale of three City-owned properties. The expected sales are the culmination of an internal workgroup, which has focused on generating real estate value from City assets.

Fiscal Risks

Like many state and local governments, the City's financial outlook has changed dramatically in the wake of the COVID-19 pandemic. The pandemic has directly exposed some new risks in the City's financial profile, for example:

- **Parking Revenues:** Historically, the General Fund has netted approximately \$36 million annually from parking-related revenues such as Parking Tax, garage income, parking meter revenue, and fines and penalties after operating expenses of the Parking Authority of Baltimore City and debt service payments for City-owned garages. Some of this revenue is dependent upon downtown commuters who pay for parking in either City-owned or private garages. If work-from-home options remain available to employees, many of these commuters are unlikely to return to downtown parking garages, which could lead to a permanent reduction in garage income and Parking Tax revenues.
- **Commercial Real Estate Values:** In Fiscal 2022, commercial property assessments grew only 0.9% on a triennial basis, compared to an average of 12.4% over the last five assessment cycles. This stagnant growth is the result of recent write-downs in value for commercial properties that have been especially vulnerable during COVID-19 in the hotel, retail, and restaurant sectors. The Fiscal 2022 assessment was for Group 3 properties, which are in the southern third of the city. Downtown properties, which are most vulnerable to COVID-related impacts, are in Group 1 and are due to be re-assessed in Fiscal 2023.
- **Convention Center Hotel:** The City's Convention Center Hotel (Hilton) was financed with \$300 million of tax-exempt bonds in 2006. The repayment of debt was expected to be covered by three revenue sources: hotel operational revenue, the Hotel Tax, and Property Tax revenue generated by the Convention Center Hotel itself. The hotel has been closed during Fiscal 2021 due to COVID-19, resulting in a shortfall of resources required to make debt service payments. Per the original bond agreement, the City is required to divert

up to \$7 million of General Fund Hotel Tax revenue to fill the gap if necessary, and the Fiscal 2022 budget includes this full \$7 million requirement. This requirement is likely to remain in the budget until the hotel and Convention Center industry recovers, diverting General Fund resources away from other pressing priorities.

In addition to the challenges of recovering from the COVID-19 economic disruption, the City still has some significant fiscal risks that pre-date the pandemic:

- **Kirwan Education Costs:** In 2020, the Maryland General Assembly passed the Blueprint for Maryland's Future legislation, more commonly referred to as Kirwan, which would require additional State and local contributions to school districts. The bill was vetoed by the Governor, but the General Assembly overrode the veto in the 2021 session. The City's new local contribution will begin in Fiscal 2023. Per the fiscal note drafted by the Maryland Department of Legislative Services for fiscal analysis of the bill, the City's contribution to City Schools for operating costs will increase by \$63 million compared to the current law and grow to a \$161.5 million annual increase by Fiscal 2030, totaling nearly \$1 billion in additional City resources over the next decade.
- **Police Legal Liability:** The City is increasingly facing claims for decades-old accusations against the City that led to wrongful imprisonments. The City also has begun to settle claims related to the misconduct from the Gun Trace Task Force (GTTF). These cases expose the City to significant financial liability.
- **Fire and Police Pension:** In May 2019, a judgment was reached in the Baltimore Circuit Court for Baltimore City on the long-standing litigation between the City and Fire and Police employees over pension reforms that were enacted in 2010. The judge upheld the City's modification that extended the years of service required to earn a pension from 20 to 25 years. However, the judge also ruled that the City unfairly withdrew benefits from already-retired employees and that those retirees are entitled to seek damages for lost benefits from the City.

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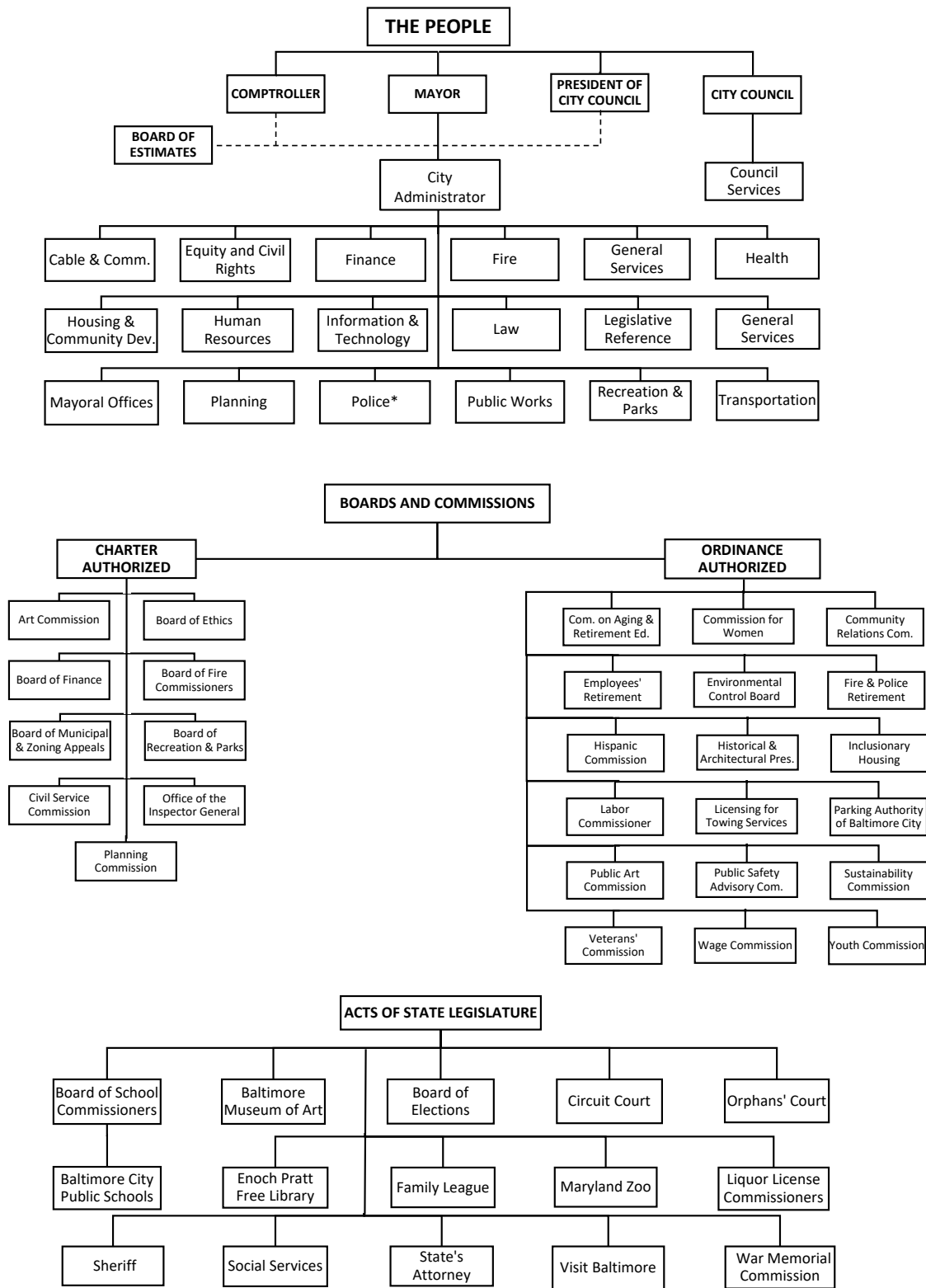
EXECUTIVE SUMMARY

Board of Estimates Recommendations

Introduction

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Municipal Organization Chart



*The Baltimore Police Department was created by an act of State legislature. The Mayor has the statutory right to hire and replace the Police Commissioner.

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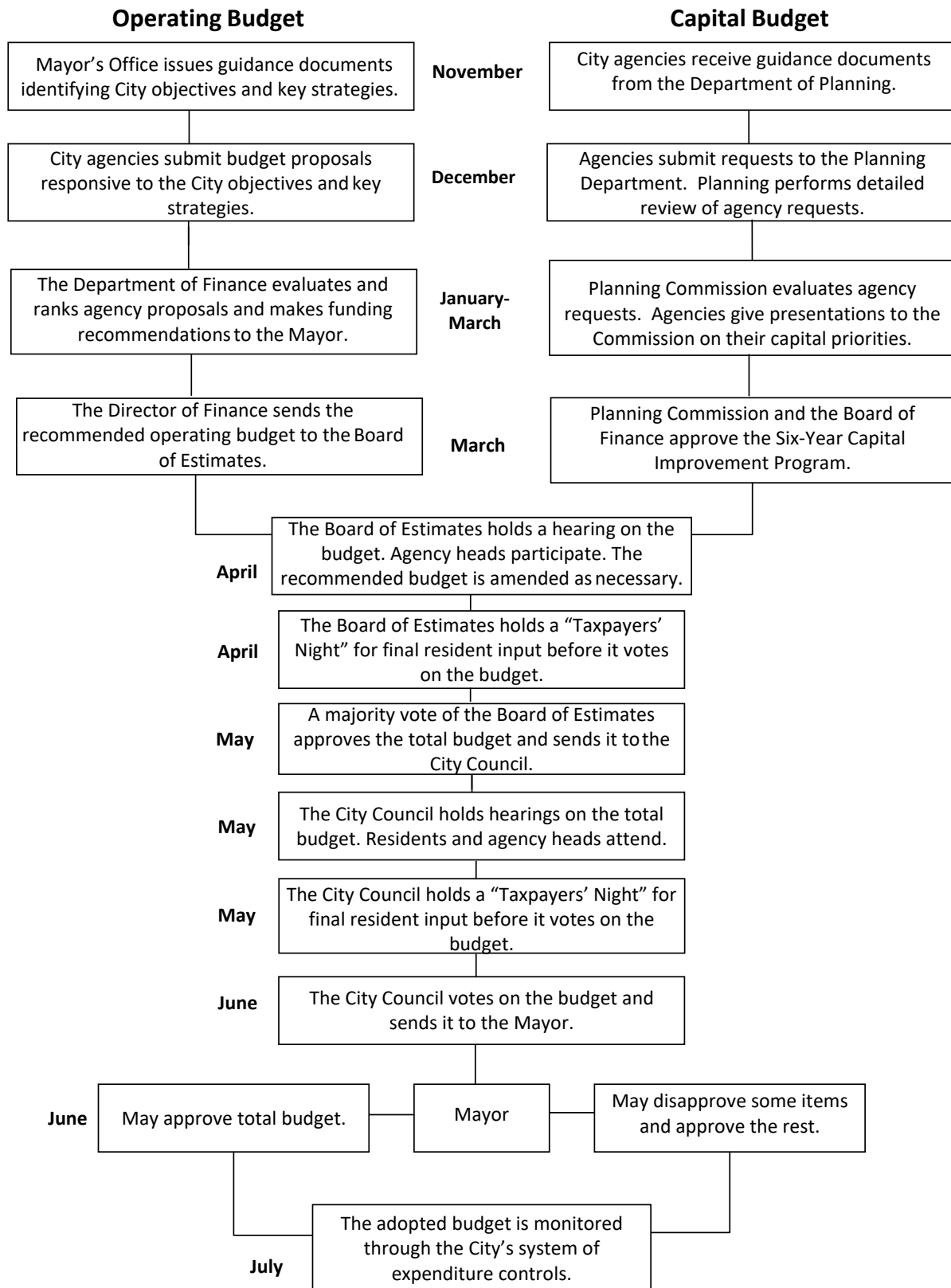
EXECUTIVE SUMMARY

Board of Estimates Recommendations

Budget Process and Related Policies

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Budget Process



Prior to Fiscal 2011, Baltimore used a traditional agency-centric budget process similar to what was used by other local governments across the country. Each year, funding was allocated to agencies based on available resources and prior-year spending patterns, and agencies were given freedom to allocate their resources among a variety of functions.

Although this process kept the City's budget in balance from a financial perspective, it was unclear which agency functions were most important to residents and which were demonstrating results.

In Fiscal 2011, Baltimore implemented an innovative process called Outcome Budgeting. The process required agencies to make service-level budget proposals that justify investments in strategies geared towards achieving citywide outcomes and goals. Although the process has evolved significantly over the past decade, the underlying principle remains the same: to not only keep Baltimore's budget sustainably balanced, but also to get the best use of City resources by devoting resources to services that achieve the best results for our residents.

The budget process operates in a cycle that repeats each year: first, develop a strategic plan; next, budget resources in a manner informed by the strategic plan; and finally, track performance against the plan. A more detailed description of the budget process is provided below.



Strategic Planning

Priority Outcomes

The Mayor and Senior Team first decide on a set of Priority Outcomes. Priority Outcomes are broadly-defined goals for the City. Although these have been modified and adjusted to reflect the priorities of each Mayoral administration, similar themes are common. The Fiscal 2022 budget was built around five Priority Outcomes: Prioritizing Our Youth, Building Public Safety, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources.

Operating budget information is provided by Priority Outcome in the [Operating Budget Recommendations](#) chapter.

Service-Level Budgets

Each agency organizes its budget around services, which are activities or sets of activities that agencies perform that have a clear purpose and identified costs. Budgeting by service deliberately changes the focus from agencies to services, and provides insight into exactly what it costs to carry out each specific function of government. One key advantage of this approach is that services are evaluated based on which Priority Outcome they advance rather than which agency manages the service. For example, the Department of Transportation has a wide range of functions that address different Priority Outcomes. Services such as Traffic Safety and Street Lighting support Building Public Safety, while Parking Management and Special Events support Equitable Neighborhood Development.

ment. This approach seeks to identify and eliminate duplication of efforts across agencies, and isolate services that are not contributing to desired results.

A listing of the services and funding levels by Priority Outcome can be seen in the [Operating Budget Recommendations](#).

Service-Level Performance Measures

Agencies work with the Bureau of the Budget and Management Research (BBMR) and the Mayor's Office of Performance and Innovation (OPI) to develop performance measures for each service. Internally, performance measures allow the City to assess the service's performance over time, and to make corrections if necessary. Externally, performance measures allow the agency to communicate the value that residents receive for their tax dollars.

There are four types of performance measures:

Type	Description	Example for Service 609: Emergency Medical Services
Output	How much service is being delivered	Number of EMS responses
Efficiency	The cost in dollars and/or time per unit of output	Percent of EMS fees collected versus total billable
Effectiveness	How well the service meets standards based on customer expectations	Percent of EMS responses within 9 minutes
Outcome	How much better off is the resident	Percent of patients surviving cardiac arrest

Performance measures must meet the S.M.A.R.T. test:

Label	Type	Description
S	Specific	Measure is clear and focused
M	Measurable	Can be quantified and allow for analysis
A	Ambitious	The target should stretch the service to improve performance
R	Realistic	The target should make sense given the organization's fiscal constraints
T	Time Bound	There should be a clear timeframe for achieving the targeted performance

Service-level performance measures were first developed in Fiscal 2011 for larger agencies and in Fiscal 2012 for small and medium-sized agencies. In Fiscal 2018, the City launched a comprehensive review of all service-based performance measures across agencies. All performance measures, including past year actuals and the next budget year's target, are reflected annually in the Agency Detail budget publication.

Budgeting

Proposals

Agencies are asked to submit a budget proposal for each service. The budget proposal is a formal request from the agency to BBMR for resources for the next fiscal year. The budget proposal includes both financial information and details about how the service impacts the City. Agencies are asked: How does your service align with the

Priority Outcomes? How does your service drive improvement in one of the citywide indicators? And, what steps will the service take to improve performance? Agencies are also provided the opportunity to submit enhancement funding requests. Enhancement requests are for projects that will improve the efficiency and effectiveness of agencies.

Budget Recommendations

Next, the Department of Finance shares all information with the Mayor and Senior Team, and develops the Preliminary Budget Plan, which is released in late March or early April. In April, the Mayor works to incorporate feedback from the Board of Estimates and Taxpayers' Night to develop a final budget recommendation, which is submitted to the Board of Estimates in May. Once the Board of Estimates approves the budget, it is passed on to City Council for review. In May and June, the City Council holds hearings with agencies and hosts a Taxpayers' Night. In June, the City Council votes on the budget and the budget is submitted to the Mayor for final passage. The final budget must be acted on by the City Council at least five days before the start of the fiscal year, July 1.

Performance Management

Once the budget is approved, regular performance management sessions are held between the Mayor's Senior Team, OPI, and agency leadership to discuss performance, identify problems, diagnose causes, and direct resources to solve problems. BBMR, Department of Human Resources (DHR), and Baltimore City Information and Technology (BCIT) staff also participate in these meetings. Performance management meetings are either agency-focused or topic-focused, centered on a Mayoral priority, and include multiple agencies. OPI is developing a set of "Stat" meetings with the new administration and the Chief Administrative Officer (CAO), including PoliceStat, CleanStat, and additional meetings focused around other key issues.

New Developments

BBMR considers the budget process to be a collaborative effort led by the Mayor, with input from agencies, City Council members, and Baltimore City residents. BBMR is committed to building and upholding an innovative and equitable process. Baltimore's budget process is evolving each year. BBMR is actively working to expand community input and prioritize equity into the budget process.

Community Outreach

A key part of BBMR's role is to provide residents with insights into the budget and the budget process. Over the years, BBMR has embraced this role with the development of the Budget Pop-Up at the Board of Estimates Taxpayers' Night, presentations and workshops in the community, and increasing its social media presence. In Fiscal 2020, BBMR piloted "Budget Pop-Ups" at Enoch Pratt Free Library Branches across the city, as well as hosting a table at the 32nd Street Farmers Market. In addition, BBMR continued presenting and attending community meetings and City agency sponsored events. In response to the COVID-19 pandemic, BBMR has expanded its virtual outreach, including the first Virtual Taxpayers' Night, which took place in April 2020 and had over 200 participants, virtual presentations to community groups, and social media updates. BBMR is currently working to expand access to and engagement with the budget process for future budget cycles by developing a web-based version of the budget book, launching interactive online budget tools and simulations, and restarting the Community Survey, which gathers resident input on City services and priorities.

Equity in the Budget

In the summer of 2017, Baltimore's Department of Planning began analyzing where capital projects occurred in the City based on race, income, and age group. In 2018, the City Council established an Equity Assessment Program (City Council Bill 18-0223) with the intent to eliminate structural and institutional racism and other forms of discrimination. In 2019, the Equity In City Government Committee (EICG) developed a plan for implementing an equity strategy for the City. This plan included the Office of Civil Rights and Wage Enforcement becoming the Office of Equity and Civil Rights (OECR). The newly constituted OECR began facilitating meetings with Equity Officers across City agencies in the effort of facilitating the City's equity strategy.

BBMR has engaged in a variety of steps to expand staff understanding of equity in the budget and beyond. In 2017, BBMR participated in a peer-to-peer exchange with the City of Seattle and learned about their work around incorporating equity into municipal government. In 2018, BBMR partnered with Baltimore Corps to hire a Fellow on contract focused on expanding community engagement and beginning the internal work related to the Equity Assessment Program. That work led to a full-time position and since then, BBMR has continued to further incorporate equity into everyday operations. Staff have engaged in a variety of discussions and trainings with outside organizations and other agencies; the office holds monthly equity chats that are facilitated by staff members of topics of interest or external trainers and presenters; BBMR became an Associate Member of the Government Alliance on Race and Equity (GARE) and has connected with other jurisdictions to learn about their work; and staff have conducted several research projects about equity assessments, equity tools for budgeting, and best practices in general.

As the City continues to implement the Equity Assessment Program under Mayor Scott's administration, the budget process and budget decisions will be reviewed and assessed to further incorporate equity. Trainings facilitated by OECR and the information provided by agencies to assess their current understanding and engagement around equity in their work will be the foundation for future efforts related to equity in the 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, including payroll, purchasing, and retirement, are not summarized here.

Operating and Capital Budget Policies

Fundamental budget policies are set forth in the City Charter.

- **Balanced Budget:** The Charter requires a balanced budget. A difference between revenues and total expenditures is 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 revenue. 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 work closely with agency fiscal officers throughout the fiscal year, from implementing the current year budget to planning the next year's budget. Expenditure and revenue projections are developed and reviewed on a monthly basis. The Mayor, through the Department of Finance, exercises appropriate fiscal management to adjust budget policies, as necessary, to live within the limits of the current adopted plan. The City Council reviews budget performance each quarter, during the budget development period in the fourth quarter, and during the normal course of hearings on supplemental appropriations.
- **Long-Range Capital Plan:** The Charter requires the Department of Planning to develop a long-range Capital Improvement Plan (CIP), 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.

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.

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. It 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 has a \$137.9 million balance,

representing about 7.1% of the General Fund. The City did not contribute to the reserve in Fiscal 2020 and used the funding to address shortfalls in revenue resulting from the COVID-19 pandemic.

- **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 permits a \$1 million contingency appropriation and the Fiscal 2021 budget included the full \$1 million.

Financial Reporting Policies

The City has received the Government Finance Officers Association (GFOA) annual award for Excellence in Financial Reporting for over 24 years and the Distinguished Budget Presentation award each year applied 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. 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 (GO) 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. In 2014, Standard & Poor's upgraded the City's bond rating from 'AA-' to 'AA', citing strong fiscal management. The City prepares an annual debt report, semi-annual multi-year debt service projections, and a periodic debt affordability analysis.

Investment Policies

The City's 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 is 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, and 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.

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. 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, grants, and 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 Practices

- **Employee and Retiree Benefits Program Costs:** Since 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.
- **Budget Emergencies:** The City Charter provides a mechanism for the Department of Finance, 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.

Budgetary Basis

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), except that:

- Encumbrances are considered to be expenditures chargeable to appropriations and carried over from year-to-year.
- No depreciation is budgeted in enterprise funds.
- Investments in supply inventories and assets restricted for self-insurance purposes are not considered to be appropriable.
- 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 into 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:

- Encumbrances are recorded as a reservation of fund balance (budget) as opposed to expenditures (GAAP).
- Certain revenues and expenses, (e.g., compensated absences) not recognized for budgetary purposes are accrued (GAAP).
- Self-insurance contributions are recognized as expenditures for budget purposes only.

Enterprise Fund differences consist of the following:

- Encumbrances are recorded as an expense of the following accounting period (budget) as opposed to expenditures (GAAP).
- 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).

- Depreciation is not recognized for budgetary purposes and recorded as an expense for GAAP.

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.

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

- 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 (BOE) 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 BOE approval must be submitted to the Expenditure Control Committee for review and recommendation prior to submission to the BOE.
- Space Utilization Committee: All actions affecting the disposition of property through sales, the leasing of City-owned real property and City leasing of property owned 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 BOE 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 BOE 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 management system tracks spending by service, activity, and object level within each 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 upon agency request and availability of funds.

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 BOE, 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

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 BOE 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, 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 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 BOE actions, extra work orders, and other actions to determine impact on project balances. All agencies ongoing capital projects are monitored by agencies 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 Improvement 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 BOE must approve all costs that would exceed any funding previously approved by the Board for a project.

FISCAL 2022

EXECUTIVE SUMMARY

Board of Estimates Recommendations

Fiscal Environment

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The last fourteen months has been one of the most challenging periods in modern history due to the COVID-19 pandemic. According to the World Health Organization, more than 136 million people worldwide have been infected with COVID-19 and more than 2.9 million have died of this disease as of April 14, 2021. In the US alone, more than 30.9 million people have been infected and more than 557,000 have died. In addition to the catastrophic health and social impacts of COVID-19, impacts to the economy have been far-reaching. An analysis completed by the University of California, Santa Cruz estimates that the number of small business owners in the US declined by nearly one million from 15 million in February 2020 to 14.1 million in December 2020. In addition, the national unemployment rate fluctuated from 3.3% in February 2020 to 14.7% in April 2020, and to 6.2% in February 2021.

Despite the shocks to the economy experienced as a consequence of COVID-19, there is growing consensus among many economists and economic policy experts that economic recovery will be faster than anticipated. Economic experts have been gradually changing their view of the economy in recent weeks from ways to ease the contraction to now predicting the timing and magnitude of growth. In the April 2021 World Economic Outlook, the International Monetary Fund (IMF) reported a more optimistic view of the economy than their October 2020 report. Their revised estimates show the global economy growing by 6.0% in 2021 and 4.4% in 2022, 0.8% and 0.2% more than their prior estimates. The IMF also reported that due to the positive impact of the gradual easing of lockdown restrictions, and direct fiscal support to the economy, the global economy experienced only a 3.3% contraction in 2020, which was 1.1% better than originally anticipated. Anecdotally, Mark Zandi, Chief Economist of Moody's Analytics, is confident that the US economy will experience strong GDP growth, 6% to 7%, for the second half of 2021, which will extend into 2022.

Other indicators also show promising signs for a rapid recovery. In August 2020, Moody's Analytics and CNN Business developed an indicator intended to assess and track in real time how the economy responds and behaves compared to pre-pandemic activity, using February 2020 as the base period. The indicator, called Back to Normal Index (BNI), incorporates national government and private information from all industries at the state level. According to this indicator, the US economy is currently operating at 86% of pre-COVID-19 levels, with certain states, such as Florida and Virginia operating at 97% and 94% respectively, while New York and Massachusetts are at 74% and 78% of pre-COVID-19 activity. Maryland is still below the national average at 81%. Finally, consumer confidence has been gradually increasing in recent months. According to the University of Michigan's Survey of Consumers, the monthly Index of Consumer Sentiment increased 13.1% from 71.8% in April 2020 to 84.9% in March 2021, the highest level since the pandemic started.

Despite these signs of optimism, there is still a long road ahead to full recovery, and it will depend on the continuing success of vaccination efforts.

Year in Review

The following sections provide detail on the major areas that were positively or negatively impacted during the last year, and how they will influence the financial future of the City.

Remote Communication

One of the most notable consequences to the economy and society from COVID-19 was the unexpected and accelerated transition to remote social interactions and teleworking. It is unclear if this will continue in its current form in the long-term, but it has certainly changed the perception and dynamics of socialization and workplace environments moving forward. According to the Bureau of Labor Statistics, 31.0% of establishments offered teleworking, which helped employers to continue operations and employees to retain jobs. Employment and business

activity in general would have experienced far more devastating consequences from COVID-19 if the global economy did not have the technology to continue operations remotely. It is worth noting that if the spread of COVID-19 occurred just 10 years ago the outcome would be very different. The availability and use of technology to continue communicating and operating during the months of mandatory lockdown have been the difference between what is now considered an “about to end” economic slowdown and the potential long-term recession.

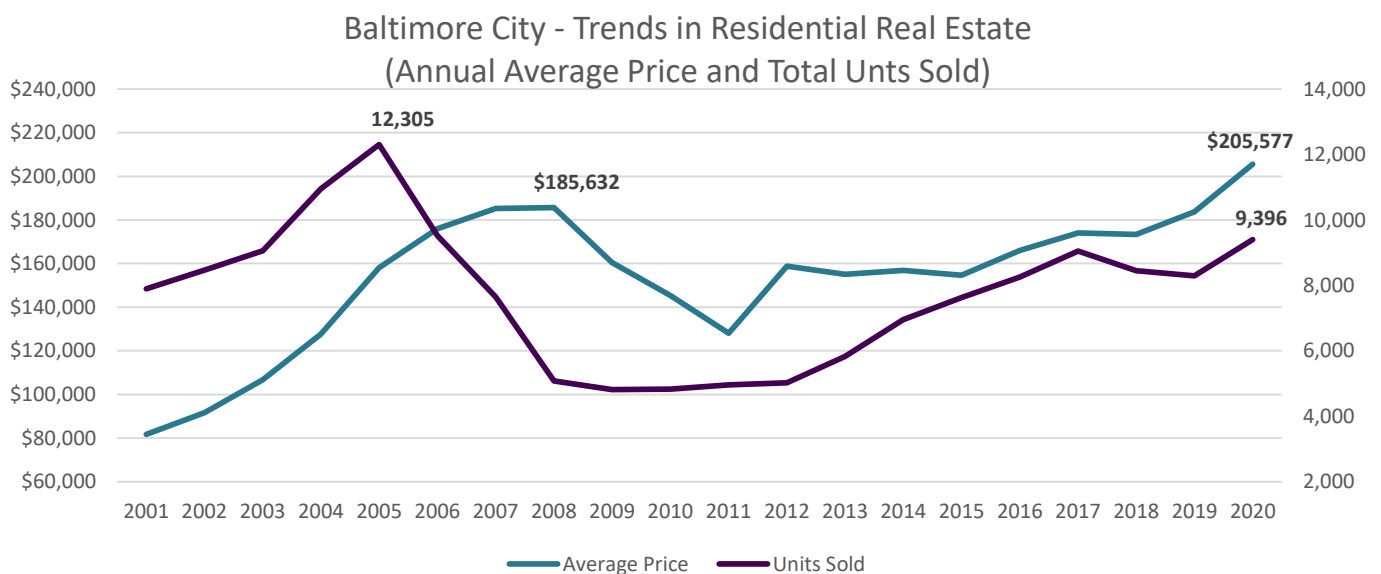
Teleworking and remote communication not only enabled the continuity of the economy in a unique form, but also allowed education, health, and other service based systems and related industries to continue operations.

Residential Real Estate

Despite an initial disruption in real estate activity in the later part of March 2020, the City’s residential real estate market has been strong. Social distancing and lockdown policies resulted in individuals looking for livable spaces that can also be accommodated for teleworking. Additionally, the continued availability of cheap borrowing conditions for new mortgages and refinancing transactions changed the prevailing market conditions and incentivized the demand for real estate.

The volume of residential sales experienced during the last twelve months is only comparable to those witnessed during the housing boom in the early 2000s. According to data from Bright MLS, Inc., residential sales in March 2021 were 37.2% higher than March 2020 sales. In the first quarter of 2021, 2,439 units sold, a 37.2% increase in sales from than the first quarter of 2020. The total number of transactions for the last twelve months totaled 9,918, 15.7% higher than the prior twelve months. In March 2021, the City registered the historic highest average sale price of residential properties of \$226,814, as well as the highest annual average value of \$205,577. These average values were 9.9% and 11.9% higher than those registered in March 2020 and calendar year 2019 respectively. Properties sold in March 2021 were listed for an average of 40 days, which is the lowest on average on record, even beating the 41-day average in July 2005 during the housing boom.

The chart below illustrates the trend in the number of transactions and average value for residential properties in the City over the last 20 years.



The favorable conditions of the City’s residential real estate market are also reflected in key revenue sources. The average yield per transaction subject to transfer taxes was 16.3% higher than the same period last year, as demonstrated by the \$36.0 million in transfer taxes collected as of the first quarter of Fiscal 2021, \$4.8 million

or 15.5% higher than the same period of Fiscal 2020. Similarly, with the continued help of low interest rates, transactions subject to recordation tax reached a record level with 19,656 transactions processed as of March 2021, 22.7% or 3,638 more transactions than in 2020, generating \$32.1 million in revenues, 3.9 million or 13.8% higher than last year.

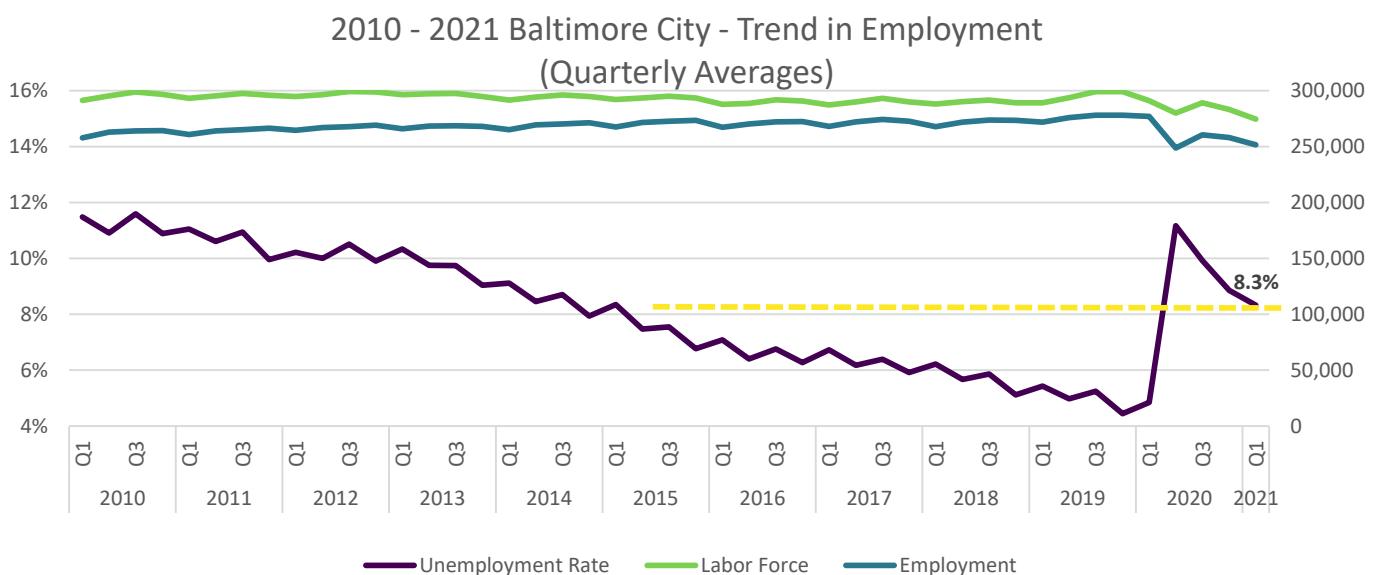
It is uncertain if this pace of activity will continue, but the current strength of the residential real estate market will help to offset some of the weakness on the commercial side of the market.

Employment

The City's labor market experienced instability during the last year due to COVID-19. Prior to the pandemic, the City registered the lowest unemployment rate since 1990 at 4.4% in the last quarter of 2019 and 4.8% during the first quarter of 2020. However, as social distancing, lockdown, and travel restrictions were implemented many of the jobs in the service sectors, and those that were not able to be retained by teleworking alternatives, were drastically reduced. Between the first and second quarter of 2020, the total number of jobs located in the City were reduced by 4.7%, which is equivalent to more than 17,600 positions. The vast majority of these jobs, 57.6% or more than 10,200 positions, corresponded to jobs in the Leisure and Hospitality sector. Between these two quarters, jobs occupied by City residents declined by more than 28,300 or 10.2%, while the number of unemployed residents increased by 121.3% from 14,113 in the first quarter to 31,237 unemployed residents in the second quarter of 2020 for an increase in the unemployment rate from 4.8% to 11.2%.

Currently, the City's unemployment rate averaged 8.3% between January and February 2021, improving from the 9.9% and 8.9% of the third and fourth quarters of 2020 respectively. This improved behavior correlates to how the economy has gradually responded to easement of social distancing and lockdown restrictions, and more recently to growing vaccination rate. This represents an important feature of the economic slowdown due to COVID-19 and the promising recovery path in the short-term. Core sectors of the economy did not experience drastic operating and production disruptions and maintained close to normal levels of employment. Only those jobs that could not be offered due to the nature of the work, specifically those requiring social interactions, were paused, but not eliminated. Demand for those services still exists, but they are restricted, which means that job absorption will resume as vaccinations continue and social distancing restrictions are reduced.

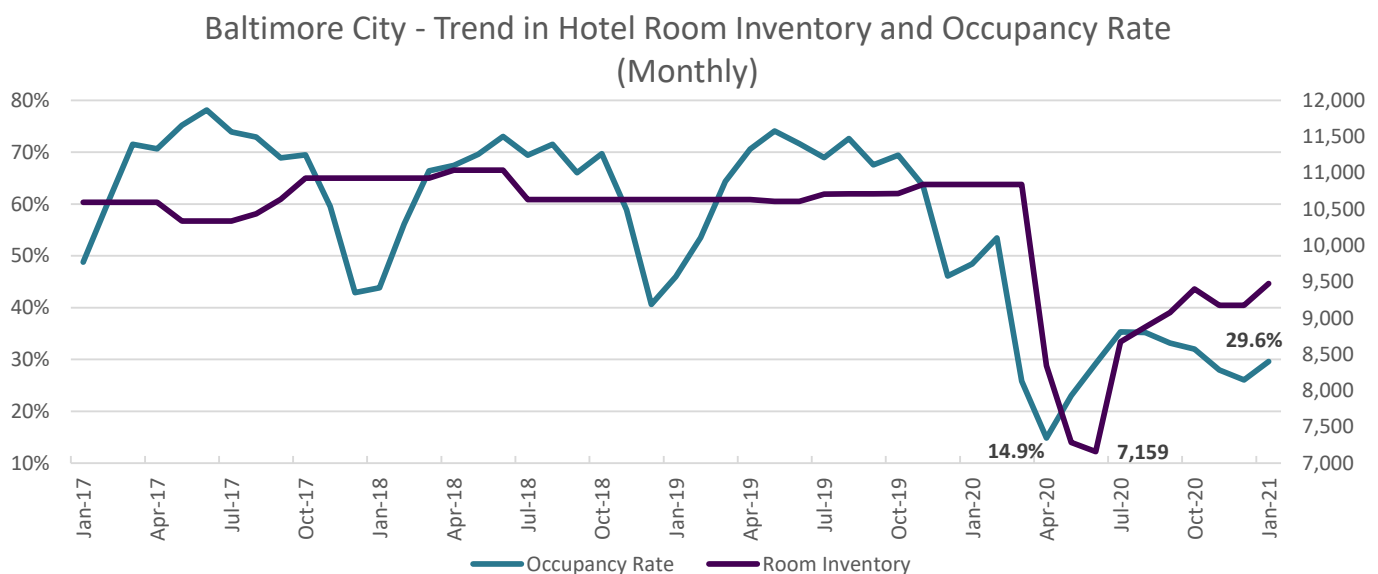
The following chart illustrates the current unemployment rate over the 10 years.



Tourism and Hospitality

The sectors most severely impacted by COVID-19 were the tourism and hospitality sectors. Many travel and recreational activities have been paused since the beginning of the pandemic. As of February 2021, the BWI Airport reported a reduction in visitors of 62.9% or 8.5 million compared to last year. The City's Convention Center facility stopped hosting events and was converted to a site hospital. Professional sports were temporarily suspended, and when reopened accepted fewer fans for games. Admissions to art venues and live entertainment events were prohibited and many hotels in the City were closed to the public or used as preventive and treatment care accommodations for COVID-19 patients. The inventory of taxable hotel rooms was reduced by 17.3% from the annual average of 10,717 to 8,862 rooms as of January 2020 and 2021 respectively. Additionally, prior to COVID-19, the City averaged an annual 64.2% occupancy rate, which has decreased to 28.4% since March 2020.

The following chart illustrates the trend of hotel room inventory and occupancy rate as two key indicators of the City's lodging activity.



The full reactivation of these industries will rely on the success of the global vaccination rollout. Further, most industry experts do not expect a full recovery in this industry until 2024.

Risks

Even with the growing optimism of an economic recovery, there are two major areas of risks for the City's sustainable financial health: commercial real estate and parking related activities.

Commercial Real Estate

Commercial properties represent 37.1% of the City's property tax base and account for more than \$347 million in annual real property tax revenues. As a result of COVID-19, many companies implemented work from home policies and many retailers were forced to temporarily or permanently close doors, vacating an important inventory of office and retail space throughout the City, but especially in the Downtown area where real estate is predominantly leased. According to Newmark Research, the City's office market registered a 14.2% vacancy rate in office space during the first quarter of Fiscal 2021, 1.2% higher than the first quarter of Fiscal 2020. The reduced need for working space has caused leases to be prematurely terminated, not renewed, or discounted, which directly impacted the rental income of commercial real estate owners. Currently, office space in the City represents 8.2% of the City's taxable base or \$88.6 million in City real property taxes.

The State Department of Assessment and Taxation (SDAT) is authorized by State law, Tax-Property Article §8-105, to collect income information for valuation purposes and to use the capitalization of income method to determine the value subject to taxes for income producing properties. Even though SDAT combines this process with other valuations techniques, the dependency of income for valuation is predominant for the reassessment of these type of properties, representing a significant risk to City revenues after COVID-19.

The City faces two direct threats to commercial real estate tax revenues. First, it could take up to three consecutive years for the City to realize continued reassessment declines as a result of income losses that commercial real estate owners experienced in 2020 and 2021. Second, even if the economy is fully reactivated, the need for leased working space may never reach pre-pandemic levels as businesses and workers may have achieved desired productivity levels at lower mutual costs with continued work from home strategies.

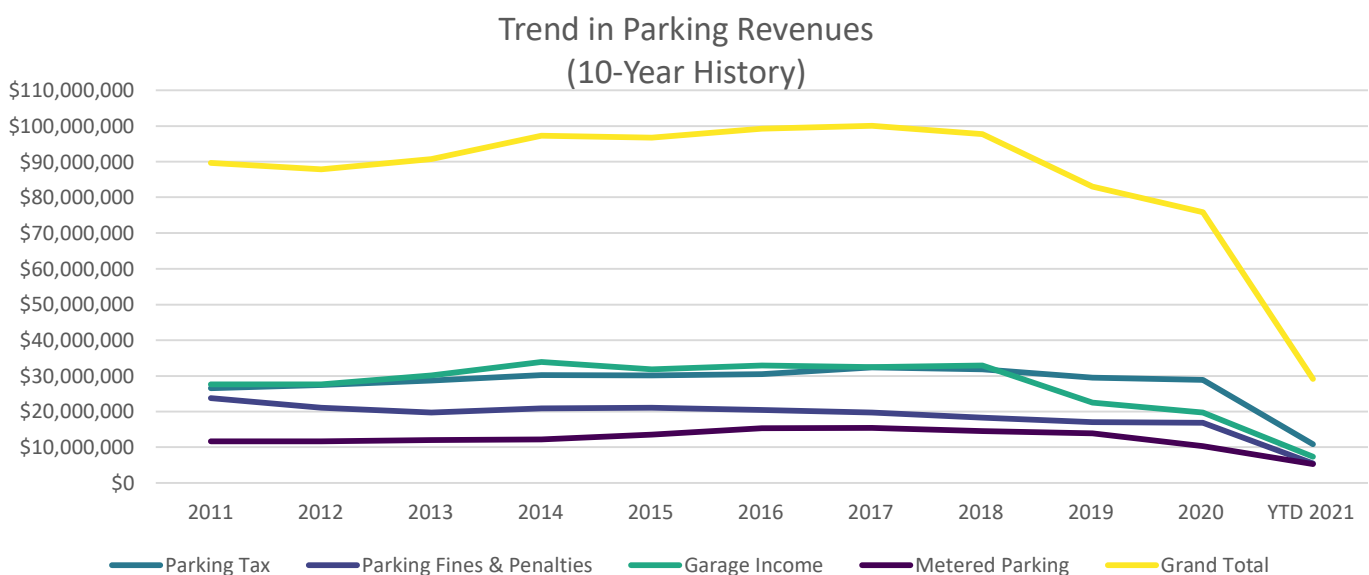
Parking Related Activities

The shutdown of the lodging and hospitality sectors, as well as restrictions on social and recreational activities, due to COVID-19 has led to decreased demand for general parking.

Prior to COVID-19, the City was already experiencing a negative trend on most of its parking related revenue sources such as Parking Tax, garage income, parking fines, and metered parking. This reduction responded to the growing availability of alternative ways of transportation that required no need for parking. All these revenue sources were further reduced due to COVID-19.

It is possible that demand for parking will eventually mimic the recovery path of the economy; however, it is also possible that a large portion of parking demand may never fully recover, which is more likely if individuals and businesses continue teleworking practices. It is estimated that parking activity linked to monthly contracts, as it relates to employees and employers who pay for reserved parking spaces especially during working hours, represent 42.6% of the City's Parking Tax and garage income. In Fiscal 2021, monthly contract revenues are estimated to represent 45.2% of Fiscal 2019 levels. In Fiscal Years 2022 and 2023, demand for parking will reach 78.0% of 2019 pre-pandemic levels. However, if the teleworking trends continue and monthly contracts do not resume to fill the remaining 22%, it is estimated that the City will experience an annual reduction of \$5 million in parking revenues compared to the Fiscal 2019 base.

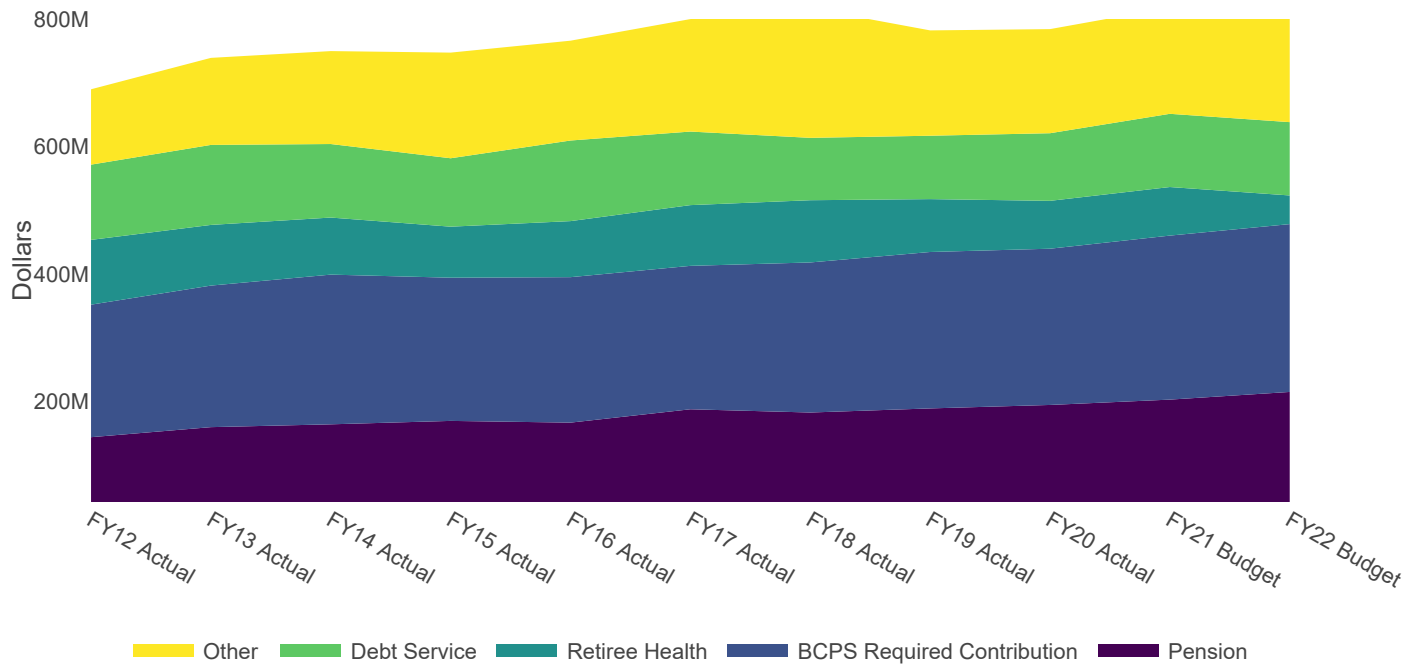
The following chart illustrates that even if the economy recovers, it will take until Fiscal 2023 for parking related revenues to reach a level of activity close to pre-COVID-19 activity.



Fixed Costs

In general, “fixed costs” are expenses 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 (MOE) contribution to Baltimore City Public Schools (BCPS), and payment of debt service.

General Fund Fixed Costs Trend



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

Retiree Health: Of 23,184 retirees eligible to enroll in City retiree healthcare plans, 14,340 or 62% are enrolled in plans. Among those retirees enrolled in plans, 8,856 are City retirees and 5,484 are retirees of City Schools or State librarians. The City pays 50% of the healthcare premium cost for the majority of enrolled retirees based upon years of service. Prescription drug coverage is bundled with medical coverage for retirees over the age of 65 enrolled in City plans. The City pays 80% of the premium of the prescription drug premium cost for the 2,466 retirees under the age of 65 enrolled in a prescription drug plan.

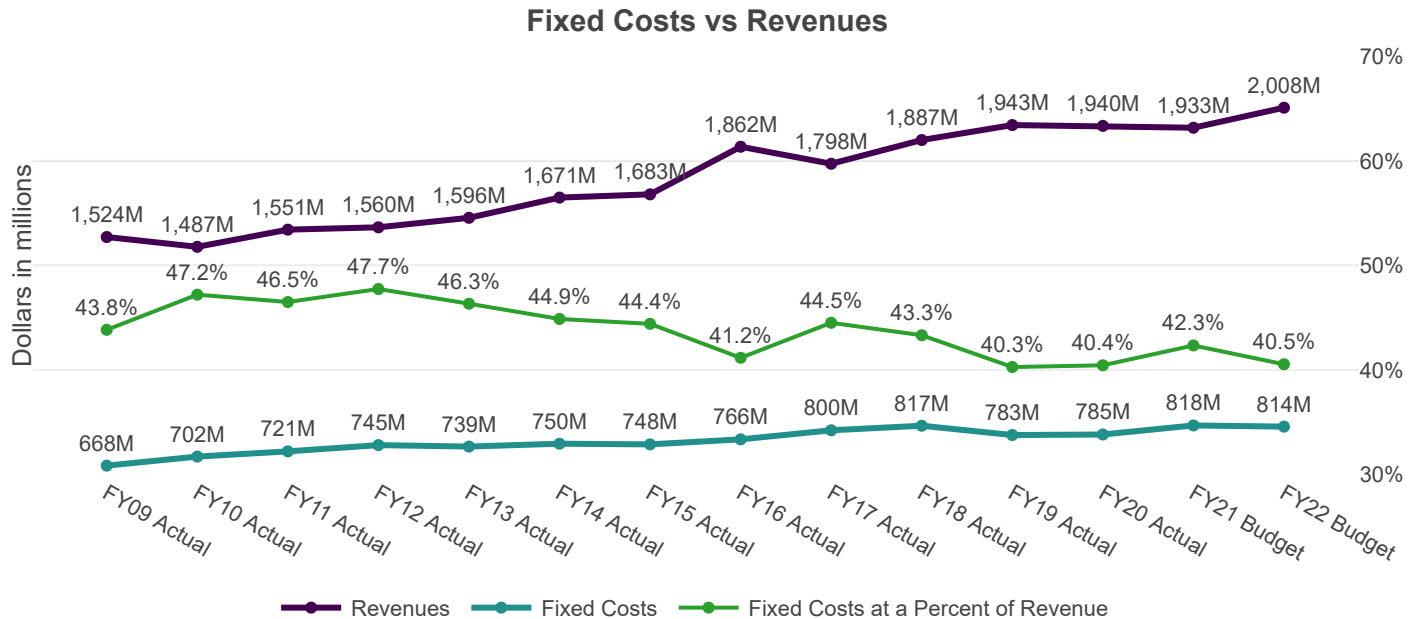
Debt Service: The City Charter mandates that payment of the principal and interest on municipal debt must be funded. The General Fund budget includes funding to pay debt on General Obligation Bonds used for capital projects, county transportation bonds, Tax Increment Financing (TIF), Conditional Purchase Agreements (CPA), and economic development loans from the State.

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

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

Fixed Cost Trends

From Fiscal 2009 to Fiscal 2012, fixed costs grew from only 43.8% of General Fund revenues to 47.7% of General Fund revenues. Since Fiscal 2013, due to a series of reforms, fixed costs have leveled off at approximately 40.5% of General Fund revenues, as represented by the line in the graph below.



In the Fiscal 2022 recommended budget, fixed costs decreased by \$4.4 million from the Fiscal 2021 budgeted levels. The decrease is primarily related to reductions in retiree health costs and was partially offset by growth in pension costs.

Employees' Retirement Systems

In 2010, the City reformed the Fire and Police Employee Retirement System (FPERS), which had grown in cost by 81% from \$48 million Fiscal 2005 to \$87.5 million in 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 F&P reform effort also called for a New Hires pension plan, for new sworn entrants to the City workforce. City Council legislation was proposed in 2015 but was not acted on. The funded status of the system has continued to decline, from 82.0% in Fiscal 2011 to 69.1% in Fiscal 2020.

In 2013, the City also reformed the Employee Retirement System (ERS) for civilian employees. These reforms included:

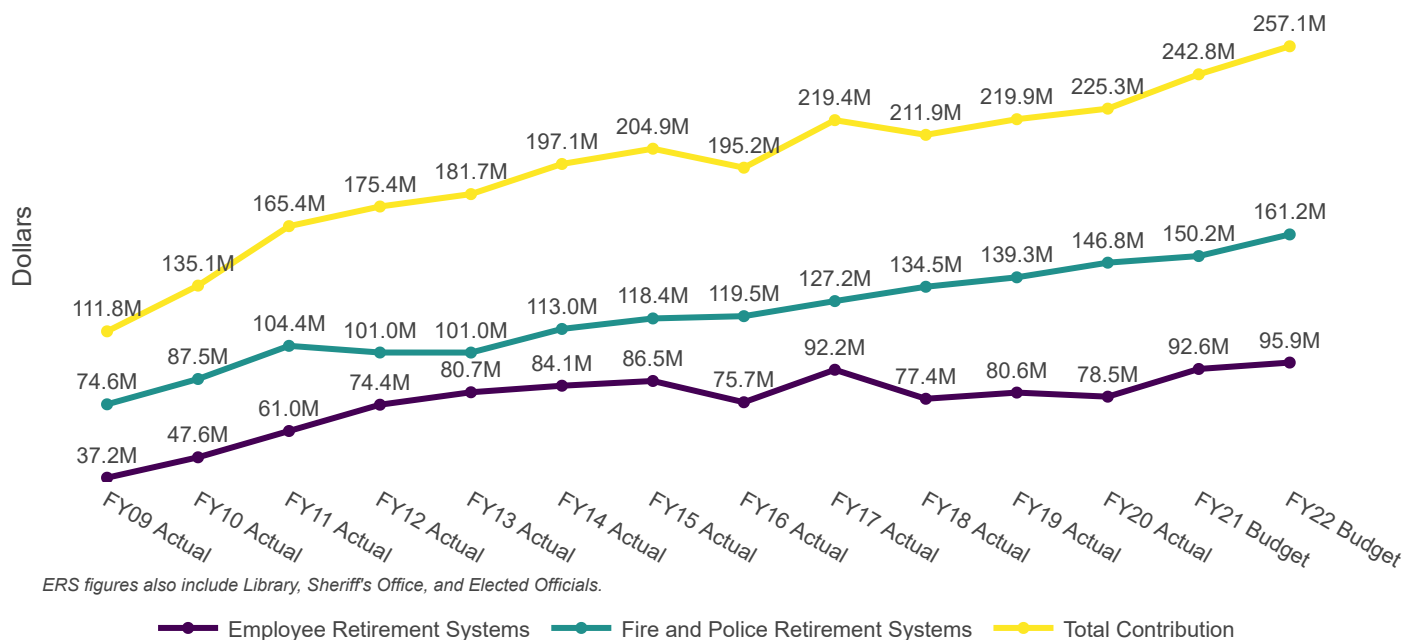
- For existing civilian employees hired before July 1, 2014, phasing in employee contributions of 1% of salary per year up to a cap of 5% contributions in Fiscal 2019.
- Creating a new retirement system for employees hired after July 1, 2014. These employees can choose to enter the new Retirement Savings Plan (RSP) with mandatory employee contributions plus a City match, or a

hybrid plan, which includes a mix of RSP and a guaranteed benefit under the Employee Retirement System.

In May 2019, a judgment was reached in the Baltimore Circuit Court on the longstanding litigation between the City and Fire and Police employees over pension reforms that were enacted in 2010. The judge upheld the City's modification that extended the years of service required to earn a pension from 20 to 25 years. But the judge also ruled that the City unfairly withdrew benefits from already-retired employees, and that those retirees are entitled to seek damages for lost benefits from the City.

For the Fiscal 2020 year-end report which informed the Fiscal 2022 budget, both the ERS and F&P systems fell short of their return benchmark, leading to higher than expected cost growth. The ERS system reported a 0.6% investment return against a 7.0% benchmark, and FPERS reported a -0.5% investment return against a 7.25% benchmark. Although reforms have stabilized the pension systems, costs continue to grow rapidly on the F&P pension side due to inaction on a new hires F&P pension system. The chart below shows the long-term effects: a period of rapid growth from Fiscal 2009 to Fiscal 2012; a period of stability from Fiscal 2012 to Fiscal 2016 after reforms on both F&P and ERS; and then rapid growth in F&P costs thereafter

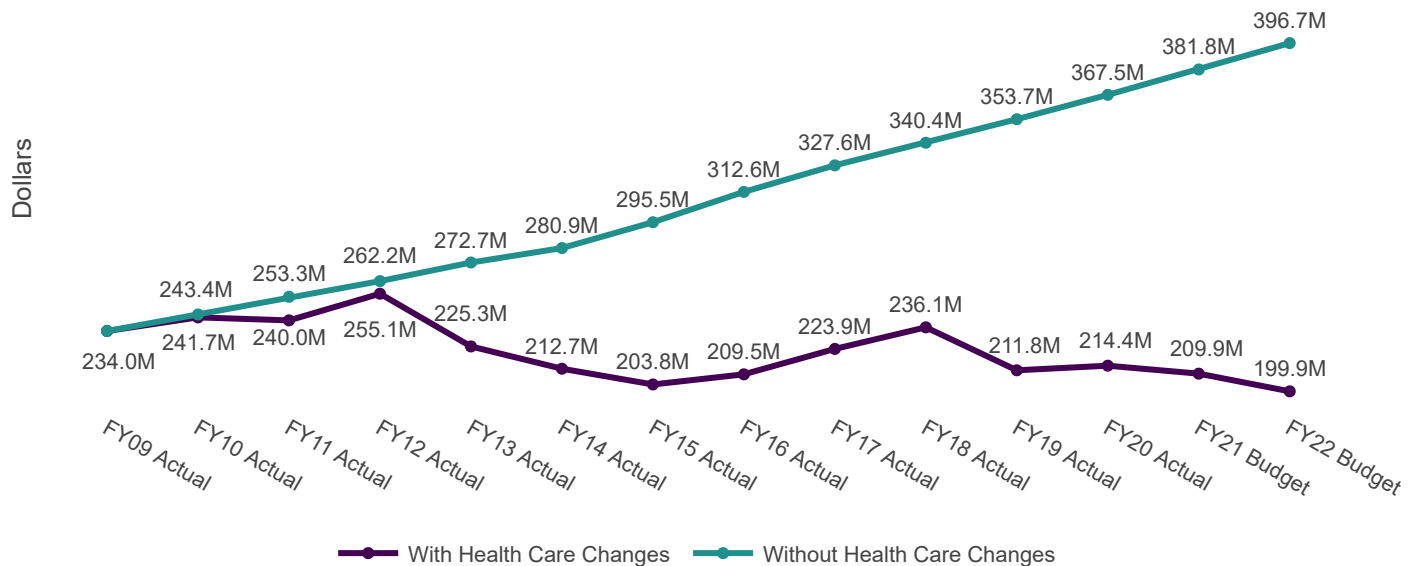
Contribution to Employee Retirement Systems (All Funds)



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, or 40%, from \$172.2 million to \$241.7 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. Several changes to health care plans have been made that have collectively reduced the City's costs by \$150 million compared to baseline estimates. The recent changes are summarized below both graphically and sequentially:

Baltimore City Health Care Costs



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.

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.

Fiscal 2017 Changes

- The City shifted several health care plans to a self-funded model, which decreases external administrative costs and provides the City with greater flexibility in determining premiums. This shift decreased City costs by \$7 million in calendar year 2017.
- The City reduced Medicare supplemental plan reimbursements paid by the City from 100% to 80%, which decreased costs by \$8.6 million in calendar year 2017.

Fiscal 2019 Changes

- The City rebid health care and prescription drug coverage contracts and switched from Express Scripts to CVS Caremark. The shift from 9 to 4 health care providers and the new prescription drug provider saved the City nearly \$35 million.

Fiscal 2020 Changes

- There were no changes to healthcare policy, but the City is seeing a greater percentage of retirees not enrolling in City sponsored plans.

Fiscal 2021 Changes

- The City plans to negotiate changes to active employee benefit plan designs for the plan year beginning January 1, 2021. It will also offer more cost effective Medicare Advantage Plans to the City's Retirees. Expected General Fund savings is approximately \$4.8 million for half of Fiscal Year 2021.

Fiscal 2022 Changes

- In January of 2021, the City offered a new Medicare Advantage Plan (MAPD) to retirees, in place of the Medicare Supplement Plan offered previously. The MAPD plan bundles medical and prescription drug coverage under one premium and offers similar benefits as the supplemental plan, but with expected savings to the City of \$33.3 million in Fiscal 2022 for retiree healthcare. The City raised active employee premium rates in January of 2021 due to increasing health claim costs, resulting in a projected cost increase to the City for active employee healthcare of \$22.8 million in Fiscal 2022. Net healthcare savings for Fiscal 2022 for both retirees and active employees is \$10.5 million (all funds). Fiscal 2022 represents the first full-year effect of the changes implemented in January 2021.

Long-Term Liabilities for Pensions and Retiree Health Care

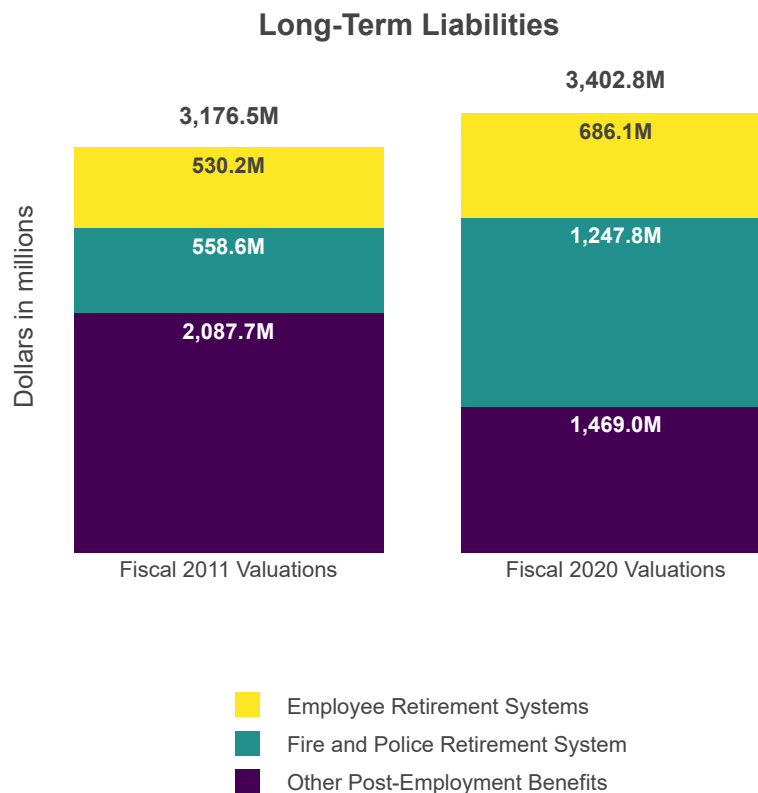
As with many cities and states across the country, Baltimore faces large-scale, long-term liabilities associated with retiree pension and health benefits. Pensions and retiree health plans have pay-as-you-go costs equal to the benefits distributed or claimed that year, but they also have accrued obligations 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 chart below shows that long-term liabilities have increased between Fiscal 2011 and 2020.

The primary driver of the increase is the Fire and Police pension system. A new hires F&P plan, which would have required new sworn members to enter a new more sustainable pension system, was proposed in 2015 but was not acted on by City Council. The funded status of the F&P pension system has continued to decline, from 82% in Fiscal 2011 to 69.1% in Fiscal 2020, which in turn has led to growth in the unfunded liability.

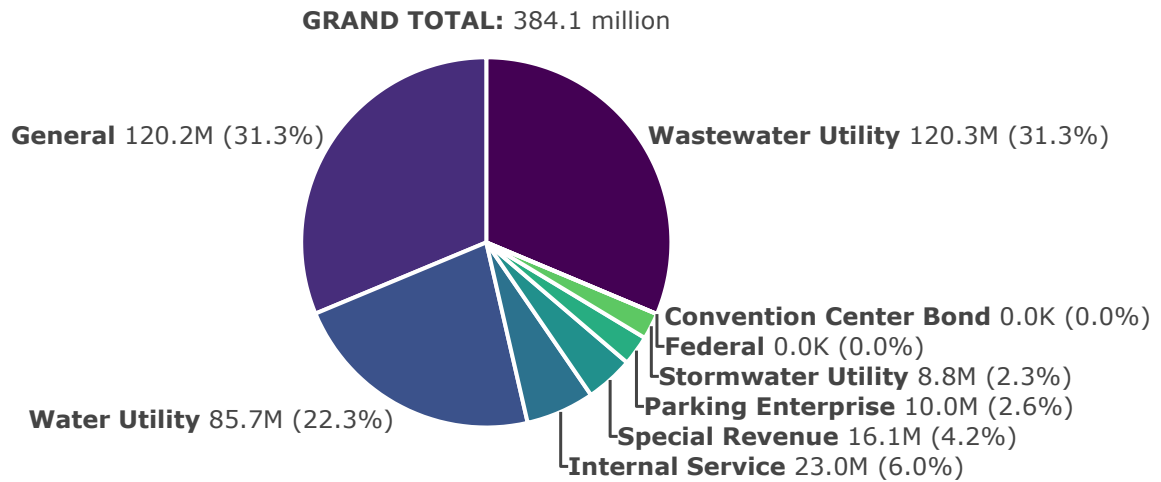
Liabilities related to Other Post-Employment Benefits (OPEB liability) and retiree healthcare have continued to decline due to a series of reform efforts undertaken over the last decade that are described above. Liabilities are expected to decline even further in the Fiscal 2021 valuation when the impact of the Medicare Advantage Plan shift is taken into account.

Liabilities for the FPERS and ERS pension plans continue to grow due to ongoing amortization of prior year investment losses, the steady decrease in number of active employees, the growing number of retirees, and the adoption of more conservative actuarial methods. For the Fiscal 2020 year-end actuarial report, the funded ratio for ERS increased from 73.0% to 73.3% and FPERS declined from 69.8% to 69.1%.

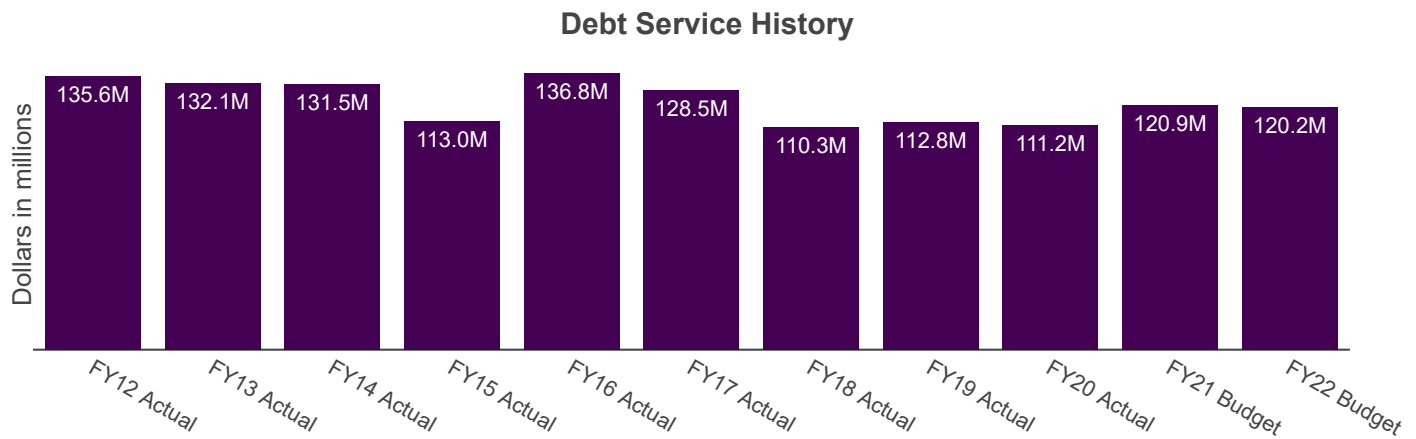


Debt Service

The City's total debt service is projected at \$384.1 million for Fiscal 2022, among the following sources:



The Fiscal 2022 General Fund recommended budget of \$120.2 million in debt service is \$0.8 million below the Fiscal 2021 Adopted Budget. General Obligation Bond debt service increases from Fiscal 2020 to Fiscal 2021 due to temporary refinancing savings that conclude in Fiscal 2020. The following chart illustrates General Fund debt service over the past 10 years:



Risk Management

Risk Management costs include workers' compensation, legal liability, insurance, and administration.

The City's self-insured costs, including workers' compensation and legal liability, are projected through an annual actuarial valuation. Other insurance and administrative costs are determined by analysis of historical actuals and trends; these costs include personnel in the Department of Finance (Risk Management) and the Law Department (workers' compensation and auto liability), as well as other brokerage, medical, and contractual costs.

Cost Center	Fund Name	FY21 Budget	FY22 Budget
Workers' Comp - Direct	Multiple Funds	58,099,350	61,017,013
Risk Management Administration	Multiple Funds	8,918,361	8,510,483
Self Insurance Stabilization Reserve	General Fund	2,462,893	5,000,000
Auto - Animal Liability Insurance	Multiple Funds	2,595,034	4,757,273
Judgments and Suits - Awards (Law)	Multiple Funds	3,090,530	3,664,244
General Tort Liability Insurance	General and Fleet Funds	2,780,283	3,626,830
Insurance - Other Risks	General and Fleet Funds	2,570,032	1,904,493
Property and Casualty Insurance	Multiple Funds	336,042	1,713,752
GRAND TOTAL		80,852,525	90,194,088

Table in dollars.

While most costs are budgeted centrally within the City's Self-Insurance Fund, Service 126, workers' compensation is allocated across City agencies, and administrative costs are captured within the Risk Management and Law services. The Fiscal 2022 budget represents an annual contribution into the City's Risk Management Fund to pay workers' compensation claims. The City's annual contribution required to cover claims, updated annually, is informed by the actuarial firm the City works with to forecast risk liabilities.

Workers' compensation funding is allocated on a per position basis and different costs are assigned per position based on the agency. Agencies have varying levels of risk for workers' compensation per the nature of the work carried out in different agencies, with Police and Fire employees being at highest risk for injury on the job. Agency allocations are informed by prior year claims with regard to the volume, severity, and longevity of claims the City must pay out for employees injured on the job. The Fiscal 2022 budget includes an increase in the per position contribution required among Police and Fire positions due to new high value workers' compensation claims for injuries sustained by employees in those agencies. The workers' compensation contributions for Public Works and Transportation declined in Fiscal 2022.

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Recommended Budget Appropriation Levels

The total Fiscal 2022 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$4.33 billion. This is an increase of \$493.8 million or 12.9% above the Fiscal 2021 Adopted budget.

The two components of the total recommended appropriation plan are the Operating Budget Plan and the Capital Improvement Plan. The recommended operating budget is \$3.84 billion, which is an increase of \$829.5 million or 27.5%. The recommended capital budget is \$487.6 million, which is a decrease of \$335.6 million or 40.8%. The capital budget is subject to cyclical change due to the timing of large construction projects. More explanation regarding the capital plan is available in the [Capital Budget Recommendations](#) section.

Fiscal 2022	Recommended Amount	Change from Fiscal 2021	Percent Change from Fiscal 2021
Operating Plan	3,843,477,486	+829,461,251	27.5%
Capital Plan	487,572,000	-335,640,000	-40.8%
Total	4,331,049,486	+493,821,251	12.9%

Table in dollars.

Operating and Capital Budget Fund Sources

Fund Name	Operating Budget	Capital Budget	Total
General	1,992,751,000	15,000,000	2,007,751,000
Conduit Enterprise	13,029,924	5,000,000	18,029,924
Wastewater Utility	302,786,191	0	302,786,191
Water Utility	212,443,211	0	212,443,211
Stormwater Utility	34,087,912	0	34,087,912
Parking Enterprise	22,459,496	0	22,459,496
Parking Management	26,908,079	0	26,908,079
Federal	937,263,151	39,668,000	976,931,151
State	164,840,575	52,152,000	216,992,575
Special Revenue	131,742,175	0	131,742,175
Special Grant	5,165,772	0	5,165,772
General Obligation Bonds	0	80,000,000	80,000,000
Revenue Bonds	0	199,518,000	199,518,000
County Transportation Bonds	0	15,000,000	15,000,000
Other	0	81,234,000	81,234,000
Total	3,843,477,486	487,572,000	4,331,049,486

Table in dollars.

Operating and Capital Recommendations by Type of Fund

Operating Funds	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Dollar Change*	Percent Change*
General Fund					
General	1,915,367,945	1,922,962,543	1,992,751,000	69,788,457	3.6%
Conv. Center Bond	1,822,525	0	0	0	0
Parking Management	24,706,797	27,046,907	26,908,079	(138,828)	-0.5%
Enterprise Funds					
Conduit Enterprise	10,060,295	13,497,197	13,029,924	(467,273)	-3.5%
Wastewater Utility	239,660,807	273,303,492	302,786,191	29,482,699	10.8%
Water Utility	174,245,220	201,535,654	212,443,211	10,907,557	5.4%
Stormwater Utility	23,228,654	34,016,956	34,087,912	70,956	0.2%
Parking Enterprise	17,832,267	21,714,081	22,459,496	745,415	3.4%
Grant Funds					
Federal	123,939,353	202,491,806	937,263,151	734,771,345	362.9%
State	112,753,930	145,928,843	164,840,575	18,911,732	13.0%
Special Revenue	76,100,616	166,166,176	131,742,175	(34,424,001)	-20.7%
Special Grant	1,119,470	5,352,580	5,165,772	(186,808)	-3.5%
Grand Total					
Grand Total	2,720,837,879	3,014,016,235	3,843,477,486	829,461,251	27.5%

Table in dollars.

Capital Funds	Fiscal 2020 Budget	Fiscal 2021 Budget	Fiscal 2022 Budget	Dollar Change*	Percent Change*
Pay-As-You-Go					
General	50,000,000	500,000	15,000,000	14,500,000	2,900.0%
Conduit Enterprise	23,000,000	41,000,000	5,000,000	(36,000,000)	-87.8%
Wastewater Utility	16,388,000	0	0	0	
Water Utility	19,578,000	0	0	0	
Stormwater Utility	2,275,000	1,750,000	0	(1,750,000)	-100.0%
Grant and Special Funds					
Federal	75,191,000	39,967,000	39,668,000	(299,000)	-0.7%
State	26,235,000	8,630,000	52,152,000	43,522,000	504.3%
Loans and Bonds					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	223,623,000	451,538,000	199,518,000	(252,020,000)	-55.8%
County Trans. Bonds	26,018,000	15,000,000	15,000,000	0	0.0%
Other					
Other	85,156,000	184,827,000	81,234,000	(103,593,000)	-56.0%
Grand Total					
Grand Total	627,464,000	823,212,000	487,572,000	(335,640,000)	-40.8%

* Change is calculated between Fiscal 2021 and Fiscal 2022

Table in dollars.

COVID-19 Federal Aid

The City of Baltimore has received multiple sources of federal aid to assist in the response to the COVID-19 pandemic.

Fiscal 2020

In Fiscal 2020, \$103.6 million in direct aid was received by the City from the Coronavirus Aid, Relief, and Economic Security (CARES) Act Coronavirus Relief Fund. The CARES Act also provided additional funding in the form of grants for existing programs for specific purposes. In March 2020, the federal government declared a nationwide emergency, effective January 2020 and continuing, to make emergency aid available from the Federal Emergency Management Agency (FEMA), which is reimbursement-based.

In Fiscal 2020, the City of Baltimore spent \$14.7 million in CARES Act funding. These funds were spent in the last quarter of the fiscal year, during the initial response to the public health emergency. Highlights of Fiscal 2020 federal aid expenditures include:

- \$5.5 million to the Baltimore Development Corporation for grants to small businesses
- \$2.7 million to increase telework capabilities for City employees
- \$1.8 million to purchase personal protective equipment (PPE) and other public health supplies
- \$1.2 million to provide additional support to Emergency Medical Services

Fiscal 2021

The Consolidated Appropriations Act, passed in December 2020, provided the City with an additional \$17.7 million for the purpose of rental relief and eviction prevention above what the City has committed from other sources. Spending of these funds have already begun and will continue into Fiscal 2022. In March 2021, President Biden signed into law the American Rescue Plan (ARP) Act, a \$1.9 trillion economic stimulus package. The City will receive approximately \$670.3 million in direct federal aid dedicated to state and local governments. The Office of Recovery Programs, led by the Chief Recovery Officer, has been established to plan, organize, implement, and oversee the process to access funds.

The City is in the process of preparing and submitting applications for Fiscal 2021 expenses eligible for FEMA reimbursement. Some of these costs include food distribution, vaccination sites, quarantining and sheltering, PPE, and frontline response. As of publication, the City does not have final decisions on many of the submitted applications.

The City expects to spend \$64.4 million of CARES Act funding by the end of Fiscal 2021. Highlights of Fiscal 2021 federal aid expenditures include:

- \$10 million dedicated to rental relief and eviction prevention
- \$4.3 million in additional support to Baltimore Development Corporation for small business assistance and to support local manufacturing of PPE
- \$5 million in support of nonprofit relief

Aid is also being directed to support City personnel dedicated to responding to the pandemic, contact tracing, additional PPE, upgrades to public buildings to promote social distancing, and bilingual and bicultural education and outreach to Baltimore's Latinx community.

Fiscal 2022

The chart below contains \$52 million in planned expenditures for Fiscal 2022 utilizing the remaining \$24.5 million in CARES Act funds and \$27.5 million in expected FEMA reimbursement through December 2021. These budgeted expenditures are included in the General Fund in Fiscal 2022. The chart also contains the amount expected to be received from the American Rescue Plan Act. This funding will be spent over multiple fiscal years and will be appropriated to Federal Funds.

Agency	Item	Amount
CARES Act Funding		
Enoch Pratt Free Library	Cleaning and Disinfecting of Libraries	300,000
Fire	COVID-Related Emergency Medical Services (EMS) Calls*	4,750,000
General Services	Cleaning and Disinfecting of Public Buildings	700,000
Health	Contact Tracing	1,200,000
	Personal Protective Equipment (PPE)	500,000
	Community Public Health Response Efforts	6,300,000
	Health Department Personnel Dedicated to COVID*	2,000,000
Office of Information and Technology	Software - Employee COVID Screening and Telework	900,000
Other	Administrative Support - COVID Safety and Financial Coordination	300,000
	Other Emergency Response Costs*	7,150,000
Public Works	Solid Waste Collection Support	400,000
Projected FEMA Reimbursement Funding		
Health	COVID Call Center Support	1,600,000
	COVID Communications Coordination	50,000
	COVID Isolation Center	7,350,000
	COVID Testing Staffing	2,700,000
	COVID Vaccination Program	10,000,000
	COVID-Related Software Development	350,000
	Employee COVID Testing	400,000
	Food Distribution to Vulnerable Populations	5,050,000
American Rescue Plan Funding		
M-R: American Rescue Plan	Expected Funding	670,273,285
GRAND TOTAL		722,273,285

* Denotes CARES Act support for existing City personnel redeployed to COVID response efforts

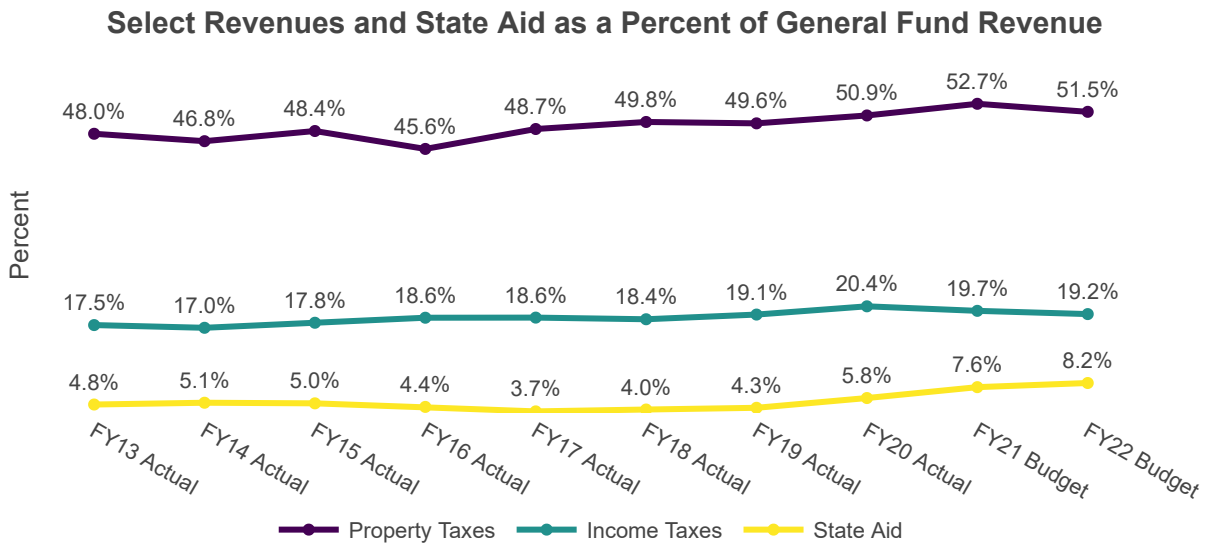
Table in dollars.

Operating and Capital Fund Sources

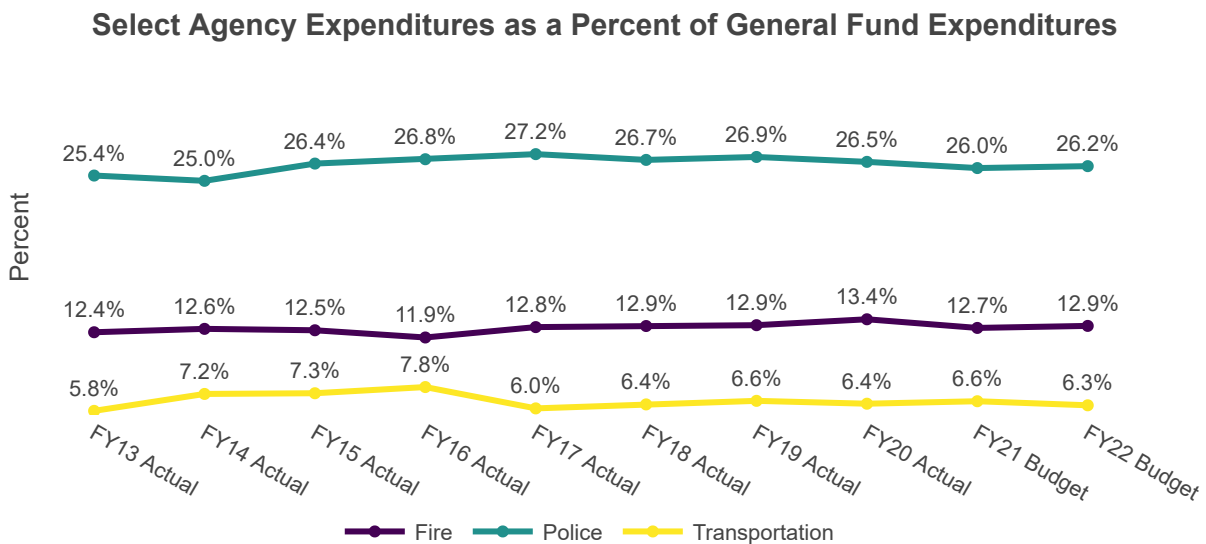
The Fiscal 2022 total recommended operating and capital appropriations of \$4.3 billion are budgeted in the following funds:

General Fund

This is the City's largest and principal fund, supported by locally generated revenues and some State Aid. The graph below shows General Fund revenue trends since Fiscal 2012 for property taxes, income taxes, and State Aid.



The General Fund is used to budget and account for all activities not required by law, accounting practice, or management objective to be separately budgeted. These funds have the most flexibility in how they can be spent. The graph below shows General Fund budget trends for Fire, Police, and Transportation.



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 Comprehensive 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 source. The City completed its final Convention Center debt service payment in Fiscal 2020, with future year contributions being made to offset future expansion or renovation costs.

Grant Funds

These funds are used to budget and account for all activities that have restricted uses supported by dedicated revenue. This group consists of the federal, State, special revenue, 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, Parking, Stormwater Utility, 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, Public Buildings, Unemployment Insurance, Hardware and Software Replacement and 800 MHz Radio Maintenance.

Capital Project Funds

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.

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Major Revenues Forecast

The Fiscal 2022 General Fund revenue is estimated at \$2.01 billion, \$75.0 million higher than the Fiscal 2021 Adopted Budget of \$1.93 billion and \$106.2 million higher than the Fiscal 2021 second quarter projection of \$1.90 billion. The Fiscal 2022 estimate includes \$52 million in non-recurring federal aid funding from CARES and FEMA. Excluding this funding, Fiscal 2022 General Fund revenue is estimated at \$1.96 billion. The Fiscal 2021 budget was based on the expectation that a recovery from the COVID-19 pandemic would occur by the end of Fiscal 2021. As the pandemic has continued during the current fiscal year, and recovery stalled, many revenue sources underperformed against the estimated budget. Therefore, the Fiscal 2022 estimate uses the Fiscal 2021 second quarter projection as a baseline throughout this section. Each major revenue source is detailed below.

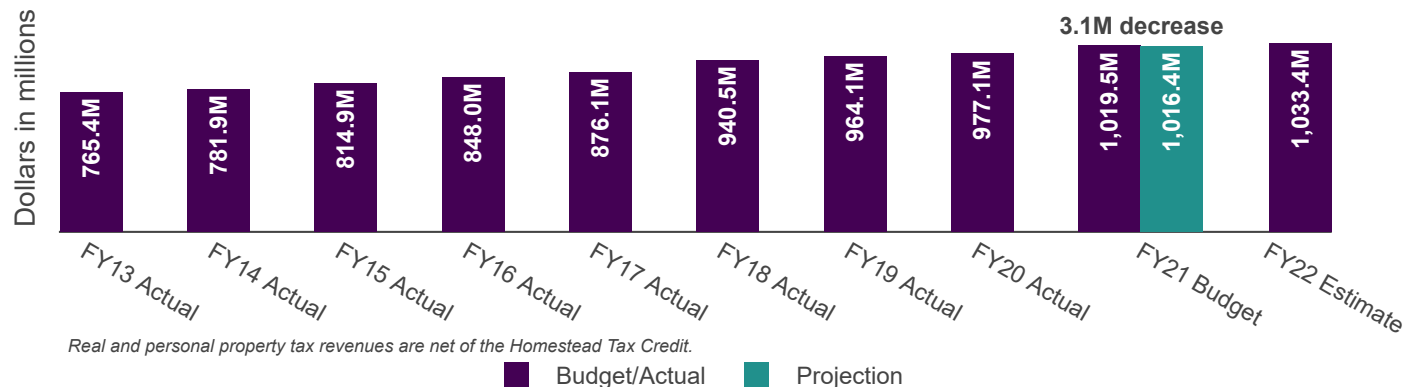
Revenue Category	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change	Percent Change
Property Taxes	1,019,535,706	1,016,446,537	1,033,351,000	13,815,294	1.4%
Income Tax	381,216,000	381,216,000	385,620,000	4,404,000	1.2%
Highway User Revenues	142,428,000	142,428,000	156,304,000	13,876,000	9.7%
State Aid	104,522,000	102,775,000	101,664,000	(2,858,000)	-2.7%
Recordation & Transfer Taxes	75,083,000	89,966,809	83,607,000	8,524,000	11.4%
Federal Grants	0	0	52,000,000	52,000,000	N/A
Energy Tax	42,712,000	42,412,000	43,871,000	1,159,000	2.7%
Telecommunication Tax	34,582,000	34,582,000	34,928,000	346,000	1.0%
Traffic Cameras	14,075,000	24,185,000	21,195,000	7,120,000	50.6%
Net Hotel Tax	21,328,915	11,787,000	19,630,000	(1,698,915)	-8.0%
Net Parking Revenues	22,282,112	(8,150,633)	13,915,871	(8,366,241)	-37.5%
Earnings on Investments	2,960,000	688,354	629,000	(2,331,000)	-78.8%
Children and Youth Fund	(5,346,000)	(5,346,000)	(13,327,000)	(7,981,000)	149.3%
Total Tax Credits (Excl. Homestead)	(112,705,000)	(107,815,000)	(107,010,000)	5,695,000	-5.1%
All Other	190,126,266	176,395,453	181,373,129	(8,753,137)	-4.6%
Total General Fund Revenue	1,932,799,999	1,901,570,520	2,007,751,000	74,951,001	3.9%

Table in dollars.

Property Taxes

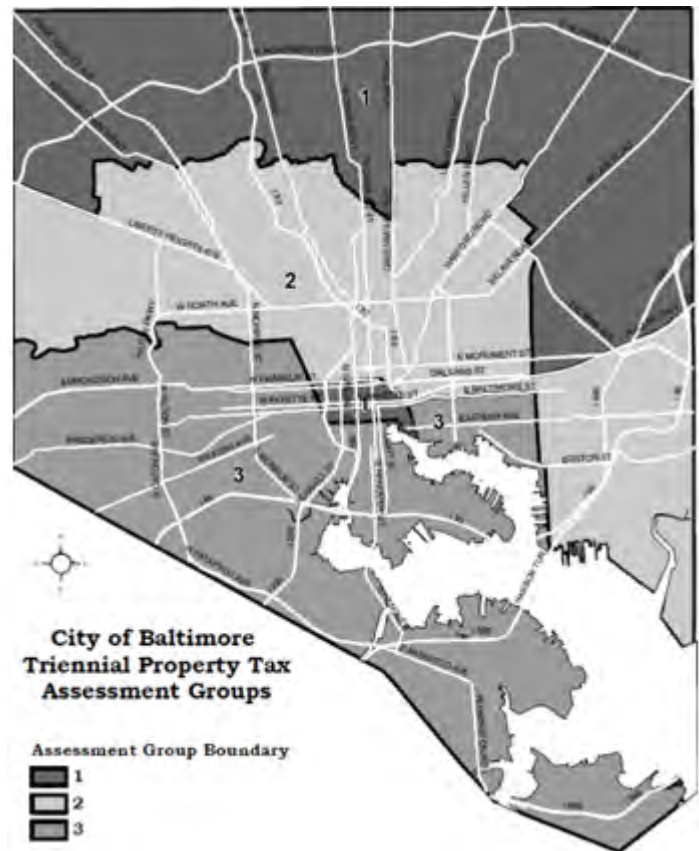
The Real and Personal Property Tax rates will remain at \$2.248 and \$5.62 per \$100 of assessed value, respectively. Each year, the State Department of Assessments and Taxation (SDAT) estimates the value of all taxable real property and issues new assessments for approximately one-third of properties. Personal property is assessed annually, and valuations are established by SDAT based upon tax returns filed by individual businesses.

Real and Personal Property Tax Revenues



The Fiscal 2022 Real and Personal Property Tax revenues are projected at \$1.03 billion, representing an increase of \$13.8 million from \$1.02 billion in Fiscal 2021. Real Property Taxes, excluding the \$22.6 million reduction for the Assessment Tax Credit (ATC) cost, also known as the Homestead Tax Credit, are estimated to yield \$915.5 million, an increase of 1.9% or \$17.0 million from the Fiscal 2021 budget. Personal Property Taxes are estimated to yield \$117.9 million in Fiscal 2022, a decrease of 2.6% or \$3.2 million from the Fiscal 2021 Budget.

Real property revenues are net of the Homestead Tax Credit, which protects owner-occupied residential properties from assessment increases that exceed 4% growth. For example, if an eligible property were to experience an annual increase in assessment of 10%, the taxable value would only increase by 4% due to the Homestead Tax Credit, generating tax savings to the property owner. Overall, the City's Homestead Tax Credit cost is projected to decrease by \$1.6 million from \$24.2 million in Fiscal 2021 to \$22.6 million in Fiscal 2022.



For Fiscal 2022, SDAT reassessed Group 3, which is indicated by the lower shaded area on the map above.

Fiscal Year	Assessment Group	Full Cash Value Assessment Increase
Fiscal 2011	Group 1	(2.6%)
Fiscal 2012	Group 2	(8.7%)
Fiscal 2013	Group 3	(6.8%)
Fiscal 2014	Group 1	(3.1%)
Fiscal 2015	Group 2	7.0%
Fiscal 2016	Group 3	9.6%
Fiscal 2017	Group 1	10.9%
Fiscal 2018	Group 2	6.2%
Fiscal 2019	Group 3	3.6%
Fiscal 2020	Group 1	8.4%
Fiscal 2021	Group 2	8.2%
Fiscal 2022	Group 3	3.9%

Assessments for properties in Group 3 grew on average 3.9% over three years. This figure includes 0.9% growth for commercial property assessments and 6.5% growth for residential property assessments. Comparatively, growth across the State averaged 8.1%, which reflects commercial assessment growth of 9.7% and residential assessment growth of 7.5%. The Fiscal 2022 reassessment represents the eighth consecutive year of assessment increases in the City after four consecutive years of decline.

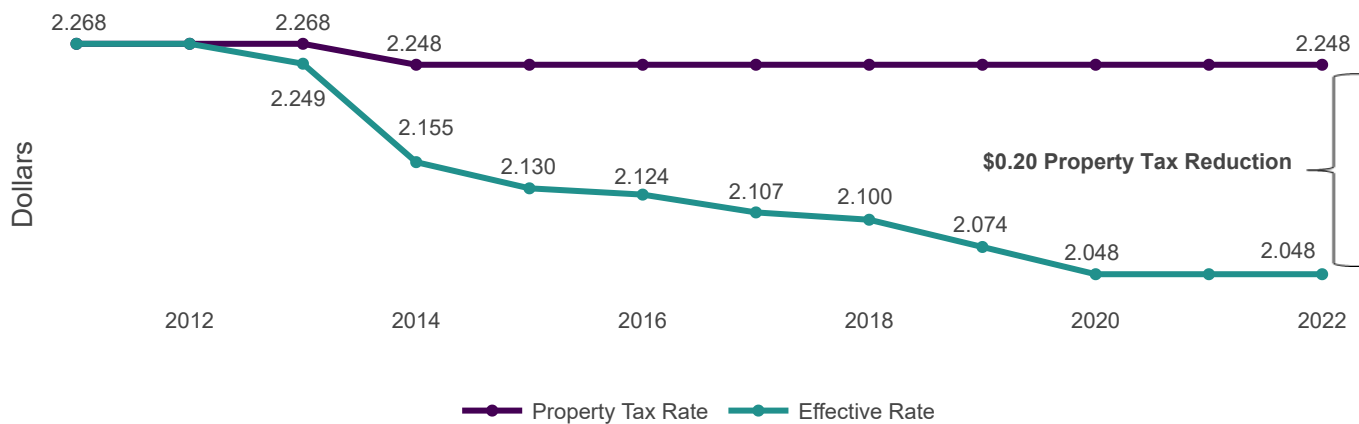
Assessment increases are phased in over three years, while assessment decreases are taken immediately. Group 3 assessment data shows that out of 70,314 taxable properties, 13,998 will experience immediate decline in Fiscal 2022. Among the properties that have declined in value, 12,753 or 91.1% are residential properties.

Property Tax Credits

The Fiscal 2022 estimate includes a total of \$107.0 million of foregone property tax revenue due to the cost of tax credits and incentive programs, not including the Homestead Tax Credit, which is addressed separately.

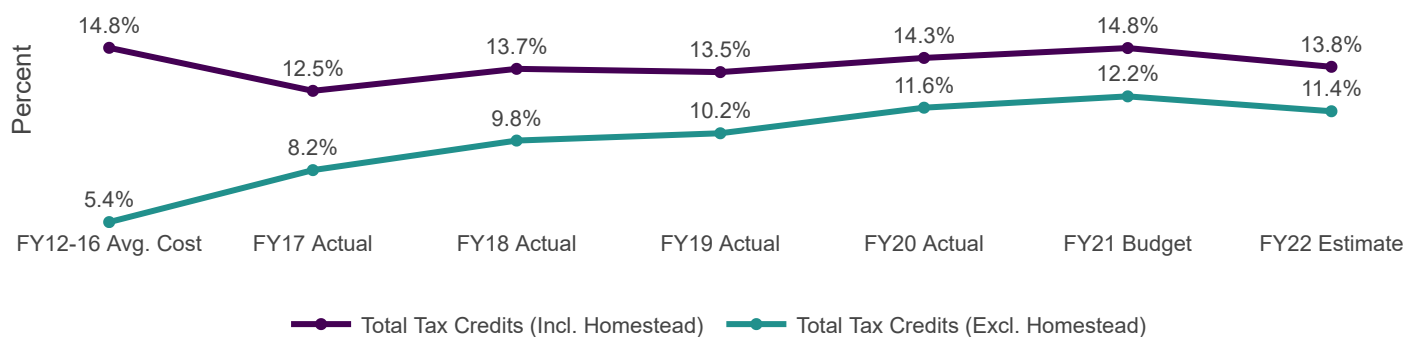
In Fiscal 2020, the City reached a significant milestone in fully implementing the 20 Cents by 2020 program. This tax reduction program, formally known as the Targeted Homeowners Tax Credit (THTC), provides tax relief for owner-occupied properties. The average effective rate for owner-occupied properties with the credit is estimated at \$2.048 per \$100 of assessed value, and now saves the average homeowner more than \$330 annually in property taxes. In Fiscal 2022, the City will maintain this rate for owner-occupied residents. The following chart shows the history of the program to date.

Effective Property Tax Rate History (Per \$100 of Assessed Value)



From Fiscal 2012 to Fiscal 2016, tax credit and incentive programs, excluding the Homestead Tax Credit, accounted for an annual average cost of \$41.2 million or 5.4% of the real property tax revenues. In Fiscal 2022, these programs are expected to cost \$107.0 million or 11.4% of the estimated real property taxes. Including the Homestead Tax Credit, foregone real property tax revenue due to tax credits and incentive programs is estimated at \$129.6 million or 13.8%.

Tax Credits as a Percent of Real Property

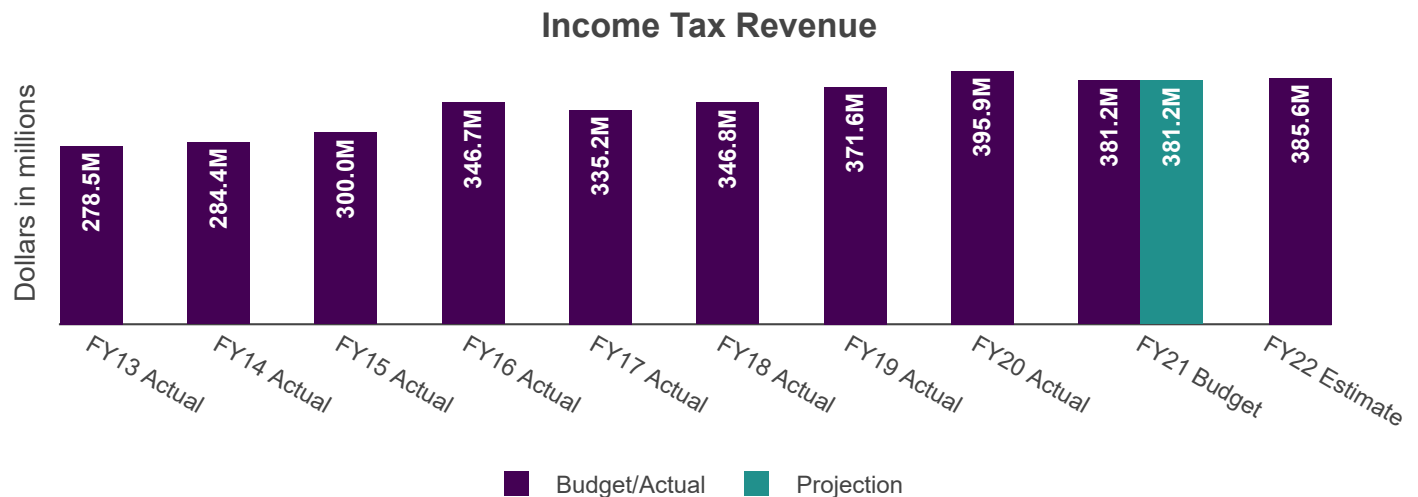


Tax Credit History Cost as a Percentage of Real Property Tax

Tax Credits	FY12-16 Avg. Cost	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget	FY22 Estimate
Real Property Tax	763.8	815.8	851.6	856.9	893.3	922.7	938.1
Targeted Homeowners	(12.2)	(26.3)	(26.1)	(30.4)	(33.5)	(35.0)	(31.3)
Enterprise Zone Tax Credit	(13.4)	(17.2)	(24.0)	(23.4)	(20.5)	(24.5)	(20.8)
Historic Property	(7.3)	(9.4)	(9.5)	(11.2)	(10.5)	(11.1)	(12.1)
Brownfield and Other	(5.2)	(9.2)	(15.6)	(13.1)	(20.3)	(18.7)	(18.5)
Supplemental Homeowner's	(0.0)	(0.0)	(1.4)	(1.6)	(1.2)	(1.4)	(1.4)
High-Performance Market-Rate	(0.1)	(2.6)	(5.0)	(4.4)	(15.2)	(18.9)	(20.1)
Rental Housing							
Newly Constructed Dwellings	(3.0)	(2.3)	(2.0)	(2.2)	(1.7)	(2.1)	(1.8)
Public Safety Officer	(0.0)	(0.0)	(0.0)	(1.1)	(0.7)	(0.9)	(0.9)
Total Tax Credits (Excl. ATC)	(41.2)	(67.0)	(83.6)	(87.5)	(103.6)	(112.7)	(107.0)
Homestead (ATC)	(72.2)	(35.1)	(33.1)	(28.4)	(24.1)	(24.2)	(22.6)
Total Tax Credits (Incl. ATC)	(113.4)	(102.1)	(116.7)	(116.0)	(127.8)	(136.9)	(129.6)

Table in millions of dollars.

Income Tax



The Fiscal 2022 estimate for local Income Tax is \$385.6 million. This estimate is \$4.4 million or 1.2% higher than both the Fiscal 2021 Adopted Budget and Fiscal 2021 second quarter projection of \$381.2 million. The City's Income Tax rate is 3.2%, the maximum allowed under State law.

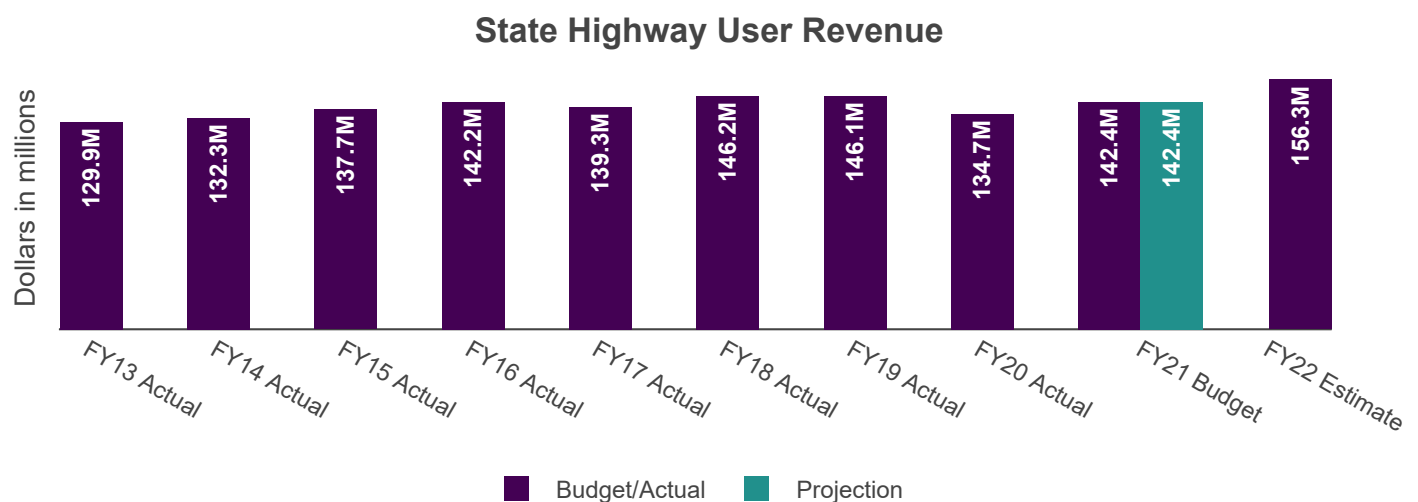
The COVID-19 pandemic continues to have a significant impact on the labor market, especially in the hardest hit sectors of retail, tourism, and hospitality. The local and national unemployment rates are expected to remain higher than pre-pandemic levels. As of December 2020, the local unemployment rate was 7.9% and the national rate was 6.7%, compared to the March 2020 pre-pandemic rates of 4.8% locally and 3.6% nationally. While unemployment rates remain high, these are down from the April 2020 unemployment peaks of 11.6% locally and 14.7% nationally.

The pandemic's influence on employment has been uneven, with a disproportionately higher impact on lower income individuals and a lesser impact on City residents with middle and higher incomes. The unequal impact, coupled with federal CARES Act and State assistance programs, led to no change in income tax withholding

receipts, which continue to remain strong. The Maryland RELIEF Act, enacted in February 2021, will provide a tax exemption on unemployment benefits received by recipients for Tax Years 2020 and 2021. It is estimated this will lead to a reduction in income tax receipts for the City by an estimated \$2.3 million in Fiscal 2022.

The City's taxable income base remains strong even amidst the pandemic. The most recent data from the State's annual Income Tax Summary report shows the number of high-income households, defined as those earning above \$100,000, has increased by 67.0% during the period of 2010 to 2019, making up 14.4% of all taxable returns. Additionally, despite population losses and a decrease in the number of tax returns filed, the City has seen an increase in its taxable income, showing that the population in Baltimore City is on average earning a higher level of income than in years past. The average taxable value per return for tax year 2019 was \$1,356, up 2.7% from tax year 2018.

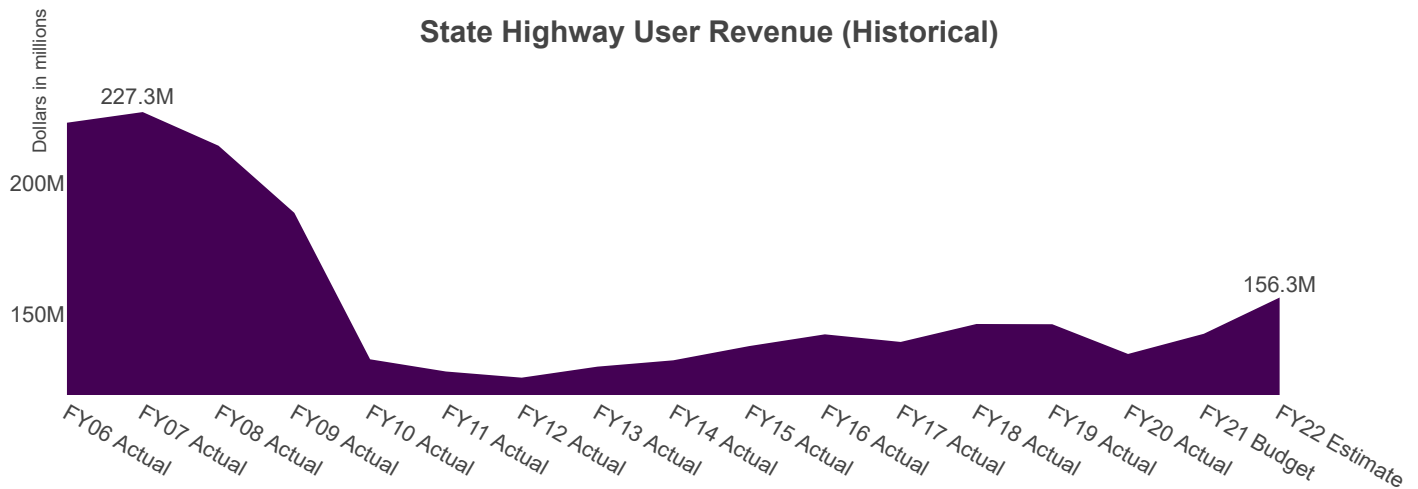
State Highway User Revenue



The Fiscal 2022 projection for Highway User Revenue (HUR) is \$156.3 million. This is an increase of \$13.9 million or 9.7% from both the Fiscal 2021 Adopted Budget and Fiscal 2021 second quarter projection of \$142.4 million.

HUR is generated by the Fuel Tax, Titling Tax, Vehicle Registration Fees, Corporate Income Tax, and a portion of the Sales and Use Tax. These funds are distributed to localities by the State. Driving and car purchasing habits, which impact the amount of revenue generated, were affected by COVID-19 and will continue to evolve as the pandemic continues and vaccination and response efforts expand. The Fiscal 2022 estimate is based on the State forecast and assumes a rebound to pre-COVID Fiscal 2020 expectations.

A change to State law in 2018 raised the City's share of total Statewide HUR from 7.7% to 8.3% for each fiscal year from Fiscal 2020 to Fiscal 2025, which is reflected in the HUR figures above. The City's HUR is still \$71.0 million or 31.2% below the Fiscal 2007 peak of \$227.3 million. During the Great Recession, local shares of HUR were reduced and some funds were shifted to the State's General Fund. The result for the City was a sharp reduction in funds available for transportation related capital projects.



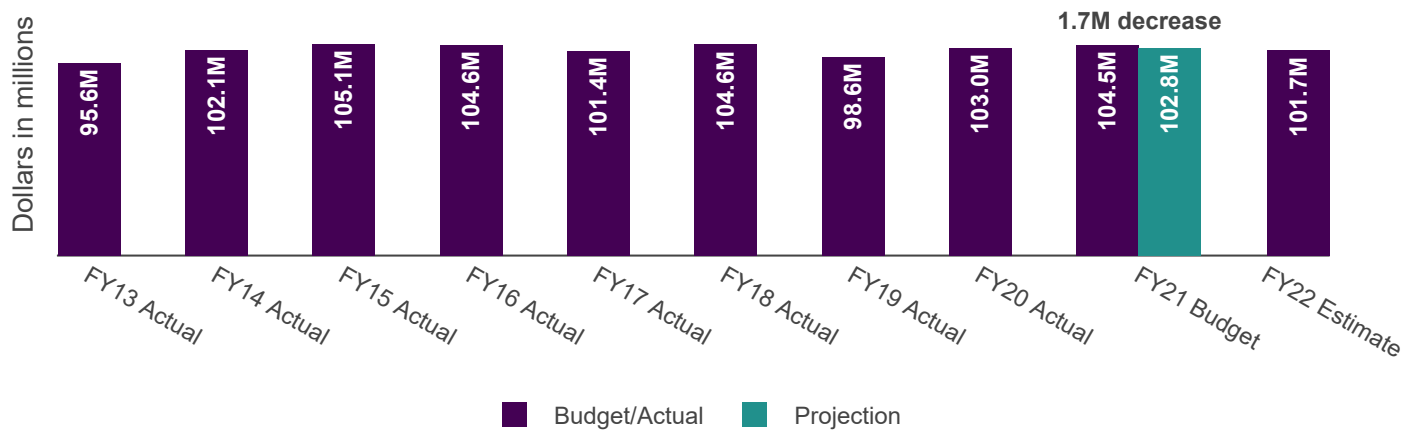
State law requires that HUR funds must be used by local governments for eligible transportation-related uses. Eligible uses include street construction or maintenance, transportation facilities, street cleaning, police enforcement of traffic laws, stormwater drainage of roads, street lighting, and maintenance of footpaths and bicycle trails. These expenditures must equal or exceed the amount of revenue from HUR, demonstrating that the City is compliant with State law. Any HUR-eligible costs greater than revenue are subsidized by the General Fund.

Service	Fiscal 2022 Budget
Transportation	
500 - Street Lighting	20.1
681 - Administration	10.1
683 - Street Management	34.3
684 - Traffic Management	11.6
685 - Special Events (Special Event Support only)	1.2
688 - Snow and Ice Control	6.8
689 - Vehicle Impounding and Disposal	8.3
690 - Sustainable Transportation	4.4
691 - Public Rights-of-Way Landscape Management	4.5
692 - Bridge and Culvert Management	3.8
696 - Street Cuts Management	0.8
697 - Traffic Safety (Pedestrian Safety, Traffic Engineering, Sign Fabrication, Street Markings only)	6.0
Public Works	
661 - Public Right-of-Way Cleaning (Cleaning Business Dist., Street & Alley, Graffiti Removal only)	16.3
660/676 - DPW Admin (admin. costs allocated for HUR-eligible activities on budget basis)	1.1
Recreation and Parks	
654 - Urban Forestry (Tree Maintenance only)	3.1
Police	
816 - Special Operations Section (Traffic Section, Traffic Safety, Crossing Guards only)	8.0
Debt Service	
123 - General Debt Service (Highways only)	14.6
Capital Budget Projects	4.5
Total	
Budgeted HUR-Eligible Expenses Total	159.5
Projected HUR Revenue	156.3
HUR-Eligible Expenses Subsidized by General Fund	3.2

Table in millions of dollars.

State Aid

State Aid Revenues

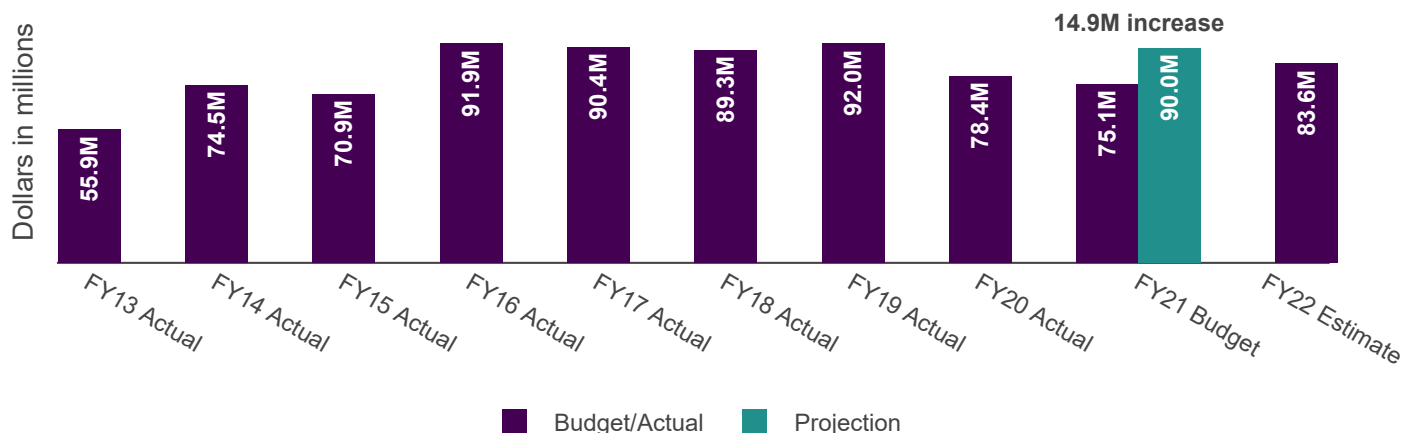


The Fiscal 2022 projection for State Aid is \$101.7 million, which is based on the State's final Fiscal 2022 budget. This represents no change from the Fiscal 2021 Adopted Budget of \$104.5 million, and an increase of \$1.7 million or 1.7% from the Fiscal 2021 second quarter projection of \$102.8 million.

State Aid includes the Income Tax Disparity Grant, supplemental appropriation for teacher pension, security interest filing fees, police protection aid, support for public health initiatives, library services aid, and appropriation for maintenance of the War Memorial Building. The reduced funding for State Aid is driven by a \$2.9 million State appropriation reduction for the Income Tax Disparity Grant to the City. The Disparity Grant is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to at least 75% of the statewide average.

Recordation and Transfer Taxes

Recordation and Transfer Tax Revenues

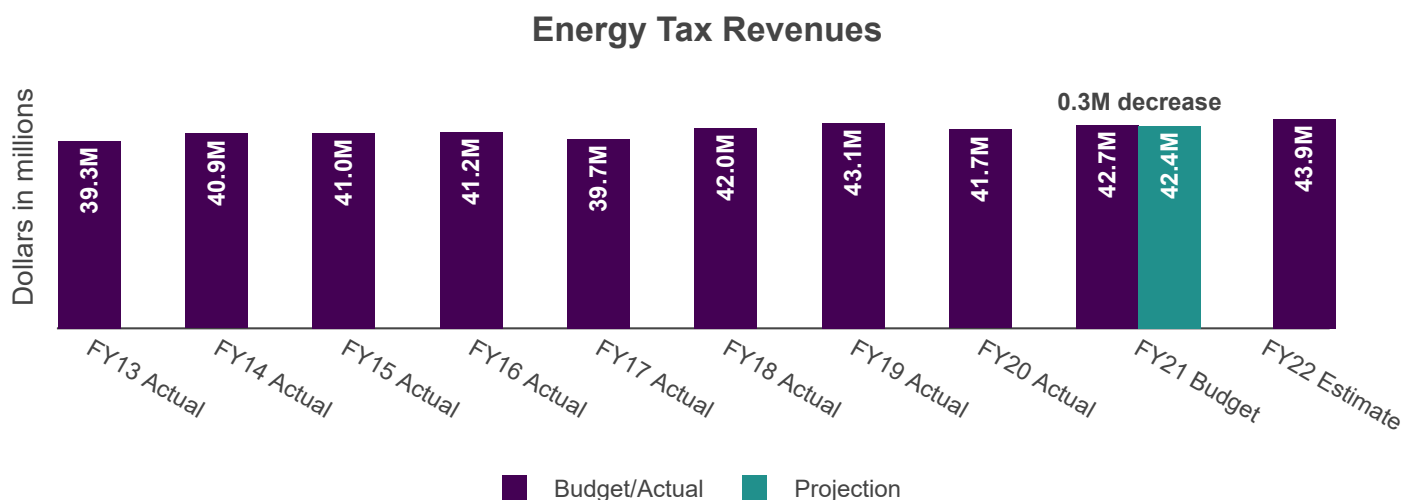


The Fiscal 2022 estimate for Transfer and Recordation Tax is \$83.6 million. This is an increase of \$8.5 million or 11.4% from the Fiscal 2021 Adopted Budget of \$75.1 million, but a decrease of \$6.4 million or 7.1% from the Fiscal 2021 second quarter projection of \$90.0 million.

Recordation and Transfer Tax receipts depend on the number and value of real estate transactions. Recordation Tax receipts, in particular, are also driven by refinancing activity. These revenues are highly sensitive to changes in the real estate market and can change dramatically from year to year. For example, receipts from these two revenue sources reached a combined peak of \$116.7 million in Fiscal 2006 during the pre-Great Recession housing boom. After the collapse of the housing market two years later, they fell to \$41.2 million in Fiscal 2011, a decline of \$75.5 million or 64.7%. Under the current circumstances, the City is experiencing unprecedented market activity for both home sales and refinancing transactions. Real estate listing data from Bright MLS shows that the number of residential properties sold are up an average of 20%, home sales price is up an average of 26%, and average days on the market are down 27% compared to the prior year. Market activity in Fiscal 2022 is expected to remain robust, but down from the current market boom as mortgage rates tick up and the residential home sales market slows down.

In Fiscal 2019, the City Council enacted City Council Bill 18-0221 that implemented a “Yield Tax” on transactions over \$1 million and directed the revenue to the Affordable Housing Trust Fund. The Yield Tax is 0.15% of the collected Recordation Tax and 0.6% of the collected Transfer Tax. Although the law exempts transactions under \$1 million, most of the City’s General Fund Transfer and Recordation revenue comes from high-value transactions. During calendar year 2020, the top 1.0% of transactions, those over \$1 million, produced nearly 39.6% of the Transfer and Recordation revenue. Even a minor impact on housing transactions due to the law could lead to lower General Fund revenue.

Energy Taxes



The Fiscal 2022 estimate for Energy Tax is \$43.9 million. This is an increase of \$1.2 million or 2.7% from the Fiscal 2021 Adopted Budget of \$42.7 million, and an increase of \$1.5 million or 3.4% from the Fiscal 2021 second quarter projection of \$42.4 million.

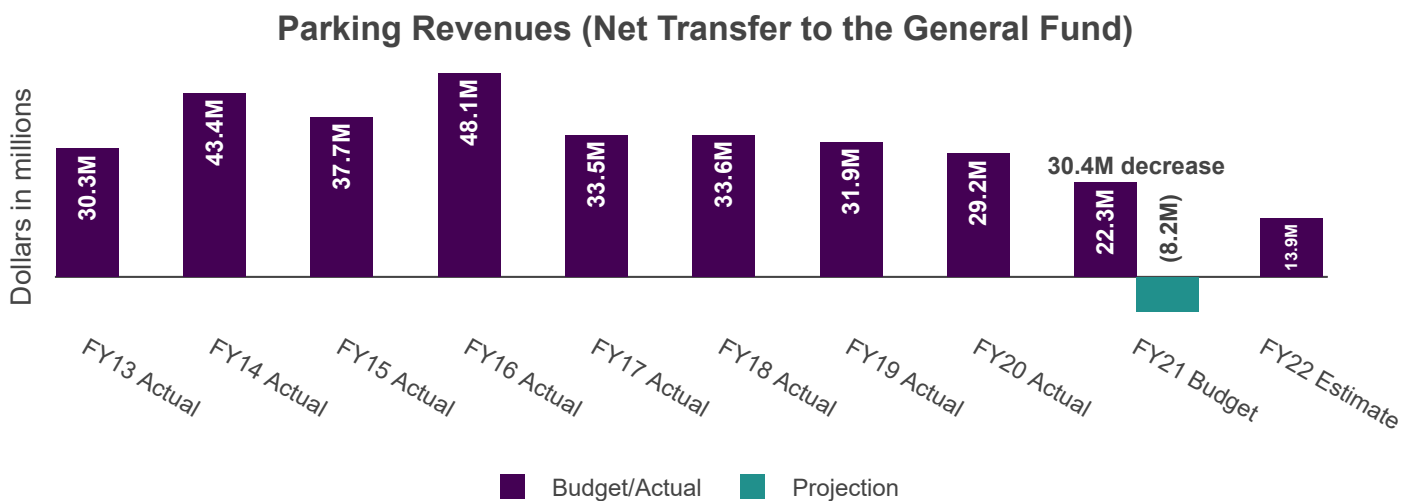
Energy Tax revenues include Electricity, Gas, Steam, Fuel Oil, and Liquid Petroleum Gas Taxes. The Fiscal 2022 estimate is based on adjustments to rates and historical usage trends. In recent years, efficiencies in usage have been offset by rate increases; however, unseasonably warm or cold weather can also impact total revenues. Telework extending into at least early Fiscal 2022 will continue to lead to an increase in residential versus commercial energy consumption.

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

In accordance with Article 28, Section 25-14, the annual energy tax rates are adjusted by the annual percentage change in the Baltimore-Columbia-Towson Consumer Price Index (CPI) as reported by the United States Department of Labor. The metric is calculated by comparing December of the preceding calendar year to the December of the next preceding calendar year. The CPI used for Fiscal 2022 is 1.43%, down from 1.83% in Fiscal 2021.

User Group	Electricity (kWh)	Natural Gas (therm)	Fuel Oil (gal)	LPG (gal)	Steam (lbs)
Commercial	0.008946	0.115686	0.132216	0.161360	0.002814
Residential	0.002865	0.034001	0.047719	0.051110	0.000808
Nonprofit	0.006273	0.091899	0.114113	0.140314	0.001664

Net Parking Revenues



The Fiscal 2022 Budget for the Net Parking revenue is estimated at \$13.9 million, \$8.4 million lower than the Fiscal 2021 Budget of \$22.3 million, but \$22.1 million higher than the Fiscal 2021 second quarter projection which is estimated to reflect a deficit of \$8.2 million.

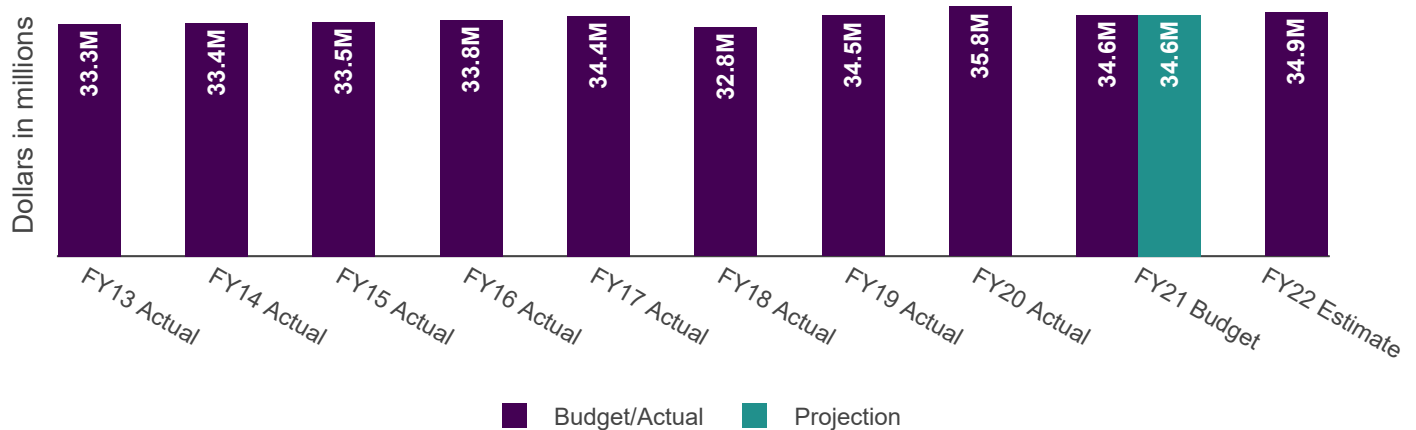
Parking revenues are dependent upon vehicle usage, City enforcement of traffic laws, demand for garages, parking lots, and metered spaces. Primary generators of parking revenues include the Parking Tax, meters, fines, penalties on fines, and income from City-owned garages. Prior to Fiscal 2021, the City began experiencing a trend towards lower parking revenues as a consequence of the increased use of ridesharing alternatives such as Uber, Lyft, and scooters. However, the impact of COVID-19 to the overall parking industry has caused parking revenues to experience a major decline in Fiscal 2021.

Parking tax revenue has declined more than 55% compared to pre-pandemic average activity. Revenues from customers with monthly parking contracts have experienced a decline of over 40% while transient parking revenues have decreased by more than 70%. The Fiscal 2021 second quarter projection assumes this trend will continue through calendar 2021, which explains the anticipated 30% reduction in the Fiscal 2022 revenue compared to pre-pandemic levels. Similarly, metered parking revenues have seen a 50% decline in Fiscal 2021 and are estimated to experience a 25% decline for Fiscal 2022 compared to pre-pandemic activity. Revenues from City-owned garages have declined by 60% compared to pre-pandemic levels, with a 75% decline in revenues from transient parking customers and a 45% decline from customers with monthly contracts. The Fiscal 2022 Budget for this revenue source is estimated to be 30% lower than the receipts generated at the pre-pandemic average level of activity.

Shutdowns of facilities, permanent closure of sport and amusement venues, and teleworking policies are expected to continue to reduce the use of parking facilities and services into Fiscal 2022.

Telecommunication Tax

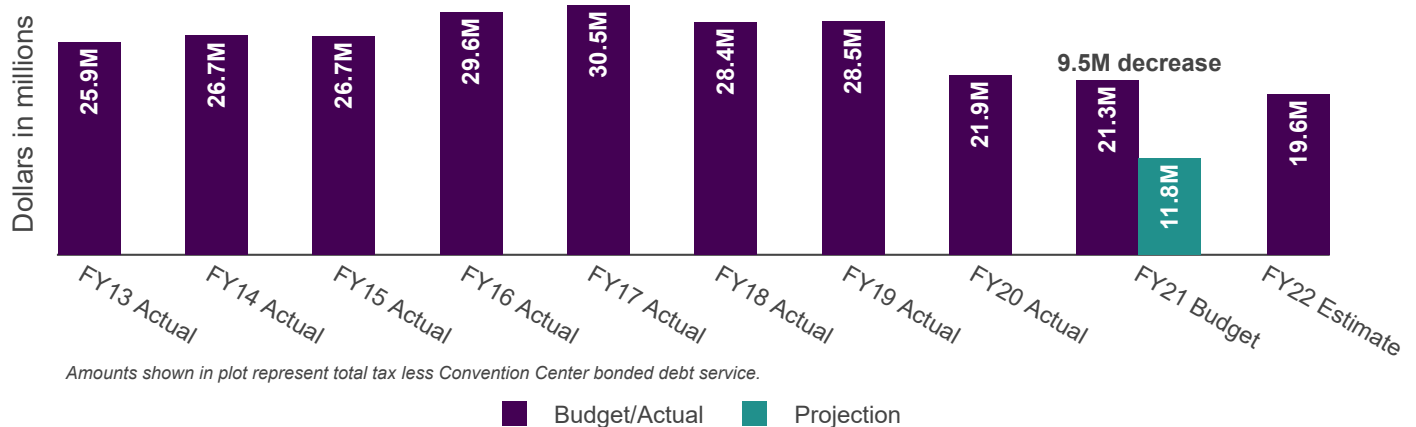
Telecommunication Tax Revenue



The Fiscal 2022 estimate for Telecommunication Tax revenue is \$34.9 million, which is \$0.3 million or 1.0% higher than both the Fiscal 2021 Adopted Budget and Fiscal 2021 second quarter projection. The Telecommunication Tax is charged at a rate of \$0.40 per month for each Centrex local exchange line and \$4 per month for other wireless or wired lines.

Hotel Tax

Hotel Tax Revenue (Net Transfer to the General Fund)



The Fiscal 2022 estimate for Hotel Tax is \$19.6 million. This is a reduction of \$1.7 million or 8.0% from the Fiscal 2021 Adopted Budget of \$21.3 million, but an increase of \$7.8 million or 66.5% from the Fiscal 2021 second quarter projection of \$11.8 million.

The lodging and tourism industry has been directly impacted by the pandemic and full recovery is not expected until the end of Fiscal 2024. Recovery in Fiscal 2022 will be gradual as events resume at the Convention Center

and throughout the City, bringing a steady growth in the number of visitors. As a result, it is estimated that hotel occupancy will be below average at the beginning of Fiscal 2022, improving as the COVID-19 vaccination campaign continues and tourism grows. Occupancy rates are projected to improve from 60% of 2019 pre-pandemic levels at the beginning of Fiscal 2022 to 80% of 2019 pre-pandemic levels by the end of Fiscal 2022, while average daily room rates will remain 15% below their pre-pandemic levels throughout the year.

Since 1997, net hotel tax receipts, after annual debt service for the bonds issued to fund the renovation of the Baltimore City Convention Center, have been transferred from the Convention Center Bond Fund (CCBF) to the General Fund. In Fiscal 2020, the City completed its final debt service payment of \$1.8 million for such bonds, but continues to make an annual \$4.6 million contribution to offset future Convention Center expansion or renovation costs. In Fiscal 2022, the contribution will be redirected to the Convention Center Hotel. Due to the facility's lost revenue from the COVID-19 pandemic, this support is needed to make their committed schedule of debt service payments.

Current State law establishes that 40% of gross Hotel Tax receipts are appropriated to fund the local Tourism Bureau, Visit Baltimore. This annual appropriation is adjusted, plus or minus, the reconciliation resulting from the difference between the budget and actual receipts of the most recent completed fiscal year.

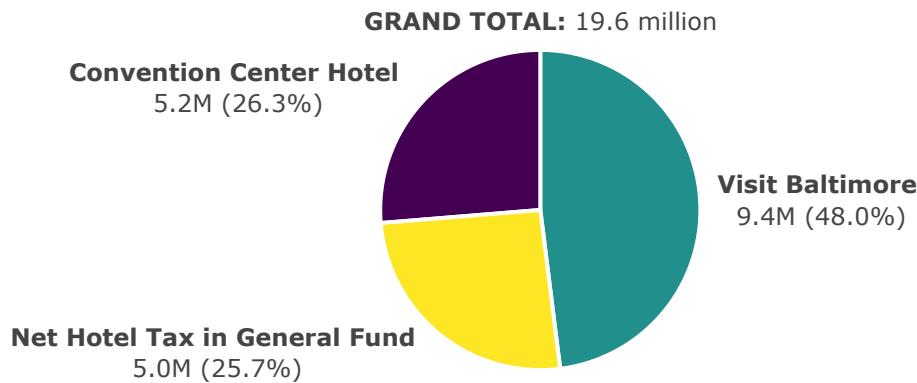
Starting in Fiscal 2022 with the approval of the Maryland General Assembly, Visit Baltimore's appropriation will be calculated based on 40% of a three-year rolling average of actual hotel tax receipts for the last three audited fiscal years. The change in Fiscal 2022 will require the City to provide funding levels to Visit Baltimore beyond the amount required by current law, but this change is a conscious investment decision the City is making to kick start tourism in the City. In addition, this funding change is intended to prevent another sharp decline in funding to Visit Baltimore and help stabilize funding in times of economic instability moving forward. The additional funding will be repaid over 5 years.

The following table summarizes the City's allocation of Hotel tax proceeds:

Appropriation Category	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Estimate
Hotel Tax Revenue	26,454,278	21,328,915	19,630,000
Convention Center Debt Service	(4,562,625)	0	0
General Fund Subtotal	21,891,653	21,328,915	19,630,000
Convention Center Hotel	(3,059,000)	(7,963,000)	(5,162,625)
Visit Baltimore	(13,138,970)	(7,767,843)	(9,425,921)
Net Hotel Tax in General Fund	5,693,683	5,598,072	5,041,454

Table in dollars.

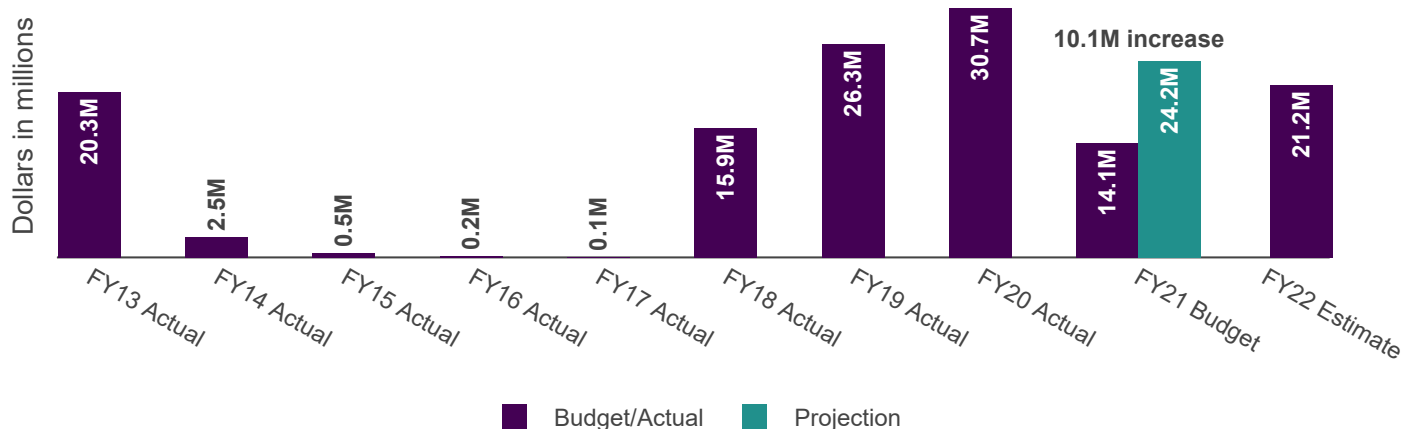
The following pie chart shows the distribution of Hotel Tax revenues.



In calendar year 2019, the Baltimore Tourism Investment District (TID) was created and a 2% surcharge in addition to the 9.5% Hotel Tax began to be levied in December 2019. This 2% surcharge is managed by Visit Baltimore and funds additional marketing strategies to promote the City and increase tourism.

Speed and Red Light Camera Violations

Speed and Red Light Camera Violation Revenues



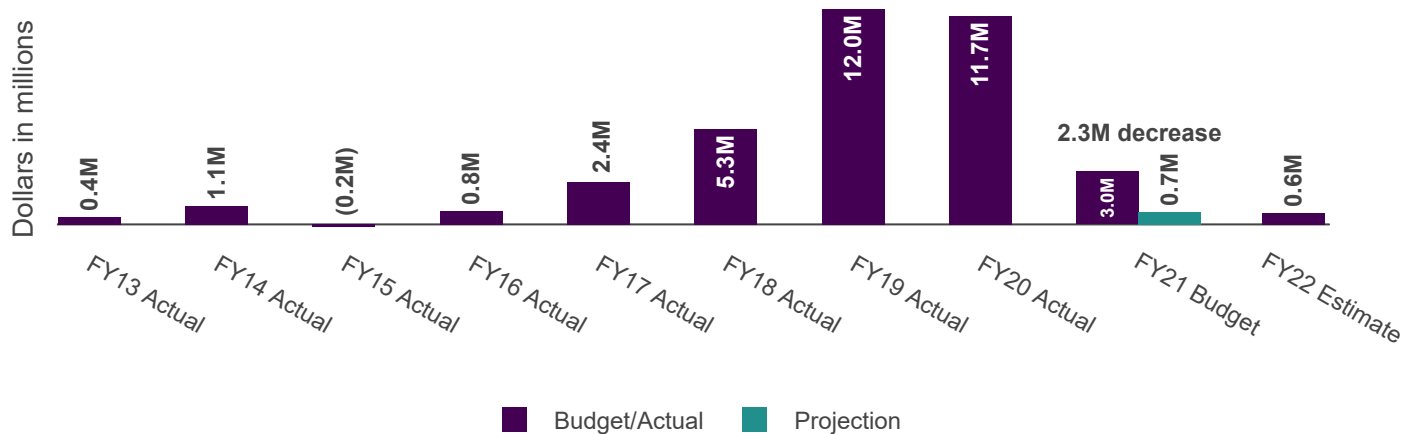
Traffic camera revenue for Fiscal 2022 is projected at \$21.2 million; an increase of \$7.1 million or 50.6% from the prior year budget of \$14.1 million and a decrease of \$3.0 million or 12.4% from the Fiscal 2021 second quarter projection of \$21.2 million.

The Fiscal 2021 Budget projected a decline in citations due to expected decreases in traffic. However, in Fiscal 2021 the program experienced some of the highest citation totals ever recorded as speeding increased due to less traffic congestion. The Fiscal 2021 Budget projected 273,000 paid citations and the Fiscal 2021 second quarter projection increased that projection to 487,000 due to this shift in behavior. The Fiscal 2022 estimate takes into account the behavior experienced during the COVID-19 shutdown and drivers adaptive behavior, which leads to less citations issued over time, and projects a decline of 64,000 or 13.2% paid citations from the second quarter projection. In Fiscal 2022 the City plans to have deploy 150 speed, 150 red-light and six vehicle height cameras.

By State Law, cameras are located within a half-mile radius of schools and are added based on requests directly from constituents after a review process by the City's Department of Transportation.

Earnings on Investments

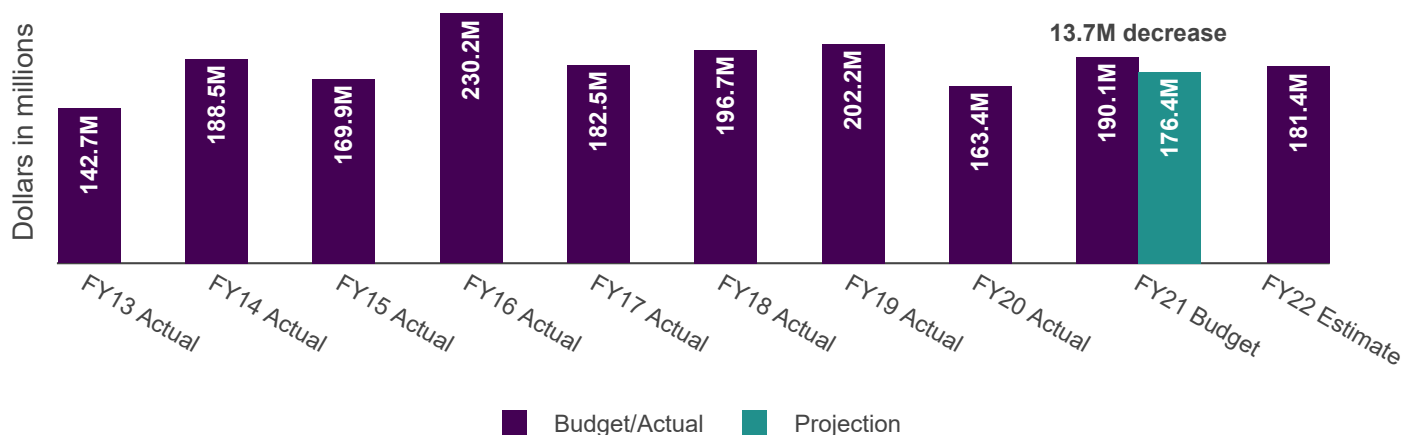
Earnings on Investments Revenue



The City anticipates earning \$0.6 million on cash investments for Fiscal 2022, which is \$2.3 million less than the Fiscal 2021 Adopted Budget and \$60,000 or 8.6% lower than the Fiscal 2021 second quarter projection of \$688,354. The expected earnings are 96% lower than 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 2022 estimate is based on average annual interest rate assumptions of 0.09% provided by the City's Bureau of Treasury Management. The Federal Reserve has stated their intent to maintain interest rates at the current low levels for the foreseeable future, leading to less interest earned by the City on short-term investments.

Other Sources of Revenue

All Other Revenue



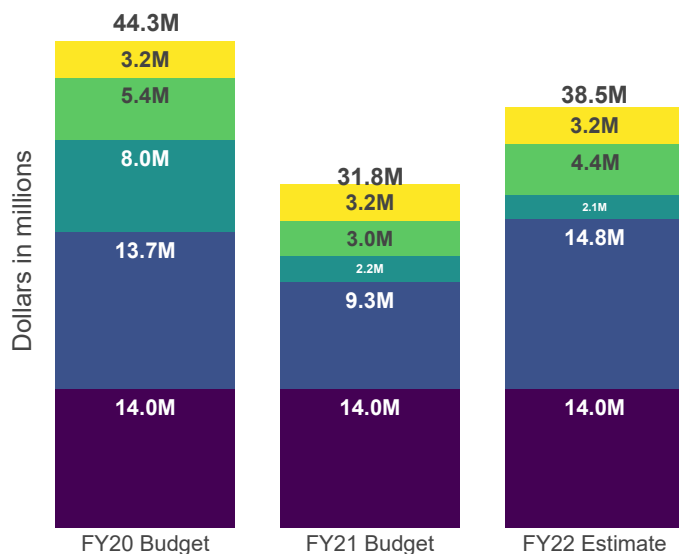
In addition to the major revenues referenced in this section, the City has over 150 other General Fund revenue sources.

The Fiscal 2022 estimate for other sources of revenue is \$181.4 million. This is a decline of \$8.8 million or 4.6% from the Fiscal 2021 Adopted Budget of \$190.1 million, and an increase of \$5.0 million or 2.8% from the Fiscal 2021 second quarter projection of \$176.4 million.

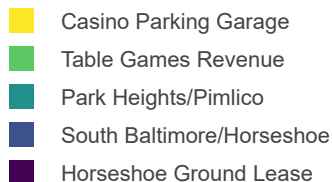
The largest examples of other sources of revenue include annual contributions from utility funds for central City services (\$16.0 million), video lottery terminals (\$12.6 million), sanitation and waste removal related revenues (\$10.6 million), and building construction related permits and fees (\$9.3 million). Two smaller components of other sources of revenue, Admission and Amusement tax (\$7.0 million) and Convention Center (\$5.3 million) are both continuing to experience pandemic related disruptions, with expected recovery during Fiscal 2022 as events in the City resume and tourism continues to grow. These two sources are estimated to be \$577,000 or 4.9% higher than the Fiscal 2021 Budget, and \$7.2 million or 142.8% higher than the Fiscal 2021 second quarter projection.

To compensate for recent declines in parking revenues, the City passed legislation to conform City Code with State law, enabling the City to impose taxes on transportation network services, such as Uber and Lyft. These taxes will be collected by the State and remitted to the City. The City is projected to receive approximately \$2.5 million from this tax in Fiscal 2022.

Casino: Video Lottery Terminals and Table Games



The City receives casino-related revenue to support local neighborhoods impacted by the Pimlico Race Track and Horseshoe Casino, as well as support for citywide school construction, Baltimore City Recreation and Parks projects, property tax relief, and the General Fund at-large.



Horseshoe Ground Lease Agreement Revenue - \$14.0 million

- The Horseshoe Casino ground lease payment to the City is calculated at either 2.99% of the Casino's gross gaming revenue, comprised of both Table Games and Video Lottery Terminals, or an alternate minimum payment amount determined by the contract, whichever is higher.
- The Fiscal 2022 estimated payment is the minimum payment of \$14.0 million.
- Of this amount, 90% is allocated to the General Fund to support the Targeted Homeowners Tax Credit (THTC) and 10% is dedicated to school construction.

Horseshoe Ground Lease	Allocation	FY22 Estimate*
THTC	90.0%	12.6
School construction	10.0%	1.4
Minimum Ground Lease Payment		14.0

* Column in millions of dollars.

South Baltimore/Horseshoe Casino Local Impact Fund - \$14.8 million - Baltimore City Allocation: 27%

- The State combines gross terminal revenue from Video Lottery Terminals (VLTs) at the Maryland Live, MGM National Harbor, and Horseshoe Casinos.
- 5.5% of total combined VLT revenue is used as the starting point for the City's local impact fund allocation.
- 82% of the 5.5% total combined VLT revenue is then equally divided among Baltimore City, Anne Arundel, and Prince George's counties, with the City receiving approximately 27.3% of this amount.
- The Fiscal 2022 estimate for Baltimore City is \$14.8 million, \$5.5 million more than the Fiscal 2021 Adopted Budget.
- State law requires that 50% of the City's allocation must be remitted to the South Baltimore Gateway Community Benefits District to support local projects.
- The remaining 50% is budgeted for core City services within one mile of the casino area, such as the Police sub-station, Fire unit, traffic enforcement, sanitation, and employment development.

South Baltimore/Horseshoe	Allocation	FY22 Estimate*
South Baltimore District	50.0%	7.4
Horseshoe One-Mile Radius	50.0%	7.4
Baltimore City Allocation		14.8

* Column in millions of dollars.

Park Heights/Pimlico Local Impact Fund - \$2.1 million - Baltimore City Allocation: 18%

- The remaining 18% of the 5.5% of total combined VLT revenue is dedicated to Baltimore City, less required withholding.
- Of the 18% distribution, \$1.5 million is withheld for Prince George's County and smaller jurisdictions; \$500,000 is withheld for communities within 3 miles of the Laurel Race Course, \$2.4 million is withheld for Park Heights Renaissance, and \$3.5 million is withheld for the State Lottery Fund for Pimlico redevelopment.
- The Fiscal 2022 projection for Baltimore City is \$2.1 million, \$0.1 million less than the Fiscal 2021 Adopted Budget.
- At least 75% of the funds must be spent in the Park Heights neighborhood; the remaining funding must be

spent within a one-mile radius of the Pimlico Race Track.

Park Heights/Pimlico	Allocation	FY22 Estimate*
Park Heights	75.0%	1.6
Pimlico One-Mile Radius	25.0%	0.5
Baltimore City Allocation		2.1

* Column in millions of dollars.

Table Games Revenue - \$4.4 million - Baltimore City Allocation: 5%

- Baltimore City receives 5% of gross Table Games revenue generated solely by the Horseshoe Casino.
- The Fiscal 2022 projection for Baltimore City is \$4.4 million, \$1.4 million more than the Fiscal 2021 Adopted Budget.
- State law requires that 50% of the funding be used to support citywide recreation and parks projects and that 50% be allocated for school construction debt service.

Table Games Revenue	Allocation	FY22 Estimate*
Recreation and Parks	50.0%	2.2
School construction	50.0%	2.2
Baltimore City Allocation		4.4

* Column in millions of dollars.

Casino Parking Garage Property Tax Agreement - \$3.2 million

- As part of the Horseshoe Casino Ground Lease Agreement, the City grants a partial credit on the Real Property Tax due from the Casino's garage.
- If the net tax due is less than \$3.2 million, the Casino must make an additional contribution so that the total minimum guarantee to the City equals \$3.2 million.
- The Casino garage's Real Property Tax net of credits has never exceeded \$3.2 million, and the Fiscal 2022 projection continues to assume the minimum guarantee.
- This revenue supports the General Fund at large.

Casino Parking Garage	FY22 Estimate*
Minimum Guarantee	3.2

* Column in millions of dollars.

Gambling Local Impact Aid Expenditures

In Fiscal 2022, the City projects receipt of \$9.1 million of Local Impact Aid funding, consisting of \$6.9 million of Baltimore Casino and \$2.2 million of Pimlico funds. This funding may be used at the discretion of City leaders in collaboration with local communities. The following tables show Fiscal 2022 budgeted operating and capital expenditures for these funds.

Operating Budget - Projects

Agency	Project Description	FY22 Estimate
Baltimore Casino Funded Projects		
Mayorality	Project Coordination	60,000
Housing and Community Development	Casino Support - Homeownership Incentives	150,000
M-R: Office of Children and Family Success	Educational Partnerships	78,000
M-R: Office of Neighborhood Safety and Engagement	Crime Cameras	280,000
M-R: Office of Employment Development	Community Outreach	100,000
	Employment Connection	570,000
M-R: Office of Homeless Services	Job Training	50,000
	YouthWorks Summer Youth Jobs	500,000
	Homelessness Strategies	237,188
M-R: Office of Information Technology	Casino Support-Fiberoptic Infrastructure	70,000
Planning	Environmental Education	40,000
	Planning Studies: Middle Branch	400,000
Police	Police Coverage	1,542,959
Public Works	Sanitation Staffing	362,908
	Cleaning Waterways	250,000
Recreation and Parks	Carroll Park District Operations	150,000
Transportation	Casino Support-Complete Streets	50,000
Baltimore Casino Funds Total		4,891,055
Pimlico Impact Aid Funded Projects		
Department of Transportation	INSPIRE Pedestrian improvements and Traffic Calming	10,000
M-R: Art and Culture	Public Art	60,000
M-R: Office of Criminal Justice	Public Safety	75,000
Planning	Community Based Projects	53,000
	PCDA Admin	60,000
Pimlico Impact Aid Funds Total		258,000

Table in dollars.

Capital Budget - Projects

Agency	Project Description	FY22 Estimate
Baltimore Casino Funded Projects		
Baltimore Development Corporation	Infrastructure Upgrades	2,000,000
Baltimore Casino Funds Total		2,000,000
Pimlico Impact Aid Funded Projects		
Department of Transportation	NWCPF Traffic Study, Coldspring Traffic Calming, and Dolfield Completed Projects	(38,000)
Housing and Community Development	Towanda-Grantley Homeowner Repair Grants	240,000
	INSPIRE Homeowner Repairs Forest Park High School	150,000
Recreation and Parks	CC Jackson Park Expansion	1,000,000
	J.D. Gross Recreation Center	300,000
	Towanda Recreation Center Playground	100,000
	Pimlico Safety Fields	150,000
Pimlico Impact Aid Funds Total		1,902,000

Table in dollars.

Summary of City Real Property Tax Credit Programs

The table below describes tax expenditure costs for all locally authorized Real Property Tax Credit programs. In Fiscal 2022, the City budget estimates Real Property Tax Credit expenditures totaling approximately \$129.6 million. This represents a decrease of \$1.3 million compared to the total Fiscal 2020 projected expense of nearly \$131.0 million.

	Fiscal 2021 Projection	Fiscal 2022 Estimate
Homestead Tax (104% Assessment Phase-In)		
A 4% taxable assessment increase cap on owner-occupied dwellings.	23,136,000	22,618,000
Targeted Homeowners Tax Credit		
An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only.	35,000,000	31,348,000
Enterprise Zone Property Tax Credit (EZTC)		
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. Includes Enterprise Zone Tax Credit costs for real property, personal property, and PILOT projects.	22,395,000	20,816,000
Historic Restoration and Rehabilitation Property Tax Credit		
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.	11,600,000	12,081,000
Brownfields Property Tax Credit		
A five-year tax credit (50%, except for projects that spend more than \$250,000 in eligible work, in which case it is 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.	22,000,000	18,004,000
Supplemental Homeowner's Property Tax Credit		
An annual credit providing additional tax relief to low-income City residents eligible for the existing State Homeowner's tax credit.	1,450,000	1,450,000
High-Performance Market-Rate Rental Housing Property Tax Credit		
A 15 and 10-year tax credit (15-year if project is located within a targeted area and 10-year for all other City locations) on the increased assessment value of improvements on the construction or conservation of high-performance market rental housing. The 15-year credit is 100% for the first two taxable years, 80% for the following three, 70% and 60% for the next two, 50% for the following three, and declining by 10 percentage point annually thereafter. The 10- year credit is structured the same as the EZTC.	13,370,000	20,109,000
Newly Constructed Dwelling Property Tax Credit		
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.	1,250,000	1,802,000
Other Local Option Property Tax Credits		
Includes costs of the Low-Income Employee, Public Safety Officers, Neighborhood Preservation, Vacant Dwellings, Fallen Heroes, Portability, and Cemetery Dwellings property tax credit programs.	750,000	1,400,000
Total	130,951,000	129,628,000

Property Tax One-Cent Yield

ESTIMATED ASSESSABLE BASE	Fiscal 2021	Fiscal 2022	Change
REAL PROPERTY			
Subject to \$2.248 Tax Rate			
Real Property Assessed Locally	41,041,758,000	41,800,756,228	758,998,228
Appeals, Abatements and Deletion Reductions	(103,040,000)	(480,427,046)	(377,387,046)
Adjustment for Assessment Increases over 4%	(1,103,340,000)	(1,031,937,221)	71,402,779
New Construction	541,762,000	791,850,717	250,088,717
Rail Road Property	215,161,000	245,304,150	30,143,150
Total Real Property Subject to \$2.248 tax rate	40,592,301,000	41,325,546,828	733,245,828
Subject to \$5.62 Tax Rate			
Public Utility Property	167,404,000	176,670,000	\$9,266,000
Total Public Utility Real Property Subject to \$5.62 tax rate	167,404,000	176,670,000	9,266,000
Total Taxable Real Property Value	40,759,705,000	41,502,216,828	742,511,828
TANGIBLE PERSONAL PROPERTY			
Subject to \$5.62 Tax Rate			
Individuals and Firms Personal Property	26,366,000	36,682,000	10,316,000
Ordinary Business Personal Property	1,105,502,000	1,014,217,000	(91,285,000)
Public Utilities Operating Personal Property	1,077,525,000	1,100,703,000	23,178,000
Total Tangible Personal Property	2,209,393,000	2,151,602,000	(57,791,000)
Total Real and Personal Property	42,969,098,000	43,653,818,828	684,720,828
ESTIMATED PROPERTY TAX YIELD			Fiscal 2022
Property Subject to \$2.248 Tax Rate			
Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	4,132,555
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			4,029,241
Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate			905,773,335
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	17,667
Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base		\$0.01/\$100	215,160
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base			232,827
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			227,007
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)			567,516
Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate			127,577,664
Total Estimated Property Tax Yield - Real and Personal Property			1,033,351,000
Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property			4,596,757

Selected Real Property Tax Expenditures

Tax expenditures are foregone revenues – based on tax laws – which include exemptions, deductions, credits, deferrals, payments in lieu of taxes (PILOTS) and differential tax rates. Tax expenditures are alternative government policy instruments that provide direct financial support (e.g. land cost write-downs) to qualifying individuals, organizations and businesses to encourage specific policy objectives. Because they are substitutes for direct operating expenditures, it is important to document and review their costs as part of the annual budget process.

Newly Constructed Dwelling Tax Credit Report

The Newly Constructed Dwelling Tax Credit (NCTC) law requires the Director of Finance to report to the Board of Estimates and to the Mayor and City Council the public costs and benefits of the tax credit. Section 9-304 of the Tax-Property section of the State law authorizing this credit expired on June 30, 2019. Therefore, the following table summarizes the number of credits and gross costs on an annual and cumulative basis for all applications approved before this expiration:

Fiscal Year	Number of Credits Granted		Dollar Value of Credits Granted	
	Annual New	Cumulative	Annual Total	Cumulative
1996 - 2010*	200	2,995	1,427,137	21,407,048
2011	247	3,242	4,016,030	25,423,078
2012	233	3,475	3,164,268	28,587,346
2013	253	3,728	3,619,532	32,206,878
2014	226	3,954	3,147,838	35,354,716
2015	188	4,142	2,823,800	38,178,516
2016	259	4,401	2,354,271	40,532,787
2017	203	4,604	2,296,387	42,829,174
2018	149	4,753	2,022,954	44,852,128
2019	260	5,013	2,139,502	46,991,630
2020	0	5,013	1,639,657	48,631,287

*Annual amounts are averages for this period.

Since the program's adoption, administrative costs have been absorbed within existing City operations and the cost associated with applications granted before its expiration still places it as the City's seventh largest local Real Property Tax Credit expense.

High Performance Newly Constructed Dwelling Tax Credit Report

As an alternative to the NCTC expiration, the Mayor and City Council passed legislation 19-0456 establishing the High Performance Newly Constructed Tax Credit (HPNCTC), expiring on June 30, 2021. The term and structure of this credit is identical to the NCTC prior to its expiration, but includes additional requirements to fit the description of "High Performance". The following table summarizes the number of credits and gross costs on an annual and cumulative basis for all applications as of April 2021.

Fiscal Year	Number of Credits Granted		Dollar Value of Credits Granted	
	Annual Total	Cumulative	Annual Total	Cumulative
2020	21	21	54,918	54,918
2021	57	78	341,805	396,723

Analysis

Due to the expiration of the NCTC the following report only analyzes the impact of the HPNCTC. The online applications for the former NCTC and HPNCTC include a survey completed by the recipients of these benefits and the Department of Finance has published its results since 2000. In preparing this report, the Department of Finance has reviewed and processed 57 HPNCTC applications during Fiscal 2021.

The City promoted the HPNCTC program in several ways. The Office of Homeownership in the Department of Housing and Community Development highlighted the HPNCTC in its realtor seminars, and provided information about the credit on the City government and Live Baltimore websites. Results from current applicants showed that the most popular source of information promoting the credit were developers and realtors both with 34.6% of the responses.

The distribution of HPNCTC granted during Fiscal 2021 indicates the use of the credit is concentrated. Half of the credits granted during Fiscal 2021 are located within two neighborhoods, Greektown and Medfield. However, much of the HPNCTC is focused away from centrally-located areas such as Downtown and the Inner Harbor. Neighborhoods receiving the highest number of credits have been spread throughout parts of the City outside waterfront locations. In Fiscal 2021, Greektown, Medfield, Middle East, Hampden and Brewers Hill are the five neighborhoods with the most tax credits.

Data indicates that high income households with higher than average priced homes still represent a substantial portion of the program's applicants. Nearly 100% of all survey respondents have incomes above the City's median income of \$50,379 and 65.4% have incomes above the state's median household income of \$84,805. In Fiscal 2021, 57.7% of the HPNCTC survey respondents have incomes above \$100,000.

The intent of the HPNCTC program is to attract new residents to the City to create a stronger taxable base. Evidence has shown that the credit worked more as an incentive for current City residents who were already property owners than attracting new residents. Even though 65.4% of all respondents were first-time home buyers, the survey results show that 50.0% of the respondents in Fiscal 2020-2021 already lived in the City prior to purchasing the new home. Of this year's survey respondents, 79.5% reported that they were only looking in the City for their new home.

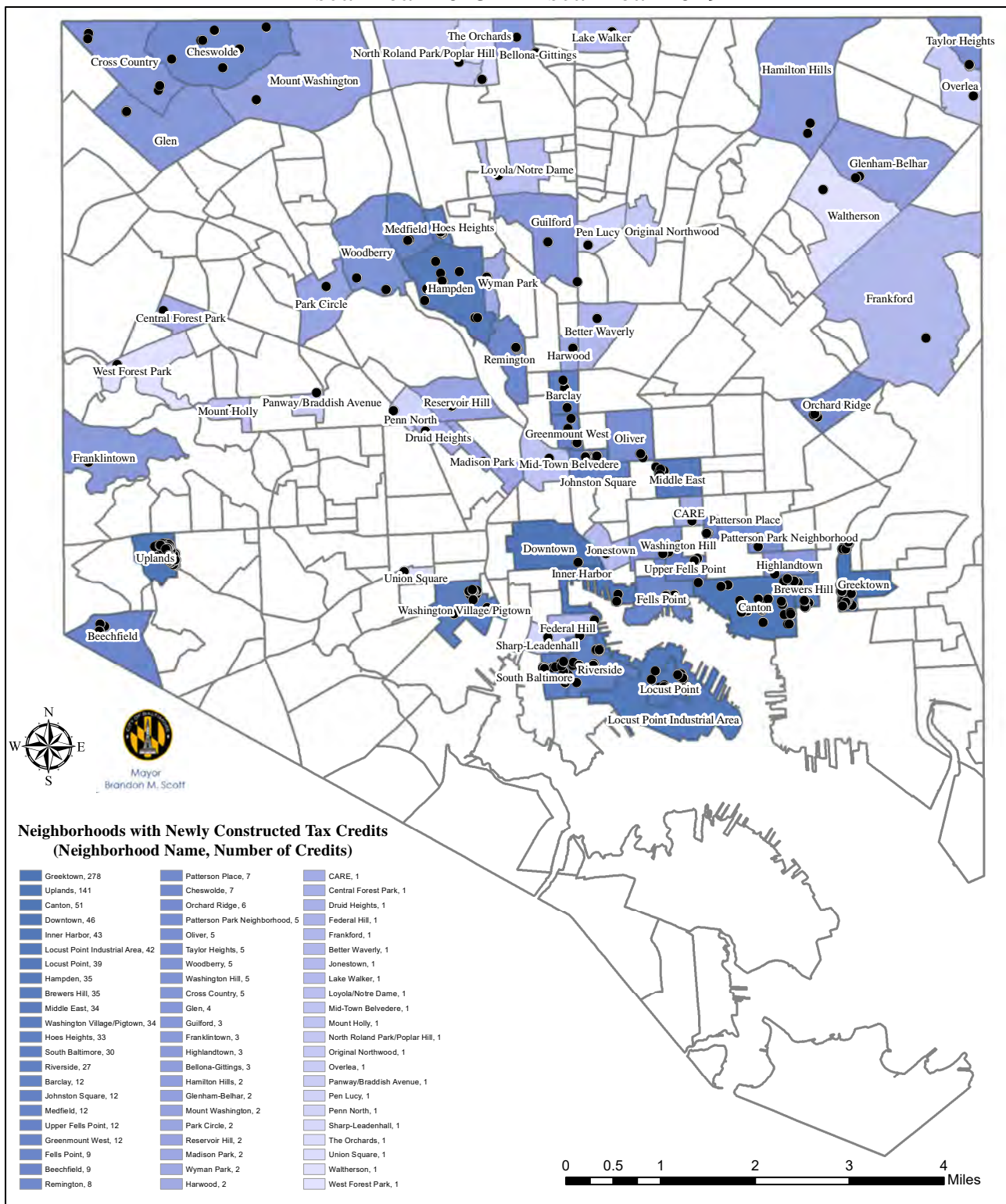
Fiscal 2021 survey results show that 66.7% of the respondents knew about the credit prior to purchasing their homes and 84.6% of applicants who responded felt that the availability of the credit influenced their decision to purchase property. While historical data suggests that the credit did not significantly incentivize new residents or investment, serving merely as a financial bonus for established developers and affluent residents, current year data indicates a changing sentiment.

Maps on the following pages detail the location of properties that have received a NCTC and HPNCTC. The map labeled "Fiscal Year 2015 – Fiscal Year 2019" indicates properties to which the City has granted a NCTC during the last five years of the program, from Fiscal 2015 to Fiscal 2019. The map labeled "Fiscal Year 2020 – Fiscal Year 2021" indicates properties that received the HPNCTC in fiscals 2020 and 2021. Properties that received the credit in Fiscal 2021 will receive the credit once again in Fiscal 2022 as long as they continue to meet eligibility requirements.

City of Baltimore

Newly Constructed Tax Credits by Neighborhood

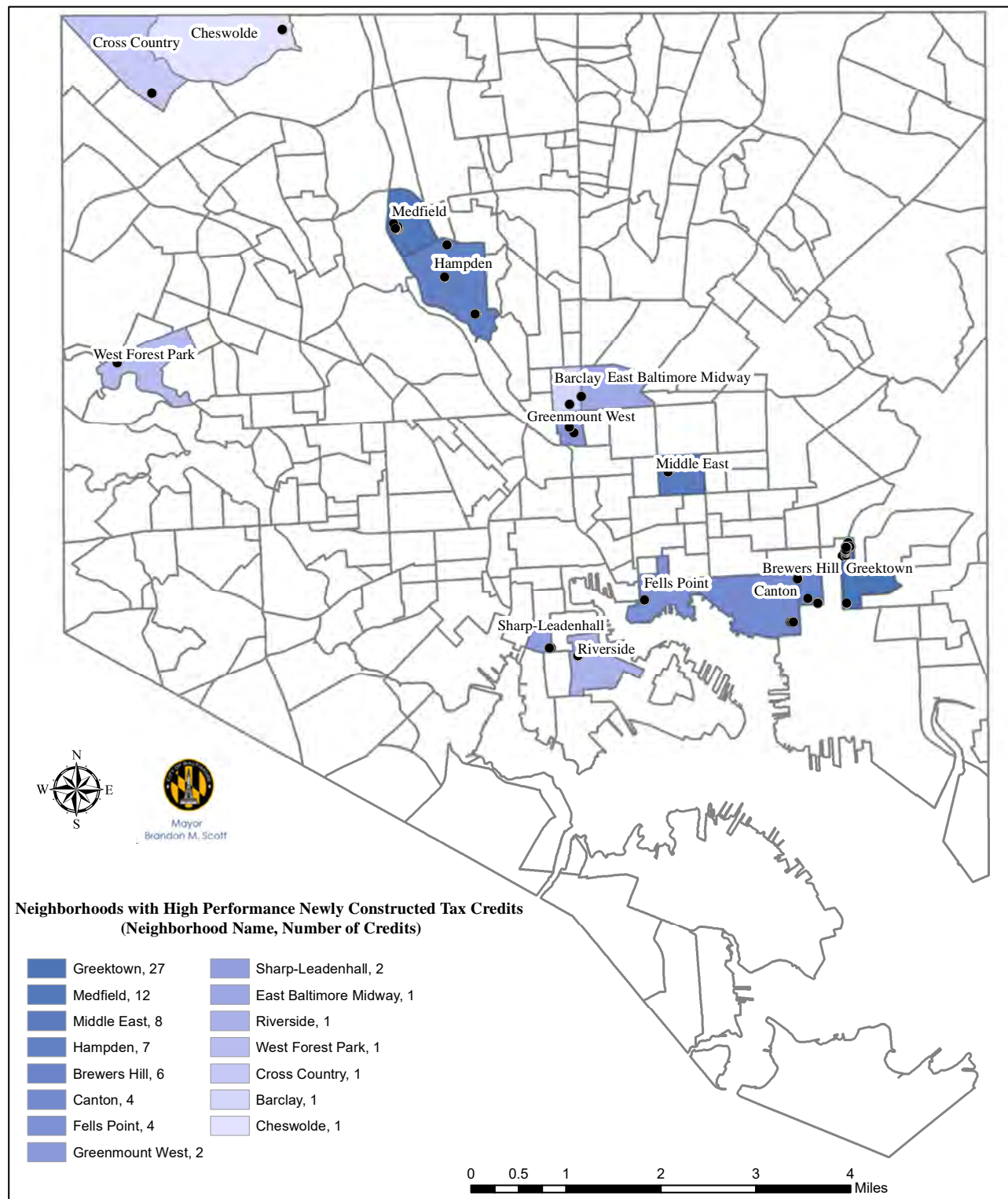
Fiscal Year 2015 - Fiscal Year 2019



City of Baltimore

High Performance Newly Constructed Tax Credits by Neighborhood

FY 2020 - FY 2021



Revenue Estimates

Funds Detail for Operating and Capital

A001 - General Fund

A001 - General Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
LOCAL TAXES					
Real and Personal Property Taxes - Current Year					
001 - Real Property	893,335,879	922,655,000	921,072,000	938,072,000	15,417,000
004 - Personal Property - Ordinary Business Corps	55,698,649	60,576,000	57,349,624	55,574,000	(5,002,000)
007 - Personal Property - Individuals & Firms	2,233,626	1,444,706	2,117,913	2,010,000	565,294
008 - Personal Property - Public Utilities	59,901,997	59,043,000	59,043,000	60,313,000	1,270,000
Real and Personal Property Taxes - Prior Years					
010 - Real Property	2,505,365	2,500,000	2,500,000	2,198,000	(302,000)
011 - Personal Property	659,488	2,500,000	2,500,000	2,500,000	0
Real and Personal Property Taxes - Other Revenues					
016 - Video Lottery Terminals	12,600,000	12,600,000	12,600,000	12,600,000	0
021 - Penalties and Interest	6,986,024	7,306,000	7,306,000	7,432,000	126,000
022 - Discounts	(2,244,761)	(2,400,000)	(2,320,000)	(2,397,000)	3,000
023 - Supplemental Homeowner's Tax Credit	(1,233,355)	(1,450,000)	(1,450,000)	(1,450,000)	0
024 - Tax Sale Expense	521,518	0	0	0	0
025 - Newly Constructed Dwellings Tax Credit	(1,680,465)	(2,100,000)	(1,250,000)	(1,802,000)	298,000
Real and Personal Property Taxes - Current Year					
027 - Phase in Tax Credit	(24,129,451)	(24,183,000)	(23,136,000)	(22,618,000)	1,565,000
Real and Personal Property Taxes - Other Revenues					
028 - Other Property Tax Credits	(20,299,486)	(18,726,000)	(22,000,000)	(18,504,000)	222,000
029 - Enterprise Zone Tax Credit	(20,516,637)	(24,518,000)	(22,395,000)	(20,816,000)	3,702,000
030 - Cemetery Dwellings Tax Credit	(19,071)	0	0	0	0
031 - Public Safety Officer Tax Credit	(688,699)	(900,000)	(750,000)	(900,000)	0
032 - Historic Property Tax Credits	(10,489,014)	(11,114,000)	(11,600,000)	(12,081,000)	(967,000)
038 - Tax Increment Financing Districts	16,223,534	18,395,000	17,178,887	21,286,000	2,891,000
039 - Targeted Homeowners Tax Credit	(33,493,698)	(35,000,000)	(35,000,000)	(31,348,000)	3,652,000
040 - High-Performance Market-Rate Rental Housing Tax Credit	(15,210,923)	(18,897,000)	(13,370,000)	(20,109,000)	(1,212,000)
Sales and Service					
041 - Heavy Equipment Gross Receipts	126,361	150,000	150,000	150,000	0
045 - Gas	10,588,781	14,250,000	13,950,000	14,637,000	387,000
046 - Electricity	21,121,004	27,502,000	27,502,000	28,249,000	747,000
047 - Fuel Oil	212,309	273,000	273,000	280,000	7,000
049 - Steam	582,587	1,191,000	1,191,000	1,223,000	32,000
050 - Telephone	36,145,058	34,582,000	34,582,000	34,928,000	346,000
051 - Homeless Relief Assistance Tax	202,177	500,000	200,000	500,000	0
052 - Hotel Tax (transferred from CC Fund)	21,891,653	21,328,915	11,787,000	19,630,000	(1,698,915)
053 - Property Transfer	40,154,300	37,520,000	46,814,249	43,995,000	6,475,000
054 - Liquid Petroleum Gas	134,691	127,000	127,000	130,000	3,000
055 - Refund Reserve - Gas	(4,013)	(263,000)	(263,000)	(270,000)	(7,000)
056 - Refund Reserve - Electricity	(3,753)	(368,000)	(368,000)	(378,000)	(10,000)
Payment in Lieu of Taxes					
060 - Housing Authority	15,102	100,000	1,210,000	100,000	0
062 - Urban Renewal	107,233	150,000	300,000	150,000	0
063 - Off-Street Parking Properties	363,881	807,000	360,000	807,000	0
064 - Maryland Port and Stadium Authorities	4,464,594	1,621,000	1,621,000	1,653,000	32,000
065 - Apartments	3,759,650	4,072,000	4,200,000	4,072,000	0
067 - Economic Development	1,929,854	1,400,000	2,285,000	1,400,000	0
068 - Annual Nonprofit Contributions	5,069,724	6,000,000	6,000,000	6,000,000	0
Other Local Taxes					
075 - Tax Sale Fees and Other	10,596	400,000	400,000	400,000	0
076 - Simulated Slot Machines	623,992	695,000	695,000	695,000	0

(continued)

A001 - General Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
077 - Billboard tax	1,457,639	1,400,000	1,400,000	1,414,000	14,000
078 - Taxicab Excise tax	148,384	1,767,000	1,200,000	2,520,000	753,000
079 - Dockless Vehicle Excise Tax	143,683	0	100,000	162,000	162,000
Income Tax					
081 - Income Tax - State Collected	371,199,340	366,155,000	366,155,000	369,355,000	3,200,000
083 - Unallocated Withholding - Regular	15,164,044	7,414,000	7,414,000	8,667,000	1,253,000
084 - Income Tax - Fiduciary Returns	10,176,229	7,647,000	7,647,000	7,598,000	(49,000)
Locally Imposed - State Collected					
085 - Admissions	5,939,322	5,955,000	1,604,566	6,987,000	1,032,000
086 - Recordation	38,165,405	37,563,000	43,152,560	39,612,000	2,049,000
State Shared					
101 - State Highway User Revenue	147,385,801	142,428,000	142,428,000	156,304,000	13,876,000
CATEGORY TOTAL					
CATEGORY TOTAL	1,657,936,148	1,670,098,621	1,672,513,799	1,720,930,000	50,831,379

LICENSE AND PERMITS

General Government

120 - City/State Business	1,972,900	1,289,000	1,289,000	1,700,000	411,000
122 - Alcoholic Beverage	286,906	1,740,000	228,000	1,757,000	17,000
123 - Marriage	77,533	20,000	102,267	126,000	106,000

Public Safety and Regulations

126 - Media Production Services	46,270	55,000	55,000	55,000	0
127 - Cable TV Franchise Fee	6,366,899	6,500,000	6,500,000	6,500,000	0
128 - Fire Prevention - Fire Code	1,914,940	1,750,000	1,750,000	1,750,000	0
129 - Rental Property Registrations	4,214,967	5,217,000	5,217,000	5,306,000	89,000
130 - Dockless Vehicles Licenses and Permits	261,786	0	0	120,000	120,000
131 - Miscellaneous Building Inspection Revenue	333,007	600,000	600,000	610,000	10,000
132 - Building Construction Permits	2,367,845	5,000,000	5,000,000	5,085,000	85,000
133 - Electrical Installation Permits	610,612	800,000	800,000	814,000	14,000
134 - Mechanical Equipment Permits	501,945	800,000	800,000	814,000	14,000
135 - Plumbing Permits	314,645	409,000	409,000	416,000	7,000
136 - Elevator Permits	1,230	1,000	1,000	1,000	0
137 - Filing Fees - Building Permits	5,228,543	1,500,000	1,500,000	1,526,000	26,000
138 - Alarm System Registration Permits	13,170	15,000	15,000	15,000	0
139 - Public Assembly Permits	7,804	6,000	1,000	6,000	0
140 - Professional and Occupational Licenses	373,089	500,000	350,000	509,000	9,000
141 - Vacant Structure Fee	412,613	550,000	550,000	550,000	0
143 - Amusement Device Licenses	22,479	25,000	25,000	25,000	0
145 - Dog Licenses and Kennel Permits	6,220	12,000	12,000	12,000	0
146 - Special Police Appointment Fees	336	1,000	1,000	1,000	0
149 - Vacant Lot Registration Fees	70,829	120,000	120,000	120,000	0
150 - Trades Licenses	39,740	85,000	85,000	86,000	1,000

Health

151 - Food Dealer Permits	1,429,772	1,500,000	1,400,000	1,500,000	0
152 - Swimming Pool Licenses	73,710	50,000	50,000	51,000	1,000
154 - Solid Waste Collection Permits	224,901	158,000	158,000	158,000	0

Highways

163 - Minor Privilege Permits	1,373,192	1,500,000	910,500	1,500,000	0
164 - Public Utility Pole Permits	56,000	560,000	560,000	560,000	0
169 - Permits and Inspections - Private Paving	18,555	58,000	20,000	58,000	0
170 - Development Agreement Fee	403,919	511,000	511,000	520,000	9,000
171 - Street Cut Permits	1,603,150	778,000	778,000	778,000	0
173 - Special Event Permits	125,914	171,000	25,000	171,000	0

CATEGORY TOTAL

CATEGORY TOTAL	30,755,421	32,281,000	29,822,767	33,200,000	919,000
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FINES AND FORFEITS

Fines and Forfeits

177 - Court-Ordered Restitution and Misc Fines	7,603	42,000	10,000	42,000	0
178 - Civil Citations	21,110	26,000	26,000	26,000	0

(continued)

A001 - General Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
179 - Sheriff Revenue	108,244	200,000	100,000	200,000	0
180 - Forfeitures Drug/Gambling Contraband	499,393	1,500,000	1,500,000	1,500,000	0
181 - Minimum Wage Violations	307,706	50,000	165,282	50,000	0
182 - Environmental Control Board Fines	4,231,362	6,500,000	6,500,000	6,500,000	0
185 - Bad Check Charge	35,090	30,000	39,400	30,000	0
187 - Liquor Board Fines	104,100	178,000	30,000	178,000	0
188 - Library Fines	46,746	40,000	40,000	40,000	0
191 - Red Light Fines	14,481,747	6,400,000	10,060,000	8,820,000	2,420,000
193 - Speed Cameras	16,162,267	7,500,000	14,100,000	12,200,000	4,700,000
194 - Commercial Truck Enforcement	83,500	175,000	25,000	175,000	0
CATEGORY TOTAL					
CATEGORY TOTAL	36,088,868	22,641,000	32,595,682	29,761,000	7,120,000
USE OF MONEY					
Use of Money					
200 - Earnings on Investments	11,539,034	2,960,000	688,354	629,000	(2,331,000)
206 - Interest on Property Sale Proceeds	39,876	60,000	60,000	60,000	0
207 - Interest on Gambling/Drug Confiscated Cash	86,186	35,000	35,000	35,000	0
227 - Principal - CDFC Loan	200,672	0	0	0	0
228 - Interest - CDFC Loan	51,774	0	0	0	0
255 - Principal - Economic Development Loan Program	294,284	300,000	300,000	300,000	0
256 - Interest - Economic Development Loan Program	51,060	70,000	70,000	70,000	0
259 - Interest - Community Development Fund Loans	8,860	2,000	2,000	2,000	0
260 - Principal - Community Development Fund Loans	9,627	10,000	10,000	10,000	0
CATEGORY TOTAL					
CATEGORY TOTAL	12,281,373	3,437,000	1,165,354	1,106,000	(2,331,000)
USE OF PROPERTY					
Use of Property					
201 - Rental of City Property	3,703,579	2,450,000	2,450,000	3,500,000	1,050,000
202 - Interest Differential Off-Street Parking	32,395	0	0	0	0
209 - Expressway Air Space Leases	11,813	12,000	12,000	12,000	0
210 - Rental from Inner Harbor Shoreline	592,099	830,000	600,000	830,000	0
214 - SW Resource Recovery Facility - Lease	2,053,520	2,218,000	2,218,000	2,395,000	177,000
240 - Harbor Shoreline - Docking Fees	0	20,000	20,000	20,000	0
241 - Rental from Community Centers	159,269	80,000	160,000	80,000	0
243 - Rentals from Wharfage - Piers and Docks	11,871	15,000	10,000	15,000	0
244 - Rental of City Poles	1,048,965	225,000	401,683	180,000	(45,000)
246 - Royal Farm Arena Naming Rights	187,500	250,000	250,000	250,000	0
247 - Convention Center	8,431,076	5,717,000	3,440,000	5,262,000	(455,000)
248 - Municipal Advertising	0	500,000	0	500,000	0
CATEGORY TOTAL					
CATEGORY TOTAL	16,232,087	12,317,000	9,561,683	13,044,000	727,000
OTHER REVENUES					
Private Grants					
280 - Civil Defense	76,279	300,000	300,000	300,000	0
590 - Interest - Enoch Pratt Endowment	25,000	25,000	25,000	25,000	0
592 - Voluntary Payment in Lieu of Taxes	100,000	0	0	0	0
General Government					
865 - Vacant Struct & Boarding Fees	1,415,059	1,400,000	1,400,000	1,400,000	0
868 - CHAP - Miscellaneous Revenue	22,900	33,000	20,000	33,000	0
872 - Miscellaneous Revenue	3,021,418	1,625,316	1,625,316	2,010,129	384,813
873 - Penalties and Interest Excl Real and Personal	857,184	1,000,000	1,000,000	1,017,000	17,000
877 - Sale of Scrap/Recycled Metal	16,872	28,000	28,000	28,000	0
879 - Legal Settlement Proceeds	3,050,561	0	1,155,130	0	0
880 - Innovation Fund	2,000	0	0	0	0

(continued)

A001 - General Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
881 - Gainsharing	5,979	0	0	0	0
Public Safety and Regulations					
885 - Police - Miscellaneous	16,950	27,000	27,000	27,000	0
CATEGORY TOTAL					
CATEGORY TOTAL	8,610,202	4,438,316	5,580,446	4,840,129	401,813
FEDERAL GRANTS					
Federal Grants					
281- CARES Act - Revenue	0	0	0	24,500,000	24,500,000
282- FEMA Reimbursement	0	0	0	27,500,000	27,500,000
CATEGORY TOTAL					
CATEGORY TOTAL	0	0	0	52,000,000	52,000,000
STATE AID					
State Aid					
401 - Targeted Aid (Income Tax Disparity)	76,580,403	79,052,000	79,052,000	76,194,000	(2,858,000)
403 - Teachers Retirement Supplemental Grant	10,047,596	10,048,000	10,048,000	10,048,000	0
415 - Local Health Operations	12,273,495	8,747,000	7,000,000	8,747,000	0
475 - Library Services	8,894,618	6,500,000	6,500,000	6,500,000	0
482 - War Memorial	176,828	175,000	175,000	175,000	0
CATEGORY TOTAL					
CATEGORY TOTAL	107,972,940	104,522,000	102,775,000	101,664,000	(2,858,000)
CHARGES FOR CURRENT SERVICES					
General Government					
618 - Transcriber Service Charges	114,163	46,000	46,000	46,000	0
620 - RBDL Administration Fee	7,406	4,000	4,000	4,000	0
621 - Bill Drafting Service	22,404	25,000	25,000	25,000	0
623 - Zoning Appeal Fees	51,548	80,000	80,000	80,000	0
628 - Civil Marriage Ceremonies	8,730	12,000	12,000	12,000	0
632 - Lien Reports	2,012,928	1,858,950	2,025,048	1,915,000	56,050
633 - Election Filing Fees	10,708	5,000	5,000	5,000	0
634 - Surveys Sales of Maps and Records	9,973	17,000	10,000	17,000	0
636 - 3rd Party Disability Recoveries	36,071	51,000	30,000	51,000	0
638 - Semi - Annual Tax Payment Fee	971,357	413,000	800,000	426,000	13,000
639 - Tax Roll Service Charge	724,501	34,000	105,000	34,000	0
649 - Vending Machine Commissions	45,242	40,000	40,000	40,000	0
651 - Reimbursement for Use of City Vehicles	23,765	18,000	18,000	18,000	0
654 - Charges for Central City Services	13,454,518	15,376,000	15,376,000	15,922,000	546,000
Public Safety and Regulations					
657 - Liquor Board Advertising Fees	113,452	108,000	51,362	108,000	0
659 - Sale of Accident and Incident Reports	300,989	384,000	384,000	384,000	0
660 - Stadium Security Service Charges	1,136,713	970,000	150,000	1,270,000	300,000
661 - Port Fire Protection (MPA)	1,399,940	1,400,000	1,400,000	1,400,000	0
662 - Sheriff - District Court Service	3,635,642	5,400,000	600,000	3,800,000	(1,600,000)
663 - False Alarm Fees	50,555	200,000	50,000	200,000	0
664 - Fire Dept - Sales of Reports	27,705	32,000	32,000	32,000	0
666 - Child Support Enforcement	96,992	345,000	0	345,000	0
668 - Deputy Sheriff Enforcement	4,059	0	0	0	0
Health					
680 - Miscellaneous Environmental Fees	9,170	19,500	19,500	19,500	0
Highways					
696 - Street Cut Fees	154,625	0	0	0	0
Health					
700 - New Health Plan Review	93,403	60,000	60,000	100,000	40,000
701 - Hazard Analysis Critical Control Point Plan	400	500	500	500	0
Social Services					
706 - Sheriff - DHR Service Agreement	35,155	0	0	0	0
Recreation and Culture					

(continued)

A001 - General Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
773 - Video Rental and Other Charges	16,521	10,000	10,000	10,000	0
777 - Swimming Pool Passes	154,510	50,000	50,000	178,000	128,000
Highways					
785 - Impounding Cars - Storage	2,535,603	3,043,000	3,043,000	3,500,000	457,000
787 - Impounding Cars - Towing	1,205,588	1,403,000	1,403,000	1,750,000	347,000
789 - Fallsview Private Tow - Rebate	14,175	0	0	0	0
791 - General Revenue Highways	4,636,319	3,585,000	3,585,000	3,585,000	0
792 - Traffic Engineering	2,482,765	328,000	328,000	328,000	0
Sanitation and Waste Removal					
795 - Landfill Disposal Tipping Fees	6,856,116	6,200,000	6,200,000	6,943,000	743,000
796 - Boards and Commissions Pre-Qualifications	86,809	50,000	50,000	50,000	0
797 - Solid Waste Surcharge	3,481,570	2,595,000	3,094,012	2,621,000	26,000
799 - Southwest Resource Recovery Facility	1,584,545	966,000	966,000	966,000	0
CATEGORY TOTAL					
CATEGORY TOTAL	47,606,635	45,128,950	40,052,422	46,185,000	1,056,050
REVENUE TRANSFERS					
Revenue Transfers					
952 - From Parking Management Fund	29,171,434	22,282,112	(8,150,633)	13,915,871	(8,366,241)
957 - From (To) Children's Fund	(13,105,000)	(5,346,000)	(5,346,000)	(13,327,000)	(7,981,000)
967 - From (To) Federal	(2,139,105)	0	0	0	0
CATEGORY TOTAL					
CATEGORY TOTAL	13,927,329	16,936,112	(13,496,633)	588,871	(16,347,241)
FUND BALANCE					
Prior Year Fund Balance					
999 - Prior Year Fund Balance	8,300,000	21,000,000	21,000,000	4,432,000	(16,568,000)
FUND TOTAL	1,939,711,003	1,932,799,999	1,901,570,520	2,007,751,000	74,951,001

B022 - Convention Center Bond Fund

B022 - Convention Center Bond Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
LOCAL TAXES					
Sales and Service					
052 - Hotel Tax	26,454,278	21,328,915	11,787,000	19,630,000	(1,698,915)
REVENUE TRANSFERS					
Revenue Transfers					
953 - Transfer to General Fund	(21,891,653)	(21,328,915)	(11,787,000)	(19,630,000)	1,698,915
FUND TOTAL	4,562,625	0	0	0	0

B024 - Conduit Enterprise Fund

B024 - Conduit Enterprise Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
USE OF PROPERTY					
Use of Property					
249 - Conduit Rental	35,986,110	36,444,957	36,444,957	18,035,901	(18,409,056)
FUND TOTAL	35,986,110	36,444,957	36,444,957	18,035,901	(18,409,056)

B070 - Wastewater Utility Fund

B070 - Wastewater Utility Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
CHARGES FOR CURRENT SERVICES					
Charges - Current Services					
825 - Sewerage Charges - City	223,187,213	214,427,872	214,427,872	220,870,667	6,442,795
826 - Sewerage Charges - Counties	64,007,888	86,373,280	86,373,280	72,880,602	(13,492,678)
Other Revenues					
830 - Sanitation and Waste Removal - General	1,463,012	1,759,821	1,759,821	1,759,821	0
Charges - Current Services					
832 - Industrial Waste Surcharge - City	3,220,276	5,568,952	5,568,952	5,568,952	0
Fund Balance					
834 - From (To) Fund Balance	0	12,605,033	12,605,033	(2,393,038)	(14,998,071)
Charges - Current Services					
837 - Pretreatment Permits	344,994	345,167	345,167	345,167	0
Fines and Forfeits					
838 - Non - Compliance Fines	11,650	7,750	7,750	7,750	0
Charges - Current Services					
839 - Penalties	(1,631)	5,628,233	5,628,233	3,283,136	(2,345,097)
CATEGORY TOTAL					
CATEGORY TOTAL	292,233,402	326,716,108	326,716,108	302,323,057	(24,393,051)
FUND TOTAL	292,233,402	326,716,108	326,716,108	302,323,057	(24,393,051)

B071 - Water Utility Fund

B071 - Water Utility Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
CHARGES FOR CURRENT SERVICES					
Charges - Current Services					
839 - Metered Water - Carroll County	871,514	770,659	770,659	846,954	76,295
840 - Metered Water - City	132,468,058	109,878,305	109,878,305	126,086,959	16,208,654
841 - Metered Water - Baltimore County	411,913	64,476,336	64,476,336	58,306,696	(6,169,640)
842 - Metered Water - Anne Arundel County	0	(61,784)	(61,784)	(61,784)	0
843 - Metered Water - Howard County	37,655,488	30,594,203	30,594,203	33,623,029	3,028,826
844 - Metered Water - Harford County	240,848	524,304	524,304	524,304	0
846 - Special Water Supply Service	(4,172,770)	(10,536,090)	(10,536,090)	(10,083,966)	452,124
848 - Private Fire Protection Service	1,703,177	1,333,948	1,333,948	1,333,948	0
849 - Fire Hydrant Permits	65,391	74,679	74,679	74,679	0
Use of Money and Property					
851 - Water - Rental Real Property	77,884	100,235	100,235	100,235	0
Other Revenues					
852 - Sundry Water	881,512	1,063,682	1,063,682	1,063,682	0
Charges - Current Services					
854 - Water Charges to City Agencies	(1,223,398)	2,031,098	2,031,098	2,198,694	167,596
Fund Balance					
855 - From (To) Fund Balance	0	0	0	(4,972,696)	(4,972,696)
Charges - Current Services					
857 - Reimbursable Billing Costs	0	7,216,423	7,216,423	0	(7,216,423)
858 - Penalties	901,831	5,628,233	5,628,233	3,283,136	(2,345,097)
CATEGORY TOTAL					
CATEGORY TOTAL	169,881,448	213,094,231	213,094,231	212,323,870	(770,361)
FUND TOTAL	169,881,448	213,094,231	213,094,231	212,323,870	(770,361)

B072 - Stormwater Utility Fund

B072 - Stormwater Utility Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
CHARGES FOR CURRENT SERVICES					
Charges - Current Services					
825 - Stormwater Fee	33,058,260	32,893,306	32,893,306	34,967,277	2,073,971
REVENUE TRANSFERS					
Revenue Transfers					
900 - From (To) Fund Balance	0	2,021,418	2,021,418	(842,036)	(2,863,454)
FUND TOTAL	33,058,260	34,914,724	34,914,724	34,125,241	(789,483)

B075 - Parking Enterprise Fund

B075 - Parking Enterprise Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
LOCAL TAXES					
Local Taxes					
044 - Parking Garages and Lots Tax	28,903,511	24,200,000	24,200,000	24,272,980	72,980
LICENSE AND PERMITS					
License and Permits					
165 - Open Air Garage Permits	425,562	830,000	830,000	830,000	0
FINES AND FORFEITS					
Fines and Forfeits					
181 - Parking Fines	10,809,247	12,100,000	12,100,000	10,136,000	(1,964,000)
182 - Penalties on Parking Fines	6,042,743	5,400,000	5,400,000	4,801,000	(599,000)
CATEGORY TOTAL					
CATEGORY TOTAL	16,851,990	17,500,000	17,500,000	14,937,000	(2,563,000)
USE OF MONEY AND PROPERTY					
Use of Money and Property					
579 - Garage Income	17,807,377	18,300,000	18,300,000	14,591,000	(3,709,000)
CHARGES FOR CURRENT SERVICES					
Charges - Current Services					
664 - Parking Meters	10,333,458	11,600,000	11,600,000	10,418,000	(1,182,000)
REVENUE TRANSFERS					
Revenue Transfers					
952 - From (To) Parking Management Fund	(47,924,809)	(45,875,919)	(45,850,328)	(37,734,888)	8,141,031
953 - From (To) Special Fund	(5,780,702)	(4,840,000)	(4,840,000)	(4,854,596)	(14,596)
CATEGORY TOTAL					
CATEGORY TOTAL	(53,705,511)	(50,715,919)	(50,690,328)	(42,589,484)	8,126,435
FUND TOTAL	20,616,387	21,714,081	21,739,672	22,459,496	745,415

B076 - Parking Management Fund

B076 - Parking Management Fund - Account	FY20 Actual	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change
LICENSE AND PERMITS					
License and Permits					
141 - Residential Parking Permits	435,357	490,000	490,000	530,000	40,000
USE OF MONEY AND PROPERTY					
Use of Money and Property					
201 - Rental of Property	2,660	3,100	3,100	3,100	0
CHARGES FOR CURRENT SERVICES					
Charges - Current Services					
759 - Temporary Parking Lots	127,060	125,000	125,000	125,000	0
760 - Parking Garages	1,973,741	2,150,000	2,150,000	1,714,000	(436,000)
866 - Booting Fee	440,766	530,000	530,000	530,000	0
867 - ZIPCAR Income	75,750	75,000	75,000	75,000	0
872 - Miscellaneous Revenue	69,872	80,000	80,000	80,000	0
CATEGORY TOTAL					
CATEGORY TOTAL	2,687,189	2,960,000	2,960,000	2,524,000	(436,000)
REVENUE TRANSFERS					
Revenue Transfers					
950 - From Parking Enterprise Fund	47,924,809	45,875,919	45,850,328	37,734,888	(8,141,031)
952 - From (To) General Fund	(26,359,943)	(22,282,112)	(22,415,544)	(13,915,871)	8,366,241
CATEGORY TOTAL					
CATEGORY TOTAL	21,564,866	23,593,807	23,434,784	23,819,017	225,210
FUND TOTAL	24,690,072	27,046,907	26,887,884	26,876,117	(170,790)

Funds Detail for Operating

Federal Funds

Federal Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
Prioritizing Our Youth				
308 Maternal and Child Health	0	20,151,259	20,947,655	796,396
310 School Health Services	0	157,705	306,468	148,763
316 Youth and Trauma Services	0	1,039,989	453,193	(586,796)
446 Educational Grants	0	300,000	300,000	0
605 Head Start	0	7,790,297	8,021,215	230,918
648 Community Recreation Centers	0	439,661	439,661	0
740 Dawson Center	0	402,456	342,289	(60,167)
741 Community Action Partnership	0	1,052,599	18,850,191	17,797,592
797 Workforce Services for Out of School Youth-Youth Opportunity	0	1,124,412	991,323	(133,089)
798 Youth Works Summer Job Program	0	2,000,000	2,001,816	1,816
800 Workforce Services for WIOA Funded Youth	0	3,260,315	4,118,574	858,259
Building Public Safety				
115 Prosecution of Criminals	0	1,796,589	1,825,120	28,531
307 Substance Use Disorder and Mental Health	0	1,347,824	1,361,843	14,019
315 Emergency Services - Health	0	668,764	704,910	36,146
600 Administration - Fire	0	1,600,000	1,600,000	0
602 Fire Suppression and Emergency Rescue	0	2,424,656	1,026,850	(1,397,806)
608 Emergency Management	0	1,795,858	5,480,263	3,684,405
617 Criminal Justice Coordination	0	1,130,078	1,499,039	368,961
618 Neighborhood Safety and Engagement	0	1,646,370	3,451,129	1,804,759
621 Administrative Bureau	0	264,137	276,316	12,179
622 Police Patrol	0	2,500,000	2,500,000	0
623 Criminal Investigation Division	0	766,086	1,580,240	814,154
626 Data Driven Strategies	0	0	4,447,967	4,447,967
642 Crime Laboratory and Evidence Control	0	530,702	430,409	(100,293)
697 Traffic Safety	0	524,190	488,426	(35,764)
786 Victim and Witness Services	0	2,601,351	2,711,564	110,213
796 Workforce Services for Ex-Offenders	0	557,000	557,000	0
807 Compliance Bureau	0	25,460	25,893	433
816 Special Operations Section	0	145,000	145,085	85
853 Patrol Support Services	0	605,750	576,912	(28,838)
889 Child Support Enforcement	0	1,100,000	1,100,000	0
Clean and Healthy Communities				
303 Clinical Services	0	1,792,441	1,882,302	89,861
305 Healthy Homes	0	1,021,902	921,094	(100,808)

(continued)

Federal Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
356 Administration - Homeless Services	0	4,240,570	4,720,258	479,688
593 Community Support Projects	0	25,083,253	42,078,452	16,995,199
611 Fire Code Enforcement	0	171,867	171,867	0
613 Fire Facilities Maintenance and Replacement	0	3,628,628	3,690,315	61,687
661 Public Right-of-Way Cleaning	0	2,046,000	2,046,000	0
662 Vacant and Abandoned Property Cleaning and Boarding	0	1,100,000	1,175,000	75,000
663 Waste Removal and Recycling	0	0	850,000	850,000
670 Administration - Water and Wastewater	0	0	300,000	300,000
671 Water Management	0	204,600	254,600	50,000
673 Wastewater Management	0	0	1,400,000	1,400,000
674 Surface Water Management	0	100,000	675,000	575,000
681 Administration - DOT	0	560,962	0	(560,962)
690 Sustainable Transportation	0	0	10,600	10,600
715 Administration - Health	0	5,620,731	5,793,584	172,853
718 Chronic Disease Prevention	0	45,471	45,882	411
720 HIV Treatment Services for the Uninsured	0	28,676,268	30,211,064	1,534,796
721 Senior Centers	0	1,861,384	1,627,554	(233,830)
722 Administration - CARE	0	242,857	257,877	15,020
723 Advocacy for Seniors	0	108,693	112,326	3,633
725 Community Services for Seniors	0	3,711,222	3,834,268	123,046
731 Facilities Management	0	1,023,000	0	(1,023,000)
737 Administration - HCD	0	1,238,222	1,030,722	(207,500)
742 Promote Homeownership	0	185,368	199,551	14,183
745 Housing Code Enforcement	0	363,986	360,000	(3,986)
748 Affordable Housing	0	717,564	985,398	267,834
750 Housing Rehabilitation Services	0	6,121,682	6,224,470	102,788
762 Historic Preservation	0	100,000	100,000	0
763 Comprehensive Planning and Resource Management	0	150,000	150,000	0
765 Planning for a Sustainable Baltimore	0	518,105	250,000	(268,105)
893 Homeless Prevention and Support Services for the Homeless	0	237,844	260,503	22,659
894 Outreach to the Homeless	0	928,367	944,150	15,783
895 Temporary Housing for the Homeless	0	9,448,356	9,455,978	7,622
896 Permanent Housing for the Homeless	0	29,935,410	34,167,501	4,232,091
Equitable Neighborhood Development				
792 Workforce Public Assistance	0	2,877,547	3,054,440	176,893
794 Administration - MOED	0	0	28,939	28,939
795 Workforce Services for Baltimore Residents	0	6,126,530	6,352,180	225,650

(continued)

Federal Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
Responsible Stewardship of City Resources				
110 Circuit Court	0	2,153,572	2,388,927	235,355
125 Executive Direction and Control - Mayoralty	0	315,896	321,266	5,370
Other				
110 Circuit Court	1,240,273	0	0	0
111 Economic Recovery	0	0	680,284,732	680,284,732
115 Prosecution of Criminals	522,548	0	0	0
122 Miscellaneous General Expenses	0	85,000	85,000	0
125 Executive Direction and Control - Mayoralty	391,946	0	0	0
303 Clinical Services	2,442,205	0	0	0
305 Healthy Homes	656,328	0	0	0
307 Substance Use Disorder and Mental Health	118,183	0	0	0
308 Maternal and Child Health	18,546,617	0	0	0
310 School Health Services	150,990	0	0	0
315 Emergency Services - Health	588,466	0	0	0
316 Youth and Trauma Services	771,372	0	0	0
356 Administration - Homeless Services	1,722,147	0	0	0
593 Community Support Projects	7,681,515	0	0	0
602 Fire Suppression and Emergency Rescue	2,573,938	0	0	0
605 Head Start	7,539,746	0	0	0
613 Fire Facilities Maintenance and Replacement	1,921,404	0	0	0
617 Criminal Justice Coordination	275,091	0	0	0
618 Neighborhood Safety and Engagement	827,117	0	0	0
622 Police Patrol	258,184	0	0	0
623 Criminal Investigation Division	998,503	0	0	0
624 Target Violent Criminals	48,719	0	0	0
626 Data Driven Strategies	1,316,092	0	0	0
642 Crime Laboratory and Evidence Control	304,141	0	0	0
662 Vacant and Abandoned Property Cleaning and Boarding	1,063,456	0	0	0
697 Traffic Safety	21,501	0	0	0
715 Administration - Health	747,447	0	0	0
718 Chronic Disease Prevention	15,599	0	0	0
720 HIV Treatment Services for the Uninsured	21,286,957	0	0	0
721 Senior Centers	1,220,032	0	0	0
722 Administration - CARE	332,306	0	0	0
723 Advocacy for Seniors	65,844	0	0	0
725 Community Services for Seniors	4,500,848	0	0	0

(continued)

Federal Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
737 Administration - HCD	579,226	0	0	0
740 Dawson Center	263,767	0	0	0
741 Community Action Partnership	805,087	0	0	0
742 Promote Homeownership	190,633	0	0	0
745 Housing Code Enforcement	160,000	0	0	0
748 Affordable Housing	392,591	0	0	0
750 Housing Rehabilitation Services	1,933,909	0	0	0
758 Coordination of Public Safety Strategy - Administration	178,421	0	0	0
765 Planning for a Sustainable Baltimore	13,085	0	0	0
786 Victim and Witness Services	1,862,600	0	0	0
792 Workforce Public Assistance	2,566,599	0	0	0
794 Administration - MOED	(74,492)	0	0	0
795 Workforce Services for Baltimore Residents	3,401,242	0	0	0
797 Workforce Services for Out of School Youth-Youth Opportunity	534,865	0	0	0
798 Youth Works Summer Job Program	2,080,760	0	0	0
800 Workforce Services for WIOA Funded Youth	2,156,829	0	0	0
893 Homeless Prevention and Support Services for the Homeless	15,520,219	0	0	0
894 Outreach to the Homeless	1,089,019	0	0	0
895 Temporary Housing for the Homeless	621,266	0	0	0
896 Permanent Housing for the Homeless	9,514,212	0	0	0
FUND TOTAL	123,939,353	202,491,806	937,263,151	734,771,345

State Funds

State Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
Prioritizing Our Youth				
308 Maternal and Child Health	0	1,869,220	1,962,478	93,258
310 School Health Services	0	507,856	506,367	(1,489)
316 Youth and Trauma Services	0	739,756	388,454	(351,302)
605 Head Start	0	138,754	141,113	2,359
644 Administration - Recreation and Parks	0	1,671,655	1,750,471	78,816
741 Community Action Partnership	0	7,562,517	7,985,898	423,381
788 Information Services	0	14,270,492	14,184,508	(85,984)
791 BCPS Alternative Options Academy for Youth	0	198,941	214,784	15,843
797 Workforce Services for Out of School Youth-Youth Opportunity	0	100,000	100,000	0
798 Youth Works Summer Job Program	0	3,653,409	3,376,891	(276,518)
Building Public Safety				
115 Prosecution of Criminals	0	6,917,188	7,118,639	201,451
307 Substance Use Disorder and Mental Health	0	1,804,827	1,806,734	1,907
315 Emergency Services - Health	0	8,470,708	8,637,338	166,630
600 Administration - Fire	0	350,000	350,000	0
602 Fire Suppression and Emergency Rescue	0	1,420,339	1,420,686	347
608 Emergency Management	0	67,000	267,000	200,000
609 Emergency Medical Services	0	1,343,438	1,344,177	739
614 Fire Communications and Dispatch	0	3,000	3,051	51
617 Criminal Justice Coordination	0	1,023,000	1,500,000	477,000
618 Neighborhood Safety and Engagement	3,361,499	5,046,951	7,225,000	2,178,049
621 Administrative Bureau	0	495,750	852,250	356,500
622 Police Patrol	0	4,281,488	4,189,589	(91,899)
623 Criminal Investigation Division	0	4,371,226	4,005,463	(365,763)
626 Data Driven Strategies	0	978,872	1,175,833	196,961
628 Public Integrity Bureau	0	0	144,034	144,034
635 Recruitment Section	0	0	255,367	255,367
642 Crime Laboratory and Evidence Control	0	0	255,910	255,910
758 Coordination of Public Safety Strategy - Administration	0	45,000	45,000	0
786 Victim and Witness Services	0	54,655	55,706	1,051
796 Workforce Services for Ex-Offenders	0	983,794	951,403	(32,391)
807 Compliance Bureau	0	2,265,945	1,998,288	(267,657)
853 Patrol Support Services	0	3,099,775	3,050,031	(49,744)
882 Deputy Sheriff Enforcement	0	50,000	50,000	0
Clean and Healthy Communities				
117 Adjudication of Environmental Citations	0	255,750	255,750	0
303 Clinical Services	0	963,170	984,232	21,062
305 Healthy Homes	0	834,523	713,462	(121,061)
356 Administration - Homeless Services	0	217,948	288,016	70,068
593 Community Support Projects	0	313,119	0	(313,119)

(continued)

State Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
611 Fire Code Enforcement	0	185,448	188,601	3,153
613 Fire Facilities Maintenance and Replacement	0	1,348,885	1,371,816	22,931
646 Park Maintenance	0	3,933,185	3,761,052	(172,133)
663 Waste Removal and Recycling	0	0	500,000	500,000
673 Wastewater Management	0	300,000	750,000	450,000
674 Surface Water Management	0	510,000	510,000	0
690 Sustainable Transportation	0	3,071,326	8,292,343	5,221,017
715 Administration - Health	0	2,315,986	2,325,004	9,018
718 Chronic Disease Prevention	0	536,772	457,022	(79,750)
720 HIV Treatment Services for the Uninsured	0	23,256,972	23,891,789	634,817
721 Senior Centers	0	349,049	350,535	1,486
723 Advocacy for Seniors	0	350,212	286,740	(63,472)
724 Direct Care and Support Planning	0	2,647,756	2,740,012	92,256
725 Community Services for Seniors	0	998,947	1,015,929	16,982
730 Public and Private Energy Performance	0	300,000	1,225,000	925,000
731 Facilities Management	0	1,000,000	250,000	(750,000)
738 Weatherization Services	0	4,918,661	7,351,297	2,432,636
750 Housing Rehabilitation Services	0	559,317	569,629	10,312
754 Summer Food Service Program	0	3,651,901	3,711,967	60,066
762 Historic Preservation	0	100,000	100,000	0
763 Comprehensive Planning and Resource Management	0	225,000	225,000	0
765 Planning for a Sustainable Baltimore	0	542,748	510,200	(32,548)
893 Homeless Prevention and Support Services for the Homeless	0	258,717	263,115	4,398
894 Outreach to the Homeless	0	39,523	40,195	672
895 Temporary Housing for the Homeless	0	1,965,534	1,996,143	30,609
896 Permanent Housing for the Homeless	0	2,801,536	2,849,163	47,627
Equitable Neighborhood Development				
792 Workforce Public Assistance	0	100,000	100,000	0
795 Workforce Services for Baltimore Residents	0	473,380	1,973,280	1,499,900
855 Convention Center	0	6,409,831	10,678,363	4,268,532
Responsible Stewardship of City Resources				
110 Circuit Court	0	5,974,379	6,561,627	587,248
125 Executive Direction and Control - Mayoralty	0	418,712	425,830	7,118
Other				
110 Circuit Court	4,118,597	0	0	0
115 Prosecution of Criminals	5,364,016	0	0	0
122 Miscellaneous General Expenses	0	15,000	15,000	0
125 Executive Direction and Control - Mayoralty	320,328	0	0	0
303 Clinical Services	1,096,495	0	0	0
305 Healthy Homes	390,038	0	0	0

(continued)

State Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
307 Substance Use Disorder and Mental Health	1,093,061	0	0	0
308 Maternal and Child Health	3,138,186	0	0	0
310 School Health Services	528,791	0	0	0
315 Emergency Services - Health	14,118,202	0	0	0
316 Youth and Trauma Services	385,765	0	0	0
356 Administration - Homeless Services	17,332	0	0	0
600 Administration - Fire	86,940	0	0	0
605 Head Start	132,984	0	0	0
609 Emergency Medical Services	295,644	0	0	0
611 Fire Code Enforcement	59,097	0	0	0
613 Fire Facilities Maintenance and Replacement	781,470	0	0	0
618 Neighborhood Safety and Engagement	272,607	0	0	0
621 Administrative Bureau	4,312,854	0	0	0
622 Police Patrol	4,529,648	0	0	0
623 Criminal Investigation Division	774,464	0	0	0
624 Target Violent Criminals	8,600,347	0	0	0
626 Data Driven Strategies	491,743	0	0	0
637 Special Operations - K-9 and Mounted Unit	91,544	0	0	0
644 Administration - Recreation and Parks	913,981	0	0	0
646 Park Maintenance	1,182,174	0	0	0
653 Park Programs and Events	92,697	0	0	0
654 Urban Forestry	17,114	0	0	0
690 Sustainable Transportation	2,104,558	0	0	0
718 Chronic Disease Prevention	436,288	0	0	0
720 HIV Treatment Services for the Uninsured	20,517,386	0	0	0
721 Senior Centers	320,567	0	0	0
723 Advocacy for Seniors	497,519	0	0	0
724 Direct Care and Support Planning	2,511,495	0	0	0
725 Community Services for Seniors	1,110,700	0	0	0
730 Public and Private Energy Performance	679,963	0	0	0
738 Weatherization Services	894,088	0	0	0
741 Community Action Partnership	5,810,622	0	0	0
750 Housing Rehabilitation Services	16,283	0	0	0
754 Summer Food Service Program	5,084,473	0	0	0
765 Planning for a Sustainable Baltimore	4,000	0	0	0
768 Administration - Planning	202,349	0	0	0
788 Information Services	10,387,120	0	0	0
791 BCPS Alternative Options Academy for Youth	121,536	0	0	0
796 Workforce Services for Ex-Offenders	444,441	0	0	0
798 Youth Works Summer Job Program	1,669,528	0	0	0
893 Homeless Prevention and Support Services for the Homeless	546,944	0	0	0

(continued)

State Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
894 Outreach to the Homeless	441,421	0	0	0
895 Temporary Housing for the Homeless	1,368,983	0	0	0
896 Permanent Housing for the Homeless	1,016,048	0	0	0
FUND TOTAL	112,753,930	145,928,843	164,840,575	18,911,732

Special Revenue Funds

Special Revenue Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
Prioritizing Our Youth				
109 Administration - Children and Family Success	0	280,775	78,000	(202,775)
308 Maternal and Child Health	0	894,644	921,345	26,701
310 School Health Services	0	5,024,751	5,194,693	169,942
446 Educational Grants	0	16,926,000	13,327,000	(3,599,000)
605 Head Start	0	152,990	0	(152,990)
647 Youth and Adult Sports	0	173,945	184,345	10,400
648 Community Recreation Centers	0	1,721,132	2,256,260	535,128
649 Special Facilities Management - Recreation	0	3,124,192	3,262,955	138,763
788 Information Services	0	996,122	1,041,700	45,578
797 Workforce Services for Out of School Youth-Youth Opportunity	0	132,781	0	(132,781)
798 Youth Works Summer Job Program	0	1,747,469	1,065,000	(682,469)
Building Public Safety				
115 Prosecution of Criminals	0	320,216	325,660	5,444
609 Emergency Medical Services	0	20,035,571	19,837,221	(198,350)
614 Fire Communications and Dispatch	0	9,226,149	10,678,871	1,452,722
618 Neighborhood Safety and Engagement	0	1,138,584	1,150,000	11,416
621 Administrative Bureau	0	5,807,032	6,048,498	241,466
622 Police Patrol	0	1,469,485	1,400,140	(69,345)
684 Traffic Management	0	681,280	692,862	11,582
697 Traffic Safety	0	0	10,000	10,000
757 CitiWatch	0	179,460	305,000	125,540
758 Coordination of Public Safety Strategy - Administration	0	300,000	300,000	0
882 Deputy Sheriff Enforcement	0	239,980	1,750,000	1,510,020
Clean and Healthy Communities				
303 Clinical Services	0	102,698	104,604	1,906
305 Healthy Homes	0	316,324	0	(316,324)
311 Health Services for Seniors	0	5,244,140	5,371,030	126,890
356 Administration - Homeless Services	0	728,065	737,188	9,123
646 Park Maintenance	0	1,823,996	450,000	(1,373,996)
650 Horticulture	0	483,485	511,564	28,079
651 Recreation for Seniors	0	38,500	38,500	0
653 Park Programs and Events	0	1,121,889	1,182,198	60,309
661 Public Right-of-Way Cleaning	0	1,622,021	1,635,908	13,887
663 Waste Removal and Recycling	0	204,600	1,650,000	1,445,400
670 Administration - Water and Wastewater	0	0	400,000	400,000
690 Sustainable Transportation	0	5,749,637	5,943,139	193,502
715 Administration - Health	0	1,700,000	1,700,000	0
717 Environmental Inspection Services	0	33,537	34,107	570
718 Chronic Disease Prevention	0	31,302	27,600	(3,702)
721 Senior Centers	0	99,391	101,081	1,690
723 Advocacy for Seniors	0	388,489	401,241	12,752

(continued)

Special Revenue Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
724 Direct Care and Support Planning	0	37,738	37,861	123
730 Public and Private Energy Performance	0	511,500	1,100,000	588,500
731 Facilities Management	0	99,700	0	(99,700)
737 Administration - HCD	0	200,000	200,000	0
742 Promote Homeownership	0	0	150,000	150,000
745 Housing Code Enforcement	0	50,997	51,864	867
748 Affordable Housing	0	13,490,473	7,100,456	(6,390,017)
762 Historic Preservation	0	50,000	0	(50,000)
763 Comprehensive Planning and Resource Management	0	705,000	553,600	(151,400)
765 Planning for a Sustainable Baltimore	0	75,000	482,046	407,046
Equitable Neighborhood Development				
695 Dock Master	0	158,017	162,956	4,939
793 Employment Enhancement Services for Baltimore City Residents	0	711,182	721,394	10,212
794 Administration - MOED	0	437,633	458,978	21,345
809 Retention, Expansion, and Attraction of Businesses	0	165,769	165,769	0
810 Real Estate Development	0	165,769	165,769	0
824 Events, Art, Culture, and Film	0	50,000	60,000	10,000
846 Discrimination Investigations, Resolutions and Conciliations	0	169,508	170,265	757
Responsible Stewardship of City Resources				
125 Executive Direction and Control - Mayorality	0	560,934	571,500	10,566
152 Employees' Retirement System - Administration	0	5,619,931	5,859,075	239,144
154 Fire and Police Retirement System - Administration	0	5,723,018	5,854,594	131,576
155 Retirement Savings Plan	0	872,109	848,728	(23,381)
700 Surplus Property Disposal	0	151,133	161,349	10,216
805 Enterprise IT Delivery Services	0	0	70,000	70,000
833 Innovation Fund	0	0	200,000	200,000
876 Media Production	0	676,001	676,001	0
Other				
122 Miscellaneous General Expenses	0	35,000	35,000	0
123 General Debt Service	15,786,784	45,189,132	15,767,260	(29,421,872)
125 Executive Direction and Control - Mayorality	169,244	0	0	0
152 Employees' Retirement System - Administration	3,100,120	0	0	0
154 Fire and Police Retirement System - Administration	2,981,553	0	0	0
155 Retirement Savings Plan	711,096	0	0	0
303 Clinical Services	4,378	0	0	0
305 Healthy Homes	100,381	0	0	0

(continued)

Special Revenue Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
307 Substance Use Disorder and Mental Health	152,904	0	0	0
308 Maternal and Child Health	1,427,747	0	0	0
310 School Health Services	1,703,372	0	0	0
311 Health Services for Seniors	3,096,301	0	0	0
315 Emergency Services - Health	23,431	0	0	0
356 Administration - Homeless Services	762,479	0	0	0
446 Educational Grants	6,964,985	0	0	0
605 Head Start	140,448	0	0	0
609 Emergency Medical Services	17,237,123	0	0	0
614 Fire Communications and Dispatch	4,985,207	0	0	0
622 Police Patrol	1,528,347	0	0	0
623 Criminal Investigation Division	11,328	0	0	0
624 Target Violent Criminals	57,187	0	0	0
645 Aquatics	1,460	0	0	0
646 Park Maintenance	113,702	0	0	0
647 Youth and Adult Sports	320,907	0	0	0
648 Community Recreation Centers	4,292	0	0	0
649 Special Facilities Management - Recreation	2,998,804	0	0	0
650 Horticulture	418,268	0	0	0
651 Recreation for Seniors	18,567	0	0	0
653 Park Programs and Events	859,616	0	0	0
654 Urban Forestry	919,557	0	0	0
661 Public Right-of-Way Cleaning	563,521	0	0	0
684 Traffic Management	2,133	0	0	0
690 Sustainable Transportation	3,238,473	0	0	0
695 Dock Master	52,224	0	0	0
700 Surplus Property Disposal	107,341	0	0	0
718 Chronic Disease Prevention	33,000	0	0	0
721 Senior Centers	5,626	0	0	0
723 Advocacy for Seniors	336,911	0	0	0
745 Housing Code Enforcement	477,495	0	0	0
748 Affordable Housing	166,004	0	0	0
757 CitiWatch	533,721	0	0	0
758 Coordination of Public Safety Strategy - Administration	357,355	0	0	0
763 Comprehensive Planning and Resource Management	1,185,835	0	0	0
788 Information Services	716,423	0	0	0
793 Employment Enhancement Services for Baltimore City Residents	425,367	0	0	0
794 Administration - MOED	249,771	0	0	0
795 Workforce Services for Baltimore Residents	(73,017)	0	0	0
798 Youth Works Summer Job Program	496,600	0	0	0
809 Retention, Expansion, and Attraction of Businesses	164,423	0	0	0
810 Real Estate Development	130,517	0	0	0

(continued)

Special Revenue Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
824 Events, Art, Culture, and Film	88,986	0	0	0
833 Innovation Fund	105,269	0	0	0
876 Media Production	129,472	0	0	0
896 Permanent Housing for the Homeless	7,578	0	0	0
FUND TOTAL	76,100,616	166,166,176	131,742,175	(34,424,001)

Special Grant Funds

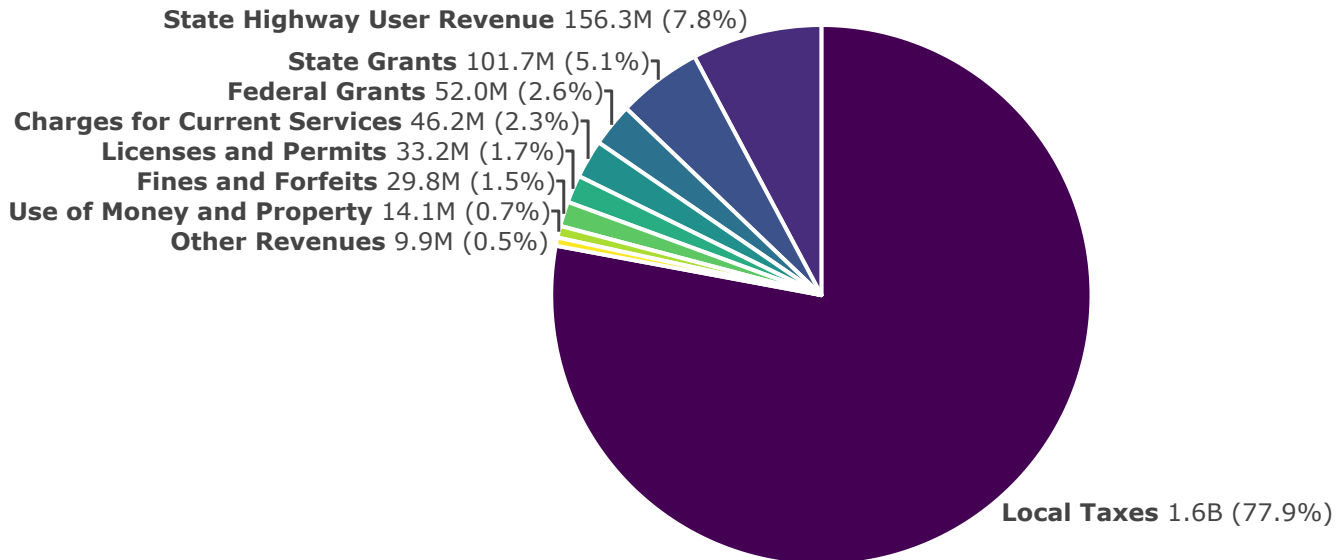
Special Grant Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
Prioritizing Our Youth				
308 Maternal and Child Health	0	1,186,302	1,223,183	36,881
310 School Health Services	0	25,000	25,000	0
316 Youth and Trauma Services	0	0	41,028	41,028
648 Community Recreation Centers	0	300,000	300,000	0
797 Workforce Services for Out of School Youth-Youth Opportunity	0	165,000	165,000	0
798 Youth Works Summer Job Program	0	1,200,000	0	(1,200,000)
Building Public Safety				
315 Emergency Services - Health	0	498,886	524,087	25,201
618 Neighborhood Safety and Engagement	0	0	679,032	679,032
Clean and Healthy Communities				
663 Waste Removal and Recycling	0	250,000	604,250	354,250
670 Administration - Water and Wastewater	0	0	250,000	250,000
715 Administration - Health	0	200,000	200,000	0
721 Senior Centers	0	16,432	16,432	0
738 Weatherization Services	0	61,380	0	(61,380)
762 Historic Preservation	0	0	50,000	50,000
763 Comprehensive Planning and Resource Management	0	0	75,000	75,000
765 Planning for a Sustainable Baltimore	0	926,142	663,000	(263,142)
Equitable Neighborhood Development				
761 Development Oversight and Project Support	0	51,000	51,000	0
795 Workforce Services for Baltimore Residents	0	200,000	0	(200,000)
Responsible Stewardship of City Resources				
125 Executive Direction and Control - Mayoralty	0	272,438	298,760	26,322
Other				
110 Circuit Court	177,599	0	0	0
125 Executive Direction and Control - Mayoralty	144,110	0	0	0
308 Maternal and Child Health	102,660	0	0	0
315 Emergency Services - Health	153,528	0	0	0
648 Community Recreation Centers	182,681	0	0	0
718 Chronic Disease Prevention	89,627	0	0	0

(continued)

Special Grant Funds - Service	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change
765 Planning for a Sustainable Baltimore	151,943	0	0	0
797 Workforce Services for Out of School Youth-Youth Opportunity	117,322	0	0	0
FUND TOTAL	1,119,470	5,352,580	5,165,772	(186,808)

Budgetary Funds and Projected Revenues

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. The top five major types of revenues (Property Tax, Income Tax, State Shared Tax, Other Local Tax, and State Grants) comprise 90.8% of the \$2.01 billion Fiscal 2022 recommended budget. Revenue Transfers represent revenue in excess of expense requirements in certain other funds that are available to the General Fund, most significantly the Parking Management Fund.

Major Revenues

Local Taxes: Local Taxes, not including State Highway User Revenues, represent 77.9% of total General Fund revenues and funding sources. The largest share (67.5%) of local taxes comes from current year Real and Personal Property Tax receipts. Budgeted Income Tax revenue represents 23.6% of local tax revenues. Sales and Service tax levies are imposed on energy consumption, telecommunication lines, and hotel occupancy. These revenues are estimated at \$98.4 million or 11.6%. The Others category represents -\$36.4 million of local tax revenues, these revenues include Real Property Tax credits (-\$107.0 million), Recordation & Transfer Tax (\$83.6 million), Tax

Increment Finance revenues (\$21.3 million), Video Lottery Terminal (\$12.6 million) and other revenues accounting for \$29.8 million.

Local Taxes	Fiscal 2022 Budget
Property Tax	1,033.4
Income Tax	385.6
Sales and Service	143.1
Others	2.6
TOTAL	1,564.6

Table in millions of dollars.

State Highway User Revenues: Highway User Revenue (HUR) is distributed by the State from Gas Tax, Titling Tax and vehicle registration fee revenues. The anticipated State HUR for Fiscal 2022 is \$156.3 million, which is \$13.9 million higher than the Fiscal 2021 budget. The projected increase is a result of the economic recover from the Covid-19 Pandemic. Revenues from the HUR must be used for projects related to the operational maintenance of City rights-of-way, such as street resurfacing, bridge repair, street tree trimming, traffic management, etc.

State Highway User Revenue	Fiscal 2022 Budget
State Highway User Revenue	156.3
TOTAL	156.3

Table in millions of dollars.

State Grants: The largest State grant is the Income Tax Disparity Grant with \$76.2 million budgeted in Fiscal 2022, followed by the Teachers Retirement Supplemental grant of \$10.0 million. Other sources of State revenue include funding for operations of local health programs and other grants to support library services, amounting to \$8.7 million and \$6.7 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. The Fiscal 2022 budget for State Grants is decreased from Fiscal 2021, driven by a \$2.9 million State appropriation reduction for the Income Tax Disparity Grant to the City.

State Grants	Fiscal 2022 Budget
Income Tax Disparity	76.2
Teachers Retirement Supplemental Grant	10.0
Local Health Operations	8.7
Library Services & Other	6.7
TOTAL	101.7

Table in millions of dollars.

Federal Grants: Federal Grants account for \$52.0 million or 2.6% of the Fiscal 2022 General Fund. Federal Grants are non-recurring federal aid funding from CARES and FEMA in response to the COVID-19 pandemic.

Federal Grants	Fiscal 2022 Budget
Federal Grants	52.0
TOTAL	52.0

Table in millions of dollars.

Charges for Current Services: These revenues account for \$46.2 million or 2.3% of the Fiscal 2022 General Fund. In the Charges for Current Services group, revenues that derive from overhead charges to City enterprise funds, Impounding Vehicle and Highway Fees, and Sanitation and Waste Removal account for \$34.3 million or 74.3% of the category total. The remaining \$11.9 million revenues come from lien report fees, District Court services, port fire protection reimbursement, stadium security service charges and a wide variety of other services rendered by the City.

Charges for Current Services	Fiscal 2022 Budget
Charges for Central City Services	15.9
Other	10.8
Sanitation and Waste Removal	10.6
Impounding Vehicles and Highway Fees	8.8
TOTAL	46.2

Table in millions of dollars.

Licenses and Permits: These revenues account for \$33.2 million or 1.7% of the Fiscal 2022 General Fund. Three major groups comprise Licenses and Permits: Public Safety & Regulations; Business, Alcoholic Beverage, and Marriage Licenses; and all Other Licenses & 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 at \$24.3 million. The 5% Cable Franchise Fee is captured within the Public Safety & Regulations group. 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 also set by State law. Other Licenses & Permits includes Food Dealer Permits, Minor Privilege Permits, and Special Event Permits.

Licenses and Permits	Fiscal 2022 Budget
Public Safety and Regulations	24.3
Other Licenses and Permits	5.3
Business, Alcoholic Beverage, and Marriage Licenses	3.6
TOTAL	33.2

Table in millions of dollars.

Fines and Forfeits: These revenues account for \$29.8 million or 1.5% of the Fiscal 2022 General Fund. Fines and Forfeits are primarily composed of Traffic Camera ticketing, environmental citations, and forfeiture revenues. The Fiscal 2022 traffic camera revenue estimate is \$21.2 million, or 71.2% of Fines and Forfeits. Revenues from environmental citations represent \$6.5 million or 21.8% of the total revenue in this category. Revenues from Forfeitures Drug/Gambling Contraband total \$1.5 million or 5.0% of the total for this category.

Fines and Forfeits	Fiscal 2022 Budget
Traffic Cameras	21.2
Environmental Control Board	6.5
Forfeitures Drug/Gambling Contraband	1.5
Other	0.6
TOTAL	29.8

Table in millions of dollars.

Use of Money and Property: These revenues account for \$14.1 million or 0.7% of the Fiscal 2022 General Fund. The largest Use of Money and Property revenue source is the revenue associated with the Convention Center. Total income generated by the Convention Center accounts for \$5.3 million or 37.2% of this group. Other large revenue sources in this category include the Rental of City Property (\$3.5M), and revenue tied to the Southwest Resource Recovery Facility lease (\$2.4M). All other revenues in this category amount to \$3.0 million.

Use of Money and Property	Fiscal 2022 Budget
Convention Center	5.3
Rental of City Property	3.5
Southwest Resource Recovery Facility	2.4
Other	2.4
Earnings on Investments	0.6
TOTAL	14.1

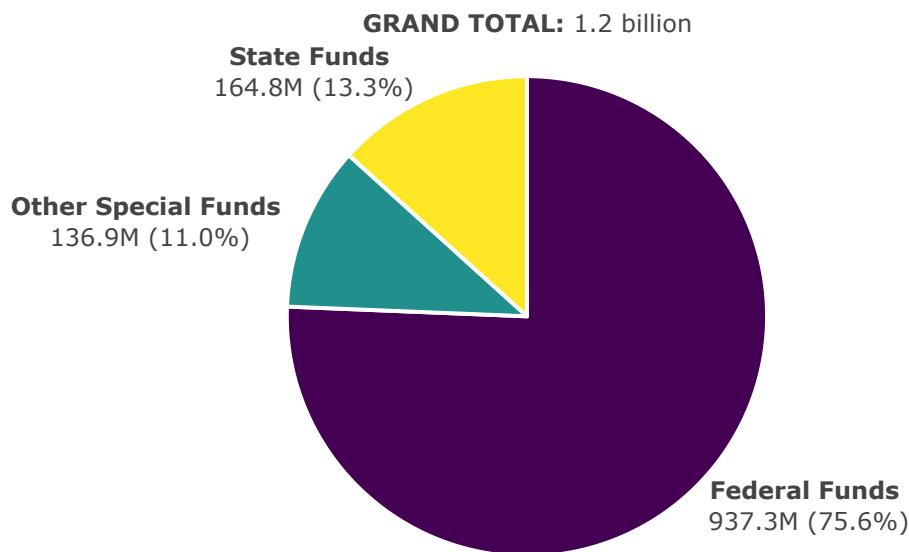
Table in millions of dollars.

Other Revenues and Transfers: In addition to the revenues listed above, the General Fund receives about \$9.9 million, or 0.5%, in other revenues and net transfers from other funds. Other Revenues include \$4.4 million from Fund Balance. There are two major components to the Revenue Transfers portion of the budget: the transfer from the parking funds, \$13.9 million, and the transfer to the Children's Fund. In Fiscal 2017, City residents voted to pass a measure that would dedicate funding to this fund. The total transfer to this fund is \$13.3 million in Fiscal 2022.

Other Revenues	Fiscal 2022 Budget
Other Revenues	9.3
Revenue Transfers	0.6
TOTAL	9.9

Table in millions of dollars.

Federal, State, and 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 2022 Federal Fund operating appropriation is budgeted at \$937.3 million, \$64.3 million higher than the Fiscal 2021 operating appropriation. The Mayor's Office of Children and Family Success budget includes \$17.7 million for Emergency Rental Assistance and the Mayor's Office of Homeless Services budget includes \$3.7 million for the Youth Homelessness Demonstration Program. Approximately \$670.3 million of the funding from the American Rescue Plan is included in this budget, which will be distributed among City agencies, and must be spent by December 31, 2024.

The Fiscal 2022 State aid budget is \$164.8 million, \$18.9 million higher than the Fiscal 2021 operating appropriation. This includes an increase of \$1.9 million for the Department of Housing and Community Development's Weatherization program, an increase of \$1.2 million for YouthWorks, and an increase of \$1.1 million for the Health Department's Ryan White program. In addition, the Department of Transportation will receive \$5.6 million for the Charm City Circulator, which is from a federal grant administered by the State.

The Fiscal 2022 Special Grant budget is \$5.1 million, \$189,564 lower than the Fiscal 2021 operating appropriation. Changes in the Fiscal 2022 appropriation include \$690,448 for Neighborhood Safety and Engagement in the Mayor's Office of Neighborhood Safety and Engagement, \$195,584 for Civic Fund and City Broadband and Equity in the Mayor's Office, and a reduction in Unallocated Special Grants of \$736,380 across agencies.

Special Revenue Funds

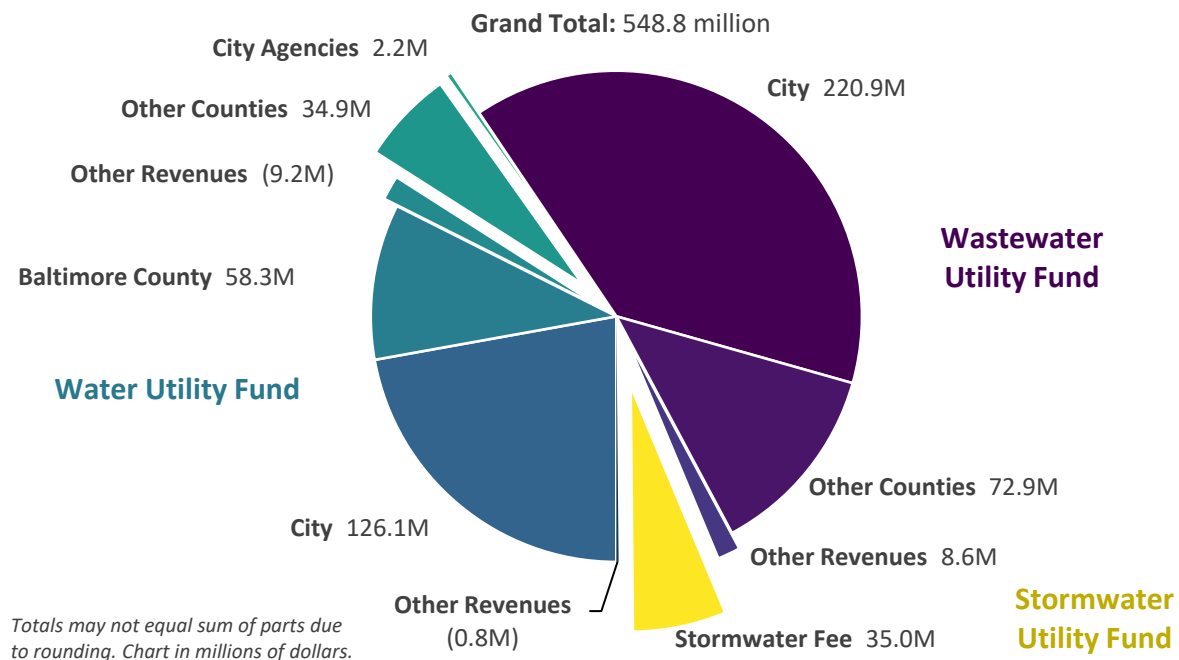
Policy and Objectives

These dedicated revenue funds are derived from a variety of revenue sources that are restricted to a specific use by law, mandate, or policy. Budget appropriations for dedicated revenue funds represent spending authority allowance for revenue anticipated to be received during the budget year.

Major Revenues

Fiscal 2022 Special Revenue Funds are estimated at \$131.7 million, a \$34.4 million decrease from Fiscal 2021. This includes an increase of \$1.5 million for 911 Emergency Telephone Service, \$578,128 in additional revenue dedicated to School Construction, and \$352,117 in Planning for a Sustainable Baltimore.

Water, Wastewater, and Stormwater 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. For Fiscal Year

2022 the rates for water, wastewater and stormwater are increasing by 9.0% from the Fiscal 2021 rates to fund additional capital projects for the system.

Major Revenues

Water Utility: The Fiscal 2022 Water Utility Fund Revenues are estimated at \$212.3 million, 0.4% lower than the Fiscal 2021 Budget. The City supplies treated water to its residents, as well as to residents of Baltimore, 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 \$128.3 million or 60.4% of total user charges in Fiscal 2022. Baltimore County customers provide \$58.3 million or 27.5%, and the remaining balance comes from Carroll, Harford and Howard counties, late penalties, and other minor service charges.

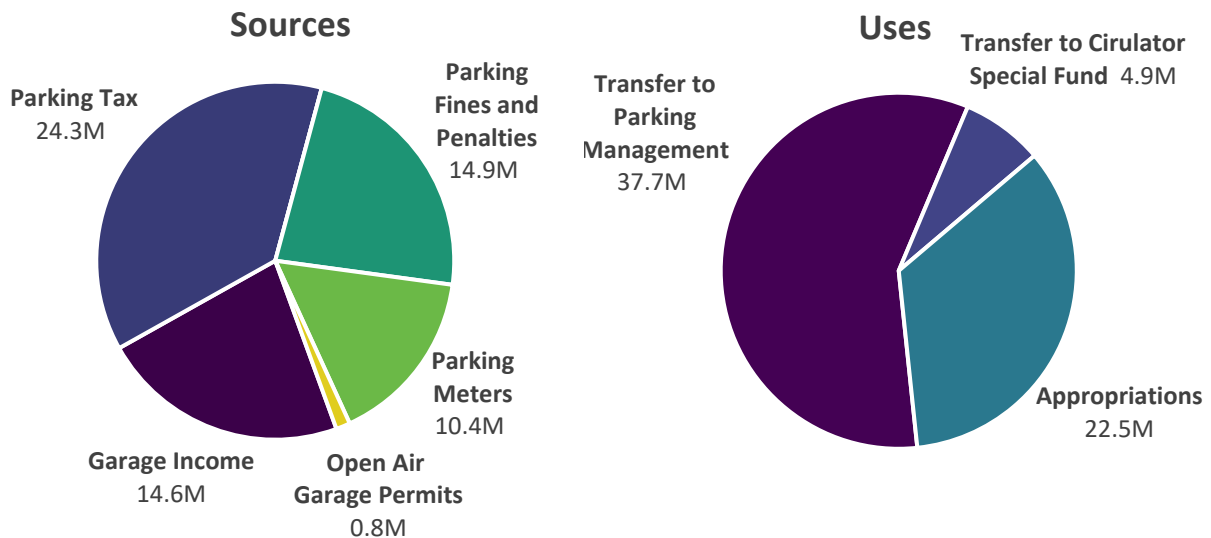
Wastewater Utility: The Fiscal 2022 Wastewater Utility Fund revenues are estimated at \$302.3 million, 7.5% lower than the Fiscal 2021 Budget. Baltimore and Anne Arundel counties, pursuant to agreements with the City, pay into the Wastewater Utility Fund a proportional amount based on the sewage treated 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 73.1% or \$220.9 million of total user charges while Baltimore and Anne Arundel counties and other service charges comprise the balance.

Stormwater Utility Fund: The Fiscal 2022 Stormwater Utility Fund revenues are estimated at \$34.1 million, 2.3% lower than the Fiscal 2021 Budget. The Stormwater Utility Fund, established for the Fiscal 2014 Budget, was created with the purpose of planning and budgeting for the capital and operating expenses associated with the 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 user fee provides 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.

Parking Enterprise Fund

Totals may not equal sum of parts due to rounding. Chart in millions of dollars.

Total Fund Sources: 65.0 million
Net Fund Sources: 22.5 million



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

The Fiscal 2022 Parking Enterprise Fund revenues are estimated to total \$22.5 million. The Parking Taxes, Parking Fine, Penalties on Parking Fines, and Garage Income generate \$53.8 million or 82.7% of the Parking Enterprise Fund revenues. Twenty percent of the Parking Tax rate continues to fund operations and capital expenses for the free harbor bus shuttle service, the Charm City Circulator. Out of this total, \$22.5 million is to support operating and debt service requirements, \$4.8 million to be transferred to the Circulator Special Fund, and the remaining \$37.7 million to be transferred to the Parking Management Fund.

Parking Management Fund

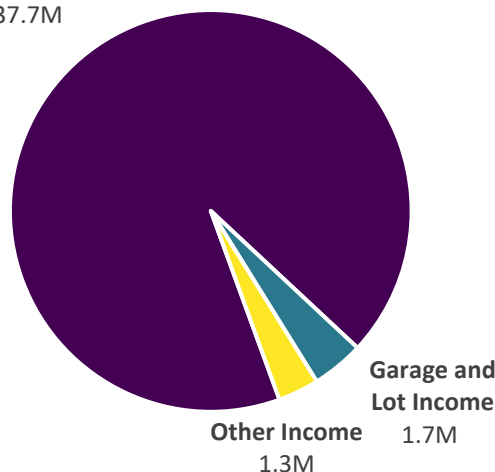
Totals may not equal sum of parts due to rounding.
Chart in millions of dollars.

Total Fund Sources: 40.8 million

Net Fund Sources: 26.9 million

Sources

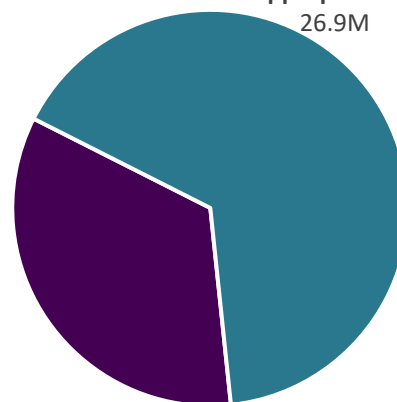
Transfer from Parking
Enterprise Fund
37.7M



Uses

Appropriations
26.9M

Transfer to
General Fund
13.9M



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

The Fiscal 2022 Parking Management Fund revenues are estimated to total \$26.8 million. Revenues earned by fund operations total \$3.1 million. Income from City-owned parking lots and garages of \$1.7 million makes up the bulk of these revenues. Transfers from the Parking Enterprise Fund, \$37.7 million, are required to supplement fund revenues to support expenditure requirements of \$26.9 million. After expenses are met, an estimated \$13.9 million in revenues are transferred to the General Fund in Fiscal 2022. The primary expenses for the fund include debt service payments, taxes, and licensing fees that the City pays for the garages.

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 \$151.0 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. In Fiscal 2020 the City completed its final debt service payment of \$1.8 million for the bonds issued to fund the 1997 renovation of the Baltimore City Convention Center. The City intended to continue making annual contributions to the Convention Center Bond Fund to offset future Convention Center expansion or renovation costs; however, due to the lost revenues from the Covid-19 pandemic, the City will be transferring all Fiscal 2022 hotel tax proceeds to the General Fund.

Major Revenues

Fiscal 2022 hotel tax receipts are estimated to be \$19.6 million. The sole revenue source for the fund is the 9.5% sales and service tax levied on transient room rentals at hotels, motels, short term residential rentals and bed and breakfast facilities located in the City. As a result of legislation enacted by the 1997 Maryland General Assembly, the City must appropriate 40.0% of its total hotel tax receipts to support the operations of Visit Baltimore, Inc. The legislative requirement for promotion funding is mandated through Fiscal 2027.

Conduit Enterprise Fund

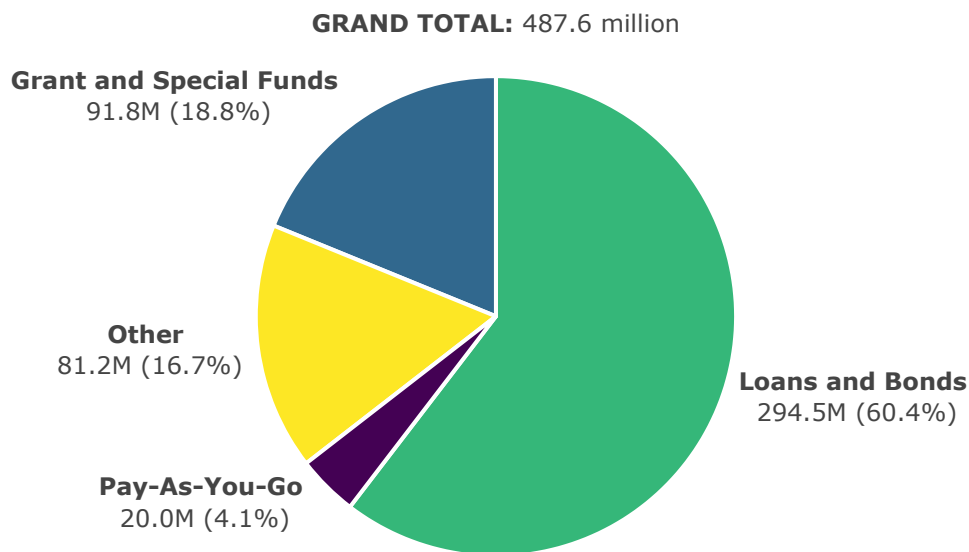
Policy and Objectives

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 Fiscal 2022 receipts are estimated at \$13.0 million. The sole revenue source for the fund is the rental charge levied on City agency and other non-City users of the conduit system. Total expenses for the fund are appropriated at \$13.0 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. The current rate for conduit occupancy is \$2.20 per linear foot.

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

Excluding Pay-As-You Go funding, three types of funding sources (grants, loans and bonds, and all other) total \$467.6 million and comprise 95.9% of the Fiscal 2022 capital appropriations of \$453.7 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 2022, Revenue Bonds are budgeted to decrease by \$252.0 million to \$199.5 million, State grant funding is budgeted to increase by \$43.3 million to \$52.2 million, and Pay-As-You-Go appropriations are budgeted to decrease by \$23.2 million to \$20.0 million.

The largest funding sources in the Fiscal 2022 capital budget are \$294.5 million, or 60.4%, in Revenue, General Obligation, and County Transportation bonds; \$91.8 million, or 18.8%, in Federal and State grants; and \$20.0 million, or 4.1%, in Pay-As-You-Go funding from current operating revenues. Other funding sources make up \$81.2 million, or 16.8%, of the total capital budget for Fiscal 2022.

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 2022, \$143.4 million has been adopted for vehicle fleet repair and maintenance, print shop, post office, telephone, energy, telecommunication, risk management, rental of public buildings, 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.

FISCAL 2022

EXECUTIVE SUMMARY

Board of Estimates Recommendations

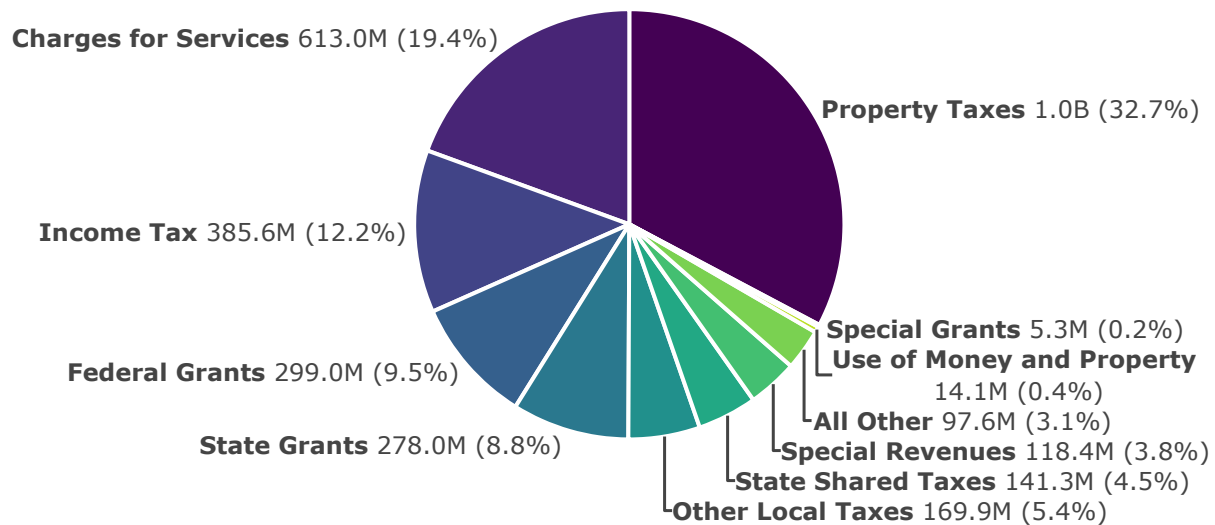
Operating Budget Recommendations

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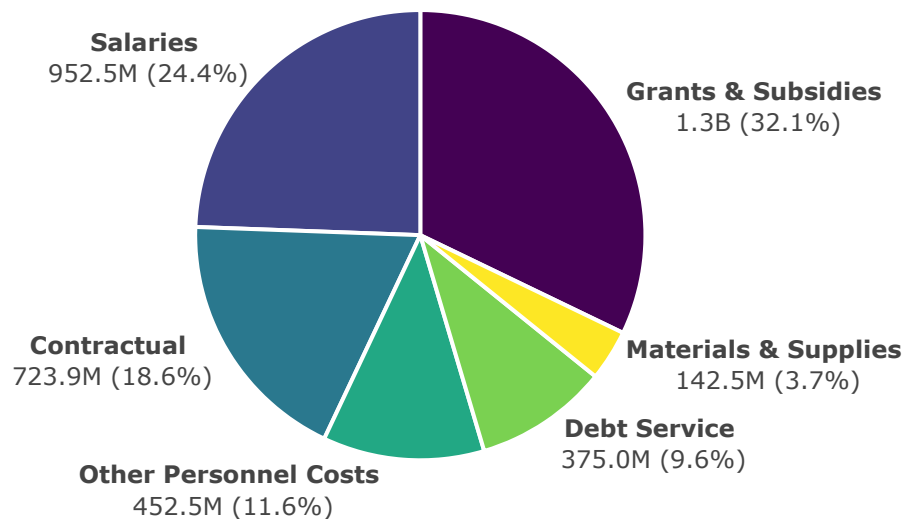
Overview of Operating Budget Recommendation

Total Operating Budget: 3.84 billion

Where the Money Comes from



How the Money is Used



Totals may not equal 100% due to rounding. Charts in millions.

Priority Outcomes

The Fiscal 2022 operating budget recommendation is \$3.84 billion, an increase of \$829.5 million or 27.5% from Fiscal 2021.

Mayor Scott's Priority Outcomes are the foundation of the Fiscal 2022 budget. The diagram below shows the population-level indicators under each outcome that are used to monitor progress on achieving strategic outcomes for the City. Indicators are measured annually and use an external source to ensure integrity of the data. Taken together, these Priority Outcomes and indicators serve as a report card on how well the City is doing.



The indicators draw from a variety of data sources to capture citywide trends. Budget summaries for each of the outcomes in the next section highlight how the Fiscal 2022 budget investments prioritize services that are highly impactful and closely aligned with the City's strategic goals.

Objective Name	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change*	Percent Change*
Prioritizing Our Youth	357,494,407	481,348,821	487,565,414	6,216,593	1.3%
Building Public Safety	675,506,196	957,605,894	1,045,596,352	87,990,458	9.2%
Clean and Healthy Communities	708,193,027	1,033,791,764	1,113,823,505	80,031,741	7.7%
Equitable Neighborhood Development	101,712,230	126,374,754	130,403,519	4,028,765	3.2%
Responsible Stewardship of City Resources	122,890,297	161,982,669	173,789,132	11,806,463	7.3%
Other	755,041,722	252,912,333	892,299,564	639,387,231	252.8%
GRAND TOTAL	2,720,837,879	3,014,016,235	3,843,477,486	829,461,251	27.5%

Table in dollars.

* Change is calculated between Fiscal 2021 and Fiscal 2022

Priority Outcome: Prioritizing Our Youth

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	378,406,426	370,698,619	(7,707,807)
Water Utility	459,999	397,937	(62,062)
Federal	37,718,693	56,772,385	19,053,692
State	30,712,600	30,610,964	(101,636)
Special Revenue	31,174,801	27,331,298	(3,843,503)
Special Grant	2,876,302	1,754,211	(1,122,091)
Total	481,348,821	487,565,414	6,216,593

Table in dollars.

Key results funded in the Fiscal 2022 Recommended Budget:

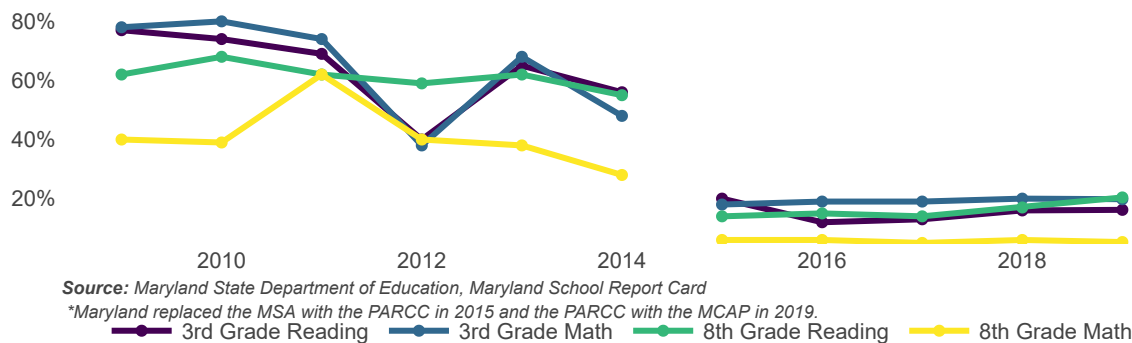
- Starting in Fiscal 2022 the Health Department's Office of Youth and Trauma Services will provide trauma-informed care trainings for employees from City agencies, non-profits, and other service providers. In Fiscal 2021, the Elijah Cummings Healing City Act Trauma-Informed Care Task Force was established to train City employees on trauma prevention and response.
- The Enoch Pratt Free Library will continue to provide virtual programming and activities in response to the COVID-19 pandemic. Virtual literacy programs, such as Books for Me and One Book Baltimore, will continue to play an important role in programming throughout Fiscal 2022.
- Baltimore City Recreation and Park's (BCRP) modified summer programming for youth during the Fiscal 2021 summer, due to COVID-19, served 812 campers at 42 recreation centers. In Fiscal 2022, BCRP's summer camps will continue to operate with safety measures in place, with 1,200 available spots. In response to COVID-19, over 1.2 million meals were delivered to the community from BCRP's recreation centers.
- Fiscal 2022 will mark the first full year of operation of the Cahill Fitness and Wellness Center conditioned upon the City's COVID-19 restrictions permitting on-site programming.

Key budget decisions in Prioritizing Our Youth:

- The recommended budget continues to support the Mayor's Office of Children and Family Success (MOCFS) with \$22.3 million in funding. The Office oversees the Head Start program, the Community Action Partnership (CAP) Centers, and the African-American Male Engagement program.
- The budget includes State funding of \$1 million for YouthWorks and \$3.5 for the local management board for the Children and Youth Fund. These additional funds are provided by the State's Community Safety and Strengthening Act, which passed the Maryland General Assembly in 2019, and also authorized the creation of a police force for Johns Hopkins University.
- The recommended budget includes support for Family League of Baltimore, including \$6.9 million to support community school and out-of-school time programming and \$2.9 million to support additional youth programming in coordination with MOCFS.
- The recommended budget continues funding the City's Children and Youth Fund with \$13.3 million.

Indicator: Academic Achievement

% of 3rd and 8th Graders Scoring 'Advanced' or 'Proficient' on MSA/PARCC/MCAP*



The COVID-19 pandemic resulted in a shift to virtual learning for students across the country. Due to the challenges related to access to proper technology and internet, as well as test administration, the new Maryland Comprehensive Assessment Program (MCAP) did not take place for academic year 2019-2020 and the test is currently scheduled for fall 2021.

Positive Factors

- Quality instruction: Common Core, principal leadership, phonics, tutoring
- Literacy-rich environments: access to books and extended learning opportunities
- Improving school climate and environment
- Campaign for Grade Level Reading / B'More Read More

Negative Factors

- Low student attendance rates and high chronic absenteeism
- Principal and teacher turnover rates
- Summer learning loss
- Lack of concentrated literacy focus between 3rd and 8th grades
- Behavioral health challenges
- Technology and internet access challenges during COVID-19

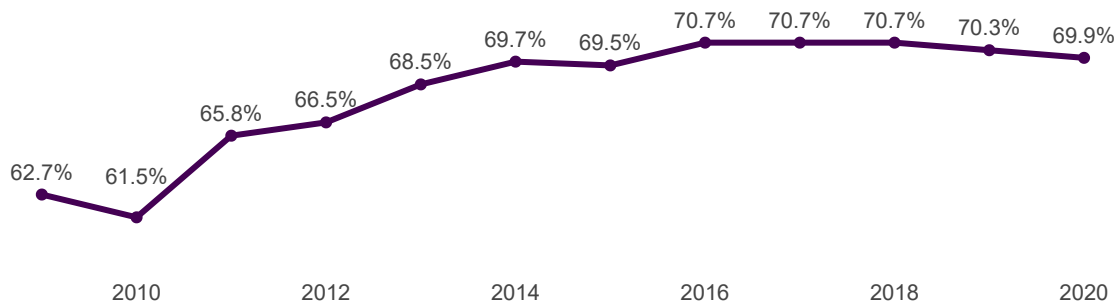
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Academic Achievement indicator:

The Enoch Pratt Free Library Fiscal 2022 budget includes a \$27.6 million General Fund appropriation to support the healthy and safe reopening of neighborhood libraries and the Central Library, including \$300,000 in CARES funding to support more frequent cleanings. In addition, this funding will continue to fund the digital library services and virtual programming, such as the Books for Me and One Book Baltimore programs. Books for Me is currently serving 89 families and provides them with a tablet, hotspot, and books. One Book Baltimore provides free books to 7th and 8th grade students.

During the COVID-19 pandemic and into Fiscal 2022, Family League Community School Coordinators and Out-of-School time site managers, in partnership with the Mayor's Office of Children and Family Success and City Schools, are supporting reopening schools, student engagement and attendance, food and technology distribution, student housing, and family engagement.

Indicator: College and Career Readiness

Baltimore City Public Schools 4-year Adjusted Cohort Graduation Rate



This indicator is currently measuring the four-year adjusted cohort graduation rate for Baltimore City Public Schools. In 2020, the COVID-19 pandemic resulted in a shift to virtual learning and programs for students across the country. There have been challenges related to technology and internet access.

Positive Factors

- High enrollment in Career Technology Education courses
- Pathways programs that merge coursework with work experience
- Availability of out-of-school programs: YO Centers, Year Up, Civic Works, Living Classrooms, Housing Authority, etc.
- Availability of Advanced Placement and International Baccalaureate courses
- Awareness of community-based partners
- YouthWorks opportunities

Negative Factors

- Student absenteeism
- Changing priorities as students enter high school (e.g. parenting, jobs) and school hours that don't support all students
- High student mobility rate
- High youth unemployment
- Most students enrolled in Career Technology Education courses not on track to earn credential
- Technology and internet access challenges during COVID-19

The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the College and Career Readiness indicator:

The Fiscal 2022 budget recommends \$2.5 million of General Fund support for the Mayor's Office of Employment Development's (MOED) YouthWorks Summer Job Program, which provides paid summer jobs for youth ages 14 to 21. In summer 2020, the program adapted to the COVID-19 pandemic and offered virtual experiences for 4,500 youth. Job coaches offered daily guidance to participants, and MOED created an online platform to teach youth about time management, conflict resolution, goal setting, and other job skills.

Funding for the Mayor's Scholars Program, which provides recent high school graduates that live in Baltimore City with last-dollar scholarships to Baltimore City Community College, will provide \$484,439 in scholarships in Fiscal 2022 for the current cohort of students.

Indicator: Infant Mortality

of Deaths of Children Less than One Year of Age Per 1,000 Live Births



This information is sourced from the Maryland Department of Health Vital Statistics Infant Mortality Reports. Annual data is reported in the fall for the prior year.

Positive Factors

- Multi-agency and multi-government collaboration, such as the B'more for Healthy Babies Initiative
- Population-level behavioral changes
- Community-based initiatives
- Improvements in access and quality of care
- Home visiting programs

Negative Factors

- Complex needs due to mental health, substance abuse, unsafe homes, job loss
- Inefficient paper-based prenatal risk assessments
- Lack of safe, stable housing
- Continued practice of co-sleeping
- Insufficient education, outreach, and resources for families

The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Infant Mortality indicator:

The Fiscal 2022 budget includes \$3.1 million of General Fund support for programs delivered by Maternal and Child Health and Family League, including a nurse home-visiting program, services to infants and toddlers, nutrition support, and family planning services. Home visiting programs work to reduce risk factors such as substance use, high levels of stress, pre-term labor, and chronic health conditions such as hypertension and diabetes. Due to the COVID-19 pandemic, all recent home visiting services have occurred via virtual telehealth sessions.

Continued funding for five Community Action Partnership (CAP) Centers across the City. CAP Centers, which are managed by the Mayor's Office of Children and Family Success, provide a variety of family assistance programs with the goal of helping residents maintain safe and stable housing. These Programs include utility bill assistance, rental relief, food security, and financial literacy services.

Operating Budget Recommendation for Prioritizing Our Youth

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Courts: Orphans' Court				
817 Orphans' Court	General	617,892	694,393	76,501
Enoch Pratt Free Library				
788 Information Services	General	26,185,090	28,481,175	2,296,085
	State	14,270,492	14,184,508	(85,984)
	Special Revenue	996,122	1,041,700	45,578
	SERVICE TOTAL	41,451,704	43,707,383	2,255,679
	AGENCY TOTAL	41,451,704	43,707,383	2,255,679
Health				
308 Maternal and Child Health	General	1,995,168	2,011,772	16,604
	Federal	20,151,259	20,947,655	796,396
	State	1,869,220	1,962,478	93,258
	Special Revenue	894,644	921,345	26,701
	Special Grant	1,186,302	1,223,183	36,881
	SERVICE TOTAL	26,096,593	27,066,433	969,840
310 School Health Services	General	15,711,762	15,725,944	14,182
	Federal	157,705	306,468	148,763
	State	507,856	506,367	(1,489)
	Special Revenue	5,024,751	5,194,693	169,942
	Special Grant	25,000	25,000	0
	SERVICE TOTAL	21,427,074	21,758,472	331,398
316 Youth and Trauma Services	General	687,692	768,215	80,523
	Federal	1,039,989	453,193	(586,796)
	State	739,756	388,454	(351,302)
	Special Grant	0	41,028	41,028
	SERVICE TOTAL	2,467,437	1,650,890	(816,547)
	AGENCY TOTAL	49,991,104	50,475,795	484,691
Housing and Community Development				
604 Before and After Care	General	125,081	253,503	128,422
740 Dawson Center	General	46,992	31,609	(15,383)
	Federal	402,456	342,289	(60,167)
	SERVICE TOTAL	449,448	373,898	(75,550)
	AGENCY TOTAL	574,529	627,401	52,872
M-R: Baltimore City Public Schools				
352 Baltimore City Public Schools	General	287,346,700	275,306,538	(12,040,162)
M-R: Educational Grants				
446 Educational Grants	General	11,340,311	11,325,031	(15,280)
	Federal	300,000	300,000	0
	Special Revenue	16,926,000	13,327,000	(3,599,000)
	SERVICE TOTAL	28,566,311	24,952,031	(3,614,280)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
AGENCY TOTAL		28,566,311	24,952,031	(3,614,280)
M-R: Health and Welfare Grants				
385 Health and Welfare Grants	General	1,336,592	1,359,314	22,722
M-R: Office of Children and Family Success				
109 Administration Children and Family Success	General	2,810,544	3,006,132	195,588
	Special Revenue	280,775	78,000	(202,775)
	SERVICE TOTAL	3,091,319	3,084,132	(7,187)
605 Head Start	General	587,384	605,866	18,482
	Federal	7,790,297	8,021,215	230,918
	State	138,754	141,113	2,359
	Special Revenue	152,990	0	(152,990)
	SERVICE TOTAL	8,669,425	8,768,194	98,769
741 Community Action Partnership	General	709,080	763,240	54,160
	Water Utility	459,999	397,937	(62,062)
	Federal	1,052,599	18,850,191	17,797,592
	State	7,562,517	7,985,898	423,381
	SERVICE TOTAL	9,784,195	27,997,266	18,213,071
AGENCY TOTAL		21,544,939	39,849,592	18,304,653
M-R: Office of Employment Development				
791 BCPS Alternative Options Academy for Youth	State	198,941	214,784	15,843
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,089,492	3,191,275	101,783
	Federal	1,124,412	991,323	(133,089)
	State	100,000	100,000	0
	Special Revenue	132,781	0	(132,781)
	Special Grant	165,000	165,000	0
	SERVICE TOTAL	4,611,685	4,447,598	(164,087)
798 Youth Works Summer Job Program	General	2,359,955	2,564,529	204,574
	Federal	2,000,000	2,001,816	1,816
	State	3,653,409	3,376,891	(276,518)
	Special Revenue	1,747,469	1,065,000	(682,469)
	Special Grant	1,200,000	0	(1,200,000)
	SERVICE TOTAL	10,960,833	9,008,236	(1,952,597)
800 Workforce Services for WIOA Funded Youth	Federal	3,260,315	4,118,574	858,259
AGENCY TOTAL		19,031,774	17,789,192	(1,242,582)
Recreation and Parks				
644 Administration Recreation and Parks	General	5,168,854	5,276,628	107,774

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	State	1,671,655	1,750,471	78,816
	SERVICE TOTAL	6,840,509	7,027,099	186,590
645 Aquatics	General	2,526,786	2,708,100	181,314
647 Youth and Adult Sports	General	831,042	866,843	35,801
	Special Revenue	173,945	184,345	10,400
	SERVICE TOTAL	1,004,987	1,051,188	46,201
648 Community Recreation Centers	General	14,930,009	15,758,512	828,503
	Federal	439,661	439,661	0
	Special Revenue	1,721,132	2,256,260	535,128
	Special Grant	300,000	300,000	0
	SERVICE TOTAL	17,390,802	18,754,433	1,363,631
649 Special Facilities Management Recreation	Special Revenue	3,124,192	3,262,955	138,763
	AGENCY TOTAL	30,887,276	32,803,775	1,916,499
GRAND TOTAL				
	TOTAL OPERATING BUDGET	481,348,821	487,565,414	6,216,593
	LESS INTERNAL SERVICE	0	0	0
	TOTAL OPERATING APPROPRIATIONS	481,348,821	487,565,414	6,216,593

Table in dollars.

Special Exhibit: City Support for Baltimore City Public Schools

Public schools in Maryland are funded by both local governments and the State. By design, State Education Aid to public schools is distributed inversely to local wealth, whereby the less affluent school districts receive more State Education Aid. Wealth is measured in terms of county property values and personal income; by both measures, Baltimore is at or near the bottom per capital wealth calculation among Maryland jurisdictions. Since Baltimore City is among those jurisdictions with the least wealth as calculated for State Education Aid purposes in Maryland, City Schools received 70% of its funding from the State in Fiscal 2021. Other low wealth jurisdictions that contribute less than a quarter of the shared cost of education funding between the State and the local jurisdiction include Allegany, Caroline, Somerset, and Wicomico Counties.

Kirwan

The Commission on Innovation and Excellence in Education, more commonly referred to as the Kirwan Commission, was created by legislation in 2016 to generate recommendations to improve education across Maryland through funding, policies, and resources. One main goal for the Commission was to establish a new funding formula for school funding across Maryland. The Commission completed its work in December 2019 and legislation to implement the recommendations was introduced during the Maryland General Assembly's 2020 session as the Blueprint for Maryland's Future, House Bill 1300. The legislation was passed by the General Assembly and vetoed by the Governor. A veto-override vote was successfully held during the General Assembly's 2021 session.

Blueprint for Maryland's Future will dramatically change the current education funding formula in Maryland and will have a significant impact on the City's required contribution to City Schools. The bill would require additional State Aid of \$258.9 million over the amount required by current law in Fiscal 2023 for City Schools, growing to \$584.5 million in Fiscal 2030. The bill also requires a significant increase in local support for City Schools, growing from \$63 million in additional support over the amount required by current law in Fiscal 2023 to \$161.5 million by Fiscal 2030. This represents a 52% increase in the level of direct local support for City Schools by Fiscal 2030, the highest rate of increase of local support proposed among Maryland's jurisdictions. During the 2021 session, House Bill 1372 (HB1372) passed, updating the 2020 session Kirwan bill, most notably amending the Fiscal 2022 State funding requirements and delaying the increased local contribution to Fiscal 2023.

Fiscal 2022

As of publication, newly adopted and pending State legislation will impact the calculation of the City's Maintenance of Effort (MOE) contribution in the Fiscal 2022 adopted budget. Under the current law, prior to passage of legislation during the current General Assembly session, the City's required MOE contribution was expected to be \$275.3 million, with the prior year's MOE amount adjusted to reflect \$18 million in retiree health savings for City Schools retirees over the prior fiscal year. These savings reflect a new Medicare Advantage plan offered to City and Schools retirees as of January 1, 2021 and have no impact on the level of operating budget support provided by the City given that retiree healthcare for City Schools employees is administered by the City. The operating budget also includes \$24.8 million in debt service for prior year bonds issued by the City in support of school renovations and upgrades, as well as \$15.8 million in projected beverage tax and casino-related revenue in support of the 21st Century Schools program. The capital budget includes \$19 million in new General Obligation (GO) Bond funding in support of new school renovation and upgrade projects. With the veto-override of the Blueprint for Maryland's Future, the Built to Learn Act passed by the Maryland General Assembly in 2020 will go into effect, bringing additional State and City support for a new round of 21st Century School buildings. In Fiscal 2021, the City set aside funds for new 21st Century Schools to be built or renovated under Built to Learn, to be drawn down from over many years. Finally, the City is providing \$20.5 million to support the school health and crossing guard programs.

Support for City Schools

	FY20 Actual	FY21 Budget	FY22 Budget
Direct Operating Support			
Maintenance of Effort	245,327,571	257,541,343	263,528,469
Retiree Health Benefits	29,805,357	29,805,357	11,778,069
CATEGORY TOTAL	280,520,288	287,346,700	275,306,538
Support for City Schools Programs			
School Nurse Program (General Fund portion)	14,325,838	15,711,762	15,725,944
School Nurse Program (City Schools Fund portion)	1,052,273	4,718,771	4,883,512
School Crossing Guards	4,635,694	5,140,809	4,898,603
CATEGORY TOTAL	18,961,532	25,571,342	25,508,059
Capital - City Support of City Schools			
Debt Service for School Construction	20,147,257	24,373,887	24,812,700
GO Bond support for School Construction Projects	19,000,000	19,000,000	19,000,000
CATEGORY TOTAL	44,534,617	43,373,887	43,812,700
Capital - City Support for 21st Century School Buildings Program			
Table Games Aid - School Construction	2,640,880	1,521,132	2,056,260
Casino Lease Contribution - School Construction	2,050,000	1,400,000	1,400,000
Beverage Tax Contribution - School Construction	11,095,904	12,268,000	12,311,000
CATEGORY TOTAL	15,786,784	15,189,132	15,767,260
Capital - Built to Learn Act Supplemental School Construction Program			
Fund Balance - School Construction	0	30,000,000	0
CATEGORY TOTAL	0	30,000,000	0
GRAND TOTAL			
TOTAL CITY SUPPORT FOR BCPS	349,028,501	401,481,061	360,394,557

* The City support for City Schools reflects \$18M in retiree health care savings. Pending legislation may result in a change in the City's MOE calculation in the final adopted budget.

Priority Outcome: Building Public Safety

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	852,606,480	923,404,516	70,798,036
Federal	22,029,815	31,788,966	9,759,151
State	43,072,956	46,701,499	3,628,543
Special Revenue	39,397,757	42,498,252	3,100,495
Special Grant	498,886	1,203,119	704,233
Total	957,605,894	1,045,596,352	87,990,458

Table in dollars.

Key results funded in the Fiscal 2022 Recommended Budget:

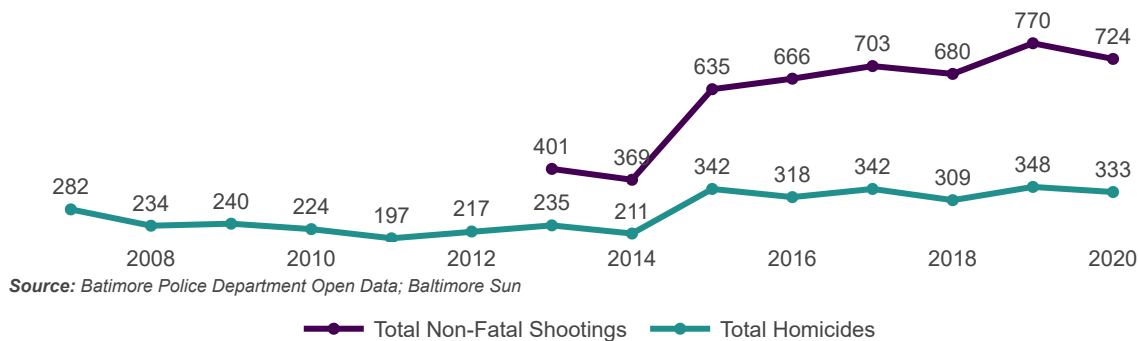
- The Safe Streets program expects to mediate 2,000 conflicts in high-crime neighborhoods to prevent escalation to violence in Fiscal 2022. Violence Interrupters are being trained in outreach work and will begin working with a caseload of participants on a longer-term basis to connect participants to high-quality resources and access meaningful alternatives to provide for themselves and their families.
- The Mayor's Office of Neighborhood Safety and Engagement (MONSE) plans to increase the number of non-custodial parent and child interactions supervised at the visitation center from 400 visits to 450 visits per year. The agency has implemented a Court Watch program to provide increased assistance and enhanced access to Court staff and victims in need of visitation services.
- The Baltimore Police Department (BPD) aims to increase the percentage of time police officers spend on proactive policing to 30% as part of the agency's strategic efforts to respond to violence. BPD will accomplish this by establishing its first Community Collaboration Council to scale up and sustainably ensure inclusive stakeholder engagement in reforming BPD's policies, training, activities, and decision-making over time.
- The Baltimore City Fire Department (BCFD) plans to complete 8,000 Home Safety Inspections during Fiscal 2022. BCFD visits all neighborhoods through the Saturday Safety Sweep Program at least once annually.

Key budget decisions in Building Public Safety:

- The reliability of the City's 911 services will be greatly improved with the implementation of Next Generation 911 (NG911) systems. NG911 will create a faster, more resilient system through secure call networks, better call routing, and integration of call and geo-location data for emergency responders. To support this technology, the City will increase its monthly 911 fee by \$0.25 per phone line.
- BPD will implement a Records Management System (RMS) to transition the agency from paper-based to digital processes. It will prevent duplication of work during evidence-gathering. The time saved by RMS will allow the officers to spend more time on community engagement.
- BCFD will continue participation in the Emergency Triage, Treat, and Transport (ET3) Model, a five-year payment model that provides greater flexibility to ambulance care teams to address emergency health care needs of Medicare Fee-for-Service beneficiaries. ET3 aims to provide person-centered care, encourage appropriate utilization of emergency medical services (EMS), and increase efficiency in the EMS system.
- MONSE will leverage \$600,000 of private investment to kick-start the Group Violence Reduction Strategy (GVRs), an evidence-based approach designed to curtail violent crime, expand opportunities for high-risk populations, and build better relationships between police officers and the communities they serve.
- The recommended budget includes \$232,000 to fund the implementation of the new Maryland Electronic Courts case management system for the State's Attorney's Office.

Indicator: Homicides & Non-Fatal Shootings

Total Non-Fatal Shootings and Homicides (All Weapons)



This information is sourced from the Baltimore Police Department's Open Data resource, a publicly available and easily accessible online data archive. This indicator measures number of homicides (from all weapons) and non-fatal shootings that occur in Baltimore on an annual basis. These figures do not include police-involved or self-inflicted incidents.

Positive Factors

- Targeted enforcement of specific neighborhoods and known violent offenders
- Use of technology to assist with gunshot detection and criminal investigations

Negative Factors

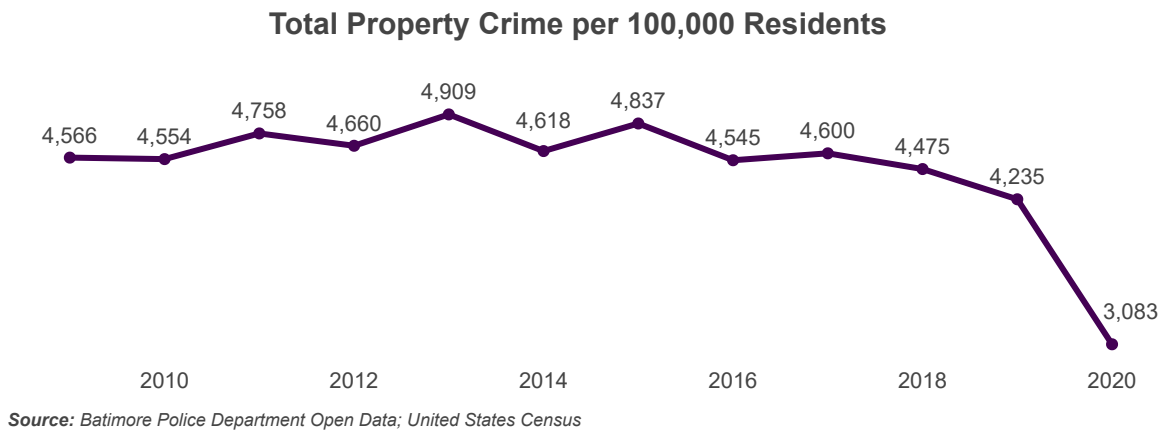
- Violence in the drug and gun marketplace
- Barriers to legitimate economic opportunity, particularly for low-skill individuals and/or those with a criminal background

The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Non-Fatal Shootings and Homicides indicator:

The Mayor's Office of Neighborhood Safety and Engagement continues to support the Safe Streets program that works to interrupt cycles of violence through conflict mediation between high-risk individuals and prevent shootings and homicides throughout Baltimore City. In addition to the ten existing sites across the City utilized for outreach and mediation, the Safe Streets program has been granted additional funding to operate a trauma bus to be used in responding to shooting incidents around the city. The bus will be staffed by a rotation of resource providers who can provide on-the-spot referrals and services in response to community needs following an incident of violence.

To improve the percentage of homicide cases cleared, and reach their goal of 56% in Fiscal 2022, the Police Department has including a case check list for continuity and consistency and created an Exceptional Clearance board to discuss each case for policy and process compliance. These processes, along with adding additional training and personnel to Homicide, have proven helpful in increasing the percentage of cases cleared resulting in the arrest of individuals directly associated with violence in the City.

Indicator: Property Crime



Property crime data includes burglary, larceny, theft, and motor vehicle theft. Because they may involve violence, arson and vandalism incidents are excluded. The COVID-19 pandemic played a substantial role in the decline of property crime throughout the City due to stay at home orders keeping citizens at home which deterred property crime.

Positive Factors

- Focus on community-based policing increases officer presence in communities
- Employment and recreational opportunities for Baltimore youth, such as YouthWorks

Negative Factors

- Available resources for responding to, investigating, and processing property crimes
- Barriers to upward economic mobility and community support systems

The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Property Crimes indicator:

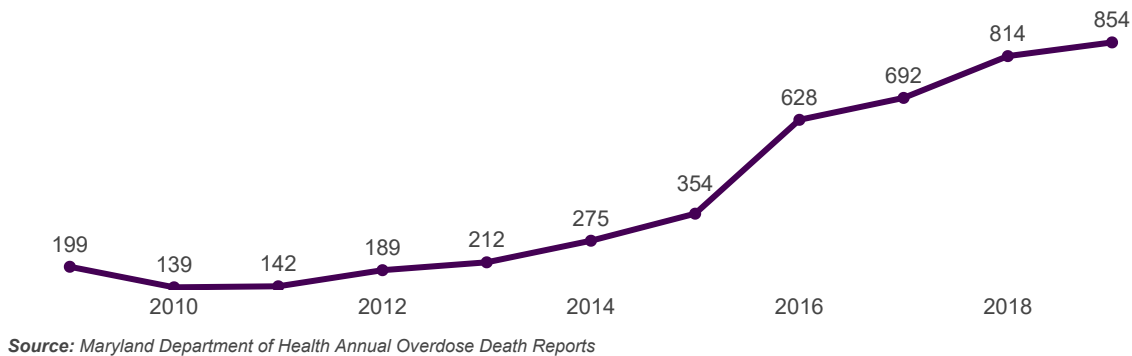
In Fiscal 2022, the BPD will continue their efforts to become more engaged with citizens by increasing foot patrols, business checks, and directed patrols. Since implementing the micro-zone strategy in Fiscal 2021, the Department has seen the level of community cooperation increase significantly.

BPD reformed their recruitment efforts resulting in an increase in applications received, from 4,023 in Fiscal 2019 to 8,544 in Fiscal 2020. Furthermore, by standardizing the fitness requirements and improving the Police Academy environment to emphasize critical thinking, communication, service, and organizational change, the BPD has been able to increase the graduation rate of recruits who meet certification standards.

The CitiWatch program continues to modernize its network of CCTV cameras by upgrading the software that supports camera monitoring and linking cameras in public-private partnerships. As BPD's public safety technology improves, CitiWatch will seek to enhance overall workflow and operations to ensure that new resources are being maximized to help prevent crime. While the goal is to always deter and prevent crime, it also seeks to increase the perception of safety. MONSE will seek additional grant funding in Fiscal 2022 to expand the rebate program implemented in Fiscal 2021 that offers residents financial incentives to install home security cameras and register them with CitiWatch. Police officers can request footage if crimes occur near those cameras.

Indicator: Opioid-Related Deaths

Total Number of Opioid-Related Deaths



This indicator captures all deaths that occurred in the City of Baltimore (including non-residents) related to opioids. In previous years, this indicator only included deaths from heroin. As the number of deaths from fentanyl has grown (120 deaths in 2015 to 851 deaths in 2019) and now exceeds heroin-related fatalities, the indicator was changed to better illustrate the scale of this crisis. Data is not yet available for 2020.

Positive Factors

- Tougher legal and regulatory stance on opioid prescription drugs, reducing abuse that leads to addiction
- Use of Naloxone to reverse overdoses and training on harm reduction practices

Negative Factors

- Increasing prevalence of fentanyl, which is more potent than prescription drugs or heroin
- Mixture of heroin with other substances, including fentanyl, without users' knowledge

The Fiscal 2022 recommended budget invests in efforts that will support positive movement on the Opioid-Related Deaths indicator:

The Baltimore City Health Department (BCHD) continues its syringe exchange program and Overdose Response Program that trains individuals in responding to opioid-related overdoses with Naloxone and other interventions. In Fiscal 2022, the agency aims to exchange 1.9 million needles, as well as train and provide 3,500 residents in the use of naloxone.

BCHD's Opioid Intervention Team developed a strategic plan with six goals:

1. Prevent problematic opioid use
2. Reduce opioid-related morbidity and mortality
3. Enhance local systems to inform strategy
4. Ensure access to substance use disorder (SUD) treatment
5. Expand access to SUD treatment within the justice system
6. Expand alternatives to incarceration for people with SUD.

To achieve these goals, they are working in partnership with Behavioral Health System Baltimore and other organizations to increase awareness of the risks of opioid use and misuse among children and youth, increase awareness of access points for naloxone and harm reduction education, and improve access to treatment.

Operating Budget Recommendation for Building Public Safety

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Fire				
600 Administration Fire	General	9,550,556	10,135,951	585,395
	Federal	1,600,000	1,600,000	0
	State	350,000	350,000	0
	SERVICE TOTAL	11,500,556	12,085,951	585,395
602 Fire Suppression and Emergency Rescue	General	162,475,629	171,709,992	9,234,363
	Federal	2,424,656	1,026,850	(1,397,806)
	State	1,420,339	1,420,686	347
	SERVICE TOTAL	166,320,624	174,157,528	7,836,904
608 Emergency Management	General	870,805	1,055,116	184,311
	Federal	1,795,858	5,480,263	3,684,405
	State	67,000	267,000	200,000
	SERVICE TOTAL	2,733,663	6,802,379	4,068,716
609 Emergency Medical Services	General	32,341,664	34,531,156	2,189,492
	State	1,343,438	1,344,177	739
	Special Revenue	20,035,571	19,837,221	(198,350)
	SERVICE TOTAL	53,720,673	54,712,554	991,881
610 Fire and Emergency Community Outreach	General	392,034	423,794	31,760
612 Fire Investigation	General	749,195	802,069	52,874
614 Fire Communications and Dispatch	General	8,901,044	8,657,415	243,629
	State	3,000	3,051	51
	Special Revenue	9,226,149	10,678,871	1,452,722
	SERVICE TOTAL	18,130,193	20,339,337	2,209,144
615 Fire Training and Education	General	4,755,552	4,545,391	(210,161)
AGENCY TOTAL		258,302,490	273,869,003	15,566,513
Health				
307 Substance Use Disorder and Mental Health	General	1,533,047	1,563,356	30,309
	Federal	1,347,824	1,361,843	14,019
	State	1,804,827	1,806,734	1,907
	SERVICE TOTAL	4,685,698	4,731,933	46,235
315 Emergency Services Health	General	920,394	36,490,083	35,569,689
	Federal	668,764	704,910	36,146
	State	8,470,708	8,637,338	166,630
	Special Grant	498,886	524,087	25,201
	SERVICE TOTAL	10,558,752	46,356,418	35,797,666
AGENCY TOTAL		15,244,450	51,088,351	35,843,901
Housing and Community Development				
752 Community Outreach Services	General	1,466,905	1,431,415	(35,490)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Law				
871 Police Legal Affairs	General	2,243,178	2,148,597	(94,581)
Liquor License Board				
851 Liquor License Compliance	General	1,187,954	1,366,903	178,949
M-R: Office of Employment Development				
796 Workforce Services for Ex Offenders	General	189,287	199,697	10,410
	Federal	557,000	557,000	0
	State	983,794	951,403	(32,391)
	SERVICE TOTAL	1,730,081	1,708,100	(21,981)
	AGENCY TOTAL	1,730,081	1,708,100	(21,981)
M-R: Office of Neighborhood Safety and Engagement				
617 Criminal Justice Coordination	General	744,496	738,498	(5,998)
	Federal	1,130,078	1,499,039	368,961
	State	1,023,000	1,500,000	477,000
	SERVICE TOTAL	2,897,574	3,737,537	839,963
618 Neighborhood Safety and Engagement	General	3,643,620	3,917,262	273,642
	Federal	1,646,370	3,451,129	1,804,759
	State	5,046,951	7,225,000	2,178,049
	Special Revenue	1,138,584	1,150,000	11,416
	Special Grant	0	679,032	679,032
	SERVICE TOTAL	11,475,525	16,422,423	4,946,898
757 CitiWatch	General	2,706,297	2,941,312	235,015
	Special Revenue	179,460	305,000	125,540
	SERVICE TOTAL	2,885,757	3,246,312	360,555
758 Coordination of Public Safety Strategy Administration	General	1,130,143	1,113,778	(16,365)
	State	45,000	45,000	0
	Special Revenue	300,000	300,000	0
	SERVICE TOTAL	1,475,143	1,458,778	(16,365)
	AGENCY TOTAL	18,733,999	24,865,050	6,131,051
Office of Equity and Civil Rights				
848 Police Community Relations	General	691,685	728,486	36,801
Police				
621 Administrative Bureau	General	90,702,081	84,280,608	(6,421,473)
	Federal	264,137	276,316	12,179
	State	495,750	852,250	356,500
	Special Revenue	5,807,032	6,048,498	241,466
	SERVICE TOTAL	97,269,000	91,457,672	(5,811,328)
622 Police Patrol	General	222,983,670	225,563,431	2,579,761

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	Federal	2,500,000	2,500,000	0
	State	4,281,488	4,189,589	(91,899)
	Special Revenue	1,469,485	1,400,140	(69,345)
	SERVICE TOTAL	231,234,643	233,653,160	2,418,517
623 Criminal Investigation Division	General	55,152,054	53,525,250	(1,626,804)
	Federal	766,086	1,580,240	814,154
	State	4,371,226	4,005,463	(365,763)
	SERVICE TOTAL	60,289,366	59,110,953	(1,178,413)
626 Data Driven Strategies	General	7,577,452	7,299,707	(277,745)
	Federal	0	4,447,967	4,447,967
	State	978,872	1,175,833	196,961
	SERVICE TOTAL	8,556,324	12,923,507	4,367,183
628 Public Integrity Bureau	General	9,160,770	12,517,320	3,356,550
	State	0	144,034	144,034
	SERVICE TOTAL	9,160,770	12,661,354	3,500,584
635 Recruitment Section	General	18,342,060	33,790,603	15,448,543
	State	0	255,367	255,367
	SERVICE TOTAL	18,342,060	34,045,970	15,703,910
642 Crime Laboratory and Evidence Control	General	22,141,935	21,992,312	(149,623)
	Federal	530,702	430,409	(100,293)
	State	0	255,910	255,910
	SERVICE TOTAL	22,672,637	22,678,631	5,994
807 Compliance Bureau	General	34,673,425	22,923,196	(11,750,229)
	Federal	25,460	25,893	433
	State	2,265,945	1,998,288	(267,657)
	SERVICE TOTAL	36,964,830	24,947,377	(12,017,453)
816 Special Operations Section	General	23,713,500	40,281,473	16,567,973
	Federal	145,000	145,085	85
	SERVICE TOTAL	23,858,500	40,426,558	16,568,058
853 Patrol Support Services	General	15,910,128	19,551,891	3,641,763
	Federal	605,750	576,912	(28,838)
	State	3,099,775	3,050,031	(49,744)
	SERVICE TOTAL	19,615,653	23,178,834	3,563,181
	AGENCY TOTAL	527,963,783	555,084,016	27,120,233
Sheriff				
881 Courthouse Security	General	4,095,269	4,100,564	5,295
882 Deputy Sheriff Enforcement	General	10,770,075	10,784,661	14,586
	State	50,000	50,000	0
	Special Revenue	239,980	1,750,000	1,510,020
	SERVICE TOTAL	11,060,055	12,584,661	1,524,606
883 Service of Protective and Peace Orders	General	2,284,288	2,312,054	27,766
884 District Court Sheriff Services	General	2,692,305	2,777,035	84,730

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
889 Child Support Enforcement	General	1,752,886	1,769,708	16,822
	Federal	1,100,000	1,100,000	0
	SERVICE TOTAL	2,852,886	2,869,708	16,822
	AGENCY TOTAL	22,984,803	24,644,022	1,659,219
State's Attorney				
115 Prosecution of Criminals	General	27,008,528	28,386,555	1,378,027
	Federal	1,796,589	1,825,120	28,531
	State	6,917,188	7,118,639	201,451
	Special Revenue	320,216	325,660	5,444
	SERVICE TOTAL	36,042,521	37,655,974	1,613,453
781 Administration State's Attorney	General	7,634,737	8,074,813	440,076
786 Victim and Witness Services	General	1,866,465	1,940,214	73,749
	Federal	2,601,351	2,711,564	110,213
	State	54,655	55,706	1,051
	SERVICE TOTAL	4,522,471	4,707,484	185,013
	AGENCY TOTAL	48,199,729	50,438,271	2,238,542
Transportation				
500 Street Lighting	General	20,876,886	20,117,007	(759,879)
684 Traffic Management	General	11,054,645	10,881,532	(173,113)
	Special Revenue	681,280	692,862	11,582
	SERVICE TOTAL	11,735,925	11,574,394	(161,531)
689 Vehicle Impounding and Disposal	General	8,229,565	8,267,972	38,407
697 Traffic Safety	General	17,490,271	17,766,339	276,068
	Federal	524,190	488,426	(35,764)
	Special Revenue	0	10,000	10,000
	SERVICE TOTAL	18,014,461	18,264,765	250,304
	AGENCY TOTAL	58,856,837	58,224,138	(632,699)
GRAND TOTAL				
TOTAL OPERATING BUDGET		957,605,894	1,045,596,352	87,990,458
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		957,605,894	1,045,596,352	87,990,458

Table in dollars.

Priority Outcome: Clean and Healthy Communities

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	286,044,870	296,510,120	10,465,250
Internal Service	94,265,509	96,175,829	1,910,320
Conduit Enterprise	13,487,197	13,019,924	(467,273)
Wastewater Utility	273,228,492	302,711,191	29,482,699
Water Utility	200,735,075	211,731,361	10,996,286
Stormwater Utility	33,996,956	34,067,912	70,956
Federal	131,184,753	156,186,316	25,001,563
State	58,751,985	67,774,012	9,022,027
Special Revenue	34,908,482	29,963,987	(4,944,495)
Special Grant	1,453,954	1,858,682	404,728
Total	1,128,057,273	1,209,999,334	81,942,061

Table in dollars.

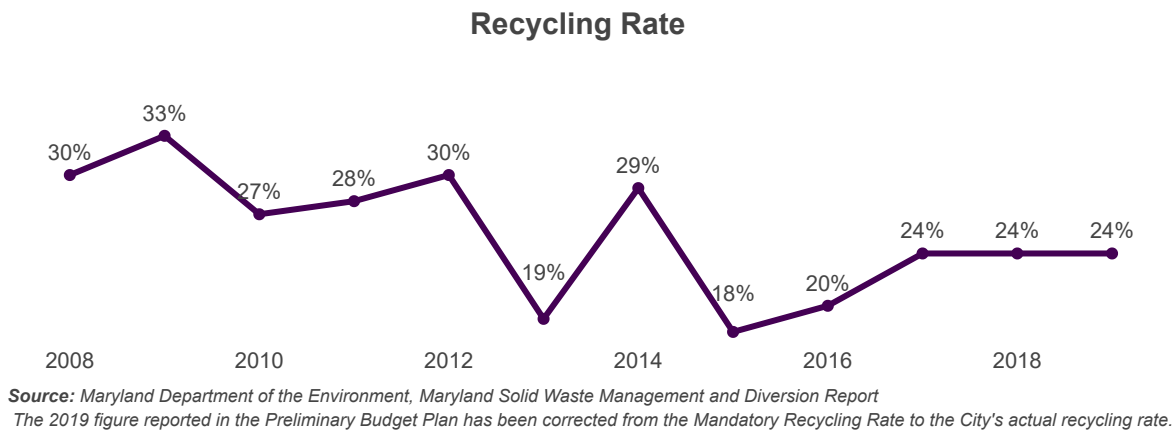
Key results funded in the Fiscal 2022 Recommended Budget:

- In Fiscal 2021, the Department of Public Works (DPW) finalized its 10-year Solid Waste Management Plan. The Plan includes measures to improve the recycling rate and divert more waste from the landfill, as well as educate the public on recycling while maximizing the number and types of materials that can be recycled. In Fiscal 2022, DPW will distribute recycling cans for every eligible Baltimore home. The \$8.3 million program is made possible by a private grant and an interest-free loan; ongoing maintenance will be paid from the Stormwater Enterprise Fund.
- Baltimore City Recreation and Parks' (BCRP) Urban Forestry program will plant 2,800 trees, funded in part from fee-in-lieu mitigation payments for canopy loss caused by construction work in City parks.
- BCFD's Office of the Fire Marshall will provide 2,736 initial use and occupancy inspections to ensure compliance with fire and life safety codes.

Key budget decisions in Clean and Healthy Communities:

- The Lord Baltimore Hotel was established as a Triage, Respite, and Isolation (TRI) Center to support residents who do not require hospitalization for COVID-19 and are unable to self-isolate. The TRI center is managed through a partnership between the Mayor's Office, Health Department, and University of Maryland Medical System. The Fiscal 2022 budget includes \$7.3 million for this work through December, and will continue as long as FEMA reimbursement is available.
- The recommended budget will invest \$300,000 to restore 2 graffiti removal crews in DPW.
- The budget for the Department of Planning funds several mandatory report updates, including \$75,000 to update the City's Disaster Preparedness Plan, in accordance with FEMA's 5-year refresh requirement. Planning will also update the City's Climate Action Plan and Greenhouse Gas Emissions inventory.
- The budget includes \$4.4 million in EmPOWER State grant funding from the Maryland Energy Administration for Weatherization Services helps eligible households install energy conservation materials in the homes.
- DPW will continue supporting a 12-month pilot Sewage Onsite Support (SOS) Cleanup Program that started in Fiscal 2021. SOS provides professional cleaning, disinfection, and disposal services through 311 requests. The \$2.5 million program is funded by the Wastewater Utility Fund.

Indicator: Recycling Rate



The City's recycling rate is provided by the Maryland Recycling Act, or MRA. MRA data includes private and commercial recycling rates, in addition to the public recycling data collected by the Department of Public Works (DPW). After 2012, ash from incinerated waste was no longer considered a recyclable material for use as a landfill cover material; this reduced the City's MRA-defined recycling rate.

Positive Factors

- Single-stream recycling and 1+1 collections
- City school recycling initiatives
- Education/Awareness

Negative Factors

- Few direct incentives or penalties associated with household recycling
- Gaps in environmental literacy – not knowing what items are recyclable or when recycling takes place
- Global changes in the demand for recycled goods makes recycling more costly

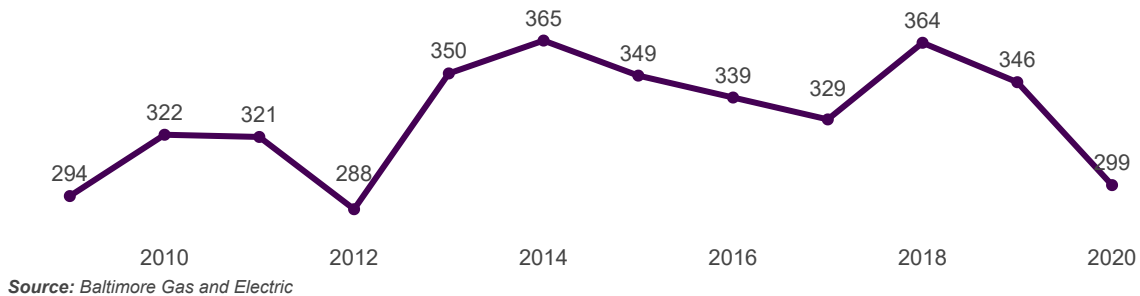
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Recycling Rate indicator:

DPW will begin the distribution of recycling cans for every eligible home in Baltimore. The \$8.3 million program will be made possible by a private grant and an interest-free loan, with ongoing maintenance and debt service costs to be paid from the Stormwater Enterprise Fund. 65-gallon recycling carts will be supplied to approximately 200,000 serviced locations to expand access and participation in Baltimore City's recycling program.

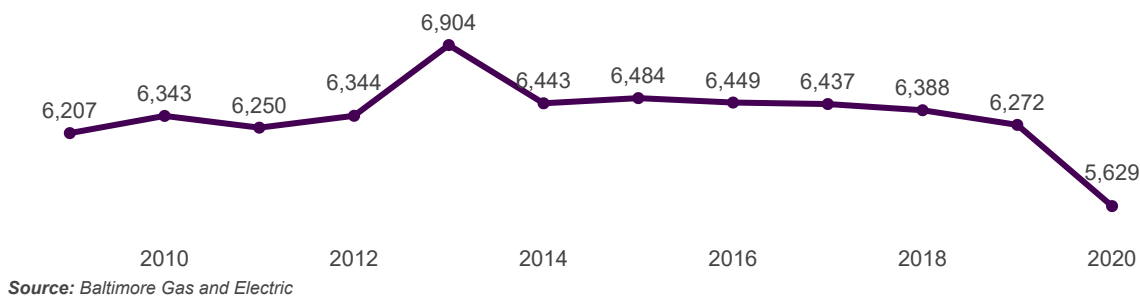
In 2020, the City received a grant to implement a recycling education campaign from The Recycling Partnership valued at \$250,000 in cash and \$150,000 in in-kind support. This grant will fund a comprehensive public outreach campaign in Fiscal 2022 on anti-contamination to decrease the amount of contaminated recycling collected by crews.

Indicator: Citywide Energy Use

Citywide Gas Energy Usage (therms)



Citywide Electric Energy Usage (kWh)



These data points come directly from the Baltimore Gas and Electric Company and include all residential, commercial, and industrial energy consumption.

Positive Factors

- The Baltimore Energy Challenge
- Smart metering projects for City buildings and energy retrofits
- Increased telecommuting and decreased utilization of commercial spaces during COVID-19

Negative Factors

- Declining or limited tree canopy and “Heat Island Effect” which increases energy demand
- Lack of public information and education about energy use
- Low price of natural gas

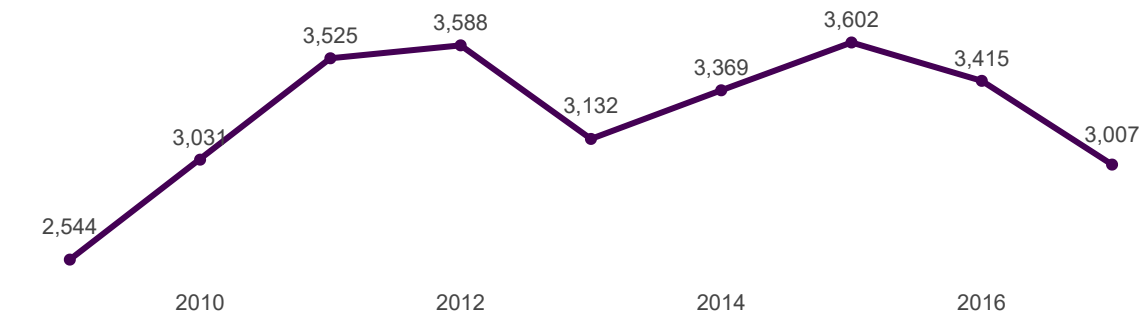
The Fiscal 2022 recommended budget invests in services and programs that will reduce energy usage:

The recommended budget includes a \$400,000 reduction in the rent the Department of General Services charges City agencies that occupy City-owned buildings due to calculated energy savings.

The Department of Housing and Community Development (DHCD) budget includes additional and reallocated funds for Weatherization Services, including a reallocation of \$317,000 in General Funds to support three program core positions and an additional \$60,000 General Fund enhancement to fund the non-personnel costs required. These funds will allow DHCD to access up to \$2 million of State funds and hire additional grant funded field staff to increase services delivered to the residents of Baltimore City.

Indicator: Asthma Visits

Number of Childhood Asthma ER Visits per 100,000 People



Source: Baltimore City Health Department

Asthma is a chronic lung disease that impacts more than 25 million people throughout the United States. The number of childhood asthma ER visits per 100,000 people is used as a headline measure for prevalence of chronic disease and conditions within the City of Baltimore.

Positive Factors

- Ongoing medical management of asthma through medication and education
- Asthma home visiting programs identify and reduce household asthma triggers
- School and home renovations remove mold and other asthma triggers

Negative Factors

- Quality of Baltimore's housing stock and housing insurance policies (i.e. historical discriminatory practices such as redlining)
- Lack of preventative care; more dependency on Emergency Rooms to treat asthma
- Tobacco smoke in the child's environment
- Declining federal and State grant funding for the asthma program

The Fiscal 2022 recommended budget invests in services and programs that will help reduce childhood asthma:

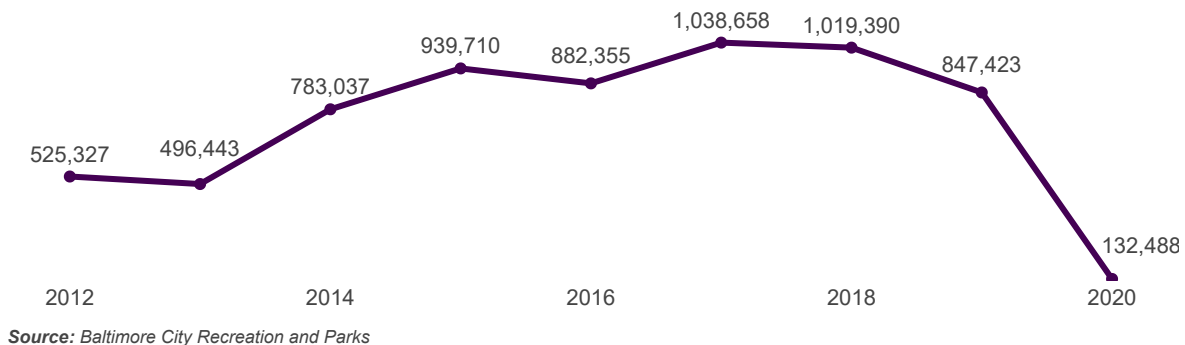
Due to COVID-19, the Baltimore City Health Department is conducting virtual home visits for the Healthy Home Program in order to address major home-based sources of chronic health issues for children with asthma, inspections/education for pregnant and postpartum women living in hazardous housing.

The Health Department's Community Asthma Program provides home visits for Baltimore children with asthma and expects 80% percent of children in the asthma program to have improved symptoms. The service works to reduce emergency room visits, the number of symptom days, and absences from school due to asthma.

The Health Department helps students manage their asthma by keeping an Asthma Action Plan (AAPlan) on file in the health suites in partnership with City Schools. The AAPlan provides school health professionals with individualized treatment plans for each student with asthma.

Indicator: Recreational Opportunities

Number of Visits to City Operated Recreation Facilities



The indicator captures the reported number of visits to City-operated recreation facilities, which includes recreation centers, city pools, and horticulture facilities (Rawlings Conservatory and Cylburn Arboretum). Also included in this indicator is total enrollment in youth and adult sports programs. The number of visitors significantly dropped due to COVID-19 related closures. All recreation facilities closed in March 2020 and began offering modified programming at the beginning of July with capacity restrictions. The agency anticipates operations to increase in Fiscal 2022 as more people get vaccinated and social distancing guidelines are relaxed.

Positive Factors

- Collaborative programs with other City agencies have increased Recreation Center attendance
- Extended hours at recreation centers - currently disrupted by
- Investment of capital funds for new and renovated rec center facilities

Negative Factors

- Inefficient customer experience signing up and paying for programs
- BCRP currently has modified operating schedules due to COVID-19 restrictions and to support social distancing guidelines

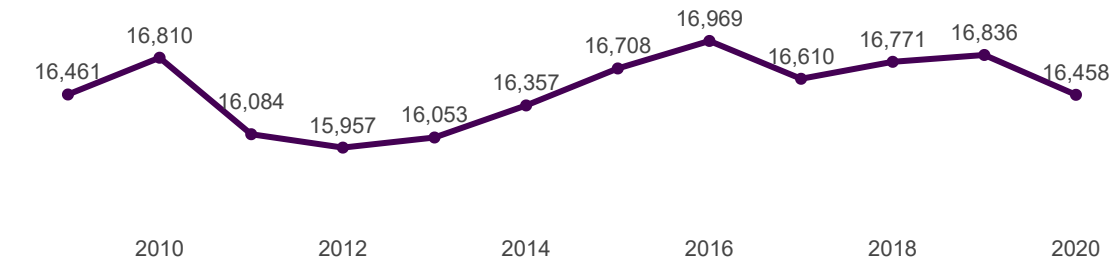
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Recreation Facility Visits indicator:

The budget includes an additional \$813,000 in General Funds to support the operations and outfitting of the recently renovated Cahill Recreation Center, which will open in Fiscal 2022, as pandemic-related restrictions allow.

The Fiscal 2022 capital budget includes \$2.4 million in funding for City pool improvements, including continued funding for designing and building the new Walter P Carter Pool. These funds also cover renovation and repairs to pools and bath houses including the Towanda, Coldstream, and Druid Hill pools.

Indicator: Neighborhood Revitalization

Number of Vacant Residential Buildings



Source: Baltimore City Department of Housing and Community Development

Neighborhood spatial change and the presence of vacant and abandoned properties have profound negative impacts on afflicted communities. Vacant properties decrease surrounding property values, affect the health of local housing markets, may pose safety hazards, and can increase migration from affected neighborhoods.

Vacant properties are defined as any residential buildings that have been deemed uninhabitable by building code standards, and given vacant building notices by the Department of Housing and Community Development (DHCD).

Positive Factors

- Vacants to Value, Baltimore Homeownership Incentive Program (B-HiP), and other home buying incentive programs
- Marketing efforts and incentives such as Live Near Your Work that attract new residents and keep current residents

Negative Factors

- Declining city population
- Redlining and discriminatory policies that particularly target Black communities

The Fiscal 2022 recommended budget invests in services and programs that will support addressing the vacant property indicator:

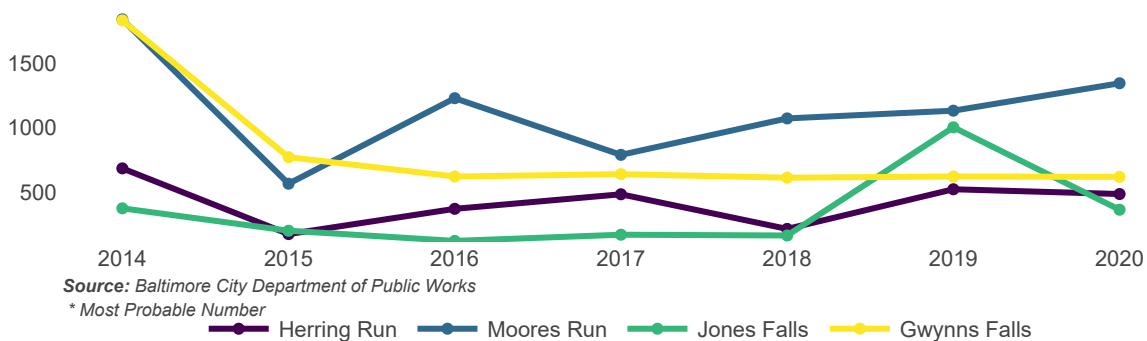
The Fiscal 2022 capital budget recommendation includes \$18.5 million in General Obligation (GO) Bonds for DHCD and programs for demolition, homeownership incentives, development incentives, and affordable housing.

Senate Bill 509 (SB0509) was passed by the Maryland General Assembly and signed into law by the Governor in 2019, which enables Maryland jurisdictions to create an in rem foreclosure process. In rem foreclosure is a process that would allow the City increased flexibility in filing foreclosures, maintain due process for owners, and enable DHCD to more efficiently acquire properties for redevelopment.

Fiscal 2022 will be the first year of implementation for the Tax Sale Exemption Program, passed by the City Council in 2020, 20-0593: Tax Sales-Properties Exempt From Sale. Through this Program, coordinated by DHCD and the Department of Finance, low-income homeowners who are at risk of going to tax sale can apply to be removed from the tax sale list for the current fiscal year.

Indicator: Water Cleanliness

Geometric Mean for E.coli in Baltimore City Watersheds (MPN*/100 ml)



DPW measures fecal bacteria at 23 stations throughout Baltimore. The City is required to meet State and local water quality standards, including bacteriological standards identified under State law as part of the 2002 Consent Decree. Data are divided into four watersheds across the City. When pollutants enter waterways, it is detrimental to the environment and public health. Although the Moores Run watershed results increased, they are within acceptable ranges for this pollutant.

Positive Factors

- Trees and green infrastructure along waterways
- Proactive sewer maintenance and sewer repairs required through the Consent Decree

Negative Factors

- Sanitary sewer overflows and leaks from sewer pipes
- Discharges to the storm water system

The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the cleanliness of City waterways indicator:

Trees in the parks, on the sidewalks and in the medians are all cared for by BCRP's Urban Forestry Division. Forestry prunes and removes trees to ensure public safety and clears roadways after major storms. The Fiscal 2022 budget invests an additional \$25,000 in contractual services for their wood waste removal at Camp Small, Baltimore City's wood re-utilization facility for its public trees.

The City will maintain its tree canopy cover of 28% through BCRP's Urban Forestry division. Improving the City's tree canopy can have numerous benefits, including reducing summer peak temperatures and air pollution, providing wildlife habitat, providing aesthetic benefits, and improving social ties among neighbors. In addition, a robust tree canopy can enhance property values and attract businesses and residents.

Operating Budget Recommendation for Clean and Healthy Communities

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Fire				
611 Fire Code Enforcement	General	5,268,877	5,448,260	179,383
	Federal	171,867	171,867	0
	State	185,448	188,601	3,153
	SERVICE TOTAL	5,626,192	5,808,728	182,536
613 Fire Facilities Maintenance and Replacement	General	19,275,231	19,477,689	202,458
	Federal	3,628,628	3,690,315	61,687
	State	1,348,885	1,371,816	22,931
	SERVICE TOTAL	24,252,744	24,539,820	287,076
AGENCY TOTAL		29,878,936	30,348,548	469,612
General Services				
189 Fleet Management	Internal Service	65,812,561	67,122,237	1,309,676
726 Administration General Services	General	44,126	756,922	712,796
	Internal Service	0	64,745	64,745
730 Public and Private Energy Performance	SERVICE TOTAL	44,126	821,667	777,541
	General	533,926	666,005	132,079
	State	300,000	1,225,000	925,000
	Special Revenue	511,500	1,100,000	588,500
731 Facilities Management	SERVICE TOTAL	1,345,426	2,991,005	1,645,579
	General	7,652,699	10,712,183	3,059,484
	Internal Service	28,452,948	28,988,847	535,899
	Federal	1,023,000	0	(1,023,000)
	State	1,000,000	250,000	(750,000)
	Special Revenue	99,700	0	(99,700)
734 Capital Projects Division Design and Construction	SERVICE TOTAL	38,228,347	39,951,030	1,722,683
	General	968,458	931,882	(36,576)
AGENCY TOTAL		106,398,918	111,817,821	5,418,903
Health				
303 Clinical Services	General	4,735,681	4,688,357	(47,324)
	Federal	1,792,441	1,882,302	89,861
	State	963,170	984,232	21,062
	Special Revenue	102,698	104,604	1,906
	SERVICE TOTAL	7,593,990	7,659,495	65,505
305 Healthy Homes	General	1,032,840	1,315,837	282,997
	Federal	1,021,902	921,094	(100,808)
	State	834,523	713,462	(121,061)
	Special Revenue	316,324	0	(316,324)
SERVICE TOTAL		3,205,589	2,950,393	(255,196)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
311 Health Services for Seniors	Special Revenue	5,244,140	5,371,030	126,890
715 Administration Health	General	4,582,757	4,833,711	250,954
	Federal	5,620,731	5,793,584	172,853
	State	2,315,986	2,325,004	9,018
	Special Revenue	1,700,000	1,700,000	0
	Special Grant	200,000	200,000	0
	SERVICE TOTAL	14,419,474	14,852,299	432,825
716 Animal Services	General	3,374,999	3,415,556	40,557
717 Environmental Inspection Services	General	3,065,526	3,142,652	77,126
	Special Revenue	33,537	34,107	570
	SERVICE TOTAL	3,099,063	3,176,759	77,696
718 Chronic Disease Prevention	General	241,466	252,151	10,685
	Federal	45,471	45,882	411
	State	536,772	457,022	(79,750)
	Special Revenue	31,302	27,600	(3,702)
	SERVICE TOTAL	855,011	782,655	(72,356)
720 HIV Treatment Services for the Uninsured	General	1,289,372	1,356,402	67,030
	Federal	28,676,268	30,211,064	1,534,796
	State	23,256,972	23,891,789	634,817
	SERVICE TOTAL	53,222,612	55,459,255	2,236,643
721 Senior Centers	General	1,490,638	1,289,073	(201,565)
	Federal	1,861,384	1,627,554	(233,830)
	State	349,049	350,535	1,486
	Special Revenue	99,391	101,081	1,690
	Special Grant	16,432	16,432	0
	SERVICE TOTAL	3,816,894	3,384,675	(432,219)
722 Administration CARE	General	589,957	442,038	(147,919)
	Federal	242,857	257,877	15,020
	SERVICE TOTAL	832,814	699,915	(132,899)
723 Advocacy for Seniors	General	93,605	93,985	380
	Federal	108,693	112,326	3,633
	State	350,212	286,740	(63,472)
	Special Revenue	388,489	401,241	12,752
	SERVICE TOTAL	940,999	894,292	(46,707)
724 Direct Care and Support Planning	State	2,647,756	2,740,012	92,256
	Special Revenue	37,738	37,861	123
	SERVICE TOTAL	2,685,494	2,777,873	92,379
725 Community Services for Seniors	General	198,519	201,158	2,639
	Federal	3,711,222	3,834,268	123,046
	State	998,947	1,015,929	16,982
	SERVICE TOTAL	4,908,688	5,051,355	142,667

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
AGENCY TOTAL		104,199,767	106,475,552	2,275,785
Housing and Community Development				
593 Community Support Projects	General	2,206,289	2,208,549	2,260
	Federal	25,083,253	42,078,452	16,995,199
	State	313,119	0	(313,119)
	SERVICE TOTAL	27,602,661	44,287,001	16,684,340
737 Administration HCD	General	5,306,686	5,392,370	85,684
	Federal	1,238,222	1,030,722	(207,500)
	Special Revenue	200,000	200,000	0
	SERVICE TOTAL	6,744,908	6,623,092	(121,816)
738 Weatherization Services	General	799,439	1,160,643	361,204
	State	4,918,661	7,351,297	2,432,636
	Special Grant	61,380	0	(61,380)
	SERVICE TOTAL	5,779,480	8,511,940	2,732,460
742 Promote Homeownership	General	459,038	693,027	233,989
	Federal	185,368	199,551	14,183
	Special Revenue	0	150,000	150,000
	SERVICE TOTAL	644,406	1,042,578	398,172
745 Housing Code Enforcement	General	11,676,930	12,506,049	829,119
	Federal	363,986	360,000	(3,986)
	Special Revenue	50,997	51,864	867
	SERVICE TOTAL	12,091,913	12,917,913	826,000
747 Register and License Properties and Contractors	General	621,062	603,391	(17,671)
748 Affordable Housing	Federal	717,564	985,398	267,834
	Special Revenue	13,490,473	7,100,456	(6,390,017)
	SERVICE TOTAL	14,208,037	8,085,854	(6,122,183)
749 Property Acquisition Disposition and Asset Management	General	3,586,699	4,149,917	563,218
750 Housing Rehabilitation Services	Federal	6,121,682	6,224,470	102,788
	State	559,317	569,629	10,312
	SERVICE TOTAL	6,680,999	6,794,099	113,100
751 Building and Zoning Inspections and Permits	General	6,546,353	6,894,955	348,602
754 Summer Food Service Program	State	3,651,901	3,711,967	60,066
815 Live Baltimore	General	596,522	606,663	10,141
AGENCY TOTAL		88,754,941	104,229,370	15,474,429
M-R: Environmental Control Board				
117 Adjudication of Environmental Citations	General	1,497,623	1,556,600	58,977
	State	255,750	255,750	0
	SERVICE TOTAL	1,753,373	1,812,350	58,977

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
AGENCY TOTAL		1,753,373	1,812,350	58,977
M-R: Office of Homeless Services				
356 Administration Homeless Services	General	1,577,506	1,529,096	(48,410)
	Federal	4,240,570	4,720,258	479,688
	State	217,948	288,016	70,068
	Special Revenue	728,065	737,188	9,123
	SERVICE TOTAL	6,764,089	7,274,558	510,469
893 Homeless Prevention and Support Services for the Homeless	Federal	237,844	260,503	22,659
	State	258,717	263,115	4,398
	SERVICE TOTAL	496,561	523,618	27,057
894 Outreach to the Homeless	General	1,016,250	1,025,333	9,083
	Federal	928,367	944,150	15,783
	State	39,523	40,195	672
	SERVICE TOTAL	1,984,140	2,009,678	25,538
895 Temporary Housing for the Homeless	General	9,476,717	9,636,845	160,128
	Federal	9,448,356	9,455,978	7,622
	State	1,965,534	1,996,143	30,609
	SERVICE TOTAL	20,890,607	21,088,966	198,359
896 Permanent Housing for the Homeless	General	252,181	256,468	4,287
	Federal	29,935,410	34,167,501	4,232,091
	State	2,801,536	2,849,163	47,627
	SERVICE TOTAL	32,989,127	37,273,132	4,284,005
AGENCY TOTAL		63,124,524	68,169,952	5,045,428
Municipal and Zoning Appeals				
185 Board of Municipal and Zoning Appeals	General	577,288	485,660	(91,628)
Planning				
762 Historic Preservation	General	713,462	637,911	(75,551)
	Federal	100,000	100,000	0
	State	100,000	100,000	0
	Special Revenue	50,000	0	(50,000)
	Special Grant	0	50,000	50,000
	SERVICE TOTAL	963,462	887,911	(75,551)
763 Comprehensive Planning and Resource Management	General	2,165,567	2,299,347	133,780
	Federal	150,000	150,000	0
	State	225,000	225,000	0
	Special Revenue	705,000	553,600	(151,400)
	Special Grant	0	75,000	75,000

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	SERVICE TOTAL	3,245,567	3,302,947	57,380
765 Planning for a Sustainable Baltimore	General	1,317,800	1,553,443	235,643
	Federal	518,105	250,000	(268,105)
	State	542,748	510,200	(32,548)
	Special Revenue	75,000	482,046	407,046
	Special Grant	926,142	663,000	(263,142)
	SERVICE TOTAL	3,379,795	3,458,689	78,894
768 Administration Planning	General	1,512,590	1,370,724	(141,866)
	AGENCY TOTAL	9,101,414	9,020,271	(81,143)

Public Works

660 Administration Solid Waste	General	2,304,687	2,262,856	(41,831)
661 Public Right of Way Cleaning	General	18,031,225	18,173,437	142,212
	Stormwater Utility	4,152,328	4,824,640	672,312
	Federal	2,046,000	2,046,000	0
	Special Revenue	1,622,021	1,635,908	13,887
	SERVICE TOTAL	25,851,574	26,679,985	828,411
662 Vacant and Abandoned Property Cleaning and Boarding	General	12,124,600	11,730,011	(394,589)
	Federal	1,100,000	1,175,000	75,000
	SERVICE TOTAL	13,224,600	12,905,011	(319,589)
663 Waste Removal and Recycling	General	32,216,421	35,662,755	3,446,334
	Federal	0	850,000	850,000
	State	0	500,000	500,000
	Special Revenue	204,600	1,650,000	1,445,400
	Special Grant	250,000	604,250	354,250
	SERVICE TOTAL	32,671,021	39,267,005	6,595,984
664 Waste Re Use and Disposal	General	25,593,910	26,856,145	1,262,235
	Stormwater Utility	0	4,000,000	4,000,000
	SERVICE TOTAL	25,593,910	30,856,145	5,262,235
670 Administration Water and Wastewater	Wastewater	26,504,789	29,635,596	3,130,807
	Utility			
	Water Utility	18,377,957	18,983,578	605,621
	Federal	0	300,000	300,000
	Special Revenue	0	400,000	400,000
	Special Grant	0	250,000	250,000
	SERVICE TOTAL	44,882,746	49,569,174	4,686,428
671 Water Management	Water Utility	86,728,786	88,897,680	2,168,894
	Federal	204,600	254,600	50,000
	SERVICE TOTAL	86,933,386	89,152,280	2,218,894
672 Water and Wastewater Consumer Services	Wastewater	13,468,223	14,071,415	603,192
	Utility			
	Water Utility	10,931,837	8,541,030	(2,390,807)
	Stormwater Utility	4,158,622	1,790,907	(2,367,715)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	SERVICE TOTAL	28,558,682	24,403,352	(4,155,330)
673 Wastewater Management	Wastewater	127,605,593	128,036,256	430,663
	Utility			
	Federal	0	1,400,000	1,400,000
	State	300,000	750,000	450,000
	SERVICE TOTAL	127,905,593	130,186,256	2,280,663
674 Surface Water Management	Wastewater	1,741,591	1,737,528	(4,063)
	Utility			
	Water Utility	450,725	559,991	109,266
	Stormwater Utility	25,686,006	23,452,365	(2,233,641)
	Federal	100,000	675,000	575,000
	State	510,000	510,000	0
	SERVICE TOTAL	28,488,322	26,934,884	(1,553,438)
675 Engineering and Construction Management Water and Wastewater	Wastewater	102,457,449	127,438,865	24,981,416
	Utility			
	Water Utility	84,245,770	94,749,082	10,503,312
	SERVICE TOTAL	186,703,219	222,187,947	35,484,728
676 Administration DPW	General	2,833,998	1,752,457	(1,081,541)
	Wastewater	1,450,847	1,791,531	340,684
	Utility			
	SERVICE TOTAL	4,284,845	3,543,988	(740,857)
	AGENCY TOTAL	607,402,585	657,948,883	50,546,298
Recreation and Parks				
646 Park Maintenance	General	13,056,596	13,490,118	433,522
	State	3,933,185	3,761,052	(172,133)
	Special Revenue	1,823,996	450,000	(1,373,996)
	SERVICE TOTAL	18,813,777	17,701,170	(1,112,607)
650 Horticulture	General	1,307,879	1,391,279	83,400
	Special Revenue	483,485	511,564	28,079
	SERVICE TOTAL	1,791,364	1,902,843	111,479
651 Recreation for Seniors	General	477,710	493,760	16,050
	Special Revenue	38,500	38,500	0
	SERVICE TOTAL	516,210	532,260	16,050
652 Therapeutic Recreation	General	489,992	513,371	23,379
653 Park Programs and Events	General	0	577,141	577,141
	Special Revenue	1,121,889	1,182,198	60,309
	SERVICE TOTAL	1,121,889	1,759,339	637,450
654 Urban Forestry	General	4,573,199	4,639,125	65,926
	AGENCY TOTAL	27,306,431	27,048,108	(258,323)
Transportation				
548 Conduits	Conduit	13,487,197	13,019,924	(467,273)
	Enterprise			

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
681 Administration DOT	General	9,749,799	10,074,127	324,328
	Federal	560,962	0	(560,962)
	SERVICE TOTAL	10,310,761	10,074,127	(236,634)
683 Street Management	General	34,189,988	35,629,558	1,439,570
688 Snow and Ice Control	General	6,726,609	6,830,313	103,704
690 Sustainable Transportation	General	4,514,539	958,092	(3,556,447)
	Federal	0	10,600	10,600
	State	3,071,326	8,292,343	5,221,017
	Special Revenue	5,749,637	5,943,139	193,502
	SERVICE TOTAL	13,335,502	15,204,174	1,868,672
691 Public Rights of Way Landscape Management	General	3,977,994	4,506,539	528,545
692 Bridge and Culvert Management	General	3,707,953	3,838,316	130,363
694 Survey Control	General	238,371	274,262	35,891
696 Street Cuts Management	General	980,051	813,703	(166,348)
727 Real Property Management	General	2,604,670	2,451,903	(152,767)
	AGENCY TOTAL	89,559,096	92,642,819	3,083,723
GRAND TOTAL				
TOTAL OPERATING BUDGET		1,128,057,273	1,209,999,334	81,942,061
LESS INTERNAL SERVICE		94,265,509	96,175,829	1,910,320
TOTAL OPERATING APPROPRIATIONS		1,033,791,764	1,113,823,505	80,031,741

Table in dollars.

Priority Outcome: Equitable Neighborhood Development

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	59,522,600	59,936,570	413,970
Parking Enterprise	21,714,081	22,459,496	745,415
Parking Management	27,041,907	23,864,120	(3,177,787)
Federal	9,004,077	9,435,559	431,482
State	6,983,211	12,751,643	5,768,432
Special Revenue	1,857,878	1,905,131	47,253
Special Grant	251,000	51,000	(200,000)
Total	126,374,754	130,403,519	4,028,765

Table in dollars.

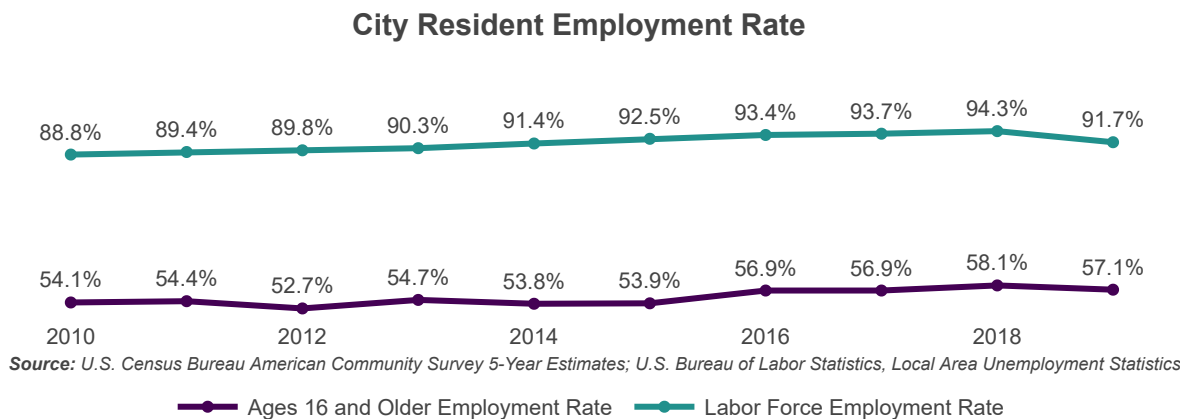
Key results funded in the Fiscal 2022 Recommended Budget:

- The Emerging Technology Center, which helps Baltimore entrepreneurs launch and sustain technology businesses, will aim to create 300 jobs with all current companies being served.
- The Mayor's Office of Employment Development (MOED), in partnership with the Health Department, has hired Career Navigators to work with the Health Department's temporary staff who have been hired as contact tracers and supporting positions. Career Navigators will provide connections to support services, job readiness, resume assistance, and next steps to occupational training once the contact tracing positions end.
- Community Job Hubs will provide 500 residents with job search assistance, interview preparation, training recommendations, and other services to help them get secure employment. Community Job Hubs are staffed by MOED workforce professionals working in collaboration with three local non-profit organizations, providing access for residents not located near the City's main career centers.

Key budget decisions in Equitable Neighborhood Development:

- The recommended budget includes funding for MOED to deliver workforce and training services in a virtual format due to the COVID-19 pandemic.
- MOED's budget includes \$5.8 million in grant funds to serve 30,000 residents and continue refining strategies to help residents get living wage jobs. A standardized "access points" intake process will launch at career centers, in order to evaluate residents' specific needs and direct them to relevant services.
- This budget includes a one-time loan of \$6.7 million to Visit Baltimore to stabilize their budget due to COVID-19's impact on tourism. The funds will be paid back over five years as Hotel Tax receipts recover. This loan will be used to reboot tourism and regain revenue lost to a decline in tourism and parking revenue.
- The Circulator will continue operating at current service levels with the support of a \$5.6 million Federal Transit Authority grant from the CARES Act. The funds will support ongoing operating costs, and to combat the loss of dedicated parking tax revenues that were the primary source of funding for the Circulator.
- The Baltimore Development Corporation (BDC) continues to access and seek out all sources of funding that could be used to support businesses during the COVID-19 pandemic to help facilitate economic growth either through the attraction and expansion of businesses or job growth.
- In Fiscal 2022, the Liquor License Board will implement a new cloud-based software contract, which will improve agency effectiveness and efficiency related to constituent services, inspection management, permitting, revenue collections, and application submission and review.

Indicator: Employment Rate



The labor force employment rate is the percentage of people in the labor force (i.e. those seeking work) who are employed, or the inverse of the unemployment rate for Baltimore City. The employment rate for ages 16 and older shows the percent of people employed out of all working-age city residents, including those who are not seeking work due to school attendance, retirement, discouragement, or other reasons. The 16 and older data is a new metric for how the City is measuring the employment rate. In prior years the City has used the employment rate indicator for ages 16-64. This indicator has been phased out by the Census. The latest data available is two years prior to current calendar year.

Positive Factors

- Workforce development collaboration and programming among City, private, and non-profit groups
- Expansion of key industries, including the health and technology sectors, within Baltimore City
- An increase in the number of small business start-ups and self-employed individuals within the City

Negative Factors

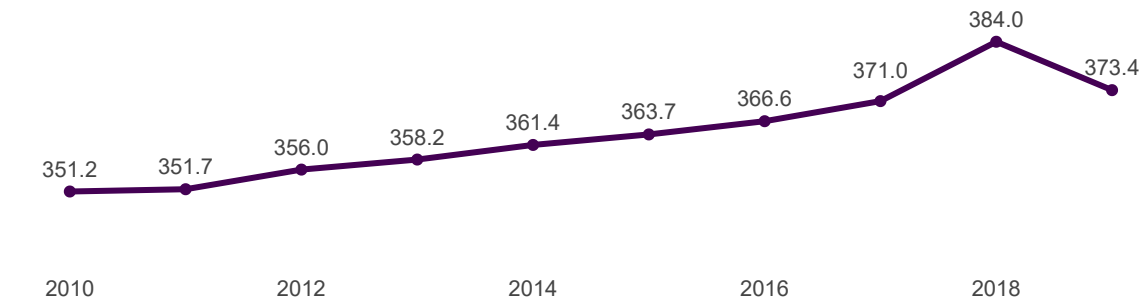
- Barriers to employment including institutional racial disparities, lack of access to childcare and reliable transportation, and insufficient entry points to expanding sectors paying livable wages
- An education system with barriers that limits exposure of youth to the skills and training needed to be competitive in the global economy
- External economic factors, such as the COVID-19 pandemic and school and business closures disrupting employment

The Fiscal 2022 recommended budget invests in services and programs that will to support positive movement on the Employment Rate indicator:

MOED reinvented the Community Job Hubs (CJH) by hiring full-time Career Development Facilitators (CDFs) to deliver career counseling and intensive job coaching. Despite losing nearly a third of the year due to the COVID-19 pandemic and subsequent building closures, MOED pivoted to operate remotely and delivered services to 559 residents. To increase job placements, a full-time Business Services Representative (BSR) was hired to market services to employers which will lead to 269 job placements.

Indicator: Number of Jobs

Annual Average of Non-Farm Jobs in Baltimore City (in Thousands)



Source: U.S. Bureau of Labor Statistics, Current Employment Statistics

Non-farm payrolls, which are captured by the U.S. Bureau of Labor Statistics Current Employment Statistics (CES) dataset, include all public and non-public sector jobs (full-time and part-time) in the City of Baltimore, with the exception of farm workers, household workers, proprietors, armed services, and the self-employed.

Positive Factors

- General improvement in the local economy
- A metropolitan region with a highly-educated, millennial workforce
- Increased public and private investment in the region

Negative Factors

- Barriers to job growth and private development, including both the negative perception of Baltimore and limitations on ease of doing business with the City
- The COVID-19 pandemic had an adverse impact on tourism and the hospitality industry

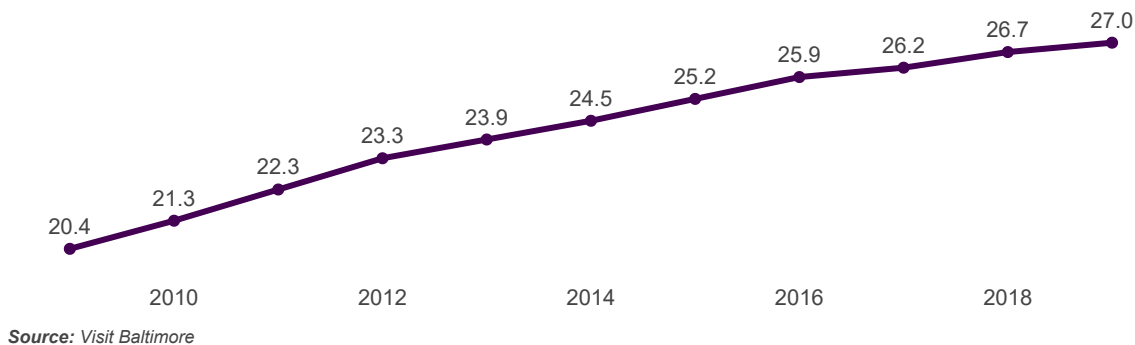
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Jobs in Baltimore indicator:

BDC continues to offer a variety of programs that are designed to help provide assistance to businesses seeking to remain or locate in the City. These programs include multiple loan programs, the Enterprise Zone tax credit program, the Foreign Trade Zone, and Tax Increment Financing.

The City's Emerging Technologies Center (ETC) was named one of the top 5 best public business incubators in the world by UBI Global. Every year, ETC performs a long-term planning session with its board to reflect on how to continue to innovate and stay ahead of the growing changes in technology, and entrepreneurship.

Indicator: Visitors to Baltimore

Total Number of Visitors to Baltimore (in Millions)



This dataset comes from Visit Baltimore and includes domestic visitors to Baltimore for leisure and business travel. Comparative statistics assessing the impact of COVID-19 in 2020 will be available mid calendar year 2021.

Positive Factors

- Baltimore is conveniently located in proximity to other East Coast cities with destination events, art and culture institutions, world-class sports teams, and other celebrated tourist attractions
- Public and Private investment in areas that attract visitors and tourists.

Negative Factors

- Limited shopping options
- A negative perception of safety compounded by strained police-community relations
- An aging Convention Center that struggles to compete with larger, newer, East Coast convention facilities
- The COVID-19 pandemic had an adverse impact on the tourism and hospitality industries

The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Visitors to Baltimore indicator:

The Fiscal 2022 recommended budget includes a one-time loan of \$6.7 million to Visit Baltimore to stabilize their budget due to COVID-19's impact on tourism.

Baltimore City experienced a sharp decline in Hotel Tax collected in the City due to the travel restrictions caused by the COVID-19 pandemic. The latest travel forecast from Tourism Economics expects a slow recovery for the hotel and tourism sector with room demand expected to reach around 80% of 2019 levels by the third quarter of 2021, with a full rebound not expected until the third quarter of 2023.

Operating Budget Recommendation for Equitable Neighborhood Development

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Housing and Community Development				
809 Retention Expansion and Attraction of Businesses	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	SERVICE TOTAL	2,508,499	2,548,325	39,826
810 Real Estate Development	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	SERVICE TOTAL	2,508,499	2,548,325	39,826
811 Inner Harbor Coordination	General	443,441	450,979	7,538
813 Technology Development	General	833,934	866,160	32,226
Emerging Technology Center				
	AGENCY TOTAL	6,294,373	6,413,789	119,416
Law				
869 Minority and Women's Business Opportunity Office	General	511,170	723,436	212,266
Liquor License Board				
850 Liquor Licensing	General	1,112,928	1,159,972	47,044
M-R: Art and Culture				
493 Art and Culture Grants	General	6,497,627	7,061,336	563,709
824 Events Art Culture and Film	General	2,431,323	2,472,656	41,333
	Special Revenue	50,000	60,000	10,000
	SERVICE TOTAL	2,481,323	2,532,656	51,333
828 Bromo Seltzer Arts Tower	General	100,693	102,405	1,712
	AGENCY TOTAL	9,079,643	9,696,397	616,754
M-R: Civic Promotion				
590 Civic Promotion Grants	General	1,175,643	1,195,629	19,986
820 Convention Sales and Tourism Marketing	General	7,794,837	9,453,409	1,658,572
	AGENCY TOTAL	8,970,480	10,649,038	1,678,558
M-R: Convention Center Hotel				
535 Convention Center Hotel	General	12,456,302	12,120,648	(335,654)
M-R: Convention Complex				
540 Royal Farms Arena Operations	General	606,237	584,363	(21,874)
855 Convention Center	General	12,362,139	10,601,181	(1,760,958)
	State	6,409,831	10,678,363	4,268,532
	SERVICE TOTAL	18,771,970	21,279,544	2,507,574
	AGENCY TOTAL	19,378,207	21,863,907	2,485,700
M-R: Office of Employment Development				
792 Workforce Public Assistance	Federal	2,877,547	3,054,440	176,893
	State	100,000	100,000	0
	SERVICE TOTAL	2,977,547	3,154,440	176,893
793 Employment Enhancement Services for Baltimore City Residents	General	1,510,914	1,579,986	69,072

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
794 Administration MOED	Special Revenue	711,182	721,394	10,212
	SERVICE TOTAL	2,222,096	2,301,380	79,284
	General	1,021,781	1,013,033	(8,748)
	Federal	0	28,939	28,939
	Special Revenue	437,633	458,978	21,345
795 Workforce Services for Baltimore Residents	SERVICE TOTAL	1,459,414	1,500,950	41,536
	Federal	6,126,530	6,352,180	225,650
	State	473,380	1,973,280	1,499,900
	Special Grant	200,000	0	(200,000)
	SERVICE TOTAL	6,799,910	8,325,460	1,525,550
AGENCY TOTAL		13,458,967	15,282,230	1,823,263
Office of Equity and Civil Rights				
656 Wage Investigation and Enforcement	General	751,460	699,167	(52,293)
846 Discrimination Investigations Resolutions and Conciliations	General	1,344,743	1,243,278	(101,465)
	Special Revenue	169,508	170,265	757
	SERVICE TOTAL	1,514,251	1,413,543	(100,708)
AGENCY TOTAL		2,265,711	2,112,710	(153,001)
Planning				
761 Development Oversight and Project Support	General	951,978	1,097,774	145,796
	Special Grant	51,000	51,000	0
	SERVICE TOTAL	1,002,978	1,148,774	145,796
AGENCY TOTAL		1,002,978	1,148,774	145,796
Transportation				
682 Parking Management	Parking	21,714,081	22,459,496	745,415
	Enterprise			
	Parking	10,615,967	10,667,660	51,693
	Management			
	SERVICE TOTAL	32,330,048	33,127,156	797,108
685 Special Events	General	1,628,482	1,673,212	44,730
687 Inner Harbor Services	General	1,301,508	1,072,834	(228,674)
Transportation				
693 Parking Enforcement	Parking	16,425,940	13,196,460	(3,229,480)
	Management			
695 Dock Master	Special Revenue	158,017	162,956	4,939
AGENCY TOTAL		51,843,995	49,232,618	(2,611,377)
GRAND TOTAL				
TOTAL OPERATING BUDGET		126,374,754	130,403,519	4,028,765
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		126,374,754	130,403,519	4,028,765

Table in dollars.

Priority Outcome: Responsible Stewardship of City Resources

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	138,978,966	146,273,603	7,294,637
Internal Service	43,953,753	47,121,100	3,167,347
Water Utility	265,580	238,913	(26,667)
Parking Management	0	3,038,959	3,038,959
Federal	2,469,468	2,710,193	240,725
State	6,393,091	6,987,457	594,366
Special Revenue	13,603,126	14,241,247	638,121
Special Grant	272,438	298,760	26,322
Total	205,936,422	220,910,232	14,973,810

Table in dollars.

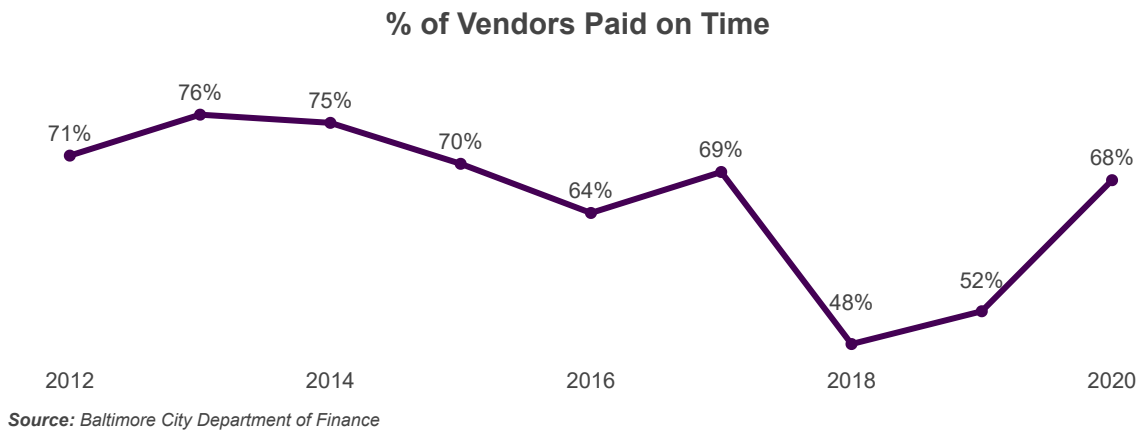
Key results funded in the Fiscal 2022 Recommended Budget:

- A request for proposal (RFP) will be issued in Fiscal 2022 for a comprehensive assessment of the City's procurement policies and practices. The goal of the RFP is to reform the City's procurement policies, systems, processes, and overall capacity.
- In Fiscal 2022, the Minority and Women's Business Opportunity Office expects to certify over 1,565 businesses.
- Baltimore City Information and Technology (BCIT) plans to combat cyber attacks with its new cyber awareness training tool, which is designed to provide computer-based training to City employees and contractors. BCIT expects to train 100% of all City employees in Fiscal 2022.
- The Department of Finance Bureau of the Budget and Management Research aims to increase the number of Baltimore City residents engaged in the annual budget planning process by more than 3,000 residents through community events, social media, Taxpayers' Night, and other engagement opportunities.

Key budget decisions in Responsible Stewardship of City Resources:

- As a result of Question K, a ballot measure passed in the November 2020 General Election, the Fiscal 2022 recommended budget uses existing resources to establish the position of City Administrator. The Fiscal 2022 includes \$1 million across all funds to support the City Administrator's Office.
- The Mayor's Office will hire a Director of Broadband and Digital Equity, which will be funded with grant support, making Baltimore one of the first cities in the nation to have this position. This role will focus on how to expand high-speed, affordable internet access to over 60,000 Baltimore households that are currently without this critical necessity.
- The Fiscal 2022 budget includes \$100,000 in General Fund support for the translation of vital documents across City agencies, providing residents access to services in languages beyond English.
- The budget for BCIT includes \$14.5 million for Phase 2 of the Enterprise Resource Planning (ERP) system, which includes functions such as financial accounting, budgets, banking and settlement, customer accounts, business assets, projects, procurement, and grant management.
- In an effort to decrease the overwhelming call volume on the 311-call center, BCIT will receive an Innovation Fund loan of \$200,000 to invest in real-time messaging technology for 311 service requests to provide assistance to customers on frequently asked questions.
- A dedicated attorney will be added to the Department of Finance to lead the Corporate Tax and Compliance Unit, which will review and examine self-reported taxes that are susceptible to abuse and underreporting.

Indicator: Prompt Vendor Payment



The prompt vendor payment rate is the percent of invoices paid within 30 days of receipt. In 2020, there were 120,000 invoices paid. Sixty Eight percent or 81,600 were paid within 30 days. The overall cycle time to pay invoices remained at 55 days on average in 2020.

Positive Factors

- Increased training of City Staff and vendors on procurement processes.
- Availability of new training resources such as new manuals, templates, and intranet portals.

Negative Factors

- A higher level of Staff turnover has had impact on prompt invoice payment
- Employee and vendor filing errors
- Prior year cyber attack contributed to missing information and invoice documentation

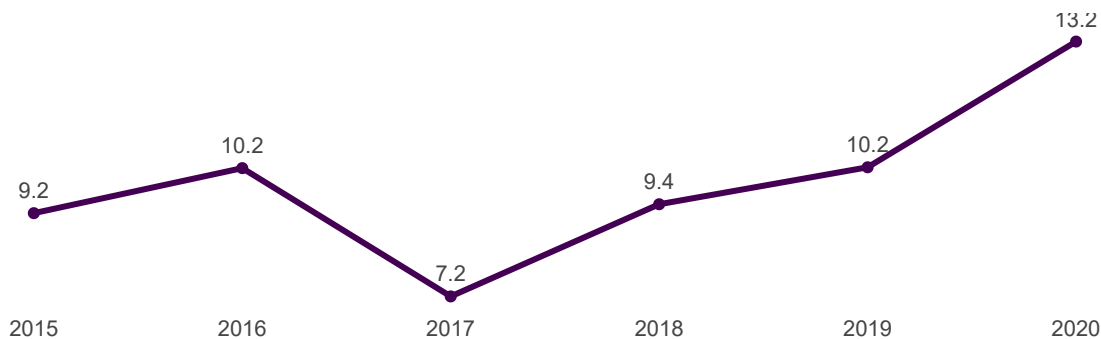
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Prompt Vendor Payment indicator:

Finance's Bureau of Procurement will continue to provide training to City staff and vendors on the proper procedures in order to minimize delays due to incomplete or inaccurate documentation. Often times City employees and vendors lack full understanding of the procurement process, which inadvertently impacts the City's ability to successfully complete the procurement process and make timely payments to vendors. In Fiscal 2020, Procurement exceeded its goal and trained 673 employees and vendors.

The City plans to overhaul the Bureau of Procurement in an effort to modernize its outdated procurement policies and processes. An RFP is currently open for a comprehensive assessment with the goal of reforming the City's procurement regulations, policies, systems, administrative processes, technology, and overall capacity.

Indicator: 311 Responsiveness

Average Time to Close for 311 Service Requests (Days)



This indicator measures how many days it takes various agencies responding to 311 calls for service to complete the request. This figure includes all categories of 311 requests opened and closed within the fiscal year except traffic calming studies, which average 6 months. In Fiscal 2020, the City took an average of 13.2 days to close a 311 request. This measure was created in 2015.

Positive Factors

- Improved coordination between agencies

Negative Factors

- The need to streamline processes and policies based on the request type
- Staffing and service disruptions due to COVID-19

The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the 311 Responsiveness indicator:

The 311 Call Center is the City's call intake system where residents can request services and receive general information. The 311 Call Center is also responsible for the development, implementation, and continuing support of the Customer Service Request System, which provides universal, standardized, and inter-agency call intake and work order management.

The City plans to continue implementing systems that will allow for more efficient utilization of City resources by awarding BCIT with an Innovation Fund loan to invest in 311 service request technology that will provide real-time assistance to customers on frequently asked questions.

Operating Budget Recommendation for Responsible Stewardship of City Resources

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Board of Elections				
899 Fair Conduct of Elections	General	7,428,423	7,095,321	(333,102)
City Council				
100 City Council	General	8,179,164	8,593,872	414,708
Comptroller				
130 Executive Direction and Control Comptroller	General	1,698,700	1,881,101	182,401
131 Audits	General	5,082,109	4,977,617	(104,492)
132 Real Estate Acquisition and Management	General	1,043,554	1,007,758	(35,796)
133 Municipal Telephone Exchange	Internal Service	10,732,691	10,216,235	(516,456)
136 Municipal Post Office	Internal Service	941,093	4,262,998	3,321,905
	AGENCY TOTAL	19,498,147	22,345,709	2,847,562
Council Services				
103 Council Services	General	794,090	798,867	4,777
Courts: Circuit Court				
110 Circuit Court	General	17,657,644	17,667,259	9,615
	Federal	2,153,572	2,388,927	235,355
	State	5,974,379	6,561,627	587,248
	SERVICE TOTAL	25,785,595	26,617,813	832,218
	AGENCY TOTAL	25,785,595	26,617,813	832,218
Employees' Retirement Systems				
152 Employees' Retirement System Administration	Special Revenue	5,619,931	5,859,075	239,144
154 Fire and Police Retirement System Administration	Special Revenue	5,723,018	5,854,594	131,576
155 Retirement Savings Plan	Special Revenue	872,109	848,728	(23,381)
	AGENCY TOTAL	12,215,058	12,562,397	347,339
Finance				
148 Revenue Collection	General	6,437,091	8,247,297	1,810,206
	Water Utility	265,580	238,913	(26,667)
	Parking Management	0	3,038,959	3,038,959
	SERVICE TOTAL	6,702,671	11,525,169	4,822,498
150 Treasury and Debt Management	General	1,254,755	1,277,407	22,652
698 Administration Finance	General	1,813,523	2,036,766	223,243
699 Procurement	General	3,300,236	4,182,739	882,503
	Internal Service	0	232,131	232,131

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	SERVICE TOTAL	3,300,236	4,414,870	1,114,634
700 Surplus Property Disposal	Special Revenue	151,133	161,349	10,216
701 Printing Services	Internal Service	3,672,135	3,755,074	82,939
702 Accounts Payable	General	892,289	910,666	18,377
703 Payroll	General	3,612,749	3,758,870	146,121
704 Accounting	General	2,212,411	3,058,262	845,851
707 Risk Management for Employee Injuries	Internal Service	5,436,993	4,332,698	(1,104,295)
708 Operating Budget Management	General	1,887,254	2,133,175	245,921
710 Fiscal Integrity and Recovery	General	1,197,953	1,192,794	(5,159)
711 Finance Project Management	General	1,373,154	1,403,877	30,723
	AGENCY TOTAL	33,507,256	39,960,977	6,453,721
Human Resources				
770 Administration Human Resources	General	3,824,968	4,151,698	326,730
771 Benefits Administration	General	2,615,410	3,716,955	1,101,545
	Internal Service	2,369,868	2,342,739	(27,129)
	SERVICE TOTAL	4,985,278	6,059,694	1,074,416
772 Civil Service Management	General	3,455,947	3,623,553	167,606
773 Learning and Development	General	891,666	863,451	(28,215)
	AGENCY TOTAL	13,157,859	14,698,396	1,540,537
Law				
860 Administration Law	General	1,361,662	1,650,622	288,960
861 Controversies	General	4,841,821	5,536,242	694,421
	Internal Service	2,723,652	3,053,293	329,641
	SERVICE TOTAL	7,565,473	8,589,535	1,024,062
862 Transactions	General	1,929,801	2,114,938	185,137
	Internal Service	86,221	0	(86,221)
	SERVICE TOTAL	2,016,022	2,114,938	98,916
872 Workers' Compensation Practice	General	0	72,910	72,910
	Internal Service	4,476,049	5,750,460	1,274,411
	SERVICE TOTAL	4,476,049	5,823,370	1,347,321
	AGENCY TOTAL	15,419,206	18,178,465	2,759,259
Legislative Reference				
106 Legislative Reference Services	General	741,867	812,997	71,130
107 Archives and Records Management	General	561,521	576,493	14,972
	AGENCY TOTAL	1,303,388	1,389,490	86,102
M-R: Cable and Communications				
876 Media Production	General	720,363	665,017	(55,346)
	Special Revenue	676,001	676,001	0

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
SERVICE TOTAL		1,396,364	1,341,018	(55,346)
AGENCY TOTAL		1,396,364	1,341,018	(55,346)
M-R: Innovation Fund				
833 Innovation Fund	Special Revenue	0	200,000	200,000
M-R: Office of Information and Technology				
802 Administration	General	2,691,631	2,677,929	(13,702)
803 Enterprise Innovation and Application Services	General	22,389,776	19,437,624	(2,952,152)
804 311 Call Center	General	5,287,451	5,181,661	(105,790)
805 Enterprise IT Delivery Services	General	8,396,949	10,203,861	1,806,912
	Internal Service	13,515,051	13,175,472	(339,579)
	Special Revenue	0	70,000	70,000
SERVICE TOTAL		21,912,000	23,449,333	1,537,333
AGENCY TOTAL		52,280,858	50,746,547	(1,534,311)
M-R: Office of the Inspector General				
836 Inspector General	General	1,808,349	2,253,984	445,635
M-R: Office of the Labor Commissioner				
128 Labor Contract Negotiations and Administration	General	906,751	957,075	50,324
Mayorality				
125 Executive Direction and Control Mayorality	General	10,687,934	11,552,945	865,011
	Federal	315,896	321,266	5,370
	State	418,712	425,830	7,118
	Special Revenue	560,934	571,500	10,566
	Special Grant	272,438	298,760	26,322
SERVICE TOTAL		12,255,914	13,170,301	914,387
AGENCY TOTAL		12,255,914	13,170,301	914,387
GRAND TOTAL				
TOTAL OPERATING BUDGET		205,936,422	220,910,232	14,973,810
LESS INTERNAL SERVICE		43,953,753	47,121,100	3,167,347
TOTAL OPERATING APPROPRIATIONS		161,982,669	173,789,132	11,806,463

Table in dollars.

Priority Outcome: Other

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	207,403,201	195,927,572	(11,475,629)
Conduit Enterprise	10,000	10,000	0
Wastewater Utility	75,000	75,000	0
Water Utility	75,000	75,000	0
Stormwater Utility	20,000	20,000	0
Parking Management	5,000	5,000	0
Federal	85,000	680,369,732	680,284,732
State	15,000	15,000	0
Special Revenue	45,224,132	15,802,260	(29,421,872)
Total	252,912,333	892,299,564	639,387,231

Table in dollars.

Budget appropriations included in this section include centralized fixed costs of City operations, including debt service, retiree health benefits, self-insurance costs, and contributions to the City's retirement systems for grant-funded positions.

Key budget decisions in Other:

- The Fiscal 2022 budget includes \$33.3 million in retiree healthcare savings with a new Medicare Advantage Part plan offered to retirees in place of the Medicare Supplement Plan offered previously. This includes \$18.2 million in healthcare savings for City Schools retirees.
- The budget includes a \$5 million contribution to the Rainy Day fund, an increase of \$1 million over the Fiscal 2021 budget. In Fiscal 2021, \$8 million was withdrawn from the Rainy Day Fund and the City is required to replenish that withdrawal over a five year period.
- The decrease in the Special Revenue budget is due to a one-time contribution set aside for school construction in Fiscal 2021 per the passage of the Build to Learn Act.

Operating Budget Recommendation for Other

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
M-R: American Rescue Plan Act 111 Economic Recovery	Federal	0	680,284,732	680,284,732
M-R: Conditional Purchase Agreements 129 Conditional Purchase Agreement Payments	General	6,523,070	3,961,522	(2,561,548)
M-R: Contingent Fund 121 Contingent Fund	General	1,000,000	1,000,000	0
M-R: Debt Service 123 General Debt Service	General	87,103,413	88,582,940	1,479,527
	Special Revenue	45,189,132	15,767,260	(29,421,872)
	SERVICE TOTAL	132,292,545	104,350,200	(27,942,345)
	AGENCY TOTAL	132,292,545	104,350,200	(27,942,345)
M-R: Employees' Retirement Contribution 355 Employees' Retirement Contribution	General	5,235,987	2,175,000	(3,060,987)
M-R: Miscellaneous General Expenses 122 Miscellaneous General Expenses	General	28,470,900	25,620,323	(2,850,577)
	Conduit	10,000	10,000	0
	Enterprise			
	Wastewater	75,000	75,000	0
	Utility			
	Water Utility	75,000	75,000	0
	Stormwater Utility	20,000	20,000	0
	Parking	5,000	5,000	0
	Management			
	Federal	85,000	85,000	0
	State	15,000	15,000	0
	Special Revenue	35,000	35,000	0
	SERVICE TOTAL	28,790,900	25,940,323	(2,850,577)
	AGENCY TOTAL	28,790,900	25,940,323	(2,850,577)
M-R: Retirees' Benefits 351 Retirees' Benefits	General	46,466,870	33,204,808	(13,262,062)
M-R: Self-Insurance Fund 126 Contribution to Self Insurance Fund	General	19,224,075	23,897,170	4,673,095
M-R: TIF Debt Service 124 TIF Debt Service	General	13,378,886	17,485,809	4,106,923

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
GRAND TOTAL				
TOTAL OPERATING BUDGET		252,912,333	892,299,564	639,387,231
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		252,912,333	892,299,564	639,387,231

Table in dollars.

Operating Budget Recommendation by Agency, Service, and Fund

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Board of Elections				
899 Fair Conduct of Elections	General	7,428,423	7,095,321	(333,102)
City Council				
100 City Council	General	8,179,164	8,593,872	414,708
Comptroller				
130 Executive Direction and Control Comptroller	General	1,698,700	1,881,101	182,401
131 Audits	General	5,082,109	4,977,617	(104,492)
132 Real Estate Acquisition and Management	General	1,043,554	1,007,758	(35,796)
133 Municipal Telephone Exchange	Internal Service	10,732,691	10,216,235	(516,456)
136 Municipal Post Office	Internal Service	941,093	4,262,998	3,321,905
	AGENCY TOTAL	19,498,147	22,345,709	2,847,562
Council Services				
103 Council Services	General	794,090	798,867	4,777
Courts: Circuit Court				
110 Circuit Court	General	17,657,644	17,667,259	9,615
	Federal	2,153,572	2,388,927	235,355
	State	5,974,379	6,561,627	587,248
	SERVICE TOTAL	25,785,595	26,617,813	832,218
	AGENCY TOTAL	25,785,595	26,617,813	832,218
Courts: Orphans' Court				
817 Orphans' Court	General	617,892	694,393	76,501
Employees' Retirement Systems				
152 Employees' Retirement System Administration	Special Revenue	5,619,931	5,859,075	239,144
154 Fire and Police Retirement System Administration	Special Revenue	5,723,018	5,854,594	131,576
155 Retirement Savings Plan	Special Revenue	872,109	848,728	(23,381)
	AGENCY TOTAL	12,215,058	12,562,397	347,339
Enoch Pratt Free Library				
788 Information Services	General	26,185,090	28,481,175	2,296,085
	State	14,270,492	14,184,508	(85,984)
	Special Revenue	996,122	1,041,700	45,578
	SERVICE TOTAL	41,451,704	43,707,383	2,255,679
	AGENCY TOTAL	41,451,704	43,707,383	2,255,679
Finance				
148 Revenue Collection	General	6,437,091	8,247,297	1,810,206
	Water Utility	265,580	238,913	(26,667)
	Parking Management	0	3,038,959	3,038,959

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	SERVICE TOTAL	6,702,671	11,525,169	4,822,498
150 Treasury and Debt Management	General	1,254,755	1,277,407	22,652
698 Administration Finance	General	1,813,523	2,036,766	223,243
699 Procurement	General	3,300,236	4,182,739	882,503
	Internal Service	0	232,131	232,131
	SERVICE TOTAL	3,300,236	4,414,870	1,114,634
700 Surplus Property Disposal	Special Revenue	151,133	161,349	10,216
701 Printing Services	Internal Service	3,672,135	3,755,074	82,939
702 Accounts Payable	General	892,289	910,666	18,377
703 Payroll	General	3,612,749	3,758,870	146,121
704 Accounting	General	2,212,411	3,058,262	845,851
707 Risk Management for Employee Injuries	Internal Service	5,436,993	4,332,698	(1,104,295)
708 Operating Budget Management	General	1,887,254	2,133,175	245,921
710 Fiscal Integrity and Recovery	General	1,197,953	1,192,794	(5,159)
711 Finance Project Management	General	1,373,154	1,403,877	30,723
	AGENCY TOTAL	33,507,256	39,960,977	6,453,721

Fire

600 Administration Fire	General	9,550,556	10,135,951	585,395
	Federal	1,600,000	1,600,000	0
	State	350,000	350,000	0
	SERVICE TOTAL	11,500,556	12,085,951	585,395
602 Fire Suppression and Emergency Rescue	General	162,475,629	171,709,992	9,234,363
	Federal	2,424,656	1,026,850	(1,397,806)
	State	1,420,339	1,420,686	347
	SERVICE TOTAL	166,320,624	174,157,528	7,836,904
608 Emergency Management	General	870,805	1,055,116	184,311
	Federal	1,795,858	5,480,263	3,684,405
	State	67,000	267,000	200,000
	SERVICE TOTAL	2,733,663	6,802,379	4,068,716
609 Emergency Medical Services	General	32,341,664	34,531,156	2,189,492
	State	1,343,438	1,344,177	739
	Special Revenue	20,035,571	19,837,221	(198,350)
	SERVICE TOTAL	53,720,673	54,712,554	991,881
610 Fire and Emergency Community Outreach	General	392,034	423,794	31,760
611 Fire Code Enforcement	General	5,268,877	5,448,260	179,383
	Federal	171,867	171,867	0
	State	185,448	188,601	3,153
	SERVICE TOTAL	5,626,192	5,808,728	182,536
612 Fire Investigation	General	749,195	802,069	52,874
613 Fire Facilities Maintenance and Replacement	General	19,275,231	19,477,689	202,458
	Federal	3,628,628	3,690,315	61,687
	State	1,348,885	1,371,816	22,931
	SERVICE TOTAL	24,252,744	24,539,820	287,076

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
614 Fire Communications and Dispatch	General	8,901,044	8,657,415	243,629
	State	3,000	3,051	51
	Special Revenue	9,226,149	10,678,871	1,452,722
	SERVICE TOTAL	18,130,193	20,339,337	2,209,144
615 Fire Training and Education	General	4,755,552	4,545,391	(210,161)
	AGENCY TOTAL	288,181,426	304,217,551	16,036,125
General Services				
189 Fleet Management 726 Administration General Services	Internal Service	65,812,561	67,122,237	1,309,676
	General	44,126	756,922	712,796
	Internal Service	0	64,745	64,745
	SERVICE TOTAL	44,126	821,667	777,541
730 Public and Private Energy Performance	General	533,926	666,005	132,079
	State	300,000	1,225,000	925,000
	Special Revenue	511,500	1,100,000	588,500
	SERVICE TOTAL	1,345,426	2,991,005	1,645,579
731 Facilities Management	General	7,652,699	10,712,183	3,059,484
	Internal Service	28,452,948	28,988,847	535,899
	Federal	1,023,000	0	(1,023,000)
	State	1,000,000	250,000	(750,000)
	Special Revenue	99,700	0	(99,700)
	SERVICE TOTAL	38,228,347	39,951,030	1,722,683
734 Capital Projects Division Design and Construction	General	968,458	931,882	(36,576)
	AGENCY TOTAL	106,398,918	111,817,821	5,418,903
Health				
303 Clinical Services	General	4,735,681	4,688,357	(47,324)
	Federal	1,792,441	1,882,302	89,861
	State	963,170	984,232	21,062
	Special Revenue	102,698	104,604	1,906
	SERVICE TOTAL	7,593,990	7,659,495	65,505
305 Healthy Homes	General	1,032,840	1,315,837	282,997
	Federal	1,021,902	921,094	(100,808)
	State	834,523	713,462	(121,061)
	Special Revenue	316,324	0	(316,324)
	SERVICE TOTAL	3,205,589	2,950,393	(255,196)
307 Substance Use Disorder and Mental Health	General	1,533,047	1,563,356	30,309
	Federal	1,347,824	1,361,843	14,019
	State	1,804,827	1,806,734	1,907
	SERVICE TOTAL	4,685,698	4,731,933	46,235
	General	1,995,168	2,011,772	16,604
308 Maternal and Child Health	Federal	20,151,259	20,947,655	796,396
	State	1,869,220	1,962,478	93,258
	Special Revenue	894,644	921,345	26,701
	Special Grant	1,186,302	1,223,183	36,881

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	SERVICE TOTAL	26,096,593	27,066,433	969,840
310 School Health Services	General	15,711,762	15,725,944	14,182
	Federal	157,705	306,468	148,763
	State	507,856	506,367	(1,489)
	Special Revenue	5,024,751	5,194,693	169,942
	Special Grant	25,000	25,000	0
	SERVICE TOTAL	21,427,074	21,758,472	331,398
311 Health Services for Seniors	Special Revenue	5,244,140	5,371,030	126,890
315 Emergency Services Health	General	920,394	36,490,083	35,569,689
	Federal	668,764	704,910	36,146
	State	8,470,708	8,637,338	166,630
	Special Grant	498,886	524,087	25,201
	SERVICE TOTAL	10,558,752	46,356,418	35,797,666
316 Youth and Trauma Services	General	687,692	768,215	80,523
	Federal	1,039,989	453,193	(586,796)
	State	739,756	388,454	(351,302)
	Special Grant	0	41,028	41,028
	SERVICE TOTAL	2,467,437	1,650,890	(816,547)
715 Administration Health	General	4,582,757	4,833,711	250,954
	Federal	5,620,731	5,793,584	172,853
	State	2,315,986	2,325,004	9,018
	Special Revenue	1,700,000	1,700,000	0
	Special Grant	200,000	200,000	0
	SERVICE TOTAL	14,419,474	14,852,299	432,825
716 Animal Services	General	3,374,999	3,415,556	40,557
717 Environmental Inspection Services	General	3,065,526	3,142,652	77,126
	Special Revenue	33,537	34,107	570
	SERVICE TOTAL	3,099,063	3,176,759	77,696
718 Chronic Disease Prevention	General	241,466	252,151	10,685
	Federal	45,471	45,882	411
	State	536,772	457,022	(79,750)
	Special Revenue	31,302	27,600	(3,702)
	SERVICE TOTAL	855,011	782,655	(72,356)
720 HIV Treatment Services for the Uninsured	General	1,289,372	1,356,402	67,030
	Federal	28,676,268	30,211,064	1,534,796
	State	23,256,972	23,891,789	634,817
	SERVICE TOTAL	53,222,612	55,459,255	2,236,643
721 Senior Centers	General	1,490,638	1,289,073	(201,565)
	Federal	1,861,384	1,627,554	(233,830)
	State	349,049	350,535	1,486
	Special Revenue	99,391	101,081	1,690
	Special Grant	16,432	16,432	0
	SERVICE TOTAL	3,816,894	3,384,675	(432,219)
722 Administration CARE	General	589,957	442,038	(147,919)
	Federal	242,857	257,877	15,020
	SERVICE TOTAL	832,814	699,915	(132,899)
723 Advocacy for Seniors	General	93,605	93,985	380
	Federal	108,693	112,326	3,633

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
724 Direct Care and Support Planning	State	350,212	286,740	(63,472)
	Special Revenue	388,489	401,241	12,752
	SERVICE TOTAL	940,999	894,292	(46,707)
	State	2,647,756	2,740,012	92,256
	Special Revenue	37,738	37,861	123
725 Community Services for Seniors	SERVICE TOTAL	2,685,494	2,777,873	92,379
	General	198,519	201,158	2,639
	Federal	3,711,222	3,834,268	123,046
	State	998,947	1,015,929	16,982
	SERVICE TOTAL	4,908,688	5,051,355	142,667
AGENCY TOTAL		169,435,321	208,039,698	38,604,377
Housing and Community Development				
593 Community Support Projects	General	2,206,289	2,208,549	2,260
	Federal	25,083,253	42,078,452	16,995,199
	State	313,119	0	(313,119)
	SERVICE TOTAL	27,602,661	44,287,001	16,684,340
	General	125,081	253,503	128,422
604 Before and After Care 737 Administration HCD	General	5,306,686	5,392,370	85,684
	Federal	1,238,222	1,030,722	(207,500)
	Special Revenue	200,000	200,000	0
	SERVICE TOTAL	6,744,908	6,623,092	(121,816)
	General	799,439	1,160,643	361,204
738 Weatherization Services	State	4,918,661	7,351,297	2,432,636
	Special Grant	61,380	0	(61,380)
	SERVICE TOTAL	5,779,480	8,511,940	2,732,460
	General	46,992	31,609	(15,383)
	Federal	402,456	342,289	(60,167)
740 Dawson Center	SERVICE TOTAL	449,448	373,898	(75,550)
	General	459,038	693,027	233,989
	Federal	185,368	199,551	14,183
	Special Revenue	0	150,000	150,000
	SERVICE TOTAL	644,406	1,042,578	398,172
742 Promote Homeownership	General	11,676,930	12,506,049	829,119
	Federal	363,986	360,000	(3,986)
	Special Revenue	50,997	51,864	867
	SERVICE TOTAL	12,091,913	12,917,913	826,000
	General	621,062	603,391	(17,671)
745 Housing Code Enforcement	Federal	717,564	985,398	267,834
	Special Revenue	13,490,473	7,100,456	(6,390,017)
	SERVICE TOTAL	14,208,037	8,085,854	(6,122,183)
	General	3,586,699	4,149,917	563,218
	Federal	6,121,682	6,224,470	102,788
747 Register and License Properties and Contractors 748 Affordable Housing	State	559,317	569,629	10,312
	SERVICE TOTAL	6,680,999	6,794,099	113,100
	Federal	717,564	985,398	267,834
	Special Revenue	13,490,473	7,100,456	(6,390,017)
	SERVICE TOTAL	14,208,037	8,085,854	(6,122,183)
749 Property Acquisition Disposition and Asset Management 750 Housing Rehabilitation Services	General	3,586,699	4,149,917	563,218
	Federal	6,121,682	6,224,470	102,788
	State	559,317	569,629	10,312
	SERVICE TOTAL	6,680,999	6,794,099	113,100
	Federal	717,564	985,398	267,834

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
751 Building and Zoning Inspections and Permits	General	6,546,353	6,894,955	348,602
752 Community Outreach Services	General	1,466,905	1,431,415	(35,490)
754 Summer Food Service Program	State	3,651,901	3,711,967	60,066
809 Retention Expansion and Attraction of Businesses	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	SERVICE TOTAL	2,508,499	2,548,325	39,826
810 Real Estate Development	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	SERVICE TOTAL	2,508,499	2,548,325	39,826
811 Inner Harbor Coordination	General	443,441	450,979	7,538
813 Technology Development	General	833,934	866,160	32,226
Emerging Technology Center				
815 Live Baltimore	General	596,522	606,663	10,141
	AGENCY TOTAL	97,090,748	112,701,975	15,611,227
Human Resources				
770 Administration Human Resources	General	3,824,968	4,151,698	326,730
771 Benefits Administration	General	2,615,410	3,716,955	1,101,545
	Internal Service	2,369,868	2,342,739	(27,129)
	SERVICE TOTAL	4,985,278	6,059,694	1,074,416
772 Civil Service Management	General	3,455,947	3,623,553	167,606
773 Learning and Development	General	891,666	863,451	(28,215)
	AGENCY TOTAL	13,157,859	14,698,396	1,540,537
Law				
860 Administration Law	General	1,361,662	1,650,622	288,960
861 Controversies	General	4,841,821	5,536,242	694,421
	Internal Service	2,723,652	3,053,293	329,641
	SERVICE TOTAL	7,565,473	8,589,535	1,024,062
862 Transactions	General	1,929,801	2,114,938	185,137
	Internal Service	86,221	0	(86,221)
	SERVICE TOTAL	2,016,022	2,114,938	98,916
869 Minority and Women's Business Opportunity Office	General	511,170	723,436	212,266
871 Police Legal Affairs	General	2,243,178	2,148,597	(94,581)
872 Workers' Compensation Practice	General	0	72,910	72,910
	Internal Service	4,476,049	5,750,460	1,274,411
	SERVICE TOTAL	4,476,049	5,823,370	1,347,321
	AGENCY TOTAL	18,173,554	21,050,498	2,876,944
Legislative Reference				
106 Legislative Reference Services	General	741,867	812,997	71,130
107 Archives and Records Management	General	561,521	576,493	14,972
	AGENCY TOTAL	1,303,388	1,389,490	86,102

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Liquor License Board				
850 Liquor Licensing	General	1,112,928	1,159,972	47,044
851 Liquor License Compliance	General	1,187,954	1,366,903	178,949
	AGENCY TOTAL	2,300,882	2,526,875	225,993
M-R: American Rescue Plan Act				
111 Economic Recovery	Federal	0	680,284,732	680,284,732
M-R: Art and Culture				
493 Art and Culture Grants	General	6,497,627	7,061,336	563,709
824 Events Art Culture and Film	General	2,431,323	2,472,656	41,333
	Special Revenue	50,000	60,000	10,000
	SERVICE TOTAL	2,481,323	2,532,656	51,333
828 Bromo Seltzer Arts Tower	General	100,693	102,405	1,712
	AGENCY TOTAL	9,079,643	9,696,397	616,754
M-R: Baltimore City Public Schools				
352 Baltimore City Public Schools	General	287,346,700	275,306,538	(12,040,162)
M-R: Cable and Communications				
876 Media Production	General	720,363	665,017	(55,346)
	Special Revenue	676,001	676,001	0
	SERVICE TOTAL	1,396,364	1,341,018	(55,346)
	AGENCY TOTAL	1,396,364	1,341,018	(55,346)
M-R: Civic Promotion				
590 Civic Promotion Grants	General	1,175,643	1,195,629	19,986
820 Convention Sales and Tourism Marketing	General	7,794,837	9,453,409	1,658,572
	AGENCY TOTAL	8,970,480	10,649,038	1,678,558
M-R: Conditional Purchase Agreements				
129 Conditional Purchase Agreement Payments	General	6,523,070	3,961,522	(2,561,548)
M-R: Contingent Fund				
121 Contingent Fund	General	1,000,000	1,000,000	0
M-R: Convention Center Hotel				
535 Convention Center Hotel	General	12,456,302	12,120,648	(335,654)
M-R: Convention Complex				
540 Royal Farms Arena Operations	General	606,237	584,363	(21,874)
855 Convention Center	General	12,362,139	10,601,181	(1,760,958)
	State	6,409,831	10,678,363	4,268,532
	SERVICE TOTAL	18,771,970	21,279,544	2,507,574
	AGENCY TOTAL	19,378,207	21,863,907	2,485,700
M-R: Debt Service				
123 General Debt Service	General	87,103,413	88,582,940	1,479,527
	Special Revenue	45,189,132	15,767,260	(29,421,872)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
SERVICE TOTAL		132,292,545	104,350,200	(27,942,345)
AGENCY TOTAL		132,292,545	104,350,200	(27,942,345)
M-R: Educational Grants				
446 Educational Grants	General	11,340,311	11,325,031	(15,280)
	Federal	300,000	300,000	0
	Special Revenue	16,926,000	13,327,000	(3,599,000)
SERVICE TOTAL		28,566,311	24,952,031	(3,614,280)
AGENCY TOTAL		28,566,311	24,952,031	(3,614,280)
M-R: Employees' Retirement Contribution				
355 Employees' Retirement Contribution	General	5,235,987	2,175,000	(3,060,987)
M-R: Environmental Control Board				
117 Adjudication of Environmental Citations	General	1,497,623	1,556,600	58,977
	State	255,750	255,750	0
SERVICE TOTAL		1,753,373	1,812,350	58,977
AGENCY TOTAL		1,753,373	1,812,350	58,977
M-R: Health and Welfare Grants				
385 Health and Welfare Grants	General	1,336,592	1,359,314	22,722
M-R: Innovation Fund				
833 Innovation Fund	Special Revenue	0	200,000	200,000
M-R: Miscellaneous General Expenses				
122 Miscellaneous General Expenses	General	28,470,900	25,620,323	(2,850,577)
	Conduit	10,000	10,000	0
	Enterprise Wastewater Utility	75,000	75,000	0
	Water Utility	75,000	75,000	0
	Stormwater Utility	20,000	20,000	0
	Parking Management	5,000	5,000	0
	Federal	85,000	85,000	0
	State	15,000	15,000	0
	Special Revenue	35,000	35,000	0
SERVICE TOTAL		28,790,900	25,940,323	(2,850,577)
AGENCY TOTAL		28,790,900	25,940,323	(2,850,577)
M-R: Office of Children and Family Success				
109 Administration Children and Family Success	General	2,810,544	3,006,132	195,588
	Special Revenue	280,775	78,000	(202,775)
SERVICE TOTAL		3,091,319	3,084,132	(7,187)
605 Head Start	General	587,384	605,866	18,482
	Federal	7,790,297	8,021,215	230,918

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
741 Community Action Partnership	State	138,754	141,113	2,359
	Special Revenue	152,990	0	(152,990)
	SERVICE TOTAL	8,669,425	8,768,194	98,769
	General	709,080	763,240	54,160
	Water Utility	459,999	397,937	(62,062)
	Federal	1,052,599	18,850,191	17,797,592
	State	7,562,517	7,985,898	423,381
	SERVICE TOTAL	9,784,195	27,997,266	18,213,071
AGENCY TOTAL		21,544,939	39,849,592	18,304,653
M-R: Office of Employment Development				
791 BCPS Alternative Options Academy for Youth	State	198,941	214,784	15,843
792 Workforce Public Assistance	Federal	2,877,547	3,054,440	176,893
	State	100,000	100,000	0
SERVICE TOTAL		2,977,547	3,154,440	176,893
793 Employment Enhancement Services for Baltimore City Residents	General	1,510,914	1,579,986	69,072
794 Administration MOED	Special Revenue	711,182	721,394	10,212
	SERVICE TOTAL	2,222,096	2,301,380	79,284
	General	1,021,781	1,013,033	(8,748)
	Federal	0	28,939	28,939
795 Workforce Services for Baltimore Residents	Special Revenue	437,633	458,978	21,345
	SERVICE TOTAL	1,459,414	1,500,950	41,536
	Federal	6,126,530	6,352,180	225,650
	State	473,380	1,973,280	1,499,900
796 Workforce Services for Ex Offenders	Special Grant	200,000	0	(200,000)
	SERVICE TOTAL	6,799,910	8,325,460	1,525,550
	General	189,287	199,697	10,410
797 Workforce Services for Out of School Youth Youth Opportunity	Federal	557,000	557,000	0
	State	983,794	951,403	(32,391)
	SERVICE TOTAL	1,730,081	1,708,100	(21,981)
	General	3,089,492	3,191,275	101,783
798 Youth Works Summer Job Program	Federal	1,124,412	991,323	(133,089)
	State	100,000	100,000	0
	Special Revenue	132,781	0	(132,781)
	Special Grant	165,000	165,000	0
	SERVICE TOTAL	4,611,685	4,447,598	(164,087)
	General	2,359,955	2,564,529	204,574
	Federal	2,000,000	2,001,816	1,816
	State	3,653,409	3,376,891	(276,518)
	Special Revenue	1,747,469	1,065,000	(682,469)
	Special Grant	1,200,000	0	(1,200,000)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	SERVICE TOTAL	10,960,833	9,008,236	(1,952,597)
800 Workforce Services for WIOA Funded Youth	Federal	3,260,315	4,118,574	858,259
	AGENCY TOTAL	34,220,822	34,779,522	558,700
M-R: Office of Homeless Services				
356 Administration Homeless Services	General	1,577,506	1,529,096	(48,410)
	Federal	4,240,570	4,720,258	479,688
	State	217,948	288,016	70,068
	Special Revenue	728,065	737,188	9,123
	SERVICE TOTAL	6,764,089	7,274,558	510,469
893 Homeless Prevention and Support Services for the Homeless	Federal	237,844	260,503	22,659
	State	258,717	263,115	4,398
	SERVICE TOTAL	496,561	523,618	27,057
894 Outreach to the Homeless	General	1,016,250	1,025,333	9,083
	Federal	928,367	944,150	15,783
	State	39,523	40,195	672
	SERVICE TOTAL	1,984,140	2,009,678	25,538
895 Temporary Housing for the Homeless	General	9,476,717	9,636,845	160,128
	Federal	9,448,356	9,455,978	7,622
	State	1,965,534	1,996,143	30,609
	SERVICE TOTAL	20,890,607	21,088,966	198,359
896 Permanent Housing for the Homeless	General	252,181	256,468	4,287
	Federal	29,935,410	34,167,501	4,232,091
	State	2,801,536	2,849,163	47,627
	SERVICE TOTAL	32,989,127	37,273,132	4,284,005
	AGENCY TOTAL	63,124,524	68,169,952	5,045,428
M-R: Office of Information and Technology				
802 Administration	General	2,691,631	2,677,929	(13,702)
803 Enterprise Innovation and Application Services	General	22,389,776	19,437,624	(2,952,152)
804 311 Call Center	General	5,287,451	5,181,661	(105,790)
805 Enterprise IT Delivery Services	General	8,396,949	10,203,861	1,806,912
	Internal Service	13,515,051	13,175,472	(339,579)
	Special Revenue	0	70,000	70,000
	SERVICE TOTAL	21,912,000	23,449,333	1,537,333
	AGENCY TOTAL	52,280,858	50,746,547	(1,534,311)
M-R: Office of Neighborhood Safety and Engagement				
617 Criminal Justice Coordination	General	744,496	738,498	(5,998)
	Federal	1,130,078	1,499,039	368,961
	State	1,023,000	1,500,000	477,000
	SERVICE TOTAL	2,897,574	3,737,537	839,963
618 Neighborhood Safety and Engagement	General	3,643,620	3,917,262	273,642

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	Federal	1,646,370	3,451,129	1,804,759
	State	5,046,951	7,225,000	2,178,049
	Special Revenue	1,138,584	1,150,000	11,416
	Special Grant	0	679,032	679,032
	SERVICE TOTAL	11,475,525	16,422,423	4,946,898
757 CitiWatch	General	2,706,297	2,941,312	235,015
	Special Revenue	179,460	305,000	125,540
	SERVICE TOTAL	2,885,757	3,246,312	360,555
758 Coordination of Public Safety Strategy Administration	General	1,130,143	1,113,778	(16,365)
	State	45,000	45,000	0
	Special Revenue	300,000	300,000	0
	SERVICE TOTAL	1,475,143	1,458,778	(16,365)
	AGENCY TOTAL	18,733,999	24,865,050	6,131,051
M-R: Office of the Inspector General				
836 Inspector General	General	1,808,349	2,253,984	445,635
M-R: Office of the Labor Commissioner				
128 Labor Contract Negotiations and Administration	General	906,751	957,075	50,324
M-R: Retirees' Benefits				
351 Retirees' Benefits	General	46,466,870	33,204,808	(13,262,062)
M-R: Self-Insurance Fund				
126 Contribution to Self Insurance Fund	General	19,224,075	23,897,170	4,673,095
M-R: TIF Debt Service				
124 TIF Debt Service	General	13,378,886	17,485,809	4,106,923
Mayorality				
125 Executive Direction and Control Mayorality	General	10,687,934	11,552,945	865,011
	Federal	315,896	321,266	5,370
	State	418,712	425,830	7,118
	Special Revenue	560,934	571,500	10,566
	Special Grant	272,438	298,760	26,322
	SERVICE TOTAL	12,255,914	13,170,301	914,387
	AGENCY TOTAL	12,255,914	13,170,301	914,387
Municipal and Zoning Appeals				
185 Board of Municipal and Zoning Appeals	General	577,288	485,660	(91,628)
Office of Equity and Civil Rights				
656 Wage Investigation and Enforcement	General	751,460	699,167	(52,293)
846 Discrimination Investigations Resolutions and Conciliations	General	1,344,743	1,243,278	(101,465)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
848 Police Community Relations	Special Revenue	169,508	170,265	757
	SERVICE TOTAL	1,514,251	1,413,543	(100,708)
	General	691,685	728,486	36,801
	AGENCY TOTAL	2,957,396	2,841,196	(116,200)
Planning				
761 Development Oversight and Project Support	General	951,978	1,097,774	145,796
	Special Grant	51,000	51,000	0
762 Historic Preservation	SERVICE TOTAL	1,002,978	1,148,774	145,796
	General	713,462	637,911	(75,551)
	Federal	100,000	100,000	0
	State	100,000	100,000	0
	Special Revenue	50,000	0	(50,000)
	Special Grant	0	50,000	50,000
	SERVICE TOTAL	963,462	887,911	(75,551)
	General	2,165,567	2,299,347	133,780
763 Comprehensive Planning and Resource Management	Federal	150,000	150,000	0
	State	225,000	225,000	0
	Special Revenue	705,000	553,600	(151,400)
	Special Grant	0	75,000	75,000
	SERVICE TOTAL	3,245,567	3,302,947	57,380
	General	1,317,800	1,553,443	235,643
765 Planning for a Sustainable Baltimore	Federal	518,105	250,000	(268,105)
	State	542,748	510,200	(32,548)
	Special Revenue	75,000	482,046	407,046
	Special Grant	926,142	663,000	(263,142)
	SERVICE TOTAL	3,379,795	3,458,689	78,894
	General	1,512,590	1,370,724	(141,866)
768 Administration Planning	AGENCY TOTAL	10,104,392	10,169,045	64,653
Police				
621 Administrative Bureau	General	90,702,081	84,280,608	(6,421,473)
	Federal	264,137	276,316	12,179
	State	495,750	852,250	356,500
	Special Revenue	5,807,032	6,048,498	241,466
	SERVICE TOTAL	97,269,000	91,457,672	(5,811,328)
622 Police Patrol	General	222,983,670	225,563,431	2,579,761
	Federal	2,500,000	2,500,000	0
	State	4,281,488	4,189,589	(91,899)
	Special Revenue	1,469,485	1,400,140	(69,345)
	SERVICE TOTAL	231,234,643	233,653,160	2,418,517
623 Criminal Investigation Division	General	55,152,054	53,525,250	(1,626,804)
	Federal	766,086	1,580,240	814,154
	State	4,371,226	4,005,463	(365,763)
	SERVICE TOTAL	60,289,366	59,110,953	(1,178,413)
626 Data Driven Strategies	General	7,577,452	7,299,707	(277,745)
	Federal	0	4,447,967	4,447,967

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	State	978,872	1,175,833	196,961
	SERVICE TOTAL	8,556,324	12,923,507	4,367,183
628 Public Integrity Bureau	General	9,160,770	12,517,320	3,356,550
	State	0	144,034	144,034
	SERVICE TOTAL	9,160,770	12,661,354	3,500,584
635 Recruitment Section	General	18,342,060	33,790,603	15,448,543
	State	0	255,367	255,367
	SERVICE TOTAL	18,342,060	34,045,970	15,703,910
642 Crime Laboratory and Evidence Control	General	22,141,935	21,992,312	(149,623)
	Federal	530,702	430,409	(100,293)
	State	0	255,910	255,910
	SERVICE TOTAL	22,672,637	22,678,631	5,994
807 Compliance Bureau	General	34,673,425	22,923,196	(11,750,229)
	Federal	25,460	25,893	433
	State	2,265,945	1,998,288	(267,657)
	SERVICE TOTAL	36,964,830	24,947,377	(12,017,453)
816 Special Operations Section	General	23,713,500	40,281,473	16,567,973
	Federal	145,000	145,085	85
	SERVICE TOTAL	23,858,500	40,426,558	16,568,058
853 Patrol Support Services	General	15,910,128	19,551,891	3,641,763
	Federal	605,750	576,912	(28,838)
	State	3,099,775	3,050,031	(49,744)
	SERVICE TOTAL	19,615,653	23,178,834	3,563,181
	AGENCY TOTAL	527,963,783	555,084,016	27,120,233
Public Works				
660 Administration Solid Waste	General	2,304,687	2,262,856	(41,831)
661 Public Right of Way Cleaning	General	18,031,225	18,173,437	142,212
	Stormwater Utility	4,152,328	4,824,640	672,312
	Federal	2,046,000	2,046,000	0
	Special Revenue	1,622,021	1,635,908	13,887
	SERVICE TOTAL	25,851,574	26,679,985	828,411
662 Vacant and Abandoned Property Cleaning and Boarding	General	12,124,600	11,730,011	(394,589)
	Federal	1,100,000	1,175,000	75,000
	SERVICE TOTAL	13,224,600	12,905,011	(319,589)
663 Waste Removal and Recycling	General	32,216,421	35,662,755	3,446,334
	Federal	0	850,000	850,000
	State	0	500,000	500,000
	Special Revenue	204,600	1,650,000	1,445,400
	Special Grant	250,000	604,250	354,250
	SERVICE TOTAL	32,671,021	39,267,005	6,595,984
664 Waste Re Use and Disposal	General	25,593,910	26,856,145	1,262,235
	Stormwater Utility	0	4,000,000	4,000,000
	SERVICE TOTAL	25,593,910	30,856,145	5,262,235
670 Administration Water and Wastewater	Wastewater	26,504,789	29,635,596	3,130,807
	Utility			
	Water Utility	18,377,957	18,983,578	605,621
	Federal	0	300,000	300,000

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
671 Water Management	Special Revenue	0	400,000	400,000
	Special Grant	0	250,000	250,000
	SERVICE TOTAL	44,882,746	49,569,174	4,686,428
	Water Utility	86,728,786	88,897,680	2,168,894
	Federal	204,600	254,600	50,000
672 Water and Wastewater Consumer Services	SERVICE TOTAL	86,933,386	89,152,280	2,218,894
	Wastewater	13,468,223	14,071,415	603,192
	Utility			
	Water Utility	10,931,837	8,541,030	(2,390,807)
	Stormwater Utility	4,158,622	1,790,907	(2,367,715)
673 Wastewater Management	SERVICE TOTAL	28,558,682	24,403,352	(4,155,330)
	Wastewater	127,605,593	128,036,256	430,663
	Utility			
	Federal	0	1,400,000	1,400,000
	State	300,000	750,000	450,000
674 Surface Water Management	SERVICE TOTAL	127,905,593	130,186,256	2,280,663
	Wastewater	1,741,591	1,737,528	(4,063)
	Utility			
	Water Utility	450,725	559,991	109,266
	Stormwater Utility	25,686,006	23,452,365	(2,233,641)
675 Engineering and Construction Management Water and Wastewater	Federal	100,000	675,000	575,000
	State	510,000	510,000	0
	SERVICE TOTAL	28,488,322	26,934,884	(1,553,438)
	Wastewater	102,457,449	127,438,865	24,981,416
	Utility			
676 Administration DPW	Water Utility	84,245,770	94,749,082	10,503,312
	SERVICE TOTAL	186,703,219	222,187,947	35,484,728
	General	2,833,998	1,752,457	(1,081,541)
	Wastewater	1,450,847	1,791,531	340,684
	Utility			
SERVICE TOTAL		4,284,845	3,543,988	(740,857)
AGENCY TOTAL		607,402,585	657,948,883	50,546,298
Recreation and Parks				
644 Administration Recreation and Parks	General	5,168,854	5,276,628	107,774
	State	1,671,655	1,750,471	78,816
	SERVICE TOTAL	6,840,509	7,027,099	186,590
645 Aquatics	General	2,526,786	2,708,100	181,314
646 Park Maintenance	General	13,056,596	13,490,118	433,522
	State	3,933,185	3,761,052	(172,133)
	Special Revenue	1,823,996	450,000	(1,373,996)
647 Youth and Adult Sports	SERVICE TOTAL	18,813,777	17,701,170	(1,112,607)
	General	831,042	866,843	35,801
	Special Revenue	173,945	184,345	10,400
648 Community Recreation Centers	SERVICE TOTAL	1,004,987	1,051,188	46,201
	General	14,930,009	15,758,512	828,503
	Federal	439,661	439,661	0

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	Special Revenue	1,721,132	2,256,260	535,128
	Special Grant	300,000	300,000	0
	SERVICE TOTAL	17,390,802	18,754,433	1,363,631
649 Special Facilities Management	Special Revenue	3,124,192	3,262,955	138,763
650 Horticulture	General	1,307,879	1,391,279	83,400
	Special Revenue	483,485	511,564	28,079
	SERVICE TOTAL	1,791,364	1,902,843	111,479
651 Recreation for Seniors	General	477,710	493,760	16,050
	Special Revenue	38,500	38,500	0
	SERVICE TOTAL	516,210	532,260	16,050
652 Therapeutic Recreation	General	489,992	513,371	23,379
653 Park Programs and Events	General	0	577,141	577,141
	Special Revenue	1,121,889	1,182,198	60,309
	SERVICE TOTAL	1,121,889	1,759,339	637,450
654 Urban Forestry	General	4,573,199	4,639,125	65,926
	AGENCY TOTAL	58,193,707	59,851,883	1,658,176
Sheriff				
881 Courthouse Security	General	4,095,269	4,100,564	5,295
882 Deputy Sheriff Enforcement	General	10,770,075	10,784,661	14,586
	State	50,000	50,000	0
	Special Revenue	239,980	1,750,000	1,510,020
	SERVICE TOTAL	11,060,055	12,584,661	1,524,606
883 Service of Protective and Peace Orders	General	2,284,288	2,312,054	27,766
884 District Court Sheriff Services	General	2,692,305	2,777,035	84,730
889 Child Support Enforcement	General	1,752,886	1,769,708	16,822
	Federal	1,100,000	1,100,000	0
	SERVICE TOTAL	2,852,886	2,869,708	16,822
	AGENCY TOTAL	22,984,803	24,644,022	1,659,219
State's Attorney				
115 Prosecution of Criminals	General	27,008,528	28,386,555	1,378,027
	Federal	1,796,589	1,825,120	28,531
	State	6,917,188	7,118,639	201,451
	Special Revenue	320,216	325,660	5,444
	SERVICE TOTAL	36,042,521	37,655,974	1,613,453
781 Administration State's Attorney	General	7,634,737	8,074,813	440,076
786 Victim and Witness Services	General	1,866,465	1,940,214	73,749
	Federal	2,601,351	2,711,564	110,213
	State	54,655	55,706	1,051
	SERVICE TOTAL	4,522,471	4,707,484	185,013
	AGENCY TOTAL	48,199,729	50,438,271	2,238,542
Transportation				
500 Street Lighting	General	20,876,886	20,117,007	(759,879)
548 Conduits	Conduit	13,487,197	13,019,924	(467,273)
	Enterprise			
681 Administration DOT	General	9,749,799	10,074,127	324,328

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	Federal	560,962	0	(560,962)
	SERVICE TOTAL	10,310,761	10,074,127	(236,634)
682 Parking Management	Parking	21,714,081	22,459,496	745,415
	Enterprise			
	Parking	10,615,967	10,667,660	51,693
	Management			
	SERVICE TOTAL	32,330,048	33,127,156	797,108
683 Street Management	General	34,189,988	35,629,558	1,439,570
684 Traffic Management	General	11,054,645	10,881,532	(173,113)
	Special Revenue	681,280	692,862	11,582
	SERVICE TOTAL	11,735,925	11,574,394	(161,531)
685 Special Events	General	1,628,482	1,673,212	44,730
687 Inner Harbor Services	General	1,301,508	1,072,834	(228,674)
Transportation				
688 Snow and Ice Control	General	6,726,609	6,830,313	103,704
689 Vehicle Impounding and	General	8,229,565	8,267,972	38,407
Disposal				
690 Sustainable Transportation	General	4,514,539	958,092	(3,556,447)
	Federal	0	10,600	10,600
	State	3,071,326	8,292,343	5,221,017
	Special Revenue	5,749,637	5,943,139	193,502
	SERVICE TOTAL	13,335,502	15,204,174	1,868,672
691 Public Rights of Way	General	3,977,994	4,506,539	528,545
Landscape Management				
692 Bridge and Culvert	General	3,707,953	3,838,316	130,363
Management				
693 Parking Enforcement	Parking	16,425,940	13,196,460	(3,229,480)
	Management			
694 Survey Control	General	238,371	274,262	35,891
695 Dock Master	Special Revenue	158,017	162,956	4,939
696 Street Cuts Management	General	980,051	813,703	(166,348)
697 Traffic Safety	General	17,490,271	17,766,339	276,068
	Federal	524,190	488,426	(35,764)
	Special Revenue	0	10,000	10,000
	SERVICE TOTAL	18,014,461	18,264,765	250,304
727 Real Property Management	General	2,604,670	2,451,903	(152,767)
	AGENCY TOTAL	200,259,928	200,099,575	(160,353)
GRAND TOTAL				
TOTAL OPERATING BUDGET		3,152,235,497	3,986,774,415	834,538,918
LESS INTERNAL SERVICE		138,219,262	143,296,929	5,077,667
TOTAL OPERATING APPROPRIATIONS		3,014,016,235	3,843,477,486	829,461,251

Table in dollars.

Comparison of Current and Prior Year Operating Budget

Summary by Fund

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	1,922,962,543	1,992,751,000	69,788,457
Conduit Enterprise	13,497,197	13,029,924	(467,273)
Wastewater Utility	273,303,492	302,786,191	29,482,699
Water Utility	201,535,654	212,443,211	10,907,557
Stormwater Utility	34,016,956	34,087,912	70,956
Parking Enterprise	21,714,081	22,459,496	745,415
Parking Management	27,046,907	26,908,079	(138,828)
Federal	202,491,806	937,263,151	734,771,345
State	145,928,843	164,840,575	18,911,732
Special Revenue	166,166,176	131,742,175	(34,424,001)
Special Grant	5,352,580	5,165,772	(186,808)
Total	3,014,016,235	3,843,477,486	829,461,251

Table in dollars.

Internal Service Fund by Agency

Agency Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Comptroller	11,673,784	14,479,233	2,805,449
Finance	9,109,128	8,319,903	(789,225)
General Services	94,265,509	96,175,829	1,910,320
Human Resources	2,369,868	2,342,739	(27,129)
Law	7,285,922	8,803,753	1,517,831
M-R: Office of Information and Technology	13,515,051	13,175,472	(339,579)
Total	138,219,262	143,296,929	5,077,667

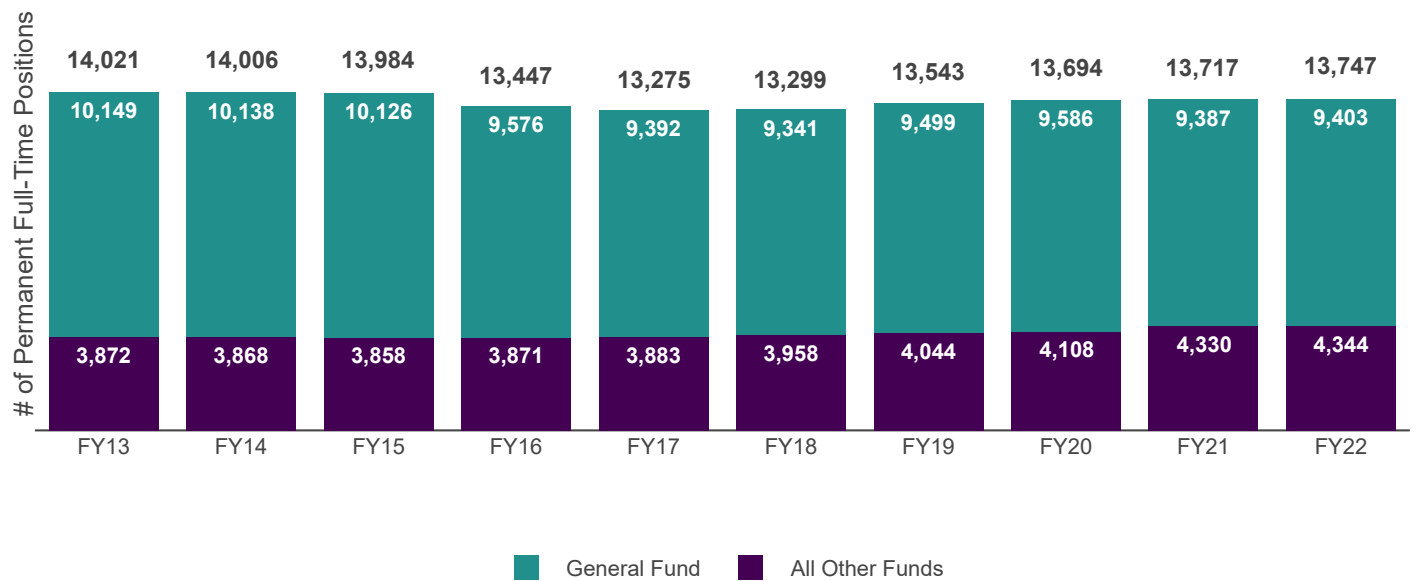
Table in dollars.

Permanent Full-Time Positions

By Fund

Fund Name	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Position Change*
General	9,586	9,387	9,403	16
Internal Service	461	452	440	-12
Conduit Enterprise	119	120	120	0
Wastewater Utility	872	899	890	-9
Water Utility	940	950	949	-1
Stormwater Utility	146	146	146	0
Parking Management	154	154	164	10
Federal	514	569	595	26
State	408	480	477	-3
Special Revenue	479	550	554	4
Special Grant	15	10	9	-1
Total	13,694	13,717	13,747	30

* Change is calculated between Fiscal 2021 and Fiscal 2022



By Agency

Fund Name	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Position Change*
Board of Elections				
General	5	0	0	0
City Council				
General	71	81	81	0
Comptroller				
General	70	66	67	1
Internal Service	35	35	35	0
AGENCY TOTAL	105	101	102	1
Council Services				
General	6	6	6	0
Courts: Circuit Court				
General	82	86	86	0
Federal	14	13	13	0
State	26	33	33	0
Special Grant	2	0	0	0
AGENCY TOTAL	124	132	132	0
Courts: Orphans' Court				
General	5	5	5	0
Employees' Retirement Systems				
Special Revenue	79	80	81	1
Enoch Pratt Free Library				
General	345	350	350	0
State	95	95	94	-1
Special Revenue	10	10	10	0
AGENCY TOTAL	450	455	454	-1
Finance				
General	271	252	228	-24
Internal Service	30	32	35	3
Water Utility	0	3	3	0
Parking Management	0	0	21	21
Special Revenue	2	2	2	0
AGENCY TOTAL	303	289	289	0
Fire				
General	1,676	1,646	1,644	-2
Federal	0	3	3	0
Special Revenue	57	85	85	0
AGENCY TOTAL	1,733	1,734	1,732	-2

(continued)

Fund Name	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Position Change*
General Services				
General	53	57	66	9
Internal Service	357	347	333	-14
AGENCY TOTAL	410	404	399	-5
Health				
General	188	181	182	1
Federal	257	277	275	-2
State	83	116	111	-5
Special Revenue	277	331	333	2
Special Grant	9	8	8	0
AGENCY TOTAL	814	913	909	-4
Housing and Community Development				
General	378	365	363	-2
Federal	58	63	63	0
State	5	5	4	-1
Special Revenue	1	5	4	-1
AGENCY TOTAL	442	438	434	-4
Human Resources				
General	68	72	73	1
Internal Service	2	2	2	0
AGENCY TOTAL	70	74	75	1
Law				
General	79	75	83	8
Internal Service	31	32	32	0
AGENCY TOTAL	110	107	115	8
Legislative Reference				
General	6	6	6	0
Liquor License Board				
General	22	20	20	0
M-R: American Rescue Plan Act				
General	0	0	10	10
M-R: Cable and Communications				
General	4	4	4	0
M-R: Convention Complex				
General	151	147	145	-2
M-R: Environmental Control Board				
General	8	8	8	0
M-R: Office of Children and Family Success				
General	8	21	23	2
Water Utility	0	3	4	1

(continued)

Fund Name	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Position Change*
Federal	18	17	18	1
State	85	88	88	0
AGENCY TOTAL	111	129	133	4
M-R: Office of Employment Development				
General	45	45	45	0
Federal	110	113	112	-1
State	6	6	6	0
Special Revenue	7	7	8	1
AGENCY TOTAL	168	171	171	0
M-R: Office of Homeless Services				
General	18	16	16	0
Federal	15	31	38	7
State	0	0	1	1
Special Revenue	18	3	3	0
AGENCY TOTAL	51	50	58	8
M-R: Office of Information and Technology				
General	144	142	156	14
Internal Service	6	4	3	-1
AGENCY TOTAL	150	146	159	13
M-R: Office of Neighborhood Safety and Engagement				
General	14	15	15	0
Federal	4	2	2	0
AGENCY TOTAL	18	17	17	0
M-R: Office of the Inspector General				
General	13	15	18	3
M-R: Office of the Labor Commissioner				
General	6	6	6	0
Mayoralty				
General	83	74	76	2
Special Revenue	1	0	0	0
Special Grant	4	2	1	-1
AGENCY TOTAL	88	76	77	1
Municipal and Zoning Appeals				
General	10	4	4	0
Office of Equity and Civil Rights				
General	21	23	22	-1
Planning				
General	57	48	48	0
Special Revenue	0	0	1	1
AGENCY TOTAL	57	48	49	1

(continued)

Fund Name	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Position Change*
Police				
General	3,158	3,100	3,091	-9
Federal	13	13	24	11
State	60	71	73	2
Special Revenue	10	9	9	0
AGENCY TOTAL	3,241	3,193	3,197	4
Public Works				
General	753	713	729	16
Wastewater Utility	872	899	890	-9
Water Utility	940	944	942	-2
Stormwater Utility	146	146	146	0
Special Revenue	3	3	3	0
AGENCY TOTAL	2,714	2,705	2,710	5
Recreation and Parks				
General	300	341	348	7
State	2	18	19	1
Special Revenue	12	13	13	0
AGENCY TOTAL	314	372	380	8
Sheriff				
General	218	213	212	-1
State's Attorney				
General	326	319	319	0
Federal	22	34	34	0
State	45	47	47	0
AGENCY TOTAL	393	400	400	0
Transportation				
General	924	865	858	-7
Conduit Enterprise	119	120	120	0
Parking Management	154	154	143	-11
Federal	3	3	3	0
State	1	1	1	0
Special Revenue	2	2	2	0
AGENCY TOTAL	1,203	1,145	1,127	-18
TOTAL				
	13,694	13,717	13,747	30

* Change is calculated between Fiscal 2021 and Fiscal 2022

FISCAL 2022

EXECUTIVE SUMMARY

Board of Estimates Recommendations

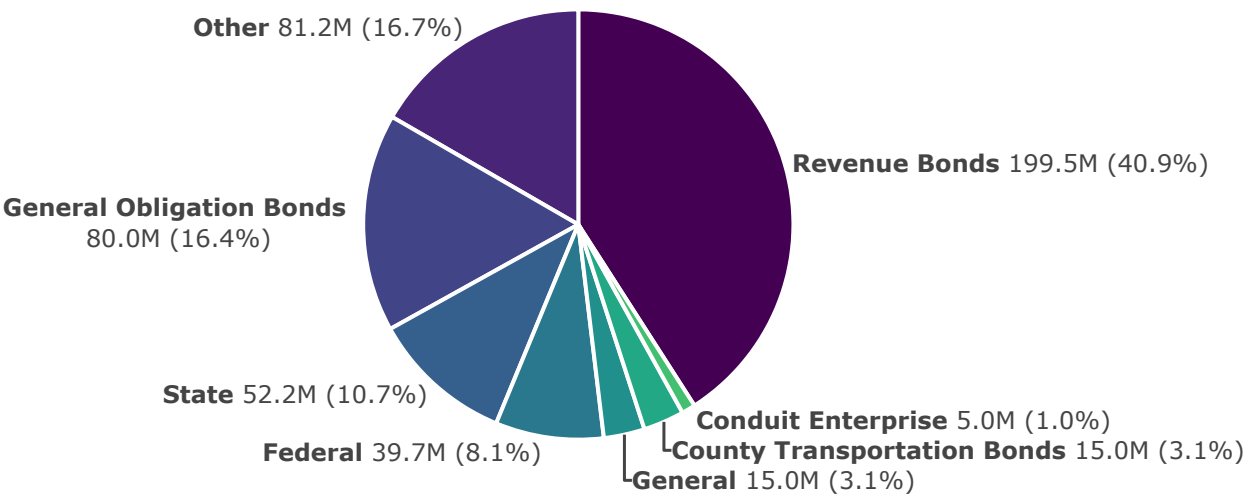
Capital Budget Recommendations

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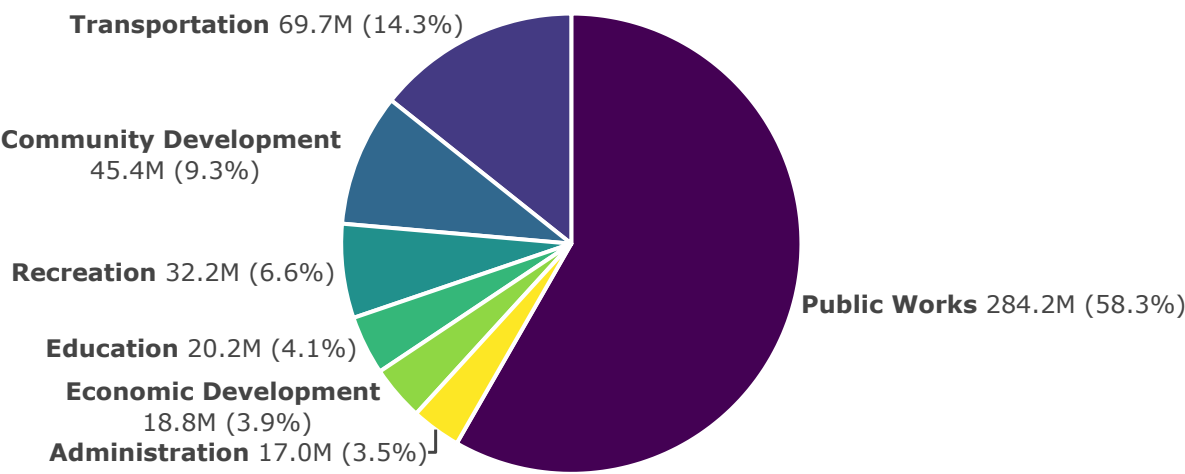
Overview of Capital Budget Recommendation

Total Capital Budget: 487.6 million

Where the Money Comes From



How the Money is Used



Totals may not equal 100% due to rounding. Charts in millions.

The Fiscal 2022 capital budget recommendation is \$487.57 million, a decrease of \$335,640,000 or 40.8% from Fiscal 2021. The capital budget can fluctuate considerably from year to year due to project schedules, the timing of borrowing, and the availability of grant funding. Per Board of Estimates policy, a capital project is a physical betterment or improvement costing more than \$50,000 and any preliminary studies relative to that project. It does not include projects that cost less than \$50,000, vehicular equipment, repairs and maintenance costing less than \$100,000, and salaries for positions that are not part of the cost of the project.

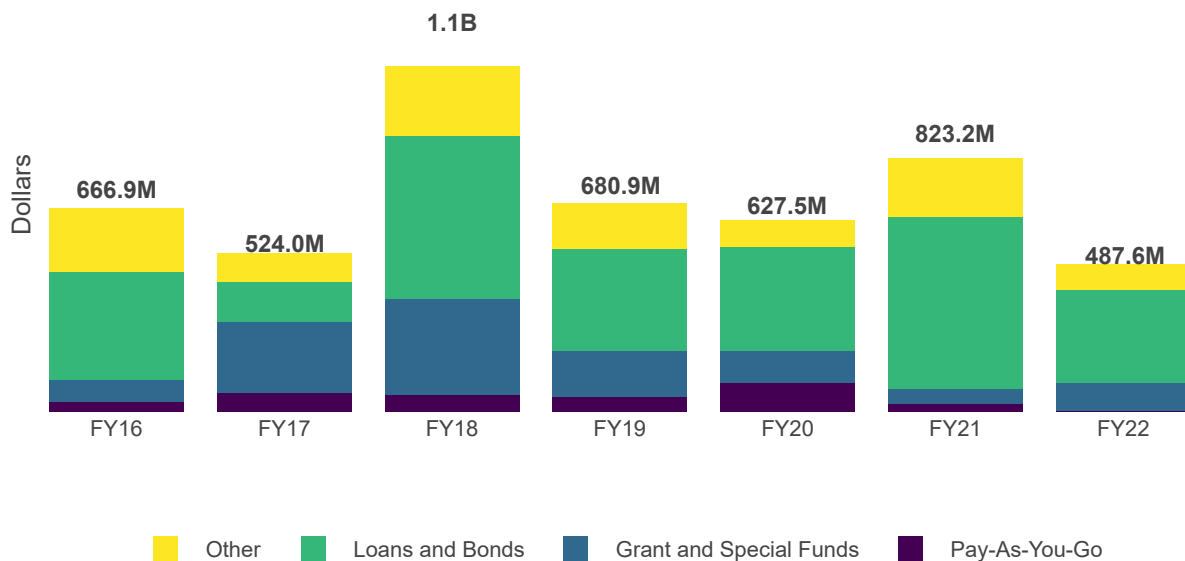


Table in millions of dollars.

The capital budget process operates on the same timeline as the operating budget process, but is completed as part of a six-year Capital Improvement Plan (CIP), which the Planning Commission submits to the Board of Estimates. The budget process begins in late September as the Department of Planning works with participating agencies to solicit project requests, prioritize projects for funding, and prepare the six-year CIP. The major capital budget agencies are the Departments of Information Technology, General Services, Recreation and Parks, Transportation, Public Works, Housing and Community Development, as well as the Baltimore Development Corporation and City School System. Once the Planning Commission approves the six-year CIP, it moves on to the Board of Finance and then the Board of Estimates for their review and approval. Once approved, the first year of the CIP is submitted to City Council as part of the Ordinance of Estimates. Finally, the Ordinance of Estimates is formally adopted by the City Council and signed by the Mayor.

There are several ways residents and other stakeholders can get involved in the capital budget process. The process to develop the CIP starts with agencies, so one of the best ways to get involved is to engage directly with agencies. This can be done through planning processes, neighborhood liaison officers, or using the 311 system. Besides working directly with agencies, the Planning Commission has several public hearings on the capital budget throughout the year, including CIP information sessions, presentations from agencies, and hearings to vote on the six-year CIP.

Funding for capital programs comes from either current revenues (referred to as “Pay-As-You-Go” or “PAYGO”) or from borrowed funds (referred to as “Loans and Bonds”). Loan and bond fund amounts are constrained by the need to ensure that future repayment of debt service can be made from the City’s operating budget. The City also must ensure that outstanding debt meets reasonable benchmarks and does not put an undue financial burden on future generations. Every five years, the City partners with an external expert to evaluate the City’s debt burden and make recommendations on appropriate annual borrowing levels.

As in many older cities, Baltimore’s aging infrastructure often leads to higher costs for the City, either through emergency repairs, maintenance needs, or energy inefficiency. In addition, many City assets and buildings were built decades ago and might not best meet current City needs. Therefore, capital budget planning requires the City to prioritize limited resources in upgrading and maintaining City structures and infrastructure. The City must balance these infrastructure needs with community and economic development activities.

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 on the operating budget following completion.

Fiscal 2022 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 2022, agencies did not report any capital projects that will have a significant impact on the operating budget.

The City pays debt service, the interest and principal costs on the bonds issued by the City to build capital projects, through the operating budget.

Capital Budget Fund Sources

Capital Funds	Fiscal 2020 Budget	Fiscal 2021 Budget	Fiscal 2022 Budget	Dollar Change*	Percent Change*
Pay-As-You-Go					
General	50,000,000	500,000	15,000,000	14,500,000	2 900.0%
Conduit Enterprise	23,000,000	41,000,000	5,000,000	(36,000,000)	-87.8%
Wastewater Utility	16,388,000	0	0	0	
Water Utility	19,578,000	0	0	0	
Stormwater Utility	2,275,000	1,750,000	0	(1,750,000)	-100.0%
Grant and Special Funds					
Federal	75,191,000	39,967,000	39,668,000	(299,000)	-0.7%
State	26,235,000	8,630,000	52,152,000	43,522,000	504.3%
Loans and Bonds					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	223,623,000	451,538,000	199,518,000	(252,020,000)	-55.8%
County Trans. Bonds	26,018,000	15,000,000	15,000,000	0	0.0%
Other					
Other	85,156,000	184,827,000	81,234,000	(103,593,000)	-56.0%
GRAND TOTAL					
GRAND TOTAL	627,464,000	823,212,000	487,572,000	(335,640,000)	-40.8%

* Change is calculated between Fiscal 2021 and Fiscal 2022

Table in dollars.

General Fund Backed Sources

The City's General Fund typically supports several fund sources in the capital budget, including capital General Funds (PAYGO capital), General Obligation Bonds (debt), General Funds - Highway User Revenues (PAYGO capital dedicated to transportation), and County Transportation Revenue Bonds (debt dedicated to transportation).

General Funds and Highway User Revenue

A portion of the City's General Fund revenue is dedicated to capital improvements. Using recurring General Funds for PAYGO is considered to be good fiscal practice, as it reduces the City's debt burden. General funds (PAYGO) are one of the most flexible revenue sources available to the City, and can be used for priority projects for which no other fund source is available. In addition, the City dedicates a portion of its annual State Highway User Revenue (HUR) allocation to capital improvements. HUR is collected by the State and allocated to jurisdictions for certain eligible uses, such as transportation projects. The Fiscal 2022 recommended budget includes \$15 million in General Funds and HUR for capital projects for Baltimore City Information Technology (BCIT), the Department of Transportation (DOT), the and Department of Housing and Community Development (DHCD). This is an increase of \$14.5 million from Fiscal 2021, when the revenue shortfall due to the COVID-19 pandemic resulted in only \$500,000 in PAYGO funding available for capital projects.

General Obligation Bonds

In 2020, voters authorized \$80 million in General Obligation bonds per year for Fiscal 2022 and 2023. General Obligation bonds must be used for affordable housing, schools, public infrastructure, and community and economic development in accordance with the loan authorization approved by voters. The debt service to repay the bonds is paid from the City's future General Fund revenue.

MDOT County Transportation Revenue Bonds

Following the dramatic loss of HUR funds in 2010, the City has partnered with the Maryland Department of Transportation since 2014 to issue \$15 million annually in MDOT County Transportation Revenue Bonds to be repaid with future General Fund Highway User Revenue. These funds must be used on eligible projects, such as transportation projects.

Federal and State Funds

The Fiscal 2022 recommended budget includes approximately \$40 million in federal Funds and \$52 million in State Funds. Some agencies routinely have access to federal and State Funds, while other agencies must rely on local fund sources. Below are some examples of federal and State Funds:

- DOT typically receives \$30 million per year in federal Highway Transportation funds. The City must provide a 20% match for eligible projects such as bridges.
- Baltimore City Recreation and Parks typically receives \$6 to \$7 million per year in Program Open Space funds from the State. Some of these funds require a 25% match from the City. In FY22, Recreation and Parks received an additional allocation of \$13 million from the State, above what is normally allocated through Program Open Space.
- DHCD receives federal Community Development Block Grant (CDBG) funds to be used for capital projects that serve low and moderate income residents.

Utility Funds

The Water, Wastewater, and Stormwater programs within the Department of Public Works are fully funded with enterprise revenue, which include the fees paid for water, sewer, and stormwater services. Capital projects within these programs are paid for by a combination of current utility fund revenue, debt that will be repaid by future utility funds like revenue bonds and State or federal loans, and other sources such as County grants. The Fiscal 2022 recommended funding for the utility programs totals \$274.4 million.

Six-Year Capital Plan

Fund Name	FY22	FY23	FY24	FY25	FY26	FY27
Pay-As-You-Go						
General	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Conduit Enterprise	5,000,000	36,000,000	36,000,000	36,000,000	36,000,000	36,000,000
Grant and Special Funds						
Federal	39,668,000	51,329,000	42,247,000	42,215,000	40,950,000	40,950,000
State	52,152,000	16,800,000	11,500,000	9,000,000	8,500,000	7,500,000
Loans and Bonds						
Gen. Oblig. Bonds	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000
Revenue Bonds	199,518,000	471,581,000	298,645,000	88,913,000	293,850,000	205,676,000
County Trans. Bonds	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Other						
Other	81,234,000	276,030,000	34,687,000	66,003,000	75,292,000	57,059,000
GRAND TOTAL						
GRAND TOTAL	487,572,000	961,740,000	533,079,000	352,131,000	564,592,000	457,185,000

Table in dollars.

FISCAL 2022

EXECUTIVE SUMMARY

Board of Estimates Recommendations

Appendix

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ACTIVITY: A subdivision of a service that specifies how the service is performed. Some services may be accomplished through the performance of only one activity, while other services 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 obligated by the City Charter to submit a budget request outlining projected costs of operation for the upcoming fiscal year to the Director of Finance and/or Planning Commission, as applicable.

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

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

ASSESSED VALUATION: A valuation set upon real estate and other taxable property by the State Department of Assessments and Taxation and utilized by the City of Baltimore as a basis for levying taxes. All taxable real property follows a 3-year reassessment cycle, and the resulting assessed valuation is an estimate of the current market value.

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

CAPITAL FUND: A set of budget accounts established to plan for specific capital projects financed by revenues received from City funds, bonds, State, federal, and other miscellaneous funds.

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

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

CAPITAL PROJECT: An improvement to City property, which by policy of the Board of Estimates must be physical betterment or improvement costing more than \$50,000 and any preliminary studies relative to that project. It does not include projects that cost less than \$50,000, vehicular equipment, repairs and maintenance costing less than \$100,000, and salaries for positions that are not part of the cost of the project.

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 system-related expenses.

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. In Fiscal 2020, the City fully paid off the bonds associated with this expansion; however, the City may continue appropriating funds for future renovation or expansion of the Center.

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

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

FISCAL YEAR: The time frame to which the annual budget applies; this period is July 1 through June 30.

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

Fund, Parking Management Fund, Special Grant Fund, Special Revenue Fund, Stormwater Utility Fund, Water Utility Fund, and Wastewater Utility Fund.

FUNDING SOURCE: Income/revenue received which supports an appropriation.

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

GENERAL OBLIGATION BOND: A municipal bond backed by the full faith and credit of the jurisdiction. Every two years, the City of Baltimore must get permission from voters through a ballot referendum to issue General Obligation Bonds (GO Bonds). GO bonds are borrowed funds that are used for capital projects, including affordable housing, schools, public infrastructure, and community and economic development. The debt service to repay the bonds is paid from the City's future General Fund revenue.

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 service, function, or project.

INDICATOR: A measure that represents a quality of life improvement that the City tracks and is ultimately aiming to improve. The City has 17 measurable Indicators organized within each of the Priority Outcomes that reflect many of the City's greatest challenges.

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. Closed in Fiscal 2018 and transferred into General Fund in Fiscal 2019.

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 including City contributions for Social Security, retirement, health plans, 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 residents 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 services, sources of funding, and costs of service operation other than capital improvements over \$50,000; items of repair, maintenance or emergency nature over \$100,000; or Bureau of Water and Wastewater items of repair, maintenance, or emergency nature over \$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) mandates that OPEB be recorded as accrued liabilities in the annual financial statements of governmental entities. 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 residents. 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 negotiated labor contracts and the federal Fair Labor Standards Act.

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

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

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

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

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

- Prioritizing Our Youth
- Building Public Safety
- Clean and Healthy Communities
- Equitable Neighborhood Development
- Responsible Stewardship of City Resources

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.

SERVICE: Replaces program in the budget structure. An activity or set of activities performed by an agency that has: identifiable costs for budgeting purposes; a clear public purpose and measurable objectives; and clear lines of accountability for its performance and fiscal management. Services are the means to achieving desired outcomes for City residents. Each Service has a unique three-digit numeric code used to identify services within an agency.

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

SPECIAL FUNDS: Established to budget for revenues derived from certain State, federal, and private governmental grants, as well as 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 that could not be expected with reasonable certainty at the time of the formulation of the proposed Ordinance of Estimates, additional appropriations for services included in the annual budget made necessary by a material change in circumstances, or new services 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 service, purpose, activity, or project and provide the revenue necessary to support the appropriation.

TARGET: Targets are the annual 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 sub-object of expenditure.
- To reimburse a program for services rendered where the reimbursement is calculated on a fee basis rather than for specific expenditures.

WASTEWATER 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.

Chief Administrative Officer:
Christopher J. Shorter

Finance Director:
Henry J. Raymond

Acting Deputy Finance Directors:
Robert Cennamo
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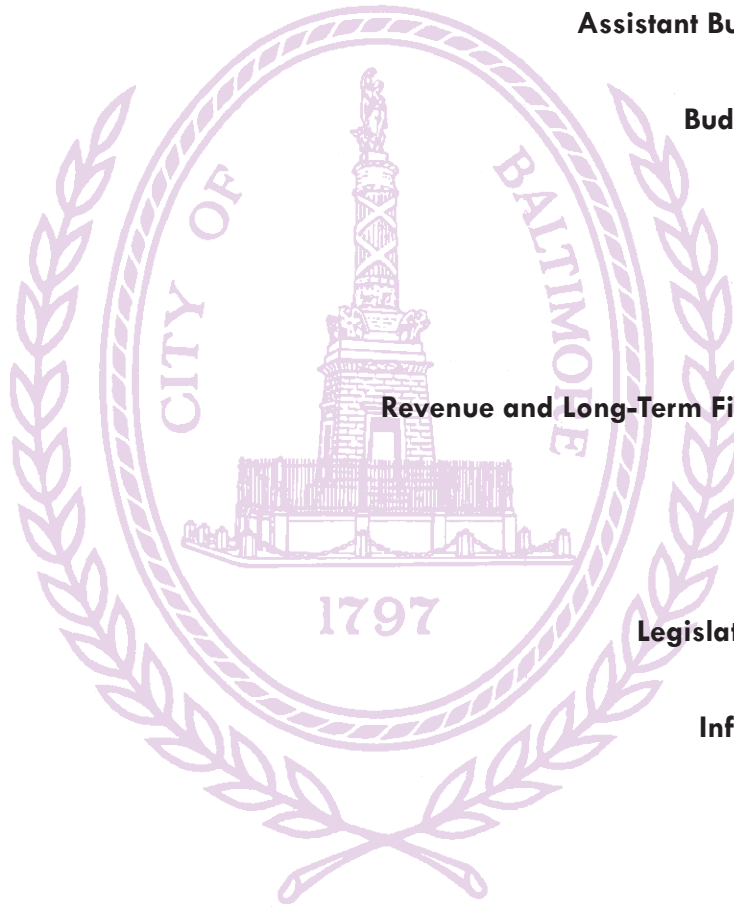
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Data Lead:
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Legislative and Engagement Lead:
Mara James

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The City of Baltimore budget publications are available at the Enoch Pratt Free Library Central Branch in the Maryland Room and online at budget.baltimorecity.gov.

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