

Fiscal 2023 Preliminary Budget Plan

MAYOR BRANDON M. SCOTT
CITY OF BALTIMORE, MARYLAND



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Transmittal Memo

FROM	NAME & TITLE	Robert Cenname, Budget Director	CITY of BALTIMORE <i>MEMO</i>	
	AGENCY NAME & ADDRESS	Department of Finance Bureau of the Budget and Management Research		
	SUBJECT	Preliminary Operating and Capital Budget Plan - Fiscal 2023		

TO Honorable President and Members of the Board of Estimates

DATE:
April 11, 2022

Dear Mr. President and Members:

Pursuant to Article VI, Section 4(a) of the Baltimore City Charter, transmitted herewith are the Fiscal 2023 Preliminary Operating and Capital Budget Plans, as prepared by the Department of Finance.

Respectfully submitted,



Robert Cenname
Budget Director
Department of Finance

Learn More

Below are ways to engage with the Bureau of the Budget and Management Research (BBMR) and learn more about the City's budget.

Budget Publications

Every year, the City publishes five budget documents.

1. The Preliminary Budget Plan publication contains the initial budget recommendations from the Department of Finance, which is presented to the Board of Estimates.
2. The Executive Summary publication contains the Board of Estimates recommendations for the budget, which is presented to the City Council.
3. The Agency Detail publications, Volume I and Volume II, contain detailed budget information by agency and service.
4. The Community Guide to the Budget contains an overview of the major funding recommendations of the adopted budget.
5. Summary of the Adopted Budget contains the adopted budget, as well as additional exhibits about the City's financial policies and practices as outlined in the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program.

A copy of the Executive Summary and Agency Detail budget publications can be found at the Enoch Pratt Central Library in the Maryland Room for reference use. The Central Library is located at 400 Cathedral St, Baltimore, MD 21201.

All publications are available in PDF format from the [BBMR website](#).

Capital Improvement Program

The Department of Planning develops the City's six-year Capital Improvement Program. Information on the capital budget process, agency proposals, the annual equity analysis, and more details about the capital budget can be found on the [Department of Planning website](#).

Taxpayers' Night

Every year, the Board of Estimates, which is tasked in the City Charter with formulating and executing the fiscal policy of the City, hosts a public hearing on the Preliminary Budget Plan called Taxpayers' Night, as required by the City Charter. This event provides City residents the opportunity to provide feedback on the Preliminary Budget, which the Board of Estimates takes in to consideration before submitting the recommended budget, formally called the Ordinance of Estimates, to the City Council. The City Council also hosts a Taxpayers' Night on the Ordinance of Estimates.

Annual Comprehensive Financial Report

The Annual Comprehensive Financial Report (ACFR) is a financial document that complies with standards set by the Governmental Accounting Standards Board. Baltimore City's current and past ACFRs can be accessed through the [Department of Finance website](#).

Baltimore City Charter

The City Charter is a legal document that establishes the organization, powers, functions, and essential procedures for Baltimore City. It can be accessed through the [Department of Legislative Reference website](#).

Social Media

Connect with the Bureau of the Budget and Management Research on [Twitter](#) and [Facebook](#) @baltimorebudget for infographics, budget process updates, event invitations, and more.

Open Budget

Use [Open Budget](#), an interactive budget exploration tool, to easily drill into agency budgets. The associated dataset is also available through [Open Data](#).

Community Budget Presentations and Questions

Residents and community groups can request a community budget presentation from a member of BBMR or ask questions about the budget by emailing budget@baltimorecity.gov.

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FISCAL 2023

PRELIMINARY BUDGET

Introduction

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Preliminary Budget Overview

The Fiscal 2023 Preliminary Budget Plan recommended by the Department of Finance reflects the priorities of Mayor Brandon M. Scott. The Plan includes a ground-breaking new investment in City Schools, continues the response to COVID-19, and utilizes federal recovery funds for critical investments to make the City safer, healthier, cleaner, and more equitable. The Preliminary Plan totals \$4.03 billion, including \$3.29 billion for operating expenses and \$742.4 million for capital investment. The General Fund budget totals \$2.14 billion, a 7.3% increase from the Fiscal 2022 Adopted Budget.

Fiscal Context

The Fiscal 2023 budget was developed in the context of a recovering COVID-19 economy, new State-mandated education spending, and an infusion of federal recovery aid:

COVID-19 Economy: The City's General Fund revenue outlook has stabilized, even amid some lingering economic uncertainty from COVID-19 and the conflict in Ukraine. Property Tax revenues overall are projected to increase in Fiscal 2023 due to strong growth in the residential market, even despite lost commercial value in the downtown area. Visitor and tourism-related revenues, such as Hotel Tax, Parking Revenues, and Convention Center income, have already recovered to 74.8% of pre-COVID levels in Fiscal 2022 and continued recovery is expected in Fiscal 2023. Income Tax receipts, which were disrupted during the early stages of the pandemic, have largely been spared from long-term impact. One area of continuing concern is the impact of inflation, which has increased the cost to the City for basics such as supplies, materials, and contracts by 4.6% overall.

Education Spending: In 2020, the Maryland General Assembly passed the Blueprint for Maryland's Future, more commonly referred to as Kirwan, which requires increased 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. Per the Maryland Department of Legislative Services, the City's local share will grow by \$65 million in Fiscal 2023. The City will meet this mandate for Fiscal 2023 through a combination of three factors: a recovering local economy, small trims to agency budgets, and new Medicaid reimbursement in Emergency Medical Services (EMS), which will help offset existing General Fund costs.

Federal Aid: Federal aid provided a lifeline for the City through the first two years of the pandemic, but the focus in Fiscal 2023 is shifting from the direct COVID-19 response to larger strategic investments. Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding and Federal Emergency Management Agency (FEMA) reimbursement are no longer budgeted in Fiscal 2023. CARES Act funds expired in December 2021, and FEMA support is scheduled to decline from 100% to 90% beginning in Fiscal 2023. Looking ahead, the City is focused on how to best spend \$641 million of American Rescue Plan Act (ARPA) funds. The first wave of strategic investments from ARPA began in Fiscal 2022 and will continue in Fiscal 2023, with projects focused on homeless services, housing, broadband infrastructure, violence prevention, and capital improvements, among other areas.

Budget Plan

The Fiscal 2023 Preliminary Budget Plan is built around the [Mayor's Action Plan](#), which was released in December 2021. The Action Plan includes ambitious goals centered around the Mayor's five Pillars: Prioritizing Our Youth, Building Public Safety, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources.

Prioritizing Our Youth

The Preliminary Budget Plan includes \$578.3 million across all funding sources. Key highlights include:

- The City will meet its first-year local share requirement for the new Kirwan legislation. The City's contribution is \$340.6 million, a \$65 million increase compared to Fiscal 2022. Kirwan is expected to improve student outcomes by expanding early education, raising standards for teacher pay and training, and adding college and career readiness programs for high school students.
- Total support for Baltimore City Public Schools now exceeds \$425.1 million. City funding supports City Schools' operating costs, the 21st Century School Modernization Fund, teacher pension costs, retiree health benefits, school health services, and crossing guards.
- Baltimore City Recreation & Parks will utilize \$41 million of ARPA funds for capital investments in recreation centers, public pools, trails, playgrounds, and athletic fields and courts.
- The Baltimore City Fire Department will roll out the Apprenticeship Maryland program, an internship opportunity for high school students that will strengthen the career pipeline between local schools and the Department.

Building Public Safety

The Preliminary Budget Plan includes \$1.09 billion across all funding sources. Key highlights include:

- The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will spend \$20.7 million of ARPA funds on a variety of crime-prevention programs, with a focus on the group violence reduction strategy (GVRS), re-entry services, victim services, and youth and trauma services. The Baltimore Police Department will also add nine positions to directly support MONSE's GVRS work.
- The Baltimore City Fire Department has received federal and State approval to enter the Emergency Services Payment Program (ESPP), which will provide an estimated \$40 million of annual reimbursement from Medicaid for eligible ambulance transports. The funding will support existing EMS costs, as well as enable new EMS initiatives and Fire Department infrastructure upgrades.
- The Police Department will continue its recruitment and retention efforts with the support of new pay increases and incentives that were negotiated in the latest contract with the Fraternal Order of Police. In Fiscal 2023, \$15 million of new funding will support targeted pay increases, plus a variety of pay incentives for education, patrol work, field training, and hard-to-fill shifts.
- The Department of Transportation will roll out new speed cameras on I-83 to improve safety and reduce accidents on the highway. First year revenues are estimated at \$34.7 million, with proceeds first covering program administrative costs and remaining revenue dedicated solely to I-83 improvements.

Clean and Healthy Communities

The Preliminary Budget Plan includes \$897.3 million across all funding sources. Key highlights include:

- The Baltimore City Health Department will leverage a \$26.2 million investment from ARPA to continue the response to COVID-19, which will help offset the expiring eligibility of other federal fund sources such as CARES and FEMA. Funds will be used for vaccination efforts, testing, contact tracing, and personal protective equipment.
- Fiscal 2023 will mark the first year of a \$90 million investment of ARPA and U.S. Department of Housing and Urban Development funds to combat homelessness in Baltimore. Funding will be used by the Mayor's Office of Homeless Services for rental assistance, case management services, and the addition of permanent supportive housing options for those experiencing homelessness.

- The Department of Planning will add a Resilience Planner position to support the new Sustainability Subcabinet. The position will evaluate options for better preparing the community for extreme heat, flooding, and other hazards.

Equitable Neighborhood Development

The Preliminary Budget Plan includes \$334.6 million across all funding sources. Key highlights include:

- The Office of Equity and Civil Rights will add two positions to develop equity training for City agencies and to support agencies with meeting the requirements of the City's Equity Assessment Program.
- The Minority and Women's Business Opportunity Office will add five positions to strengthen the City's effort to spend more contract dollars with Minority and Women-Owned Businesses. The new staff will register additional vendors and increase compliance efforts on the City's existing contracts.
- The Department of Housing and Community Development will utilize a \$100 million ARPA award to build new affordable housing units, address vacant properties, and provide support for low-income renters and homeowners.

Responsible Stewardship of City Resources

The Preliminary Budget Plan includes \$314.3 million across all funding sources. Key highlights include:

- The Baltimore City Information Technology (BCIT) budget includes \$13.7 million for the final phase of the Enterprise Resource Planning (ERP) project. New systems for the general ledger and talent acquisition will be added to complement the human resources and payroll systems that were implemented in Fiscal 2022. These new integrated systems will reduce manual data entry and improve employees' access to real-time financial information.
- BCIT will add five new cyber-security positions to monitor and implement software security patches, and to identify and fix outstanding system vulnerabilities.
- The City will continue to identify savings from the post-COVID work environment. The Department of General Services will purchase a new energy management software system, to better track and identify savings opportunities from buildings that have been partially vacated due to work-from-home policies.

Fiscal Risks

Despite a stabilizing economic environment, the City still faces some fiscal risks that will require additional resources soon:

Inflation: The City is experiencing higher prices on purchases of materials, supplies, and contracts because of COVID-related supply chain disruptions and the conflict in Ukraine. The City is also likely to see growing pressure on wages if inflationary trends continue. For perspective, even just an additional 1% wage increase for all employees costs an additional \$10.2 million.

Kirwan Education Funding: Even after meeting the first-year requirement in Fiscal 2023, the City will face growing education spending as the Kirwan law gets phased-in over the next decade. Per the Maryland Department of Legislative Services fiscal analysis of the bill, the City's annual contributions will grow by an additional \$100 million by Fiscal 2030.

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 hotel operational revenue and Hotel Tax and Property Tax generated by the Convention Center Hotel itself. The hotel is still struggling to recover

from the impact of COVID-19, which has resulted in a shortfall in 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. The Fiscal 2023 budget includes this full \$7 million requirement. This requirement will remain in the budget until the hotel and convention industry fully recover, diverting scarce General Fund resources away from other pressing priorities.

Police Legal Liability: The City continues to face Gun Trace Task Force (GTTF) litigation. Viable GTTF cases are now much fewer in number after some cases were settled in 2020 and 2021. But, the remaining cases generally involve more serious allegations that GTTF misconduct contributed to the plaintiff's wrongful conviction, and therefore tend to carry significant liability risk.

COVID-19 Federal Aid

Federal aid provided a lifeline for the City through the first two years of the pandemic. 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. Also, the federal government declared a nationwide emergency, effective January 2020 and continuing, making emergency aid available from the Federal Emergency Management Agency (FEMA), which is reimbursement-based. These funding sources enabled the City to respond quickly and effectively to the public health emergency that COVID-19 presented for City residents.

In Fiscal 2023, the City is shifting from the direct COVID-19 response to larger strategic investments and recovery. CARES funding and FEMA reimbursement are no longer budgeted in Fiscal 2023. CARES Act funds expired in December 2021, and FEMA support is scheduled to decline from 100% to 90% beginning in Fiscal 2023. Looking ahead, the City is focused on how to best spend \$641 million of American Rescue Plan Act (ARPA) funds, which must be committed by December 31, 2024 and fully spent by December 31, 2026. The first wave of strategic investments from ARPA began in Fiscal 2022 and will continue in Fiscal 2023 with investments in homeless services, housing, broadband infrastructure, violence prevention, and economic recovery, among others.

CARES Funding

The City spent the \$103.6 million in CARES funding from Fiscal 2020 through Fiscal 2022. CARES funds expired in December 2021. The table below documents the expenditures by fiscal year.

FY20	FY21	FY22*	Total
12,503,772	50,101,562	40,659,240	103,264,574

Table in dollars.

* Includes pending invoices expected to be paid in this fiscal year.

FEMA Funding

The City is continuing to prepare and submit applications for expenses eligible for FEMA reimbursement, including feeding, sheltering, and vaccination programs. Currently, FEMA is reimbursing eligible expenses at 100%, which is scheduled to decline to 90% beginning in Fiscal 2023. However, FEMA has the authority to end reimbursements at any time. Expenses eligible for FEMA reimbursement must be specific to mitigating the effects of the pandemic. Eligible expenses include emergency medical care, medical sheltering, personal protective equipment (PPE), and the purchase and distribution of food, water, and medicine. The tables below documents the status of the reimbursement and the expenditures submitted for reimbursement by fiscal year. As of publication, the City is still awaiting approval on several applications.

FEMA Reimbursements	FY20	FY21	FY22	Category Sub-total
Cash Received	239,232	62,435,718	485,327	63,160,277
FEMA Approved	1,967,505	20,839,930	7,776,148	30,583,583
Pending FEMA Approval	1,639,800	13,316,547	23,321,146	38,277,493
Grand Total	3,846,537	96,592,195	31,582,621	132,021,353

Table in dollars.

Reimbursement Status	Reimbursement Type	Amount
Cash Received	Feeding	28,065,622
	Sheltering	21,369,459
	Vaccines	5,364,953
	Materials, Supplies, & Equipment	703,628
	Other	7,656,615
Multi-year Total		63,160,277
FEMA Approved	Feeding	4,439,205
	Sheltering	20,076,148
	Vaccines	3,236,143
	Materials, Supplies, & Equipment	440,675
	Other	2,391,412
Multi-year Total		30,583,583
Pending FEMA Approval	Feeding	4,687,234
	Sheltering	27,699,227
	Other	5,891,032
Multi-year Total		38,277,493

Table in dollars.

ARPA Funding

The American Rescue Plan Act (ARPA), specifically the State and Local Fiscal Relief Fund, provided \$641 million to the City of Baltimore in response to the COVID-19 public health emergency and its negative economic impacts. Mayor Brandon M. Scott established the [Mayor's Office of Recovery Programs \(MORP\)](#) in Fiscal 2022 to transparently and effectively administer this funding on behalf of the City, as well as managing reports to the U.S. Department of the Treasury, the federal agency managing and overseeing ARPA funds. The City is using this one-time funding to make strategic investments in Baltimore's future and equitably deliver resources and services to underserved and underinvested communities. All ARPA funds were appropriated to MORP in the Fiscal 2022 budget and will be carried forward until fully spent. The following exhibits provide a status update on the ARPA spending plan.

Authorized Expenditure Categories

The Treasury identified five main categories for eligible funding uses: supporting public health response; addressing negative economic impacts of COVID-19; replacing public sector revenue loss; providing premium pay for essential workers; and investing in water, sewer, and broadband infrastructure.

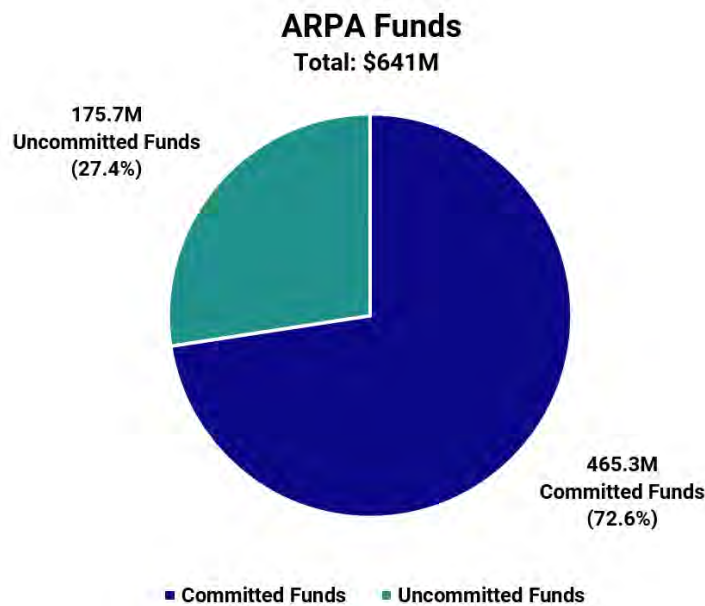
A project must align with a valid expenditure category under the law, while also responding to the COVID-19 public health emergency and its negative economic impacts, to be eligible.

Funding Process

MORP established an online application process, allowing City agencies and external organizations to propose projects. Proposals are reviewed to ensure that projects conform to Treasury guidance, advance equity, and make an impact as the City navigates the social and economic crises caused by COVID-19. Proposals are evaluated using a 100-point scoring rubric with seven criteria. Equity has the greatest weight of all criteria. More information about the funding process can be found on [MORP's website](#).

Funding Announcements

As of publication, \$465.3 million in [ARPA funding](#) has been committed for various projects. Project descriptions and anticipated budgets are described in more detail below.



Use of Funds	Funding Committed
Project Evaluation	0.6
Position Restoration	2.8
Lexington Market	4.9
Vaccine Incentives	10.4
Administration	10.6
Economic Recovery Fund	25.0
Workforce Development	30.0
Broadband and Digital Equity	35.0
Recreation Infrastructure	41.0
Violence Prevention	50.0
Reducing Homelessness	75.0
Public Health Response	80.0
Affordable and Vacant Housing	100.0
Total	465.3

Table and graph in millions of dollars and do not include budget stabilization funds.

COVID-19 Public Health Response Funding will be used by the Baltimore City Health Department (BCHD) to address the COVID-19 public health emergency. BCHD will focus on six key areas: vaccination, contact tracing, testing, food insecurity, PPE, strategic communications, and administrative costs. The purpose of this funding is to strengthen existing healthcare infrastructure and implement strategies to mitigate the spread of the virus and increase vaccination rates with a focus on populations disproportionately affected by COVID-19. This funding will be used from Fiscal 2022 through Fiscal 2025.

Funding Area	FY22	FY23	FY24	FY25	All Years
Communications	257,910	508,820	508,820	257,910	1,533,460
Contact Tracing	6,327,599	7,246,698	4,496,698	834,112	18,905,107
Food Insecurity	3,107,038	6,207,076	3,507,076	3,107,038	15,928,228
Miscellaneous	274,481	198,962	113,962	51,890	639,295
Operational Support	2,174,240	1,585,649	1,585,649	819,074	6,164,613
PPE	2,676,244	2,786,487	2,286,487	2,226,244	9,975,461
Testing	4,411,166	5,006,331	2,464,487	388,632	12,270,615
Vaccination	8,441,716	2,238,276	1,742,935	865,560	13,288,487
Vulnerable Communities	222,789	424,578	424,578	222,789	1,294,734
Project Total	27,893,182	26,202,877	17,130,692	8,773,248	80,000,000

Table in dollars.

* Funding for Vulnerable Communities provides direct case management services to BCHD's adult guardianship population.

† 'Miscellaneous' includes funds for unanticipated increases in various contracts related to the COVID-19 public health response.

Violence Prevention Funding will be used by the Mayor's Office of Neighborhood Safety and Engagement for violence prevention initiatives. The purpose of this funding is to decrease violence and increase community safety by funding violence prevention efforts, including community violence intervention, victim services, youth justice, re-entry services, and community healing.

Funding Area	FY22	FY23	FY24	FY25	All Years
Administration	1,268,058	2,301,646	2,287,446	0	5,857,150
Gun Violence	3,350,000	7,575,000	7,475,000	0	18,400,000
Neighborhoods	725,000	625,000	275,000	0	1,625,000
Re-entry	2,950,000	5,745,000	4,995,000	0	13,690,000
Transitional Employment for GVRs	255,000	2,500,000	2,500,000	0	5,255,000
Victim Services	453,770	479,540	479,540	0	1,412,850
Youth and Trauma	1,255,000	1,505,000	1,000,000	0	3,760,000
Project Total	10,256,828	20,731,186	19,011,986	0	50,000,000

Table in dollars.

Economic Recovery Fund Funding is being used by five quasi-governmental agencies, including the Baltimore Development Corporation, the Baltimore Civic Fund, Visit Baltimore, the Family League of Baltimore City, and the Baltimore Office of Promotion & the Arts, to provide financial relief and technical assistance to small businesses, nonprofits, the hospitality industry, child care providers, and individuals artists that were negatively impacted by COVID-19. These funds address COVID-19 related economic losses and build capacity for Baltimore's small, minority-owned/led, and women-owned/led businesses, nonprofits, organizations, entities, and artists, with a focus on supporting organizations that did not receive funding in 2020 and organizations that support Black communities. This funding was provided only for Fiscal 2022.

Funding Area	FY22	FY23	FY24	FY25	All Years
Child Care Provider Relief	2,000,000	0	0	0	2,000,000
Hotel Relief	2,500,000	0	0	0	2,500,000
Individual Artists Relief	500,000	0	0	0	500,000
Nonprofit Relief	8,300,000	0	0	0	8,300,000
Small Business Relief	11,700,000	0	0	0	11,700,000
Project Total	25,000,000	0	0	0	25,000,000

Table in dollars.

Workforce Development Funding will be used by the Mayor's Office of Employment Development (MOED) to assist unemployed or underemployed individuals, with specific opportunities for youth and sector-based job training in high-growth industries. MOED will focus on four key programs:

- Hire Up will provide subsidized employment at City and quasi-governmental agencies to adult residents;
- Train Up will provide occupational training to enable residents to skill up and obtain jobs in high-demand industries in the region;
- YouthWorks will provide summer jobs and needed income to city youth; and
- Workforce Supports will provide behavioral health, legal services, adult education, financial empowerment counseling, and career navigation to participants in Hire Up and Train Up. In addition, these funds will support wage subsidies at small, minority- and women-owned businesses that hire impacted workers.

Funding Area	FY22	FY23	FY24	FY25	All Years
Administration	839,588	1,715,012	1,751,915	346,766	4,653,282
Hire Up	86,627	2,464,785	2,586,971	66,215	5,204,598
Train Up	1,310,599	2,377,193	5,138,057	110,404	8,936,253
YouthWorks	422,660	4,007,776	3,869,782	0	8,300,217
Workforce Supports	1,109,463	1,195,257	600,930	0	2,905,650
Project Total	3,768,938	11,760,023	13,947,655	523,385	30,000,000

Table in dollars.

Broadband and Digital Equity Funding will be used by the Mayor's Office of Broadband and Digital Equity (MOBDE) for public internet access for disinvested neighborhoods. MOBDE will focus on the following key areas: program administration, public wi-fi network, Recreation and Parks fiber buildout, and network operations. Phase I (\$6 million) includes extending the City broadband network to 23 recreation centers; engaging community members to

understand their needs and preferences related to public Wi-Fi; establishing public Wi-Fi in West Baltimore neighborhoods; coordinating with Baltimore City Information Technology to develop and commission an air-gapped network for public Wi-Fi; and staffing vital roles in MOBDE and for a new public Wi-Fi network operations team. Phase II (\$29 million) is still in the planning stages. The purpose of these investments is to deliver free broadband internet service to a defined set of neighborhoods and communities where existing internet service is unavailable or unaffordable.

Funding Area	FY22	FY23	FY24	FY25	All Years
Administration	459,334	1,044,423	6,796	0	1,510,553
Broadband Access	984,121	2,058,958	446,368	0	3,489,447
Network Operations	333,333	666,667	0	0	1,000,000
Project Total	1,776,788	3,770,048	453,164	0	6,000,000

Table in dollars.

Details of the budget timelines for the following projects is still being finalized and will be available in future publications.

Reducing Homelessness Funding will be used by the Mayor's Office of Homeless Services (MOHS) to implement best practices from the City's COVID-19 emergency housing response as a model for its long-term response to homelessness. In addition, MOHS is receiving funding from the U.S. Department of Housing and Urban Development HOME Investment Partnership Program. MOHS will focus on five key programs:

- Acquiring, renovating, and operating non-congregate emergency housing in two hotel sites;
- Short-term rental assistance and case management services for individuals residing in COVID-19 non-congregate shelter sites;
- Housing navigation and landlord recruitment support to reduce length of time from receiving a housing offer to moving into a permanent housing unit;
- Housing Accelerator Fund to expand supply of permanent supportive housing units; and
- Flexible funding for diversion and rapid resolution for individuals experiencing housing instability or an episode of homelessness.

Recreation Infrastructure Funding will be used by Baltimore City Recreation and Parks to invest in capital improvements to recreation centers, pools, playgrounds, trails, and athletic courts. This investment will enhance overall user experience, ensure compliance with all health and safety codes, increase environmental sustainability, and allow opportunities for enhanced programming.

Affordable and Vacant Housing Funding will be used by the Department of Housing and Community Development, Housing Authority of Baltimore City, Department of Planning, and Live Baltimore to holistically address the issues of vacant properties, housing loss, and housing instability across Baltimore City. This funding will focus on three key programs:

- Protecting low-income residents by providing legal services and utility assistance to prevent eviction and displacement;
- Preventing blight; and
- Creating affordable housing in formerly redlined neighborhoods across the City.

Lexington Market Funding will support construction and stall build out for new and legacy vendors at Baltimore's historic Lexington Market. The new merchant mix at Lexington Market will meaningfully increase participation of minority- and women-owned businesses. Local businesses and food systems are vital to the health of Baltimore

City. Lexington Market is uniquely positioned to improve food access to communities that do not have routine access to fresh, affordable foods – a challenge further exacerbated by the COVID-19 public health emergency.

Other Funding In addition to these funding announcements, \$10.4 million was spent on vaccine incentives for City employees, \$600,000 is committed for program evaluation with University partners, \$2.76 million is committed to position restoration, and \$10.6 million is committed to administration of ARPA funds and MORP through Fiscal 2025.

- The City provided a one-time payment of \$1,000 to fully vaccinated City employees in an effort to protect employees and residents by increasing vaccination coverage.
- MORP is partnering with the University of Baltimore (UB) and Morgan State University (MSU) to leverage their research and program evaluation expertise for initiatives funded through ARPA. Through this partnership, UB and MSU will advise the City on program design, evidence-based interventions, equitable distribution of funds, best practices observed in peer cities, performance metrics, and how to structure and implement rigorous program evaluations for new, innovative programs funded by ARPA.
- Position restoration funds will be utilized to fund positions critical to City operations that were cut in the Fiscal 2021 budget due to the fiscal impacts of COVID-19.
- Administration funding covers MORP operations through Fiscal 2025.

Budget Stabilization Budget stabilization funds are intended to preserve delivery of City services if there are impacts to General Fund revenues from the pandemic. The City has committed a minimum of \$80 million of ARPA funds for this purpose. The Bureau of the Budget and Management Research and MORP will re-evaluate the amount of funding needed each year based on current economic trends and stability of the General Fund budget. If these funds are not needed, they will be directed towards other eligible projects.

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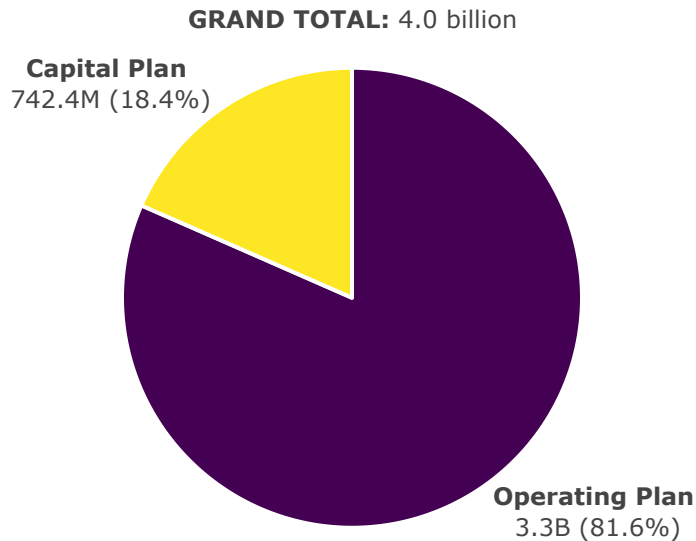
FISCAL 2023

PRELIMINARY BUDGET

Budget Plan

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Recommended Revenues and Expenditures



The total Fiscal 2023 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$4.03 billion. This is a decrease of \$301.0 million or 6.9% below the Fiscal 2022 Adopted Budget.

The two components of the total recommended appropriation plan are the Operating Budget and the Capital Budget. The operating budget funds the daily business of the City, specifically covering programs, services, staff, and supplies. The capital budget funds physical infrastructure projects for the City, specifically major renovations and replacements that are long-term investments.

The recommended operating budget is \$3.29 billion, a decrease of \$555.8 million or -14.5%. The recommended capital budget is \$742.4 million, which is an increase of \$254.8 million or 52.3%. The capital budget is subject to cyclical changes due to the timing of large construction projects.

Fiscal 2023	Recommended Amount	Dollar Change*	Percent Change*
Operating Plan	3,287,675,219	-555,802,267	-14.5%
Capital Plan	742,383,000	+254,811,000	52.3%
Total	4,030,058,219	-300,991,267	-6.9%

Operating and Capital Recommendations by Type of Fund

Fund Name	Operating Budget	Capital Budget	Total
General	2,044,500,000	90,500,000	2,135,000,000
Conduit Enterprise	13,670,000	23,370,000	37,040,000
Wastewater Utility	291,124,673	0	291,124,673
Water Utility	205,789,497	0	205,789,497
Stormwater Utility	28,345,608	0	28,345,608
Parking Enterprise	22,005,526	0	22,005,526
Parking Management	27,393,304	0	27,393,304
Federal	271,353,554	131,352,000	402,705,554
State	178,982,013	14,625,000	193,607,013
Special Revenue	201,498,122	0	201,498,122
Special Grant	3,012,922	0	3,012,922
General Obligation Bonds	0	80,000,000	80,000,000
Revenue Bonds	0	314,059,000	314,059,000
County Transportation Bonds	0	15,000,000	15,000,000
Other	0	73,477,000	73,477,000
Total	3,287,675,219	742,383,000	4,030,058,219

Table in dollars.

Operating and Capital Recommendations by Fiscal Year

Operating Funds	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Budget	Dollar Change*	Percent Change*
General Fund					
General	2,027,797,446	1,992,751,000	2,044,500,000	51,749,000	2.6%
Special Purpose Funds					
Parking Management	23,547,056	26,908,079	27,393,304	485,225	1.8%
Grant Funds					
Federal	123,138,974	937,263,151	271,353,554	(665,909,597)	-71.0%
State	123,061,756	164,840,575	178,982,013	14,141,438	8.6%
Special Revenue	90,181,025	131,742,175	201,498,122	69,755,947	52.9%
Special Grant	691,933	5,165,772	3,012,922	(2,152,850)	-41.7%
Enterprise Funds					
Conduit Enterprise	10,322,472	13,029,924	13,670,000	640,076	4.9%
Wastewater Utility	236,454,151	302,786,191	291,124,673	(11,661,518)	-3.9%
Water Utility	164,523,154	212,443,211	205,789,497	(6,653,714)	-3.1%
Stormwater Utility	24,225,030	34,087,912	28,345,608	(5,742,304)	-16.8%
Parking Enterprise	17,121,181	22,459,496	22,005,526	(453,970)	-2.0%
Grand Total	2,841,064,178	3,843,477,486	3,287,675,219	(555,802,267)	-14.5%

* Change is calculated between Fiscal 2022 and Fiscal 2023

Table in dollars.

Capital Funds	Fiscal 2021 Budget	Fiscal 2022 Budget	Fiscal 2023 Budget	Dollar Change*	Percent Change*
Pay-As-You-Go					
General	500,000	15,000,000	90,500,000	75,500,000	503.3%
Conduit Enterprise	41,000,000	5,000,000	23,370,000	18,370,000	367.4%
Stormwater Utility	1,750,000	0	0	0	
Grant and Special Funds					
Federal	39,967,000	39,668,000	131,352,000	91,684,000	231.1%
State	8,630,000	52,152,000	14,625,000	(37,527,000)	-72.0%
Loans and Bonds					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	451,538,000	199,518,000	314,059,000	114,541,000	57.4%
County Trans. Bonds	15,000,000	15,000,000	15,000,000	0	0.0%
Other					
Other	184,827,000	81,234,000	73,477,000	(7,757,000)	-9.5%
Grand Total	823,212,000	487,572,000	742,383,000	254,811,000	52.3%

* Change is calculated between Fiscal 2022 and Fiscal 2023

Table in dollars.

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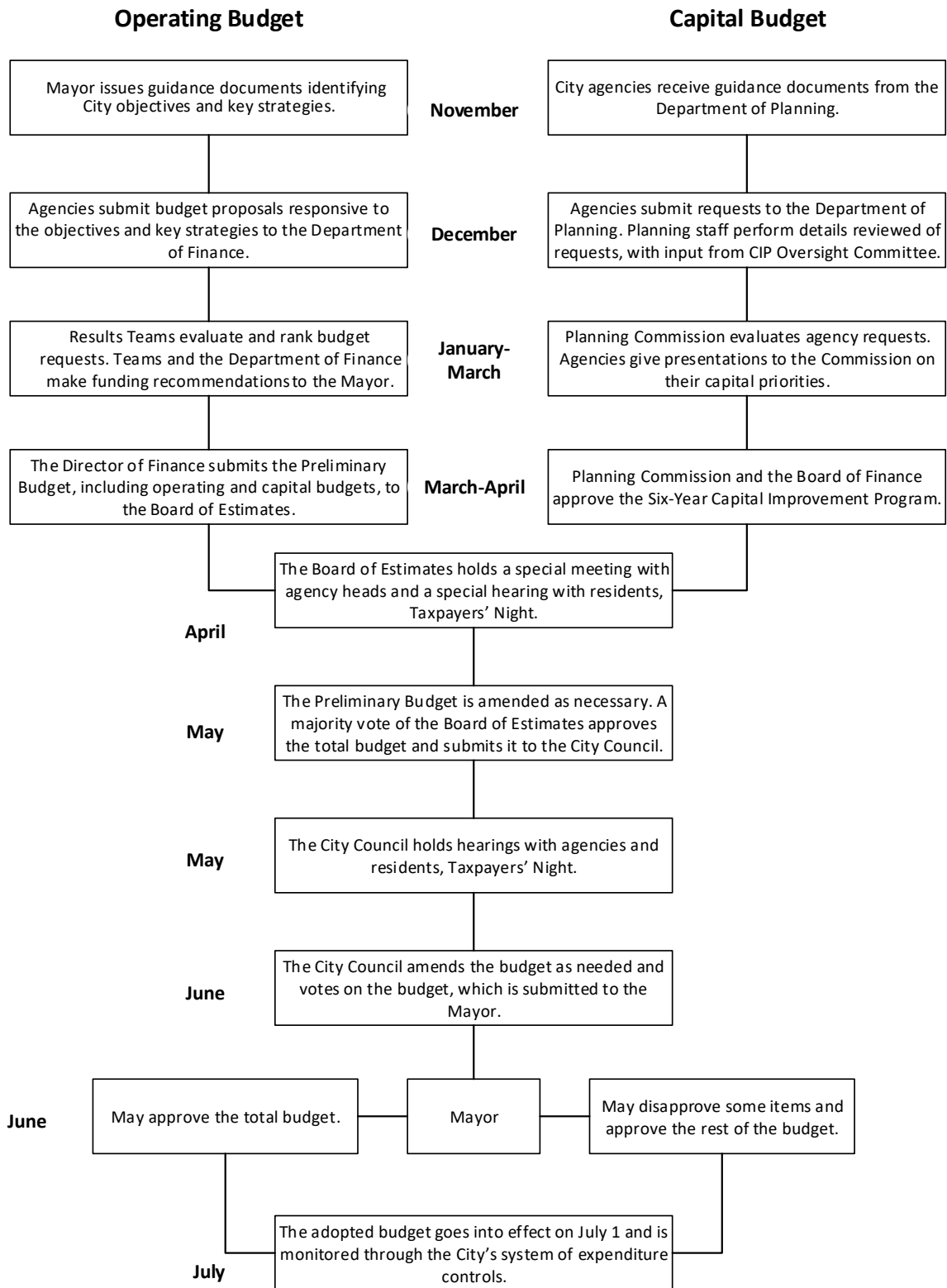
FISCAL 2023

PRELIMINARY BUDGET

Budget Process and Related Policies

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Budget Process



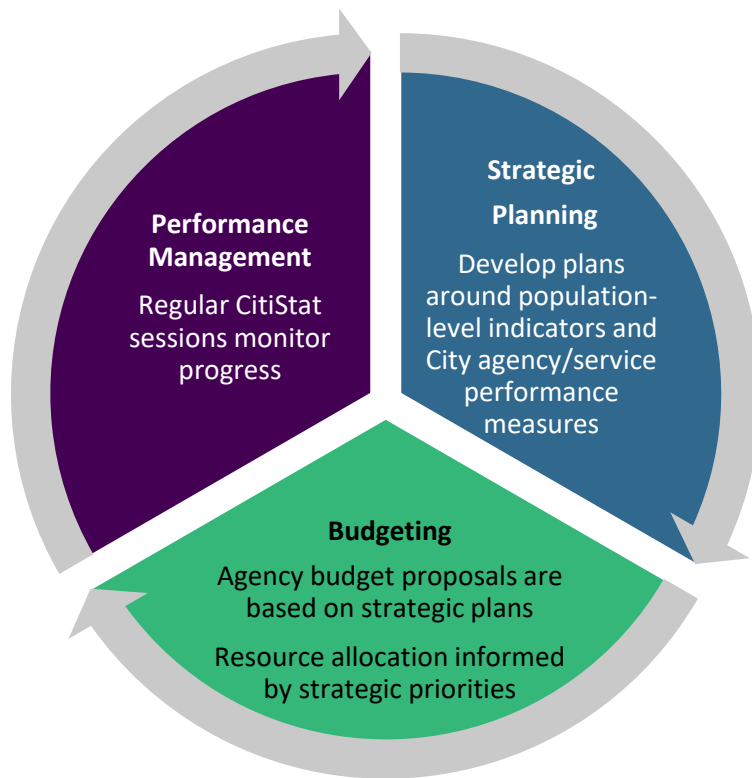
Fiscal 2023 Budget Schedule

The table below shows the budget calendar for Fiscal 2023. In accordance with the Charter of Baltimore City, a schedule is published each year to prepare the upcoming fiscal year's budget. Article VI, Section 3 of the Charter mandates the following timeline and events:

- The Department of Finance introduce a proposed budget, including operating and capital revenue and expenses, to the Board of Estimates (BOE) at least 30 days prior to the BOE adoption of the budget.
- The BOE must hold public hearings that allow City Council members, agency heads, and City residents to share their thoughts on the proposed budget.
- The BOE must submit a recommended budget to the City Council at least 45 days before the beginning of the fiscal year.
- The City Council has at least 40 days after receipt of the BOE recommended budget to enact the budget. The City Council must adopt the budget at least five days before the start of the fiscal year.

Item	Description	Scheduled Date
Preliminary Budget at BOE	Transmittal of Department of Finance Recommendations to the Board of Estimates.	April 11, 2022
Special Meeting of the BOE	Presentation of the Fiscal 2023 budget with agency heads.	April 27, 2022
Taxpayer's Night	Presentation of the Fiscal 2023 budget to the public, with an opportunity for public comment.	April 27, 2022
Ordinance at BOE	Board of Estimates adopts proposed Ordinance of Estimates. This includes transmittal of the Executive Summary Budget Book.	May 11, 2022
Ordinance at City Council	Introduction of proposed Ordinance of Estimates to City Council and publication in two daily newspapers, as well as transmittal of the Agency Detail to City Council.	May 16, 2022
Taxpayers' Night	Presentation of the Fiscal 2023 budget to the public, with an opportunity for public comment.	May 26, 2022
Budget Hearings	Budget hearings with agency representatives to discuss the Fiscal 2023 proposed budget.	May 31-June 7, 2022
Ordinance Passage	Passage of Ordinance of Estimates for Fiscal Year ending June 30, 2023.	no later than June 24, 2022

Outcome Budgeting



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

Mayor's Action Plan

The Mayor and Senior Team first decide on a set of Pillars, which are broadly-defined goals for the City. Although these have been modified and adjusted to reflect the priorities of each Mayoral ad-

ministration, similar themes are common. The Fiscal 2023 budget was built around Mayor Scott's [Action Plan](#) and five Pillars: Prioritizing Our Youth, Building Public Safety, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources. The Action Plan seeks to operationalize the Mayor's vision for the City of Baltimore and establish measurable goals for residents to assess progress on achieving this vision. In addition, as part of the Fiscal 2023 budget process, agencies were asked to identify how their services were directly linked to the Mayor's Action Plan and achieving the Pillar goals.

Operating budget information is provided by Pillar 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 Pillar they advance rather than which agency manages the service. For example, the Department of Transportation has a wide range of functions that address different Pillars. Services such as Traffic Safety and Street Lighting support Building Public Safety, while Parking Management and Special Events support Equitable Neighborhood Development. 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 Pillar can be seen in the [Operating Budget Recommendations](#) chapter.

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

Current Level of Service

Beginning in August of each year, BBMR develops the current level of service (CLS) budget, which serves as the baseline for the preliminary budget and assumes that the City will maintain the same level of services, but adds necessary costs, such as extraordinary inflation, or removes prior year one-time costs, such as a new software or study. The CLS budget also includes changes across agencies, such as cost of living adjustments for salaries, negotiated pay increases, or changes in health benefit costs. Based on CLS, BBMR assesses whether the City is expected to be operating with a surplus or deficit, which will inform the budget proposal process.

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 Pillars? 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, which are for projects that will improve the efficiency and effectiveness of agencies.

Budget Recommendations

As part of the Fiscal 2023 budget process, Mayor Scott relaunched Results Teams. Results Teams serve as the core of Baltimore City's outcome budgeting process. There were five Results Teams, one for each Pillar, that included City employees and residents as participants, as well as BBMR analysts. Proposals were evaluated based on alignment with the Mayor's [Action Plan](#), performance, equity in service delivery, and innovative and effective resource allocation. Results Teams presented their recommendations to the Mayor and Senior Team and those recommendations are the foundation of the Fiscal 2023 Preliminary Budget.

Fiscal 2023 Results Teams

Prioritizing Our Youth

- John Kirk, *Department of General Services, Chair*
- Yolanda Camp, *BBMR Analyst*
- Fabienne Dorceus, *Baltimore Police Department*
- LaSandra Jackson, *Mayor's Office of Homeless Services*
- Ahmed Keen, *Mayor's Office of Employment Development*
- Aimee Perez, *CitiStat*
- Jacia Smith, *Baltimore City Recreation and Parks*
- Michael Zomber, *Mayor's Office of Children and Family Success*

Building Public Safety

- Theo Ngongang, *Department of Transportation, Chair*
- Jaime Cramer, *BBMR Analyst*
- Chris Harrington, *Baltimore City Information Technology*
- Veronica Jones, *Office of the Labor Commissioner*
- Antonio Logan, *Mayor's Office of Employment Development*

- Derrick Manning, *Baltimore City Fire Department*
- Webster Mulbah, *Department of Transportation*
- Ricardo Ortiz, *Community Resident*
- Joseph Richards, *Community Resident*
- Mariel Shutinya, *Office of Equity and Civil Rights*

Clean and Healthy Communities

- Lisa Allen, *Baltimore City Information Technology, Chair*
- Unyime Ekpa, *BBMR Analyst*
- Johnathan Amey, *Baltimore Police Department*
- Winette Downer, *Community Resident*
- Tammy Hawley, *Department of Housing and Community Development*
- Jarek Hardy, *Department of Public Works*
- Lisa McNeilly, *Department of Planning*
- Victoria Raabe, *Enoch Pratt Free Library*

Equitable Neighborhood Development

- Julie Day, *Department of Public Works, Chair*
- John Burklew, *BBMR Analyst*
- Kristen Ahearn, *Department of Planning*
- Zoraida Diaz, *Baltimore City Health Department*
- Diante Edwards, *Community Resident*
- Monica Nimmagadda, *Mayor's Office of Performance and Innovation*
- Miller Roberts, *Community Resident*
- Simone Smart, *Baltimore City Information Technology*
- Paris Wilson, *Mayor's Office of Homeless Services*

Responsible Stewardship of City Resources

- Eric Melancon, *Baltimore Police Department, Chair*
- Chris Quintyne, *BBMR Analyst*
- Kenya Asli, *Baltimore City Information Technology*
- Jaikishin Chughani, *Baltimore Convention Center*
- Joelle Johnson, *Community Resident*
- Shonkaye Stanley, *Department of Finance*
- Gabriel Stuart-Sikowitz, *City Council*
- Alisa Underwood-Jordan, *Department of Human Resources*
- Rachel Zinn, *Mayor's Office of Employment Development*

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, and Baltimore City Information and Technology 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 has developed a set of "Stat" meetings, including PoliceStat, CleanStat, YouthStat, and additional meetings focused around other key issues.

FISCAL 2023

PRELIMINARY BUDGET

Revenue

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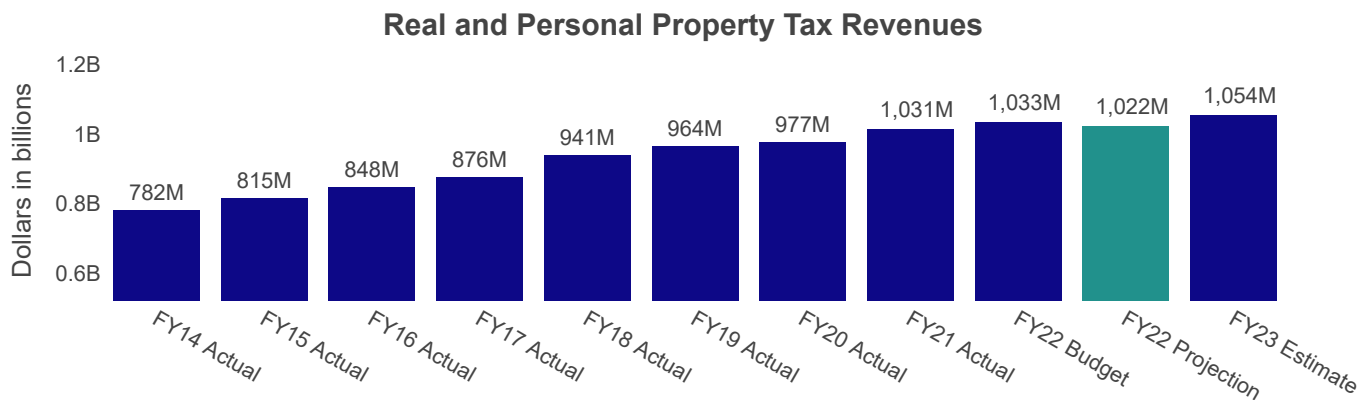
Major Revenues Forecast

The Fiscal 2023 General Fund revenue is estimated at \$2.1 billion, \$127.2 million higher than the Fiscal 2022 Adopted Budget of \$2.0 billion and \$66.6 million higher than the Fiscal 2022 second quarter projection of \$2.1 billion. The Fiscal 2023 revenue estimate does not include federal aid for COVID-19, which totaled \$52 million in Fiscal 2022. The Fiscal 2023 revenue estimate includes \$70 million from the Fiscal 2022 fund balance for capital improvements. The Fiscal 2023 budget is based on the Fiscal 2022 second quarter projection, which shows signs that the economy has recovered faster than anticipated. Major revenue sources such as Income Tax and Recordation and Transfer Taxes have reached record levels in Fiscal 2022. The strong growth in residential property assessments offset some losses in commercial property value, especially downtown properties, promoting a continued growth in Property Taxes. Additionally, revenues such as Hotel Tax, Convention Center, Admission and Amusement Tax, and parking related activities, which depend on those sectors of the economy that were most affected by the COVID-19 pandemic, have shown accelerated activity in Fiscal 2022 and are anticipated to perform close to pre-pandemic levels in Fiscal 2023. Each major revenue source is detailed below.

Revenue Category	FY22 Budget	FY22 Projection	FY23 Estimate	Dollar Change	Percent Change
Property Taxes	1,033,351,000	1,022,402,000	1,053,850,000	20,499,000	2.0%
Income Tax	385,620,000	412,727,000	430,839,000	45,219,000	11.7%
Highway User Revenues	156,304,000	161,300,000	169,997,000	13,693,000	8.8%
State Aid	101,664,000	101,664,000	90,348,000	(11,316,000)	-11.1%
Recordation & Transfer Taxes	83,607,000	130,033,000	90,055,000	6,448,000	7.7%
Energy Tax	43,871,000	44,634,000	46,196,000	2,325,000	5.3%
Telecommunication Tax	34,928,000	36,751,000	34,928,000	0	0.0%
Traffic Cameras	21,195,000	29,531,000	30,385,000	9,190,000	43.4%
Net Hotel Tax	19,630,000	26,022,000	26,675,000	7,045,000	35.9%
Net Parking Revenues	13,915,871	17,336,960	14,805,930	890,059	6.4%
Earnings on Investments	629,000	450,000	990,000	361,000	57.4%
Federal Grants	52,000,000	52,000,000	0	(52,000,000)	-100.0%
Children and Youth Fund	(13,327,000)	(13,327,000)	(13,757,000)	(430,000)	3.2%
Total Tax Credits (Excl. Homestead)	(107,010,000)	(97,163,000)	(97,404,000)	9,606,000	-9.0%
All Other	181,373,129	144,039,083	257,092,070	75,718,941	41.7%
Total General Fund Revenue	2,007,751,000	2,068,400,043	2,135,000,000	127,249,000	6.3%

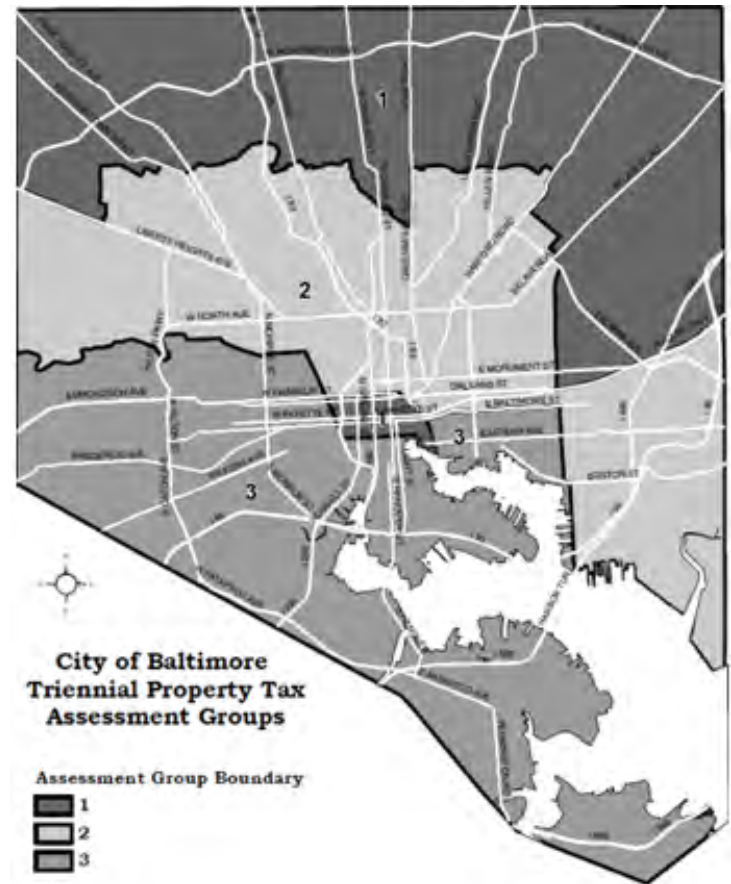
Table in dollars.

Property Taxes



The Fiscal 2023 Real and Personal Property Tax revenues are projected at \$1.05 billion, representing an increase of \$20.5 million from \$1.03 billion in Fiscal 2022. 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 income tax returns filed by individual businesses.

Real Property Taxes, excluding the cost of the Assessment Tax Credit (ATC), also known as the Homestead Tax Credit, are estimated to yield \$925.9 million, an increase of 0.9% or \$8.3 million from the Fiscal 2022 budget. Personal Property Taxes are estimated to yield \$132.6 million in Fiscal 2023, an increase of 10.2% or \$12.2 million from the Fiscal 2022 budget. The Homestead Tax Credit protects owner-occupied residential properties from assessment increases that exceed



4% annual 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 \$1.2 million from \$22.6 million in Fiscal 2022 to \$21.4 million in Fiscal 2023.

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	9.1%
Fiscal 2022	Group 3	4.1%
Fiscal 2023	Group 1	6.6%

For Fiscal 2023, SDAT reassessed Group 1, which is indicated by the upper shaded area of the City on the map above and the Central Business District (Downtown). Assessments for properties in Group 1 grew an average of 6.6% over three years. This figure includes 3.3% growth for commercial property assessments and 8.7% growth for residential property assessments. Comparatively, growth across the State averaged 12.0%, which reflects commercial assessment growth of 9.7% and residential assessment growth of 12.7%.

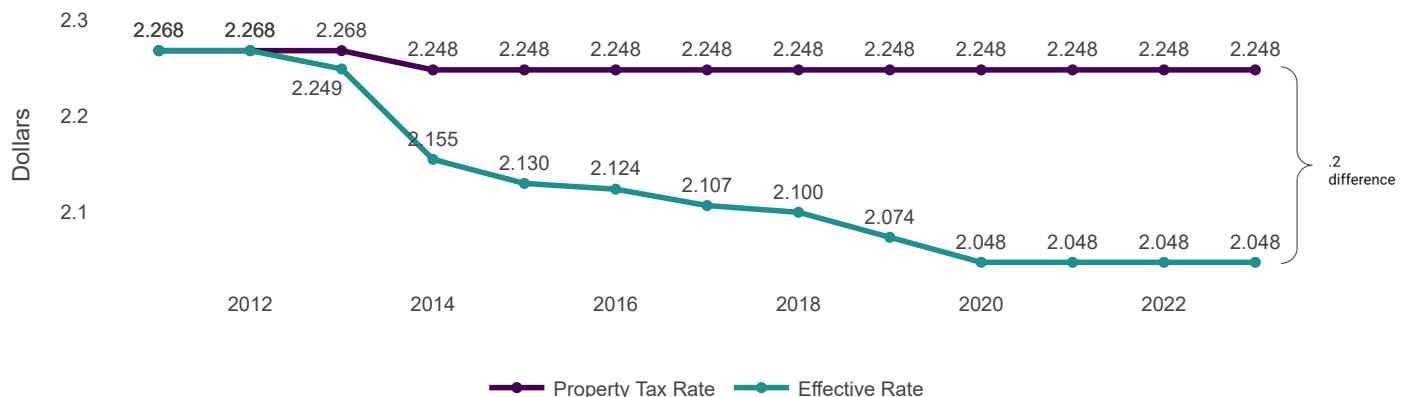
The Fiscal 2023 reassessment represents the ninth consecutive year of assessment increases in the City after four consecutive years of decline. Group 1 assessment data shows that out of the 68,407 taxable properties, 55,429 will experience increase in assessment for the next three years, 8,490 will experience immediate decline and 4,498 will not change assessment values in Fiscal 2023. Among the properties that have increased in value, 54,141 or 97.7% are residential properties.

Property Tax Credits

The Fiscal 2023 estimate includes a total of \$97.4 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.

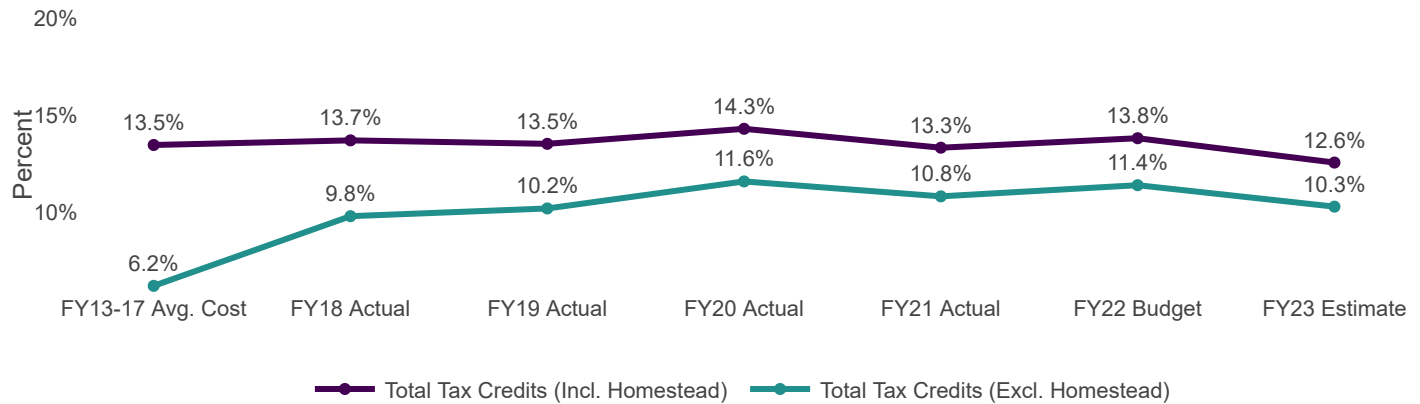
In Fiscal 2020, the City reached a significant milestone in fully implementing the 20 Cents by 2020 program. This tax reduction program, formally known as the Targeted Homeowners Tax Credit (THTC), provides tax relief for owner-occupied properties. The average effective rate for owner-occupied properties with the credit is estimated at \$2.048 per \$100 of assessed value, and now saves the average homeowner more than \$355 annually in property taxes. In Fiscal 2023, 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 2010 to Fiscal 2016, tax credit and incentive programs, excluding the Homestead Tax Credit, accounted for an annual average cost of \$34.3 million or 4.4% of the Real Property Tax revenues. In Fiscal 2023, these programs are expected to cost \$97.4 million or 10.3% 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 \$118.8 million or 12.6%.

Tax Credits as a Percent of Real Property



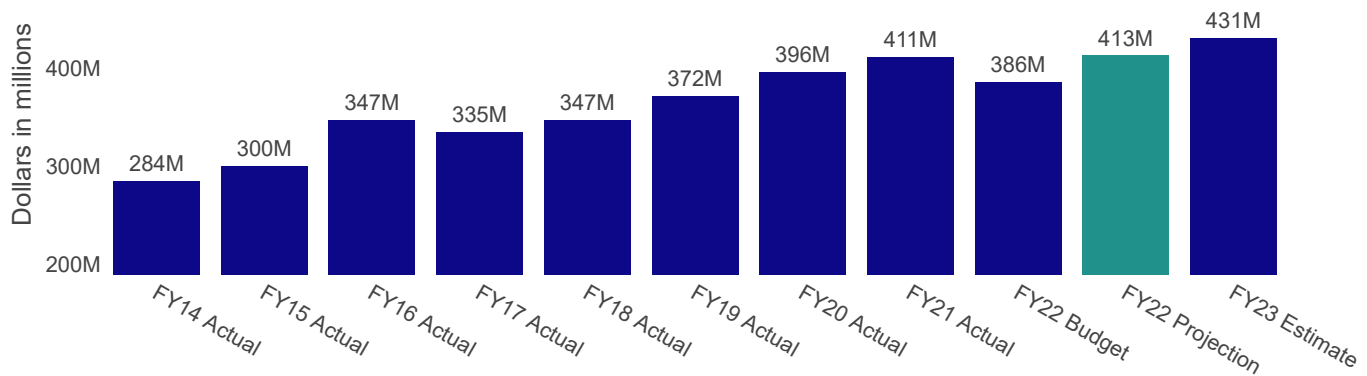
Tax Credit History Cost

Tax Credits	FY13-17 Avg. Cost	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Estimate
Real Property Tax	769.1	851.6	856.9	893.3	938.9	938.1	945.1
Targeted Homeowners	(17.4)	(26.1)	(30.4)	(33.5)	(34.2)	(31.3)	(28.5)
Enterprise Zone Tax Credit	(13.2)	(24.0)	(23.4)	(20.5)	(18.3)	(20.8)	(17.1)
Historic Property	(7.3)	(9.5)	(11.2)	(10.5)	(11.1)	(12.1)	(12.6)
Brownfield and Other	(6.5)	(15.6)	(13.1)	(20.3)	(20.9)	(18.5)	(22.0)
Supplemental Homeowner's	(0.0)	(1.4)	(1.6)	(1.2)	(1.2)	(1.4)	(1.3)
High-Performance Market-Rate	(0.6)	(5.0)	(4.4)	(15.2)	(13.9)	(20.1)	(13.5)
Rental Housing							
Newly Constructed Dwellings	(2.8)	(2.0)	(2.2)	(1.7)	(1.3)	(1.8)	(1.3)
Public Safety Officer	(0.0)	(0.0)	(1.1)	(0.7)	(0.8)	(0.9)	(1.0)
Total Tax Credits (Excl. ATC)	(48.0)	(83.6)	(87.5)	(103.6)	(101.7)	(107.0)	(97.4)
Homestead (ATC)	(55.6)	(33.1)	(28.4)	(24.1)	(23.5)	(22.6)	(21.4)
Total Tax Credits (Incl. ATC)	(103.6)	(116.7)	(116.0)	(127.8)	(125.2)	(129.6)	(118.8)

Table in millions of dollars.

Income Tax

Income Tax Revenues



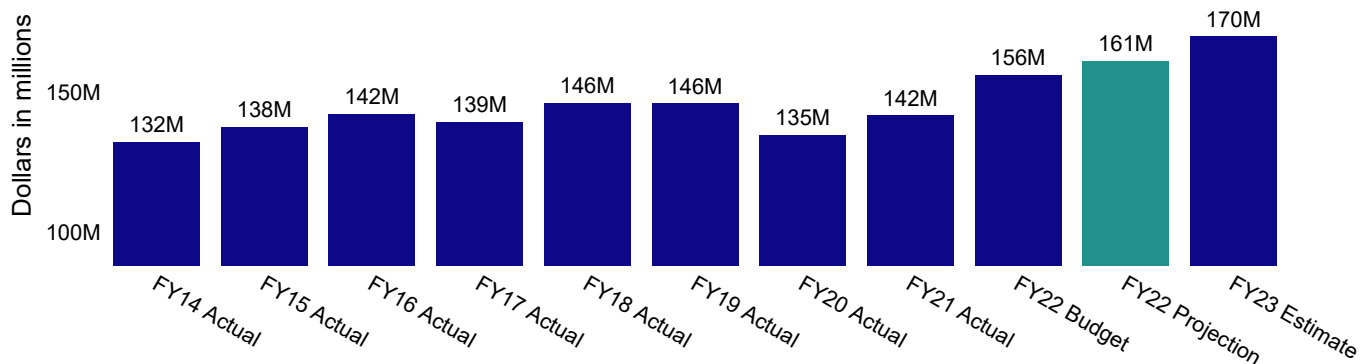
The Fiscal 2023 estimate for local Income Tax is \$430.8 million. This estimate is \$45.2 million or 11.7% higher than the Fiscal 2022 Adopted Budget of \$385.6 million and \$18.1 million or 4.4% higher than the Fiscal 2022 second quarter projection of \$412.7 million. The City's Income Tax rate will remain at 3.2%, the maximum allowed under State law.

The State of Maryland continues to experience growing Income Tax receipts, even despite the COVID-19 disruption. The State Bureau of Revenue Estimates anticipates a robust 7.1% growth in Income Tax revenue for Fiscal 2023. The City, in particular, continues to benefit from the statewide growth and is also experiencing what looks like a more sustainable recomposition of its taxable base despite its continued decline in population. Data from the State's 2020 Income Tax Summary Report reflects that the number of tax returns filed in the City increased by nearly 1,400 between 2019 and 2020. Most of this growth came from residents with incomes between \$60,000 and \$150,000. However, the \$170.5 million increase in the City's taxable base was offset by the reduction in the number of filings from individuals earning more \$500,000, which declined by 94 individuals and represented a reduction of \$198.4 million of the City's net taxable income. This suggests that the City is gaining strength by building a stronger core taxable base of residents; however, even though the individuals leaving the City are predominantly low-income residents, the small number of high-income earners who may have left the City or simply delayed filing in 2020 have a larger impact on the City's net taxable income, which was reduced by \$21.1 million or the equivalent to \$675,000 in Income Taxes. The City will need to pay close attention to this trend and its potential impact for the future of this revenue source.

Recent economic indicators suggest that the City is gradually improving its labor market. As of December 2021, data from the Bureau of Labor Statistics shows the City reaching a 5.4% unemployment rate, the lowest level since March 2020. Additionally, the number of employed City residents has shown consistent increases over the last five months, reaching a count of 261,111 individuals as of December 2021. This number, which is still nearly 15,800 or 5.7% lower than pre-pandemic level of 278,177 registered in February 2020, represents the reentry of 20,585 City residents to the labor market after it dropped to 240,526 in April 2020 when the pandemic hit.

State Highway User Revenue

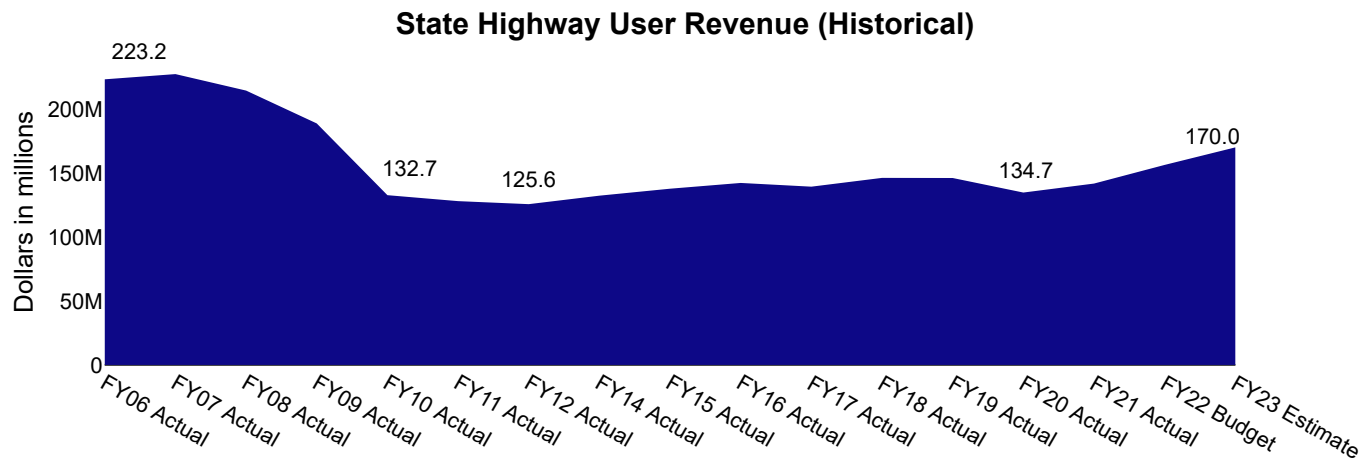
State Highway User Revenue



The Fiscal 2023 projection for Highway User Revenue (HUR) is \$170.0 million. This estimate is \$13.7 million or 8.8% higher than the Fiscal 2022 Adopted Budget of \$156.3 million and \$8.7 million or 5.4% higher than the Fiscal 2022 second quarter projection of \$161.3 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 did not materially change during calendar year 2021, resulting in the State revising the Fiscal 2022 and Fiscal 2023 projections upwards.

As of November 2021, activities in these funding sources indicate a 13.5% increase in HUR activity during Fiscal 2022 compared to Fiscal 2021. The two main sources of revenues for HUR, Motor Vehicle Fuel Tax and Titling Tax, are 10.9% and 7.3% higher than Fiscal 2021, respectively. On a smaller scale, but also contributing to the increase in HUR, the Sales and Use Tax on vehicles has increased by 13.1%. It is anticipated that this level of activity will continue in Fiscal 2023, but the level of growth will stabilize. However, the recent increase in overall prices and current market conditions, which will likely continue into the near future, may have a direct negative impact on gasoline consumption and purchase of vehicles not accounted for in the recommended budget.

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 \$57.3 million or 25.2% 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.

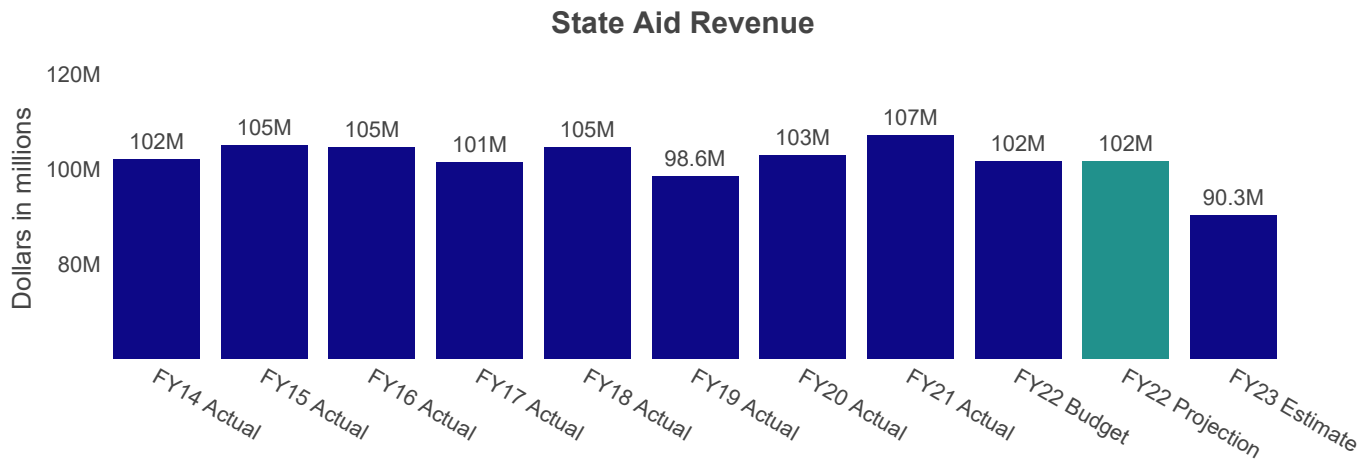


State law requires that HUR funds must be used by local governments for eligible transportation-related uses. Eligible uses include street construction or maintenance, transportation facilities, street cleaning, police enforcement of traffic laws, stormwater drainage of roads, street lighting, and maintenance 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 2023 Budget
Transportation	
500 - Street Lighting	21.2
681 - Administration	11.4
683 - Street Management	42.1
684 - Traffic Management	10.4
685 - Special Events (Special Event Support only)	1.0
688 - Snow and Ice Control	7.1
689 - Vehicle Impounding and Disposal	8.3
690 - Sustainable Transportation	0.8
691 - Public Rights-of-Way Landscape Management	4.7
692 - Bridge and Culvert Management	3.7
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)	16.6
660/676 - DPW Admin (admin. costs allocated for HUR-eligible activities on budget basis)	1.4
Recreation and Parks	
654 - Urban Forestry (Tree Maintenance only)	3.3
Police	
816 - Special Operations Section (Traffic Section, Traffic Safety, Crossing Guards only)	8.4
Debt Service	
123 - General Debt Service (Highways only)	14.7
Capital Budget Projects	13.1
Total	
Budgeted HUR-Eligible Expenses Total	175.0
Projected HUR Revenue	170.0
HUR-Eligible Expenses Subsidized by General Fund	5.0

Table in millions of dollars.

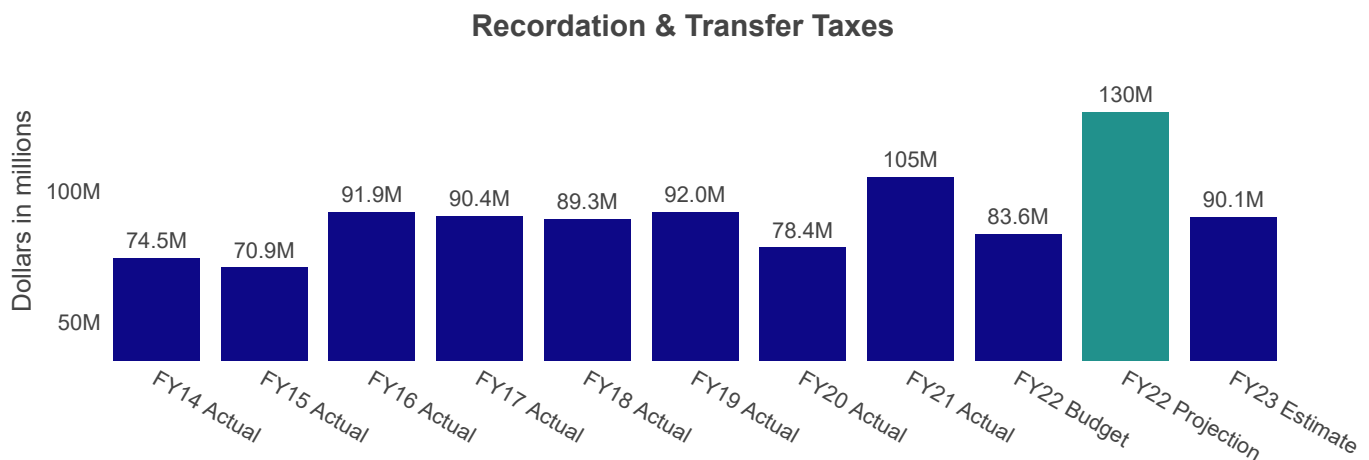
State Aid



The Fiscal 2023 projection for State Aid is \$90.3 million. This represents a decrease of \$11.3 million or 11.1% from the Fiscal 2022 Adopted Budget and Fiscal 2022 second quarter projection of \$101.7 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 an \$11.3 million reduction for the Income Tax Disparity Grant to the City reflected in the Governor's proposed Fiscal 2023 budget, released in mid-January. The Disparity Grant is based on a formula designed to assure that all subdivisions in the State receive per capita Income Tax receipts equivalent to at least 75% of the statewide average. Based on that formula, the City's grant amount was reduced due to the City's overall population decline combined with the gradual increase in Income Tax receipts of recent years', which appears to reflect increasing wealth among the City's population.

Transfer and Recordation Taxes



The Fiscal 2023 estimate for Transfer and Recordation Tax is \$90.1 million. This is an increase of \$6.4 million or 7.7% from the Fiscal 2022 Adopted Budget of \$83.6 million, but a decrease of \$40.0 million or 30.7% from the

Fiscal 2022 second quarter projection of \$130.0 million.

Recordation and Transfer Tax receipts respond to the level of activity and prices in the real estate market, with Recordation Tax receipts, in particular, being additionally impacted by the activity in the refinancing market. Therefore, proceeds from these revenue sources can change dramatically from year to year. The City is currently on track for its strongest-ever year of real estate activity. During Fiscal 2022, the City has reported the best December and January collections on record for Recordation and Transfer Tax. A total of 5,018 or 34.9% more transactions subject to the Transfer Tax were processed as of January 2022, yielding \$29.5 million or 127.5% more revenues than this period last year. Similarly, Recordation Tax revenue is \$20.6 million or 97.3% higher than the period July 2021 through December 2021. Real estate listing data from Bright MLS shows that the City reported a 19.4% increase in the number of residential sales in calendar year 2021 compared to 2020.

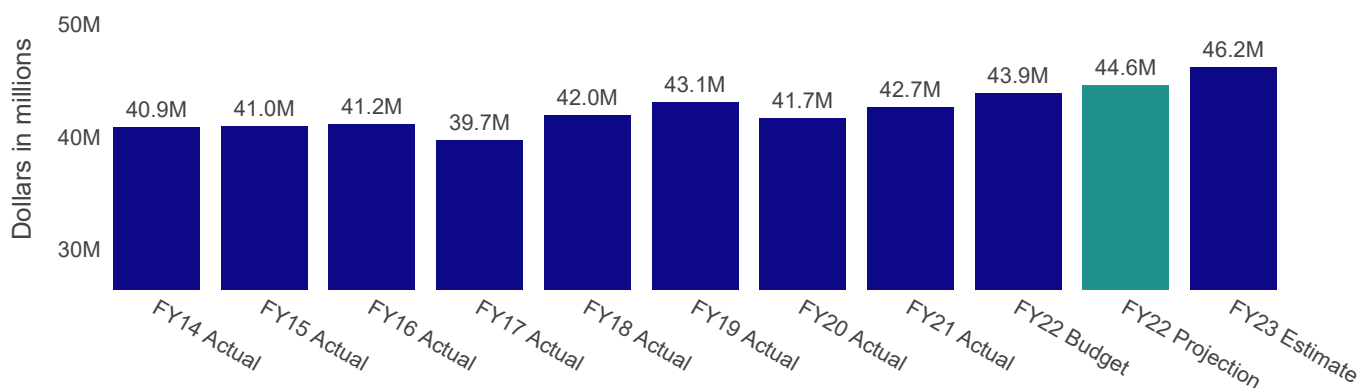
In addition to the high level of transaction activity, the increase in revenue also reflects the sustained growth of real estate prices. The average price of residential property sold in the City has consistently grown since it broke the \$200,000 average price mark in July 2020. In 2021, the average sale price was \$239,300, which is \$33,700 or 16.4% higher than the \$205,600 average in 2020. During this period, the City also saw a reduction in the number of days these properties were on the market, taking an average of 32 days to sell in 2021, down from an average of 52 days in 2020.

Given that real estate market conditions can change dramatically from year to year, the Fiscal 2023 projection is conservative and assumes a level of activity closer to pre-pandemic levels. However, the projection reflects the higher property price base. Activity for the remainder of Fiscal 2022 and Fiscal 2023 is expected to continue to be strong and robust, but reduced from the current market boom as mortgage rates increase and demand for residential home sales stabilize.

The City's policy is to use extraordinary receipts in this source only for one-time investments such as capital projects. This policy ensures that the City does not rely too heavily on this source for recurring operating expenses. The Fiscal 2023 capital budget includes \$30 million of funds from the Fiscal 2022 transfer and recordation taxes surplus.

Energy Taxes

Energy Tax Revenues



The Fiscal 2023 estimate for Energy Tax is \$46.2 million. This is an increase of \$2.3 million or 5.3% from the Fiscal 2022 Adopted Budget of \$43.9 million, and an increase of \$1.6 million or 3.5% from the Fiscal 2022 second quarter projection of \$44.6 million.

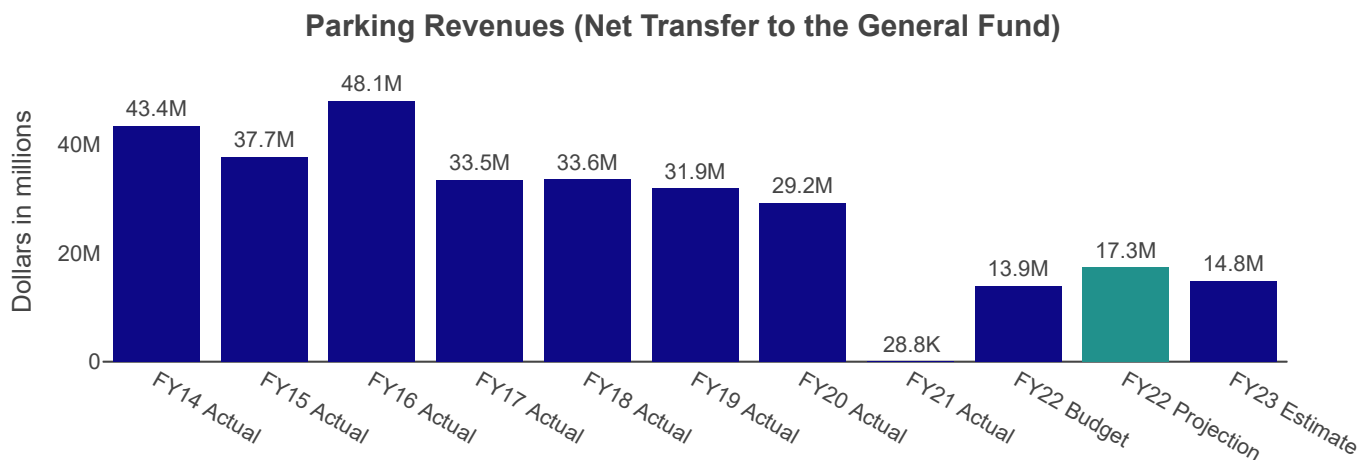
Energy Tax revenues include Electricity, Gas, Steam, Fuel Oil, and Liquid Petroleum Gas taxes. The Fiscal 2023 estimate reflects changes in consumption patterns and adjustments in tax rates. Despite reduced energy consumption resulting from increasing use of energy efficient devices, revenues from energy taxes have been relatively consistent in recent years. However, unseasonably warm or cold weather can affect these receipts. Reductions due to lower consumption have been partially offset by rate increases.

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 calendar year. The CPI used for Fiscal 2023 is 8.0%, significantly higher than the 1.4% in Fiscal 2022.

User Group	Electricity (kWh)	Natural Gas (therm)	Fuel Oil (gal)	LPG (gal)	Steam (lbs)
Commercial	0.009662	0.124941	0.142794	0.174268	0.003039
Residential	0.003094	0.036721	0.051537	0.055199	0.000873
Nonprofit	0.006775	0.099251	0.123242	0.151539	0.001797

Net Parking Revenues



The Fiscal 2023 budget for the Net Parking revenues are estimated at \$14.8 million, \$1.1 million higher than the Fiscal 2022 budget of \$13.9 million, but \$2.3 million lower than the Fiscal 2022 second quarter projection of \$17.3 million.

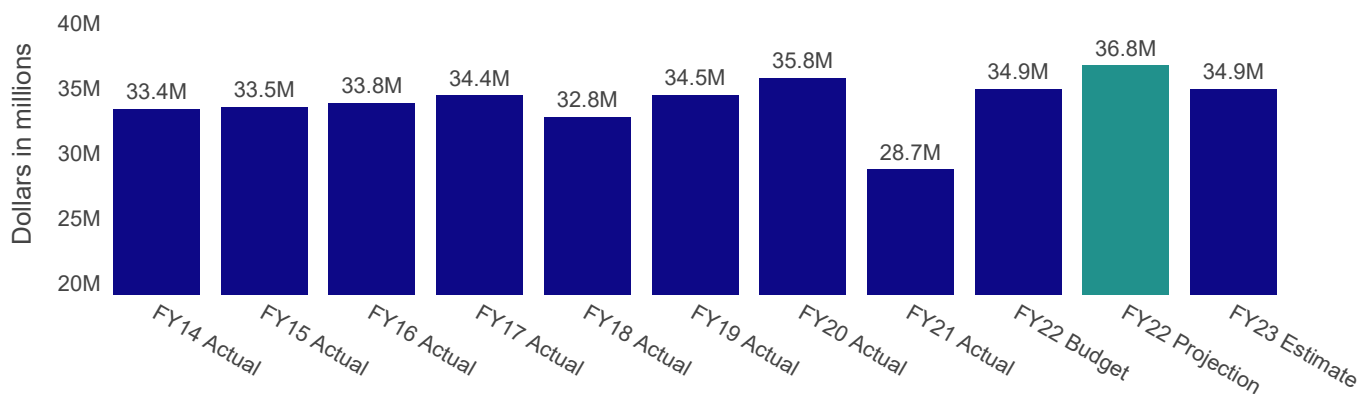
Net Parking Revenues represent the remaining proceeds transferred to the General Fund after the operating expenses of the Parking Enterprise and Management funds have been paid. Parking revenues are dependent upon vehicle usage, City enforcement of traffic laws, and demand for garages, parking lots, and metered spaces. Primary generators of parking revenues include the Parking Tax, meters, fines and penalties on parking fines, and income from City-owned garages. Prior to Fiscal 2021, the City was already experiencing a trend towards lower parking revenues as a consequence of the increased use of ridesharing alternatives such as Uber and Lyft, and

scooters; however, as the pandemic hit in March 2020, the overall parking industry was disrupted and the City experienced major reductions from all parking related revenues. In Fiscal 2022, as the economy gradually reopened and businesses reactivated operations, the City started to see a recovery in the proceeds from these revenue sources.

The Fiscal 2023 estimate for the Net Parking Revenues anticipates that parking related activities will reach 90% of Fiscal 2019 levels; however, as a consequence of COVID-19, in April 2020 the City imposed a moratorium on penalties generated from unpaid Parking fines, which is still in effect. It is anticipated that this moratorium represents a reduction on Penalty on Parking Fines of about \$4.5 million per year, which reduces the anticipated increased proceeds in other parking related revenues resulting from increased activity.

Telecommunication Tax

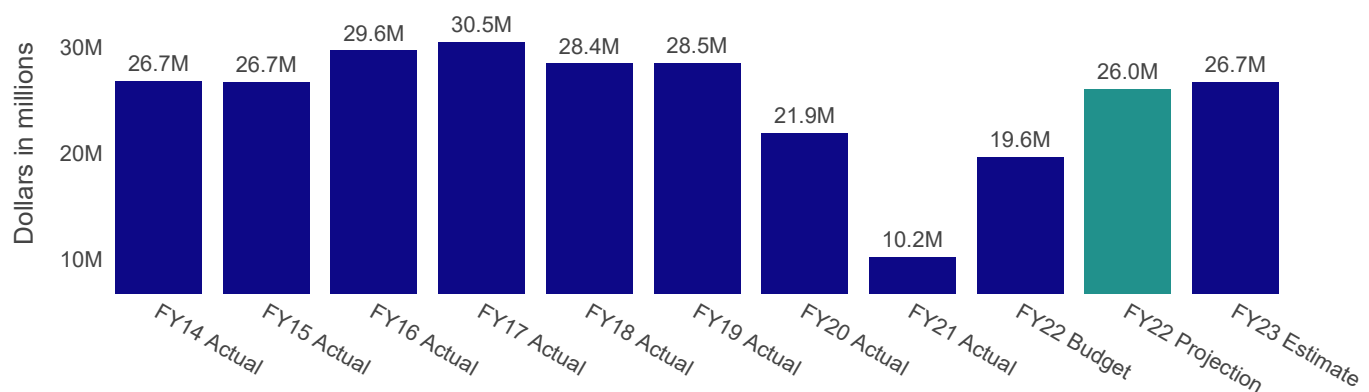
Telecommunication Tax Revenue



The Fiscal 2023 estimate for Telecommunication Tax revenue is \$34.9 million, which is the same level as the Fiscal 2022 Adopted Budget, but \$1.8 million or 5.0% less than the Fiscal 2022 second quarter projection of \$36.8 million. 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. In Fiscal 2021, the City had to issue refunds for erroneously collected Telecommunication Taxes on exempted lines between Fiscal 2017 and Fiscal 2020. The majority of refunds, \$3.9 million, resulted from taxes collected and remitted to the City by Virgin Mobile.

Hotel Tax

Hotel Tax Revenue (Net Transfer to the General Fund)



The Fiscal 2023 estimate for Hotel Tax is \$26.7 million. This represents an increase of \$7.0 million or 35.9% from the Fiscal 2022 Adopted Budget of \$19.6 million, and an increase of \$0.7 million or 2.5% from the Fiscal 2022 second quarter projection of \$26.0 million.

The lodging and tourism industry were severely impacted by COVID-19 and it was anticipated that full recovery would take multiple years. However, as of December 2021, activity in the City's hospitality market shows that demand for hotel rooms in the City has reached 79.0% of Fiscal 2019 levels and the Fiscal 2022 second quarter projection anticipates that demand will reach 85.0% by the end of the fiscal year. Additionally, the average daily rate charged in City hotel rooms is now \$124.80, \$4.10 or 3.5% higher than December 2019 and the same as the December 2018 average. The recovery in Fiscal 2023 will likely be robust based on the accelerated recovery experienced in Fiscal 2022 as sporting events and the Convention Center activity resumed to close to full capacity.

Since 1997, net proceeds from 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 continued to appropriate an annual \$4.6 million contribution to offset future Convention Center expansion or renovation costs in Fiscal 2021. Due to lost revenues from the Convention Center Hotel as a consequence of the COVID-19 pandemic, the City paused this contribution in Fiscal 2022 and redirected it, along with the Hotel Tax revenues generated by the Convention Center Hotel, to support the debt service payment of the hotel. The Fiscal 2023 budget reactivates this contribution to CCBF and includes an appropriation of \$3.5 million for future expansion or renovation of the Convention Center complex.

During the 2021 Legislative Session, the Maryland General Assembly passed House Bill 1301, which modified the process for calculating the annual appropriation to fund the local Tourism Bureau, Visit Baltimore. Formerly, 40% of gross Hotel Tax receipts plus or minus the reconciliation resulting from the difference between the budget and actual receipts of the most recent completed fiscal year determined the next year's Visit Baltimore appropriation. As of Fiscal 2022, the appropriation is calculated based on 40% of the three-year rolling average of actual Hotel Tax receipts of the last three audited fiscal years. The change prevents Visit Baltimore from experiencing sharp annual fluctuations in funding levels when the economy, or the tourism industry in particular, is affected moving forward.

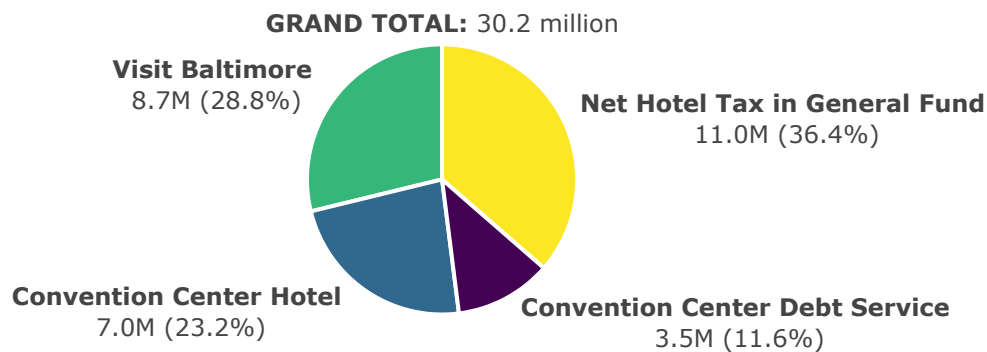
In calendar year 2019, the Baltimore Tourism Investment District (TID) was created and a 2% surcharge in addition to the 9.5% Hotel Tax was levied. This 2% surcharge is estimated to yield \$6.4 million in Fiscal 2023 and will be used to fund additional marketing strategies to promote the City and increase tourism.

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

Appropriation Category	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Estimate
Hotel Tax Revenue	10,217,293	19,630,000	30,175,000
Convention Center Debt Service	0	0	(3,500,000)
General Fund Subtotal	10,217,293	19,630,000	26,675,000
Convention Center Hotel	(7,246,579)	(7,000,000)	(7,000,000)
Visit Baltimore	(12,767,812)	(9,425,921)	(8,691,771)
Net Hotel Tax in General Fund	(9,797,098)	3,204,079	10,983,229

Table in dollars.

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



*Pie values may not equal 100% or 'Grand Total' due to rounding.

Speed and Red Light Camera Violations

Speed and Red Light Camera Violations Revenues

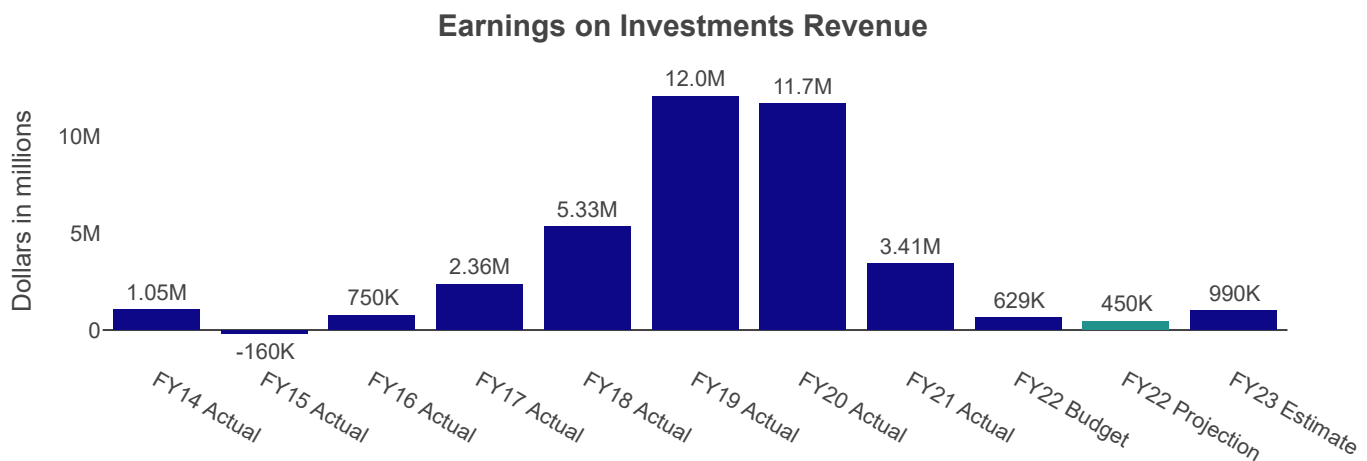


Traffic camera revenue for Fiscal 2023 is projected at \$30.4 million; an increase of \$9.2 million or 43.4% from the Fiscal 2022 Adopted Budget of \$21.2 million and an increase of \$0.9 million or 2.9% from the Fiscal 2022

second quarter projection of \$29.5 million. The Fiscal 2023 budget accounts for the deployment of 18 new speed monitoring devices and 12 red-light violation cameras, reaching a total of 160 operating cameras for each type of camera by June 30, 2023. Based on activity as of January 2022, the projection anticipates that the number of citations per speed camera per day will be reduced from 13 to 11, while the number of citations for red-light cameras will be reduced from eight to six. The Fiscal 2023 increase in revenues corresponds to the anticipated increased number of citations from the new cameras. It is estimated that during the initial deployment stages each new speed camera will reach an average of 79 citations per day and each new red-light camera will reach 29 citations per day. However, this volume of citations will gradually decrease as drivers' behaviors change with awareness of camera locations. Both types of citations are anticipated to hold 72.9% and 71.9% collection rates, respectively. 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.

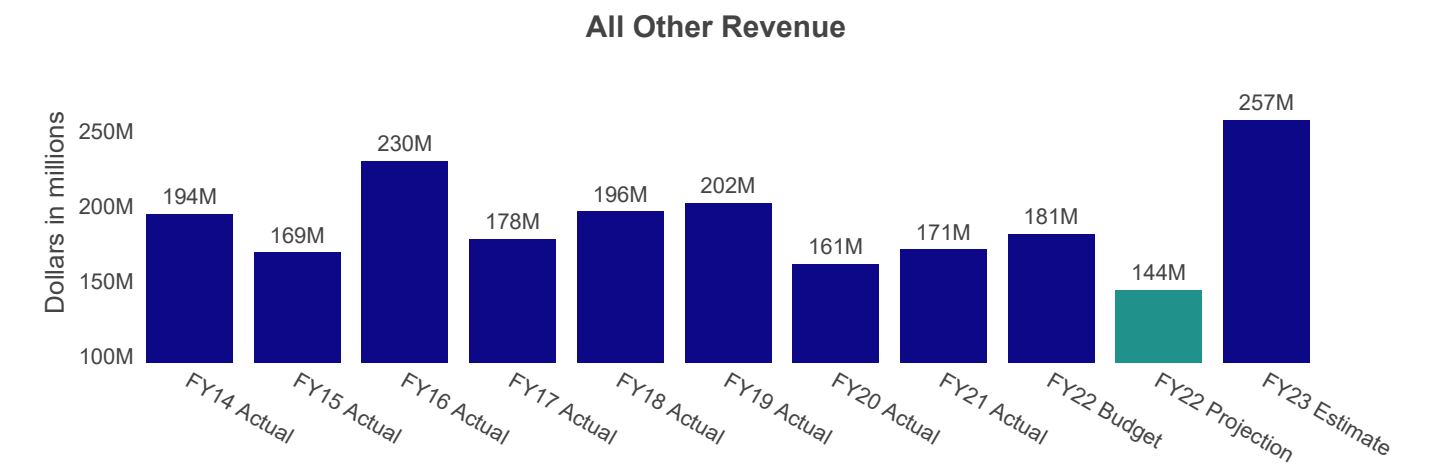
During the 2021 Legislative Session, the Maryland General Assembly passed House Bill 967, which authorized the expansion of this program with the placement of two speed monitoring cameras on the Baltimore City section of Interstate 83 (I-83). The installation of the cameras is expected to be completed by the spring of 2022. The Fiscal 2023 budget includes an estimated \$34.7 million in revenues from these cameras; however, based on State law, proceeds from these citations are restricted to fund operating costs and future safety improvements on I-83 and are therefore budgeted in a Special Revenue Fund, separate from the General Fund.

Earnings on Investments



The City anticipates earning \$1.0 million on cash investments for Fiscal 2023, which is \$0.4 million or 57.4% more than the Fiscal 2022 Adopted Budget of \$629,000 and an increase of \$540,000 or 120.0% more than the Fiscal 2022 second quarter projection of \$450,000. Earnings on investments are the returns on the daily cash balances in the City Treasury and are a function of interest rates. The Fiscal 2023 estimate is based on average annual interest rate assumptions of 0.12% provided by the Department of Finance's Bureau of Treasury Management. The Federal Reserve has already taken actions to gradually increase interest rates as its monetary policy to control the excess of cash from Federal aid inserted to the economy during the pandemic, which has contributed to the escalation in prices in recent months.

Other Sources of Revenue

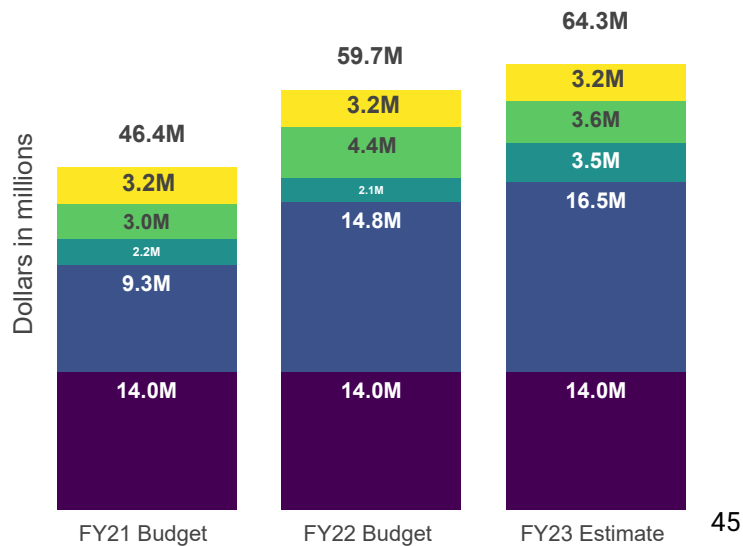


In addition to the major revenues referenced in this section, the City has over 150 other General Fund revenue sources.

The Fiscal 2023 estimate for other sources of revenue is \$257.1 million. This is an increase of \$75.5 million or 41.6% from the Fiscal 2022 Adopted Budget of \$181.4 million, and an increase of \$112.9 million or 78.4% from the Fiscal 2022 second quarter projection of \$144.0 million. Approximately \$70 million of these funds are from prior years’ Fund Balance, which has been budgeted for capital projects. Of these funds, \$30 million is from projected Recordation and Transfer Tax surplus in Fiscal 2022 and \$40 million is from a partial-year payment in Fiscal 2022 from the City’s participation in the Emergency Services Payment Program. All proceeds are appropriated for capital projects as General Fund Pay-As-You-Go (PAYGO) in the Fiscal 2023 capital budget.

Other major sources of revenue include annual contributions from utility funds of charges for central City services (\$16.5 million), video lottery terminals (\$12.6 million), and sanitation and waste removal related revenues (\$10.4 million). The Fiscal 2023 Convention Center revenue is estimated at \$9.9 million, an increase of \$4.6 million or 87.7% from the Fiscal 2022 Adopted Budget and Fiscal 2022 second quarter projection, while Admission and Amusement Tax is estimated at \$8.0 million, an increase of \$1.0 million or 14.5% from the Fiscal 2022 Adopted Budget and the Fiscal 2022 second quarter projection.

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 2023 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	FY23 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 - \$16.5 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 2023 estimate for Baltimore City is \$16.5 million, \$1.7 million more than the Fiscal 2022 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	FY23 Estimate*
South Baltimore District	50.0%	8.2
Horseshoe One-Mile Radius	50.0%	8.2
Baltimore City Allocation		16.5

* Column in millions of dollars, and FY23 Estimate values may not equal Baltimore City Allocation due to rounding.

Park Heights/Pimlico Local Impact Fund - \$3.5 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 2023 projection for Baltimore City is \$3.5 million, \$1.4 million more than the Fiscal 2022 Adopted Budget.
- The City dedicates 85% of Pimlico Local Impact Aid to within a one-mile radius of the Pimlico Race Track.

Park Heights/Pimlico	Allocation	FY23 Estimate*
Park Heights	75.0%	2.6
Pimlico One-Mile Radius	25.0%	0.9
Baltimore City Allocation		3.5

* Column in millions of dollars.

Table Games Revenue - \$3.6 million - Baltimore City Allocation: 5%

- Baltimore City receives 5% of gross Table Games revenue generated solely by the Horseshoe Casino.
- The Fiscal 2023 projection for Baltimore City is \$3.6 million, \$0.8 million less than the Fiscal 2022 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	FY23 Estimate*
Recreation and Parks	50.0%	1.8
School construction	50.0%	1.8
Baltimore City Allocation		3.6

* 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 2023 projection continues to assume the minimum guarantee.
- This revenue supports the General Fund at large.

Casino Parking Garage	FY23 Estimate*
Minimum Guarantee	3.2

* Column in millions of dollars.

Gambling Local Impact Aid Expenditures

In Fiscal 2023, the City estimates \$12.2 million from Local Impact Aid funding, consisting of approximately \$9.4 million of Baltimore Casino and \$2.8 million of Pimlico funds. Of the total funds, \$5.3 million is appropriated in the operating budget and \$6.8 million in the capital budget. This funding may be used at the discretion of City leaders in collaboration with local communities. The following tables show Fiscal 2023 budgeted operating and capital expenditures for these funds.

Operating Budget - Projects

Agency	Project Description	FY23 Estimate
Baltimore Casino Funded Projects		
Mayoralty	Project Coordination	250,000
Housing and Community Development	Homeownership Incentives	150,000
M-R: Office of Children and Family Success	Educational Partnerships	100,000
M-R: Office of Employment Development	Summer Head Start	150,000
	Employment Connection	600,000
	Job Training	75,000
	YouthWorks Summer Youth Jobs	550,000
M-R: Office of Homeless Services	Homelessness Strategies	250,000
M-R: Office of Information Technology	Fiberoptic Infrastructure	150,000
M-R: Office of Neighborhood Safety and Engagement	Crime Cameras	50,000
	Cameras and Lighting	400,000
Planning	Community Outreach	125,000
	Environmental Education	60,000
	Planning Studies: Middle Branch	300,000
Police	Police Coverage	1,000,000
Public Works	Sanitation Staffing	350,000
	Cleaning Waterways	350,000
Baltimore Casino Funds Total		4,910,000
Pimlico Impact Aid Funded Projects		
M-R: Environmental Control Board	Care-a-Lot	20,000
Planning	Community Based Projects	355,000
	PCDA Admin	60,000
Transportation	Art in ROW	120,000
Pimlico Impact Aid Funds Total		435,000

Table in dollars.

Capital Budget - Projects

Agency	Project Description	FY23 Estimate
Baltimore Casino Funded Projects		
Housing and Community Development	Warner Street	2,500,000
Recreation and Parks	Solo Gibbs Park	2,000,000
Baltimore Casino Funds Total		4,500,000
Pimlico Impact Aid Funded Projects		
Housing and Community Development	Homeowner Repair Grants (Park Heights Terrace, Pimlico Good Neighbors, Hilltop/Woodmere)	750,000
	Development Incentives	325,000
	At the House Social Settlement	200,000
Recreation and Parks	Towanda Rec Center (Playground)	250,000
Department of General Services	Library	500,000
Department of Transportation	Shared Use Path Network Connections - Belvedere Ave	275,000
	Northwest Park	75,000
Pimlico Impact Aid Funds Total		2,375,000

Table in dollars.

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FISCAL 2023

PRELIMINARY BUDGET

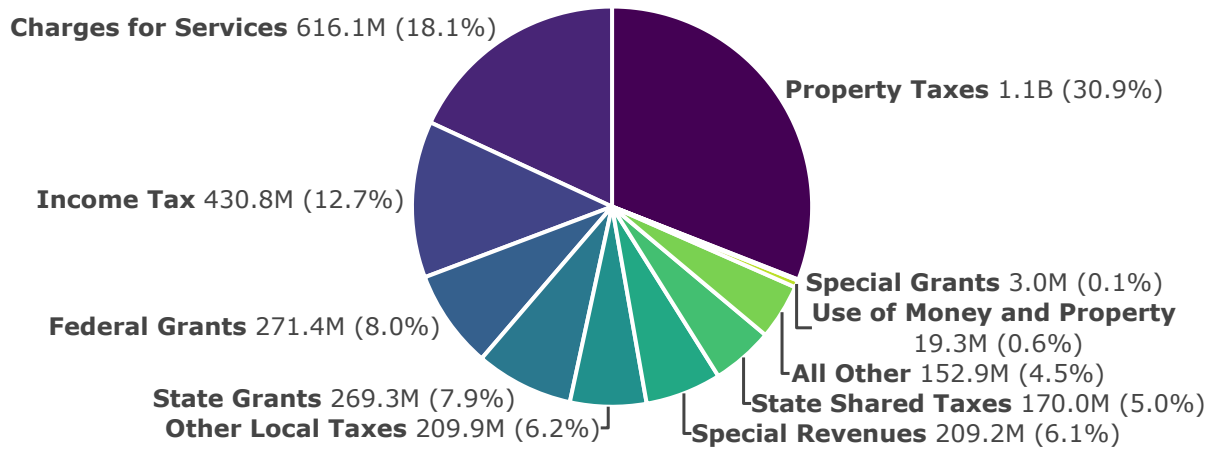
Operating Budget Recommendations

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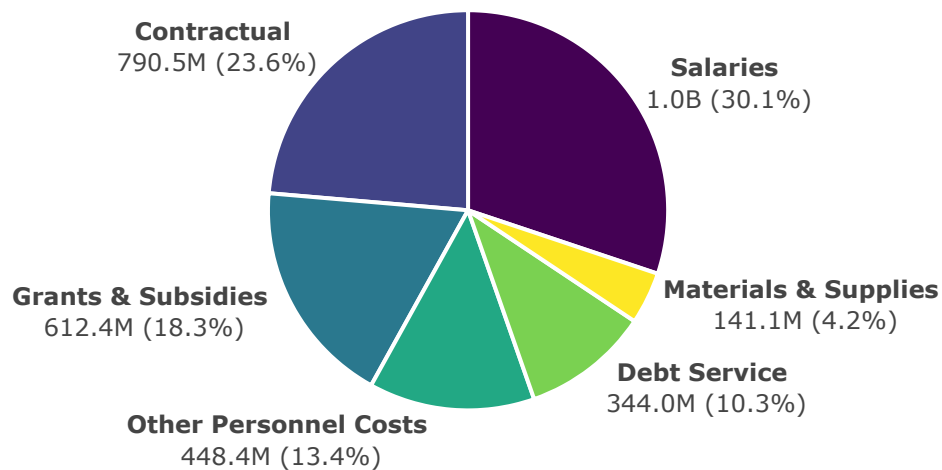
Overview of Operating Budget Recommendation

Total Operating Budget: 3.29 billion

Where the Money Comes from



How the Money is Used



Totals may not equal 100% or 'Total Capital Budget' due to rounding. Charts in millions.

Pillars

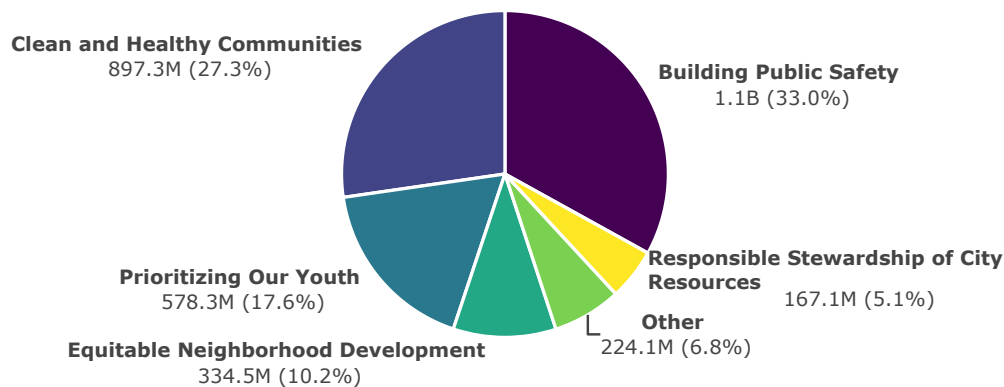
The Fiscal 2023 operating budget recommendation is \$3.29 billion, a decrease of \$555.8 million or 14.5% from Fiscal 2022.

Objective Name	FY21 Actual	FY22 Budget	FY23 Budget	Dollar Change*	Percent Change*
Prioritizing Our Youth	345,985,705	491,277,381	578,309,774	87,032,393	17.7%
Building Public Safety	784,935,422	1,039,899,968	1,086,304,970	46,405,002	4.5%
Clean and Healthy Communities	580,830,181	910,594,418	897,268,351	(13,326,067)	-1.5%
Equitable Neighborhood Development	228,268,667	349,238,376	334,543,406	(14,694,970)	-4.2%
Responsible Stewardship of City Resources	129,916,795	160,167,779	167,103,332	6,935,553	4.3%
Other	771,127,408	892,299,564	224,145,386	(668,154,178)	-74.9%
GRAND TOTAL	2,841,064,178	3,843,477,486	3,287,675,219	(555,802,267)	-14.5%

Table in dollars.

* Change is calculated between Fiscal 2022 and Fiscal 2023

How the Money is Used by Pillar



Totals may not equal 100% or 'FY23 Budget Grand Total' due to rounding. Charts in millions.

Mayor Scott's **Pillars** are the foundation of the Fiscal 2023 budget. The diagram below shows how the Pillars and goals are linked to population-level indicators 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, the Pillars, goals, 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 2023 budget investments prioritize services that are highly impactful and closely aligned with the Mayor's Action Plan.

Pillar Goals and Indicators



PRIORITIZING YOUTH

PILLAR GOALS

- 1 Ensure access to quality educational and recreational environments
- 2 Increase quality of opportunities for disconnected youth
- 3 Decrease number of justice-involved youth
- 4 Ensure children are ready to succeed upon entering kindergarten
- 5 Increase engagement with Baltimore youth

PILLAR INDICATORS

Academic Achievement
College & Career
Readiness
Infant Mortality



BUILDING PUBLIC SAFETY

PILLAR GOALS

- 1 Reduce violent crime
- 2 Achieve significant progress on the consent decree
- 3 Decrease the flow of illegal guns into Baltimore
- 4 Increase support for returning residents
- 5 Accelerate and expand 9-1-1 diversion
- 6 Modernize the City's EMS
- 7 Strengthen coordination on joint efforts

PILLAR INDICATORS

Homicides & Non-Fatal
Shootings
Property Crime



CLEAN AND HEALTHY COMMUNITIES

PILLAR GOALS

- 1 Reduce public health disparities
- 2 Provide support services to reduce housing insecurity
- 3 Improve the cleanliness of Baltimore
- 4 Ensure every neighborhood affordable, healthy food and safe,
- 5 reliable public transportation, streets and sidewalks
- 6 Provide affordable, world-class water service
- 7 Move towards a more sustainable future

PILLAR INDICATORS

Recycling Rate
Citywide Energy Use
Asthma Visits
Recreational
Opportunities
Water Cleanliness
Opioid-Related Deaths



EQUITABLE NEIGHBORHOOD DEVELOPMENT

PILLAR GOALS

- 1 Continue to ensure an equitable recovery from COVID-19
- 2 Increase capital investment and ensure equitable access
- 3 Reimagine and provide support to Baltimore economy with a focus on local business owners
- 4 Increase population
- 5 Close the digital divide once and for all

PILLAR INDICATORS

Employment Rate
Number of Jobs
Visitors to Baltimore
Neighborhood
Revitalization



RESPONSIBLE STEWARDSHIP OF CITY RESOURCES

PILLAR GOALS

- 1 Improve the overall reliability, access, and transparency of the
- 2 City's financial systems
- 3 Deliver quality, efficient customer service to all residents
- 4 Recruit, retain, and develop a diverse and high-achieving workforce
- 5 Improve government performance, accountability, and cross-agency collaboration
- 6 Increase transparency and meaningful resident participation in government

PILLAR INDICATORS

Prompt Vendor Payment
311 Responsiveness

Pillar: Prioritizing Our Youth

Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General	370,698,619	438,826,805	68,128,186
Water Utility	397,937	474,050	76,113
Federal	56,772,385	73,111,121	16,338,736
State	34,322,931	38,794,581	4,471,650
Special Revenue	27,331,298	25,804,402	(1,526,896)
Special Grant	1,754,211	1,298,815	(455,396)
Total	491,277,381	578,309,774	87,032,393

Table in dollars.

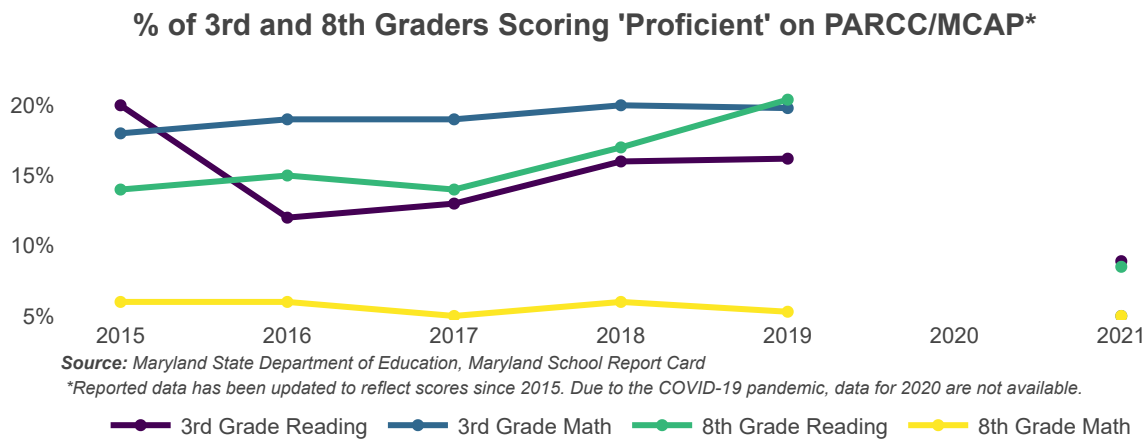
Key results funded in the Fiscal 2023 Recommended Budget:

- Baltimore City Health Department's Office of Youth and Trauma anticipates reaching 3,500 participants in Trauma-Informed Care trainings and 368 students in School-Based Violence Prevention education due to the reduction of COVID-19 restrictions on in-person meetings and in-person learning.
- YouthWorks Summer Job Program anticipates 92% of employer partners will recommend participation in the program to other organizations seeking entry level employees. In Fiscal 2022, YouthWorks connected over 5,000 Baltimore youths with paid summer work experiences.
- The Enoch Pratt Free Library anticipates welcoming 1 million visitors. Pratt saw significant reductions in the number of library visitors during the past two fiscal years due to the COVID-19 pandemic, but anticipates increases to visitors and participation in free literacy and lifelong learning programs.

Key budget decisions in Prioritizing Our Youth:

- The Fiscal 2023 budget includes \$340.6 million for the City's local contribution requirement to Baltimore City Public Schools. This reflects the first year of increased contributions to meet the requirements of the State Kirwan legislation. The funding level is \$65 million higher than the Fiscal 2022 appropriation.
- The recommended budget includes \$1.5 million in the Baltimore City Recreation and Parks (BCRP) budget for operating the new Middle Branch Fitness & Wellness Center at Cherry Hill's Reedbird Park, which is scheduled to open in summer 2022. The new center will include three pools, a community room, fitness studios, a gymnasium with a basketball court, a maker space, and an indoor walking track.
- The recommended budget allocates \$1 million from Table Games revenue in the BCRP budget for operations at the Bocek, Towanda, Harlem Park, and Crispus Attucks recreation centers.
- The Fiscal 2023 budget includes \$10.8 million in General Fund support for the Family League of Baltimore, including \$7.2 million to support community school and out-of-school time programming and \$3 million to support additional youth programming in coordination with the Mayor's Office of Children and Family Success (MOCFS).
- The budget continues to support MOCFS with \$28.4 million in funding. The Office oversees the Head Start program and the Community Action Partnership (CAP) Centers.

Indicator: Academic Achievement



Maryland replaced the Maryland School Assessment with the Partnership for Assessment of Readiness for College and Careers (PARCC) in 2015 and the PARCC with the Maryland Comprehensive Assessment Program (MCAP) in 2019. Maryland received waivers from the U.S. Department of Education and did not administer assessments for the 2019-2020 and 2020-2021 school years, impacting the data available. The State administered a shortened MCAP assessment for the 2020-21 school year during the early fall of the 2021-2022 school year.

Related Action Plan Goals

- Goal 1: Ensure Baltimore families have access to the quality educational and recreational environments every child deserves.
- Goal 3: Decrease the number of justice-involved youth and increase opportunities for education and employment.
- Goal 4: Ensure babies and young children are socially-emotionally healthy and developmentally ready to succeed upon entering kindergarten.

Related Services

- Enoch Pratt Free Library - Service 788: Information services
- M-R: Baltimore City Public Schools - Service 352: Baltimore City Public Schools
- M-R: Educational Grants - Service 446: Community School Programs and Out of School
- M-R: Office of Children and Family Success - Service 605: Head Start

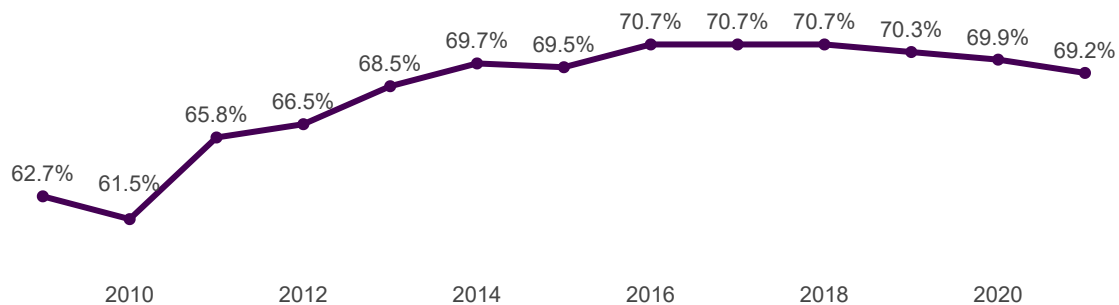
The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Academic Achievement indicator:

The Blueprint for Maryland's Future, more commonly known as Kirwan, goes into effect in Fiscal 2023. Kirwan requires a significant increase in the local contribution for City Schools, \$340.6 million, an increase of \$65 million in additional support. Kirwan is expected to improve student outcomes by expanding early education, raising standards for teacher pay and training, and adding college and career readiness programs for high school students.

Family League of Baltimore (FLB) will receive \$7.6 million in General Fund support for Community School and Out of School Time programming. FLB works with partners to identify technical assistance, professional development, and systems-level needs and assists Community Schools in aligning with the National Community Schools Standards, which support Community Schools as a standards-driven, evidence-based strategy to promote equity and educational excellence.

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.

Related Action Plan Goals

- Goal 2: Ensure Baltimore families have access to the quality educational and recreational environments every child deserves.
- Goal 3: Decrease the number of justice-involved youth and increase opportunities for education and employment.

Related Services

- Enoch Pratt Free Library - Service 788: Information Services
- M-R: Baltimore City Public Schools - Service 352: Baltimore City Public Schools
- M-R: Office of Employment Development - Service 791: BCPS Alternative Options for Youth
- M-R: Office of Employment Development - Service 798: YouthWorks Summer Job Program

The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the College and Career Readiness indicator:

The Fiscal 2023 budget includes \$2.75 million of General Fund support for the YouthWorks Summer Job Program, which provides paid summer jobs for youth ages 14 to 21. In addition, the program will be supported by \$4 million in American Rescue Plan Act funds and launch YouthWorks Academy, which will provide paid jobs for youth during the school year.

The Baltimore City Fire Department (BCFD) will launch the Apprenticeship Maryland Program with \$456,770 in General Fund support, which funds 15 high school students for a paid internship, with a total of 450 hours per student at minimum wage during the summers following 10th and 11th grade. Students who complete the program will immediately be eligible for employment as Community Aides with BCFD.

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. At the time of publication, data for 2020 were not available.

Related Action Plan Goals

- Goal 1: Ensure Baltimore families have access to the quality educational and recreational environments every child deserves.
- Goal 4: Ensure babies and young children are socially-emotionally healthy and developmentally ready to succeed upon entering kindergarten.

Related Services

- Health - Service 308: Maternal and Child Health
- M-R: Health and Welfare Grants - Service 385a: Pre and Post Natal Services
- M-R: Office of Children and Family Success - Service 741: Community Action Partnership

The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Infant Mortality indicator:

The Fiscal 2023 budget includes \$3.3 million of General Fund support for programs delivered by Baltimore City Health Department's Bureau of Maternal and Child Health and Family League of Baltimore, 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.

The City's five Community Action Partnership (CAP) Centers will be supported by over \$49 million across all funding sources. CAP Centers, which are managed by the Mayor's Office of Children and Family Success, provide a variety of family assistance programs and have been vital to helping residents during the COVID-19 pandemic. Services for residents include utility bill assistance, rental relief, food security, and financial literacy services.

Operating Budget Recommendation for Prioritizing Our Youth

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Courts: Orphans' Court				
817 Orphans' Court	General	694,393	754,484	60,091
Enoch Pratt Free Library				
788 Information Services	General	28,481,175	29,572,017	1,090,842
	State	14,184,508	15,069,958	885,450
	Special Revenue	1,041,700	1,075,831	34,131
	SERVICE TOTAL	43,707,383	45,717,806	2,010,423
	AGENCY TOTAL	43,707,383	45,717,806	2,010,423
Health				
308 Maternal and Child Health	General	2,011,772	2,086,940	75,168
	Federal	20,947,655	19,400,342	(1,547,313)
	State	1,962,478	1,414,473	(548,005)
	Special Revenue	921,345	814,951	(106,394)
	Special Grant	1,223,183	760,338	(462,845)
	SERVICE TOTAL	27,066,433	24,477,044	(2,589,389)
310 School Health Services	General	15,725,944	15,732,379	6,435
	Federal	306,468	309,609	3,141
	State	506,367	878,551	372,184
	Special Revenue	5,194,693	3,315,683	(1,879,010)
	Special Grant	25,000	25,000	0
	SERVICE TOTAL	21,758,472	20,261,222	(1,497,250)
316 Youth and Trauma Services	General	768,215	1,272,217	504,002
	Federal	453,193	139,815	(313,378)
	State	388,454	266,815	(121,639)
	Special Grant	41,028	41,624	596
	SERVICE TOTAL	1,650,890	1,720,471	69,581
	AGENCY TOTAL	50,475,795	46,458,737	(4,017,058)
Housing and Community Development				
604 Before and After Care	General	253,503	251,787	(1,716)
740 Dawson Center	General	31,609	0	(31,609)
	Federal	342,289	0	(342,289)
	SERVICE TOTAL	373,898	0	(373,898)
754 Summer Food Service Program	General	0	16,464	16,464
	State	3,711,967	3,773,992	62,025
	SERVICE TOTAL	3,711,967	3,790,456	78,489
	AGENCY TOTAL	4,339,368	4,042,243	(297,125)
M-R: Baltimore City Public Schools				
352 Baltimore City Public Schools	General	275,306,538	340,629,528	65,322,990
M-R: Educational Grants				
446 Educational Grants	General	11,325,031	11,686,516	361,485

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	Federal	300,000	304,565	4,565
	Special Revenue	13,327,000	14,020,069	693,069
	SERVICE TOTAL	24,952,031	26,011,150	1,059,119
	AGENCY TOTAL	24,952,031	26,011,150	1,059,119
M-R: Health and Welfare Grants				
385 Health and Welfare Grants	General	1,359,314	1,450,825	91,511
M-R: Office of Children and Family Success				
109 Administration Children and Family Success	General	3,006,132	1,832,539	(1,173,593)
	Special Revenue	78,000	250,000	172,000
	SERVICE TOTAL	3,084,132	2,082,539	(1,001,593)
605 Head Start	General	605,866	533,096	(72,770)
	Federal	8,021,215	10,516,652	2,495,437
	State	141,113	580,705	439,592
	SERVICE TOTAL	8,768,194	11,630,453	2,862,259
741 Community Action Partnership	General	763,240	640,096	(123,144)
	Water Utility	397,937	474,050	76,113
	Federal	18,850,191	35,226,349	16,376,158
	State	7,985,898	11,604,708	3,618,810
	SERVICE TOTAL	27,997,266	47,945,203	19,947,937
	AGENCY TOTAL	39,849,592	61,658,195	21,808,603
M-R: Office of Employment Development				
791 BCPS Alternative Options Academy for Youth	State	214,784	205,133	(9,651)
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,191,275	3,085,219	(106,056)
	Federal	991,323	753,888	(237,435)
	State	100,000	101,522	1,522
	Special Grant	165,000	167,510	2,510
	SERVICE TOTAL	4,447,598	4,108,139	(339,459)
798 Youth Works Summer Job Program	General	2,564,529	2,834,174	269,645
	Federal	2,001,816	2,002,768	952
	State	3,376,891	3,482,881	105,990
	Special Revenue	1,065,000	1,122,989	57,989
	SERVICE TOTAL	9,008,236	9,442,812	434,576
800 Workforce Services for WIOA Funded Youth	Federal	4,118,574	3,692,296	(426,278)
	AGENCY TOTAL	17,789,192	17,448,380	(340,812)
Recreation and Parks				
644 Administration Recreation and Parks	General	5,276,628	5,970,041	693,413

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	State	1,750,471	1,415,843	(334,628)
	SERVICE TOTAL	7,027,099	7,385,884	358,785
645 Aquatics	General	2,708,100	2,592,011	(116,089)
	Special Revenue	0	300,000	300,000
	SERVICE TOTAL	2,708,100	2,892,011	183,911
647 Youth and Adult Sports	General	866,843	1,196,562	329,719
	Special Revenue	184,345	187,452	3,107
	SERVICE TOTAL	1,051,188	1,384,014	332,826
648 Community Recreation Centers	General	15,758,512	16,689,910	931,398
	Federal	439,661	764,837	325,176
	Special Revenue	2,256,260	1,395,835	(860,425)
	Special Grant	300,000	304,343	4,343
	SERVICE TOTAL	18,754,433	19,154,925	400,492
649 Special Facilities Management Recreation	Special Revenue	3,262,955	3,321,592	58,637
	AGENCY TOTAL	32,803,775	34,138,426	1,334,651
GRAND TOTAL				
	TOTAL OPERATING BUDGET	491,277,381	578,309,774	87,032,393
	LESS INTERNAL SERVICE	0	0	0
	TOTAL OPERATING APPROPRIATIONS	491,277,381	578,309,774	87,032,393

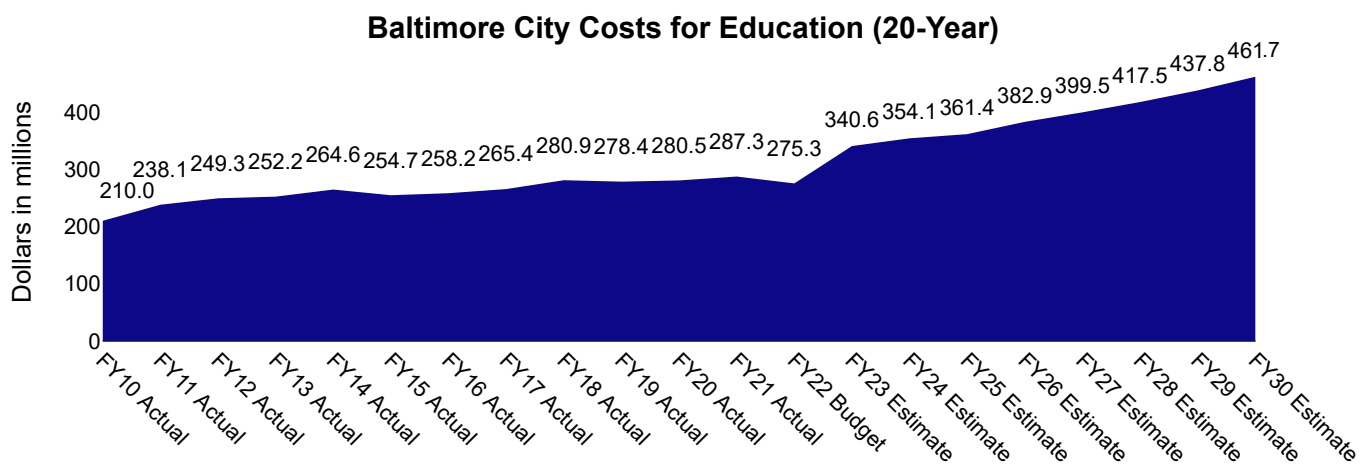
Table in dollars.

Special Exhibit: City Support for Baltimore City Public Schools

Public schools in Maryland are funded by both local governments and the State. In previous years, local government contributions were determined by Maintenance of Effort (MOE), a formula which required appropriation of at least the same level of funding on a per pupil basis as used the prior year. 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 72.5% of its funding from the State in Fiscal 2022. 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

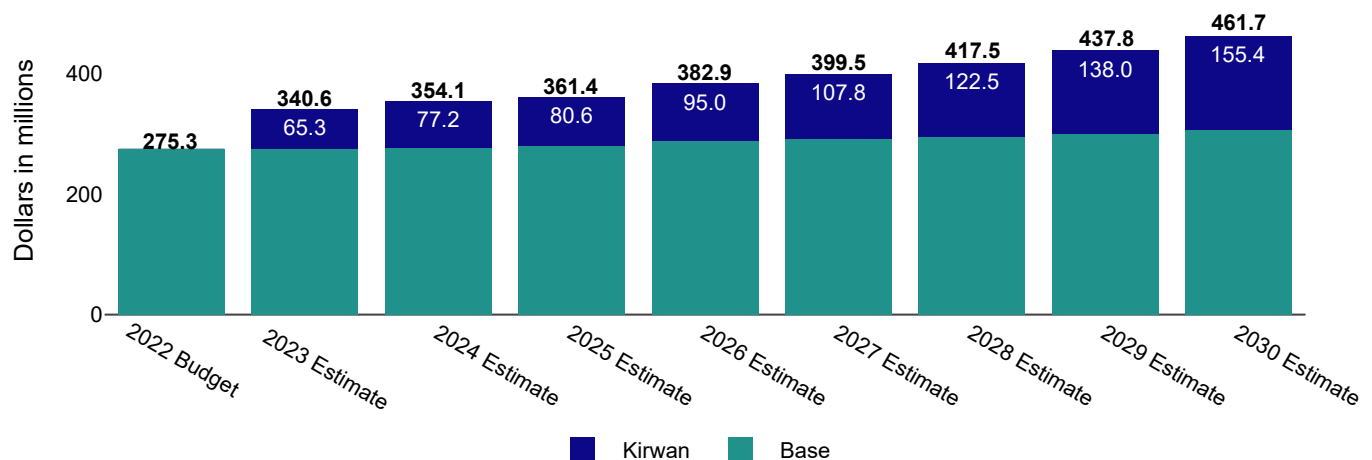
The Commission on Innovation and Excellence in Education, more commonly referred to as the Kirwan Commission, was created by legislation in 2016 to generate recommendations to improve education across Maryland through funding, policies, and resources. The five policy priorities of this legislation are: early childhood education, high quality and diverse teachers and leaders, college and career readiness, equitable access to resources, and accountability. 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, more commonly known as Kirwan. 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. In addition, during the 2021 session, the General Assembly passed House Bill 1372, which revised various aspects of the Kirwan legislation, most notably the enrollment numbers from state and local funding formulas, changing Maintenance of Effort requirements for Fiscal 2022 through 2024, and requiring local boards of education to provide in-person summer school programs to address learning loss.



Kirwan has dramatically changed the education funding formula in Maryland and will continue to significantly impact the City's required contribution to City Schools. Under Kirwan, local governments are required to contribute whichever amount is greater of either MOE or the combination of local share aid formulas. Kirwan requires additional State Aid of \$280 million over the amount required by current law in Fiscal 2023 for City Schools, growing to \$620.6 million in Fiscal 2030. The bill also requires a significant increase in the local share for City Schools, grow-

ing from \$65 million in additional support over the amount required by current law in Fiscal 2023 to \$155 million by Fiscal 2030. This represents a 39% increase in the level of direct local support for City Schools by Fiscal 2028, the highest rate of increase of local support proposed among Maryland's jurisdictions. As of publication, there is pending State legislation, Senate Bill 640 (SB 640), that would revise the 2021 session bill, most notably proposing to amend the Fiscal 2023 State funding requirements by permitting counties with lower student enrollment than pre-pandemic levels to reduce per pupil funding.

Baltimore City Costs for Education



Fiscal 2023

As of publication, newly adopted and pending State legislation will impact the calculation of the City's minimum local effort requirement in the Fiscal 2023 budget. Under the current law, prior to passage of legislation during the current General Assembly session, the City's required local share is expected to be \$340.6 million. The operating budget also includes \$25.9 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. Finally, the City is providing \$20.7 million to support the school health and crossing guard programs.

Support for City Schools

Expense	FY21 Actual	FY22 Budget	FY23 Budget
Direct Operating Support			
Maintenance of Effort/Local Share	257,541,343	263,528,469	328,753,020
Retiree Health Benefits	29,805,357	11,778,069	11,876,508
CATEGORY TOTAL	287,346,700	275,306,538	340,629,528
Support for City Schools Programs			
School Nurse Program (General Fund portion)	15,711,762	15,725,944	15,732,379
School Nurse Program (City Schools Fund portion)	4,718,771	4,883,512	3,000,000
School Crossing Guards	5,140,809	4,898,603	4,953,500
CATEGORY TOTAL	25,571,342	25,508,059	23,685,879
Capital - City Support of City Schools			
Debt Service for School Construction	24,373,887	24,812,700	25,967,801
GO Bond support for School Construction Projects	19,000,000	19,000,000	19,000,000
CATEGORY TOTAL	43,373,887	43,812,700	44,967,801
Capital - City Support for 21st Century School Buildings Program			
Table Games Aid - School Construction	1,521,132	2,056,260	2,056,260
Casino Lease Contribution - School Construction	1,400,000	1,400,000	1,400,000
Beverage Tax Contribution - School Construction	12,268,000	12,311,000	12,311,000
CATEGORY TOTAL	15,189,132	15,767,260	15,767,260
TOTAL CITY SUPPORT FOR BCPS	401,481,061	360,394,557	425,050,468

Table in dollars.

* Pending legislation may result in a change in the City's MOE calculation in the final adopted budget.

Pillar: Building Public Safety

Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General	917,062,753	902,772,705	(14,290,048)
Federal	35,973,322	39,123,467	3,150,145
State	44,379,471	48,351,905	3,972,434
Special Revenue	41,805,390	95,864,003	54,058,613
Special Grant	679,032	192,890	(486,142)
Total	1,039,899,968	1,086,304,970	46,405,002

Table in dollars.

Key results funded in the Fiscal 2023 Recommended Budget:

- The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will work to prioritize the reduction of gun violence in the city by implementing, evaluating, and expanding the Group Violence Reduction Strategy (GVRS) in partnership with the community to stem murders and shootings. Additionally, MONSE will expand investments in community-based violence intervention programs and establish a Shooting Response Protocol within the Coordinated Neighborhood Stabilization Response (CNSR) to decrease retaliation, address trauma, and promote healing. The implementation of these programs and strategies develops partnerships with community-based organizations, agencies, and federal, state, and local partners to apply a collaborative approach to reducing gun violence.
- MONSE will work to educate 2,000 first responders, medical personnel, and the general public about what human trafficking is, what it looks like, and what to do to help victims in Fiscal 2023. Educating the proper people and providing them the tools to detect possible victims of human trafficking can help restore lives and hold traffickers accountable for their actions.
- The Baltimore Police Department (BPD) will increase the percentage of time patrol officers spend on proactive policing by 5% in Fiscal 2023. They will accomplish this by converting 30 vacant sworn positions to 35 civilian Investigative Specialist positions. This will free up sworn officers currently performing investigative work to be reassigned to patrol positions.
- The Baltimore City Fire Department (BCFD) plans to complete 12,000 Home Safety Inspections during Fiscal 2023. BCFD visits all neighborhoods through the Saturday Safety Sweep Program at least once annually.

Key budget decisions in Building Public Safety:

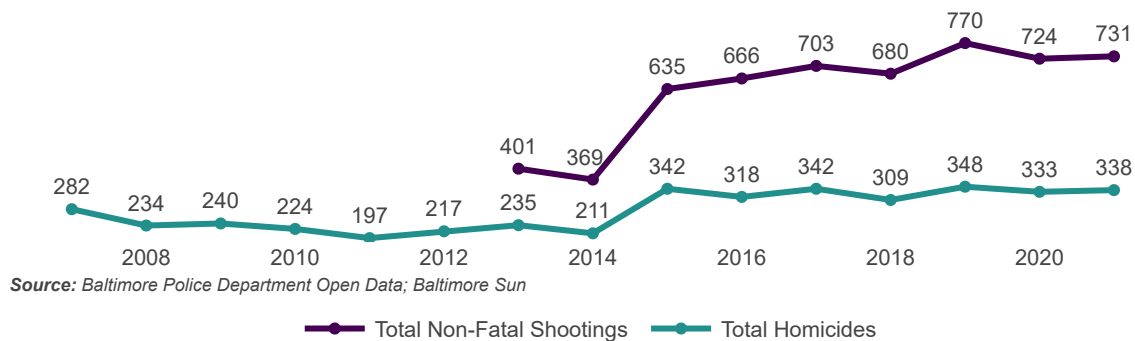
- The Fiscal 2023 budget includes an estimated \$40 million of annual reimbursement from BCFD's participation in the Emergency Services Payment Program (ESPP), which provides additional reimbursement to the City when Emergency Medical Services (EMS) units transport patients who are eligible for Medicaid.
- BCFD will use a portion of the ESPP revenue to enhance EMS service with four new initiatives: 2 new Basic Life Support (BLS) medic units; quality assurance and training staff to improve patient outcomes; a population health program to better connect patients with appropriate care; and a 911 nurse triage program, to better handle low-acuity calls for service.
- The budget includes approximately \$324,000 in the BPD budget to support the Center for Hope location at Sinai Hospital. LifeBridge Health is opening a new facility to support victims of abuse and trauma, which will include BPD, Child Protective Services, and the Baltimore Child Abuse Center.
- The recommended budget includes approximately \$963,290 to fund 8 positions in BPD to support the GVRS model in Victim Services, GVRS Coordination, and Community Policing. These positions will ensure that resources are available for victims including those of non-fatal shootings; work directly on "call-ins" and help

direct high-risk individuals to the appropriate resources; and ensure that GVRS strategies are integrated into BPD's neighborhood-based policing plans.

- The budget includes \$1.2 million in General Fund support for MONSE to implement multiple new violence reduction programs, such as SideStep program, the Extreme Risk Protection Order (ERPO) navigators program, and the Coordinated Neighborhood Stabilization Response (CNSR).
- The Fiscal 2023 budget includes \$474,000 for additional personnel in the Department of Housing and Community Development's Emergency Management Division, which provides round-the-clock human service support to victims of emergencies, and LIGHT Intake Division, which assists residents in receiving housing services and overall family case management.

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 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.

Related Action Plan Goals

- Goal 1: Reduce violent crime and achieve sustainable reductions in crime through an all-hands-on-deck approach in partnership with Baltimore communities.
- Goal 3: Hold gun traffickers accountable and decrease the flow of illegal guns into Baltimore.

Related Services

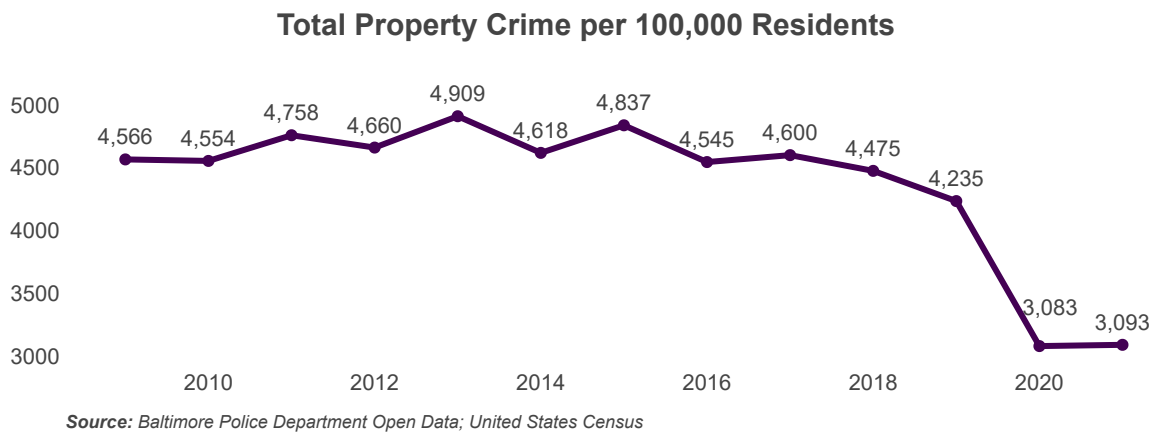
- M-R: Office of Neighborhood and Safety Engagement - Service 618: Neighborhood Safety and Engagement
- M-R: Office of Neighborhood and Safety Engagement - Service 619: Community Empowerment and Opportunity
- Police - Service 622: Police Patrol
- Police - Service 623: Criminal Investigation Division
- Police - Service 853: Patrol Support Services

The Fiscal 2023 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 (MONSE), in partnership with the Baltimore Police Department (BPD) and the State's Attorney's Office (SAO), will implement the Group Violence Reduction Strategy (GVRS). GVRS is a proven strategy that aims to address the norms perpetuating violence in Baltimore by focusing resources on individuals identified as being at the highest acute risk of involvement in violence.

MONSE will continue to operate the Safe Streets program with \$5.5 million across all funding sources. Safe Streets aims to interrupt cycles of violence through conflict mediation between high-risk individuals and prevent shootings and homicides throughout Baltimore City. In addition, MONSE will utilize over \$20.7 in American Rescue Plan Act (ARPA) funding to support various violence prevent efforts, including community violence intervention, victim services, youth justice, re-entry services, and community healing.

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 residents at home, which deterred property crime.

Related Action Plan Goals

- Goal 1: Reduce violent crime and achieve sustainable reductions in crime through an all-hands-on-deck approach in partnership with Baltimore communities.

Related Services

- M-R: Office of Information Technology - Service 757: CitiWatch
- Police - Service 622: Police patrol
- Police - Service 623: Criminal Investigation Division
- Police - Service 853: Patrol Support Services
- Transportation - Service 500: Street Lighting

The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Property Crimes indicator:

The Baltimore Police Department (BPD) has established the Telephone Reporting Unit (TRU) to reduce Patrol response to low priority calls for service (CFS) such as auto accidents, follow-up calls, and civil matters. This allows patrol officers to respond more expeditiously to higher priority CFS, conduct proactive patrol, engage with residents, and address community concerns.

In Fiscal 2023, BPD will continue efforts to become more engaged with residents by increasing foot patrols, business checks, and directed patrols. Since implementing the micro-zone strategy in Fiscal 2021, BPD has seen an improvement in cooperation from and collaboration with the community.

The CitiWatch program will receive approximately \$3.3 million across all funding sources in Fiscal 2023 and will be moved from MONSE to Baltimore City Information Technology (BCIT). CitiWatch continues to modernize its network of CCTV cameras by upgrading the software that supports camera monitoring and linking cameras in public-private partnerships.

Operating Budget Recommendation for Building Public Safety

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Courts: Circuit Court				
110 Circuit Court	General	17,667,259	18,316,366	649,107
	Federal	2,388,927	2,531,266	142,339
	State	6,561,627	6,594,789	33,162
	SERVICE TOTAL	26,617,813	27,442,421	824,608
	AGENCY TOTAL	26,617,813	27,442,421	824,608
Fire				
600 Administration Fire	General	10,135,951	10,497,078	361,127
	Federal	1,600,000	1,623,163	23,163
	State	350,000	355,067	5,067
	SERVICE TOTAL	12,085,951	12,475,308	389,357
602 Fire Suppression and Emergency Rescue	General	171,709,992	173,095,636	1,385,644
	Federal	1,026,850	1,048,879	22,029
	State	1,420,686	1,420,987	301
	SERVICE TOTAL	174,157,528	175,565,502	1,407,974
608 Emergency Management	General	1,055,116	1,116,561	61,445
	Federal	5,480,263	7,812,429	2,332,166
	State	267,000	0	(267,000)
	SERVICE TOTAL	6,802,379	8,928,990	2,126,611
609 Emergency Medical Services	General	34,531,156	661,842	(33,869,314)
	State	1,344,177	1,363,638	19,461
	Special Revenue	19,837,221	59,837,221	40,000,000
	SERVICE TOTAL	55,712,554	61,862,701	6,150,147
610 Fire and Emergency Community Outreach	General	423,794	456,447	32,653
611 Fire Code Enforcement	General	5,448,260	5,765,198	316,938
	Federal	171,867	174,354	2,487
	State	188,601	191,330	2,729
	SERVICE TOTAL	5,808,728	6,130,882	322,154
612 Fire Investigation	General	802,069	827,176	25,107
613 Fire Facilities Maintenance and Replacement	General	19,477,689	20,639,062	1,161,373
	Federal	3,690,315	3,743,741	53,426
	State	1,371,816	1,391,676	19,860
	SERVICE TOTAL	24,539,820	25,774,479	1,234,659
614 Fire Communications and Dispatch	General	8,657,415	9,403,553	746,138
	State	3,051	3,094	43
	Special Revenue	10,678,871	10,830,925	152,054
	SERVICE TOTAL	19,339,337	20,237,572	898,235
615 Fire Training and Education	General	4,545,391	5,168,919	623,528
	AGENCY TOTAL	304,217,551	317,427,976	13,210,425

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Housing and Community Development				
752 Community Outreach Services	General	1,431,415	1,706,971	275,556
Law				
871 Police Legal Affairs	General	2,148,597	2,372,307	223,710
Liquor License Board				
851 Liquor License Compliance	General	1,366,903	1,338,453	(28,450)
M-R: Office of Employment Development				
796 Workforce Services for Ex Offenders	General	199,697	207,085	7,388
	Federal	557,000	565,476	8,476
	State	951,403	956,326	4,923
	SERVICE TOTAL	1,708,100	1,728,887	20,787
	AGENCY TOTAL	1,708,100	1,728,887	20,787
M-R: Office of Equity and Civil Rights				
848 Police Community Relations	General	728,486	766,463	37,977
M-R: Office of Information and Technology				
757 CitiWatch	General	2,941,312	3,083,744	142,432
	Special Revenue	305,000	0	(305,000)
	SERVICE TOTAL	3,246,312	3,083,744	(162,568)
	AGENCY TOTAL	3,246,312	3,083,744	(162,568)
M-R: Office of Neighborhood Safety and Engagement				
617 Criminal Justice Coordination	General	738,498	1,075,079	336,581
	Federal	1,499,039	1,647,803	148,764
	State	1,500,000	609,131	(890,869)
	SERVICE TOTAL	3,737,537	3,332,013	(405,524)
618 Neighborhood Safety and Engagement	General	3,917,262	3,826,648	(90,614)
	Federal	3,451,129	3,498,999	47,870
	State	7,225,000	11,745,555	4,520,555
	Special Revenue	1,150,000	1,540,216	390,216
	Special Grant	679,032	50,760	(628,272)
	SERVICE TOTAL	16,422,423	20,662,178	4,239,755
619 Community Empowerment and Opportunity	General	0	1,338,612	1,338,612
758 Coordination of Public Safety Strategy Administration	General	1,113,778	1,408,610	294,832
	State	45,000	45,000	0
	Special Revenue	300,000	1,015,115	715,115
	SERVICE TOTAL	1,458,778	2,468,725	1,009,947
	AGENCY TOTAL	21,618,738	27,801,528	6,182,790

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Police				
621 Administrative Bureau	General	84,280,608	79,438,411	(4,842,197)
	Federal	276,316	276,355	39
	State	852,250	856,574	4,324
	Special Revenue	6,048,498	4,756,819	(1,291,679)
	SERVICE TOTAL	91,457,672	85,328,159	(6,129,513)
622 Police Patrol	General	225,563,431	224,656,279	(907,152)
	Federal	2,500,000	2,536,192	36,192
	State	4,189,589	4,094,786	(94,803)
	Special Revenue	1,400,140	1,000,000	(400,140)
	SERVICE TOTAL	233,653,160	232,287,257	(1,365,903)
623 Criminal Investigation Division	General	53,525,250	54,835,180	1,309,930
	Federal	1,580,240	1,626,822	46,582
	State	4,005,463	4,601,302	595,839
	SERVICE TOTAL	59,110,953	61,063,304	1,952,351
626 Data Driven Strategies	General	7,299,707	7,342,982	43,275
	Federal	4,447,967	4,503,555	55,588
	State	1,175,833	1,201,752	25,919
	SERVICE TOTAL	12,923,507	13,048,289	124,782
628 Public Integrity Bureau	General	12,517,320	14,535,551	2,018,231
	State	144,034	157,487	13,453
	SERVICE TOTAL	12,661,354	14,693,038	2,031,684
635 Recruitment Section	General	33,790,603	24,638,951	(9,151,652)
	State	255,367	199,522	(55,845)
	SERVICE TOTAL	34,045,970	24,838,473	(9,207,497)
642 Crime Laboratory and Evidence Control	General	21,992,312	22,573,928	581,616
	Federal	430,409	409,015	(21,394)
	State	255,910	259,616	3,706
	SERVICE TOTAL	22,678,631	23,242,559	563,928
807 Compliance Bureau	General	22,923,196	37,442,600	14,519,404
	Federal	25,893	26,267	374
	State	1,998,288	2,027,217	28,929
	SERVICE TOTAL	24,947,377	39,496,084	14,548,707
816 Special Operations Section	General	40,281,473	41,733,175	1,451,702
	Federal	145,085	145,516	431
	SERVICE TOTAL	40,426,558	41,878,691	1,452,133
853 Patrol Support Services	General	19,551,891	21,525,508	1,973,617
	Federal	576,912	563,018	(13,894)
	State	3,050,031	2,441,563	(608,468)
	SERVICE TOTAL	23,178,834	24,530,089	1,351,255
	AGENCY TOTAL	555,084,016	560,405,943	5,321,927

Sheriff

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
881 Courthouse Security	General	4,100,564	4,230,052	129,488
882 Deputy Sheriff Enforcement	General	10,784,661	11,114,805	330,144
	State	50,000	50,725	725
	Special Revenue	1,750,000	1,775,333	25,333
	SERVICE TOTAL	12,584,661	12,940,863	356,202
883 Service of Protective and Peace Orders	General	2,312,054	2,348,197	36,143
884 District Court Sheriff Services	General	2,777,035	2,817,270	40,235
889 Child Support Enforcement	General	1,769,708	1,825,816	56,108
	Federal	1,100,000	1,138,243	38,243
	SERVICE TOTAL	2,869,708	2,964,059	94,351
	AGENCY TOTAL	24,644,022	25,300,441	656,419
State's Attorney				
115 Prosecution of Criminals	General	28,386,555	29,259,288	872,733
	Federal	1,825,120	2,048,661	223,541
	State	7,118,639	7,784,768	666,129
	Special Revenue	325,660	330,374	4,714
	Special Grant	0	142,130	142,130
	SERVICE TOTAL	37,655,974	39,565,221	1,909,247
781 Administration State's Attorney	General	8,074,813	8,117,874	43,061
786 Victim and Witness Services	General	1,940,214	2,015,539	75,325
	Federal	2,711,564	2,703,096	(8,468)
	State	55,706	0	(55,706)
	SERVICE TOTAL	4,707,484	4,718,635	11,151
	AGENCY TOTAL	50,438,271	52,401,730	1,963,459
Transportation				
500 Street Lighting	General	20,117,007	19,902,136	(214,871)
689 Vehicle Impounding and Disposal	General	8,267,972	8,297,045	29,073
697 Traffic Safety	General	17,766,339	21,050,308	3,283,969
	Federal	488,426	500,617	12,191
	Special Revenue	10,000	14,778,000	14,768,000
	SERVICE TOTAL	18,264,765	36,328,925	18,064,160
	AGENCY TOTAL	46,649,744	64,528,106	17,878,362
GRAND TOTAL				
TOTAL OPERATING BUDGET		1,039,899,968	1,086,304,970	46,405,002
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		1,039,899,968	1,086,304,970	46,405,002

Table in dollars.

Pillar: Clean and Healthy Communities

Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General	185,627,132	156,068,700	(29,558,432)
Wastewater Utility	302,711,191	291,049,673	(11,661,518)
Water Utility	211,731,361	205,005,495	(6,725,866)
Stormwater Utility	34,067,912	28,325,608	(5,742,304)
Federal	102,076,694	124,389,226	22,312,532
State	56,157,431	63,974,249	7,816,818
Special Revenue	15,964,928	27,325,008	11,360,080
Special Grant	2,257,769	1,130,392	(1,127,377)
Total	910,594,418	897,268,351	(13,326,067)

Table in dollars.

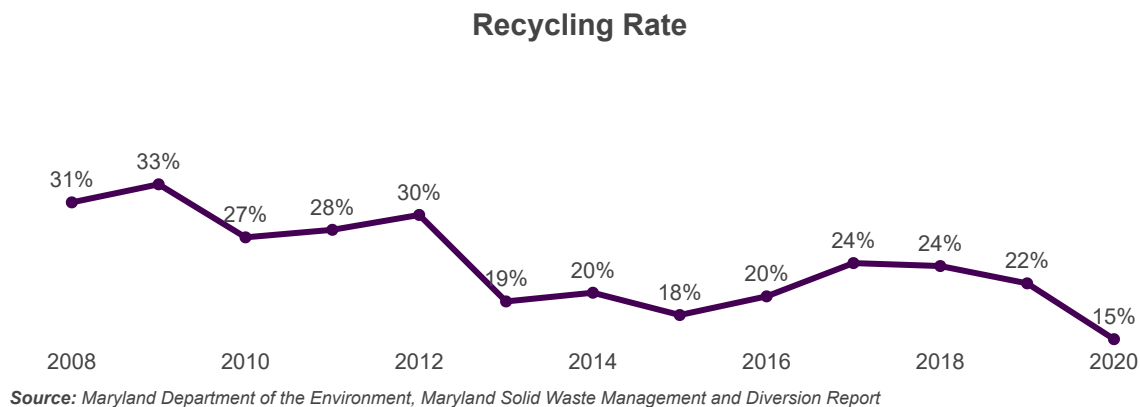
Key results funded in the Fiscal 2023 Recommended Budget:

- The Mayor's Office of Homeless Services (MOHS) expects to enroll 2,500 clients in homeless prevention services.
- Baltimore City Recreation and Parks' (BCRP) Urban Forestry program will plant 3,000 trees, funded in part from fee-in-lieu mitigation payments for canopy loss caused by construction work in City parks.
- The Baltimore City Health Department expects to admit 1,400 consumers to the Crisis Stabilization Center (CSC). The CSC is a place for individuals who are under the influence of drugs and/or alcohol to sober and receive short-term medical and social interventions.
- The Department of Public Works (DPW) plans to complete 82,000 service requests for alley, street, lot, and graffiti cleanups.

Key budget decisions in Clean and Healthy Communities:

- Beginning in Fiscal 2023 and continuing through Fiscal 2025, approximately \$90 million in Federal funds, including funding from the American Rescue Plan Act (ARPA), will be utilized to combat homelessness in Baltimore. Funding will be used by MOHS for rental assistance, case management services, and the addition of permanent supportive housing options for those experiencing homelessness.
- In Fiscal 2023, \$26.2 million from ARPA will support COVID-19 response by the Health Department, including vaccination efforts, testing, contact tracing, and personal protective equipment.
- The budget includes \$121,040 for the Planning Department to add a Resilience Planner position to support the new Sustainability Sub-Cabinet. This position will evaluate options for better preparing the community for extreme heat events.
- The recommended budget includes funding for Zeta Senior Center Director in the Health Department. The Zeta Center is in a particularly vulnerable community with 21% of the elderly population living at the poverty level in the surrounding area.
- 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



Recycling rate data are from the Maryland State Department of the Environment, as part of the Maryland Recycling Act (MRA). MRA data includes private and commercial recycling rates, in addition to the public recycling data collected by the Department of Public Works (DPW), by calendar year. 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. Due to COVID-19, the City modified recycling collection from August 2020 through January 2021, but continued trash collection, which impacted the recycling rate for 2020. Data have been updated to accurately reflect historical data.

Related Action Plan Goals

- Goal 1: Reduce public health disparities across the City by decreasing environmental hazards and improving air quality.
- Goal 3: Improve the cleanliness of Baltimore neighborhoods, streets, parks, and public spaces — while expanding green space across neighborhoods.
- Goal 6: Move the City and Baltimore residents towards a more sustainable future and zero waste, through improved recycling, composting, waste management, and improved energy practices.

Related Services

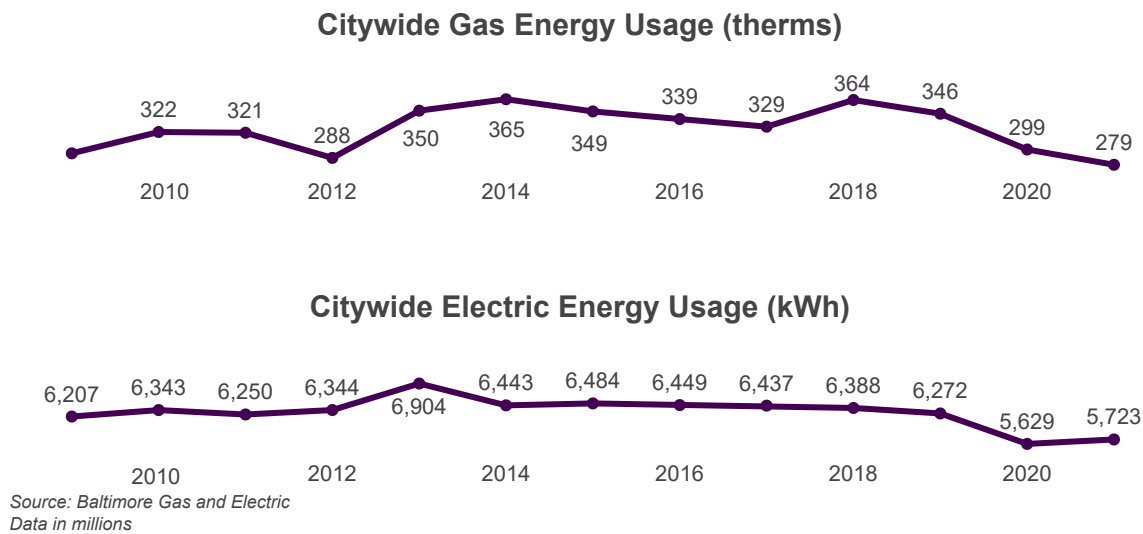
- M-R: Environmental Control Board - Service 117: Adjudication of Environmental Citations
- Planning - Service 765: Planning for a Sustainable Baltimore
- Public Works - Service 663: Waste Removal and Recycling
- Public Works - Service 664: Waste Re-Use & Disposal

The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Recycling Rate indicator:

DPW will continue the distribution of recycling cans for every eligible home in Baltimore. In addition, DPW will continue a recycling outreach program in an effort to educate residents on what is eligible for curbside recycling, and what materials require special recycling or disposal, to reduce contamination, which increases operational costs.

DPW's Waste Removal and Recycling unit expects to collect 30,000 tons of recyclable material in Fiscal Year 2023.

Indicator: Citywide Energy Use



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

Related Action Plan Goals

- Goal 6: Move the City and Baltimore residents towards a more sustainable future and zero waste, through improved recycling, composting, waste management, and improved energy practices.

Related Services

- General Services - Service 730: Public and Private Energy Performance
- General Services - Service 731: Facilities Management
- Housing & Community Development - Service 738: Weatherization
- Planning - Service 765: Planning for a Sustainable Baltimore
- Transportation - Service 500: Street Lighting

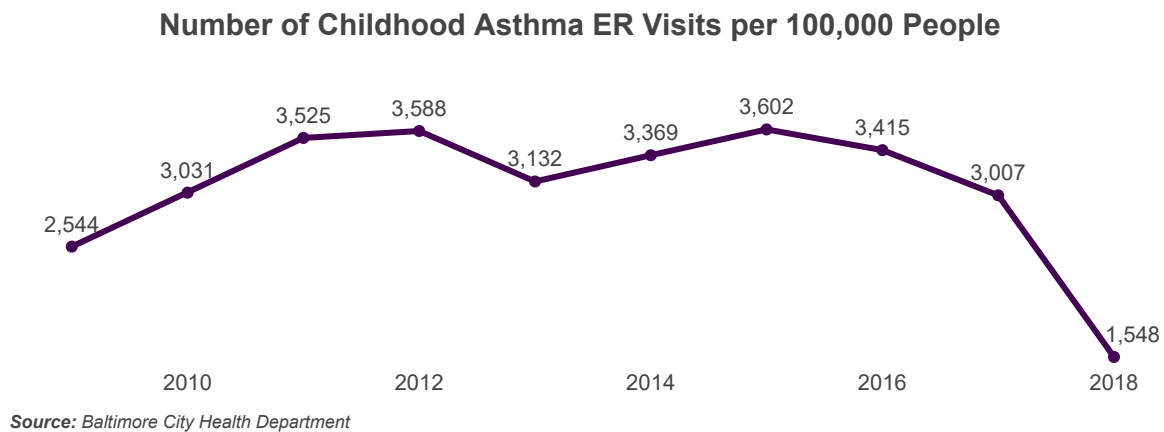
The Fiscal 2023 recommended budget invests in services and programs that will reduce energy usage:

The recommended budget includes \$85,000 for the Department of General Services (DGS) to purchase the Energy Star Portfolio Manager, which will allow the City to quickly gather energy usage data from City-owned buildings, to benchmark to peer buildings, and to identify inefficiencies and savings opportunities. DGS anticipates yearly savings of \$150,000 to the City.

DGS plans to attain 71 million kWh in annual energy savings as a result of initiatives from the Energy Office. The Energy Office's projects include energy efficiency measures installed under energy performance contracts and grant-funded projects from the Maryland Energy Administration and U.S. Department of Energy.

The Department of Housing and Community Development budget includes \$755,222 in General Funds to support the Weatherization Program Delivery. This includes funding for core positions and non-personnel costs required to operate the City's weatherization program.

Indicator: Asthma Visits



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. Data are provided by the Baltimore City Health Department based on data from the Maryland Health Services Cost Review Commission (HSCRC). Data for 2019 and 2020 are not available because HSCRC has paused fulfillment of data requests due a network security incident at the Maryland Department of Health in December 2021.

Related Action Plan Goals

- Goal 1: Reduce public health disparities across the City by decreasing environmental hazards and improving air quality.

Related Services

- Health - Service 305: Healthy Homes
- Health - Service 310: School Health Services
- Housing & Community Development - Service 750: Housing Rehabilitation Services

The Fiscal 2023 recommended budget invests in services and programs that will help reduce childhood asthma:

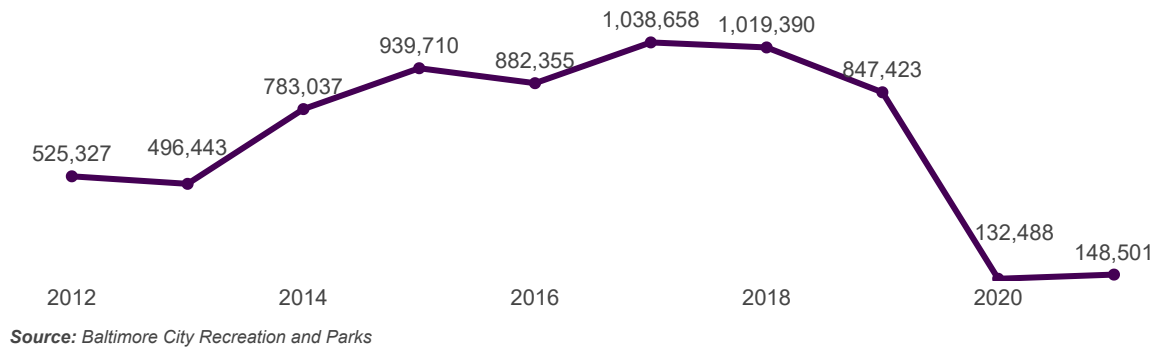
The Health Department's Community Asthma Program (CAP) provides home visits for Baltimore children with asthma and expects 80% of children in the CAP to have improved symptoms. The service works to reduce emergency department visits, the number of symptom days, and absences from school due to asthma.

As COVID-19 protocols safely allow, the Health Department will transition from virtual home visits to a hybrid model that will allow for brief in-home visits with virtual follow-up. This will provide the opportunity for in-person assessment of housing conditions that may be hazardous for children with asthma and allow for personalized education and interventions based on that assessment.

The Health Department, through its Bureau of School Health and in partnership with City Schools, helps students manage their asthma by keeping an Asthma Action Plan (AAP) on file in health suites. The AAP 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 2023 as COVID restrictions allow.

Related Action Plan Goals

- Goal 3: Improve the cleanliness of Baltimore neighborhoods, streets, parks, and public spaces — while expanding green space across neighborhoods.

Related Services

- Recreation & Parks - Service 645: Aquatics
- Recreation & Parks - Service 646: Park Maintenance
- Recreation & Parks - Service 647: Youth and Adult Sports
- Recreation & Parks - Service 649: Special Facilities Management
- Recreation & Parks - Service 652: Therapeutic Recreation
- Recreation & Parks - Service 653: Park Programs & Events

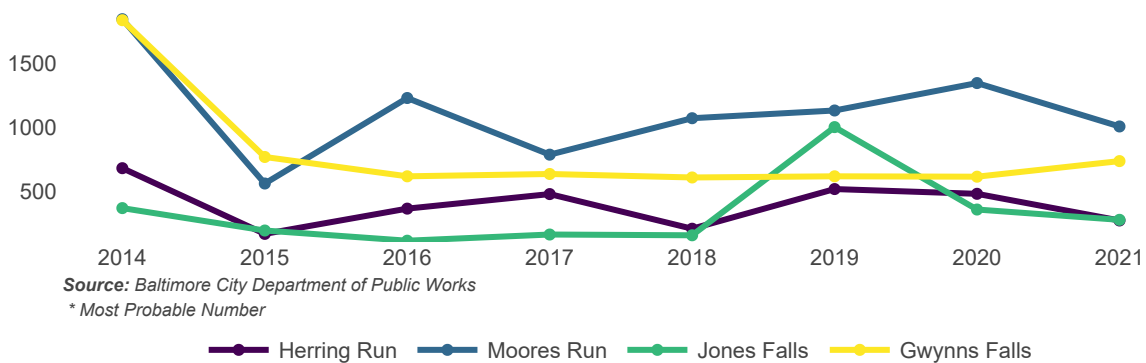
The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Recreation Facility Visits indicator:

Beginning in Fiscal 2023 and through Fiscal 2025, BCRP will utilize \$41 million in ARPA funds for capital investments to recreation centers, public pools, trails, playgrounds, and athletic fields and courts.

As COVID-19 health restrictions are lifted, BCRP anticipates increased participation year round at the various City facilities. The budget includes \$2.9 million in funding for the operation of the City's four park pools, 11 neighborhood pools, and four splash pads during the summer pool season, as well as five indoor aquatic facilities year round. In addition, BCRP operates various special facilities, including the Mount Pleasant Ice Rink, William Myers Indoor Soccer Pavilion, Carrie Murray Nature Center, and Shake and Bake Family Fun Center.

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.

Related Action Plan Goals

- Goal 5: Provide an affordable, world class water service while maintaining safe and high-quality water standards.

Related Services

- Public Works - Service 671: Water Management
- Public Works - Service 673: Wastewater Management
- Public Works - Service 674: Surface Water Management
- Public Works - Service 675: Engineering and Construction Management - Water and Wastewater
- Rec & Parks - Service 654: Urban Forestry

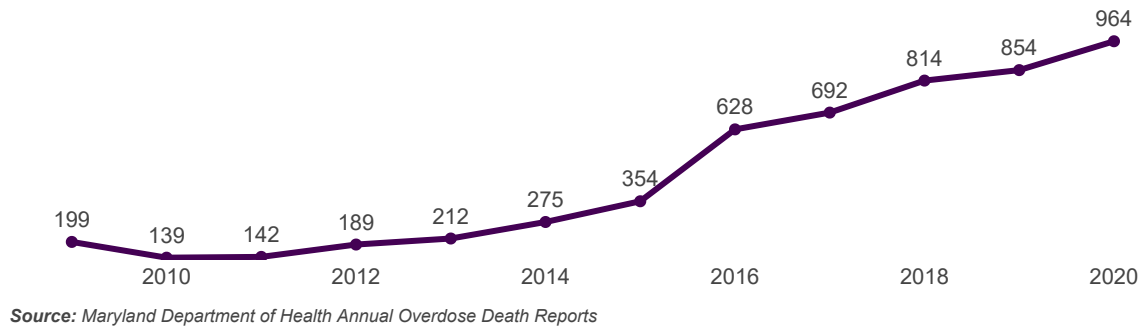
The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the cleanliness of City waterways indicator:

In Fiscal 2023, DPW plans to meet 100% of its Permit compliance in the National Pollutant Discharge Elimination System (NPDES). DPW continues to strive for perfection through consistent testing, process adjustments as data changes, and Preventive Maintenance to assist with optimal process operations.

The City will invest \$826,224 in Street Tree Planting and Maintenance and 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.

Indicator: Opioid-Related Deaths

Number of Deaths Related to Opioids



This indicator was previously reported under the Building Public Safety Pillar. The data includes all deaths that occurred in the Baltimore City, 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 and now exceeds heroin-related fatalities, the indicator was changed to better illustrate the scale of this crisis. Data are not yet available for 2021, however, the preliminary data as of June 30, 2021 shows 514 opioid deaths.

Related Action Plan Goals

- Goal 5: Accelerate and expand 9-1-1 alternative efforts to divert appropriate emergency calls to trained behavioral health specialists, improving Baltimore's response to behavioral and mental health crises.

Related Services

- Fire - Service 609: Emergency Medical Services
- Health - Service 307: Substance Abuse and Mental Health
- Police - Service 853: Patrol Support Services

The Fiscal 2023 recommended budget invests in efforts that will support positive movement on the Opioid-Related Deaths indicator:

The Baltimore City Health Department will continue its syringe exchange program and Overdose Response Program, which trains individuals in responding to opioid-related overdoses with Naloxone and other interventions. In Fiscal Year 2023, the Health Department aims to exchange over 2 million syringes through its Community Risk Reduction Services program and train over 5,500 individuals to administer naloxone.

In Fiscal Year 2023, Behavioral Health Systems Baltimore aims to serve at least 1,400 individuals at the Crisis Stabilization Center and link at least 58 individuals to further care.

The Baltimore City Fire Department (BCFD) budget includes an additional \$5.0 million in Special Revenue funds support for Emergency Medical Services (EMS). These funds will go towards two additional Basic Life Support (BLS) units, as well as the implementation of two new programs. The 911 Nurse Triage Program will place a nurse in the 911 Call Center to triage and pick out the most low-acuity calls that are estimated at 5,000-7,000 per year. The Population Health Initiative will integrate EMS with local health care system to arrange for alternative transport to urgent care or a primary care doctor for certain responses.

Operating Budget Recommendation for Clean and Healthy Communities

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General Services				
730 Public and Private Energy Performance	General	666,005	818,579	152,574
	State	1,225,000	1,903,366	678,366
	Special Revenue	1,100,000	1,116,738	16,738
	SERVICE TOTAL	2,991,005	3,838,683	847,678
AGENCY TOTAL		2,991,005	3,838,683	847,678
Health				
303 Clinical Services	General	4,688,357	4,884,645	196,288
	Federal	1,882,302	6,695,261	4,812,959
	State	984,232	6,436,795	5,452,563
	Special Revenue	104,604	103,843	(761)
SERVICE TOTAL		7,659,495	18,120,544	10,461,049
305 Healthy Homes	General	1,315,837	1,500,766	184,929
	Federal	921,094	852,376	(68,718)
	State	713,462	1,499,422	785,960
	SERVICE TOTAL	2,950,393	3,852,564	902,171
307 Substance Use Disorder and Mental Health	General	1,563,356	1,527,922	(35,434)
	Federal	1,361,843	2,020,340	658,497
	State	1,806,734	3,201,662	1,394,928
	SERVICE TOTAL	4,731,933	6,749,924	2,017,991
311 Health Services for Seniors	Special Revenue	5,371,030	5,442,434	71,404
315 Emergency Services Health	General	36,490,083	978,916	(35,511,167)
	Federal	704,910	15,479,786	14,774,876
	State	8,637,338	10,895,163	2,257,825
	Special Revenue	0	10,140,020	10,140,020
	Special Grant	524,087	454,403	(69,684)
	SERVICE TOTAL	46,356,418	37,948,288	(8,408,130)
715 Administration Health	General	4,833,711	5,642,010	808,299
	Federal	5,793,584	6,326,044	532,460
	State	2,325,004	2,231,848	(93,156)
	Special Revenue	1,700,000	1,724,611	24,611
	Special Grant	200,000	202,894	2,894
	SERVICE TOTAL	14,852,299	16,127,407	1,275,108
716 Animal Services	General	3,415,556	3,406,837	(8,719)
717 Environmental Inspection Services	General	3,142,652	3,118,279	(24,373)
	Special Revenue	34,107	34,601	494
	SERVICE TOTAL	3,176,759	3,152,880	(23,879)
718 Chronic Disease Prevention	General	252,151	280,170	28,019
	Federal	45,882	22,023	(23,859)
	State	457,022	459,950	2,928

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	Special Revenue	27,600	28,000	400
	SERVICE TOTAL	782,655	790,143	7,488
720 HIV Treatment Services for the Uninsured	General	1,356,402	1,418,384	61,982
	Federal	30,211,064	30,227,277	16,213
	State	23,891,789	23,615,979	(275,810)
	SERVICE TOTAL	55,459,255	55,261,640	(197,615)
721 Senior Centers	General	1,289,073	1,411,122	122,049
	Federal	1,627,554	1,835,873	208,319
	State	350,535	353,438	2,903
	Special Revenue	101,081	102,545	1,464
	Special Grant	16,432	16,432	0
	SERVICE TOTAL	3,384,675	3,719,410	334,735
722 Administration CARE	General	442,038	0	(442,038)
	Federal	257,877	260,907	3,030
	SERVICE TOTAL	699,915	260,907	(439,008)
723 Advocacy for Seniors	General	93,985	94,955	970
	Federal	112,326	114,005	1,679
	State	286,740	291,321	4,581
	Special Revenue	401,241	579,290	178,049
	SERVICE TOTAL	894,292	1,079,571	185,279
724 Direct Care and Support Planning	State	2,740,012	2,686,909	(53,103)
	Special Revenue	37,861	38,407	546
	SERVICE TOTAL	2,777,873	2,725,316	(52,557)
725 Community Services for Seniors	General	201,158	209,733	8,575
	Federal	3,834,268	3,933,142	98,874
	State	1,015,929	1,030,639	14,710
	SERVICE TOTAL	5,051,355	5,173,514	122,159
	AGENCY TOTAL	157,563,903	163,811,379	6,247,476
M-R: Environmental Control Board				
117 Adjudication of Environmental Citations	General	1,556,600	1,567,704	11,104
	State	255,750	259,452	3,702
	Special Revenue	0	20,000	20,000
	SERVICE TOTAL	1,812,350	1,847,156	34,806
	AGENCY TOTAL	1,812,350	1,847,156	34,806
M-R: Office of Homeless Services				
356 Administration Homeless Services	General	1,529,096	1,897,197	368,101
	Federal	4,720,258	4,860,306	140,048
	State	288,016	294,689	6,673

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	Special Revenue	737,188	757,239	20,051
	SERVICE TOTAL	7,274,558	7,809,431	534,873
893 Homeless Prevention and Support Services for the Homeless	Federal	260,503	263,612	3,109
	State	263,115	266,923	3,808
	SERVICE TOTAL	523,618	530,535	6,917
894 Outreach to the Homeless	General	1,025,333	1,094,300	68,967
	Federal	944,150	957,819	13,669
	State	40,195	40,776	581
	SERVICE TOTAL	2,009,678	2,092,895	83,217
895 Temporary Housing for the Homeless	General	9,636,845	9,573,273	(63,572)
	Federal	9,455,978	9,592,871	136,893
	State	1,996,143	2,025,043	28,900
	SERVICE TOTAL	21,088,966	21,191,187	102,221
896 Permanent Housing for the Homeless	General	256,468	267,402	10,934
	Federal	34,167,501	34,675,897	508,396
	State	2,849,163	2,890,407	41,244
	SERVICE TOTAL	37,273,132	37,833,706	560,574
	AGENCY TOTAL	68,169,952	69,457,754	1,287,802
Planning				
765 Planning for a Sustainable Baltimore	General	1,553,443	1,675,131	121,688
	Federal	250,000	3,299,455	3,049,455
	State	510,200	263,541	(246,659)
	Special Revenue	482,046	706,726	224,680
	Special Grant	663,000	0	(663,000)
	SERVICE TOTAL	3,458,689	5,944,853	2,486,164
	AGENCY TOTAL	3,458,689	5,944,853	2,486,164
Public Works				
660 Administration Solid Waste	General	2,262,856	3,330,350	1,067,494
661 Public Right of Way Cleaning	General	18,173,437	18,569,374	395,937
	Stormwater Utility	4,824,640	5,103,290	278,650
	Federal	2,046,000	0	(2,046,000)
	Special Revenue	1,635,908	1,737,810	101,902
	SERVICE TOTAL	26,679,985	25,410,474	(1,269,511)
663 Waste Removal and Recycling	General	35,662,755	36,383,950	721,195
	Stormwater Utility	0	500,534	500,534
	Federal	850,000	0	(850,000)
	State	500,000	0	(500,000)
	Special Revenue	1,650,000	1,673,886	23,886
	Special Grant	604,250	203,043	(401,207)

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	SERVICE TOTAL	39,267,005	38,761,413	(505,592)
664 Waste Re Use and Disposal	General	26,856,145	28,079,138	1,222,993
	Stormwater Utility	4,000,000	200,000	(3,800,000)
	Federal	0	304,565	304,565
	SERVICE TOTAL	30,856,145	28,583,703	(2,272,442)
670 Administration Water and Wastewater	Wastewater	29,635,596	33,314,459	3,678,863
	Utility			
	Water Utility	18,983,578	20,033,050	1,049,472
	Federal	300,000	304,343	4,343
	Special Revenue	400,000	405,792	5,792
	Special Grant	250,000	253,620	3,620
	SERVICE TOTAL	49,569,174	54,311,264	4,742,090
671 Water Management	Water Utility	88,897,680	89,659,057	761,377
	Federal	254,600	258,285	3,685
	SERVICE TOTAL	89,152,280	89,917,342	765,062
672 Water and Wastewater Consumer Services	Wastewater	14,071,415	14,071,415	0
	Utility			
	Water Utility	8,541,030	9,832,955	1,291,925
	Stormwater Utility	1,790,907	1,790,907	0
	SERVICE TOTAL	24,403,352	25,695,277	1,291,925
673 Wastewater Management	Wastewater	128,036,256	131,706,797	3,670,541
	Utility			
	Federal	1,400,000	1,420,267	20,267
	State	750,000	760,858	10,858
	SERVICE TOTAL	130,186,256	133,887,922	3,701,666
674 Surface Water Management	Wastewater	1,737,528	1,745,939	8,411
	Utility			
	Water Utility	559,991	567,770	7,779
	Stormwater Utility	23,452,365	20,730,877	(2,721,488)
	Federal	675,000	684,772	9,772
	State	510,000	515,863	5,863
	SERVICE TOTAL	26,934,884	24,245,221	(2,689,663)
675 Engineering and Construction Management Water and Wastewater	Wastewater	127,438,865	108,330,444	(19,108,421)
	Utility			
	Water Utility	94,749,082	84,912,663	(9,836,419)
	SERVICE TOTAL	222,187,947	193,243,107	(28,944,840)
676 Administration DPW	General	1,752,457	1,722,131	(30,326)
	Wastewater	1,791,531	1,880,619	89,088
	Utility			
	SERVICE TOTAL	3,543,988	3,602,750	58,762
	AGENCY TOTAL	645,043,872	620,988,823	(24,055,049)
Recreation and Parks				
646 Park Maintenance	General	13,490,118	13,881,511	391,393

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	State	3,761,052	1,952,201	(1,808,851)
	Special Revenue	450,000	304,343	(145,657)
	SERVICE TOTAL	17,701,170	16,138,055	(1,563,115)
650 Horticulture	General	1,391,279	1,377,101	(14,178)
	State	0	98,004	98,004
	Special Revenue	511,564	518,440	6,876
	SERVICE TOTAL	1,902,843	1,993,545	90,702
651 Recreation for Seniors	General	493,760	493,375	(385)
	Special Revenue	38,500	39,057	557
	SERVICE TOTAL	532,260	532,432	172
652 Therapeutic Recreation	General	513,371	552,287	38,916
653 Park Programs and Events	General	577,141	833,693	256,552
	Special Revenue	1,182,198	1,039,052	(143,146)
	SERVICE TOTAL	1,759,339	1,872,745	113,406
654 Urban Forestry	General	4,639,125	4,813,558	174,433
	Special Revenue	0	812,174	812,174
	SERVICE TOTAL	4,639,125	5,625,732	986,607
	AGENCY TOTAL	27,048,108	26,714,796	(333,312)
Transportation				
691 Public Rights of Way Landscape Management	General	4,506,539	4,664,907	158,368
GRAND TOTAL				
TOTAL OPERATING BUDGET		910,594,418	897,268,351	(13,326,067)
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		910,594,418	897,268,351	(13,326,067)

Table in dollars.

Pillar: Equitable Neighborhood Development

Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General	183,085,720	191,712,505	8,626,785
Internal Service	64,745	72,627	7,882
Conduit Enterprise	13,019,924	13,660,000	640,076
Parking Enterprise	22,459,496	22,005,526	(453,970)
Parking Management	23,864,120	24,307,884	443,764
Federal	61,599,752	34,318,823	(27,280,929)
State	29,064,912	27,164,281	(1,900,631)
Special Revenue	16,043,452	21,322,648	5,279,196
Special Grant	101,000	51,739	(49,261)
Total	349,303,121	334,616,033	(14,687,088)

Table in dollars.

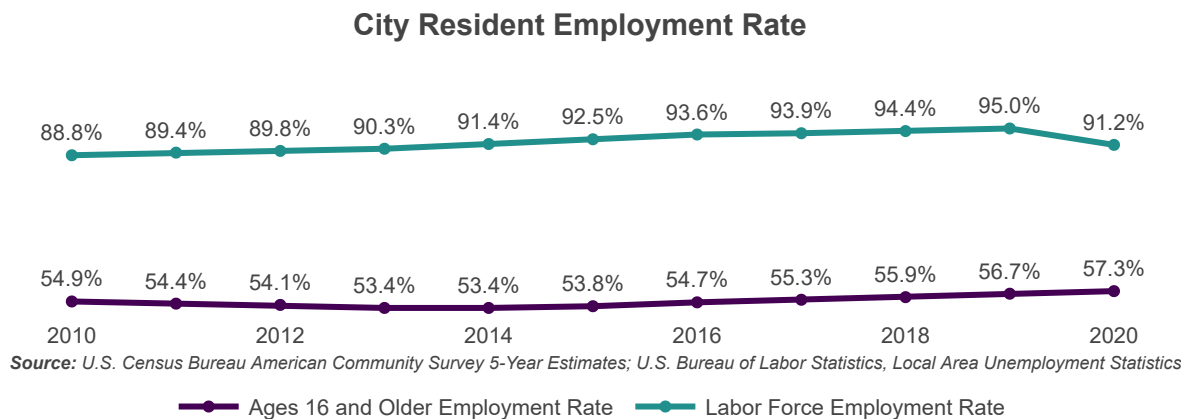
Key results funded in the Fiscal 2023 Recommended Budget:

- The Mayor's Office of Employment Development's (MOED) Career Center Network will provide 5,000 Baltimore City residents with 21st century job skills with the help of a new comprehensive job readiness program.
- Visit Baltimore anticipates welcoming up to 25 million visitors to Baltimore in 2023 as health restrictions lift and travel resumes.
- With recent attendance increases from virtual events and the strong housing market, 1,200 Live Baltimore customers will be able to purchase a home in Baltimore City.
- The Law Department's Minority and Women's Business Opportunity Office (MWBOO) will work to provide 20 training and outreach sessions and reduce the number of days for application reviews by up to 67%.

Key budget decisions in Equitable Neighborhood Development:

- The recommended budget supports MWBOO with an additional \$500,000 in funding to enhance their current operations to support greater participation and create additional opportunities for local Minority Business Enterprise and Women Business Enterprise business owners.
- The Office of Equity and Civil Rights will add two personnel, an Equity Data Analyst and Community Liaison, to further achieve the goals set forth by the City's Equity Assessment Program.
- The Department of Housing and Community Development (DHCD) will begin to utilize \$100 million in American Rescue Plan Act (ARPA) funding to build new affordable housing units, address vacant properties, and support low-income renters and homeowners.
- The recommended budget includes an additional \$468,794 for Live Baltimore to develop a targeted ad campaign to help attract more middle-income Black families and to translate marketing materials into Spanish and other languages in order to reach more immigrant families and grow Baltimore City's population.
- In order to strengthen Baltimore's tourism industry, the budget includes \$500,000 to reopen the Baltimore Visitor Center, which closed at the onset of the pandemic, and \$212,000 for a new event management system for the Baltimore Convention Center.
- Lexington Market will utilize ARPA funds to complete the redevelopment project and increase Black and women owned businesses. Additionally, Baltimore Public Markets will receive \$238,000 to support the implementation of a new point-of-sale system at several markets as well as SNAP terminals for vendors.
- The Fiscal 2023 budget reflects a \$17 million reduction in Federal funding, which is largely due to removal of one-time Community Development Block Grant (CDBG) funds related to the pandemic.

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.

Related Action Plan Goals

- Goal 1: Continue to ensure an equitable recovery from COVID-19 for Baltimore residents and businesses.

Related Services

- Housing & Community Development - Service 813: Emerging Technology Center
- Law Department - Service 869: Minority and Women's Business Opportunity Office
- M-R: Office of Employment Development - Service 792: Workforce Public Assistance
- M-R: Office of Employment Development - Service 793: Employment Enhancement Services for Baltimore City Residents
- M-R: Office of Employment Development - Service 795: Workforce Services for Baltimore Residents

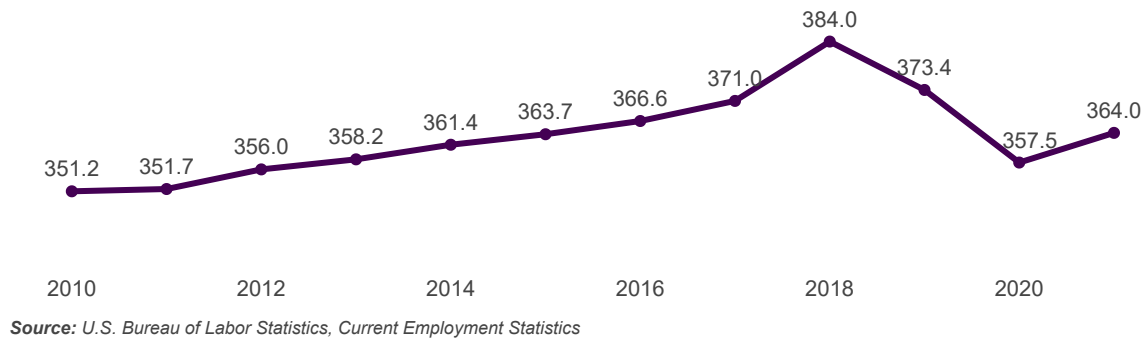
The Fiscal 2023 recommended budget invests in services and programs that will to support positive movement on the Employment Rate indicator:

MOED will use \$11.7 million in ARPA funding to expand workforce development for youth and disadvantaged job seekers, including residents returning home from incarceration and recipients of public assistance. This funding will help support Hire Up, Train Up, YouthWorks, and Workforce Supports Programming and Wage Subsidies.

MOED continues to utilize 3 full-time Career Development Facilitators (CDFs) to deliver career counseling and intensive job coaching. Despite the impact of COVID-19, MOED was still able to provide intensive services to 491 residents in Fiscal 2021. Additionally, 4,065 residents received job readiness skills through the Career Center Network.

Indicator: Number of Jobs

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



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. The latest data available from 2021 shows the number of non-farm jobs in Baltimore City began to rebound from 2020, the onset of the pandemic.

Related Action Plan Goals

- Goal 1: Continue to ensure an equitable recovery from COVID-19 for Baltimore residents and businesses.

Related Services

- Housing & Community Development - Service 809: Retention, Expansion, and Attraction of Businesses
- Housing & Community Development - Service 813: Emerging Technology Center
- M-R: Office of Employment Development - Service 793: Employment Enhancement Services for Baltimore City Residents
- M-R: Office of Employment Development - Service 795: Workforce Services for Baltimore Residents

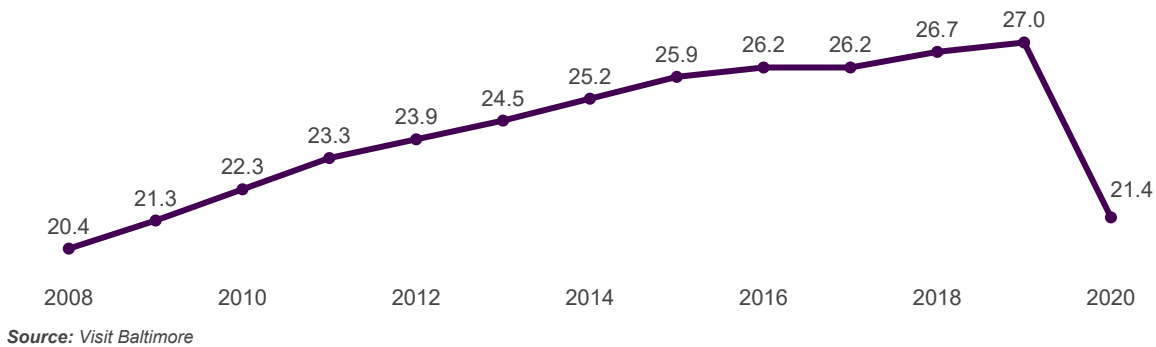
The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Jobs in Baltimore indicator:

A \$25 million Economic Recovery Fund was created with ARPA funding to support small businesses, non-profits, artists, and childcare providers throughout Baltimore City.

Additionally, Baltimore Development Corporation (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, the Brownfields program, Tax Increment Financing, and Payment in Lieu of Taxes (PILOTs).

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. The decline in visitors shown for calendar year 2020 is a direct result of the pandemic. Data has been updated for this budget cycle to accurately reflect the number of visitors per calendar year.

Related Action Plan Goals

- Goal 3: Reimagine and provide support to Baltimore economic engines, commercial corridors, and the arts community, with a focus on equity and opportunity for local business owners and creatives.

Related Services

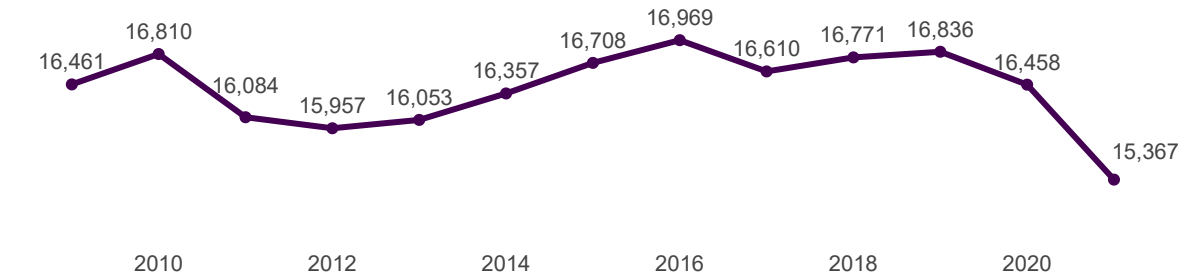
- M-R: Art and Culture - Service 493: Art and Culture Grants
- M-R: Art and Culture - Service 824: Events, Art, Culture, and Film
- M-R: Civic Promotion - Service 820: Convention Sales and Tourism Marketing
- M-R: Convention Center Hotel - Service 535 Convention Center Hotel
- M-R: Convention Complex - Service 540: Royal Farms Arena Operations
- M-R: Convention Complex - Service 855: Convention Center

The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Visitors to Baltimore indicator:

As the destination marketing organization for Baltimore, Visit Baltimore received \$2.5 million in ARPA funding in Fiscal 2022 through the newly created Economic Recovery Fund. This funding will support the hospitality industry and Baltimore-area hotels recovering from the financial impacts of COVID-19. Baltimore City experienced a sharp decline in Hotel Tax collected in the City due to travel restrictions. As restrictions have eased, the hotel and tourism sector is beginning to recover. The latest travel forecast from Tourism Economics expects domestic leisure travel in 2022 to surpass pre-pandemic levels. However, domestic and international business travel is not expected to fully recover until 2024. The Fiscal 2023 recommended budget also includes \$500,000 funding for Visit Baltimore to reopen the Baltimore Visitor Center.

Indicator: Neighborhood Revitalization

Number of Vacant Residential Buildings



Source: Baltimore City Department of Housing and Community Development

This indicator was previously reported under the Clean and Healthy Communities Pillar. 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). 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.

Related Action Plan Goals

- Goal 1: Increase capital investment and ensure equitable access to services in formerly redlined neighborhoods.
- Goal 4: Increase Baltimore's overall population with a focus on middle income families and immigrants.

Related Services

- Housing & Community Development - Service 742: Promote Homeownership
- Housing & Community Development - Service 745: Housing Code Enforcement
- Housing & Community Development - Service 749: Property Acquisition, Disposition, and Asset Management
- Housing & Community Development - Service 750: Housing Rehabilitation Services
- Public Works - Service 662: Vacant & Abandon Property Cleaning & Boarding
- Public Works - Service 661: Public Right of Way Cleaning

The Fiscal 2023 recommended budget invests in services and programs that will support addressing the vacant property indicator:

In Fiscal 2023, DHCD will receive \$455,000 in General Fund support for additional attorneys and a paralegal to increase the City's capacity to acquire vacant properties, speed up the disposition process, and assist small and minority developers with the permitting and redevelopment process. In addition, ARPA funds will support DHCD in building new affordable housing units, addressing vacant properties, and supporting low-income renters and homeowners.

Operating Budget Recommendation for Equitable Neighborhood Development

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Comptroller				
132 Real Estate Acquisition and Management	General	1,007,758	1,078,276	70,518
Finance				
710 Fiscal Integrity and Recovery	General	1,192,794	1,210,296	17,502
General Services				
726 Administration General Services	General	756,922	1,361,760	604,838
	Internal Service	64,745	72,627	7,882
	SERVICE TOTAL	821,667	1,434,387	612,720
	AGENCY TOTAL	821,667	1,434,387	612,720
Housing and Community Development				
593 Community Support Projects	General	2,208,549	2,298,696	90,147
	Federal	42,078,452	10,347,217	(31,731,235)
	SERVICE TOTAL	44,287,001	12,645,913	(31,641,088)
737 Administration HCD	General	5,392,370	5,465,167	72,797
	Federal	1,030,722	1,035,071	4,349
	Special Revenue	200,000	0	(200,000)
	SERVICE TOTAL	6,623,092	6,500,238	(122,854)
738 Weatherization Services	General	1,160,643	1,158,162	(2,481)
	State	7,351,297	7,430,918	79,621
	SERVICE TOTAL	8,511,940	8,589,080	77,140
742 Promote Homeownership	General	693,027	934,336	241,309
	Federal	199,551	269,406	69,855
	Special Revenue	150,000	150,000	0
	SERVICE TOTAL	1,042,578	1,353,742	311,164
745 Housing Code Enforcement	General	12,506,049	12,673,906	167,857
	Federal	360,000	362,894	2,894
	Special Revenue	51,864	52,615	751
	SERVICE TOTAL	12,917,913	13,089,415	171,502
747 Register and License Properties and Contractors	General	603,391	517,187	(86,204)
748 Affordable Housing	Federal	985,398	996,022	10,624
	Special Revenue	7,100,456	8,624,836	1,524,380
	SERVICE TOTAL	8,085,854	9,620,858	1,535,004
749 Property Acquisition Disposition and Asset Management	General	4,149,917	4,869,093	719,176
750 Housing Rehabilitation Services	General	0	200,000	200,000
	Federal	6,224,470	6,314,326	89,856
	State	569,629	577,884	8,255

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
SERVICE TOTAL		6,794,099	7,092,210	298,111
751 Building and Zoning Inspections and Permits	General	6,894,955	7,154,861	259,906
809 Retention Expansion and Attraction of Businesses	General	2,382,556	2,482,798	100,242
	Special Revenue	165,769	165,648	(121)
SERVICE TOTAL		2,548,325	2,648,446	100,121
810 Real Estate Development	General	2,382,556	2,482,798	100,242
	Special Revenue	165,769	165,648	(121)
SERVICE TOTAL		2,548,325	2,648,446	100,121
811 Inner Harbor Coordination	General	450,979	456,096	5,117
813 Technology Development Emerging Technology Center	General	866,160	903,082	36,922
815 Live Baltimore	General	606,663	1,108,452	501,789
AGENCY TOTAL		106,931,192	79,197,119	(27,734,073)
Law				
869 Minority and Women's Business Opportunity Office	General	723,436	1,283,700	560,264
Liquor License Board				
850 Liquor Licensing	General	1,159,972	1,174,192	14,220
M-R: Art and Culture				
493 Art and Culture Grants	General	7,061,336	7,380,263	318,927
824 Events Art Culture and Film	General	2,472,656	2,500,718	28,062
	Special Revenue	60,000	0	(60,000)
SERVICE TOTAL		2,532,656	2,500,718	(31,938)
828 Bromo Seltzer Arts Tower	General	102,405	103,568	1,163
AGENCY TOTAL		9,696,397	9,984,549	288,152
M-R: Civic Promotion				
590 Civic Promotion Grants	General	1,195,629	1,589,812	394,183
820 Convention Sales and Tourism Marketing	General	9,453,409	8,719,571	(733,838)
AGENCY TOTAL		10,649,038	10,309,383	(339,655)
M-R: Convention Center Hotel				
535 Convention Center Hotel	General	12,120,648	12,472,051	351,403
M-R: Convention Complex				
540 Royal Farms Arena Operations	General	584,363	598,550	14,187
855 Convention Center	General	10,601,181	13,858,662	3,257,481
	State	10,678,363	8,884,550	(1,793,813)
SERVICE TOTAL		21,279,544	22,743,212	1,463,668
AGENCY TOTAL		21,863,907	23,341,762	1,477,855

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
M-R: Office of Employment Development				
792 Workforce Public Assistance	Federal	3,054,440	2,100,510	(953,930)
	State	100,000	0	(100,000)
	SERVICE TOTAL	3,154,440	2,100,510	(1,053,930)
793 Employment Enhancement Services for Baltimore City Residents	General	1,579,986	1,657,688	77,702
	Special Revenue	721,394	848,180	126,786
	SERVICE TOTAL	2,301,380	2,505,868	204,488
794 Administration MOED	General	1,013,033	1,492,348	479,315
	Federal	28,939	(58,414)	(87,353)
	Special Revenue	458,978	490,137	31,159
	SERVICE TOTAL	1,500,950	1,924,071	423,121
795 Workforce Services for Baltimore Residents	Federal	6,352,180	11,766,191	5,414,011
	State	1,973,280	1,505,317	(467,963)
	SERVICE TOTAL	8,325,460	13,271,508	4,946,048
	AGENCY TOTAL	15,282,230	19,801,957	4,519,727
M-R: Office of Equity and Civil Rights				
656 Wage Investigation and Enforcement	General	699,167	522,826	(176,341)
846 Discrimination Investigations Resolutions and Conciliations	General	1,243,278	1,755,687	512,409
	Special Revenue	170,265	172,729	2,464
	SERVICE TOTAL	1,413,543	1,928,416	514,873
	AGENCY TOTAL	2,112,710	2,451,242	338,532
Municipal and Zoning Appeals				
185 Board of Municipal and Zoning Appeals	General	485,660	619,884	134,224
Planning				
761 Development Oversight and Project Support	General	1,097,774	1,146,286	48,512
	Special Grant	51,000	51,739	739
	SERVICE TOTAL	1,148,774	1,198,025	49,251
762 Historic Preservation	General	637,911	634,612	(3,299)
	Federal	100,000	0	(100,000)
	State	100,000	0	(100,000)
	Special Grant	50,000	0	(50,000)
	SERVICE TOTAL	887,911	634,612	(253,299)
768 Administration Planning	General	1,370,724	1,384,438	13,714
	AGENCY TOTAL	3,407,409	3,217,075	(190,334)

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Public Works				
662 Vacant and Abandoned Property Cleaning and Boarding	General	11,730,011	11,794,447	64,436
	Federal	1,175,000	1,175,000	0
	SERVICE TOTAL	12,905,011	12,969,447	64,436
	AGENCY TOTAL	12,905,011	12,969,447	64,436
Transportation				
548 Conduits	Conduit Enterprise	13,019,924	13,660,000	640,076
681 Administration DOT	General	10,074,127	10,114,835	40,708
682 Parking Management	Parking Enterprise Parking Management	22,459,496	22,005,526	(453,970)
		10,667,660	10,831,806	164,146
	SERVICE TOTAL	33,127,156	32,837,332	(289,824)
683 Street Management	General	35,629,558	36,197,659	568,101
684 Traffic Management	General	10,881,532	10,422,095	(459,437)
	Special Revenue	692,862	702,892	10,030
	SERVICE TOTAL	11,574,394	11,124,987	(449,407)
685 Special Events	General	1,673,212	1,567,720	(105,492)
687 Inner Harbor Services Transportation	General	1,072,834	1,098,986	26,152
688 Snow and Ice Control	General	6,830,313	7,087,162	256,849
690 Sustainable Transportation	General	958,092	981,474	23,382
	Federal	10,600	10,600	0
	State	8,292,343	8,765,612	473,269
	Special Revenue	5,943,139	9,785,328	3,842,189
	SERVICE TOTAL	15,204,174	19,543,014	4,338,840
692 Bridge and Culvert Management	General	3,838,316	3,658,587	(179,729)
693 Parking Enforcement	Parking Management	13,196,460	13,476,078	279,618
694 Survey Control	General	274,262	294,336	20,074
695 Dock Master	Special Revenue	162,956	164,635	1,679
696 Street Cuts Management	General	813,703	801,093	(12,610)
727 Real Property Management	General	2,451,903	2,444,289	(7,614)
	AGENCY TOTAL	148,943,292	154,070,713	5,127,421
GRAND TOTAL				
TOTAL OPERATING BUDGET		349,303,121	334,616,033	(14,687,088)
LESS INTERNAL SERVICE		64,745	72,627	7,882
TOTAL OPERATING APPROPRIATIONS		349,238,376	334,543,406	(14,694,970)

Table in dollars.

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Pillar: Responsible Stewardship of City Resources

Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General	140,349,204	147,061,159	6,711,955
Internal Service	143,232,184	147,174,548	3,942,364
Water Utility	238,913	234,952	(3,961)
Parking Management	3,038,959	3,080,420	41,461
Federal	471,266	325,917	(145,349)
State	900,830	681,997	(218,833)
Special Revenue	14,794,847	15,379,801	584,954
Special Grant	373,760	339,086	(34,674)
Total	303,399,963	314,277,880	10,877,917

Table in dollars.

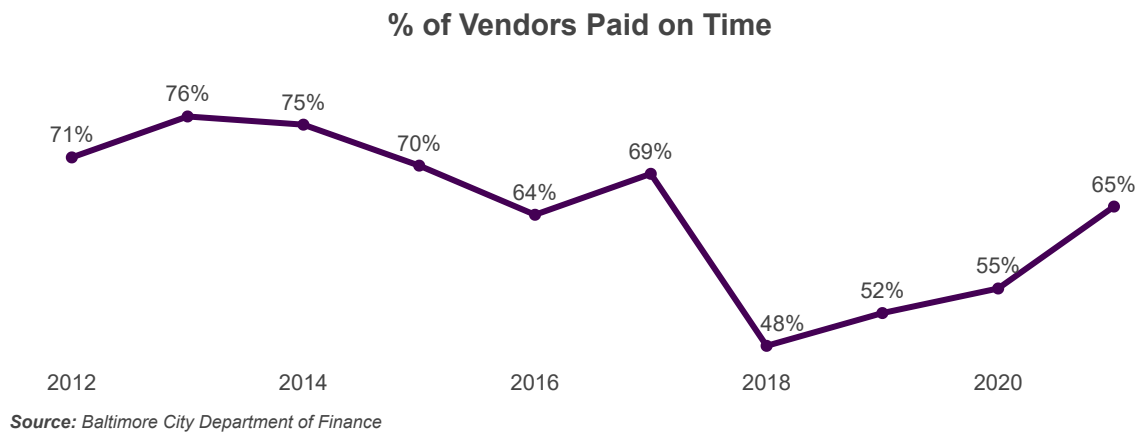
Key results funded in the Fiscal 2023 Recommended Budget:

- The Department of Finance's Bureau of the Budget and Management Research (BBMR) will add an additional budget analyst to oversee the City's special revenue and internal service funds. With the addition of this position, BBMR anticipates saving the City an additional \$1 to \$2 million annually based on budget recommendations.
- The Department of Finance estimates generating \$1.5 million in additional property tax revenue for the City from successful assessment appeals.
- The Law Department anticipates answering 90% of Public Information Act (PIA) requests on time. Under State law, the City is required to acknowledge receipt of PIA requests in writing within 10 days. The Law Department works with agencies to respond to PIA requests received directly by Law or the specific agencies.

Key budget decisions in Responsible Stewardship of City Resources:

- The Fiscal 2023 budget includes funding for an additional position within the Department of General Service (DGS) to oversee approximately 30% of DGS-managed buildings.
- The budget includes \$251,000 for the Department of Planning to fund a State mandate, House Bill 409, that requires the City to transition to a more frequent comprehensive planning cycle.
- In Fiscal 2023, the Board of Elections budget will decrease by \$220,000 due to the implementation of mail-in voting options. The agency will have higher printing and postage costs, but lower costs for virtual trainings and election judge stipends.
- The recommended budget includes a \$500,000 reduction to the Department of Finance as the City eliminates the use of legacy systems and continues the implementation of the transition to Workday, an Enterprise Resource Planning system.

Indicator: Prompt Vendor Payment



The prompt vendor payment rate is the percent of invoices paid within 30 days of receipt. In 2021, there were 106,500 invoices paid. Sixty-five percent or 76,680 were paid within 30 days. The overall cycle time to pay invoices remained at 55 days on average in 2021. This corrects data that was reported in Fiscal 2020.

Related Action Plan Goals

- Goal 1: Improve the overall reliability, access, and transparency of the City's financial systems.
- Goal 4: Improve government performance, accountability, and cross-agency collaboration.

Related Services

- Finance - Service 609: Procurement
- Finance - Service 702: Accounts Payable

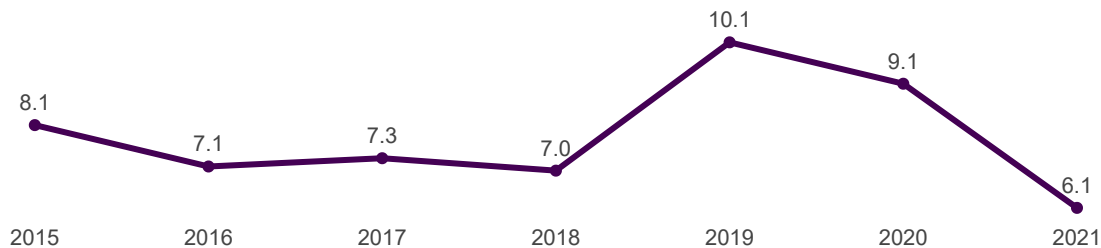
The Fiscal 2023 recommended budget invests in services and programs that will support positive movement on the Prompt Vendor Payment indicator:

Finance's Accounts Payable Division delivered two City agency Prompt Payment Workshop sessions explaining the current invoicing process. A Prompt Vendor Payment Workshop has been developed and held with City agencies, providing training on this new material.

The City continues to reform the procurement process in an effort to modernize procurement policies and processes. The Procurement Assessment and Transformation RFP has been awarded and approved by the Board Of Estimates (BOE). The official launch is scheduled to begin on April 1, 2022, with the goal of updating the City's procurement regulations, policies, systems, administrative processes, technology, and overall capacity into Fiscal 2023.

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, excluding traffic calming studies, which average 6 months, and duplicate and transferred requests, as well as distinguishing closed requests from cancelled. In Fiscal 2022, the City took an average of 6.1 days to close a 311 request. Data has been updated to reflect a change to the calculation formula to improve accuracy.

Related Action Plan Goals

- Goal 2: Deliver quality, efficient customer service to all residents.
- Goal 5: Increase transparency and meaningful resident participation in government.

Related Services

- Mayoralty - Service 125: Executive Direction and Control - Mayoralty
- M-R: Office of Information and Technology - Service 804: 311 Call Center

The Fiscal 2023 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.

Operating Budget Recommendation for Responsible Stewardship of City Resources

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Board of Elections				
899 Fair Conduct of Elections	General	7,095,321	7,204,148	108,827
City Council				
100 City Council	General	8,593,872	9,061,164	467,292
Comptroller				
130 Executive Direction and Control Comptroller	General	1,881,101	2,026,701	145,600
131 Audits	General	4,977,617	5,297,166	319,549
133 Telecommunications	Internal Service	10,216,235	9,759,514	(456,721)
136 Municipal Post Office	Internal Service	4,262,998	4,332,759	69,761
	AGENCY TOTAL	21,337,951	21,416,140	78,189
Council Services				
103 Council Services	General	798,867	814,493	15,626
Employees' Retirement Systems				
152 Employees' Retirement System Administration	Special Revenue	5,859,075	5,909,798	50,723
154 Fire and Police Retirement System Administration	Special Revenue	5,854,594	6,015,425	160,831
155 Retirement Savings Plan	Special Revenue	848,728	861,611	12,883
	AGENCY TOTAL	12,562,397	12,786,834	224,437
Finance				
148 Revenue Collection	General	8,247,297	8,695,636	448,339
	Water Utility	238,913	234,952	(3,961)
	Parking Management	3,038,959	3,080,420	41,461
	SERVICE TOTAL	11,525,169	12,011,008	485,839
150 Treasury and Debt Management	General	1,277,407	1,311,458	34,051
698 Administration Finance	General	2,036,766	2,103,505	66,739
699 Procurement	General	4,182,739	4,100,857	(81,882)
	Internal Service	232,131	212,304	(19,827)
	SERVICE TOTAL	4,414,870	4,313,161	(101,709)
700 Surplus Property Disposal	Special Revenue	161,349	163,275	1,926
701 Printing Services	Internal Service	3,755,074	3,827,249	72,175
702 Accounts Payable	General	910,666	942,546	31,880
703 Payroll	General	3,758,870	3,663,323	(95,547)
704 Accounting	General	3,058,262	3,239,747	181,485
707 Risk Management for Employee Injuries	Internal Service	4,332,698	4,413,075	80,377
708 Operating Budget Management	General	2,133,175	2,346,425	213,250

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
711 Finance Project Management	General	1,403,877	1,415,457	11,580
	AGENCY TOTAL	38,768,183	39,750,229	982,046
General Services				
189 Fleet Management	Internal Service	67,122,237	70,258,256	3,136,019
731 Facilities Management	General	10,712,183	9,754,638	(957,545)
	Internal Service	28,988,847	29,807,954	819,107
	State	250,000	250,000	0
	SERVICE TOTAL	39,951,030	39,812,592	(138,438)
734 Capital Projects Division Design and Construction	General	931,882	1,153,165	221,283
	AGENCY TOTAL	108,005,149	111,224,013	3,218,864
Human Resources				
770 Administration Human Resources	General	4,151,698	4,327,693	175,995
771 Benefits Administration	General	3,716,955	3,876,429	159,474
	Internal Service	2,342,739	2,379,962	37,223
	SERVICE TOTAL	6,059,694	6,256,391	196,697
772 Civil Service Management	General	3,623,553	3,825,081	201,528
773 Learning and Development	General	863,451	932,534	69,083
	AGENCY TOTAL	14,698,396	15,341,699	643,303
Law				
860 Administration Law	General	1,650,622	1,650,961	339
861 Controversies	General	5,536,242	5,332,654	(203,588)
	Internal Service	3,053,293	2,996,748	(56,545)
	SERVICE TOTAL	8,589,535	8,329,402	(260,133)
862 Transactions	General	2,114,938	2,268,000	153,062
872 Workers' Compensation Practice	General	72,910	73,519	609
	Internal Service	5,750,460	5,832,638	82,178
	SERVICE TOTAL	5,823,370	5,906,157	82,787
	AGENCY TOTAL	18,178,465	18,154,520	(23,945)
Legislative Reference				
106 Legislative Reference Services	General	812,997	834,109	21,112
107 Archives and Records Management	General	576,493	603,609	27,116
	AGENCY TOTAL	1,389,490	1,437,718	48,228
M-R: Cable and Communications				
876 Media Production	General	665,017	702,542	37,525
	Special Revenue	676,001	685,787	9,786
	SERVICE TOTAL	1,341,018	1,388,329	47,311
	AGENCY TOTAL	1,341,018	1,388,329	47,311

(continued)

TOTAL OPERATING APPROPRIATIONS		160,167,779	167,103,332	6,935,553
		Budget	Budget	Budget
Table in dollars.				
M-R: Innovation Fund				
833 Innovation Fund	Special Revenue	200,000	0	(200,000)
M-R: Office of Information and Technology				
802 Administration	General	2,677,929	3,268,580	590,651
803 Enterprise Innovation and Application Services	General	19,437,624	18,483,495	(954,129)
804 311 Call Center	General	5,181,661	5,363,887	182,226
805 Enterprise IT Delivery Services	General	10,203,861	11,128,419	924,558
	Internal Service	13,175,472	13,354,089	178,617
	Special Revenue	70,000	200,000	130,000
	SERVICE TOTAL	23,449,333	24,682,508	1,233,175
	AGENCY TOTAL	50,746,547	51,798,470	1,051,923
M-R: Office of the Labor Commissioner				
128 Labor Contract Negotiations and Administration	General	957,075	1,194,741	237,666
Mayorality				
125 Executive Direction and Control Mayorality	General	11,552,945	15,370,591	3,817,646
	Federal	321,266	325,917	4,651
	State	425,830	431,997	6,167
	Special Revenue	571,500	768,905	197,405
	Special Grant	298,760	339,086	40,326
	SERVICE TOTAL	13,170,301	17,236,496	4,066,195
	AGENCY TOTAL	13,170,301	17,236,496	4,066,195
Office of the Inspector General				
836 Inspector General	General	2,253,984	2,341,035	87,051
Planning				
763 Comprehensive Planning and Resource Management	General	2,299,347	2,352,851	53,504
	Federal	150,000	0	(150,000)
	State	225,000	0	(225,000)
	Special Revenue	553,600	775,000	221,400
	Special Grant	75,000	0	(75,000)
	SERVICE TOTAL	3,302,947	3,127,851	(175,096)
	AGENCY TOTAL	3,302,947	3,127,851	(175,096)
GRAND TOTAL				
TOTAL OPERATING BUDGET		303,399,963	314,277,880	10,877,917
LESS INTERNAL SERVICE		143,232,184	147,174,548	3,942,364
TOTAL OPERATING APPROPRIATIONS		160,167,779	167,103,332	6,935,553

Table in dollars.

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Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General	195,927,572	208,058,126	12,130,554
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	680,369,732	85,000	(680,284,732)
State	15,000	15,000	0
Special Revenue	15,802,260	15,802,260	0
Total	892,299,564	224,145,386	(668,154,178)

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 2023 budget includes a reduction of \$680 million in Federal funds. In Fiscal 2022, the City appropriated \$670 million in Federal funds based on the initial estimate of funds the City would receive from the American Rescue Plan Act (ARPA). The City received \$641 million in ARPA funds, which will be able to be spent until they expire since unspent grant funds are carried forward at the end of each fiscal year.
- The budget includes \$1 million for the Contingent Fund, which exists to fund emergency or unanticipated expenditures. The City Charter limits the annual appropriation to \$1 million. Prior to approval of expenditures from the Fund, the Board of Estimates reports to the City Council the circumstances surrounding the request of the expenditure.
- The budget reflects \$21.8 million in principal, interest, and other expenses for Tax Increment Financing (TIF) debt service payments. TIF bonds are widely used financing mechanisms that have been adopted by the City for public improvements, such as development of land and public infrastructure, within designated development districts. The Fiscal 2023 budget includes payments for the Belvedere Square, Poppleton, Port Covington, Clipper Mill, Harbor Point, Mondawmin Mall, and East Baltimore Development, Inc. (EBDI) TIFs.

Operating Budget Recommendation for Other

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
M-R: American Rescue Plan Act				
111 Economic Recovery	Federal	680,284,732	0	(680,284,732)
M-R: Conditional Purchase Agreements				
129 Conditional Purchase Agreement Payments	General	3,961,522	8,159,723	4,198,201
M-R: Contingent Fund				
121 Contingent Fund	General	1,000,000	1,000,000	0
M-R: Debt Service				
123 General Debt Service	General	88,582,940	88,726,736	143,796
	Special Revenue	15,767,260	15,767,260	0
	SERVICE TOTAL	104,350,200	104,493,996	143,796
	AGENCY TOTAL	104,350,200	104,493,996	143,796
M-R: Employees' Retirement Contribution				
355 Employees' Retirement Contribution	General	2,175,000	2,175,000	0
M-R: Miscellaneous General Expenses				
122 Miscellaneous General Expenses	General	25,620,323	26,996,957	1,376,634
	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	25,940,323	27,316,957	1,376,634
	AGENCY TOTAL	25,940,323	27,316,957	1,376,634
M-R: Retirees' Benefits				
351 Retirees' Benefits	General	33,204,808	34,103,936	899,128
M-R: Self-Insurance Fund				
126 Contribution to Self Insurance Fund	General	23,897,170	25,081,600	1,184,430
M-R: TIF Debt Service				
124 TIF Debt Service	General	17,485,809	21,814,174	4,328,365

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
GRAND TOTAL				
TOTAL OPERATING BUDGET		892,299,564	224,145,386	(668,154,178)
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		892,299,564	224,145,386	(668,154,178)

Table in dollars.

Operating Budget Recommendation by Agency, Service, and Fund

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Board of Elections				
899 Fair Conduct of Elections	General	7,095,321	7,204,148	108,827
City Council				
100 City Council	General	8,593,872	9,061,164	467,292
Comptroller				
130 Executive Direction and Control Comptroller	General	1,881,101	2,026,701	145,600
131 Audits	General	4,977,617	5,297,166	319,549
132 Real Estate Acquisition and Management	General	1,007,758	1,078,276	70,518
133 Telecommunications	Internal Service	10,216,235	9,759,514	(456,721)
136 Municipal Post Office	Internal Service	4,262,998	4,332,759	69,761
	AGENCY TOTAL	22,345,709	22,494,416	148,707
Council Services				
103 Council Services	General	798,867	814,493	15,626
Courts: Circuit Court				
110 Circuit Court	General	17,667,259	18,316,366	649,107
	Federal	2,388,927	2,531,266	142,339
	State	6,561,627	6,594,789	33,162
	SERVICE TOTAL	26,617,813	27,442,421	824,608
	AGENCY TOTAL	26,617,813	27,442,421	824,608
Courts: Orphans' Court				
817 Orphans' Court	General	694,393	754,484	60,091
Employees' Retirement Systems				
152 Employees' Retirement System Administration	Special Revenue	5,859,075	5,909,798	50,723
154 Fire and Police Retirement System Administration	Special Revenue	5,854,594	6,015,425	160,831
155 Retirement Savings Plan	Special Revenue	848,728	861,611	12,883
	AGENCY TOTAL	12,562,397	12,786,834	224,437
Enoch Pratt Free Library				
788 Information Services	General	28,481,175	29,572,017	1,090,842
	State	14,184,508	15,069,958	885,450
	Special Revenue	1,041,700	1,075,831	34,131
	SERVICE TOTAL	43,707,383	45,717,806	2,010,423
	AGENCY TOTAL	43,707,383	45,717,806	2,010,423
Finance				
148 Revenue Collection	General	8,247,297	8,695,636	448,339
	Water Utility	238,913	234,952	(3,961)

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	Parking Management	3,038,959	3,080,420	41,461
	SERVICE TOTAL	11,525,169	12,011,008	485,839
150 Treasury and Debt Management	General	1,277,407	1,311,458	34,051
698 Administration Finance	General	2,036,766	2,103,505	66,739
699 Procurement	General	4,182,739	4,100,857	(81,882)
	Internal Service	232,131	212,304	(19,827)
	SERVICE TOTAL	4,414,870	4,313,161	(101,709)
700 Surplus Property Disposal	Special Revenue	161,349	163,275	1,926
701 Printing Services	Internal Service	3,755,074	3,827,249	72,175
702 Accounts Payable	General	910,666	942,546	31,880
703 Payroll	General	3,758,870	3,663,323	(95,547)
704 Accounting	General	3,058,262	3,239,747	181,485
707 Risk Management for Employee Injuries	Internal Service	4,332,698	4,413,075	80,377
708 Operating Budget Management	General	2,133,175	2,346,425	213,250
710 Fiscal Integrity and Recovery	General	1,192,794	1,210,296	17,502
711 Finance Project Management	General	1,403,877	1,415,457	11,580
	AGENCY TOTAL	39,960,977	40,960,525	999,548
Fire				
600 Administration Fire	General	10,135,951	10,497,078	361,127
	Federal	1,600,000	1,623,163	23,163
	State	350,000	355,067	5,067
	SERVICE TOTAL	12,085,951	12,475,308	389,357
602 Fire Suppression and Emergency Rescue	General	171,709,992	173,095,636	1,385,644
	Federal	1,026,850	1,048,879	22,029
	State	1,420,686	1,420,987	301
	SERVICE TOTAL	174,157,528	175,565,502	1,407,974
608 Emergency Management	General	1,055,116	1,116,561	61,445
	Federal	5,480,263	7,812,429	2,332,166
	State	267,000	0	(267,000)
	SERVICE TOTAL	6,802,379	8,928,990	2,126,611
609 Emergency Medical Services	General	34,531,156	661,842	(33,869,314)
	State	1,344,177	1,363,638	19,461
	Special Revenue	19,837,221	59,837,221	40,000,000
	SERVICE TOTAL	55,712,554	61,862,701	6,150,147
610 Fire and Emergency Community Outreach	General	423,794	456,447	32,653
611 Fire Code Enforcement	General	5,448,260	5,765,198	316,938
	Federal	171,867	174,354	2,487
	State	188,601	191,330	2,729
	SERVICE TOTAL	5,808,728	6,130,882	322,154
612 Fire Investigation	General	802,069	827,176	25,107
613 Fire Facilities Maintenance and Replacement	General	19,477,689	20,639,062	1,161,373
	Federal	3,690,315	3,743,741	53,426
	State	1,371,816	1,391,676	19,860

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	SERVICE TOTAL	24,539,820	25,774,479	1,234,659
614 Fire Communications and Dispatch	General	8,657,415	9,403,553	746,138
	State	3,051	3,094	43
	Special Revenue	10,678,871	10,830,925	152,054
	SERVICE TOTAL	19,339,337	20,237,572	898,235
615 Fire Training and Education	General	4,545,391	5,168,919	623,528
	AGENCY TOTAL	304,217,551	317,427,976	13,210,425

General Services

189 Fleet Management	Internal Service	67,122,237	70,258,256	3,136,019
726 Administration General Services	General	756,922	1,361,760	604,838
	Internal Service	64,745	72,627	7,882
	SERVICE TOTAL	821,667	1,434,387	612,720
730 Public and Private Energy Performance	General	666,005	818,579	152,574
	State	1,225,000	1,903,366	678,366
	Special Revenue	1,100,000	1,116,738	16,738
	SERVICE TOTAL	2,991,005	3,838,683	847,678
731 Facilities Management	General	10,712,183	9,754,638	(957,545)
	Internal Service	28,988,847	29,807,954	819,107
	State	250,000	250,000	0
	SERVICE TOTAL	39,951,030	39,812,592	(138,438)
734 Capital Projects Division Design and Construction	General	931,882	1,153,165	221,283
	AGENCY TOTAL	111,817,821	116,497,083	4,679,262

Health

303 Clinical Services	General	4,688,357	4,884,645	196,288
	Federal	1,882,302	6,695,261	4,812,959
	State	984,232	6,436,795	5,452,563
	Special Revenue	104,604	103,843	(761)
	SERVICE TOTAL	7,659,495	18,120,544	10,461,049
305 Healthy Homes	General	1,315,837	1,500,766	184,929
	Federal	921,094	852,376	(68,718)
	State	713,462	1,499,422	785,960
	SERVICE TOTAL	2,950,393	3,852,564	902,171
307 Substance Use Disorder and Mental Health	General	1,563,356	1,527,922	(35,434)
	Federal	1,361,843	2,020,340	658,497
	State	1,806,734	3,201,662	1,394,928
	SERVICE TOTAL	4,731,933	6,749,924	2,017,991
308 Maternal and Child Health	General	2,011,772	2,086,940	75,168
	Federal	20,947,655	19,400,342	(1,547,313)
	State	1,962,478	1,414,473	(548,005)
	Special Revenue	921,345	814,951	(106,394)
	Special Grant	1,223,183	760,338	(462,845)
	SERVICE TOTAL	27,066,433	24,477,044	(2,589,389)
310 School Health Services	General	15,725,944	15,732,379	6,435

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	Federal	306,468	309,609	3,141
	State	506,367	878,551	372,184
	Special Revenue	5,194,693	3,315,683	(1,879,010)
	Special Grant	25,000	25,000	0
	SERVICE TOTAL	21,758,472	20,261,222	(1,497,250)
311 Health Services for Seniors	Special Revenue	5,371,030	5,442,434	71,404
315 Emergency Services Health	General	36,490,083	978,916	(35,511,167)
	Federal	704,910	15,479,786	14,774,876
	State	8,637,338	10,895,163	2,257,825
	Special Revenue	0	10,140,020	10,140,020
	Special Grant	524,087	454,403	(69,684)
	SERVICE TOTAL	46,356,418	37,948,288	(8,408,130)
316 Youth and Trauma Services	General	768,215	1,272,217	504,002
	Federal	453,193	139,815	(313,378)
	State	388,454	266,815	(121,639)
	Special Grant	41,028	41,624	596
	SERVICE TOTAL	1,650,890	1,720,471	69,581
715 Administration Health	General	4,833,711	5,642,010	808,299
	Federal	5,793,584	6,326,044	532,460
	State	2,325,004	2,231,848	(93,156)
	Special Revenue	1,700,000	1,724,611	24,611
	Special Grant	200,000	202,894	2,894
	SERVICE TOTAL	14,852,299	16,127,407	1,275,108
716 Animal Services	General	3,415,556	3,406,837	(8,719)
717 Environmental Inspection Services	General	3,142,652	3,118,279	(24,373)
	Special Revenue	34,107	34,601	494
	SERVICE TOTAL	3,176,759	3,152,880	(23,879)
718 Chronic Disease Prevention	General	252,151	280,170	28,019
	Federal	45,882	22,023	(23,859)
	State	457,022	459,950	2,928
	Special Revenue	27,600	28,000	400
	SERVICE TOTAL	782,655	790,143	7,488
720 HIV Treatment Services for the Uninsured	General	1,356,402	1,418,384	61,982
	Federal	30,211,064	30,227,277	16,213
	State	23,891,789	23,615,979	(275,810)
	SERVICE TOTAL	55,459,255	55,261,640	(197,615)
721 Senior Centers	General	1,289,073	1,411,122	122,049
	Federal	1,627,554	1,835,873	208,319
	State	350,535	353,438	2,903
	Special Revenue	101,081	102,545	1,464
	Special Grant	16,432	16,432	0
	SERVICE TOTAL	3,384,675	3,719,410	334,735
722 Administration CARE	General	442,038	0	(442,038)
	Federal	257,877	260,907	3,030
	SERVICE TOTAL	699,915	260,907	(439,008)
723 Advocacy for Seniors	General	93,985	94,955	970
	Federal	112,326	114,005	1,679
	State	286,740	291,321	4,581

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	Special Revenue	401,241	579,290	178,049
	SERVICE TOTAL	894,292	1,079,571	185,279
724 Direct Care and Support Planning	State	2,740,012	2,686,909	(53,103)
	Special Revenue	37,861	38,407	546
	SERVICE TOTAL	2,777,873	2,725,316	(52,557)
725 Community Services for Seniors	General	201,158	209,733	8,575
	Federal	3,834,268	3,933,142	98,874
	State	1,015,929	1,030,639	14,710
	SERVICE TOTAL	5,051,355	5,173,514	122,159
	AGENCY TOTAL	208,039,698	210,270,116	2,230,418

Housing and Community Development

593 Community Support Projects	General	2,208,549	2,298,696	90,147
	Federal	42,078,452	10,347,217	(31,731,235)
	SERVICE TOTAL	44,287,001	12,645,913	(31,641,088)
604 Before and After Care	General	253,503	251,787	(1,716)
737 Administration HCD	General	5,392,370	5,465,167	72,797
	Federal	1,030,722	1,035,071	4,349
	Special Revenue	200,000	0	(200,000)
	SERVICE TOTAL	6,623,092	6,500,238	(122,854)
738 Weatherization Services	General	1,160,643	1,158,162	(2,481)
	State	7,351,297	7,430,918	79,621
	SERVICE TOTAL	8,511,940	8,589,080	77,140
740 Dawson Center	General	31,609	0	(31,609)
	Federal	342,289	0	(342,289)
	SERVICE TOTAL	373,898	0	(373,898)
742 Promote Homeownership	General	693,027	934,336	241,309
	Federal	199,551	269,406	69,855
	Special Revenue	150,000	150,000	0
	SERVICE TOTAL	1,042,578	1,353,742	311,164
745 Housing Code Enforcement	General	12,506,049	12,673,906	167,857
	Federal	360,000	362,894	2,894
	Special Revenue	51,864	52,615	751
	SERVICE TOTAL	12,917,913	13,089,415	171,502
747 Register and License Properties and Contractors	General	603,391	517,187	(86,204)
748 Affordable Housing	Federal	985,398	996,022	10,624
	Special Revenue	7,100,456	8,624,836	1,524,380
	SERVICE TOTAL	8,085,854	9,620,858	1,535,004
749 Property Acquisition Disposition and Asset Management	General	4,149,917	4,869,093	719,176
750 Housing Rehabilitation Services	General	0	200,000	200,000
	Federal	6,224,470	6,314,326	89,856
	State	569,629	577,884	8,255
	SERVICE TOTAL	6,794,099	7,092,210	298,111
751 Building and Zoning Inspections and Permits	General	6,894,955	7,154,861	259,906

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
752 Community Outreach Services	General	1,431,415	1,706,971	275,556
754 Summer Food Service Program	General	0	16,464	16,464
	State	3,711,967	3,773,992	62,025
	SERVICE TOTAL	3,711,967	3,790,456	78,489
809 Retention Expansion and Attraction of Businesses	General	2,382,556	2,482,798	100,242
	Special Revenue	165,769	165,648	(121)
	SERVICE TOTAL	2,548,325	2,648,446	100,121
810 Real Estate Development	General	2,382,556	2,482,798	100,242
	Special Revenue	165,769	165,648	(121)
	SERVICE TOTAL	2,548,325	2,648,446	100,121
811 Inner Harbor Coordination	General	450,979	456,096	5,117
813 Technology Development	General	866,160	903,082	36,922
Emerging Technology Center				
815 Live Baltimore	General	606,663	1,108,452	501,789
	AGENCY TOTAL	112,701,975	84,946,333	(27,755,642)
Human Resources				
770 Administration Human Resources	General	4,151,698	4,327,693	175,995
771 Benefits Administration	General	3,716,955	3,876,429	159,474
	Internal Service	2,342,739	2,379,962	37,223
	SERVICE TOTAL	6,059,694	6,256,391	196,697
772 Civil Service Management	General	3,623,553	3,825,081	201,528
773 Learning and Development	General	863,451	932,534	69,083
	AGENCY TOTAL	14,698,396	15,341,699	643,303
Law				
860 Administration Law	General	1,650,622	1,650,961	339
861 Controversies	General	5,536,242	5,332,654	(203,588)
	Internal Service	3,053,293	2,996,748	(56,545)
	SERVICE TOTAL	8,589,535	8,329,402	(260,133)
862 Transactions	General	2,114,938	2,268,000	153,062
869 Minority and Women's Business Opportunity Office	General	723,436	1,283,700	560,264
871 Police Legal Affairs	General	2,148,597	2,372,307	223,710
872 Workers' Compensation Practice	General	72,910	73,519	609
	Internal Service	5,750,460	5,832,638	82,178
	SERVICE TOTAL	5,823,370	5,906,157	82,787
	AGENCY TOTAL	21,050,498	21,810,527	760,029
Legislative Reference				
106 Legislative Reference Services	General	812,997	834,109	21,112
107 Archives and Records Management	General	576,493	603,609	27,116
	AGENCY TOTAL	1,389,490	1,437,718	48,228
Liquor License Board				
850 Liquor Licensing	General	1,159,972	1,174,192	14,220

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
851 Liquor License Compliance	General	1,366,903	1,338,453	(28,450)
AGENCY TOTAL		2,526,875	2,512,645	(14,230)
M-R: American Rescue Plan Act				
111 Economic Recovery	Federal	680,284,732	0	(680,284,732)
M-R: Art and Culture				
493 Art and Culture Grants	General	7,061,336	7,380,263	318,927
824 Events Art Culture and Film	General	2,472,656	2,500,718	28,062
	Special Revenue	60,000	0	(60,000)
	SERVICE TOTAL	2,532,656	2,500,718	(31,938)
828 Bromo Seltzer Arts Tower	General	102,405	103,568	1,163
AGENCY TOTAL		9,696,397	9,984,549	288,152
M-R: Baltimore City Public Schools				
352 Baltimore City Public Schools	General	275,306,538	340,629,528	65,322,990
M-R: Cable and Communications				
876 Media Production	General	665,017	702,542	37,525
	Special Revenue	676,001	685,787	9,786
	SERVICE TOTAL	1,341,018	1,388,329	47,311
AGENCY TOTAL		1,341,018	1,388,329	47,311
M-R: Civic Promotion				
590 Civic Promotion Grants	General	1,195,629	1,589,812	394,183
820 Convention Sales and Tourism Marketing	General	9,453,409	8,719,571	(733,838)
AGENCY TOTAL		10,649,038	10,309,383	(339,655)
M-R: Conditional Purchase Agreements				
129 Conditional Purchase Agreement Payments	General	3,961,522	8,159,723	4,198,201
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	12,120,648	12,472,051	351,403
M-R: Convention Complex				
540 Royal Farms Arena Operations	General	584,363	598,550	14,187
855 Convention Center	General	10,601,181	13,858,662	3,257,481
	State	10,678,363	8,884,550	(1,793,813)
	SERVICE TOTAL	21,279,544	22,743,212	1,463,668
AGENCY TOTAL		21,863,907	23,341,762	1,477,855
M-R: Debt Service				
123 General Debt Service	General	88,582,940	88,726,736	143,796
	Special Revenue	15,767,260	15,767,260	0
	SERVICE TOTAL	104,350,200	104,493,996	143,796
AGENCY TOTAL		104,350,200	104,493,996	143,796

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
M-R: Educational Grants				
446 Educational Grants	General	11,325,031	11,686,516	361,485
	Federal	300,000	304,565	4,565
	Special Revenue	13,327,000	14,020,069	693,069
	SERVICE TOTAL	24,952,031	26,011,150	1,059,119
	AGENCY TOTAL	24,952,031	26,011,150	1,059,119
M-R: Employees' Retirement Contribution				
355 Employees' Retirement Contribution	General	2,175,000	2,175,000	0
M-R: Environmental Control Board				
117 Adjudication of Environmental Citations	General	1,556,600	1,567,704	11,104
	State	255,750	259,452	3,702
	Special Revenue	0	20,000	20,000
	SERVICE TOTAL	1,812,350	1,847,156	34,806
	AGENCY TOTAL	1,812,350	1,847,156	34,806
M-R: Health and Welfare Grants				
385 Health and Welfare Grants	General	1,359,314	1,450,825	91,511
M-R: Innovation Fund				
833 Innovation Fund	Special Revenue	200,000	0	(200,000)
M-R: Miscellaneous General Expenses				
122 Miscellaneous General Expenses	General	25,620,323	26,996,957	1,376,634
	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	25,940,323	27,316,957	1,376,634
	AGENCY TOTAL	25,940,323	27,316,957	1,376,634
M-R: Office of Children and Family Success				
109 Administration Children and Family Success	General	3,006,132	1,832,539	(1,173,593)
	Special Revenue	78,000	250,000	172,000
	SERVICE TOTAL	3,084,132	2,082,539	(1,001,593)
605 Head Start	General	605,866	533,096	(72,770)
	Federal	8,021,215	10,516,652	2,495,437
	State	141,113	580,705	439,592

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	SERVICE TOTAL	8,768,194	11,630,453	2,862,259
741 Community Action Partnership	General	763,240	640,096	(123,144)
	Water Utility	397,937	474,050	76,113
	Federal	18,850,191	35,226,349	16,376,158
	State	7,985,898	11,604,708	3,618,810
	SERVICE TOTAL	27,997,266	47,945,203	19,947,937
	AGENCY TOTAL	39,849,592	61,658,195	21,808,603
M-R: Office of Employment Development				
791 BCPS Alternative Options Academy for Youth	State	214,784	205,133	(9,651)
792 Workforce Public Assistance	Federal	3,054,440	2,100,510	(953,930)
	State	100,000	0	(100,000)
	SERVICE TOTAL	3,154,440	2,100,510	(1,053,930)
793 Employment Enhancement Services for Baltimore City Residents	General	1,579,986	1,657,688	77,702
	Special Revenue	721,394	848,180	126,786
	SERVICE TOTAL	2,301,380	2,505,868	204,488
794 Administration MOED	General	1,013,033	1,492,348	479,315
	Federal	28,939	(58,414)	(87,353)
	Special Revenue	458,978	490,137	31,159
	SERVICE TOTAL	1,500,950	1,924,071	423,121
795 Workforce Services for Baltimore Residents	Federal	6,352,180	11,766,191	5,414,011
	State	1,973,280	1,505,317	(467,963)
	SERVICE TOTAL	8,325,460	13,271,508	4,946,048
796 Workforce Services for Ex Offenders	General	199,697	207,085	7,388
	Federal	557,000	565,476	8,476
	State	951,403	956,326	4,923
	SERVICE TOTAL	1,708,100	1,728,887	20,787
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,191,275	3,085,219	(106,056)
	Federal	991,323	753,888	(237,435)
	State	100,000	101,522	1,522
	Special Grant	165,000	167,510	2,510
	SERVICE TOTAL	4,447,598	4,108,139	(339,459)
798 Youth Works Summer Job Program	General	2,564,529	2,834,174	269,645
	Federal	2,001,816	2,002,768	952
	State	3,376,891	3,482,881	105,990
	Special Revenue	1,065,000	1,122,989	57,989
	SERVICE TOTAL	9,008,236	9,442,812	434,576
800 Workforce Services for WIOA Funded Youth	Federal	4,118,574	3,692,296	(426,278)
	AGENCY TOTAL	34,779,522	38,979,224	4,199,702

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
M-R: Office of Equity and Civil Rights	General	699,167	522,826	(176,341)
656 Wage Investigation and Enforcement	General	1,243,278	1,755,687	512,409
846 Discrimination Investigations Resolutions and Concilations	Special Revenue	170,265	172,729	2,464
	SERVICE TOTAL	1,413,543	1,928,416	514,873
848 Police Community Relations	General	728,486	766,463	37,977
	AGENCY TOTAL	2,841,196	3,217,705	376,509
M-R: Office of Homeless Services				
356 Administration Homeless Services	General	1,529,096	1,897,197	368,101
	Federal	4,720,258	4,860,306	140,048
	State	288,016	294,689	6,673
	Special Revenue	737,188	757,239	20,051
	SERVICE TOTAL	7,274,558	7,809,431	534,873
893 Homeless Prevention and Support Services for the Homeless	Federal	260,503	263,612	3,109
	State	263,115	266,923	3,808
	SERVICE TOTAL	523,618	530,535	6,917
894 Outreach to the Homeless	General	1,025,333	1,094,300	68,967
	Federal	944,150	957,819	13,669
	State	40,195	40,776	581
	SERVICE TOTAL	2,009,678	2,092,895	83,217
895 Temporary Housing for the Homeless	General	9,636,845	9,573,273	(63,572)
	Federal	9,455,978	9,592,871	136,893
	State	1,996,143	2,025,043	28,900
	SERVICE TOTAL	21,088,966	21,191,187	102,221
896 Permanent Housing for the Homeless	General	256,468	267,402	10,934
	Federal	34,167,501	34,675,897	508,396
	State	2,849,163	2,890,407	41,244
	SERVICE TOTAL	37,273,132	37,833,706	560,574
	AGENCY TOTAL	68,169,952	69,457,754	1,287,802
M-R: Office of Information and Technology				
757 CitiWatch	General	2,941,312	3,083,744	142,432
	Special Revenue	305,000	0	(305,000)
	SERVICE TOTAL	3,246,312	3,083,744	(162,568)
802 Administration	General	2,677,929	3,268,580	590,651
803 Enterprise Innovation and Application Services	General	19,437,624	18,483,495	(954,129)
804 311 Call Center	General	5,181,661	5,363,887	182,226
805 Enterprise IT Delivery Services	General	10,203,861	11,128,419	924,558
	Internal Service	13,175,472	13,354,089	178,617
	Special Revenue	70,000	200,000	130,000
	SERVICE TOTAL	23,449,333	24,682,508	1,233,175
	AGENCY TOTAL	53,992,859	54,882,214	889,355

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
M-R: Office of Neighborhood Safety and Engagement				
617 Criminal Justice Coordination	General	738,498	1,075,079	336,581
	Federal	1,499,039	1,647,803	148,764
	State	1,500,000	609,131	(890,869)
	SERVICE TOTAL	3,737,537	3,332,013	(405,524)
618 Neighborhood Safety and Engagement	General	3,917,262	3,826,648	(90,614)
	Federal	3,451,129	3,498,999	47,870
	State	7,225,000	11,745,555	4,520,555
	Special Revenue	1,150,000	1,540,216	390,216
	Special Grant	679,032	50,760	(628,272)
	SERVICE TOTAL	16,422,423	20,662,178	4,239,755
619 Community Empowerment and Opportunity	General	0	1,338,612	1,338,612
758 Coordination of Public Safety Strategy Administration	General	1,113,778	1,408,610	294,832
	State	45,000	45,000	0
	Special Revenue	300,000	1,015,115	715,115
	SERVICE TOTAL	1,458,778	2,468,725	1,009,947
	AGENCY TOTAL	21,618,738	27,801,528	6,182,790
M-R: Office of the Labor Commissioner				
128 Labor Contract Negotiations and Administration	General	957,075	1,194,741	237,666
M-R: Retirees' Benefits				
351 Retirees' Benefits	General	33,204,808	34,103,936	899,128
M-R: Self-Insurance Fund				
126 Contribution to Self Insurance Fund	General	23,897,170	25,081,600	1,184,430
M-R: TIF Debt Service				
124 TIF Debt Service	General	17,485,809	21,814,174	4,328,365
Mayorality				
125 Executive Direction and Control Mayorality	General	11,552,945	15,370,591	3,817,646
	Federal	321,266	325,917	4,651
	State	425,830	431,997	6,167
	Special Revenue	571,500	768,905	197,405
	Special Grant	298,760	339,086	40,326
	SERVICE TOTAL	13,170,301	17,236,496	4,066,195
	AGENCY TOTAL	13,170,301	17,236,496	4,066,195
Municipal and Zoning Appeals				
185 Board of Municipal and Zoning Appeals	General	485,660	619,884	134,224

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Office of the Inspector General				
836 Inspector General	General	2,253,984	2,341,035	87,051
Planning				
761 Development Oversight and Project Support	General	1,097,774	1,146,286	48,512
	Special Grant	51,000	51,739	739
	SERVICE TOTAL	1,148,774	1,198,025	49,251
762 Historic Preservation	General	637,911	634,612	(3,299)
	Federal	100,000	0	(100,000)
	State	100,000	0	(100,000)
	Special Grant	50,000	0	(50,000)
	SERVICE TOTAL	887,911	634,612	(253,299)
763 Comprehensive Planning and Resource Management	General	2,299,347	2,352,851	53,504
	Federal	150,000	0	(150,000)
	State	225,000	0	(225,000)
	Special Revenue	553,600	775,000	221,400
	Special Grant	75,000	0	(75,000)
	SERVICE TOTAL	3,302,947	3,127,851	(175,096)
765 Planning for a Sustainable Baltimore	General	1,553,443	1,675,131	121,688
	Federal	250,000	3,299,455	3,049,455
	State	510,200	263,541	(246,659)
	Special Revenue	482,046	706,726	224,680
	Special Grant	663,000	0	(663,000)
	SERVICE TOTAL	3,458,689	5,944,853	2,486,164
768 Administration Planning	General	1,370,724	1,384,438	13,714
	AGENCY TOTAL	10,169,045	12,289,779	2,120,734
Police				
621 Administrative Bureau	General	84,280,608	79,438,411	(4,842,197)
	Federal	276,316	276,355	39
	State	852,250	856,574	4,324
	Special Revenue	6,048,498	4,756,819	(1,291,679)
	SERVICE TOTAL	91,457,672	85,328,159	(6,129,513)
622 Police Patrol	General	225,563,431	224,656,279	(907,152)
	Federal	2,500,000	2,536,192	36,192
	State	4,189,589	4,094,786	(94,803)
	Special Revenue	1,400,140	1,000,000	(400,140)
	SERVICE TOTAL	233,653,160	232,287,257	(1,365,903)
623 Criminal Investigation Division	General	53,525,250	54,835,180	1,309,930
	Federal	1,580,240	1,626,822	46,582
	State	4,005,463	4,601,302	595,839
	SERVICE TOTAL	59,110,953	61,063,304	1,952,351
626 Data Driven Strategies	General	7,299,707	7,342,982	43,275
	Federal	4,447,967	4,503,555	55,588
	State	1,175,833	1,201,752	25,919
	SERVICE TOTAL	12,923,507	13,048,289	124,782
628 Public Integrity Bureau	General	12,517,320	14,535,551	2,018,231
	State	144,034	157,487	13,453

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	SERVICE TOTAL	12,661,354	14,693,038	2,031,684
635 Recruitment Section	General	33,790,603	24,638,951	(9,151,652)
	State	255,367	199,522	(55,845)
	SERVICE TOTAL	34,045,970	24,838,473	(9,207,497)
642 Crime Laboratory and Evidence Control	General	21,992,312	22,573,928	581,616
	Federal	430,409	409,015	(21,394)
	State	255,910	259,616	3,706
	SERVICE TOTAL	22,678,631	23,242,559	563,928
807 Compliance Bureau	General	22,923,196	37,442,600	14,519,404
	Federal	25,893	26,267	374
	State	1,998,288	2,027,217	28,929
	SERVICE TOTAL	24,947,377	39,496,084	14,548,707
816 Special Operations Section	General	40,281,473	41,733,175	1,451,702
	Federal	145,085	145,516	431
	SERVICE TOTAL	40,426,558	41,878,691	1,452,133
853 Patrol Support Services	General	19,551,891	21,525,508	1,973,617
	Federal	576,912	563,018	(13,894)
	State	3,050,031	2,441,563	(608,468)
	SERVICE TOTAL	23,178,834	24,530,089	1,351,255
	AGENCY TOTAL	555,084,016	560,405,943	5,321,927

Public Works

660 Administration Solid Waste	General	2,262,856	3,330,350	1,067,494
661 Public Right of Way Cleaning	General	18,173,437	18,569,374	395,937
	Stormwater Utility	4,824,640	5,103,290	278,650
	Federal	2,046,000	0	(2,046,000)
	Special Revenue	1,635,908	1,737,810	101,902
	SERVICE TOTAL	26,679,985	25,410,474	(1,269,511)
662 Vacant and Abandoned Property Cleaning and Boarding	General	11,730,011	11,794,447	64,436
	Federal	1,175,000	1,175,000	0
	SERVICE TOTAL	12,905,011	12,969,447	64,436
663 Waste Removal and Recycling	General	35,662,755	36,383,950	721,195
	Stormwater Utility	0	500,534	500,534
	Federal	850,000	0	(850,000)
	State	500,000	0	(500,000)
	Special Revenue	1,650,000	1,673,886	23,886
	Special Grant	604,250	203,043	(401,207)
	SERVICE TOTAL	39,267,005	38,761,413	(505,592)
664 Waste Re Use and Disposal	General	26,856,145	28,079,138	1,222,993
	Stormwater Utility	4,000,000	200,000	(3,800,000)
	Federal	0	304,565	304,565
	SERVICE TOTAL	30,856,145	28,583,703	(2,272,442)
670 Administration Water and Wastewater	Wastewater	29,635,596	33,314,459	3,678,863
	Utility			
	Water Utility	18,983,578	20,033,050	1,049,472
	Federal	300,000	304,343	4,343
	Special Revenue	400,000	405,792	5,792
	Special Grant	250,000	253,620	3,620

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	SERVICE TOTAL	49,569,174	54,311,264	4,742,090
671 Water Management	Water Utility	88,897,680	89,659,057	761,377
	Federal	254,600	258,285	3,685
	SERVICE TOTAL	89,152,280	89,917,342	765,062
672 Water and Wastewater Consumer Services	Wastewater	14,071,415	14,071,415	0
	Utility			
	Water Utility	8,541,030	9,832,955	1,291,925
	Stormwater Utility	1,790,907	1,790,907	0
	SERVICE TOTAL	24,403,352	25,695,277	1,291,925
673 Wastewater Management	Wastewater	128,036,256	131,706,797	3,670,541
	Utility			
	Federal	1,400,000	1,420,267	20,267
	State	750,000	760,858	10,858
	SERVICE TOTAL	130,186,256	133,887,922	3,701,666
674 Surface Water Management	Wastewater	1,737,528	1,745,939	8,411
	Utility			
	Water Utility	559,991	567,770	7,779
	Stormwater Utility	23,452,365	20,730,877	(2,721,488)
	Federal	675,000	684,772	9,772
	State	510,000	515,863	5,863
	SERVICE TOTAL	26,934,884	24,245,221	(2,689,663)
675 Engineering and Construction Management Water and Wastewater	Wastewater	127,438,865	108,330,444	(19,108,421)
	Utility			
	Water Utility	94,749,082	84,912,663	(9,836,419)
	SERVICE TOTAL	222,187,947	193,243,107	(28,944,840)
676 Administration DPW	General	1,752,457	1,722,131	(30,326)
	Wastewater	1,791,531	1,880,619	89,088
	Utility			
	SERVICE TOTAL	3,543,988	3,602,750	58,762
	AGENCY TOTAL	657,948,883	633,958,270	(23,990,613)
Recreation and Parks				
644 Administration Recreation and Parks	General	5,276,628	5,970,041	693,413
	State	1,750,471	1,415,843	(334,628)
	SERVICE TOTAL	7,027,099	7,385,884	358,785
645 Aquatics	General	2,708,100	2,592,011	(116,089)
	Special Revenue	0	300,000	300,000
	SERVICE TOTAL	2,708,100	2,892,011	183,911
646 Park Maintenance	General	13,490,118	13,881,511	391,393
	State	3,761,052	1,952,201	(1,808,851)
	Special Revenue	450,000	304,343	(145,657)
	SERVICE TOTAL	17,701,170	16,138,055	(1,563,115)
647 Youth and Adult Sports	General	866,843	1,196,562	329,719
	Special Revenue	184,345	187,452	3,107
	SERVICE TOTAL	1,051,188	1,384,014	332,826
648 Community Recreation Centers	General	15,758,512	16,689,910	931,398
	Federal	439,661	764,837	325,176

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
	Special Revenue	2,256,260	1,395,835	(860,425)
	Special Grant	300,000	304,343	4,343
	SERVICE TOTAL	18,754,433	19,154,925	400,492
649 Special Facilities Management	Special Revenue	3,262,955	3,321,592	58,637
650 Horticulture	General	1,391,279	1,377,101	(14,178)
	State	0	98,004	98,004
	Special Revenue	511,564	518,440	6,876
	SERVICE TOTAL	1,902,843	1,993,545	90,702
651 Recreation for Seniors	General	493,760	493,375	(385)
	Special Revenue	38,500	39,057	557
	SERVICE TOTAL	532,260	532,432	172
652 Therapeutic Recreation	General	513,371	552,287	38,916
653 Park Programs and Events	General	577,141	833,693	256,552
	Special Revenue	1,182,198	1,039,052	(143,146)
	SERVICE TOTAL	1,759,339	1,872,745	113,406
654 Urban Forestry	General	4,639,125	4,813,558	174,433
	Special Revenue	0	812,174	812,174
	SERVICE TOTAL	4,639,125	5,625,732	986,607
	AGENCY TOTAL	59,851,883	60,853,222	1,001,339
Sheriff				
881 Courthouse Security	General	4,100,564	4,230,052	129,488
882 Deputy Sheriff Enforcement	General	10,784,661	11,114,805	330,144
	State	50,000	50,725	725
	Special Revenue	1,750,000	1,775,333	25,333
	SERVICE TOTAL	12,584,661	12,940,863	356,202
883 Service of Protective and Peace Orders	General	2,312,054	2,348,197	36,143
884 District Court Sheriff Services	General	2,777,035	2,817,270	40,235
889 Child Support Enforcement	General	1,769,708	1,825,816	56,108
	Federal	1,100,000	1,138,243	38,243
	SERVICE TOTAL	2,869,708	2,964,059	94,351
	AGENCY TOTAL	24,644,022	25,300,441	656,419
State's Attorney				
115 Prosecution of Criminals	General	28,386,555	29,259,288	872,733
	Federal	1,825,120	2,048,661	223,541
	State	7,118,639	7,784,768	666,129
	Special Revenue	325,660	330,374	4,714
	Special Grant	0	142,130	142,130
	SERVICE TOTAL	37,655,974	39,565,221	1,909,247
781 Administration State's Attorney	General	8,074,813	8,117,874	43,061
786 Victim and Witness Services	General	1,940,214	2,015,539	75,325
	Federal	2,711,564	2,703,096	(8,468)
	State	55,706	0	(55,706)
	SERVICE TOTAL	4,707,484	4,718,635	11,151
	AGENCY TOTAL	50,438,271	52,401,730	1,963,459

(continued)

Service	Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Transportation				
500 Street Lighting	General	20,117,007	19,902,136	(214,871)
548 Conduits	Conduit	13,019,924	13,660,000	640,076
	Enterprise			
681 Administration DOT	General	10,074,127	10,114,835	40,708
682 Parking Management	Parking	22,459,496	22,005,526	(453,970)
	Enterprise			
	Parking	10,667,660	10,831,806	164,146
	Management			
	SERVICE TOTAL	33,127,156	32,837,332	(289,824)
683 Street Management	General	35,629,558	36,197,659	568,101
684 Traffic Management	General	10,881,532	10,422,095	(459,437)
	Special Revenue	692,862	702,892	10,030
	SERVICE TOTAL	11,574,394	11,124,987	(449,407)
685 Special Events	General	1,673,212	1,567,720	(105,492)
687 Inner Harbor Services	General	1,072,834	1,098,986	26,152
	Transportation			
688 Snow and Ice Control	General	6,830,313	7,087,162	256,849
689 Vehicle Impounding and	General	8,267,972	8,297,045	29,073
Disposal				
690 Sustainable Transportation	General	958,092	981,474	23,382
	Federal	10,600	10,600	0
	State	8,292,343	8,765,612	473,269
	Special Revenue	5,943,139	9,785,328	3,842,189
	SERVICE TOTAL	15,204,174	19,543,014	4,338,840
691 Public Rights of Way	General	4,506,539	4,664,907	158,368
	Landscape Management			
692 Bridge and Culvert	General	3,838,316	3,658,587	(179,729)
Management				
693 Parking Enforcement	Parking	13,196,460	13,476,078	279,618
	Management			
694 Survey Control	General	274,262	294,336	20,074
695 Dock Master	Special Revenue	162,956	164,635	1,679
696 Street Cuts Management	General	813,703	801,093	(12,610)
697 Traffic Safety	General	17,766,339	21,050,308	3,283,969
	Federal	488,426	500,617	12,191
	Special Revenue	10,000	14,778,000	14,768,000
	SERVICE TOTAL	18,264,765	36,328,925	18,064,160
727 Real Property Management	General	2,451,903	2,444,289	(7,614)
	AGENCY TOTAL	200,099,575	223,263,726	23,164,151
GRAND TOTAL				
TOTAL OPERATING BUDGET		3,986,774,415	3,434,922,394	(551,852,021)
LESS INTERNAL SERVICE		143,296,929	147,247,175	3,950,246
TOTAL OPERATING APPROPRIATIONS		3,843,477,486	3,287,675,219	(555,802,267)

Table in dollars.

Comparison of Current and Prior Year Operating Budget

Summary by Fund

Fund Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
General	1,992,751,000	2,044,500,000	51,749,000
Conduit Enterprise	13,029,924	13,670,000	640,076
Wastewater Utility	302,786,191	291,124,673	(11,661,518)
Water Utility	212,443,211	205,789,497	(6,653,714)
Stormwater Utility	34,087,912	28,345,608	(5,742,304)
Parking Enterprise	22,459,496	22,005,526	(453,970)
Parking Management	26,908,079	27,393,304	485,225
Federal	937,263,151	271,353,554	(665,909,597)
State	164,840,575	178,982,013	14,141,438
Special Revenue	131,742,175	201,498,122	69,755,947
Special Grant	5,165,772	3,012,922	(2,152,850)
Total	3,843,477,486	3,287,675,219	(555,802,267)

Table in dollars.

Internal Service Fund by Agency

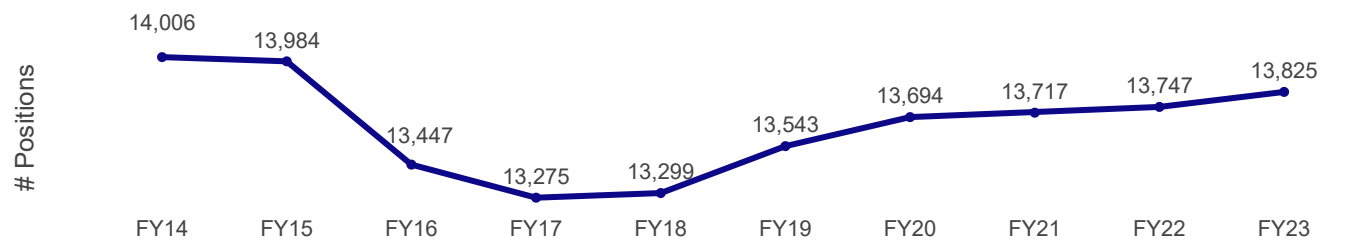
Agency Name	Fiscal 2022 Budget	Fiscal 2023 Budget	Change in Budget
Comptroller	14,479,233	14,092,273	(386,960)
Finance	8,319,903	8,452,628	132,725
General Services	96,175,829	100,138,837	3,963,008
Human Resources	2,342,739	2,379,962	37,223
Law	8,803,753	8,829,386	25,633
M-R: Office of Information and Technology	13,175,472	13,354,089	178,617
Total	143,296,929	147,247,175	3,950,246

Table in dollars.

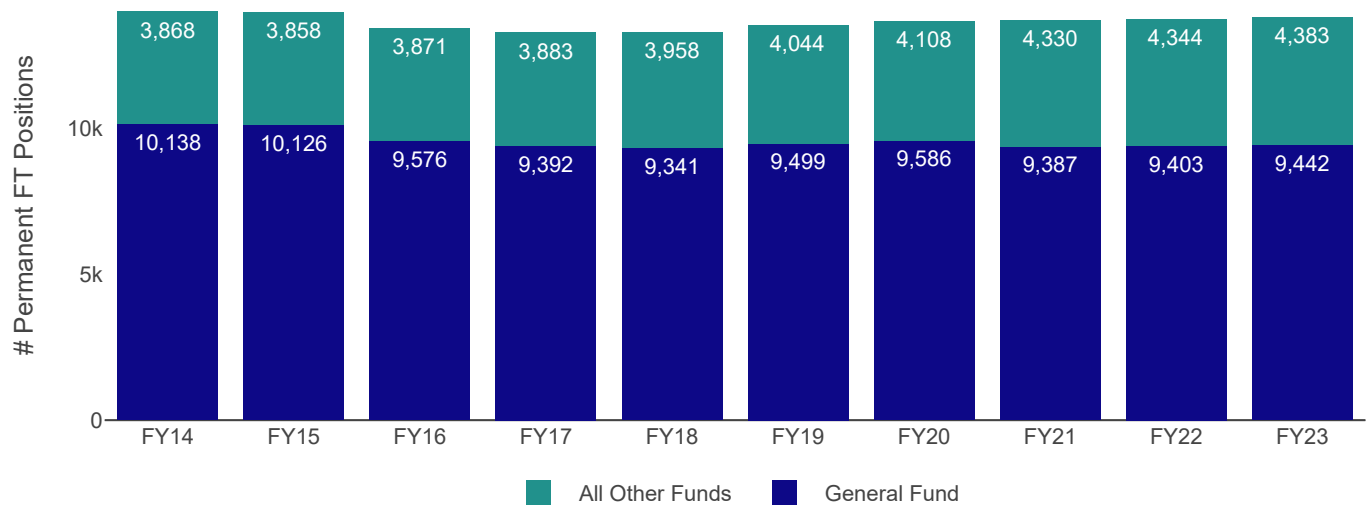
Permanent Full-Time Positions

There are 13,825 full-time, permanent positions budgeted for Fiscal 2023. Of those positions, 9,442 or 68% are supported by the General Fund.

For position information by agency and service, please refer to the [Agency Detail](#) publication.



By Fund



Fund Name	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Budget	Position Change*
General	9,387	9,403	9,442	39
Internal Service	452	440	437	-3
Conduit Enterprise	120	120	120	0
Wastewater Utility	899	890	890	0
Water Utility	950	949	949	0
Stormwater Utility	146	146	146	0
Parking Management	154	164	164	0
Federal	569	595	621	26
State	480	477	478	1
Special Revenue	550	554	573	19
Special Grant	10	9	5	-4
Total	13,717	13,747	13,825	78

* Change is calculated between Fiscal 2022 and Fiscal 2023

By Agency

Fund Name	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Budget	Position Change*
City Council				
General	81	81	81	0
AGENCY TOTAL	81	81	81	0
Comptroller				
General	66	67	65	-2
Internal Service	35	35	31	-4
AGENCY TOTAL	101	102	96	-6
Council Services				
General	6	6	6	0
AGENCY TOTAL	6	6	6	0
Courts: Circuit Court				
General	86	86	86	0
Federal	13	13	13	0
State	33	33	33	0
AGENCY TOTAL	132	132	132	0
Courts: Orphans' Court				
General	5	5	5	0
AGENCY TOTAL	5	5	5	0
Employees' Retirement Systems				
Special Revenue	80	81	81	0
AGENCY TOTAL	80	81	81	0
Enoch Pratt Free Library				
General	350	350	346	-4
State	95	94	95	1
Special Revenue	10	10	10	0
AGENCY TOTAL	455	454	451	-3
Finance				
General	252	228	229	1
Internal Service	32	35	35	0
Water Utility	3	3	3	0
Parking Management	0	21	21	0
Special Revenue	2	2	2	0
AGENCY TOTAL	289	289	290	1
Fire				
General	1,646	1,644	1,651	7
Federal	3	3	9	6
Special Revenue	85	85	85	0
AGENCY TOTAL	1,734	1,732	1,745	13

(continued)

Fund Name	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Budget	Position Change*
General Services				
General	57	66	66	0
Internal Service	347	333	333	0
AGENCY TOTAL	404	399	399	0
Health				
General	181	182	179	-3
Federal	277	275	285	10
State	116	111	100	-11
Special Revenue	331	333	338	5
Special Grant	8	8	4	-4
AGENCY TOTAL	913	909	906	-3
Housing and Community Development				
General	365	363	371	8
Federal	63	63	61	-2
State	5	4	4	0
Special Revenue	5	4	4	0
AGENCY TOTAL	438	434	440	6
Human Resources				
General	72	73	73	0
Internal Service	2	2	2	0
AGENCY TOTAL	74	75	75	0
Law				
General	75	83	83	0
Internal Service	32	32	31	-1
AGENCY TOTAL	107	115	114	-1
Legislative Reference				
General	6	6	6	0
AGENCY TOTAL	6	6	6	0
Liquor License Board				
General	20	20	20	0
AGENCY TOTAL	20	20	20	0
M-R: American Rescue Plan Act				
	0	10	0	-10
	0	10	0	-10
M-R: Cable and Communications				
General	4	4	4	0
AGENCY TOTAL	4	4	4	0

(continued)

Fund Name	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Budget	Position Change*
M-R: Convention Complex				
General	147	145	149	4
AGENCY TOTAL	147	145	149	4
M-R: Environmental Control Board				
General	8	8	8	0
AGENCY TOTAL	8	8	8	0
M-R: Office of Children and Family Success				
General	21	23	19	-4
Water Utility	3	4	4	0
Federal	17	18	18	0
State	88	88	88	0
AGENCY TOTAL	129	133	129	-4
M-R: Office of Employment Development				
General	45	45	46	1
Federal	113	112	131	19
State	6	6	7	1
Special Revenue	7	8	10	2
AGENCY TOTAL	171	171	194	23
M-R: Office of Homeless Services				
General	16	16	16	0
Federal	31	38	38	0
State	0	1	1	0
Special Revenue	3	3	3	0
AGENCY TOTAL	50	58	58	0
M-R: Office of Information and Technology				
General	142	156	145	-11
Internal Service	4	3	5	2
AGENCY TOTAL	146	159	150	-9
M-R: Office of Neighborhood Safety and Engagement				
General	15	15	16	1
Federal	2	2	2	0
AGENCY TOTAL	17	17	17	0
M-R: Office of the Inspector General				
General	15	18	18	0
AGENCY TOTAL	15	18	18	0
M-R: Office of the Labor Commissioner				
General	6	6	8	2
AGENCY TOTAL	6	6	8	2

(continued)

Fund Name	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Budget	Position Change*
Mayoralty				
General	74	76	82	6
Special Revenue	0	0	1	1
Special Grant	2	1	1	0
AGENCY TOTAL	76	77	84	7
Municipal and Zoning Appeals				
General	4	4	4	0
AGENCY TOTAL	4	4	4	0
Office of Equity and Civil Rights				
General	23	22	21	-1
AGENCY TOTAL	23	22	21	-1
Planning				
General	48	48	48	0
Special Revenue	0	1	1	0
AGENCY TOTAL	48	49	49	0
Police				
General	3,100	3,091	3,092	1
Federal	13	24	24	0
State	71	73	73	0
Special Revenue	9	9	0	-9
AGENCY TOTAL	3,193	3,197	3,189	-8
Public Works				
General	713	729	731	2
Wastewater Utility	899	890	890	0
Water Utility	944	942	942	0
Stormwater Utility	146	146	146	0
Special Revenue	3	3	3	0
AGENCY TOTAL	2,705	2,710	2,712	2
Recreation and Parks				
General	341	348	379	31
Federal	0	0	3	3
State	18	19	29	10
Special Revenue	13	13	13	0
AGENCY TOTAL	372	380	424	44
Sheriff				
General	213	212	212	0
AGENCY TOTAL	213	212	212	0
State's Attorney				
General	319	319	319	0
Federal	34	34	34	0

(continued)

Fund Name	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Budget	Position Change*
State	47	47	47	0
AGENCY TOTAL	400	400	400	0
Transportation				
General	865	858	858	0
Conduit Enterprise	120	120	120	0
Parking Management	154	143	143	0
Federal	3	3	3	0
State	1	1	1	0
Special Revenue	2	2	22	20
AGENCY TOTAL	1,145	1,127	1,147	20
	13,717	13,747	13,825	78

* Change is calculated between Fiscal 2022 and Fiscal 2023

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FISCAL 2023

PRELIMINARY BUDGET

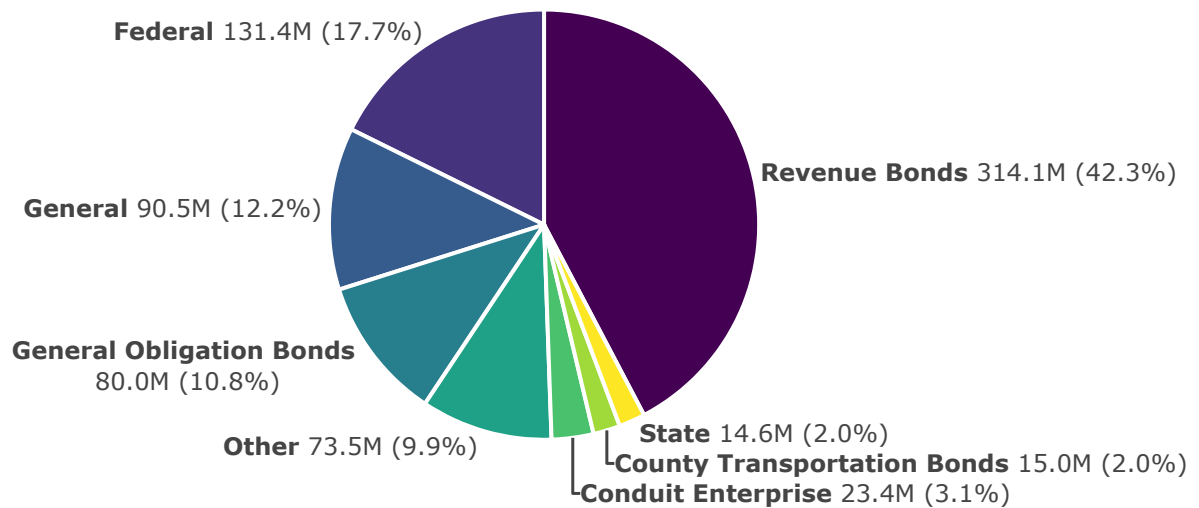
Capital Budget Recommendations

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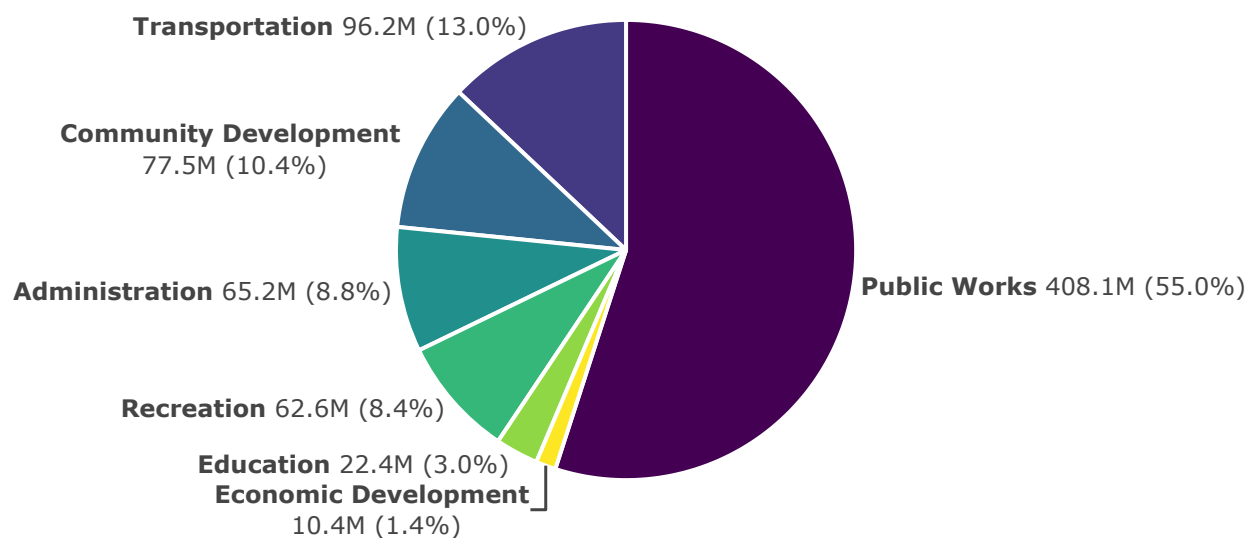
Overview of Capital Budget Recommendation

Total Capital Budget: 742.4 million

Where the Money Comes From

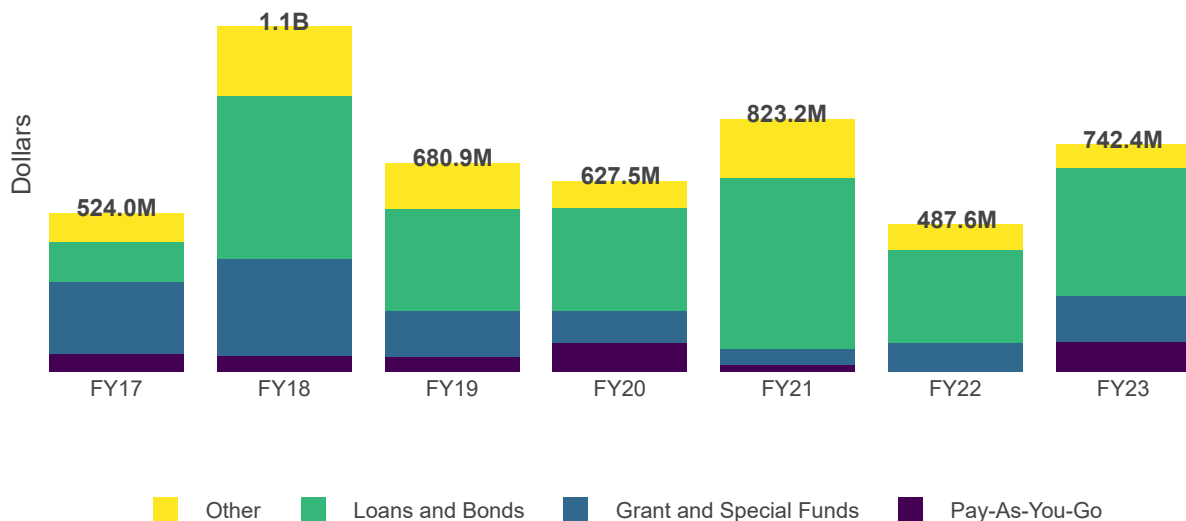


How the Money is Used



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

The Fiscal 2023 capital budget recommendation is \$742.38 million, an increase of \$254.8 million or 52.3% from Fiscal 2022. 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. The chart below shows this years proposed capital budget, as well as the prior six years of appropriation by fund type.



Capital Funds	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Budget
Pay-As-You-Go				
General	50.0	0.5	15.0	90.5
Conduit Enterprise	23.0	41.0	5.0	23.4
Wastewater Utility	16.4	0.0	0.0	0.0
Water Utility	19.6	0.0	0.0	0.0
Stormwater Utility	2.3	1.7	0.0	0.0
Grant and Special Funds				
Federal	75.2	40.0	39.7	131.4
State	26.2	8.6	52.2	14.6
Loans and Bonds				
General Oblig. Bonds	80.0	80.0	80.0	80.0
Revenue Bonds	223.6	451.5	199.5	314.1
County Trans. Bonds	26.0	15.0	15.0	15.0
Other				
Other	85.2	184.8	81.2	73.5
GRAND TOTAL				
GRAND TOTAL	627.5	823.2	487.6	742.4

* Totals may not equal figures in graph due to rounding.

Table in millions of dollars.

Six-Year Capital Plan

Fund Name	FY23	FY24	FY25	FY26	FY27	FY28
Pay-As-You-Go						
General	90,500,000	20,500,000	20,500,000	20,500,000	20,500,000	20,500,000
Conduit Enterprise	23,370,000	23,370,000	23,370,000	23,370,000	23,370,000	23,370,000
Grant and Special Funds						
Federal	131,352,000	58,069,000	48,779,000	48,779,000	48,779,000	48,779,000
State	14,625,000	11,500,000	11,000,000	8,500,000	7,500,000	5,000,000
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	314,059,000	518,110,000	265,446,000	430,903,000	106,710,000	158,217,000
County Trans. Bonds	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Other						
Other	73,477,000	172,779,000	160,528,000	31,911,000	80,038,000	65,138,000
GRAND TOTAL						
GRAND TOTAL	742,383,000	899,328,000	624,623,000	658,963,000	381,897,000	416,004,000

Table in dollars.

Capital Budget Process

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 recommends a 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.

In Fiscal 2023, the major capital budget agencies, Office of Equity and Civil Rights, Department of Finance, and Mayor's Office of Recovery Programs participated in a CIP Oversight Committee, to review and assess capital project requests. The Committee evaluated proposals based on the following criteria:

- Legal or regulatory mandate
- Equity
- Health and safety
- Asset condition
- Return on investment
- Environmental impact
- Efficiency and effectiveness

Department of Planning staff considered these assessments and made a recommendation to the Planning Commission for the six-year CIP.

Funding Considerations

Funding for capital projects 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. Discretionary sources are limited to General Obligation (GO) bonds and PAYGO capital. The City follows the requirements of the GO bond authorization, which specifies how that source can be spent. 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.

Community Engagement

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.

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 2023 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 2023](#), 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 2021 Budget	Fiscal 2022 Budget	Fiscal 2023 Budget	Dollar Change*	Percent Change*
Pay-As-You-Go					
General	500,000	15,000,000	90,500,000	75,500,000	503.3%
Conduit Enterprise	41,000,000	5,000,000	23,370,000	18,370,000	367.4%
Stormwater Utility	1,750,000	0	0	0	
Grant and Special Funds					
Federal	39,967,000	39,668,000	131,352,000	91,684,000	231.1%
State	8,630,000	52,152,000	14,625,000	(37,527,000)	-72.0%
Loans and Bonds					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	451,538,000	199,518,000	314,059,000	114,541,000	57.4%
County Trans. Bonds	15,000,000	15,000,000	15,000,000	0	0.0%
Other					
Other	184,827,000	81,234,000	73,477,000	(7,757,000)	-9.5%
GRAND TOTAL					
GRAND TOTAL	823,212,000	487,572,000	742,383,000	254,811,000	52.3%

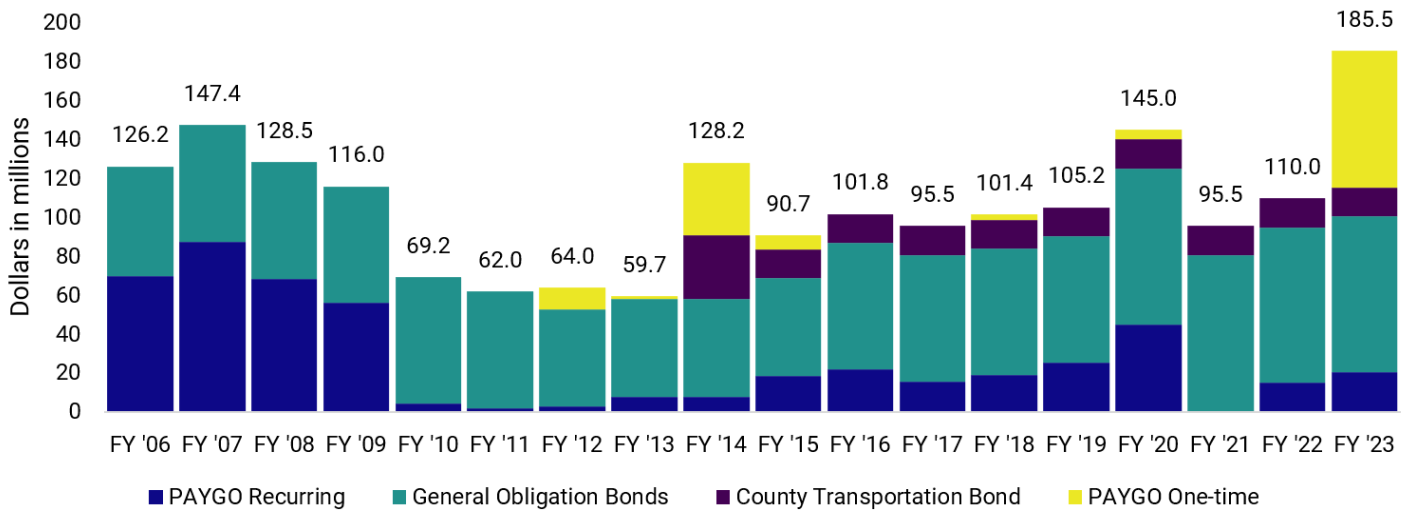
* Change is calculated between Fiscal 2022 and Fiscal 2023

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).

All General Fund Backed Sources



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 2023 recommended budget includes \$90.5 million in General Funds and HUR for capital projects, the largest investment of General Funds in over a decade. This historic investment is funded by approximately \$30 million from a projected surplus in Fiscal 2022 and \$35 million from new revenue from participation in the State's Emergency Service Payment Program. Funded projects for Fiscal 2023 include:

- \$3 million for infrastructure upgrades to meet compliance with the Americans with Disabilities Act (ADA) statute;
- \$25 million for facility improvements for the Baltimore City Fire Department; and
- Approximately \$17.4 million for renovations at Department of Public Works sanitation yards.

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. Funded projects for Fiscal 2023 include:

- \$1.65 million for the construction of the new Parkview Recreation Center in the Penn North neighborhood;
- \$2.9 million to renovate the Forest Park Enoch Pratt Free Library Branch; and
- \$19 million for Baltimore City Public Schools facilities, including \$2.25 million for the construction of the new Furley Elementary School and \$14 million for systems replacements, renovations, and repairs across various buildings.

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 2023 recommended budget includes approximately \$131 million in Federal Funds and \$14.6 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:

- Department of Transportation typically receives \$30 million per year in federal Highway Transportation funds. The City must provide a 20% match for eligible projects such as bridges. The Fiscal 2023 budget includes \$40 million, an increase of \$10 million, in anticipation of additional federal Highway Transportation funds resulting from the federal Infrastructure Investment and Jobs Act.
- Baltimore City Recreation and Parks (BCRP) 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.
- Department of Housing and Community Development (DHCD) receives federal Community Development Block Grant (CDBG) funds to be used for capital projects that serve low and moderate income residents.

In Fiscal 2023, American Rescue Plan Act (ARPA) funds will support capital projects for BCRP and DHCD. Details about these projects can be found in the [COVID-19 Federal Aid](#) section. The City anticipates additional federal funding through the Infrastructure Investment and Jobs Act, which includes funding for clean drinking water, high-speed internet, addressing the climate crisis, and rebuilding roads, bridges, and rails.

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.

Conduit Funds

The Conduit Enterprise Fund, within the Department of Transportation, operates similar to the utility funds, but is based on 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. Projects funded with these funds are directly related to the conduit system. The Fiscal 2023 recommended capital funding totals \$23.4 million.

FISCAL 2023

PRELIMINARY BUDGET

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.

AMERICAN RESCUE PLAN ACT (ARPA): The American Rescue Plan Act (ARPA) is a \$1.9 trillion economic stimulus package passed by the U.S. Congress and signed into law in March 2021. ARPA includes State and Local Fiscal Recovery Funds (SLFRF), which provides direct aid to state, local, and Tribal governments to support the response to and recovery from the COVID-19 public health emergency.

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.

BOARD OF ESTIMATES (BOE): The Board of Estimates (BOE) is the highest administrative body of the City. It consists of five voting members: the President of the City Council, who serves as President of the Board, the Mayor, the Comptroller, the City Solicitor, and the Director of Public Works. The BOE is responsible for formulating and executing the fiscal policy of the City, with its primary policy tool being the recommended annual Ordinance of Estimates, the City's budget. It is also responsible for awarding contracts and supervising all purchasing by the City.

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 (CIP): 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.

CORONAVIRUS AID, RELIEF, AND ECONOMIC SECURITY ACT (CARES): The Coronavirus Aid, Relief, and Economic Security Act (CARES) is a \$2.2 trillion economic stimulus bill passed by the U.S. Congress and signed into law in March 2020, in response to the economic fallout of the COVID-19 pandemic in the United States. Under CARES, state, local, territorial, and Tribal governments received direct aid to assist in responding to the pandemic.

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

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

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

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA): The Federal Emergency Management Agency (FEMA) is an agency of the United States Department of Homeland Security, which coordinates the response to disasters and emergencies that occur in the United States. As part of the federally declared COVID-19 emergency, FEMA emergency aid has been made available to state and local governments on a reimbursement basis.

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.

FUND BALANCE: A fund balance is the accumulated difference between actual revenues and expenditures over time in each 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).

PILLARS: Goals established by the Mayor for improving the quality of life for Baltimore's residents. The current Pillars are:

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

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.

RESULTS TEAMS: An interdisciplinary group of six to eight members assigned to a particular Pillar that reviews and ranks agency budget proposals in order to help the Mayor develop a budget recommendation that maximizes outcomes, or results, achieved for dollar spent.

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

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.

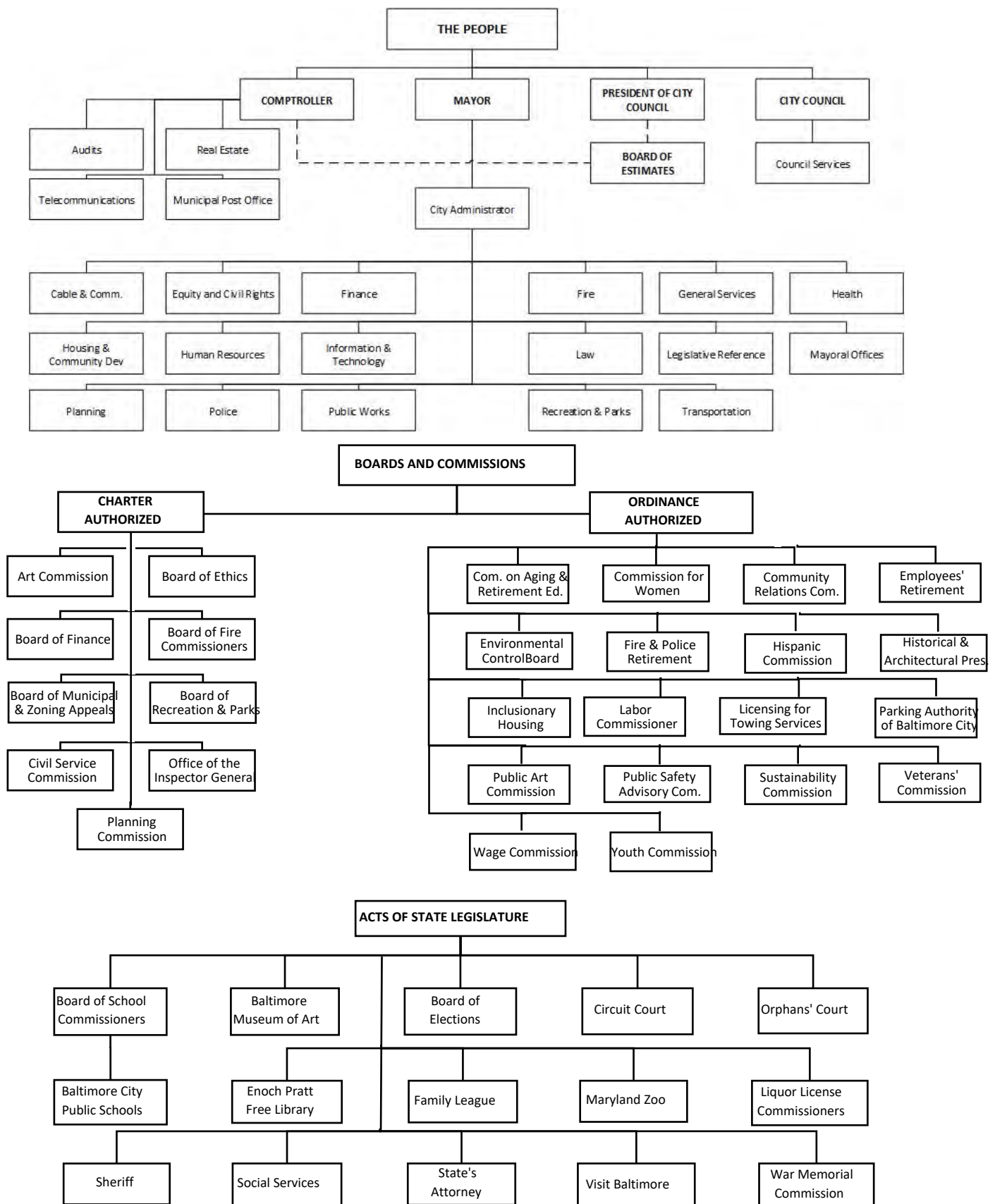
WASTEWATER UTILITY FUND: Established to budget for the operating and capital expenses of the City's sewage facilities.

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

WORKDAY: An enterprise, cloud-based application designed for human capital management (HCM) and financial management systems. Baltimore's WorkDay implementation is divided into two phases:

- Phase 1 involved the City's HCM system (personnel management and payroll) and went live in January 2021.
- Phase 2 involves the City's financial management systems (grants management, accounting, procurement, etc.) and will go live on July 1, 2022.

Municipal Organization Chart



Municipal Structure

Under the Baltimore City Charter, the City's executive functions are vested in the Mayor, the Board of Estimates, and an independent Comptroller. The City's legislative functions are vested in the City Council.

Recent Charter Amendments

The City Charter establishes a strong mayoral form of government, which gives the Mayor wide discretion over City operations and finances. In 2020, Baltimore City voters passed two Charter amendments that impact this structure.

The first Charter amendment established a City Administrator position, appointed by the Mayor, which is responsible for overseeing day-to-day operations and delivery of services. The first City Administrator was appointed in January 2021.

The second Charter amendment enables City Council to move funding with a majority vote within the General Fund. This broader budget authority will start with the Fiscal 2024 planning process. However, the budget process remains the same, requiring approval by the Board of Estimates and City Council before going to the Mayor for final approval.

Executive

Mayor The Mayor is the chief executive officer of the City. The Mayor is elected for a term of four years and is eligible to succeed themselves without limitation as to the number of terms. If the Mayor is disabled or absent from the City, the President of the City Council acts as ex-officio Mayor. If the Mayor resigns, is permanently disqualified, or dies in office, the President of the City Council becomes Mayor for the remainder of the term. The Mayor has authority to veto ordinances, has the power to appointment most department heads and municipal officers, serves on the Board of Estimates, and appoints two of the other four members of the Board of Estimates.

- *Mayor:* Brandon M. Scott

Chief Administrative Officer The position of Chief Administrative Officer was established via Charter amendment in 2020 to provide additional professional management capacity to support the day-to-day operations of City government and to advise the Mayor on the effective, efficient, and economically prudent administration of resources and execution of policy decisions. The City Administrator also works with colleagues across government to help advance important initiatives and priorities. The City Administrator's Office is comprised of the Deputy City Administrator and three Deputy Mayors (Public Safety; Equity, Health and Human Services; and Community and Economic Development).

- *Chief Administrative Officer:* Christopher J. Shorter
- *Deputy City Administrator:* Chichi Nyagah-Nash
- *Deputy Mayor for Community and Economic Development:* Ted Carter
- *Deputy Mayor for Equity, Health and Human Services:* Faith P. Leach
- *Deputy Mayor for Public Safety:* Vacant at time of publication

Comptroller The Comptroller is an elected official of City government and a member of the Board of Estimates and Board of Finance pursuant to Article V of the City Charter. The Comptroller is elected for a term of four years and is eligible to succeed themselves without limitation as to the number of terms. A member of the Executive branch but independent of the Mayor, the Comptroller has executive responsibility for the Department

of Audits, the Department of Real Estate, the Department of Telecommunications, and the Municipal Post Office.

- *Comptroller*: Bill Henry

Board of Estimates The [Board of Estimates](#) (BOE) is the highest administrative body of the City. It consists of five voting members: the President of the City Council, who serves as President of the Board, the Mayor, the Comptroller, the City Solicitor, and the Director of Public Works. The BOE is responsible for formulating and executing the fiscal policy of the City, with its primary policy tool being the recommended annual Ordinance of Estimates, the City's budget. It is also responsible for awarding contracts and supervising all purchasing by the City.

- *City Council President*: Nick J. Mosby
- *Mayor*: Brandon M. Scott
- *Comptroller*: Bill Henry
- *City Solicitor*: Jim Shea
- *Director of Public Works*: Jason W. Mitchell

Legislative

City Council President The City Council President is an at-large elected position that presides over the City Council and serves as a voting member. The Council President is also President of the Board of Estimates. The Council President is elected for a term of four years and is eligible to succeed themselves without limitation as to the number of terms. In the event of a vacancy in the Mayor's office, the Council President becomes Mayor for the remainder of the term. If the position of Council President is vacant, the members of the Council elect the new Council President.

City Council The [City Council](#) is the City's legislative body, with the power to enact all ordinances and resolutions. City Council members are elected from 14 districts, and the President is elected at-large, by all voters of the City.

Residents can identify their City Council district and representative using the [City Council District lookup tool](#).

- *President*: Nick J. Mosby
- *Vice President*: Sharon Green Middleton
- *First District*: Zeke Cohen
- *Second District*: Danielle McCray
- *Third District*: Ryan Dorsey
- *Fourth District*: Mark Conway
- *Fifth District*: Isaac "Yitzy" Schleifer
- *Sixth District*: Sharon Green Middleton
- *Seventh District*: James Torrence
- *Eighth District*: Kristerfer Burnett
- *Ninth District*: John T. Bullock
- *Tenth District*: Phylisia Porter
- *Eleventh District*: Eric T. Costello
- *Twelfth District*: Robert Stokes, Sr.
- *Thirteenth District*: Antonio Glover
- *Fourteenth District*: Odette Ramos

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.

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 and facilities modernization.

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.

Expenditures: Operating and Capital Fund Types

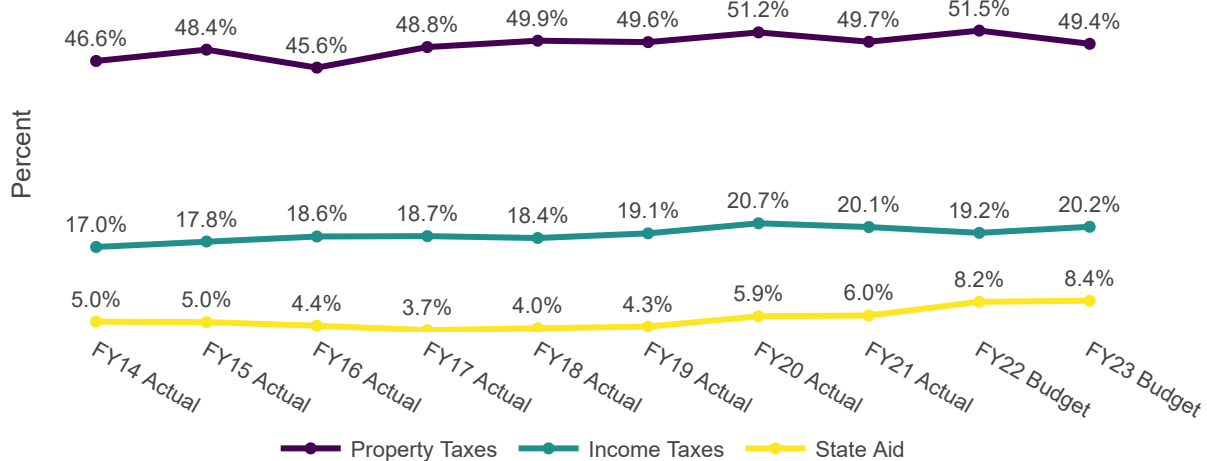
The Fiscal 2023 total recommended operating and capital appropriations of \$4.0 billion are budgeted in six different fund sources. Each type, and the individual fund sources that comprise it, are described in the following section.

General Fund

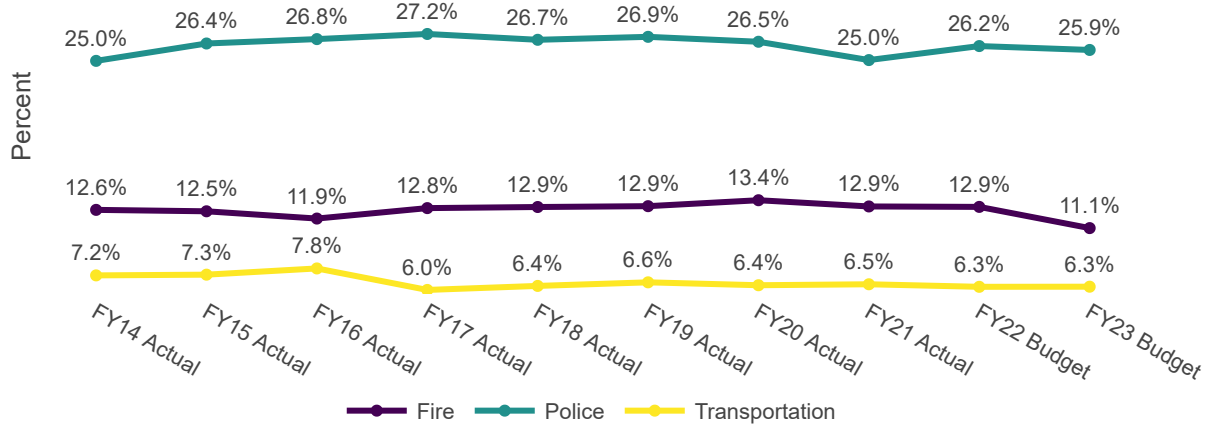
The General Fund is the City's largest and principal fund, supported by locally generated revenues and some State Aid. The General Fund is used to budget and account for all activities not required by law, accounting practice, or management objective to be separately budgeted. These funds have the most flexibility in how they can be spent.

The charts below show General Fund revenue trends for three major revenue sources (Property Tax, Income tax, and State Aid) and budget trends for three large agencies (Fire, Police, and Transportation).

Select Revenues and State Aid as a Percent of General Fund Revenue



Select Agency Expenditures as a Percent of General Fund Expenditures



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 [Annual Comprehensive 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 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. 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 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.

Chief Administrative Officer:
Christopher J. Shorter

Finance Director:
Henry J. Raymond

Acting Deputy Finance Directors:
Robert Cennane
Yoanna Moises

Assistant Budget Director, Revenue:
Pedro Aponte

Assistant Budget Director, Planning and Operations:
Maggie Keenan

Assistant Budget Director, Policy and Administration:
Mara James

Budget Management Analysts:
John Burklew
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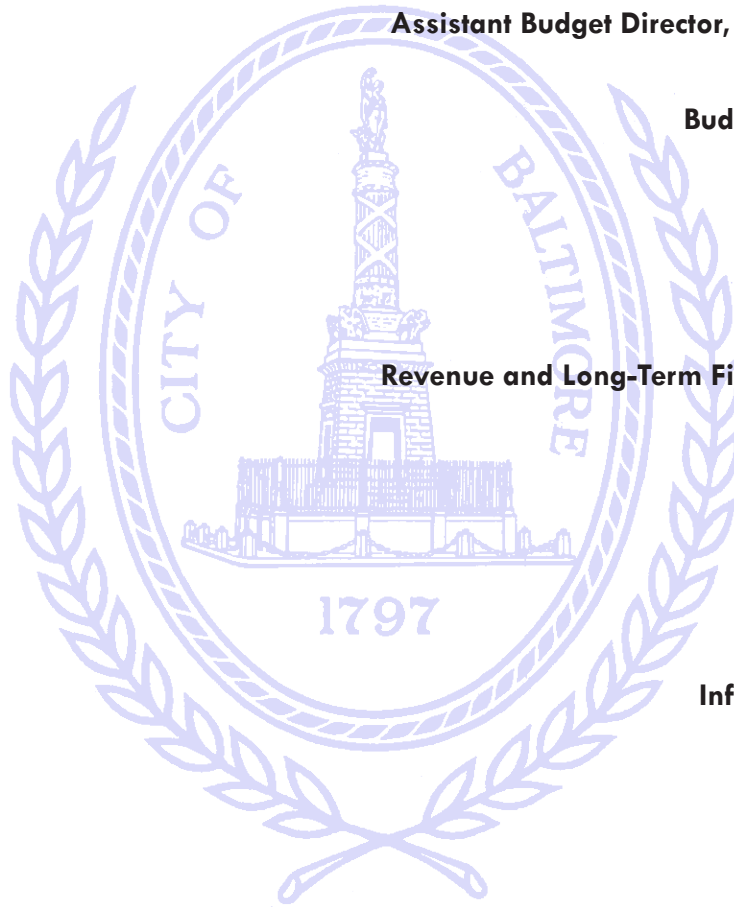
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Jose Perez

Data Lead:
Sara Brumfield

Business Analyst:
Robert Feehley

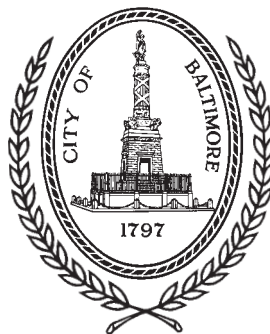
Information Systems Analyst:
William Kyei

Executive Assistant:
Jeanine Murphy



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.

For additional information, contact the Department of Finance,
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469 City Hall - 100 N. Holliday Street; Baltimore, MD 21202
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