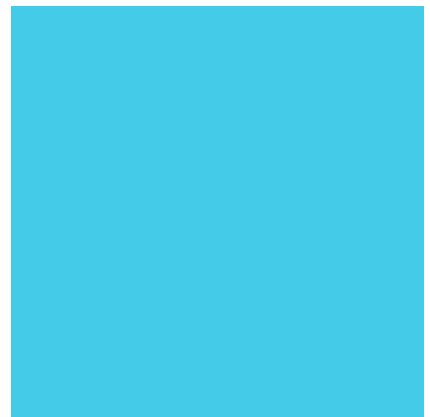
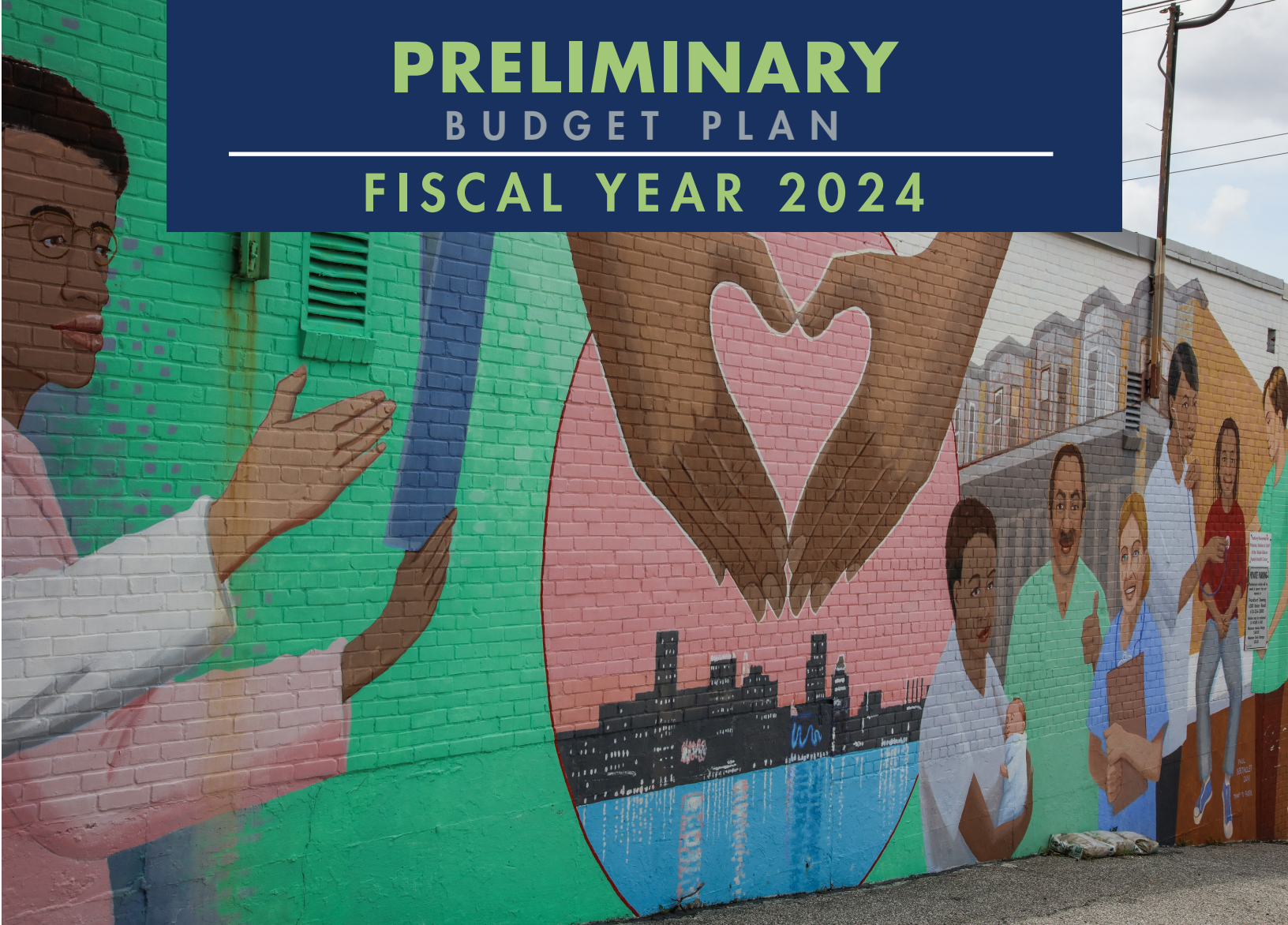


PRELIMINARY

BUDGET PLAN

FISCAL YEAR 2024



Board of Estimates:

Nick J. Mosby, City Council President
Brandon M. Scott, Mayor
Bill Henry, Comptroller
Ebony Thompson, Acting City Solicitor
Jason Mitchell, Director of Public Works

City Council:

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:

Phylicia Porter

Eleventh District:

Eric T. Costello

Twelfth District:

Robert Stokes, Sr.

Thirteenth District:

Antonio Glover

Fourteenth District:

Odette Ramos

**Artwork Credit:**

Baltimore City Recreation and Parks and Phylcia Ghee for Live Baltimore

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CITY OF BALTIMORE

BRANDON M. SCOTT, Mayor



OFFICE OF THE MAYOR

100 Holliday Street, Rm 250
Baltimore, Maryland 21202

To: The Honorable Board of Estimates

From: Mayor Brandon M. Scott

Subject: Fiscal 2024 Preliminary Budget

The Fiscal 2024 Preliminary Budget represents the largest year over year investment in Baltimore's greatest asset - our young people.

My proposed budget continues record investments in our youth, including an increase of \$79 million in funding for schools, which represents a total fiscal year investment of more than \$400 million in total operating support for Baltimore City Public Schools. When our young people are not in school, my budget continues to support their development through key initiatives such as the renovation and re-opening of recreation centers and connecting 7,000 young people with summer jobs through our YouthWorks program.

Beyond our youth, we are making investments to combat violent crime with a focus on taking guns off the streets, revitalizing our communities with a laser focus on demolishing vacant properties, enhancing support for our older adults through increased funding for senior centers and the creation of a framework to establish a standalone office to service the needs of older adults.

In all that we are doing, we continue to maintain a focus on equity, which is represented through increased support for minority and women owned businesses, as well as through the expansion of the Mayor's Office of Equity and Civil Rights.

Make no mistake - our city is growing, as evidenced by strong economic development. My Administration will continue to ensure that this prosperity is shared and invested in our communities and people.

While the Preliminary Budget is balanced with these critical investments, we all must work together after adoption of the Fiscal 2024 budget to ensure a stable path toward tackling the systemic challenges in our city. Following the adoption of next year's budget, we will update the City's 10-Year Financial Plan to identify expenditure and revenue initiatives to ensure structural budget balance while making critical investments to solve systemic problems that have been passed from generation to generation.

Like my previous budget, this year's Preliminary Budget is guided by making strategic enhancements to services that drive forward my Action Plan with a goal of bold and transformative systemic change in Baltimore.

Major priorities include:

Investing in Baltimore's Youth

- The Action Plan calls for increasing youth participation in the City's recreation programming by modernizing facilities and offerings. My Fiscal 2024 capital budget includes funding for improvements at the Curtis Bay and Gardenville Recreation Centers along with expanding the Bocek Park Athletic Center gym. My budget also includes funding to increase wages for Recreation Center staff to recruit and retain employees.

- \$405.5 million for the City's total operating support to Baltimore City Public Schools. This marks the second year of increased contributions to meet the requirements of the Blueprint for Maryland's Future. The City's required local share for Fiscal 2024 is expected to increase by \$79.4 million from Fiscal 2023 driven by the State funding formula for Schools.
- The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will also evaluate its school-based violence intervention program to determine a plan for expanding the program to additional schools.
- Funding for the Mayor's Office of Employment Development (MOED) YouthWorks Summer Job Program to increase the hourly rate for young people participating in the program. In Fiscal 2024, the service anticipates connecting 7,000 youth with summer work experiences up from approximately 6,700 in Fiscal 2022.
- Providing \$1.3 million for pre and post-natal services offered by the Family League of Baltimore. This program provides residents with paraprofessional home visits designed to promote positive outcomes and improve family health. Family League, a lead partner in the Health Department's B'more for Healthy Babies initiative, a citywide strategy to reduce infant mortality, provides families and healthcare providers with resources to reduce fetal tobacco and nicotine exposure.

Advancing Public Safety

- The Action Plan calls for expanding and strengthening victim services and advocacy for victims of shootings and other forms of violent crime. My budget includes funding for five additional civilian positions to expand the Victims Services Unit beyond the Western and Southern districts. These positions are being created by repurposing other long-term vacant civilian positions within BPD.
- Continuing the City's Group Violence Reduction Strategy (GVRs), as a partnership between the MONSE, Baltimore Police Department (BPD), and State's Attorney's Office. The GVRs launched as a pilot in the Western district resulting in a 33.8% year-over-year decrease in both non-fatal shootings and homicides. In Fiscal 2023, the strategy expanded to the Southwestern district and will be followed by the Central and Eastern Districts in Fiscal 2024, with a goal of being citywide by mid-2024. MONSE will work to increase the number of GVRs participants to 100 in Fiscal 2024 through planned programming with GVRs partners and the planned expansion of GVRs.
- Increasing resources for the Group Violence Unit in BPD's Criminal Investigation service. Under this plan, the Department will increase staffing levels for this unit by 36 from 24 to 60 full-time positions. This increase will be realized by redeploying staff from other areas of BPD. This unit will work in partnership with MONSE, the State's Attorney's Office, federal partners, and community-based organizations to make referrals and hold people committing violence accountable.
- Expanding Baltimore's Community Violence Intervention (CVI) ecosystem with increased grant support for community-based organizations to provide services and outreach across the City. The CVI ecosystem includes violence intervention, hospital-based response, school-based intervention, conflict mediation, victim services, and intensive life coaching.

Revitalizing Neighborhoods

- The Action Plan calls for improving the cleanliness of Baltimore neighborhoods, streets, parks, and public spaces. My budget includes funding for up to 37 positions to stabilize service delivery within the Department of Public Works. These positions will ensure the Department has the necessary resources to devote to street sweeping, alley cleaning, and other services that help keep our neighborhoods clean. My budget also creates 19 new positions in the Department of Recreation and Parks to focus on improving the maintenance and upkeep of facilities throughout the City's Park system.
- Increased investment for strategies focused on reducing the number of vacant buildings throughout the City. The Preliminary Budget increases funding for the In-Rem foreclosure process that allows the City to take ownership of vacant properties with the goal of securing entire blocks that can be redeveloped to achieve community outcomes. The Preliminary Budget also continues investment in the Right to Counsel program that provides critical legal services to City residents navigating the eviction process.

Centering Equity As We Grow

- The Action Plan calls for increasing opportunities for small and minority-owned businesses. My budget proposes the creation of the Mayor's Office of Minority and Women's Business Development. This Office will work to provide equitable access to contracting opportunities and capital while ensuring prompt and fair payment terms and developmental tools and resources for these firms.
- Funding for additional staffing and program costs to complete a citywide equity assessment. This important work will be used to establish a baseline to develop and implement policy changes.
- \$2.0 million for the ongoing costs for the Police Accountability Board in the Office of Equity and Civil Rights (OECR). Baltimore's Police Accountability Board was codified by City Ordinance 22-146 adopted in June 2022. In 2023, this office was funded by a supplemental appropriation.

Economic Security

- The Action Plan calls for recruiting, retaining, and developing a diverse and high-achieving workforce. My budget includes funding to continue offering wage incentives to City positions requiring a CDL in an effort to improve recruitment and retention for these critical positions as well as investing in the ongoing implementation of the \$10,000 incentive program for CDL drivers. This incentive was approved by the Board of Estimates in March 2023 and will continue to be offered into Fiscal 2025.
- Increasing funding for the Community Action Partnership (CAP) centers operated by the Mayor's Office of Children and Family Success. The increase in General Fund support for this service will continue work on eviction prevention as COVID related grants for these programs expire.
- Funding to maintain the current level of service at the City's homeless shelters. The City anticipates utilizing ARPA funds to purchase a hotel that will continue to operate as a non-congregate shelter and provide a pathway to permanent housing for individuals experiencing homelessness.



Brandon M. Scott
Mayor

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Transmittal Memo



TO: Honorable President and Members of the Board of Estimates
FROM: Laura Larsen, Budget Director
SUBMITTING AGENCY: Department of Finance
DATE: April 6, 2023

SUBJECT: Fiscal 2024 Budget Planning Calendar

Dear Mr. President and Members:

Pursuant to Article VI, Section 4(a) of the Baltimore City Charter, transmitted herewith are the Fiscal 2024 Preliminary Operating and Capital Budget Plans, as prepared by the Department of Finance.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Laura Larsen", is written over a faint, larger version of the same signature.

Laura Larsen
Budget Director
Department of Finance

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FISCAL 2024

PRELIMINARY BUDGET

Introduction

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Preliminary Budget Overview

The Fiscal 2024 Preliminary Budget Plan prioritizes investing in the City's youth while demonstrating a commitment to core City services. The recommendations reflected in Mayor Scott's Preliminary Budget fully fund the local commitment to City Schools as envisioned in the Blueprint for Maryland's Future. In just two years the City's funding level for schools has increased by \$129.1 million or 49%. In Fiscal 2024, funding for City Schools will represent 18% of the City's total General Fund operating budget, the highest share in the City's history.

The Preliminary Budget invests in core City services as envisioned by the Mayor's Action Plan. From focusing on stabilizing staffing levels for Solid Waste operations to enhancing services and programs for the City's older adults, the recommendations outlined in the Mayor's Preliminary Budget are consistent with the goals and priorities laid out in the Action Plan.

The recommended budget totals \$4.36 billion, including \$3.47 billion for operating expenditures and \$887.9 million for investment in capital projects. The recommended General Fund budget is \$2.22 billion, an increase of 3.3% from the Fiscal 2023 Adopted Budget.

Fiscal Context

In its baseline forecast for the General Fund, the Bureau of the Budget and Management Research projected a \$63 million shortfall for Fiscal 2024. This forecast reflects revenue growing by 4.6%, compared to 8% expenditure growth.

The revenue projection is summarized in detail in the [Revenue section](#), on page 35.

The expenditure growth reflects the projected costs of maintaining current service levels in Fiscal 2024. This growth is driven by:

- **Employee Costs:** The Preliminary Budget reflects estimated costs for employee compensation and benefits based on updated rates and contract agreements for Fiscal 2024.
- **Local Share for City Schools:** The local share for City Schools will increase by \$79.4 million in Fiscal 2024, the largest year over year increase in recent history. This increase outpaces previous estimates due to calculations in the State formula for Schools funding.
- **High Inflation:** The Preliminary Budget reflects a 4 to 6% increase in general inflation driven by higher costs for fuel, equipment, facility, and IT costs.

Balancing the Fiscal 2024 Budget

The Preliminary Budget was balanced through a combination of ongoing and one-time actions. Ongoing reductions seek to minimize impacts to City services while maximizing locally controlled revenue sources. One-time actions used to balance Fiscal 2024 will be replaced with ongoing savings actions in the Fiscal 2025 budget.

These savings initiatives were able to close approximately \$24.6 million of the Fiscal 2024 budget gap. The remaining savings will be realized with General Fund balance. As of publication, negotiations surrounding the State's budget are ongoing. Any State budget action impacting the City's Fiscal 2024 outlook will be reflected in the Board of Estimates actions on the Fiscal 2024 budget.

Key Investments in the Fiscal 2024 Budget

The [Preliminary Operating Budget recommendations](#) are presented by the five Pillars in Mayor Scott's Action Plan starting on page 63. Key highlights within each of the Pillars are summarized below.

Prioritizing Our Youth

- Continued investment for the City's network of Recreation Centers. The Preliminary Budget reflects increased salaries for Rec Center positions in an effort to increase the service's ability to recruit and retain employees.

Clean and Healthy Communities

- Increased investment for services to older adults, including creating the framework for a standalone Office focused on services for this population. The Preliminary Budget also increases funding for Senior Centers adding staff and programming resources.
- Additional funding to stabilize staffing for Solid Waste services. The Preliminary Budget includes funding for up to 37 new positions in the Bureau of Solid Waste. Creating these positions will avoid transferring staff from alley cleaning, street sweeping, and property management to cover daily trash and recycling routes. This investment is part of a broader strategy to restore weekly recycling service.

Building Public Safety

- Continuing investments in the Police Department's Victims Services programs. The Preliminary Budget includes funding to create five additional civilian positions that will provide services to victims of violent crime. With this increased investment, BPD will seek to provide victim services for all homicide and non-fatal shootings citywide.
- Funding to create four additional positions focused on safety initiatives in the Fire Department as recommended in the Board of Inquiry report in response to the Stricker Street fire. These additional positions will develop measures to minimize risk from hazardous situations during response efforts.

Equitable Neighborhood Development

- Increased investment for strategies focused on reducing the number of vacant buildings throughout the City. The Preliminary Budget increases funding for the In-Rem foreclosure process that allows the City to take ownership of vacant properties with the goal of securing entire blocks that can be redeveloped to achieve community outcomes. The Preliminary Budget also continues investment in the Right to Counsel program that provides critical legal services to City residents navigating the eviction process.
- Funding to create the Mayor's Office of Minority and Women's Business Development. The new office transfers the existing service from the Law Department to a standalone Mayoral Office. Additional funding will support increased staffing levels adding to the team's capacity.
- Funding to create three new positions in the Office of Equity and Civil Rights (OECR) and begin work on an equity assessment. These resources will support OECR in establishing a citywide baseline and developing a coordinated strategy for implementing this work.

Responsible Stewardship of City Resources

- Funding to replace assets in the City's fleet will increase by \$10 million. This increase will help deal with the dramatic rise in equipment costs while focusing on eliminating the backlog of fleet assets needed to meet public safety and solid waste service delivery models.
- Funding for the ongoing implementation of the \$10,000 incentive program for CDL drivers. This incentive was approved by the Board of Estimates in March 2023 and will continue to be offered into Fiscal 2025.

Fiscal Risks

While this budget provides a balanced plan for Fiscal 2024, the City must develop ongoing strategies to bring the budget into structural balance. This plan must focus on how to address areas of chronic underinvestment, while identifying a combination of ongoing expenditure reductions and revenue enhancements to meet these needs. Risks the City must address include:

- **Sustaining Funding for Schools Costs:** The City's General Fund support for Schools has increased by \$128.1 million in two years. Due to the State funding formula, the Local Share for City schools is growing at a much faster rate than what was assumed in the original Blueprint legislation. In Fiscal 2024, the second year of Blueprint funding, the City's local share for Schools will be where it was expected to be in Fiscal 2029, the seventh year of implementing the Blueprint.
- **Economic Uncertainty:** While General Fund revenue growth demonstrates overall signs of strength, we are seeing growing indications of disparity in the City's overall tax base. Economic headwinds also indicate an upcoming recession is likely. The City must be prepared to weather revenue volatility caused by a recession.
- **Addressing Underinvestment in Capital Spending:** According to analysis from the Planning Department, the City has a \$9.0 billion backlog in deferred maintenance of capital assets. The City currently authorizes \$80.0 million in GO Borrowing along with \$20.0 to \$30.0 million from the General Fund to invest in these assets. The growing gap between capital needs and available funding must be addressed to avoid potential failure and increasing maintenance costs of these assets.
- **Labor Negotiations:** The City continues to lag behind peer jurisdictions in what we are able to offer for employee wages. Widening gaps between the City and surrounding jurisdictions will continue to cause challenges with employee recruitment and retention. Negotiations with the Fire Union, AFSCME, CUB, and MAPS are ongoing; any agreement with wage increases higher than what's currently assumed will contribute to a shortfall in Fiscal 2024.

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FISCAL 2024

PRELIMINARY BUDGET

Budget Plan

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Preliminary Revenues and Expenditures

The total Fiscal 2024 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$4.36 billion. This is an increase of \$249.8 million or 6.08% above the Fiscal 2023 Adopted Budget.

The Preliminary Budget includes appropriations for both 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 preliminary operating budget is \$3.47 billion, an increase of \$154.5 million or 4.66%. The preliminary capital budget is \$887.9 million, which is an increase of \$95.3 million or 12.02%. The capital budget is subject to cyclical changes due to the timing of large construction projects.

Fiscal 2024 Preliminary Budget: Operating v. Capital

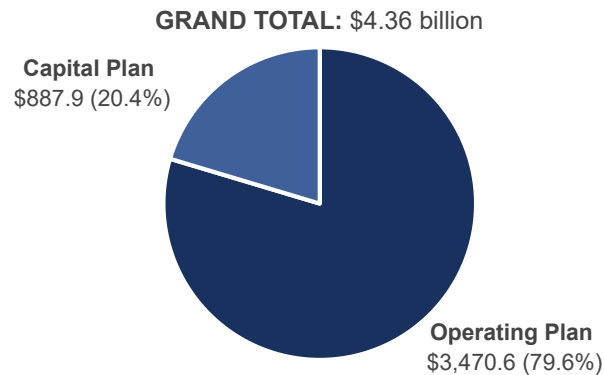


Chart in millions.

	Budget Amount	Change Amount	
	Preliminary	Dollar	Percent
Operating Plan	3,470,610,977	154,488,031	4.66%
Capital Plan	887,852,000	95,291,000	12.02%
Total	4,358,462,977	249,779,031	6.08%

Table in dollars.

¹ Change is calculated between Fiscal 2023 and Fiscal 2024

Operating and Capital Preliminary Budgets by Type of Fund

Expenditures by Source	Budget Amount		Total
	Operating	Capital	
General	2,170,191,727	47,650,000	2,217,841,727
Conduit Enterprise	8,293,160	3,000,000	11,293,160
Wastewater Utility	314,803,781	11,079,000	325,882,781
Water Utility	218,285,454	34,868,000	253,153,454
Stormwater Utility	29,514,915	3,010,000	32,524,915
Parking Enterprise	19,333,642	0	19,333,642
Parking Management	28,019,294	0	28,019,294
Federal	276,369,474	55,035,000	331,404,474
State	200,232,479	105,623,000	305,855,479
Special Revenue	200,351,851	0	200,351,851
Special Grant	5,215,200	0	5,215,200
General Obligation Bonds	0	80,000,000	80,000,000
Revenue Bonds	0	334,815,000	334,815,000
Other	0	212,772,000	212,772,000
Total	3,470,610,977	887,852,000	4,358,462,977

Table in dollars.

Fiscal 2024 Preliminary vs. Prior Year Adopted Budget

Operating Funds	Budget Amount			Change Amount	
	FY22	FY23	FY24	Dollar	Percent
General Fund					
General	2,065,780,663	2,056,204,000	2,170,191,727	113,987,727	5.5%
Special Purpose Funds					
Parking Management	25,026,237	27,516,275	28,019,294	503,019	1.8%
Grant Funds					
Federal	196,023,635	278,028,389	276,369,474	(1,658,915)	-0.6%
State	107,255,711	192,670,550	200,232,479	7,561,929	3.9%
Special Revenue	58,474,644	200,282,333	200,351,851	69,518	0.0%
Special Grant	1,697,332	3,043,345	5,215,200	2,171,855	71.4%
Enterprise Funds					
Conduit Enterprise	10,644,298	13,599,903	8,293,160	(5,306,743)	-39.0%
Wastewater Utility	256,096,659	289,882,727	314,803,781	24,921,054	8.6%
Water Utility	177,090,854	204,820,026	218,285,454	13,465,428	6.6%
Stormwater Utility	23,436,777	28,236,593	29,514,915	1,278,322	4.5%
Parking Enterprise	15,068,754	21,838,805	19,333,642	(2,505,163)	-11.5%
Grand Total	2,936,595,564	3,316,122,946	3,470,610,977	154,488,031	4.7%

Table in dollars.

¹ Change is calculated between Fiscal 2023 and Fiscal 2024

Capital Funds	Budget Amount			Change Amount	
	FY22	FY23	FY24	Dollar	Percent
Pay-As-You-Go					
General	15,000,000	70,500,000	47,650,000	(22,850,000)	-32.4%
Conduit Enterprise	5,000,000	23,370,000	3,000,000	(20,370,000)	-87.2%
Wastewater Utility	0	0	11,079,000	11,079,000	—
Water Utility	0	0	34,868,000	34,868,000	—
Stormwater Utility	0	0	3,010,000	3,010,000	—
Grant and Special Funds					
Federal	39,668,000	94,029,000	55,035,000	(38,994,000)	-41.5%
State	52,152,000	102,126,000	105,623,000	3,497,000	3.4%
Loans and Bonds					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	199,518,000	314,059,000	334,815,000	20,756,000	6.6%
County Trans. Bonds	15,000,000	15,000,000	0	(15,000,000)	-100.0%
Other					
Other	81,234,000	93,477,000	212,772,000	119,295,000	127.6%
Grand Total	487,572,000	792,561,000	887,852,000	95,291,000	12.0%

Table in dollars.

¹ Change is calculated between Fiscal 2023 and Fiscal 2024

COVID-19 Federal Aid

Federal aid has provided a lifeline for the City through the COVID-19 pandemic. Since the onset of the pandemic, the City has been receiving federal support to offset costs associated with the response and impacts of COVID-19 on the community. FEMA first declared the national emergency for the pandemic in January 2020. Since then the City has been tracking cost and receiving FEMA reimbursement for costs directly associated with the City's response efforts. Reimbursement through this program will end on May 11, 2023. In 2020, the City received \$103.4 million in direct aid through the Coronavirus Aid, Relief, and Economic Security (CARES) Act. 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 2022, the City received \$641 million of American Rescue Plan Act (ARPA) funds, enabling the City to shift from the direct COVID-19 response to larger strategic investments and recovery efforts. The first wave of investments from ARPA began in Fiscal 2022 and continued in Fiscal 2023 with investments in homeless services, housing, broadband infrastructure, violence intervention, and economic recovery, among others. Many of these projects continue in Fiscal 2024, with new investments focused on local nonprofits' work in community development, youth services, affordable housing, and small business support, as well as cleaning up City's neighborhoods while creating job pathways for City residents.

Sustainability

CARES funding and FEMA reimbursement are not included in the Fiscal 2024 budget. CARES Act funds expired in December 2021, and FEMA-supported programs will shift to other funding sources prior to the May 11th deadline. ARPA funds must be committed by December 31, 2024 and fully spent by December 31, 2026. While these funding sources have aided in COVID-19 response and recovery, they are temporary sources that cannot sustain ongoing programs.

The City's fiscal policy establishes that when temporary grant funding ends, costs and services are not taken on by the General Fund. Planning efforts are ongoing with City agencies, the Mayor's Office of Recovery Programs, and BBMR to identify sustainability plans for operating programs currently funded through ARPA.

FEMA Funding

The City continues to receive FEMA reimbursement for eligible costs associated with the COVID-19 response. Ongoing programs receiving reimbursement include: hotel sheltering for individuals experiencing homelessness, and Health Department staffing and support costs for COVID-19 response. Earlier in the pandemic, the City also received reimbursement for feeding programs and the vaccine roll-out. These expenses have been unbudgeted since the start of pandemic due to their temporary nature. All programs have, or will be, shifted to other funding sources by the FEMA deadline. Since the start of the pandemic, the City has received \$90.7 million in FEMA reimbursement, with an additional \$39.3 million pending FEMA review and payment (the pending amount does not include ongoing costs that will be incurred up to the May 11 deadline).

Type of Expense	Funding Status		Total
	Reimbursed	Pending	
Feeding	37,660,441	6,630,823	44,291,264
Materials, Supplies, & Equipment	1,485,607	0	1,485,607
Other	9,455,319	5,638,219	15,093,538
Sheltering	30,338,822	26,983,726	57,322,548
Vaccines	11,805,438	0	11,805,438
Total	90,745,627	39,252,768	129,998,395

Table in dollars.

ARPA Funding

The American Rescue Plan Act (ARPA), specifically the State and Local Fiscal Recovery Fund, allocated \$641 million to the City of Baltimore in response to the COVID-19 public health emergency and its negative economic impacts. In Fiscal 2022, Mayor Brandon M. Scott established the [Mayor's Office of Recovery Programs \(MORP\)](#) to 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 Commitments

As of publication, \$640.5 million in [ARPA funding](#) is committed for various projects, including budget stabilization. Narratives describing each commitment include the amount spent through the first eight months of Fiscal 2023 (as of February 28, 2023) are provided below. Tables with Funding Areas include detail on the amount spent through Fiscal 2022 only.

Note: If all fiscal year budgets for a specific Funding Area are blank, the project has been announced, but detailed budgets are still in development. In addition, spending amounts for projects led by nonprofits or quasi-governmental organizations (e.g., subrecipients) may only reflect the amount of funds disbursed to the organization by MORP, not the total spent by the subrecipient.

Use of Funds	Committed Funds
Arts and Cultural Festival	500,000
Project Evaluation	600,000
Performance Management Team	1,140,000
Baltimore Digital	2,100,000
Improving Access for Immigrants	4,060,000
Guaranteed Income Pilot	4,800,000
Lexington Market	4,917,957
Police Fleet	6,450,000
Library Services and Renovations	7,250,000
Vaccine Incentives for Employees	10,444,760
Administration	10,600,000
Food Insecurity	11,070,000
Clean Corps	14,660,000
Economic Recovery Fund	25,000,000
Workforce Development	30,000,000
Broadband and Digital Equity	35,000,000
Recreation Infrastructure	41,000,000
Nonprofit Investments	43,446,000
Violence Intervention	50,000,000
Homeless Services	73,500,000
COVID-19 Public Health Response	80,000,000
Affordable and Vacant Housing	104,000,000
Total	560,538,717

Table in dollars.

¹ Table does not include budget stabilization funds.

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:

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

As of February 28, 2023, spending for this project totaled \$1,543,975.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Blight Elimination	0	0	15,221,876	4,398,688	19,620,564	39,500,000
Capital Investment	0	0	30,712,378	3,428,327	34,140,705	60,500,000
Resident Protection	0	0	0	0	0	4,000,000
Project Total	0	0	45,934,254	7,827,015	53,761,269	104,000,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Arts and Cultural Festival Funding will be used by the Baltimore Office of Promotion and the Arts (BOPA) to support the revival of Baltimore's largest arts and cultural festival, Artscape. This project will partner with existing events produced by other City agencies and cultural organizations to curate more inclusive, accessible events to a wider range of residents.

As of February 28, 2023, spending for this project totaled \$250,000.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Arts and Cultural Festival	0	0	500,000	0	500,000	500,000
Project Total	0	0	500,000	0	500,000	500,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Baltimore Digital Funding will be used by the Office of the Chief Data Officer to establish a new Digital Services team to improve access to and delivery of City services. The Digital Services team will add capacity to continue digitization efforts and redesign government services to prioritize resident experience and advance equity.

As of February 28, 2023, spending for this project totaled \$3,913.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Civic Design Team	0	0	466,008	618,336	1,084,344	1,702,680
Technology & Consulting	0	0	127,320	120,000	247,320	367,320
Training & Professional Dev.	0	0	10,000	10,000	20,000	30,000
Project Total	0	0	603,328	748,336	1,351,664	2,100,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Broadband and Digital Equity Funding will be used by the Baltimore City Office of Information and Technology, the Office of Broadband and Digital Equity (BDE), to fund affordable, high-speed broadband internet, digital literacy education, and modern devices. BDE will focus on the following key areas: program administration; partnerships, digital inclusion and community engagement programs; broadband infrastructure development and expansion; and operations. Investments include funding to:

- Extend the City broadband network to 21 recreation centers; engaging community members to understand their needs and preferences related to public Wi-Fi; developing and commissioning an air-gapped network for public Wi-Fi; staffing vital roles in BDE; and securing technical consulting services.
- Establish a Digital Equity Fund to support innovative, community-based work within neighborhoods.
- Partner with Enoch Pratt Free Library to implement the city-wide digital navigator programs, reimagine public computer spaces, expand outdoor connectivity, and expand Pratt Anywhere, providing access to 21st century digital tools and skills.

The Phase II commitment is in the planning stages. As of February 28, 2023, spending for this project totaled \$894,202.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Broadband - Phase I	27,990	1,776,788	3,770,048	453,164	6,000,000	6,000,000
Equity Fund	0	0	1,541,490	1,733,510	3,275,000	3,275,000
Broadband - Phase II	0	0	0	0	0	21,325,000
Pratt Library	0	0	0	0	0	4,400,000
Project Total	27,990	1,776,788	5,311,538	2,186,674	9,275,000	35,000,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Clean Corps Funding will support the creation of Clean Corps, a program to help the Department of Public Works build capacity by working with community-based organizations and citywide nonprofit groups that will recruit, hire, and train Baltimore residents to work to reduce the number of overflowing public trash cans, dirty alleys/streets, and unmaintained vacant lots. The Clean Corps program has four main goals: - Make Baltimore a cleaner city by decreasing the amount of trash in neighborhoods with a high volume of trash-related service requests. - Provide job opportunities for Baltimore City residents. - Provide the necessary tools to underinvested neighborhoods to address community concerns related to code enforcement violations. - Help DPW build capacity to work with organizations to provide needed city services.

As of February 28, 2023, spending for this project totaled \$5,464,429.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Administration	0	0	965,391	1,042,989	2,008,380	2,608,157
Clean Corps	0	0	4,215,750	4,599,000	8,814,750	11,497,500
Workforce Supports	0	0	203,259	221,737	424,996	554,343
Project Total	0	0	5,384,400	5,863,726	11,248,126	14,660,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

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 communications, contact tracing, food insecurity, operational support, PPE, testing, vaccination, vulnerable communities, 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.

As of February 28, 2023, spending for this project totaled \$8,683,283.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Communications	30	257,910	508,820	508,820	1,275,550	1,533,460
Contact Tracing	1,232,093	6,327,599	7,246,698	4,496,698	18,070,995	18,905,107
Food Insecurity	0	3,107,038	6,207,076	3,507,076	12,821,190	15,928,228
Miscellaneous	0	231,981	198,962	113,962	544,905	596,795
Operational Support	0	2,174,240	1,628,149	1,585,649	5,388,038	6,207,113
PPE	0	2,676,244	2,786,487	2,286,487	7,749,218	9,975,461
Testing	0	4,411,166	5,006,331	2,464,487	11,881,984	12,270,615
Vaccination	24,143	8,441,716	2,238,276	1,742,935	12,422,927	13,288,487
Vulnerable Communities	0	222,789	424,578	424,578	1,071,945	1,294,734
Project Total	1,256,266	27,850,683	26,245,377	17,130,692	71,226,752	80,000,000

Table in dollars.

¹ Subtotal is for FY22-FY24.

² Total reflects all committed funds as of publication.

³ Funding for Vulnerable Communities provides direct case management services to BHCD's adult guardianship population.

⁴ "Miscellaneous" includes funds for unanticipated increases in various contracts related to the COVID-19 public health response.

Economic Recovery Fund Funding was 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 addressed 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.

As of February 28, 2023, spending for this project totaled \$25,000,000.

Funding Area	Actual	Budget				Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Nonprofit Relief	8,300,000	8,300,000	0	0	8,300,000	8,300,000
Small Business Relief	11,700,000	11,700,000	0	0	11,700,000	11,700,000
Individual Artists Relief	500,000	500,000	0	0	500,000	500,000
Child Care Center Relief	2,000,000	2,000,000	0	0	2,000,000	2,000,000
Hotel Relief	2,500,000	2,500,000	0	0	2,500,000	2,500,000
Project Total	25,000,000	25,000,000	0	0	25,000,000	25,000,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Food Insecurity Funding will support various programs for residents aimed at reducing food insecurity, including:

- Continuing COVID-19 emergency produce box distribution;
- Increasing online Supplemental Nutrition Assistance Program (SNAP) participation to address inequitable access to home delivered groceries;
- Expanding nutrition incentives at farmers markets;
- Implementing a Produce Prescription program at MedStar Harbor Hospital; and
- Building the Black, Indigenous, (and) People of Color (BIPOC) local food production supply chain to shift away from emergency food and towards improving the local food supply chain.

As of February 28, 2023, spending for this project totaled \$901,088.

	Actual		Budget			Committed
Funding Area	FY22	FY22	FY23	FY24	Subtotal	Total
BIPOC Food Supply Chain	0	329,500	726,000	444,500	1,500,000	1,500,000
Farmers Markets Incentives	0	150,000	150,000	150,000	450,000	450,000
Food Distribution	0	764,400	1,528,800	1,528,800	3,822,000	4,586,400
Food Insecurity Project	0	70,000	140,000	140,000	350,000	420,000
Online SNAP	0	838,400	1,270,400	1,554,800	3,663,600	3,663,600
Prescription Incentives	0	150,000	150,000	150,000	450,000	450,000
Project Total	0	2,302,300	3,965,200	3,968,100	10,235,600	11,070,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Guaranteed Income Pilot Program Funding will support a Guaranteed Income pilot project that will provide 200 young parents, between 18 and 24 years old, with an unconditional cash payment of \$1,000 per month over the course of 24 months. This project is a part of a cohort of 62 evidence-based guaranteed income pilots across the country. Pilot programs have proven to increase the financial, physical, mental, and emotional health of participants.

As of February 28, 2023, spending for this project totaled \$2,400,000.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Participant Stipends	2,400,000	1,200,000	2,400,000	1,200,000	4,800,000	4,800,000
Project Total	2,400,000	1,200,000	2,400,000	1,200,000	4,800,000	4,800,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Homeless Services 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:

- 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;
- Flexible funding for diversion and rapid resolution for individuals experiencing housing instability or an episode of homelessness;
- Housing Accelerator Fund to expand supply of permanent supportive housing units; and
- Acquiring, renovating, and operating non-congregate emergency housing at hotel sites.

As of February 28, 2023, spending for this project totaled \$102,360.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Shelter Demobilization	0	0	3,450,445	1,752,730	5,203,175	5,560,000
Housing Navigation	0	0	2,024,581	2,042,181	4,066,762	6,120,000
Flex Fund	0	0	673,959	869,896	1,543,855	2,345,000
Housing Accelerator & Shelter Assistance	0	0	0	0	0	59,475,000
Project Total	0	0	6,148,985	4,664,807	10,813,792	73,500,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Improving Access for Immigrants Funding will be used by the Mayor's Office of Immigrant Affairs to launch the Baltimore New Americans Access Coalition (BNAAC) and support expanded Language Access capacity at City agencies. Through five nonprofit partner organizations, BNAAC seeks to minimize the economic and social vulnerability of immigrant and refugee families by building a robust bilingual and bicultural case management operation with community outreach and education, benefits navigation, direct financial assistance, and access to legal services. The Language Access project will build the capacity of City agencies to serve residents with Limited English Proficiency (LEP), in addition to community outreach and education.

As of February 28, 2023, spending for this project totaled \$1,493,106.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
BNAAC	0	0	1,500,895	1,868,921	3,369,816	3,732,765
Language Access	0	0	158,350	168,885	327,235	327,235
Project Total	0	0	1,659,245	2,037,806	3,697,051	4,060,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Lexington Market Funding was used to 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.

As of February 28, 2023, spending for this project totaled \$4,917,957.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Small Business Relief	0	4,917,957	0	0	4,917,957	4,917,957
Project Total	0	4,917,957	0	0	4,917,957	4,917,957

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Library Services and Renovations Funding will be used by the Department of General Services (DGS) and Enoch Pratt Free Library to make major capital investments in the City's library system.

- DGS will utilize \$4.25 million to make capital improvements to HVAC systems at City libraries in order to meet the CDC recommended ventilation standards and address repair issues. Library locations will be selected based on various criteria including HVAC system physical conditions, equity considerations, number of users, and energy usage of existing equipment.
- Enoch Pratt will utilize \$3 million to work with multiple partners to develop a new Park Heights Public Library, the community's first in 15 years.

As of February 28, 2023, spending for this project totaled \$0.

Nonprofit Investments Funding was awarded to 45 nonprofits for projects that align with Mayor Scott's Pillars.

- \$6.8 million in ARPA funding to 9 nonprofits to benefit youth, families, and vulnerable communities in neighborhoods across Baltimore.
- \$6.6 million in ARPA funding to 8 nonprofits to reduce homelessness, support youth education, and improve workforce development.
- \$13.8 million in ARPA funding to 15 nonprofits to focus on community development, including affordable housing, youth services, and food insecurity.

- \$16.2 million in ARPA funding to 13 nonprofits to focus on community development, including affordable housing, youth services, small business support, and arts and culture.

As of February 28, 2023, spending for all projects totaled \$11,692,207.

Performance Management Team Funding will be used to support the establishment of robust agency performance plans, preparing Baltimore for strategic planning and supporting the effective management of resources as the City matures its post-COVID operations. The Performance Management Team will work with CitiStat, Bureau of the Budget and Management Research, and the Chief Administrative Officer to align budget and performance management planning with agency performance plans and resident priorities.

As of February 28, 2023, spending for this project totaled \$51,809.

Funding Area	Actual		Budget			Committed	
	FY22	FY22	FY23	FY24	Subtotal	Total	
Performance Management Team	0	59,650	348,919	388,919	797,488	1,140,000	
Project Total	0	59,650	348,919	388,919	797,488	1,140,000	

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Police Fleet Funding will be used by the Department of General Services to purchase 100 hybrid vehicles for the Baltimore Police Department (BPD). Funding will also support upfitting the new fleet vehicles to BPD's required specifications, including technology such as wireless internet access, mobile computer systems, camera systems, and license plate readers.

As of February 28, 2023, spending for this project totaled \$0.

Funding Area	Actual		Budget			Committed	
	FY22	FY22	FY23	FY24	Subtotal	Total	
BPD Fleet	0	0	6,450,000	0	6,450,000	6,450,000	
Project Total	0	0	6,450,000	0	6,450,000	6,450,000	

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

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.

As of February 28, 2023, spending for this project totaled \$99,767.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Administration	0	50,604	681,417	684,417	1,416,438	2,923,093
Athletic Courts	0	0	2,197,684	0	2,197,684	2,197,684
Contingency	0	0	4,223	0	4,223	4,223
Playgrounds	0	0	5,050,000	0	5,050,000	5,050,000
Pools	0	0	9,950,000	0	9,950,000	9,950,000
Recreation Centers	0	0	19,875,000	0	19,875,000	19,875,000
Trails	0	0	1,000,000	0	1,000,000	1,000,000
Project Total	0	50,604	38,758,324	684,417	39,493,345	41,000,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

Violence Intervention 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.

As of February 28, 2023, spending for this project totaled \$2,275,977.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Administration	190,115	632,662	2,159,521	2,250,596	5,042,779	6,082,150
Community Safety	0	0	1,500,000	0	1,500,000	1,500,000
Gun Violence	0	2,850,000	7,375,000	6,450,000	16,675,000	16,675,000
Neighborhoods	0	375,000	625,000	625,000	1,625,000	1,625,000
Re-entry Services	0	2,950,000	5,745,000	4,995,000	13,690,000	13,690,000
GVRs Transitional Employment	0	255,000	2,500,000	2,500,000	5,255,000	5,255,000
Victim Services	1,000	453,770	479,540	479,540	1,412,850	1,412,850
Youth and Trauma	0	1,255,000	1,505,000	1,000,000	3,760,000	3,760,000
Project Total	191,115	8,771,432	21,889,061	18,300,136	48,960,629	50,000,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

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.

As of February 28, 2023, spending for this project totaled \$4,661,925.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	Total
Administration	101,528	839,588	1,715,012	1,751,915	4,306,515	4,653,282
Hire Up	86,345	86,627	2,464,785	2,586,971	5,138,383	5,204,598
Train Up	0	1,310,599	2,377,193	5,138,057	8,825,849	8,936,253
YouthWorks	560,998	1,109,463	1,195,257	600,930	2,905,650	2,905,650
Workforce Supports	223,046	422,660	4,007,776	3,869,782	8,300,218	8,300,217
Project Total	971,917	3,768,937	11,760,023	13,947,655	29,476,615	30,000,000

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

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.

As of February 28, 2023, spending for this project totaled \$15,084,791.

- 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.
- Administration funding covers MORP operations through December 2024.

Funding Area	Actual		Budget			Committed
	FY22	FY22	FY23	FY24	Subtotal	All Years
Administration	2,448,190	2,840,450	3,626,778	2,952,679	9,419,907	10,600,000
Project Evaluation	20,855	465,494	134,506	0	620,855	600,000
Vaccine Incentives	10,444,631	10,444,760	0	0	10,444,760	10,444,760
Project Total	12,913,676	13,750,704	3,761,284	2,952,679	20,485,522	21,644,760

Table in dollars.

¹ Subtotal is for FY22 - FY24 budgets.

² Total reflects all committed funds as of publication.

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 City has committed \$2.745 million of this amount to General Fund Position Restoration. The Fiscal 2024 Preliminary Budget anticipates releasing \$40.0 million from Budget Stabilization for capital projects. These projects are summarized in the [Capital Budget](#) section of the Preliminary Budget.

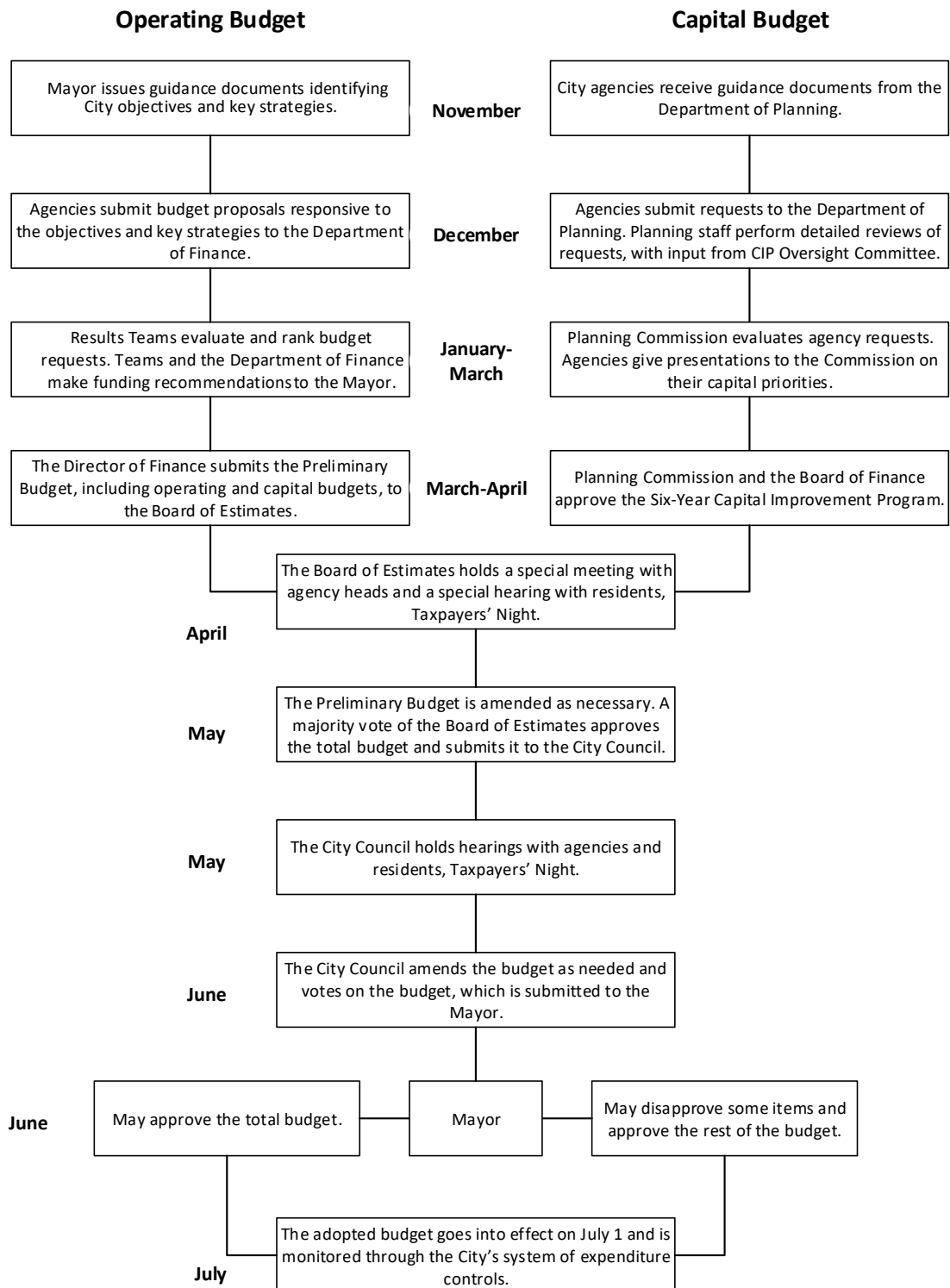
FISCAL 2024

PRELIMINARY BUDGET

Budget Process and Related Policies

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Budget Process



Fiscal 2024 Budget Schedule

The table below shows the budget calendar for Fiscal 2024. 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 introduces 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, July 1.

Item	Description	Scheduled Date
Preliminary Budget at BOE	Transmittal of Department of Finance Recommendations to the Board of Estimates.	April 6, 2023
Preliminary Budget Presented to BOE	Presentation on the Fiscal 2024 Preliminary Budget by Budget Director.	April 19, 2023
Special Meeting of the BOE	Presentation of the Fiscal 2024 budget with agency heads.	April 26, 2023
Taxpayer's Night	Presentation of the Fiscal 2024 budget to the public, with an opportunity for public comment.	April 26, 2023
Ordinance at BOE	Board of Estimates adopts proposed Ordinance of Estimates. This includes transmittal of the Executive Summary Budget Book.	May 10, 2023
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 15, 2023
Taxpayers' Night	Presentation of the Fiscal 2024 budget to the public, with an opportunity for public comment.	May 25, 2023
Budget Hearings	Budget hearings with agency representatives to discuss the Fiscal 2024 proposed budget.	May 30-June 6, 2023
Ordinance Passage	Passage of Ordinance of Estimates for Fiscal Year ending June 30, 2024.	no later than June 26, 2023

Outcome Budgeting



In Fiscal 2011, Baltimore implemented 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.

Strategic planning for the budget process is centered 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 administration, similar themes are common. The Fiscal 2024 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. Operating budget information is provided by Pillar in the [Operating Budget Recommendations](#) chapter.

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.

Performance Management

Regular performance management sessions are held between the Mayor's Senior Team, the Mayor's Office of Performance and Innovation (OPI), and agency leadership to discuss performance, identify problems, diagnose causes, and direct resources to solve problems. Bureau of the Budget and Management Research (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.

Service-Level Performance Measures

Service-level performance measures were first developed in Fiscal 2011 for larger agencies and in Fiscal 2012 for small and medium-sized agencies. Agencies work with BBMR and 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. The table below gives examples from Service 609: Emergency Medical Services.

Type	Description	Performance Measure
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

Agency Performance Plans

In 2022, Mayor Scott established the Baltimore City Performance Team (BCPT) in OPI. BCPT is working with stakeholders across the City to streamline measures collected for existing processes. In preparation for this effort, BBMR and OPI reviewed performance measures as part of the Fiscal 2024 process, working with agencies to identify measures that were duplicative of other measures, were hard to understand, or were majorly impacted by factors beyond the agency's control. Throughout 2023, BCPT will work with agencies to develop performance plans that establish performance measures that will be used in future budget publications. All performance measures, including past year actuals and the next budget year's target, are reflected annually in the Agency Detail budget publication.

Community Engagement

Community engagement is critical to any city budgeting process. As part of the Fiscal 2024 budget process, Mayor Scott hosted five budget events to provide information on the City's budget and gather feedback from the public on their priorities, allowing this feedback to be incorporated in the Preliminary Budget. Following the release of the Preliminary Budget, residents will have the opportunity to provide feedback on the recommended budget at Taxpayer Night events hosted by the Board of Estimates and City Council. Additional information about engagement opportunities for the operating and capital budgets are provided below.

Operating Budget In Fiscal 2024, the City held five budget forums in a variety of formats (online, telephone, and in-person). Residents also provided operating budget feedback through an online budget simulation offered in English and Spanish. Feedback from these sessions and results from the simulation were shared with the Mayor

and Senior Team during the budget development process and a report will be published in April 2023. Looking ahead, BBMR is developing additional opportunities for community engagement earlier in the budget process.

Capital Budget Engagement around the [capital budget process](#) is coordinated through individual agencies prior to completing capital budget requests. Agencies rely on feedback from neighborhood meeting, neighborhood liaisons, and 311 requests to help develop capital budget priorities. The Planning Commission holds multiple hearings on the Capital Budget & Capital Improvement Program (CIP) where residents can provide feedback.

Operating Budget Process

The planning process for Baltimore's budget begins in August. The major milestones in the operating budget process are described below.

Current Level of Service (CLS)

The budget planning process started with projections to determine the cost of providing the same level of service in the upcoming year. This projection served as the baseline for the preliminary budget and assumed that the City will maintain the same level of services, but added necessary costs, such as extraordinary inflation, or removed prior year one-time costs, such as a new software or study. The CLS budget also included changes across agencies, such as cost of living adjustments for salaries, negotiated pay increases, or changes in health benefit costs. Based on CLS, BBMR assessed whether the City expected to be operating with a surplus or deficit, which informed strategic planning and guidance for agencies in developing budget proposals.

Agency Budget Proposals

Following the CLS analysis, the Mayor issued budget guidance for City agencies and offices. This guidance was used by agencies to prepare proposals summarizing their performance goals, service level priorities, and funding plans to achieve these goals. The Fiscal 2024 budget guidance requested one proposal per service in all agency budgets and solicited enhancement requests for new initiatives and programs.

Operating Budget Recommendations

Budget proposals were submitted to BBMR for review and preliminary recommendations. Service proposals summarizing spending plans and performance goals were reviewed by BBMR, enhancement requests were reviewed by Results Teams. All proposals were evaluated through the following criteria:

- Equity: How does the proposal seek to address a disparity in our community?
- Resiliency: How does the proposal adapt to the changing needs of end users?
- Stewardship: How does the proposal demonstrate effective use of City resources?
- Impact: How does the proposal deliver a meaningful outcome for our community?

Fiscal 2024 Results Teams These teams were comprised of City staff from across multiple disciplines and community representatives. All Teams had a designated Chair and Equity Lead. Recommendations from these teams were used to guide decision-making regarding enhancement requests. The rosters are listed below.

Equitable Neighborhood Development

- Kelleigh Eastman, *Baltimore City Health Department, Chair*
- Betty Bland, *Community Resident*
- Ethan Buckborough, *Mayor's Office of Performance and Innovation*
- Luciano Diaz, *Department of Transportation*
- Phyllis Gilmore, *Community Resident*
- Veronica Jones, *Office of the Labor Commissioner*
- Julia Kalloz, *Department of General Services*
- Leslie Parker Blyther, *Baltimore Police Department, Equity Lead*

Prioritizing Our Youth & Responsible Stewardship of City Resources

- John Kirk, *Department of General Services, Chair*
- Roxana Beyranvand, *Mayor's Office of Performance and Innovation*
- Graham Campbell, *Baltimore Police Department*
- Tony Scott, *Mayor's Office of Infrastructure Development*
- James Turner, *Department of Transportation*
- Caron Watkins, *Office of Equity and Civil Rights, Equity Lead*

Building Public Safety & Clean and Healthy Communities

- Ava Richardson, *Department of Planning, Chair*
- Mia Blum, *Visit Baltimore, Equity Lead*
- Ahmed Keen, *Mayor's Office of Employment Development*
- Derrick McCorvey, *Department of General Services*
- Mark Washington, *Community Resident*
- April Welch, *Mayor's Office of Performance and Innovation*

Preliminary Budget

The Mayor utilized recommendations from BBMR to develop a balanced budget that reflects his priorities. The Preliminary Budget summarizes major revenues and lays out the proposed spending plan for the upcoming year. The Preliminary Budget is introduced to the Board of Estimates (BOE) for consideration.

Board of Estimates Review

The BOE will hold a series of hearings with agencies and residents to understand the recommendations outlined in the Preliminary Budget. Resident feedback is shared during the annual Taxpayers' Night. The Mayor has the opportunity to propose modifications to the Preliminary Budget based on feedback received during this stage. The BOE compiles its recommendations into the Ordinance of Estimates that is referred to the City Council for consideration.

City Council Review and Approval

Following the introduction of the Ordinance of Estimates, the City Council will hold agency hearings and a second Taxpayers' Night. Starting in Fiscal 2024, the City Council will have the opportunity to amend the budget through transfers across City services with General Fund appropriations.

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FISCAL 2024

PRELIMINARY BUDGET

Revenue

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Major Revenues Forecast

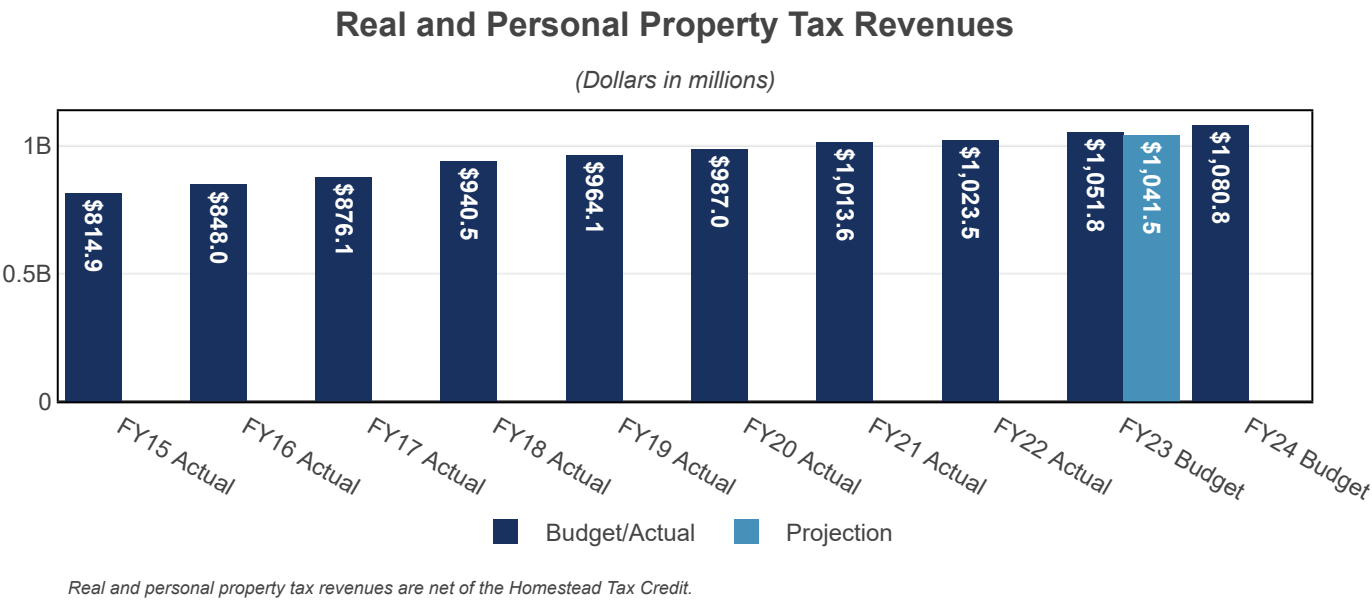
The Fiscal 2024 General Fund Preliminary Budget reflects \$2.2 billion in General Fund revenue, \$70.4 million, or 3.3%, higher than the Fiscal 2023 Adopted Budget of \$2.1 billion. Revenue projections are based on trend data including actual revenue patterns through the 2nd Quarter of Fiscal 2023. Current trends indicate Baltimore's economy continues to recover from the pandemic at a faster rate than previously anticipated. Major revenue sources include Property Taxes, Income Taxes, Highway User Revenues, and Recordation & Transfer Taxes among others. The Fiscal 2024 revenue estimate includes \$39.4 million from other revenue sources intended to offset the unplanned increase in the City's local share for City Schools. Each major revenue source of the Fiscal 2024 budget is detailed below.

Revenue Category	Budget Amount		Change Amount	
	FY23	FY24	Dollar	Percent
Property Taxes	1,051,791,000	1,080,820,000	29,029,000	2.8%
Income Tax	430,839,000	447,543,000	16,704,000	3.9%
Highway User Revenues	169,997,000	193,444,051	23,447,051	13.8%
State Aid	104,816,000	107,680,000	2,864,000	2.7%
Recordation & Transfer Taxes	90,055,000	96,896,000	6,841,000	7.6%
Energy Tax	46,196,000	49,800,000	3,604,000	7.8%
Telecommunication Tax	34,928,000	34,928,000	0	0.0%
Net Hotel Tax	26,675,000	30,429,000	3,754,000	14.1%
Earnings on Investments	990,000	26,038,000	25,048,000	2 530.1%
Traffic Cameras	30,385,000	25,981,000	(4,404,000)	-14.5%
Net Parking Revenues	15,249,680	17,126,624	1,876,944	12.3%
Children and Youth Fund	(13,757,000)	(14,225,000)	(468,000)	3.4%
Total Tax Credits (Excl. Homestead)	(96,334,000)	(103,363,000)	(7,029,000)	7.3%
All Other	255,569,320	224,744,052	(30,825,268)	-12.1%
Total General Fund Revenue	2,147,400,000	2,217,841,727	70,441,727	3.3%

Table in dollars.

Property Taxes

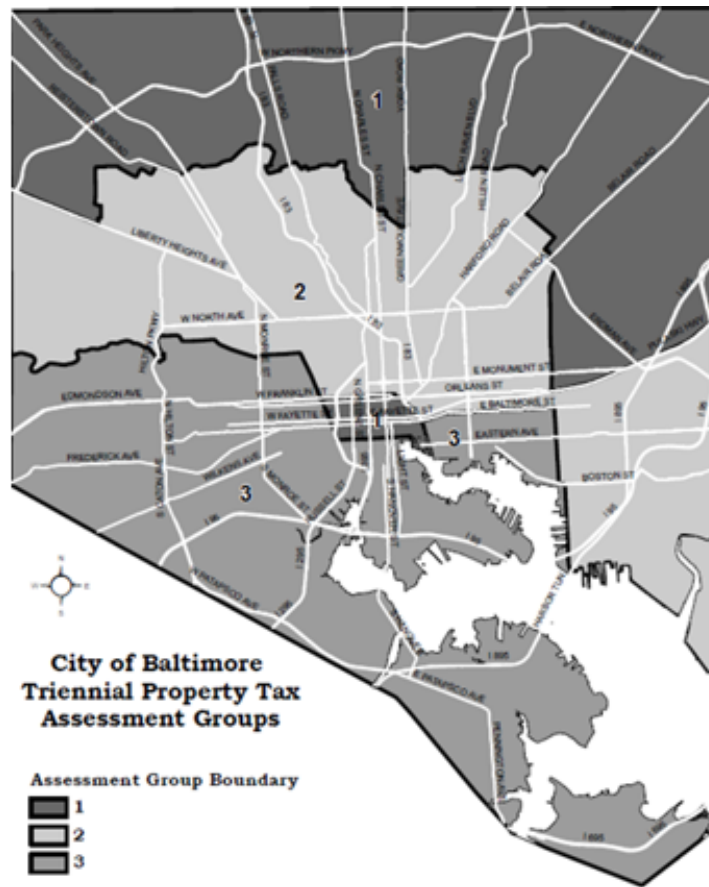
Fiscal 2024 Preliminary Projection: \$1.08 billion
Change from Fiscal 2023: 2.8% increase



Property Tax revenue is projected to be \$29.0 million higher than the Fiscal 2023 Adopted Budget. The projected revenue growth is driven by strong growth in the assessed value of City properties. The Real and Personal Property rates will remain unchanged 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 on 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 \$948.2 million, an increase of 2.9% or \$26.6 million from the Fiscal 2023 Budget. Personal Property Taxes are estimated to yield \$132.6 million in Fiscal 2024, an increase of 1.9% or \$2.5 million from the Fiscal 2023 Budget. The Homestead Tax Credit protects owner-occupied residential properties from assessment increases that exceed 4% annual growth by phasing the increase in over multiple years. The cost of administering the City’s Homestead Tax Credit is projected to increase by \$1.5 million, or 7.1%, from \$21.4 million in Fiscal 2023 to \$22.9 million in Fiscal 2024.

For Fiscal 2024, SDAT reassessed Group 2, which is indicated by the lighter gray central area of the City map below. Group 2 assessments grew an average of 21.6% over three years. This figure includes 18.8% growth for commercial property assessments, which includes taxable and exempt properties, and 24.3% growth for residential property assessments. Comparatively, overall statewide assessment growth averaged 20.6% with commercial properties increasing by 15.8% and residential properties increasing by 22.2%.



The Fiscal 2024 reassessment represents the tenth consecutive year of assessment increases in the City after four consecutive years of decline. It is also the largest increase in assessment experienced by properties in Group 2 since Fiscal 2009 when the average assessment values increased by 75%. Group 2 assessment data shows that out of the 81,745 taxable properties, 68,761 will experience an increase in assessment values for the next three years, 4,012 will experience an immediate reduction in assessment values, and 8,972 will not change assessment values in Fiscal 2024. Among the properties that have increased in value, 64,473 or 93.8% are residential properties.

While assessment of properties in Group 2 are anticipated to increase on average by 7.2%, Real Property taxes are expected to grow by 2.9% in Fiscal 2024. One reason is that assessment increases are phased in over three years, but reductions are realized immediately, which will partially offset this growth in Fiscal 2024. Additionally, only properties in Group 2 will realize this growth while properties within Groups 1 and 3 are phasing in their assessment values at a lower rate. Finally, as assessments increase, it is also anticipated that the value and number of assessment appeals will proportionally increase.

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%
Fiscal 2024	Group 2	21.6%

Property Tax Credits

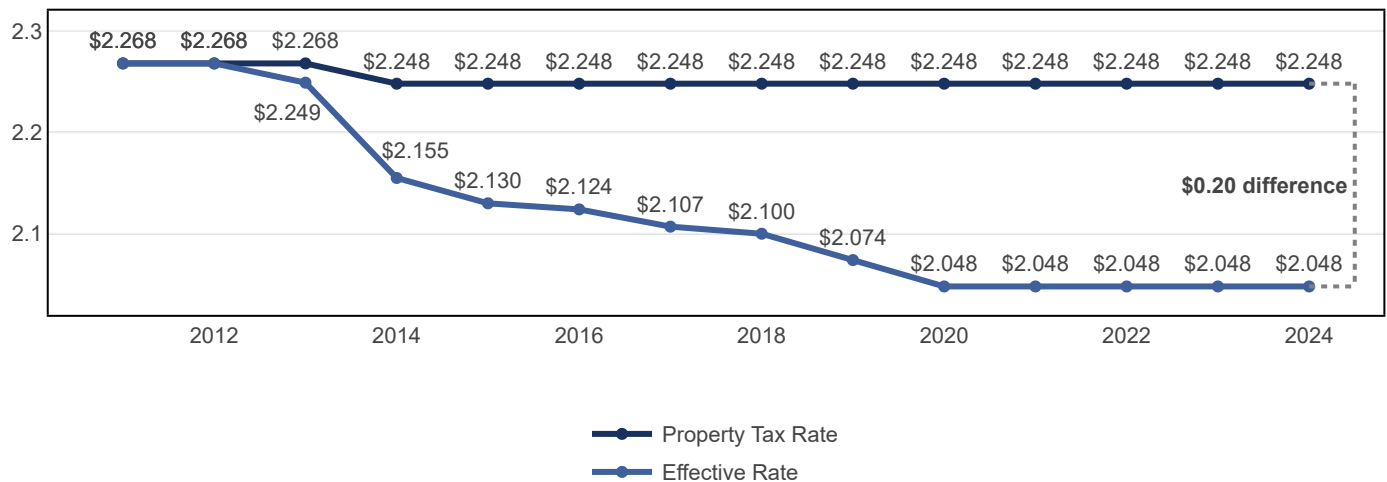
Fiscal 2024 Preliminary Projection: \$103.4 million (Cost of offering tax credits)

Change from Fiscal 2023: 7.3% decrease

The anticipated cost of offering tax credit programs in Fiscal 2024, not including the Homestead Tax Credit, is \$103.4 million. This cost is realized through foregone property tax revenue from properties receiving various credits.

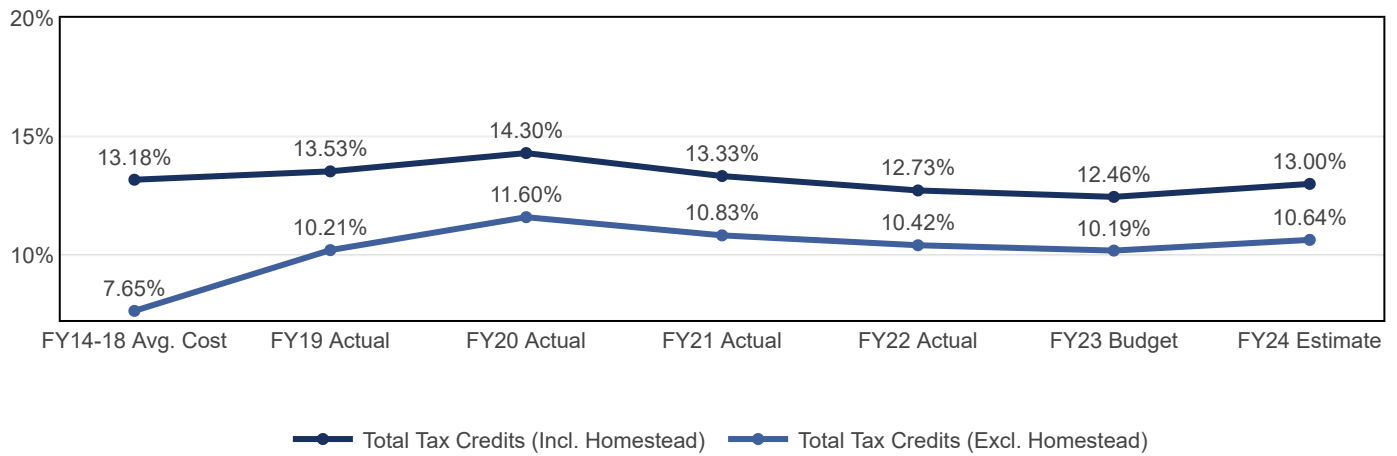
In Fiscal 2020, the City reached a significant milestone in fully implementing the 20 Cents by 2020 program. This tax reduction program, formally known as the Targeted Homeowners Tax Credit (THTC), provides tax relief for owner-occupied properties. The average effective rate for owner-occupied properties with the credit is estimated at \$2.048 per \$100 of assessed value, and now saves the average homeowner more than \$375 annually in property taxes, benefiting more than 73,000 homeowners in the City. In Fiscal 2024, 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)



Since Fiscal 2018 the cost of offering various tax credits has dramatically increased. From Fiscal 2010 to Fiscal 2017 the average annual cost was \$38.4 million, representing 4.9% of Real Property Tax revenues. From Fiscal 2018 through Fiscal 2022 the average annual cost increased to \$94.5 million, or 10.6% of Real Property Tax revenue. This change was mainly driven by the cost increase of two tax credits, the Brownfield and the High-Performance Market Rate Rental, which grew from \$9.2 million to \$20.8 million and from \$2.6 million to \$17.3 million between Fiscal 2017 and Fiscal 2022, respectively.

Tax Credits as a Percent of Real Property



Tax Credit Costs: Historical Trends

Tax Credits	Avg. Cost	Actual Amount				Budget Amount	
	FY14-18	FY19	FY20	FY21	FY22	FY23	FY24
Real Property Tax	788.5	856.9	893.3	938.9	922.4	945.1	971.1
Targeted Homeowners	(21.9)	(30.4)	(33.5)	(34.2)	(25.9)	(27.4)	(27.5)
Enterprise Zone Tax Credit	(17.0)	(23.4)	(20.5)	(18.3)	(16.9)	(17.1)	(19.0)
Historic Property	(8.0)	(11.2)	(10.5)	(11.1)	(12.1)	(12.6)	(14.0)
Brownfield and Other	(9.1)	(13.1)	(20.3)	(20.9)	(20.8)	(22.0)	(21.3)
Supplemental Homeowner's	(0.3)	(1.6)	(1.2)	(1.2)	(1.3)	(1.3)	(1.3)
High-Performance	(1.6)	(4.4)	(15.2)	(13.9)	(17.3)	(13.5)	(17.9)
Market-Rate Rental Housing							
Newly Constructed Dwellings	(2.5)	(2.2)	(1.7)	(1.3)	(1.1)	(1.3)	(1.3)
Public Safety Officer	0.0	(1.1)	(0.7)	(0.8)	(0.7)	(1.0)	(1.0)
Total Tax Credits (Excl. ATC)	(60.3)	(87.5)	(103.6)	(101.7)	(96.1)	(96.3)	(103.4)
Homestead (ATC)	(43.6)	(28.4)	(24.1)	(23.5)	(21.3)	(21.4)	(22.9)
Total Tax Credits (Incl. ATC)	(103.9)	(116.0)	(127.8)	(125.2)	(117.4)	(117.7)	(126.3)

Table in millions of dollars.

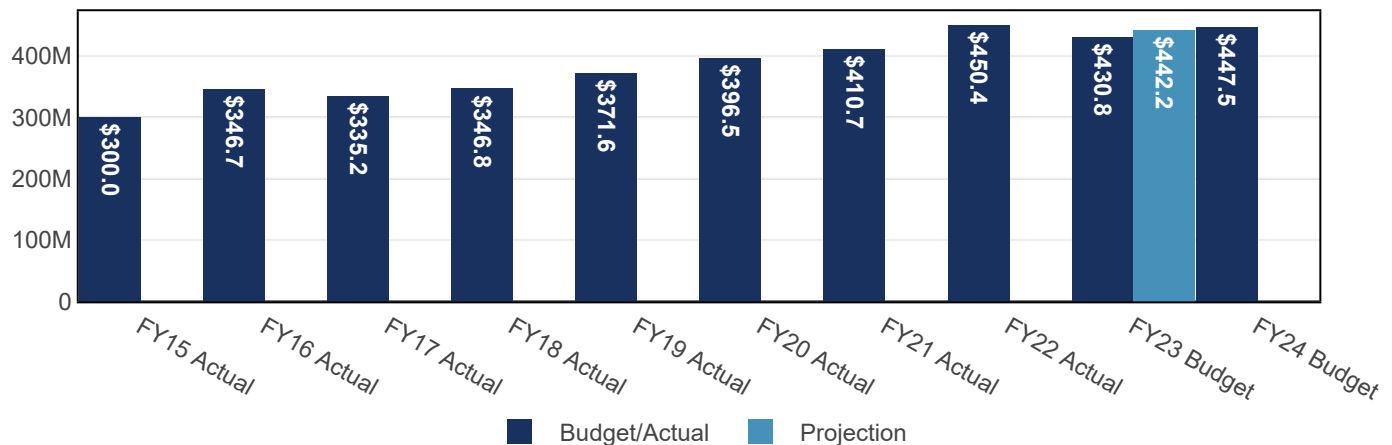
Income Tax

Fiscal 2024 Preliminary Projection: \$447.5 million

Change from Fiscal 2023: 3.9% increase

Income Tax Revenues

(Dollars in millions)



Income Tax revenue is projected to be \$16.7 million higher than the Fiscal 2023 Adopted Budget. The projected revenue growth is driven by the continued strength in the local and statewide labor market. Data for Baltimore City shows income tax returns increasing for residents making more than \$60,000 and returns for residents making less than \$60,000 decreasing. The income tax rate remains unchanged at 3.2%; the maximum allowed under State law.

In December 2021, the State Comptroller released the Income Tax Summary Report. Findings from the report show the overall number of tax returns filed by City residents declining by 7,433. The breakout of this decline is summarized by income level below.

Income Tax Bracket	Change in # Tax Returns
< \$30,000	7,817 decline
\$30,000-\$59,999	4,114 decline
\$60,000-\$149,999	2,028 increase
\$150,000-\$499,000	1,841 increase
> \$500,000	629 increase

Source: Maryland State Comptroller

This report shows the City's net taxable income base growing by 12%, or \$1.4 billion. Nearly two-thirds of this increase can be attributed to individuals earning more than \$500,000. In 2021, there were 1,994 individuals that contributed approximately 20% of the City's income tax base. This shift highlights growing levels of income disparity among City residents.

Employment data from the Bureau of Labor Statistics suggests that the City continues to see job growth. In 2022, the City added more than 2,600 jobs to its labor force ending the year with nearly 265,000 jobs. During this period the City saw a 1.9% decline in the average unemployment rate from 7.4% in 2021 to 5.5% in 2022, with December

2022 registering a 4.4% unemployment rate, the lowest rate since January 2019 (4.2%). Even though labor force and employment in the City has not reached pre-pandemic levels, this trend indicates a healthy recovery path for the City's economy.

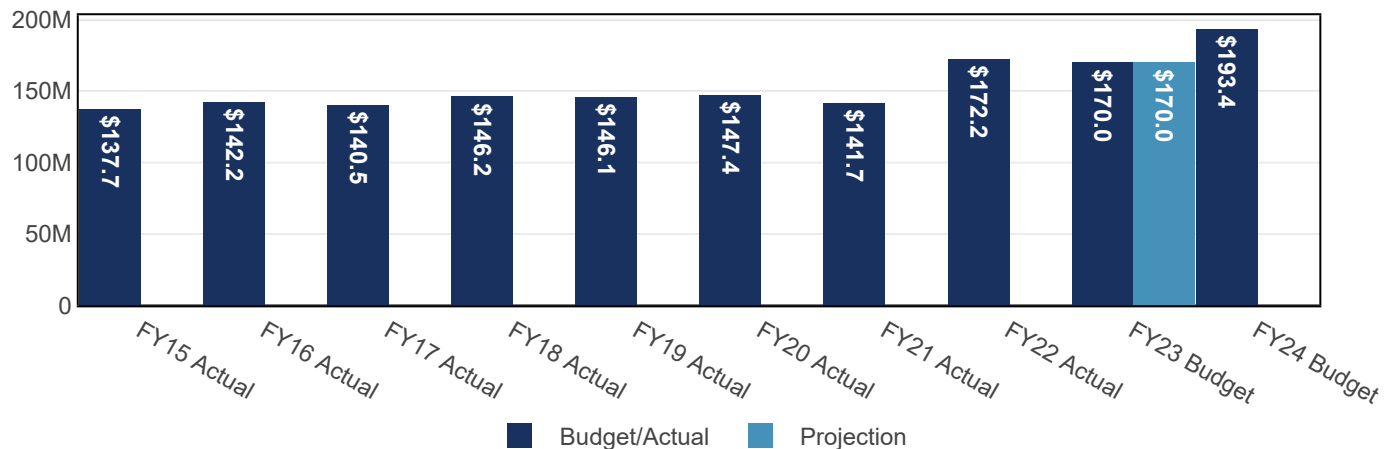
State Highway User Revenue

Fiscal 2024 Preliminary Projection: \$193.4 million

Change from Fiscal 2023: 13.8% increase

State Highway User Revenue

(Dollars in millions)



Highway User Revenue (HUR) is projected to be \$23.4 million higher than the Fiscal 2023 Adopted Budget. HUR is funded by statewide proceeds from the fuel tax, titling tax, vehicle registration fees, corporate income tax, and a portion of the State sales tax. The projected growth is driven by action taken during the 2022 Legislative Session where the Maryland General Assembly passed House Bill 1187. Under the new allocation formula, corporate income tax will increase from 17.2% in Fiscal 2023 to 20% in Fiscal 2024. Further, the City's share of statewide HUR will increase from 8.3% in Fiscal 2023 to 9.5% in Fiscal 2024, continuing to increase through Fiscal 2027.

As of December 2022, three out of five components that drive the HUR allocation showed slower activity compared to Fiscal 2022. Titling tax and vehicle registration fees are down 12% and 6.5% respectively. This decline suggests that demand for used and new vehicles has slowed down due to price increases and higher interest rates. Fuel tax receipts are down 0.8% compared to Fiscal 2022 levels; fuel tax represents approximately one-third of the HUR allocation. These declines are offset by the corporate income tax that flow through the HUR program. The Governor's proposed Fiscal 2024 budget anticipates trends about titling and registration fees increasing at a faster rate than anticipated in the City's budget.

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. HUR eligible costs that exceed the allocation have been subsidized through the City's General Fund. The Fiscal 2024 Preliminary Budget recommendations makes no change in service levels for HUR eligible services in the operating budget.

Service	Fiscal 2023 Budget	Fiscal 2024 Budget	Difference
Transportation			
500 - Street Lighting	21.2	21.7	0.5
681 - Administration	11.4	9.7	(1.7)
683 - Street Management	42.1	36.8	(5.3)
684 - Traffic Management	10.4	10.4	0.0
688 - Snow and Ice Control	7.1	7.3	0.2
689 - Vehicle Impounding and Disposal	8.3	8.8	0.5
690 - Sustainable Transportation	0.8	1.0	0.2
691 - Public Rights-of-Way Landscape Management	4.7	4.9	0.3
692 - Bridge and Culvert Management	3.7	3.7	0.1
696 - Street Cuts Management	0.8	0.9	0.1
685 - Special Events (Special Event Support only)	1.0	3.7	2.6
697 - Traffic Safety (Pedestrian Safety, Traffic Engineering, Sign Fabrication, Street Markings only)	6.0	5.9	(0.1)
697 - Traffic Safety (Crossing Guards and Crossing Guards Admin only)	0.0	4.9	4.9
Public Works			
661 - Public Right-of-Way Cleaning (Cleaning Business Dist., Street & Alley, Graffiti Removal only)	16.6	17.2	0.6
660/676 - DPW Admin (admin. costs allocated for HUR-eligible activities on budget basis)	1.4	1.3	(0.1)
Recreation and Parks			
654 - Urban Forestry (Tree Maintenance only)	3.3	3.4	0.1
Police			
853 - Patrol Support Services (Traffic Section, Traffic Safety only)	8.4	3.3	(5.1)
Debt Service			
123 - General Debt Service (Highways only)	14.7	14.2	(0.5)
Capital Budget Projects	13.1	34.2	21.1
Total			
Budgeted HUR-Eligible Expenses Total	175.0	193.4	18.5
Projected HUR Revenue	170.0	193.4	23.4
HUR-Eligible Expenses Subsidized by General Fund	5.0	0.0	(5.0)

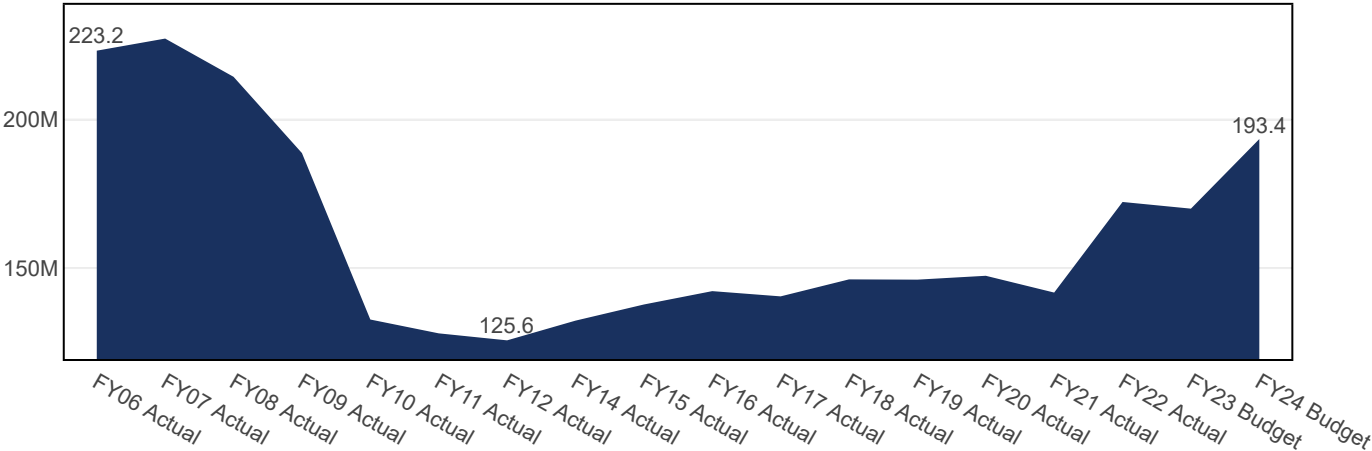
Table in millions of dollars.

¹ Crossing Guard services were previously budgeted under Police but have since been moved to Transportation.

This increase in HUR restores a portion of sharp reductions that were made to the program in Fiscal 2010 during the peak of the Great Recession. The City's HUR allocation dropped from a peak of \$223.2 million annually to \$125.6 million. This dramatic drop in funding has reduced capital funding for transportation related capital projects. This temporary restoration of funding is lower than the pre-Great Recession allocation.

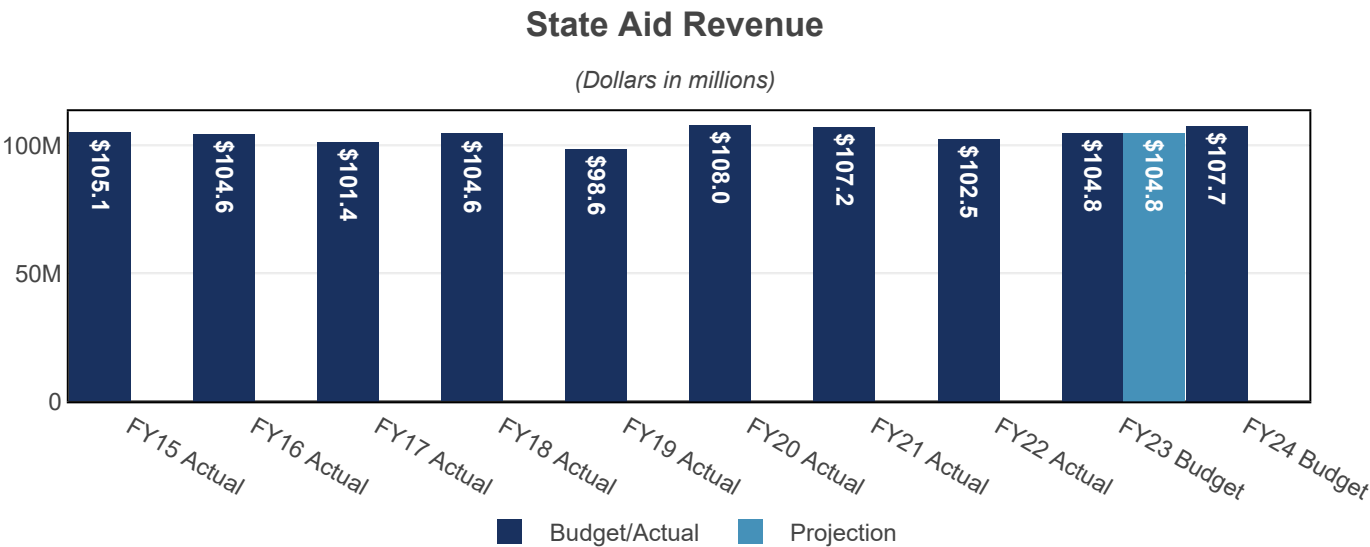
State Highway User Revenue (Historical)

(Dollars in millions)



State Aid

Fiscal 2024 Preliminary Projection: \$107.7 million
Change from Fiscal 2023: 2.7% increase



State Aid is projected to be \$2.9 million higher than the Fiscal 2023 Adopted Budget. The projected revenue growth is driven primarily by the City’s anticipated allocation through the Income Tax Disparity Grant, which represents the largest share of State Aid to the City.

The Income Tax Disparity Grant is based on a formula designed to ensure that jurisdictions statewide receive per capita Income Tax receipts equivalent to at least 75% of the statewide average. The Governor’s proposed Fiscal 2024 budget fully funds this program. Under the formula and program caps, the City’s allocation will increase by \$2.9 million. The combination of the City’s declining population and slow growth from Income Tax receipts have made it appear the City’s per capita wealth is increasing, but the State as a whole has also become wealthier. Because the City’s wealth is growing at a slower pace compared to the rest of the State, the allocation through this program is increasing. State provisions for this program restrict the increases and amounts jurisdictions can receive. Without these caps, the City’s allocation would be \$12.0 million higher than currently projected.

In addition to this program, the City also receives State Aid for teacher pensions, public health initiatives, library services, and a portion of maintenance costs for the War Memorial Building.

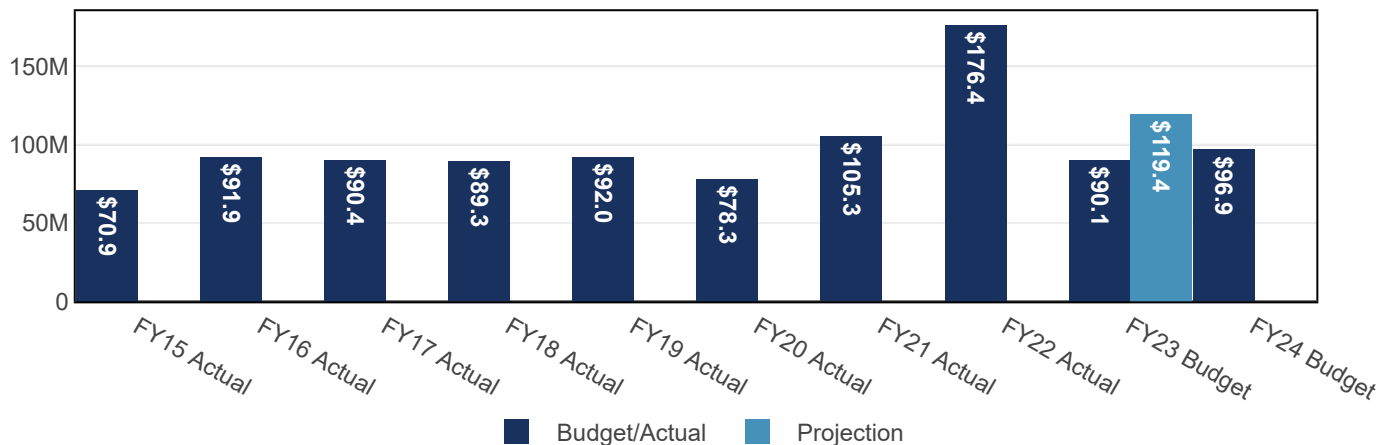
Recordation and Transfer Taxes

Fiscal 2024 Preliminary Projection: \$96.9 million

Change from Fiscal 2023: 7.6% increase

Recordation & Transfer Taxes

(Dollars in millions)



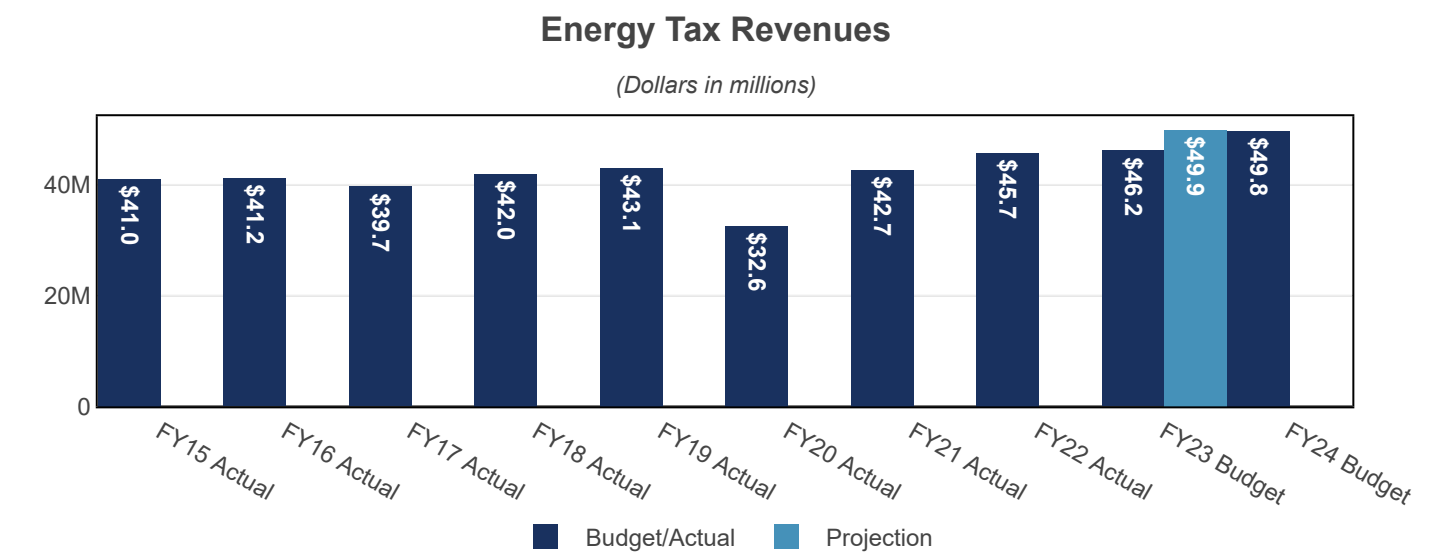
Transfer and Recordation Tax revenue is projected to be \$6.8 million higher than the Fiscal 2023 Adopted Budget. The projected revenue growth is driven by sustained growth in the City's real estate values. Revenue from these sources reached unprecedented levels in Fiscal 2022 driven by record volumes of real estate activity. The Fiscal 2024 projected revenue assumes the real estate market returns to pre-pandemic trends.

In Fiscal 2022, the City received \$176.4 million from transfer and recordation taxes. This growth carried into the start of Fiscal 2023; during the First Quarter, the City reported \$16.9 million for Recordation Tax revenue, 10.3% higher than the same period of the prior year. Similarly, the City reported \$19.0 million for Transfer Tax revenue in the First Quarter of Fiscal 2023, 9.8% higher than the same period of the prior year. Second Quarter activity has slowed and is anticipated to stay below Fiscal 2022 levels through the remaining portion of Fiscal 2023.

Revenue from these sources is also driven by property values. 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 Fiscal 2022, the average sale price grew to \$250,700, \$21,500 or 9.4% higher than the Fiscal 2021 average. During this period, the City also saw a reduction in the number of days properties were on the market, taking an average of 30 days to sell in Fiscal 2022, down from an average of 38 days in Fiscal 2021.

Energy Taxes

Fiscal 2024 Preliminary Projection: \$49.8 million
Change from Fiscal 2023: 7.8% increase



Energy Tax revenue is projected to be \$3.6 million higher than the Fiscal 2023 Adopted Budget. The projected revenue growth is driven by adjustments to tax rates and changes in user group consumption patterns.

Energy Tax revenues include taxes on electricity, gas, steam, fuel oil, and liquid petroleum gas. Revenue from the Energy Tax has been relatively flat in recent years, driven by decreases in consumption that can be attributed to the broader adoption of energy efficient devices. However, unseasonably warm or cold weather can affect these receipts. Reductions due to lower consumption have been partially offset by rate increases.

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. These units are: 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 2024 is 6.3%, slightly lower than the 8.0% in Fiscal 2023.

User Group	Electricity	Natural Gas	Fuel Oil	LPG	Steam
Commercial	0.010268	0.132782	0.151755	0.185206	0.003229
Residential	0.003288	0.039026	0.054771	0.058664	0.000927
Nonprofit	0.007200	0.105480	0.130976	0.161049	0.001910

¹ Units of measure: electricity = kWh, natural gas = therm, fuel oil and LPG = gal, and steam = lbs.

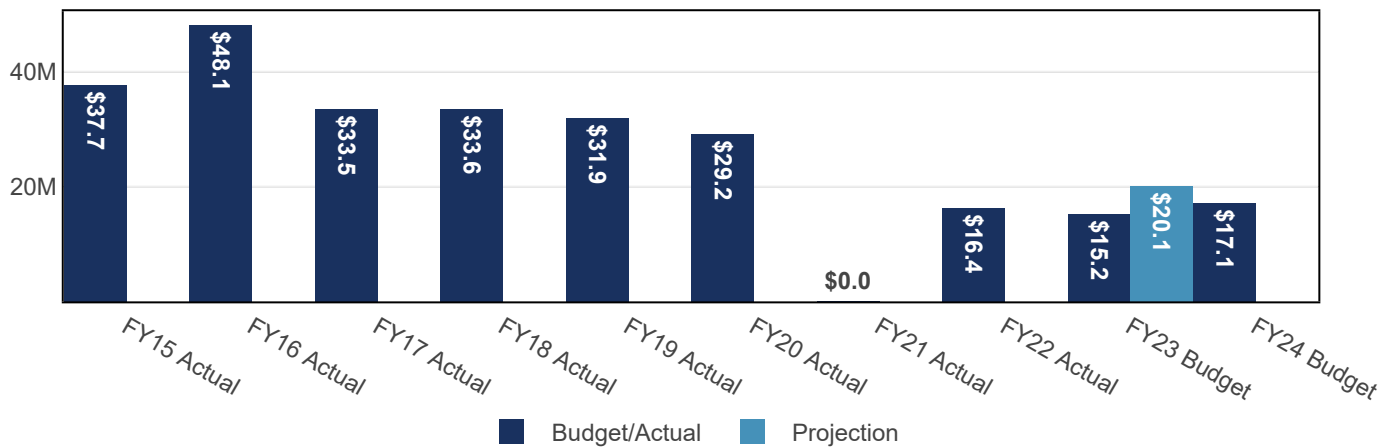
Net Parking Revenues

Fiscal 2024 Preliminary Projection: \$17.1 million

Change from Fiscal 2023: 12.3% increase

Parking Revenues (Net Transfer to the General Fund)

(Dollars in millions)



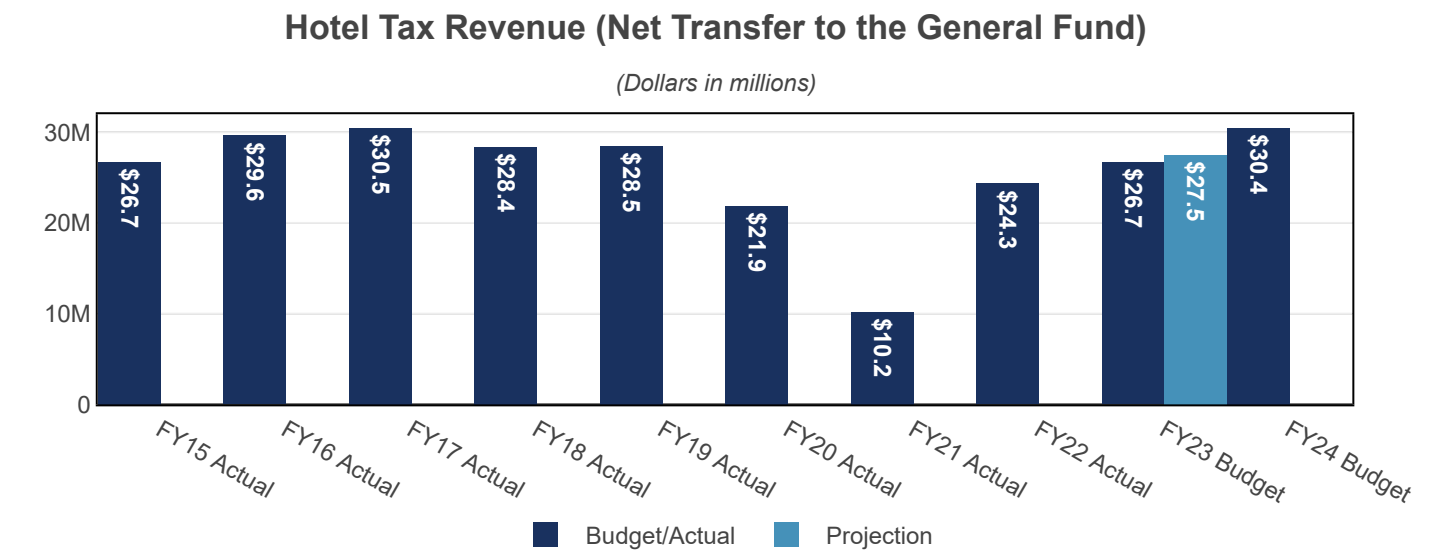
Net parking revenue is projected to be \$1.9 million higher than the Fiscal 2023 Adopted Budget. The projected revenue growth is driven by a decrease in budgeted expenditures for parking related services. Adjustments to expenditures reflect actual spending trends for services in recent years.

Net Parking Revenues are the remaining proceeds after the operating expenses of the Parking Enterprise and Management funds have been paid. Parking revenues are dependent on 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.

The City's parking revenue began to decline in Fiscal 2017, before experiencing a sharp reduction in revenue in Fiscal 2021 due to the COVID-19 pandemic. During the pandemic the City imposed a moratorium on penalties generated from unpaid Parking fines, and many right of way areas, formerly designated for metered parking, were converted to outdoor seating for businesses to accommodate customers during the pandemic. Both actions are still in effect, and it is anticipated they represent an annual reduction of \$5.3 million to parking related revenues, which offsets any anticipated increased proceeds from market activity.

Hotel Tax

Fiscal 2024 Preliminary Projection: \$30.4 million
Change from Fiscal 2023: 14.1% increase



Hotel Tax revenue is projected to be \$3.8 million higher than the Fiscal 2023 Adopted Budget. The projected revenue growth is driven by the increase in demand for hotel space. In December 2022, demand for hotel rooms was 81.4% of pre-pandemic levels; demand is projected to continue increasing and reach 89.5% by the end of Fiscal 2024. In addition to demand increases, the average nightly rate has increased by 10.5% over the past year. Based on these trends, the City has reached pre-pandemic levels in terms of Hotel Tax revenues.

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 contribute the \$4.6 million to offset future Convention Center expansion or renovation costs. 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 reactivated this contribution to the CCBF, including an appropriation of \$3.5 million for future expansion or renovation of the Convention Center complex. In Fiscal 2024, the City anticipates contributing \$4.5 million to the CCBF.

Visit Baltimore receives 40% of the gross Hotel Tax receipts, plus or minus the reconciliation resulting from any differences between the budget and actual receipts of the most recently completed fiscal year. This process was modified during the 2021 Legislative Session when the Maryland General Assembly passed House Bill 1301, modifying the appropriation calculation to be based on 40% of the three-year rolling average of actual Hotel Tax receipts from the last three audited fiscal years. In Fiscal 2022, this change was adopted, preventing Visit Baltimore from experiencing sharp annual fluctuations in its appropriation when the economy, specifically the tourism industry, is affected.

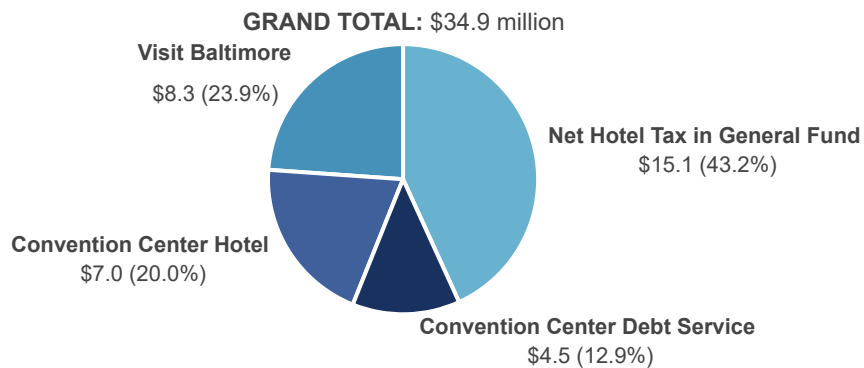
In 2019, the Baltimore Tourism Investment District (TID) was created, and a 2% surcharge was imposed in addition to the 9.5% Hotel Tax. This 2% surcharge is estimated to yield \$7.1 million in Fiscal 2024 and will be used to fund additional marketing strategies to promote the City and increase tourism.

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

Appropriation Category	Actual Amount	Budget Amount	
	FY22	FY23	FY24
Hotel Tax Revenue	27,845,586	30,175,000	34,929,000
Convention Center Debt Service	(3,500,000)	(3,500,000)	(4,500,000)
General Fund Subtotal	24,345,586	26,675,000	30,429,000
Convention Center Hotel	(7,000,000)	(7,000,000)	(7,000,000)
Visit Baltimore	(9,425,921)	(8,691,771)	(8,344,013)
Net Hotel Tax in General Fund	7,919,665	10,983,229	15,084,987

Table in dollars.

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



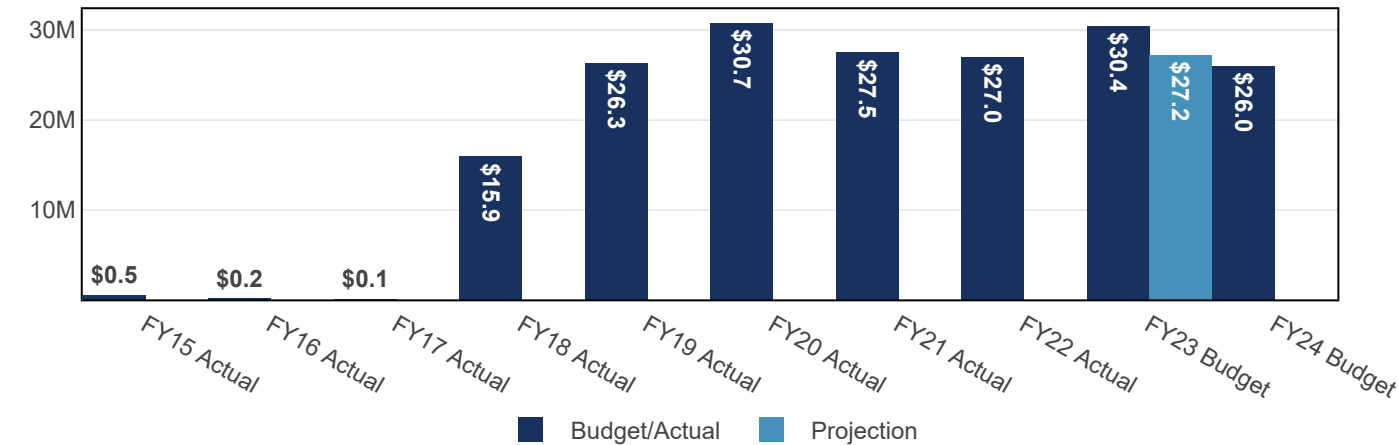
Values may not sum to 100% or 'Grand Total' due to rounding.

Speed and Red Light Camera Violations

Fiscal 2024 Preliminary Projection: \$26.0 million
Change from Fiscal 2023: 14.5% decrease

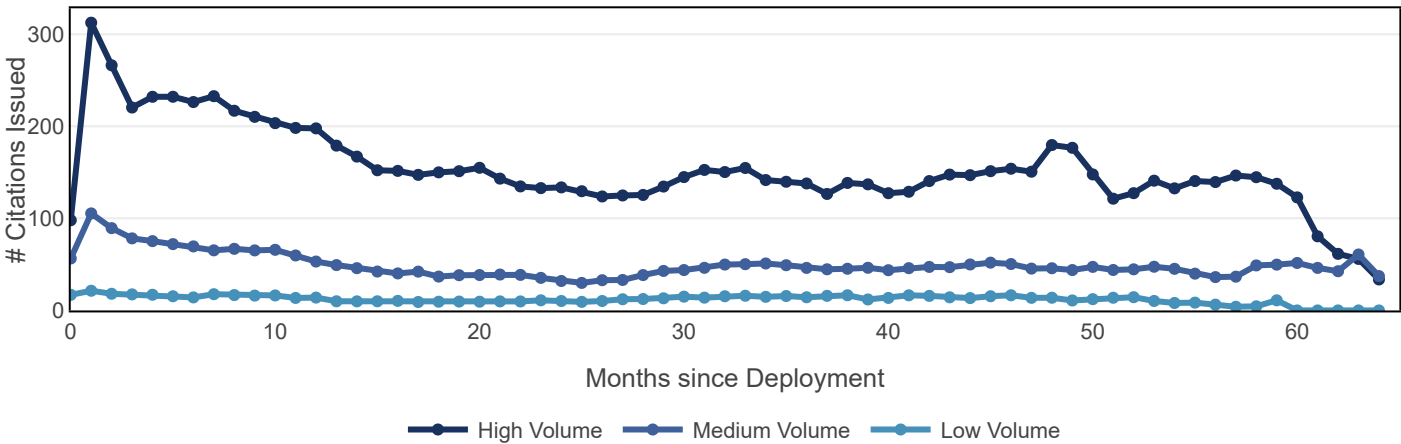
Speed and Red Light Camera Violations Revenues

(Dollars in millions)

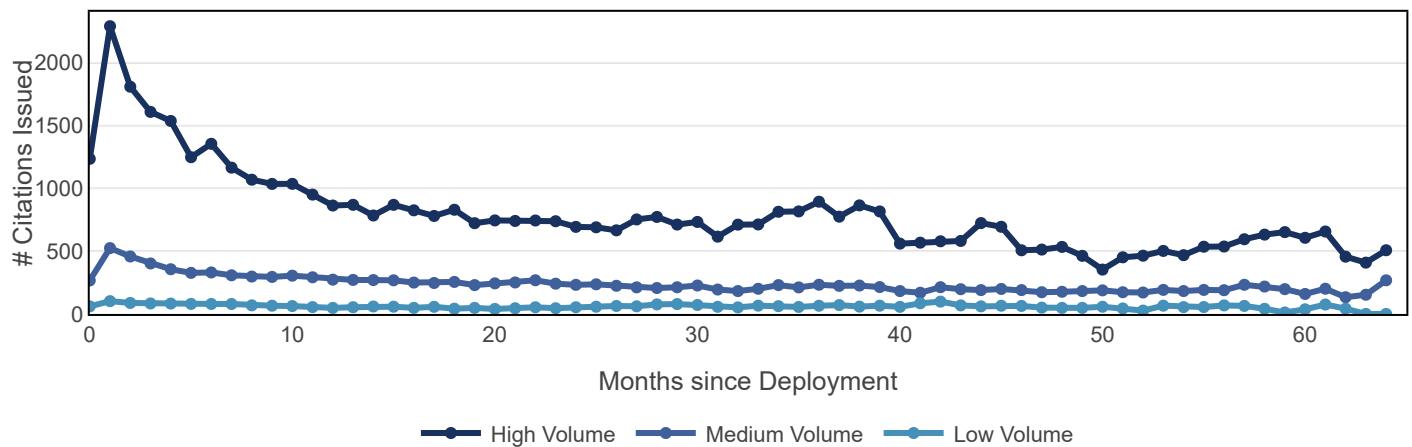


Traffic Camera revenue is projected to be \$4.4 million lower than the Fiscal 2023 Adopted Budget. Declining revenue is driven by the ongoing drop in the number of citations issued and the continued assumption of a 50% collection rate for citations. In Fiscal 2024, there will be 172 red light cameras and 160 speed cameras deployed throughout the City.

Average Red Light Camera Violations Issued over Time per Camera



Average Speed Camera Violations Issued over Time per Camera



The graphs above display the trends in the volume of citations issued over time for both red light and speed cameras. Within the initial months of deployment, the volume of citations tends to rise sharply, reaching a peak after two to three months of deployment. As behavior changes due to awareness of the cameras, the volume of citations drops substantially over time.

In Fiscal 2023, payments from prior years represented 40% of payments for speed camera violations and 60% of payments for red light violations as of December 2022. This has been an ongoing trend since this program has been in place. Outstanding violations are recorded with the State, and individuals are required to pay these fines before being able to renew or modify their vehicle registration.

Based on activity levels as of December 2022, the City identified 69 speed cameras that fell below the average volume of violations issued. The Preliminary Budget assumes redeploying these cameras to other areas that can increase traffic and pedestrian safety outcomes. It is estimated that, during the initial deployment stages, each relocated speed camera will issue, on average, 165 citations per month increasing projected revenue by \$1.5 million.

Interstate 83 Speed Cameras

During the 2021 Legislative Session, the Maryland General Assembly passed House Bill 967, authorizing 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 these cameras was completed in spring of 2022, with violations starting to be issued in July 2022.

The Fiscal 2024 Preliminary Budget is \$8.0 million, \$30.3 million less than the Fiscal 2023 Adopted Budget. The number of citations issued by the I-83 cameras is much lower than originally projected. The low number of citations and low collection rate are contributing to the drop in anticipated revenue.

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. Based on Fiscal 2024 projections, revenue from these cameras will support the operating costs of the program, but will not be sufficient to fund capital projects on I-83.

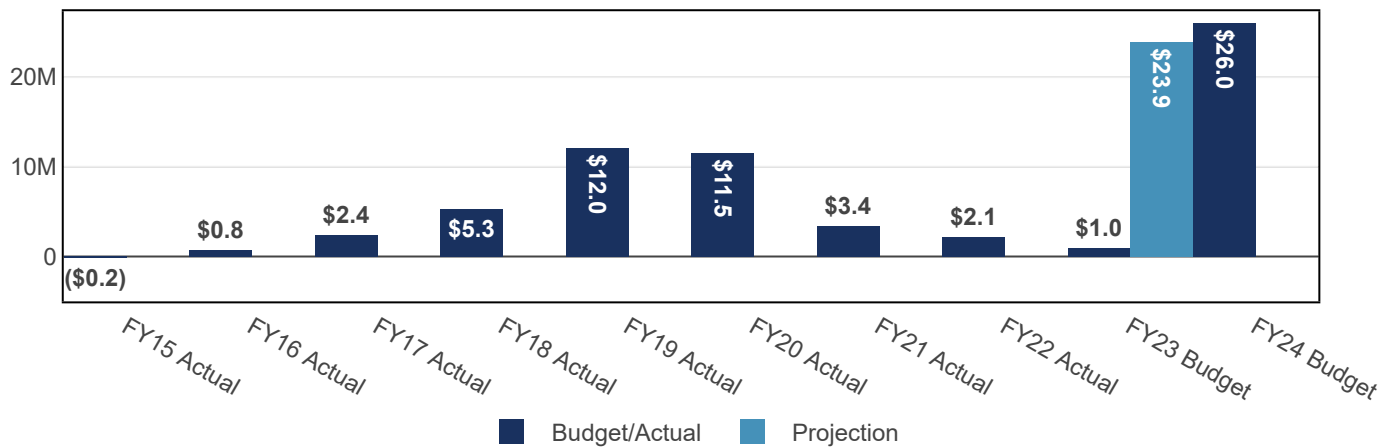
Earnings on Investments

Fiscal 2024 Preliminary Projection: \$26.0 million

Change from Fiscal 2023: 2,530.1% increase

Earnings on Investments Revenue

(Dollars in millions)

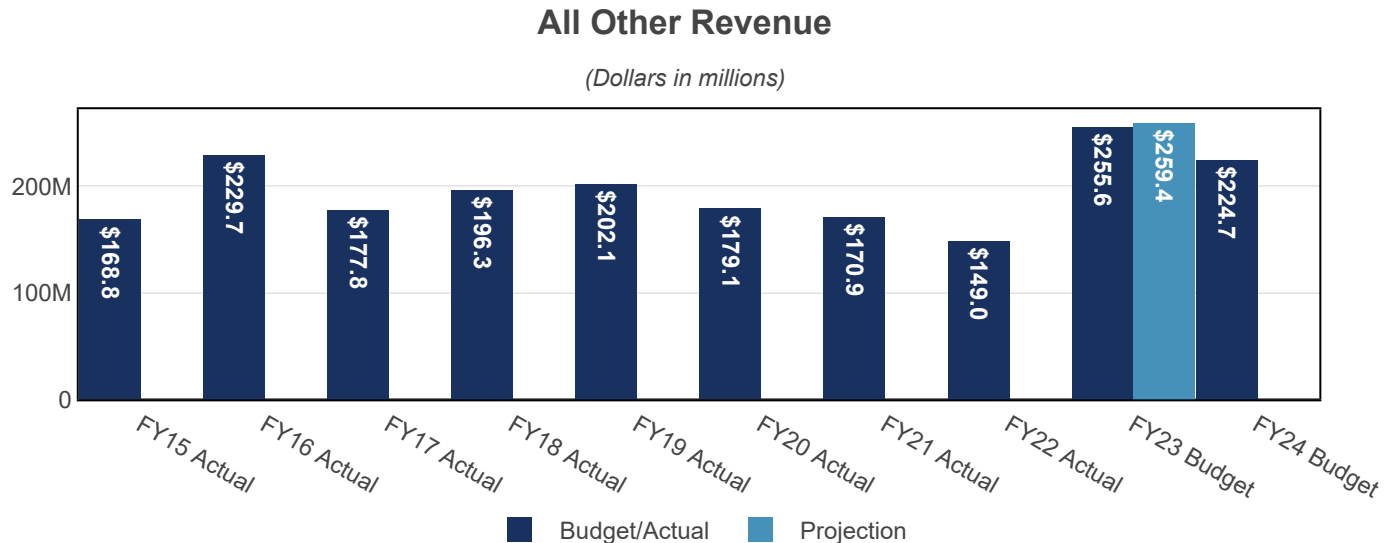


Investment earnings revenue is projected to be \$25.1 million higher than the Fiscal 2023 Adopted Budget. Increasing revenue is driven by higher yields from the City's daily cash balances, which is attributed to higher interest rates. Record low interest rates during the COVID-19 pandemic dramatically decreased revenue from this source. The Fiscal 2024 projected revenue assumes the average interest rate will be 2.77%, this represents approximately 60% of anticipated market returned on 3-month Treasury Bonds.

Other Sources of Revenue

Fiscal 2024 Preliminary Projection: \$224.7 million

Change from Fiscal 2023: 12.1% decrease



Other miscellaneous revenue sources are projected to be \$30.8 million lower than the Fiscal 2023 Adopted Budget. In Fiscal 2023, \$70.0 million was appropriated from fund balance to support one-time public safety capital projects including facility improvements for the Baltimore City Fire Department (\$25 million), renovations for the Department of Public Works sanitation yards (\$17.4 million), and infrastructure upgrades to meet compliance with the Americans with Disabilities Act (ADA) statute (\$3 million). The Fiscal 2024 Preliminary Budget reduces the appropriation from fund balance to \$39.4 million, offsetting the budget deficit that originated from the increased local share contribution to City Schools.

This category also includes the following revenue sources:

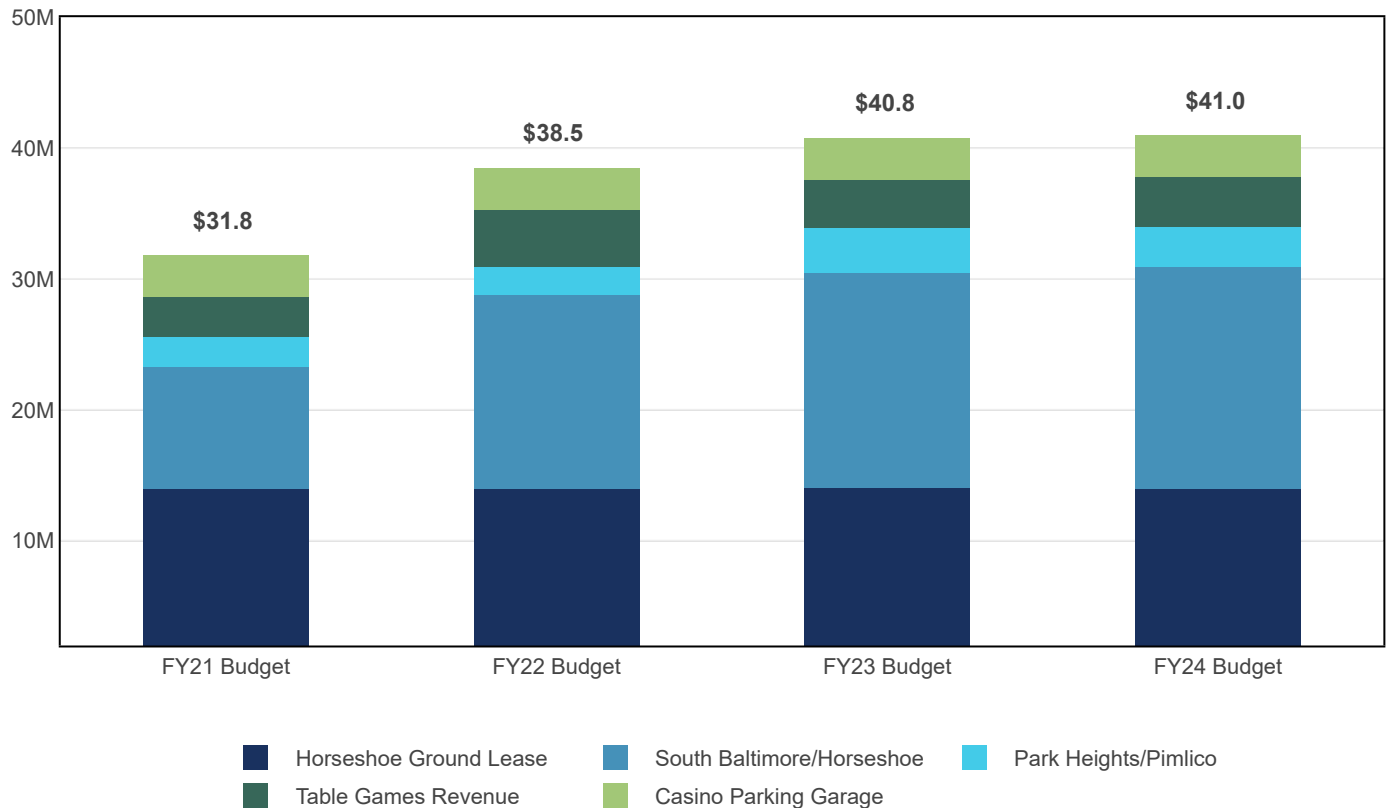
- Enterprise fund contributions for City services (\$14.5 million)
- Video Lottery Terminals (\$12.6 million)
- Sanitation and waste removal related revenues (\$10.3 million)
- Convention Center event revenue (\$9.9 million)
- Admissions & Amusement Tax (\$8.5 million)

Casino: Video Lottery Terminals and Table Games

Casino related revenue is used to support City services and capital investment in neighborhoods impacted by the Pimlico Racetrack and Horseshoe Casino. Along with investments in these neighborhoods, casino revenue is also used for citywide school construction, recreation and parks projects, property tax relief, and support for General Fund expenditures.

Casino-related Revenues

(Dollars in millions)



The Fiscal 2024 allocations adhere to the following funding formulas:

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 2024 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	FY24 Budget
THTC	90.0%	12.6
School construction	10.0%	1.4
Minimum Ground Lease Payment		14.0

¹ Budget in millions of dollars.

² Values may not match Allocation due to rounding.

South Baltimore/Horseshoe Casino Local Impact Fund - \$17.0 million

- 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 2024 estimate for Baltimore City is \$17.0 million, \$500,000 more than the Fiscal 2023 Adopted Budget. This additional funding will support employment development, local community projects, and core City services within one mile of the casino area.
- 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, among other projects.

South Baltimore/Horseshoe	Allocation	FY24 Budget
South Baltimore District	50.0%	8.5
Horseshoe One-Mile Radius	50.0%	8.5
Baltimore City Allocation		17.0

¹ Budget in millions of dollars.

² Values may not match Allocation due to rounding.

Park Heights/Pimlico Local Impact Fund - \$3.0 million

- The remaining 18% of the 5.5% of total combined VLT revenue is dedicated to Baltimore City after reductions of \$720,000 for smaller jurisdictions.
- Of the 18% distribution, \$3.5 million is withheld for the State Lottery fund for Pimlico redevelopment, \$2.4 million or 24% is withheld for Park Heights Renaissance, \$1.0 million is withheld for Prince George's County, and \$500,000 is withheld for communities within 3 miles of the Laurel Race Course.
- The Fiscal 2024 projection for Baltimore City is \$3.0 million, \$500,000 less than the Fiscal 2023 Adopted Budget.
- The City has allocated 85% towards the Park Heights Master Plan since Fiscal 2018; in Fiscal 2024, the City will continue to allocate 85%, or \$2.6 million, for this purpose.
- The remaining funding of 15%, or \$450,000, must be spent within a one-mile radius of the Pimlico Race-track. Some projects funded within the one-mile radius include Northwest Park Improvements, Luckman Park Court Resurfacing, and Neighborhood Initiative Grants.

Park Heights/Pimlico	Allocation	FY24 Budget
Park Heights	85.0%	2.5
Pimlico One-Mile Radius	15.0%	0.4
Baltimore City Allocation		3.0

¹ Budget in millions of dollars.

² Values may not match Allocation due to rounding.

Table Games Revenue - \$3.8 million

- Baltimore City receives 5% of gross Table Games revenue generated solely by the Horseshoe Casino.
- The Fiscal 2024 projection for Baltimore City is \$3.8 million, \$200,000 more than the Fiscal 2023 Adopted Budget. This additional funding will support the expansion of citywide recreation and parks projects and school construction debt service.
- 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	FY24 Budget
Recreation and Parks	50.0%	1.9
School construction	50.0%	1.9
Baltimore City Allocation		3.8

¹ Budget in millions of dollars.

² Values may not match Allocation due to rounding.

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 2024 projection continues to assume the minimum guarantee.
- This revenue supports the General Fund at large.

Gambling Local Impact Aid Expenditures

In Fiscal 2024, the City estimates \$11.5 million from Local Impact Aid funding, consisting of approximately \$8.5 million of Baltimore Casino and \$3.0 million of Pimlico funds. The Fiscal 2024 estimates include utilizing \$3.5 million from prior year fund balances. Of the total funds, \$6.3 million is appropriated for operating expenditures and \$8.7 million is appropriated for capital projects. The following tables show Fiscal 2024 budgeted operating and capital expenditures for these funds.

Operating Budget - Projects

Agency		Project Description	FY24 Budget
Baltimore Casino Funded Projects			
Mayorality		Project Coordination	300,000
Housing and Community Development		Community Development Fund	500,000
M-R: Office of Children and Family Success		Educational Partnerships	100,000
		Summer Head Start	150,000
M-R: Office of Employment Development		Employment Connection	600,000
		Job Training	75,000
		YouthWorks Summer Youth Jobs	550,000
M-R: Office of Homeless Services		Homelessness Strategies	125,000
M-R: Office of Information Technology Planning		Fiberoptic Infrastructure	200,000
		Neighborhood Planning Studies	50,000
		Environmental Education	60,000
		Community Enhancement Projects	150,000
		Planning Studies: Middle Branch	300,000
		Clean Corps	340,796
Police		Police Coverage	1,000,000
Public Works		Sanitation Staffing	350,000
		Cleaning Waterways	350,000
Baltimore Casino Funds Total			5,200,796
Pimlico Impact Aid Funded Projects			
M-R: Office of Employment Development		Wage Subsidy Program	318,000
		Park Heights Career Navigation Program	176,000
M-R: Minority and Women-Owned Business Development		Park Heights Economic Development & Main Streets	100,000
		Sankofa Children's Museum of African Cultures	50,000
Planning		Ambassador Theater/Community Development (ArtSpace)	100,000
		Neighborhood Initiative Grants (1 Mile Radius)	52,000
		Glen & Fallstaff Neighborhood Fund (Comprehensive Housing Assistance Inc.)	51,000
M-R: Minority and Women-Owned Business Development Planning		Baltimore Clean Streets (Fallstaff)	50,000
		Community Organizer (GO Northwest)	50,000
		PCDA Administration (Park Heights)	60,000
		PCDA Administration (1 Mile Radius)	60,000
		Administration of Community-Based Grants	15,000
Pimlico Impact Aid Funds Total			1,082,000

Table in dollars.

Capital Budget - Projects

Agency		Project Description	FY24 Budget
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			
Enoch Pratt Free Library		Park Heights Library	2,028,000
Housing and Community Development		Homeowner Repair Grants (Woodmere, Langston Hughes & Lucille Park NSAs)	500,000
		Park West Health System Capital Expansion	600,000
Recreation and Parks		Towanda Rec Center Pool & Playground	500,000
Housing and Community Development		Arlington E/MS INSPIRE Garden Improvements	140,000
Recreation and Parks		Northwest Park Improvements	300,000
		Luckman Park Court Resurfacing	111,000
Pimlico Impact Aid Funds Total			4,179,000

Table in dollars.

FISCAL 2024

PRELIMINARY BUDGET

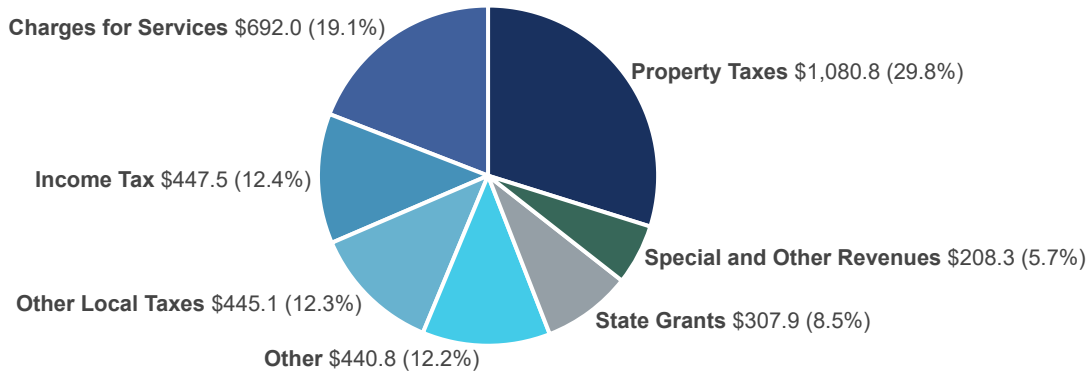
Operating Budget Recommendations

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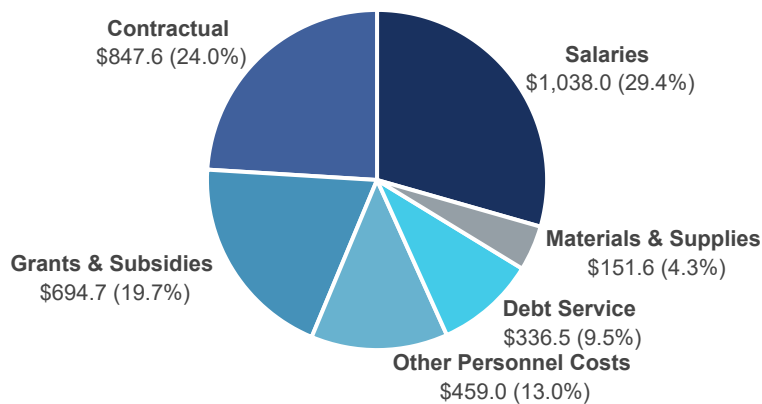
Overview of Operating Budget Preliminary

Total Operating Budget: \$3.47 billion

Where the Money Comes from



How the Money is Used



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

Pillars

Expenditures by Pillar	Budget Amount			Change Amount	
	FY22	FY23	FY24	Dollar	Percent
Prioritizing Our Youth	453,272,552	567,118,147	644,014,071	76,895,924	13.6%
Building Public Safety	948,763,868	1,104,984,246	1,137,157,042	32,172,796	2.9%
Clean and Healthy Communities	795,570,734	892,000,109	953,203,647	61,203,538	6.9%
Equitable Neighborhood Dev.	269,035,977	335,470,237	339,399,736	3,929,499	1.2%
Responsible Stewardship	143,460,498	179,187,272	178,391,534	(795,738)	-0.4%
Other	326,491,935	237,362,935	218,444,947	(18,917,988)	-8.0%
Total	2,936,595,564	3,316,122,946	3,470,610,977	154,488,031	4.7%

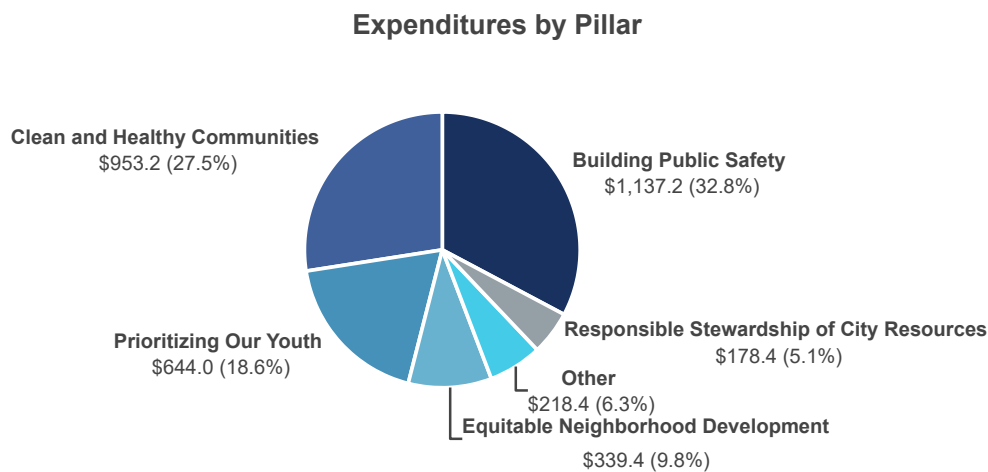
Table in dollars.

¹ Change is calculated between Fiscal 2023 and Fiscal 2024

² Equitable Neighborhood Dev. = Equitable Neighborhood Development

³ Responsible Stewardship = Responsible Stewardship of City Resources

The following pie chart summarizes the Fiscal Year 2024 Preliminary Budget by Mayoral Pillar.



Dollars in millions. Totals may not equal 100% or table budget amount due to rounding.

The Fiscal Year 2024 Preliminary Budget was developed by Mayor Brandon Scott and reflects his continued commitment to the Pillars of Building Public Safety, Prioritizing Our Youth, Clean and Healthy Communities, Equitable Neighborhood Development, and Responsible Stewardship of City Resources.

The Pillars focus on the operating budget; for details on the capital budget, see [Capital 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 2024 budget investments prioritize services that are highly impactful and closely aligned with the Mayor's Action Plan.



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, reliable public transportation, streets and sidewalks
- 5 Provide affordable, world-class water service
- 6 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 City's financial systems
- 2 Deliver quality, efficient customer service to all residents
- 3 Recruit, retain, and develop a diverse and high-achieving workforce
- 4 Improve government performance, accountability, and cross-agency collaboration
- 5 Increase transparency and meaningful resident participation in government

PILLAR INDICATORS

Prompt Vendor Payment
311 Responsiveness

Pillar: Prioritizing Our Youth

Fund Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
General	431,132,004	510,384,434	79,252,430
Water Utility	472,273	499,590	27,317
Federal	70,195,114	61,015,926	(9,179,188)
State	38,517,779	45,528,838	7,011,059
Special Revenue	25,523,586	23,053,874	(2,469,712)
Special Grant	1,277,391	3,531,409	2,254,018
Total	567,118,147	644,014,071	76,895,924

Table in dollars.

The Fiscal 2024 Preliminary Budget includes funding for the following investments:

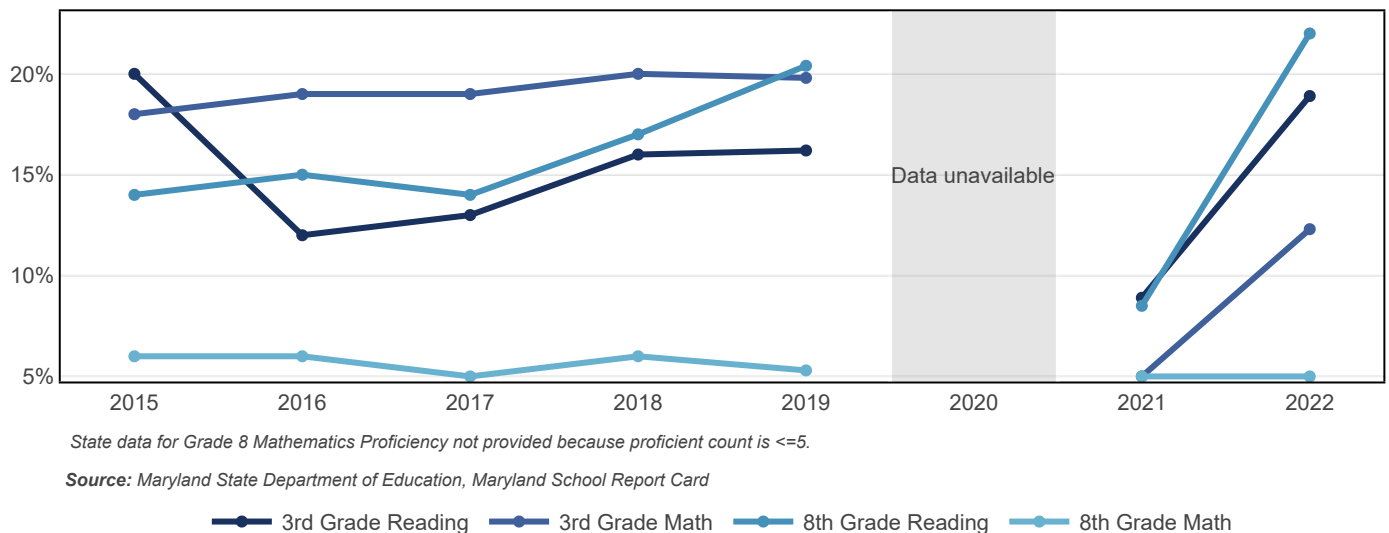
- \$405.5 million for the City's total operating support to Baltimore City Public Schools. This marks the second year of increased contributions to meet the requirements of the Blueprint for Maryland's Future. The City's required local share for Fiscal 2024 is expected to increase by \$79.4 million from Fiscal 2023 driven by the State funding formula for Schools (changes resulting from the formula are described in more detail on page 75).
- Baltimore City Recreation and Parks will reopen the Carroll Park Community Center, serving the Pigtown Neighborhood, in Spring of 2024. The renovated 7,500 square foot facility will include a large multi-purpose room, smaller breakout spaces, and an improved entryway. The Fiscal 2024 Capital Budget includes improvements to the Curtis Bay and Gardenville Recreation Centers and expansion of the Bocek Park Athletic Center gym.
- Increasing funding for the Mayor's Office of Employment Development YouthWorks Summer Job Program. The Preliminary Budget includes funding to increase the hourly rate for young people participating in the program. In Fiscal 2024 the service anticipates connecting 7,000 youth with summer work experiences up from approximately 6,700 in Fiscal 2022.
- Funding to create 12 new positions for the Enoch Pratt Free Library. The newly created positions will be focused on improving customer service and IT functions across the library system. These positions are funded through a combination of City and State resources.

The Fiscal 2024 Preliminary Budget reflects the following recommendations:

- Increasing funding for the Community Action Partnership centers operated by the Mayor's Office of Children and Family Success. The increase in General Fund support for this service will continue work on eviction prevention as COVID related grants for these programs expire.
- Funding to maintain pay increases for Recreation Center staffing. Since the onset of the pandemic, this service has seen growing staffing pressure caused by high vacancy rates. This increase was funded through eliminating a portion of the long-term vacancies in the service.

Indicator: Academic Achievement

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



This dataset is calculated by dividing the number of students that participated in the MCAP assessment by the number of students that achieved proficiency on the assessment. The data is collected on a school year basis. The most recent data is for the 2021-2022 school year. Current trends indicate that student proficiency is increasing and returning to pre-pandemic levels.

Key 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 2024 Preliminary Budget seeks to make progress on this indicator by:

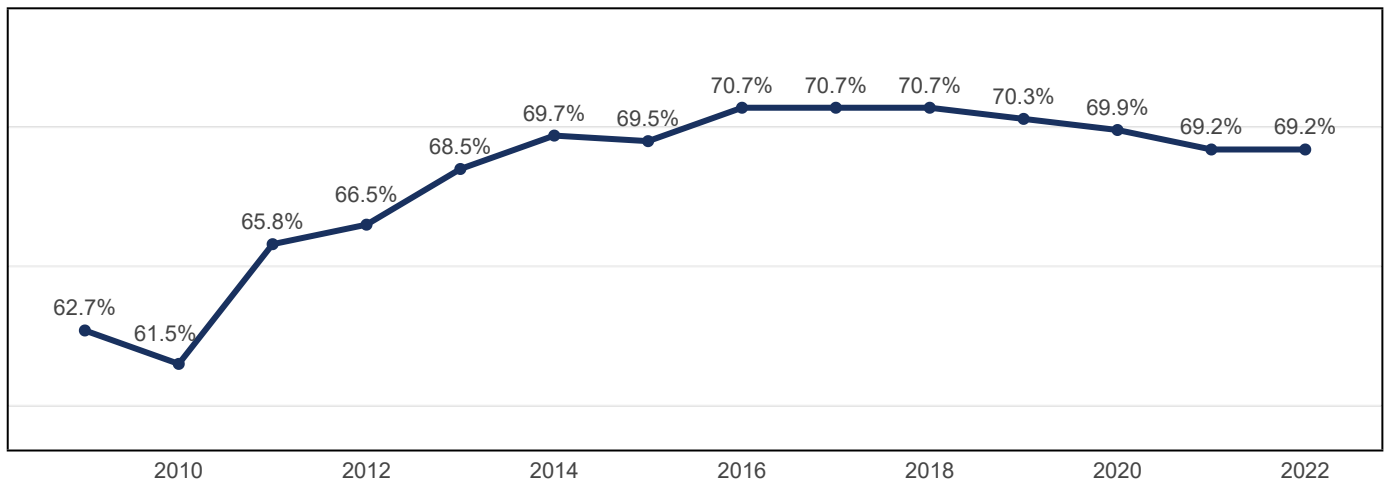
Fully funding the City's required local share for City Schools, as mandated by the Blueprint for Maryland's Future. Implementation of the Blueprint is expected to improve student academic outcomes by expanding access to publicly funded full day pre-k, increasing the number of early childhood education teachers, improving student readiness for kindergarten, and increasing the number of students reading at grade level by third grade by providing additional one-on-one and small group instruction for struggling learners.

Providing Family League of Baltimore with \$10.9 million in General Fund support for Community School and Out of School Time programming. Family League offers students free after-school programming, through the Community Schools and Out-of-School Time programs, at 43 schools that increase student's access to supportive services for academics, literacy, mentoring, development of business and career skills, and social-emotional health and well-being.

Fully funding the City's required contribution to the Baltimore Children and Youth Fund (BCYF). BCYF stewards public funds, through participatory grantmaking, to fund grassroots youth-focused organizations that provide children with academic supports and extracurricular activities. In 2022, BCYF awarded 35 organizations with \$150,000 3-year grants.

Indicator: College and Career Readiness

Baltimore City Public Schools 4-year Adjusted Cohort Graduation Rate



Source: Maryland State Department of Education, Maryland School Report Card

This dataset is calculated by dividing the number of students that graduate in four years with a regular high school diploma by the total number of students in the graduating class cohort, including students that graduate in the summer following their fourth year of high school. The data is collected on a school year basis for the fourth year for each cohort. Current trends indicate that there has been a slight decline that corresponds with the onset of the COVID-19 pandemic and the transition to virtual learning.

Key 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

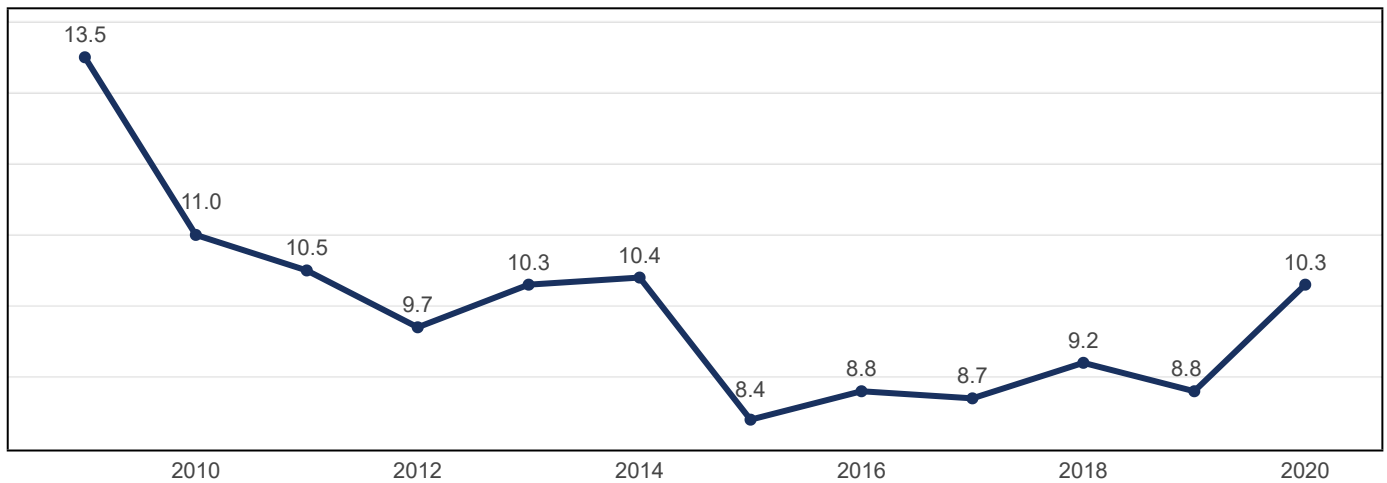
The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Maintaining the current level of service for the Mayor's Office of Employment Development (MOED) youth-oriented programs, including YouthWorks and the Youth Opportunity Academy, an alternative public high school jointly operated by MOED and City Schools. The Youth Opportunity Academy provides an alternative education model for students that were unsuccessful in a traditional school setting. The Youth Opportunity Academy is supported by \$203,408 in State funding.

Maintaining the current level of service for Enoch Pratt Free Library's young adult programming, including education assistance through tutoring, technology lending, and test and career preparation. Programming also includes the Enoch Pratt Youth Council that provides teens with the opportunity to hone future personal and career skills.

Indicator: Infant Mortality

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



Source: Maryland Department of Health, Vital Statistics Infant Mortality Reports

This dataset is calculated by dividing the number of infant deaths per 1,000 live births. The data is collected on an annual basis. Current trends indicate an increase in the infant mortality rate, following similar national trends.

Key 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 2024 Preliminary Budget seeks to make progress on this indicator by:

Maintaining the current level of service for Maternal and Child Health. The service anticipates providing 150 families with home visiting and case management with nurses.

Providing \$1.3 million for pre and post-natal services offered by the Family League of Baltimore. This program provides residents with paraprofessional home visits designed to promote positive outcomes and improve family health. Family League, a lead partner in the Health Department's B'more for Healthy Babies initiative, a citywide strategy to reduce infant mortality, provides families and healthcare providers with resources to reduce fetal tobacco and nicotine exposure.

Operating Budget Preliminary for Prioritizing Our Youth

		Budget Amount		Change Amount
Service	Fund Name	FY23	FY24	Dollars
Courts: Orphans' Court				
817 Orphans' Court	General	754,993	746,156	(8,837)
Enoch Pratt Free Library				
788 Information Services	General	29,585,345	29,577,392	(7,953)
	State	14,921,811	12,122,195	(2,799,616)
	Special Revenue	1,078,954	1,262,577	183,623
	Service Total	45,586,110	42,962,164	(2,623,946)
	Agency Total	45,586,110	42,962,164	(2,623,946)
Health				
308 Maternal and Child Health	General	2,087,790	2,298,316	210,526
	Federal	19,221,104	20,222,945	1,001,841
	State	1,396,233	1,450,968	54,735
	Special Revenue	821,023	829,883	8,860
	Special Grant	747,231	774,409	27,178
	Service Total	24,273,381	25,576,521	1,303,140
310 School Health Services	General	15,781,786	19,590,940	3,809,154
	Federal	307,660	310,895	3,235
	State	871,166	883,512	12,346
	Special Revenue	3,321,098	0	(3,321,098)
	Special Grant	25,000	25,000	0
	Service Total	20,306,710	20,810,347	503,637
316 Youth and Trauma Services	General	1,276,236	1,325,193	48,957
	Federal	139,372	142,388	3,016
	State	265,203	542,159	276,956
	Special Grant	40,833	0	(40,833)
	Service Total	1,721,644	2,009,740	288,096
	Agency Total	46,301,735	48,396,608	2,094,873
Housing and Community Development				
604 Before and After Care	General	251,963	240,646	(11,317)
754 Summer Food Service Program	General	16,464	17,123	659
	State	3,757,282	3,889,665	132,383
	Service Total	3,773,746	3,906,788	133,042
	Agency Total	4,025,709	4,147,434	121,725
M-R: Baltimore City Public Schools				
352 Baltimore City Public Schools	General	332,776,508	405,496,299	72,719,791

(continued)

Service	Fund Name	FY23	FY24	Dollars
M-R: Educational Grants				
446 Educational Grants	General	11,666,035	12,147,837	481,802
	Federal	300,000	0	(300,000)
	Special Revenue	13,753,688	14,225,000	471,312
	<i>Service Total</i>	<i>25,719,723</i>	<i>26,372,837</i>	<i>653,114</i>
	Agency Total	25,719,723	26,372,837	653,114
M-R: Health and Welfare Grants				
385 Health and Welfare Grants	General	1,450,825	1,564,148	113,323
M-R: Office of Children and Family Success				
109 Administration Children and Family Success	General	1,833,750	2,595,903	762,153
	Federal	0	1,200,000	1,200,000
	State	0	100,000	100,000
	Special Revenue	100,000	100,000	0
	Special Grant	0	50,000	50,000
	<i>Service Total</i>	<i>1,933,750</i>	<i>4,045,903</i>	<i>2,112,153</i>
605 Head Start	General	536,216	677,811	141,595
	Federal	8,427,005	9,744,470	1,317,465
	State	569,672	1,092,459	522,787
	Special Revenue	150,000	150,000	0
	Special Grant	0	200,000	200,000
	<i>Service Total</i>	<i>9,682,893</i>	<i>11,864,740</i>	<i>2,181,847</i>
741 Community Action Partnership	General	640,317	1,264,308	623,991
	Water Utility	472,273	499,590	27,317
	Federal	34,638,877	22,175,137	(12,463,740)
	State	11,512,978	18,456,456	6,943,478
	Special Grant	0	2,000,000	2,000,000
	<i>Service Total</i>	<i>47,264,445</i>	<i>44,395,491</i>	<i>(2,868,954)</i>
	Agency Total	58,881,088	60,306,134	1,425,046
M-R: Office of Employment Development				
791 BCPS Alternative Options Academy for Youth	State	203,985	203,408	(577)
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,085,217	3,134,037	48,820
	Federal	746,456	740,487	(5,969)
	State	99,593	100,000	407
	Special Grant	164,327	170,000	5,673
	<i>Service Total</i>	<i>4,095,593</i>	<i>4,144,524</i>	<i>48,931</i>
798 Youth Works Summer Job Program	General	2,834,461	3,039,496	205,035

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Federal	1,999,258	2,000,000	742
	State	3,463,083	3,620,572	157,489
	Special Revenue	1,112,862	1,115,894	3,032
	<i>Service Total</i>	<i>9,409,664</i>	<i>9,775,962</i>	<i>366,298</i>
800 Workforce Services for WIOA Funded Youth	Federal	3,655,566	3,692,921	37,355
	Agency Total	17,364,808	17,816,815	452,007
Recreation and Parks				
644 Administration Recreation and Parks	General	5,991,040	6,405,949	414,909
	State	1,456,773	3,067,444	1,610,671
	<i>Service Total</i>	<i>7,447,813</i>	<i>9,473,393</i>	<i>2,025,580</i>
645 Aquatics	General	2,592,103	2,634,655	42,552
	Special Revenue	300,000	309,000	9,000
	<i>Service Total</i>	<i>2,892,103</i>	<i>2,943,655</i>	<i>51,552</i>
647 Youth and Adult Sports	General	1,201,789	1,366,143	164,354
	Special Revenue	185,722	192,801	7,079
	<i>Service Total</i>	<i>1,387,511</i>	<i>1,558,944</i>	<i>171,433</i>
648 Community Recreation Centers	General	16,769,166	16,262,082	(507,084)
	Federal	759,816	786,683	26,867
	Special Revenue	1,395,313	1,441,402	46,089
	Special Grant	300,000	312,000	12,000
	<i>Service Total</i>	<i>19,224,295</i>	<i>18,802,167</i>	<i>(422,128)</i>
649 Special Facilities Management Recreation	Special Revenue	3,304,926	3,427,317	122,391
	Agency Total	34,256,648	36,205,476	1,948,828
Grand Total				
Total Operating Budget		567,118,147	644,014,071	76,895,924
Less Internal Service		0	0	0
Total Operating Appropriation		567,118,147	644,014,071	76,895,924

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. Prior to Fiscal 2023, local government contributions were determined by Maintenance of Effort (MOE), a formula that required appropriating at least the same level of funding on a per pupil basis as the prior year. In 2020, the Maryland General Assembly passed the Blueprint for Maryland’s Future, commonly referred to as Kirwan, which implemented the recommendations of the Commission on Innovation and Excellence in Education, or the Kirwan Commission. The goal of the Kirwan Commission was to establish a new funding formula for school funding across Maryland to address five key policy priorities: early childhood education, high quality and diverse teachers and leaders, college and career readiness, equitable access to resources, and accountability.

The Blueprint dramatically changed the education funding formula in Maryland and will continue to significantly impact the City’s required contribution to City Schools. Under the Blueprint, local governments are required to contribute whichever amount is greater of either MOE or the combination of local share aid formulas. The local share funding formulas are based on student enrollment data, specifically students receiving free and reduced meals, English language learners, students in special education programs, and pre-kindergarten enrollment; local wealth, which is based on county property values and personal income; and education funding provided in the prior fiscal year. The formula aims to reduce the burden on less wealthy jurisdictions by providing concentration of poverty grants and the Education Effort Adjustment, which provides additional relief to jurisdictions with local share requirements that are a larger proportion of their wealth when compared with the state average.

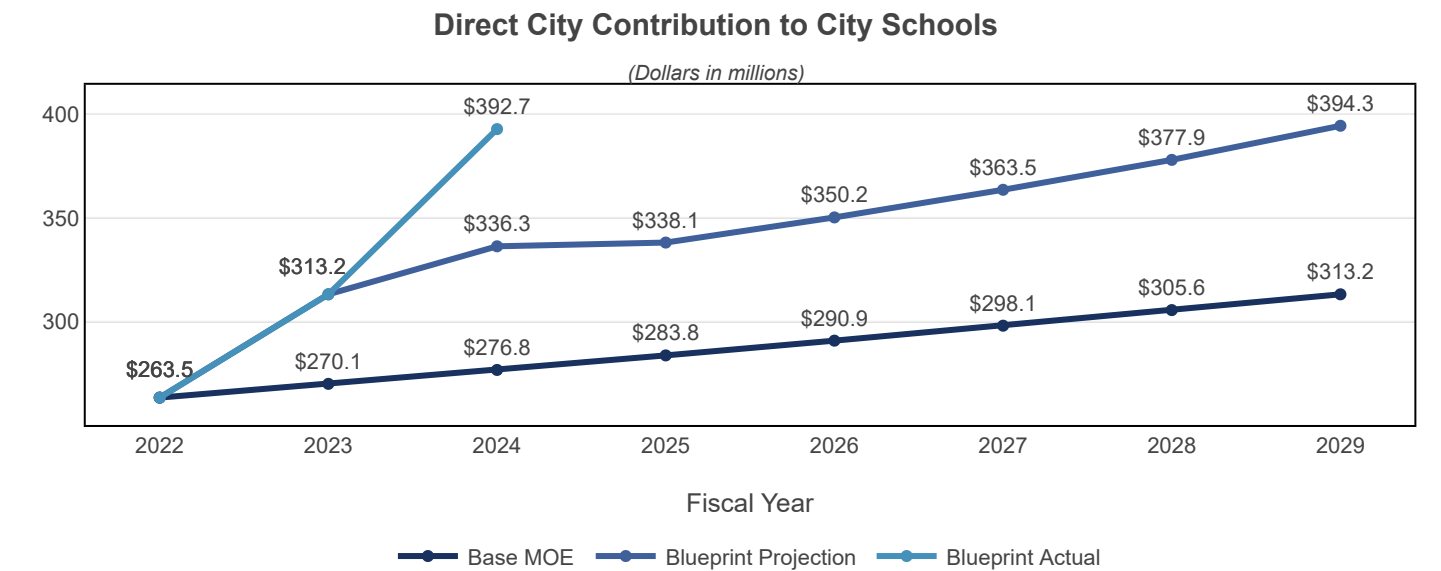
Fiscal 2024

Initial projections from the Blueprint legislation estimated both State and Local funding steadily increasing. State funding was projected to increase by 77% over 10 years while City funding was projected to increase by 67% over the same period.

In Fiscal 2023, the State and Local share for schools were established through State law rather than utilizing the education funding formula. Fiscal 2024 is the first year of using the formula to set the State and Local share amounts for schools. Based on the results of the formula, the City’s share for City Schools is growing at a much higher rate than what was assumed in the initial projections from the Blueprint legislation. This growth is driven by a sharp drop off in the Educational Effort Index. Previously, the City received a 100% credit through this component of the formula, in Fiscal 2024 that credit drops to 35%. This change is driven by a number of factors including enrollment in free and reduced lunch, local wealth calculations, and overall student enrollment.

	FY22	FY23	FY24	Change (\$)
State Aid	857,120,175	1,107,392,797	1,077,130,035	(30,262,762)
Local Share/MOE	263,735,689	313,229,545	392,658,596	79,429,051

Table in dollars.



The table below outlines changes in education contributions by local jurisdictions across the state. The City is one of seven jurisdictions with increases in local contributions from Fiscal 2023 contributions and one of three jurisdictions with local increases larger than 10% of Fiscal 2023 contributions. Jurisdictions with a decrease in their required minimum contribution are required to contribute at least the MOE amount for the most recent year.

Jurisdiction	FY 2023	FY 2024	Change	
	Appropriation	Minimum Requirement	Percent	Dollars
Allegany	31.9	34.2	7.2	2.3
Anne Arundel	834.7	829.6	(0.6)	(5.1)
Baltimore City	313.2	392.7	25.4	79.5
Baltimore	918.0	867.6	(5.5)	(50.4)
Calvert	141.3	137.8	(2.5)	(3.5)
Caroline	16.1	15.9	(1.2)	(0.2)
Carroll	213.0	209.8	(1.5)	(3.2)
Cecil	89.2	88.5	(0.8)	(0.7)
Charles	212.7	208.3	(2.1)	(4.4)
Dorchester	20.9	24.0	14.8	3.1
Frederick	349.7	351.4	0.5	1.7
Garrett	28.8	28.6	(0.7)	(0.2)
Harford	324.2	304.9	(6.0)	(19.3)
Howard	675.6	648.8	(4.0)	(26.8)
Kent	18.6	19.3	3.8	0.7
Montgomery	1,839.1	1,797.6	(2.3)	(41.5)
Prince George's	797.9	879.8	10.3	81.9
Queen Anne's	64.1	62.5	(2.5)	(1.6)
St. Mary's	121.5	115.0	(5.3)	(6.5)
Somerset	10.6	10.3	(2.8)	(0.3)
Talbot	46.9	50.6	7.9	3.7
Washington	109.1	108.1	(0.9)	(1.0)
Wicomico	49.1	49.0	(0.2)	(0.1)
Worcester	100.3	100.0	(0.3)	(0.3)

Table in millions of dollars.

¹ Based on revised preliminary numbers from the Maryland State Department of Education issued on February 16, 2023.

² State Income Disparity Grant recipients highlighted in blue.

³ Jurisdictions with local contributions increasing above 10 percent bolded.

To meet this requirement in Fiscal 2024, the City is taking a variety of steps, as outlined in the [Preliminary Budget Overview](#). However, identifying sustainable ways to meet this increased level of funding will require identifying a combination of revenue enhancements and expenditure reductions. Over the coming year, the City will use the 10-Year Financial Plan as a framework for identifying initiatives and their impacts to meet the advanced funding timeline for City Schools.

Support for City Schools

In Fiscal 2024, the City's total operating support for City Schools is \$405.5 million. This reflects a reduction in one-time contributions that were part of the Fiscal 2023 budget and not part of the City's MOE contribution. The operating budget also includes \$20.9 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 \$19.0 million in new General Obligation (GO) Bond funding in support of new school renovation and upgrade projects. Finally, the City is providing \$24.5 million to support the school health and crossing guard programs.

Expense	Actual Amount	Budget Amount	
	FY22	FY23	FY24
Direct Operating Support			
Local Share (MOE)	263,735,689	313,229,545	392,658,596
Retiree Health Benefits	11,778,069	11,778,069	12,837,703
One-Time Contributions	0	7,768,894	0
Subtotal	275,513,758	332,776,508	405,496,299
Support for City Schools Programs			
School Nurse Program (General Fund portion)	13,748,497	15,781,786	16,590,940
School Nurse Program (City Schools Fund portion)	0	3,011,413	3,000,000
School Crossing Guards	4,807,997	4,953,896	4,938,029
Subtotal	18,556,494	23,747,095	24,528,969
Capital - City Support of City Schools			
Debt Service for School Construction	25,051,831	25,967,801	20,932,824
GO Bond support for School Construction Projects	19,000,000	19,000,000	19,000,000
Subtotal	44,051,831	44,967,801	39,932,824
Capital - City Support for 21st Century School Buildings Program			
Table Games Aid - School Construction	1,555,750	2,056,260	2,056,260
Casino Lease Contribution - School Construction	2,100,000	1,400,000	1,400,000
Beverage Tax Contribution - School Construction	11,981,202	12,311,000	12,311,000
Subtotal	15,636,952	15,767,260	15,767,260
Total City Support for BCPS	353,759,035	417,258,664	485,725,352

Table in dollars.

Pillar: Building Public Safety

Fund Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
General	902,913,896	930,926,359	28,012,463
Federal	47,714,412	48,988,248	1,273,836
State	59,456,142	64,501,196	5,045,054
Special Revenue	94,710,366	92,596,232	(2,114,134)
Special Grant	189,430	145,007	(44,423)
Total	1,104,984,246	1,137,157,042	32,172,796

Table in dollars.

The Fiscal 2024 Preliminary Budget includes funding for the following investments:

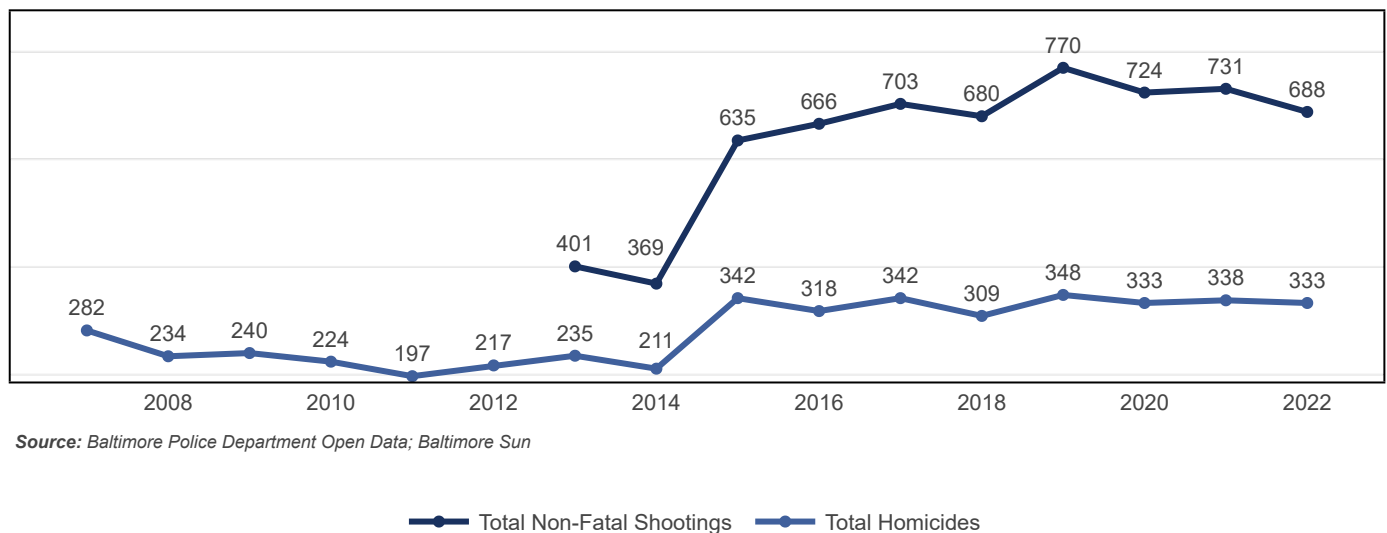
- Increasing the number of Coordinated Neighborhood Stabilization Responses (CNSR) across Baltimore from 8 to 10. The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will establish Shooting Response Protocol within the CNSR unit to do this. CNSRs are 45-day engagements that provide support to residents in the immediate aftermath of a traumatic event, with the aim of decreasing retaliation, addressing trauma, and promoting healing. Activation types include mass shootings, police-involved shootings, youth-involved shootings, and major law enforcement takedowns.
- Increasing the number of youth receiving pre-arrest diversion supports through MONSE from 630 to 780 through the SideStep Pre-Arrest Youth Diversion program, which uses a trauma-responsive and equity-focused approach to reduce youth arrests and create opportunities for positive youth development. An evaluation of the program will aid MONSE in understanding the differences between post-arrest and pre-arrest diversion.

The Fiscal 2024 Preliminary Budget reflects the following recommendations:

- \$2.0 million for the ongoing costs for the Police Accountability Board in the Office of Equity and Civil Rights. Baltimore's Police Accountability Board was codified by City Ordinance 22-146, adopted in June 2022. In Fiscal 2023, this service was funded by a supplemental appropriation.
- Creating four additional Safety Officer positions within the Fire Department. This increases the number of permanent staff from 7 to 11. These positions will provide a second on-duty safety officer during each shift to ensure an officer is on location at all emergency incidents. This recommendation seeks to make key investments in the leadership, accountability, safety, and professionalism of the Fire Department consistent with recommendations in the Board of Inquiry report regarding the 2022 Stricker Street fire.
- Continuing State and City funding to purchase equipment and vehicles for the Fire Department to meet current fleet needs. These purchases will replace vehicles that have been delayed due to supply chain issues and extended use of vehicles beyond their life cycle.
- Creating five new Victims Services positions within the Baltimore Police Department that will provide expanded services to survivors of non-fatal shootings. Victim Services staff serve as liaisons between detectives and survivors, as well as advocates for the survivor community. Beginning in 2021, the program expanded to support non-fatal shooting victims in the Western District and Southern District. These positions will be funded by the reclassification of vacant civilian positions in the agency.
- Increasing daily payments for jurors in Baltimore's Circuit Court from \$15 to \$30. This is the result of action taken in the 2022 Legislative Session by the Maryland General Assembly, Senate Bill 775.

Indicator: Homicides & Non-Fatal Shootings

Total Non-Fatal Shootings and Homicides (All Weapons)



This dataset is calculated by compiling the number of homicides (from all weapons) and non-fatal shootings that occur in Baltimore. These figures do not include police-involved or self-inflicted incidents. The data is collected on an annual basis. Current trends indicate homicides and non-fatal shootings continue to decline year-over-year.

Key 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 2024 Preliminary Budget seeks to make progress on this indicator by:

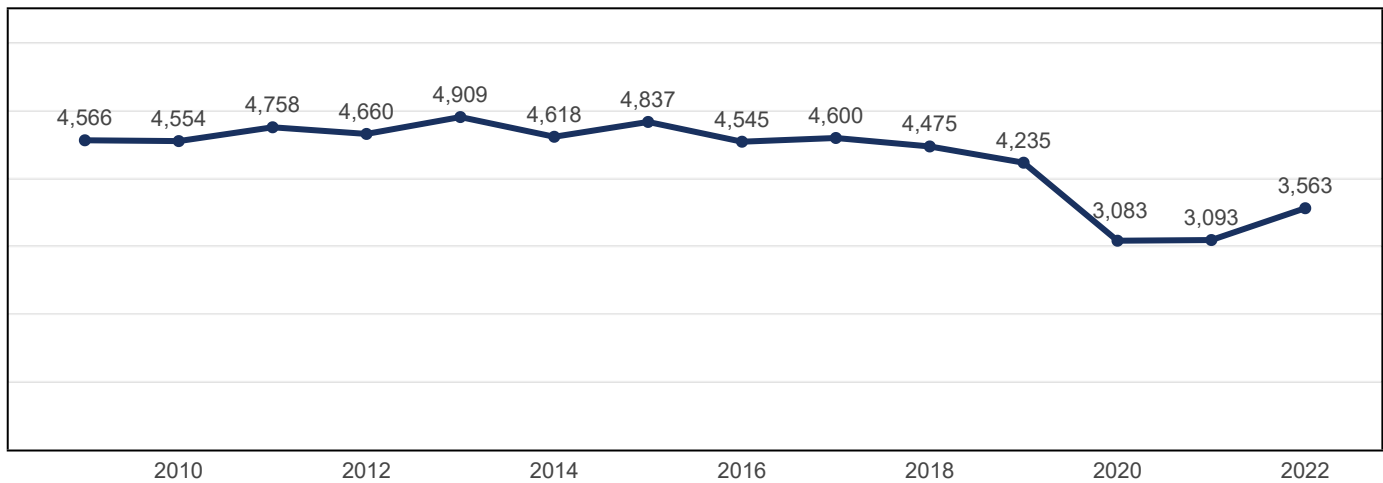
Continuing the City's Group Violence Reduction Strategy (GVRS), a partnership between the Mayor's Office of Neighborhood Safety and Engagement (MONSE), Baltimore Police Department (BPD), and State's Attorney's Office (SAO). GVRS launched as a pilot in the Western district resulting in a 33.8% year-over-year decrease in both non-fatal shootings and homicides. In Fiscal 2023, the strategy expanded to the Southwestern district and will expand to the Central and Eastern Districts in Fiscal 2024, with a goal of being citywide by mid-2024.

Increasing resources for the Group Violence Unit in BPD's Criminal Investigation service. Under this plan, the agency will increase staffing levels for this unit by 36 from 24 to 60 full-time positions. This increase will be realized by redeploying staff from other areas of BPD. This unit will work in partnership with MONSE, SAO, federal partners, and community-based organizations to make referrals and hold people committing violence accountable.

Expanding Baltimore's Community Violence Intervention (CVI) ecosystem with increased grant support for community-based organizations to provide services and outreach across the City. The CVI ecosystem includes violence intervention, hospital-based response, school-based intervention, conflict mediation, victim services, and intensive life coaching. MONSE will also evaluate its school-based violence intervention program to determine a plan for expanding the program to additional schools.

Indicator: Property Crime

Total Property Crime per 100,000 Residents



Source: Baltimore Police Department Open Data; United States Census

This dataset is calculated by compiling the number of Part 1 crimes identified as being property-based (burglary, larceny, theft, and motor vehicle theft) that are reported to the Baltimore Police Department. Arson and vandalism incidents are excluded because they may involve violence. The data is collected on an annual year basis. Current trends indicate that property crime in Baltimore City increased in 2022 following the decline in 2020, with reduced isolation requirements in the aftermath of the COVID-19 pandemic.

Key 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 2024 Preliminary Budget seeks to make progress on this indicator by:

Increasing server and storage capacity for the CitiWatch program to streamline integrations between CitiWatch cameras and cameras managed by the Department of Transportation and Baltimore City Recreation and Parks. Security devices will also be installed on CitiWatch cameras to guard against both physical and digital attacks.

Providing opportunities for community feedback and engagement through Baltimore Police Department (BPD) District Community meetings and engaging with existing BPD community partners. The Community Policing Program will develop a plan to engage with community partners and members including specific events to be held in Fiscal 2024. BPD will continue working with the Mayor's Office of Neighborhood Safety and Engagement and other community partners to evaluate the Neighborhood Policing Plan pilot programs, including opportunities for expansion.

Operating Budget Preliminary for Building Public Safety

		Budget Amount		Change Amount
Service	Fund Name	FY23	FY24	Dollars
Courts: Circuit Court				
110 Circuit Court	General	18,317,947	19,986,950	1,669,003
	Federal	2,539,012	2,704,206	165,194
	State	6,623,141	7,241,711	618,570
	Service Total	27,480,100	29,932,867	2,452,767
	Agency Total	27,480,100	29,932,867	2,452,767
Fire				
600 Administration Fire	General	10,494,873	11,100,631	605,758
	Federal	1,592,323	1,706,618	114,295
	State	348,321	348,321	0
	Service Total	12,435,517	13,155,570	720,053
602 Fire Suppression and Emergency Rescue	General	173,291,225	184,063,556	10,772,331
	Federal	1,047,156	1,053,810	6,654
	State	1,420,587	1,463,411	42,824
	Service Total	175,758,968	186,580,777	10,821,809
608 Emergency Management	General	1,108,022	1,222,401	114,379
	Federal	7,769,731	7,731,331	(38,400)
	Service Total	8,877,753	8,953,732	75,979
609 Emergency Medical Services	General	708,307	620,265	(88,042)
	State	1,337,728	1,339,981	2,253
	Special Revenue	59,837,221	62,230,710	2,393,489
	Service Total	61,883,256	64,190,956	2,307,700
610 Fire and Emergency Community Outreach	General	456,980	466,036	9,056
611 Fire Code Enforcement	General	5,771,187	6,288,716	517,529
	Federal	171,041	171,041	0
	State	187,695	195,203	7,508
	Service Total	6,129,923	6,654,960	525,037
612 Fire Investigation	General	827,891	890,700	62,809
613 Fire Facilities Maintenance and Replacement	General	20,640,452	23,066,169	2,425,717
	Federal	3,672,610	3,918,675	246,065
	State	1,365,234	1,456,705	91,471

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	25,678,296	28,441,549	2,763,253
614 Fire Communications and Dispatch	General	9,412,409	9,446,119	33,710
	State	3,035	3,156	121
	Special Revenue	10,827,303	10,771,836	(55,467)
	<i>Service Total</i>	20,242,747	20,221,111	(21,636)
615 Fire Training and Education	General	5,172,477	5,429,557	257,080
	Agency Total	317,463,808	334,984,948	17,521,140
Housing and Community Development				
752 Community Outreach Services	General	1,728,152	1,751,362	23,210
Law				
871 Police Legal Affairs	General	2,367,078	2,445,917	78,839
Liquor License Board				
851 Liquor License Compliance	General	1,339,216	1,442,978	103,762
M-R: Office of Employment Development				
796 Workforce Services for Returning Citizens	General	207,211	204,518	(2,693)
	Federal	554,732	550,000	(4,732)
	State	942,145	940,359	(1,786)
	<i>Service Total</i>	1,704,088	1,694,877	(9,211)
	Agency Total	1,704,088	1,694,877	(9,211)
M-R: Office of Equity and Civil Rights				
848 Police Community Relations	General	769,041	955,888	186,847
849 Police Accountability	General	0	2,145,362	2,145,362
	Agency Total	769,041	3,101,250	2,332,209
M-R: Office of Information and Technology				
757 CitiWatch	General	2,409,933	2,927,701	517,768
	Special Revenue	450,000	0	(450,000)
	<i>Service Total</i>	2,859,933	2,927,701	67,768
	Agency Total	2,859,933	2,927,701	67,768
M-R: Office of Neighborhood Safety and Engagement				
617 Criminal Justice Coordination	General	1,075,175	1,194,302	119,127
	Federal	1,634,458	1,830,900	196,442

(continued)

Service	Fund Name	FY23	FY24	Dollars
	State	600,000	604,000	4,000
	<i>Service Total</i>	<i>3,309,633</i>	<i>3,629,202</i>	<i>319,569</i>
618 Neighborhood Safety and Engagement	General	3,833,590	4,224,581	390,991
	Federal	3,448,740	3,506,205	57,465
	State	7,080,627	6,519,025	(561,602)
	Special Revenue	1,125,000	1,165,000	40,000
	Special Grant	50,000	0	(50,000)
	<i>Service Total</i>	<i>15,537,957</i>	<i>15,414,811</i>	<i>(123,146)</i>
619 Community Empowerment and Opportunity	General	1,339,849	1,097,005	(242,844)
	Federal	1,000,000	1,000,000	0
	State	1,000,000	1,000,000	0
	<i>Service Total</i>	<i>3,339,849</i>	<i>3,097,005</i>	<i>(242,844)</i>
758 Coordination of Public Safety Strategy Administration	General	1,411,670	1,380,449	(31,221)
	State	45,000	46,350	1,350
	Special Revenue	999,900	1,039,896	39,996
	<i>Service Total</i>	<i>2,456,570</i>	<i>2,466,695</i>	<i>10,125</i>
	Agency Total	24,644,009	24,607,713	(36,296)
Police				
621 Administrative Bureau	General	77,774,503	61,058,233	(16,716,270)
	Federal	8,274,757	8,207,573	(67,184)
	State	15,851,457	20,381,333	4,529,876
	Special Revenue	4,685,521	4,943,130	257,609
	<i>Service Total</i>	<i>106,586,238</i>	<i>94,590,269</i>	<i>(11,995,969)</i>
622 Police Patrol	General	223,614,409	224,890,990	1,276,581
	Federal	2,498,178	2,498,178	0
	State	4,097,314	5,202,330	1,105,016
	Special Revenue	1,000,000	1,000,000	0
	<i>Service Total</i>	<i>231,209,901</i>	<i>233,591,498</i>	<i>2,381,597</i>
623 Criminal Investigation Division	General	56,774,998	58,729,386	1,954,388
	Federal	1,614,898	2,467,635	852,737
	State	4,605,574	5,861,381	1,255,807
	<i>Service Total</i>	<i>62,995,470</i>	<i>67,058,402</i>	<i>4,062,932</i>
626 Data Driven Strategies	General	7,347,107	10,565,313	3,218,206
	Federal	4,438,873	4,461,896	23,023

(continued)

Service	Fund Name	FY23	FY24	Dollars
	State	1,193,519	1,202,363	8,844
	<i>Service Total</i>	<i>12,979,499</i>	<i>16,229,572</i>	<i>3,250,073</i>
628 Public Integrity Bureau	General	14,805,138	15,253,610	448,472
	State	157,679	140,542	(17,137)
	<i>Service Total</i>	<i>14,962,817</i>	<i>15,394,152</i>	<i>431,335</i>
635 Recruitment Section	General	23,924,648	24,087,625	162,977
	State	199,806	154,611	(45,195)
	<i>Service Total</i>	<i>24,124,454</i>	<i>24,242,236</i>	<i>117,782</i>
642 Crime Laboratory and Evidence Control	General	22,870,634	22,423,427	(447,207)
	Federal	404,696	364,165	(40,531)
	State	255,723	272,857	17,134
	<i>Service Total</i>	<i>23,531,053</i>	<i>23,060,449</i>	<i>(470,604)</i>
807 Compliance Bureau	General	38,223,593	67,020,490	28,796,897
	Federal	25,874	26,909	1,035
	State	1,996,831	2,096,740	99,909
	<i>Service Total</i>	<i>40,246,298</i>	<i>69,144,139</i>	<i>28,897,841</i>
816 Special Operations Section	General	38,239,674	33,839,068	(4,400,606)
	Federal	143,917	85,226	(58,691)
	<i>Service Total</i>	<i>38,383,591</i>	<i>33,924,294</i>	<i>(4,459,297)</i>
853 Patrol Support Services	General	21,554,198	7,072,130	(14,482,068)
	Federal	560,945	193,080	(367,865)
	State	2,444,604	0	(2,444,604)
	<i>Service Total</i>	<i>24,559,747</i>	<i>7,265,210</i>	<i>(17,294,537)</i>
	Agency Total	579,579,068	584,500,221	4,921,153
Sheriff				
881 Courthouse Security	General	4,146,221	4,850,386	704,165
882 Deputy Sheriff Enforcement	General	10,634,508	12,377,018	1,742,510
	State	49,761	49,761	0
	Special Revenue	1,741,602	1,811,266	69,664
	<i>Service Total</i>	<i>12,425,871</i>	<i>14,238,045</i>	<i>1,812,174</i>
883 Service of Protective and Peace Orders	General	2,256,678	2,687,682	431,004
884 District Court Sheriff Services	General	2,511,775	2,938,923	427,148
889 Child Support Enforcement	General	1,789,736	1,939,254	149,518
	Federal	1,116,616	1,116,616	0

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	<i>2,906,352</i>	<i>3,055,870</i>	<i>149,518</i>
	Agency Total	24,246,897	27,770,906	3,524,009
State's Attorney				
115 Prosecution of Criminals	General	29,237,657	31,038,753	1,801,096
	Federal	2,023,082	2,104,226	81,144
	State	7,650,361	7,981,056	330,695
	Special Revenue	324,097	337,061	12,964
	Special Grant	139,430	145,007	5,577
	<i>Service Total</i>	<i>39,374,627</i>	<i>41,606,103</i>	<i>2,231,476</i>
781 Administration State's Attorney	General	8,346,672	8,837,663	490,991
786 Victim and Witness Services	General	2,015,863	2,056,411	40,548
	Federal	2,692,392	2,742,854	50,462
	<i>Service Total</i>	<i>4,708,255</i>	<i>4,799,265</i>	<i>91,010</i>
	Agency Total	52,429,554	55,243,031	2,813,477
Transportation				
500 Street Lighting	General	19,903,881	21,722,598	1,818,717
689 Vehicle Impounding and Disposal	General	8,294,829	8,750,996	456,167
697 Traffic Safety	General	25,964,489	26,435,240	470,751
	Federal	490,381	547,104	56,723
	Special Revenue	13,719,722	9,297,333	(4,422,389)
	<i>Service Total</i>	<i>40,174,592</i>	<i>36,279,677</i>	<i>(3,894,915)</i>
	Agency Total	68,373,302	66,753,271	(1,620,031)
Grand Total				
Total Operating Budget		1,104,984,246	1,137,157,042	32,172,796
Less Internal Service		0	0	0
Total Operating Appropriation		1,104,984,246	1,137,157,042	32,172,796

Table in dollars.

Pillar: Clean and Healthy Communities

Fund Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
General	156,112,560	165,519,617	9,407,057
Internal Service	0	40,088,364	40,088,364
Wastewater Utility	289,807,727	314,803,781	24,996,054
Water Utility	204,037,118	217,552,792	13,515,674
Stormwater Utility	28,216,593	29,514,915	1,298,322
Federal	122,612,233	128,379,583	5,767,350
State	62,996,981	66,476,973	3,479,992
Special Revenue	27,100,684	29,809,796	2,709,112
Special Grant	1,116,213	1,146,190	29,977
Total	892,000,109	993,292,011	101,291,902

Table in dollars.

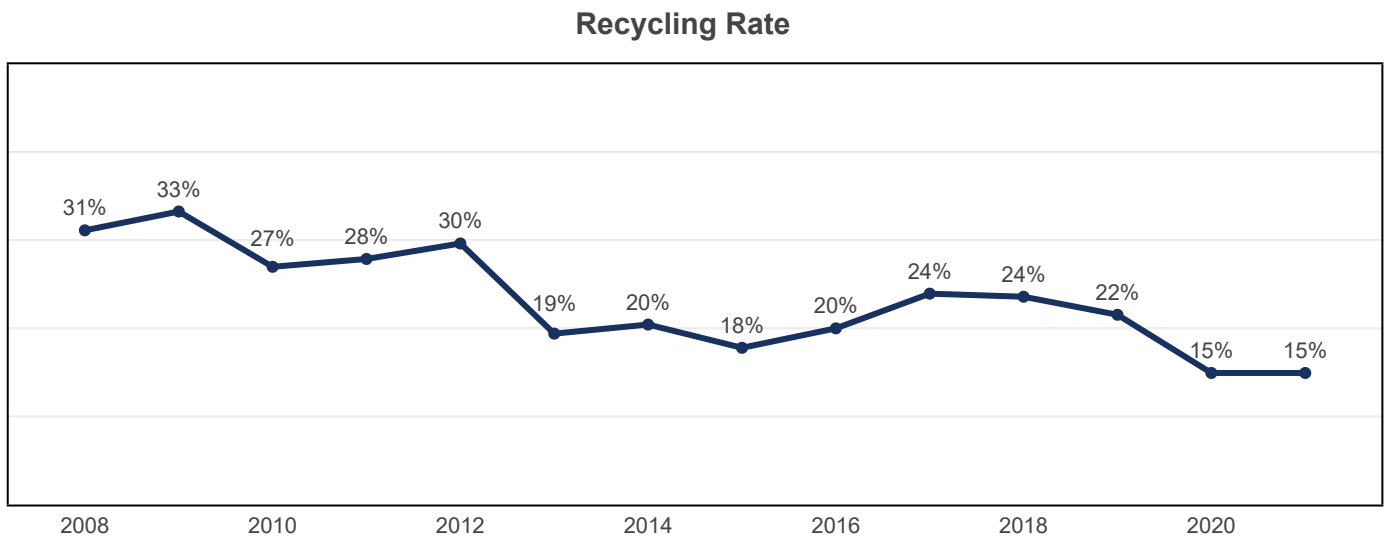
The Fiscal 2024 Preliminary Budget includes funding for the following investments:

- Continuing support for in-home services for children with asthma through the Health Department's Healthy Homes program. Participation in the program is driven by emergency room referrals and as schools have reopened, the number of children visiting the emergency room for asthma related reasons has increased. The Health Department aims to see 95% of program participants with symptom improvement.
- Increasing State funding through Program Open Space (POS) by \$4 million, from \$6 million in Fiscal 2023 to \$10 million in Fiscal 2024. Funding from POS is allocated to support both operating costs and ongoing capital projects. The Preliminary Budget recommends allocating additional funding for operating costs, up from \$3.5 million in Fiscal 2023, and includes the creation of 19 new positions to support maintenance and operations throughout City parks and facilities. The Fiscal 2024 recommended capital budget includes approximately \$3.5 million in POS direct funding.

The Fiscal 2024 Preliminary Budget reflects the following recommendations:

- Funding to maintain the current level of service at the City's homeless shelters. The City anticipates utilizing ARPA funds to purchase a hotel that will continue to operate as a non-congregate shelter and provide a pathway to permanent housing for individuals experiencing homelessness.
- Increasing funding for Solid Waste services in the Department of Public Works with the goal of stabilizing staffing levels for routine operations including street sweeping, alley cleaning, and vacant and abandoned property cleaning. Additional staffing resources will be timed with the anticipated arrival of additional fleet assets for these services throughout Fiscal 2024.
- Utilizing an Internal Service Fund to streamline energy billing for City-owned buildings. The Fiscal 2024 Preliminary Budget anticipates transferring this billing function from the Department of Finance to the Department of General Services (DGS). The recommended \$40 million appropriation in the Internal Service Fund will create the required appropriation for DGS to pay these bills and in turn bill user agencies for their share. This change does not increase the overall budget for energy costs, but will streamline the City's ability to ensure these bills are paid in a timely manner.

Indicator: Recycling Rate



Source: Maryland Department of the Environment, Maryland Solid Waste Management and Diversion Report

This recycling rate dataset is calculated by the Maryland State Department of the Environment, as part of the Maryland Recycling Act (MRA). MRA data includes private and commercial recycling rates and the public recycling data collected by the Department of Public Works (DPW), on an annual basis. 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.

Key Services

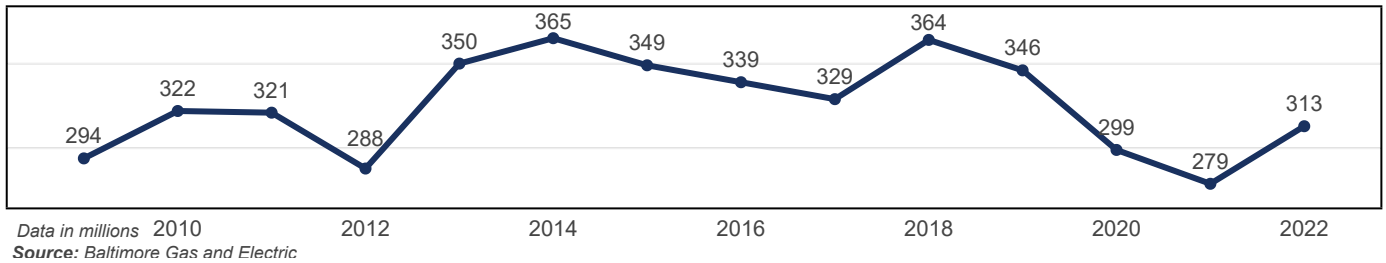
- Planning - Service 765: Planning for a Sustainable Baltimore
- Public Works - Service 663: Waste Removal and Recycling
- Public Works - Service 664: Waste Re-Use & Disposal

The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

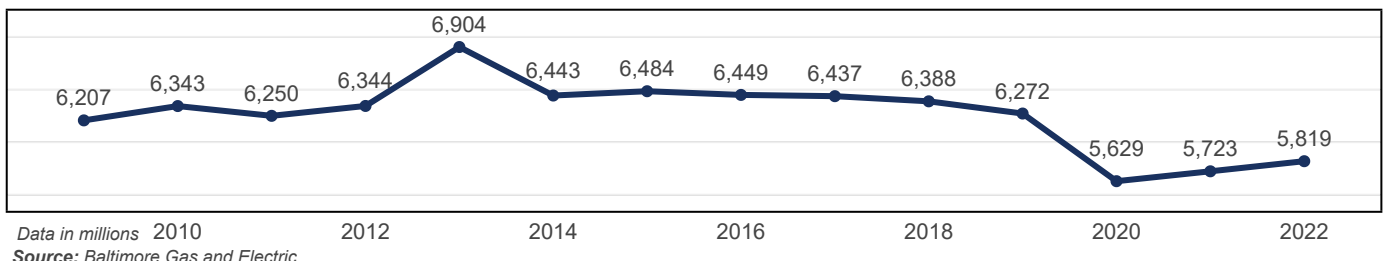
Maintaining the current level of service for the Office of Sustainability in the Planning Department. In Fiscal 2024, the service will engage with 75,000 residents to provide educational materials promoting and supporting sustainable practices. The service will also continue to staff and implement recommendations from the Mayor's Sustainability Subcabinet.

Indicator: Citywide Energy Use

Citywide Gas Energy Usage (therms)



Citywide Electric Energy Usage (kWh)



These datasets are calculated by measuring the electricity usage by Kilowatt hour (kWh) and natural gas usage by therms. This data is collected on an annual basis. Current trends show overall usage increasing for both electricity and natural gas.

Key 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

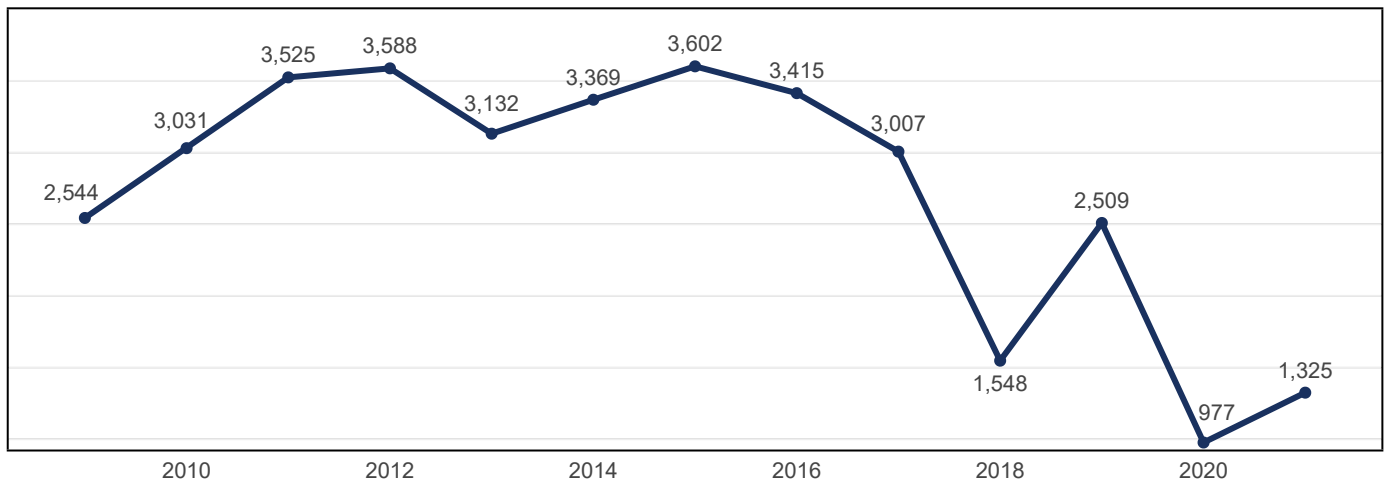
The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Funding the creation of four new positions for the Energy Office in the Department of General Services, Service 730-Public and Private Energy Performance. These positions will be focused on implementing strategies to reduce energy usage in City buildings.

Maintaining the current level of service for Weatherization services provided by the Department of Housing and Community Development. The Preliminary Budget includes \$1.0 million in General Fund support, along with State grants, to help residents realize energy savings with the goal of realizing 25,000 kWh in annual energy savings.

Indicator: Asthma Visits

Number of Childhood Asthma ER Visits per 100,000 People



Source: Baltimore City Health Department

This dataset is calculated by counting the number of emergency department visits for asthma related issues for patients under 18 years old. This data is tracked on an annual basis. The decline between 2019 and 2020 was driven by the COVID-19 pandemic and is not representative of the continuing burden of asthma among youth in Baltimore City.

Key Services

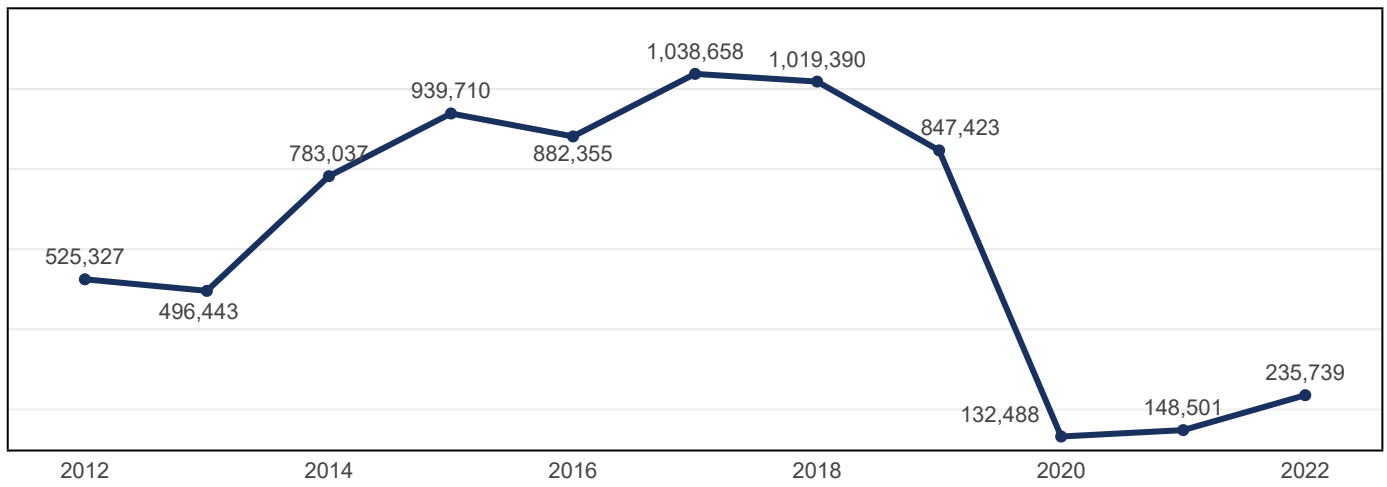
- Health - Service 305: Healthy Homes
- Health - Service 310: School Health Services
- Housing & Community Development - Service 750: Housing Rehabilitation Services

The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Maintaining current funding levels for the School Health service in the Health Department. The Preliminary Budget reflects transferring these costs from a Special Fund to the General Fund. Baltimore City Public Schools will continue to contribute \$3.0 million towards the cost of providing this service. The service anticipates 273,000 student visits in Fiscal 2024.

Indicator: Recreational Opportunities

Number of Visits to City Operated Recreation Facilities



Source: Baltimore City Recreation and Parks

This dataset is calculated with the reported number of visits to City-operated recreation facilities. The data is collected on a fiscal year basis. Current trends show visits increasing as the City emerges from the COVID-19 pandemic.

Key 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

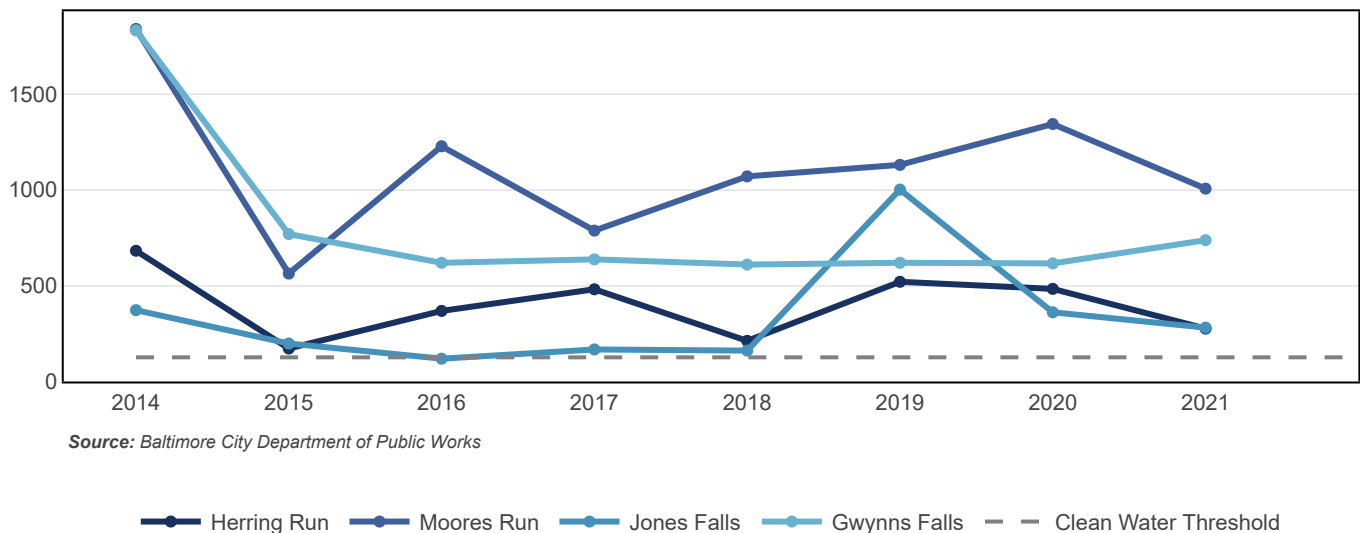
The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Creating five additional positions in Park Maintenance focused on improvements and repairs to City parks and their facilities. These newly created positions are funded through the increase in Program Open Space funding. Baltimore City Recreation and Parks anticipates the creation of these positions will help reduce the turnaround time for closing service requests at these facilities.

Maintaining the current level of service for the City's pool system that includes four park pools, 11 neighborhood pools, four splash pads, and five indoor pools (operated year round). The Preliminary Budget includes funding to continue offering \$500 incentives to Aquatics staff, a practice that started in Fiscal 2023.

Indicator: Water Cleanliness

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



This dataset is calculated through the Stream Impact Sampling (SIS) program that tests 33 fixed location throughout Baltimore on a monthly base for fecal bacteria indicators. Bacteria in streams or the harbor can pose a risk to the environment and public health. The Maryland Department of the Environment (MDE) has designated all of Baltimore's waterways as impaired by bacteria. 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 in the graph above are divided into four watersheds across the City, with the number of the SIS locations for each watershed designated in the legend. This historical data has been modified to reflect data only from the SIS locations from streams, instead of the storm drain system. The data is collected on a fiscal year basis. Current trends indicate a small decrease in all watersheds except for Gwynn Falls.

Key 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

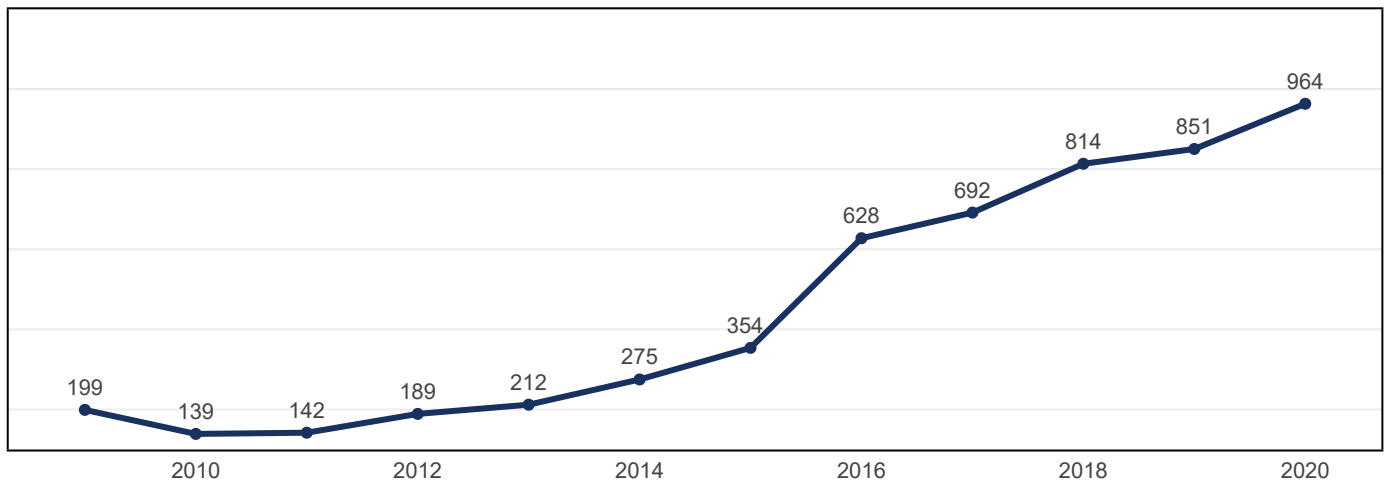
The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Funding 29 newly created positions in the Wastewater Management service to be focused on lab services, pumping station operation and maintenance, and increased staffing at the Patapsco Treatment Plant. In Fiscal 2024, the service anticipates treating 200 million gallons of wastewater.

Maintaining the current service for Urban Forestry services. The Preliminary Budget recommends appropriating \$3.0 million from the Tree Mitigation Fund for tree replanting in areas disrupted by development.

Indicator: Opioid-Related Deaths

Number of Deaths Related to Opioids



Source: Maryland Department of Health Annual Overdose Death Reports

This dataset is calculated by counting all deaths that occurred in the City of Baltimore, including non-residents, related to opioids. The data is collected on a fiscal year basis. Current trends indicate the continued rise in opioid related deaths. Data will be updated to include 2021 and 2022 once released by the Vital Statistics Administration of the Maryland Department of Health.

Key Services

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

The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Continuing funding for the 911 Nurse Triage and Population Health strategies that were funded as part of Emergency Medical Services in the Fire Department. The Preliminary Budget includes \$2.2 million to continue these programs that were added to the budget in Fiscal 2023.

Maintaining the current level of service for Substance Abuse and Mental Health Services in the Health Department. The service anticipates admitting 1,500 clients to the Crisis Stabilization Center and deploying the Mobile Crisis Team for 2,500 calls.

Operating Budget Preliminary for Clean and Healthy Communities

Service	Fund Name	Budget Amount		Change Amount
		FY23	FY24	Dollars
General Services				
730 Public and Private Energy Performance	General	816,191	1,288,252	472,061
	Internal Service	0	40,088,364	40,088,364
	Federal	0	100,000	100,000
	State	1,867,201	1,401,420	(465,781)
	Special Revenue	1,095,520	1,100,000	4,480
	Service Total	3,778,912	43,978,036	40,199,124
	Agency Total	3,778,912	43,978,036	40,199,124
Health				
303 Clinical Services	General	4,882,875	4,876,507	(6,368)
	Federal	6,629,576	7,166,486	536,910
	State	6,361,055	6,696,088	335,033
	Special Revenue	102,874	106,462	3,588
	Service Total	17,976,380	18,845,543	869,163
305 Healthy Homes	General	1,500,933	1,684,379	183,446
	Federal	851,477	816,314	(35,163)
	State	1,486,092	1,486,172	80
	Service Total	3,838,502	3,986,865	148,363
307 Substance Use Disorder and Mental Health	General	1,527,769	1,587,224	59,455
	Federal	1,994,009	2,067,424	73,415
	State	3,173,192	3,297,034	123,842
	Service Total	6,694,970	6,951,682	256,712
311 Health Services for Seniors	Special Revenue	5,399,406	5,549,020	149,614
315 Emergency Services Health	General	981,732	990,009	8,277
	Federal	15,215,868	15,761,497	545,629
	State	10,725,314	11,117,112	391,798
	Special Revenue	10,136,852	10,143,394	6,542
	Special Grant	452,756	456,359	3,603
	Service Total	37,512,522	38,468,371	955,849
715 Administration Health	General	5,634,001	5,774,965	140,964
	Federal	6,216,276	7,214,679	998,403
	State	2,189,443	2,189,443	0
	Special Revenue	1,691,843	1,759,517	67,674
	Special Grant	199,039	207,001	7,962
	Service Total	15,930,602	17,145,605	1,215,003
716 Animal Services	General	3,407,762	3,640,796	233,034
717 Environmental Inspection Services	General	3,118,838	3,097,934	(20,904)
	Special Revenue	33,944	35,302	1,358

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	3,152,782	3,133,236	(19,546)
718 Chronic Disease Prevention	General	283,294	283,395	101
	Federal	21,993	22,000	7
	State	457,170	502,251	45,081
	Special Revenue	27,468	28,567	1,099
	<i>Service Total</i>	789,925	836,213	46,288
720 HIV Treatment Services for the Uninsured	General	1,420,742	1,417,880	(2,862)
	Federal	29,770,016	31,320,519	1,550,503
	State	23,182,892	24,237,101	1,054,209
	<i>Service Total</i>	54,373,650	56,975,500	2,601,850
721 Senior Centers	General	1,411,181	1,866,076	454,895
	Federal	1,850,034	2,030,355	180,321
	State	349,244	361,716	12,472
	Special Revenue	100,597	104,620	4,023
	Special Grant	16,432	16,925	493
	<i>Service Total</i>	3,727,488	4,379,692	652,204
722 Administration CARE	Federal	260,483	264,027	3,544
723 Advocacy for Seniors	General	94,955	95,904	949
	Federal	113,844	117,671	3,827
	State	290,850	301,423	10,573
	Special Revenue	588,700	602,691	13,991
	<i>Service Total</i>	1,088,349	1,117,689	29,340
724 Direct Care and Support Planning	State	2,654,787	2,703,566	48,779
	Special Revenue	37,677	39,184	1,507
	<i>Service Total</i>	2,692,464	2,742,750	50,286
725 Community Services for Seniors	General	209,733	218,123	8,390
	Federal	3,901,671	4,055,951	154,280
	State	1,011,057	1,051,499	40,442
	<i>Service Total</i>	5,122,461	5,325,573	203,112
	Agency Total	161,967,746	169,362,562	7,394,816
M-R: Environmental Control Board				
117 Adjudication of Environmental Citations	General	1,567,564	1,710,503	142,939
	State	255,750	100,000	(155,750)
	<i>Service Total</i>	1,823,314	1,810,503	(12,811)
	Agency Total	1,823,314	1,810,503	(12,811)

(continued)

Service	Fund Name	FY23	FY24	Dollars
M-R: Office of Homeless Services				
356 Administration Homeless Services	General	1,898,991	2,064,851	165,860
	Federal	4,814,695	5,059,158	244,463
	State	291,408	295,345	3,937
	Special Revenue	746,004	639,113	(106,891)
	<i>Service Total</i>	<i>7,751,098</i>	<i>8,058,467</i>	<i>307,369</i>
893 Homeless Prevention and Support Services for the Homeless	Federal	261,479	261,656	177
	State	262,923	273,440	10,517
	<i>Service Total</i>	<i>524,402</i>	<i>535,096</i>	<i>10,694</i>
894 Outreach to the Homeless	General	1,095,418	1,110,951	15,533
	Federal	943,461	981,200	37,739
	State	40,165	41,772	1,607
	<i>Service Total</i>	<i>2,079,044</i>	<i>2,133,923</i>	<i>54,879</i>
895 Temporary Housing for the Homeless	General	9,573,273	10,986,921	1,413,648
	Federal	9,449,085	9,467,311	18,226
	State	1,994,691	2,067,883	73,192
	<i>Service Total</i>	<i>21,017,049</i>	<i>22,522,115</i>	<i>1,505,066</i>
896 Permanent Housing for the Homeless	General	267,402	278,098	10,696
	Federal	34,165,742	35,520,811	1,355,069
	State	2,847,085	2,960,969	113,884
	<i>Service Total</i>	<i>37,280,229</i>	<i>38,759,878</i>	<i>1,479,649</i>
	Agency Total	68,651,822	72,009,479	3,357,657
Planning				
765 Planning for a Sustainable Baltimore	General	1,676,447	1,668,969	(7,478)
	Federal	3,236,765	3,236,765	0
	State	258,722	268,972	10,250
	Special Revenue	696,042	722,503	26,461
	<i>Service Total</i>	<i>5,867,976</i>	<i>5,897,209</i>	<i>29,233</i>
	Agency Total	5,867,976	5,897,209	29,233
Public Works				
660 Administration Solid Waste	General	3,331,527	3,324,537	(6,990)
661 Public Right of Way Cleaning	General	18,576,302	19,271,323	695,021
	Stormwater Utility	5,103,891	5,344,537	240,646
	Special Revenue	1,715,624	1,755,153	39,529
	<i>Service Total</i>	<i>25,395,817</i>	<i>26,371,013</i>	<i>975,196</i>
663 Waste Removal and Recycling	General	36,400,544	38,812,817	2,412,273
	Stormwater Utility	499,859	544,858	44,999

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Special Revenue	1,642,082	1,707,765	65,683
	Special Grant	199,185	207,152	7,967
	<i>Service Total</i>	<i>38,741,670</i>	<i>41,272,592</i>	<i>2,530,922</i>
664 Waste Re Use and Disposal	General	28,080,621	29,361,864	1,281,243
	Stormwater Utility	200,000	213,400	13,400
	Federal	298,778	298,778	0
	<i>Service Total</i>	<i>28,579,399</i>	<i>29,874,042</i>	<i>1,294,643</i>
670 Administration Water and Wastewater	Wastewater	32,883,439	33,730,386	846,947
	Utility			
	Water Utility	19,819,966	27,913,228	8,093,262
	Stormwater Utility	0	680,121	680,121
	Federal	298,560	298,560	0
	Special Revenue	398,082	414,005	15,923
	Special Grant	248,801	258,753	9,952
	<i>Service Total</i>	<i>53,648,848</i>	<i>63,295,053</i>	<i>9,646,205</i>
671 Water Management	Water Utility	89,204,971	88,496,542	(708,429)
	Federal	253,378	253,378	0
	<i>Service Total</i>	<i>89,458,349</i>	<i>88,749,920</i>	<i>(708,429)</i>
672 Water and Wastewater Consumer Services	Wastewater	14,071,415	14,493,557	422,142
	Utility			
	Water Utility	9,670,484	11,497,691	1,827,207
	Stormwater Utility	1,790,907	1,844,634	53,727
	<i>Service Total</i>	<i>25,532,806</i>	<i>27,835,882</i>	<i>2,303,076</i>
673 Wastewater Management	Wastewater	130,986,469	149,592,678	18,606,209
	Utility			
	Federal	1,393,282	1,393,282	0
	State	746,402	746,402	0
	<i>Service Total</i>	<i>133,126,153</i>	<i>151,732,362</i>	<i>18,606,209</i>
674 Surface Water Management	Wastewater	1,740,902	1,654,164	(86,738)
	Utility			
	Water Utility	563,960	570,716	6,756
	Stormwater Utility	20,621,936	20,663,422	41,486
	Federal	671,761	671,761	0
	State	508,057	511,207	3,150
	<i>Service Total</i>	<i>24,106,616</i>	<i>24,071,270</i>	<i>(35,346)</i>
675 Engineering and Construction Management Water and Wastewater	Wastewater	108,262,036	109,592,963	1,330,927
	Utility			
	Water Utility	84,777,737	86,605,054	1,827,317
	<i>Service Total</i>	<i>193,039,773</i>	<i>196,198,017</i>	<i>3,158,244</i>
676 Administration DPW	General	1,722,760	2,388,161	665,401
	Wastewater	1,863,466	5,740,033	3,876,567
	Utility			
	Water Utility	0	2,469,561	2,469,561

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Stormwater Utility	0	223,943	223,943
	<i>Service Total</i>	<i>3,586,226</i>	<i>10,821,698</i>	<i>7,235,472</i>
	Agency Total	618,547,184	663,546,386	44,999,202
Recreation and Parks				
646 Park Maintenance	General	13,894,395	14,448,443	554,048
	State	1,945,359	3,520,166	1,574,807
	Special Revenue	299,781	311,772	11,991
	<i>Service Total</i>	<i>16,139,535</i>	<i>18,280,381</i>	<i>2,140,846</i>
650 Horticulture	General	1,377,334	1,407,940	30,606
	State	98,122	345,992	247,870
	Special Revenue	516,423	532,167	15,744
	<i>Service Total</i>	<i>1,991,879</i>	<i>2,286,099</i>	<i>294,220</i>
651 Recreation for Seniors	General	493,382	493,998	616
	Special Revenue	38,500	40,040	1,540
	<i>Service Total</i>	<i>531,882</i>	<i>534,038</i>	<i>2,156</i>
652 Therapeutic Recreation	General	552,243	576,375	24,132
653 Park Programs and Events	General	834,273	853,257	18,984
	Special Revenue	1,033,265	1,217,298	184,033
	<i>Service Total</i>	<i>1,867,538</i>	<i>2,070,555</i>	<i>203,017</i>
654 Urban Forestry	General	4,814,337	5,009,338	195,001
	Special Revenue	800,000	3,001,223	2,201,223
	<i>Service Total</i>	<i>5,614,337</i>	<i>8,010,561</i>	<i>2,396,224</i>
	Agency Total	26,697,414	31,758,009	5,060,595
Transportation				
691 Public Rights of Way Landscape Management	General	4,665,741	4,929,827	264,086
Grand Total				
Total Operating Budget		892,000,109	993,292,011	101,291,902
Less Internal Service		0	40,088,364	40,088,364
Total Operating Appropriation		892,000,109	953,203,647	61,203,538

Table in dollars.

Pillar: Equitable Neighborhood Development

Fund Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
General	193,807,907	203,171,957	9,364,050
Internal Service	72,688	0	(72,688)
Conduit Enterprise	13,589,903	8,293,160	(5,296,743)
Parking Enterprise	21,838,805	19,333,642	(2,505,163)
Parking Management	24,459,628	24,913,159	453,531
Federal	34,750,598	37,985,717	3,235,119
State	26,009,127	23,025,430	(2,983,697)
Special Revenue	20,891,513	22,622,671	1,731,158
Special Grant	122,756	54,000	(68,756)
Total	335,542,925	339,399,736	3,856,811

Table in dollars.

The Fiscal 2024 Preliminary Budget includes funding for the following investments:

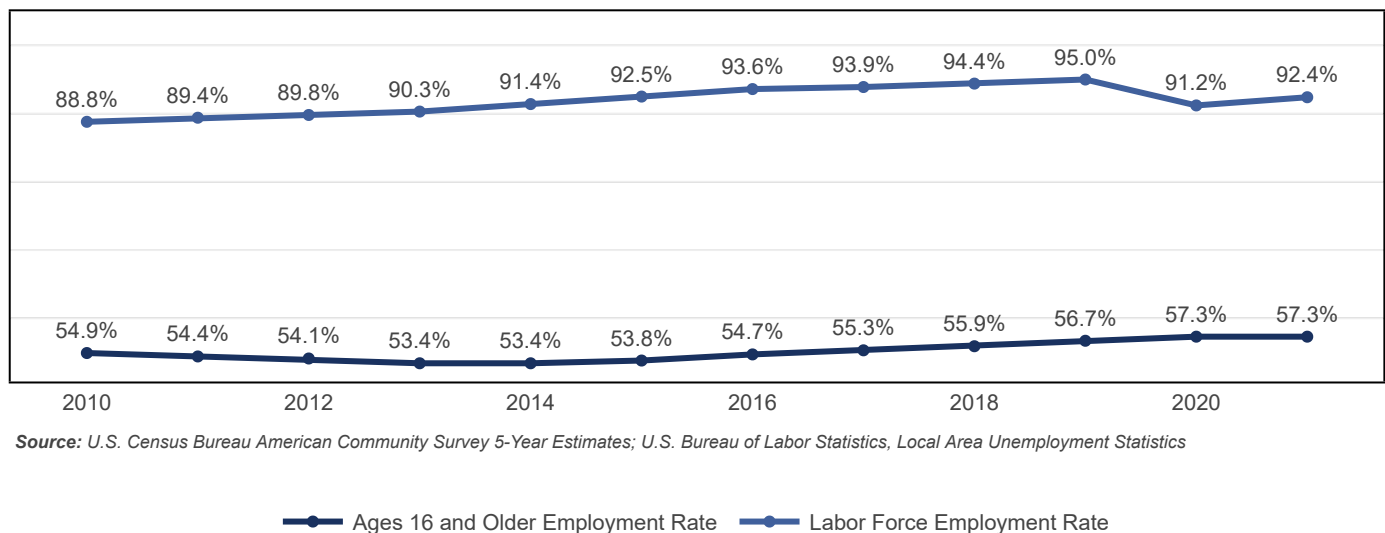
- Crews from the Department of Transportation will resurface 30 lane miles of City streets using neighborhood equity scores to help in reducing disparities for underserved communities.
- The Department of Housing & Community Development will create 250 new units of affordable housing.
- \$8.3 million for various home ownership incentives for City residents, this includes \$5.5 million to continue the Housing Upgrades for Baltimore Seniors (HUBS). This funding is included in the Capital Budget recommendations.

The Fiscal 2024 Preliminary Budget reflects the following recommendations:

- Funding to create the Mayor's Office of Minority and Women's Business. This office will merge the Mayor's Office of Minority and Women's Business Development with the Minority and Women's Business Opportunity Office into a new Mayoralty Related agency. This team will be focused on increasing M/WBE participation in local projects.
- Reaching a \$400,000 funding commitment for the City's Right to Counsel Program, including \$220,000 in recurring funding for 2 new outreach positions. The program, established in 2020 by Ordinance 20-468, provides eligible tenants with access to legal counsel in eviction proceedings to address housing disparities across the City, keeping residents in their homes, expanding outreach efforts to tenants, and informing them of their rights to counsel for eviction proceedings.
- Creating three new positions in the Department of Housing and Community Development focused on continued work around vacant properties. These positions will support In Rem foreclosure work and analyze population level trends to help inform the ongoing approach to vacant properties.
- Funding for the Department of Transportation's Conduit division reflects the recent agreement between Baltimore City and Baltimore Gas & Electric (BGE), in which BGE will provide \$134 million for capital improvements over the next 4 years along with an annual occupancy fee of \$1.5 million. Baltimore City will retain full ownership of the conduit system and any system improvements made during the course of the agreement.

Indicator: Employment Rate

City Resident Employment Rate



This dataset is calculated by finding the inverse of the unemployment rate for Baltimore City based on data from the United States Census Bureau. The data is collected on an annual basis. Current trends indicate that the overall labor force employment rate has increased year-over-year following the decline in 2020 related to the pandemic.

Key Services

- Housing & Community Development - Service 813: Entrepreneurial Development
- 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

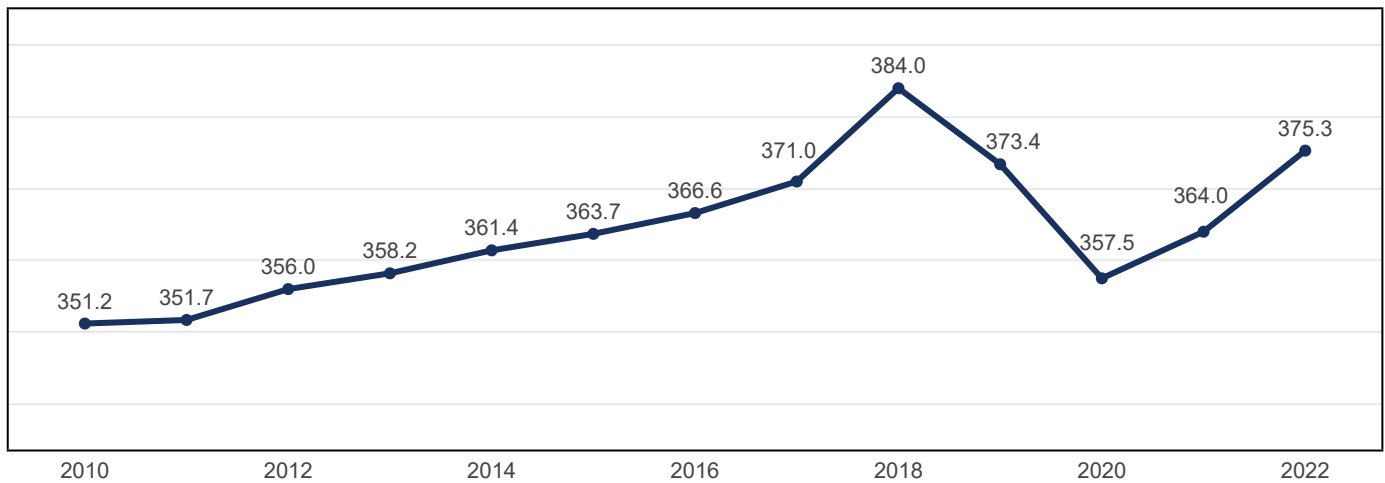
The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Maintaining the current level of service for the Mayor's Office of Employment Development (MOED). MOED provides one-on-one career counseling at Community Job Hubs across the City. Community Job Hubs were established in 2012 to help residents gain access to jobs, training, and other employment services. In Fiscal 2024, MOED anticipates serving 1,000 City residents through the Community Job Hubs.

The Mayor's Office of Minority Women's Business Development will conduct 30 training and outreach sessions with small businesses and City agencies. Trainings include how businesses can access capital and other related banking information to support and expand businesses' capabilities. City agencies will participate in trainings with the goal of increasing adherence with certification procedures and contract management.

Indicator: Number of Jobs

Annual Average Number of Jobs in Baltimore City (in Thousands)



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

This dataset is calculated by compiling the number of all public and non-public sector jobs (full-time and part-time) in Baltimore City, excluding farm workers, household workers, proprietors, armed services, and the self-employed. The data is collected on an annual basis. Current trends indicate that the number of jobs in Baltimore City continues to increase following the onset of the pandemic, with the economy and businesses growing in Baltimore City.

Key Services

- Housing & Community Development - Service 809: Retention, Expansion, and Attraction of Businesses
- Housing & Community Development - Service 813: Entrepreneurial Development
- 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

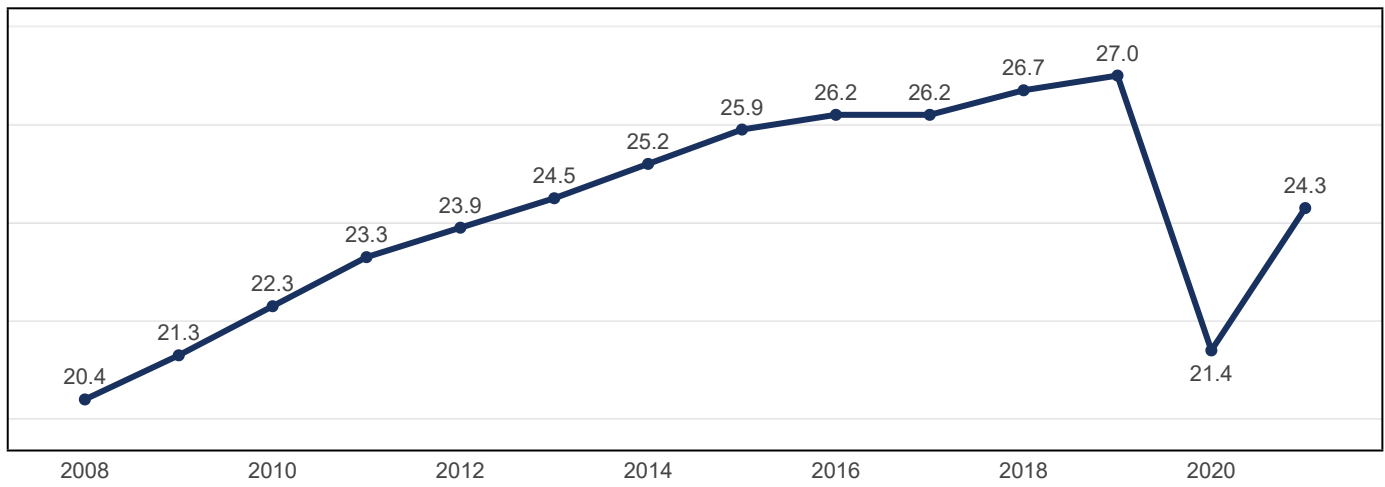
The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Maintaining the current level of service for Baltimore Development Corporation (BDC). In Fiscal 2024, BDC will continue to coordinate the Baltimore Business Assistance and Support for Equity (BASE) Network, currently funded through ARPA and grant funds. The BASE Network provides technical assistance, professional services, and grants to small businesses owned by Black, Indigenous, and People of Color (BIPOC). Since April 2020, the BASE Network has provided 221 Baltimore City small businesses and solo-entrepreneurs with \$4.8 million in grants through the Economic Recovery Fund. In Fiscal 2024, BDC anticipates issuing \$2 million in grant payments.

Continuing funding for the Made in Baltimore and Emerging Technology Center (ETC) programs supported by BDC. In Fiscal 2024, ETC anticipates supporting the creation of 300 jobs for City residents.

Indicator: Visitors to Baltimore

Total Number of Visitors to Baltimore (in Millions)



Source: Visit Baltimore

This dataset is calculated by counting the number of domestic visitors to Baltimore for leisure and travel based on an annual report commissioned by Visit Baltimore. The data is collected on an annual basis. Current trends indicate that the number of visitors to Baltimore City has increased by 13.5% compared to 2020.

Key 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 593: Civic Promotion Grants
- 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: CFG Bank Arena
- M-R: Convention Complex - Service 855: Convention Center

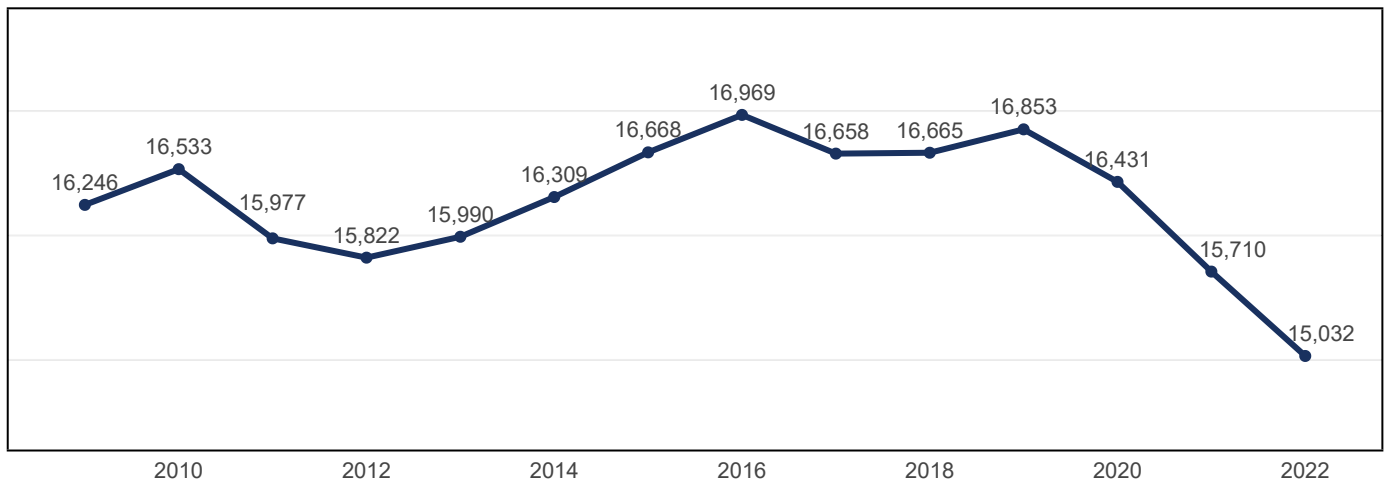
The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Continuing support for Visit Baltimore to expand the promotion of Baltimore, highlighting areas outside downtown. In Fiscal 2024, Visit Baltimore plans to assist in updating welcome signage placed at key entry points for the city, improving wayfinding signage in various locations, and supporting local artwork. The Preliminary Budget continues a four-year commitment to provide \$500,000 annually to support operating costs at the Visitors Center.

Realizing an estimated \$11.45 million in revenue generated by events at the Baltimore Convention Center, up from the target of \$9.55 million in Fiscal 2023. This revenue forecast is based on the number of current contracted events, as well as recurring events held at the complex. With the rebound in tourism, the Convention Center expects to see nearly 340,000 attendees in Fiscal 2024.

Indicator: Neighborhood Revitalization

Number of Vacant Building Notices (VBNs)



Source: Baltimore City Department of Housing and Community Development

This dataset is based on the number of vacant building notices as issued by the Department of Housing and Community Development. The data is collected on an annual basis. This indicator has continued to decline since 2019. In previous budget publications this indicator only included residential vacant buildings. The dataset has been updated to include all vacant buildings.

Key Services

- Housing & Community Development - Service 742: Promote Homeownership
- Housing & Community Development - Service 745: Housing Code Enforcement
- Housing & Community Development - Service 749: Property Acquisition, Disposition & 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 2024 Preliminary Budget seeks to make progress on this indicator by:

Continued funding for the In Rem foreclosure program in the Department of Housing and Community Development. This program allows the City to foreclose on the liens on a vacant lot or building where the value of the liens exceeds the assessed value of the property. The Fiscal 2024 budget includes nine positions dedicated to this program.

Enhancing service levels for street sweeping and property management services provided by the Department of Public Works. The creation of additional positions in other DPW services will reduce the use of staff from these services to meet minimum daily staffing for trash and recycling services.

Operating Budget Preliminary for Equitable Neighborhood Development

		Budget Amount		Change Amount
Service	Fund Name	FY23	FY24	Dollars
Comptroller				
132 Real Estate Acquisition and Management	General	1,230,264	1,338,818	108,554
Finance				
710 Fiscal Integrity and Recovery	General	1,209,051	1,205,190	(3,861)
General Services				
726 Administration General Services	General	1,360,111	609,825	(750,286)
	Internal Service	72,688	0	(72,688)
	Service Total	1,432,799	609,825	(822,974)
	Agency Total	1,432,799	609,825	(822,974)
Housing and Community Development				
593 Community Support Projects	General	2,294,359	2,319,799	25,440
	Federal	10,575,198	11,080,481	505,283
	Service Total	12,869,557	13,400,280	530,723
737 Administration HCD	General	5,458,863	5,144,382	(314,481)
	Federal	1,049,510	1,052,538	3,028
	Service Total	6,508,373	6,196,920	(311,453)
738 Weatherization Services	General	1,151,513	996,623	(154,890)
	State	6,390,992	3,655,245	(2,735,747)
	Service Total	7,542,505	4,651,868	(2,890,637)
742 Promote Homeownership	General	941,537	1,212,375	270,838
	Federal	328,799	275,184	(53,615)
	Special Revenue	150,000	500,000	350,000
	Service Total	1,420,336	1,987,559	567,223
745 Housing Code Enforcement	General	12,672,900	14,236,811	1,563,911
	Federal	359,854	360,000	146
	Service Total	13,032,754	14,596,811	1,564,057
747 Register and License Properties and Contractors	General	517,366	591,122	73,756
748 Affordable Housing	Federal	775,705	1,038,332	262,627
	Special Revenue	8,543,602	8,864,169	320,567
	Service Total	9,319,307	9,902,501	583,194

(continued)

Service	Fund Name	FY23	FY24	Dollars
749 Property Acquisition Disposition and Asset Management	General	6,171,701	7,101,872	930,171
750 Housing Rehabilitation Services	General	200,000	202,500	2,500
	Federal	6,797,142	7,002,279	205,137
	State	569,226	592,303	23,077
	Special Grant	72,000	54,000	(18,000)
	<i>Service Total</i>	<i>7,638,368</i>	<i>7,851,082</i>	<i>212,714</i>
751 Building and Zoning Inspections and Permits	General	7,160,207	7,091,177	(69,030)
809 Retention Expansion and Attraction of Businesses	General	2,482,798	2,582,110	99,312
	Special Revenue	165,648	172,274	6,626
	<i>Service Total</i>	<i>2,648,446</i>	<i>2,754,384</i>	<i>105,938</i>
810 Real Estate Development	General	2,482,798	2,582,110	99,312
	Special Revenue	165,648	172,274	6,626
	<i>Service Total</i>	<i>2,648,446</i>	<i>2,754,384</i>	<i>105,938</i>
811 Inner Harbor Coordination	General	456,096	624,340	168,244
813 Entrepreneurial Development	General	903,082	939,205	36,123
815 Live Baltimore	General	1,108,452	1,152,790	44,338
	Agency Total	79,944,996	81,596,295	1,651,299
Law				
869 Minority and Women's Business Opportunity Office	General	2,033,692	0	(2,033,692)
Liquor License Board				
850 Liquor Licensing	General	1,174,137	1,463,116	288,979
M-R: Art and Culture				
493 Art and Culture Grants	General	7,380,263	7,604,533	224,270
824 Events Art Culture and Film	General	2,304,718	2,625,754	321,036
828 Bromo Seltzer Arts Tower	General	103,568	111,853	8,285
	Agency Total	9,788,549	10,342,140	553,591
M-R: Civic Promotion				
590 Civic Promotion Grants	General	1,589,812	1,415,005	(174,807)
820 Convention Sales and Tourism Marketing	General	8,719,571	8,081,317	(638,254)
	Agency Total	10,309,383	9,496,322	(813,061)

(continued)

Service	Fund Name	FY23	FY24	Dollars
M-R: Convention Center Hotel				
535 Convention Center Hotel	General	12,472,051	12,472,051	0
M-R: Convention Complex				
540 CFG Bank Arena	General	598,550	622,492	23,942
855 Convention Center	General	13,853,890	15,965,149	2,111,259
	State	8,884,550	9,396,044	511,494
	<i>Service Total</i>	<i>22,738,440</i>	<i>25,361,193</i>	<i>2,622,753</i>
	Agency Total	23,336,990	25,983,685	2,646,695
M-R: Minority and Women's Business Development				
834 MWB Opportunity Office	General	0	5,603,754	5,603,754
M-R: Office of Employment Development				
792 Workforce Public Assistance	Federal	2,091,137	3,982,196	1,891,059
793 Employment Enhancement Services for Baltimore City Residents	General	1,665,537	1,632,587	(32,950)
	Special Revenue	847,703	833,455	(14,248)
	<i>Service Total</i>	<i>2,513,240</i>	<i>2,466,042</i>	<i>(47,198)</i>
794 Administration MOED	General	1,500,535	1,461,716	(38,819)
	Federal	(56,406)	0	56,406
	Special Revenue	486,148	983,122	496,974
	<i>Service Total</i>	<i>1,930,277</i>	<i>2,444,838</i>	<i>514,561</i>
795 Workforce Services for Baltimore Residents	General	0	126,641	126,641
	Federal	11,644,059	11,973,539	329,480
	State	1,494,972	381,555	(1,113,417)
	<i>Service Total</i>	<i>13,139,031</i>	<i>12,481,735</i>	<i>(657,296)</i>
	Agency Total	19,673,685	21,374,811	1,701,126
M-R: Office of Equity and Civil Rights				
656 Wage Investigation and Enforcement	General	627,080	623,511	(3,569)
844 Equity Office	General	0	318,061	318,061
846 Discrimination Investigations Resolutions and Conciliations	General	1,756,000	1,631,581	(124,419)
	Special Revenue	169,448	176,226	6,778
	<i>Service Total</i>	<i>1,925,448</i>	<i>1,807,807</i>	<i>(117,641)</i>
	Agency Total	2,552,528	2,749,379	196,851

(continued)

Service	Fund Name	FY23	FY24	Dollars
Municipal and Zoning Appeals				
185 Board of Municipal and Zoning Appeals	General	621,399	601,220	(20,179)
Planning				
761 Development Oversight and Project Support	General	1,147,192	1,160,866	13,674
	Special Grant	50,756	0	(50,756)
	<i>Service Total</i>	<i>1,197,948</i>	<i>1,160,866</i>	<i>(37,082)</i>
762 Historic Preservation	General	626,625	636,118	9,493
768 Administration Planning	General	1,384,775	1,660,530	275,755
	Agency Total	3,209,348	3,457,514	248,166
Public Works				
662 Vacant and Abandoned Property Cleaning and Boarding	General	11,799,432	11,901,196	101,764
	Federal	1,175,000	1,210,250	35,250
	<i>Service Total</i>	<i>12,974,432</i>	<i>13,111,446</i>	<i>137,014</i>
	Agency Total	12,974,432	13,111,446	137,014
Transportation				
548 Conduits	Conduit Enterprise	13,589,903	8,293,160	(5,296,743)
681 Administration DOT	General	10,111,064	9,747,094	(363,970)
682 Parking Management	Parking Enterprise	21,838,805	19,333,642	(2,505,163)
	Parking Management	10,624,115	11,127,856	503,741
	<i>Service Total</i>	<i>32,462,920</i>	<i>30,461,498</i>	<i>(2,001,422)</i>
683 Street Management	General	36,203,999	36,770,569	566,570
684 Traffic Management	General	10,414,269	10,374,502	(39,767)
	Special Revenue	689,537	717,119	27,582
	<i>Service Total</i>	<i>11,103,806</i>	<i>11,091,621</i>	<i>(12,185)</i>
685 Special Events	General	1,568,298	1,741,655	173,357
687 Inner Harbor Services Transportation	General	1,099,285	1,180,783	81,498
688 Snow and Ice Control	General	7,087,162	7,298,762	211,600
690 Sustainable Transportation	General	980,968	1,030,563	49,595

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Federal	10,600	10,918	318
	State	8,669,387	9,000,283	330,896
	Special Revenue	9,509,323	10,036,173	526,850
	<i>Service Total</i>	<i>19,170,278</i>	<i>20,077,937</i>	<i>907,659</i>
692 Bridge and Culvert Management	General	3,658,492	3,710,822	52,330
693 Parking Enforcement	Parking Management	13,835,513	13,785,303	(50,210)
694 Survey Control	General	294,675	272,626	(22,049)
695 Dock Master	Special Revenue	164,456	167,859	3,403
696 Street Cuts Management	General	784,630	921,378	136,748
727 Real Property Management	General	2,445,140	2,473,103	27,963
	Agency Total	153,579,621	147,994,170	(5,585,451)
Grand Total				
Total Operating Budget		335,542,925	339,399,736	3,856,811
Less Internal Service		72,688	0	(72,688)
Total Operating Appropriation		335,470,237	339,399,736	3,929,499

Table in dollars.

Pillar: Responsible Stewardship of City Resources

Fund Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
General	150,961,958	157,511,673	6,549,715
Internal Service	146,238,845	150,765,971	4,527,126
Water Utility	235,635	233,072	(2,563)
Parking Management	3,051,647	3,106,135	54,488
Federal	2,671,032	0	(2,671,032)
State	5,675,521	700,042	(4,975,479)
Special Revenue	16,253,924	16,502,018	248,094
Special Grant	337,555	338,594	1,039
Total	325,426,117	329,157,505	3,731,388

Table in dollars.

The Fiscal 2024 Preliminary Budget includes funding for the following investments:

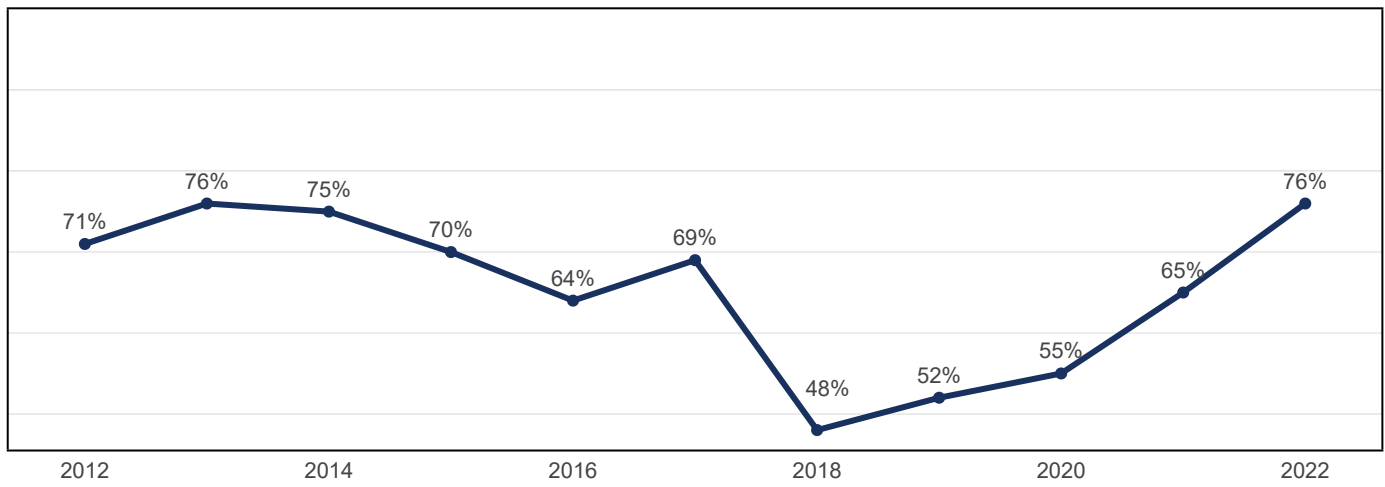
- Increasing funding for replacing assets in the City's fleet from \$26 million annually to \$35 million annually. The increased funding will increase the number of assets purchased annually by 28.5% (based on the average asset cost). In addition to increased funding, the Departments of General Services and Finance are collaborating to shorten the turnaround time for acquiring fleet assets by utilizing multi-year contracts for purchasing this equipment.
- The Department of Human Resources (DHR) will partner with agencies to expand leadership development opportunities for City staff by sending 15 supervisors and managers through the University of Baltimore-Maryland Certified Public Management Program. DHR will also continue to facilitate the Employee Recognition and Richard A. Lidinsky, Sr. Award programs.
- Transferring Accounts Payable from the Department of Finance to the Comptroller's Office, which was passed by City voters through a Charter amendment in November 2022. Fiscal 2022 reported actuals will appear in the Department of Finance as Service 702 and reporting on Fiscal 2023 and beyond will appear in the Comptroller's Office as Service 902.

The Fiscal 2024 Preliminary Budget reflects the following recommendations:

- Funding to create four positions in the Department of General Services (DGS) to support planning and delivery of capital projects in City facilities. The creation of these positions increases DGS capacity for these projects by 44%. The cost of positions will be jointly funded through the General Fund and capital projects supported by these positions.
- The Department of Finance will implement monthly real property tax installment plans as a result of Ordinance 21-065 that established installment payment plans for real property tax payments. State law permits owner-occupied dwellings and some small businesses to pay real property taxes in two equal installments, with the first due in July and the last before January 1. These new plans will enable taxpayers to pay bills on a monthly or quarterly basis.
- Fully funding the \$10,000 CDL Incentive Program approved by the Board of Estimates in March 2023. The Preliminary Budget includes funding for incentive payments planned for Fiscal 2024. Based on the timing of quarterly payments, this program will continue into Fiscal 2025. The program is funded by a combination of sources, including the General Fund, Water and Wastewater Funds, and Fleet Internal Service Fund.

Indicator: Prompt Vendor Payment

% of Vendors Paid on Time



Source: Baltimore City Department of Finance

This dataset is calculated by the percentage of invoices paid within 30 days of receipt. This data is calculated on a fiscal year basis. The trend in vendors paid on time has steadily increased since the low point in Fiscal 2018. During the first half of Fiscal 2023 there were a high number of past due payments resulting from the implementation of Workday. This trend has begun to reverse as the system has stabilized.

Key Services

- Finance - Service 699: Procurement
- Comptroller - Service 902: Accounts Payable

The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

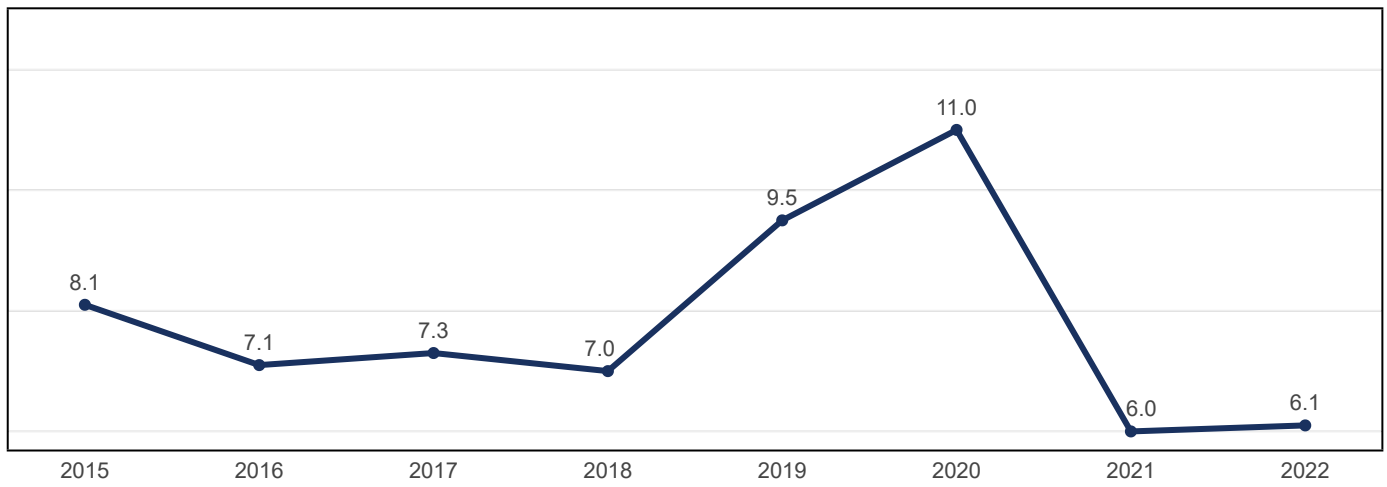
Fully funding the ongoing costs of system administration costs for the City's Enterprise Resource Planning system, Workday. In August 2022, the City implemented Phase 2 of this project, which involved transitioning financial processes to the new system. This transition caused disruptions to various financial transactions, including prompt vendor payments. The Fiscal 2024 Preliminary Budget includes funding to continue to stabilize the Workday system in order to realize the efficiencies and overall enhancements gained from an integrated system.

The Mayor's Office of Performance and Innovation will continue to track prompt invoices for agencies. In Fiscal 2023, the Office began deploying Tiger Teams for the agencies with the highest rate of past-due invoices to resolve the backlog and identify solutions to ensure the ongoing prompt payment of invoices.

Transferring the management of energy utility billing payments from the Department of Finance to the Department of General Services (DGS). Currently, payments to utilities can be 60 to 90 days behind when the bill is issued. DGS's goal will be payment of energy bills within 30 days of receipt.

Indicator: 311 Responsiveness

Average Time to Close for 311 Service Requests (Days)



Source: Open Baltimore/CitiStat

This dataset is calculated by counting the number of 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 canceled. Historical data was updated based on updates to service requests in the system.

Key Services

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

The Fiscal 2024 Preliminary Budget seeks to make progress on this indicator by:

Maintaining the current level of service for 311 Call Center operations. In Fiscal 2024, the service aims to answer all calls within 15 seconds.

Maintaining the current level of service for the Mayor's Office of Performance and Innovation. This team will continue to utilize 311 call data as part of the CitiStat process and look for ways to utilize 311 data for agency annual performance plans.

Operating Budget Preliminary for Responsible Stewardship of City Resources

		Budget Amount		Change Amount
Service	Fund Name	FY23	FY24	Dollars
Board of Elections				
899 Fair Conduct of Elections	General	9,204,268	7,838,226	(1,366,042)
City Council				
100 City Council	General	9,052,795	9,164,947	112,152
Comptroller				
130 Executive Direction and Control Comptroller	General	2,531,964	2,454,771	(77,193)
131 Audits	General	5,534,968	5,966,967	431,999
133 Office of Telecommunications	Internal Service	9,685,146	10,280,907	595,761
136 Municipal Post Office	Internal Service	4,264,410	4,669,479	405,069
902 Accounts Payable	General	0	1,406,086	1,406,086
	Agency Total	22,016,488	24,778,210	2,761,722
Council Services				
103 Council Services	General	813,388	846,013	32,625
Employees' Retirement Systems				
152 Employees' Retirement System Administration	Special Revenue	5,863,979	6,189,919	325,940
154 Fire and Police Retirement System Administration	Special Revenue	5,962,930	6,242,595	279,665
155 Retirement Savings Plan	Special Revenue	850,089	885,937	35,848
	Agency Total	12,676,998	13,318,451	641,453
Finance				
148 Revenue Collection	General	8,807,169	9,556,568	749,399
	Water Utility	235,635	233,072	(2,563)
	Parking Management	3,051,647	3,106,135	54,488
	Service Total	12,094,451	12,895,775	801,324
150 Treasury and Debt Management	General	1,310,823	1,256,822	(54,001)
698 Administration Finance	General	2,101,078	2,154,009	52,931
699 Procurement	General	4,363,093	4,314,949	(48,144)
	Internal Service	212,486	208,472	(4,014)
	Service Total	4,575,579	4,523,421	(52,158)
700 Surplus Property Disposal	Special Revenue	163,120	166,701	3,581
701 Printing Services	Internal Service	3,783,738	3,143,971	(639,767)

(continued)

Service	Fund Name	FY23	FY24	Dollars
702 Accounts Payable	General	1,092,879	0	(1,092,879)
703 Payroll	General	3,665,578	2,677,861	(987,717)
704 Accounting	General	3,240,260	3,947,761	707,501
707 Risk Management for Employee Injuries	Internal Service	4,233,761	4,228,414	(5,347)
708 Operating Budget Management	General	2,348,738	2,391,773	43,035
711 Finance Project Management	General	1,415,198	1,469,119	53,921
	Agency Total	40,025,203	38,855,627	(1,169,576)

General Services

189 Fleet Management	Internal Service	70,202,050	71,636,880	1,434,830
731 Facilities Management	General	9,753,363	11,169,062	1,415,699
	Internal Service	29,573,329	30,904,749	1,331,420
	State	250,000	257,500	7,500
	<i>Service Total</i>	<i>39,576,692</i>	<i>42,331,311</i>	<i>2,754,619</i>
734 Capital Projects Division Design and Construction	General	1,159,435	1,068,238	(91,197)
	Agency Total	110,938,177	115,036,429	4,098,252

Human Resources

770 Administration Human Resources	General	4,325,340	4,770,644	445,304
771 Benefits Administration	General	3,881,740	2,045,946	(1,835,794)
	Internal Service	2,378,872	2,554,660	175,788
	<i>Service Total</i>	<i>6,260,612</i>	<i>4,600,606</i>	<i>(1,660,006)</i>
772 Civil Service Management	General	3,819,948	3,774,142	(45,806)
773 Learning and Development	General	933,510	951,750	18,240
	Agency Total	15,339,410	14,097,142	(1,242,268)

Law

860 Administration Law	General	1,655,189	1,634,081	(21,108)
861 Controversies	General	5,338,537	5,549,420	210,883
	Internal Service	2,996,217	3,061,151	64,934
	<i>Service Total</i>	<i>8,334,754</i>	<i>8,610,571</i>	<i>275,817</i>
862 Transactions	General	2,388,834	2,525,666	136,832
872 Workers' Compensation Practice	General	73,589	71,739	(1,850)
	Internal Service	5,743,566	6,126,270	382,704
	<i>Service Total</i>	<i>5,817,155</i>	<i>6,198,009</i>	<i>380,854</i>

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Agency Total	18,195,932	18,968,327	772,395
Legislative Reference				
106 Legislative Reference Services	General	834,509	1,013,529	179,020
107 Archives and Records Management	General	603,476	794,944	191,468
	Agency Total	1,437,985	1,808,473	370,488
M-R: Cable and Communications				
876 Media Production	General	692,378	1,309,124	616,746
	Special Revenue	676,000	703,040	27,040
	<i>Service Total</i>	<i>1,368,378</i>	<i>2,012,164</i>	<i>643,786</i>
	Agency Total	1,368,378	2,012,164	643,786
M-R: Office of Information and Technology				
802 Administration	General	3,271,353	3,674,526	403,173
803 Enterprise Innovation and Application Services	General	18,524,438	18,381,911	(142,527)
804 311 Call Center	General	5,367,604	5,174,642	(192,962)
805 Enterprise IT Delivery Services	General	11,132,853	16,182,634	5,049,781
	Internal Service	13,165,270	13,951,018	785,748
	Special Revenue	150,000	200,000	50,000
	<i>Service Total</i>	<i>24,448,123</i>	<i>30,333,652</i>	<i>5,885,529</i>
	Agency Total	51,611,518	57,564,731	5,953,213
M-R: Office of the Labor Commissioner				
128 Labor Contract Negotiations and Administration	General	1,194,061	1,210,123	16,062
Mayorality				
125 Executive Direction and Control Mayorality	General	15,855,409	16,374,938	519,529
	Federal	321,032	0	(321,032)
	State	425,521	442,542	17,021
	Special Revenue	747,806	825,030	77,224
	Special Grant	337,555	338,594	1,039
	<i>Service Total</i>	<i>17,687,323</i>	<i>17,981,104</i>	<i>293,781</i>
168 Municipal Broadband	Federal	2,350,000	0	(2,350,000)
	State	5,000,000	0	(5,000,000)

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	<i>7,350,000</i>	<i>0</i>	<i>(7,350,000)</i>
	Agency Total	25,037,323	17,981,104	(7,056,219)
Office of the Inspector General				
836 Inspector General	General	2,331,165	2,295,109	(36,056)
Planning				
763 Comprehensive Planning and Resource Management	General	2,343,028	2,093,633	(249,395)
	Special Revenue	1,840,000	1,288,796	(551,204)
	<i>Service Total</i>	<i>4,183,028</i>	<i>3,382,429</i>	<i>(800,599)</i>
	Agency Total	4,183,028	3,382,429	(800,599)
Grand Total				
Total Operating Budget		325,426,117	329,157,505	3,731,388
Less Internal Service		146,238,845	150,765,971	4,527,126
Total Operating Appropriation		179,187,272	178,391,534	(795,738)

Table in dollars.

Pillar: Other

Fund Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
General	221,275,675	202,677,687	(18,597,988)
Conduit Enterprise	10,000	0	(10,000)
Wastewater Utility	75,000	0	(75,000)
Water Utility	75,000	0	(75,000)
Stormwater Utility	20,000	0	(20,000)
Parking Management	5,000	0	(5,000)
Federal	85,000	0	(85,000)
State	15,000	0	(15,000)
Special Revenue	15,802,260	15,767,260	(35,000)
Total	237,362,935	218,444,947	(18,917,988)

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.

The Fiscal 2024 Preliminary Budget maintains the current level of service for these items.

Operating Budget Preliminary for Other

		Budget Amount		Change Amount
Service	Fund Name	FY23	FY24	Dollars
M-R: Conditional Purchase Agreements				
129 Conditional Purchase Agreement Payments	General	8,159,723	3,496,220	(4,663,503)
M-R: Contingent Fund				
121 Contingent Fund	General	1,000,000	1,000,000	0
M-R: Debt Service				
123 General Debt Service	General	88,726,736	78,092,674	(10,634,062)
	Special Revenue	15,767,260	15,767,260	0
	Service Total	104,493,996	93,859,934	(10,634,062)
	Agency Total	104,493,996	93,859,934	(10,634,062)
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	34,196,957	29,894,058	(4,302,899)
	Conduit Enterprise Wastewater Utility	10,000	0	(10,000)
	Water Utility	75,000	0	(75,000)
	Stormwater Utility	20,000	0	(20,000)
	Parking Management	5,000	0	(5,000)
	Federal	85,000	0	(85,000)
	State	15,000	0	(15,000)
	Special Revenue	35,000	0	(35,000)
	Service Total	34,516,957	29,894,058	(4,622,899)
	Agency Total	34,516,957	29,894,058	(4,622,899)
M-R: Retirees' Benefits				
351 Retirees' Benefits	General	34,103,936	33,215,442	(888,494)
M-R: Self-Insurance Fund				
126 Contribution to Self Insurance Fund	General	31,099,149	30,060,247	(1,038,902)

(continued)

Service	Fund Name	FY23	FY24	Dollars
M-R: TIF Debt Service				
124 TIF Debt Service	General	21,814,174	24,744,046	2,929,872
Grand Total				
Total Operating Budget		237,362,935	218,444,947	(18,917,988)
Less Internal Service		0	0	0
Total Operating Appropriation		237,362,935	218,444,947	(18,917,988)

Table in dollars.

Operating Budget Preliminary by Agency, Service, and Fund

		Budget Amount		Change Amount
Service	Fund Name	FY23	FY24	Dollars
Board of Elections				
899 Fair Conduct of Elections	General	9,204,268	7,838,226	(1,366,042)
City Council				
100 City Council	General	9,052,795	9,164,947	112,152
Comptroller				
130 Executive Direction and Control Comptroller	General	2,531,964	2,454,771	(77,193)
131 Audits	General	5,534,968	5,966,967	431,999
132 Real Estate Acquisition and Management	General	1,230,264	1,338,818	108,554
133 Office of Telecommunications	Internal Service	9,685,146	10,280,907	595,761
136 Municipal Post Office	Internal Service	4,264,410	4,669,479	405,069
902 Accounts Payable	General	0	1,406,086	1,406,086
	Agency Total	23,246,752	26,117,028	2,870,276
Council Services				
103 Council Services	General	813,388	846,013	32,625
Courts: Circuit Court				
110 Circuit Court	General	18,317,947	19,986,950	1,669,003
	Federal	2,539,012	2,704,206	165,194
	State	6,623,141	7,241,711	618,570
	Service Total	27,480,100	29,932,867	2,452,767
	Agency Total	27,480,100	29,932,867	2,452,767
Courts: Orphans' Court				
817 Orphans' Court	General	754,993	746,156	(8,837)
Employees' Retirement Systems				
152 Employees' Retirement System Administration	Special Revenue	5,863,979	6,189,919	325,940
154 Fire and Police Retirement System Administration	Special Revenue	5,962,930	6,242,595	279,665
155 Retirement Savings Plan	Special Revenue	850,089	885,937	35,848
	Agency Total	12,676,998	13,318,451	641,453
Enoch Pratt Free Library				
788 Information Services	General	29,585,345	29,577,392	(7,953)

(continued)

Service	Fund Name	FY23	FY24	Dollars
	State	14,921,811	12,122,195	(2,799,616)
	Special Revenue	1,078,954	1,262,577	183,623
	<i>Service Total</i>	<i>45,586,110</i>	<i>42,962,164</i>	<i>(2,623,946)</i>
	Agency Total	45,586,110	42,962,164	(2,623,946)
Finance				
148 Revenue Collection	General	8,807,169	9,556,568	749,399
	Water Utility	235,635	233,072	(2,563)
	Parking Management	3,051,647	3,106,135	54,488
	<i>Service Total</i>	<i>12,094,451</i>	<i>12,895,775</i>	<i>801,324</i>
150 Treasury and Debt Management	General	1,310,823	1,256,822	(54,001)
698 Administration Finance	General	2,101,078	2,154,009	52,931
699 Procurement	General	4,363,093	4,314,949	(48,144)
	Internal Service	212,486	208,472	(4,014)
	<i>Service Total</i>	<i>4,575,579</i>	<i>4,523,421</i>	<i>(52,158)</i>
700 Surplus Property Disposal	Special Revenue	163,120	166,701	3,581
701 Printing Services	Internal Service	3,783,738	3,143,971	(639,767)
702 Accounts Payable	General	1,092,879	0	(1,092,879)
703 Payroll	General	3,665,578	2,677,861	(987,717)
704 Accounting	General	3,240,260	3,947,761	707,501
707 Risk Management for Employee Injuries	Internal Service	4,233,761	4,228,414	(5,347)
708 Operating Budget Management	General	2,348,738	2,391,773	43,035
710 Fiscal Integrity and Recovery	General	1,209,051	1,205,190	(3,861)
711 Finance Project Management	General	1,415,198	1,469,119	53,921
	Agency Total	41,234,254	40,060,817	(1,173,437)
Fire				
600 Administration Fire	General	10,494,873	11,100,631	605,758
	Federal	1,592,323	1,706,618	114,295
	State	348,321	348,321	0
	<i>Service Total</i>	<i>12,435,517</i>	<i>13,155,570</i>	<i>720,053</i>
602 Fire Suppression and Emergency Rescue	General	173,291,225	184,063,556	10,772,331
	Federal	1,047,156	1,053,810	6,654
	State	1,420,587	1,463,411	42,824
	<i>Service Total</i>	<i>175,758,968</i>	<i>186,580,777</i>	<i>10,821,809</i>

(continued)

Service	Fund Name	FY23	FY24	Dollars
608 Emergency Management	General	1,108,022	1,222,401	114,379
	Federal	7,769,731	7,731,331	(38,400)
	<i>Service Total</i>	8,877,753	8,953,732	75,979
609 Emergency Medical Services	General	708,307	620,265	(88,042)
	State	1,337,728	1,339,981	2,253
	Special Revenue	59,837,221	62,230,710	2,393,489
	<i>Service Total</i>	61,883,256	64,190,956	2,307,700
610 Fire and Emergency Community Outreach	General	456,980	466,036	9,056
611 Fire Code Enforcement	General	5,771,187	6,288,716	517,529
	Federal	171,041	171,041	0
	State	187,695	195,203	7,508
	<i>Service Total</i>	6,129,923	6,654,960	525,037
612 Fire Investigation	General	827,891	890,700	62,809
613 Fire Facilities Maintenance and Replacement	General	20,640,452	23,066,169	2,425,717
	Federal	3,672,610	3,918,675	246,065
	State	1,365,234	1,456,705	91,471
	<i>Service Total</i>	25,678,296	28,441,549	2,763,253
614 Fire Communications and Dispatch	General	9,412,409	9,446,119	33,710
	State	3,035	3,156	121
	Special Revenue	10,827,303	10,771,836	(55,467)
	<i>Service Total</i>	20,242,747	20,221,111	(21,636)
615 Fire Training and Education	General	5,172,477	5,429,557	257,080
	Agency Total	317,463,808	334,984,948	17,521,140
General Services				
189 Fleet Management	Internal Service	70,202,050	71,636,880	1,434,830
726 Administration General Services	General	1,360,111	609,825	(750,286)
	Internal Service	72,688	0	(72,688)
	<i>Service Total</i>	1,432,799	609,825	(822,974)
730 Public and Private Energy Performance	General	816,191	1,288,252	472,061
	Internal Service	0	40,088,364	40,088,364
	Federal	0	100,000	100,000
	State	1,867,201	1,401,420	(465,781)
	Special Revenue	1,095,520	1,100,000	4,480

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	3,778,912	43,978,036	40,199,124
731 Facilities Management	General	9,753,363	11,169,062	1,415,699
	Internal Service	29,573,329	30,904,749	1,331,420
	State	250,000	257,500	7,500
	<i>Service Total</i>	39,576,692	42,331,311	2,754,619
734 Capital Projects Division Design and Construction	General	1,159,435	1,068,238	(91,197)
	Agency Total	116,149,888	159,624,290	43,474,402

Health

303 Clinical Services	General	4,882,875	4,876,507	(6,368)
	Federal	6,629,576	7,166,486	536,910
	State	6,361,055	6,696,088	335,033
	Special Revenue	102,874	106,462	3,588
	<i>Service Total</i>	17,976,380	18,845,543	869,163
305 Healthy Homes	General	1,500,933	1,684,379	183,446
	Federal	851,477	816,314	(35,163)
	State	1,486,092	1,486,172	80
	<i>Service Total</i>	3,838,502	3,986,865	148,363
307 Substance Use Disorder and Mental Health	General	1,527,769	1,587,224	59,455
	Federal	1,994,009	2,067,424	73,415
	State	3,173,192	3,297,034	123,842
	<i>Service Total</i>	6,694,970	6,951,682	256,712
308 Maternal and Child Health	General	2,087,790	2,298,316	210,526
	Federal	19,221,104	20,222,945	1,001,841
	State	1,396,233	1,450,968	54,735
	Special Revenue	821,023	829,883	8,860
	Special Grant	747,231	774,409	27,178
	<i>Service Total</i>	24,273,381	25,576,521	1,303,140
310 School Health Services	General	15,781,786	19,590,940	3,809,154
	Federal	307,660	310,895	3,235
	State	871,166	883,512	12,346
	Special Revenue	3,321,098	0	(3,321,098)
	Special Grant	25,000	25,000	0
	<i>Service Total</i>	20,306,710	20,810,347	503,637
311 Health Services for Seniors	Special Revenue	5,399,406	5,549,020	149,614
315 Emergency Services Health	General	981,732	990,009	8,277

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Federal	15,215,868	15,761,497	545,629
	State	10,725,314	11,117,112	391,798
	Special Revenue	10,136,852	10,143,394	6,542
	Special Grant	452,756	456,359	3,603
	<i>Service Total</i>	<i>37,512,522</i>	<i>38,468,371</i>	<i>955,849</i>
316 Youth and Trauma Services	General	1,276,236	1,325,193	48,957
	Federal	139,372	142,388	3,016
	State	265,203	542,159	276,956
	Special Grant	40,833	0	(40,833)
	<i>Service Total</i>	<i>1,721,644</i>	<i>2,009,740</i>	<i>288,096</i>
715 Administration Health	General	5,634,001	5,774,965	140,964
	Federal	6,216,276	7,214,679	998,403
	State	2,189,443	2,189,443	0
	Special Revenue	1,691,843	1,759,517	67,674
	Special Grant	199,039	207,001	7,962
	<i>Service Total</i>	<i>15,930,602</i>	<i>17,145,605</i>	<i>1,215,003</i>
716 Animal Services	General	3,407,762	3,640,796	233,034
717 Environmental Inspection Services	General	3,118,838	3,097,934	(20,904)
	Special Revenue	33,944	35,302	1,358
	<i>Service Total</i>	<i>3,152,782</i>	<i>3,133,236</i>	<i>(19,546)</i>
718 Chronic Disease Prevention	General	283,294	283,395	101
	Federal	21,993	22,000	7
	State	457,170	502,251	45,081
	Special Revenue	27,468	28,567	1,099
	<i>Service Total</i>	<i>789,925</i>	<i>836,213</i>	<i>46,288</i>
720 HIV Treatment Services for the Uninsured	General	1,420,742	1,417,880	(2,862)
	Federal	29,770,016	31,320,519	1,550,503
	State	23,182,892	24,237,101	1,054,209
	<i>Service Total</i>	<i>54,373,650</i>	<i>56,975,500</i>	<i>2,601,850</i>
721 Senior Centers	General	1,411,181	1,866,076	454,895
	Federal	1,850,034	2,030,355	180,321
	State	349,244	361,716	12,472
	Special Revenue	100,597	104,620	4,023
	Special Grant	16,432	16,925	493
	<i>Service Total</i>	<i>3,727,488</i>	<i>4,379,692</i>	<i>652,204</i>
722 Administration CARE	Federal	260,483	264,027	3,544
723 Advocacy for Seniors	General	94,955	95,904	949

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Federal	113,844	117,671	3,827
	State	290,850	301,423	10,573
	Special Revenue	588,700	602,691	13,991
	<i>Service Total</i>	<i>1,088,349</i>	<i>1,117,689</i>	<i>29,340</i>
724 Direct Care and Support Planning	State	2,654,787	2,703,566	48,779
	Special Revenue	37,677	39,184	1,507
	<i>Service Total</i>	<i>2,692,464</i>	<i>2,742,750</i>	<i>50,286</i>
725 Community Services for Seniors	General	209,733	218,123	8,390
	Federal	3,901,671	4,055,951	154,280
	State	1,011,057	1,051,499	40,442
	<i>Service Total</i>	<i>5,122,461</i>	<i>5,325,573</i>	<i>203,112</i>
	Agency Total	208,269,481	217,759,170	9,489,689
Housing and Community Development				
593 Community Support Projects	General	2,294,359	2,319,799	25,440
	Federal	10,575,198	11,080,481	505,283
	<i>Service Total</i>	<i>12,869,557</i>	<i>13,400,280</i>	<i>530,723</i>
604 Before and After Care	General	251,963	240,646	(11,317)
737 Administration HCD	General	5,458,863	5,144,382	(314,481)
	Federal	1,049,510	1,052,538	3,028
	<i>Service Total</i>	<i>6,508,373</i>	<i>6,196,920</i>	<i>(311,453)</i>
738 Weatherization Services	General	1,151,513	996,623	(154,890)
	State	6,390,992	3,655,245	(2,735,747)
	<i>Service Total</i>	<i>7,542,505</i>	<i>4,651,868</i>	<i>(2,890,637)</i>
742 Promote Homeownership	General	941,537	1,212,375	270,838
	Federal	328,799	275,184	(53,615)
	Special Revenue	150,000	500,000	350,000
	<i>Service Total</i>	<i>1,420,336</i>	<i>1,987,559</i>	<i>567,223</i>
745 Housing Code Enforcement	General	12,672,900	14,236,811	1,563,911
	Federal	359,854	360,000	146
	<i>Service Total</i>	<i>13,032,754</i>	<i>14,596,811</i>	<i>1,564,057</i>
747 Register and License Properties and Contractors	General	517,366	591,122	73,756
748 Affordable Housing	Federal	775,705	1,038,332	262,627
	Special Revenue	8,543,602	8,864,169	320,567

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	<i>9,319,307</i>	<i>9,902,501</i>	<i>583,194</i>
749 Property Acquisition Disposition and Asset Management	General	6,171,701	7,101,872	930,171
750 Housing Rehabilitation Services	General	200,000	202,500	2,500
	Federal	6,797,142	7,002,279	205,137
	State	569,226	592,303	23,077
	Special Grant	72,000	54,000	(18,000)
	<i>Service Total</i>	<i>7,638,368</i>	<i>7,851,082</i>	<i>212,714</i>
751 Building and Zoning Inspections and Permits	General	7,160,207	7,091,177	(69,030)
752 Community Outreach Services	General	1,728,152	1,751,362	23,210
754 Summer Food Service Program	General	16,464	17,123	659
	State	3,757,282	3,889,665	132,383
	<i>Service Total</i>	<i>3,773,746</i>	<i>3,906,788</i>	<i>133,042</i>
809 Retention Expansion and Attraction of Businesses	General	2,482,798	2,582,110	99,312
	Special Revenue	165,648	172,274	6,626
	<i>Service Total</i>	<i>2,648,446</i>	<i>2,754,384</i>	<i>105,938</i>
810 Real Estate Development	General	2,482,798	2,582,110	99,312
	Special Revenue	165,648	172,274	6,626
	<i>Service Total</i>	<i>2,648,446</i>	<i>2,754,384</i>	<i>105,938</i>
811 Inner Harbor Coordination	General	456,096	624,340	168,244
813 Entrepreneurial Development	General	903,082	939,205	36,123
815 Live Baltimore	General	1,108,452	1,152,790	44,338
	Agency Total	85,698,857	87,495,091	1,796,234
Human Resources				
770 Administration Human Resources	General	4,325,340	4,770,644	445,304
771 Benefits Administration	General	3,881,740	2,045,946	(1,835,794)
	Internal Service	2,378,872	2,554,660	175,788
	<i>Service Total</i>	<i>6,260,612</i>	<i>4,600,606</i>	<i>(1,660,006)</i>
772 Civil Service Management	General	3,819,948	3,774,142	(45,806)
773 Learning and Development	General	933,510	951,750	18,240
	Agency Total	15,339,410	14,097,142	(1,242,268)

(continued)

Service	Fund Name	FY23	FY24	Dollars
Law				
860 Administration Law	General	1,655,189	1,634,081	(21,108)
861 Controversies	General	5,338,537	5,549,420	210,883
	Internal Service	2,996,217	3,061,151	64,934
	<i>Service Total</i>	<i>8,334,754</i>	<i>8,610,571</i>	<i>275,817</i>
862 Transactions	General	2,388,834	2,525,666	136,832
869 Minority and Women's Business Opportunity Office	General	2,033,692	0	(2,033,692)
871 Police Legal Affairs	General	2,367,078	2,445,917	78,839
872 Workers' Compensation Practice	General	73,589	71,739	(1,850)
	Internal Service	5,743,566	6,126,270	382,704
	<i>Service Total</i>	<i>5,817,155</i>	<i>6,198,009</i>	<i>380,854</i>
	Agency Total	22,596,702	21,414,244	(1,182,458)
Legislative Reference				
106 Legislative Reference Services	General	834,509	1,013,529	179,020
107 Archives and Records Management	General	603,476	794,944	191,468
	Agency Total	1,437,985	1,808,473	370,488
Liquor License Board				
850 Liquor Licensing	General	1,174,137	1,463,116	288,979
851 Liquor License Compliance	General	1,339,216	1,442,978	103,762
	Agency Total	2,513,353	2,906,094	392,741
M-R: Art and Culture				
493 Art and Culture Grants	General	7,380,263	7,604,533	224,270
824 Events Art Culture and Film	General	2,304,718	2,625,754	321,036
828 Bromo Seltzer Arts Tower	General	103,568	111,853	8,285
	Agency Total	9,788,549	10,342,140	553,591
M-R: Baltimore City Public Schools				
352 Baltimore City Public Schools	General	332,776,508	405,496,299	72,719,791
M-R: Cable and Communications				
876 Media Production	General	692,378	1,309,124	616,746
	Special Revenue	676,000	703,040	27,040
	<i>Service Total</i>	<i>1,368,378</i>	<i>2,012,164</i>	<i>643,786</i>

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Agency Total	1,368,378	2,012,164	643,786
M-R: Civic Promotion				
590 Civic Promotion Grants	General	1,589,812	1,415,005	(174,807)
820 Convention Sales and Tourism Marketing	General	8,719,571	8,081,317	(638,254)
	Agency Total	10,309,383	9,496,322	(813,061)
M-R: Conditional Purchase Agreements				
129 Conditional Purchase Agreement Payments	General	8,159,723	3,496,220	(4,663,503)
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	12,472,051	12,472,051	0
M-R: Convention Complex				
540 CFG Bank Arena	General	598,550	622,492	23,942
855 Convention Center	General	13,853,890	15,965,149	2,111,259
	State	8,884,550	9,396,044	511,494
	<i>Service Total</i>	<i>22,738,440</i>	<i>25,361,193</i>	<i>2,622,753</i>
	Agency Total	23,336,990	25,983,685	2,646,695
M-R: Debt Service				
123 General Debt Service	General	88,726,736	78,092,674	(10,634,062)
	Special Revenue	15,767,260	15,767,260	0
	<i>Service Total</i>	<i>104,493,996</i>	<i>93,859,934</i>	<i>(10,634,062)</i>
	Agency Total	104,493,996	93,859,934	(10,634,062)
M-R: Educational Grants				
446 Educational Grants	General	11,666,035	12,147,837	481,802
	Federal	300,000	0	(300,000)
	Special Revenue	13,753,688	14,225,000	471,312
	<i>Service Total</i>	<i>25,719,723</i>	<i>26,372,837</i>	<i>653,114</i>
	Agency Total	25,719,723	26,372,837	653,114

(continued)

Service	Fund Name	FY23	FY24	Dollars
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	1,567,564	1,710,503	142,939
	State	255,750	100,000	(155,750)
	<i>Service Total</i>	<i>1,823,314</i>	<i>1,810,503</i>	<i>(12,811)</i>
	Agency Total	1,823,314	1,810,503	(12,811)
M-R: Health and Welfare Grants				
385 Health and Welfare Grants	General	1,450,825	1,564,148	113,323
M-R: Minority and Women's Business Development				
834 MWB Opportunity Office	General	0	5,603,754	5,603,754
M-R: Miscellaneous General Expenses				
122 Miscellaneous General Expenses	General	34,196,957	29,894,058	(4,302,899)
	Conduit Enterprise Wastewater Utility	10,000	0	(10,000)
	Water Utility	75,000	0	(75,000)
	Stormwater Utility	75,000	0	(75,000)
	Parking Management	20,000	0	(20,000)
	Federal	5,000	0	(5,000)
	Federal	85,000	0	(85,000)
	State	15,000	0	(15,000)
	Special Revenue	35,000	0	(35,000)
	<i>Service Total</i>	<i>34,516,957</i>	<i>29,894,058</i>	<i>(4,622,899)</i>
	Agency Total	34,516,957	29,894,058	(4,622,899)
M-R: Office of Children and Family Success				
109 Administration Children and Family Success	General	1,833,750	2,595,903	762,153
	Federal	0	1,200,000	1,200,000
	State	0	100,000	100,000
	Special Revenue	100,000	100,000	0
	Special Grant	0	50,000	50,000
	<i>Service Total</i>	<i>1,933,750</i>	<i>4,045,903</i>	<i>2,112,153</i>
605 Head Start	General	536,216	677,811	141,595

(continued)

Service	Fund Name	FY23	FY24	Dollars
	Federal	8,427,005	9,744,470	1,317,465
	State	569,672	1,092,459	522,787
	Special Revenue	150,000	150,000	0
	Special Grant	0	200,000	200,000
	<i>Service Total</i>	<i>9,682,893</i>	<i>11,864,740</i>	<i>2,181,847</i>
741 Community Action Partnership	General	640,317	1,264,308	623,991
	Water Utility	472,273	499,590	27,317
	Federal	34,638,877	22,175,137	(12,463,740)
	State	11,512,978	18,456,456	6,943,478
	Special Grant	0	2,000,000	2,000,000
	<i>Service Total</i>	<i>47,264,445</i>	<i>44,395,491</i>	<i>(2,868,954)</i>
	Agency Total	58,881,088	60,306,134	1,425,046
M-R: Office of Employment Development				
791 BCPS Alternative Options Academy for Youth	State	203,985	203,408	(577)
792 Workforce Public Assistance	Federal	2,091,137	3,982,196	1,891,059
793 Employment Enhancement Services for Baltimore City Residents	General	1,665,537	1,632,587	(32,950)
	Special Revenue	847,703	833,455	(14,248)
	<i>Service Total</i>	<i>2,513,240</i>	<i>2,466,042</i>	<i>(47,198)</i>
794 Administration MOED	General	1,500,535	1,461,716	(38,819)
	Federal	(56,406)	0	56,406
	Special Revenue	486,148	983,122	496,974
	<i>Service Total</i>	<i>1,930,277</i>	<i>2,444,838</i>	<i>514,561</i>
795 Workforce Services for Baltimore Residents	General	0	126,641	126,641
	Federal	11,644,059	11,973,539	329,480
	State	1,494,972	381,555	(1,113,417)
	<i>Service Total</i>	<i>13,139,031</i>	<i>12,481,735</i>	<i>(657,296)</i>
796 Workforce Services for Returning Citizens	General	207,211	204,518	(2,693)
	Federal	554,732	550,000	(4,732)
	State	942,145	940,359	(1,786)
	<i>Service Total</i>	<i>1,704,088</i>	<i>1,694,877</i>	<i>(9,211)</i>
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,085,217	3,134,037	48,820
	Federal	746,456	740,487	(5,969)

(continued)

Service	Fund Name	FY23	FY24	Dollars
	State	99,593	100,000	407
	Special Grant	164,327	170,000	5,673
	<i>Service Total</i>	<i>4,095,593</i>	<i>4,144,524</i>	<i>48,931</i>
798 Youth Works Summer Job Program	General	2,834,461	3,039,496	205,035
	Federal	1,999,258	2,000,000	742
	State	3,463,083	3,620,572	157,489
	Special Revenue	1,112,862	1,115,894	3,032
	<i>Service Total</i>	<i>9,409,664</i>	<i>9,775,962</i>	<i>366,298</i>
800 Workforce Services for WIOA Funded Youth	Federal	3,655,566	3,692,921	37,355
	Agency Total	38,742,581	40,886,503	2,143,922
M-R: Office of Equity and Civil Rights				
656 Wage Investigation and Enforcement	General	627,080	623,511	(3,569)
844 Equity Office	General	0	318,061	318,061
846 Discrimination Investigations Resolutions and Conciliations	General	1,756,000	1,631,581	(124,419)
	Special Revenue	169,448	176,226	6,778
	<i>Service Total</i>	<i>1,925,448</i>	<i>1,807,807</i>	<i>(117,641)</i>
848 Police Community Relations	General	769,041	955,888	186,847
849 Police Accountability	General	0	2,145,362	2,145,362
	Agency Total	3,321,569	5,850,629	2,529,060
M-R: Office of Homeless Services				
356 Administration Homeless Services	General	1,898,991	2,064,851	165,860
	Federal	4,814,695	5,059,158	244,463
	State	291,408	295,345	3,937
	Special Revenue	746,004	639,113	(106,891)
	<i>Service Total</i>	<i>7,751,098</i>	<i>8,058,467</i>	<i>307,369</i>
893 Homeless Prevention and Support Services for the Homeless	Federal	261,479	261,656	177
	State	262,923	273,440	10,517
	<i>Service Total</i>	<i>524,402</i>	<i>535,096</i>	<i>10,694</i>
894 Outreach to the Homeless	General	1,095,418	1,110,951	15,533
	Federal	943,461	981,200	37,739
	State	40,165	41,772	1,607

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	<i>2,079,044</i>	<i>2,133,923</i>	<i>54,879</i>
895 Temporary Housing for the Homeless	General	9,573,273	10,986,921	1,413,648
	Federal	9,449,085	9,467,311	18,226
	State	1,994,691	2,067,883	73,192
	<i>Service Total</i>	<i>21,017,049</i>	<i>22,522,115</i>	<i>1,505,066</i>
896 Permanent Housing for the Homeless	General	267,402	278,098	10,696
	Federal	34,165,742	35,520,811	1,355,069
	State	2,847,085	2,960,969	113,884
	<i>Service Total</i>	<i>37,280,229</i>	<i>38,759,878</i>	<i>1,479,649</i>
	Agency Total	68,651,822	72,009,479	3,357,657
M-R: Office of Information and Technology				
757 CitiWatch	General	2,409,933	2,927,701	517,768
	Special Revenue	450,000	0	(450,000)
	<i>Service Total</i>	<i>2,859,933</i>	<i>2,927,701</i>	<i>67,768</i>
802 Administration	General	3,271,353	3,674,526	403,173
803 Enterprise Innovation and Application Services	General	18,524,438	18,381,911	(142,527)
804 311 Call Center	General	5,367,604	5,174,642	(192,962)
805 Enterprise IT Delivery Services	General	11,132,853	16,182,634	5,049,781
	Internal Service	13,165,270	13,951,018	785,748
	Special Revenue	150,000	200,000	50,000
	<i>Service Total</i>	<i>24,448,123</i>	<i>30,333,652</i>	<i>5,885,529</i>
	Agency Total	54,471,451	60,492,432	6,020,981
M-R: Office of Neighborhood Safety and Engagement				
617 Criminal Justice Coordination	General	1,075,175	1,194,302	119,127
	Federal	1,634,458	1,830,900	196,442
	State	600,000	604,000	4,000
	<i>Service Total</i>	<i>3,309,633</i>	<i>3,629,202</i>	<i>319,569</i>
618 Neighborhood Safety and Engagement	General	3,833,590	4,224,581	390,991
	Federal	3,448,740	3,506,205	57,465
	State	7,080,627	6,519,025	(561,602)
	Special Revenue	1,125,000	1,165,000	40,000
	Special Grant	50,000	0	(50,000)

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	<i>15,537,957</i>	<i>15,414,811</i>	<i>(123,146)</i>
619 Community Empowerment and Opportunity	General	1,339,849	1,097,005	(242,844)
	Federal	1,000,000	1,000,000	0
	State	1,000,000	1,000,000	0
	<i>Service Total</i>	<i>3,339,849</i>	<i>3,097,005</i>	<i>(242,844)</i>
758 Coordination of Public Safety Strategy Administration	General	1,411,670	1,380,449	(31,221)
	State	45,000	46,350	1,350
	Special Revenue	999,900	1,039,896	39,996
	<i>Service Total</i>	<i>2,456,570</i>	<i>2,466,695</i>	<i>10,125</i>
	Agency Total	24,644,009	24,607,713	(36,296)
M-R: Office of the Labor Commissioner				
128 Labor Contract Negotiations and Administration	General	1,194,061	1,210,123	16,062
M-R: Retirees' Benefits				
351 Retirees' Benefits	General	34,103,936	33,215,442	(888,494)
M-R: Self-Insurance Fund				
126 Contribution to Self Insurance Fund	General	31,099,149	30,060,247	(1,038,902)
M-R: TIF Debt Service				
124 TIF Debt Service	General	21,814,174	24,744,046	2,929,872
Mayorality				
125 Executive Direction and Control Mayorality	General	15,855,409	16,374,938	519,529
	Federal	321,032	0	(321,032)
	State	425,521	442,542	17,021
	Special Revenue	747,806	825,030	77,224
	Special Grant	337,555	338,594	1,039
	<i>Service Total</i>	<i>17,687,323</i>	<i>17,981,104</i>	<i>293,781</i>
168 Municipal Broadband	Federal	2,350,000	0	(2,350,000)
	State	5,000,000	0	(5,000,000)
	<i>Service Total</i>	<i>7,350,000</i>	<i>0</i>	<i>(7,350,000)</i>
	Agency Total	25,037,323	17,981,104	(7,056,219)

(continued)

Service	Fund Name	FY23	FY24	Dollars
Municipal and Zoning Appeals				
185 Board of Municipal and Zoning Appeals	General	621,399	601,220	(20,179)
Office of the Inspector General				
836 Inspector General	General	2,331,165	2,295,109	(36,056)
Planning				
761 Development Oversight and Project Support	General	1,147,192	1,160,866	13,674
	Special Grant	50,756	0	(50,756)
	<i>Service Total</i>	<i>1,197,948</i>	<i>1,160,866</i>	<i>(37,082)</i>
762 Historic Preservation	General	626,625	636,118	9,493
763 Comprehensive Planning and Resource Management	General	2,343,028	2,093,633	(249,395)
	Special Revenue	1,840,000	1,288,796	(551,204)
	<i>Service Total</i>	<i>4,183,028</i>	<i>3,382,429</i>	<i>(800,599)</i>
765 Planning for a Sustainable Baltimore	General	1,676,447	1,668,969	(7,478)
	Federal	3,236,765	3,236,765	0
	State	258,722	268,972	10,250
	Special Revenue	696,042	722,503	26,461
	<i>Service Total</i>	<i>5,867,976</i>	<i>5,897,209</i>	<i>29,233</i>
768 Administration Planning	General	1,384,775	1,660,530	275,755
	Agency Total	13,260,352	12,737,152	(523,200)
Police				
621 Administrative Bureau	General	77,774,503	61,058,233	(16,716,270)
	Federal	8,274,757	8,207,573	(67,184)
	State	15,851,457	20,381,333	4,529,876
	Special Revenue	4,685,521	4,943,130	257,609
	<i>Service Total</i>	<i>106,586,238</i>	<i>94,590,269</i>	<i>(11,995,969)</i>
622 Police Patrol	General	223,614,409	224,890,990	1,276,581
	Federal	2,498,178	2,498,178	0
	State	4,097,314	5,202,330	1,105,016
	Special Revenue	1,000,000	1,000,000	0
	<i>Service Total</i>	<i>231,209,901</i>	<i>233,591,498</i>	<i>2,381,597</i>
623 Criminal Investigation Division	General	56,774,998	58,729,386	1,954,388
	Federal	1,614,898	2,467,635	852,737
	State	4,605,574	5,861,381	1,255,807
	<i>Service Total</i>	<i>62,995,470</i>	<i>67,058,402</i>	<i>4,062,932</i>

(continued)

Service	Fund Name	FY23	FY24	Dollars
626 Data Driven Strategies	General	7,347,107	10,565,313	3,218,206
	Federal	4,438,873	4,461,896	23,023
	State	1,193,519	1,202,363	8,844
	<i>Service Total</i>	<i>12,979,499</i>	<i>16,229,572</i>	<i>3,250,073</i>
628 Public Integrity Bureau	General	14,805,138	15,253,610	448,472
	State	157,679	140,542	(17,137)
	<i>Service Total</i>	<i>14,962,817</i>	<i>15,394,152</i>	<i>431,335</i>
635 Recruitment Section	General	23,924,648	24,087,625	162,977
	State	199,806	154,611	(45,195)
	<i>Service Total</i>	<i>24,124,454</i>	<i>24,242,236</i>	<i>117,782</i>
642 Crime Laboratory and Evidence Control	General	22,870,634	22,423,427	(447,207)
	Federal	404,696	364,165	(40,531)
	State	255,723	272,857	17,134
	<i>Service Total</i>	<i>23,531,053</i>	<i>23,060,449</i>	<i>(470,604)</i>
807 Compliance Bureau	General	38,223,593	67,020,490	28,796,897
	Federal	25,874	26,909	1,035
	State	1,996,831	2,096,740	99,909
	<i>Service Total</i>	<i>40,246,298</i>	<i>69,144,139</i>	<i>28,897,841</i>
816 Special Operations Section	General	38,239,674	33,839,068	(4,400,606)
	Federal	143,917	85,226	(58,691)
	<i>Service Total</i>	<i>38,383,591</i>	<i>33,924,294</i>	<i>(4,459,297)</i>
853 Patrol Support Services	General	21,554,198	7,072,130	(14,482,068)
	Federal	560,945	193,080	(367,865)
	State	2,444,604	0	(2,444,604)
	<i>Service Total</i>	<i>24,559,747</i>	<i>7,265,210</i>	<i>(17,294,537)</i>
Agency Total		579,579,068	584,500,221	4,921,153
Public Works				
660 Administration Solid Waste	General	3,331,527	3,324,537	(6,990)
661 Public Right of Way Cleaning	General	18,576,302	19,271,323	695,021
	Stormwater Utility	5,103,891	5,344,537	240,646
	Special Revenue	1,715,624	1,755,153	39,529
	<i>Service Total</i>	<i>25,395,817</i>	<i>26,371,013</i>	<i>975,196</i>
662 Vacant and Abandoned Property Cleaning and Boarding	General	11,799,432	11,901,196	101,764
	Federal	1,175,000	1,210,250	35,250

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	12,974,432	13,111,446	137,014
663 Waste Removal and Recycling	General	36,400,544	38,812,817	2,412,273
	Stormwater Utility	499,859	544,858	44,999
	Special Revenue	1,642,082	1,707,765	65,683
	Special Grant	199,185	207,152	7,967
	<i>Service Total</i>	38,741,670	41,272,592	2,530,922
664 Waste Re Use and Disposal	General	28,080,621	29,361,864	1,281,243
	Stormwater Utility	200,000	213,400	13,400
	Federal	298,778	298,778	0
	<i>Service Total</i>	28,579,399	29,874,042	1,294,643
670 Administration Water and Wastewater	Wastewater Utility	32,883,439	33,730,386	846,947
	Water Utility	19,819,966	27,913,228	8,093,262
	Stormwater Utility	0	680,121	680,121
	Federal	298,560	298,560	0
	Special Revenue	398,082	414,005	15,923
	Special Grant	248,801	258,753	9,952
	<i>Service Total</i>	53,648,848	63,295,053	9,646,205
671 Water Management	Water Utility	89,204,971	88,496,542	(708,429)
	Federal	253,378	253,378	0
	<i>Service Total</i>	89,458,349	88,749,920	(708,429)
672 Water and Wastewater Consumer Services	Wastewater Utility	14,071,415	14,493,557	422,142
	Water Utility	9,670,484	11,497,691	1,827,207
	Stormwater Utility	1,790,907	1,844,634	53,727
	<i>Service Total</i>	25,532,806	27,835,882	2,303,076
673 Wastewater Management	Wastewater Utility	130,986,469	149,592,678	18,606,209
	Federal	1,393,282	1,393,282	0
	State	746,402	746,402	0
	<i>Service Total</i>	133,126,153	151,732,362	18,606,209
674 Surface Water Management	Wastewater Utility	1,740,902	1,654,164	(86,738)
	Water Utility	563,960	570,716	6,756
	Stormwater Utility	20,621,936	20,663,422	41,486
	Federal	671,761	671,761	0
	State	508,057	511,207	3,150
	<i>Service Total</i>	24,106,616	24,071,270	(35,346)

(continued)

Service	Fund Name	FY23	FY24	Dollars
675 Engineering and Construction Management Water and Wastewater	Wastewater Utility	108,262,036	109,592,963	1,330,927
	Water Utility	84,777,737	86,605,054	1,827,317
	<i>Service Total</i>	<i>193,039,773</i>	<i>196,198,017</i>	<i>3,158,244</i>
676 Administration DPW	General	1,722,760	2,388,161	665,401
	Wastewater Utility	1,863,466	5,740,033	3,876,567
	Water Utility	0	2,469,561	2,469,561
	Stormwater Utility	0	223,943	223,943
	<i>Service Total</i>	<i>3,586,226</i>	<i>10,821,698</i>	<i>7,235,472</i>
	Agency Total	631,521,616	676,657,832	45,136,216
Recreation and Parks				
644 Administration Recreation and Parks	General	5,991,040	6,405,949	414,909
	State	1,456,773	3,067,444	1,610,671
	<i>Service Total</i>	<i>7,447,813</i>	<i>9,473,393</i>	<i>2,025,580</i>
645 Aquatics	General	2,592,103	2,634,655	42,552
	Special Revenue	300,000	309,000	9,000
	<i>Service Total</i>	<i>2,892,103</i>	<i>2,943,655</i>	<i>51,552</i>
646 Park Maintenance	General	13,894,395	14,448,443	554,048
	State	1,945,359	3,520,166	1,574,807
	Special Revenue	299,781	311,772	11,991
	<i>Service Total</i>	<i>16,139,535</i>	<i>18,280,381</i>	<i>2,140,846</i>
647 Youth and Adult Sports	General	1,201,789	1,366,143	164,354
	Special Revenue	185,722	192,801	7,079
	<i>Service Total</i>	<i>1,387,511</i>	<i>1,558,944</i>	<i>171,433</i>
648 Community Recreation Centers	General	16,769,166	16,262,082	(507,084)
	Federal	759,816	786,683	26,867
	Special Revenue	1,395,313	1,441,402	46,089
	Special Grant	300,000	312,000	12,000
	<i>Service Total</i>	<i>19,224,295</i>	<i>18,802,167</i>	<i>(422,128)</i>
649 Special Facilities Management Recreation	Special Revenue	3,304,926	3,427,317	122,391
650 Horticulture	General	1,377,334	1,407,940	30,606
	State	98,122	345,992	247,870
	Special Revenue	516,423	532,167	15,744

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	<i>1,991,879</i>	<i>2,286,099</i>	<i>294,220</i>
651 Recreation for Seniors	General	493,382	493,998	616
	Special Revenue	38,500	40,040	1,540
	<i>Service Total</i>	<i>531,882</i>	<i>534,038</i>	<i>2,156</i>
652 Therapeutic Recreation	General	552,243	576,375	24,132
653 Park Programs and Events	General	834,273	853,257	18,984
	Special Revenue	1,033,265	1,217,298	184,033
	<i>Service Total</i>	<i>1,867,538</i>	<i>2,070,555</i>	<i>203,017</i>
654 Urban Forestry	General	4,814,337	5,009,338	195,001
	Special Revenue	800,000	3,001,223	2,201,223
	<i>Service Total</i>	<i>5,614,337</i>	<i>8,010,561</i>	<i>2,396,224</i>
	Agency Total	60,954,062	67,963,485	7,009,423
Sheriff				
881 Courthouse Security	General	4,146,221	4,850,386	704,165
882 Deputy Sheriff Enforcement	General	10,634,508	12,377,018	1,742,510
	State	49,761	49,761	0
	Special Revenue	1,741,602	1,811,266	69,664
	<i>Service Total</i>	<i>12,425,871</i>	<i>14,238,045</i>	<i>1,812,174</i>
883 Service of Protective and Peace Orders	General	2,256,678	2,687,682	431,004
884 District Court Sheriff Services	General	2,511,775	2,938,923	427,148
889 Child Support Enforcement	General	1,789,736	1,939,254	149,518
	Federal	1,116,616	1,116,616	0
	<i>Service Total</i>	<i>2,906,352</i>	<i>3,055,870</i>	<i>149,518</i>
	Agency Total	24,246,897	27,770,906	3,524,009
State's Attorney				
115 Prosecution of Criminals	General	29,237,657	31,038,753	1,801,096
	Federal	2,023,082	2,104,226	81,144
	State	7,650,361	7,981,056	330,695
	Special Revenue	324,097	337,061	12,964
	Special Grant	139,430	145,007	5,577
	<i>Service Total</i>	<i>39,374,627</i>	<i>41,606,103</i>	<i>2,231,476</i>
781 Administration State's Attorney	General	8,346,672	8,837,663	490,991
786 Victim and Witness Services	General	2,015,863	2,056,411	40,548
	Federal	2,692,392	2,742,854	50,462

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	4,708,255	4,799,265	91,010
	Agency Total	52,429,554	55,243,031	2,813,477
Transportation				
500 Street Lighting	General	19,903,881	21,722,598	1,818,717
548 Conduits	Conduit	13,589,903	8,293,160	(5,296,743)
	Enterprise			
681 Administration DOT	General	10,111,064	9,747,094	(363,970)
682 Parking Management	Parking	21,838,805	19,333,642	(2,505,163)
	Enterprise			
	Parking Management	10,624,115	11,127,856	503,741
	<i>Service Total</i>	32,462,920	30,461,498	(2,001,422)
683 Street Management	General	36,203,999	36,770,569	566,570
684 Traffic Management	General	10,414,269	10,374,502	(39,767)
	Special Revenue	689,537	717,119	27,582
	<i>Service Total</i>	11,103,806	11,091,621	(12,185)
685 Special Events	General	1,568,298	1,741,655	173,357
687 Inner Harbor Services	General	1,099,285	1,180,783	81,498
Transportation				
688 Snow and Ice Control	General	7,087,162	7,298,762	211,600
689 Vehicle Impounding and Disposal	General	8,294,829	8,750,996	456,167
690 Sustainable Transportation	General	980,968	1,030,563	49,595
	Federal	10,600	10,918	318
	State	8,669,387	9,000,283	330,896
	Special Revenue	9,509,323	10,036,173	526,850
	<i>Service Total</i>	19,170,278	20,077,937	907,659
691 Public Rights of Way Landscape Management	General	4,665,741	4,929,827	264,086
692 Bridge and Culvert Management	General	3,658,492	3,710,822	52,330
693 Parking Enforcement	Parking Management	13,835,513	13,785,303	(50,210)
694 Survey Control	General	294,675	272,626	(22,049)
695 Dock Master	Special Revenue	164,456	167,859	3,403
696 Street Cuts Management	General	784,630	921,378	136,748
697 Traffic Safety	General	25,964,489	26,435,240	470,751
	Federal	490,381	547,104	56,723
	Special Revenue	13,719,722	9,297,333	(4,422,389)

(continued)

Service	Fund Name	FY23	FY24	Dollars
	<i>Service Total</i>	<i>40,174,592</i>	<i>36,279,677</i>	<i>(3,894,915)</i>
727 Real Property Management	General	2,445,140	2,473,103	27,963
	Agency Total	226,618,664	219,677,268	(6,941,396)
Grand Total				
Total Operating Budget		3,462,434,479	3,661,465,312	199,030,833
Less Internal Service		146,311,533	190,854,335	44,542,802
Total Operating Appropriation		3,316,122,946	3,470,610,977	154,488,031

Table in dollars.

Comparison of Current and Upcoming Year Operating Budget

Summary by Fund

Fund Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
General	2,056,204,000	2,170,191,727	113,987,727
Conduit Enterprise	13,599,903	8,293,160	(5,306,743)
Wastewater Utility	289,882,727	314,803,781	24,921,054
Water Utility	204,820,026	218,285,454	13,465,428
Stormwater Utility	28,236,593	29,514,915	1,278,322
Parking Enterprise	21,838,805	19,333,642	(2,505,163)
Parking Management	27,516,275	28,019,294	503,019
Federal	278,028,389	276,369,474	(1,658,915)
State	192,670,550	200,232,479	7,561,929
Special Revenue	200,282,333	200,351,851	69,518
Special Grant	3,043,345	5,215,200	2,171,855
Total	3,316,122,946	3,470,610,977	154,488,031

Table in dollars.

Internal Service Fund by Agency

Agency Name	Budget Amount		Change Amount
	FY23	FY24	Dollars
Comptroller	13,949,556	14,950,386	1,000,830
Finance	8,229,985	7,580,857	(649,128)
General Services	99,848,067	142,629,993	42,781,926
Human Resources	2,378,872	2,554,660	175,788
Law	8,739,783	9,187,421	447,638
M-R: Office of Information and Technology	13,165,270	13,951,018	785,748
Total	146,311,533	190,854,335	44,542,802

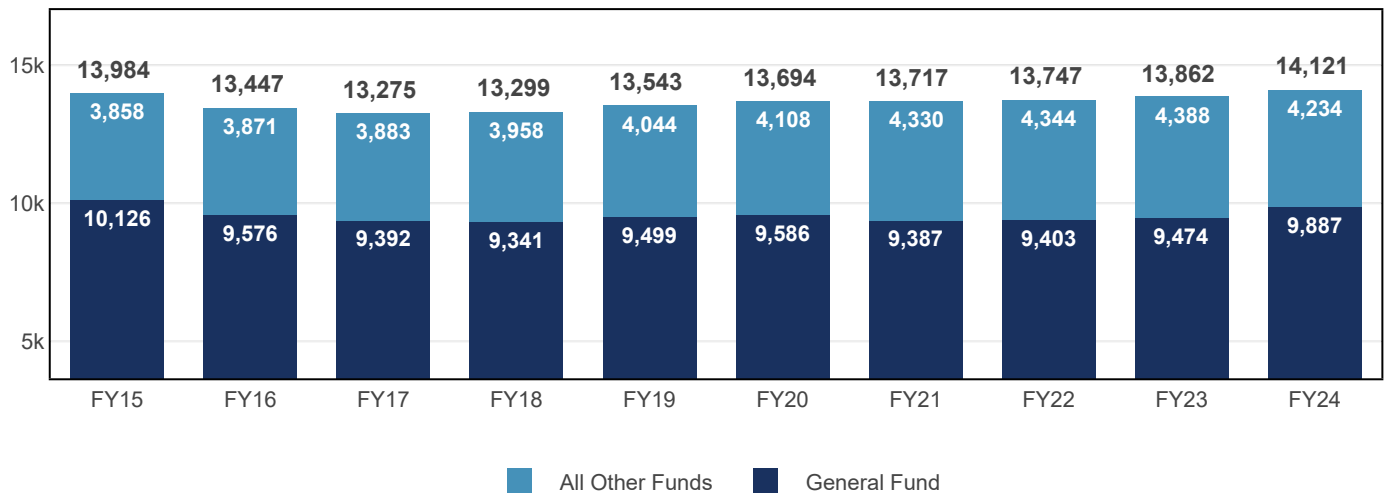
Table in dollars.

Permanent Full-Time Positions

There are 14,121 full-time, permanent positions budgeted for Fiscal 2024. Of those positions, 9,887 or 70% are supported by the General Fund. Detailed information showing position counts by fund and service will be presented in the Agency Detail budget publication reflecting the Board of Estimates recommendations.

By Fund

Permanent Full-Time Positions by Fiscal Year and Fund



Fund Name	Actual Amount	Budget Amount		Change Amount
	FY22	FY23	FY24	Positions
General	9,403	9,474	9,887	413
Internal Service	440	436	454	18
Conduit Enterprise	120	120	67	-53
Wastewater Utility	890	890	919	29
Water Utility	949	949	981	32
Stormwater Utility	146	146	148	2
Parking Management	164	164	162	-2
Federal	595	627	644	17
State	477	477	562	85
Special Revenue	554	574	292	-282
Special Grant	9	5	5	0
Total	13,747	13,862	14,121	259

¹ Change is calculated between Fiscal 2023 and Fiscal 2024

By Agency

Fund Name	Actual Amount	Budget Amount		Change Amount
	FY22	FY23	FY24	Positions
City Council				
General	81	81	81	0
Agency Total	81	81	81	0
Comptroller				
General	67	67	77	10
Internal Service	35	31	33	2
Agency Total	102	98	110	12
Council Services				
General	6	6	6	0
Agency Total	6	6	6	0
Courts: Circuit Court				
General	86	86	86	0
Federal	13	13	14	1
State	33	33	33	0
Agency Total	132	132	133	1
Courts: Orphans' Court				
General	5	5	5	0
Agency Total	5	5	5	0
Employees' Retirement Systems				
Special Revenue	81	81	82	1
Agency Total	81	81	82	1
Enoch Pratt Free Library				
General	350	346	337	-9
State	94	95	112	17
Special Revenue	10	10	14	4
Agency Total	454	451	463	12

(continued)

Fund Name	FY22	FY23	FY24	Positions
Finance				-2
General	228	231	229	0
Internal Service	35	34	34	0
Water Utility	3	3	3	0
Parking Management	21	21	21	0
Special Revenue	2	2	2	-2
Agency Total	289	291	289	
Fire				
General	1,644	1,651	1,674	23
Federal	3	9	9	0
Special Revenue	85	85	85	0
Agency Total	1,732	1,745	1,768	23
General Services				
General	66	66	73	7
Internal Service	333	333	349	16
Agency Total	399	399	422	23
Health				
General	182	178	491	313
Federal	275	285	300	15
State	111	100	102	2
Special Revenue	333	338	48	-290
Special Grant	8	4	4	0
Agency Total	909	905	945	40
Housing and Community Development				
General	363	371	380	9
Federal	63	67	68	1
State	4	4	4	0
Special Revenue	4	4	4	0
Agency Total	434	446	456	10
Human Resources				
General	73	73	74	1
Internal Service	2	2	3	1
Agency Total	75	75	77	2

(continued)

Fund Name	FY22	FY23	FY24	Positions
Law				
General	83	91	77	-14
Internal Service	32	31	31	0
Agency Total	115	122	108	-14
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				
American Rescue Plan Act	10	0	0	0
Agency Total	10	0	0	0
M-R: Cable and Communications				
General	4	4	10	6
Agency Total	4	4	10	6
M-R: Convention Complex				
General	145	149	152	3
Agency Total	145	149	152	3
M-R: Environmental Control Board				
General	8	8	8	0
Agency Total	8	8	8	0
M-R: Minority and Women's Business Development				
General	0	0	19	19
Agency Total	0	0	19	19
M-R: Office of Children and Family Success				
General	23	19	26	7
Water Utility	4	4	5	1
Federal	18	18	16	-2
State	88	88	95	7
Agency Total	133	129	142	13

(continued)

Fund Name	FY22	FY23	FY24	Positions
M-R: Office of Employment Development				
General	45	46	49	3
Federal	112	131	131	0
State	6	7	7	0
Special Revenue	8	10	10	0
Agency Total	171	194	197	3
M-R: Office of Equity and Civil Rights				
General	22	24	44	20
Agency Total	22	24	44	20
M-R: Office of Homeless Services				
General	16	16	20	4
Federal	38	38	38	0
State	1	1	1	0
Special Revenue	3	3	3	0
Agency Total	58	58	62	4
M-R: Office of Information and Technology				
General	156	145	157	12
Internal Service	3	5	4	-1
Agency Total	159	150	161	11
M-R: Office of Neighborhood Safety and Engagement				
General	15	16	17	1
Federal	2	2	4	2
Agency Total	17	18	21	3
M-R: Office of the Labor Commissioner				
General	6	8	8	0
Agency Total	6	8	8	0
Mayorality				
General	76	83	100	17

(continued)

Fund Name	FY22	FY23	FY24	Positions
Special Revenue	0	2	2	0
Special Grant	1	1	1	0
Agency Total	77	86	103	17
Municipal and Zoning Appeals				
General	4	4	4	0
Agency Total	4	4	4	0
Office of the Inspector General				
General	18	18	18	0
Agency Total	18	18	18	0
Planning				
General	48	48	49	1
Special Revenue	1	1	1	0
Agency Total	49	49	50	1
Police				
General	3,091	3,114	3,128	14
Federal	24	24	24	0
State	73	73	113	40
Special Revenue	9	0	0	0
Agency Total	3,197	3,211	3,265	54
Public Works				
General	729	731	717	-14
Wastewater Utility	890	890	919	29
Water Utility	942	942	973	31
Stormwater Utility	146	146	148	2
Special Revenue	3	3	3	0
Agency Total	2,710	2,712	2,760	48
Recreation and Parks				
General	348	379	373	-6
Federal	0	3	3	0

(continued)

Fund Name	FY22	FY23	FY24	Positions
State	19	29	48	19
Special Revenue	13	13	16	3
Agency Total	380	424	440	16
Sheriff				
General	212	212	212	0
Agency Total	212	212	212	0
State's Attorney				
General	319	314	313	-1
Federal	34	34	34	0
State	47	46	46	0
Agency Total	400	394	393	-1
Transportation				
General	858	858	847	-11
Conduit Enterprise	120	120	67	-53
Parking Management	143	143	141	-2
Federal	3	3	3	0
State	1	1	1	0
Special Revenue	2	22	22	0
Agency Total	1,127	1,147	1,081	-66
Grand Total	13,747	13,862	14,121	259

¹ Change is calculated between Fiscal 2023 and Fiscal 2024

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FISCAL 2024

PRELIMINARY BUDGET

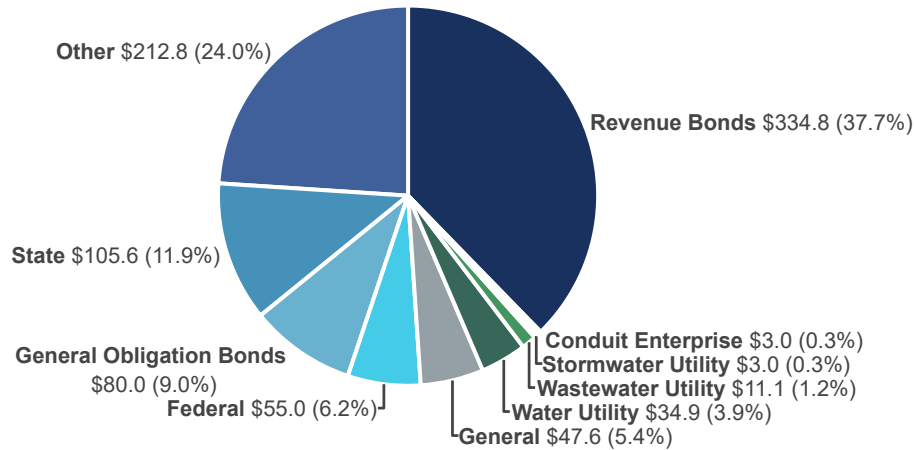
Capital Budget Recommendations

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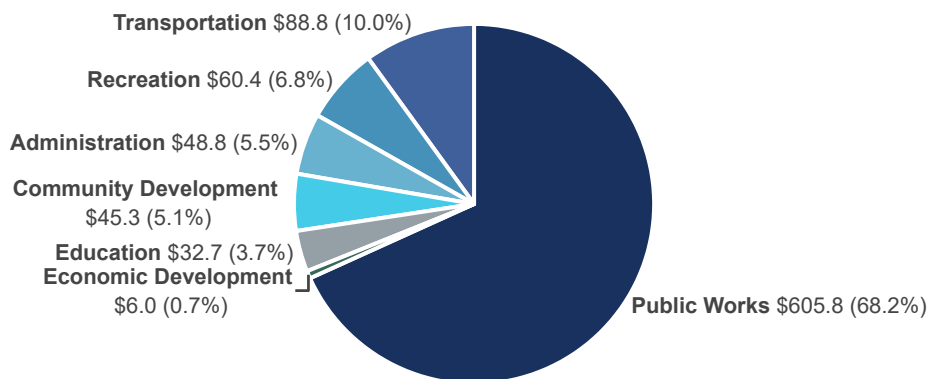
Overview of Capital Budget Preliminary

Total Capital Budget: \$887.9 million

Where the Money Comes From



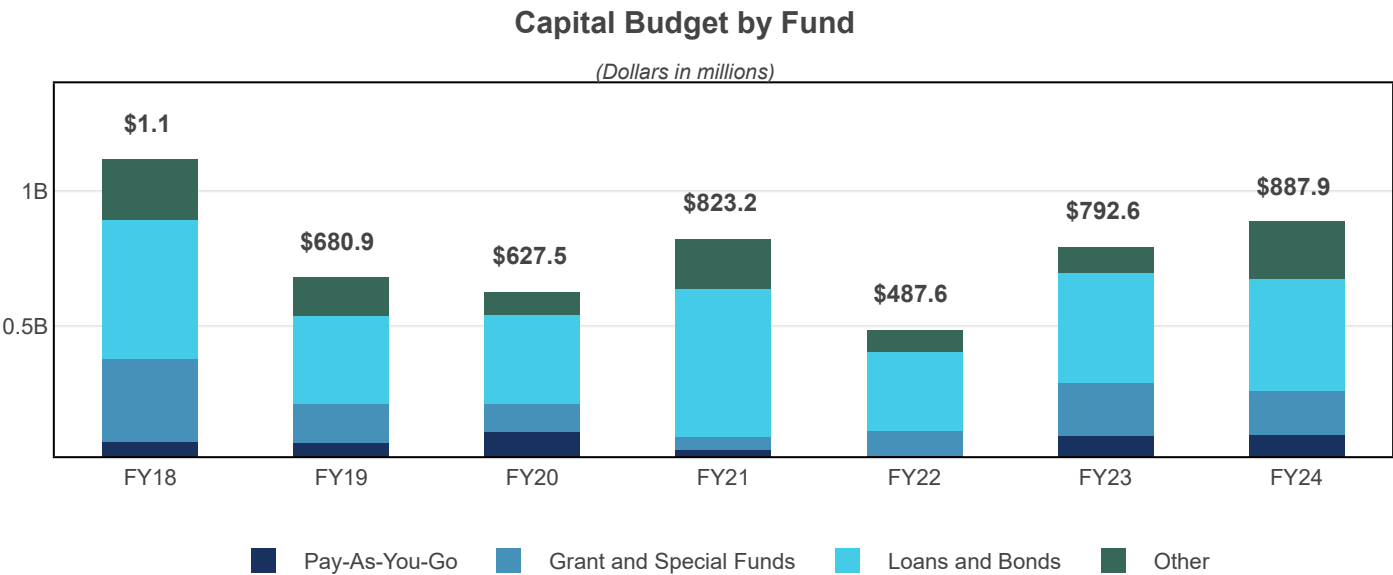
How the Money is Used



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

Capital Budget Trends

The Fiscal 2024 Preliminary Budget is \$887.9 million, an increase of \$95,291,000 or 12.0% from Fiscal 2023. 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 and table below show historical trends of the capital budget by fund type.



Capital Funds	Budget			
	FY21	FY22	FY23	FY24
Pay-As-You-Go				
General	0.5	15.0	70.5	47.6
Conduit Enterprise	41.0	5.0	23.4	3.0
Wastewater Utility	0.0	0.0	0.0	11.1
Water Utility	0.0	0.0	0.0	34.9
Stormwater Utility	1.7	0.0	0.0	3.0
Grant and Special Funds				
Federal	40.0	39.7	94.0	55.0
State	8.6	52.2	102.1	105.6
Loans and Bonds				
General Oblig. Bonds	80.0	80.0	80.0	80.0
Revenue Bonds	451.5	199.5	314.1	334.8
County Trans. Bonds	15.0	15.0	15.0	0.0
Other				
Other	184.8	81.2	93.5	212.8
Grand Total	823.2	487.6	792.6	887.9

Table in millions of dollars.

¹ Totals may not equal figures in graph due to rounding.

Six-Year Capital Plan

Capital Plan						
Fund Name	FY24	FY25	FY26	FY27	FY28	FY29
Pay-As-You-Go						
General	47,650,000	73,000,000	100,000,000	100,000,000	45,000,000	45,000,000
Conduit Enterprise	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Wastewater Utility	11,079,000	35,601,000	32,169,000	34,135,000	29,685,000	35,847,000
Water Utility	34,868,000	34,922,000	36,426,000	36,949,000	29,386,000	31,500,000
Stormwater Utility	3,010,000	2,675,000	3,053,000	918,000	8,000	0
Grant and Special Funds						
Federal	55,035,000	48,535,000	50,935,000	48,735,000	46,735,000	46,735,000
State	105,623,000	29,008,000	26,202,000	22,730,000	22,330,000	10,500,000
Loans and Bonds						
Revenue Bonds	334,815,000	286,090,000	293,805,000	291,292,000	178,866,000	154,043,000
Gen. Oblig. Bonds	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000
Other						
Other	212,772,000	168,905,000	109,107,000	162,524,000	54,074,000	12,731,000
Grand Total	887,852,000	761,736,000	734,697,000	780,283,000	489,084,000	419,356,000

Table in dollars.

Capital Budget Fund Sources

Capital Funds	Budget			Change	
	FY22	FY23	FY24	Dollar	Percent
Pay-As-You-Go					
General	15,000,000	70,500,000	47,650,000	(22,850,000)	-32.4%
Conduit Enterprise	5,000,000	23,370,000	3,000,000	(20,370,000)	-87.2%
Wastewater Utility	0	0	11,079,000	11,079,000	–
Water Utility	0	0	34,868,000	34,868,000	–
Stormwater Utility	0	0	3,010,000	3,010,000	–
Grant and Special Funds					
Federal	39,668,000	94,029,000	55,035,000	(38,994,000)	-41.5%
State	52,152,000	102,126,000	105,623,000	3,497,000	3.4%
Loans and Bonds					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	199,518,000	314,059,000	334,815,000	20,756,000	6.6%
County Trans. Bonds	15,000,000	15,000,000	0	(15,000,000)	-100.0%
Other					
Other	81,234,000	93,477,000	212,772,000	119,295,000	127.6%
Grand Total	487,572,000	792,561,000	887,852,000	95,291,000	12.0%

Table in dollars.

¹ Change is calculated between Fiscal 2023 and Fiscal 2024

Fiscal 2024 Preliminary Budget Highlights

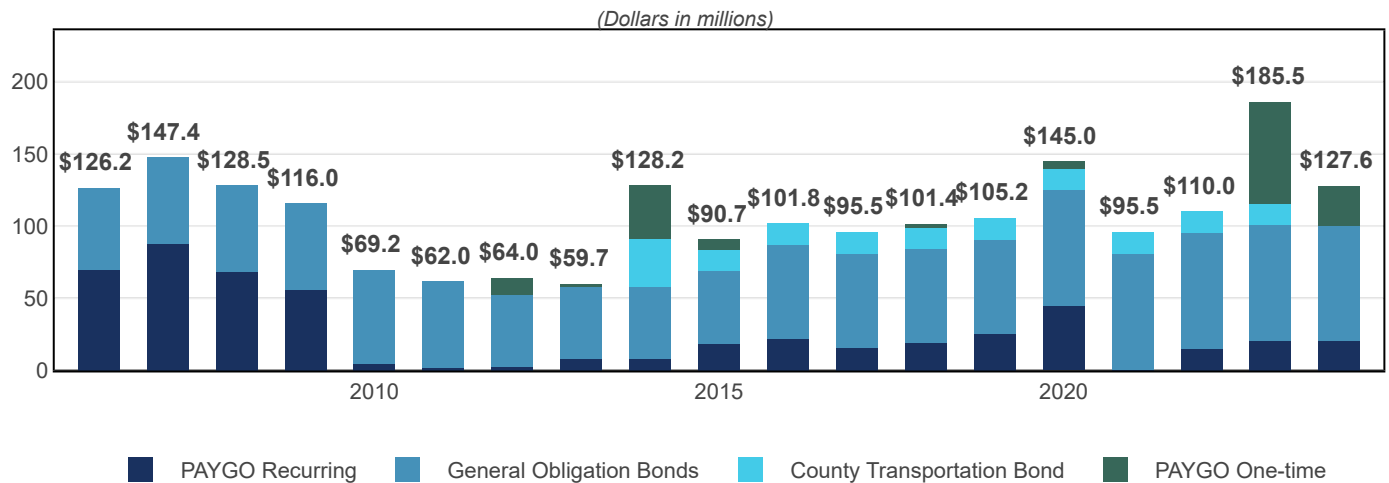
The City's General Fund supports several fund sources in the capital budget, including capital General Funds (PAYGO capital), General Obligation Bonds (debt), and General Funds - Highway User Revenues (PAYGO capital dedicated to transportation). In the past, when Highway User Revenues from the State were drastically reduced, the City has also used County Transportation Revenue Bonds to fund transportation projects. The use of County Transportation Bonds was intended to be a temporary measure until Highway User Revenue could be restored. Fiscal 2024 represents the first of five years where the City will receive increased Highway User Revenue. The Preliminary Budget reflects allocating \$34.2 million in HUR revenue for DOT capital projects.

The Preliminary Budget also anticipates releasing \$40.0 million from the ARPA Budget Stabilization funding to support capital projects. This funding will support investment in ADA sidewalk improvements, street resurfacing, and various other capital investment in Fiscal 2024.

Increased PAYGO funding for Wastewater, Water, and Stormwater projects is consistent with the planned rates in these enterprise funds for Fiscal 2024. The use of cash reserves for capital projects in these funds varies based on economic conditions.

General Fund Backed Sources

All General Fund Backed Sources



General Fund and Highway User Revenue Pay-As-You-Go Funding

Using General Funds for PAYGO reduces the City's debt burden while also being one of the most flexible funding sources for capital projects. 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 2024 Preliminary Budget includes \$47.6 million in General Funds and HUR for capital projects, including:

- \$7 million for information technology projects
- \$5 million for major redevelopment projects
- \$34.2 million for transportation-related projects

General Obligation Bonds

In 2022, voters authorized \$80 million in General Obligation bonds per year for Fiscal 2024 and 2025. 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 2024 include:

- \$9 million for improvements to the Abel Wolman municipal building
- \$2.3 million for improvements to North Harford Park
- \$6 million for demolition and stabilization of vacant and abandoned buildings
- \$19 million for Baltimore City Public Schools facilities, including \$2.5 million towards the construction of the new Furley Elementary School and \$9.8 million for systems replacements, renovations, and repairs across various buildings.

Federal and State Funds

The Fiscal 2024 Preliminary Budget includes approximately \$55.0 million in Federal Funds and \$105.6 million in State Funds. State Funds include items requested from the State. This figure will likely be lower once the State budget is finalized and changes are incorporated in the City's capital budget. Funded projects for Fiscal 2024 include:

Federal Funds

- Department of Transportation plans for \$42 million per year in federal Highway Transportation funds. The City must provide a 20% match for eligible projects such as bridges. The Fiscal 2024 recommendations include additional federal appropriations in anticipation of receiving competitive grants through the Infrastructure Investment and Jobs Act.
- 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.
- 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.

ARPA and the Fiscal 2024 Capital Budget

The Preliminary Budget reflects allocating \$40.0 million in ARPA funds for capital projects in Fiscal 2024. Projects receiving ARPA funds must meet the obligation and spending deadlines associated with the program. Projects recommended to receive ARPA funding were based on their readiness and ability to meet the spending deadlines.

Project	Amount
Northwest CAC Improvements	7,350,000
Patterson Park John Booth Sr Center	2,000,000
Hamilton Library HVAC Replacement	1,750,000
Herring Run Library HVAC Replacement	1,800,000
ADA Projects	15,935,000
Sidewalk Reconstruction Repair	1,165,000
Street Resurfacing	10,000,000
Total	40,000,000

Table in dollars.

The Departments of Housing and Community Development and Recreation and Parks have received separate ARPA awards for capital projects, funding for these items is in addition to the recommended use of ARPA Budget Stabilization funds for capital projects. Funds for all projects were included in the original ARPA appropriation in the Fiscal 2022 budget. Allocating funding for projects requires review with the Mayor's Office of Recovery Programs.

Agency	Total Budget
Baltimore City Recreation and Parks	
Administration	2,923,093
Athletic Courts	2,197,684
Contingency	4,223
Playgrounds	5,050,000
Pools	9,950,000
Recreation Centers	19,875,000
Trails	1,000,000
Enoch Pratt Free Library	
Park Heights Community Library	3,000,000
Department of General Services	
HVAC Repair	4,250,000
Department of Housing and Community Development	
Blight Elimination	20,142,499
Capital Investment	60,552,801
Mayor's Office of Homeless Services	
Housing Accelerator & Shelter Assistance	59,475,000
Total	188,420,300

Table in dollars.

State Funds

- Recreation and Parks plans to allocate \$8.0 million in Program Open Space funding for various capital projects. A portion of these funds require a 25% match from the City that has been appropriated in General Fund backed sources.
- State funds will be finalized after the conclusion of the 2023 Maryland General Assembly Session and updates will be included in the Board of Estimates recommendations.

Utility Funds

Utility funds include bonds issued by the City to be repaid with future revenue and funds from current operating revenues such as water bills and conduit fees. The Fiscal 2024 capital recommendations also include utility projects funded through existing cash (Pay-As-You-Go).

Water, Waster, and Stormwater Funds

The Water, Wastewater, and Stormwater programs within the Department of Public Works are fully funded with enterprise revenue, which includes the fees paid for water, sewer, and stormwater services. Capital projects within these programs are typically 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 cash or 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 Capital Budget recommendations reflect the Conduit agreement between the City and Baltimore Gas and Electric (BGE). The Fiscal 2024 budget includes \$3.0 million for cash funded capital investment that will be guided by the City. This amount does not include capital investment that will be carried out by BGE.

Capital Budget Process

The [Capital Budget and Capital Improvement Plan \(CIP\) process](#) operates on a similar timeline as the operating budget process, but is managed and facilitated by the Department of Planning. The Department of Planning works with agencies to prepare recommendations to the Planning Commission that submits recommendations to the Board of Estimates in conjunction with the operating budget. 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 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 2024, the major capital budget agencies, the Mayor's 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.

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 2024 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.

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.

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FISCAL 2024

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.

ACTUAL: This term is used in various contexts with different meanings. The definitions for the two contexts in this book are specified below.

- **Performance Management:** A number that reflects the result(s); this is different from a target, which is a prediction of result(s).
- **Financial:** The recorded (or posted) revenues and expenditures; this is different from a budget, which is a planned estimate.

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.

BALANCED BUDGET: When the revenues the City projects to receive in the next fiscal year from all existing revenue sources are sufficient to cover the total anticipated expenditures of the next fiscal year. Total revenues are either equal or greater than the recommended appropriations, and may be supplemented, if necessary, with prior year fund balance.

BLUEPRINT FOR MARYLAND'S FUTURE: Commonly referred to as [Kirwan](#). This legislation was passed in 2021 guided by the Kirwan Commission on Innovation and Excellence in Education. The law enacts a comprehensive reorganization of education funding in Maryland to improve the quality of education and close equity gaps. The Blueprint for Maryland's Future is different from the City schools' [Blueprint for Success](#).

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.

CHARTER: A [legal document](#) that defines the City's:

- organization (agencies, commissions, offices, etc.),
- rules and processes,
- services provided, and
- authority and powers held by specific offices or agencies.

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.

ESTIMATE: An approximation of the amount to be spent or collected.

EXPENDITURE: Spending to purchase goods or services.

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.

FORECAST: An estimate of expected, actual future spending and/or revenues for a specific period of time.

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.

HIGHWAY USER REVENUE (HUR): Money received from the State from specific taxes (e.g., gasoline, titling) associated with driving vehicles.

INDICATOR: A measure that represents a quality of life improvement that the City tracks and is ultimately aiming to improve. The City has 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.

LIABILITY: A contractual obligation to pay an amount of money, usually associated with legal settlements.

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 improve-

ments 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.

PROJECTION: An estimate of likely, possible future spending and/or revenues for a specific period of time.

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.

REVENUE BUDGET: A forecast of the next fiscal year's income based on the collection of received payments in the current fiscal year, policy and legislative changes affecting the collection of income, and economic and market conditions.

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.

TAX: Any charge of money or property by a government upon individuals or entities that the government has authority to collect from.

TAX CREDIT: An incentive that lets taxpayers subtract an amount from their owed tax based on specific qualifications.

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 multiple 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 went live on August 8, 2022.
- Phase 3 involves the City's recruitment and learning systems (job postings, application processing, employee training, etc.) and is going live in incremental stages, beginning in December 2022 through summer 2023.

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 (BBMR). BBMR 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 BBMR.
- *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 next 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 next 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 2024 total Preliminary operating and capital appropriations of \$4.4 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.

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.

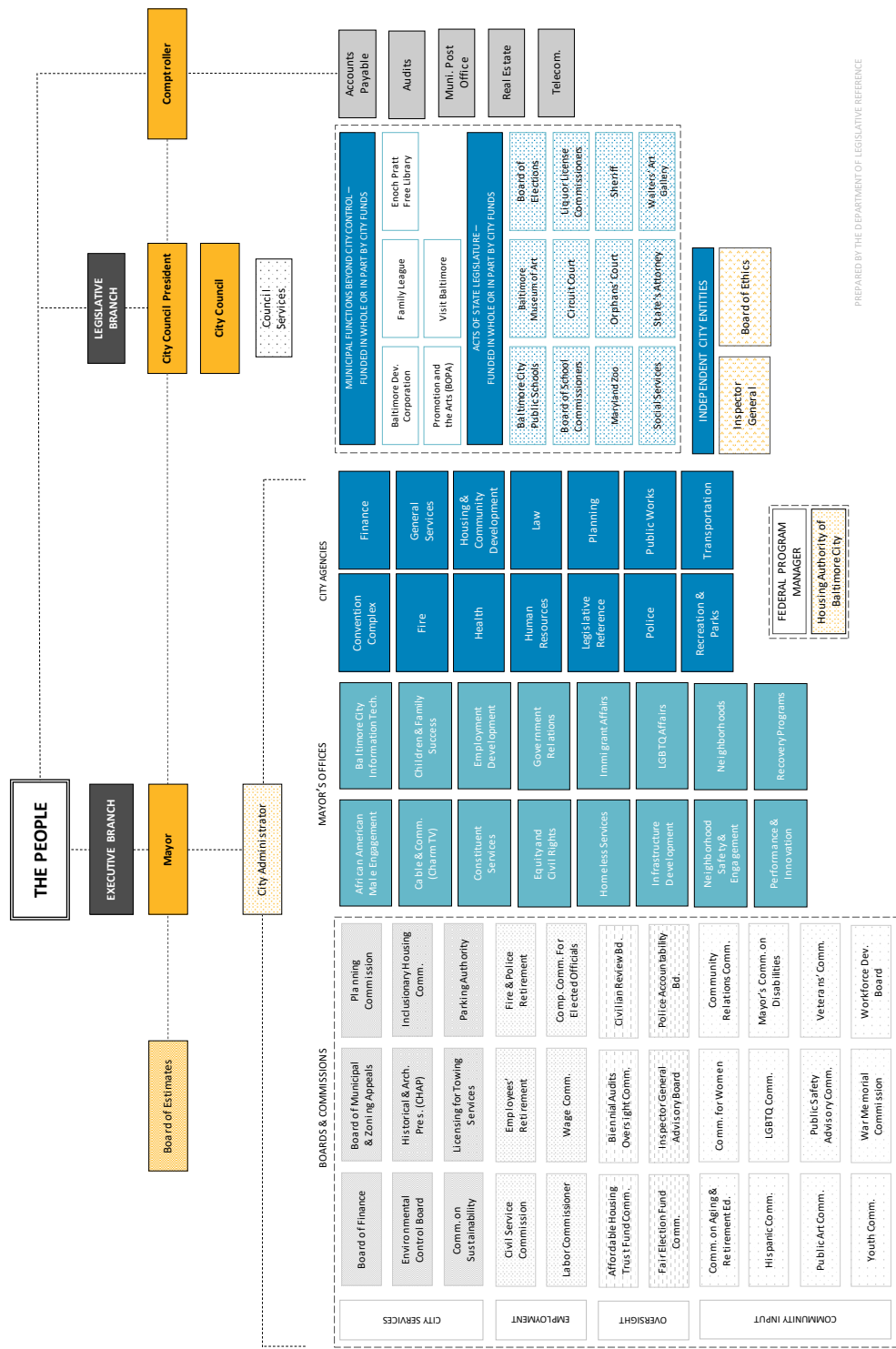
Internal Service Funds

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, Department of Telecommunications, 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.

Municipal Organization Chart



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 defines the organization, powers, functions, and procedures of the City of Baltimore. In addition, it establishes the terms for election and removal, as well as term limits for elected officials.

In November 2022, Baltimore City voters passed a Charter amendment establishing term limits for the Mayor, City Council, City Council President, and Comptroller. The term limits establish that elected officials cannot hold the same office for more than two consecutive terms and cannot hold the same office for more than eight years during any 12-year period. These limits begin taking effect with officials elected in 2024.

Executive

Mayor

The Mayor is the chief executive officer of the City. The Mayor is elected for four-year terms with no term limit restrictions. 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 appoints department heads and municipal officers, serves on the Board of Estimates, and appoints two of the other four members of the Board of Estimates. The Mayor also has the authority to approve or veto ordinances.

- *Mayor:* Brandon M. Scott

Chief Administrative Officer

The Chief Administrative Officer provides additional professional management capacity to support the day-to-day operations of City government and advises the Mayor on the effective, efficient, and economically prudent administration of public resources. The City Administrator executes the Mayor's policies with the assistance of colleagues across City government. The City Administrator's Office is comprised of the Deputy City Administrator and three Deputy Mayors.

- *Chief Administrative Officer:* Faith P. Leach
- *Deputy City Administrator:* Simone C. Johnson
- *Deputy Mayor for Community and Economic Development:* Justin Williams
- *Deputy Mayor for Public Safety:* Anthony Barksdale

Comptroller

The Comptroller is a citywide elected official that is a member of the Executive branch, but is independent of the Mayor. The Comptroller is elected to four-year terms with no term limit restrictions. Pursuant to Article V of the City Charter the Comptroller serves as a member of the Board of Estimates and the Board of Finance. The Comptroller has executive responsibility for the Department of Accounts Payable, 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) formulates and executes the fiscal policy of the City with its primary policy tool being the recommended annual Ordinance of Estimates, the City's budget. The BOE is also responsible for awarding contracts and supervising all purchasing by the City. The BOE is composed of five voting members: the President of the City Council, who serves as President of the BOE, the Mayor, the Comptroller, the City Solicitor, and the Director of the Department of Public Works.

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

Legislative

City Council President

The City Council President is citywide 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 to four-year terms with no term limit restrictions. In the event of a vacancy in the Mayor's office, the Council President becomes Mayor for the remainder of that term. If the position of Council President is vacant, the members of the Council elect a new Council President

- *City Council President:* Nick J. Mosby

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.

- *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, *Vice President*
- *Seventh District:* James Torrence
- *Eighth District:* Kristerfer Burnett
- *Ninth District:* John T. Bullock
- *Tenth District:* Phylcia Porter
- *Eleventh District:* Eric T. Costello
- *Twelfth District:* Robert Stokes, Sr.
- *Thirteenth District:* Antonio Glover
- *Fourteenth District:* Odette Ramos

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 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, events, 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.

Chief Administrative Officer:
Faith P. Leach

Finance Director:
Michael Moiseyev

Deputy Finance Directors:
Robert Cennane
Yoanna Moisides

Budget Director:
Laura Larsen

Assistant Budget Director, Revenue and Long-Term Financial Planning:
Pedro Aponte

Assistant Budget Director, Policy and Administration:
Mara James

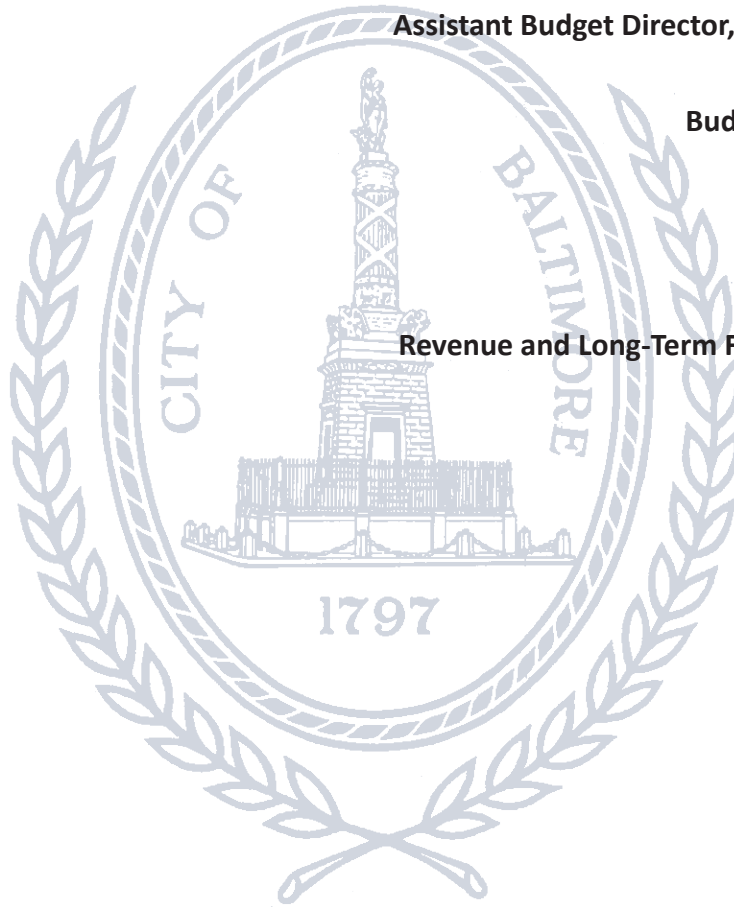
Budget Management Analysts:
John Burklew
Yolanda Camp
Steven Christian
Jaime Cramer
Sarah Schulte

Revenue and Long-Term Financial Planning Analysts:
Kathleen Staggers

Data Lead:
Sara Brumfield

Business Analyst:
Rob Feehley

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,
Bureau of the Budget and Management Research:
469 City Hall, 100 N. Holliday Street; Baltimore, MD 21202
P: 410.396.5944 or Email: budget@baltimorecity.gov.

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