



CATHERINE E. PUGH
MAYOR

Fiscal 2018

Summary of the Adopted Budget



Board of Estimates:

Bernard C. "Jack" Young, President
Catherine E. Pugh, Mayor
Joan M. Pratt, Comptroller
David Ralph, Acting Solicitor
Rudy Chow, Director of Public Works

City Council:

President: Bernard C. "Jack" Young
Vice President: Sharon Green Middleton

First District:

Zeke Cohen

Second District:

Brandon M. Scott

Third District:

Ryan Dorsey

Fourth District:

Bill Henry

Fifth District:

Isaac "Yitzy" Schleifer

Sixth District:

Sharon Green Middleton

Seventh District:

Leon F. Pinkett, III

Eighth District:

Kristerfer Burnett

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Edward L. Reisinger

Eleventh District:

Eric T. Costello

Twelfth District:

Robert Stokes, Sr.

Thirteenth District:

Shannon Sneed

Fourteenth District:

Mary Pat Clarke

Department of Finance:

Henry J. Raymond, Director

Artwork Credit:

Jessie Unterhalter



This mural, titled *New Day*, was sponsored by the Baltimore Office of Promotion & the Arts during its Open Walls Project. The mural is located at 1137 Harford Road.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Baltimore
Maryland**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

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CATHERINE E. PUGH
MAYOR

*250 City Hall, 100 North Holliday Street
Baltimore, Maryland 21202*



Dear Taxpayer,

I am proud that my first budget as Mayor of Baltimore puts children first. The Fiscal 2018 Budget Plan will give the City's children opportunities to succeed through investment in education and youth development.

I have pledged \$100 million in bridge funding over three years for City Schools, with mass layoffs avoided and district finances stabilized until the Governor and General Assembly consider changes to school funding formulas. The Plan also targets investments for out of school programs and community schools; the Safe Streets program to curb youth violence; expanded Library hours with a focus on underserved neighborhoods; free after school student transportation on MTA buses; funding for school modernization and capital project funding in support of City Schools; and the \$12 million Children and Youth Fund authorized by voters last fall for new and expanded youth programs. This Plan also sustains funding for recreation centers and pools; B'More for Healthy Babies nurse home visiting programs; Head Start mentor coaches for teachers; the YouthWorks summer jobs program; and the Youth Opportunity Centers, serving out of school youth.

Additional investments will promote safe neighborhoods, healthy communities, and a vibrant economy. These include the B'More Bright initiative, which will install new street lights where they are needed most; new "big belly" solar-powered garbage cans in business districts to improve cleanliness; a small haulers program to reduce illegal dumping; and mobile workforce units to bring employment services to neighborhoods most in need of them.

The City has made significant progress toward fiscal sustainability over the past four years, but in spite of growing tax revenue and pension and health benefit reforms, we still face annual General Fund shortfalls. The gap for Fiscal 2018 was projected at \$20 million. To make my targeted investments possible within a balanced budget, we are restarting the traffic camera program, expanding municipal advertising, introducing demand-based parking meter rates downtown, refinancing the convention center debt, and more.

This is a responsible plan that upholds the City's tradition of sound financial management, maintains core City services, continues Property Tax reduction for homeowners, and targets investments to move Baltimore forward.

Thank you,

Catherine E. Pugh, Mayor

phone: 410.396.3835 fax: 410.576.9425 email: mayor@baltimorecity.gov

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The City of Baltimore

Community Guide to the Budget – Fiscal 2018

This year's budget represents a responsible plan that upholds the City's tradition of sound financial management, maintains core City services, continues Property Tax reduction for homeowners, and targets investments in our children to move Baltimore forward.

The City has made significant progress toward fiscal sustainability, but in spite of growing tax revenue, we still faced a General Fund shortfall of \$20 million. To make my targeted investments possible within a balanced budget, we are restarting the traffic camera program, expanding municipal advertising, introducing demand-based parking meter rates, and more.

The investments this budget will make are focused on my 5 pillars – Education, Public Safety, Economic Development & Jobs, Quality of Life, and Accountability & Transparency. Most importantly, I have pledged \$100 million in bridge funding over three years for City Schools while the Governor and General Assembly consider changes to school funding formulas. In collaboration with the City Council, I have also committed to funding after-school programs and the Safe Streets program to curb youth violence.

Additional investments in our great City include the B'More Bright initiative, which will install new street lights where they are needed most; new "big belly" solar-powered garbage cans to improve cleanliness; a small haulers program to reduce illegal dumping; and mobile workforce units to bring employment services to underserved neighborhoods.

I am proud that my first budget as Mayor of Baltimore puts children first. We need every son and daughter of this great city involved, engaged, and thriving. The Fiscal 2018 Budget Plan will help us begin that important work.



Catherine E. Pugh



What did we accomplish in Fiscal 2017?

Education

- All branches of the Enoch Pratt Free Library were open for the first time in a decade
- C.C. Jackson Community Center became fully operational and the Rita Church Gymnasium was opened
- B'More for Healthy Babies supported home-visits and reproductive health services for 8,000 mothers to decrease the percent of babies born with low birth weight

Public Safety

- Installed 6,000 LED light fixtures in Baltimore's highest-crime areas
- Operation Ceasefire provided vulnerable community members opportunities to walk away from criminal activity via social services
- The Fire Department transitioned to a two-tiered EMS system that allows the department to respond to 911 calls faster and at lower cost

Economic Development & Jobs

- 30% increase in applications for summer jobs through the Office of Employment Development, which offered jobs to 8,000 youth, exposing them to potential careers and instilling positive work-life skills for future employment

Quality of Life

- Launched B'MORE Beautiful pilot program, a peer-to-peer volunteer network to promote cleanliness and address sanitation issues, in 22 City neighborhoods
- Began the BikeShare program and installed biking infrastructure through the City, including 25 share stations
- TECHHealth Initiative engaged members of Baltimore's technology and design community to solve the City's pressing public health challenges

Accountability & Transparency

- Launched Open City Hall which will allow residents to offer their opinions about the City and its priorities:
[<http://www.baltimorecity.gov/opencyhall>]
- Updated the City's permit application system to expand the types of building permits eligible for on-line filing

City Snapshot

313,718

Tons of Landfill trash collected



19%

of Recycling Diverted from Trash



175,927

of Fire/EMS 911 calls

85%

of 911 calls dispatched w/in 1-minute



218,982

of code enforcement inspections

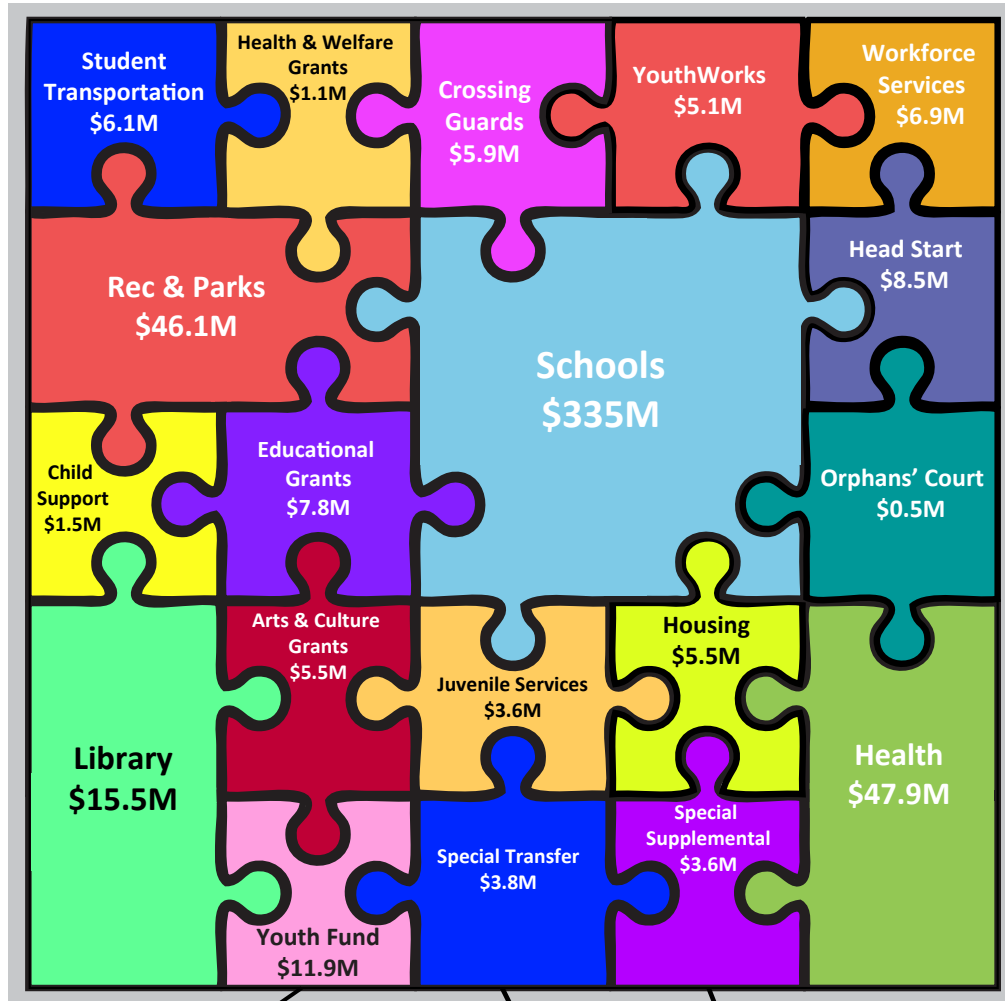
69%

of enforcement notices
abated w/in 180 days



Funding Youth & Education:

Baltimore has committed \$520 million to invest in our children, including a 3-year, \$100 million commitment to reduce the school deficit



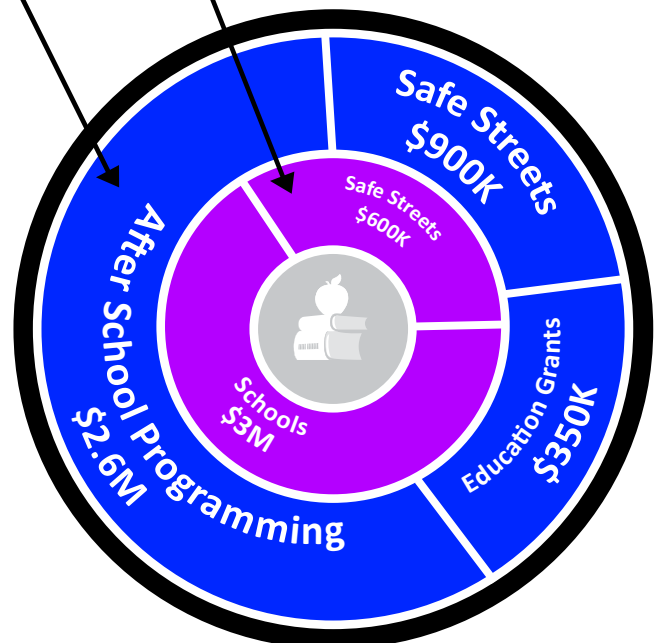
Youth Fund Facts:

\$11.9M is dedicated to youth programs in Fiscal 2018 per the new charter amendment

Annual contribution to the fund is \$0.03 for every \$100 of assessed property value in Baltimore

A Children and Youth Fund Task Force will make recommendations about how to use the Youth Fund

Mayor Pugh and the City Council agreed to an additional \$7.4 million for education and youth programs in the Fiscal 2018 budget.

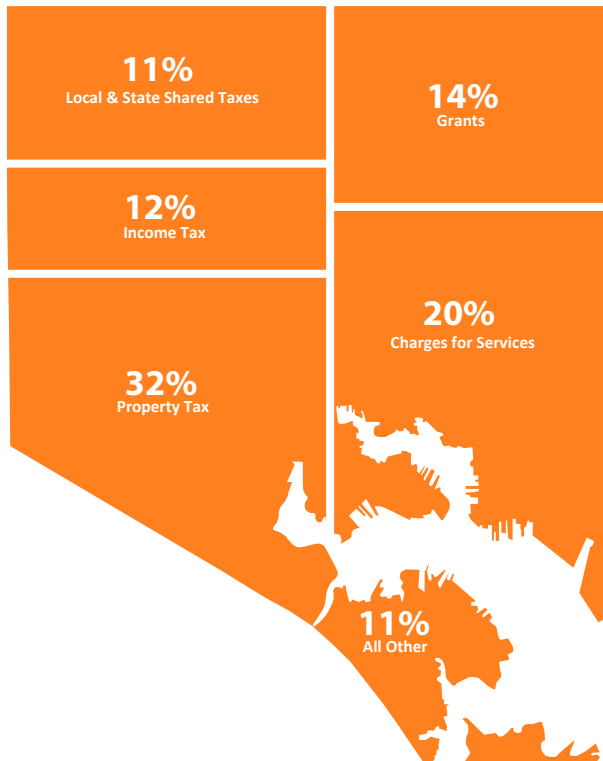


What does it cost to run the City?

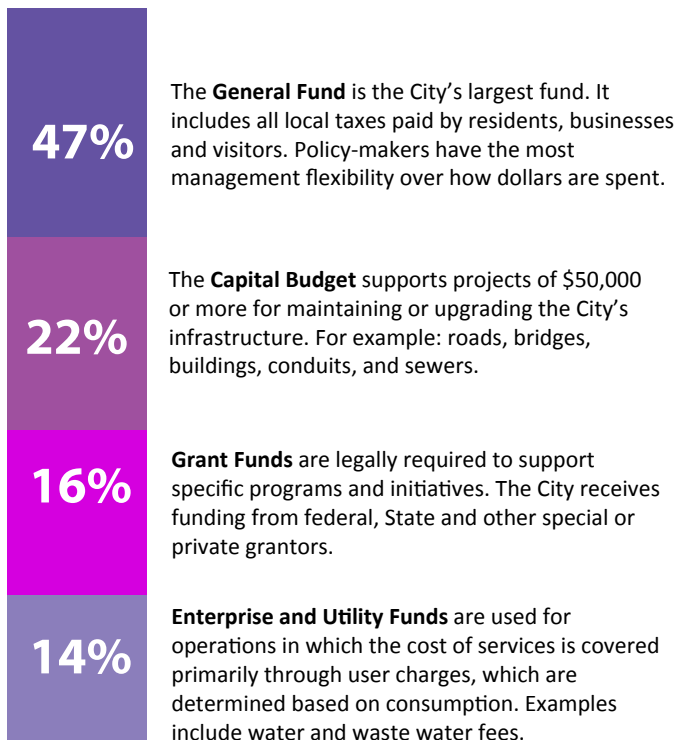
The City's Fiscal Year begins on July 1 and ends on June 30. Baltimore's budget is required by law to be balanced each year.

Where does the money come from?

Operating Budget (\$2.8B)

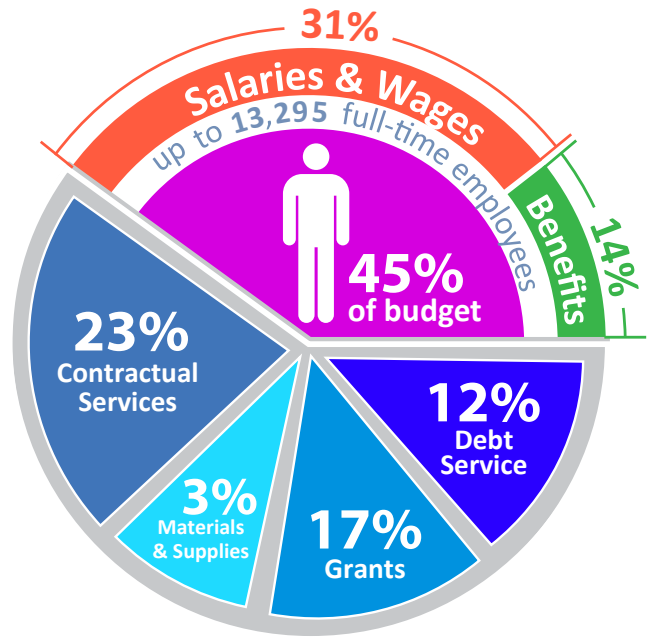


What funds does the City manage?

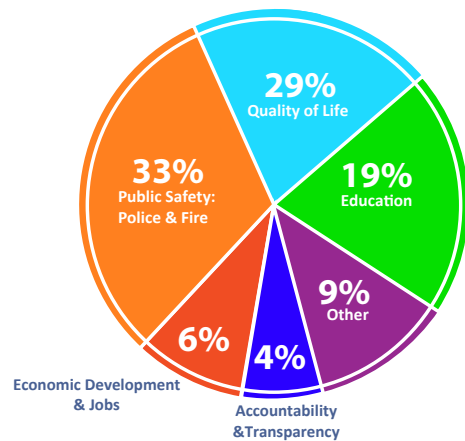


How is the money spent?

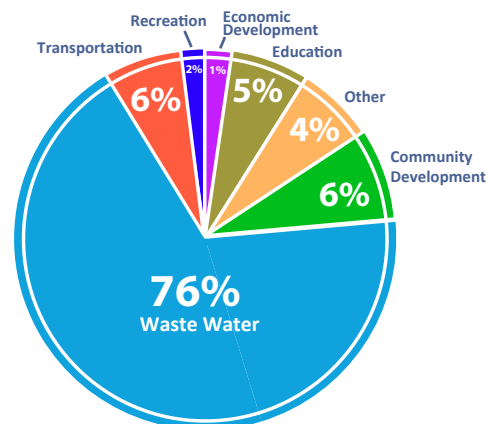
Operating by type of expense (\$2.8B)



Operating by Outcome (\$2.8B)



Capital (\$1.1B)





What are we investing in for Fiscal 2018?

Education

- The first year of the 3-year, \$100 million bridge funding made to City Schools to avoid mass layoffs until the Governor and General Assembly consider changes to school funding formulas
- Additional investments include after-school programs, community schools, the Safe Streets program, expanded library hours, free MTA bus transportation for students
- The first year of the \$11.9 million Youth Fund



Quality of Life

- Expand the “big belly” solar-powered garbage cans program
- B'More Bright will continue upgrading all street lights to LED and installing new lights to help reduce crime
- Install 25 more BikeShare stations throughout the City, doubling the number of bike stations
- Continue “Small Haulers Program” to offer a centrally-located option at the Northwest Transfer Station for commercial waste disposal in order to reduce illegal dumping and misuse of residential Citizen Drop-off Centers
- Invest \$500 million for the replacement and rehabilitation of waste water sewage systems to eliminate sewer overflows and improve storm water drainage

Public Safety

- Implement the Consent Decree as agreed with the Department of Justice to expand officer training and modernize the police force through upgrades to technology, record keeping, and strategic planning
- Convene the Civilian Oversight Task Force to provide community oversight of the City's Police Department
- Continue to support the Mobile Integrated Health/Community Paramedicine program which diverts frequent callers of the City's 911 system to appropriate, non-ER healthcare facilities
- Continue the Saturday Safety Sweep Program in which all fire suppression units visit every neighborhood to install smoke alarms

Accountability & Transparency

- Continue to fund programs that target preventative maintenance, such as General Services' HVAC program and Urban Forestry's tree pruning program
- Continue to pay down the accumulated deficit in the Charm City Circulator Fund and save for bus replacement

Economic Development & Jobs

- Fund Mobile Workforce Units to bring employment services to neighborhoods most in need of them
- Fund services in the Office of Civil Rights to reduce barriers to employment and ensure employers are following wage laws

Baltimore's Ten-Year Plan

The Ten-Year Financial Plan outlines policies and programs that both invest in Baltimore's growth and address long-range challenges in four areas:

- Structural budget balance
- Tax competitiveness
- Infrastructure investment
- Long-term liabilities

The baseline deficit through 2022 has been reduced from \$745M to \$202M (73%)



Since 2013, Baltimore has implemented initiatives that help in achieving long-term fiscal sustainability

Lowered the Effective Property Tax Rate



Reduced Long-Term Liabilities



Increased Capital Investment



Streamlined the Workforce



To address the remaining operating and capital shortfalls, the Ten-Year Plan calls for:

- Further healthcare benefit changes
- Reforming the Fire and Police pension plan for new hires
- Launching an employee wellness program
- Building reserves to prepare for the next recession

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OpenBudget.baltimorecity.gov

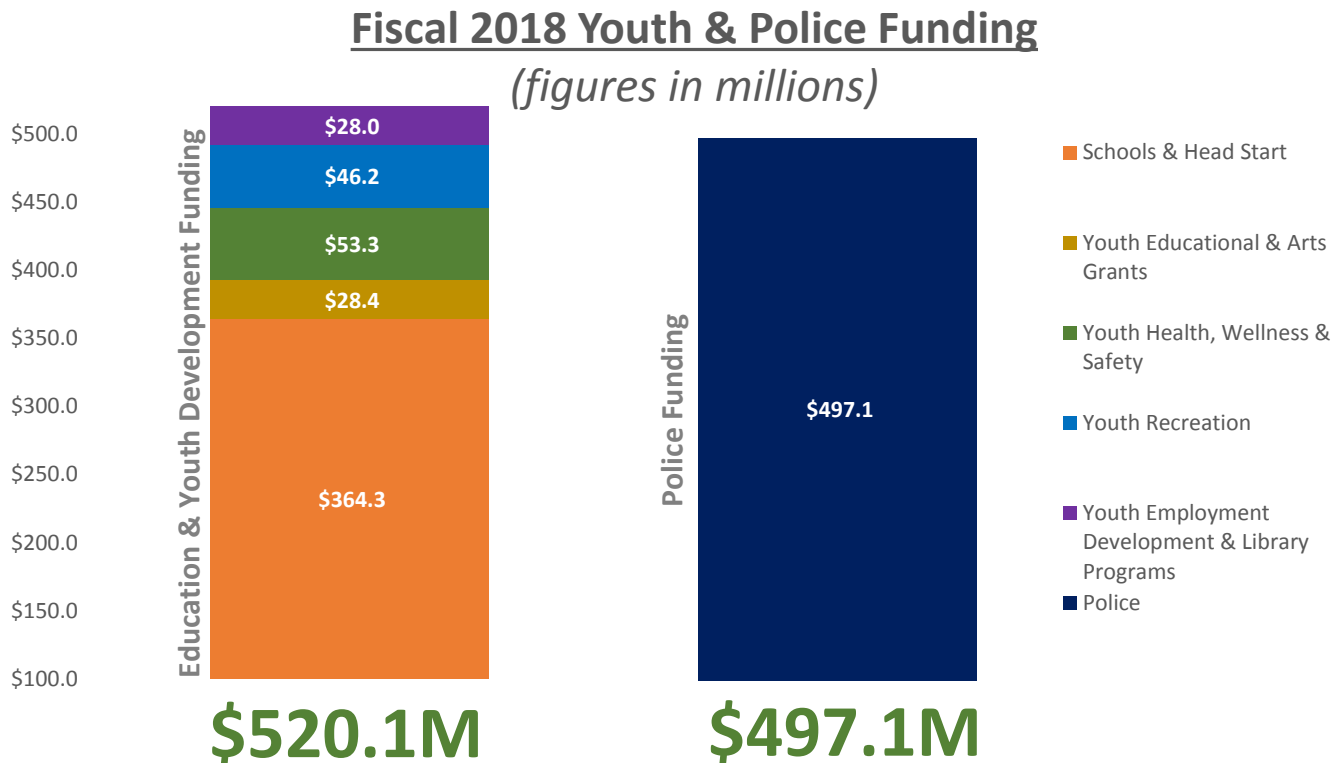
Introduction

Fiscal 2018

Summary of the Adopted Budget

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The Fiscal 2018 budget shifts the priorities of City government, investing more in education and youth development than police. Making Baltimore safe will take a smart crime-fighting strategy and more money for programs that give residents – especially our youngest ones – opportunities to succeed in life.



The budget totals \$3.9 billion, including \$2.8 billion for operating expenses and \$1.1 billion for capital investment. The General Fund budget totals \$1.83 billion, a 4.1% increase from the Fiscal 2017 Adopted Budget. It is a responsible plan that includes a major new commitment to City Schools, maintains core City services, continues Property Tax reduction for homeowners, and targets investments to make the City cleaner and safer.

A Plan that Puts Children First

The chart above shows something extraordinary – probably unprecedented in the City’s modern history. In Fiscal 2018, the City will spend more money on education and youth development than policing. This is no accident.

Mayor Pugh and the City Council pledged \$100 million over three years to help Baltimore City Public Schools (BCPS) avoid mass layoffs and stabilize its finances until the Governor and General Assembly can consider changes to school funding formulas recommended by the Kirwan Commission. The Fiscal 2018 installment is \$25.4 million, which the State has more than matched. The City’s share is funded from General Fund balance, a reduced contribution to the Budget Stabilization Reserve, and reductions to the Police Department’s budget. Starting in Fiscal 2019, the City’s contribution will include a permanent \$10 million Maintenance of Effort (MOE) increase.

Mayor Pugh also secured \$5.5 million in new Highway User Revenue from the State to provide free student transportation on MTA. Lack of transportation is too often a barrier to our young people attending school and participating in afterschool programs, recreation and cultural activities, getting jobs, and accessing services vital to their future success.

With \$3.7 million in State and local funding – funding Mayor Pugh worked hard for in last year’s General Assembly session – the City will extend library hours across our 22 branches, with a focus on underserved neighborhoods. The voter-approved Youth Fund will dedicate \$11.9 million to evidence-based programs that help children and youth succeed.

The Police Department’s budget includes \$10 million to implement mandated improvements under the consent decree with the U.S. Department of Justice, while at the same time reducing base funding by \$5.5 million below the current level of service. These savings are directed to increasing support for City Schools.

City Schools was faced with a \$130 million structural budget gap and asked the City and State for help. The gap resulted from several factors, such as declining enrollment, the costs of expanding Pre-K and educating students with special needs, growing employee pay and benefits, underutilized schools, and the cost of school modernization.

The City will provide more than \$360 million of support to City Schools in Fiscal 2018, including a \$268 million MOE payment, more than \$20 million to the school modernization fund, \$17 million in additional capital project funding, and school health and crossing guard services. City Schools’ general fund operating budget will total roughly \$1.3 billion, made up of state and local aid determined by formulas that equalize wealth across Maryland’s 24 jurisdictions. In the counties, State aid flows through the county government; Baltimore is an exception because of the separation of schools from City government in 1997.

Beyond its direct support for schools, the budget plan invests more than \$160 million for children and youth through recreation centers, after-school programs, maternal and child health, job training, libraries, and much more.

Closing the Budget Gap

The City has made significant progress toward fiscal sustainability over the past four years, but in spite of growing tax revenue and reforms that “bent the curve” on pension and health benefit costs, we still face annual General Fund shortfalls. For Fiscal 2018, the Finance Department projected General Fund revenue growth of \$56 million (3.1%) versus growth of \$76 million (4.3%) in the cost of maintaining the current level of City services and meeting legal requirements, resulting in a \$20 million gap. An Infographic explaining this budget gap can be found on page 15.

On the revenue side, Property Tax growth of close to \$30 million is partially diverted to the Children & Youth Fund. Income tax revenue is projected to continue on a strong trajectory, as high-earning households become a larger part of the City’s population. On the expense side, the combined cost of a 2% employee cost-of-living adjustment plus pension and health benefit inflation is \$40 million. Compliance with the Department of Justice consent decree for Police Department reforms is budgeted at more than \$10 million.

The budget takes several steps to achieve a balanced General Fund budget.

To generate new revenue, the City will restart the traffic camera program (+\$5 million net of expenses), expand municipal advertising (+\$1 million), seek reimbursement for the full cost of security and traffic control for Orioles and Ravens games (+\$1 million), and make demand-based parking meter rate adjustments downtown (+\$0.7 million).

To reduce costs, the City will limit eligibility for new public safety property tax incentives to employees who relocate to Baltimore (-\$2.4 million), refinance the Convention Center Hotel loan (-\$2.1 million), and re-bid the employee wellness program contract (-\$0.6 million). Also, the full cost of the street sweeping service will be borne by the Stormwater Fund, saving the General Fund \$2.6 million.

Investing in Outcomes

Using my Five Pillars as a guide, the budget plan was built around the following Outcomes:

| | |
|---------------------------|----------------------------|
| Thriving Youth & Families | Vibrant Economy |
| Safe Neighborhoods | Sustainable Infrastructure |
| Healthy Communities | High Performing Government |

Descriptions of how the budget plan aligns with each of these Priority Outcomes starts on page 141. Some highlights:

Thriving Youth & Families

The budget plan includes \$25.4 million in bridge funding to help stabilize City Schools, the first installment of a three-year, \$100 million commitment. The plan provides funding for a range of services that support youth and families. In addition to support for City Schools, these services include:

- 41 recreation centers, plus two new centers under construction.
- 22 libraries, which will offer extended hours.
- B'More for Healthy Babies, whose maternal and child health interventions have reduced infant mortality by 38 percent since they started in 2009.
- Youth Opportunity Centers and the YouthWorks Summer Jobs program. YouthWorks will partner with public, private and non-profit organizations with a goal of placing more than 8,000 young adults in jobs that prepare them for future employment.
- After school and youth enrichment programs that impact more than 30,000 young people and have been shown to increase school attendance.

Safe Neighborhoods

Total funding for Safe Neighborhoods is \$888 million, including \$497 million for the Police Department, \$267 million for Fire and EMS and \$124 million for State's Attorney, Sheriff, courts, traffic safety, and crime prevention activities.

- The plan includes \$10 million in new operating and capital funding to implement the pending consent decree based on the Department of Justice review of the Baltimore Police Department. The funding will expand officer training and purchase technology to help the department monitor interactions between police and residents.
- The plan also installs 6,000 new street lights in areas of the City where they will make residents feel safer.

Healthy Communities

The Community Survey has shown that the City's cleanliness is a major source of dissatisfaction for residents. The budget plan continues funding for municipal cans, which have reduced rat complaints, as well as 1+1 trash and recycling collection, street and alley cleaning, graffiti removal, and business district cleaning. Total funding for Healthy Communities is \$235 million.

The Mayor has ordered stepped up cleaning efforts, and the budget plan includes a series of new strategies:

- An expanded “Big Belly” trash can program will curb corner can overflow and improve cleanliness in commercial districts.
- A “Small Haulers Program” will offer a new disposal site to reduce illegal dumping.
- The Environmental Control Board will take action to reduce the number of repeat sanitation violators.
- B’more Beautiful will mobilize volunteers to promote cleanliness and address sanitation issues in neighborhoods.

Vibrant Economy

The adopted budget plan totals \$160 million in funding support for strategies to increase the number of jobs, employment rate, number of visitors, and the diversity of economic sectors in Baltimore in Fiscal 2018. The plan continues the 20 Cents by 2020 Property Tax reduction plan for homeowners. The Targeted Homeowners Tax Credit will reduce the average effective rate to \$2.10 per \$100 of assessed value, a \$0.15 (6.6%) reduction since Fiscal 2012, saving the average homeowner \$300 a year. The plan also includes:

- \$11.6 million for workforce development initiatives targeted at Baltimore City residents. The plan supports new mobile job centers that will bring employment services into the neighborhoods where they are needed most. The Mayor’s Office of Employment Development will enroll 7,613 residents in skills workshops, a 16% increase over Fiscal Year 2016 enrollment.
- \$4.4 million to support small businesses, with a particular focus on minority and female entrepreneurs and technology start-ups. The Emerging Technology Centers (ETCs), Small Business Resource Center, Minority and Women’s Business Opportunity Office, and Baltimore Development Corporation (BDC) will work together to incubate hundreds of new businesses and attract and retain thousands of jobs in the City.
- \$5.9 million for economic development activities to build the City’s tax base, drive economic growth and create jobs by leveraging public and private investment to revitalize neighborhoods. BDC’s goal is to create nearly 800 new jobs in business districts outside of downtown in Fiscal 2018.
- \$8.4 million for Arts and Cultural institutions, which combined are anticipated to attract 930,000 visitors to the City in Fiscal 2018. 43,500 students will benefit from the free educational programming provided by the Baltimore Symphony Orchestra, Baltimore Museum of Art, and Walter’s Art Museum, up from 42,000 in Fiscal 2016.

Sustainable Infrastructure

The Fiscal 2018 capital plan totals \$1.1 billion, including new funding for water and wastewater system improvements, school modernization, recreation centers, library renovation, blight elimination, and transportation projects. Details about the Capital Budget can be found on page 211.

The Operating Budget includes \$792 million for services that support the City’s public infrastructure and boost neighborhood investment, including:

- Maintenance and repair of over 120 playgrounds and 350 outdoor recreational facilities.
- Re-paving 60 lane miles of neighborhood streets.
- Proactive pruning for more than a third of the City’s street trees, which extends tree life and reduces costs of emergency work orders and storm damage.
- Expanded street sweeping and other stormwater management projects that keep tens of thousands of tons of debris out of the Harbor.
- Building eight new miles of bike infrastructure to support the BikeShare program and replace car trips.

- Support for blight elimination efforts that will leverage \$30 million in private investment in targeted areas.

High Performing Government

One of Mayor Pugh's Five Pillars is Accountability & Transparency, which are hallmarks of high performing government. The budget plan includes \$144 million for financial, legal, information technology, human resources, and other functions that support the delivery of services to residents. The mayor has called on those who oversee these functions to be innovative in making their services more cost-effective and helping operating departments do the same. Examples of how support agencies are seeking to innovate include:

- The Department of Human Resources is working to revamp the civil service recruitment rules to speed up the hiring process.
- The Mayor's Office of Information Technology is migrating the City's data to the cloud, reducing costs and improving cyber security.
- The Law Department is going paperless to cut litigation costs and expedite responses to Public Information Act requests.
- The Finance Department is expanding online bill pay options, which is more convenient for customers and brings down the cost per transaction.
- Departments across City government are using Lean Government process improvement and the Innovation Fund to deliver better service. Success stories include faster development plans review, same day career center service for ex-offenders, turning tree waste into revenue, and streamlining the asthma program intake process.

Fiscal 2018

About Baltimore

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

Baltimore City has a total area of 92.1 square miles (238.5 sq. km) and 12.3% is water. According to the 2016 Census test, Baltimore City had an estimated population of 614,664 and a population density of 7,672 people per square mile (according to official 2010 census data).

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

| Largest Private Sector Employers with Headquarters in the City | |
|---|-------------|
| <i>Employer</i> | <i>Rank</i> |
| Johns Hopkins University | 1 |
| University of Maryland Medical System | 2 |
| Johns Hopkins Health System | 3 |
| LifeBridge Health | 4 |
| Exelon Corp. | 5 |
| Mercy Health Services | 6 |
| T. Rowe Price Group Inc. | 7 |
| Abacus | 8 |
| GMBC Healthcare, Inc. | 9 |
| Saint Agnes Hospital | 10 |

Source: Baltimore Business Journal Book of Lists

| Most Popular Tourist Attractions | |
|---|--------------------------|
| <i>Site</i> | <i>Visitors per year</i> |
| Harborplace and The Gallery | 14M |
| Horseshoe Casino | 10M |
| Power Plant | 8.45M |
| Power Plant Live! | 3.7M |
| Lexington Market | 3M |
| Oriole Park at Camden Yards | 2.36M |
| National Aquarium | 1.34M |
| Baltimore Arena | 800,000 |
| M&T Bank Stadium | 710,165 |
| Fort McHenry | 679,153 |

Source: Baltimore Business Journal Book of Lists

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

Source: State of Maryland Department of Higher Education

Fiscal 2018
Demographic Profile and Trends

| Population Characteristics | 1970 | 1980 | 1990 | 2000 | 2016 |
|----------------------------|---------|---------|---------|---------|---------|
| Total Population | 905,759 | 786,775 | 736,014 | 651,154 | 614,664 |
| Sex: | | | | | |
| Male | 47.20% | 46.70% | 46.70% | 46.60% | 47.10% |
| Female | 52.80% | 53.30% | 53.30% | 53.40% | 52.90% |
| Age: | | | | | |
| 0-4 | 8.40% | 6.70% | 8.00% | 6.40% | 6.60% |
| 5-19 | 28.50% | 24.20% | 19.80% | 21.70% | 18.30% |
| 20-44 | 30.60% | 35.80% | 41.20% | 37.50% | 38.10% |
| 45-64 | 21.90% | 20.50% | 17.50% | 21.20% | 25.20% |
| 65 and Over | 10.60% | 12.80% | 13.60% | 13.20% | 11.70% |
| Race: | | | | | |
| White | 53.00% | 43.90% | 39.30% | 31.60% | 29.60% |
| Black | 46.40% | 54.80% | 59.20% | 64.30% | 63.70% |
| Asian | 0.30% | 0.60% | 1.10% | 1.50% | 2.30% |
| Other | 0.30% | 0.70% | 0.40% | 1.10% | 2.30% |
| Two or More Races | N/A | N/A | N/A | 1.50% | 2.10% |

Source: United States Census Bureau, 2010 Demographic Profile

| Per Capita Personal Income | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Baltimore City | \$33,700 | \$35,629 | \$36,335 | \$37,419 | \$39,367 | \$40,353 | \$40,609 | \$42,428 |
| Maryland | \$47,708 | \$49,307 | \$48,739 | \$49,683 | \$51,800 | \$53,078 | \$52,545 | \$54,176 |
| Baltimore City as % of State | 70.64% | 72.26% | 74.55% | 75.32% | 76.00% | 85.20% | 81.80% | 81.80% |
| United States | \$39,821 | \$41,082 | \$39,376 | \$40,277 | \$42,453 | \$44,266 | \$44,438 | \$46,049 |
| Baltimore City as % of U.S. | 84.63% | 86.73% | 92.28% | 92.90% | 92.73% | 91.16% | 98.40% | 98.40% |

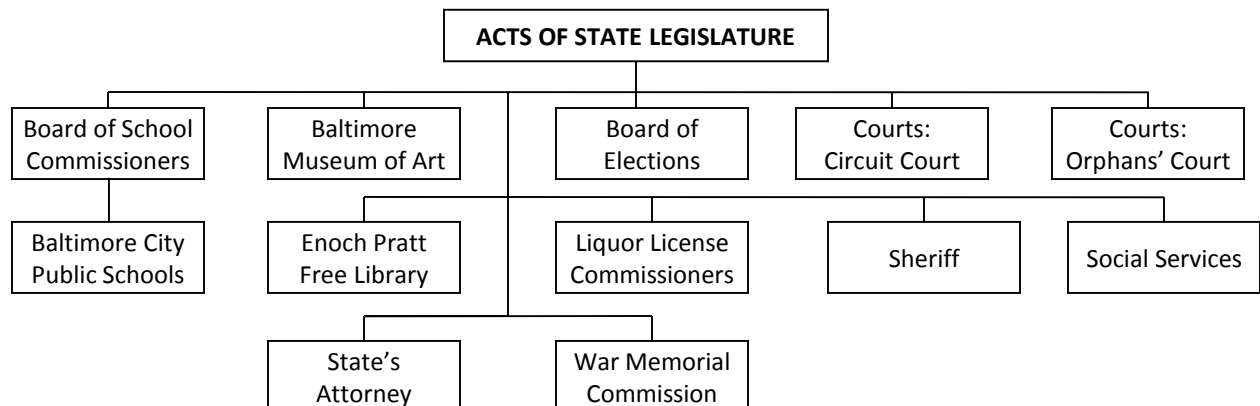
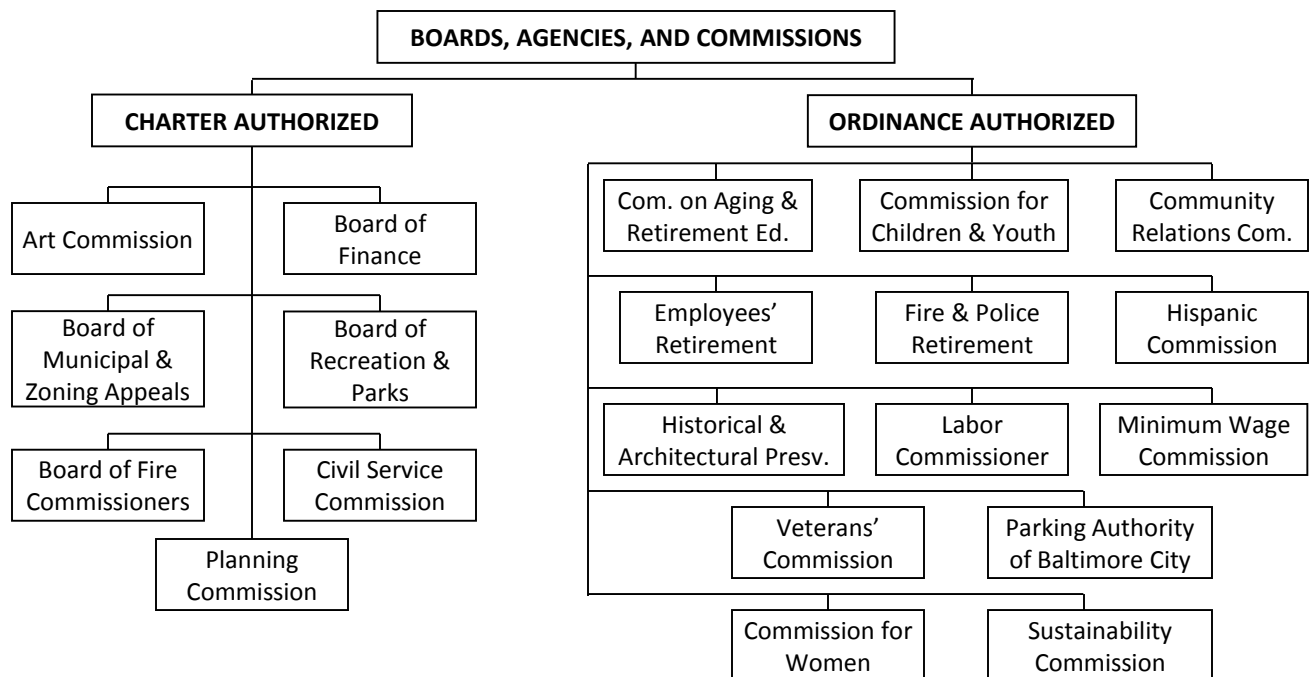
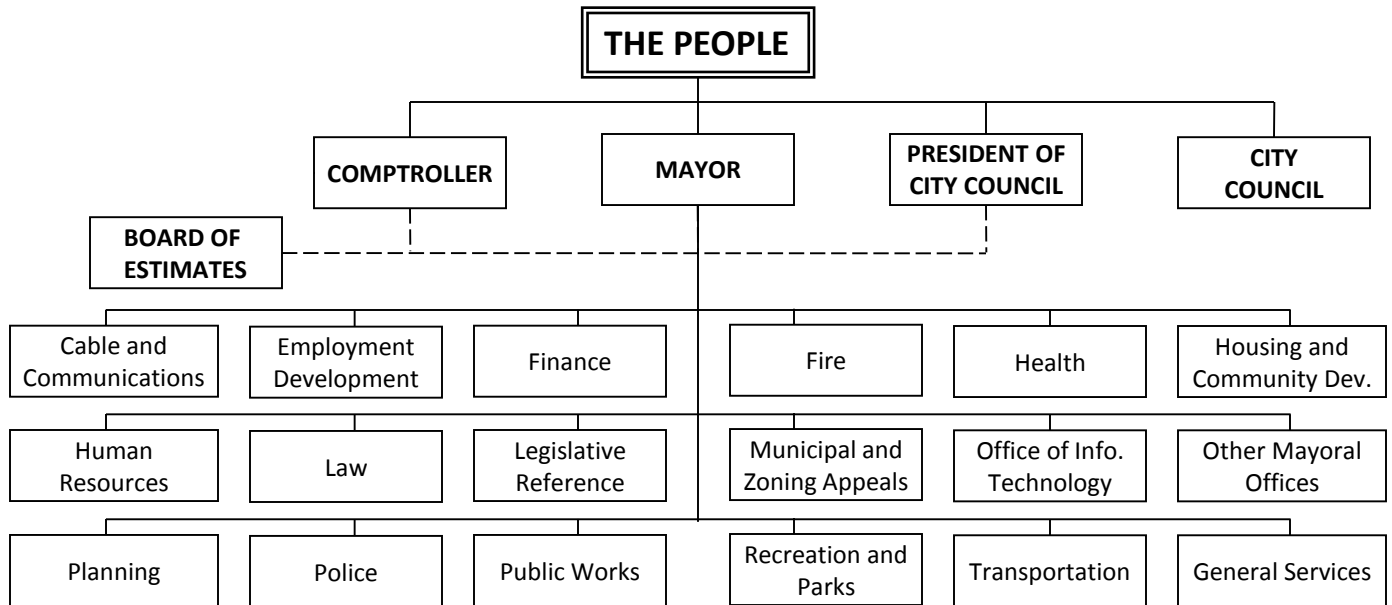
Source: U.S. Department of Commerce, Bureau of Economic Analysis Local Area Personal Income Accounts

| Number of Jobs by Sector | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2015 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Government | 74,657 | 75,412 | 76,532 | 74,063 | 73,921 | 68,990 | 67,600 |
| Services (Information, Professional/Business, Education and Health, Leisure/Hospitality) | 225,113 | 220,279 | 219,851 | 226,046 | 232,468 | 239,358 | 244,700 |
| Manufacturing | 16,106 | 14,196 | 13,521 | 13,487 | 12,979 | 12,819 | 12,300 |
| Retail Trade | 20,058 | 19,164 | 18,300 | 19,041 | 19,348 | 19,612 | 19,700 |
| Financial Activities | 17,927 | 17,696 | 16,550 | 17,196 | 16,755 | 16,320 | 16,800 |
| Trade, Transportation, and Utilities | 16,144 | 15,733 | 16,114 | 17,124 | 18,103 | 17,636 | 17,800 |
| Wholesale Trade | 9,944 | 9,073 | 8,685 | 8,929 | 8,518 | 9,086 | 9,000 |
| Construction | 13,472 | 12,449 | 11,659 | 11,652 | 12,044 | 11,962 | 12,500 |
| Other (Forestry, Fishing, Mining) | 121 | 109 | 101 | 113 | 143 | 152 | 200 |
| Total | 393,542 | 384,111 | 381,313 | 387,651 | 394,279 | 395,935 | 400,600 |

Source: Maryland Department of Labor, Licensing and Regulation (DLLR)

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MUNICIPAL ORGANIZATION CHART



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Fiscal Environment

Fiscal 2018

Summary of the Adopted Budget

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EXPLAINING THE GAP

General Fund spending is outpacing the growth in revenue. In Fiscal 2018, the City is projecting revenue of \$1.82B coupled with spending of \$1.84B to maintain current service levels. The projected budget gap is \$20M. The City must adopt a balanced budget.



/BaltimoreBudget



www.budget.baltimorecity.gov



OutcomeStat.baltimorecity.gov

This document provides a sample of the City's Fiscal 2018 Key Cost Drivers
Icons created by Freepik from www.flaticon.com

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The City will begin Fiscal 2018 during one of the longest periods of economic expansion in history. Since the Great Recession ended in June 2009, the nation has enjoyed 94 months of economic recovery, the third longest recovery since 1850. Many of the City's key economic indicators have returned to pre-recession levels.

- The labor market is seeing average wages steadily rising and the unemployment rate falling below 6% at the end of 2016.
- Housing activity and average prices have regained momentum.
- Growth in the City's wealth – measured by the State as a combination of property value and taxable income – has outpaced Maryland's 23 counties for the past two years.

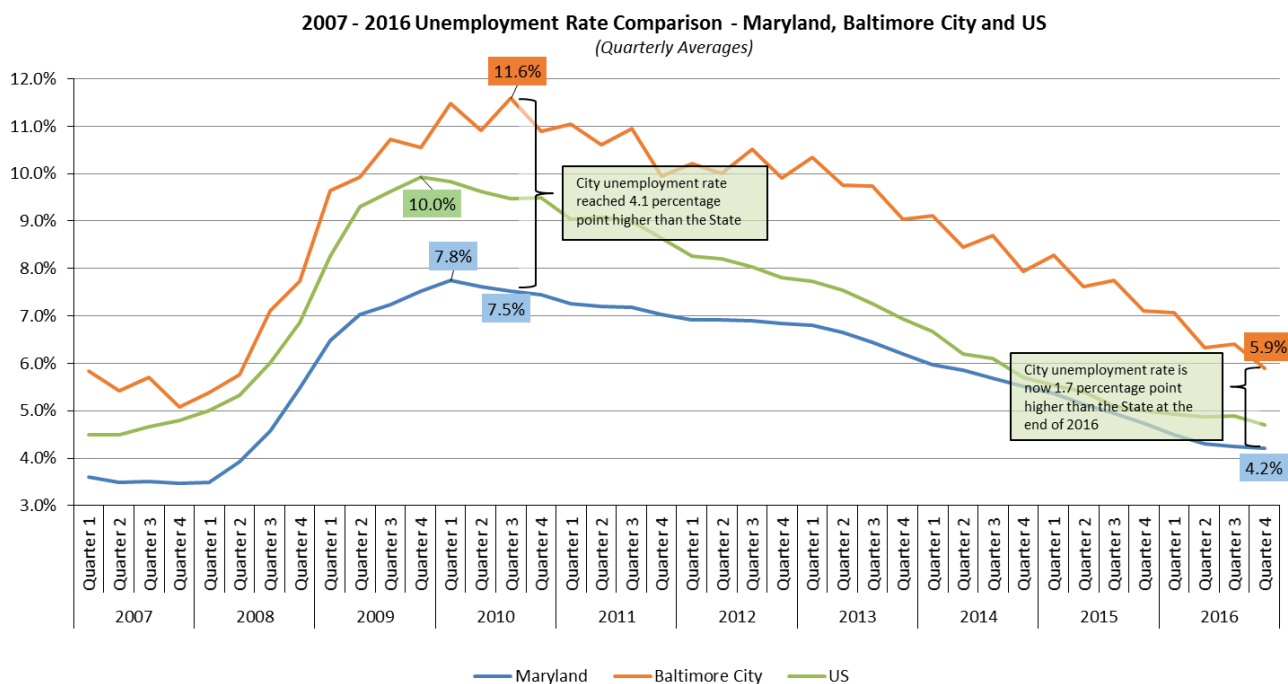
The City's two largest General Fund revenue sources, Property and Income taxes, have increased by 18% and 26%, respectively, since Fiscal 2013.

For all of the good economic news, there are some warning signs of trouble ahead. Three major areas of concern about the City's economy are

- 1) The increasing probability of a recession after a prolonged recovery,
- 2) President Trump's proposed federal spending cuts, and
- 3) New Census data showing that the City lost population in 2016 after several years of modest growth.

The City's Labor Market

The national unemployment rate peaked at 10% in October 2009, while the State peaked in February 2010 at 7.8% and the City at 11.8% in August 2010. The following chart shows the quarterly average unemployment rate comparison among the State, Baltimore City and the U.S.



After several years of job gains, the US labor market has reached what the Federal Reserve considers full employment level, an average unemployment rate below 5%. Maryland's average unemployment rate was 4.3% during 2016 and 4.2% during its last quarter. Baltimore's rate has historically been between 2 and 3 percentage points above the State rate. Since 2010, the City's unemployment rate fell to an average 5.9% in the last quarter of 2016, the lowest since 2008, and narrowed the gap with the State rate from more than 4 in 2010 to less than 2 percentage points.

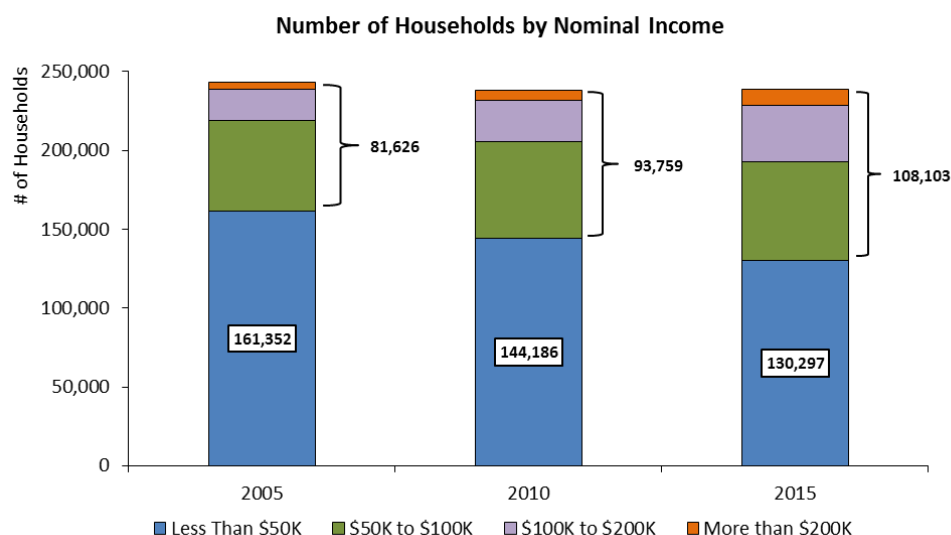
The concentration of stable health care and education related services in the City have become the drivers of the steady job absorption not only for employees in the Baltimore area, but especially for City residents. Job absorption is the capacity of the City's job market to generate stable employment and retain the increasing City's labor force. Jobs in the health and educational sectors represent 31.7% of the 2016 jobs located in the City, a proportion that is considerably higher than the regional and national totals of 19.2% and 15.9% respectively. While the City's labor force has remained virtually unchanged since 2010 at a 295,500 annual average, employment of City residents has grown 5.8% from 262,300 in 2010 to 277,400 in 2016.

Recent data from the Bureau of Labor Statistics (BLS) indicates that the City has increased the number of jobs. The BLS reported an average of 366,500 jobs located in the City during 2016, representing an increase of 1.1% compared to the average of 362,600 in calendar 2015, and a 6.2% increase from 2010.

Total jobs in the City peaked in 2000 with 387,500 jobs, but then experienced an average decline of about 287 per month through calendar 2010. Calendar 2016 is the sixth year in a row since 2010 where the City has experienced employment growth at the average annual rate of 1%, an indicator of the stronger City job market after the national recession.

Preliminary 2017 figures from BLS are even more encouraging: the average number of jobs in the City increased to 369,300 as of February 2017, representing the creation of 2,800 new jobs over the last two months. These figures also reflect a net contribution of approximately 89,000 City jobs to employees living in surrounding communities. In summary, 309 new jobs per month have been created in the City since its lowest level in 2010.

The increase in City jobs, employment and local net absorption coincides with a remarkable change in the City's household income composition. The following chart shows data from 2005 to 2015 from the Census Bureau's American Community Survey, reflecting a material change in the number of households at different earning levels. The chart below tells the story.



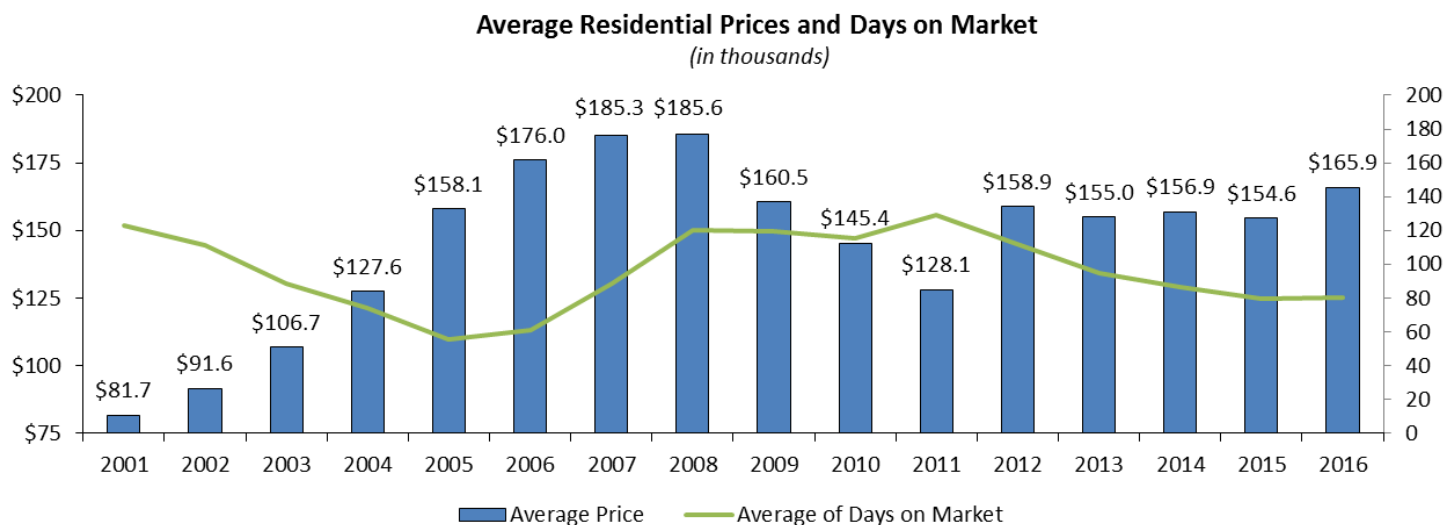
In 2005, the total number of City households was 243,000, of which 161,400 or 66.4% was composed by households earning less than \$50,000 and the remaining 33.6% were those households earning more than \$50,000. Even though the City realized a net reduction of 4,600 households between 2005 and 2015, the number of households earning more than \$50,000 increased by almost 26,500 or 32.4% for a total of 108,100, while those earning less than \$50,000 decreased by 31,000 or 19.2%. Most of the growth in higher income households was for those earning \$100,000 or more. These changes in household characteristics indicate that the City has improved the quality of the jobs offered and the net absorption of these jobs has been the driver to build a stronger income tax base.

Finally, data from the Maryland Department of Planning indicate that, even though the City still has the lowest per-capita personal income in the region, it has experienced the highest annual average growth rate since 2000. The following table and chart show the recent trends in personal income growth rates for the State, the Baltimore region and the City.

| | 2000-2005 | 2005-2010 | 2010-2015 | 2015-2020 |
|-------------------------|--------------|--------------|--------------|--------------|
| Maryland | 2.23% | 0.73% | 1.10% | 1.80% |
| Baltimore Region | 2.52% | 0.90% | 1.45% | 2.00% |
| Anne Arundel County | 2.80% | 0.47% | 1.46% | 1.97% |
| Baltimore County | 1.87% | 0.12% | 1.20% | 1.56% |
| Carroll County | 1.18% | 0.74% | 1.42% | 1.72% |
| Harford County | 2.39% | 1.64% | 1.12% | 2.05% |
| Howard County | 2.31% | 0.91% | 1.20% | 1.95% |
| Baltimore City | 3.28% | 2.08% | 1.93% | 2.59% |

The City's Housing Market

The City's housing market has become stronger and more stable. After average prices in the City reached their lowest values in 2011 as a consequence of the collapse in the housing market, prices remained relatively stable at the annual average of \$154,600 from 2012 through 2015, and experienced an \$11,300 or 7.3% increase in 2016 to reach \$165,900. This value is higher than the pre-boom average price of \$158,100. Additionally, the improvement in the City's housing market is measured by the days houses are in the market before sold. For the last two years, it has taken in average 80 days for residential properties to be sold, matching the average number of days in market during the period of highest activity. The following table shows the historical average price and days on market of properties sold in the City as reported by the Metropolitan Regional Information System.



The health and stability of the City’s real estate market is reflected in the recent years of reassessments for residential properties. After four years of continued assessment declines, residential properties in Group II (the middle third of the City) will experience in Fiscal 2018 a second consecutive triennial cycle of assessment increase. In Fiscal 2015 residential properties in this group experienced an average 4.4% increase in assessment and will see an increase 3.5% in Fiscal 2018. Across all three groups, Fiscal 2018 marks four consecutive years of assessments growth after four years of decline.

In addition, demand for rental housing in the City continues to be strong. According to the Comprehensive Housing Market Analysis released by the US Department of Housing and Urban Development, the City’s vacancy rate has been reduced from 10.8% in 2010 to 9.3% in 2016, which is an indication of higher demand considering the increased supply of rental housing. There were 1,148 converted, renovated or newly constructed rental units completed in 2014 and 2015. Another 535 were added in 2016 and more than 3,100 are currently under construction with expected delivery over the next two years.

Risks

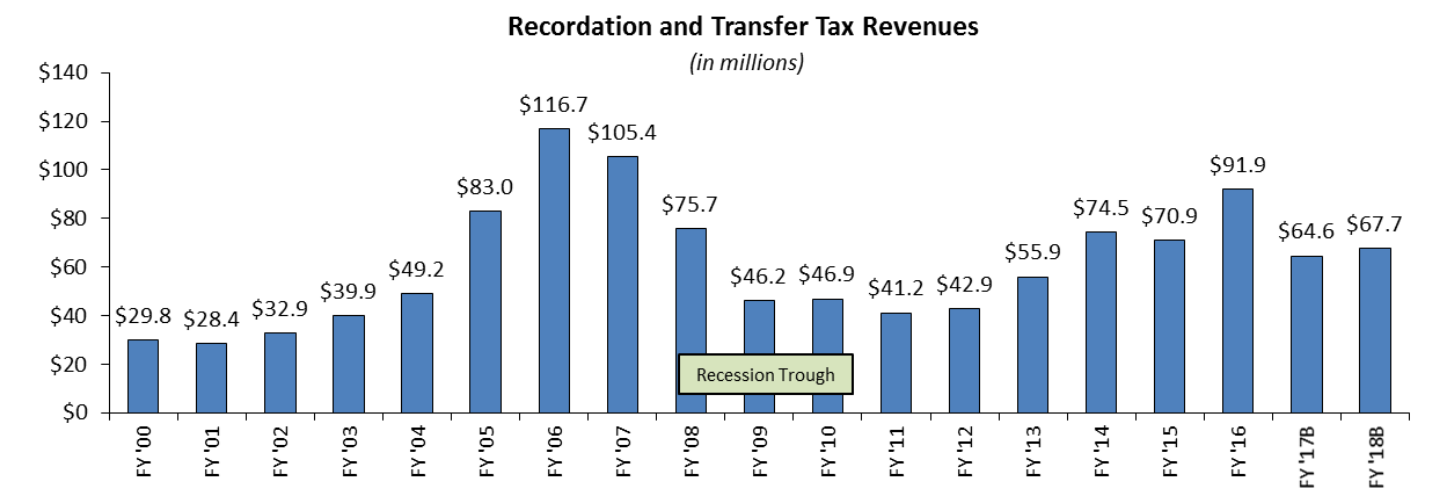
Recession: Predicting the timing, depth and duration of a recession is impossible. As of now, there is no solid indication that the U.S. economy is slowing down, so the short-term risk of a recession should not be a concern; however, based on the experience from prior economic recoveries, the economy should be approaching a recessionary period. The Fiscal 2018 Budget was prepared based on a conservative revenue projection, assuming moderate growth rates for the major sources of General Fund revenues.

Some of the City’s major revenue sources are more sensitive than others to changes in the economy.

In 2007, it took a few months after the bursting of the housing bubble for transfer and recordation taxes on property sales to begin a sharp drop. The combined receipts from these taxes went from averaging more than \$10.2 million per month during the fourth quarter of Fiscal 2007 to about \$6.3 million in the first quarter of Fiscal 2008. By the end of Fiscal 2009 they were averaging \$3.7 million combined revenue per month.

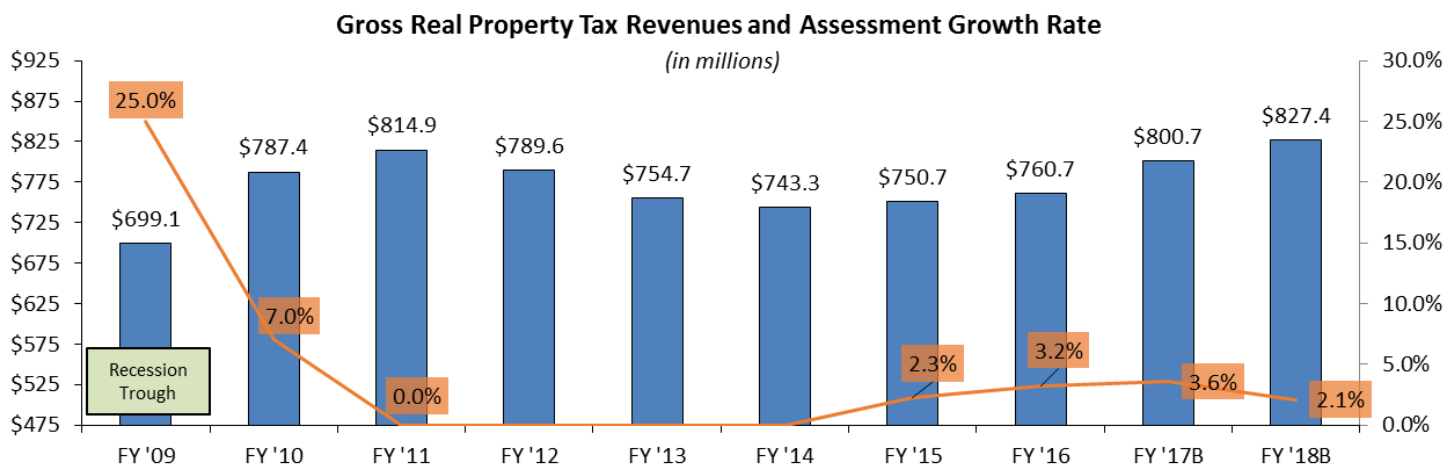
As the following chart shows, total combined transfer and recordation tax revenues experienced a decline of \$70.5 million or 60.4% between Fiscal 2006 to Fiscal 2009, and it took four years after the end of the recession to yield material increases. Transfer and Recordation Tax receipts are extremely volatile given their sensitivity to local, state and national

economic factors. To account for this volatility, revenues are projected based at the average revenue collected for the last five years.



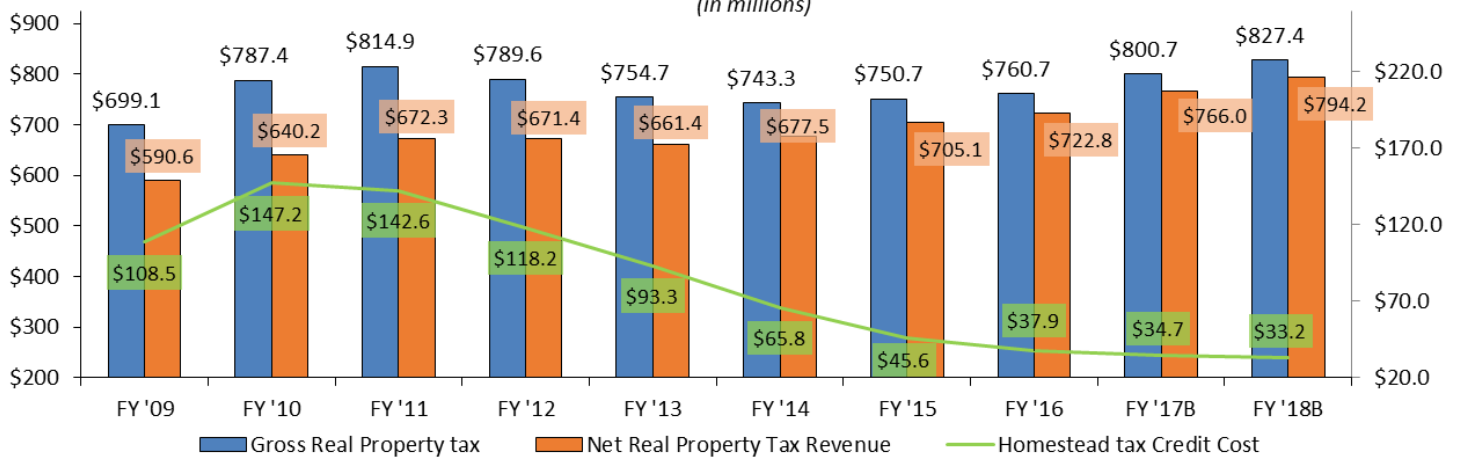
Income taxes took a full year after the economy reached its trough in 2009 to show the impact of the recession, and the City experienced a decline of 16.6% or \$41.4 million between Fiscal Years 2009 and 2010 in Income Tax revenues. The delay is explained by two reasons: first, employers progressively adjust the supply of jobs as conditions of the economy deteriorate, thereby smoothing the reduction in revenues. Second, there is operational delay between the time of collection and distribution of Income Tax revenues by the State.

Due to the triennial assessment cycle and Homestead Tax Credit, Real Property Tax revenues took even longer to show the effects of the recession and housing market meltdown. As the chart below shows, it took three years after the trough of the recession for gross Real Property Tax revenues to fall. After that the City experienced assessment reductions for four consecutive years.



During the last recession the City had a large store of assessment subject to Homestead Tax Credit that minimized the shock on revenues of the property values and assessment reductions. The following table shows how the City did not experience a significant net real property tax revenue decline due to the large amount of assessment subject to the Homestead Tax Credit.

Gross and Net Real Property Tax Revenues and Homestead Tax Credit
(in millions)



As property values and assessments dropped the Homestead Tax Credit cost was also reduced, minimizing the impact on net revenues. Unfortunately, the City is in a different environment where there is no substantial cushion from assessment subject to the homestead tax credit; therefore, if the next recession includes declining property values, revenue will fall much more quickly.

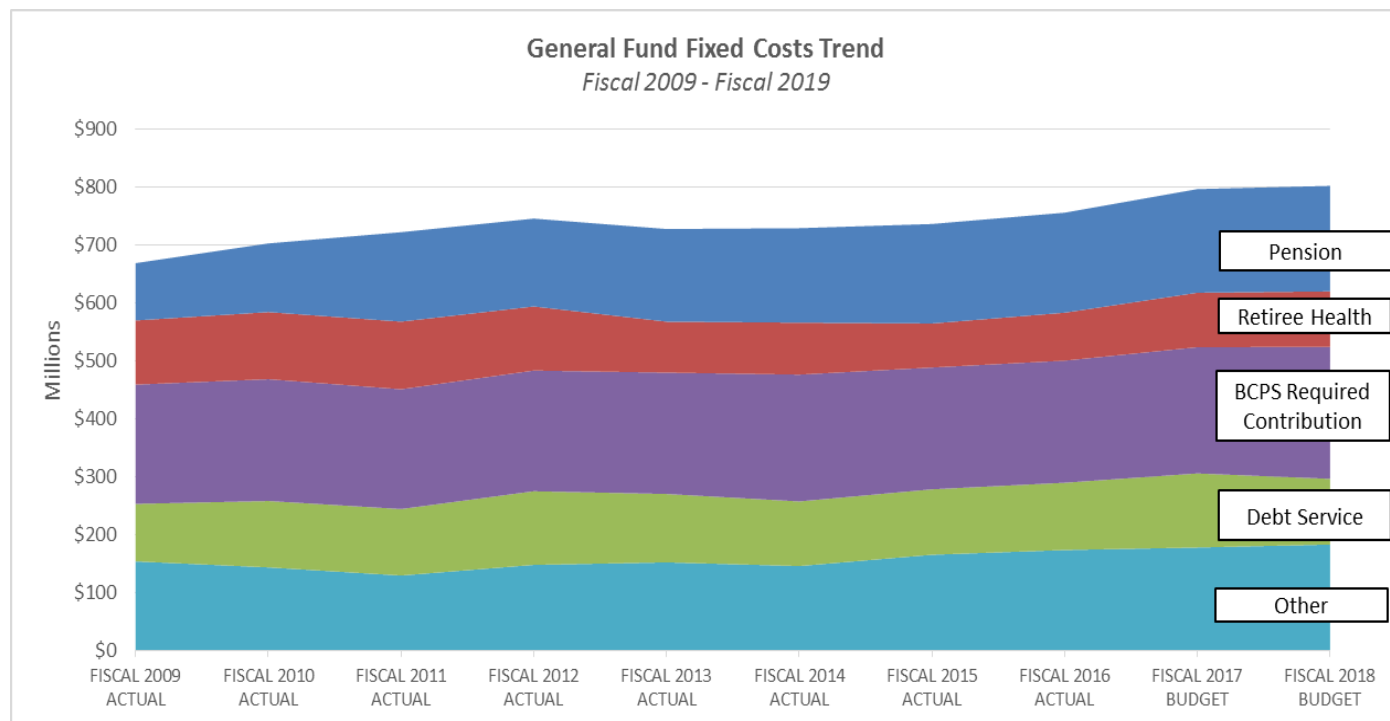
These examples highlight the varying responses of the City's major sources of revenues to changes in the broader economy. The City is currently exploring options that could temporarily help to mitigate the impact of a recession; however, these options are still under research.

Federal Funding: President Trump's proposed budget presents a material risk to the City. The Fiscal 2018 recommended budget includes \$230.4 million in operating and capital appropriations funded by federal grants, representing 5.9% of total spending. Services with high dependency on federal funding such as community development, affordable housing, maternal and child health, HIV services, meals for seniors, youth violence prevention, Head Start, juvenile justice, job training, community action centers, clinical health, and housing for the homeless, could be reduced or eliminated due to defunding, increasing the pressure for additional General Fund appropriations.

Population Loss: The Census Bureau's preliminary 2016 population estimate for Baltimore City shows a decline of almost 7,200 from the 2015 estimate of 621,849, the largest year-to-year decline in the population estimate since 2001. It is not possible to accurately assess the impact of this reduction without knowing the socio-economic characteristics of the population change, but the decline is a worrisome reversal of what has been an encouraging trend for most of the decade.

What are Fixed Costs?

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



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

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

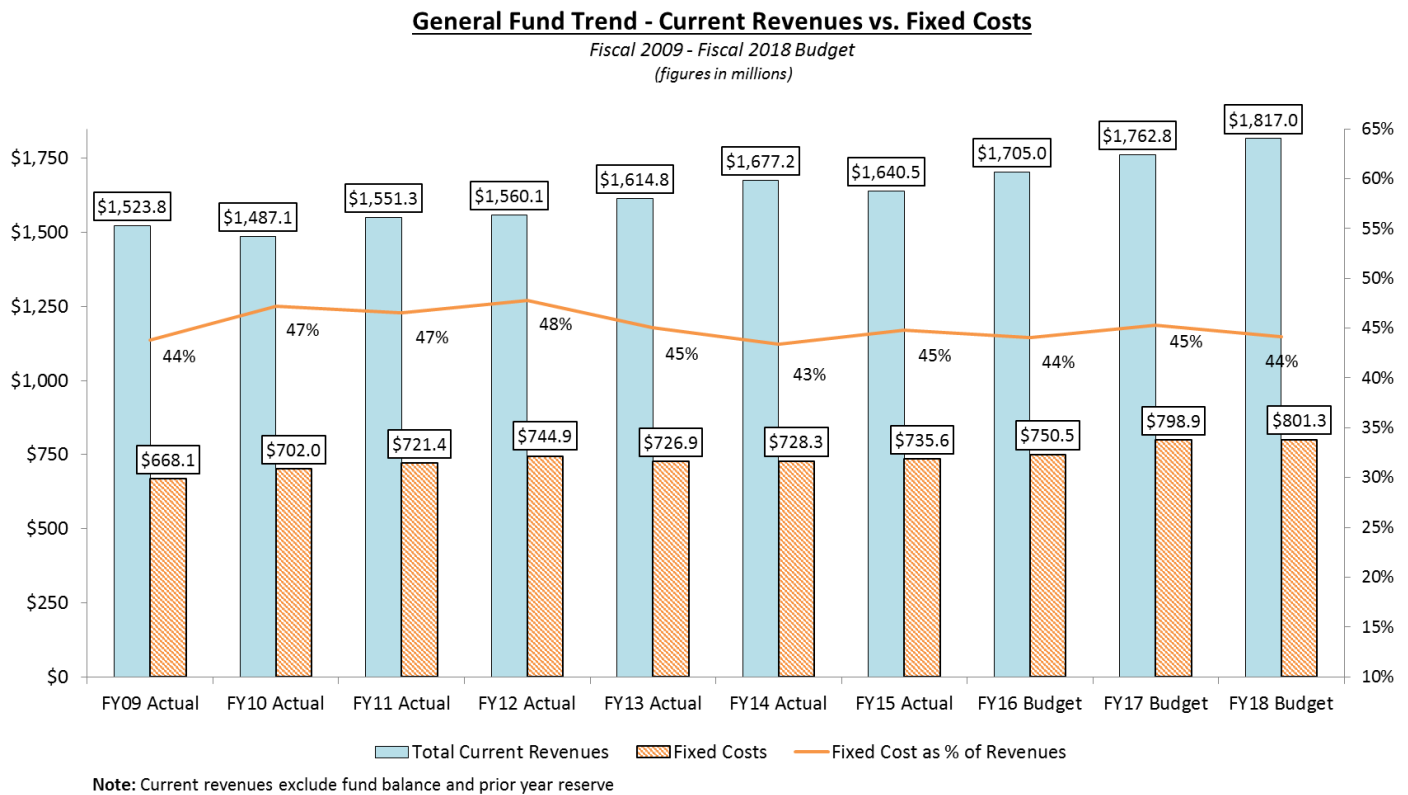
BCPS Required Contribution: State law requires that Baltimore City maintain its education funding effort from year to year on a per-pupil basis and pay a portion of the normal cost of the teacher pension system.

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

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

Fixed Cost Trends

From Fiscal 2009 to Fiscal 2012, fixed costs grew from only 44% of General Fund revenues to 48% of General Fund revenues. Since Fiscal 2013, due to a series of reforms, fixed costs have leveled off at around 44% of General Fund revenue, as represented by the line in the graph below.



General Fund fixed costs within the Fiscal 2018 Executive Summary Budget grew \$2.4 million versus Fiscal 2017 budgeted levels. Increases to BCPS Maintenance of Effort, pension contributions, and City vehicle rental were offset by lower debt service costs for Conditional Purchase Agreements and General Obligation Bonds. Reforms to contain fixed costs growth have included changes to pension and health benefit programs in previous years.

Employees' Retirement Systems

In 2010, the City reformed the Fire and Police Employee Retirement System (FPERS), which had grown in cost by 81% from \$48 million Fiscal 2005 to \$87 million Fiscal 2010. These reforms included:

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

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

- For existing civilian employees hired before July 1, 2014, phasing in employee contributions of 1% of salary per year up to a cap of 5% contributions by Fiscal 2018.

- Creating a new hire system for employees hired after July 1, 2014. These employees can choose to enter the new Retirement Savings Plan (RSP) with mandatory employee contributions plus a City match, or a hybrid plan which includes a mix of RSP and a guaranteed benefit under the Employee Retirement System.

The chart on below shows that these reforms have significantly reduced the rate of growth of the City's contribution (as compared with Fiscal 2009-Fiscal 2011 time period). The FPERS reforms have been challenged in both federal and state court and litigation remains pending.

For the Fiscal 2015 year-end report which informed the Fiscal 2017 budget, the actuary for each pension system recommended and the respective Boards' adopted changes to the valuation methodology:

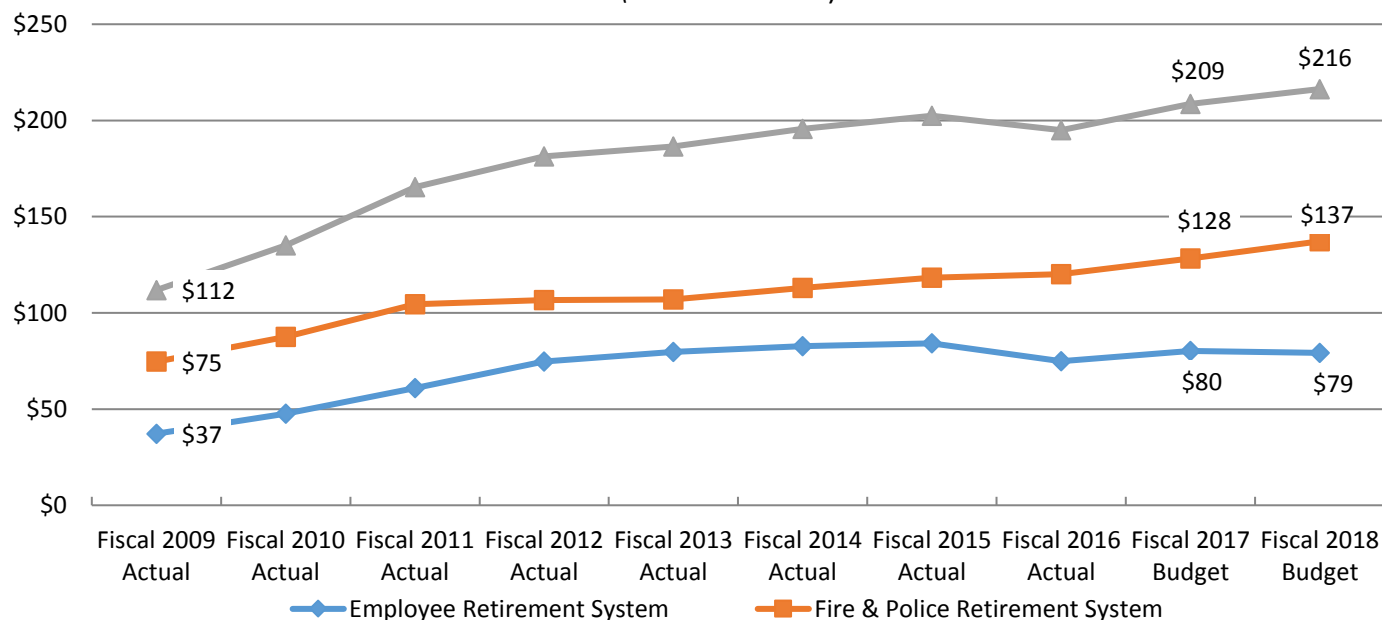
- The Fire and Police system is using more conservative rate of return assumptions (decreasing from 7.75% to 7.50%) and a decreased inflationary assumption (from 3.75% to 3.00%); use the Entry-Age Normal funding method; and adjust the amortization period associated with the system's total liability (from 20 to 25 years).
- The ERS and EOS system is using more conservative interest rate assumptions (7.50% for pre-retirement and 6.30% for post-retirement ERS groups). In Fiscal 2020 the pre-retirement rate will be further lowered to 7.00%.

The Fiscal 2016 year-end valuation reports, which inform the Fiscal 2018 budget, reported the following information:

- The Fire and Police pension system earned 0.1% on investments versus the new 7.5% benchmark, leading to a \$9 million increase in budgeted contributions for FPERS.
- The Employee Retirement System's investment return of 2.68% also fell short of the new 7.5% benchmark, but the higher contribution was partially offset by phase-in of an additional 1% of employee contributions (now at the cap of 5% in Fiscal 2018). The City's budget for civilian pension contributions decreased by \$1 million.

Contribution to the Employee's Retirement Systems (All Funds)

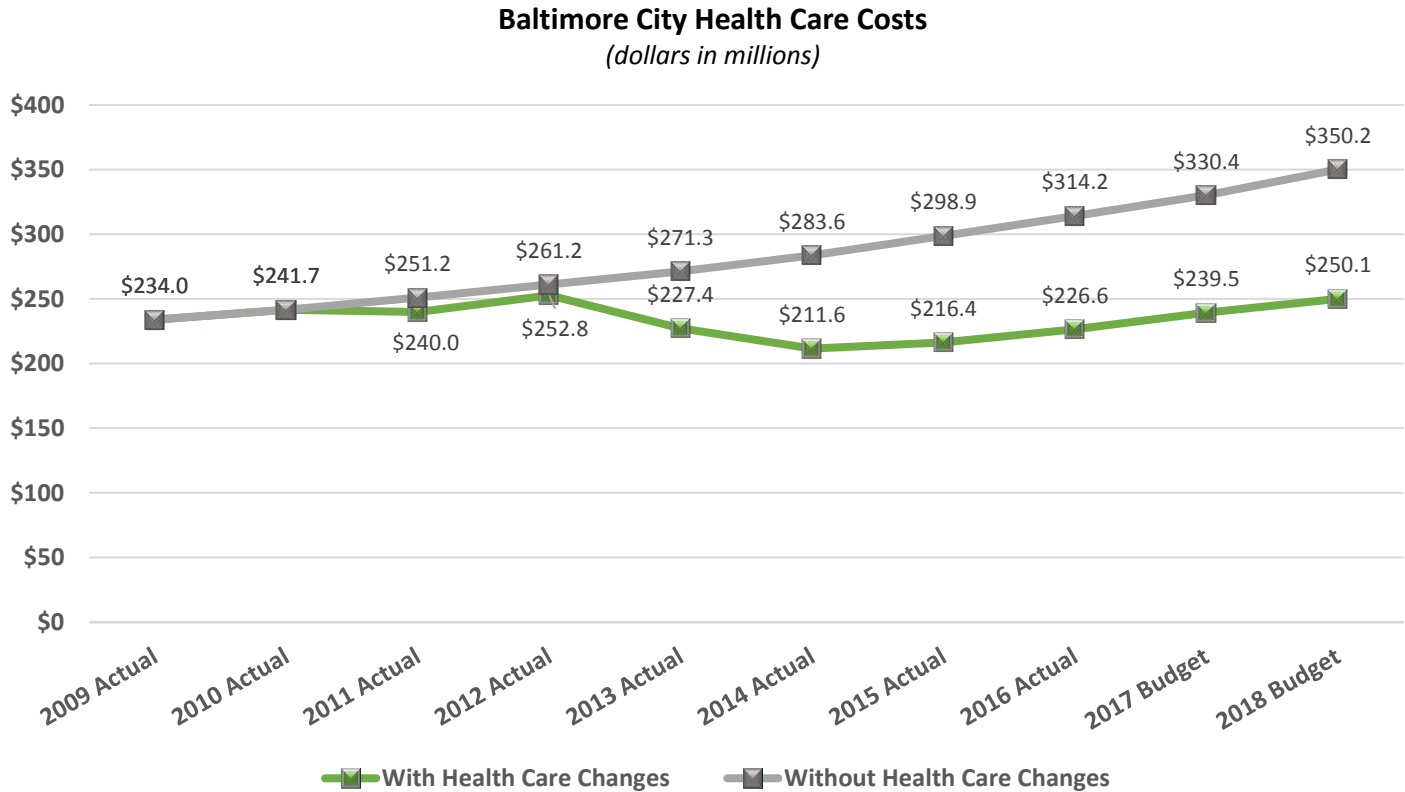
(dollars in millions)



Note: ERS figures also include Library, Sheriff's Office and Elected Officials

Health Care for Employees and Retirees

From Fiscal 2005 to Fiscal 2010, the City's cost of providing medical and drug benefits to its employees and retirees grew by \$69 million (40%), from \$172.2 million to \$241.7 million, as shown in the graph on below. These costs were on an unsustainable path, and could no longer be ignored as the City faced the fiscal consequences of the Great Recession.



Several changes to health care plans have been made that have collectively reduced the City's costs by \$100 million compared to baseline estimates. The recent changes are summarized below:

Fiscal 2011 Changes

- 10% prescription drug premium co-share for retirees

Fiscal 2012 Changes

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

Fiscal 2013 Changes

- As of January 1, 2013, the City pays 79.2% of premium costs for a new standard network medical benefit plan that requires deductibles and co-insurance. Employees can opt to pay the full incremental cost for a medical plan with

lower out-of-pocket costs. The City also requires all employees and retirees to pay 20% of their prescription drug premium costs.

Fiscal 2014 Changes

- The City conducted a dependent eligibility audit to ensure that health care benefits are not provided to ineligible recipients. As a result of the audit, approximately 1,500 ineligible dependents were dropped from coverage, saving \$4.5 million.
- The City will sunset the supplemental prescription drug benefit for Medicare-eligible retirees as of 2020, which is when equivalent federally-subsidized coverage becomes available through the Affordable Care Act. The decision to sunset this benefit in 2020 generates savings in the Fiscal 2018 budget because the actuarial liability for future retiree prescription drug coverage can be decreased. Decreased costs can be observed as it relates to a reduced OPEB liability as identified in the following section.

Fiscal 2017 Changes

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

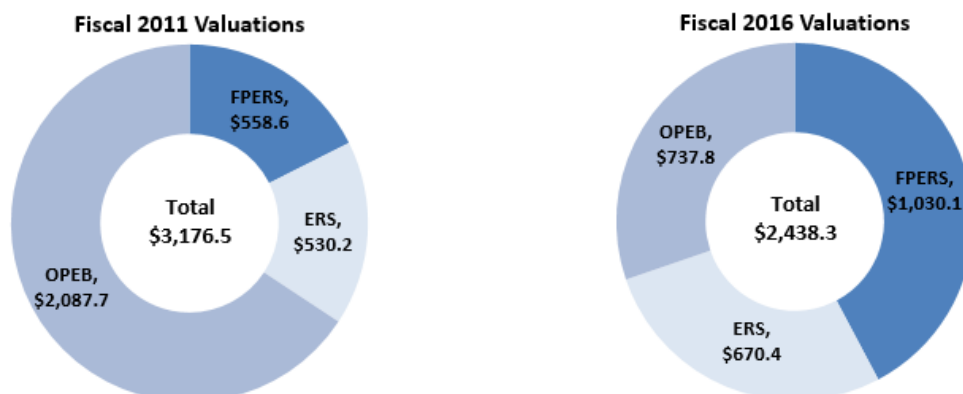
Long-Term Liabilities for Pensions and Retiree Health Care

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

The pie charts below show that Baltimore's long-term unfunded liabilities totaled more than \$3.1 billion in Fiscal 2011 and were reduced to \$2.4 billion as of the Fiscal 2016 valuations.

Unfunded Pension and OPEB Liabilities

(dollars in millions)



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

FPERS: Fire and Police Employees' Retirement System.

ERS: Employee Retirement System for civilian employees.

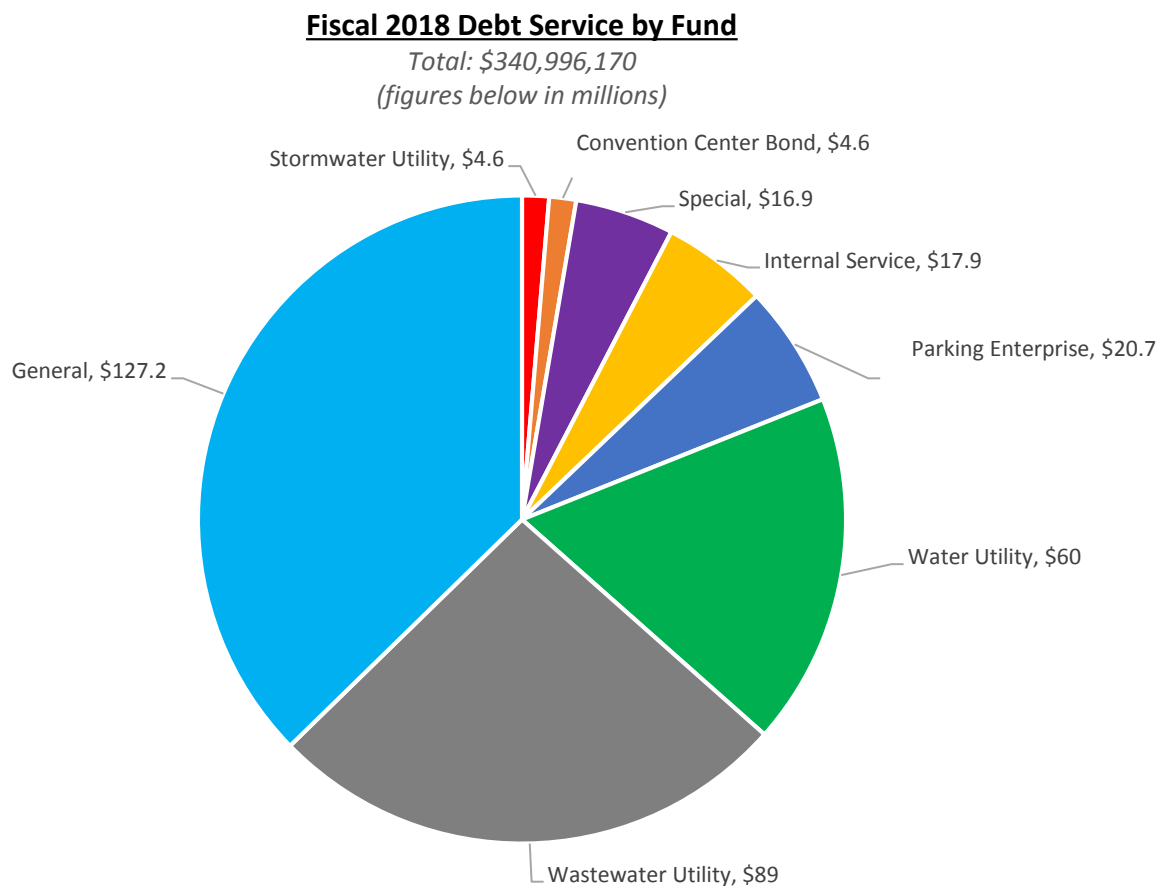
Note: The relatively small Elected Officials' Retirement System is not shown; this system was valued at \$23.4 million as of June 30, 2015, and was 171% funded.

The overall reduction is driven by lower Other Post-Employment Benefits (OPEB), primarily retiree health care, stemming from redesign of the City's medical plans, increased cost-share for prescription drug coverage, sunset of prescription drug benefits for Medicare-eligible retirees in 2020, and establishment of a waiver plan for Medicare drug coverage to account for increased federal subsidies, among other actions.

Due in large part to these reforms, the unfunded OPEB liability has been reduced by \$1.3 billion since the Fiscal 2011 valuation. Liabilities for the FPERS pension plans continue to grow due to ongoing amortization of past investment losses and adoption of more conservative actuarial methods. Steady market performance improved the overall position of the ERS pension plan between Fiscal 2011 and Fiscal 2014, but the funding ratio has yet to return to the Fiscal 2011 level. As of the Fiscal 2016 valuation, the funded ratio for ERS is 71.2% and for F&P is 71.4%.

Debt Service

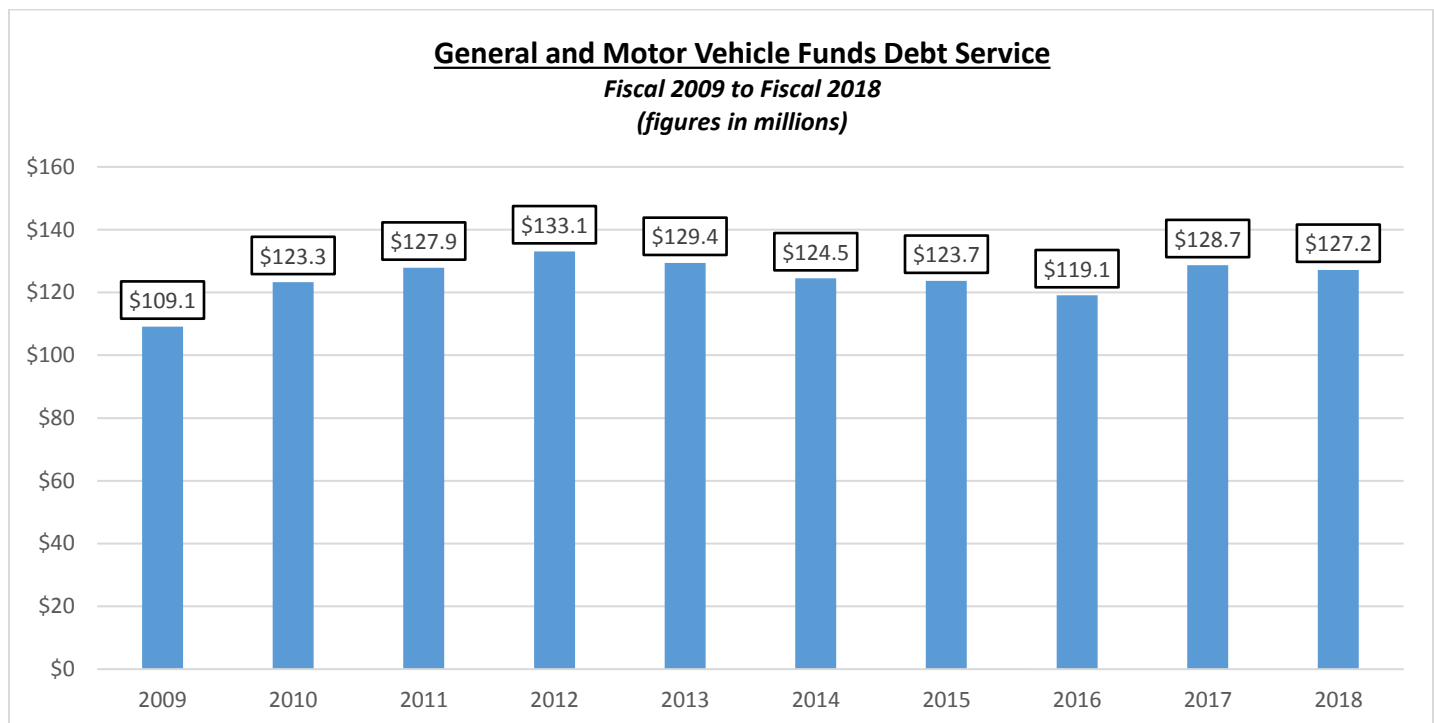
The City's total debt service is expected to be \$340.1 million for Fiscal 2018. The graph below shows that the General Fund is the most significant debt service funding source.



The Fiscal 2018 General Fund recommendation of \$127.2 million is \$19.8 million below the Fiscal 2017 adopted budget. This decrease results in part from paying off Industrial Development Authority (IDA) projects in Fiscal 2017, which generated an \$11.8 million reduction.

The Fiscal 2015 Budget included a one-time appropriation of \$10.8 million for debt prepayment, which will reduce the City's baseline debt service costs by \$5 million over the next ten years. The Fiscal 2018 debt prepayment is \$1.2 million. Debt service accounts for 7% of the Fiscal 2018 General Fund budget.

The following chart illustrates General Fund debt service over the past 10 years:



Note: Debt Service includes GO Bonds, Conditional Purchase Agreements, TIF Debt Service, Hotel Occupancy Tax, and Convention Center TIF Interest.

Risk Management

Risk Management costs, primarily captured within the City's "Other" fixed costs, includes workers' compensation, liability, insurance, and administration.

The City's self-insured costs (workers' compensation and liability) are informed through an annual actuarial valuation. Other insurance and administrative costs are informed through actuals; these costs include personnel in the Department of Finance (Risk Management) and the Law Department (Workers' Compensation and Auto Liability), as well as other brokerage, medical, and contractual costs.

The City shares a portion of the Risk Management costs with the Baltimore City Public Schools (BCPS), based upon the BCPS share of annual claims. While most costs are budgeted centrally within the City's Self-Insurance Fund (Service 126), workers' compensation is allocated across City agencies, and administrative costs are captured within the Risk Management and Law services

The City will contribute to the Self Insurance Stabilization Reserve to pay down a deficit that has accumulated in the Risk Management fund. In Fiscal 2018, the City will be contributing \$5.7 million to support the Self Insurance Stabilization Reserve.

The City's share of Risk Management costs can be summarized as follows:

| Subobject Id | Cost Center | Fund Source | Fiscal 2017 | Fiscal 2018 |
|---------------------|--------------------------------------|---------------------|---------------------|---------------------|
| 740 | Workers' Comp - Direct | Multiple Funds | \$51,299,210 | \$50,861,987 |
| 720 | Property and Casualty Insurance | General Fund | 944,499 | 986,057 |
| 721 | Auto/Animal Liability Insurance | General/Fleet Funds | 2,189,152 | 2,285,474 |
| 723 | General Tort Liability Insurance | General Fund | 1,520,518 | 1,587,421 |
| 370 (Police) | Civil Rights Insurance | Multiple Funds | 2,100,000 | 2,146,200 |
| 724 | Insurance - Other Risks | General Fund | 1,686,244 | 1,760,439 |
| 725 | Risk Management Administration | Multiple Funds | 8,164,486 | 8,369,008 |
| 726 | Self-Insurance Stabilization Reserve | General Fund | 5,500,000 | 5,742,000 |
| Grand Total | | | \$73,404,109 | \$73,738,586 |

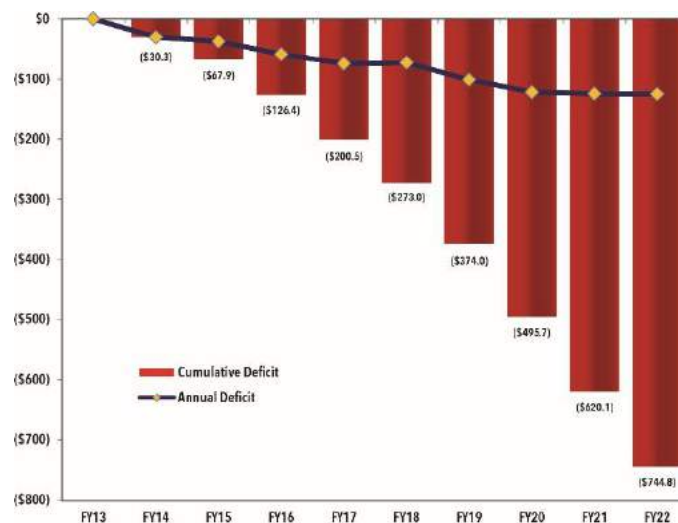
Overview



Prior to the City's release of *Change to Grow: A Ten-Year Financial Plan for Baltimore*, Baltimore was like many governments nationally, faced with the aftermath of the most severe economic downturn in generations. The City witnessed its revenue eroding while key expenditure drivers such as employee healthcare and retirement costs were growing at unsustainable rates. These challenges were compounded by a longer-term legacy of aging infrastructure, high taxes, and sections of the City blighted by crime and vacant properties.

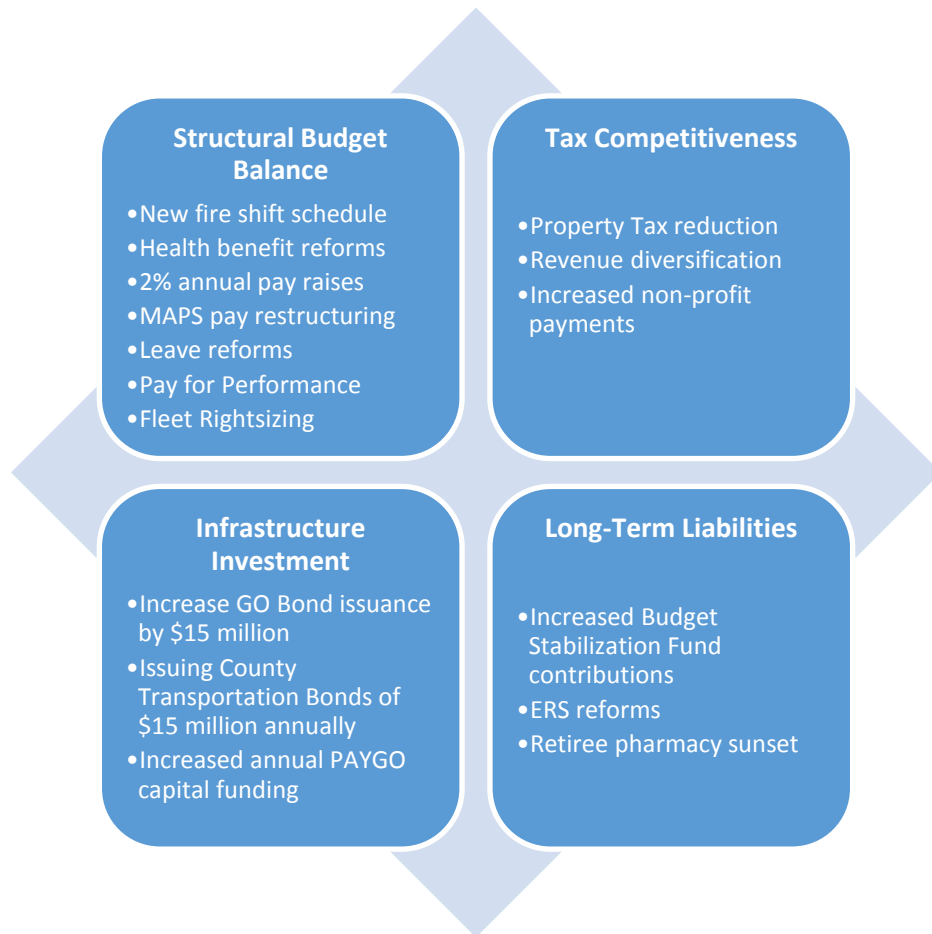
The City's Ten-Year Plan marked the first step to addressing these structural challenges. The Ten-Year Plan is a first-of-its-kind, long-term fiscal roadmap for Baltimore. The plan sets forth a set of actions designed to bring the City's recurring revenues and expenditures into alignment, while also prioritizing new investments to strengthen Baltimore's fiscal foundation and promote economic and community stability and growth.

The Ten-Year Plan began with a baseline projection of the City's finances over the period of Fiscal 2013 through Fiscal 2022. The initial projection demonstrated baseline revenues not keeping pace with recurring current service expenditures. A gap of \$30 million in Fiscal 2014 would grow to \$125 million annually by Fiscal 2022, resulting in a cumulative shortfall of \$745 million.



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

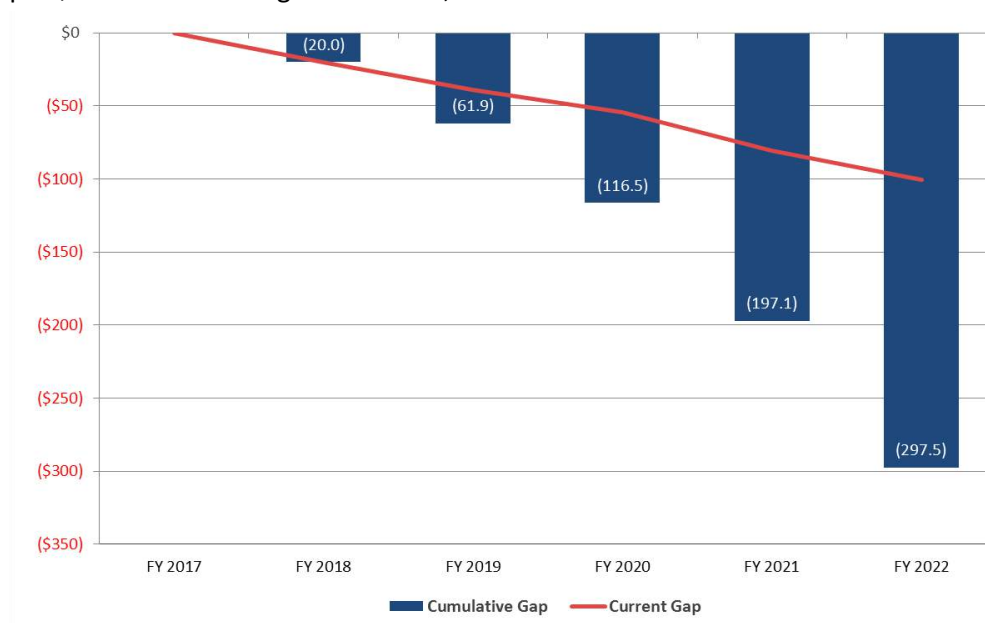
Since the adoption of the Ten-Year Plan, the City implemented a number of initiatives to reduce the fiscal gap and achieve the other goals of the plan, including the following:



As shown in the table below, the City is projected to save \$571 million over the Ten-Year Plan period due to the initiatives that are already complete. These savings are in addition to \$615.3 million of savings from health benefit reforms, which were implemented in 2013 before the plan was finalized, and incorporated into the baseline forecast. The net savings of \$311.3 million includes initiatives implemented by the City that cost \$260 million.

| Initiative | 10-Year Plan | Current | Difference | |
|--------------------------------|--------------|----------------|------------------|--------------------------------|
| ERS Reform | \$153.4 | \$80.5 | (\$72.9) | <div>\$571 (savings)</div> |
| Fire Shift | \$121.4 | \$72.3 | (\$49.1) | |
| Stormwater | \$118.5 | \$104.5 | (\$14.0) | |
| Sunset Retiree Pharmacy | \$87.3 | \$117.9 | \$30.6 | |
| Annual Non-profit Contribution | \$54.6 | \$36.0 | (\$18.6) | |
| Improved Revenue Collection | \$40 | \$40 | \$0 | |
| Fleet Right-sizing | \$38 | \$9 | (\$29.0) | |
| FY14 Revenue Package | \$33.2 | \$39.5 | \$6.3 | |
| Dependent Audit | \$29 | \$29 | \$0 | |
| Parking Management | \$13 | \$11 | (\$2.0) | |
| A-time Reform | \$12 | \$2.2 | (\$9.8) | |
| EZ Credit | \$11 | \$11 | \$0 | |
| BCPS City Services Transfer | \$9 | \$0 | (\$9.0) | |
| Leave Reforms | \$9 | \$5.7 | (\$3.3) | |
| Conduit Fund Payment | \$6.8 | \$6.8 | \$0 | <div>-\$260 (costs)</div> |
| BIF/ERF | \$5.7 | \$5.7 | \$0 | |
| Mainframe Transition | (\$5.0) | (\$5.0) | \$0 | |
| Restructure MAPS Pay | (\$25.0) | (\$23.1) | \$1.9 | |
| County Transportation Bonds | (\$27.8) | (\$20.2) | \$7.5 | |
| Budget Stabilization Reserve | (\$39.0) | (\$38.0) | \$1 | |
| GO Debt Authority Increase | (\$46.4) | (\$27.8) | \$18.6 | |
| Property Tax Reduction | (\$65.2) | (\$65.2) | \$0 | |
| PAYGO Capital Funding | (\$80.5) | (\$80.5) | \$0 | |
| Total | \$453 | \$311.3 | (\$141.8) | |

As part of the Ten-Year Plan implementation, the fiscal forecast is updated annually to show a more accurate projection of the City's fiscal future. The updated projection includes the \$311.3 million in net savings from the implementation of the Ten-Year Plan initiatives shown in the table above, as well as a \$735 million increase in revenues and a \$599 million increase in baseline expenditures over the period. As shown in the table below, the resulting cumulative General Fund projected fiscal gap is \$298 million through Fiscal 2022, without additional initiatives.



Fiscal 2018 Initiatives

While the initiatives implemented through Fiscal 2017 have made a meaningful dent in the original projected shortfall, a significant gap remains over the Ten-Year Plan period. To continue addressing this long-term challenge, the Fiscal 2018 budget contains additional initiatives to improve the efficiency of government, further reduce the property tax rate for homeowners, make much-needed infrastructure investments, and reduce the City's long-term liabilities.

Structural Budget Balance

Municipal Advertising: Municipal advertising can take several forms, including corporate sponsorship of athletic facilities, naming rights on public buildings, and both indoor and general outdoor advertising. When the City's new zoning code, Transform Baltimore, came into effect on June 5, 2017, provisions blocking the City from general outdoor advertising were lifted. The Administration has budgeted \$1 million in Fiscal 2018 in advertising-related revenue.

Tax Competitiveness

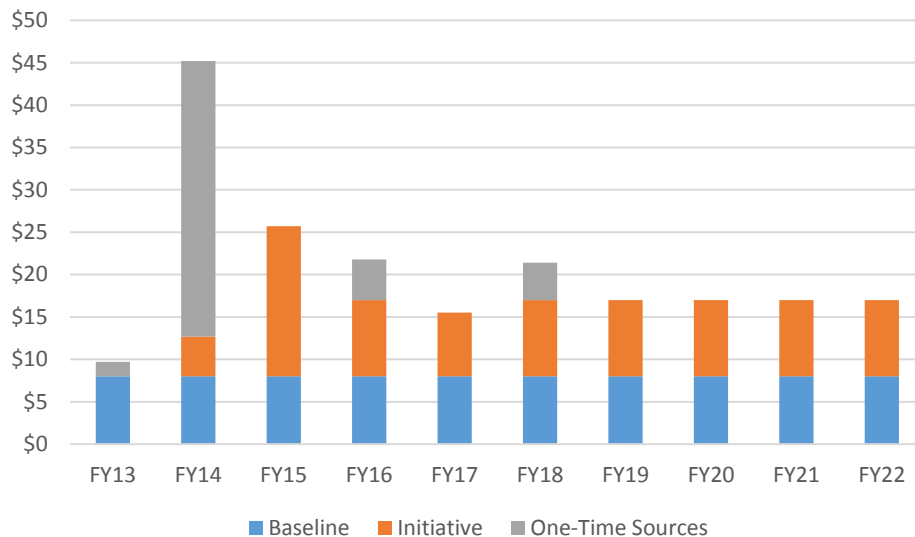
Targeted Homeowners' Tax Credit: The Fiscal 2018 budget continues the 20 Cents by 2020 Property Tax reduction plan for homeowners, which began in Fiscal 2012. The Targeted Homeowners' Tax Credit will reduce the average effective rate to \$2.10 per \$100 of assessable value, a \$0.15 or 7.5% reduction in the effective rate since Fiscal 2012.

Infrastructure Investment

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

Starting in Fiscal 2014, the City began making additional contributions to PAYGO capital funding, beyond the \$8 million baseline. In Fiscal 2014, the City contributed an additional \$37.2 million beyond the baseline to PAYGO using a surplus from the fleet reserve to fund street paving, blight elimination, recreation centers and IT modernization. In Fiscal 2015, the City contributed an additional \$17.7 million beyond the baseline, including \$5 million for police technology modernization.

The Fiscal 2016 budget included a \$9 million contribution beyond the \$8 million baseline, plus an additional \$4.8 million of one-time funding for financial technology upgrades from a settlement with Unisys Corporation. In the Fiscal 2017 budget, the City contributed an additional \$7.5 million above the baseline, and in the Fiscal 2018 budget the City will contribute \$9 million beyond the \$8 million baseline, plus an additional \$4.4 million of one-time funding to comply with the Department of Justice consent decree for Police Department reforms. In each budget from Fiscal 2019 through Fiscal 2022, the City plans to include at least \$9 million beyond the baseline to provide additional resources that will not count against the City's debt limit. The table on the next page summarizes this information.



GO Bond Authority: The Ten-Year Plan recommended that the City increase its GO Bond Authority from \$50 million to \$65 million annually. While the increase was delayed due to the requirement of voter approval, the additional bond issuance was built into the Fiscal 2016 budget. The Fiscal 2018 budget maintains the additional issuance and this is projected to continue throughout the period.

Extend County Transportation Bond: The City plans to continue to issue County Transportation Bonds in the amount of \$30 million biannually, pursuant to the Ten-Year Financial Plan. Transportation Bonds were previously issued irregularly, on an as-needed basis. This increased issuance will result in \$105 million in capital spending over the period, and will help to offset lost Highway User Revenue (HUR) funding from the state.

Addressing Long-Term Liabilities

Budget Stabilization Reserve: The Budget Stabilization Reserve (BSR) is the City's "Rainy Day Fund." The fund is to be used to protect the City against unforeseen emergency expenditures or revenue shocks. As part of improving the City's long-term financial position, the goal in the Ten-Year Plan is to further build the BSR toward the City's target level of 8.0%, or \$144 million as of Fiscal 2018. The current level of \$120 million is 6.6% of General Fund revenue and represents less than one month of operating expenditures.

In order to provide additional financial support to Baltimore City Schools, the annual BSR contribution will be reduced from \$7.5 million to \$2.5 million for Fiscal Years 2018 through 2020. The budgeted contribution of \$2.5 million keeps pace with annual inflation.

BCPS OPEB Liability: In 1997, the Baltimore City Public School System (BCPS) separated from City government. Since the separation, the City has continued to bear the cost and liability of health insurance benefits for retired BCPS employees. The City and BCPS are now in discussions about transferring responsibility to BCPS for employees hired since the separation.

Future Ten-Year Plan Initiatives

The chart below shows the Ten-Year Plan initiatives that were originally proposed but have not yet been fully implemented. The total savings associated with each initiative represents the full ten year savings over the original Plan period. If these initiatives had been implemented at the beginning of the Plan period, they would have realized total cumulative savings of \$274 million.

| Initiative | 10-Year Plan |
|---------------------------------|----------------|
| Streamline the Workforce | \$78.3 |
| Healthcare Changes for Actives | \$77.6 |
| FPERS New Hires | \$57.9 |
| Retiree Healthcare Plan Changes | \$31.8 |
| BCPS OPEB Liability | \$25.3 |
| IAFF 90 Days of Leave | \$11.7 |
| Extend Tax Reduction | (\$9.0) |
| Total | \$273.6 |

If all remaining initiatives are implemented, a projected budget shortfall of \$148 million over the Ten-Year Plan period will remain. This residual gap includes a \$599 million increase in baseline expenditures and a \$735 million increase in baseline revenues, for a net baseline deficit reduction of \$136 million. The table below outlines how the projected gap has changed year-to-year. The “Initiatives Planned” estimate of \$150 million in the table pro-rates savings based on the years remaining in the Plan period.

| | Original Ten-Year Plan | Fiscal 2014 | Fiscal 2015 | Fiscal 2016 | Fiscal 2017 (Without Initiatives) | Fiscal 2017 (With Initiatives) |
|---------------------------------|---------------------------|--------------|--------------|--------------|---|--------------------------------------|
| | FY13 to FY22 | FY14 to FY22 | FY15 to FY22 | FY16 to FY22 | FY17 to FY22 | FY17 to FY22 |
| Gap Beginning: | (\$745) | (\$745) | (\$745) | (\$745) | (\$745) | (\$745) |
| Initiatives Completed (Savings) | \$0 | \$465 | \$515 | \$535 | \$571 | \$571 |
| Initiatives Completed (Costs) | \$0 | (\$70) | (\$260) | (\$260) | (\$260) | (\$260) |
| Initiatives Planned | \$745 | \$202 | \$313 | \$264 | \$0 | \$150 |
| Baseline Expenditures Change | \$0 | (\$137) | (\$425) | (\$644) | (\$599) | (\$599) |
| Baseline Revenue Change | \$0 | \$15 | \$235 | \$364 | \$735 | \$735 |
| Gap Ending | \$0 | (\$270) | (\$367) | (\$486) | (\$298) | (\$148) |

Some key changes to the baseline expenditure forecast during the Fiscal 2015-2017 planning periods included:

- Adopting more conservative investment return assumptions for ERS and F&P pension systems (+\$120M)
- New Fraternal Order of Police contract (+\$113M)
- Increasing contributions to reduce the grants deficit (+\$49M)
- Supporting the Charm City Circulator including capital replacements (+\$42M)
- Supporting the deployment of body cameras in the Police Department (+\$41M)
- Increasing contributions to reduce the risk management deficit (+\$35M)
- Supporting the ongoing operating cost of additional recreation facilities (+\$29M)
- Providing health care to part-time employees as required by the Affordable Care Act (+\$28M)
- Adopting a new municipal garbage can program (+\$24M)
- Increasing contributions to the 911 fund (+\$24M)
- Increasing the budget for Police legal fees, judgments, and lawsuits (+\$22M)

- Increasing contributions to the landfill reserve in preparation for closure (+\$18M)
- Supporting software licensing for software/hardware compliance (+\$18M)
- Replenishing the Rainy Day Fund (+\$15M)
- Absorbing half of the cost of street sweeping in the General Fund budget (+\$14M)
- Increasing the City's support of the Family League (+\$10M)

In order to address the remaining shortfall, the City will explore other innovative solutions that the City did not rely on for savings in the Ten-Year Plan. Potential initiatives include pursuing public-private partnership opportunities to leverage infrastructure investment, managed competition to ensure every tax dollar is spent efficiently on services, City office consolidation to reduce operating and capital costs of maintaining buildings, energy conservation, better risk management and other safety initiatives, and changes to sick and compensatory leave accruals.

Future initiatives planned for Fiscal 2019 and beyond are as follows:

IAFF 90 Day Leave: IAFF union members are currently allowed an additional 90 days of leave just prior to retirement. This delays the hiring of new firefighters which leads to higher overtime expenses, and increases pension payouts in retirement. Eliminating this costly and inefficient benefit would allow the City to realize over \$1 million in savings annually.

Wellness: State and local governments across the nation are turning to comprehensive health management programs to improve employee wellness and reduce claims expenses. Recent claims data from the City's healthcare providers shows that significant savings could be realized by improving the health of City employees. As compared to the local and national book of business across all four healthcare providers, City employees have higher disease prevalence rates which leads to higher costs for the City and employees. In Fiscal 2017, the City issued a Request for Proposals (RFP) for the development and implementation of a health management program. The City expects to see savings from this initiative beginning in Fiscal 2019.

Further Health Benefits Savings: In addition to the health benefit reforms already detailed in the *Fixed Costs* section of this report, the Department of Finance and the Department of Human Resources are working with the City's benefits consultant, Segal, on options for achieving further savings while continuing to provide competitive benefits to employees.

Solid Waste Enterprise: The Ten-Year Plan recommended the establishment of a solid waste enterprise to provide a stable base of funding for sanitation, trash disposal, and future landfill needs. This approach would help to support investment in service improvements such as automated trash collection, which would help to control litter and rodent control problems, while improving efficiency. Already, four of the six largest Maryland counties charge a fee for solid waste collection (Anne Arundel, Howard, Montgomery and Prince George's), and a fifth county (Harford) requires residents to contract their own trash collection. Shifting these costs out of the General Fund would enable a comparable reduction of the property tax rate. Basing the solid waste fee on the volume of household trash ("pay as you throw") would promote recycling.

Extend Property Tax Reductions: The Ten-Year Plan projection included property tax relief through a Targeted Homeowner's Tax Credit that will reduce the effective tax rate by 20 cents by 2020 for owner-occupied residential properties. In order to continue the goal of achieving a more competitive tax structure, the City may extend this benefit into Fiscal 2021 and beyond. While extending the credit would reduce projected property tax revenues in the short term, incremental tax relief would encourage economic and neighborhood growth over time.

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Revenue

Fiscal 2018

Summary of the Adopted Budget

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Fiscal 2018
Major Revenues Forecast

General Fund

| | Fiscal 2016 Actual | Fiscal 2017 Budget | Fiscal 2018 Estimated | Dollar Change | Percent Change |
|-----------------------------------|------------------------|------------------------|--------------------------|---------------------|-------------------|
| Revenue Category | | | | | |
| Property Taxes | \$848,032,426 | \$873,090,348 | \$902,689,903 | \$29,599,555 | 3.4% |
| Income Taxes | 346,727,264 | 317,656,198 | 350,808,000 | 33,151,802 | 10.4% |
| Highway User Revenues | 142,212,569 | 142,300,081 | 146,251,280 | 3,951,199 | 2.8% |
| State Aid | 104,585,170 | 103,302,831 | 103,748,376 | 445,545 | 0.4% |
| Energy Tax | 41,174,553 | 42,259,000 | 41,580,756 | (678,244) | (1.6%) |
| Net Parking Revenue | 48,128,993 | 39,525,585 | 36,301,547 | (3,224,038) | (8.2%) |
| Telecommunication Tax | 33,836,903 | 34,070,000 | 34,063,000 | (7,000) | 0.0% |
| Recordation & Transfer Tax | 91,915,707 | 64,550,321 | 67,700,342 | 3,150,021 | 4.9% |
| Hotel Tax | 29,629,899 | 28,419,912 | 29,145,912 | 726,000 | 2.6% |
| Speed and Red-Light Cameras | 155,943 | 0 | 7,947,000 | 7,947,000 | 100.0% |
| Investment Earnings | 750,132 | 3,633,000 | 1,800,000 | (1,833,000) | (50.5%) |
| Youth Fund | 0 | 0 | (11,866,000) | (11,866,000) | 0.0% |
| All Other | 176,826,112 | 113,974,176 | 124,729,884 | 10,755,708 | 9.4% |
| Total General Fund Revenue | \$1,863,975,671 | \$1,762,781,452 | \$1,834,900,000 | \$72,118,548 | 4.1% |

Funding sources for the General Fund are anticipated to total \$1.85 billion, an increase of \$72.1 million or 4.1% from the Fiscal 2017 Adopted Budget of \$1.76 billion.

Fiscal 2018 represents the fifth year of the City's Ten-Year Financial Plan. The plan provides the City with a roadmap to avoid future fiscal shortfalls through a series of strategic initiatives that meet the City's goals of achieving structural budget balance, addressing long-term liabilities, investing in infrastructure and improving tax competitiveness.

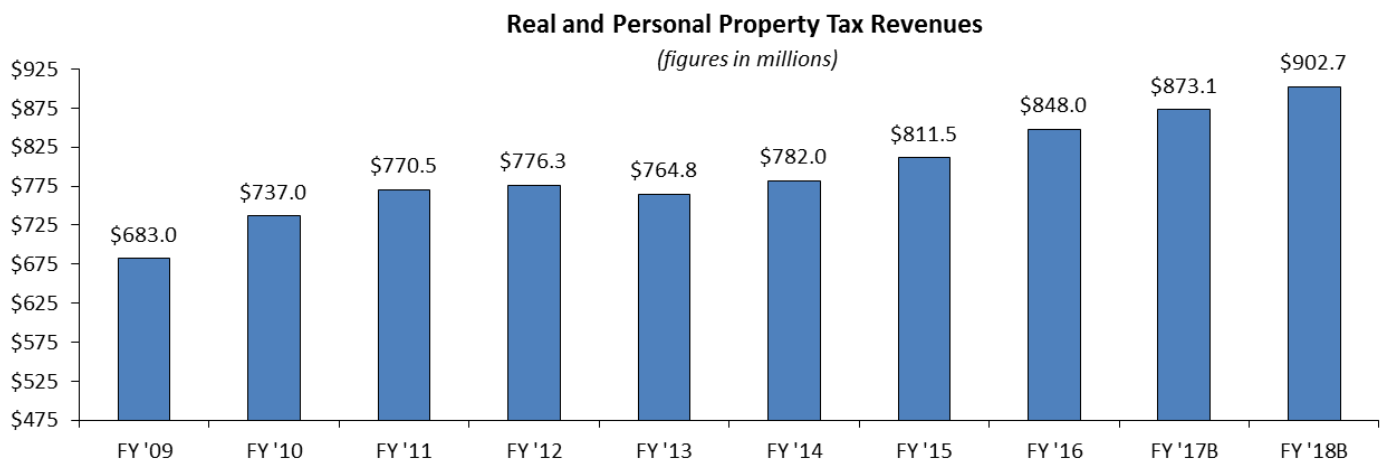
The Fiscal 2018 budget includes the sixth year of the City's 20 Cents by 2020 property tax relief program. The Targeted Homeowners Tax Credit (THTC) now represents an average of \$0.148 per \$100 of Property Tax rate reduction for owner-occupied properties. This is an estimated average effective rate, and not all homeowners will realize this rate. The precise number for Fiscal 2018 will not be known until late May when the analysis is performed for the tax bills and submitted to The Board of Estimates. The THTC is estimated to cost \$26.1 million in Fiscal 2018, \$11.3 million of which is covered by Horseshoe Casino lease payments.

The Fiscal 2018 General Fund forecast shows a net revenue increase of \$72.1 million. Income taxes are estimated to be \$33.2 million higher than the Fiscal 2017 budget estimate. Property taxes, which comprise nearly half of General Fund revenue, are projected to be \$29.6 million higher than the Fiscal 2017 budget estimate, mainly due to the increase in real property assessments and a reduction in the estimated Homestead Tax Credit cost. These increases are partially offset by the General Fund contribution to the newly created Youth Fund and the inclusion of two new property tax credits. The General Fund contribution to the Youth Fund is \$11.9 million. This transfer value is equivalent to \$0.03 per \$100 of assessable value of all taxable property in the City as reported by the State Department of Assessments and Taxation (SDAT) in November 2016. The two new tax credits are 1) the Supplemental Homeowner's Tax Credit, a City credit

intended to provide additional tax relief to low-income City residents eligible for the existing State Homeowner's Tax Credit and 2) the Public Safety Officer's Tax Credit, intended to provide an incentive to non-resident public safety officers to become City residents. The Fiscal 2018 estimated cost of the Supplemental Homeowner's Tax Credit is \$4.5 million while the Public Safety Officer's Tax Credit is estimated at \$300,000, for a total \$4.8 million reduction to Real Property Tax revenue.

Property Taxes

The Real and Personal Property Tax rates are proposed to be maintained at \$2.248 and \$5.62 per \$100 of assessed value respectively. The SDAT estimates the value of all taxable property and issues new assessments for about one-third of properties each year. All personal property is assessed annually with valuations established by the State based upon returns filed by individual businesses.



Real Property Tax yield, prior to the adjustments for the 4% owner-occupied assessment cap (known as the Homestead Tax Credit or ATC) and all other tax credit and incentive programs, is forecasted to increase \$26.7 million, or 3.3%, from \$800.7 million in Fiscal 2017 to \$827.4 million in Fiscal 2018.

The Real Property tax revenue is partially offset by the availability of the ATC, the THTC, and the wide variety of tax credit and incentive programs offered by the City. Owner occupied residential properties are protected from the impact of assessment increases by the City's ATC assessment growth cap. This tax credit limits growth in taxable assessments to no more than 4.0% over the prior year, one of the most taxpayer friendly caps in the State. Overall, the City's Homestead Tax Credit cost is projected to decline by \$1.5 million (4.4%) in Fiscal 2018 to \$33.2 million as the reassessment of residential properties increases is below the 4% cap.

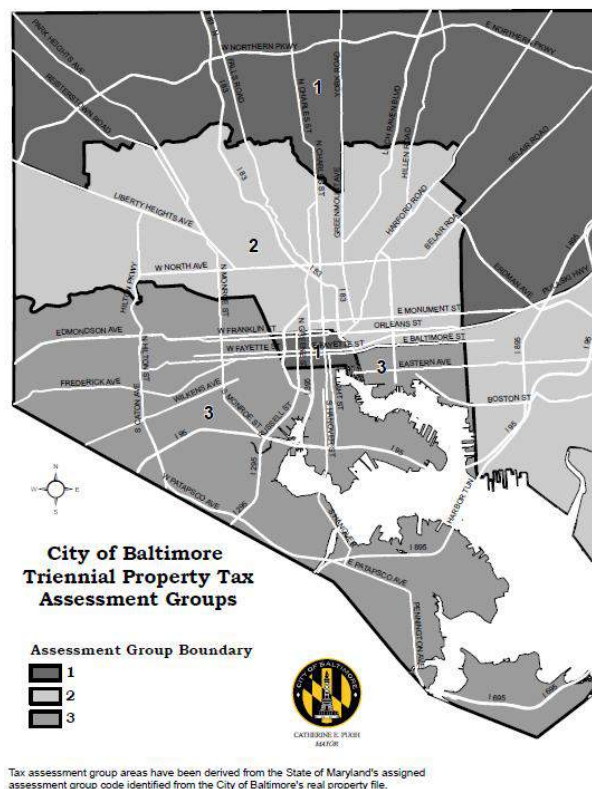
In addition to the ATC and THTC, the Fiscal 2018 estimate includes a total of \$44.7 million in property tax reductions due to the cost of other tax credits and incentive programs. The largest incentive program is the State-mandated Enterprise Zone Tax Credit, estimated at \$28.4 million in Fiscal 2018, 50% of which is reimbursed to the City by the State.

As the following table details, from Fiscal 2006 to Fiscal 2013, tax credit and incentive programs, excluding the ATC, accounted for an annual average cost of \$16.3 million or 2.4% of the real property tax revenues. In Fiscal 2018, these programs will cost \$70.8 million or 8.6% of the estimated real property taxes. Including the ATC, forgone real property tax revenue due to tax credits and incentive programs is estimated at \$104 million or 12.6% of this revenue source.

Tax Credit History Cost as a % of Real Property Tax
(Figures in Millions)

| Tax Credits | FY 2006-2013 Avg. Cost | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2017 Budget | FY 2018 Estimate |
|--|---------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Real Property Tax | \$680.9 | \$743.3 | \$750.7 | \$780.8 | \$800.7 | \$827.4 |
| Targeted Homeowners Tax Credit | (\$0.4) | (\$15.1) | (\$19.5) | (\$22.6) | (\$24.3) | (\$26.1) |
| Enterprise Zone Tax Credit | (\$5.4) | (\$12.3) | (\$16.5) | (\$14.9) | (\$14.0) | (\$14.2) |
| Historic Property Tax Credits | (\$5.9) | (\$6.4) | (\$6.8) | (\$7.8) | (\$11.7) | (\$10.9) |
| Brownfield and Other Tax Credits | (\$1.2) | (\$3.6) | (\$9.3) | (\$7.7) | (\$9.9) | (\$9.0) |
| Supplemental Homeowner's Tax Credit | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | (\$4.5) |
| High-Performance Market-Rate Rental Housing Tax Credit | \$0.0 | (\$0.0) | (\$0.0) | (\$0.4) | (\$1.0) | (\$3.4) |
| Newly Constructed Dwellings Tax Credit | (\$3.4) | (\$3.1) | (\$2.8) | (\$2.4) | (\$1.6) | (\$2.3) |
| Public Safety Officer Tax Credit | \$0.0 | \$0.0 | \$0.0 | \$0.0 | \$0.0 | (\$0.3) |
| Total Tax Credits (Excluding Homestead) | (\$16.3) | (\$40.5) | (\$54.9) | (\$56.2) | (\$62.5) | (\$70.8) |
| Tax Credits as a % of Real Property | 2.4% | 5.4% | 7.3% | 7.2% | 7.8% | 8.6% |
| Homestead Tax Credit (ATC) | (\$92.4) | (\$65.8) | (\$45.6) | (\$38.2) | (\$34.7) | (\$33.2) |
| Total Tax Credits (Including ATC) | (\$108.7) | (\$106.3) | (\$100.6) | (\$94.4) | (\$97.3) | (\$104.0) |
| Tax Credits & ATC as a % of Real Property | 16.0% | 14.3% | 13.4% | 12.1% | 12.1% | 12.6% |

For Fiscal 2018, the SDAT reassessed Group 2, which is shown in the map below as the central third assessment area of the City.



The Group 2 Real Property assessment (effective Fiscal 2018) reflects an annual phase-in value increase of 2.1% with a total triennial assessment growth of 6.2%, below the state-wide average of 8.2% triennial growth. The increase is made up of a 3.5% increase for residential properties and 9.5% increase for commercial properties. The Fiscal 2018 reassessment cycle represents the fourth consecutive year of assessment increases in the City after four consecutive years of declines.

The following table shows the ten year history of the full cash value average assessment growth for properties in the City since Fiscal 2009.

| Fiscal Year Reassessment | Assessment Group | Full Cash Value Assessment Increase | Phase-in Assessment Increase |
|-----------------------------|---------------------|---|------------------------------------|
| 2009 | Group II | 75.0% | 25.0% |
| 2010 | Group III | 20.9% | 7.0% |
| 2011* | Group I | (2.6%) | 0.0% |
| 2012* | Group II | (8.7%) | 0.0% |
| 2013* | Group III | (6.8%) | 0.0% |
| 2014* | Group I | (3.1%) | 0.0% |
| 2015 | Group II | 7.0% | 2.3% |
| 2016 | Group III | 9.6% | 3.2% |
| 2017 | Group I | 10.9% | 3.6% |
| 2018 | Group II | 6.2% | 2.1% |

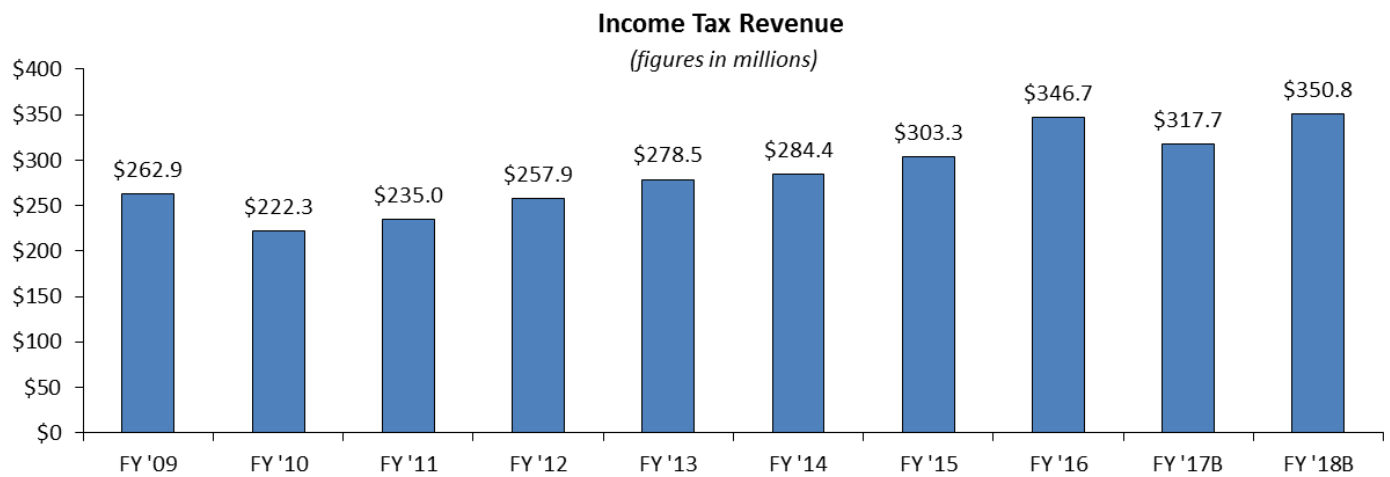
*Assessment reductions are not phased in

Source: State Department of Assessments and Taxation

Finally, property taxes also include the total business and public utility personal property taxes, which are estimated to yield \$108.5 million in Fiscal 2018, an increase of 1.2% or \$1.3 million from the Fiscal 2017 budget.

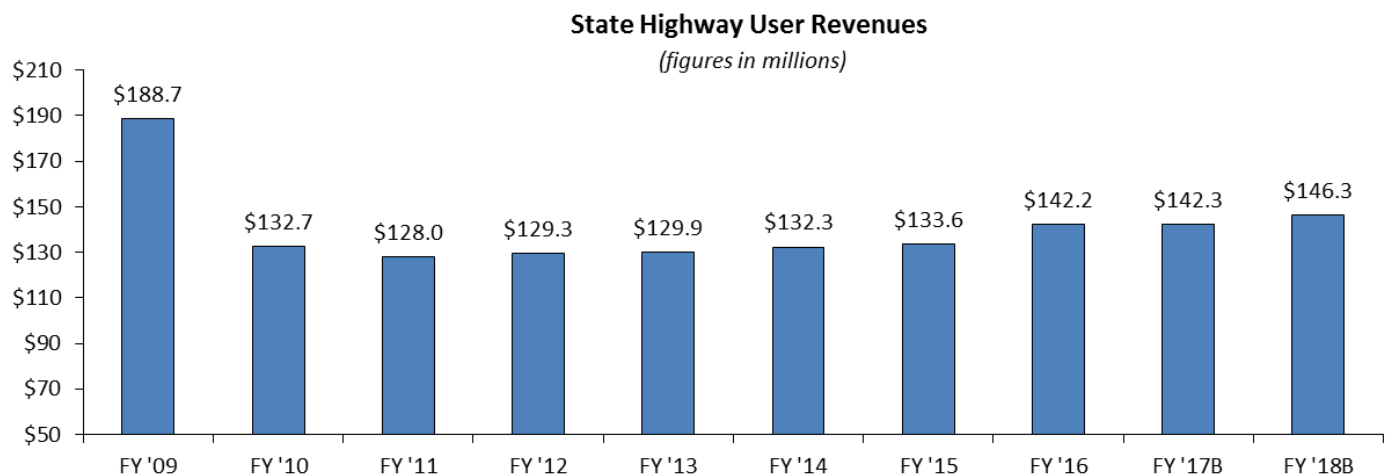
Income Taxes

The City's Income Tax rate is 3.2%, the maximum level allowed under State law. Local income taxes are anticipated to yield \$350.8 million, \$33.2 million or 10.4% higher than the Fiscal 2017 budgeted level. Based on current year available data, Fiscal 2017 Income Tax is projected to be \$336.4 million. Historically, the City's Income Tax has grown at about half of the State's growth; however, the most recent employment and job market indicators show improvement in the City's demographic characteristics, indicating that the City's income tax base is getting stronger. Projection data released by the Maryland Department of Planning indicate that, even though the City still has the lowest per-capita personal income in the region, it has experienced the highest annual average growth rate since 2000. Additionally, based on the data collected from the Census Bureau's American Community Survey, from 2010 to 2015, the number of households earning more than \$50,000 increased by 14,300 or 15.3%, while those earning less than \$50,000 decreased by 13,900, or 9.6%.



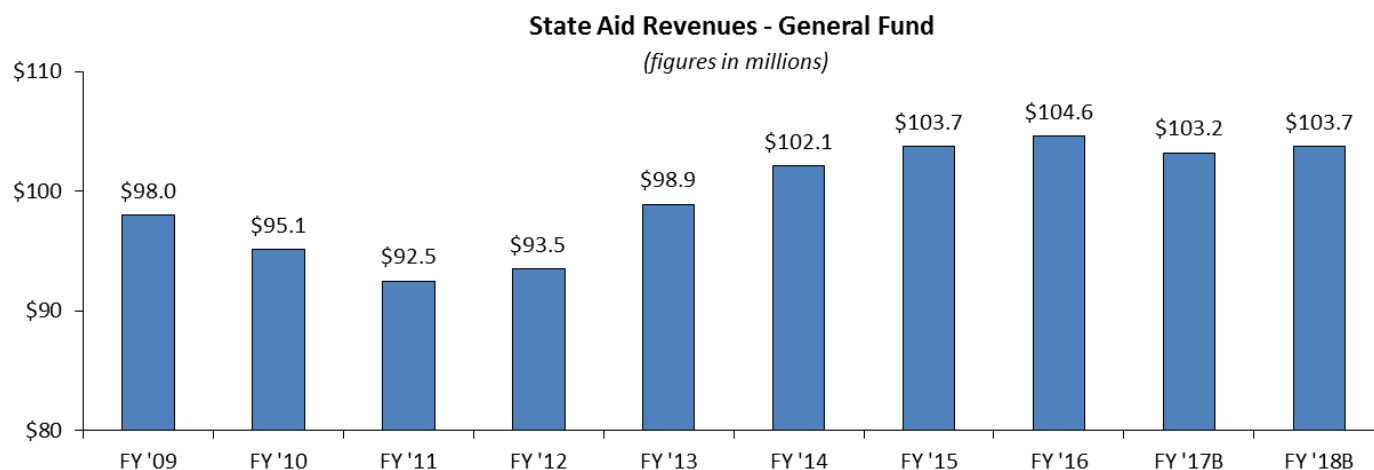
State Highway User Revenue

Highway User Revenues (HUR) is distributed by the State from Gas Tax, Titling Tax and vehicle registration fee revenues. The anticipated HUR for Fiscal 2018 is \$146.3 million, which is \$4.0 million (2.8%) higher than the Fiscal 2017 budget. The increase is explained by \$5.5 additional local transportation grant to Baltimore City approved by the Maryland General Assembly during the 2017 Legislative Session to fund discounted fares on Maryland Transportation Transit units used by eligible public school students. Including this grant, the City's HUR is still \$81.0 million (35.6%) below its Fiscal 2007 peak, due mainly to actions by the General Assembly and Board of Public Works to shift HUR to the State General Fund. The estimated Fiscal 2018 reflects maintaining the City's share of total statewide HUR revenue at 7.7%.



State Aid

State Aid budgeted in the General Fund is projected to increase by \$0.4 million or 0.4% from the Fiscal 2017 budget. The increase is mainly explained by the \$1 million increase in the Disparity Grant, which is partially offset by the \$600,000 reduction in the Local Health Operations Grant. The Disparity Grant is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to at least 75% of the statewide average.



Speed Cameras and Red Light Violations

Two years ago, the City suspended its traffic camera program due to technical and contractual problems. The Fiscal 2018 budget includes the reactivation of the speed and red-light camera programs, with the initial deployment of the cameras scheduled for May 2017 with 10 fixed and 10 portable speed cameras, 10 red-light cameras and six commercial vehicle violation cameras. The initial revenue estimate for this program is \$7.9 million.

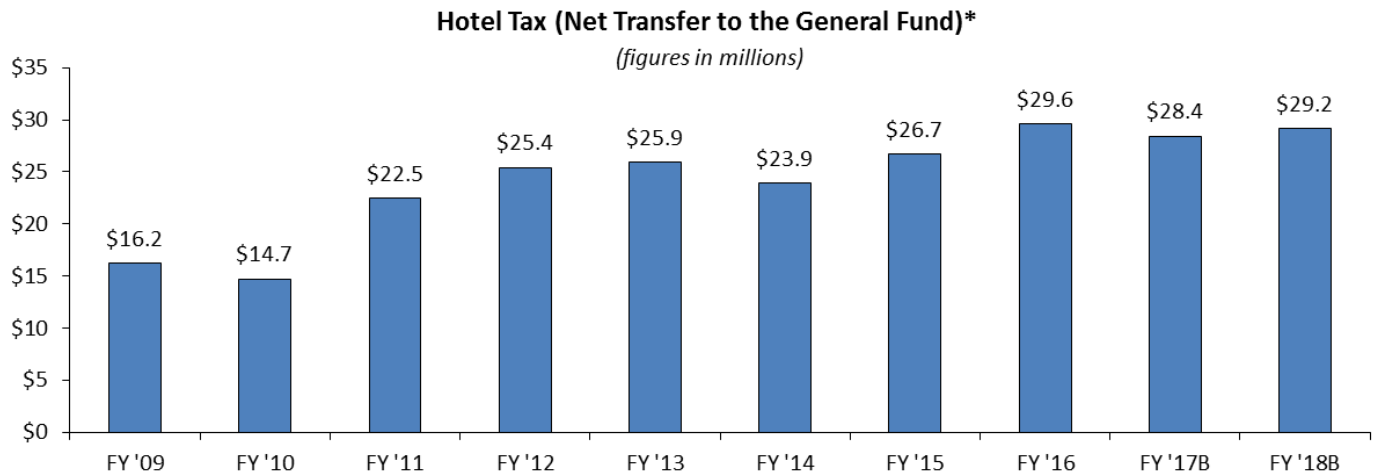
Transfer from the Parking Management Fund

The Fiscal 2018 net revenue transfer from the parking funds is estimated at \$36.3 million, a \$3.2 million reduction from the Fiscal 2017 budget. This reduction is explained by a combined increase in the Parking Enterprise and Parking Management funds expenses of \$2.3 million, and a net reduction in revenues of \$900,000. Revenues in excess of debt service and operating expense requirements of the parking funds are transferred to the General Fund. The Fiscal 2018 debt service appropriation in the Parking Enterprise Fund is estimated to increase \$1.3 million, from \$31.8 million to \$33.2 million, while operating expenses in the Parking Management Fund are anticipated to increase \$900,000, from \$24.8 million in Fiscal 2017 to \$25.6 million in Fiscal 2018. Based on year to date activity, there is an anticipated reduction in the revenues from Parking Fines and Penalties on Parking Fines of \$1.1 million, from \$22.1 million in Fiscal 2017 to \$21 million in Fiscal 2018, Parking Tax receipts are estimated to be about \$867,000 lower. These revenue losses are partially offset by projected increases in Garage Income, Residential Parking Permits and Parking Meters.

Hotel Tax

The Hotel Tax rate was increased from 7.5% to 9.5% in Fiscal 2011. The Fiscal 2018 Hotel Tax revenue is estimated at \$33.7 million, a \$0.7 million increase over the Fiscal 2017 budgeted amount. After subtracting the \$4.6 million Baltimore Convention Center debt service payment, the net hotel tax receipts transferred from the Convention Center Bond Fund (CCBF) to the General Fund are projected at \$29.1 million. Fiscal 2017 Hotel Tax activity in the City has remained relatively consistent with prior year-to-date data. Smith Travel Report data as of January 2017 indicates an average decrease in room demand of 1.7% below the same seven months of Fiscal 2016; however, total reported room revenue has remained virtually flat as a result of a 1.1% increase to the average daily rate. The current hotel occupancy rate through January of Fiscal 2017 is 63.2%, 0.7% below Fiscal 2016's year to date average of 63.9%. It is anticipated that additional rooms will be added to the City's inventory in the near future; however, the incorporation of new rooms will not necessarily translate to more revenues. The impact of increased hotel room supply not supported by room demand results in a net reduction of the overall occupancy rate, and this reduction is then compensated with subsequent reductions to the average rate per

room. Given that the precise schedule and number of new rooms remains unknown, the projection assumes no additional revenue in the short term.



*Amounts shown represent total tax less convention center bonded debt service.

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

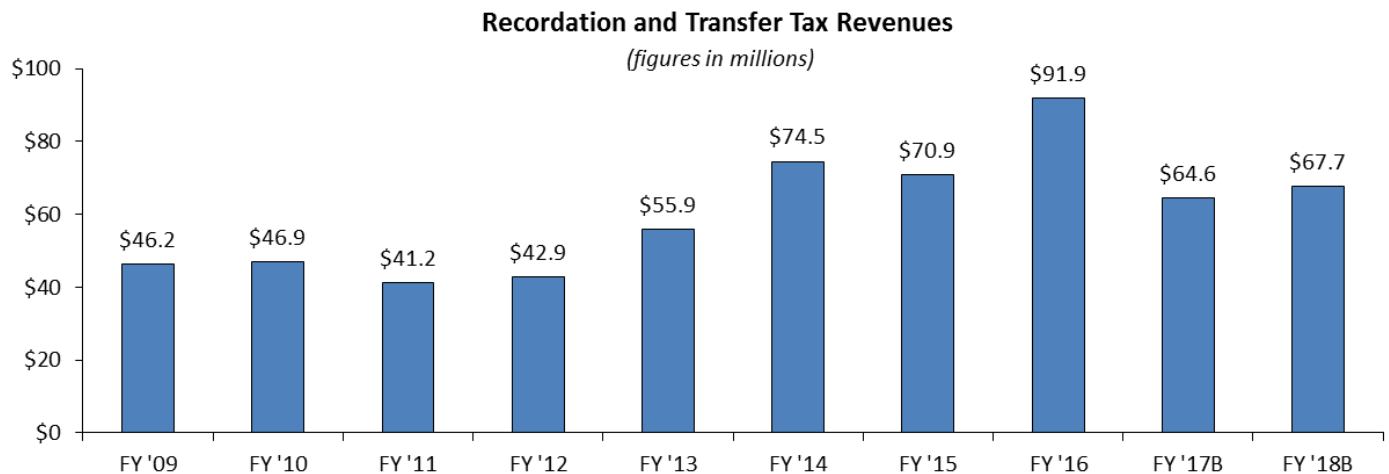
| | FY 2016 Actual | FY 2017 Budget | FY 2018 Budget |
|--------------------------------------|---------------------|---------------------|---------------------|
| Hotel Tax* | \$34,147,258 | \$33,000,000 | \$33,726,000 |
| Convention Center Debt Service | (\$4,516,761) | (\$4,580,088) | (\$4,573,750) |
| Visit Baltimore Appropriation | (\$13,954,099) | (\$13,466,100) | (\$14,318,303) |
| 1/3 of Convention Center Deficit | (\$2,108,116) | (\$2,867,379) | (\$2,339,878) |
| Net Hotel Tax in General Fund | \$13,568,282 | \$12,086,433 | \$12,494,069 |
| <i>% of Actual Hotel Tax</i> | <i>39.7%</i> | <i>36.6%</i> | <i>37.0%</i> |

Recordation and Transfer Taxes

The Transfer Tax is imposed at a rate of 1.5% of the cash consideration and value of any other consideration paid for the property transferred; the Recordation Tax is imposed at a rate of \$5.00 per \$500 of actual consideration paid. The City's estimated revenue from Recordation and Transfer Taxes is \$67.7 million for Fiscal 2018, an increase of \$3.2 million or 4.9% compared to the Fiscal 2017 budget.

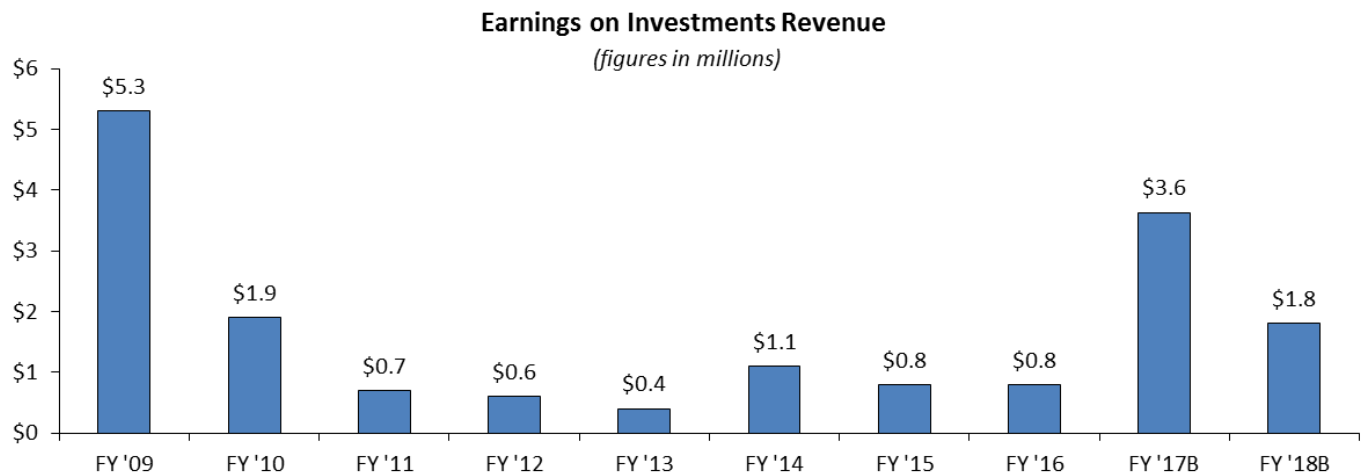
These sources of revenue depend on the number and value of real estate sales and, in the case of the Recordation Tax, refinancing activity. Daily transaction data collected by the City's Finance Department as of December 2016 indicate that the average value of properties paying Recordation Tax has decreased about 9% compared to the prior year data, while the total number of transactions has increased about 6%, representing a total year-to-date revenue decrease of \$1.9 million. The reduction is likely due to mortgage interest rates slowly rebounding from historically low levels, causing the rate of refinancing to stall. For this reason, Fiscal 2018 Recordation Tax receipts are anticipated to decrease by \$2.0 million below the Fiscal 2017 budget. Conversely, Fiscal 2018 Transfer Tax revenue is estimated to increase by 18% or \$5.1 million above the Fiscal 2017 budgeted amount due, in part, to an increase in average home sales prices.

Given the sensitivity of these revenues to local, state and national economic factors, Transfer and Recordation Tax receipts are extremely volatile, and additional considerations are needed while preparing this revenue estimate. As an example, in Fiscal 2006 during the housing boom, receipts from these two taxes peaked at \$116.7 million in revenues. After the collapse of the housing bubble they fell to \$41.2 million in Fiscal 2011, a drop of \$75.5 million or 64.7%. To account for this volatility, the Fiscal 2018 estimate is equivalent to the average revenue collected for the last five years.



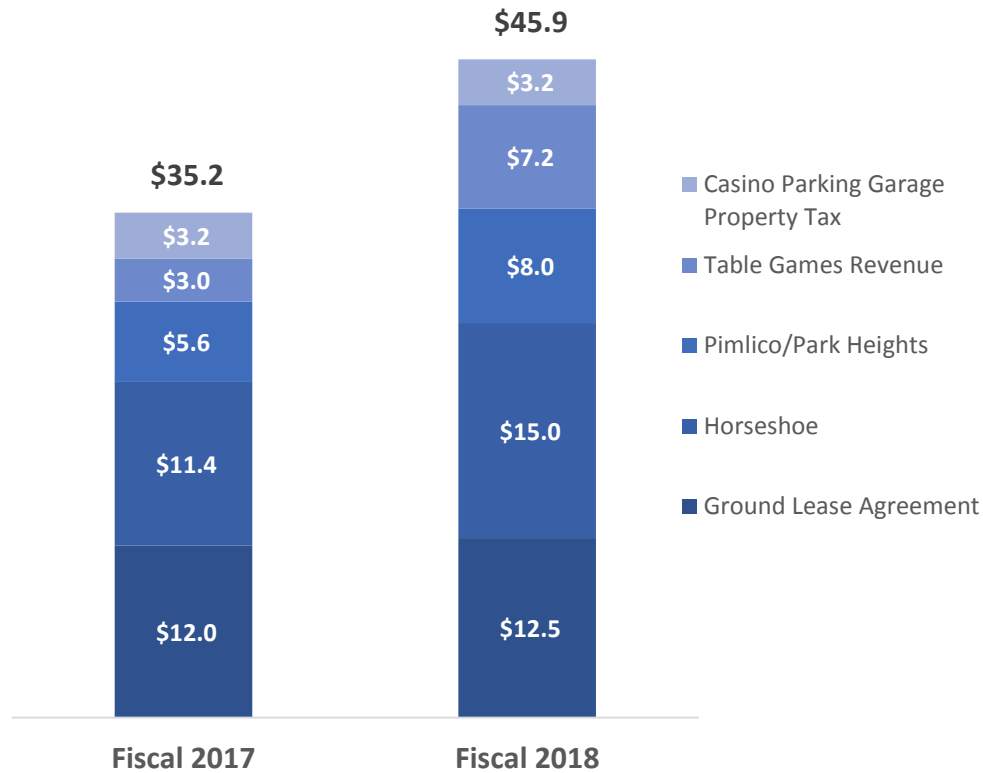
Earnings on Investments

City returns on cash investments for Fiscal 2018 is forecasted at \$1.8 million, 50.5% lower than the Fiscal 2017 budget and 88.9% lower than in Fiscal 2007 when these returns peaked at \$16.2 million. Earnings on investments are the returns on the daily cash balances in the City Treasury and are a function of interest rates. The Fiscal 2018 forecast assumes the possibility of interest rate increases during Fiscal 2018; however, based on revenue data as of January 2017, the Fiscal 2017 budgeted amount of \$3.6 million was likely too high an estimate for current fiscal year revenues. The Fiscal 2018 budget estimate is based on a revised forecast provided by the City's Bureau of Treasury Management.



Casino-Related Revenues

The City receives casino-related revenue to support local neighborhoods impacted by the Pimlico Race Track and Horseshoe Casino, as well as funding to support citywide school construction, parks and recreation projects, property tax relief, and the General Fund at large. The chart below compares budgeted Fiscal 2017 revenue with projected Fiscal 2018 casino-related revenue.



The Fiscal 2018 allocations of this funding adhere to the following formulas, with estimates provided by the State:

Park Heights/Pimlico Race Track

- The state combines gross terminal revenue from Video Lottery Terminals (VLTs) at 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 funding allocation.
- Of the 5.5% total combined VLT revenue, 18% is distributed to Baltimore City.
- The Fiscal 2018 projection is \$8.0 million.
- At least 75% of the funds must be spent in the Park Heights neighborhood; in Fiscal 2018 the City will allocate 85% for this purpose.
- The remaining funding must be spent within a one-mile radius of the Pimlico Race Track.

| Park Heights/Pimlico | Fiscal 2018 Estimated |
|--------------------------------------|-----------------------|
| Baltimore City Allocation (18%) | \$8.0 million |
| <i>Park Heights (85%)</i> | \$6.8 million |
| <i>Pimlico One-mile Radius (15%)</i> | \$1.2 million |

Horseshoe Casino

- The remaining 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 2018 projection for Baltimore City is \$15 million.
- A City ordinance now requires that, beginning in Fiscal 2018, 50% of the City's allocation must be remitted directly 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.

| Horseshoe Casino | Fiscal 2018 Estimated |
|--|-----------------------|
| Baltimore City Allocation (27.3%) | \$15.0 million |
| <i>South Baltimore District (50%)</i> | \$7.5 million |
| <i>Horseshoe One-mile Radius (50%)</i> | \$7.5 million |

Table Games Revenue

- Beginning in Fiscal 2017, Baltimore City receives 5% of Table Games revenue generated solely by the Horseshoe Casino.
- The Fiscal 2018 projection is \$7.2 million.
- 50% of this funding is allocated for citywide parks and recreation projects.
- 50% is allocated for school construction debt service.

| Table Games Revenue | Fiscal 2018 Estimated |
|-----------------------------------|-----------------------|
| Baltimore City Allocation (5%) | \$7.2 million |
| <i>Parks and recreation (50%)</i> | \$3.6 million |
| <i>School construction (50%)</i> | \$3.6 million |

Horseshoe Ground Lease Agreement Revenue

- The Ground Lease payment from Horseshoe Casino to the City is calculated at either 2.99% of Gross Gaming revenue or an alternate minimum payment amount determined by the contract, whichever is higher.
- The Fiscal 2018 estimated payment is the minimum payment of \$12.5 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.
- The Agreement also requires a minimum payment of \$3.2 million in Fiscal 2018 for property tax on the Casino parking garage. This revenue supports the General Fund, at large.

| Ground Lease Agreement | Fiscal 2018 Estimated |
|----------------------------------|-----------------------|
| Minimum Ground Lease Payment | \$12.5 million |
| <i>THTC (90%)</i> | \$11.3 million |
| <i>School construction (10%)</i> | \$1.2 million |

Fiscal 2018

Summary of City Real Property Tax Credits

The table below describes tax expenditure costs for all locally authorized Real Property Tax Credit programs. It does not attempt to deal with all tax exemptions or other preferential tax treatment expenditures. In Fiscal 2018, the City budget estimates Real Property Tax Credit expenditures totaling about \$104.0 million. This represents an increase of about \$6.9 million compared to the Fiscal 2017 projected expenses of \$97.1 million.

| | <u>Fiscal 2017 Projection</u> | <u>Fiscal 2018 Budget</u> |
|--|--|--------------------------------------|
| <u>Homestead Tax (104% Assessment Phase-In)</u> | | |
| A 4% taxable assessment increase cap on owner-occupied dwellings. | \$34,660,000 | \$33,214,408 |
| <u>Targeted Homeowners Tax Credit</u> | | |
| An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only. | 24,051,000 | 26,078,000 |
| <u>Enterprise Zone Property Tax Credit (EZTC)</u> | | |
| A 10-year tax credit (80% in the first 5 taxable years and declining by 10 percentage points thereafter) in designated State Enterprise Zones on the increased value of a commercial property after improvements. | 14,861,453 | 14,218,000 |
| <u>Historic Restoration and Rehabilitation Property Tax Credit</u> | | |
| A 10-year tax credit (100% for projects with costs below \$3.5 million; and 80% in the first 5 taxable years and declining by 10 percentage points thereafter for projects with costs above \$3.5 million) on the increased value of a historic property due to improvements. | 10,600,000 | 10,909,000 |
| <u>Brownfields Property Tax Credit</u> | | |
| A five-year tax credit (50%, except for projects that spend more than \$250,000 in eligible work, in which case it is 70%) on the increased value of brownfields sites after eligible improvements are made. For sites located in a State-designated Enterprise Zone areas, the credit is for a 10-year period. | 7,890,000 | 9,006,080 |
| <u>Supplemental Homeowner's Property Tax Credit</u> | | |
| An annual credit providing additional tax relief to low-income City residents eligible for the existing State Homeowner's tax credit. | 0 | 4,500,000 |
| <u>High-Performance Market-Rate Rental Housing Property Tax Credit</u> | | |
| A 15 and 10-year tax credit (15-year if project is located within a targeted area and 10-year for all other City locations) on the increased assessment value of improvements on the construction or conservation of high-performance market rental housing. The 15-year credit is 100% for the first two taxable years, 80% for the following three, 70% and 60% for the next two, 50% for the following three, and declining by 10 percentage point annually thereafter. The 10- year credit is structured the same as the EZTC. | 2,700,000 | 3,445,000 |
| <u>Newly Constructed Dwelling Property Tax Credit</u> | | |
| A five-year tax credit (50% in the first taxable year and declining by 10 percentage points thereafter) on newly constructed or city owned, vacant rehabbed dwellings. | 2,300,000 | 2,297,000 |
| <u>Other Local Option Property Tax Credits</u> | | |
| Includes costs of the new Public Safety Officer's, the neighborhood preservation, vacant dwelling, fallen heroes, and cemetery dwelling property tax credit programs. | 30,559 | 330,000 |
| | <u>\$97,093,012</u> | <u>\$103,997,488</u> |

Fiscal 2018

Property Tax One-Cent Yield

| ESTIMATED ASSESSABLE BASE | | | |
|--|-------------------------|-------------------------|------------------------|
| | Fiscal 2017 | Fiscal 2018 | Change |
| REAL PROPERTY | | | |
| Subject to \$2.248 Tax Rate | | | |
| Real Property Assessed Locally | \$37,205,168,000 | \$37,355,374,968 | \$150,206,968 |
| Appeals, Abatements and Deletion Reductions | (1,494,823,927) | (195,279,982) | 1,299,543,945 |
| Adjustment for Assessment Increases over 4% | (1,628,187,000) | (1,515,394,105) | 112,792,895 |
| New Construction | 42,500,000 | 42,120,000 | (380,000) |
| Rail Road Property | 207,419,000 | 210,632,000 | 3,213,000 |
| Total Real Property Subject to \$2.248 tax rate | \$34,332,076,073 | \$35,897,452,881 | \$1,565,376,808 |
| Subject to \$5.62 Tax Rate | | | |
| Public Utility Property | 128,410,000 | 134,441,000 | \$6,031,000 |
| Total Public Utility Real Property Subject to \$5.62 tax rate | \$128,410,000 | \$134,441,000 | \$6,031,000 |
| Total Taxable Real Property Value | \$34,460,486,073 | \$36,031,893,881 | \$1,571,407,808 |
| TANGIBLE PERSONAL PROPERTY | | | |
| Subject to \$5.62 Tax Rate | | | |
| Railroad Personal Property | \$35,569,000 | \$31,427,000 | (\$4,142,000) |
| Ordinary Business Personal Property | \$1,171,600,000 | \$992,463,000 | (\$179,137,000) |
| Public Utilities Operating Personal Property | \$865,350,000 | \$956,657,000 | \$91,307,000 |
| Total Tangible Personal Property | \$2,072,519,000 | \$1,980,547,000 | (\$91,972,000) |
| Total Real and Personal Property | \$36,533,005,073 | \$38,012,440,881 | \$1,479,435,808 |
| ESTIMATED PROPERTY TAX YIELD | | | |
| | | Fiscal 2018 | |
| Property Subject to \$2.248 Tax Rate | | | |
| Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base | \$0.01/\$100 | \$3,589,745 | |
| Anticipated Rate of Collection | | 97.5% | |
| Net Tax Yield from \$0.01 per \$100 of Assessable Base | | \$3,500,002 | |
| Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate | | \$786,800,372 | |
| Property Subject to \$5.62 Tax Rate (by law 2.5 times Real Property Tax Rate) | | | |
| Real Property (Public Utilities) - Gross Tax Yield from \$0.01 per \$100 of Assessable Base | \$0.01/\$100 | \$13,444 | |
| Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base | \$0.01/\$100 | \$198,055 | |
| Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base | | \$211,499 | |
| Anticipated Rate of Collection | | 97.5% | |
| Net Tax Yield from \$0.01 per \$100 of Assessable Base | | \$206,211 | |
| Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate) | | \$515,528 | |
| Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate | | \$115,890,767 | |
| Total Estimated Property Tax Yield - Real and Personal Property | | \$902,691,140 | |
| Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property | | \$4,015,530 | |

Energy Tax Rate Calculation

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

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

The ordinance required the Director of Finance for Fiscal 2006 and subsequent fiscal years to adjust the tax rates by the annual percent change in the Baltimore-Washington Consumer Price Index (CPI) as reported for November by the United States Department of Labor. Ordinance 10-300, enacted in 2010, adjusted the base year tax rate for Fiscal Year 2011. The CPI used for Fiscal 2018 is 1.21%.

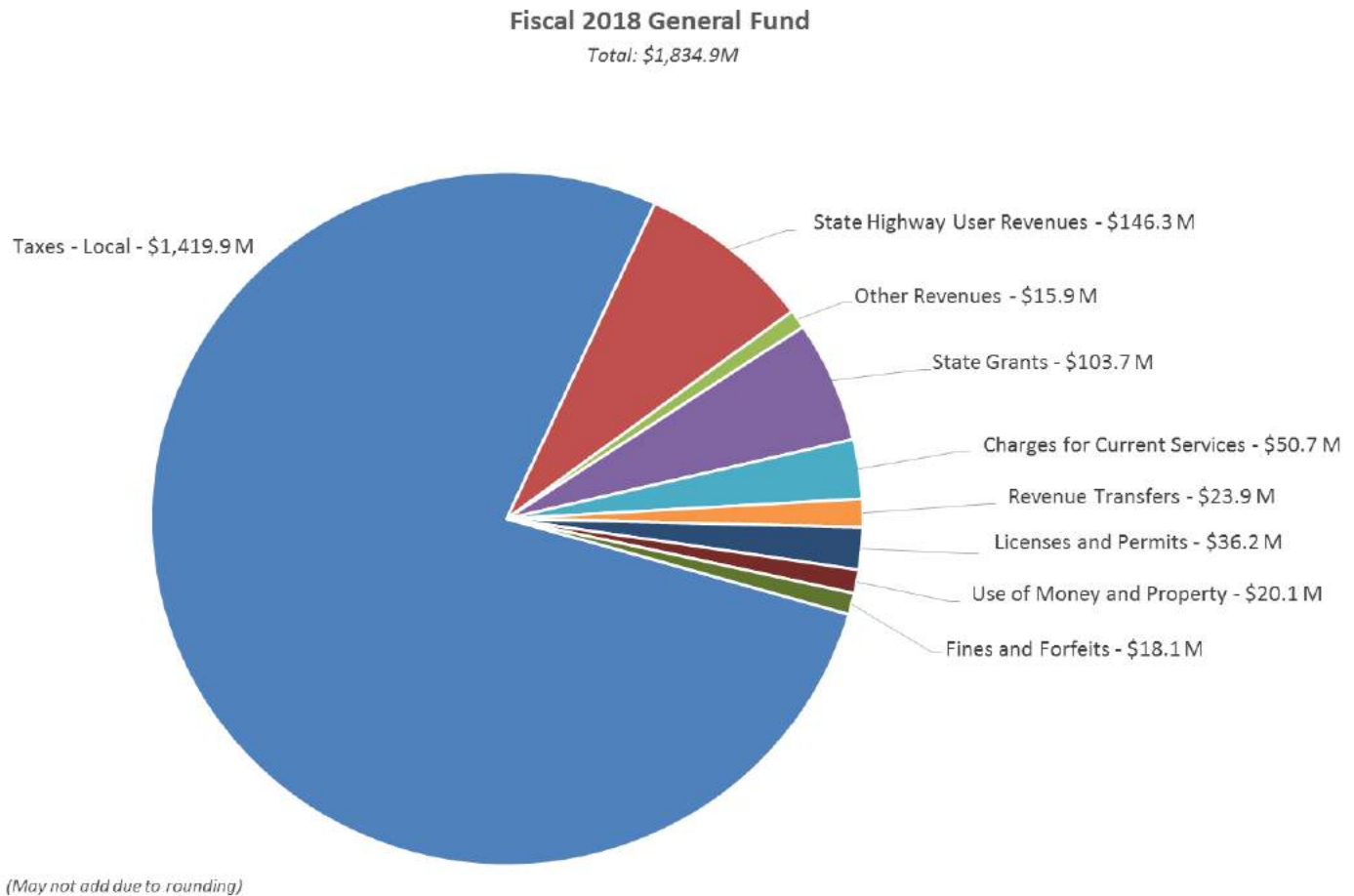
Article 28, Section 25-14(g) of the Baltimore City Code mandates that the tax rates computed be included annually in the proposed operating budget submitted by the Board of Estimates. For Fiscal 2018, the recommended rates are as follow:

Fiscal Year 2018 Energy Tax Rates (\$) by User Group and Energy Type

| User Group | Electricity (kWh) | Natural Gas (therm) | Fuel Oil (gal) | LPG (gal) | Steam (lbs) |
|-------------------|--------------------------|----------------------------|-----------------------|------------------|--------------------|
| Commercial | 0.008417 | 0.108837 | 0.124389 | 0.151807 | 0.002647 |
| Residential | 0.002695 | 0.031988 | 0.044894 | 0.048085 | 0.000760 |
| Nonprofit | 0.005902 | 0.086459 | 0.107357 | 0.132007 | 0.001566 |

Fiscal 2018 Budgetary Funds and Projected Revenues

General Fund



Policy and Objectives

The General Fund is the City's principal fund, containing revenues which finance appropriations for both ongoing operating expenses and Pay-As-You-Go (PAYGO) capital projects. The budget for this fund includes all unrestricted revenues that support appropriations not required to be budgeted in another fund. Appropriations approved in the Ordinance of Estimates or in supplemental appropriations may be for any program or activity not prohibited by the City Charter, public local law or other applicable law. Six major types of revenues comprise 96.8% of the \$1.83 billion Fiscal 2018 budget. The six types of revenue are Local Taxes, State Grants, State Highway User Revenue, Charges for Current Services, revenue from the Use of Money, and Property Licenses and Permits. Revenue Transfers represent revenue in excess of expense requirements in certain other funds that are available to the General Fund, most significantly the Parking Management Fund.

Major Revenues

Local Taxes: Local Taxes, not including State Highway User Revenues, represent 77.4% of total General Fund revenues and funding sources. The largest share (63.6%) of local taxes comes from current year Real and Personal Property Tax receipts.

Budgeted Income Tax revenue represents 24.7% of local tax revenues. Sales and Service tax levies are imposed on energy consumption, telecommunication lines, property transfers and recordation, hotel occupancy, admissions and amusements. These revenues are estimated at \$139.6 million or 9.8%.

| Local Taxes (77.4%) | | |
|----------------------------|------------------|----------|
| Property Taxes | \$902.7 | M |
| Income Tax | \$350.8 | M |
| Sales and Service | \$139.6 | M |
| Other Local Taxes | \$26.8 | M |
| Total Taxes - Local | \$1,419.9 | M |

State Highway User Revenues: Highway User Revenue (HUR) is distributed by the State from Gas Tax, Titling Tax and vehicle registration fee revenues. The anticipated State HUR for Fiscal 2018 is \$146.3 million, which is \$4.0 million higher than the Fiscal 2017 budget. The primary driver of this increased projection is legislation passed by the State that called for additional funding for the City for the purpose of funding Maryland Transit Administration (MTA) bus passes for Baltimore City Public Schools students. While the estimated distribution is increasing, the City's HUR is still \$81.0 million (36%) below its Fiscal 2007 peak, due mainly to actions by the General Assembly and Board of Public Works to shift HUR to the State General Fund. The estimated Fiscal 2018 increase reflects maintaining the City's share of total statewide HUR revenue at 7.7%. Revenues from the HUR must be used for projects related to the operational maintenance of city rights-of-way, such as street resurfacing, bridge repair, street tree trimming, traffic management, etc.

| State Highway User Revenues (8.0%) | | |
|---|----------------|----------|
| State Highway User Revenues | \$146.3 | M |
| Total | \$146.3 | M |

State Grants: The largest State grant is the Income Tax Disparity Grant with \$79.1 million budgeted in Fiscal 2018, followed by the Teachers Retirement Supplemental grant of \$10.0 million. Other sources of State revenue include funding for operations of local health programs and other grants to support library services, amounting to \$8.2 million and \$6.4 million respectively. The distribution of the Income Tax Disparity Grant is based upon a statutory formula created in 1992 by the Maryland General Assembly. The grant is made in order to bring the per capita income tax yield of Maryland's poorer subdivisions up to 75.0% of the State-wide yield. In Fiscal 2013 the State transferred a share of the teacher's retirement costs to all jurisdictions. In order to offset this cost, the Maryland General Assembly approved a \$10.0 million supplemental grant for teacher pension and maintained the Fiscal 2013 Disparity Grant appropriation level of \$79.1 million through Fiscal 2016. This grant was reduced \$1.0 million to \$78.1 million in Fiscal 2017; however, in Fiscal 2018 that \$1.0 million has been restored. The Local Health Operations Grant's budget was reduced \$400 thousand from the Fiscal 2017 amount of \$8.8 million. Finally, the Library Service grant was maintained at the prior fiscal year appropriation level of \$6.4 million in Fiscal 2018.

| State Grants (5.7%) | | |
|--|----------------|----------|
| Income Tax Disparity | \$79.1 | M |
| Teachers Retirement Supplemental Grant | \$10.0 | M |
| Local Health Operations | \$8.2 | M |
| Library Services & Other | \$6.4 | M |
| Total | \$103.7 | M |

Charges – Current Services: In the Charges for Current Services group, revenues that derive from overhead charges to City enterprise funds, Impounding Vehicle and Highway Fees, and Sanitation and Waste Removal account for 73.1% of the category total. The remaining revenues, including lien report fees, District Court services, port fire protection reimbursement, and stadium security service charges are generated from fees and charges for health, zoning, and a wide variety of other services rendered by the City.

| Charges - Current Services (2.8%) | | |
|--|---------------|----------|
| Charges for Central City Services | \$14.7 | M |
| Impounding Vehicles and Highway Fees | \$11.7 | M |
| Sanitation & Waste Removal | \$10.7 | M |
| Other Charges for Current Services | \$13.6 | M |
| Total | \$50.7 | M |

Licenses & Permits: Three major groups comprise Licenses and Permits: Public Safety & Regulations; Business, Alcoholic Beverage, and Marriage Licenses; and all Other Licenses & Permits. The Public Safety and Regulation group, composed of building, housing, animal control and certain trades' permits, accounts for the majority of the revenue in this category at \$25.8 million. The 5% Cable Franchise Fee is captured within the Public Safety & Regulations group. The City's power to raise revenues from this source is constrained by Federal and State law. Certain license fees, including alcoholic beverage, marriage and some business licenses are also set by State law. Other Licenses & Permits includes Food Dealer Permits, Minor Privilege Permits, and Special Event Permits.

| Licenses & Permits (2.0%) | | |
|--|---------------|----------|
| Public Safety & Regulations | \$25.8 | M |
| Business, Alcoholic Beverage & Marriage Licenses | \$3.7 | M |
| Other License & Permits | \$6.7 | M |
| Total | \$36.2 | M |

Fines and Forfeits: Fines and Forfeits are primarily composed of Traffic Camera revenue, revenue derived from environmental citations, and forfeiture revenues. In Fiscal 2018, the City is reintroducing a traffic camera program that is expected to generate \$7.9 million, or 43.9% of Fines and Forfeits. Revenues from environmental citations have increased from \$6.9 million in Fiscal 2017 to \$7.7 million in Fiscal 2018, representing 42.3% of the total revenue in this category. Revenues from Forfeitures Drug/Gambling Contraband total \$1.5 million or 8.3% of the total for this category. Other revenue makes up \$1.0 million, or 5.5%.

| Fines and Forfeits (1.0%) | | |
|--------------------------------------|---------------|----------|
| Traffic Cameras | \$7.9 | M |
| Environmental Control Board | \$7.7 | M |
| Forfeitures Drug/Gambling Contraband | \$1.5 | M |
| Other Fines and Forfeits | \$1.0 | M |
| Total | \$18.1 | M |

Use of Money and Property: The largest Use of Money and Property revenue source is the revenue associated with the City's Convention Center. Total income generated by the Convention Center accounts for 50.8% or \$10.2 million. Other large revenue sources in this category include the Rental of City Property (\$2.9M), Earnings on Investments (\$1.8M), and

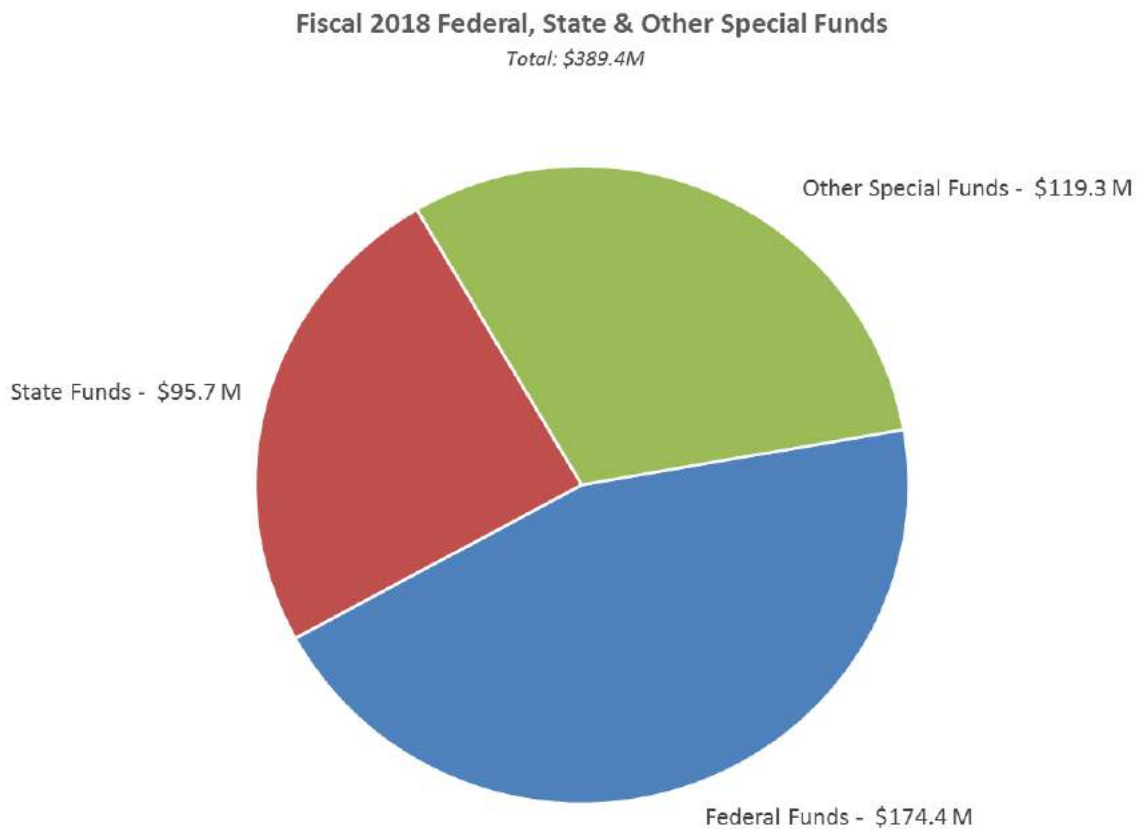
revenue tied to the Southwest Resource Recovery Facility lease (\$1.8M). All other revenues in this category amount to \$3.4 million.

| Use of Money and Property (1.1%) | | |
|---|---------------|----------|
| Convention Center | \$10.2 | M |
| Other Use of Money and Property Revenue | \$3.4 | M |
| Rental of City Property | \$2.9 | M |
| Earnings on Investments | \$1.8 | M |
| SW Resource Recovery Facility Lease | \$1.8 | M |
| Total | \$20.1 | M |

Other Revenues and Transfers: In addition to the revenues listed above, the General Fund receives about \$39.8 million, or 2.2%, in other revenues and net transfers from other funds. There are two major components to the Revenue Transfers portion of the budget: the transfer from the parking funds (\$36.3 million) and the transfer to the newly created Children's Fund. In Fiscal 2017 City residents voted to pass a measure that would dedicate funding to this new fund. The total transfer to this fund is \$11.9 million in Fiscal 2018. In Fiscal 2018, \$12.5 million of the Other Revenues category is from the Prior Year Fund Balance. In order to cover the funding gap for City schools, money is being taken from Fund Balance to help bridge the deficit.

| Other Revenues and Transfers (2.2%) | | |
|--|---------------|----------|
| Net Revenue Transfers | \$23.9 | M |
| Other Revenues | \$15.9 | M |
| Total | \$39.8 | M |

Federal, State and Grant Funds



(May not add due to rounding)

Policy and Objectives

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

Major Revenues

The Fiscal 2018 Federal Fund operating appropriation is budgeted at \$174.4 million, \$5.9 million higher than in Fiscal 2017. The budget includes an \$8.9 million increase in funding for HIV Services for the uninsured. Additionally, the City is receiving a new \$2.0 million federal grant for Public and Private Energy Performance. Some of the increases in federal grant funding are being offset by reductions in other areas. Grant funding for Homeland Security – Intelligence is being reduced to \$1.7 million, down \$6.1 million from the Fiscal 2017 grant amount of \$7.8 million.

The Fiscal 2018 State aid budget is \$95.7 million, \$4.8 million lower than the Fiscal 2017 operating appropriation. This decrease is partially explained by reductions in grant funding for the Circuit Court and Health Emergency Services. These two services received \$1.1 million and \$3.2 million in reduced funding in Fiscal 2018, respectively. These decreases are

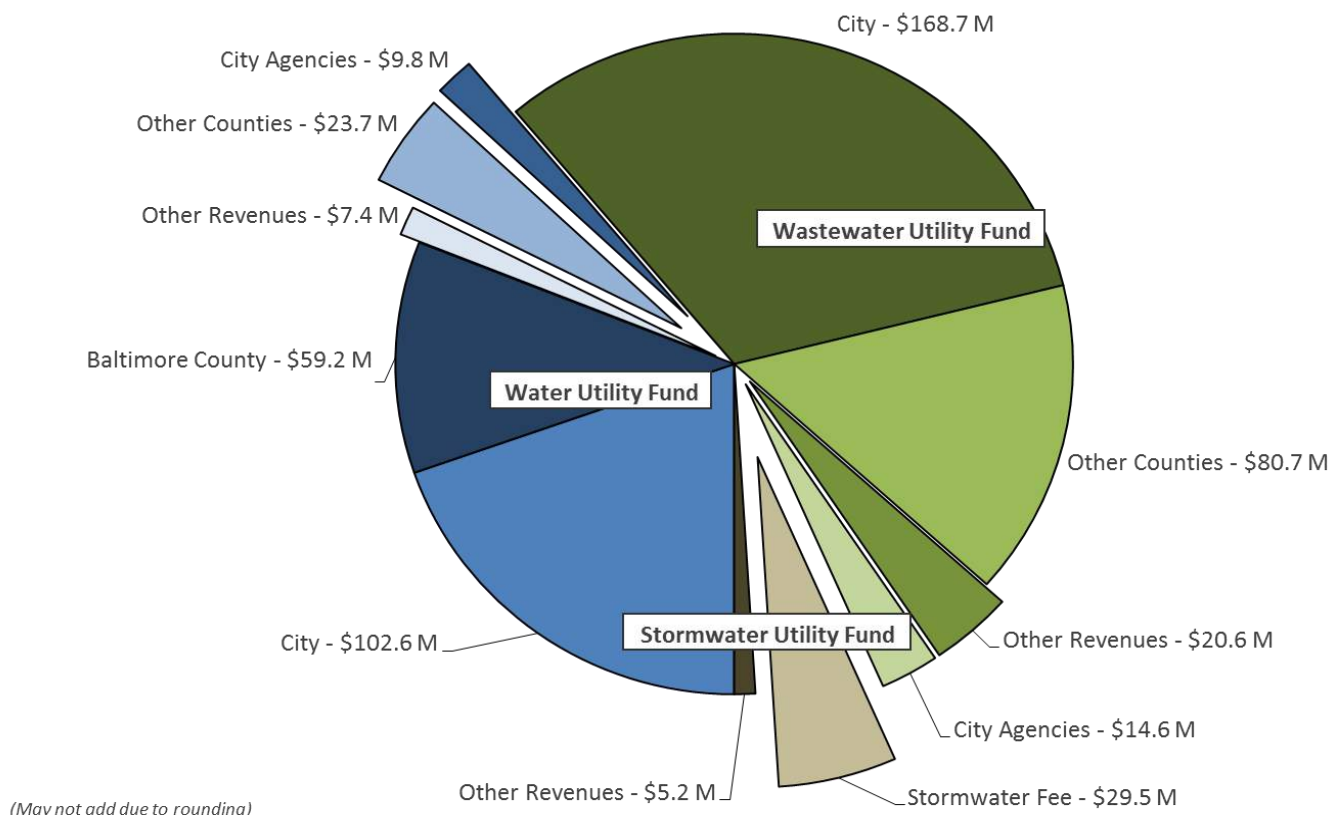
being partially offset by an additional \$3.3 million in funding for the BCPS Alternative Options Academy for Youth service.

The Special Fund budget for Fiscal 2018 is \$119.3 million, \$18.7 million higher than the Fiscal 2017 appropriation. The Fiscal 2018 budget for Healthy Communities accounts for a large portion of this increase; funding for the outcome is budgeted \$12.5 million higher than it was in Fiscal 2017. The primary driver for this increase is the special grant funding for the Public and Private Energy Performance service. The largest reduction in special grant funding came in the form of a \$12.1 million reduction to City Schools' payment for School Health Services (part of the city's bridge funding to address the schools deficit); however, most of this is offset by the \$11.9 million in funding related to the Children's Fund, which shows up in the Education Grants service.

Water, Wastewater and Stormwater Funds

Fiscal 2018 Water, Wastewater & Stormwater Utility Funds

Total: \$522.1M



Policy and Objectives

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

contaminants discharged into the Wastewater system. In September 2016 the City's Board of Estimates passed legislation that approved a three-year schedule of annual increases of water and wastewater rates by 9.9% and 9%, respectively, in order to fund additional capital projects for the system. The second rate increase was implemented on July 1, 2017, with the final set of increases scheduled for July 1, 2018.

Major Revenues

Water Utility: The City supplies treated water to its residents, as well as to residents of Baltimore, Anne Arundel, Harford, and Howard counties. Untreated water is sold at wholesale rates to Carroll and Harford counties. The rate schedules are established pursuant to Board of Estimates' actions and, in the case of Baltimore County, are subject to provisions of State law and City/County agreements regarding cost allocation. The law and agreement with Baltimore County obligate the City to supply water at cost. The City and County allocate operating and maintenance costs on all jointly used facilities. Baltimore City customers, including City agencies, are expected to account for about 55.5% or \$112.4 million of total user charges in Fiscal 2018. Baltimore County customers provide 29.2% or \$59.2 million, and the remaining balance comes from Anne Arundel, Carroll, Harford and Howard counties, late penalties, and other minor service charges. Fiscal 2018 revenues and funding sources are estimated to be \$202.8 million.

Wastewater Utility: Baltimore and Anne Arundel counties, pursuant to agreements with the City, pay into the Wastewater Utility Fund a proportional amount based on the sewage treated at the Back River and Patapsco treatment plants. These counties also pay a portion of the capital expenses of jointly used wastewater facilities. City customers, including City agencies, provide approximately 64.4% or \$183.4 million of total user charges while Baltimore and Anne Arundel counties and other service charges comprise the balance. Fiscal 2018 revenues and funding sources are estimated to be \$284.6 million.

Stormwater Utility Fund: The Stormwater Utility Fund, established for the Fiscal 2014 Budget, was created with the purpose of planning and budgeting for the capital and operating expenses associated with the City's stormwater management system. In 2012, the Maryland General Assembly passed a law mandating that certain jurisdictions, including the City, create a watershed protection program beginning July 1, 2013. A user fee provides a dedicated revenue source for the purpose of enabling the City to meet State and federal water quality requirements, improving water quality and flood control, reducing runoff into the harbor, and expanding green space. The Fiscal 2018 Stormwater Fee is estimated to generate \$29.5 million, representing 85.0% of all funding sources for the Stormwater Fund. The remaining \$5.2 million in operations funding will come from Penalties and Fund Balance.

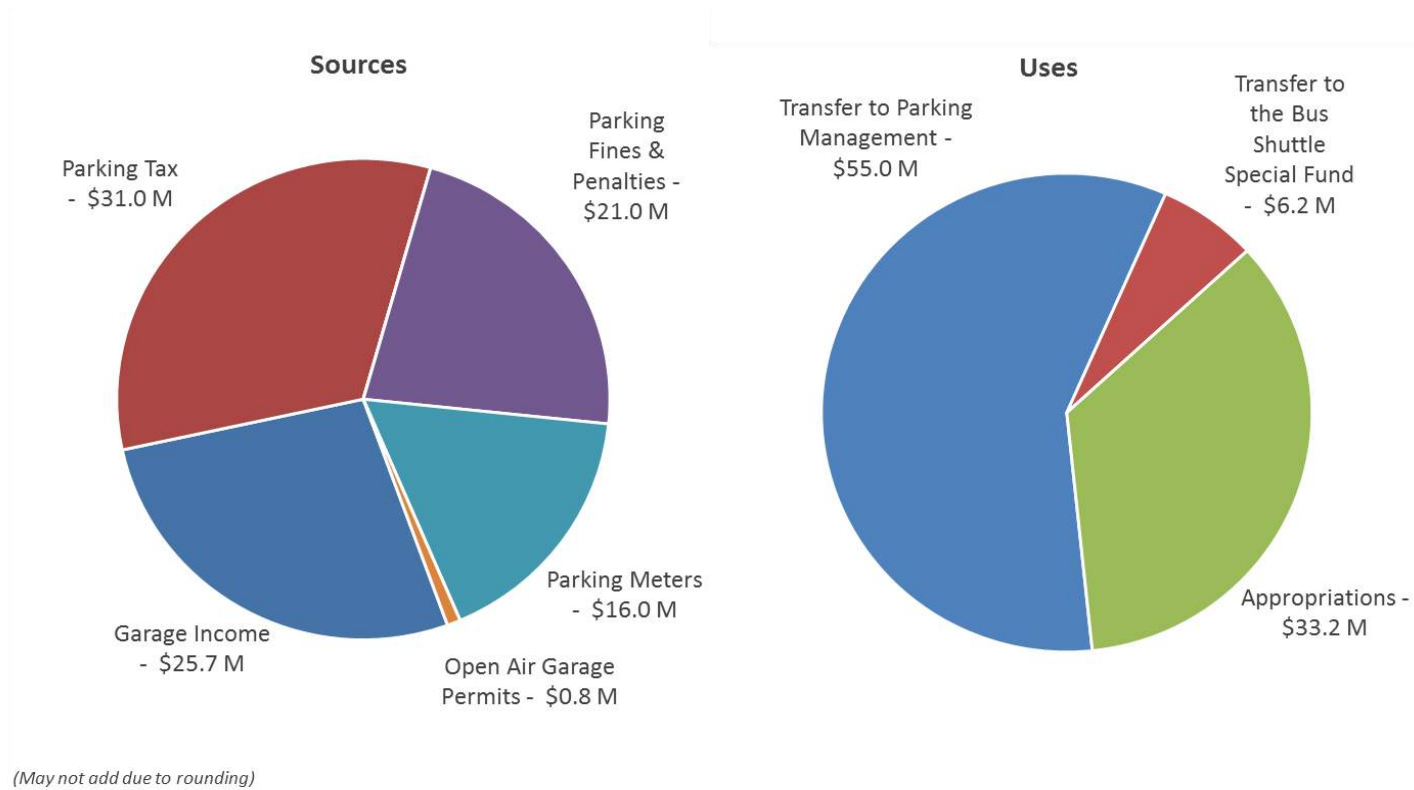
Parking Enterprise Fund

Fiscal 2018 Parking Enterprise Fund

Sources and Uses

Total Fund Sources: \$94.5M

Net Fund Sources: \$33.2M



Policy and Objectives

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

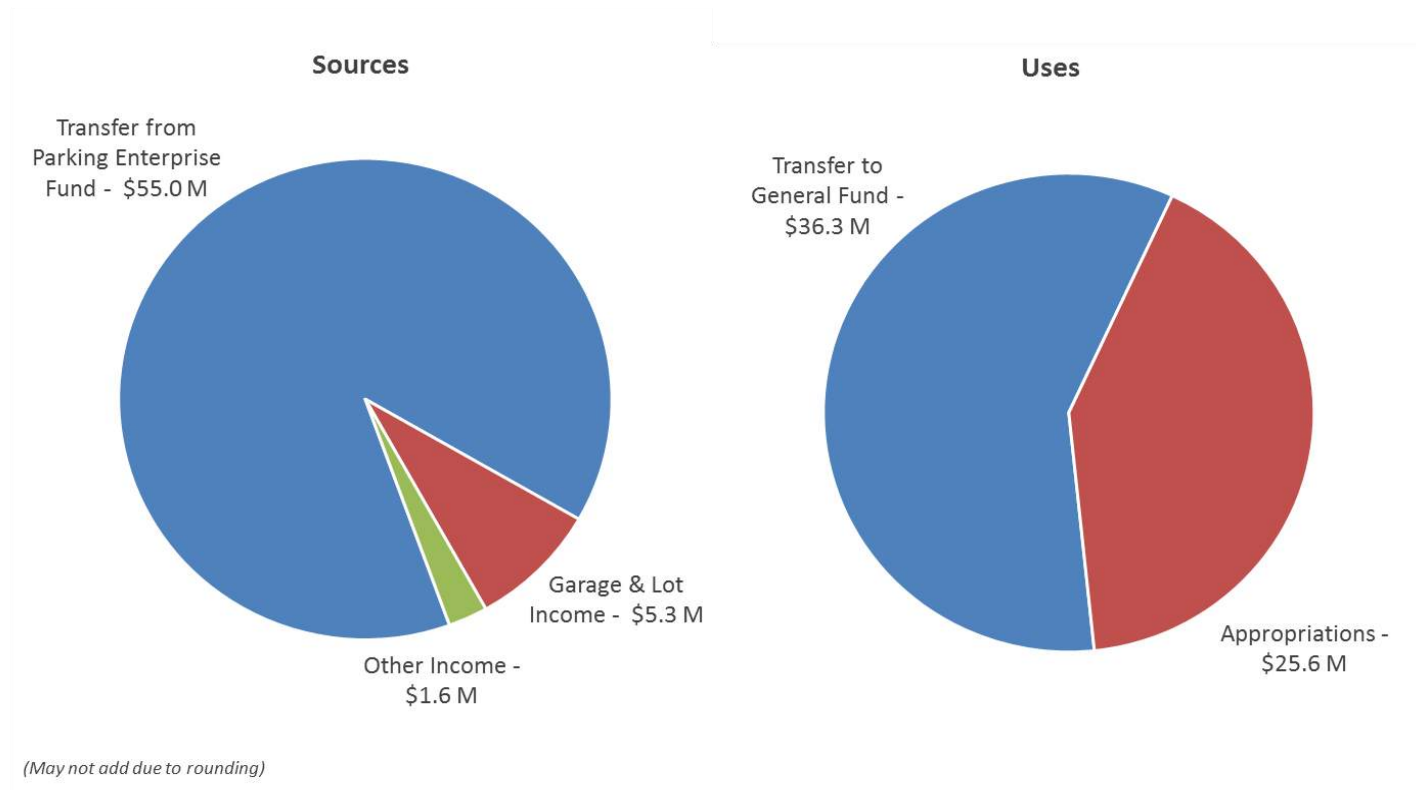
Major Revenues

The Parking Taxes, Parking Fine, Penalties on Parking Fines, and Garage Income generate approximately 82.2% of the Parking Enterprise Fund revenues. Twenty percent of the Parking Tax rate continues to fund operations and capital expenses for the free harbor bus shuttle service, the Charm City Circulator. The Fiscal 2018 Parking Enterprise Fund revenues are estimated to total \$94.5 million. Out this total, \$33.2 million is to support operating and debt service requirements, \$6.2 million to be transferred to the Circulator Special Fund, and the remaining \$55.0 million to be transferred to the Parking Management Fund.

Parking Management Fund

Fiscal 2018 Parking Management Fund

Sources and Uses
Total Fund Sources: \$61.9M
Net Fund Sources: \$25.6M



Policy and Objectives

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

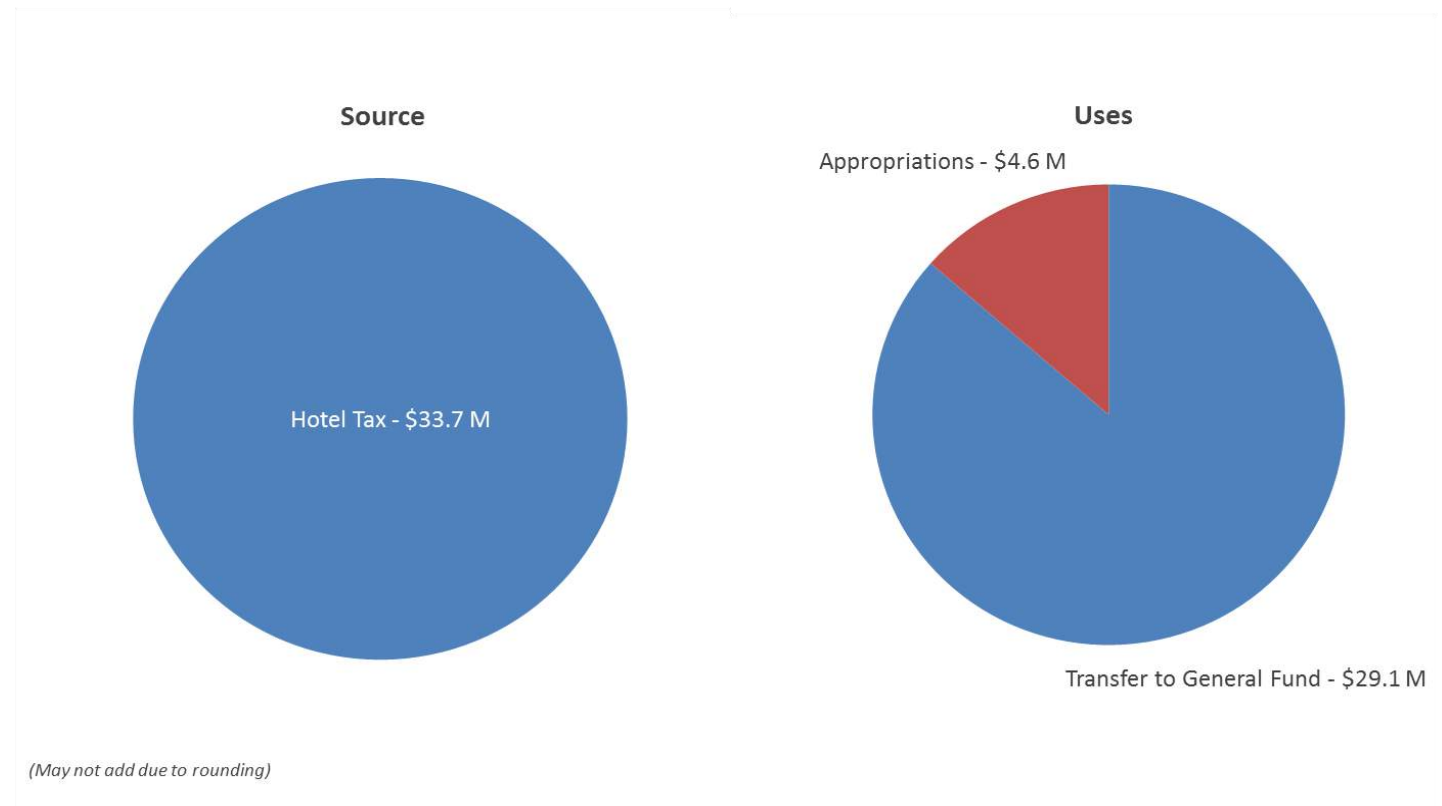
Major Revenues

Revenues earned by fund operations total \$6.9 million. Income from City-owned parking lots and garages of \$5.3 million makes up the bulk of these revenues. Transfers from the Parking Enterprise Fund, \$55.0 million, are required to supplement fund revenues to support expenditure requirements of \$25.6 million. After expenses are met, an estimated \$36.3 million in revenues are transferred to the General Fund in Fiscal 2018. The primary expenses for the fund include debt service payments, taxes, and licensing fees that the City pays for the garages.

Convention Center Bond Fund

Fiscal 2018 Convention Center Bond Fund

Sources and Uses
Total Fund Sources: \$33.7M
Net Fund Sources: \$4.6M



Policy and Objectives

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

Major Revenues

The sole revenue source for the fund is the 9.5% sales and service tax levied on transient room rentals at hotels, motels and bed and breakfast facilities located in the City. Fiscal 2018 tax receipts are estimated to be about \$33.7 million. Total debt service expenses for the fund are appropriated at \$4.6 million. Hotel tax receipts in excess of the debt service expense appropriated in the fund, approximately \$29.1 million, will be transferred to the General Fund. As a result of legislation enacted by the 1997 Maryland General Assembly, the City must appropriate 40.0% of its estimated total hotel tax receipts to support the operations of the Visit Baltimore Association. The legislative requirement for promotion funding is mandated through Fiscal 2022.

Conduit Enterprise Fund

Policy and Objectives

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

Major Revenues

The sole revenue source for the fund is the rental charge levied on City agency and other non-City users of the conduit system. The Fiscal 2018 receipts are estimated at \$31.7 million. Total expenses for the fund are appropriated at \$31.7 million. Rental receipts in excess of the current operating expenses are reserved for maintenance, capital and other requirements of the conduit system. The revenue potential from the conduit resource is enhanced as a result of Ordinance 00-116, which grants authority to establish both City and non-City charges for use of the public right of way that reflect the value of the right of way. The current rate for conduit occupancy is \$2.00 per linear foot. It will increase to \$2.20 per linear foot in Fiscal 2020.

Loan and Guarantee Enterprise Fund

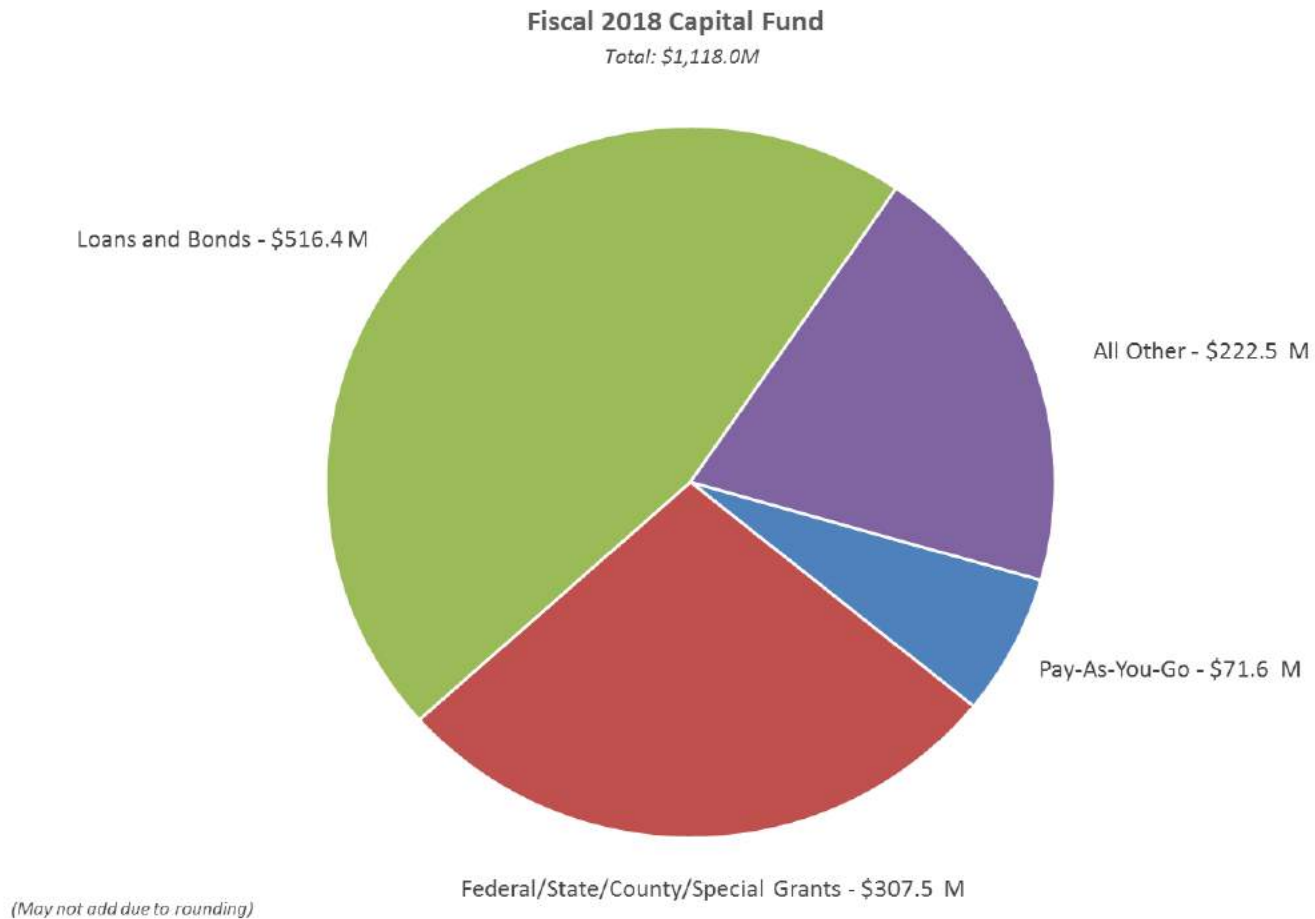
Policy and Objectives

The Loan and Guarantee Enterprise Fund was established in the Fiscal 1989 budget for the purpose of planning and budgeting for the income and expenses associated with the operations of the Loan and Guarantee Servicing Division of the Department of Finance. In Fiscal 1992, the Division was made part of the Bureau of Accounting and Payroll Services. The Loan and Guarantee Servicing Division was established by resolution of the Board of Estimates, dated June 4, 1986, requiring that it administer outstanding loans and guarantees, temporary parking lots and certain facilities that were under the control of the former Trustees for Loans and Guarantees prior to June, 1986. In Fiscal 1992, responsibility for the administration of temporary parking facilities was transferred from the Division to a new Parking Management Unit which is now part of the Department of Transportation. Parking revenues resulting from facility operations were transferred to the Parking Management Fund. Loan and Guarantee Fund revenues in excess of those needed for operating expenses and reserve requirements are transferred to the General Fund under the terms of the resolution of the Board of Estimates. Conversely, operating shortfalls of the fund must be made up by the General Fund.

Major Revenues

The Loan and Guarantee Enterprise Fund is projected to generate about \$13 thousand dollars from the Interest on Loans in Fiscal 2018; therefore, the majority of the expenses related to this fund will need to be covered from the General Fund. In order to cover the remaining expenses for the fund, \$0.5 million is budgeted from the General Fund, for a fund total of \$0.51 million.

Capital Fund



Policy and Objectives

Governmental accounting standards and the City Charter require operating revenues and expenses to be clearly distinguished from revenues and expenses associated with capital projects, e.g., the design, development, construction and extraordinary repair and rehabilitation of physical plant and facilities. The Board of Estimates has defined capital projects as physical improvements that cost more than \$50,000; equipment and items of repair and maintenance that cost more than \$100,000; Bureau of Water and Wastewater items of repair, maintenance or emergency nature costing more than \$250,000; and the salaries other than those that are properly capitalized as part of the project cost. Each capital project appropriation reflects all revenue sources used to finance the particular project. Major revenues are received from various sources, all of which comprise this fund.

Major Revenues

Excluding Pay-As-You Go funding, three types of funding sources (grants, loans and bonds, and all other) total \$1,046.4 million and comprise 93.6% of the Fiscal 2018 capital appropriations of \$1,118.0 million. The magnitude of the various funding sources changes significantly from year-to-year due to the timing of projects and grant funding. For instance, in Fiscal 2018, revenue bonds are anticipated to increase by \$389.3 million, to \$436.4 million from Fiscal 2017. Pay-As-You-Go appropriations are estimated to decrease from \$78.3 million to \$71.6 million under Fiscal 2017 due to the changes in the Conduit fee revenue estimate. Issuance of general obligation bonds is expected to remain at the Fiscal 2017 value

of \$65 million. Total grants are anticipated to increase by \$80.2 million (35.3%) above the Fiscal 2017 capital appropriation.

The largest funding sources in the Fiscal 2018 capital budget are: \$516.4 million, or 46.2%, in Revenue, General Obligation, and County Transportation Bonds; \$307.5 million, or 27.5%, in grants (\$49.0 million in Federal grants, and \$258.5 million from the State); and \$71.6 million (6.4%) in Pay-As-You-Go funding from current operating revenues. Other funding sources make up \$222.5 million, or 19.9%, of the total capital budget for Fiscal 2018. Details about the Capital Budget can be found on page 211.

Internal Service Fund

Policy and Objectives

This fund finances goods and/or services provided by certain City agencies to other City agencies on a cost reimbursement basis. In Fiscal 2018, \$126.0 million has been adopted for vehicle fleet repair and maintenance, print shop, post office, telephone, energy, telecommunication, risk management, rental of public buildings, and unemployment and worker's compensation services. These funds are to operate on a fully self-supporting basis, including the financing of reserves for capital equipment replacement.

Revenue by Detail Funds

Fiscal 2018

Summary of the Adopted Budget

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GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|--|-----------------------|-----------------------|---------------------------|-------------------------|--------------------|
| LOCAL TAXES | | | | | |
| Real and Personal Property - Current Year | | | | | |
| 001 Real Property | 780,845,981 | 800,650,937 | 807,923,852 | 827,380,448 | 26,729,511 |
| 004 Personal Property - Ordinary Business Corps | 53,324,083 | 54,994,000 | 51,184,320 | 54,381,863 | (612,137) |
| 007 Personal Property - Individuals & Firms | 1,637,208 | 1,329,000 | 370,624 | 1,722,000 | 393,000 |
| 008 Personal Property - Public Utilities | 50,423,663 | 50,855,000 | 51,653,940 | 52,420,000 | 1,565,000 |
| 027 Homestead Tax Credit | (38,198,509) | (34,738,589) | (35,078,679) | (33,214,408) | 1,524,181 |
| | 848,032,426 | 873,090,348 | 876,054,057 | 902,689,903 | 29,599,555 |
| Real and Personal Property - Prior Years | | | | | |
| 010 Real Property | 12,600,010 | 2,000,000 | 1,932,239 | 1,500,000 | (500,000) |
| 011 Personal Property | (539,190) | 6,874,643 | (992,567) | 2,200,000 | (4,674,643) |
| | 12,060,820 | 8,874,643 | 939,672 | 3,700,000 | (5,174,643) |
| Real and Personal Property - Other Revenue | | | | | |
| 016 Video Lottery Terminal | 9,561,331 | 9,900,000 | 9,900,000 | 11,250,000 | 1,350,000 |
| 021 Penalties and Interest | 5,773,486 | 6,170,000 | 5,912,759 | 6,200,000 | 30,000 |
| 022 Discounts | (2,023,899) | (1,987,745) | (2,049,879) | (2,000,000) | (12,255) |
| 023 Supplemental Homeowner's Tax Credit | 0 | 0 | 0 | (4,500,000) | (4,500,000) |
| 024 Tax Sale Expense | 2,889,116 | 0 | 0 | 0 | 0 |
| 025 Newly Constructed Dwellings Tax Credit | (2,354,271) | (1,602,357) | (2,296,387) | (2,297,000) | (694,643) |
| 028 Other Property Tax Credits | (7,590,474) | (9,922,791) | (9,194,713) | (9,036,080) | 886,711 |
| 029 Enterprise Zone Tax Credit | (14,920,059) | (13,952,075) | (17,731,717) | (14,218,000) | (265,925) |
| 030 Cemetery Dwellings Tax Credit | 0 | (559) | 0 | 0 | 559 |
| 031 Public Safety Officer Tax Credit | 0 | 0 | 0 | (300,000) | (300,000) |
| 032 Historic Property Tax Credits | (7,774,025) | (11,736,140) | (9,420,624) | (10,909,000) | 827,140 |
| 038 Tax Increment Financing Districts | 11,345,154 | 19,060,256 | 11,952,722 | 20,489,020 | 1,428,764 |
| 039 Targeted Homeowners Tax Credit | (22,627,705) | (24,330,000) | (26,288,025) | (26,078,000) | (1,748,000) |
| 040 High-Performance Market-Rate Rental Housing Tax Credit | (373,314) | (996,868) | (2,567,501) | (3,445,000) | (2,448,132) |
| | (28,094,660) | (29,398,279) | (41,783,365) | (34,844,060) | (5,445,781) |
| Sales and Service | | | | | |
| 041 Heavy Equipment Gross Receipts | 51,794 | 103,000 | 178,337 | 100,000 | (3,000) |
| 045 Gas | 12,278,209 | 13,561,000 | 12,588,950 | 12,632,000 | (929,000) |
| 046 Electricity | 27,505,994 | 27,172,000 | 26,499,948 | 27,646,315 | 474,315 |
| 047 Fuel Oil | 270,239 | 388,000 | 229,787 | 250,000 | (138,000) |
| 049 Steam | 1,054,446 | 1,278,000 | 993,102 | 1,189,400 | (88,600) |
| 050 Telephone | 33,836,903 | 34,070,000 | 34,424,617 | 34,063,000 | (7,000) |
| 051 Homeless Relief Assistance Tax | 467,823 | 741,000 | 465,156 | 700,000 | (41,000) |
| 052 Hotel (transferred from Conv Ctr Bond Redemption Fund) | 29,629,899 | 28,419,912 | 30,462,290 | 29,145,912 | 726,000 |
| 053 Property Transfer | 47,642,256 | 28,916,321 | 48,179,234 | 34,059,048 | 5,142,727 |
| 054 Liquid Petroleum Gas | 93,410 | 88,000 | 124,639 | 90,000 | 2,000 |
| 055 Refund Reserve - Gas | (11,825) | (70,000) | (229,543) | (65,559) | 4,441 |
| 056 Refund Reserve - Electricity | (15,920) | (158,000) | (495,008) | (161,400) | (3,400) |
| | 152,803,228 | 134,509,233 | 153,421,509 | 139,648,716 | 5,139,483 |
| Payments in Lieu of Taxes | | | | | |
| 060 Housing Authority | 331,915 | 400,000 | 637,111 | 450,000 | 50,000 |
| 062 Urban Renewal | 107,872 | 70,000 | 145,179 | 105,000 | 35,000 |
| 063 Off-Street Parking Properties | 277,738 | 705,000 | 753,861 | 705,000 | 0 |
| 064 Maryland Port and Stadium Authorities | 1,555,195 | 1,048,928 | 964,459 | 995,492 | (53,436) |
| 065 Apartments | 3,624,259 | 3,000,000 | 4,363,342 | 3,372,612 | 372,612 |
| 067 Economic Development | 1,858,064 | 1,000,000 | 1,460,842 | 1,500,000 | 500,000 |
| 068 Annual Nonprofit Contribution | 1,061,713 | 6,000,000 | 6,000,000 | 6,000,000 | 0 |
| | 8,816,756 | 12,223,928 | 14,324,794 | 13,128,104 | 904,176 |
| Other Local Taxes | | | | | |
| 075 Tax Sale Fees and Other | 493,193 | 410,000 | 595,901 | 400,000 | (10,000) |

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|---|-----------------------|-----------------------|---------------------------|-------------------------|--------------------|
| 076 Simulated Slot Machine Registration Tax | 1,324,839 | 756,000 | 1,058,050 | 1,000,000 | 244,000 |
| 077 Billboard Tax | 4,525,725 | 0 | 1,672,851 | 1,700,000 | 1,700,000 |
| 078 Taxicab Excise Tax | 45,617 | 200,000 | 25,495 | 50,000 | (150,000) |
| | 6,389,374 | 1,366,000 | 3,352,297 | 3,150,000 | 1,784,000 |
| Income Tax | | | | | |
| 081 Income Tax - State Collected | 327,337,285 | 305,412,000 | 318,077,636 | 332,808,000 | 27,396,000 |
| 083 Unallocated Withholding - Regular | 8,851,259 | 6,942,867 | 8,842,340 | 8,500,000 | 1,557,133 |
| 084 Income Tax - Fiduciary Returns | 10,538,720 | 5,301,331 | 8,259,115 | 9,500,000 | 4,198,669 |
| | 346,727,264 | 317,656,198 | 335,179,091 | 350,808,000 | 33,151,802 |
| Locally Imposed - State Collected | | | | | |
| 085 Admissions | 7,813,165 | 8,465,000 | 9,050,608 | 8,008,856 | (456,144) |
| 086 Recordation | 44,273,451 | 35,634,000 | 42,241,474 | 33,641,294 | (1,992,706) |
| | 52,086,616 | 44,099,000 | 51,292,082 | 41,650,150 | (2,448,850) |
| Taxes - State Shared | | | | | |
| 101 State Highway User Revenues | 142,212,569 | 142,300,081 | 139,309,632 | 146,251,280 | 3,951,199 |
| | 142,212,569 | 142,300,081 | 139,309,632 | 146,251,280 | 3,951,199 |
| TOTAL: LOCAL TAXES | 1,541,034,393 | 1,504,721,152 | 1,532,089,769 | 1,566,182,093 | 61,460,941 |
| LICENSES AND PERMITS | | | | | |
| General Government | | | | | |
| 120 City/State Business | 1,725,229 | 1,900,000 | 1,700,001 | 1,700,000 | (200,000) |
| 122 Alcoholic Beverage | 2,446,565 | 2,000,000 | 2,109,602 | 2,000,000 | 0 |
| 123 Marriage | 19,090 | 25,000 | 24,857 | 20,000 | (5,000) |
| | 4,190,884 | 3,925,000 | 3,834,460 | 3,720,000 | (205,000) |
| Public Safety and Regulation | | | | | |
| 126 Media Production Services | 12,975 | 55,000 | 77,162 | 30,600 | (24,400) |
| 127 Cable TV Franchise Fee | 5,490,599 | 6,742,723 | 7,522,175 | 7,871,400 | 1,128,677 |
| 128 Fire Prevention - Fire Code | 1,417,567 | 1,395,225 | 1,948,357 | 1,400,000 | 4,775 |
| 129 Rental Property Registrations | 4,870,890 | 5,186,710 | 5,118,154 | 4,997,945 | (188,765) |
| 131 Miscellaneous Building Inspection Revenue | 1,027,830 | 1,141,076 | 1,009,128 | 1,049,764 | (91,312) |
| 132 Building Construction Permits | 5,488,286 | 5,000,000 | 5,636,944 | 5,250,000 | 250,000 |
| 133 Electrical Installation Permits | 1,157,630 | 933,608 | 1,222,334 | 990,818 | 57,210 |
| 134 Mechanical Equipment Permits | 1,071,718 | 829,874 | 1,060,044 | 856,613 | 26,739 |
| 135 Plumbing Permits | 655,115 | 539,418 | 626,855 | 583,851 | 44,433 |
| 136 Elevator Permits | 1,700 | 1,037 | 815 | 1,000 | (37) |
| 137 Filing Fees - Building Permits | 1,646,408 | 1,174,907 | 1,423,091 | 1,362,552 | 187,645 |
| 138 Alarm System Registration Permits | 63,499 | 0 | 32,577 | 0 | 0 |
| 139 Public Assembly Permits | 6,236 | 10,373 | 8,120 | 8,000 | (2,373) |
| 140 Professional and Occupational Licenses | 707,259 | 508,298 | 565,515 | 514,020 | 5,722 |
| 141 Vacant Structure Fee | 594,996 | 466,804 | 613,630 | 535,806 | 69,002 |
| 143 Amusement Device Licenses | 34,230 | 55,139 | 69 | 40,000 | (15,139) |
| 145 Dog Licenses and Kennel Permits | 9,990 | 31,120 | 12,130 | 10,000 | (21,120) |
| 146 Special Police Appointment Fees | 1,722 | 10,892 | 420 | 3,000 | (7,892) |
| 149 Vacant Lot Registration Fees | 174,412 | 114,108 | 113,103 | 130,000 | 15,892 |
| 150 Trades Licenses | 131,795 | 150,415 | 127,105 | 132,830 | (17,585) |
| | 24,564,857 | 24,346,727 | 27,117,728 | 25,768,199 | 1,421,472 |
| Health | | | | | |
| 151 Food Dealer Permits | 1,838,720 | 2,126,551 | 1,744,399 | 2,179,588 | 53,037 |
| 152 Swimming Pool Licenses | 65,885 | 51,867 | 61,550 | 60,000 | 8,133 |
| 154 Solid Waste Collection Permits | 137,165 | 145,228 | 133,309 | 147,300 | 2,072 |
| | 2,041,770 | 2,323,646 | 1,939,258 | 2,386,888 | 63,242 |
| Highways | | | | | |
| 163 Minor Privilege Permits | 2,470,621 | 1,630,400 | 1,644,903 | 2,400,000 | 769,600 |
| 164 Public Utility Pole Permits | 553,150 | 549,791 | 561,550 | 561,900 | 12,109 |

GENERAL FUND
REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|------------------------------------|---|-----------------------|-----------------------|---------------------------|-------------------------|--------------------|
| 166 | Telephone Conduit Franchise | 0 | 123,444 | 0 | 0 | (123,444) |
| 169 | Permits and Inspection - Private Paving | 62,221 | 62,241 | 62,219 | 69,400 | 7,159 |
| 170 | Developer Agreement Fees | 1,010,804 | 414,937 | 1,234,357 | 550,000 | 135,063 |
| 171 | Street Cut Permit Fees | 695,198 | 518,671 | 531,060 | 650,000 | 131,329 |
| 173 | Special Event Permits | 144,803 | 0 | 209,116 | 100,000 | 100,000 |
| | | 4,936,797 | 3,299,484 | 4,243,205 | 4,331,300 | 1,031,816 |
| TOTAL: LICENSES AND PERMITS | | 35,734,308 | 33,894,857 | 37,134,651 | 36,206,387 | 2,311,530 |
| FINES AND FORFEITS | | | | | | |
| 177 | Court-Ordered Restitution and Misc Fines | 32,520 | 3,000 | 81,202 | 10,000 | 7,000 |
| 178 | Civil Citations | 44,564 | 135,000 | 23,635 | 87,516 | (47,484) |
| 179 | Sheriff Revenue | 252,546 | 206,000 | 235,438 | 230,000 | 24,000 |
| 180 | Forfeitures Drug/Gambling Contraband | 59,173 | 1,500,000 | 1,500,000 | 1,500,000 | 0 |
| 181 | Minimum Wage Violations | 65,364 | 120,700 | 182,090 | 60,300 | (60,400) |
| 182 | Environmental Control Board Fines | 7,612,862 | 6,900,000 | 7,530,519 | 7,650,000 | 750,000 |
| 185 | Bad Check Charge | (190,150) | 35,000 | 18,152 | 30,000 | (5,000) |
| 186 | District Court Housing Fines | 70 | 4,000 | 0 | 3,000 | (1,000) |
| 187 | Liquor Board Fines | 144,148 | 125,000 | 154,764 | 114,878 | (10,122) |
| 188 | Library Fines | 206,802 | 188,000 | 230,956 | 200,000 | 12,000 |
| 189 | Stormwater and Sediment Control Penalties | 1,600 | 2,000 | 0 | 0 | (2,000) |
| 190 | Street Cut Fines | 0 | 250,000 | 0 | 255,500 | 5,500 |
| 191 | Red Light Fines | 92,762 | 0 | 29,402 | 3,458,000 | 3,458,000 |
| 192 | Right Turn On Red Fines | (17,604) | 0 | 0 | 0 | 0 |
| 193 | Speed Cameras | 80,786 | 0 | 75,772 | 4,489,000 | 4,489,000 |
| | | 8,385,443 | 9,468,700 | 10,061,930 | 18,088,194 | 8,619,494 |
| TOTAL: FINES AND FORFEITS | | 8,385,443 | 9,468,700 | 10,061,930 | 18,088,194 | 8,619,494 |
| USE OF MONEY | | | | | | |
| 200 | Earnings on Investments | 750,132 | 3,633,000 | 2,359,777 | 1,800,000 | (1,833,000) |
| 206 | Interest on Property Sale Proceeds | 610,504 | 43,000 | 67,739 | 191,640 | 148,640 |
| 207 | Interest on Gambling/Drug Confiscated Cash | 66,684 | 48,000 | 39,991 | 50,000 | 2,000 |
| 217 | Principal - Private Activity Bond Loans | 6,608 | 6,000 | 19,448 | 7,200 | 1,200 |
| 218 | Interest - Private Activity Bond Loans | 2,526 | 2,000 | 362 | 2,100 | 100 |
| 227 | Principal - CDFC Loan | 0 | 348,000 | 116,271 | 221,500 | (126,500) |
| 228 | Interest - CDFC Loan | 155,108 | 33,000 | 33,737 | 33,700 | 700 |
| 232 | Principal - SELP Loans | 2,018 | 0 | 0 | 700 | 700 |
| 233 | Interest - SELP Loans | 505 | 0 | 0 | 0 | 0 |
| 238 | Interest - 4th Industrial Commercial Loan | 0 | 1,000 | 0 | 100 | (900) |
| 239 | Principal - 4th Industrial Commercial Loan | 0 | 17,000 | 0 | 5,900 | (11,100) |
| 250 | Principal - MILA/MICRF | 203,674 | 181,000 | 18,499 | 204,300 | 23,300 |
| 251 | Interest - MILA/MICRF | 321 | 2,000 | 0 | 800 | (1,200) |
| 252 | Principal - Off-Street Parking Loans | 35,000 | 11,000 | 2,018,164 | 11,200 | 200 |
| 253 | Interest - Off-Street Parking Loans | 83,012 | 24,000 | 25,909 | 24,500 | 500 |
| 255 | Principal - Economic Development Loan Program | 347,614 | 432,000 | 312,546 | 414,900 | (17,100) |
| 256 | Interest - Economic Development Loan Program | 80,595 | 80,000 | 72,624 | 87,200 | 7,200 |
| 259 | Interest - Community Development Fund Loans | 6,173 | 3,000 | 1,653 | 4,800 | 1,800 |
| 260 | Principal - Community Development Fund Loans | 14,514 | 17,000 | 12,452 | 23,100 | 6,100 |
| | | 2,364,988 | 4,881,000 | 5,099,172 | 3,083,640 | (1,797,360) |
| TOTAL: USE OF MONEY | | 2,364,988 | 4,881,000 | 5,099,172 | 3,083,640 | (1,797,360) |
| USE OF PROPERTY | | | | | | |
| 201 | Rental of City Property | 2,976,208 | 1,000,000 | 3,462,499 | 2,900,000 | 1,900,000 |
| 209 | Expressway Air Space Leases | 13,641 | 8,400 | 16,665 | 12,500 | 4,100 |

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|-----------------------------------|---|-----------------------|-----------------------|---------------------------|-------------------------|------------------|
| 210 | Rental from Inner Harbor Shoreline | 861,952 | 1,025,000 | 831,105 | 820,000 | (205,000) |
| 211 | Rental from C. L. Benton, Jr. Office Building | 1,494,028 | 0 | 0 | 0 | 0 |
| 214 | SW Resource Recovery Facility - Lease | 1,509,398 | 1,630,150 | 1,630,150 | 1,760,562 | 130,412 |
| 226 | Rental from Harborplace Pavilions | 0 | 150,000 | 0 | 0 | (150,000) |
| 236 | MOCJ Citiwatch-Reimb Housing | 0 | 0 | 545,391 | 0 | 0 |
| 240 | Harbor Shoreline - Docking Fees | 0 | 125,000 | (106,237) | 50,000 | (75,000) |
| 241 | Rental from Community Centers | 148,690 | 240,000 | 150,183 | 0 | (240,000) |
| 243 | Rentals from Wharfage - Piers and Docks | 25,872 | 20,000 | 11,031 | 15,000 | (5,000) |
| 246 | Royal Farm Arena Naming Rights | 187,500 | 250,000 | 200,037 | 250,000 | 0 |
| 247 | Convention Center | 10,717,145 | 9,283,008 | 9,481,508 | 10,219,684 | 936,676 |
| 248 | Municipal Advertising | 0 | 0 | 0 | 1,000,000 | 1,000,000 |
| | | 17,934,434 | 13,731,558 | 16,222,332 | 17,027,746 | 3,296,188 |
| TOTAL: USE OF PROPERTY | | 17,934,434 | 13,731,558 | 16,222,332 | 17,027,746 | 3,296,188 |
| FEDERAL GRANTS | | | | | | |
| 280 | Civil Defense | 216,755 | 179,000 | 399,767 | 220,000 | 41,000 |
| | | 216,755 | 179,000 | 399,767 | 220,000 | 41,000 |
| TOTAL: FEDERAL GRANTS | | 216,755 | 179,000 | 399,767 | 220,000 | 41,000 |
| STATE AID | | | | | | |
| 401 | Targeted Aid (Income Tax Disparity) | 79,051,790 | 78,105,345 | 77,105,345 | 79,051,790 | 946,445 |
| 403 | Teachers Retirement Supplemental Grant | 10,047,597 | 10,047,956 | 10,047,596 | 10,047,956 | 0 |
| 415 | Local Health Operations | 7,070,887 | 8,825,785 | 7,956,125 | 8,218,630 | (607,155) |
| 475 | Library Services | 8,266,080 | 6,143,745 | 6,143,745 | 6,250,000 | 106,255 |
| 482 | War Memorial | 148,816 | 180,000 | 164,217 | 180,000 | 0 |
| | | 104,585,170 | 103,302,831 | 101,417,028 | 103,748,376 | 445,545 |
| TOTAL: STATE AID | | 104,585,170 | 103,302,831 | 101,417,028 | 103,748,376 | 445,545 |
| PRIVATE GRANTS | | | | | | |
| 590 | Interest - Enoch Pratt Endowment | 25,663 | 26,000 | 26,000 | 26,600 | 600 |
| 592 | Voluntary Payment In Lieu of Taxes | 100,000 | 0 | 100,000 | 0 | 0 |
| | | 125,663 | 26,000 | 126,000 | 26,600 | 600 |
| TOTAL: PRIVATE GRANTS | | 125,663 | 26,000 | 126,000 | 26,600 | 600 |
| CHARGES - CURRENT SERVICES | | | | | | |
| General Government | | | | | | |
| 618 | Transcriber Service Charges | 19,000 | 25,934 | 63,313 | 20,000 | (5,934) |
| 620 | RBDL Administration Fee | 7,964 | 6,114 | 574 | 7,300 | 1,186 |
| 621 | Bill Drafting Service | 37,685 | 22,822 | 29,484 | 28,000 | 5,178 |
| 623 | Zoning Appeal Fees | 73,845 | 92,323 | 69,614 | 82,000 | (10,323) |
| 624 | Rehab Loan Application Fees | 0 | 6,224 | 0 | 6,600 | 376 |
| 628 | Civil Marriage Ceremonies | 12,844 | 15,664 | 12,690 | 13,000 | (2,664) |
| 632 | Lien Reports | 2,013,105 | 1,659,701 | 1,979,130 | 1,880,449 | 220,748 |
| 633 | Election Filing Fees | 2,081 | 6,224 | 2,273 | 4,000 | (2,224) |
| 634 | Surveys Sales of Maps and Records | 21,717 | 25,934 | 15,947 | 23,000 | (2,934) |
| 636 | 3rd Party Disability Recoveries | 33,680 | 57,054 | 49,456 | 45,000 | (12,054) |
| 638 | Semi - Annual Tax Payment Fee | 114,254 | 795,098 | 115,644 | 200,000 | (595,098) |
| 639 | Tax Roll Service Charge | 26,154 | 20,747 | 36,996 | 20,000 | (747) |
| 640 | Audit Fees - Comptroller's Office | 406,000 | 596,472 | 320,000 | 507,566 | (88,906) |
| 648 | Sub-division Plat Charges | 18,225 | 13,485 | 12,800 | 15,000 | 1,515 |
| 649 | Vending Machine Commissions | 42,265 | 46,000 | 35,782 | 40,000 | (6,000) |
| 651 | Reimbursement for Use of City Vehicles | 14,951 | 20,000 | 15,046 | 15,000 | (5,000) |
| 654 | Charges for Central City Services | 12,598,526 | 14,725,000 | 13,726,059 | 14,727,000 | 2,000 |
| | | 15,442,296 | 18,134,796 | 16,484,808 | 17,633,915 | (500,881) |

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|---|-----------------------|-----------------------|---------------------------|-------------------------|------------------|
| Public Safety and Regulation | | | | | |
| 657 Liquor Board Advertising Fees | 87,611 | 70,000 | 116,175 | 70,000 | 0 |
| 659 Sale of Accident and Incident Reports | 386,211 | 260,000 | 368,496 | 330,462 | 70,462 |
| 660 Stadium Security Service Charges | 1,843,483 | 1,600,000 | 1,873,457 | 2,656,252 | 1,056,252 |
| 661 Port Fire Protection (MPA) | 1,399,940 | 1,399,940 | 1,400,000 | 1,399,940 | 0 |
| 662 Sheriff - District Court Service | 4,997,203 | 5,346,000 | 5,377,712 | 5,332,243 | (13,757) |
| 663 False Alarm Fees | 229,607 | 250,000 | 193,385 | 352,635 | 102,635 |
| 664 Fire Dept - Sales of Reports | 28,023 | 21,000 | 29,415 | 21,500 | 500 |
| 665 Fire Ambulance Stadium Service | 0 | 27,000 | 0 | 25,000 | (2,000) |
| 668 Deputy Sheriff Enforcement | 0 | 0 | 48,103 | 0 | 0 |
| 669 Federal Marshall Service | 0 | 0 | 61,333 | 0 | 0 |
| | 8,972,078 | 8,973,940 | 9,468,076 | 10,188,032 | 1,214,092 |
| Health | | | | | |
| 680 Miscellaneous Environmental Fees | 6,145 | 15,000 | 27,510 | 10,000 | (5,000) |
| 681 Air Quality Fees (1989, Ordinance #323) | (18,454) | 0 | 0 | 0 | 0 |
| 700 New Health Plan Review | 8,970 | 22,461 | 57,630 | 10,000 | (12,461) |
| 701 Hazard Analysis Critical Control Point Plan | 281 | 1,500 | 500 | 0 | (1,500) |
| | (3,058) | 38,961 | 85,640 | 20,000 | (18,961) |
| Social Services | | | | | |
| 706 Sheriff - DHR Service Agreement | 0 | 345,384 | 719,909 | 353,000 | 7,616 |
| | 0 | 345,384 | 719,909 | 353,000 | 7,616 |
| Recreation and Culture | | | | | |
| 773 Video Rental and Other Charges | (12,453) | 120,000 | 10,913 | 0 | (120,000) |
| 777 Swimming Pool Passes | 159,608 | 125,000 | 160,769 | 145,000 | 20,000 |
| | 147,155 | 245,000 | 171,682 | 145,000 | (100,000) |
| Highways | | | | | |
| 785 Impounding Cars - Storage | 4,623,962 | 4,700,000 | 5,295,700 | 4,803,400 | 103,400 |
| 787 Impounding Cars | 3,063,836 | 3,500,000 | 2,915,228 | 3,288,100 | (211,900) |
| 788 Pulaski Private Tow - Rebate | 26,321 | 0 | 0 | 0 | 0 |
| 789 Fallsway Private Tow - Rebate | 45,495 | 0 | 0 | 0 | 0 |
| 790 Stormwater and Sediment Control Fees | 7,300 | 100,000 | 0 | 0 | (100,000) |
| 791 General Revenue Highways | 3,388,204 | 3,500,000 | 4,684,784 | 3,577,000 | 77,000 |
| 792 Traffic Engineering | 111,182 | 31,000 | 522,865 | 31,700 | 700 |
| | 11,266,300 | 11,831,000 | 13,418,577 | 11,700,200 | (130,800) |
| Sanitation and Waste Removal | | | | | |
| 795 Landfill Disposal Tipping Fees | 7,137,299 | 8,000,000 | 7,787,654 | 7,000,000 | (1,000,000) |
| 796 Board and Commissions Pre-Qualification Application Fee | 0 | 0 | 52,500 | 0 | 0 |
| 797 Solid Waste Surcharge | 2,743,581 | 2,800,000 | 2,506,407 | 2,861,600 | 61,600 |
| 799 Southwest Resource Recovery Facility | 1,022,463 | 800,000 | 865,697 | 800,000 | 0 |
| | 10,903,343 | 11,600,000 | 11,212,258 | 10,661,600 | (938,400) |
| TOTAL: CHARGES - CURRENT SERVICES | 46,728,114 | 51,169,081 | 51,560,950 | 50,701,747 | (467,334) |

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|---|-----------------------|-----------------------|---------------------------|-------------------------|---------------------|
| OTHER REVENUE | | | | | |
| General Government | | | | | |
| 864 Single Stream Recycables | 1,401 | 0 | 0 | 0 | 0 |
| 865 Vacant Structure and Boarding Fees | 1,443,205 | 0 | 0 | 1,500,000 | 1,500,000 |
| 868 CHAP - Miscellaneous Revenue | 32,749 | 20,000 | 36,155 | 30,000 | 10,000 |
| 872 Miscellaneous Revenue | 22,881,482 | 814,690 | 7,891,992 | 800,000 | (14,690) |
| 873 Penalties and Interest Excl Real and Personal | 775,593 | 500,000 | 1,605,195 | 800,000 | 300,000 |
| 877 Sale of Scrap/Recycled Metal | 21,332 | 20,000 | 36,741 | 20,400 | 400 |
| 879 Legal Settlement Proceeds | 5,906,068 | 0 | 180,000 | 0 | 0 |
| 880 Innovation Fund Revenue | 0 | 0 | 7,503 | 0 | 0 |
| | 31,061,830 | 1,354,690 | 9,757,586 | 3,150,400 | 1,795,710 |
| Public Safety and Regulation | | | | | |
| 885 Police - Miscellaneous | 25,580 | 27,000 | 41,245 | 29,270 | 2,270 |
| | 25,580 | 27,000 | 41,245 | 29,270 | 2,270 |
| TOTAL: OTHER REVENUE | 31,087,410 | 1,381,690 | 9,798,831 | 3,179,670 | 1,797,980 |
| REVENUE TRANSFERS | | | | | |
| 951 From (To) Loan and Guarantee Enterprise Fund | (500,000) | (500,000) | (500,000) | (500,000) | 0 |
| 952 From (To) Parking Management Fund | 48,128,993 | 39,525,585 | 33,531,237 | 36,301,547 | (3,224,038) |
| 956 From (to) Conduit Enterprise Fund | 750,000 | 0 | 0 | 0 | 0 |
| 966 Transfer from (to) Stormwater | 0 | 1,000,000 | 1,000,000 | 0 | (1,000,000) |
| | 48,378,993 | 40,025,585 | 34,031,237 | 35,801,547 | (4,224,038) |
| Revenue Transfers | | | | | |
| 957 From (To) Children's Fund | 0 | 0 | 0 | (11,866,000) | (11,866,000) |
| | 0 | 0 | 0 | (11,866,000) | (11,866,000) |
| TOTAL: REVENUE TRANSFERS | 48,378,993 | 40,025,585 | 34,031,237 | 23,935,547 | (16,090,038) |
| SURPLUS | | | | | |
| 999 Prior Year Fund Balance | 27,400,000 | 0 | 0 | 12,500,000 | 12,500,000 |
| | 27,400,000 | 0 | 0 | 12,500,000 | 12,500,000 |
| TOTAL: SURPLUS | 27,400,000 | 0 | 0 | 12,500,000 | 12,500,000 |
| TOTAL GENERAL FUND | 1,863,975,671 | 1,762,781,454 | 1,797,941,667 | 1,834,900,000 | 72,118,546 |

PARKING MANAGEMENT FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|--------------------------------------|-------------------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------|
| PARKING MANAGEMENT | | | | | |
| Licenses and Permits | | | | | |
| 141 Residential Parking Permits | 616,535 | 568,080 | 629,658 | 624,080 | 56,000 |
| | 616,535 | 568,080 | 629,658 | 624,080 | 56,000 |
| Use of Money and Property | | | | | |
| 201 Rental of Property | 5,700 | 3,876 | 3,800 | 5,200 | 1,324 |
| | 5,700 | 3,876 | 3,800 | 5,200 | 1,324 |
| Charges - Current Services | | | | | |
| 759 Temporary Parking Lots | 276,132 | 172,914 | 209,121 | 172,914 | 0 |
| 760 Parking Garages | 5,343,944 | 4,487,764 | 5,342,913 | 5,300,000 | 812,236 |
| 866 Booting Fee | 786,743 | 824,918 | 864,330 | 745,100 | (79,818) |
| 867 ZIPCAR Income | 48,300 | 49,866 | 114,465 | 49,866 | 0 |
| 872 Miscellaneous Revenue | 109,330 | 61,500 | 120,600 | 0 | (61,500) |
| | 6,564,449 | 5,596,962 | 6,651,429 | 6,267,880 | 670,918 |
| TOTAL: PARKING MANAGEMENT | 7,186,684 | 6,168,918 | 7,284,887 | 6,897,160 | 728,242 |
| REVENUE TRANSFERS | | | | | |
| 950 From Parking Enterprise Fund | 64,391,634 | 58,131,672 | 49,119,322 | 55,047,357 | (3,084,315) |
| 952 To General Fund | (48,128,993) | (39,525,585) | (33,531,237) | (36,301,547) | 3,224,038 |
| | 16,262,641 | 18,606,087 | 15,588,085 | 18,745,810 | 139,723 |
| TOTAL: REVENUE TRANSFERS | 16,262,641 | 18,606,087 | 15,588,085 | 18,745,810 | 139,723 |
| TOTAL PARKING MANAGEMENT FUND | 23,449,325 | 24,775,005 | 22,872,972 | 25,642,970 | 867,965 |

PARKING ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|--------------------------------------|-----------------------|-----------------------|---------------------------|-------------------------|--------------------|
| PARKING ENTERPRISE | | | | | |
| Taxes - Local | | | | | |
| 044 Parking Garages and Lots Tax | 30,473,544 | 38,061,000 | 32,379,450 | 30,978,500 | (7,082,500) |
| | 30,473,544 | 38,061,000 | 32,379,450 | 30,978,500 | (7,082,500) |
| Licenses and Permits | | | | | |
| 165 Open Air Garage Permits | 702,759 | 925,000 | 761,527 | 818,200 | (106,800) |
| | 702,759 | 925,000 | 761,527 | 818,200 | (106,800) |
| Fines and Forfeits | | | | | |
| 181 Parking Fines | 13,899,094 | 14,927,713 | 13,315,850 | 14,000,000 | (927,713) |
| 182 Penalties on Parking Fines | 6,548,610 | 7,122,717 | 6,473,042 | 7,000,000 | (122,717) |
| | 20,447,704 | 22,050,430 | 19,788,892 | 21,000,000 | (1,050,430) |
| Use of Money and Property | | | | | |
| 579 Garage Income | 27,550,364 | 25,531,074 | 27,865,854 | 25,668,495 | 137,421 |
| | 27,550,364 | 25,531,074 | 27,865,854 | 25,668,495 | 137,421 |
| Charges - Current Services | | | | | |
| 664 Parking Meters | 15,380,091 | 15,756,886 | 15,416,446 | 16,000,000 | 243,114 |
| | 15,380,091 | 15,756,886 | 15,416,446 | 16,000,000 | 243,114 |
| TOTAL: PARKING ENTERPRISE | 94,554,462 | 102,324,390 | 96,212,169 | 94,465,195 | (7,859,195) |
| REVENUE TRANSFERS | | | | | |
| 952 To Parking Management Fund | (64,391,634) | (58,131,672) | (49,119,322) | (55,047,357) | 3,084,315 |
| 953 From (To) Special Fund | (6,094,709) | (12,412,200) | (12,475,890) | (6,195,700) | 6,216,500 |
| | (70,486,343) | (70,543,872) | (61,595,212) | (61,243,057) | 9,300,815 |
| TOTAL: REVENUE TRANSFERS | (70,486,343) | (70,543,872) | (61,595,212) | (61,243,057) | 9,300,815 |
| TOTAL PARKING ENTERPRISE FUND | 24,068,119 | 31,780,518 | 34,616,957 | 33,222,138 | 1,441,620 |

CONVENTION CENTER BOND FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|---|-----------------------|-----------------------|---------------------------|-------------------------|------------------|
| CONVENTION CENTER BOND FUND | | | | | |
| Sales and Service Taxes | | | | | |
| 052 Hotel Tax | 34,147,258 | 33,000,000 | 34,580,331 | 33,726,000 | 726,000 |
| | 34,147,258 | 33,000,000 | 34,580,331 | 33,726,000 | 726,000 |
| TOTAL: CONVENTION CENTER BOND FUND | 34,147,258 | 33,000,000 | 34,580,331 | 33,726,000 | 726,000 |
| REVENUE TRANSFERS | | | | | |
| 953 Transfer to General Fund | (29,629,899) | (28,419,912) | (30,462,290) | (29,145,912) | (726,000) |
| | (29,629,899) | (28,419,912) | (30,462,290) | (29,145,912) | (726,000) |
| TOTAL: REVENUE TRANSFERS | (29,629,899) | (28,419,912) | (30,462,290) | (29,145,912) | (726,000) |
| TOTAL CONVENTION CENTER BOND FUND | 4,517,359 | 4,580,088 | 4,118,041 | 4,580,088 | 0 |

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

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|---|-------------------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------|
| WATER UTILITY | | | | | |
| Use of Money and Property | | | | | |
| 851 Water - Rental Real Property | 165,436 | 209,000 | 130,948 | 209,097 | 97 |
| 856 Interest Income | 229,949 | 100,000 | 100,265 | 0 | (100,000) |
| | 395,385 | 309,000 | 231,213 | 209,097 | (99,903) |
| Charges - Current Services | | | | | |
| 839 Metered Water - Carroll County | 670,118 | 703,000 | 676,833 | 772,978 | 69,978 |
| 840 Metered Water - City | 88,139,500 | 95,165,000 | 91,339,611 | 102,636,479 | 7,471,479 |
| 841 Metered Water - Baltimore County | 53,386,132 | 57,083,000 | 45,204,664 | 59,214,815 | 2,131,815 |
| 842 Metered Water - Anne Arundel County | 2,691,734 | 1,135,000 | (1,803,010) | 1,135,352 | 352 |
| 843 Metered Water - Howard County | 18,289,401 | 19,632,000 | 16,554,401 | 21,576,448 | 1,944,448 |
| 844 Metered Water - Harford County | 182,414 | 265,000 | 155,532 | 265,127 | 127 |
| 846 Special Water Supply Service | 750,245 | 965,000 | (4,162,347) | 1,060,877 | 95,877 |
| 848 Private Fire Protection Service | 812,387 | 773,000 | 765,917 | 746,765 | (26,235) |
| 849 Fire Hydrant Permits | 146,501 | 56,000 | 116,041 | 55,551 | (449) |
| 854 Water Charges to City Agencies | 17,240,553 | 7,550,000 | 3,144,446 | 9,805,425 | 2,255,425 |
| 858 Penalties | 12,271,033 | 6,003,000 | 4,286,439 | 6,003,449 | 449 |
| | 194,580,018 | 189,330,000 | 156,278,527 | 203,273,266 | 13,943,266 |
| Other Revenue | | | | | |
| 852 Sundry Water | 154,045 | 170,000 | 342,125 | 169,867 | (133) |
| 859 Scrap Meters | 32,669 | 2,000 | 10,275 | 1,956 | (44) |
| | 186,714 | 172,000 | 352,400 | 171,823 | (177) |
| Fund Balance | | | | | |
| 855 From (To) Fund Balance | 0 | (2,590,384) | 14,850 | (882,963) | 1,707,421 |
| | 0 | (2,590,384) | 14,850 | (882,963) | 1,707,421 |
| TOTAL: WATER UTILITY | 195,162,117 | 187,220,616 | 156,876,990 | 202,771,223 | 15,550,607 |
| TOTAL WATER UTILITY FUND | 195,162,117 | 187,220,616 | 156,876,990 | 202,771,223 | 15,550,607 |

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

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|--|-------------------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------|
| CHARGES - CURRENT SERVICES | | | | | |
| Charges - Current Services | | | | | |
| 839 Penalties | 0 | 6,003,000 | (173,043) | 6,003,449 | 449 |
| | <u>0</u> | <u>6,003,000</u> | <u>(173,043)</u> | <u>6,003,449</u> | <u>449</u> |
| TOTAL: CHARGES - CURRENT SERVICES | 0 | 6,003,000 | (173,043) | 6,003,449 | 449 |
| WASTE WATER UTILITY | | | | | |
| Fines and Forfeits | | | | | |
| 838 Non - Compliance Fines | 8,750 | 3,000 | 30,691 | 19,414 | 16,414 |
| | <u>8,750</u> | <u>3,000</u> | <u>30,691</u> | <u>19,414</u> | <u>16,414</u> |
| Use of Money and Property | | | | | |
| 835 Interest Income | 0 | 50,000 | 205,206 | 0 | (50,000) |
| | <u>0</u> | <u>50,000</u> | <u>205,206</u> | <u>0</u> | <u>(50,000)</u> |
| Charges - Current Services | | | | | |
| 825 Sewerage Charges - City | 163,227,800 | 157,478,000 | 164,294,111 | 168,737,912 | 11,259,912 |
| 826 Sewerage Charges - Counties | 62,577,053 | 77,359,000 | 35,757,983 | 80,679,975 | 3,320,975 |
| 827 Treated Effluent - Bethlehem Steel | 0 | 0 | 10,988 | 0 | 0 |
| 831 Sewerage Charges - City Agencies | 10,907,246 | 11,615,000 | 4,761,151 | 14,625,156 | 3,010,156 |
| 832 Industrial Waste Surcharge - City | 2,943,484 | 3,176,000 | 2,984,736 | 3,175,597 | (403) |
| 833 Industrial Waste Surcharge - Counties | 1,994,391 | 2,528,000 | 2,113,715 | 2,793,972 | 265,972 |
| 837 Pretreatment Permits | 301,245 | 265,000 | 319,859 | 264,959 | (41) |
| | <u>241,951,219</u> | <u>252,421,000</u> | <u>210,242,543</u> | <u>270,277,571</u> | <u>17,856,571</u> |
| Other Revenue | | | | | |
| 830 Sanitation and Waste Removal - General | 2,725,899 | 2,579,000 | 2,149,416 | 2,578,963 | (37) |
| | <u>2,725,899</u> | <u>2,579,000</u> | <u>2,149,416</u> | <u>2,578,963</u> | <u>(37)</u> |
| Fund Balance | | | | | |
| 834 From (To) Fund Balance | 0 | (1,463,935) | 0 | 5,716,674 | 7,180,609 |
| | <u>0</u> | <u>(1,463,935)</u> | <u>0</u> | <u>5,716,674</u> | <u>7,180,609</u> |
| TOTAL: WASTE WATER UTILITY | 244,685,868 | 253,589,065 | 212,627,856 | 278,592,622 | 25,003,557 |
| TOTAL WASTE WATER UTILITY FUND | 244,685,868 | 259,592,065 | 212,454,813 | 284,596,071 | 25,004,006 |

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

| REVENUE ACCOUNTS | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|--|-------------------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------|
| FINES AND FORFEITS | | | | | |
| Fines and Forfeits | | | | | |
| 189 Sediment and Erosion Control Penalties | 20,100 | 0 | 32,700 | 0 | 0 |
| | <u>20,100</u> | <u>0</u> | <u>32,700</u> | <u>0</u> | <u>0</u> |
| TOTAL: FINES AND FORFEITS | 20,100 | 0 | 32,700 | 0 | 0 |
| CHARGES - CURRENT SERVICES | | | | | |
| 845 Penalties | 0 | 1,415,000 | (87,705) | 1,334,100 | (80,900) |
| | <u>0</u> | <u>1,415,000</u> | <u>(87,705)</u> | <u>1,334,100</u> | <u>(80,900)</u> |
| Charges - Current Services | | | | | |
| 790 Stormwater Management Fee | 111,467 | 0 | 73,310 | 0 | 0 |
| 791 Sediment and Erosion Control Fee | 0 | 0 | 1,548 | 0 | 0 |
| 825 Stormwater Fee | 27,951,712 | 28,900,000 | 31,852,844 | 29,467,335 | 567,335 |
| 835 Interest Income | 18,312 | 0 | 128,753 | 0 | 0 |
| | <u>28,081,491</u> | <u>28,900,000</u> | <u>32,056,455</u> | <u>29,467,335</u> | <u>567,335</u> |
| TOTAL: CHARGES - CURRENT SERVICES | 28,081,491 | 30,315,000 | 31,968,750 | 30,801,435 | 486,435 |
| REVENUE TRANSFERS | | | | | |
| Revenue Transfers | | | | | |
| 900 Transfer from (to) Fund Balance | 0 | 2,056,132 | 0 | 3,888,900 | 1,832,768 |
| 967 Transfer from (to) General Fund | 0 | (1,000,000) | (1,000,000) | 0 | 1,000,000 |
| | <u>0</u> | <u>1,056,132</u> | <u>(1,000,000)</u> | <u>3,888,900</u> | <u>2,832,768</u> |
| TOTAL: REVENUE TRANSFERS | 0 | 1,056,132 | (1,000,000) | 3,888,900 | 2,832,768 |
| TOTAL STORMWATER UTILITY FUND | 28,101,591 | 31,371,132 | 31,001,450 | 34,690,335 | 3,319,203 |

CONDUIT ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|--------------------------------------|---------------------------------|-----------------------|-----------------------|---------------------------|-------------------------|---------------------|
| USE OF PROPERTY | | | | | | |
| 249 | Conduit Rental | 38,722,092 | 52,000,000 | 14,765,503 | 31,746,671 | (20,253,329) |
| | | 38,722,092 | 52,000,000 | 14,765,503 | 31,746,671 | (20,253,329) |
| | TOTAL: USE OF PROPERTY | 38,722,092 | 52,000,000 | 14,765,503 | 31,746,671 | (20,253,329) |
| REVENUE TRANSFERS | | | | | | |
| 953 | Transfer (To) From General Fund | (750,000) | 0 | 0 | 0 | 0 |
| | | (750,000) | 0 | 0 | 0 | 0 |
| | TOTAL: REVENUE TRANSFERS | (750,000) | 0 | 0 | 0 | 0 |
| TOTAL CONDUIT ENTERPRISE FUND | | 37,972,092 | 52,000,000 | 14,765,503 | 31,746,671 | (20,253,329) |

LOAN AND GUARANTEE ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

| REVENUE ACCOUNTS | | FISCAL 2016 ACTUAL | FISCAL 2017 BUDGET | FISCAL 2017 PROJECTION | FISCAL 2018 ESTIMATE | BUDGET CHANGE |
|---|-------------------------|-------------------------------|-------------------------------|-----------------------------------|---------------------------------|--------------------------|
| LOAN AND GUARANTEE ENTERPRISE | | | | | | |
| Use of Money and Property | | | | | | |
| 200 | Earnings on Investments | 3,857 | 0 | 15,618 | 0 | 0 |
| 202 | Interest on Loans | 43,730 | 0 | 43,000 | 12,743 | 12,743 |
| | | 47,587 | 0 | 58,618 | 12,743 | 12,743 |
| TOTAL: LOAN AND GUARANTEE ENTERPRISE | | 47,587 | 0 | 58,618 | 12,743 | 12,743 |
| REVENUE TRANSFERS | | | | | | |
| 951 | From (To) General Fund | 500,000 | 500,000 | 500,000 | 500,000 | 0 |
| | | 500,000 | 500,000 | 500,000 | 500,000 | 0 |
| TOTAL: REVENUE TRANSFERS | | 500,000 | 500,000 | 500,000 | 500,000 | 0 |
| TOTAL LOAN AND GUARANTEE ENTERPRISE FUND | | 547,587 | 500,000 | 558,618 | 512,743 | 12,743 |

FEDERAL GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

| Outcome, Service | | FISCAL 2017 BUDGET | FISCAL 2018 ESTIMATE | CHANGE IN BUDGET |
|-----------------------------------|--|-----------------------|-------------------------|---------------------|
| FEDERAL | | | | |
| Healthy Communities | | | | |
| 303 | Clinical Services | 2,023,607 | 2,162,221 | 138,614 |
| 311 | Health Services for Seniors | 4,093,609 | 3,443,656 | (649,953) |
| 356 | Administration - Human Services | 3,074,759 | 2,648,424 | (426,335) |
| 593 | Community Support Projects | 7,916,709 | 7,964,934 | 48,225 |
| 715 | Administration - Health | 3,121,200 | 3,689,325 | 568,125 |
| 718 | Chronic Disease Prevention | 0 | 22,000 | 22,000 |
| 720 | HIV Treatment Services for the Uninsure | 27,544,382 | 36,409,502 | 8,865,120 |
| 721 | Senior Centers | 1,239,496 | 1,091,540 | (147,956) |
| 722 | Administration - CARE | 195,877 | 206,649 | 10,772 |
| 723 | Advocacy for Seniors | 182,305 | 154,897 | (27,408) |
| 724 | Direct Care and Support Planning | 136,753 | 136,753 | 0 |
| 725 | Community Services for Seniors | 2,580,895 | 2,535,469 | (45,426) |
| 730 | Public and Private Energy Performance | 0 | 2,000,000 | 2,000,000 |
| 893 | Homeless Prevention and Support Servi | 1,148,157 | 593,802 | (554,355) |
| 894 | Outreach to the Homeless | 3,315,618 | 2,551,867 | (763,751) |
| 895 | Temporary Housing for the Homeless | 4,190,511 | 175,350 | (4,015,161) |
| 896 | Permanent Housing for the Homeless | 24,982,489 | 26,151,170 | 1,168,681 |
| | | 85,746,367 | 91,937,559 | 6,191,192 |
| High Performing Government | | | | |
| 125 | Executive Direction and Control - Mayor: | 299,794 | 307,362 | 7,568 |
| | | 299,794 | 307,362 | 7,568 |
| Safe Neighborhoods | | | | |
| 110 | Circuit Court | 2,296,681 | 2,188,984 | (107,697) |
| 115 | Prosecution of Criminals | 1,439,329 | 1,456,462 | 17,133 |
| 315 | Emergency Services - Health | 776,065 | 694,479 | (81,586) |
| 600 | Administration - Fire | 1,500,000 | 1,533,000 | 33,000 |
| 602 | Fire Suppression and Emergency Rescu | 2,611,575 | 2,910,400 | 298,825 |
| 608 | Emergency Management | 300,000 | 306,600 | 6,600 |
| 617 | Victim Services - MOCJ | 73,825 | 1,057,102 | 983,277 |
| 618 | Crime Prevention | 146,272 | 992,449 | 846,177 |
| 621 | Administration - Police | 1,638,123 | 2,171,229 | 533,106 |
| 622 | Police Patrol | 0 | 85,000 | 85,000 |
| 623 | Crime Investigation | 104,550 | 80,000 | (24,550) |
| 626 | Homeland Security - Intelligence | 7,819,979 | 1,677,714 | (6,142,265) |
| 642 | Crime Laboratory | 2,329,763 | 1,750,457 | (579,306) |
| 697 | Traffic Safety | 995,016 | 1,008,653 | 13,637 |
| 757 | CitiWatch | 70,775 | 72,342 | 1,567 |
| 758 | Coordination of Public Safety Strategy - . | 3,246,701 | 1,339,846 | (1,906,855) |
| 786 | Victim and Witness Services | 259,263 | 1,314,102 | 1,054,839 |
| 796 | Workforce Services for Ex-Offenders | 748,785 | 750,000 | 1,215 |
| | | 26,356,702 | 21,388,819 | (4,967,883) |
| Sustainable Infrastructure | | | | |
| 305 | Healthy Homes | 1,222,159 | 1,373,731 | 151,572 |
| 611 | Fire Code Enforcement | 157,078 | 160,534 | 3,456 |
| 613 | Fire Facilities Maintenance and Replace | 2,975,168 | 3,250,168 | 275,000 |
| 662 | Vacant/Abandoned Property Cleaning ar | 1,427,149 | 1,427,149 | 0 |
| 674 | Surface Water Management | 200,000 | 100,000 | (100,000) |
| 681 | Administration - DOT | 520,396 | 531,845 | 11,449 |
| 690 | Sustainable Transportation | 100,000 | 102,200 | 2,200 |
| 731 | Facilities Management | 0 | 1,000,000 | 1,000,000 |

FEDERAL GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

| Outcome, Service | | FISCAL 2017 BUDGET | FISCAL 2018 ESTIMATE | CHANGE IN BUDGET |
|---|---|-----------------------|-------------------------|---------------------|
| Sustainable Infrastructure (Continued) | | | | |
| 737 | Administration - HCD | 1,380,964 | 1,347,715 | (33,249) |
| 742 | Promote Homeownership | 86,603 | 96,472 | 9,869 |
| 745 | Housing Code Enforcement | 0 | 160,000 | 160,000 |
| 748 | Housing Development Finance and Proj | 642,238 | 598,987 | (43,251) |
| 750 | Housing Rehabilitation Services | 2,923,624 | 3,434,099 | 510,475 |
| 762 | Historic Preservation | 0 | 150,000 | 150,000 |
| 763 | Comprehensive Planning and Resource | 190,000 | 241,980 | 51,980 |
| 765 | Planning for a Sustainable Baltimore | 185,000 | 250,000 | 65,000 |
| | | 12,010,379 | 14,224,880 | 2,214,501 |
| Thriving Youth & Families | | | | |
| 308 | Maternal and Child Health | 19,611,232 | 20,176,335 | 565,103 |
| 310 | School Health Services | 477,833 | 39,580 | (438,253) |
| 316 | Youth Violence Prevention | 1,444,632 | 1,581,406 | 136,774 |
| 446 | Educational Grants | 0 | 500,000 | 500,000 |
| 605 | Head Start | 7,697,187 | 7,766,894 | 69,707 |
| 616 | Juvenile Justice | 86,649 | 88,974 | 2,325 |
| 648 | Community Recreation Centers | 276,776 | 282,865 | 6,089 |
| 740 | Dawson Center | 370,169 | 327,702 | (42,467) |
| 797 | Workforce Services for Out of School Yo | 495,963 | 514,973 | 19,010 |
| 798 | Youth Works Summer Job Program | 1,100,000 | 1,500,000 | 400,000 |
| 800 | Workforce Services for WIOA Funded Yr | 2,458,029 | 3,025,951 | 567,922 |
| | | 34,018,470 | 35,804,680 | 1,786,210 |
| Vibrant Economy | | | | |
| 634 | Crowd, Traffic, and Special Events Man | 230,625 | 236,391 | 5,766 |
| 741 | Community Action Partnership | 877,543 | 963,303 | 85,760 |
| 792 | Workforce Services for TANF Recipients | 3,246,796 | 3,262,980 | 16,184 |
| 794 | Administration - MOED | 0 | 0 | 0 |
| 795 | Workforce Services for Baltimore Reside | 5,658,597 | 6,244,098 | 585,501 |
| 846 | Discrimination Investigations, Resolution | 40,800 | 41,698 | 898 |
| | | 10,054,361 | 10,748,470 | 694,109 |
| TOTAL FEDERAL GRANTS | | 168,486,073 | 174,411,770 | 5,925,697 |

STATE GRANTS

REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

| Outcome, Service | | FISCAL 2017 BUDGET | FISCAL 2018 ESTIMATE | CHANGE IN BUDGET |
|-----------------------------------|---|-----------------------|-------------------------|---------------------|
| STATE | | | | |
| Healthy Communities | | | | |
| 303 | Clinical Services | 761,007 | 958,909 | 197,902 |
| 356 | Administration - Human Services | 110,503 | 210,503 | 100,000 |
| 653 | Park Programs & Events | 0 | 306,600 | 306,600 |
| 715 | Administration - Health | 1,040,400 | 1,063,289 | 22,889 |
| 718 | Chronic Disease Prevention | 760,399 | 985,486 | 225,087 |
| 720 | HIV Treatment Services for the Uninsured | 5,221,731 | 3,998,575 | (1,223,156) |
| 721 | Senior Centers | 135,810 | 38,400 | (97,410) |
| 723 | Advocacy for Seniors | 1,858,708 | 1,808,537 | (50,171) |
| 724 | Direct Care and Support Planning | 1,736,192 | 1,819,939 | 83,747 |
| 725 | Community Services for Seniors | 936,762 | 979,425 | 42,663 |
| 730 | Public and Private Energy Performance | 0 | 300,000 | 300,000 |
| 754 | Summer Food Service Program | 3,547,207 | 3,564,457 | 17,250 |
| 893 | Homeless Prevention and Support Services | 672,674 | 493,441 | (179,233) |
| 894 | Outreach to the Homeless | 383,186 | 283,391 | (99,795) |
| 895 | Temporary Housing for the Homeless | 1,480,571 | 1,858,819 | 378,248 |
| 896 | Permanent Housing for the Homeless | 61,495 | 25,795 | (35,700) |
| | | 18,706,645 | 18,695,566 | (11,079) |
| High Performing Government | | | | |
| 125 | Executive Direction and Control - Mayor's Office | 380,834 | 392,277 | 11,443 |
| | | 380,834 | 392,277 | 11,443 |
| Safe Neighborhoods | | | | |
| 110 | Circuit Court | 6,286,214 | 5,149,352 | (1,136,862) |
| 115 | Prosecution of Criminals | 4,828,091 | 5,409,404 | 581,313 |
| 307 | Substance Use Disorder and Mental Health Services | 534,589 | 534,589 | 0 |
| 315 | Emergency Services - Health | 11,314,394 | 8,164,581 | (3,149,813) |
| 600 | Administration - Fire | 350,000 | 357,700 | 7,700 |
| 602 | Fire Suppression and Emergency Rescue | 1,399,940 | 1,419,940 | 20,000 |
| 609 | Emergency Medical Services | 87,940 | 83,928 | (4,012) |
| 617 | Victim Services - MOCJ | 96,824 | 106,351 | 9,527 |
| 618 | Crime Prevention | 0 | 200,000 | 200,000 |
| 621 | Administration - Police | 0 | 120,000 | 120,000 |
| 622 | Police Patrol | 5,594,532 | 5,649,150 | 54,618 |
| 623 | Crime Investigation | 2,471,129 | 600,000 | (1,871,129) |
| 624 | Target Violent Criminals | 4,670,577 | 3,604,309 | (1,066,268) |
| 635 | Police Recruiting and Training | 520,200 | 0 | (520,200) |
| 758 | Coordination of Public Safety Strategy - Police | 245,000 | 45,000 | (200,000) |
| 796 | Workforce Services for Ex-Offenders | 748,326 | 750,000 | 1,674 |
| | | 39,147,756 | 32,194,304 | (6,953,452) |
| Sustainable Infrastructure | | | | |
| 611 | Fire Code Enforcement | 170,000 | 173,740 | 3,740 |
| 613 | Fire Facilities Maintenance and Replacement | 1,091,257 | 1,368,619 | 277,362 |
| 646 | Park Maintenance | 1,279,937 | 1,716,911 | 436,974 |
| 654 | Urban Forestry | 0 | 700,000 | 700,000 |
| 673 | Wastewater Management | 306,000 | 312,732 | 6,732 |
| 674 | Surface Water Management | 500,000 | 300,000 | (200,000) |
| 683 | Street Management | 853,128 | 871,897 | 18,769 |
| 690 | Sustainable Transportation | 3,219,489 | 3,199,319 | (20,170) |
| 731 | Facilities Management | 1,099,212 | 1,000,000 | (99,212) |
| 738 | Weatherization Services | 5,051,018 | 4,731,020 | (319,998) |
| 750 | Housing Rehabilitation Services | 378,100 | 423,450 | 45,350 |
| 762 | Historic Preservation | 0 | 150,000 | 150,000 |

STATE GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

| Outcome, Service | | FISCAL 2017 BUDGET | FISCAL 2018 ESTIMATE | CHANGE IN BUDGET |
|---|---|-------------------------------|---------------------------------|-----------------------------|
| Sustainable Infrastructure (Continued) | | | | |
| 763 | Comprehensive Planning and Resource | 175,000 | 200,000 | 25,000 |
| 765 | Planning for a Sustainable Baltimore | 136,000 | 261,275 | 125,275 |
| | | 14,259,141 | 15,408,963 | 1,149,822 |
| Thriving Youth & Families | | | | |
| 308 | Maternal and Child Health | 1,824,691 | 2,023,143 | 198,452 |
| 310 | School Health Services | 504,606 | 502,171 | (2,435) |
| 316 | Youth Violence Prevention | 1,422,375 | 267,586 | (1,154,789) |
| 605 | Head Start | 132,984 | 224,483 | 91,499 |
| 616 | Juvenile Justice | 165,717 | 78,337 | (87,380) |
| 644 | Administration - Rec and Parks | 136,567 | 139,981 | 3,414 |
| 788 | Information Services | 10,300,998 | 13,598,603 | 3,297,605 |
| 791 | BCPS Alternative Options Academy for \ | 250,000 | 202,777 | (47,223) |
| 797 | Workforce Services for Out of School Yo | 253,811 | 140,911 | (112,900) |
| 798 | Youth Works Summer Job Program | 1,360,578 | 1,529,584 | 169,006 |
| | | 16,352,327 | 18,707,576 | 2,355,249 |
| Vibrant Economy | | | | |
| 741 | Community Action Partnership | 4,608,185 | 4,662,352 | 54,167 |
| 792 | Workforce Services for TANF Recipients | 200,000 | 100,000 | (100,000) |
| 795 | Workforce Services for Baltimore Reside | 400,000 | 230,891 | (169,109) |
| 855 | Convention Center | 6,451,603 | 5,264,726 | (1,186,877) |
| | | 11,659,788 | 10,257,969 | (1,401,819) |
| TOTAL STATE GRANTS | | 100,506,491 | 95,656,655 | (4,849,836) |

SPECIAL GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

| Outcome, Service | | FISCAL 2017 BUDGET | FISCAL 2018 ESTIMATE | CHANGE IN BUDGET |
|-----------------------------------|--|-----------------------|-------------------------|---------------------|
| SPECIAL | | | | |
| Healthy Communities | | | | |
| 303 | Clinical Services | 161,606 | 161,718 | 112 |
| 356 | Administration - Human Services | 945,822 | 823,477 | (122,345) |
| 650 | Horticulture | 554,424 | 581,854 | 27,430 |
| 651 | Recreation for Seniors | 0 | 36,000 | 36,000 |
| 653 | Park Programs & Events | 678,469 | 742,753 | 64,284 |
| 661 | Public Right-of-Way Cleaning | 593,215 | 400,000 | (193,215) |
| 715 | Administration - Health | 940,467 | 916,017 | (24,450) |
| 717 | Environmental Inspection Services | 31,420 | 31,420 | 0 |
| 718 | Chronic Disease Prevention | 115,000 | 0 | (115,000) |
| 721 | Senior Centers | 0 | 57,109 | 57,109 |
| 723 | Advocacy for Seniors | 0 | 182,137 | 182,137 |
| 724 | Direct Care and Support Planning | 0 | 72,000 | 72,000 |
| 725 | Community Services for Seniors | 279,447 | 330,431 | 50,984 |
| 730 | Public and Private Energy Performance | 0 | 12,500,000 | 12,500,000 |
| 896 | Permanent Housing for the Homeless | 215,538 | 217,995 | 2,457 |
| | | 4,515,408 | 17,052,911 | 12,537,503 |
| High Performing Government | | | | |
| 125 | Executive Direction and Control - Mayor: | 114,000 | 852,703 | 738,703 |
| 152 | Employees' Retirement System - Admini | 4,895,981 | 5,076,344 | 180,363 |
| 154 | Fire and Police Retirement System - Adr | 4,841,422 | 5,120,507 | 279,085 |
| 155 | Retirement Savings Plan | 0 | 769,361 | 769,361 |
| 700 | Surplus Property Disposal | 142,027 | 145,430 | 3,403 |
| 805 | Enterprise IT Delivery Services | 0 | 100,000 | 100,000 |
| 833 | Innovation Fund | 0 | 0 | 0 |
| 876 | Media Production | 500,000 | 961,000 | 461,000 |
| | | 10,493,430 | 13,025,345 | 2,531,915 |
| Safe Neighborhoods | | | | |
| 110 | Circuit Court | 182,124 | 235,796 | 53,672 |
| 115 | Prosecution of Criminals | 362,242 | 400,108 | 37,866 |
| 315 | Emergency Services - Health | 406,682 | 344,352 | (62,330) |
| 609 | Emergency Medical Services | 21,326,000 | 18,985,085 | (2,340,915) |
| 614 | Fire Communications and Dispatch | 4,441,427 | 4,501,835 | 60,408 |
| 617 | Victim Services - MOCJ | 432,761 | 500,000 | 67,239 |
| 621 | Administration - Police | 0 | 1,800,000 | 1,800,000 |
| 622 | Police Patrol | 1,724,000 | 1,829,545 | 105,545 |
| 624 | Target Violent Criminals | 2,120,355 | 2,165,880 | 45,525 |
| 684 | Traffic Management | 624,529 | 638,269 | 13,740 |
| 752 | Community Outreach Services | 210,000 | 210,000 | 0 |
| 757 | CitiWatch | 185,000 | 80,000 | (105,000) |
| 758 | Coordination of Public Safety Strategy - . | 75,000 | 0 | (75,000) |
| | | 32,090,120 | 31,690,870 | (399,250) |
| Sustainable Infrastructure | | | | |
| 305 | Healthy Homes | 169,210 | 305,156 | 135,946 |
| 613 | Fire Facilities Maintenance and Replace | 260,100 | 265,822 | 5,722 |
| 646 | Park Maintenance | 700,000 | 500,000 | (200,000) |
| 654 | Urban Forestry | 100,000 | 0 | (100,000) |
| 683 | Street Management | 1,217,000 | 150,000 | (1,067,000) |
| 690 | Sustainable Transportation | 15,197,659 | 9,249,287 | (5,948,372) |
| 738 | Weatherization Services | 100,000 | 2,586,342 | 2,486,342 |
| 742 | Promote Homeownership | 0 | 140,000 | 140,000 |
| 745 | Housing Code Enforcement | 50,000 | 50,000 | 0 |

SPECIAL GRANTS
REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

| Outcome, Service | | FISCAL 2017 BUDGET | FISCAL 2018 ESTIMATE | CHANGE IN BUDGET |
|---|---|-------------------------------|---------------------------------|-----------------------------|
| Sustainable Infrastructure (Continued) | | | | |
| 762 | Historic Preservation | 0 | 75,000 | 75,000 |
| 763 | Comprehensive Planning and Resource | 2,359,175 | 1,411,602 | (947,573) |
| 765 | Planning for a Sustainable Baltimore | 126,851 | 2,741,595 | 2,614,744 |
| | | 20,279,995 | 17,474,804 | (2,805,191) |
| Thriving Youth & Families | | | | |
| 308 | Maternal and Child Health | 1,018,027 | 1,050,619 | 32,592 |
| 310 | School Health Services | 12,928,171 | 786,673 | (12,141,498) |
| 446 | Educational Grants | 0 | 11,866,000 | 11,866,000 |
| 605 | Head Start | 200,000 | 0 | (200,000) |
| 644 | Administration - Rec and Parks | 0 | 700,000 | 700,000 |
| 645 | Aquatics | 500,000 | 703,821 | 203,821 |
| 647 | Youth and Adult Sports | 159,828 | 164,910 | 5,082 |
| 648 | Community Recreation Centers | 1,166,250 | 1,130,076 | (36,174) |
| 649 | Special Facilities Management - Recreat | 1,411,214 | 1,479,730 | 68,516 |
| 788 | Information Services | 757,283 | 885,488 | 128,205 |
| 797 | Workforce Services for Out of School Yo | 0 | 87,500 | 87,500 |
| 798 | Youth Works Summer Job Program | 400,000 | 750,000 | 350,000 |
| | | 18,540,773 | 19,604,817 | 1,064,044 |
| Vibrant Economy | | | | |
| 693 | Parking Enforcement | 84,000 | 45,000 | (39,000) |
| 695 | Dock Master | 280,783 | 259,329 | (21,454) |
| 741 | Community Action Partnership | 0 | 1,000,000 | 1,000,000 |
| 793 | Employment Enhancement Services for | 645,000 | 635,000 | (10,000) |
| 795 | Workforce Services for Baltimore Reside | 200,000 | 200,000 | 0 |
| 809 | Retention, Expansion, and Attraction of f | 252,000 | 104,040 | (147,960) |
| 810 | Real Estate Development | 204,000 | 1,208,896 | 1,004,896 |
| 814 | Improve and Promote Retail Districts Be | 102,000 | 104,040 | 2,040 |
| 824 | Events, Art, Culture, and Film | 140,000 | 38,000 | (102,000) |
| 846 | Discrimination Investigations, Resolution | 10,200 | 10,424 | 224 |
| | | 1,917,983 | 3,604,729 | 1,686,746 |
| Other | | | | |
| 123 | School Modernization | 12,786,000 | 16,850,000 | 4,064,000 |
| | | 12,786,000 | 16,850,000 | 4,064,000 |
| TOTAL SPECIAL GRANTS | | 100,623,709 | 119,303,476 | 18,679,767 |

Fiscal 2018 Budget Plan

Fiscal 2018

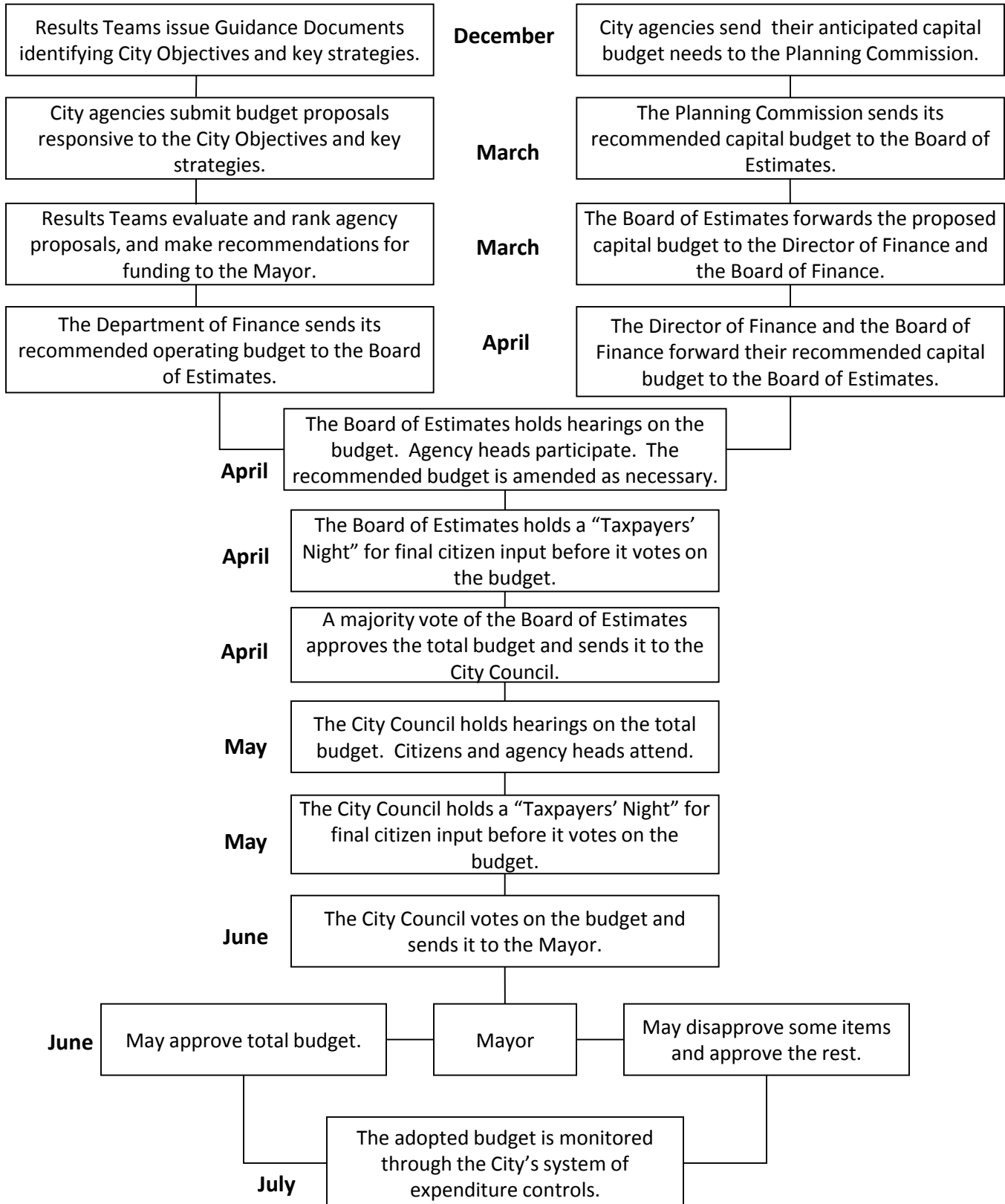
Summary of the Adopted Budget

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The City of Baltimore's Budget Process

Operating Budget

Capital Budget



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Fiscal 2018
Adopted Budget Appropriation Levels

| Fiscal 2018 | Adopted Amount | Change from Fiscal 2017 | Percent Change from Fiscal 2017 |
|--------------------|-----------------------|--------------------------------|--|
| Operating Plan | \$2.8 billion | +\$124.5 million | +4.7% |
| Capital Plan | \$1.1 billion | +\$594 million | +113% |
| Total | \$3.9 billion | \$718.5 million | 22.6% |

The total Fiscal 2018 appropriation plan adopted by the Department of Finance for the City of Baltimore is \$3.9 billion. This is an increase of \$718.5 million or 22.6% above the Fiscal 2017 Adopted Budget.

The two components of the total adopted appropriation plan are the Operating Budget plan and Capital Budget plan. The Operating Plan is adopted at \$2.8 billion, which is an increase of \$124.5 million or 4.7%. The Capital Plan is adopted at \$1.1 billion, which is an increase of \$594 million or 113%. More explanation on the Capital Budget plan is available beginning on page 211.

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Description of Operating and Capital Funds

The Fiscal 2018 total capital and operating appropriations of \$3.9 billion are budgeted in the following funds:

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

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

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

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

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

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

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

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Fiscal 2018

Budget Appropriation by Expense Type

Object 0: Transfers - Charges to one agency or program for goods or services provided by another agency or program. This may also include transfer credits from capital projects, special funds, etc.

Object 1: Salaries - Payments to full and part-time and temporary personnel for services rendered the City. This category of expense includes over-time payment, compensated leaves, shift and other differentials, severance and other direct personnel compensation expenses.

Object 2: Other Personnel Costs - Payments for benefits provided to City personnel for medical coverage (including vision, dental, prescription drug and other health insurance), Social Security, retirement and other benefits.

Object 3: Contractual Services - Payments for services rendered to the City under contractual arrangements ranging from water, sewer and other utility charges to legal fees and subscriptions.

Object 4: Materials and Supplies - Payments for commodities which are consumed or materially altered when used, such as custodial supplies, heating fuels, clothing, books and food.

Object 5 & 6: Equipment - Payments for replacement or procurement of City property other than real property.

Object 7: Grants, Subsidies and Contributions – Payments in support of various organizations and activities which provide health, education, cultural or promotional benefits to Baltimore. This object also includes City agency payments to fund self-insurance and workers' and unemployment compensation programs.

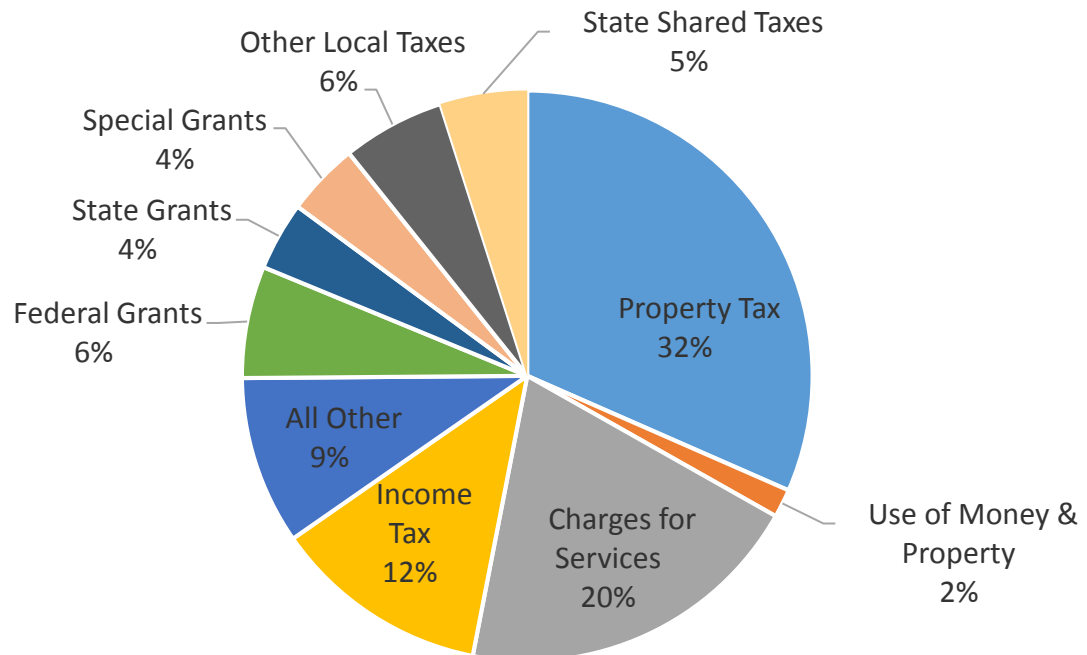
Object 8: Debt Service - Payments for interest and principal redemption of bonds issued by or on behalf of the City. (See the "Debt Service" section for detail on types of debt payments).

Object 9: Capital Improvements - Payments for the acquisition and development of City real property including land, facilities and equipment required to convert a capital project/structure into a usable facility.

FISCAL 2018
ADOPTED OPERATING BUDGET

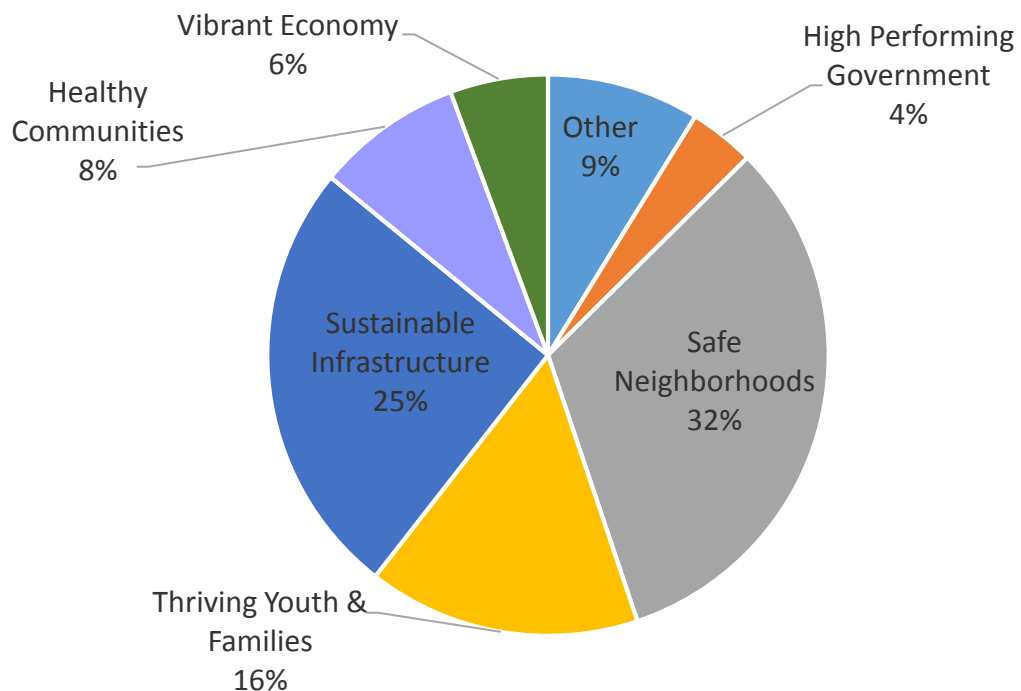
Where the Money Comes From

Total: \$2.79 Billion



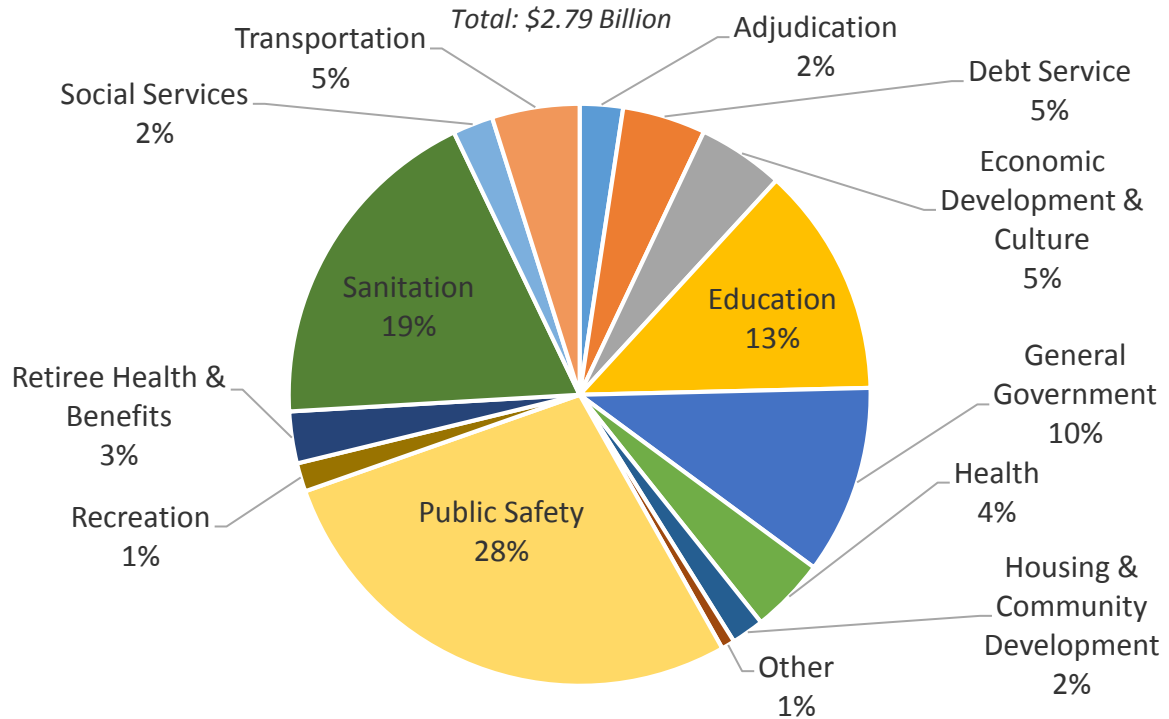
How the Money is Used: Allocation by Priority Outcome

Total: \$2.79 Billion

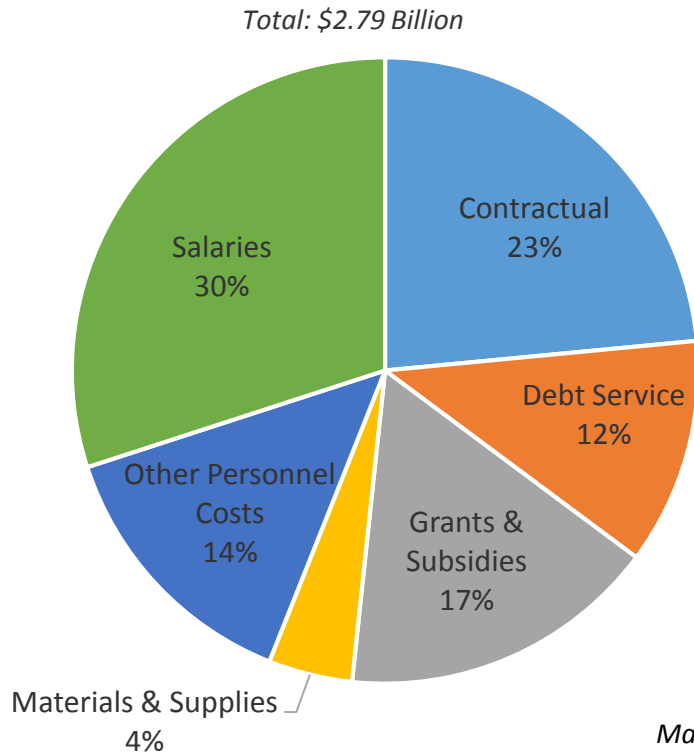


FISCAL 2018
ADOPTED OPERATING BUDGET

How the Money is Used: Allocation by Function



How the Money is Used: Allocation by Expenditure Type



TRENDS IN OPERATING BUDGET - SUMMARY BY FUND
(dollars in thousands)

| | Fiscal 2015 Actual | Fiscal 2016 Actual | Fiscal 2017 Budget | Fiscal 2018 Budget | Dollar Change | Percent Change |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|-------------------|
| Operating Funds | | | | | | |
| Local and State-shared Funds | | | | | | |
| General | \$1,650,418 | \$1,699,053 | \$1,747,282 | \$1,813,500 | \$66,219 | 3.8% |
| Parking Management | \$24,345 | \$24,443 | \$24,775 | 25,643 | \$868 | 3.5% |
| Convention Center Bond | \$4,988 | \$4,580 | \$4,580 | 4,580 | \$0 | 0.0% |
| Total | \$1,679,751 | \$1,728,076 | \$1,776,637 | 1,843,723 | \$67,087 | 3.8% |
| Enterprise Funds | | | | | | |
| Stormwater Utility | \$11,933 | \$20,159 | \$21,602 | 29,467 | \$7,865 | 26.7% |
| Wastewater Utility | \$199,164 | \$235,688 | \$249,506 | 269,596 | \$20,090 | 7.5% |
| Water Utility | \$162,758 | \$182,427 | \$180,221 | 192,771 | \$12,550 | 6.5% |
| Parking Enterprise | \$31,270 | \$28,751 | \$31,781 | 33,222 | \$1,441 | 4.3% |
| Conduit Enterprise | \$8,156 | \$7,895 | \$16,000 | 11,747 | -\$4,253 | -36.2% |
| Loan and Guarantee Enterprise | \$1,081 | \$500 | \$500 | 513 | \$13 | 2.5% |
| Total | \$414,362 | \$475,420 | \$499,610 | 537,316 | \$37,706 | 7.0% |
| Grant Funds | | | | | | |
| Federal | \$141,569 | \$151,307 | \$168,486 | 174,412 | \$5,926 | 3.4% |
| State | \$79,027 | \$107,219 | \$100,506 | 95,657 | -\$4,849 | -5.1% |
| Special | \$50,076 | \$91,614 | \$100,623 | 119,303 | \$18,680 | 15.7% |
| Total | \$270,672 | \$350,140 | \$369,615 | 389,372 | \$19,757 | 5.1% |
| Total Operating - All Funds | \$2,364,785 | \$2,553,636 | \$2,645,862 | \$2,770,411 | \$124,550 | 4.7% |

TRENDS IN CAPITAL BUDGET - SUMMARY BY FUND
(dollars in thousands)

| | Fiscal 2015 Actual | Fiscal 2016 Budget | Fiscal 2017 Budget | Fiscal 2018 Budget | Dollar Change | Percent Change |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|-------------------|
| Capital Funds | | | | | | |
| Pay-As-You-Go | | | | | | |
| General * | \$25,700 | \$21,800 | \$15,500 | \$21,400 | \$5,900 | 38.1% |
| Conduit Enterprise | \$6,000 | \$6,000 | \$36,000 | \$20,000 | (\$16,000) | -44.4% |
| Stormwater Utility | \$3,730 | \$6,070 | \$9,769 | \$5,223 | (\$4,546) | -46.5% |
| Waste Water Utility | \$6,000 | \$8,000 | \$10,086 | \$15,000 | \$4,914 | 48.7% |
| Water Utility | \$7,000 | \$7,000 | \$7,000 | \$10,000 | \$3,000 | 42.9% |
| Total | \$48,430 | \$48,870 | \$78,355 | \$71,623 | (\$6,732) | -8.6% |
| Grants | | | | | | |
| Federal | \$60,294 | \$42,910 | \$48,351 | \$49,002 | \$651 | 1.3% |
| State | \$70,623 | \$34,351 | \$178,859 | \$258,485 | \$79,626 | 44.5% |
| Special | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Total | \$145,917 | \$92,261 | \$227,210 | \$307,487 | \$80,277 | 35.3% |
| Loans and Bonds | | | | | | |
| Revenue Bonds | \$421,432 | \$263,141 | \$47,120 | \$436,378 | \$389,258 | 826.1% |
| General Obligation Bonds | \$50,000 | \$65,000 | \$65,000 | \$65,000 | \$0 | 0.0% |
| County Transportation Bonds | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$0 | 0.0% |
| Total | \$486,432 | \$343,141 | \$127,120 | \$516,378 | \$389,258 | 306.2% |
| Mayor and City Council Real Property | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| All Other | \$232,358 | \$203,625 | \$91,302 | \$222,523 | \$131,221 | 143.7% |
| Total Capital - All Funds | \$898,137 | \$672,897 | \$523,987 | \$1,118,011 | \$594,024 | 113.4% |

TRENDS IN TOTAL OPERATING AND CAPITAL BUDGET - SUMMARY

(dollars in thousands)

| | Fiscal 2015 Actual | Fiscal 2016 Budget | Fiscal 2017 Budget | Fiscal 2018 Budget | Dollar Change | Percent Change |
|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|-------------------|
| Operating Plan | \$2,364,785 | \$2,553,636 | \$2,645,862 | \$2,770,411 | \$124,549 | 4.7% |
| Capital Plan | \$898,137 | \$672,897 | \$523,987 | \$1,118,011 | \$594,024 | 113.4% |
| Total Budget | \$3,262,922 | \$3,226,533 | \$3,169,849 | \$3,888,422 | \$718,573 | 22.7% |

TRENDS IN COMBINED OPERATING AND CAPITAL BUDGET - SUMMARY BY FUND

(dollars in thousands)

| | Fiscal 2015 Actual | Fiscal 2016 Budget | Fiscal 2017 Budget | Fiscal 2018 Budget | Dollar Change | Percent Change |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|-------------------|
| Total Funds | | | | | | |
| Local and State-shared Funds | | | | | | |
| General | \$1,676,118 | \$1,720,853 | \$1,762,782 | \$1,834,900 | \$72,119 | 4.1% |
| Parking Management | \$24,345 | \$24,443 | \$24,775 | \$25,643 | \$868 | 3.5% |
| Convention Center Bond | \$4,988 | \$4,580 | \$4,580 | \$4,580 | \$0 | 0.0% |
| Total | \$1,705,451 | \$1,749,876 | \$1,792,137 | \$1,865,123 | \$72,987 | 4.1% |
| Enterprise Funds | | | | | | |
| Stormwater Utility | \$15,663 | \$26,229 | \$31,371 | \$34,690 | \$3,319 | 10.6% |
| Waste Water Utility | \$205,164 | \$243,688 | \$259,592 | \$284,596 | \$25,004 | 9.6% |
| Water Utility | \$169,758 | \$189,427 | \$187,221 | \$202,771 | \$15,550 | 8.3% |
| Parking Enterprise | \$31,270 | \$28,751 | \$31,781 | \$33,222 | \$1,441 | 4.5% |
| Conduit Enterprise | \$14,156 | \$13,895 | \$52,000 | \$31,747 | (\$20,253) | -38.9% |
| Loan and Guarantee Enterprise | \$1,081 | \$500 | \$500 | \$513 | \$13 | 2.6% |
| Total | \$437,092 | \$502,490 | \$562,465 | \$587,539 | \$25,074 | 4.5% |
| Grants | | | | | | |
| Federal | \$201,863 | \$194,217 | \$216,837 | \$223,414 | \$6,577 | 3.0% |
| State | \$149,650 | \$141,570 | \$279,365 | \$354,142 | \$74,777 | 26.8% |
| Special | \$50,076 | \$91,614 | \$100,623 | \$119,303 | \$18,680 | 18.6% |
| Total | \$401,589 | \$427,401 | \$596,825 | \$696,859 | \$100,034 | 16.8% |
| Loans and Bonds | | | | | | |
| Revenue Bonds | \$421,432 | \$263,141 | \$47,120 | \$436,378 | \$389,258 | 826.1% |
| General Obligation Bonds | \$50,000 | \$65,000 | \$65,000 | \$65,000 | \$0 | 0.0% |
| County Transportation Bonds | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$0 | 0.0% |
| Total | \$486,432 | \$343,141 | \$127,120 | \$516,378 | \$389,258 | 306.2% |
| Mayor and City Council Real Property | \$0 | \$0 | \$0 | \$0 | \$0 | N/A |
| All Other | \$232,358 | \$203,625 | \$91,302 | \$222,523 | \$131,221 | 143.7% |
| Total - All Funds | \$3,262,922 | \$3,226,533 | \$3,169,849 | \$3,888,422 | \$718,573 | 22.7% |

FISCAL 2018
TOTAL AND NET APPROPRIATIONS BY FUND

| | Fiscal 2017 Budget | Fiscal 2018 Budget | Dollar Change | Percent Change |
|------------------------------------|------------------------|------------------------|----------------------|-------------------|
| Operating Funds | | | | |
| Local and State-shared Funds | | | | |
| General | \$1,747,281,452 | \$1,813,500,000 | \$66,218,548 | 3.8% |
| Parking Management | \$24,775,005 | \$25,642,970 | \$867,965 | 3.5% |
| Convention Center Bond | \$4,580,088 | \$4,580,088 | - | 0.0% |
| Total | \$1,776,636,545 | \$1,843,723,058 | \$67,086,513 | 3.8% |
| Enterprise Funds | | | | |
| Waste Water Utility | \$249,506,065 | \$269,596,071 | \$20,090,006 | 8.1% |
| Water Utility | \$180,220,616 | \$192,771,223 | \$12,550,607 | 7.0% |
| Stormwater Utility | \$21,602,132 | \$29,467,335 | \$7,865,203 | 36.4% |
| Parking Enterprise | \$31,780,518 | \$33,222,138 | \$1,441,620 | 4.5% |
| Conduit Enterprise | \$16,000,000 | \$11,746,671 | (\$4,253,329) | (26.6)% |
| Loan and Guarantee Enterprise | \$500,000 | \$512,743 | \$12,743 | 2.5% |
| Total | \$499,609,331 | \$537,316,181 | \$37,706,850 | 7.5% |
| Grant Funds | | | | |
| Federal | \$168,486,073 | \$174,411,770 | \$5,925,697 | 3.5% |
| State | \$100,506,491 | \$95,656,655 | (\$4,849,836) | (4.8)% |
| Special | \$100,623,709 | \$119,303,476 | \$18,679,767 | 18.6% |
| Total | \$369,616,273 | \$389,371,901 | \$19,755,628 | 5.3% |
| Total Operating - All Funds | \$2,645,862,149 | \$2,770,411,140 | \$124,548,991 | 4.7% |
| Capital Funds | | | | |
| Pay-As-You-Go | | | | |
| General | \$15,500,000 | \$21,400,000 | \$5,900,000 | 38.1% |
| Conduit Enterprise | \$36,000,000 | \$20,000,000 | (16,000,000) | (44.4)% |
| Waste Water Utility | \$10,086,000 | \$15,000,000 | \$4,914,000 | 48.7% |
| Water Utility | \$7,000,000 | \$10,000,000 | 3,000,000 | 42.9% |
| Stormwater Utility | \$9,769,000 | \$5,223,000 | (\$4,546,000) | (46.5)% |
| Total | \$78,355,000 | \$71,623,000 | (\$6,732,000) | (8.6)% |
| Grants | | | | |
| Federal | \$48,351,000 | \$49,002,000 | \$651,000 | 1.3% |
| State | \$178,859,000 | \$258,485,000 | \$79,626,000 | 44.5% |
| Special | \$0 | \$673,901,000 | \$673,901,000 | 100.0% |
| Total | \$227,210,000 | \$981,388,000 | \$754,178,000 | 331.9% |
| Loans and Bonds | | | | |
| Revenue Bonds | \$47,120,000 | \$0 | (\$47,120,000) | (100.0)% |
| General Obligation Bonds | \$65,000,000 | \$65,000,000 | - | 0.0% |
| County Transportation Bonds | \$15,000,000 | \$0 | (15,000,000.00) | (100.0)% |
| Total | \$127,120,000 | \$65,000,000 | (\$62,120,000) | (48.9)% |
| All Other | \$91,302,000 | \$0 | (\$91,302,000) | (100.0)% |
| Total Capital - All Funds | \$523,987,000 | \$1,118,011,000 | \$594,024,000 | 113.4% |

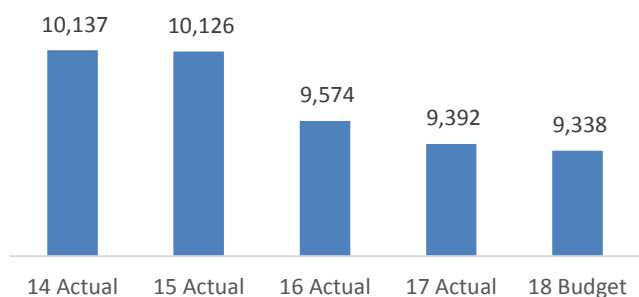
FISCAL 2018
TOTAL AND NET APPROPRIATIONS BY FUND

| | Fiscal 2017 Budget | Fiscal 2018 Budget | Dollar Change | Percent Change |
|-------------------------------|------------------------|------------------------|---------------------|-------------------|
| Total Funds | | | | |
| Local and State-shared Funds | | | | |
| General | \$1,762,781,452 | \$1,834,900,000 | \$72,118,548 | 4.1% |
| Parking Management | \$24,775,005 | \$25,642,970 | \$867,965 | 3.5% |
| Convention Center Bond | \$4,580,088 | \$4,580,088 | - | 0.0% |
| Total | \$1,792,136,545 | \$1,865,123,058 | \$72,986,513 | 4.1% |
| Enterprise Funds | | | | |
| Waste Water Utility | \$259,592,065 | \$284,596,071 | \$25,004,006 | 9.6% |
| Water Utility | \$187,220,616 | \$202,771,223 | \$15,550,607 | 8.3% |
| Stormwater Utility | \$31,371,132 | \$34,690,335 | \$3,319,203 | 10.6% |
| Parking Enterprise | \$31,780,518 | \$33,222,138 | \$1,441,620 | 4.5% |
| Conduit Enterprise | \$52,000,000 | \$31,746,671 | (\$20,253,329) | (38.9)% |
| Loan and Guarantee Enterprise | \$500,000 | \$512,743 | \$12,743 | 2.5% |
| Total | \$562,464,331 | \$587,539,181 | \$25,074,850 | 4.5% |
| Grant Funds | | | | |
| Federal | \$216,837,073 | \$223,413,770 | \$6,576,697 | 3.0% |
| State | \$279,365,491 | \$354,141,655 | \$74,776,164 | 26.8% |
| Special | \$100,623,709 | \$119,303,476 | \$18,679,767 | 18.6% |
| Total | \$596,826,273 | \$696,858,901 | \$100,032,628 | 16.8% |
| Loans and Bonds | | | | |
| Revenue Bonds | \$47,120,000 | \$0 | (\$47,120,000) | (100.0)% |
| General Obligation Bonds | \$65,000,000 | \$65,000,000 | - | 0.0% |
| County Transportation Bonds | \$15,000,000 | \$15,000,000 | - | 0.0% |
| Total | \$127,120,000 | \$80,000,000 | (\$47,120,000) | (37.1)% |
| All Other | \$91,302,000 | \$0 | (\$91,302,000) | (100.0)% |
| Total - All Funds | \$3,169,849,149 | \$3,229,521,140 | \$59,671,991 | 1.9% |

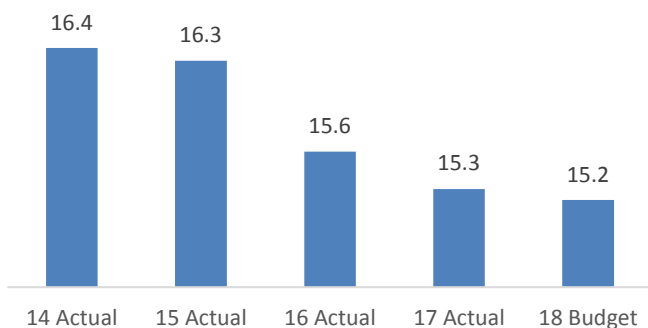
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Summary of General Fund Budgetary Trends

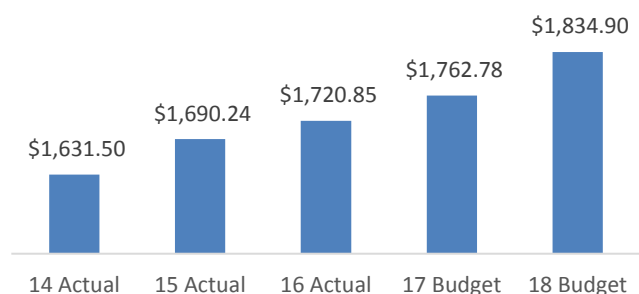
Total Authorized General Fund Positions



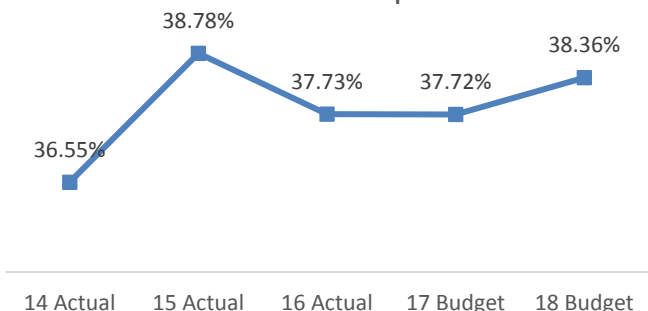
General Fund Positions (per 1,000 population)



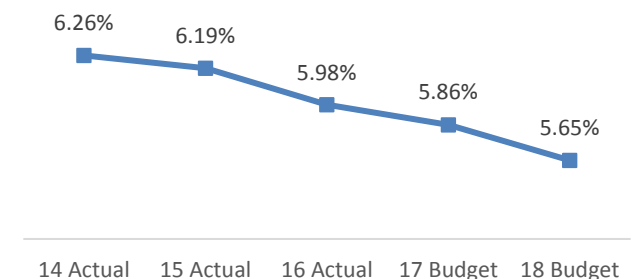
General Fund Revenue (\$ in millions)



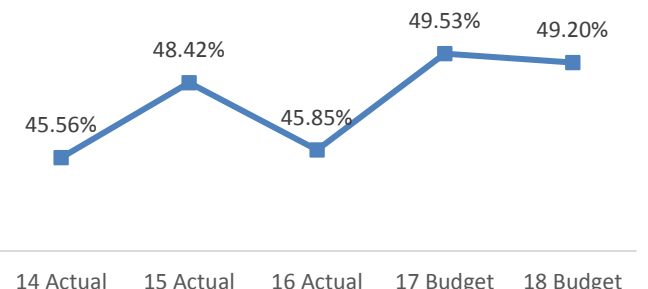
Public Safety (Police and Fire) as a % General Fund Expenditure



State Aid as a % of General Fund Revenue



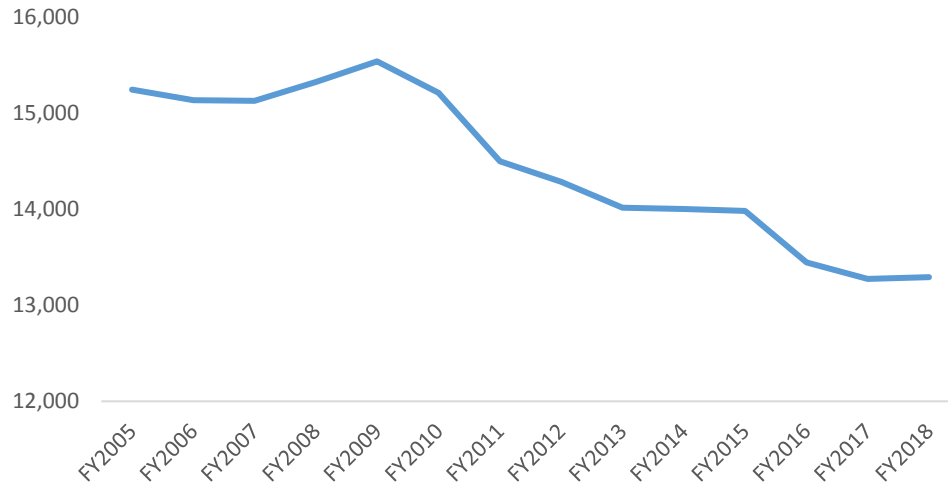
Property Tax Revenue as a % of General Fund Revenue



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All Funds

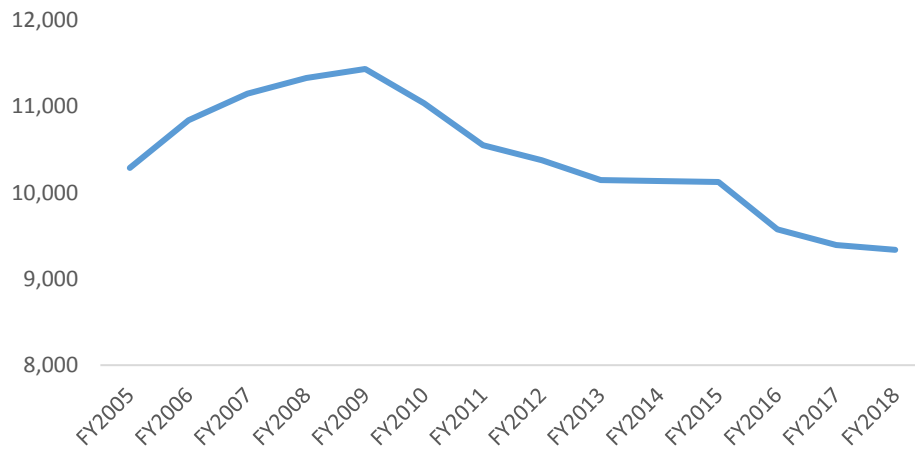
Trends in Funded Full-Time Positions - All Funds



| Year | Positions | Percent Change | Positions (per 1,000 population) | Percent Change |
|--------|-----------|----------------|-------------------------------------|----------------|
| FY2005 | 15,246 | -0.30% | 23.8 | -0.80% |
| FY2006 | 15,137 | -0.70% | 23.6 | -0.80% |
| FY2007 | 15,130 | 0.00% | 23.6 | 0.00% |
| FY2008 | 15,326 | 1.30% | 24 | 1.70% |
| FY2009 | 15,542 | 1.40% | 24.4 | 1.70% |
| FY2010 | 15,215 | -2.10% | 24.5 | 0.40% |
| FY2011 | 14,499 | -4.70% | 23.4 | -4.50% |
| FY2012 | 14,288 | -1.50% | 23.1 | -1.30% |
| FY2013 | 14,018 | -1.90% | 22.6 | -2.20% |
| FY2014 | 14,005 | -0.10% | 22.6 | 0.00% |
| FY2015 | 13,984 | -0.10% | 22.4 | -0.70% |
| FY2016 | 13,446 | -3.80% | 21.9 | -2.34% |
| FY2017 | 13,275 | -1.27% | 21.6 | -1.27% |
| FY2018 | 13,295 | 0.15% | 21.6 | 0.15% |

General Fund

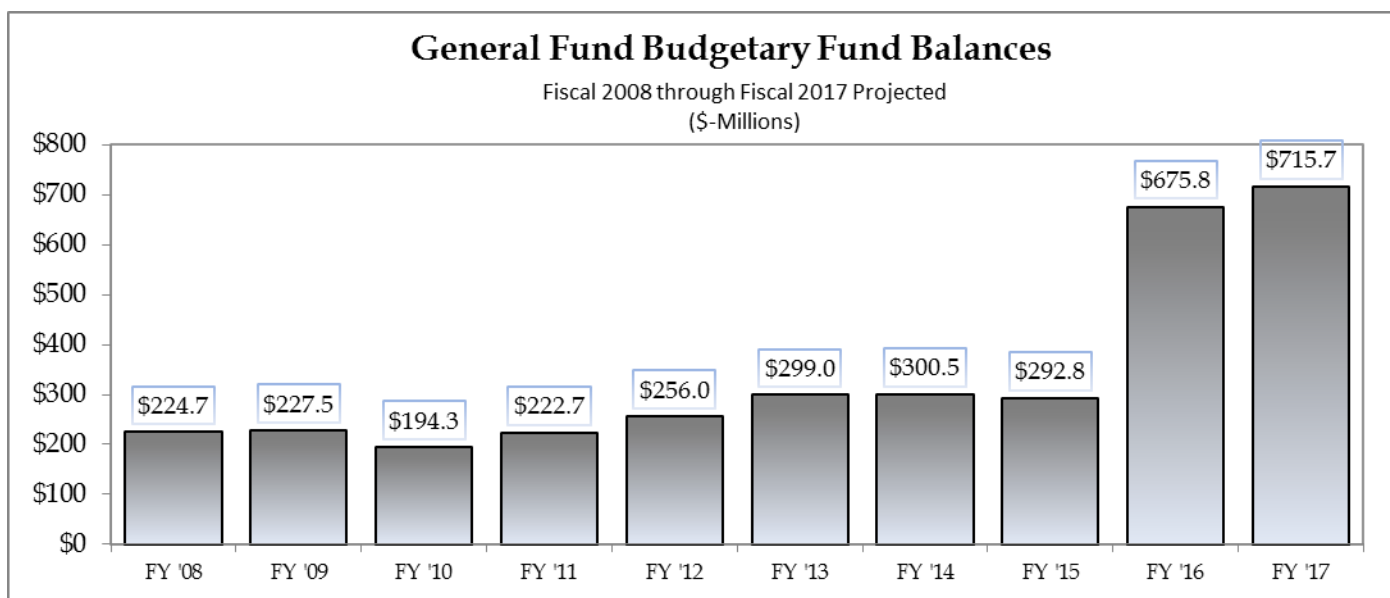
**Trends in Funded Full-Time Funded Positions -
General Fund & Motor Vehicle Funds**



| Year | Positions | Percent Change | Positions (per 1,000 population) | Percent Change |
|--------|-----------|----------------|-------------------------------------|----------------|
| FY2005 | 10,287 | -4.80% | 16.1 | -4.73% |
| FY2006 | 10,842 | 5.40% | 16.9 | 4.97% |
| FY2007 | 11,148 | 2.82% | 17.4 | 2.96% |
| FY2008 | 11,330 | 1.63% | 17.8 | 2.30% |
| FY2009 | 11,436 | 0.94% | 17.9 | 0.56% |
| FY2010 | 11,040 | -3.46% | 17.8 | -0.56% |
| FY2011 | 10,551 | -4.43% | 17 | -4.49% |
| FY2012 | 10,379 | -1.63% | 16.8 | -1.18% |
| FY2013 | 10,146 | -2.24% | 16.4 | -2.38% |
| FY2014 | 10,137 | -0.09% | 16.4 | 0.00% |
| FY2015 | 10,126 | -0.11% | 16.3 | -0.61% |
| FY2016 | 9,574 | -5.45% | 15.6 | -4.44% |
| FY2017 | 9,392 | -1.90% | 15.3 | -1.90% |
| FY2018 | 9,338 | -0.57% | 15.2 | -0.57% |

Past and Projected Budgetary Fund Balances

| General Fund (in millions) | |
|--------------------------------|---------------|
| Fiscal 2016 | |
| Fund Balance, June 30, 2015 | \$292,864 |
| Revenues | \$1,819,800 |
| Expenses | (\$1,760,964) |
| Net Transfers and Other Uses | \$324,100 |
| Fund Balance, June 30, 2016 | \$675,800 |
| Fiscal 2017 (Projected) | |
| Fund Balance, June 30, 2016 | \$675,800 |
| Revenues | \$1,797,900 |
| Expenses | (\$1,758,000) |
| Net Transfers and Other Uses | 0 |
| Fund Balance, June 30, 2017 | \$715,700 |



Note #1: Unexpended appropriations or revenue surpluses arising during a fiscal year in the Parking Enterprise, Parking Management and Convention Center Bond funds are transferred to the General Fund. In the Federal, State and Special grant funds, unexpected appropriation or revenue surpluses are fully reserved for the legal purposes of the grant and are reflected as deferred revenues or amounts due from grant sources. Therefore, no balances are stated for these funds. Capital project appropriations are considered expended until they are de-appropriated.

Note #2: In the Fiscal 2016 CAFR the Baltimore Hotel Corporation was designated as a component unit and the fund balances (\$297M) were rolled into the General Fund as non-spendable fund balance. In addition, the City's Debt Service Fund (\$62M) as closed and rolled into General Fund fund balance.

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Expenditure Detail

Fiscal 2018

Summary of the Adopted Budget

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**Fiscal 2018
OPERATING BUDGET FUND DISTRIBUTION**

| AGENCY | ENTERPRISE AND | | | OTHER SPECIAL | | INTERNAL SERVICE | TOTAL |
|--|--------------------|----------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | GENERAL | UTILITY | FEDERAL | STATE | PURPOSE | | |
| Board of Elections | 7,300,003 | 0 | 0 | 0 | 0 | 0 | 7,300,003 |
| 899 Fair Conduct of Elections | 7,300,003 | 0 | 0 | 0 | 0 | 0 | 7,300,003 |
| City Council | 7,108,243 | 0 | 0 | 0 | 0 | 0 | 7,108,243 |
| 100 City Council | 7,108,243 | 0 | 0 | 0 | 0 | 0 | 7,108,243 |
| Comptroller | 7,548,166 | 0 | 0 | 0 | 0 | 11,134,973 | 18,683,139 |
| 130 Executive Direction and Control - Comptroller | 1,518,948 | 0 | 0 | 0 | 0 | 0 | 1,518,948 |
| 131 Audits | 4,912,084 | 0 | 0 | 0 | 0 | 0 | 4,912,084 |
| 132 Real Estate Acquisition and Management | 1,117,134 | 0 | 0 | 0 | 0 | 0 | 1,117,134 |
| 133 Municipal Telephone Exchange | 0 | 0 | 0 | 0 | 0 | 10,329,704 | 10,329,704 |
| 136 Municipal Post Office | 0 | 0 | 0 | 0 | 0 | 805,269 | 805,269 |
| Council Services | 745,251 | 0 | 0 | 0 | 0 | 0 | 745,251 |
| 103 Council Services | 745,251 | 0 | 0 | 0 | 0 | 0 | 745,251 |
| Courts: Circuit Court | 15,359,921 | 0 | 2,188,984 | 5,149,352 | 235,796 | 0 | 22,934,053 |
| 110 Circuit Court | 15,359,921 | 0 | 2,188,984 | 5,149,352 | 235,796 | 0 | 22,934,053 |
| Courts: Orphans' Court | 522,898 | 0 | 0 | 0 | 0 | 0 | 522,898 |
| 817 Orphans' Court | 522,898 | 0 | 0 | 0 | 0 | 0 | 522,898 |
| Employees' Retirement Systems | 0 | 0 | 0 | 0 | 10,966,212 | 0 | 10,966,212 |
| 152 Employees' Retirement System - Administration | 0 | 0 | 0 | 0 | 5,076,344 | 0 | 5,076,344 |
| 154 Fire and Police Retirement System - Administration | 0 | 0 | 0 | 0 | 5,120,507 | 0 | 5,120,507 |
| 155 Retirement Savings Plan | 0 | 0 | 0 | 0 | 769,361 | 0 | 769,361 |
| Enoch Pratt Free Library | 24,942,789 | 0 | 0 | 13,598,603 | 885,488 | 0 | 39,426,880 |
| 788 Information Services | 24,942,789 | 0 | 0 | 13,598,603 | 885,488 | 0 | 39,426,880 |
| Finance | 22,298,094 | 512,743 | 0 | 0 | 145,430 | 11,865,294 | 34,821,561 |
| 148 Revenue Collection | 6,822,180 | 0 | 0 | 0 | 0 | 0 | 6,822,180 |
| 150 Treasury and Debt Management | 1,087,202 | 0 | 0 | 0 | 0 | 0 | 1,087,202 |
| 698 Administration - Finance | 1,504,811 | 0 | 0 | 0 | 0 | 0 | 1,504,811 |
| 699 Procurement | 3,371,095 | 0 | 0 | 0 | 0 | 0 | 3,371,095 |
| 700 Surplus Property Disposal | 0 | 0 | 0 | 0 | 145,430 | 0 | 145,430 |
| 701 Printing Services | 0 | 0 | 0 | 0 | 0 | 3,439,165 | 3,439,165 |
| 702 Accounts Payable | 1,129,160 | 0 | 0 | 0 | 0 | 0 | 1,129,160 |
| 703 Payroll | 3,523,727 | 0 | 0 | 0 | 0 | 0 | 3,523,727 |
| 704 Accounting | 1,697,228 | 0 | 0 | 0 | 0 | 0 | 1,697,228 |
| 705 Loan and Guarantee Program | 0 | 512,743 | 0 | 0 | 0 | 0 | 512,743 |
| 707 Risk Management for Employee Injuries | 0 | 0 | 0 | 0 | 0 | 8,426,129 | 8,426,129 |
| 708 Operating Budget Management | 2,035,596 | 0 | 0 | 0 | 0 | 0 | 2,035,596 |
| 710 Fiscal Integrity & Recovery | 1,127,095 | 0 | 0 | 0 | 0 | 0 | 1,127,095 |
| Fire | 231,822,584 | 0 | 8,160,702 | 3,403,927 | 23,752,742 | 0 | 267,139,955 |
| 600 Administration - Fire | 8,868,340 | 0 | 1,533,000 | 357,700 | 0 | 0 | 10,759,040 |
| 602 Fire Suppression and Emergency Rescue | 154,896,308 | 0 | 2,910,400 | 1,419,940 | 0 | 0 | 159,226,648 |
| 608 Emergency Management | 727,203 | 0 | 306,600 | 0 | 0 | 0 | 1,033,803 |
| 609 Emergency Medical Services | 27,020,135 | 0 | 0 | 83,928 | 18,985,085 | 0 | 46,089,148 |
| 610 Fire and Emergency Community Outreach | 346,248 | 0 | 0 | 0 | 0 | 0 | 346,248 |
| 611 Fire Code Enforcement | 5,031,679 | 0 | 160,534 | 173,740 | 0 | 0 | 5,365,953 |
| 612 Fire Investigation | 1,058,108 | 0 | 0 | 0 | 0 | 0 | 1,058,108 |
| 613 Fire Facilities Maintenance and Replacement | 15,721,606 | 0 | 3,250,168 | 1,368,619 | 265,822 | 0 | 20,606,215 |
| 614 Fire Communications and Dispatch | 13,389,596 | 0 | 0 | 0 | 4,501,835 | 0 | 17,891,431 |
| 615 Fire Training and Education | 4,763,361 | 0 | 0 | 0 | 0 | 0 | 4,763,361 |
| General Services | 10,345,281 | 0 | 1,000,000 | 1,000,000 | 0 | 87,163,611 | 99,508,892 |
| 189 Fleet Management | 0 | 0 | 0 | 0 | 0 | 62,904,159 | 62,904,159 |
| 726 Administration - General Services | 1,794,223 | 0 | 0 | 0 | 0 | 0 | 1,794,223 |
| 731 Facilities Management | 8,460,954 | 0 | 1,000,000 | 1,000,000 | 0 | 24,259,452 | 34,720,406 |
| 734 Design and Construction/Major Projects Division. | 90,104 | 0 | 0 | 0 | 0 | 0 | 90,104 |
| Health | 40,798,905 | 0 | 73,717,543 | 23,144,630 | 4,237,632 | 0 | 141,898,710 |
| 303 Clinical Services | 5,398,879 | 0 | 2,162,221 | 958,909 | 161,718 | 0 | 8,681,727 |
| 305 Healthy Homes | 969,578 | 0 | 1,373,731 | 0 | 305,156 | 0 | 2,648,465 |
| 307 Substance Use Disorder and Mental Health | 1,763,171 | 0 | 0 | 534,589 | 0 | 0 | 2,297,760 |
| 308 Maternal and Child Health | 1,871,509 | 0 | 20,176,335 | 2,023,143 | 1,050,619 | 0 | 25,121,606 |
| 310 School Health Services | 14,752,464 | 0 | 39,580 | 502,171 | 786,673 | 0 | 16,080,888 |
| 311 Health Services for Seniors | 0 | 0 | 3,443,656 | 0 | 0 | 0 | 3,443,656 |
| 315 Emergency Services - Health | 691,930 | 0 | 694,479 | 8,164,581 | 344,352 | 0 | 9,895,342 |
| 316 Youth Violence Prevention | 980,490 | 0 | 1,581,406 | 267,586 | 0 | 0 | 2,829,482 |
| 715 Administration - Health | 4,038,121 | 0 | 3,689,325 | 1,063,289 | 916,017 | 0 | 9,706,752 |
| 716 Animal Services | 3,308,491 | 0 | 0 | 0 | 0 | 0 | 3,308,491 |
| 717 Environmental Inspection Services | 3,268,557 | 0 | 0 | 0 | 31,420 | 0 | 3,299,977 |
| 718 Chronic Disease Prevention | 420,367 | 0 | 22,000 | 985,486 | 0 | 0 | 1,427,853 |
| 720 HIV Treatment Services for the Uninsured | 1,225,345 | 0 | 36,409,502 | 3,998,575 | 0 | 0 | 41,633,422 |
| 721 Senior Centers | 823,511 | 0 | 1,091,540 | 38,400 | 57,109 | 0 | 2,010,560 |
| 722 Administration - CARE | 991,156 | 0 | 206,649 | 0 | 0 | 0 | 1,197,805 |
| 723 Advocacy for Seniors | 104,729 | 0 | 154,897 | 1,808,537 | 182,137 | 0 | 2,250,300 |
| 724 Direct Care and Support Planning | 0 | 0 | 136,753 | 1,819,939 | 72,000 | 0 | 2,028,692 |
| 725 Community Services for Seniors | 190,607 | 0 | 2,535,469 | 979,425 | 330,431 | 0 | 4,035,932 |

**Fiscal 2018
OPERATING BUDGET FUND DISTRIBUTION**

| AGENCY | ENTERPRISE AND | | FEDERAL | STATE | OTHER SPECIAL | | INTERNAL SERVICE | TOTAL |
|--|--------------------|----------|-------------------|------------------|-------------------|--|------------------|--------------------|
| | GENERAL | UTILITY | | | PURPOSE | | | |
| Housing and Community Development | 34,965,195 | 0 | 13,929,909 | 8,718,927 | 4,403,318 | | 0 | 62,017,349 |
| 593 Community Support Projects | 0 | 0 | 7,964,934 | 0 | 0 | | 0 | 7,964,934 |
| 604 Before and After Care | 173,078 | 0 | 0 | 0 | 0 | | 0 | 173,078 |
| 737 Administration - HCD | 2,241,064 | 0 | 1,347,715 | 0 | 0 | | 0 | 3,588,779 |
| 738 Weatherization Services | 109,409 | 0 | 0 | 4,731,020 | 2,586,342 | | 0 | 7,426,771 |
| 740 Dawson Center | 32,315 | 0 | 327,702 | 0 | 0 | | 0 | 360,017 |
| 742 Promote Homeownership | 197,026 | 0 | 96,472 | 0 | 140,000 | | 0 | 433,498 |
| 745 Housing Code Enforcement | 15,057,115 | 0 | 160,000 | 0 | 50,000 | | 0 | 15,267,115 |
| 747 Register and License Properties and Contractors | 548,813 | 0 | 0 | 0 | 0 | | 0 | 548,813 |
| 748 Housing Development Finance and Project Management | 0 | 0 | 598,987 | 0 | 0 | | 0 | 598,987 |
| 749 Blight Elimination | 3,125,157 | 0 | 0 | 0 | 0 | | 0 | 3,125,157 |
| 750 Housing Rehabilitation Services | 0 | 0 | 3,434,099 | 423,450 | 0 | | 0 | 3,857,549 |
| 751 Building and Zoning Inspections and Permits | 5,706,721 | 0 | 0 | 0 | 0 | | 0 | 5,706,721 |
| 752 Community Outreach Services | 1,444,807 | 0 | 0 | 0 | 210,000 | | 0 | 1,654,807 |
| 754 Summer Food Service Program | 0 | 0 | 0 | 3,564,457 | 0 | | 0 | 3,564,457 |
| 809 Retention, Expansion, and Attraction of Businesses | 1,049,195 | 0 | 0 | 0 | 104,040 | | 0 | 1,153,235 |
| 810 Real Estate Development | 1,868,357 | 0 | 0 | 0 | 1,208,896 | | 0 | 3,077,253 |
| 811 Inner Harbor Coordination | 364,510 | 0 | 0 | 0 | 0 | | 0 | 364,510 |
| 813 Technology Development - Emerging Technology Center | 849,751 | 0 | 0 | 0 | 0 | | 0 | 849,751 |
| 814 Improve and Promote Retail Districts Beyond Downtown | 1,627,610 | 0 | 0 | 0 | 104,040 | | 0 | 1,731,650 |
| 815 Live Baltimore | 570,267 | 0 | 0 | 0 | 0 | | 0 | 570,267 |
| Human Resources | 9,011,910 | 0 | 0 | 0 | 0 | | 2,327,322 | 11,339,232 |
| 770 Administration - Human Resources | 2,800,723 | 0 | 0 | 0 | 0 | | 0 | 2,800,723 |
| 771 Benefits Administration | 3,951,640 | 0 | 0 | 0 | 0 | | 2,327,322 | 6,278,962 |
| 772 Civil Service Management | 2,259,547 | 0 | 0 | 0 | 0 | | 0 | 2,259,547 |
| Law | 8,210,513 | 0 | 0 | 0 | 0 | | 2,879,909 | 11,090,422 |
| 860 Administration - Law | 1,146,806 | 0 | 0 | 0 | 0 | | 239,893 | 1,386,699 |
| 861 Controversies | 3,918,856 | 0 | 0 | 0 | 0 | | 2,533,117 | 6,451,973 |
| 862 Transactions | 2,391,094 | 0 | 0 | 0 | 0 | | 106,899 | 2,497,993 |
| 869 Minority and Women's Business Opportunity Office | 753,757 | 0 | 0 | 0 | 0 | | 0 | 753,757 |
| Legislative Reference | 1,178,125 | 0 | 0 | 0 | 0 | | 0 | 1,178,125 |
| 106 Legislative Reference Services | 639,401 | 0 | 0 | 0 | 0 | | 0 | 639,401 |
| 107 Archives and Records Management | 538,724 | 0 | 0 | 0 | 0 | | 0 | 538,724 |
| Liquor License Board | 2,169,654 | 0 | 0 | 0 | 0 | | 0 | 2,169,654 |
| 850 Liquor Licensing | 1,010,790 | 0 | 0 | 0 | 0 | | 0 | 1,010,790 |
| 851 Liquor License Compliance | 1,158,864 | 0 | 0 | 0 | 0 | | 0 | 1,158,864 |
| M-R: Art and Culture | 8,372,034 | 0 | 0 | 0 | 38,000 | | 0 | 8,410,034 |
| 493 Art and Culture Grants | 5,956,525 | 0 | 0 | 0 | 0 | | 0 | 5,956,525 |
| 824 Events, Art, Culture, and Film | 2,329,648 | 0 | 0 | 0 | 38,000 | | 0 | 2,367,648 |
| 828 Bromo Seltzer Arts Tower | 85,861 | 0 | 0 | 0 | 0 | | 0 | 85,861 |
| M-R: Baltimore City Public Schools | 280,896,604 | 0 | 0 | 0 | 0 | | 0 | 280,896,604 |
| 352 Baltimore City Public Schools | 280,896,604 | 0 | 0 | 0 | 0 | | 0 | 280,896,604 |
| M-R: Cable and Communications | 748,906 | 0 | 0 | 0 | 961,000 | | 0 | 1,709,906 |
| 876 Media Production | 748,906 | 0 | 0 | 0 | 961,000 | | 0 | 1,709,906 |
| M-R: Civic Promotion | 14,812,367 | 0 | 0 | 0 | 0 | | 0 | 14,812,367 |
| 590 Civic Promotion Grants | 468,226 | 0 | 0 | 0 | 0 | | 0 | 468,226 |
| 820 Convention Sales and Tourism Marketing | 14,344,141 | 0 | 0 | 0 | 0 | | 0 | 14,344,141 |
| M-R: Conditional Purchase Agreements | 13,664,307 | 0 | 0 | 0 | 0 | | 0 | 13,664,307 |
| 129 Conditional Purchase Agreement Payments | 13,664,307 | 0 | 0 | 0 | 0 | | 0 | 13,664,307 |
| M-R: Contingent Fund | 1,000,000 | 0 | 0 | 0 | 0 | | 0 | 1,000,000 |
| 121 Contingent Fund | 1,000,000 | 0 | 0 | 0 | 0 | | 0 | 1,000,000 |
| M-R: Convention Center Hotel | 7,273,000 | 0 | 0 | 0 | 0 | | 0 | 7,273,000 |
| 535 Convention Center Hotel | 7,273,000 | 0 | 0 | 0 | 0 | | 0 | 7,273,000 |
| M-R: Convention Complex | 14,121,456 | 0 | 0 | 5,264,726 | 4,580,088 | | 0 | 23,966,270 |
| 540 Royal Farms Arena Operations | 525,650 | 0 | 0 | 0 | 0 | | 0 | 525,650 |
| 855 Convention Center | 13,595,806 | 0 | 0 | 5,264,726 | 0 | | 0 | 18,860,532 |
| 857 Convention Center Debt Service | 0 | 0 | 0 | 0 | 4,580,088 | | 0 | 4,580,088 |
| M-R: Debt Service | 82,566,943 | 0 | 0 | 0 | 16,850,000 | | 0 | 99,416,943 |
| 123 General Debt Service | 82,566,943 | 0 | 0 | 0 | 16,850,000 | | 0 | 99,416,943 |
| M-R: Educational Grants | 7,341,231 | 0 | 500,000 | 0 | 11,866,000 | | 0 | 19,707,231 |
| 446 Educational Grants | 7,341,231 | 0 | 500,000 | 0 | 11,866,000 | | 0 | 19,707,231 |
| M-R: Employees' Retirement Contribution | 3,344,791 | 0 | 0 | 0 | 0 | | 0 | 3,344,791 |
| 355 Employees' Retirement Contribution | 3,344,791 | 0 | 0 | 0 | 0 | | 0 | 3,344,791 |
| M-R: Environmental Control Board | 1,014,779 | 0 | 0 | 0 | 0 | | 0 | 1,014,779 |
| 117 Adjudication of Environmental Citations | 1,014,779 | 0 | 0 | 0 | 0 | | 0 | 1,014,779 |

**Fiscal 2018
OPERATING BUDGET FUND DISTRIBUTION**

| AGENCY | ENTERPRISE AND | | | STATE | OTHER SPECIAL | | INTERNAL SERVICE | TOTAL |
|--|-------------------|----------|-------------------|------------------|------------------|------------------|------------------|-------------------|
| | GENERAL | UTILITY | FEDERAL | | PURPOSE | | | |
| M-R: Health and Welfare Grants | 1,244,812 | 0 | 0 | 0 | 0 | 0 | 0 | 1,244,812 |
| 385 Health and Welfare Grants | 1,244,812 | 0 | 0 | 0 | 0 | 0 | 0 | 1,244,812 |
| M-R: Innovation Fund | 773,679 | 0 | 0 | 0 | 0 | 0 | 0 | 773,679 |
| 833 Innovation Fund | 773,679 | 0 | 0 | 0 | 0 | 0 | 0 | 773,679 |
| M-R: Miscellaneous General Expenses | 18,347,911 | 0 | 0 | 0 | 0 | 0 | 0 | 18,347,911 |
| 122 Miscellaneous General Expenses | 18,347,911 | 0 | 0 | 0 | 0 | 0 | 0 | 18,347,911 |
| M-R: Office of CitiStat Operations | 760,327 | 0 | 0 | 0 | 0 | 0 | 0 | 760,327 |
| 347 CitiStat Operations | 760,327 | 0 | 0 | 0 | 0 | 0 | 0 | 760,327 |
| M-R: Office of Criminal Justice | 3,565,550 | 0 | 3,550,713 | 429,688 | 580,000 | 0 | 0 | 8,125,951 |
| 616 Juvenile Justice | 208,427 | 0 | 88,974 | 78,337 | 0 | 0 | 0 | 375,738 |
| 617 Victim Services - MOCJ | 138,286 | 0 | 1,057,102 | 106,351 | 500,000 | 0 | 0 | 1,801,739 |
| 618 Crime Prevention | 335,693 | 0 | 992,449 | 200,000 | 0 | 0 | 0 | 1,528,142 |
| 757 CitiWatch | 2,217,341 | 0 | 72,342 | 0 | 80,000 | 0 | 0 | 2,369,683 |
| 758 Coordination of Public Safety Strategy - Administration | 665,803 | 0 | 1,339,846 | 45,000 | 0 | 0 | 0 | 2,050,649 |
| M-R: Office of Employment Development | 8,050,321 | 0 | 15,298,002 | 2,954,163 | 1,672,500 | 0 | 0 | 27,974,986 |
| 791 BCPS Alternative Options Academy for Youth | 0 | 0 | 0 | 202,777 | 0 | 0 | 0 | 202,777 |
| 792 Workforce Services for TANF Recipients | 0 | 0 | 3,262,980 | 100,000 | 0 | 0 | 0 | 3,362,980 |
| 793 Employment Enhancement Services for Baltimore City Residents | 2,346,168 | 0 | 0 | 0 | 635,000 | 0 | 0 | 2,981,168 |
| 794 Administration - MOED | 659,521 | 0 | 0 | 0 | 0 | 0 | 0 | 659,521 |
| 795 Workforce Services for Baltimore Residents | 0 | 0 | 6,244,098 | 230,891 | 200,000 | 0 | 0 | 6,674,989 |
| 796 Workforce Services for Ex-Offenders | 172,925 | 0 | 750,000 | 750,000 | 0 | 0 | 0 | 1,672,925 |
| 797 Workforce Services for Out of School Youth-Youth Opportunity | 2,928,616 | 0 | 514,973 | 140,911 | 87,500 | 0 | 0 | 3,672,000 |
| 798 Youth Works Summer Job Program | 1,943,091 | 0 | 1,500,000 | 1,529,584 | 750,000 | 0 | 0 | 5,722,675 |
| 800 Workforce Services for WIOA Funded Youth | 0 | 0 | 3,025,951 | 0 | 0 | 0 | 0 | 3,025,951 |
| M-R: Office of Human Services | 10,927,491 | 0 | 40,850,810 | 7,758,784 | 2,041,472 | 0 | 0 | 61,578,557 |
| 356 Administration - Human Services | 1,138,804 | 0 | 2,648,424 | 210,503 | 823,477 | 0 | 0 | 4,821,208 |
| 605 Head Start | 510,000 | 0 | 7,766,894 | 224,483 | 0 | 0 | 0 | 8,501,377 |
| 741 Community Action Partnership | 712,085 | 0 | 963,303 | 4,662,352 | 1,000,000 | 0 | 0 | 7,337,740 |
| 893 Homeless Prevention and Support Services for the Homeless | 0 | 0 | 593,802 | 493,441 | 0 | 0 | 0 | 1,087,243 |
| 894 Outreach to the Homeless | 399,727 | 0 | 2,551,867 | 283,391 | 0 | 0 | 0 | 3,234,985 |
| 895 Temporary Housing for the Homeless | 7,430,615 | 0 | 175,350 | 1,858,819 | 0 | 0 | 0 | 9,464,784 |
| 896 Permanent Housing for the Homeless | 736,260 | 0 | 26,151,170 | 25,795 | 217,995 | 0 | 0 | 27,131,220 |
| M-R: Office of Information Technology | 20,687,269 | 0 | 0 | 0 | 100,000 | 8,452,091 | 0 | 29,239,360 |
| 802 Administration - MOIT | 1,642,510 | 0 | 0 | 0 | 0 | 0 | 0 | 1,642,510 |
| 803 Enterprise Innovation and Application Services | 6,799,127 | 0 | 0 | 0 | 0 | 0 | 0 | 6,799,127 |
| 804 311 Call Center | 5,277,546 | 0 | 0 | 0 | 0 | 0 | 0 | 5,277,546 |
| 805 Enterprise IT Delivery Services | 6,968,086 | 0 | 0 | 0 | 100,000 | 8,452,091 | 0 | 15,520,177 |
| M-R: Office of the Inspector General | 784,308 | 0 | 0 | 0 | 0 | 0 | 0 | 784,308 |
| 836 Inspector General | 784,308 | 0 | 0 | 0 | 0 | 0 | 0 | 784,308 |
| M-R: Office of the Labor Commissioner | 841,049 | 0 | 0 | 0 | 0 | 0 | 0 | 841,049 |
| 128 Labor Contract Negotiations and Administration | 841,049 | 0 | 0 | 0 | 0 | 0 | 0 | 841,049 |
| M-R: Retirees' Benefits | 69,472,659 | 0 | 0 | 0 | 0 | 0 | 0 | 69,472,659 |
| 351 Retirees' Benefits | 69,472,659 | 0 | 0 | 0 | 0 | 0 | 0 | 69,472,659 |
| M-R: Self-Insurance Fund | 20,571,375 | 0 | 0 | 0 | 0 | 0 | 0 | 20,571,375 |
| 126 Contribution to Self-Insurance Fund | 20,571,375 | 0 | 0 | 0 | 0 | 0 | 0 | 20,571,375 |
| M-R: TIF Debt Service | 16,187,020 | 0 | 0 | 0 | 0 | 0 | 0 | 16,187,020 |
| 124 TIF Debt Service | 16,187,020 | 0 | 0 | 0 | 0 | 0 | 0 | 16,187,020 |
| Mayoralty | 7,098,429 | 0 | 307,362 | 392,277 | 852,703 | 0 | 0 | 8,650,771 |
| 125 Executive Direction and Control - Mayoralty | 7,098,429 | 0 | 307,362 | 392,277 | 852,703 | 0 | 0 | 8,650,771 |
| Municipal and Zoning Appeals | 617,327 | 0 | 0 | 0 | 0 | 0 | 0 | 617,327 |
| 185 Board of Municipal & Zoning Appeals | 617,327 | 0 | 0 | 0 | 0 | 0 | 0 | 617,327 |
| Office of Civil Rights | 1,834,172 | 0 | 41,698 | 0 | 10,424 | 0 | 0 | 1,886,294 |
| 656 Wage Investigation and Enforcement | 329,164 | 0 | 0 | 0 | 0 | 0 | 0 | 329,164 |
| 846 Discrimination Investigations, Resolutions and Conciliations | 896,281 | 0 | 41,698 | 0 | 10,424 | 0 | 0 | 948,403 |
| 848 Police Community Relations | 608,727 | 0 | 0 | 0 | 0 | 0 | 0 | 608,727 |
| Planning | 5,476,272 | 0 | 641,980 | 611,275 | 4,228,197 | 0 | 0 | 10,957,724 |
| 761 Development Oversight and Project Support | 1,115,736 | 0 | 0 | 0 | 0 | 0 | 0 | 1,115,736 |
| 762 Historic Preservation | 657,843 | 0 | 150,000 | 150,000 | 75,000 | 0 | 0 | 1,032,843 |
| 763 Comprehensive Planning and Resource Management | 1,652,080 | 0 | 241,980 | 200,000 | 1,411,602 | 0 | 0 | 3,505,662 |
| 765 Planning for a Sustainable Baltimore | 1,033,073 | 0 | 250,000 | 261,275 | 2,741,595 | 0 | 0 | 4,285,943 |
| 768 Administration - Planning | 1,017,540 | 0 | 0 | 0 | 0 | 0 | 0 | 1,017,540 |

**Fiscal 2018
OPERATING BUDGET FUND DISTRIBUTION**

| AGENCY | GENERAL | ENTERPRISE AND UTILITY | FEDERAL | STATE | OTHER SPECIAL PURPOSE | INTERNAL SERVICE | TOTAL |
|--|----------------------|---------------------------|--------------------|-------------------|--------------------------|--------------------|----------------------|
| Police | 471,968,973 | 0 | 6,000,791 | 9,973,459 | 5,795,425 | 0 | 493,738,648 |
| 621 Administration - Police | 54,996,533 | 0 | 2,171,229 | 120,000 | 1,800,000 | 0 | 59,087,762 |
| 622 Police Patrol | 251,759,631 | 0 | 85,000 | 5,649,150 | 1,829,545 | 0 | 259,323,326 |
| 623 Crime Investigation | 34,073,540 | 0 | 80,000 | 600,000 | 0 | 0 | 34,753,540 |
| 624 Target Violent Criminals | 37,952,740 | 0 | 0 | 3,604,309 | 2,165,880 | 0 | 43,722,929 |
| 625 SWAT/ESU | 9,743,808 | 0 | 0 | 0 | 0 | 0 | 9,743,808 |
| 626 Homeland Security - Intelligence | 7,358,100 | 0 | 1,677,714 | 0 | 0 | 0 | 9,035,814 |
| 627 Emergency Communications | 7,696,692 | 0 | 0 | 0 | 0 | 0 | 7,696,692 |
| 628 Police Internal Affairs | 9,273,368 | 0 | 0 | 0 | 0 | 0 | 9,273,368 |
| 632 Manage Police Records | 6,936,749 | 0 | 0 | 0 | 0 | 0 | 6,936,749 |
| 634 Crowd, Traffic, and Special Events Management | 10,831,936 | 0 | 236,391 | 0 | 0 | 0 | 11,068,327 |
| 635 Police Recruiting and Training | 13,939,176 | 0 | 0 | 0 | 0 | 0 | 13,939,176 |
| 637 Special Operations - K-9 and Mounted Unit | 4,589,347 | 0 | 0 | 0 | 0 | 0 | 4,589,347 |
| 638 Marine Unit | 2,086,635 | 0 | 0 | 0 | 0 | 0 | 2,086,635 |
| 640 Special Operations - Aviation | 5,064,046 | 0 | 0 | 0 | 0 | 0 | 5,064,046 |
| 642 Crime Laboratory | 15,666,672 | 0 | 1,750,457 | 0 | 0 | 0 | 17,417,129 |
| Public Works | 79,690,050 | 491,834,629 | 3,527,149 | 912,732 | 12,900,000 | 2,164,029 | 591,028,589 |
| 660 Administration - DPW - SW | 1,506,375 | 0 | 0 | 0 | 0 | 0 | 1,506,375 |
| 661 Public Right-of-Way Cleaning | 16,330,539 | 5,119,514 | 0 | 0 | 400,000 | 0 | 21,850,053 |
| 662 Vacant/Abandoned Property Cleaning and Boarding | 9,085,700 | 0 | 1,427,149 | 0 | 0 | 0 | 10,512,849 |
| 663 Waste Removal and Recycling | 28,255,593 | 0 | 0 | 0 | 0 | 0 | 28,255,593 |
| 664 Waste Re-Use and Disposal | 21,783,904 | 0 | 0 | 0 | 0 | 0 | 21,783,904 |
| 670 Administration - DPW - WWW | 0 | 43,589,680 | 0 | 0 | 0 | 0 | 43,589,680 |
| 671 Water Management | 0 | 86,180,360 | 0 | 0 | 0 | 0 | 86,180,360 |
| 672 Water and Wastewater Consumer Services | 0 | 30,696,791 | 0 | 0 | 0 | 0 | 30,696,791 |
| 673 Wastewater Management | 0 | 135,644,881 | 0 | 312,732 | 0 | 0 | 135,957,613 |
| 674 Surface Water Management | 0 | 23,178,197 | 100,000 | 300,000 | 0 | 0 | 23,578,197 |
| 675 Engineering and Construction Management - Water and Wastewater | 0 | 167,425,206 | 0 | 0 | 0 | 0 | 167,425,206 |
| 676 Administration - DPW | 2,727,939 | 0 | 0 | 0 | 0 | 0 | 2,727,939 |
| 730 Public and Private Energy Performance | 0 | 0 | 2,000,000 | 300,000 | 12,500,000 | 2,164,029 | 16,964,029 |
| Recreation and Parks | 37,943,688 | 0 | 282,865 | 2,863,492 | 6,039,144 | 0 | 47,129,189 |
| 644 Administration - Rec and Parks | 4,459,521 | 0 | 0 | 139,981 | 700,000 | 0 | 5,299,502 |
| 645 Aquatics | 2,422,781 | 0 | 0 | 0 | 703,821 | 0 | 3,126,602 |
| 646 Park Maintenance | 10,693,039 | 0 | 0 | 1,716,911 | 500,000 | 0 | 12,909,950 |
| 647 Youth and Adult Sports | 661,555 | 0 | 0 | 0 | 164,910 | 0 | 826,465 |
| 648 Community Recreation Centers | 12,968,327 | 0 | 282,865 | 0 | 1,130,076 | 0 | 14,381,268 |
| 649 Special Facilities Management - Recreation | 0 | 0 | 0 | 0 | 1,479,730 | 0 | 1,479,730 |
| 650 Horticulture | 1,322,262 | 0 | 0 | 0 | 581,854 | 0 | 1,904,116 |
| 651 Recreation for Seniors | 107,901 | 0 | 0 | 0 | 36,000 | 0 | 143,901 |
| 652 Therapeutic Recreation | 427,826 | 0 | 0 | 0 | 0 | 0 | 427,826 |
| 653 Park Programs & Events | 0 | 0 | 0 | 306,600 | 742,753 | 0 | 1,049,353 |
| 654 Urban Forestry | 4,880,476 | 0 | 0 | 700,000 | 0 | 0 | 5,580,476 |
| Sheriff | 22,073,213 | 0 | 0 | 0 | 0 | 0 | 22,073,213 |
| 881 Courthouse Security | 4,708,554 | 0 | 0 | 0 | 0 | 0 | 4,708,554 |
| 882 Deputy Sheriff Enforcement | 11,028,345 | 0 | 0 | 0 | 0 | 0 | 11,028,345 |
| 883 Service of Protective and Peace Orders | 2,080,294 | 0 | 0 | 0 | 0 | 0 | 2,080,294 |
| 884 District Court Sheriff Services | 2,794,273 | 0 | 0 | 0 | 0 | 0 | 2,794,273 |
| 889 Child Support Enforcement | 1,461,747 | 0 | 0 | 0 | 0 | 0 | 1,461,747 |
| State's Attorney | 35,386,736 | 0 | 2,770,564 | 5,409,404 | 400,108 | 0 | 43,966,812 |
| 115 Prosecution of Criminals | 27,529,747 | 0 | 1,456,462 | 5,409,404 | 400,108 | 0 | 34,795,721 |
| 781 Administration - State's Attorney | 6,480,718 | 0 | 0 | 0 | 0 | 0 | 6,480,718 |
| 786 Victim and Witness Services | 1,376,271 | 0 | 1,314,102 | 0 | 0 | 0 | 2,690,373 |
| Transportation | 119,713,419 | 44,968,787 | 1,642,698 | 4,071,216 | 35,984,855 | 0 | 206,380,975 |
| 500 Street Lighting | 23,173,562 | 0 | 0 | 0 | 0 | 0 | 23,173,562 |
| 548 Conduits | 0 | 11,746,649 | 0 | 0 | 0 | 0 | 11,746,649 |
| 681 Administration - DOT | 9,960,011 | 0 | 531,845 | 0 | 0 | 0 | 10,491,856 |
| 682 Parking Management | 0 | 33,222,138 | 0 | 0 | 10,713,044 | 0 | 43,935,182 |
| 683 Street Management | 31,186,676 | 0 | 0 | 871,897 | 150,000 | 0 | 32,208,573 |
| 684 Traffic Management | 11,400,914 | 0 | 0 | 0 | 638,269 | 0 | 12,039,183 |
| 685 Special Events | 1,359,799 | 0 | 0 | 0 | 0 | 0 | 1,359,799 |
| 687 Inner Harbor Services - Transportation | 1,414,649 | 0 | 0 | 0 | 0 | 0 | 1,414,649 |
| 688 Snow and Ice Control | 6,550,000 | 0 | 0 | 0 | 0 | 0 | 6,550,000 |
| 689 Vehicle Impounding and Disposal | 7,721,493 | 0 | 0 | 0 | 0 | 0 | 7,721,493 |
| 690 Sustainable Transportation | 7,011,902 | 0 | 102,200 | 3,199,319 | 9,249,287 | 0 | 19,562,708 |
| 691 Public Rights-of-Way Landscape Management | 4,096,306 | 0 | 0 | 0 | 0 | 0 | 4,096,306 |
| 692 Bridge and Culvert Management | 3,349,772 | 0 | 0 | 0 | 0 | 0 | 3,349,772 |
| 693 Parking Enforcement | 0 | 0 | 0 | 0 | 14,974,926 | 0 | 14,974,926 |
| 694 Survey Control | 515,245 | 0 | 0 | 0 | 0 | 0 | 515,245 |
| 695 Dock Master | 0 | 0 | 0 | 0 | 259,329 | 0 | 259,329 |
| 696 Street Cuts Management | 965,832 | 0 | 0 | 0 | 0 | 0 | 965,832 |
| 697 Traffic Safety | 8,468,378 | 0 | 1,008,653 | 0 | 0 | 0 | 9,477,031 |
| 727 Real Property Management | 2,538,880 | 0 | 0 | 0 | 0 | 0 | 2,538,880 |
| TOTAL FISCAL 2017 OPERATING BUDGET | 1,813,500,000 | 537,316,159 | 174,411,770 | 95,656,655 | 149,526,534 | 125,987,229 | 2,896,398,347 |
| LESS INTERNAL SERVICE FUND | 0 | 0 | 0 | 0 | 0 | 125,987,229 | 125,987,229 |
| TOTAL FISCAL 2017 OPERATING APPROPRIATION | 1,813,500,000 | 537,316,159 | 174,411,770 | 95,656,655 | 149,526,534 | 0 | 2,770,411,118 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Board of Elections | 7,107,894 | 7,301,479 | 7,300,003 | (1,476) |
| 899 Fair Conduct of Elections | 7,107,894 | 7,301,479 | 7,300,003 | (1,476) |
| General | 7,107,894 | 7,301,479 | 7,300,003 | (1,476) |
| City Council | 6,530,869 | 7,020,630 | 7,108,243 | 87,613 |
| 100 City Council | 6,530,869 | 7,020,630 | 7,108,243 | 87,613 |
| General | 6,530,869 | 7,020,630 | 7,108,243 | 87,613 |
| Comptroller | 16,772,825 | 17,228,391 | 18,683,139 | 1,454,748 |
| 130 Executive Direction and Control - Comptroller | 1,320,137 | 1,485,025 | 1,518,948 | 33,923 |
| General | 1,320,137 | 1,485,025 | 1,518,948 | 33,923 |
| 131 Audits | 4,265,129 | 4,441,684 | 4,912,084 | 470,400 |
| General | 4,265,129 | 4,441,684 | 4,912,084 | 470,400 |
| 132 Real Estate Acquisition and Management | 1,073,980 | 1,124,029 | 1,117,134 | (6,895) |
| General | 1,073,980 | 1,124,029 | 1,117,134 | (6,895) |
| 133 Municipal Telephone Exchange | 9,371,241 | 9,424,516 | 10,329,704 | 905,188 |
| Internal Service | 9,371,241 | 9,424,516 | 10,329,704 | 905,188 |
| 136 Municipal Post Office | 742,338 | 753,137 | 805,269 | 52,132 |
| Internal Service | 742,338 | 753,137 | 805,269 | 52,132 |
| Council Services | 711,450 | 740,670 | 745,251 | 4,581 |
| 103 Council Services | 711,450 | 740,670 | 745,251 | 4,581 |
| General | 711,450 | 740,670 | 745,251 | 4,581 |
| Courts: Circuit Court | 18,699,204 | 24,462,054 | 22,934,053 | (1,528,001) |
| 110 Circuit Court | 18,699,204 | 24,462,054 | 22,934,053 | (1,528,001) |
| General | 9,934,185 | 15,348,192 | 15,359,921 | 11,729 |
| Federal | 2,296,681 | 2,383,852 | 2,188,984 | (194,868) |
| State | 6,286,214 | 6,542,189 | 5,149,352 | (1,392,837) |
| Special | 182,124 | 187,821 | 235,796 | 47,975 |
| Courts: Orphans' Court | 487,609 | 504,286 | 522,898 | 18,612 |
| 817 Orphans' Court | 487,609 | 504,286 | 522,898 | 18,612 |
| General | 487,609 | 504,286 | 522,898 | 18,612 |
| Employees' Retirement Systems | 10,549,293 | 11,055,636 | 10,966,212 | (89,424) |
| 152 Employees' Retirement System - Administration | 4,895,981 | 5,098,319 | 5,076,344 | (21,975) |
| Special | 4,895,981 | 5,098,319 | 5,076,344 | (21,975) |
| 154 Fire and Police Retirement System - Administration | 4,841,422 | 5,141,501 | 5,120,507 | (20,994) |
| Special | 4,841,422 | 5,141,501 | 5,120,507 | (20,994) |
| 155 Retirement Savings Plan | 811,890 | 815,816 | 769,361 | (46,455) |
| General | 811,890 | 802,013 | 0 | (802,013) |
| Special | 0 | 13,803 | 769,361 | 755,558 |
| Enoch Pratt Free Library | 35,320,154 | 36,585,202 | 39,426,880 | 2,841,678 |
| 788 Information Services | 35,320,154 | 36,585,202 | 39,426,880 | 2,841,678 |
| General | 24,261,873 | 25,236,464 | 24,942,789 | (293,675) |
| State | 10,300,998 | 10,573,892 | 13,598,603 | 3,024,711 |
| Special | 757,283 | 774,846 | 885,488 | 110,642 |
| Finance | 33,862,616 | 34,912,726 | 34,821,561 | (91,165) |
| 148 Revenue Collection | 6,522,421 | 6,804,299 | 6,822,180 | 17,881 |
| General | 6,522,421 | 6,804,299 | 6,822,180 | 17,881 |
| 150 Treasury and Debt Management | 1,060,958 | 1,092,877 | 1,087,202 | (5,675) |
| General | 1,060,958 | 1,092,877 | 1,087,202 | (5,675) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Finance (Continued) | 33,862,616 | 34,912,726 | 34,821,561 | (91,165) |
| 698 Administration - Finance | 1,369,826 | 1,393,451 | 1,504,811 | 111,360 |
| General | 1,369,826 | 1,393,451 | 1,504,811 | 111,360 |
| 699 Procurement | 3,292,822 | 3,392,962 | 3,371,095 | (21,867) |
| General | 3,292,822 | 3,392,962 | 3,371,095 | (21,867) |
| 700 Surplus Property Disposal | 142,027 | 146,372 | 145,430 | (942) |
| Special | 142,027 | 146,372 | 145,430 | (942) |
| 701 Printing Services | 3,343,112 | 3,445,641 | 3,439,165 | (6,476) |
| Internal Service | 3,343,112 | 3,445,641 | 3,439,165 | (6,476) |
| 702 Accounts Payable | 1,175,619 | 1,134,658 | 1,129,160 | (5,498) |
| General | 1,175,619 | 1,134,658 | 1,129,160 | (5,498) |
| 703 Payroll | 3,448,373 | 3,532,020 | 3,523,727 | (8,293) |
| General | 3,448,373 | 3,532,020 | 3,523,727 | (8,293) |
| 704 Accounting | 1,794,040 | 1,840,736 | 1,697,228 | (143,508) |
| General | 1,794,040 | 1,840,736 | 1,697,228 | (143,508) |
| 705 Loan and Guarantee Program | 500,000 | 514,052 | 512,743 | (1,309) |
| Loan and Guarantee Enterprise | 500,000 | 514,052 | 512,743 | (1,309) |
| 707 Risk Management for Employee Injuries | 8,354,158 | 8,435,558 | 8,426,129 | (9,429) |
| Internal Service | 8,354,158 | 8,435,558 | 8,426,129 | (9,429) |
| 708 Operating Budget Management | 1,777,032 | 2,048,016 | 2,035,596 | (12,420) |
| General | 1,777,032 | 2,048,016 | 2,035,596 | (12,420) |
| 710 Fiscal Integrity & Recovery | 1,082,228 | 1,132,084 | 1,127,095 | (4,989) |
| General | 1,082,228 | 1,132,084 | 1,127,095 | (4,989) |
| Fire | 250,096,721 | 269,749,511 | 267,139,955 | (2,609,556) |
| 600 Administration - Fire | 10,261,744 | 10,735,230 | 10,759,040 | 23,810 |
| General | 8,411,744 | 8,844,530 | 8,868,340 | 23,810 |
| Federal | 1,500,000 | 1,533,000 | 1,533,000 | 0 |
| State | 350,000 | 357,700 | 357,700 | 0 |
| 602 Fire Suppression and Emergency Rescue | 150,115,225 | 159,454,341 | 159,226,648 | (227,693) |
| General | 146,103,710 | 155,354,573 | 154,896,308 | (458,265) |
| Federal | 2,611,575 | 2,669,029 | 2,910,400 | 241,371 |
| State | 1,399,940 | 1,430,739 | 1,419,940 | (10,799) |
| 608 Emergency Management | 976,432 | 1,045,398 | 1,033,803 | (11,595) |
| General | 676,432 | 738,798 | 727,203 | (11,595) |
| Federal | 300,000 | 306,600 | 306,600 | 0 |
| 609 Emergency Medical Services | 42,125,222 | 49,136,788 | 46,089,148 | (3,047,640) |
| General | 20,711,282 | 28,712,763 | 27,020,135 | (1,692,628) |
| State | 87,940 | 89,875 | 83,928 | (5,947) |
| Special | 21,326,000 | 20,334,150 | 18,985,085 | (1,349,065) |
| 610 Fire and Emergency Community Outreach | 334,416 | 346,433 | 346,248 | (185) |
| General | 334,416 | 346,433 | 346,248 | (185) |
| 611 Fire Code Enforcement | 5,042,521 | 5,389,343 | 5,365,953 | (23,390) |
| General | 4,715,443 | 5,055,069 | 5,031,679 | (23,390) |
| Federal | 157,078 | 160,534 | 160,534 | 0 |
| State | 170,000 | 173,740 | 173,740 | 0 |
| 612 Fire Investigation | 939,593 | 1,059,479 | 1,058,108 | (1,371) |
| General | 939,593 | 1,059,479 | 1,058,108 | (1,371) |
| 613 Fire Facilities Maintenance and Replacement | 20,795,503 | 20,315,803 | 20,606,215 | 290,412 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| Fire (Continued) | 250,096,721 | 269,749,511 | 267,139,955 | (2,609,556) |
| General | 16,468,978 | 15,907,848 | 15,721,606 | (186,242) |
| Federal | 2,975,168 | 3,026,868 | 3,250,168 | 223,300 |
| State | 1,091,257 | 1,115,265 | 1,368,619 | 253,354 |
| Special | 260,100 | 265,822 | 265,822 | 0 |
| 614 Fire Communications and Dispatch | 15,546,557 | 17,497,841 | 17,891,431 | 393,590 |
| General | 11,105,130 | 12,968,321 | 13,389,596 | 421,275 |
| Special | 4,441,427 | 4,529,520 | 4,501,835 | (27,685) |
| 615 Fire Training and Education | 3,959,508 | 4,768,855 | 4,763,361 | (5,494) |
| General | 3,959,508 | 4,768,855 | 4,763,361 | (5,494) |
| General Services | 94,415,461 | 98,800,340 | 99,508,892 | 708,552 |
| 189 Fleet Management | 59,429,632 | 63,077,868 | 62,904,159 | (173,709) |
| Internal Service | 59,429,632 | 63,077,868 | 62,904,159 | (173,709) |
| 726 Administration - General Services | 1,574,341 | 1,743,342 | 1,794,223 | 50,881 |
| General | 1,574,341 | 1,743,342 | 1,794,223 | 50,881 |
| 731 Facilities Management | 33,247,977 | 33,795,056 | 34,720,406 | 925,350 |
| General | 15,192,484 | 8,299,416 | 8,460,954 | 161,538 |
| Federal | 0 | 0 | 1,000,000 | 1,000,000 |
| State | 1,099,212 | 1,123,395 | 1,000,000 | (123,395) |
| Internal Service | 16,956,281 | 24,372,245 | 24,259,452 | (112,793) |
| 734 Design and Construction/Major Projects Division. | 163,511 | 184,074 | 90,104 | (93,970) |
| General | 163,511 | 184,074 | 90,104 | (93,970) |
| Health | 137,032,646 | 141,768,824 | 141,889,865 | 121,041 |
| 303 Clinical Services | 8,212,069 | 8,427,939 | 8,681,727 | 253,788 |
| General | 5,265,849 | 5,183,335 | 5,398,879 | 215,544 |
| Federal | 2,023,607 | 2,301,045 | 2,162,221 | (138,824) |
| State | 761,007 | 778,398 | 958,909 | 180,511 |
| Special | 161,606 | 165,161 | 161,718 | (3,443) |
| 305 Healthy Homes | 2,360,798 | 2,408,794 | 2,648,465 | 239,671 |
| General | 969,429 | 973,258 | 969,578 | (3,680) |
| Federal | 1,222,159 | 1,268,859 | 1,373,731 | 104,872 |
| Special | 169,210 | 166,677 | 305,156 | 138,479 |
| 307 Substance Use Disorder and Mental Health | 2,259,805 | 2,309,520 | 2,297,760 | (11,760) |
| General | 1,725,216 | 1,763,171 | 1,763,171 | 0 |
| State | 534,589 | 546,349 | 534,589 | (11,760) |
| 308 Maternal and Child Health | 24,307,556 | 25,614,507 | 25,121,606 | (492,901) |
| General | 1,853,606 | 1,877,343 | 1,871,509 | (5,834) |
| Federal | 19,611,232 | 20,808,306 | 20,176,335 | (631,971) |
| State | 1,824,691 | 1,887,253 | 2,023,143 | 135,890 |
| Special | 1,018,027 | 1,041,605 | 1,050,619 | 9,014 |
| 310 School Health Services | 16,593,740 | 17,002,176 | 16,080,888 | (921,288) |
| General | 2,683,130 | 2,563,235 | 14,752,464 | 12,189,229 |
| Federal | 477,833 | 520,728 | 39,580 | (481,148) |
| State | 504,606 | 504,787 | 502,171 | (2,616) |
| Special | 12,928,171 | 13,413,426 | 786,673 | (12,626,753) |
| 311 Health Services for Seniors | 4,093,609 | 4,134,258 | 3,443,656 | (690,602) |
| Federal | 4,093,609 | 4,134,258 | 3,443,656 | (690,602) |
| 315 Emergency Services - Health | 13,205,948 | 14,286,280 | 9,895,342 | (4,390,938) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| Health (Continued) | 137,032,646 | 141,768,824 | 141,889,865 | 121,041 |
| General | 708,807 | 1,244,380 | 691,930 | (552,450) |
| Federal | 776,065 | 846,649 | 694,479 | (152,170) |
| State | 11,314,394 | 11,642,225 | 8,164,581 | (3,477,644) |
| Special | 406,682 | 553,026 | 344,352 | (208,674) |
| 316 Youth Violence Prevention | 3,793,763 | 3,824,507 | 2,820,637 | (1,003,870) |
| General | 926,756 | 974,680 | 971,645 | (3,035) |
| Federal | 1,444,632 | 1,475,428 | 1,581,406 | 105,978 |
| State | 1,422,375 | 1,374,399 | 267,586 | (1,106,813) |
| 715 Administration - Health | 9,801,581 | 9,829,463 | 9,706,752 | (122,711) |
| General | 4,699,514 | 4,600,643 | 4,038,121 | (562,522) |
| Federal | 3,121,200 | 3,189,866 | 3,689,325 | 499,459 |
| State | 1,040,400 | 1,063,289 | 1,063,289 | 0 |
| Special | 940,467 | 975,665 | 916,017 | (59,648) |
| 716 Animal Services | 3,031,573 | 3,189,602 | 3,308,491 | 118,889 |
| General | 3,031,573 | 3,189,602 | 3,308,491 | 118,889 |
| 717 Environmental Inspection Services | 3,403,339 | 3,394,188 | 3,299,977 | (94,211) |
| General | 3,371,919 | 3,362,077 | 3,268,557 | (93,520) |
| Special | 31,420 | 32,111 | 31,420 | (691) |
| 718 Chronic Disease Prevention | 1,294,245 | 1,345,854 | 1,427,853 | 81,999 |
| General | 418,846 | 421,884 | 420,367 | (1,517) |
| Federal | 0 | 0 | 22,000 | 22,000 |
| State | 760,399 | 806,440 | 985,486 | 179,046 |
| Special | 115,000 | 117,530 | 0 | (117,530) |
| 720 HIV Treatment Services for the Uninsured | 33,962,716 | 35,200,179 | 41,633,422 | 6,433,243 |
| General | 1,196,603 | 1,227,948 | 1,225,345 | (2,603) |
| Federal | 27,544,382 | 28,605,353 | 36,409,502 | 7,804,149 |
| State | 5,221,731 | 5,366,878 | 3,998,575 | (1,368,303) |
| 721 Senior Centers | 2,182,703 | 2,157,204 | 2,010,560 | (146,644) |
| General | 807,397 | 824,415 | 823,511 | (904) |
| Federal | 1,239,496 | 1,193,937 | 1,091,540 | (102,397) |
| State | 135,810 | 138,852 | 38,400 | (100,452) |
| Special | 0 | 0 | 57,109 | 57,109 |
| 722 Administration - CARE | 571,674 | 507,730 | 1,197,805 | 690,075 |
| General | 375,797 | 361,919 | 991,156 | 629,237 |
| Federal | 195,877 | 145,811 | 206,649 | 60,838 |
| 723 Advocacy for Seniors | 2,142,302 | 2,225,208 | 2,250,300 | 25,092 |
| General | 101,289 | 104,279 | 104,729 | 450 |
| Federal | 182,305 | 187,936 | 154,897 | (33,039) |
| State | 1,858,708 | 1,932,843 | 1,808,537 | (124,306) |
| Special | 0 | 150 | 182,137 | 181,987 |
| 724 Direct Care and Support Planning | 1,872,945 | 1,868,828 | 2,028,692 | 159,864 |
| Federal | 136,753 | 139,762 | 136,753 | (3,009) |
| State | 1,736,192 | 1,729,066 | 1,819,939 | 90,873 |
| Special | 0 | 0 | 72,000 | 72,000 |
| 725 Community Services for Seniors | 3,942,280 | 4,042,587 | 4,035,932 | (6,655) |
| General | 145,176 | 148,370 | 190,607 | 42,237 |
| Federal | 2,580,895 | 2,651,251 | 2,535,469 | (115,782) |
| State | 936,762 | 957,371 | 979,425 | 22,054 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| Health (Continued) | 137,032,646 | 141,768,824 | 141,889,865 | 121,041 |
| Special | 279,447 | 285,595 | 330,431 | 44,836 |
| Housing and Community Development | 58,521,107 | 59,101,696 | 62,026,194 | 2,924,498 |
| 593 Community Support Projects | 7,916,709 | 7,604,342 | 7,964,934 | 360,592 |
| Federal | 7,916,709 | 7,604,342 | 7,964,934 | 360,592 |
| 604 Before and After Care | 0 | 0 | 173,078 | 173,078 |
| General | 0 | 0 | 173,078 | 173,078 |
| 737 Administration - HCD | 3,757,235 | 3,896,503 | 3,588,779 | (307,724) |
| General | 2,376,271 | 2,531,519 | 2,241,064 | (290,455) |
| Federal | 1,380,964 | 1,364,984 | 1,347,715 | (17,269) |
| 738 Weatherization Services | 5,151,018 | 5,341,448 | 7,426,771 | 2,085,323 |
| General | 0 | 0 | 109,409 | 109,409 |
| State | 5,051,018 | 5,239,248 | 4,731,020 | (508,228) |
| Special | 100,000 | 102,200 | 2,586,342 | 2,484,142 |
| 740 Dawson Center | 401,789 | 299,869 | 360,017 | 60,148 |
| General | 31,620 | 32,315 | 32,315 | 0 |
| Federal | 370,169 | 267,554 | 327,702 | 60,148 |
| 742 Promote Homeownership | 274,008 | 279,757 | 433,498 | 153,741 |
| General | 187,405 | 199,327 | 197,026 | (2,301) |
| Federal | 86,603 | 80,430 | 96,472 | 16,042 |
| Special | 0 | 0 | 140,000 | 140,000 |
| 745 Housing Code Enforcement | 14,929,512 | 15,277,367 | 15,267,514 | (9,853) |
| General | 14,879,512 | 15,226,267 | 15,057,514 | (168,753) |
| Federal | 0 | 0 | 160,000 | 160,000 |
| Special | 50,000 | 51,100 | 50,000 | (1,100) |
| 747 Register and License Properties and Contractors | 636,689 | 634,369 | 548,813 | (85,556) |
| General | 636,689 | 634,369 | 548,813 | (85,556) |
| 748 Housing Development Finance and Project Management | 642,238 | 745,565 | 598,987 | (146,578) |
| Federal | 642,238 | 745,565 | 598,987 | (146,578) |
| 749 Blight Elimination | 3,433,445 | 3,144,616 | 3,133,603 | (11,013) |
| General | 3,433,445 | 3,144,616 | 3,133,603 | (11,013) |
| 750 Housing Rehabilitation Services | 3,301,724 | 3,491,870 | 3,857,549 | 365,679 |
| Federal | 2,923,624 | 3,105,452 | 3,434,099 | 328,647 |
| State | 378,100 | 386,418 | 423,450 | 37,032 |
| 751 Building and Zoning Inspections and Permits | 5,729,893 | 5,708,059 | 5,706,721 | (1,338) |
| General | 5,729,893 | 5,708,059 | 5,706,721 | (1,338) |
| 752 Community Outreach Services | 1,583,985 | 1,660,099 | 1,654,807 | (5,292) |
| General | 1,373,985 | 1,445,479 | 1,444,807 | (672) |
| Special | 210,000 | 214,620 | 210,000 | (4,620) |
| 754 Summer Food Service Program | 3,547,207 | 3,631,205 | 3,564,457 | (66,748) |
| State | 3,547,207 | 3,631,205 | 3,564,457 | (66,748) |
| 809 Retention, Expansion, and Attraction of Businesses | 1,275,849 | 1,306,739 | 1,153,235 | (153,504) |
| General | 1,023,849 | 1,049,195 | 1,049,195 | 0 |
| Special | 252,000 | 257,544 | 104,040 | (153,504) |
| 810 Real Estate Development | 2,027,220 | 2,076,845 | 3,077,253 | 1,000,408 |
| General | 1,823,220 | 1,868,357 | 1,868,357 | 0 |
| Special | 204,000 | 208,488 | 1,208,896 | 1,000,408 |
| 811 Inner Harbor Coordination | 356,663 | 364,510 | 364,510 | 0 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| Housing and Community Development (Continued) | 58,521,107 | 59,101,696 | 62,026,194 | 2,924,498 |
| General | 356,663 | 364,510 | 364,510 | 0 |
| 812 Business Support - Small Business Resource Center | 476,185 | 486,661 | 0 | (486,661) |
| General | 476,185 | 486,661 | 0 | (486,661) |
| 813 Technology Development - Emerging Technology Center | 831,459 | 849,751 | 849,751 | 0 |
| General | 831,459 | 849,751 | 849,751 | 0 |
| 814 Improve and Promote Retail Districts Beyond Downtown | 1,690,288 | 1,731,854 | 1,731,650 | (204) |
| General | 1,588,288 | 1,627,610 | 1,627,610 | 0 |
| Special | 102,000 | 104,244 | 104,040 | (204) |
| 815 Live Baltimore | 557,991 | 570,267 | 570,267 | 0 |
| General | 557,991 | 570,267 | 570,267 | 0 |
| Human Resources | 12,206,203 | 11,981,620 | 11,339,232 | (642,388) |
| 770 Administration - Human Resources | 2,657,697 | 2,733,784 | 2,800,723 | 66,939 |
| General | 2,657,697 | 2,733,784 | 2,800,723 | 66,939 |
| 771 Benefits Administration | 6,743,564 | 6,833,408 | 6,278,962 | (554,446) |
| General | 4,413,619 | 4,504,818 | 3,951,640 | (553,178) |
| Internal Service | 2,329,945 | 2,328,590 | 2,327,322 | (1,268) |
| 772 Civil Service Management | 2,804,942 | 2,414,428 | 2,259,547 | (154,881) |
| General | 2,804,942 | 2,414,428 | 2,259,547 | (154,881) |
| Law | 11,279,410 | 11,181,892 | 11,090,422 | (91,470) |
| 860 Administration - Law | 1,104,468 | 1,262,920 | 1,386,699 | 123,779 |
| General | 902,103 | 1,021,515 | 1,146,806 | 125,291 |
| Internal Service | 202,365 | 241,405 | 239,893 | (1,512) |
| 861 Controversies | 6,914,810 | 6,538,084 | 6,451,973 | (86,111) |
| General | 4,429,667 | 3,989,419 | 3,918,856 | (70,563) |
| Internal Service | 2,485,143 | 2,548,665 | 2,533,117 | (15,548) |
| 862 Transactions | 2,541,368 | 2,622,188 | 2,497,993 | (124,195) |
| General | 2,435,552 | 2,514,587 | 2,391,094 | (123,493) |
| Internal Service | 105,816 | 107,601 | 106,899 | (702) |
| 869 Minority and Women's Business Opportunity Office | 718,764 | 758,700 | 753,757 | (4,943) |
| General | 718,764 | 758,700 | 753,757 | (4,943) |
| Legislative Reference | 1,152,473 | 1,182,283 | 1,178,125 | (4,158) |
| 106 Legislative Reference Services | 628,895 | 643,001 | 639,401 | (3,600) |
| General | 628,895 | 643,001 | 639,401 | (3,600) |
| 107 Archives and Records Management | 523,578 | 539,282 | 538,724 | (558) |
| General | 523,578 | 539,282 | 538,724 | (558) |
| Liquor License Board | 1,885,782 | 2,180,660 | 2,169,654 | (11,006) |
| 850 Liquor Licensing | 908,714 | 1,016,516 | 1,010,790 | (5,726) |
| General | 908,714 | 1,016,516 | 1,010,790 | (5,726) |
| 851 Liquor License Compliance | 977,068 | 1,164,144 | 1,158,864 | (5,280) |
| General | 977,068 | 1,164,144 | 1,158,864 | (5,280) |
| Mayoralty | 7,069,525 | 7,270,197 | 8,650,771 | 1,380,574 |
| 125 Executive Direction and Control - Mayoralty | 7,069,525 | 7,270,197 | 8,650,771 | 1,380,574 |
| General | 6,274,897 | 6,447,191 | 7,098,429 | 651,238 |
| Federal | 299,794 | 307,827 | 307,362 | (465) |
| State | 380,834 | 389,212 | 392,277 | 3,065 |
| Special | 114,000 | 125,967 | 852,703 | 726,736 |
| M-R: Art and Culture | 8,176,968 | 8,515,114 | 8,410,034 | (105,080) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-----------------------|--------------------|-----------------------|-----------------------|
| M-R: Art and Culture (Continued) | 8,176,968 | 8,515,114 | 8,410,034 | (105,080) |
| 493 Art and Culture Grants | 5,680,969 | 5,956,525 | 5,956,525 | 0 |
| General | 5,680,969 | 5,956,525 | 5,956,525 | 0 |
| 824 Events, Art, Culture, and Film | 2,419,499 | 2,472,728 | 2,367,648 | (105,080) |
| General | 2,279,499 | 2,329,648 | 2,329,648 | 0 |
| Special | 140,000 | 143,080 | 38,000 | (105,080) |
| 828 Bromo Seltzer Arts Tower | 76,500 | 85,861 | 85,861 | 0 |
| General | 76,500 | 85,861 | 85,861 | 0 |
| M-R: Baltimore City Public Schools | 265,412,081 | 269,682,822 | 280,896,604 | 11,213,782 |
| 352 Baltimore City Public Schools | 265,412,081 | 269,682,822 | 280,896,604 | 11,213,782 |
| General | 265,412,081 | 269,682,822 | 280,896,604 | 11,213,782 |
| M-R: Cable and Communications | 1,250,732 | 1,263,051 | 1,709,906 | 446,855 |
| 876 Media Production | 1,250,732 | 1,263,051 | 1,709,906 | 446,855 |
| General | 750,732 | 752,051 | 748,906 | (3,145) |
| Special | 500,000 | 511,000 | 961,000 | 450,000 |
| M-R: Civic Promotion | 13,949,530 | 14,256,418 | 14,812,367 | 555,949 |
| 590 Civic Promotion Grants | 458,148 | 468,226 | 468,226 | 0 |
| General | 458,148 | 468,226 | 468,226 | 0 |
| 820 Convention Sales and Tourism Marketing | 13,491,382 | 13,788,192 | 14,344,141 | 555,949 |
| General | 13,491,382 | 13,788,192 | 14,344,141 | 555,949 |
| M-R: Conditional Purchase Agreements | 21,236,919 | 13,664,307 | 13,664,307 | 0 |
| 129 Conditional Purchase Agreement Payments | 21,236,919 | 13,664,307 | 13,664,307 | 0 |
| General | 21,236,919 | 13,664,307 | 13,664,307 | 0 |
| M-R: Contingent Fund | 1,000,000 | 1,022,000 | 1,000,000 | (22,000) |
| 121 Contingent Fund | 1,000,000 | 1,022,000 | 1,000,000 | (22,000) |
| General | 1,000,000 | 1,022,000 | 1,000,000 | (22,000) |
| M-R: Convention Center Hotel | 7,920,000 | 9,436,574 | 7,273,000 | (2,163,574) |
| 535 Convention Center Hotel | 7,920,000 | 9,436,574 | 7,273,000 | (2,163,574) |
| General | 7,920,000 | 9,436,574 | 7,273,000 | (2,163,574) |
| M-R: Convention Complex | 24,363,962 | 23,993,628 | 23,966,270 | (27,358) |
| 540 Royal Farms Arena Operations | 500,000 | 525,650 | 525,650 | 0 |
| General | 500,000 | 525,650 | 525,650 | 0 |
| 855 Convention Center | 19,283,874 | 18,894,228 | 18,860,532 | (33,696) |
| General | 12,832,271 | 12,442,625 | 13,595,806 | 1,153,181 |
| State | 6,451,603 | 6,451,603 | 5,264,726 | (1,186,877) |
| 857 Convention Center Debt Service | 4,580,088 | 4,573,750 | 4,580,088 | 6,338 |
| Convention Center Bond | 4,580,088 | 4,573,750 | 4,580,088 | 6,338 |
| M-R: Debt Service | 104,814,393 | 99,202,943 | 99,416,943 | 214,000 |
| 123 General Debt Service | 104,814,393 | 99,202,943 | 99,416,943 | 214,000 |
| General | 92,028,393 | 86,416,943 | 82,566,943 | (3,850,000) |
| Special | 12,786,000 | 12,786,000 | 16,850,000 | 4,064,000 |
| M-R: Educational Grants | 7,204,727 | 7,341,231 | 19,707,231 | 12,366,000 |
| 446 Educational Grants | 7,204,727 | 7,341,231 | 19,707,231 | 12,366,000 |
| General | 7,204,727 | 7,341,231 | 7,341,231 | 0 |
| Federal | 0 | 0 | 500,000 | 500,000 |
| Special | 0 | 0 | 11,866,000 | 11,866,000 |
| M-R: Employees' Retirement Contribution | 9,550,515 | 9,755,288 | 3,344,791 | (6,410,497) |
| 355 Employees' Retirement Contribution | 9,550,515 | 9,755,288 | 3,344,791 | (6,410,497) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| M-R: Employees' Retirement Contribution (Continued) | 9,550,515 | 9,755,288 | 3,344,791 | (6,410,497) |
| General | 9,550,515 | 9,755,288 | 3,344,791 | (6,410,497) |
| M-R: Environmental Control Board | 962,655 | 998,726 | 1,014,779 | 16,053 |
| 117 Adjudication of Environmental Citations | 962,655 | 998,726 | 1,014,779 | 16,053 |
| General | 962,655 | 998,726 | 1,014,779 | 16,053 |
| M-R: Health and Welfare Grants | 1,213,859 | 1,244,812 | 1,244,812 | 0 |
| 385 Health and Welfare Grants | 1,213,859 | 1,244,812 | 1,244,812 | 0 |
| General | 1,213,859 | 1,244,812 | 1,244,812 | 0 |
| M-R: Innovation Fund | 1,100,000 | 773,679 | 773,679 | 0 |
| 833 Innovation Fund | 1,100,000 | 773,679 | 773,679 | 0 |
| General | 1,100,000 | 773,679 | 773,679 | 0 |
| M-R: Miscellaneous General Expenses | 23,998,756 | 24,196,828 | 18,347,911 | (5,848,917) |
| 122 Miscellaneous General Expenses | 23,998,756 | 24,196,828 | 18,347,911 | (5,848,917) |
| General | 23,998,756 | 24,196,828 | 18,347,911 | (5,848,917) |
| M-R: Office of CitiStat Operations | 708,756 | 765,220 | 760,327 | (4,893) |
| 347 CitiStat Operations | 708,756 | 765,220 | 760,327 | (4,893) |
| General | 708,756 | 765,220 | 760,327 | (4,893) |
| M-R: Office of Criminal Justice | 8,708,666 | 8,844,008 | 8,125,951 | (718,057) |
| 616 Juvenile Justice | 499,494 | 510,571 | 375,738 | (134,833) |
| General | 247,128 | 268,609 | 208,427 | (60,182) |
| Federal | 86,649 | 89,518 | 88,974 | (544) |
| State | 165,717 | 152,444 | 78,337 | (74,107) |
| 617 Victim Services - MOCJ | 728,131 | 784,185 | 1,801,739 | 1,017,554 |
| General | 124,721 | 138,286 | 138,286 | 0 |
| Federal | 73,825 | 96,731 | 1,057,102 | 960,371 |
| State | 96,824 | 106,886 | 106,351 | (535) |
| Special | 432,761 | 442,282 | 500,000 | 57,718 |
| 618 Crime Prevention | 739,468 | 754,442 | 1,528,142 | 773,700 |
| General | 593,196 | 606,647 | 335,693 | (270,954) |
| Federal | 146,272 | 147,795 | 992,449 | 844,654 |
| State | 0 | 0 | 200,000 | 200,000 |
| 757 CitiWatch | 2,548,438 | 2,479,248 | 2,369,683 | (109,565) |
| General | 2,292,663 | 2,217,341 | 2,217,341 | 0 |
| Federal | 70,775 | 72,837 | 72,342 | (495) |
| Special | 185,000 | 189,070 | 80,000 | (109,070) |
| 758 Coordination of Public Safety Strategy - Administration | 4,193,135 | 4,315,562 | 2,050,649 | (2,264,913) |
| General | 626,434 | 668,564 | 665,803 | (2,761) |
| Federal | 3,246,701 | 3,319,958 | 1,339,846 | (1,980,112) |
| State | 245,000 | 250,390 | 45,000 | (205,390) |
| Special | 75,000 | 76,650 | 0 | (76,650) |
| M-R: Office of Employment Development | 24,967,770 | 25,707,876 | 27,974,986 | 2,267,110 |
| 791 BCPS Alternative Options Academy for Youth | 250,000 | 314,508 | 202,777 | (111,731) |
| State | 250,000 | 314,508 | 202,777 | (111,731) |
| 792 Workforce Services for TANF Recipients | 3,446,796 | 3,560,782 | 3,362,980 | (197,802) |
| Federal | 3,246,796 | 3,356,382 | 3,262,980 | (93,402) |
| State | 200,000 | 204,400 | 100,000 | (104,400) |
| 793 Employment Enhancement Services for Baltimore City Residents | 1,959,712 | 2,109,261 | 2,981,168 | 871,907 |
| General | 1,314,712 | 1,349,203 | 2,346,168 | 996,965 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| M-R: Office of Employment Development (Continued) | 24,967,770 | 25,707,876 | 27,974,986 | 2,267,110 |
| Special | 645,000 | 760,058 | 635,000 | (125,058) |
| 794 Administration - MOED | 623,549 | 597,452 | 659,521 | 62,069 |
| General | 623,549 | 642,543 | 659,521 | 16,978 |
| Federal | 0 | (45,091) | 0 | 45,091 |
| 795 Workforce Services for Baltimore Residents | 6,258,597 | 6,284,039 | 6,674,989 | 390,950 |
| Federal | 5,658,597 | 5,639,948 | 6,244,098 | 604,150 |
| State | 400,000 | 439,691 | 230,891 | (208,800) |
| Special | 200,000 | 204,400 | 200,000 | (4,400) |
| 796 Workforce Services for Ex-Offenders | 1,623,610 | 1,725,934 | 1,672,925 | (53,009) |
| General | 126,499 | 173,865 | 172,925 | (940) |
| Federal | 748,785 | 772,203 | 750,000 | (22,203) |
| State | 748,326 | 779,866 | 750,000 | (29,866) |
| 797 Workforce Services for Out of School Youth-Youth Opportunity | 3,673,752 | 3,704,193 | 3,672,000 | (32,193) |
| General | 2,923,978 | 2,938,457 | 2,928,616 | (9,841) |
| Federal | 495,963 | 514,059 | 514,973 | 914 |
| State | 253,811 | 251,677 | 140,911 | (110,766) |
| Special | 0 | 0 | 87,500 | 87,500 |
| 798 Youth Works Summer Job Program | 4,673,725 | 4,885,756 | 5,722,675 | 836,919 |
| General | 1,813,147 | 1,910,349 | 1,943,091 | 32,742 |
| Federal | 1,100,000 | 1,124,200 | 1,500,000 | 375,800 |
| State | 1,360,578 | 1,432,352 | 1,529,584 | 97,232 |
| Special | 400,000 | 418,855 | 750,000 | 331,145 |
| 800 Workforce Services for WIOA Funded Youth | 2,458,029 | 2,525,951 | 3,025,951 | 500,000 |
| Federal | 2,458,029 | 2,525,951 | 3,025,951 | 500,000 |
| M-R: Office of Human Services | 65,268,220 | 67,060,734 | 61,578,557 | (5,482,177) |
| 356 Administration - Human Services | 5,174,187 | 5,676,040 | 4,821,208 | (854,832) |
| General | 1,043,103 | 1,094,054 | 1,138,804 | 44,750 |
| Federal | 3,074,759 | 3,507,538 | 2,648,424 | (859,114) |
| State | 110,503 | 113,266 | 210,503 | 97,237 |
| Special | 945,822 | 961,182 | 823,477 | (137,705) |
| 605 Head Start | 8,570,171 | 8,774,074 | 8,501,377 | (272,697) |
| General | 540,000 | 551,880 | 510,000 | (41,880) |
| Federal | 7,697,187 | 7,881,884 | 7,766,894 | (114,990) |
| State | 132,984 | 135,910 | 224,483 | 88,573 |
| Special | 200,000 | 204,400 | 0 | (204,400) |
| 741 Community Action Partnership | 6,262,688 | 6,419,940 | 7,337,740 | 917,800 |
| General | 776,960 | 749,499 | 712,085 | (37,414) |
| Federal | 877,543 | 905,330 | 963,303 | 57,973 |
| State | 4,608,185 | 4,765,111 | 4,662,352 | (102,759) |
| Special | 0 | 0 | 1,000,000 | 1,000,000 |
| 893 Homeless Prevention and Support Services for the Homeless | 1,820,831 | 1,860,890 | 1,087,243 | (773,647) |
| Federal | 1,148,157 | 1,173,417 | 593,802 | (579,615) |
| State | 672,674 | 687,473 | 493,441 | (194,032) |
| 894 Outreach to the Homeless | 3,873,090 | 3,958,297 | 3,234,985 | (723,312) |
| General | 174,286 | 178,120 | 399,727 | 221,607 |
| Federal | 3,315,618 | 3,388,560 | 2,551,867 | (836,693) |
| State | 383,186 | 391,617 | 283,391 | (108,226) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| M-R: Office of Human Services (Continued) | 65,268,220 | 67,060,734 | 61,578,557 | (5,482,177) |
| 895 Temporary Housing for the Homeless | 13,576,557 | 13,798,067 | 9,464,784 | (4,333,283) |
| General | 7,905,475 | 8,002,222 | 7,430,615 | (571,607) |
| Federal | 4,190,511 | 4,282,701 | 175,350 | (4,107,351) |
| State | 1,480,571 | 1,513,144 | 1,858,819 | 345,675 |
| 896 Permanent Housing for the Homeless | 25,990,696 | 26,573,426 | 27,131,220 | 557,794 |
| General | 731,174 | 736,260 | 736,260 | 0 |
| Federal | 24,982,489 | 25,554,899 | 26,151,170 | 596,271 |
| State | 61,495 | 62,847 | 25,795 | (37,052) |
| Special | 215,538 | 219,420 | 217,995 | (1,425) |
| M-R: Office of Information Technology | 28,001,090 | 28,856,595 | 29,239,360 | 382,765 |
| 802 Administration - MOIT | 1,549,005 | 1,651,444 | 1,642,510 | (8,934) |
| General | 1,549,005 | 1,651,444 | 1,642,510 | (8,934) |
| 803 Enterprise Innovation and Application Services | 6,893,918 | 7,173,658 | 6,799,127 | (374,531) |
| General | 6,893,918 | 7,173,658 | 6,799,127 | (374,531) |
| 804 311 Call Center | 5,187,529 | 5,305,836 | 5,277,546 | (28,290) |
| General | 5,187,529 | 5,305,836 | 5,277,546 | (28,290) |
| 805 Enterprise IT Delivery Services | 14,370,638 | 14,725,657 | 15,520,177 | 794,520 |
| General | 6,064,652 | 6,269,859 | 6,968,086 | 698,227 |
| Special | 0 | 0 | 100,000 | 100,000 |
| Internal Service | 8,305,986 | 8,455,798 | 8,452,091 | (3,707) |
| M-R: Office of Neighborhoods | 806,762 | 798,114 | 0 | (798,114) |
| 354 Office of Neighborhoods | 806,762 | 798,114 | 0 | (798,114) |
| General | 806,762 | 798,114 | 0 | (798,114) |
| M-R: Office of the Inspector General | 784,665 | 792,183 | 784,308 | (7,875) |
| 836 Inspector General | 784,665 | 792,183 | 784,308 | (7,875) |
| General | 784,665 | 792,183 | 784,308 | (7,875) |
| M-R: Office of the Labor Commissioner | 802,840 | 845,568 | 841,049 | (4,519) |
| 128 Labor Contract Negotiations and Administration | 802,840 | 845,568 | 841,049 | (4,519) |
| General | 802,840 | 845,568 | 841,049 | (4,519) |
| M-R: Retirees' Benefits | 67,738,097 | 70,172,329 | 69,472,659 | (699,670) |
| 351 Retirees' Benefits | 67,738,097 | 70,172,329 | 69,472,659 | (699,670) |
| General | 67,738,097 | 70,172,329 | 69,472,659 | (699,670) |
| M-R: Self-Insurance Fund | 19,358,438 | 20,067,549 | 20,571,375 | 503,826 |
| 126 Contribution to Self-Insurance Fund | 19,358,438 | 20,067,549 | 20,571,375 | 503,826 |
| General | 19,358,438 | 20,067,549 | 20,571,375 | 503,826 |
| M-R: TIF Debt Service | 16,844,756 | 16,188,021 | 16,187,020 | (1,001) |
| 124 TIF Debt Service | 16,844,756 | 16,188,021 | 16,187,020 | (1,001) |
| General | 16,844,756 | 16,188,021 | 16,187,020 | (1,001) |
| Municipal and Zoning Appeals | 650,514 | 621,322 | 617,327 | (3,995) |
| 185 Board of Municipal & Zoning Appeals | 650,514 | 621,322 | 617,327 | (3,995) |
| General | 650,514 | 621,322 | 617,327 | (3,995) |
| Office of Civil Rights | 1,898,755 | 2,294,102 | 1,886,294 | (407,808) |
| 656 Wage Investigation and Enforcement | 224,196 | 208,531 | 329,164 | 120,633 |
| General | 224,196 | 208,531 | 329,164 | 120,633 |
| 846 Discrimination Investigations, Resolutions and Conciliations | 912,520 | 959,140 | 948,403 | (10,737) |
| General | 861,520 | 907,018 | 896,281 | (10,737) |
| Federal | 40,800 | 41,698 | 41,698 | 0 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| Office of Civil Rights (Continued) | 1,898,755 | 2,294,102 | 1,886,294 | (407,808) |
| Special | 10,200 | 10,424 | 10,424 | 0 |
| 848 Police Community Relations | 555,998 | 906,346 | 608,727 | (297,619) |
| General | 555,998 | 906,346 | 608,727 | (297,619) |
| 878 Disabilities Commission | 206,041 | 220,085 | 0 | (220,085) |
| General | 206,041 | 220,085 | 0 | (220,085) |
| Planning | 8,256,405 | 8,752,220 | 10,957,724 | 2,205,504 |
| 761 Development Oversight and Project Support | 1,207,924 | 1,226,582 | 1,115,736 | (110,846) |
| General | 1,207,924 | 1,226,582 | 1,115,736 | (110,846) |
| 762 Historic Preservation | 628,470 | 661,898 | 1,032,843 | 370,945 |
| General | 628,470 | 661,898 | 657,843 | (4,055) |
| Federal | 0 | 0 | 150,000 | 150,000 |
| State | 0 | 0 | 150,000 | 150,000 |
| Special | 0 | 0 | 75,000 | 75,000 |
| 763 Comprehensive Planning and Resource Management | 4,069,098 | 4,313,662 | 3,505,662 | (808,000) |
| General | 1,344,923 | 1,529,555 | 1,652,080 | 122,525 |
| Federal | 190,000 | 194,180 | 241,980 | 47,800 |
| State | 175,000 | 178,850 | 200,000 | 21,150 |
| Special | 2,359,175 | 2,411,077 | 1,411,602 | (999,475) |
| 765 Planning for a Sustainable Baltimore | 1,428,610 | 1,532,064 | 4,285,943 | 2,753,879 |
| General | 980,759 | 1,075,238 | 1,033,073 | (42,165) |
| Federal | 185,000 | 189,070 | 250,000 | 60,930 |
| State | 136,000 | 139,025 | 261,275 | 122,250 |
| Special | 126,851 | 128,731 | 2,741,595 | 2,612,864 |
| 768 Administration - Planning | 922,303 | 1,018,014 | 1,017,540 | (474) |
| General | 922,303 | 1,018,014 | 1,017,540 | (474) |
| Police | 480,696,060 | 511,191,655 | 493,738,648 | (17,453,007) |
| 621 Administration - Police | 40,979,686 | 49,755,151 | 59,087,762 | 9,332,611 |
| General | 39,341,563 | 48,082,492 | 54,996,533 | 6,914,041 |
| Federal | 1,638,123 | 1,672,659 | 2,171,229 | 498,570 |
| State | 0 | 0 | 120,000 | 120,000 |
| Special | 0 | 0 | 1,800,000 | 1,800,000 |
| 622 Police Patrol | 256,311,725 | 272,994,740 | 259,323,326 | (13,671,414) |
| General | 248,993,193 | 265,409,872 | 251,759,631 | (13,650,241) |
| Federal | 0 | 0 | 85,000 | 85,000 |
| State | 5,594,532 | 5,740,601 | 5,649,150 | (91,451) |
| Special | 1,724,000 | 1,844,267 | 1,829,545 | (14,722) |
| 623 Crime Investigation | 36,306,243 | 37,755,337 | 34,753,540 | (3,001,797) |
| General | 33,730,564 | 35,122,679 | 34,073,540 | (1,049,139) |
| Federal | 104,550 | 107,164 | 80,000 | (27,164) |
| State | 2,471,129 | 2,525,494 | 600,000 | (1,925,494) |
| 624 Target Violent Criminals | 43,447,576 | 43,960,902 | 43,722,929 | (237,973) |
| General | 36,656,644 | 38,430,556 | 37,952,740 | (477,816) |
| State | 4,670,577 | 3,364,466 | 3,604,309 | 239,843 |
| Special | 2,120,355 | 2,165,880 | 2,165,880 | 0 |
| 625 SWAT/ESU | 9,730,800 | 9,814,206 | 9,743,808 | (70,398) |
| General | 9,730,800 | 9,814,206 | 9,743,808 | (70,398) |
| 626 Homeland Security - Intelligence | 15,198,561 | 15,238,246 | 9,035,814 | (6,202,432) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Police (Continued) | 480,696,060 | 511,191,655 | 493,738,648 | (17,453,007) |
| General | 7,378,582 | 7,296,895 | 7,358,100 | 61,205 |
| Federal | 7,819,979 | 7,941,351 | 1,677,714 | (6,263,637) |
| 627 Emergency Communications | 7,822,472 | 7,917,390 | 7,696,692 | (220,698) |
| General | 7,822,472 | 7,917,390 | 7,696,692 | (220,698) |
| 628 Police Internal Affairs | 9,039,682 | 9,611,054 | 9,273,368 | (337,686) |
| General | 9,039,682 | 9,611,054 | 9,273,368 | (337,686) |
| 632 Manage Police Records | 7,810,451 | 8,093,204 | 6,936,749 | (1,156,455) |
| General | 7,810,451 | 8,093,204 | 6,936,749 | (1,156,455) |
| 634 Crowd, Traffic, and Special Events Management | 9,060,572 | 9,384,747 | 11,068,327 | 1,683,580 |
| General | 8,829,947 | 9,148,356 | 10,831,936 | 1,683,580 |
| Federal | 230,625 | 236,391 | 236,391 | 0 |
| 635 Police Recruiting and Training | 15,904,099 | 16,809,887 | 13,939,176 | (2,870,711) |
| General | 15,383,899 | 16,278,243 | 13,939,176 | (2,339,067) |
| State | 520,200 | 531,644 | 0 | (531,644) |
| 637 Special Operations - K-9 and Mounted Unit | 4,587,249 | 4,802,737 | 4,589,347 | (213,390) |
| General | 4,587,249 | 4,802,737 | 4,589,347 | (213,390) |
| 638 Marine Unit | 2,049,579 | 2,142,317 | 2,086,635 | (55,682) |
| General | 2,049,579 | 2,142,317 | 2,086,635 | (55,682) |
| 640 Special Operations - Aviation | 6,117,186 | 6,177,219 | 5,064,046 | (1,113,173) |
| General | 6,117,186 | 6,177,219 | 5,064,046 | (1,113,173) |
| 642 Crime Laboratory | 16,330,179 | 16,734,518 | 17,417,129 | 682,611 |
| General | 14,000,416 | 14,344,623 | 15,666,672 | 1,322,049 |
| Federal | 2,329,763 | 2,389,895 | 1,750,457 | (639,438) |
| Public Works | 532,174,333 | 544,322,401 | 591,028,589 | 46,706,188 |
| 660 Administration - DPW - SW | 1,476,356 | 1,479,276 | 1,506,375 | 27,099 |
| General | 1,476,356 | 1,479,276 | 1,506,375 | 27,099 |
| 661 Public Right-of-Way Cleaning | 20,379,772 | 20,719,466 | 21,850,053 | 1,130,587 |
| General | 17,372,627 | 17,796,786 | 16,330,539 | (1,466,247) |
| Special | 593,215 | 451,538 | 400,000 | (51,538) |
| Stormwater Utility | 2,413,930 | 2,471,142 | 5,119,514 | 2,648,372 |
| 662 Vacant/Abandoned Property Cleaning and Boarding | 8,325,900 | 9,238,637 | 10,512,849 | 1,274,212 |
| General | 6,898,751 | 7,780,091 | 9,085,700 | 1,305,609 |
| Federal | 1,427,149 | 1,458,546 | 1,427,149 | (31,397) |
| 663 Waste Removal and Recycling | 26,886,421 | 27,736,698 | 28,255,593 | 518,895 |
| General | 26,886,421 | 27,736,698 | 28,255,593 | 518,895 |
| 664 Waste Re-Use and Disposal | 20,119,005 | 21,154,004 | 21,783,904 | 629,900 |
| General | 20,119,005 | 21,154,004 | 21,783,904 | 629,900 |
| 670 Administration - DPW - WWW | 39,650,241 | 41,030,349 | 43,589,680 | 2,559,331 |
| Water Utility | 18,032,296 | 18,730,281 | 19,631,288 | 901,007 |
| Wastewater Utility | 21,617,945 | 22,300,068 | 23,958,392 | 1,658,324 |
| 671 Water Management | 84,659,542 | 85,148,646 | 86,180,360 | 1,031,714 |
| Water Utility | 84,659,542 | 85,148,646 | 86,180,360 | 1,031,714 |
| 672 Water and Wastewater Consumer Services | 21,609,626 | 23,420,396 | 30,696,791 | 7,276,395 |
| Water Utility | 14,891,070 | 16,467,063 | 18,844,601 | 2,377,538 |
| Stormwater Utility | 2,116,498 | 2,163,061 | 3,375,999 | 1,212,938 |
| Wastewater Utility | 4,602,058 | 4,790,272 | 8,476,191 | 3,685,919 |
| 673 Wastewater Management | 129,579,836 | 131,154,174 | 135,957,613 | 4,803,439 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| Public Works (Continued) | 532,174,333 | 544,322,401 | 591,028,589 | 46,706,188 |
| State | 306,000 | 312,732 | 312,732 | 0 |
| Wastewater Utility | 129,273,836 | 130,841,442 | 135,644,881 | 4,803,439 |
| 674 Surface Water Management | 19,849,530 | 22,288,906 | 23,578,197 | 1,289,291 |
| Water Utility | 485,320 | 566,433 | 565,357 | (1,076) |
| Federal | 200,000 | 204,400 | 100,000 | (104,400) |
| State | 500,000 | 511,000 | 300,000 | (211,000) |
| Stormwater Utility | 17,071,704 | 19,405,543 | 20,971,822 | 1,566,279 |
| Wastewater Utility | 1,592,506 | 1,601,530 | 1,641,018 | 39,488 |
| 675 Engineering and Construction Management - Water and Wastewater | 154,572,108 | 155,719,880 | 167,425,206 | 11,705,326 |
| Water Utility | 62,152,388 | 62,807,089 | 67,549,617 | 4,742,528 |
| Wastewater Utility | 92,419,720 | 92,912,791 | 99,875,589 | 6,962,798 |
| 676 Administration - DPW | 2,803,833 | 2,888,735 | 2,727,939 | (160,796) |
| General | 2,803,833 | 2,888,735 | 2,727,939 | (160,796) |
| 730 Public and Private Energy Performance | 2,262,163 | 2,343,234 | 16,964,029 | 14,620,795 |
| Federal | 0 | 0 | 2,000,000 | 2,000,000 |
| State | 0 | 0 | 300,000 | 300,000 |
| Special | 0 | 0 | 12,500,000 | 12,500,000 |
| Internal Service | 2,262,163 | 2,343,234 | 2,164,029 | (179,205) |
| Recreation and Parks | 43,959,115 | 45,895,382 | 47,129,189 | 1,233,807 |
| 644 Administration - Rec and Parks | 4,222,732 | 4,504,217 | 5,299,502 | 795,285 |
| General | 4,086,165 | 4,364,236 | 4,459,521 | 95,285 |
| State | 136,567 | 139,981 | 139,981 | 0 |
| Special | 0 | 0 | 700,000 | 700,000 |
| 645 Aquatics | 2,923,399 | 3,127,220 | 3,126,602 | (618) |
| General | 2,423,399 | 2,616,220 | 2,422,781 | (193,439) |
| Special | 500,000 | 511,000 | 703,821 | 192,821 |
| 646 Park Maintenance | 12,562,017 | 13,280,417 | 12,909,950 | (370,467) |
| General | 10,582,080 | 11,229,704 | 10,693,039 | (536,665) |
| State | 1,279,937 | 1,335,313 | 1,716,911 | 381,598 |
| Special | 700,000 | 715,400 | 500,000 | (215,400) |
| 647 Youth and Adult Sports | 848,858 | 826,269 | 826,465 | 196 |
| General | 689,030 | 661,359 | 661,555 | 196 |
| Special | 159,828 | 164,910 | 164,910 | 0 |
| 648 Community Recreation Centers | 14,420,833 | 14,530,656 | 14,381,268 | (149,388) |
| General | 12,977,807 | 13,055,883 | 12,968,327 | (87,556) |
| Federal | 276,776 | 282,865 | 282,865 | 0 |
| Special | 1,166,250 | 1,191,908 | 1,130,076 | (61,832) |
| 649 Special Facilities Management - Recreation | 1,448,285 | 1,479,954 | 1,479,730 | (224) |
| General | 37,071 | 98 | 0 | (98) |
| Special | 1,411,214 | 1,479,856 | 1,479,730 | (126) |
| 650 Horticulture | 1,826,699 | 1,910,462 | 1,904,116 | (6,346) |
| General | 1,272,275 | 1,327,995 | 1,322,262 | (5,733) |
| Special | 554,424 | 582,467 | 581,854 | (613) |
| 651 Recreation for Seniors | 122,933 | 107,703 | 143,901 | 36,198 |
| General | 122,933 | 107,703 | 107,901 | 198 |
| Special | 0 | 0 | 36,000 | 36,000 |
| 652 Therapeutic Recreation | 413,580 | 427,957 | 427,826 | (131) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| Recreation and Parks (Continued) | 43,959,115 | 45,895,382 | 47,129,189 | 1,233,807 |
| General | 413,580 | 427,957 | 427,826 | (131) |
| 653 Park Programs & Events | 678,469 | 700,963 | 1,049,353 | 348,390 |
| State | 0 | 0 | 306,600 | 306,600 |
| Special | 678,469 | 700,963 | 742,753 | 41,790 |
| 654 Urban Forestry | 4,491,310 | 4,999,564 | 5,580,476 | 580,912 |
| General | 4,391,310 | 4,897,364 | 4,880,476 | (16,888) |
| State | 0 | 0 | 700,000 | 700,000 |
| Special | 100,000 | 102,200 | 0 | (102,200) |
| Sheriff | 20,208,270 | 21,780,243 | 22,073,213 | 292,970 |
| 881 Courthouse Security | 4,351,821 | 4,682,483 | 4,708,554 | 26,071 |
| General | 4,351,821 | 4,682,483 | 4,708,554 | 26,071 |
| 882 Deputy Sheriff Enforcement | 10,241,619 | 11,050,443 | 11,028,345 | (22,098) |
| General | 10,241,619 | 11,050,443 | 11,028,345 | (22,098) |
| 883 Service of Protective and Peace Orders | 1,897,499 | 2,043,718 | 2,080,294 | 36,576 |
| General | 1,897,499 | 2,043,718 | 2,080,294 | 36,576 |
| 884 District Court Sheriff Services | 2,448,070 | 2,621,776 | 2,794,273 | 172,497 |
| General | 2,448,070 | 2,621,776 | 2,794,273 | 172,497 |
| 889 Child Support Enforcement | 1,269,261 | 1,381,823 | 1,461,747 | 79,924 |
| General | 1,269,261 | 1,381,823 | 1,461,747 | 79,924 |
| State's Attorney | 41,862,283 | 43,639,539 | 43,966,812 | 327,273 |
| 115 Prosecution of Criminals | 33,784,573 | 34,656,898 | 34,795,721 | 138,823 |
| General | 27,154,911 | 27,778,091 | 27,529,747 | (248,344) |
| Federal | 1,439,329 | 1,514,246 | 1,456,462 | (57,784) |
| State | 4,828,091 | 4,994,350 | 5,409,404 | 415,054 |
| Special | 362,242 | 370,211 | 400,108 | 29,897 |
| 781 Administration - State's Attorney | 6,527,788 | 7,355,766 | 6,480,718 | (875,048) |
| General | 6,527,788 | 7,355,766 | 6,480,718 | (875,048) |
| 786 Victim and Witness Services | 1,549,922 | 1,626,875 | 2,690,373 | 1,063,498 |
| General | 1,290,659 | 1,380,687 | 1,376,271 | (4,416) |
| Federal | 259,263 | 246,188 | 1,314,102 | 1,067,914 |
| Transportation | 200,198,195 | 211,946,662 | 206,380,997 | (5,565,665) |
| 500 Street Lighting | 19,187,612 | 22,123,716 | 23,173,562 | 1,049,846 |
| General | 19,187,612 | 22,123,716 | 23,173,562 | 1,049,846 |
| 548 Conduits | 16,000,000 | 16,819,466 | 11,746,671 | (5,072,795) |
| Conduit Enterprise | 16,000,000 | 16,819,466 | 11,746,671 | (5,072,795) |
| 681 Administration - DOT | 9,449,950 | 10,399,845 | 10,491,856 | 92,011 |
| General | 8,929,554 | 9,868,000 | 9,960,011 | 92,011 |
| Federal | 520,396 | 531,845 | 531,845 | 0 |
| 682 Parking Management | 41,854,893 | 45,246,282 | 43,935,182 | (1,311,100) |
| Parking Management | 10,074,375 | 10,585,024 | 10,713,044 | 128,020 |
| Parking Enterprise | 31,780,518 | 34,661,258 | 33,222,138 | (1,439,120) |
| 683 Street Management | 31,736,764 | 33,567,498 | 32,208,573 | (1,358,925) |
| General | 29,666,636 | 31,451,827 | 31,186,676 | (265,151) |
| State | 853,128 | 871,897 | 871,897 | 0 |
| Special | 1,217,000 | 1,243,774 | 150,000 | (1,093,774) |
| 684 Traffic Management | 12,425,870 | 12,088,092 | 12,039,183 | (48,909) |
| General | 11,801,341 | 11,449,823 | 11,400,914 | (48,909) |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Transportation (Continued) | 200,198,195 | 211,946,662 | 206,380,997 | (5,565,665) |
| Special | 624,529 | 638,269 | 638,269 | 0 |
| 685 Special Events | 1,352,974 | 1,373,575 | 1,359,799 | (13,776) |
| General | 1,352,974 | 1,373,575 | 1,359,799 | (13,776) |
| 687 Inner Harbor Services - Transportation | 1,352,622 | 1,424,809 | 1,414,649 | (10,160) |
| General | 1,352,622 | 1,424,809 | 1,414,649 | (10,160) |
| 688 Snow and Ice Control | 6,341,931 | 5,135,872 | 6,550,000 | 1,414,128 |
| General | 6,341,931 | 5,135,872 | 6,550,000 | 1,414,128 |
| 689 Vehicle Impounding and Disposal | 7,600,611 | 7,749,963 | 7,721,493 | (28,470) |
| General | 7,600,611 | 7,749,963 | 7,721,493 | (28,470) |
| 690 Sustainable Transportation | 19,554,062 | 19,455,100 | 19,562,708 | 107,608 |
| General | 1,036,914 | 7,020,068 | 7,011,902 | (8,166) |
| Federal | 100,000 | 102,200 | 102,200 | 0 |
| State | 3,219,489 | 3,368,535 | 3,199,319 | (169,216) |
| Special | 15,197,659 | 8,964,297 | 9,249,287 | 284,990 |
| 691 Public Rights-of-Way Landscape Management | 3,402,284 | 4,140,927 | 4,096,306 | (44,621) |
| General | 3,402,284 | 4,140,927 | 4,096,306 | (44,621) |
| 692 Bridge and Culvert Management | 3,159,212 | 3,395,087 | 3,349,772 | (45,315) |
| General | 3,159,212 | 3,395,087 | 3,349,772 | (45,315) |
| 693 Parking Enforcement | 14,784,630 | 15,125,501 | 14,974,926 | (150,575) |
| Parking Management | 14,700,630 | 15,039,401 | 14,929,926 | (109,475) |
| Special | 84,000 | 86,100 | 45,000 | (41,100) |
| 694 Survey Control | 528,866 | 525,971 | 515,245 | (10,726) |
| General | 528,866 | 525,971 | 515,245 | (10,726) |
| 695 Dock Master | 280,783 | 262,034 | 259,329 | (2,705) |
| Special | 280,783 | 262,034 | 259,329 | (2,705) |
| 696 Street Cuts Management | 940,355 | 974,421 | 965,832 | (8,589) |
| General | 940,355 | 974,421 | 965,832 | (8,589) |
| 697 Traffic Safety | 7,849,908 | 9,574,523 | 9,477,031 | (97,492) |
| General | 6,854,892 | 8,563,126 | 8,468,378 | (94,748) |
| Federal | 995,016 | 1,011,397 | 1,008,653 | (2,744) |
| 727 Real Property Management | 2,394,868 | 2,563,980 | 2,538,880 | (25,100) |
| General | 2,394,868 | 2,563,980 | 2,538,880 | (25,100) |
| TOTAL OPERATING BUDGET | 2,759,750,329 | 2,858,917,241 | 2,896,398,369 | 37,481,128 |
| LESS INTERNAL SERVICE FUND | 113,888,180 | 125,534,258 | 125,987,229 | 452,971 |
| TOTAL OPERATING APPROPRIATIONS | 2,645,862,149 | 2,733,382,983 | 2,770,411,140 | 37,028,157 |

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

| AGENCY, SERVICE AND FUND | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| SUMMARY BY FUND | | | | |
| General | 1,747,281,452 | 1,820,429,463 | 1,813,500,000 | (6,929,463) |
| Parking Management | 24,775,005 | 25,624,425 | 25,642,970 | 18,545 |
| Convention Center Bond | 4,580,088 | 4,573,750 | 4,580,088 | 6,338 |
| Water Utility | 180,220,616 | 183,719,512 | 192,771,223 | 9,051,711 |
| Parking Enterprise | 31,780,518 | 34,661,258 | 33,222,138 | (1,439,120) |
| Loan and Guarantee Enterprise | 500,000 | 514,052 | 512,743 | (1,309) |
| Conduit Enterprise | 16,000,000 | 16,819,466 | 11,746,671 | (5,072,795) |
| Federal | 168,486,073 | 173,458,141 | 174,411,770 | 953,629 |
| State | 100,506,491 | 101,848,101 | 95,656,655 | (6,191,446) |
| Special | 100,623,709 | 95,248,966 | 119,303,476 | 24,054,510 |
| Stormwater Utility | 21,602,132 | 24,039,746 | 29,467,335 | 5,427,589 |
| Wastewater Utility | 249,506,065 | 252,446,103 | 269,596,071 | 17,149,968 |
| TOTAL OPERATING BUDGET | 2,645,862,149 | 2,733,382,983 | 2,770,411,140 | 37,028,157 |
| INTERNAL SERVICE FUND BY AGENCY | | | | |
| Comptroller | 10,113,579 | 10,177,653 | 11,134,973 | 957,320 |
| Finance | 11,697,270 | 11,881,199 | 11,865,294 | (15,905) |
| General Services | 76,385,913 | 87,450,113 | 87,163,611 | (286,502) |
| Human Resources | 2,329,945 | 2,328,590 | 2,327,322 | (1,268) |
| Law | 2,793,324 | 2,897,671 | 2,879,909 | (17,762) |
| M-R: Conditional Purchase Agreements | 0 | 0 | 0 | 0 |
| M-R: Office of Information Technology | 8,305,986 | 8,455,798 | 8,452,091 | (3,707) |
| Public Works | 2,262,163 | 2,343,234 | 2,164,029 | (179,205) |
| TOTAL INTERNAL SERVICE FUND | 113,888,180 | 125,534,258 | 125,987,229 | 452,971 |

Notes:

- Current Level of Service (CLS): The estimated cost to maintain services at the Fiscal 2017 level, including inflationary and other adjustments, and assuming no programmatic or management changes.

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
Council Adopted

| Agency | Fiscal 2017 Budget | Fiscal 2018 Budget | Change in Budget |
|--------------------------------------|--------------------|--------------------|------------------|
| Board of Elections | | | |
| <i>General</i> | 5 | 5 | 0 |
| City Council | | | |
| <i>General</i> | 68 | 68 | 0 |
| Comptroller | | | |
| <i>General</i> | 67 | 71 | 4 |
| <i>Internal Service</i> | 34 | 34 | 0 |
| Council Services | | | |
| <i>General</i> | 6 | 6 | 0 |
| Courts: Circuit Court | | | |
| <i>Federal</i> | 13 | 13 | 0 |
| <i>General</i> | 80 | 80 | 0 |
| <i>Special</i> | 2 | 3 | 1 |
| <i>State</i> | 23 | 28 | 5 |
| Courts: Orphans' Court | | | |
| <i>General</i> | 5 | 5 | 0 |
| Employees' Retirement Systems | | | |
| <i>General</i> | 3 | 0 | (3) |
| <i>Special</i> | 72 | 75 | 3 |
| Enoch Pratt Free Library | | | |
| <i>General</i> | 325 | 325 | 0 |
| <i>Special</i> | 10 | 10 | 0 |
| <i>State</i> | 54 | 54 | 0 |
| Finance | | | |
| <i>General</i> | 266 | 263 | (3) |
| <i>Internal Service</i> | 31 | 30 | (1) |
| <i>Loan and Guarantee</i> | 2 | 2 | 0 |
| <i>Special</i> | 2 | 2 | 0 |
| Fire | | | |
| <i>General</i> | 1,680 | 1,681 | 1 |
| <i>Special</i> | 51 | 52 | 1 |
| General Services | | | |
| <i>General</i> | 94 | 77 | (17) |
| <i>Internal Service</i> | 294 | 313 | 19 |
| Health | | | |
| <i>Federal</i> | 287 | 272 | (15) |
| <i>General</i> | 172 | 182 | 10 |
| <i>Special</i> | 235 | 243 | 8 |
| <i>State</i> | 106 | 89 | (17) |

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
Council Adopted

| Agency | Fiscal 2017 Budget | Fiscal 2018 Budget | Change in Budget |
|--|--------------------|--------------------|------------------|
| Housing and Community Development | | | |
| <i>Federal</i> | 53 | 57 | 4 |
| <i>General</i> | 354 | 350 | (4) |
| <i>Special</i> | 0 | 3 | 3 |
| <i>State</i> | 25 | 14 | (11) |
| Human Resources | | | |
| <i>General</i> | 67 | 68 | 1 |
| <i>Internal Service</i> | 2 | 2 | 0 |
| Law | | | |
| <i>General</i> | 78 | 77 | (1) |
| <i>Internal Service</i> | 25 | 25 | 0 |
| Legislative Reference | | | |
| <i>General</i> | 6 | 6 | 0 |
| Liquor License Board | | | |
| <i>General</i> | 21 | 22 | 1 |
| Mayoralty | | | |
| <i>Federal</i> | 1 | 1 | 0 |
| <i>General</i> | 53 | 62 | 9 |
| <i>Special</i> | 1 | 1 | 0 |
| M-R: Cable and Communications | | | |
| <i>General</i> | 4 | 4 | 0 |
| M-R: Convention Complex | | | |
| <i>General</i> | 151 | 151 | 0 |
| M-R: Environmental Control Board | | | |
| <i>General</i> | 8 | 8 | 0 |
| M-R: Office of CitiStat Operations | | | |
| <i>General</i> | 7 | 7 | 0 |
| M-R: Office of Criminal Justice | | | |
| <i>Federal</i> | 6 | 6 | 0 |
| <i>General</i> | 6 | 6 | 0 |
| <i>State</i> | 3 | 2 | (1) |
| M-R: Office of Employment Development | | | |
| <i>Federal</i> | 113 | 106 | (7) |
| <i>General</i> | 32 | 32 | 0 |
| <i>Special</i> | 3 | 5 | 2 |
| <i>State</i> | 9 | 6 | (3) |
| M-R: Office of Human Services | | | |
| <i>Federal</i> | 25 | 31 | 6 |
| <i>General</i> | 14 | 16 | 2 |
| <i>Special</i> | 17 | 22 | 5 |
| <i>State</i> | 47 | 47 | 0 |

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
Council Adopted

| Agency | Fiscal 2017 Budget | Fiscal 2018 Budget | Change in Budget |
|--|--------------------|--------------------|------------------|
| M-R: Office of Information Technology | | | |
| <i>General</i> | 112 | 117 | 5 |
| <i>Internal Service</i> | 5 | 5 | 0 |
| M-R: Office of Neighborhoods | | | |
| <i>General</i> | 10 | 0 | (10) |
| M-R: Office of the Inspector General | | | |
| <i>General</i> | 10 | 10 | 0 |
| M-R: Office of the Labor Commissioner | | | |
| <i>General</i> | 6 | 6 | 0 |
| Municipal and Zoning Appeals | | | |
| <i>General</i> | 10 | 10 | 0 |
| Office of Civil Rights | | | |
| <i>General</i> | 19 | 18 | (1) |
| Planning | | | |
| <i>General</i> | 56 | 56 | 0 |
| <i>Special</i> | 1 | 1 | 0 |
| Police | | | |
| <i>Federal</i> | 18 | 18 | 0 |
| <i>General</i> | 3,042 | 3,029 | (13) |
| <i>Special</i> | 11 | 12 | 1 |
| <i>State</i> | 54 | 54 | 0 |
| Public Works | | | |
| <i>General</i> | 790 | 754 | (36) |
| <i>Internal Service</i> | 9 | 9 | 0 |
| <i>Special</i> | 9 | 3 | (6) |
| <i>Stormwater Utility</i> | 101 | 141 | 40 |
| <i>Wastewater Utility</i> | 874 | 875 | 1 |
| <i>Water Utility</i> | 903 | 931 | 28 |
| Recreation and Parks | | | |
| <i>General</i> | 299 | 298 | (1) |
| <i>Special</i> | 11 | 12 | 1 |
| Sheriff | | | |
| <i>General</i> | 219 | 219 | 0 |
| State's Attorney | | | |
| <i>Federal</i> | 14 | 22 | 8 |
| <i>General</i> | 322 | 322 | 0 |
| <i>Special</i> | 0 | 2 | 2 |
| <i>State</i> | 42 | 44 | 2 |

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
 Council Adopted

| Agency | Fiscal 2017 Budget | Fiscal 2018 Budget | Change in Budget |
|---------------------------|--------------------|--------------------|------------------|
| Transportation | | | |
| <i>Conduit Enterprise</i> | 124 | 119 | (5) |
| <i>Federal</i> | 3 | 3 | 0 |
| <i>General</i> | 925 | 927 | 2 |
| <i>Parking Management</i> | 153 | 153 | 0 |
| <i>Special</i> | 4 | 4 | 0 |
| <i>State</i> | 1 | 1 | 0 |
| TOTAL | 13,275 | 13,295 | 20 |

FISCAL 2018
CHANGES TO FULL-TIME FUNDED POSITIONS
 Council Adopted

| Summary by Fund | Fiscal 2017 Budget | Fiscal 2018 Budget | Change in Budget |
|--------------------|--------------------|--------------------|------------------|
| Internal Service | 400 | 418 | 18 |
| State | 364 | 339 | (25) |
| Special | 429 | 450 | 21 |
| Loan and Guarantee | 2 | 2 | 0 |
| Parking Management | 153 | 153 | 0 |
| Stormwater Utility | 101 | 141 | 40 |
| Wastewater Utility | 874 | 875 | 1 |
| Water Utility | 903 | 931 | 28 |
| Conduit Enterprise | 124 | 119 | (5) |
| Federal | 533 | 529 | (4) |
| General | 9,392 | 9,338 | (54) |
| TOTAL | 13,275 | 13,295 | 20 |

Fiscal 2018
HIGHWAY USER REVENUE BY AGENCY DETAIL
(dollars in thousands)

| Agency | Fiscal 2018 Total | Fiscal 2018 HUR- Eligible |
|---|----------------------|------------------------------|
| Transportation | | |
| 500 - Street Lighting | \$23,174 | \$23,174 |
| 681 - Administration & Transportation Planning | \$9,960 | \$9,960 |
| 683 - Street Management | \$31,187 | \$31,187 |
| 684 - Traffic Management | \$11,401 | \$11,401 |
| 685 - Special Events | \$1,360 | \$821 |
| 688 - Snow and Ice Control | \$6,550 | \$6,550 |
| 689 - Vehicle Impounding and Disposal | \$7,721 | \$7,721 |
| 690 - Sustainable Transportation | \$7,012 | \$368 |
| 691 - Public Rights-of-Way Landscape Management | \$4,096 | \$4,096 |
| 692 - Bridge and Culvert Management | \$3,350 | \$3,350 |
| 696 - Street Cuts Management | \$966 | \$966 |
| 697 - Traffic Safety | \$8,468 | \$8,468 |
| | | |
| Public Works | | |
| 661 - Public Right-of-Way Cleaning ¹ | \$16,331 | \$14,948 |
| 676 - Administration and 660 - SW Administration ² | \$3,042 | \$742 |
| | | |
| Recreation and Parks | | |
| 654 - Urban Forestry ³ | \$4,880 | \$3,571 |
| | | |
| Police | | |
| 634 - Crowd, Traffic, and Special Events Management | \$9,088 | \$9,088 |
| | | |
| Baltimore City Public Schools⁴ | \$5,484 | \$5,484 |
| | | |
| Debt Service | \$16,519 | \$16,519 |
| | | |
| Capital Budget Projects | \$11,940 | \$11,940 |
| | | |
| | \$182,529 | \$170,354 |

¹ Public Right-of-Way Cleaning includes Street and Alley Cleaning, Cleaning of Business Districts, Mechanical Sweeping Operations, and Graffiti Removal.

² DPW Administration includes Solid Waste Administration and DPW Administration. Both allocations were produced on a budget basis.

³ Rec and Parks Urban Forestry includes Street Tree Planting and Maintenance

⁴ Additional State HUR funding for MTA Bus Transportation

Outcome Budgeting

Fiscal 2018

Summary of the Adopted Budget

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Outcome Budgeting is a budget process that aligns resources with results. The budget is organized at the service level around six Outcomes based on Mayor Pugh's priorities. Instead of starting from last year's spending and adjusting allocations up or down, in Outcome Budgeting we start with the Outcomes we want to achieve in the future. Outcome Budgeting:

- Addresses fiscal constraints
- Rewards innovation
- Measures performance
- Makes the budget process more transparent

OutcomeStat aligns strategic planning, CitiStat, and Outcome Budgeting in a comprehensive performance management program.



The Fiscal 2018 budget incorporates OutcomeStat's 'Turn the Curve' planning framework at a City service level. As the budget shifts to Mayor Pugh's Priority Outcomes, it builds on the progress we have made in using 'Turn the Curve' thinking to allocate resources based on a better understanding of service performance. The process helps ensure that our limited resources are supporting services that both demonstrate results and advance the Priority Outcomes.

The next page shows preliminary Outcomes and Indicators derived from Mayor Pugh's Five Pillars, which guided the Fiscal 2018 budget review. Data for new Indicators are not included in this document.

Over the coming months, the City will work to identify data and establish methodologies for measuring these new Indicators; they are denoted with an asterisk (*).



Thriving Youth & Families

Safe & Healthy Start
Kindergarten Readiness
Academic Achievement
College & Career Readiness
Adult Literacy*

Safe Neighborhoods

Shootings
Property Crime
Perception of Safety
Heroin-Related Deaths
Trust in Police*
Domestic Violence*

Healthy Communities

Recycling Rate
Perception of Cleanliness
Energy Use
Recreation Visits
Food Access*

Vibrant Economy

Employment Rate
Number of Jobs
Visitors to Baltimore
Diversity of Economic Sectors*

Sustainable Infrastructure

Sustainable Transportation
Blight Elimination
Neighborhood Investment
Water Cleanliness
Asset Management*

High Performing Government

Prompt Vendor Payment
Customer Service
Retaining Quality Employees*
Administrative Overhead Cost*

**Indicates a preliminary indicator, data for which is not featured in this publication*

This is an annotated example of a service one-pager. Our Agency Detail Publications include a one-pager for every service in the City. You can view these pages by visiting:



budget.baltimorecity.gov

Service 654: Urban Forestry

Priority Outcome: A Cleaner City

Agency: Recreation and Parks

Service Description: This service provides general maintenance of city street and park trees, including inspecting, planting, removing, pruning, watering and mulching. This service manages trees on public property and rights of way, and on private property through the TreeBaltimore initiative.

| Fiscal 2015 Actual | | |
|--------------------|--------------------|-----------|
| Fund | Dollars | Positions |
| General | \$3,209,508 | 20 |
| Special | \$114,842 | - |
| TOTAL | \$3,209,508 | 20 |

| Fiscal 2016 Budget | |
|--------------------|-----------|
| Dollars | Positions |
| \$3,731,710 | 20 |
| - | - |
| \$3,731,710 | 20 |

| Fiscal 2017 Recommended | |
|-------------------------|-----------|
| Dollars | Positions |
| \$4,391,310 | 20 |
| \$100,000 | - |
| \$4,391,310 | 20 |

PERFORMANCE MEASURES

| Type | Measure | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Target | FY15 Actual | FY16 Target | FY17 Target |
|---------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Output | Total # of trees planted by City crews | 1,285 | 750 | 700 | 750 | 750 | 750 | 750 |
| Efficiency | % of tree maintenance work that is proactive | N/A | N/A | N/A | N/A | New | 22% | 33% |
| Effectiveness | % of trees remaining healthy two years after planting | 70% | 72% | 73% | 75% | 78% | 85% | 85% |
| Effectiveness | # of tree maintenance SRs received | 13,604 | 13,190 | 10,881 | New | 10,734 | 10,555 | 10,500 |
| Outcome | Baltimore's urban tree canopy | 27% | 27% | 27% | 28% | 27% | 28% | 28% |

The goal of this service is to reduce the number of service requests through proactive tree maintenance. Enhancement funding to treat Ash trees for the disease caused by the Emerald Ash Borer insect will help improve the overall health and size of the urban tree canopy.

MAJOR BUDGET ITEMS

- This service continues with data collection for a Citywide Tree Inventory, collecting comprehensive information on all street and park trees over a three year period. This effort is intended to improve efficiency of tree plantings and maintenance efforts.
- An enhancement will help this service address the Emerald Ash Borer problem as well as engage in expanded proactive tree pruning.
- This service has experienced a decrease in the number of trees it has planted in recent years.
- The service will continue to increase the City's tree canopy.

CHANGE TABLE-GENERAL FUND

| | |
|---|--------------------|
| FISCAL 2016 ADOPTED BUDGET | \$3,731,710 |
| Changes with service impacts | |
| Increase in funding for risk management and prevention program - Emerald Ash Borer mitigation | 200,000 |
| Increase in funding for risk management and prevention program - proactive tree pruning | 385,000 |
| Adjustments with no service impact | |
| Cost of Living Salary Adjustment | 25,155 |
| Adjustment for pension cost allocation | 10,532 |
| Adjustment for health benefit costs | (9,489) |
| Adjustment for City fleet rental and repair charges | 35,876 |
| Change in allocation for Workers Compensation expense | (315) |
| Increase in employee compensation and benefits | 508 |
| Increase in contractual services expenses | 25,091 |
| Decrease in operating supplies and equipment | (12,758) |
| FISCAL 2017 RECOMMENDED BUDGET | \$4,391,310 |

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Key results funded in the Fiscal 2018 Adopted Budget:

- The Family League Pre and Post-Natal Home Visiting Program aims to see 80% of children in home visiting programs exhibit developmentally on-track social behavior, emotion regulation, and emotional well-being; the program also aims for the percent of babies with low birth weight to drop to 11.5% citywide, compared to 12.3% in 2015.
- Head Start has set a target of 90% of 3 and 4-year-olds scoring “proficient” in each school readiness domain, an increase from 87% in 2016.
- The City’s goal is to place 8,000 youth in YouthWorks summer jobs positions, with the goal of 90% of employers saying they would recommend YouthWorks to other organizations, and 90% of participants reporting they feel more prepared to enter the workforce as the result of their participation in the program.
- The Enoch Pratt Free Library will target 36,600 participants in the Summer Reading Program, 49,000 in the School Readiness Program, and 6,500 in computer training classes at branch technology labs.
- The Mayor’s Office of Employment Development will target 850 out-of-school youth, aged 17 to 24, for access to a full range of educational, occupational, and personal support services via two Youth Opportunity Centers in East and West Baltimore. Since 2000, this program has served more than 9,000 youth.
- The Department of Recreation and Parks expects 250,000 visitors to outdoor pools this summer through its Aquatics service. The Department maintains 6 park pools, 13 neighborhood pools, 20 wading pools, 3 indoor pools, and 2 splash pads. There were 218,679 visitors to outdoor pools in Fiscal 2016.

Key budget decisions in Thriving Youth & Families:

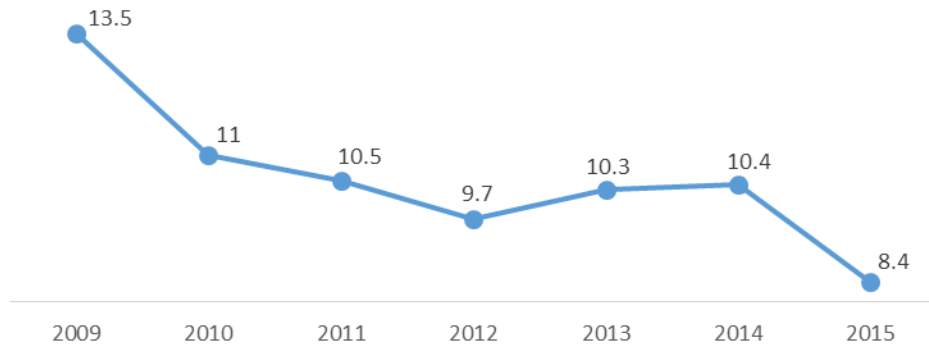
- The City will provide \$99.2 million to City Schools over three years, including a \$10 million Maintenance of Effort increase, to help make up for lost State formula aid and growing costs. This includes \$25.4 million in Fiscal 2018 - \$13 million in additional appropriation and \$12.4 million in additional General Fund support for School Health Services.
- This budget includes \$750,000 in local match funding and \$3 million in State funding to increase hours at library branches throughout the city.
- The Children and Youth Fund will dedicate \$11.9 million in funding for new or enhanced youth programs, including \$0.6 million for administration, grants management, and evaluation.
- The General Fund maintains base funding of \$6.3 million for Family League of Baltimore City (FLBC) community school and out of school time programming, as well as \$500,000 in Community Development Block Grant (CDBG) funding supporting youth programs.
- Supplemental funding of \$346,000 will support directed grants to Experience Corps. And the Maryland Cooperative Extension program; \$2.58 million in supplemental funding will support additional youth programs.
- Supplemental funding of \$1.5 million will support the Safe Streets program to help make up for lost grant funding for the program.
- This budget includes funding for the Waverly and Northwood before and after care centers.

Fiscal 2018 Recommendation Overview

| Fund Name | Fiscal 2017 Adopted | Fiscal 2018 CLS | Fiscal 2018 Recommended | Change from CLS | % Change from CLS |
|--------------|---------------------|--------------------|-------------------------|-------------------|-------------------|
| Federal | 34,018,470 | 35,490,493 | 35,804,680 | 314,187 | 1% |
| General | 331,082,247 | 337,206,102 | 360,313,410 | 23,107,308 | 7% |
| Special | 18,540,773 | 19,200,806 | 19,604,817 | 404,011 | 2% |
| State | 16,352,327 | 16,767,203 | 18,707,576 | 1,940,373 | 12% |
| Total | 399,993,817 | 408,664,604 | 434,430,483 | 25,765,879 | 6% |

Indicator: Infant Mortality

Number of deaths of children less than one year of age per 1,000 live births



Source: Vital Statistics

Additional indicators include child food insecurity and the number of systems-involved juveniles.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|--|
| <ul style="list-style-type: none"> • Multi-agency and multi-government collaboration, such as the B'More for Healthy Babies Initiative. • Population-level behavioral changes. • Community-based initiatives. • Improvements in access and quality of care. | <ul style="list-style-type: none"> • Complex needs of families most at risk (mental health, substance abuse, unsafe homes, job loss). • Paper-based prenatal risk assessment causing delays in care. • High mobility rates and lack of safe, stable housing among high-risk pregnant women. • Lack of knowledge regarding dangers of co-sleeping. • Limited messages to impoverished families about infant death risks. |

The Fiscal 2018 adopted budget invests in services and programs that will support a reduction in infant mortality:

Maintaining the current General Fund support level of \$2.9 million for the programs delivered by Maternal and Child Health and Family League will support home visiting services for at-risk expectant mothers. These home visiting programs work to reduce risk factors such as personal and second-hand tobacco and nicotine use, substance use, high levels of stress, pre-term labor, and chronic health conditions such as hypertension and diabetes. Maternal and Child Health plans to serve 200 families receiving case management services by professional home visitors in Fiscal 2018, and Family League will serve 550 families. The Maternal and Child Health service targets 7,900 reproductive health service clients served by City clinics.

Service-Level Performance Measures Supporting A Safe & Healthy Start

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward a safe and healthy start, such as infant mortality. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------------|-------------|-------------------|-----------------|-------------|-------------|
| Output | # of reproductive health service clients served by City clinics | 6,812 | 7,602 | 7,853 | 7,580 | 9,375 | ● | 8,000 | 7,900 |
| | # families receiving Family League funded pre/post-natal home visiting services | 418 | 529 | 616 | 520 | 712 | ● | 550 | 1,600 |
| | # of Baltimore City youth ages 14-21 placed in paid, summer work experiences | 5,300 | 5,285 | 8,000 | 5,000 | 8,049 | ● | 6,500 | 8,000 |
| Efficiency | Grant dollars, services, and resources leveraged for Family League by City funds | \$10.5M | \$16.3 M | \$16.6 M | \$21.0 M | \$23.7M | ● | \$23.6 M | \$24 M |
| | Average cost per participant - YouthWorks Summer Jobs Program | \$1,200 | \$1,200 | \$1,300 | \$1,500 | \$1,500 | ● | \$1,500 | \$1,500 |
| | Cost per child - City funded Head Start programs | \$7,000 | \$7,000 | \$9,559 | \$9,559 | \$9,559 | ● | \$9,559 | \$9,559 |
| Effectiveness | # of visits to the Library | 1.74 M | 1.74 M | 1.67 M | 1.70 M | \$1.7 M | ● | 1.7 M | 1.78 M |
| | % students returned to class after school health suite visit | 84% | 83% | 82% | 85% | 82% | ● | 82% | 82% |
| | % of asthmatic schoolchildren who have rescue medications available at school | 60.9% | 65.5% | 65.5% | 80.0% | 58% | ● | 70% | 60% |
| Outcome | % of babies with low birth weight citywide | 11.9% | 11.5% | Not Yet Available | 11.2% | Not Yet Available | ○ | 11% | 10.8% |
| | % of Family League Out of School Time participants not chronically absent | 88.5% | 89.0% | 80.1% | 90% | 82% | ● | 90% | 90% |
| | % of women who report smoking in pregnancy citywide | 11.2% | 10.4% | Not Yet Available | 9.9% | Not Yet Available | ○ | 9.5% | 9.1% |
| | % of out of school youth attending YO! Centers who acquire job readiness skills | 85% | 86% | 83% | 85% | 85% | ● | 85% | 85% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

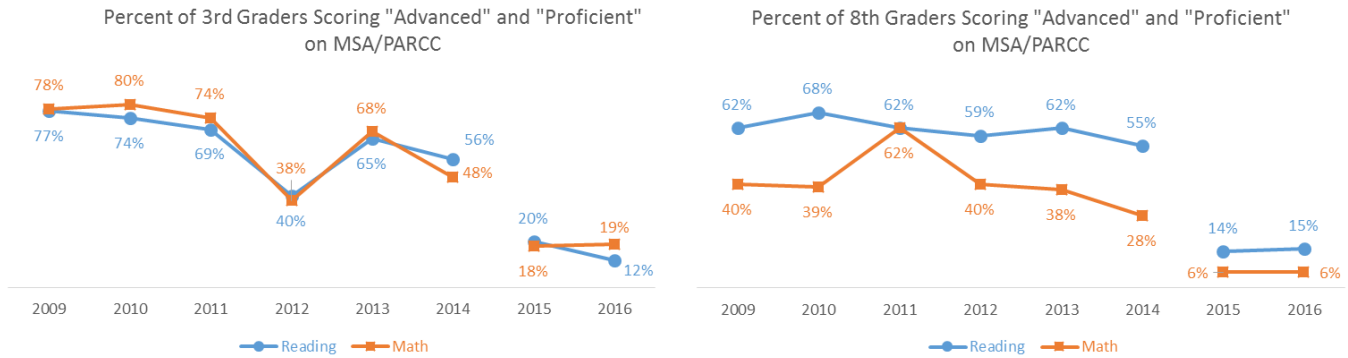


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Indicator: Academic Achievement



Source: Maryland Report Card

Maryland recently replaced the Maryland School Assessments (MSA) with the new Partnership for Assessment of Readiness for College and Careers (PARCC). The PARCC is aligned to new standards based on the Common Core standards adopted by over 40 states.

| Positive Factors: | Negative Factors: |
|--|---|
| <ul style="list-style-type: none"> Quality instruction: Common Core, principal leadership, systematic instruction, phonics, tutoring. Literacy-rich environments: access to books and extended learning opportunities. Improving school climate. Campaign for Grade Level Reading. | <ul style="list-style-type: none"> Low student attendance rates and high chronic absenteeism. Poverty. Principal and teacher turnover rates. Summer learning loss. Low maternal education. Lack of concentrated literacy focus between 3rd and 8th grades. Behavioral health challenges. |

The Fiscal 2018 adopted budget invests in services and programs that will support the Academic Achievement indicator:

Providing City Schools with an additional \$25.4 million in direct support and services above the Fiscal 2017 level will help bridge City Schools' budget gap caused by decreased State Aid revenue and increasing costs. An additional \$5.5 million will fund evening bus services for youth attending City Schools, allowing them to access after school programming. The City will provide an estimated \$23.9 million for the 21st Century School Modernization Plan. In addition, the Fiscal 2018 Capital Improvement Program provides \$17 million in General Obligation Bond funding to City Schools for school facility improvements. Total City support for City Schools in Fiscal 2018 is expected to be \$366.3 million.

Providing \$750,000 in General Fund support and \$3 million in new State funding to expand library branch hours.

Increasing General Fund support for School Health Services by \$12.4 million will support 362,000 school health suite visits in Fiscal 2018. The service aims to return 83% of students to the classroom after a health suite visit.













Maintaining base funding of \$6.3 million in General Fund support for Family League of Baltimore City community school and out of school time programming and providing \$2.58 million in supplemental funding will support additional youth programs.

Total City Support for Baltimore City Public Schools, Fiscal 2018

| All City Support for Baltimore City Public Schools, Fiscal 2018 | |
|---|-----------------------|
| Baltimore City Public Schools (BCPS), General Fund (GF) | \$ 278,412,181 |
| Local Contribution per House Bill 684 (HB 684) | \$ 265,412,181 |
| Additional Direct School Funding per HB 684 | \$ 10,000,000 |
| Additional Supplemental Funding | \$3,000,000 |
| | |
| BCPS Contribution + Other BCPS GF Support | \$ 340,011,413 |
| Direct BCPS Funding (from above) | \$ 278,412,181 |
| School Nurses (GF Portion, increased by \$12.4 million per HB 684) | \$ 14,752,464 |
| Crossing Guards | \$ 5,699,122 |
| MTA Bus Transportation for City Schools Youth | \$ 5,484,423 |
| Debt Service for Schools | \$ 18,663,223 |
| GO Bond for School Construction Projects | \$ 17,000,000 |
| | |
| Additional Non-General Fund BCPS Support | \$ 26,278,402 |
| Beverage Tax Contribution - School Construction | \$ 12,000,000 |
| Casino Lease Contribution - School Construction | \$ 1,250,000 |
| Table Games Aid - School Construction | \$ 3,600,000 |
| Guaranteed Tax Base Dollars Leveraged from Retiree Health Benefits Contribution | \$ 7,059,807 |
| Guaranteed Tax Base Dollars Leveraged from Additional \$10 Million Contribution | \$ 2,368,595 |
| | |
| Total BCPS Support | \$ 366,289,815 |

Service-Level Performance Measures Supporting Academic Achievement

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward improved academic achievement. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|---|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of youth served in Community Schools | N/A | 21,837 | 25,034 | 22,000 | 28,376 |  | 29,000 | 29,800 |
| | # of visits to school health suites (includes hearing and vision screens) | 401,426 | 337,788 | 342,000 | 350,000 | 355,467 |  | 350,000 | 362,000 |
| | # of Library Summer Reading Program participants | 47,707 | 38,575 | 35,828 | 50,000 | 33,030 |  | 36,600 | 36,600 |
| | # of meals served - Summer Food Service Program | 841,000 | 810,198 | 771,333 | 800,075 | 740,572 |  | 1.0 M | 1.0 M |
| | # of youth 5-13 enrolled in Rec Centers' after school recreation programs | 1,179 | 1,287 | 1,733 | 2,000 | 2,080 |  | 2,100 | 2,100 |
| | # of children served at Dawson Center (after-school and summer programming) | 45 | 55 | 50 | 75 | 55 |  | 200 | 200 |
| | # of children receiving school age childcare services at Waverly & Northwood | 72 | 68 | 68 | 80 | 65 |  | 80 | 70 |
| Efficiency | Grant dollars, services, and resources leveraged by Family League | \$10.5M | \$16.3M | \$16.6M | \$21.0M | \$23.7M |  | \$23.6M | \$24.0M |
| Effectiveness | % average daily attendance in Family League Out of School Time programs | 96% | 96% | 98% | 90% | 93% |  | 90% | 90% |
| | % of Community School parents that rate Parent-Family involvement at their school as favorable, as measured by annual School Climate Survey | N/A | 84.5% | 88.4% | 86% | 89.2% |  | 89% | 90% |
| | % of students returned to class after school health suite visit | 84% | 83% | 82% | 85% | 82% |  | 82% | 82% |
| Outcome | % of Family League Out of School Time participants who are not chronically absent from school (miss 20 days or fewer of school) | 88.5% | 89% | 80.1% | 90% | 82% |  | 90% | 90% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



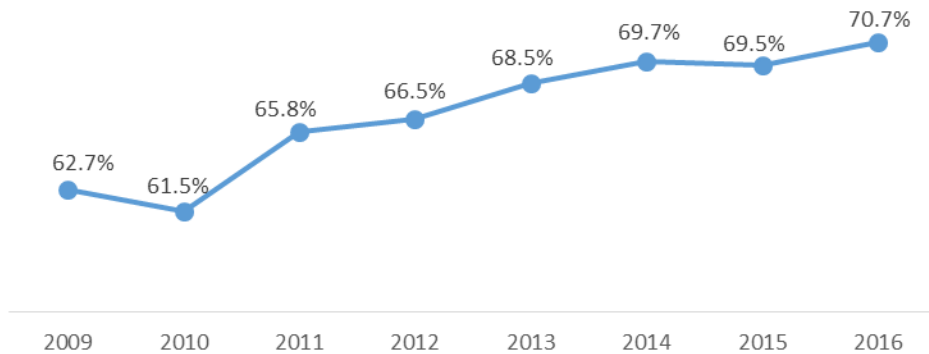
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Indicator: College & Career Readiness

Baltimore City Public Schools 4-year Adjusted Cohort Graduation Rate



Source: Maryland Report Card, 4-year adjusted cohort

This indicator is currently measuring the four-year adjusted cohort graduation rate for Baltimore City Public Schools. The goal is to use a new metric that will be developed by City Schools to measure the career-college readiness of the city's high school students across: cohort graduation rate, career-college preparation, and SAT/ACT participation. Additionally, a measure of the career readiness of youth who are pursuing non-traditional paths, such as those who have dropped out of school and have been re-engaged in alternative education and/or career programs, will be included.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|--|---|
| <ul style="list-style-type: none"> • High enrollment in Career Technology Education courses. • Pathways programs that merge coursework with work experience. • Availability of out-of-school programs: YO Centers, Year Up, Civic Works, Living Classrooms, Housing Authority, etc. • Availability of AP and IB courses. • Increased awareness of parental roles. • Awareness of community-based partners. | <ul style="list-style-type: none"> • Student absenteeism. • Changing priorities as students enter high school (e.g. parenting, jobs) and school hours that don't support these students. • High student mobility rate. • High youth unemployment. • Most students enrolled in Career Technology Education courses not on track to earn credential. |

The Fiscal 2018 adopted budget invests in services and programs that will support the College and Career Readiness indicator:

The proposed budget sustains \$2.9 million in General Fund support for Workforce Services for Out of School Youth, which provides 850 youth with educational, vocational, and personal services at two centers. Services offered include community-based educational services and GED preparation, towards the goal of college and career readiness. YO! Centers serve as a safety net for Baltimore City students who leave school without earning their high school diploma.

This budget also maintains \$1.9 million in General Fund support for the YouthWorks Summer Jobs program, with a goal of placing 8,000 youth in summer jobs. The programs anticipates that 90% of participants will report that they feel more prepared to enter the workforce as a result of their participation in the program. YouthWorks plans to continue expanding the Hire One component of the program, which pairs youth with private-sector employers who pay the wages of their hires. In Fiscal 2017, YouthWorks utilized enhancement funding to purchase laptops and streamline their application process and allow for mobile registration of youth at multiple sites throughout the city.

Service-Level Performance Measures Supporting College & Career Readiness

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased college and career readiness. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|---|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|----------------|
| Output | # of Youth Opportunity participants | 863 | 922 | 900 | 850 | 951 | ● | 850 | 850 |
| | % of vulnerable youth connected to community-based educational services | 66% | 57% | 35% | 60% | 34% | ● | 50% | 50% |
| | # of students attending non-traditional high school accessing workforce development services through YO Academy | 92 | 132 | 101 | 150 | 28 | ● | 150 | 120 |
| Efficiency | Average cost per participant - YouthWorks Summer Job Program | \$1,200 | \$1,200 | \$1,300 | \$1,500 | \$1,500 | ● | \$1,500 | \$1,500 |
| Effectiveness | Average monthly participation rate at Youth Opportunity Centers | 94% | 80% | 83% | 80% | 82% | ● | 80% | 80% |
| | % of employers that said they would recommend YouthWorks to other organizations seeking entry-level employees | 90% | 95% | 89% | 90% | 94% | ● | 90% | 90% |
| Outcome | % of vulnerable youth who acquire 21st Century Job Readiness Skills as measured by a formal assessment tool | 85% | 86% | 83% | 85% | 85% | ● | 85% | 85% |
| | % of Youth Opportunity participants who avoid becoming involved in the juvenile or adult criminal justice system during program participation | 98% | 96% | 98% | 95% | 97% | ● | 95% | 95% |
| | # of Baltimore City youth ages 14-21 placed in paid, summer work experiences | 5,300 | 5,285 | 8,000 | 5,000 | 8,049 | ● | 6,500 | 8,000 |
| | % of YouthWorks participants who report they feel more prepared to enter the workforce as a result of participation | 85% | 81% | 87% | 90% | 83% | ● | 90% | 90% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Thriving Youth & Families | 399,993,817 | 408,664,604 | 434,430,483 | 25,765,879 |
| 308 Maternal and Child Health | 24,307,556 | 25,614,507 | 25,121,606 | (492,901) |
| General | 1,853,606 | 1,877,343 | 1,871,509 | (5,834) |
| Federal | 19,611,232 | 20,808,306 | 20,176,335 | (631,971) |
| State | 1,824,691 | 1,887,253 | 2,023,143 | 135,890 |
| Special | 1,018,027 | 1,041,605 | 1,050,619 | 9,014 |
| 310 School Health Services | 16,593,740 | 17,002,176 | 16,080,888 | (921,288) |
| General | 2,683,130 | 2,563,235 | 14,752,464 | 12,189,229 |
| Federal | 477,833 | 520,728 | 39,580 | (481,148) |
| State | 504,606 | 504,787 | 502,171 | (2,616) |
| Special | 12,928,171 | 13,413,426 | 786,673 | (12,626,753) |
| 316 Youth Violence Prevention | 3,793,763 | 3,824,507 | 2,820,637 | (1,003,870) |
| General | 926,756 | 974,680 | 971,645 | (3,035) |
| Federal | 1,444,632 | 1,475,428 | 1,581,406 | 105,978 |
| State | 1,422,375 | 1,374,399 | 267,586 | (1,106,813) |
| 352 Baltimore City Public Schools | 265,412,081 | 269,682,822 | 280,896,604 | 11,213,782 |
| General | 265,412,081 | 269,682,822 | 280,896,604 | 11,213,782 |
| 385 Health and Welfare Grants | 1,213,859 | 1,244,812 | 1,244,812 | 0 |
| General | 1,213,859 | 1,244,812 | 1,244,812 | 0 |
| 446 Educational Grants | 7,204,727 | 7,341,231 | 19,707,231 | 12,366,000 |
| General | 7,204,727 | 7,341,231 | 7,341,231 | 0 |
| Federal | 0 | 0 | 500,000 | 500,000 |
| Special | 0 | 0 | 11,866,000 | 11,866,000 |
| 604 Before and After Care | 0 | 0 | 173,078 | 173,078 |
| General | 0 | 0 | 173,078 | 173,078 |
| 605 Head Start | 8,570,171 | 8,774,074 | 8,501,377 | (272,697) |
| General | 540,000 | 551,880 | 510,000 | (41,880) |
| Federal | 7,697,187 | 7,881,884 | 7,766,894 | (114,990) |
| State | 132,984 | 135,910 | 224,483 | 88,573 |
| Special | 200,000 | 204,400 | 0 | (204,400) |
| 616 Juvenile Justice | 499,494 | 510,571 | 375,738 | (134,833) |
| General | 247,128 | 268,609 | 208,427 | (60,182) |
| Federal | 86,649 | 89,518 | 88,974 | (544) |
| State | 165,717 | 152,444 | 78,337 | (74,107) |
| 644 Administration - Rec and Parks | 4,222,732 | 4,504,217 | 5,299,502 | 795,285 |
| General | 4,086,165 | 4,364,236 | 4,459,521 | 95,285 |
| State | 136,567 | 139,981 | 139,981 | 0 |
| Special | 0 | 0 | 700,000 | 700,000 |
| 645 Aquatics | 2,923,399 | 3,127,220 | 3,126,602 | (618) |
| General | 2,423,399 | 2,616,220 | 2,422,781 | (193,439) |
| Special | 500,000 | 511,000 | 703,821 | 192,821 |
| 647 Youth and Adult Sports | 848,858 | 826,269 | 826,465 | 196 |
| General | 689,030 | 661,359 | 661,555 | 196 |
| Special | 159,828 | 164,910 | 164,910 | 0 |
| 648 Community Recreation Centers | 14,420,833 | 14,530,656 | 14,381,268 | (149,388) |
| General | 12,977,807 | 13,055,883 | 12,968,327 | (87,556) |
| Federal | 276,776 | 282,865 | 282,865 | 0 |
| Special | 1,166,250 | 1,191,908 | 1,130,076 | (61,832) |
| 649 Special Facilities Management - Recreation | 1,448,285 | 1,479,954 | 1,479,730 | (224) |
| General | 37,071 | 98 | 0 | (98) |
| Special | 1,411,214 | 1,479,856 | 1,479,730 | (126) |
| 740 Dawson Center | 401,789 | 299,869 | 360,017 | 60,148 |
| General | 31,620 | 32,315 | 32,315 | 0 |
| Federal | 370,169 | 267,554 | 327,702 | 60,148 |
| 788 Information Services | 35,320,154 | 36,585,202 | 39,426,880 | 2,841,678 |
| General | 24,261,873 | 25,236,464 | 24,942,789 | (293,675) |
| State | 10,300,998 | 10,573,892 | 13,598,603 | 3,024,711 |
| Special | 757,283 | 774,846 | 885,488 | 110,642 |
| 791 BCPS Alternative Options Academy for Youth | 250,000 | 314,508 | 202,777 | (111,731) |
| State | 250,000 | 314,508 | 202,777 | (111,731) |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Thriving Youth & Families (Continued) | 399,993,817 | 408,664,604 | 434,430,483 | 25,765,879 |
| 797 Workforce Services for Out of School Youth-Youth Opportunity | 3,673,752 | 3,704,193 | 3,672,000 | (32,193) |
| General | 2,923,978 | 2,938,457 | 2,928,616 | (9,841) |
| Federal | 495,963 | 514,059 | 514,973 | 914 |
| State | 253,811 | 251,677 | 140,911 | (110,766) |
| Special | 0 | 0 | 87,500 | 87,500 |
| 798 Youth Works Summer Job Program | 4,673,725 | 4,885,756 | 5,722,675 | 836,919 |
| General | 1,813,147 | 1,910,349 | 1,943,091 | 32,742 |
| Federal | 1,100,000 | 1,124,200 | 1,500,000 | 375,800 |
| State | 1,360,578 | 1,432,352 | 1,529,584 | 97,232 |
| Special | 400,000 | 418,855 | 750,000 | 331,145 |
| 800 Workforce Services for WIOA Funded Youth | 2,458,029 | 2,525,951 | 3,025,951 | 500,000 |
| Federal | 2,458,029 | 2,525,951 | 3,025,951 | 500,000 |
| 817 Orphans' Court | 487,609 | 504,286 | 522,898 | 18,612 |
| General | 487,609 | 504,286 | 522,898 | 18,612 |
| 889 Child Support Enforcement | 1,269,261 | 1,381,823 | 1,461,747 | 79,924 |
| General | 1,269,261 | 1,381,823 | 1,461,747 | 79,924 |
| TOTAL OPERATING BUDGET | 399,993,817 | 408,664,604 | 434,430,483 | 25,765,879 |
| LESS INTERNAL SERVICE FUND | 0 | 0 | 0 | 0 |
| TOTAL OPERATING APPROPRIATIONS | 399,993,817 | 408,664,604 | 434,430,483 | 25,765,879 |

Key results funded in the Fiscal 2018 Adopted Budget:

- The Department of Transportation (DOT) is launching the B'More Bright initiative. This initiative will ensure strategic installation of 6,000 additional facade, pedestrian, and common area LED lights, as well as conversion of 75,000 existing street lights throughout the City to LED within four years.
- The Baltimore City Police Department (BPD) realized a combined 26% database hit rate for fingerprints, DNA, and ballistics – up from 16% during 2015.
- The Baltimore City Fire Department (BCFD) dispatched EMS to 179,326 incidents during 2016. This accounts for 10% growth over the previous year, and nearly 23% growth over the 2012 baseline. EMS responded to 44% of incidents within eight minutes during 2016 and aims to reach 90% within eight minutes during 2018.
- The Mayor's Office of Employment Development (MOED) provided services to 409 ex-offenders who also obtained employment during 2016. This marks a five-year high, up from 326 during the previous year, and an increase of nearly 77% from the 2012 baseline of 231. This figure is projected to reach 500 during 2018.
- The Mayor's Office of Criminal Justice (MOCJ) reported a 40% crime reduction in areas with CitiWatch cameras vs. immediate surrounding areas without cameras during 2016 – up from 27% during 2015. CitiWatch surpassed targets for 2017 and 2018, but expects this figure to decline as Marijuana reforms change the context of crime.
- The BCFD installed 15,889 fire alarms during 2016 – 263 more than the previous year – and anticipates increasing this figure by 500 devices during 2018.

Key budget decisions in Safe Neighborhoods:

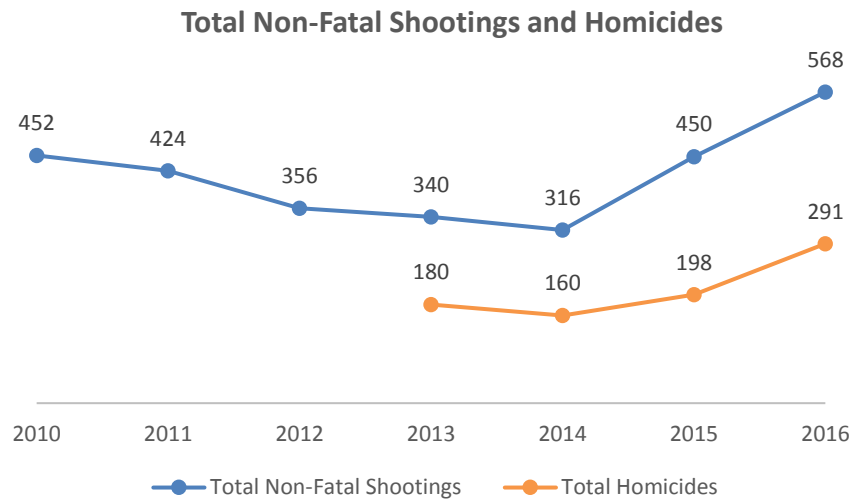
The Fiscal 2018 budget maintains current funding across all services within the Safe Neighborhoods portfolio, with the exception of \$5.5 million in reductions within the Police Department. The funding will be redirected to support the City's enhanced financial commitment to Baltimore City Public Schools.

Approximately \$3.66 million is accounted for with specific cuts, while the remaining \$1.84 million reduction will be determined before the start of the new fiscal year. The Police Department has identified the following savings: \$839,000 from contracting out security personnel at BPD Headquarters and City Hall, \$1.28 million from grounding one helicopter and reassigning Aviation Unit personnel, \$737,000 from reducing vehicles, \$604,000 from auditing telecommunications equipment, and \$200,000 from reducing clothing and footwear.

Moreover, the Fiscal 2018 budget includes \$12 million of additional funding for operating and capital projects associated with BPD's consent agreement with the Department of Justice - \$10 million from the General Fund and \$2 million from a State grant. Approximately \$5.5 million is designated for ongoing expenses while about \$6.5 million is for one-time investments. Some highlights include \$5.3 million toward a data warehouse, \$1.7 million for internal compliance personnel, \$1.5 million for a contracted monitoring team, and \$600,000 for mobile data computers.

Fiscal 2018 Adopted Budget Overview

| Safe Neighborhoods | | | | | |
|--------------------|---------------------|--------------------|---------------------|---------------------|-------------------|
| Fund Name | Fiscal 2017 Adopted | Fiscal 2018 CLS | Fiscal 2018 Adopted | Change from CLS | % Change from CLS |
| Federal | 26,356,702 | 27,031,554 | 21,388,819 | (5,642,735) | -21% |
| General | 753,279,690 | 818,793,246 | 803,526,353 | (15,266,893) | -2% |
| Special | 32,090,120 | 31,545,766 | 31,690,870 | 145,104 | 0% |
| State | 39,147,756 | 38,902,774 | 32,194,304 | (6,708,470) | -17% |
| Total | 850,874,268 | 916,273,340 | 888,800,346 | (27,472,994) | -3% |

Indicator: Shootings

This information is derived from the BPD's Victim-Based crime statistics. This indicator measures the number of homicides and non-fatal shootings that occur in Baltimore on an annual basis. These figures do not include police-involved or self-inflicted incidents.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|---|
| <ul style="list-style-type: none"> Targeted enforcement of specific neighborhoods and known violent offenders. Discouraging illegal gun possession. | <ul style="list-style-type: none"> Violence in the drug and gun marketplace. Barriers to employment opportunities, particularly for individuals with a criminal background. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will support the Non-Fatal Shootings and Homicides indicator:

The MOCJ supports Operation Ceasefire, which takes a data-driven approach to identifying high-risk individuals, and seeks to understand the social network and/or organization within which they operate. Ceasefire collaborates with the BPD to host Call-Ins that provide targeted individuals with two options: take advantage of social services and transition away from criminal activity, or face highly targeted, punitive measures. Clients are then asked to contact support personnel to be connected to services that will help them transition from a life of criminal activity. During 2016 there were five Call-In sessions and 17% of targeted individuals sought assistance. Ceasefire plans to host one additional Call-In session during 2018 while maintaining the current level of engagement.

The BPD's Operational Investigation Division continues to utilize data, as well as the City's expanding CCTV network, to determine geographic locations where violent crime is prevalent. This information is then used to implement targeted enforcement strategies on Trigger Pullers – violent repeat offenders who are involved in incidents throughout the City – and their respective criminal networks.

The BPD will continue its War Room effort with State and Federal law enforcement and criminal justice partners. This initiative aims to create an intelligence and operations hub that utilizes data and technology to address the City's crime.

Service-Level Performance Measures Supporting Reduced Shootings

Below are a handful of the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts to reduce shootings. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|---|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of gun arrests performed by the BPD's Operational Investigations Division | 371 | 349 | 229 | 215 | 627 |  | 400 | 350 |
| | # of guns siezed by the BPD's Operational Investigations Division | 468 | 1,823 | 333 | 1,800 | 828 |  | 600 | 425 |
| | # of Baltimore City ex-offenders who receive employment assistance services through the re-entry center | 2,939 | 2,839 | 2,766 | 1,800 | 2,615 |  | 1,800 | 2,000 |
| | # of Operation CeaseFire Call-in sessions | N/A | 2 | 3 | 4 | 5 |  | 6 | 6 |
| Efficiency | Crimelab database hits as a % of total entries (IBIS, AFIS, CODIS) | N/A | 16 | 16 | 17 | 26 |  | 20 | 22 |
| | Police homicide Clearance Rate | 52% | 50% | 41% | 55% | 28% |  | 55% | 55% |
| | Average # of investigations completed annually by Civilian Review Board Investigator | 26 | 34 | 14 | 40 | 10 |  | 40 | 40 |
| Effectiveness | % of time patrol officers spend on proactive policing | N/A | N/A | 16% | 40% | 14% |  | 20% | 20% |
| | % of citizens satisfied or very satisfied with police approachability | 68% | N/A | 43% | N/A | N/A |  | 80% | 80% |
| | # of arrests assisted and/or initiated by CitiWatch Cameras | 1,465 | 1,557 | 745 | 1,500 | 530 |  | 1,500 | 1,500 |
| Outcome | # of juvenile shooting victims in Baltimore City | 30 | 30 | 50 | 35 | 47 |  | 30 | 30 |
| | % of total shootings linked to Operation Ceasefire targeted groups | N/A | 76% | 33% | 75% | 30% |  | 70% | 70% |
| | # of non-fatal shootings and homicides in Safe Streets target areas | 20 | 22 | 25 | 25 | 44 |  | 40 | 40 |
| | % of Civilian Review Board recommendations that changed law enforcement's initial decision | 0% | 0% | 0% | 2% | 2% |  | 2% | 2% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



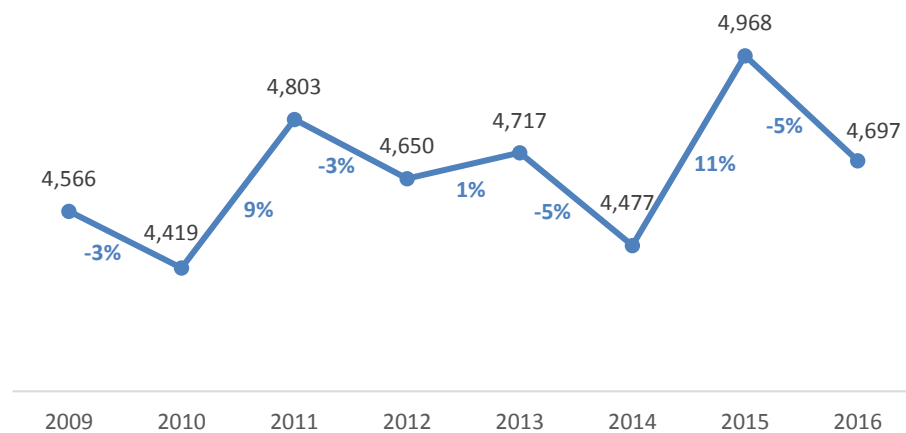
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Indicator: Property Crime

Total Property Crime Per 100,000



Source: Baltimore City Police Department Crime Data

Property Crime includes: burglary, theft, motor vehicle theft and arson. According to the Federal Bureau of Investigation, the objective of property crime is to obtain property or money and does not result in violence toward the victim.

Positive Factors:

- Effectiveness of CitiWatch as a crime prevention tool.
- Employment and recreational opportunities for Baltimore youth, such as YouthWorks.

Negative Factors:

- Resource availability for response to and processing of property crime.
- Lack of economic opportunity and job availability.

The Fiscal 2018 adopted budget invests in numerous services and programs that will support Reduction of property crime in Baltimore:














The MOCJ continues the Metro Crime Stoppers (MCS) initiative to address the credible information vacuum that hinders police officers from solving crimes. MCS does this by ensuring anonymity which allows witnesses to feel safe from retaliation when reporting crimes. The agency promotes this service throughout the year with marketing materials and community outreach. The program is a key tool in gaining community help with solving crimes.

The BPD utilizes CitiWatch – a network of more than 700 proactive surveillance cameras – to help stabilize crime within communities by working in partnership with police officers on the ground, as well as other City agencies. In addition, the CitiWatch system helps prevent a “broken-window” phenomenon (the emergence of characteristics within a community which commonly precipitate crime) by deterring victimless activities such as illegal dumping.

The MOCJ continues to match State funding for two Youth Service Bureaus – located in Northwest and East Baltimore – in coordination with The Family League of Baltimore City. These organizations provide counseling and support services for youth under 18 years of age, and their families, with the goal of promoting youth development and preventing juvenile delinquency.

Service-Level Performance Measures Supporting Reduced Property Crime

Below are a handful of the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts to reduce property crime. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|---|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of Computer and Electronic Crimes Unit investigations | 1,200 | 1,300 | 1,384 | 1,500 | 1,229 |  | 1,600 | 1,600 |
| | % of vulnerable youth connected to community-based education services | 66% | 57% | 35% | 60% | 34% |  | 50% | 50% |
| | # of Community Awareness events organized by Mayor's Office of Criminal Justice | N/A | 20 | 23 | 18 | 22 |  | 24 | 25 |
| Efficiency | % of CitiWatch closed-circuit TV crime camera uptime | 90% | 90% | 90% | 95% | 93% |  | 95% | 95% |
| | % of vacant and abandoned property cleaning and boarding requests completed on time | 70% | 35% | 64% | 90% | 93% |  | 90% | 90% |
| | # of calls for service diverted from patrol to police telephone reporting unit | N/A | 1.31% | 2.41% | 13.89% | 4.4% |  | 3.67% | 3.55% |
| Effectiveness | % of street light outages repaired within four days | 90% | 85% | 92% | 95% | 93% |  | 89% | 90% |
| | % of recreational programming at capacity | N/A | N/A | 85% | 80% | 85% |  | 90% | 98% |
| | % of citizens satisfied or very satisfied with police responsiveness | 60% | N/A | 48% | 75% | N/A |  | 75% | 75% |
| Outcome | % reduction in crime in areas with CitiWatch crime cameras vs. immediate surrounding area | 37% | 33% | 27% | 30% | 40% |  | 32% | 32% |
| | # of arrest assists by K9/Mounted Unit | 855 | 583 | 137 | 600 | 137 |  | 600 | 250 |
| | % of citizens rating street lighting services 'good' or 'excellent' | 56% | N/A | 48% | 75% | N/A |  | 75% | 75% |
| | % of new homeowners who are also new city residents | N/A | N/A | 25% | 21% | 20% |  | 23% | 24% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

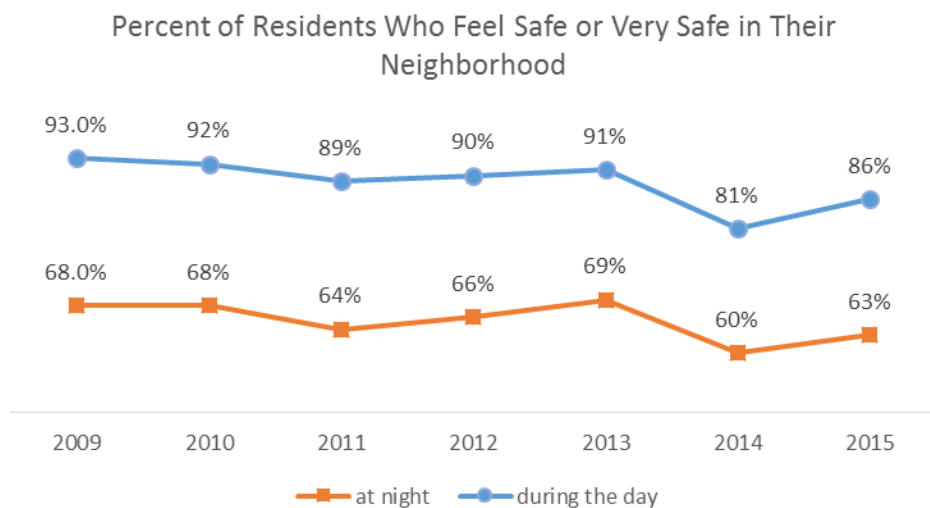


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Indicator: Citizen Perception of Safety



Source: Bi-Annual Citizen Survey; not conducted during 2016

The Community Survey asks a sample population of City residents a series of questions pertaining to the quality of life in Baltimore, and asks respondents to provide ratings on a number of issue areas. Among the most important is the question on perception of safety—specifically, residents’ perception of safety in their neighborhood.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|---|
| <ul style="list-style-type: none"> • Use of CitiWatch Camera program to supplement physical police presence. • Installation of LED Street Lighting in high-crime neighborhoods. | <ul style="list-style-type: none"> • Poor enforcement of traffic safety laws. • Lack of community trust in police response. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will support the Citizen Perception of Safety indicator:

The DOT has nearly completed the installation of 6,000 LED fixtures placed strategically in high crime areas throughout the City, which will enable the agency to reduce the number of maintenance calls for outages and more efficiently illuminate dark streets and corridors. New fixtures will also ensure that a higher percentage of the City’s streets meet best-practice roadway lighting standards.

The Baltimore City Fire Department will continue to advance the Saturday Safety Sweep Program – a push on all land suppression units to develop plans for visiting every neighborhood within assigned districts to install smoke alarms. Nearly 16,000 smoke alarms were installed during Fiscal 2016 alone. The Department has also partnered with the American Red Cross to reach Baltimoreans to provide literature concerning home exit drills and to review residential fire safety.

The Baltimore City Fire Department implemented the Maverick Mapping program, which allows for increased command and control of fire suppression assets. The subsequent installation of mobile data terminals with vehicle locator capability will allow for the dispatching of units based on exact geographic location, and not the location of a unit’s assigned station. This initiative will allow the Department to verify the arrival times of units to the scene of an emergency, and to more effectively meet the Department’s goal of being on-scene within five minutes.

Service-Level Performance Measures Supporting Perception of Safety

Below are a handful of the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts to increase perception of safety. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|---|-------------|-------------|-------------|-------------|-------------|-----------------|-------------|-------------|
| Output | # of new volunteers trained in the Community Emergency Response Team (CERT) program | 45 | 75 | 33 | 50 | 36 | ● | 50 | 50 |
| | # of homeless receiving assistance with sheltering | 2,680 | 2,780 | 1,838 | 3,000 | 2,990 | ● | 4,000 | 5,500 |
| | # of "safe routes to school" marked | N/A | N/A | 7 | 14 | 22 | ● | 22 | 22 |
| Efficiency | % of priority 1 calls for service dispatched to officers in less than 60 seconds | N/A | N/A | N/A | 90% | 8% | ● | 90% | 15% |
| | % of missed waste removal and recycling pickups | 4% | 4% | 6% | 5% | 7% | ● | 5% | 5% |
| | # of investigations completed annually by Civilian Review Board Investigator | 26 | 34 | 14 | 40 | 10 | ● | 40 | 40 |
| Effectiveness | % of vacants to value property dispositions completed within 120 days | 75% | 87% | 80% | 90% | 80% | ● | 90% | 90% |
| | % of top five priority Animal Services requests closed on time | 91% | 86% | 90% | 95% | 91% | ● | 95% | 95% |
| | % of fire responses with first engine on the scene within five minutes | 93.6% | 93.4% | 90.6% | 90% | 95.4% | ● | 90% | 90% |
| Outcome | # of vacant unsafe structures in targeted areas made habitable or razed as a result of code enforcement | 637 | 791 | 740 | 1,200 | 888 | ● | 1,000 | 1,000 |
| | % of citizens reporting they feel "safe" or "very safe" in parks during the day | 70% | N/A | N/A | 80% | N/A | ○ | 60% | 60% |
| | # of fatal fires per 100,000 residents | 14 | 16 | 11 | 12 | 17 | ● | 12 | 12 |
| | % of citizens rating street lighting services 'good' or 'excellent' | 56% | N/A | 48% | 75% | N/A | ○ | 75% | 75% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



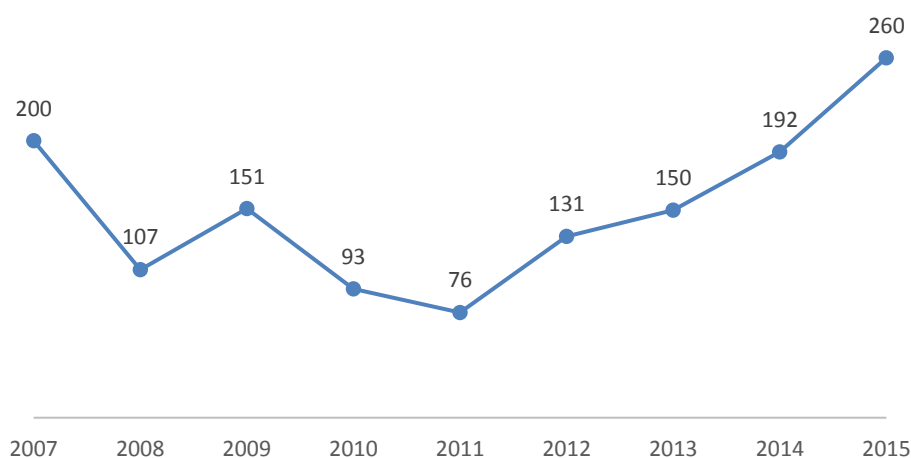
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Indicator: Heroin-Related Deaths

Total Number of Heroin-Related Deaths



Source: Maryland Department of Health and Mental Hygiene

This indicator captures all deaths that occurred in the City of Baltimore (including non-residents) related to heroin. These data do not report deaths associated with all opioids (i.e., fentanyl and other prescription opioids), which are often associated with heroin use.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|--|
| <ul style="list-style-type: none"> • Use of Buprenorphine and Naloxone as treatment. • Federal crackdown on opioid prescription drugs, helping to reduce abuse that leads to heroin addiction. • State primary adult care coverage of Buprenorphine. | <ul style="list-style-type: none"> • Loss of jobs related to decline of industrial sector. • Increase in prices of prescription drugs compared to static price of heroin. • Mixture of heroin with other substances and difficulty regulating adulterants. • Changing interactions with the public and police. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will support the Heroin-Related Deaths Indicator:











The BCFD continues the hands-only CPR training initiative, which to-date has reached more than 16,000 individuals who work for and/or live in the City. The EMS Division has developed a strong partnership with the Baltimore City Health Department to engage communities in training. The Department is investigating new technologies that would alert qualified civilian responders when a 911 call is received for a person in cardiac arrest.

Behavioral Health Systems Baltimore (BHSB), which oversees Baltimore City's behavioral health initiatives, is actively engaged in the work of developing the City's first-ever sobering center, which will immediately divert clients from the Emergency Division to services that are better aligned to achieve the intended outcome of treatment and recovery. BHSB is also an active partner on the Fentanyl Taskforce convened by Baltimore's Health Commissioner.

The BCFD transitioned from an all Advanced Life Support (ALS) system to a two-tiered system that deploys both ALS and Basic Life Support (BLS) units. This enables the Department to prioritize calls and send the most appropriate resources for greater effectiveness and operational efficiency. During Fiscal 2017 the Department added 12 peak-time BLS transport units to facilitate this process, and will continue to seek opportunities to reallocate resources and reduce response time intervals.

Service-Level Performance Measures Supporting Reduced Heroin-Related Deaths

Below are a handful of the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts to reduce heroin-related deaths. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of substance abuse and mental health clients receiving recovery housing | 93 | 133 | 114 | 65 | 125 |  | 150 | 150 |
| | # of substance abuse and mental health clients admitted to Behavioral Health Systems Baltimore-funded programs | 12,159 | 7,306 | 6,410 | 7,880 | 6,500 |  | 4,980 | 5,580 |
| | # of healthcare professionals trained in screening, brief intervention, and referral to treatment | 50 | 118 | 880 | 400 | 200 |  | 400 | 400 |
| Efficiency | % of victim assistance partnerships renewed annually | N/A | 90% | 90% | 80% | 100% |  | 100% | 100% |
| | Average cost per ex-offender to provide employment assistance services | \$403 | \$355 | \$271 | \$250 | \$320 |  | \$250 | \$250 |
| | Average length of time (in days) that persons are homeless in emergency and transitional housing projects | N/A | N/A | 269 | 100 | 250 |  | 100 | 90 |
| Effectiveness | % of substance abuse and mental health clients retained in outpatient substance abuse treatment for at least 90 days | 54% | 55% | 55% | 55% | 55% |  | 55% | 55% |
| | % of EMS responses within 8 minutes | 46% | 48% | 52% | 90% | 44% |  | 90% | 90% |
| | % of homeless persons engaged through street outreach, of all contacted | N/A | N/A | 68% | 50% | 71% |  | 75% | 75% |
| | # of homeless engaged by street outreach projects | N/A | N/A | 330 | 200 | 339 |  | 375 | 375 |
| Outcome | Rate of alcohol and drug related ER visits in Baltimore City per 100,000 people | 2,114 | 2,067 | 2,026 | 1,985 | 2,075 |  | 2,500 | 2,500 |
| | # of homeless in emergency and transitional housing with no prior enrollments in data system | N/A | N/A | N/A | 7,000 | 3,450 |  | 7,000 | 2,700 |
| | # of ex-offenders who received at least one MOED service and found employment | 268 | 242 | 326 | 400 | 409 |  | 480 | 500 |
| | % of persons who exit from a street outreach project to shelter, transitional or permanent housing | N/A | N/A | 68% | 50% | 56% |  | 50% | 80% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Safe Neighborhoods | 850,874,268 | 916,273,340 | 888,800,346 | (27,472,994) |
| 110 Circuit Court | 18,699,204 | 24,462,054 | 22,934,053 | (1,528,001) |
| General | 9,934,185 | 15,348,192 | 15,359,921 | 11,729 |
| Federal | 2,296,681 | 2,383,852 | 2,188,984 | (194,868) |
| State | 6,286,214 | 6,542,189 | 5,149,352 | (1,392,837) |
| Special | 182,124 | 187,821 | 235,796 | 47,975 |
| 115 Prosecution of Criminals | 33,784,573 | 34,656,898 | 34,795,721 | 138,823 |
| General | 27,154,911 | 27,778,091 | 27,529,747 | (248,344) |
| Federal | 1,439,329 | 1,514,246 | 1,456,462 | (57,784) |
| State | 4,828,091 | 4,994,350 | 5,409,404 | 415,054 |
| Special | 362,242 | 370,211 | 400,108 | 29,897 |
| 307 Substance Use Disorder and Mental Health | 2,259,805 | 2,309,520 | 2,297,760 | (11,760) |
| General | 1,725,216 | 1,763,171 | 1,763,171 | 0 |
| State | 534,589 | 546,349 | 534,589 | (11,760) |
| 315 Emergency Services - Health | 13,205,948 | 14,286,280 | 9,895,342 | (4,390,938) |
| General | 708,807 | 1,244,380 | 691,930 | (552,450) |
| Federal | 776,065 | 846,649 | 694,479 | (152,170) |
| State | 11,314,394 | 11,642,225 | 8,164,581 | (3,477,644) |
| Special | 406,682 | 553,026 | 344,352 | (208,674) |
| 500 Street Lighting | 19,187,612 | 22,123,716 | 23,173,562 | 1,049,846 |
| General | 19,187,612 | 22,123,716 | 23,173,562 | 1,049,846 |
| 600 Administration - Fire | 10,261,744 | 10,735,230 | 10,759,040 | 23,810 |
| General | 8,411,744 | 8,844,530 | 8,868,340 | 23,810 |
| Federal | 1,500,000 | 1,533,000 | 1,533,000 | 0 |
| State | 350,000 | 357,700 | 357,700 | 0 |
| 602 Fire Suppression and Emergency Rescue | 150,115,225 | 159,454,341 | 159,226,648 | (227,693) |
| General | 146,103,710 | 155,354,573 | 154,896,308 | (458,265) |
| Federal | 2,611,575 | 2,669,029 | 2,910,400 | 241,371 |
| State | 1,399,940 | 1,430,739 | 1,419,940 | (10,799) |
| 608 Emergency Management | 976,432 | 1,045,398 | 1,033,803 | (11,595) |
| General | 676,432 | 738,798 | 727,203 | (11,595) |
| Federal | 300,000 | 306,600 | 306,600 | 0 |
| 609 Emergency Medical Services | 42,125,222 | 49,136,788 | 46,089,148 | (3,047,640) |
| General | 20,711,282 | 28,712,763 | 27,020,135 | (1,692,628) |
| State | 87,940 | 89,875 | 83,928 | (5,947) |
| Special | 21,326,000 | 20,334,150 | 18,985,085 | (1,349,065) |
| 610 Fire and Emergency Community Outreach | 334,416 | 346,433 | 346,248 | (185) |
| General | 334,416 | 346,433 | 346,248 | (185) |
| 612 Fire Investigation | 939,593 | 1,059,479 | 1,058,108 | (1,371) |
| General | 939,593 | 1,059,479 | 1,058,108 | (1,371) |
| 614 Fire Communications and Dispatch | 15,546,557 | 17,497,841 | 17,891,431 | 393,590 |
| General | 11,105,130 | 12,968,321 | 13,389,596 | 421,275 |
| Special | 4,441,427 | 4,529,520 | 4,501,835 | (27,685) |
| 615 Fire Training and Education | 3,959,508 | 4,768,855 | 4,763,361 | (5,494) |
| General | 3,959,508 | 4,768,855 | 4,763,361 | (5,494) |
| 617 Victim Services - MOCJ | 728,131 | 784,185 | 1,801,739 | 1,017,554 |
| General | 124,721 | 138,286 | 138,286 | 0 |
| Federal | 73,825 | 96,731 | 1,057,102 | 960,371 |
| State | 96,824 | 106,886 | 106,351 | (535) |
| Special | 432,761 | 442,282 | 500,000 | 57,718 |
| 618 Crime Prevention | 739,468 | 754,442 | 1,528,142 | 773,700 |
| General | 593,196 | 606,647 | 335,693 | (270,954) |
| Federal | 146,272 | 147,795 | 992,449 | 844,654 |
| State | 0 | 0 | 200,000 | 200,000 |
| 621 Administration - Police | 40,979,686 | 49,755,151 | 59,087,762 | 9,332,611 |
| General | 39,341,563 | 48,082,492 | 54,996,533 | 6,914,041 |
| Federal | 1,638,123 | 1,672,659 | 2,171,229 | 498,570 |
| State | 0 | 0 | 120,000 | 120,000 |
| Special | 0 | 0 | 1,800,000 | 1,800,000 |
| 622 Police Patrol | 256,311,725 | 272,994,740 | 259,323,326 | (13,671,414) |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Safe Neighborhoods (Continued) | 850,874,268 | 916,273,340 | 888,800,346 | (27,472,994) |
| General | 248,993,193 | 265,409,872 | 251,759,631 | (13,650,241) |
| Federal | 0 | 0 | 85,000 | 85,000 |
| State | 5,594,532 | 5,740,601 | 5,649,150 | (91,451) |
| Special | 1,724,000 | 1,844,267 | 1,829,545 | (14,722) |
| 623 Crime Investigation | 36,306,243 | 37,755,337 | 34,753,540 | (3,001,797) |
| General | 33,730,564 | 35,122,679 | 34,073,540 | (1,049,139) |
| Federal | 104,550 | 107,164 | 80,000 | (27,164) |
| State | 2,471,129 | 2,525,494 | 600,000 | (1,925,494) |
| 624 Target Violent Criminals | 43,447,576 | 43,960,902 | 43,722,929 | (237,973) |
| General | 36,656,644 | 38,430,556 | 37,952,740 | (477,816) |
| State | 4,670,577 | 3,364,466 | 3,604,309 | 239,843 |
| Special | 2,120,355 | 2,165,880 | 2,165,880 | 0 |
| 625 SWAT/ESU | 9,730,800 | 9,814,206 | 9,743,808 | (70,398) |
| General | 9,730,800 | 9,814,206 | 9,743,808 | (70,398) |
| 626 Homeland Security - Intelligence | 15,198,561 | 15,238,246 | 9,035,814 | (6,202,432) |
| General | 7,378,582 | 7,296,895 | 7,358,100 | 61,205 |
| Federal | 7,819,979 | 7,941,351 | 1,677,714 | (6,263,637) |
| 627 Emergency Communications | 7,822,472 | 7,917,390 | 7,696,692 | (220,698) |
| General | 7,822,472 | 7,917,390 | 7,696,692 | (220,698) |
| 628 Police Internal Affairs | 9,039,682 | 9,611,054 | 9,273,368 | (337,686) |
| General | 9,039,682 | 9,611,054 | 9,273,368 | (337,686) |
| 632 Manage Police Records and Evidence Control Systems | 7,810,451 | 8,093,204 | 6,936,749 | (1,156,455) |
| General | 7,810,451 | 8,093,204 | 6,936,749 | (1,156,455) |
| 635 Police Recruiting and Training | 15,904,099 | 16,809,887 | 13,939,176 | (2,870,711) |
| General | 15,383,899 | 16,278,243 | 13,939,176 | (2,339,067) |
| State | 520,200 | 531,644 | 0 | (531,644) |
| 637 Special Operations - K-9 and Mounted Unit | 4,587,249 | 4,802,737 | 4,589,347 | (213,390) |
| General | 4,587,249 | 4,802,737 | 4,589,347 | (213,390) |
| 638 Marine Unit | 2,049,579 | 2,142,317 | 2,086,635 | (55,682) |
| General | 2,049,579 | 2,142,317 | 2,086,635 | (55,682) |
| 640 Special Operations - Aviation | 6,117,186 | 6,177,219 | 5,064,046 | (1,113,173) |
| General | 6,117,186 | 6,177,219 | 5,064,046 | (1,113,173) |
| 642 Crime Laboratory | 16,330,179 | 16,734,518 | 17,417,129 | 682,611 |
| General | 14,000,416 | 14,344,623 | 15,666,672 | 1,322,049 |
| Federal | 2,329,763 | 2,389,895 | 1,750,457 | (639,438) |
| 684 Traffic Management | 12,425,870 | 12,088,092 | 12,039,183 | (48,909) |
| General | 11,801,341 | 11,449,823 | 11,400,914 | (48,909) |
| Special | 624,529 | 638,269 | 638,269 | 0 |
| 689 Vehicle Impounding and Disposal | 7,600,611 | 7,749,963 | 7,721,493 | (28,470) |
| General | 7,600,611 | 7,749,963 | 7,721,493 | (28,470) |
| 697 Traffic Safety | 7,849,908 | 9,574,523 | 9,477,031 | (97,492) |
| General | 6,854,892 | 8,563,126 | 8,468,378 | (94,748) |
| Federal | 995,016 | 1,011,397 | 1,008,653 | (2,744) |
| 752 Community Outreach Services | 1,583,985 | 1,660,099 | 1,654,807 | (5,292) |
| General | 1,373,985 | 1,445,479 | 1,444,807 | (672) |
| Special | 210,000 | 214,620 | 210,000 | (4,620) |
| 757 CitiWatch | 2,548,438 | 2,479,248 | 2,369,683 | (109,565) |
| General | 2,292,663 | 2,217,341 | 2,217,341 | 0 |
| Federal | 70,775 | 72,837 | 72,342 | (495) |
| Special | 185,000 | 189,070 | 80,000 | (109,070) |
| 758 Coordination of Public Safety Strategy - Administration | 4,193,135 | 4,315,562 | 2,050,649 | (2,264,913) |
| General | 626,434 | 668,564 | 665,803 | (2,761) |
| Federal | 3,246,701 | 3,319,958 | 1,339,846 | (1,980,112) |
| State | 245,000 | 250,390 | 45,000 | (205,390) |
| Special | 75,000 | 76,650 | 0 | (76,650) |
| 781 Administration - State's Attorney | 6,527,788 | 7,355,766 | 6,480,718 | (875,048) |
| General | 6,527,788 | 7,355,766 | 6,480,718 | (875,048) |
| 786 Victim and Witness Services | 1,549,922 | 1,626,875 | 2,690,373 | 1,063,498 |
| General | 1,290,659 | 1,380,687 | 1,376,271 | (4,416) |
| Federal | 259,263 | 246,188 | 1,314,102 | 1,067,914 |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Safe Neighborhoods (Continued) | 850,874,268 | 916,273,340 | 888,800,346 | (27,472,994) |
| 796 Workforce Services for Ex-Offenders | 1,623,610 | 1,725,934 | 1,672,925 | (53,009) |
| General | 126,499 | 173,865 | 172,925 | (940) |
| Federal | 748,785 | 772,203 | 750,000 | (22,203) |
| State | 748,326 | 779,866 | 750,000 | (29,866) |
| 848 Police Community Relations | 555,998 | 906,346 | 608,727 | (297,619) |
| General | 555,998 | 906,346 | 608,727 | (297,619) |
| 851 Liquor License Compliance | 977,068 | 1,164,144 | 1,158,864 | (5,280) |
| General | 977,068 | 1,164,144 | 1,158,864 | (5,280) |
| 881 Courthouse Security | 4,351,821 | 4,682,483 | 4,708,554 | 26,071 |
| General | 4,351,821 | 4,682,483 | 4,708,554 | 26,071 |
| 882 Deputy Sheriff Enforcement | 10,241,619 | 11,050,443 | 11,028,345 | (22,098) |
| General | 10,241,619 | 11,050,443 | 11,028,345 | (22,098) |
| 883 Service of Protective and Peace Orders | 1,897,499 | 2,043,718 | 2,080,294 | 36,576 |
| General | 1,897,499 | 2,043,718 | 2,080,294 | 36,576 |
| 884 District Court Sheriff Services | 2,448,070 | 2,621,776 | 2,794,273 | 172,497 |
| General | 2,448,070 | 2,621,776 | 2,794,273 | 172,497 |
| TOTAL OPERATING BUDGET | 850,874,268 | 916,273,340 | 888,800,346 | (27,472,994) |
| LESS INTERNAL SERVICE FUND | 0 | 0 | 0 | 0 |
| TOTAL OPERATING APPROPRIATIONS | 850,874,268 | 916,273,340 | 888,800,346 | (27,472,994) |

Key results funded in the Fiscal 2018 Adopted Budget:

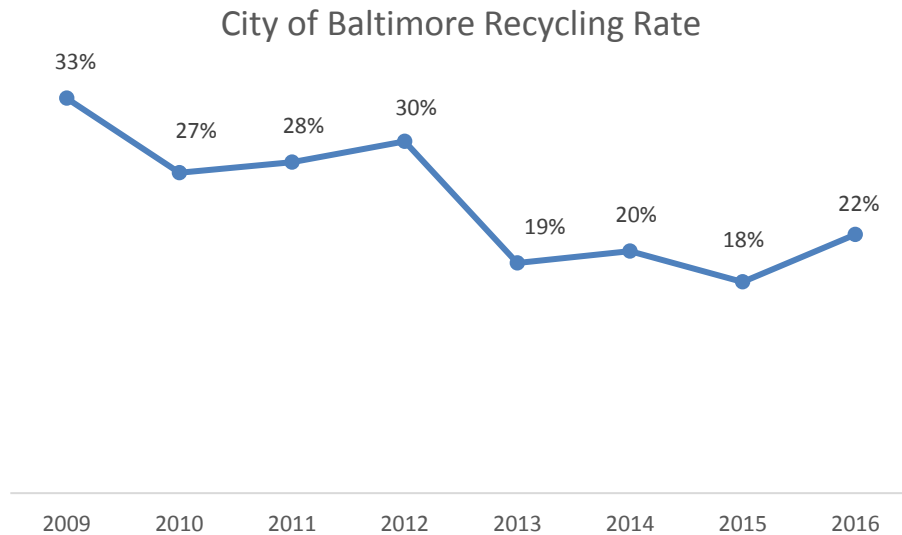
- The Public Right-of-Way Cleaning service swept 111,625 miles of Baltimore City streets in Fiscal 2016, removing 11,000 tons of waste. The Department of Public Works projects sweeping a total of 130,000 miles in Fiscal 2018 as it expands its Street Sweeping program.
- The Chronic Disease Prevention service connects Baltimore citizens who live in food deserts to fresh, high-quality foods through the Virtual Supermarkets program. Virtual Supermarkets partners with ShopRite, and is now delivering from six additional physical supermarkets since 2015. From the 403 clients served in Fiscal 2016, the Health Department plans to serve 650 Baltimore City residents in Fiscal 2018.
- Recreation & Parks' Recreation for Seniors and Therapeutic Recreation Services serve citizens ages 50 and above and those with disabilities who otherwise might not have a community available to them. These services saw 7% and 10% increases in participation, respectively, due to an increase in programming. The participation increase in both Senior and Therapeutic Recreation opportunities is expected to continue in Fiscal 2018.
- The Adjudication of Environmental Citations service has significantly cut the average number of days between a request appealing a citation and a hearing from 102 to 56 in Fiscal 2016. The service established a stringent internal review process and used technology to streamline the hearing process. The Fiscal 2018 target is 60 days.
- The Horticulture service maintains the City's green spaces such as forests, parks, and gardens, and offers programming that has the potential to generate revenue for the City. For example, a total of 27,125 people visited the Rawlings Conservatory in Fiscal 2016, a decrease from prior years due to the unrest in the Mondawmin area, which is two blocks from the Conservatory. The Department of Recreation and Parks projects a rebound to 29,500 visitors in Fiscal 2018.
- The Waste Removal and Recycling service provides household waste and recycling pick up to Baltimore City. The service collected 28,970 tons of recycling in Fiscal 2015 and 28,253 in Fiscal 2016, which were below the target of 34,000 tons. According to State estimates, only 22% of the City's public waste tonnage is diverted away from the landfill through recycling, below the 35% goal set by the State. DPW expects to collect 30,000 tons in Fiscal 2018.

Key budget decisions in Healthy Communities:

- At the proposed level of funding, DPW will expand its "Big Belly" trash can program helping to curb overflows at corner cans and improve cleanliness in commercial areas with \$600,000 in funding.
- DPW will also invest \$600,000 for its "Small Haulers Program" that will offer a new, centrally-located option at the Northwest Transfer Station for disposal of commercial waste.
- At the proposed level of funding for the Health Department's Animal Services, two full-time positions will be added to solve the staffing inefficiencies revealed by a growing call volume. This addition will significantly reduce overtime spending and further increase the capacity of this high performing service to keep our public safe from health and safety threats.

Fiscal 2018 Adopted Overview

| Fund Name | Fiscal 2017 Adopted | Fiscal 2018 CLS | Fiscal 2018 Adopted | Change from CLS | % Change from CLS |
|--------------------|---------------------|--------------------|---------------------|-------------------|-------------------|
| Federal | 85,746,367 | 88,060,676 | 91,937,559 | 3,876,883 | 4% |
| General | 97,893,853 | 100,464,273 | 100,224,348 | (239,925) | 0% |
| Internal Service | 2,262,163 | 2,343,234 | 2,164,029 | (179,205) | -8% |
| Special | 4,515,408 | 4,491,782 | 17,052,911 | 12,561,129 | 280% |
| State | 18,706,645 | 19,172,689 | 18,695,566 | (477,123) | -2% |
| Stormwater Utility | 2,413,930 | 2,471,142 | 5,119,514 | 2,648,372 | 107% |
| Total | 211,538,366 | 217,003,796 | 235,193,927 | 18,190,131 | 8% |

Indicator: Recycling Rate

Source: Maryland Department of the Environment

The City's recycling rate is provided by the Maryland Recycling Act (MRA). MRA data includes private and commercial recycling rates, in addition to the public recycling collected by the Department of Public Works. 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. The City is working with the Maryland Department of the Environment (MDE) to return to using ash as daily cover, which will help to increase landfill capacity.

Positive Factors:

- Single-stream recycling and 1+1 collections.
- City school recycling initiatives.

Negative Factors:

- Few direct incentives or penalties associated with household recycling.
- Gaps in environmental literacy – not knowing what items are recyclable or when recycling takes place.

The Fiscal 2018 adopted budget invests in numerous services and programs that will support the indicator:

The Environmental Control Board (ECB), the Office of Sustainability, and the DPW will work to expand the B'more Beautiful initiative to promote residential clean-up and provide training on recycling methods.

The Office of Sustainability will focus on business and industrial waste diversion through the Waste to Wealth Initiative which received Innovation Funds last year. The Initiative partners with Recreation and Parks' Forestry Division to utilize the legacy mulch and logs in Camp Small, the City's holding yard for all downed trees. Logs are sold to local craftsman and material has been donated to a project called "Birdland" at the Francis Scott Key School. To date, sales are \$32,000.

Single-stream recycling will continue at the current service level, but will be operated at cost to the City due to the change in the market for recyclable materials versus the cost of collection.

The City is partnering with Chicago Urban Labs to evaluate strategies to increase recycling at the neighborhood level.

Service-Level Performance Measures Supporting Recycling Rate

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased recycling. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|-----------------|-------------|-------------|
| Output | Recycling tonnage collected | 30,100 | 25,708 | 28,970 | 34,000 | 28,253 | ● | 34,000 | 30,000 |
| | Mixed refuse and recycling materials disposed | 334,462 | 320,992 | 307,840 | 280,000 | 313,718 | ● | 270,000 | 270,000 |
| Effectiveness | % of tonnage diverted through recycling | 20% | 23% | 24% | 35% | 19% | ● | 35% | 35% |
| | % of Missed Pick-ups (Trash Collection) | 4% | 4% | 6% | 5% | 7% | ● | 5% | 5% |
| | % of mixed refuse and recycling service requests completed on time | 100% | 100% | 93% | 95% | 90% | ● | 95% | 95% |
| | % of Baltimore Sustainability Plan strategies initiated | N/A | 83% | 89% | 84% | 88% | ● | 90% | 95% |
| Outcome | # of Office of Sustainability customers better equipped to promote/implement sustainable practices, including recycling, due to Office of Sustainability resources | N/A | N/A | 23096 | 12,300 | 27,099 | ● | 12,300 | 12,500 |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

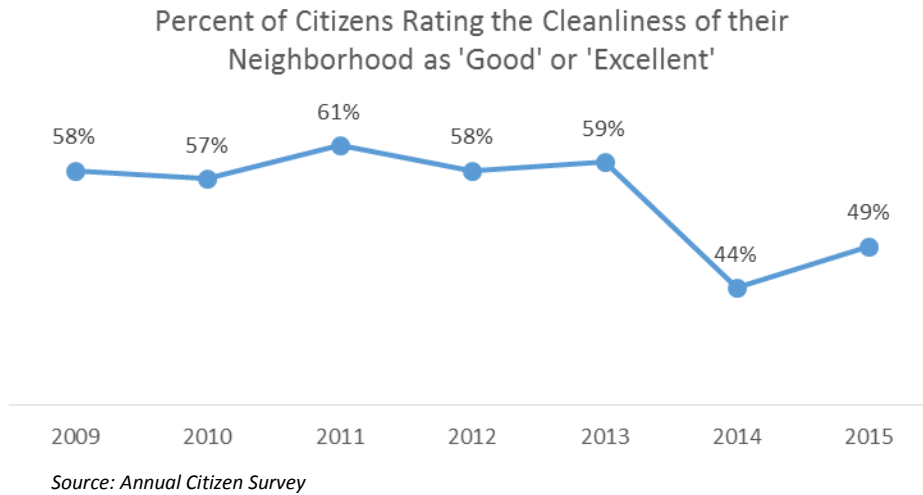


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Indicator: Perception of Cleanliness



Since 2009, the City of Baltimore has administered an annual Community Survey to gauge resident perception of City services and quality of life in Baltimore. One survey question asks respondents to rank the cleanliness of their neighborhood as: excellent, good, fair or poor.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|---|
| <ul style="list-style-type: none"> • Expansion of the mechanical street sweeping program within the City. • Community Pitch-In and Spring/Fall clean up events. | <ul style="list-style-type: none"> • Difficulty in citing illegal dumping violations. • The lengthy delay in obtaining signage for enforcement of street sweeping parking restrictions. • Vacant buildings and lots. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will support the Citizen Perception of Cleanliness indicator:

DPW is expanding “Big Belly” trash cans in the 16 business districts, helping to curb overflows at corner cans and improve cleanliness in commercial areas.

DPW will also implement a “Small Haulers Program” that will offer a new, centrally-located option at the Northwest Transfer Station for disposal of commercial waste. This is expected to reduce illegal dumping and decrease illegal use of residential Citizen Drop-off centers.











The ECB will administer an educational initiative for first-time sanitation violations, with the goal of reducing repeat violators and improving environmental awareness.

Housing Code Enforcement will continue to roll out its 2017 Enhancement by implementing upgrades and replacing surveillance cameras to better capture illegal dumping activity and improve enforcement.

In 2015, DPW expanded Mechanical Street Sweeping to touch every city street on a monthly basis. This budget maintains the expansion by using Storm Water Fee revenue to fully fund the Mechanical Street Sweeping operations on an ongoing basis.

Service-Level Performance Measures Supporting Perception of Cleanliness

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased perception of cleanliness. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|---|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of road/centerline miles swept | 94,863 | 100,726 | 101,667 | 105,000 | 111,625 |  | 120,000 | 130,000 |
| | # of service requests completed (Alleys, Streets, Lots, Graffiti) | 85,713 | 83,710 | 73,757 | 80,000 | 70,968 |  | 70,000 | 71,000 |
| | Total area (sq. ft.) of vacant lots greened using Green Pattern Book patterns | N/A | N/A | 616,771 | 1.05M | 600,000 |  | 700,000 | 1M |
| | # of rat burrows baited | 94,863 | 44,430 | 47,162 | 50,000 | 26,986 |  | 50,000 | 25,000 |
| | # of City farm plots rented and in active use | N/A | 731 | 761 | 761 | 715 |  | 766 | 766 |
| Effectiveness | % of mystery shoppers reporting area clean/free of trash (Inner Harbor) | 100% | 100% | 96% | 93% | 92% |  | 94% | 93% |
| | % of cleaning and boarding requests completed on time | 70% | 35% | 64% | 90% | 93% |  | 90% | 90% |
| | % of alley cleaning service requests closed on time | N/A | 90% | 58% | 65% | 61% |  | 70% | 80% |
| | % of trees remaining healthy 2 years after planting | N/A | 73% | 78% | 85% | 94% |  | 85% | 85% |
| | % of missed pick-ups (trash collection) | 4% | 4% | 6% | 5% | 7% |  | 5% | 5% |
| Outcome | # of citizen complaints related to rats | N/A | 7,797 | 8,041 | 7,000 | 9,216 |  | 7,000 | 7,000 |
| | # of vacant unsafe structures in targeted areas made habitable or razed as a result of code enforcement | 637 | 791 | 740 | 1,200 | 888 |  | 1,000 | 1,000 |
| | Baltimore's urban tree canopy | 27% | 27% | 27% | 28% | 27% |  | 28% | 28% |
| | # of commercial corridor facades completed | N/A | 20 | 41 | 30 | 49 |  | 33 | 33 |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

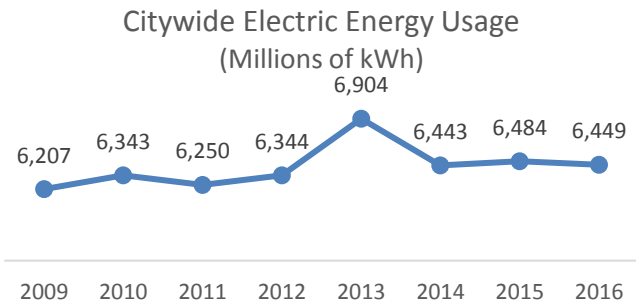
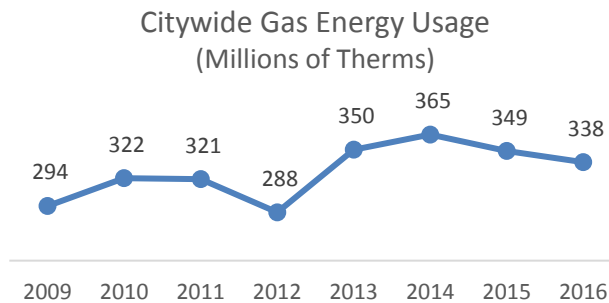


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Indicator: Citywide Energy Use



Source: Baltimore Gas & Electric

These data points come from the Baltimore City Department of Planning, Office of Sustainability and include all residential, commercial, and industrial energy consumption.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|--|
| <ul style="list-style-type: none"> • The Baltimore Energy Challenge. • Smart metering projects for City buildings and energy retrofits. | <ul style="list-style-type: none"> • Declining or limited tree canopy. • Lack of public information and education about energy use. • “Heat Island Effect” that increases energy demand. • Low price of natural gas. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will reduce energy usage:














The Office of Sustainability will continue the Baltimore Energy Initiative and Baltimore Energy Challenge to promote energy assistance in low-income homes and support education to increase energy-saving behavior.

The Department of General Services (DGS) will continue to modernize the City’s vehicle fleet. DGS has completed four rounds of investment in vehicle purchases (totaling \$90 million over 3 years) and fuel usage for the City’s light duty emergency and non-emergency vehicles has been reduced by 29% due to this investment.

The Office of Sustainable Energy (OSE) has several ongoing projects that have reduced the City’s electricity consumption by 11.1% across 154 facilities from 2006 to 2016. OSE has new projects planned for Fiscal 2018, but any savings that would be generated won’t be realized until Fiscal 2019 due to implementation lead times.

Service-Level Performance Measures Supporting Energy Usage

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward decreasing energy usage. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | Annual energy savings from Energy Office Initiatives (million kWh) | 63 | 65 | 65 | 68 | 72 |  | 87 | 87 |
| | # of participants enrolled in the Baltimore Energy Initiative | N/A | 1,126 | 4,055 | 4,000 | 6,812 |  | 1,000 | 500 |
| | # of homes weatherized | 743 | 1,174 | 1,071 | 1,000 | 983 |  | 600 | 300 |
| | # of miles of new bike infrastructure constructed | N/A | N/A | 2 | 16 | 2.55 |  | 8 | 8.3 |
| Efficiency | % of City government energy usage from renewable sources | N/A | N/A | N/A | 13.22% | 4% |  | 13.22% | 13.22% |
| | Cubic yards of methane gas reused (Landfill) | 7.78M | 9M | 7.8M | 8.5M | 8.6M |  | 8.5M | 8.5M |
| | Average annual electricity cost per street light | \$93.05 | \$91.02 | \$84.54 | \$93.15 | \$98.79 |  | \$84.34 | \$91.45 |
| Effectiveness | # of Circulator Riders Annually | 4.3M | 4.4M | 3.8M | 4.2M | 3.4M |  | 3.8M | 3.9M |
| Outcome | \$ saved and revenue generated from energy efficiency projects | \$13.5M | \$18.9M | \$20.2M | \$22M | \$24.4M |  | \$19.1M | \$19.1M |
| | Baltimore's urban tree canopy | 27% | 27% | 27% | 28% | 27% |  | 28% | 28% |
| | % of non-compliant MDE inspection reports | N/A | N/A | 75% | 50% | 20% |  | 25% | 25% |
| | % of bikeshare rides replacing car trips | N/A | N/A | N/A | New | N/A |  | 10% | 10% |
| | % of Climate Action Plan Recommendations Completed | N/A | N/A | 11% | 10% | 11% |  | 13% | 17% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

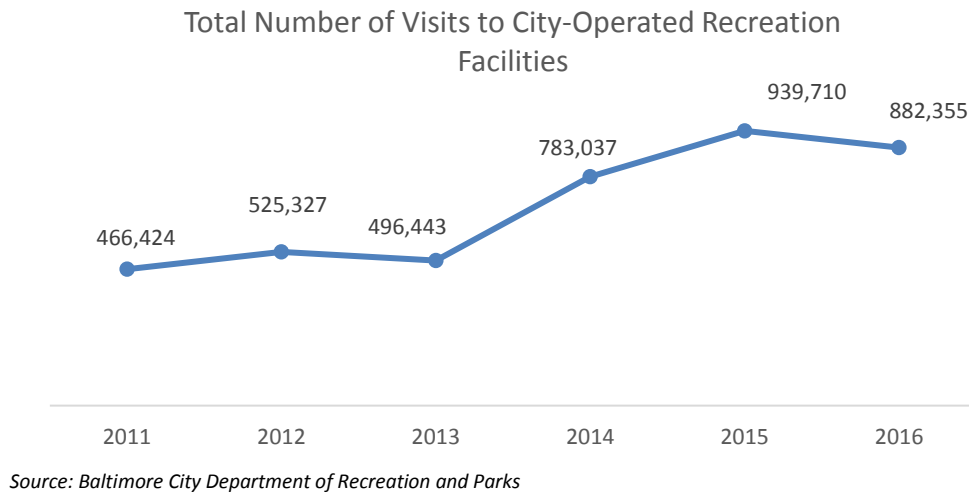


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Indicator: Recreational Opportunities



The indicator is only capturing the reported number of visits to Recreation Centers, City Pools, and the Horticulture facilities (Rawlings Conservatory and Cylburn Arboretum), as well as total Youth & Adults Sports team enrollment. The ultimate goal is for this indicator to measure the percent of Baltimore residents who are engaged in recreational activities.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|--|---|
| <ul style="list-style-type: none"> • Collaborative programs with other City agencies has increased Recreation Center attendance. • Increase in the number of event rentals at Cylburn Arboretum. | <ul style="list-style-type: none"> • Attendance at Rawlings Conservatory was negatively impacted in 2015 by the April unrest that occurred nearby. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will increase Recreation Visits:

The Department of Recreation & Parks (BCRP) is utilizing RecPro, a point-of-sale and user tracking software, to ensure an efficient user experience for all Baltimore City recreation visits.

BCRP will receive an estimated \$3.5 million from table games revenue in Fiscal 2018 with \$2 million dedicated to the Cherry Hill Recreation Center project. Of the remaining \$1.5 million, \$1 million is for staffing new and expanding recreation centers and \$500,000 supports aquatics programs.

C.C. Jackson Community Center became fully operational in July 2016. The center now provides a number of sports, health and wellness programs for all residents in the Park Heights and surrounding communities. A new Cahill Community Center is currently in its design phase. Cahill went to bid this summer and will take 18-to-24 months to complete.

Service-Level Performance Measures Supporting Recreation Visits

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased recreation visits. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|----------------|
| Output | Total # of visitors to outdoor pools | 220,846 | 340,564 | 346,806 | 250,000 | 218,679 | ● | 250,000 | 250,000 |
| | Total # of individuals aged 18 and above enrolled in at least one activity at the Recreation Centers | 38,680 | 45,821 | 67,662 | 72,000 | 68,000 | ● | 75,000 | 75,000 |
| | Total # of users of Cylburn Arboretum/Rawlings Conservatory | 57,299 | 66,783 | 66,784 | 69,000 | 66,793 | ● | 68,000 | 69,000 |
| Efficiency | % of operating costs recouped through earned revenue (Aquatics) | 5% | 4% | 5% | 5% | 7% | ● | 5% | 5% |
| | % of operating costs recovered from sports programs | 22% | 30% | 33% | 30% | 20% | ● | 30% | 30% |
| | % of operating cost of public gardens recovered from earned revenue | 26% | 31% | 32% | 35% | 35% | ● | 32% | 32% |
| Effectiveness | % of total program enrollees who have previously participated in at least one Youth & Adult sports program | 60% | 65% | 60% | 80% | 30% | ● | 80% | 80% |
| | % of recreational programming at capacity | 85% | 85% | 85% | 80% | 85% | ● | 90% | 90% |
| Outcome | % of citizens who are satisfied or very satisfied with City-run swimming pools | 38% | 43% | 31% | N/A | N/A | ○ | 40% | 45% |
| | % of participants who are satisfied or very satisfied with organized sports | N/A | N/A | New | 75% | 100% | ● | 75% | 75% |
| | % of resident who are satisfied or very satisfied with quality of City operated Recreation Centers | 28% | 26% | 20% | 50% | N/A | ● | 55% | 60% |
| | % of attendees who rated their visit to the Conservatory as good or excellent | N/A | N/A | 60% | 75% | 68% | ● | 80% | 80% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Healthy Communities | 211,538,366 | 217,003,796 | 235,193,927 | 18,190,131 |
| 117 Adjudication of Environmental Citations | 962,655 | 998,726 | 1,014,779 | 16,053 |
| General | 962,655 | 998,726 | 1,014,779 | 16,053 |
| 303 Clinical Services | 8,212,069 | 8,427,939 | 8,681,727 | 253,788 |
| General | 5,265,849 | 5,183,335 | 5,398,879 | 215,544 |
| Federal | 2,023,607 | 2,301,045 | 2,162,221 | (138,824) |
| State | 761,007 | 778,398 | 958,909 | 180,511 |
| Special | 161,606 | 165,161 | 161,718 | (3,443) |
| 311 Health Services for Seniors | 4,093,609 | 4,134,258 | 3,443,656 | (690,602) |
| Federal | 4,093,609 | 4,134,258 | 3,443,656 | (690,602) |
| 356 Administration - Human Services | 5,174,187 | 5,676,040 | 4,821,208 | (854,832) |
| General | 1,043,103 | 1,094,054 | 1,138,804 | 44,750 |
| Federal | 3,074,759 | 3,507,538 | 2,648,424 | (859,114) |
| State | 110,503 | 113,266 | 210,503 | 97,237 |
| Special | 945,822 | 961,182 | 823,477 | (137,705) |
| 593 Community Support Projects | 7,916,709 | 7,604,342 | 7,964,934 | 360,592 |
| Federal | 7,916,709 | 7,604,342 | 7,964,934 | 360,592 |
| 650 Horticulture | 1,826,699 | 1,910,462 | 1,904,116 | (6,346) |
| General | 1,272,275 | 1,327,995 | 1,322,262 | (5,733) |
| Special | 554,424 | 582,467 | 581,854 | (613) |
| 651 Recreation for Seniors | 122,933 | 107,703 | 143,901 | 36,198 |
| General | 122,933 | 107,703 | 107,901 | 198 |
| Special | 0 | 0 | 36,000 | 36,000 |
| 652 Therapeutic Recreation | 413,580 | 427,957 | 427,826 | (131) |
| General | 413,580 | 427,957 | 427,826 | (131) |
| 653 Park Programs & Events | 678,469 | 700,963 | 1,049,353 | 348,390 |
| State | 0 | 0 | 306,600 | 306,600 |
| Special | 678,469 | 700,963 | 742,753 | 41,790 |
| 660 Administration - DPW - SW | 1,476,356 | 1,479,276 | 1,506,375 | 27,099 |
| General | 1,476,356 | 1,479,276 | 1,506,375 | 27,099 |
| 661 Public Right-of-Way Cleaning | 20,379,772 | 20,719,466 | 21,850,053 | 1,130,587 |
| General | 17,372,627 | 17,796,786 | 16,330,539 | (1,466,247) |
| Special | 593,215 | 451,538 | 400,000 | (51,538) |
| Stormwater Utility | 2,413,930 | 2,471,142 | 5,119,514 | 2,648,372 |
| 663 Waste Removal and Recycling | 26,886,421 | 27,736,698 | 28,255,593 | 518,895 |
| General | 26,886,421 | 27,736,698 | 28,255,593 | 518,895 |
| 664 Waste Re-Use and Disposal | 20,119,005 | 21,154,004 | 21,783,904 | 629,900 |
| General | 20,119,005 | 21,154,004 | 21,783,904 | 629,900 |
| 715 Administration - Health | 9,801,581 | 9,829,463 | 9,706,752 | (122,711) |
| General | 4,699,514 | 4,600,643 | 4,038,121 | (562,522) |
| Federal | 3,121,200 | 3,189,866 | 3,689,325 | 499,459 |
| State | 1,040,400 | 1,063,289 | 1,063,289 | 0 |
| Special | 940,467 | 975,665 | 916,017 | (59,648) |
| 716 Animal Services | 3,031,573 | 3,189,602 | 3,308,491 | 118,889 |
| General | 3,031,573 | 3,189,602 | 3,308,491 | 118,889 |
| 717 Environmental Inspection Services | 3,403,339 | 3,394,188 | 3,299,977 | (94,211) |
| General | 3,371,919 | 3,362,077 | 3,268,557 | (93,520) |
| Special | 31,420 | 32,111 | 31,420 | (691) |
| 718 Chronic Disease Prevention | 1,294,245 | 1,345,854 | 1,427,853 | 81,999 |
| General | 418,846 | 421,884 | 420,367 | (1,517) |
| Federal | 0 | 0 | 22,000 | 22,000 |
| State | 760,399 | 806,440 | 985,486 | 179,046 |
| Special | 115,000 | 117,530 | 0 | (117,530) |
| 720 HIV Treatment Services for the Uninsured | 33,962,716 | 35,200,179 | 41,633,422 | 6,433,243 |
| General | 1,196,603 | 1,227,948 | 1,225,345 | (2,603) |
| Federal | 27,544,382 | 28,605,353 | 36,409,502 | 7,804,149 |
| State | 5,221,731 | 5,366,878 | 3,998,575 | (1,368,303) |
| 721 Senior Centers | 2,182,703 | 2,157,204 | 2,010,560 | (146,644) |
| General | 807,397 | 824,415 | 823,511 | (904) |
| Federal | 1,239,496 | 1,193,937 | 1,091,540 | (102,397) |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Healthy Communities (Continued) | 211,538,366 | 217,003,796 | 235,193,927 | 18,190,131 |
| State | 135,810 | 138,852 | 38,400 | (100,452) |
| Special | 0 | 0 | 57,109 | 57,109 |
| 722 Administration - CARE | 571,674 | 507,730 | 1,197,805 | 690,075 |
| General | 375,797 | 361,919 | 991,156 | 629,237 |
| Federal | 195,877 | 145,811 | 206,649 | 60,838 |
| 723 Advocacy for Seniors | 2,142,302 | 2,225,208 | 2,250,300 | 25,092 |
| General | 101,289 | 104,279 | 104,729 | 450 |
| Federal | 182,305 | 187,936 | 154,897 | (33,039) |
| State | 1,858,708 | 1,932,843 | 1,808,537 | (124,306) |
| Special | 0 | 150 | 182,137 | 181,987 |
| 724 Direct Care and Support Planning | 1,872,945 | 1,868,828 | 2,028,692 | 159,864 |
| Federal | 136,753 | 139,762 | 136,753 | (3,009) |
| State | 1,736,192 | 1,729,066 | 1,819,939 | 90,873 |
| Special | 0 | 0 | 72,000 | 72,000 |
| 725 Community Services for Seniors | 3,942,280 | 4,042,587 | 4,035,932 | (6,655) |
| General | 145,176 | 148,370 | 190,607 | 42,237 |
| Federal | 2,580,895 | 2,651,251 | 2,535,469 | (115,782) |
| State | 936,762 | 957,371 | 979,425 | 22,054 |
| Special | 279,447 | 285,595 | 330,431 | 44,836 |
| 730 Public and Private Energy Performance | 2,262,163 | 2,343,234 | 16,964,029 | 14,620,795 |
| Federal | 0 | 0 | 2,000,000 | 2,000,000 |
| State | 0 | 0 | 300,000 | 300,000 |
| Special | 0 | 0 | 12,500,000 | 12,500,000 |
| Internal Service | 2,262,163 | 2,343,234 | 2,164,029 | (179,205) |
| 754 Summer Food Service Program | 3,547,207 | 3,631,205 | 3,564,457 | (66,748) |
| State | 3,547,207 | 3,631,205 | 3,564,457 | (66,748) |
| 893 Homeless Prevention and Support Services for the Homeless | 1,820,831 | 1,860,890 | 1,087,243 | (773,647) |
| Federal | 1,148,157 | 1,173,417 | 593,802 | (579,615) |
| State | 672,674 | 687,473 | 493,441 | (194,032) |
| 894 Outreach to the Homeless | 3,873,090 | 3,958,297 | 3,234,985 | (723,312) |
| General | 174,286 | 178,120 | 399,727 | 221,607 |
| Federal | 3,315,618 | 3,388,560 | 2,551,867 | (836,693) |
| State | 383,186 | 391,617 | 283,391 | (108,226) |
| 895 Temporary Housing for the Homeless | 13,576,557 | 13,798,067 | 9,464,784 | (4,333,283) |
| General | 7,905,475 | 8,002,222 | 7,430,615 | (571,607) |
| Federal | 4,190,511 | 4,282,701 | 175,350 | (4,107,351) |
| State | 1,480,571 | 1,513,144 | 1,858,819 | 345,675 |
| 896 Permanent Housing for the Homeless | 25,990,696 | 26,573,426 | 27,131,220 | 557,794 |
| General | 731,174 | 736,260 | 736,260 | 0 |
| Federal | 24,982,489 | 25,554,899 | 26,151,170 | 596,271 |
| State | 61,495 | 62,847 | 25,795 | (37,052) |
| Special | 215,538 | 219,420 | 217,995 | (1,425) |
| TOTAL OPERATING BUDGET | 211,538,366 | 217,003,796 | 235,193,927 | 18,190,131 |
| LESS INTERNAL SERVICE FUND | 2,262,163 | 2,343,234 | 2,164,029 | (179,205) |
| TOTAL OPERATING APPROPRIATIONS | 209,276,203 | 214,660,562 | 233,029,898 | 18,369,336 |

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Key results funded in the Fiscal 2018 Adopted Budget:

- The Mayor's Office of Employment Development (MOED) will help 7,613 Baltimore City residents acquire job skills through the 21st Century Job Readiness curriculum and workshops. This target represents a 50% increase over Fiscal 2015 performance.
- The Baltimore Development Corporation (BDC) target of 290 outreach visits to small businesses, up from 273 in Fiscal 2016, will continue to strengthen retail districts in neighborhoods beyond downtown.
- Visit Baltimore expects the number of visitors to Baltimore to climb to 26.4 million annually in Fiscal 2018 from 25.2 million in Fiscal 2016. The City's arts and culture institutions, including the Maryland Zoo, Baltimore Museum of Art, Walter's Art Gallery, and Baltimore Symphony Orchestra, will attract an estimated 930,000 annual visitors.
- The Baltimore Office of Promotion and the Arts (BOPA) has a targeted economic impact for events like Artscape, Farmers' Markets, and the Baltimore Book Festival of \$132 million for Fiscal 2018.
- The Convention Center hopes to expand its fiscal impact on the city by generating a total of \$17.3 million in tax revenue from hosting 110 events.

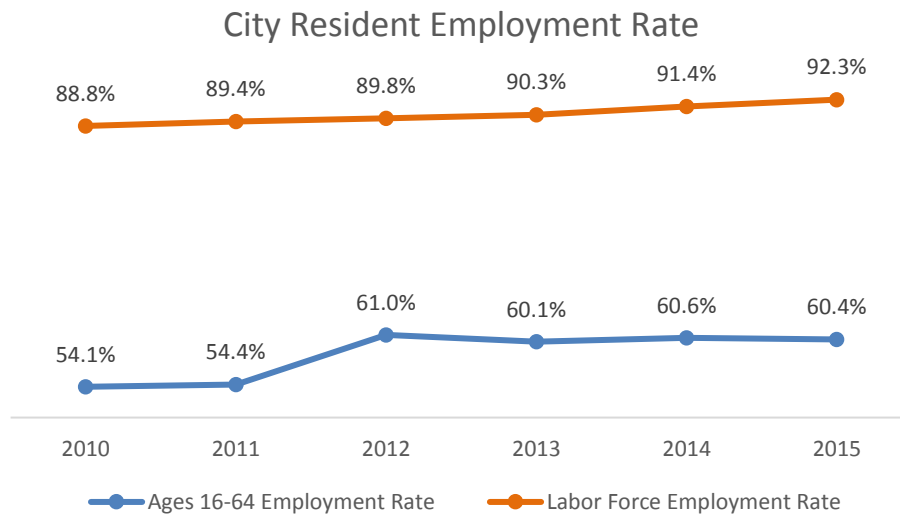
Key budget decisions in Vibrant Economy:

- Fund new Mobile Workforce Centers to bring job placement services directly to underserved communities.
- Support female and minority owned businesses by merging the Small Business Resource Center with the Mayor's Office of Minority and Women's Business Opportunity.
- Fund the Emerging Technology Centers and other BDC business support programs at their current levels to increase the number of businesses that start, stay and expand in Baltimore and to promote Minority Business Enterprise and Women's Business Enterprise participation.
- Fund the Baltimore Symphony Orchestra, Baltimore Museum of Art, Walter's Art Gallery, Maryland Zoo in Baltimore, Baltimore Office of Promotion and the Arts, and the Bromo Seltzer Arts Tower at the current levels for Fiscal 2018. These organizations continue to attract new visitors to Baltimore and offer a diverse range of creative programming citywide that has put Baltimore's artistic communities on the national and international map.
- Fund two services within the Mayor's Office of Civil Rights – Wage Investigation & Enforcement and Discrimination Investigations, Resolutions, and Conciliations - at current levels to protect residents currently employed, reduce barriers to employment, and ensure employers and businesses are abiding by Federal wage laws.
- The Baltimore National Heritage Area (BNHA) is funded at the current level. Efforts by BNHA to promote and enhance Baltimore's cultural and historical legacy make Baltimore more visitor-friendly.

Fiscal 2018 Adopted Overview

| Fund Name | Fiscal 2017 Adopted | Fiscal 2018 CLS | Fiscal 2018 Adopted | Change from CLS | % Change from CLS |
|------------------------|---------------------|--------------------|---------------------|-----------------|-------------------|
| Convention Center Bond | 4,580,088 | 4,573,750 | 4,580,088 | 6,338 | 0% |
| Federal | 10,054,361 | 10,134,658 | 10,748,470 | 613,812 | 6% |
| General | 67,510,315 | 70,084,717 | 71,768,166 | 1,683,449 | 2% |
| Parking Enterprise | 31,780,518 | 34,661,258 | 33,222,138 | (1,439,120) | -4% |
| Parking Management | 24,775,005 | 25,624,425 | 25,642,970 | 18,545 | 0% |
| Special | 1,917,983 | 2,036,372 | 3,604,729 | 1,568,357 | 77% |
| State | 11,659,788 | 11,860,805 | 10,257,969 | (1,602,836) | -14% |
| Total | 152,278,058 | 158,975,985 | 159,824,530 | 848,545 | 1% |

Indicator: Employment Rate



Source: BNIA Vital Signs, U.S. Census Bureau 2015 ACS 5-Year Estimates; U.S. BLS LAUS 2010-2015

The labor force employment rate is the percentage of those seeking work and participating in the labor force who are employed, or the inverse of the unemployment rate for Baltimore City. The employment rate for city residents ages 16 to 64 includes those who have stopped looking for work or who are not participating in the labor force. The labor force participation rate remained essentially flat over the same time period, from 62.2% in 2010 to 61.9% in 2015.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|--|--|
| <ul style="list-style-type: none"> • Workforce development collaboration and programming among City, private, and non-profit groups. • The expansion of key industries including the health and technological sectors within Baltimore City. • An increase to the number of small business start-ups and self-employed individuals within the City. | <ul style="list-style-type: none"> • Barriers to employment including mental health issues, racial disparities, a lack of access to childcare, and a lack of access to reliable transportation. • An education system that limits residents' exposure to the skills and training needed to be competitive in the global economy. |

The Fiscal 2018 Adopted budget invests in numerous services and programs that will support the Employment Rate indicator:

Maintain current level of funding (\$25.7M) for Employment Enhancement Services for Baltimore City Residents in order to help residents secure sustainable wages. These include One-Stop Career Centers, the Employment Connection Center, Community Job Hubs, Digital Learning Labs, and new Mobile Workforce Centers to bring employment services directly to those who need them.

Maintain current level of funding (\$7.3M) for five Community Action Centers throughout the city to connect low-income families to programs that promote economic stability, including financial literacy and tax preparation. Maintain current funding (\$1.3M) for two services within the Office of Civil Rights – Wage Investigation & Enforcement and Discrimination Investigations, Resolutions, and Conciliations –to reduce barriers to employment.

Service-Level Performance Measures Supporting City Resident Employment

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased resident employment. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of Baltimore City registrants that obtain job placements through the MOED career center network | N/A | 1,121 | 1,333 | 1,600 | 1,865 |  | 1,700 | 1,785 |
| | # of Baltimore City residents who upgrade their computer skills at MOED Digital Learning Labs | 1,283 | 1,671 | 1,319 | 1,600 | 1,265 |  | 1,600 | 1,650 |
| | # of Baltimore City Residents who acquired 21st century job skills through the MOED curriculum | 4,443 | 5,100 | 5,100 | 6,040 | 6,555 |  | 7,250 | 7,613 |
| Efficiency | # of Small Business Resource Center (SBRC) Business Counseling & Seminar attendees per FTE | 1,343 | 2,006 | 1,772 | 1,500 | 768 |  | 1,650 | 1,700 |
| | Average cost per participant to provide employment assistance services to Baltimore City ex-offender job seekers | \$403 | \$355 | \$271 | \$250 | \$320 |  | \$250 | \$250 |
| Effectiveness | # of students attending workforce development services through Youth Opportunity (YO!) Academy | 92 | 132 | 101 | 150 | 28 |  | 150 | 120 |
| | % of wage cases closed in under 6 months by the Office of Civil Rights | 50% | 75% | 77% | 75% | 90% |  | 75% | 80% |
| | % of Baltimore residents who receive at least one workforce service and rate the services good or excellent | 81% | 90% | 95% | 85% | 97% |  | 95% | 95% |
| Outcome | % of vulnerable youth connected by MOED to educational services | 66% | 57% | 35% | 60% | 34% |  | 50% | 50% |
| | % of jobseekers who commence service delivery from MOED one stop centers and are also employed one year later | 78% | 79% | 80% | 64% | 79% |  | 55% | 55% |
| | # of Baltimore City youth ages 14-21 placed in paid, summer work experiences | 5,300 | 5,285 | 8,000 | 5,000 | 8,049 |  | 6,500 | 8,000 |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



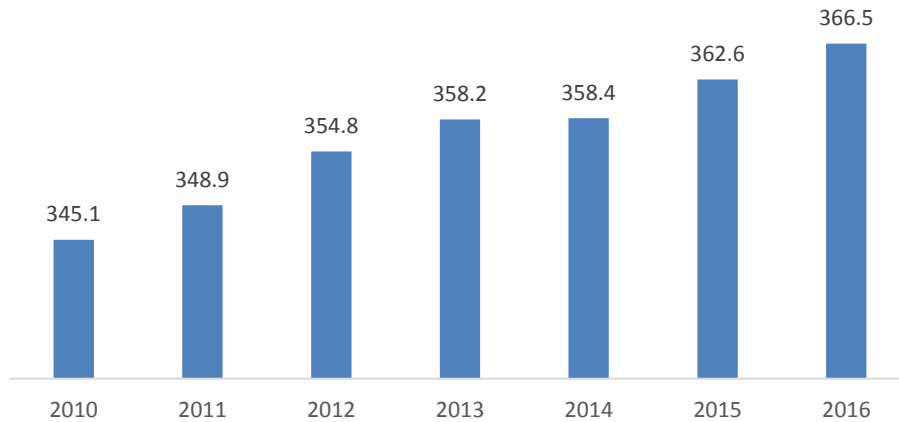
OpenBudget.baltimorecity.gov



budget.baltimorecity.gov

Indicator: Jobs in Baltimore

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



Source: U.S. Bureau of Labor Statistics CES 2010-2015

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

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|---|
| <ul style="list-style-type: none"> • General improvement in the local economy. • A metropolitan region with a highly-educated workforce. • An increase in public and private investment in the region. | <ul style="list-style-type: none"> • Barriers to job growth and private development including both the negative perception of Baltimore and limitations on ease of doing business with the City. |

The Fiscal 2018 Adopted budget invests in numerous services and programs that will support the Jobs in Baltimore indicator:

Facilitate real estate investment by funding current service levels of BDC Real Estate Development (\$3 million) to expand the tax base and leverage public investments to create jobs. The BDC Retention, Expansion, and Attraction of Businesses will use current funding (\$1.2 million) to increase employment in key growth sectors.











Development Oversight and Project Support aims to keep development project timelines short and consistent by reviewing 80% of assigned building permits, zoning appeals, and lot subdivision applications on time, supporting the BDC's goal of closing major real estate projects in the BDC pipeline worth a combined \$127 million in Fiscal 2018.

Provide assistance to MBEs and WBEs by funding the Law Department's Minority and Women's Business Opportunity office at the current funding level (\$754,000).

Tax-increment financing projects like Belvedere Square, Mondawmin Mall, and Port Covington, budgeted at \$16.2 million in the Fiscal 2018 plan, promise to generate additional jobs for city residents.

Service-Level Performance Measures Supporting Jobs in Baltimore

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased job opportunities. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of Minority Business Enterprise/Women Business Enterprise certified businesses | 1,250 | 1,200 | 1,161 | 1,350 | 1,137 |  | 1,200 | 1,200 |
| | # of companies BDC assisted in staying in Baltimore City | 224 | 89 | 552 | 93 | 134 |  | 149 | 153 |
| | Number of SBRC microloan applications reviewed | 3 | 22 | 32 | 30 | 42 |  | 33 | 35 |
| Efficiency | Ratio of private investment per HCD Real Estate Development FTE | N/A | N/A | \$16.7M | \$16M | \$6.9M |  | \$1.8M | \$6.9M |
| | # of jobs created by current Emerging Tech Center companies | 616 | 539 | 582 | 450 | 512 |  | 450 | 450 |
| | Jobs retained in or added to City per FTE through the BDC Business Retention initiative | 282 | 1,937 | 517 | 178 | 697 |  | 292 | 768 |
| Effectiveness | Net number of new and expanding businesses in BDC-targeted commercial corridors | 55 | 105 | 109 | 85 | 161 |  | 94 | 110 |
| | Ratio of permanent jobs per \$1 million of public investment | N/A | N/A | 31 | 8 | 173 |  | 8 | 230 |
| | Loan dollars per job retained or attracted in Baltimore City | \$444 | \$532 | \$301 | \$525 | \$437 |  | \$472 | \$482 |
| Outcome | # jobs created by the BDC Retail Districts initiative | 230 | 525 | 543 | 425 | 1,330 |  | 468 | 780 |
| | # of jobs retained or attracted to Baltimore City by the BDC Business Retention initiative | 3,382 | 23,244 | 6,347 | 4,527 | 7,815 |  | 4,790 | 8,616 |
| | Private investment leveraged through BDC programs | \$336M | \$128.1M | \$380M | \$500M | \$510.4M |  | \$565M | \$584M |
| | Number of SBRC business starts | 226 | 495 | 568 | 545 | 918 |  | 572 | 800 |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

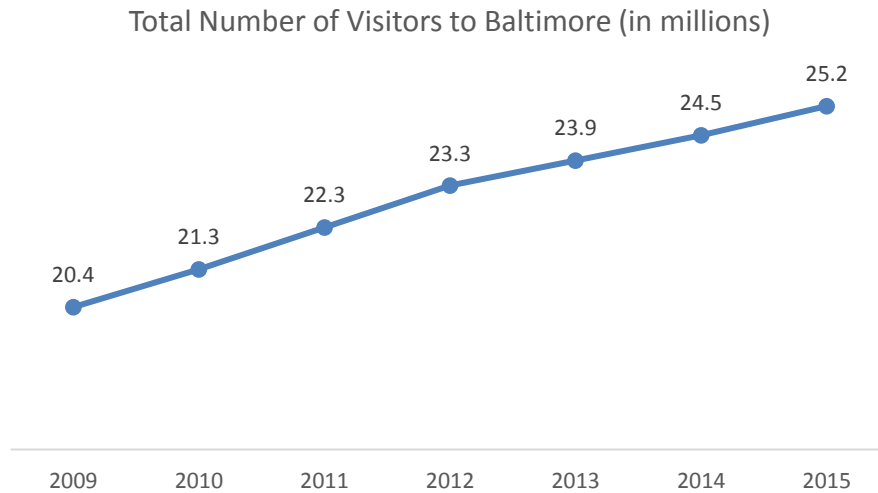


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Indicator: Visitors to Baltimore



Source: Visit Baltimore Reports – Longwoods International & Travel USA

This dataset comes from Visit Baltimore and includes domestic visitors to Baltimore for leisure and business travel.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|--|
| <ul style="list-style-type: none"> Baltimore is home to many destination events, art and culture institutions, world-class sports teams, and other celebrated tourist attractions. The City's investment in the Inner Harbor waterfront and Downtown areas. | <ul style="list-style-type: none"> Limited shopping options. A negative perception of safety compounded by strained police-community relations. An aging Convention Center that struggles to compete with larger, newer, east-coast facilities. |

The Fiscal 2018 Adopted budget invests in numerous services and programs that will help to increase Visitors to Baltimore:

BDC Inner Harbor Coordination and DOT Inner Harbor Services retain current levels of funding (\$1.8M) to promote the physical and economic development of the Inner Harbor Waterfront promenade. As the most recognized feature of downtown, Inner Harbor is a key contributor to Baltimore's economic vitality.






Visit Baltimore is funded at \$14.3 million (40% of hotel tax revenue) and Visit Baltimore bookings promise to generate 350,135 hotel room nights in Fiscal 2018. Visit Baltimore promotions will secure \$10 million in equivalent advertising value of positive editorial coverage of Baltimore's tourist attractions.

The Baltimore Convention Center (BCC) works in conjunction with Visit Baltimore and is a major driver of economic activity for the city. The BCC operates at a deficit, of which the city covers one-third and the state covers two-thirds. The Center's net cost to the city is estimated to be \$2.9 million in Fiscal 2018. BCC has increased total tax revenue generated through events from \$16 million to \$22 million over the past two years.

The Baltimore Office of Promotion and the Arts (BOPA) serves as the City's arts council, events center, and film office, and supplements its city funding (\$2.4M) by fundraising nearly \$4 million annually to produce activities and programs on behalf of the city.

Service-Level Performance Measures Supporting Visitors to Baltimore

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased Baltimore visitors. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | Number of Convention Center events | 152 | 132 | 125 | 103 | 121 |  | 108 | 110 |
| | Baltimore symphony non-city/regional visitor attendance | 191,447 | 228,481 | 230,100 | 235,000 | 233,560 |  | 235,000 | 235,000 |
| | Events, Art, Culture and Film social media followers | 32,200 | 60,247 | 84,938 | 75,000 | 117,832 |  | 100,000 | 125,000 |
| Efficiency | % of Inner Harbor Leases Renewed | 100% | 100% | 96% | 100% | 100% |  | 100% | 100% |
| | Annual Attendance at all Baltimore Office of Promotion and the Arts (BOPA) events | 1.1M | 1.1M | 2.3M | 1.1M | 1.4M |  | 1.5M | 1.5M |
| | Capacity of attendance for Meyerhoff core programming | 70% | 71% | 65% | 78% | 70% |  | 76% | 76% |
| Effectiveness | Baltimore Museum of Art visibility via media coverage (# of media impressions) | 680M | 766M | 376M | 250M | 457M |  | 400M | 400M |
| | % of rental customers rating MD Zoo facilities as good or excellent | 100% | 100% | 100% | 100% | 100% |  | 100% | 100% |
| | # of hotel room nights consumed from Visit Baltimore bookings per year | 360,038 | 408,900 | 319,305 | 370,697 | 359,268 |  | 335,415 | 350,135 |
| Outcome | \$ revenues from Inner Harbor lease revenue/admission taxes | \$1.3M | \$1.5M | \$1.5M | \$1.7M | \$1.5M |  | \$1.7M | \$1.7M |
| | # of visitors taking advantage of a Baltimore Heritage Area guided walk or interpretive experience | 6,100 | 6,592 | 3,188 | 5,000 | 4,144 |  | 5,000 | 5,000 |
| | Equivalent advertising value of free, positive editorial coverage secured for Baltimore by Visit Baltimore | \$30M | \$22M | \$39M | \$16M | \$13M |  | \$10M | \$11M |
| | Events, Art, Culture and Film economic impact to the city | \$213M | \$156M | \$316M | \$112M | \$192M |  | \$132M | \$150M |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



OpenBudget.baltimorecity.gov



budget.baltimorecity.gov

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Vibrant Economy | 152,278,058 | 158,975,985 | 159,824,530 | 848,545 |
| 493 Art and Culture Grants | 5,680,969 | 5,956,525 | 5,956,525 | 0 |
| General | 5,680,969 | 5,956,525 | 5,956,525 | 0 |
| 535 Convention Center Hotel | 7,920,000 | 9,436,574 | 7,273,000 | (2,163,574) |
| General | 7,920,000 | 9,436,574 | 7,273,000 | (2,163,574) |
| 540 Royal Farms Arena Operations | 500,000 | 525,650 | 525,650 | 0 |
| General | 500,000 | 525,650 | 525,650 | 0 |
| 590 Civic Promotion Grants | 458,148 | 468,226 | 468,226 | 0 |
| General | 458,148 | 468,226 | 468,226 | 0 |
| 634 Crowd, Traffic, and Special Events Management | 9,060,572 | 9,384,747 | 11,068,327 | 1,683,580 |
| General | 8,829,947 | 9,148,356 | 10,831,936 | 1,683,580 |
| Federal | 230,625 | 236,391 | 236,391 | 0 |
| 656 Wage Investigation and Enforcement | 224,196 | 208,531 | 329,164 | 120,633 |
| General | 224,196 | 208,531 | 329,164 | 120,633 |
| 682 Parking Management | 41,854,893 | 45,246,282 | 43,935,182 | (1,311,100) |
| Parking Management | 10,074,375 | 10,585,024 | 10,713,044 | 128,020 |
| Parking Enterprise | 31,780,518 | 34,661,258 | 33,222,138 | (1,439,120) |
| 685 Special Events | 1,352,974 | 1,373,575 | 1,359,799 | (13,776) |
| General | 1,352,974 | 1,373,575 | 1,359,799 | (13,776) |
| 687 Inner Harbor Services - Transportation | 1,352,622 | 1,424,809 | 1,414,649 | (10,160) |
| General | 1,352,622 | 1,424,809 | 1,414,649 | (10,160) |
| 693 Parking Enforcement | 14,784,630 | 15,125,501 | 14,974,926 | (150,575) |
| Parking Management | 14,700,630 | 15,039,401 | 14,929,926 | (109,475) |
| Special | 84,000 | 86,100 | 45,000 | (41,100) |
| 695 Dock Master | 280,783 | 262,034 | 259,329 | (2,705) |
| Special | 280,783 | 262,034 | 259,329 | (2,705) |
| 741 Community Action Partnership | 6,262,688 | 6,419,940 | 7,337,740 | 917,800 |
| General | 776,960 | 749,499 | 712,085 | (37,414) |
| Federal | 877,543 | 905,330 | 963,303 | 57,973 |
| State | 4,608,185 | 4,765,111 | 4,662,352 | (102,759) |
| Special | 0 | 0 | 1,000,000 | 1,000,000 |
| 761 Development Oversight and Project Support | 1,207,924 | 1,226,582 | 1,115,736 | (110,846) |
| General | 1,207,924 | 1,226,582 | 1,115,736 | (110,846) |
| 792 Workforce Services for TANF Recipients | 3,446,796 | 3,560,782 | 3,362,980 | (197,802) |
| Federal | 3,246,796 | 3,356,382 | 3,262,980 | (93,402) |
| State | 200,000 | 204,400 | 100,000 | (104,400) |
| 793 Employment Enhancement Services for Baltimore City Residents | 1,959,712 | 2,109,261 | 2,981,168 | 871,907 |
| General | 1,314,712 | 1,349,203 | 2,346,168 | 996,965 |
| Special | 645,000 | 760,058 | 635,000 | (125,058) |
| 794 Administration - MOED | 623,549 | 597,452 | 659,521 | 62,069 |
| General | 623,549 | 642,543 | 659,521 | 16,978 |
| Federal | 0 | (45,091) | 0 | 45,091 |
| 795 Workforce Services for Baltimore Residents | 6,258,597 | 6,284,039 | 6,674,989 | 390,950 |
| Federal | 5,658,597 | 5,639,948 | 6,244,098 | 604,150 |
| State | 400,000 | 439,691 | 230,891 | (208,800) |
| Special | 200,000 | 204,400 | 200,000 | (4,400) |
| 809 Retention, Expansion, and Attraction of Businesses | 1,275,849 | 1,306,739 | 1,153,235 | (153,504) |
| General | 1,023,849 | 1,049,195 | 1,049,195 | 0 |
| Special | 252,000 | 257,544 | 104,040 | (153,504) |
| 810 Real Estate Development | 2,027,220 | 2,076,845 | 3,077,253 | 1,000,408 |
| General | 1,823,220 | 1,868,357 | 1,868,357 | 0 |
| Special | 204,000 | 208,488 | 1,208,896 | 1,000,408 |
| 811 Inner Harbor Coordination | 356,663 | 364,510 | 364,510 | 0 |
| General | 356,663 | 364,510 | 364,510 | 0 |
| 812 Business Support - Small Business Resource Center | 476,185 | 486,661 | 0 | (486,661) |
| General | 476,185 | 486,661 | 0 | (486,661) |
| 813 Technology Development - Emerging Technology Center | 831,459 | 849,751 | 849,751 | 0 |
| General | 831,459 | 849,751 | 849,751 | 0 |
| 814 Improve and Promote Retail Districts Beyond Downtown | 1,690,288 | 1,731,854 | 1,731,650 | (204) |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Vibrant Economy (Continued) | 152,278,058 | 158,975,985 | 159,824,530 | 848,545 |
| General | 1,588,288 | 1,627,610 | 1,627,610 | 0 |
| Special | 102,000 | 104,244 | 104,040 | (204) |
| 820 Convention Sales and Tourism Marketing | 13,491,382 | 13,788,192 | 14,344,141 | 555,949 |
| General | 13,491,382 | 13,788,192 | 14,344,141 | 555,949 |
| 824 Events, Art, Culture, and Film | 2,419,499 | 2,472,728 | 2,367,648 | (105,080) |
| General | 2,279,499 | 2,329,648 | 2,329,648 | 0 |
| Special | 140,000 | 143,080 | 38,000 | (105,080) |
| 828 Bromo Seltzer Arts Tower | 76,500 | 85,861 | 85,861 | 0 |
| General | 76,500 | 85,861 | 85,861 | 0 |
| 846 Discrimination Investigations, Resolutions and Conciliations | 912,520 | 959,140 | 948,403 | (10,737) |
| General | 861,520 | 907,018 | 896,281 | (10,737) |
| Federal | 40,800 | 41,698 | 41,698 | 0 |
| Special | 10,200 | 10,424 | 10,424 | 0 |
| 850 Liquor Licensing | 908,714 | 1,016,516 | 1,010,790 | (5,726) |
| General | 908,714 | 1,016,516 | 1,010,790 | (5,726) |
| 855 Convention Center | 19,283,874 | 18,894,228 | 18,860,532 | (33,696) |
| General | 12,832,271 | 12,442,625 | 13,595,806 | 1,153,181 |
| State | 6,451,603 | 6,451,603 | 5,264,726 | (1,186,877) |
| 857 Convention Center Debt Service | 4,580,088 | 4,573,750 | 4,580,088 | 6,338 |
| Convention Center Bond | 4,580,088 | 4,573,750 | 4,580,088 | 6,338 |
| 869 Minority and Women's Business Opportunity Office | 718,764 | 758,700 | 753,757 | (4,943) |
| General | 718,764 | 758,700 | 753,757 | (4,943) |
| TOTAL OPERATING BUDGET | 152,278,058 | 158,975,985 | 159,824,530 | 848,545 |
| LESS INTERNAL SERVICE FUND | 0 | 0 | 0 | 0 |
| TOTAL OPERATING APPROPRIATIONS | 152,278,058 | 158,975,985 | 159,824,530 | 848,545 |

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Key results funded in the Fiscal 2018 Adopted Budget:

- Housing Code Enforcement will continue to leverage over \$30 million in private investment in neighborhood development target areas.
- Preventative building maintenance work increased from 4.6% to 46.5% in Fiscal 2016 after the first full year of HVAC preventative maintenance. General Services will maintain these gains with a Fiscal 2018 target of 48.2%.
- Urban Forestry increased proactive tree maintenance from 7% to 24% in Fiscal 2016. The program will continue this progress by increasing proactive pruning to 33% of street trees in Fiscal 2018.
- The Department of Public Works will rehab or replace 79,800 linear feet of the water distribution system.
- 8 new miles of bike infrastructure will help support the new Baltimore BikeShare program, which will target 10% of BikeShare rides replacing car trips.
- 120 lane miles out of the City's 4,750 will be re-paved in Fiscal 2018, consistent with Fiscal 2017.

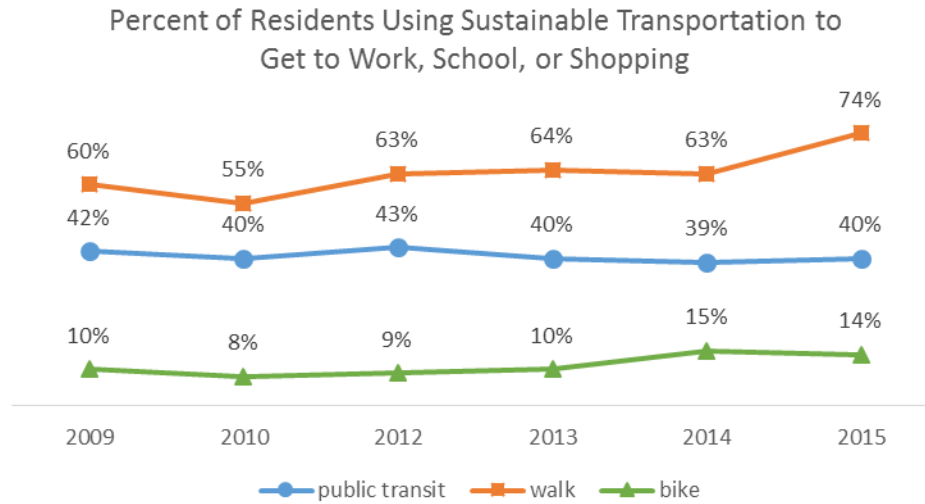
Key budget decisions in Sustainable Infrastructure:

- Invest \$9 million in homeownership incentives and affordable housing programs, including \$3 million in Fiscal 2018 for the Affordable Housing Trust Fund.
- Continue \$10 million of City funding for demolition, of whole blocks and blighted structures per the City's Ten-Year Plan, with an additional \$3 million of State support.
- Invest a \$6.6 million extension of the State's Customer Investment Fund to support energy efficiency and weatherization programming for City residents.
- Maintain \$12.8 million in City parklands, providing current levels of park cleaning and repairs to playgrounds, basketball courts, trails, among other public assets.
- Support current levels of service for the Charm City Circulator with \$15.5 million, \$6 million of which is General Funds.
- Invest \$396 million to continue replacement and rehabilitation of waste water sewage systems, and eliminate sewer overflows and other discharges.
- \$100.8 million to improve storm water drainage and help restore polluted streams and watersheds to fishable and swimmable conditions.
- Support current levels of service (\$10.5 million) for Vacant Property Cleaning and Boarding, supporting vacant housing maintenance, vacant lot mowing and rat control.
- Details of the Fiscal 2018 Capital Improvement Plan can be found on **page x**.

Fiscal 2018 Adopted Overview

| Sustainable Infrastructure | | | | | |
|----------------------------|---------------------|--------------------|---------------------|-------------------|-------------------|
| Fund Name | Fiscal 2017 Adopted | Fiscal 2018 CLS | Fiscal 2018 Adopted | Change from CLS | % Change from CLS |
| Conduit Enterprise | 16,000,000 | 16,819,466 | 11,746,671 | (5,072,795) | -30% |
| Federal | 12,010,379 | 12,432,933 | 14,224,880 | 1,775,001 | 14% |
| General | 153,768,976 | 158,299,619 | 159,289,336 | 981,310 | 1% |
| Internal Service | 76,385,913 | 87,450,113 | 87,163,611 | (286,502) | 0% |
| Special | 20,279,995 | 14,151,278 | 17,474,804 | (2,181,815) | -15% |
| State | 14,259,141 | 14,755,418 | 15,408,963 | 8,162,101 | 55% |
| Stormwater Utility | 19,188,202 | 21,568,604 | 24,347,821 | 2,779,217 | 13% |
| Wastewater Utility | 249,506,065 | 252,446,103 | 269,596,071 | 17,149,968 | 7% |
| Water Utility | 180,220,616 | 183,719,512 | 192,771,223 | 9,051,711 | 5% |
| Total | 741,619,287 | 761,643,046 | 792,023,380 | 32,358,196 | 4% |

Indicator: Sustainable Transportation



Source: Annual Citizen Survey

*This question was not asked on the 2011 Citizen Survey. Survey was not conducted in 2016.

The source of the data is the annual Baltimore City Citizen Survey. Participants in the survey are asked what modes of transportation they utilize to get to work, school, or shopping. The data for each mode of sustainable transportation is displayed in the graph.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|--|--|
| <ul style="list-style-type: none"> The Charm City Circulator as a free downtown transportation service. Baltimore ranks as the 11th most walkable City in America (Walk Score, 2016). | <ul style="list-style-type: none"> Public transportation in Baltimore is convoluted and limited, with little connectivity between modes. Walking and bicycling in the City can be dangerous. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will support Sustainable Transportation:

This budget supports current levels of service for the Charm City Circulator. The Circulator was designed to be fully funded through a share of the Parking Tax. This budget recommends \$15.5 million, \$6 million of which is General Funds, to maintain current levels of service for the Charm City Circulator. The budget plan supports a bus replacement and continues paying down an accumulated deficit in the Circulator Special Fund.

The Fiscal 2018 Capital and Operating budgets support the maintenance of the City's new BikeShare program (\$2 million) and capital investment in bike and trail infrastructure (\$1.8 million). The Traffic Management service will also support the planned expansion of bike infrastructure by ensuring that all traffic construction projects are reviewed for potential improvements to bike and pedestrian infrastructure. These reviews are instrumental in improving the accessibility and safety of bicycling and walking in Baltimore.

Service-Level Performance Measures Supporting Sustainable Transportation

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased use of sustainable transportation. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|-----------------|-------------|-------------|
| Output | # of miles of new bike infrastructure constructed | N/A | N/A | 2 | 16 | 2.55 | ● | 8 | 8 |
| | # of "safe routes to school" marked | N/A | N/A | 7 | 14 | 22 | ● | 22 | 22 |
| | # of street light outage service requests completed | 837 | 822 | 823 | 800 | 777 | ● | 810 | 803 |
| | # of students annually visiting Safety City | 28,860 | 33,453 | 28,603 | 34,000 | 22,731 | ● | 31,657 | 31,657 |
| Efficiency | Average Circulator headway during rush hour (minutes) | 11.5 | 12.36 | 15.58 | 14.45 | 17 | ● | 16.42 | 13.36 |
| | % of potholes repaired within 48 hours of reporting | 100% | 85% | 98% | 100% | 84% | ● | 95% | 100% |
| | % of tree maintenance work that is proactive | N/A | N/A | 7% | 22% | 24% | ● | 33% | 33% |
| Effectiveness | # of Circulator riders annually | 4.3M | 4.4M | 3.8M | 4.2M | 3.4M | ● | 3.84M | 3.86M |
| | # of crosswalks striped annually | 150 | 150 | 208 | 250 | 192 | ● | 200 | 192 |
| | % of inspected streets meeting City roadway lighting standards | 64% | 62% | 60% | 90% | 49% | ● | 60% | 60% |
| | Revenue collected annually per space at City-owned off-street parking facilities | \$2,501 | \$2,560 | \$2,628 | \$2,715 | \$2,792 | ● | \$2,875 | \$2,962 |
| Outcome | % of bikeshare rides replacing car trips | N/A | N/A | New | N/A | N/A | ○ | 10% | 10% |
| | % of personal injury accidents involving pedestrians | 20% | 19% | 20% | 19% | 14% | ● | 19% | 14% |
| | % of citizens rating street and sidewalk maintenance as good or excellent | 35% | 30% | 25% | 32% | N/A | ○ | 30% | 30% |
| | % of citizens reporting they feel safe or very safe in parks during the day | 70% | 75% | 77% | N/A | N/A | ○ | 60% | 60% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

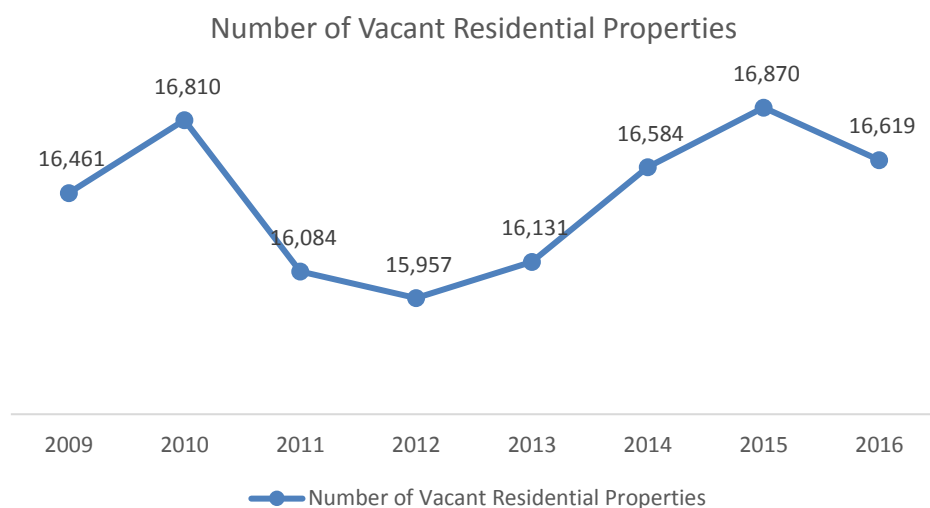


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Indicator: Blight Elimination



Source: Baltimore City Department of Housing and Community Development

These properties are defined as any residential building that has been deemed uninhabitable by building code standards, and given a vacant building notice by HCD.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|---|
| <ul style="list-style-type: none"> Targeted neighborhood development, Baltimore Homeownership Incentive Program (B-HiP) and other home buying incentive programs. Marketing efforts and incentives such as Live Near Your Work that attract new residents and keep current residents. | <ul style="list-style-type: none"> Barriers in rehabilitation financing. Challenges around aligning other City services (such as Police and Street Resurfacing) with targeted neighborhood development plans. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will support Blight Elimination:

Following the passage of the Affordable Housing Trust Fund in November 2016, this budget sets aside \$3 million in Fiscal 2018 to promote affordable housing development for low-income residents in the City.

This budget preserves current levels of service for the Blight Elimination service (\$3.1 million) and the Promote Homeownership service (\$433,000), and demonstrates ongoing support for neighborhood revitalization and B-HiP initiatives. These programs will maintain the percent of vacant buildings sold in targeted neighborhoods at 85% in Fiscal 2018.

Maintaining current levels of service funding for Housing Code Enforcement (\$15.3 million) supports strategic demolition, receivership, Community Development Clusters, Streamlined Code Enforcement Neighborhoods, and property maintenance code enforcement activities – all directly supporting this indicator. Through targeted code enforcement, Housing Code Enforcement continues to attract private investment in targeted development areas totaling \$44.7 million in Fiscal 2016. This amount of investment has increased every year since 2012.

To help strengthen first responders' relationship with Baltimore communities, this budget supports incentives to city police, firefighters, and sheriff's deputies who relocate to the city.

Service-Level Performance Measures Supporting Blight Elimination

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward blight elimination. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|---|-------------|-------------|-------------|-------------|-------------|-----------------|-------------|-------------|
| Output | # of property maintenance code enforcement inspections | 297,593 | 258,184 | 257,702 | 280,000 | 218,982 | ● | 280,000 | 280,000 |
| | # of Multi-Family Dwellings licensed | 4,223 | 4,215 | 3,378 | 4,500 | 3,594 | ● | 4,500 | 4,500 |
| | % of HCD vacant buildings sold in V2V targeted neighborhoods, excluding properties recommended for demolition | N/A | 54% | 85% | 85% | 69% | ● | 85% | 85% |
| Efficiency | Private dollars leveraged in Vacants to Value initiatives per City dollar invested | \$8 | \$6 | \$6 | \$6 | \$10 | ● | \$6 | \$6 |
| | Average # of days to complete acquisition of vacant properties in focused project areas | 306 | 283 | 269 | 365 | 275 | ● | 365 | 365 |
| | # of homes sold through Live Near Your Work program | N/A | 93 | 187 | 200 | 249 | ● | 225 | 225 |
| Effectiveness | % of completed authorization-to-proceed permit applications processed within 48 hours | N/A | 60% | 55% | 85% | 71% | ● | 85% | 85% |
| | # of Live Baltimore customers who used a City or State homeownership incentive | N/A | N/A | 343 | 200 | 306 | ● | 375 | 375 |
| | % of non-vacant building notices complied to within 180 days in target areas | 77% | 76% | 70% | 80% | 69% | ● | 80% | 80% |
| Outcome | # of vacant unsafe structures in targeted areas made habitable or razed as a result of code enforcement | 637 | 791 | 740 | 1,200 | 888 | ● | 1,000 | 1,000 |
| | % of new homeowners who are new City residents | N/A | N/A | 25% | 21% | 20% | ● | 23% | 24% |
| | % of eligible properties in Baltimore with local or national historic designation | N/A | 37% | 37% | 42% | 37% | ● | 42% | 39% |
| | % of available Resident Retention Tax Credits utilized by City homebuyers | N/A | N/A | N/A | 15% | 26% | ● | 100% | 100% |

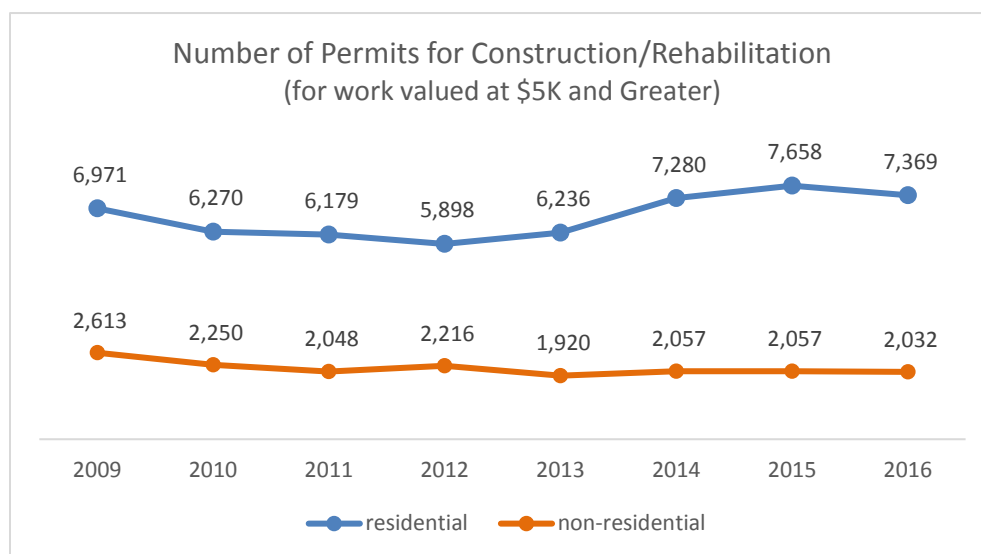
For more information on all service-level performance metrics and fiscal year budget allocations visit:



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Indicator: Neighborhood Investment

Source: Baltimore City Department of Housing and Community Development

This indicator measures the total number of permits issued by the Department of Housing and Community Development (HCD) for construction or rehabilitation. The \$5,000 threshold eliminates from consideration minor repairs to homes or businesses, ensuring the focus of the indicator is on significant neighborhood investment.

Positive Factors:

- Improvements in the building permitting process.
- Affordability of Baltimore's housing market.
- Vacants to Value program and housing rehabilitation incentives.

Negative Factors:

- Tedious permit application/review process in prior years.

The Fiscal 2018 adopted budget invests in numerous services and programs that will support Neighborhood Investment:






This budget invests over \$5.7 million to maintain current service levels for Building and Zoning Inspections and Permits. This service supports the indicator by ensuring the safety and integrity of new construction and alterations. Furthermore, it reviews permit applications and associated construction drawings, and conducts inspections to ensure compliance with codes. This service will continue improving the building permitting process, in part through an updated online permit application filing system that increases the number of permits eligible for online filing.

The Historic Restorations Property Tax Credit has incentivized neighborhood development in many historic districts in Baltimore. The program is a 10 year, comprehensive tax credit granted on the increased property value resulting from the qualifying rehabilitation work. In Fiscal 2017, credits ranged from \$100 to \$10,000. This budget maintains funding for Historic Preservation, supporting a target increase in authorizations-to-proceed permits issued for Historic Districts and Landmark Properties from 800 in Fiscal 2017 to 887 in Fiscal 2018.

The Board of Municipal and Zoning Appeals (BMZA) supports the consistent application of the Zoning Code for the City of Baltimore, providing public notice and hearings regarding conditional use permits, among other items. This budget preserves current levels of service for BMZA (\$617,000) and anticipates an increase in the number of public hearings as a result the new zoning code implementation. BMZA has worked proactively with the Planning Department and HCD to ensure a seamless transition to any new operational procedures related to new zoning code requirements.

Service-Level Performance Measures Supporting Neighborhood Investment

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased neighborhood investment. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| Output | # of housing rehabilitation loans closed | 254 | 244 | 248 | 290 | 215 |  | 250 | 125 |
| | Total # of building and zoning permits issued | 32,003 | 30,272 | 31,347 | 33,000 | 34,743 |  | 33,000 | 33,000 |
| | # of Municipal and Zoning conditional appeals | 264 | 289 | 198 | 250 | 59 |  | 250 | 250 |
| | # of preliminary reviews completed for historic tax credit applications within 30 days | N/A | 459 | 434 | 490 | 249 |  | 450 | 300 |
| Efficiency | % of alarm and property registration renewals completed online | 33% | 28% | 23% | 25% | 31% |  | 30% | 30% |
| | % of eligible building and zoning permits filed online | 100% | 100% | 100% | 25% | 100% |  | 25% | 25% |
| | % of assigned building permits reviewed within 48 hours | N/A | N/A | 90% | 90% | 87% |  | 85% | 80% |
| Effectiveness | # of homes weatherized that also received other division services (lead or rehab) | N/A | N/A | N/A | 45 | 6 |  | 17 | 0 |
| | # of building and zoning inspections per inspector per day | 14 | 14 | 12 | 15 | 14 |  | 16 | 16 |
| | % of neighborhoods in which Live Baltimore clients purchased homes | N/A | 53% | 76% | 55% | 76% |  | 77% | 78% |
| Outcome | % of City owned blighted properties sold that are under construction or have a use/occupy permit | 87% | 51% | 78% | 80% | 82% |  | 80% | 80% |
| | % of building and zoning inspections completed on time (1 business day) | 65% | 57% | 50% | 85% | 65% |  | 85% | 85% |
| | \$ value of private real estate investment per \$ of public investment | N/A | N/A | \$0 | \$10 | \$91 |  | \$10 | \$10 |
| | % of public zoning hearings which result in permit application approval | 100% | 100% | 85% | 90% | 92% |  | 90% | 90% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

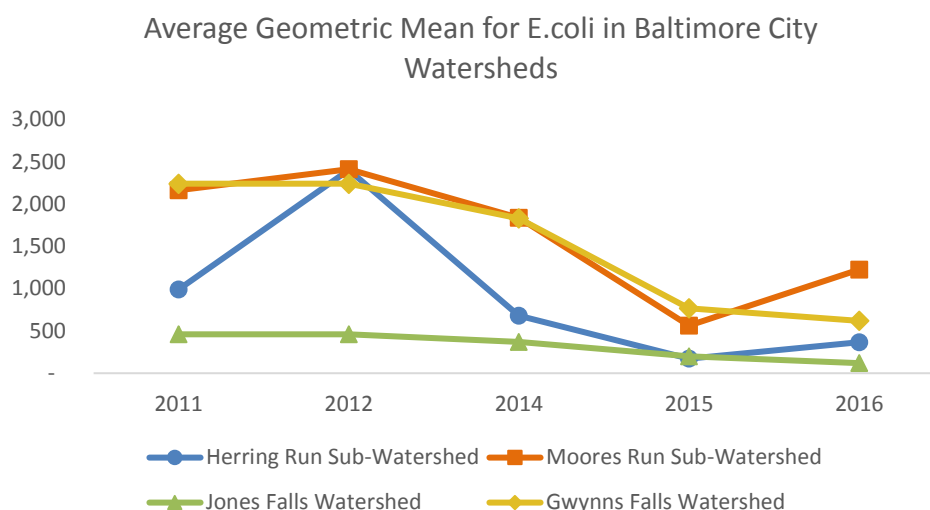


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Indicator: Water Cleanliness



Source: 2016 Baltimore City MS4 Annual Report

Baltimore's DPW measures fecal bacteria at 23 stations throughout the City. The City is required to meet state and local water quality standards, including bacteriological standards identified under State law as part of the Consent Decree. Data are divided into four watersheds across the City. When pollutants enter waterways, it is detrimental to the environment and public health, in addition to limiting water-based recreational activities.

| <u>Positive Factors:</u> | <u>Negative Factors:</u> |
|---|---|
| <ul style="list-style-type: none"> • Trees and green infrastructure along waterways. • Proactive sewer maintenance and sewer repairs required through the Consent Decree. | <ul style="list-style-type: none"> • Sanitary sewer overflows and leaks from sewer pipes. • Discharges to the storm water system. |

The Fiscal 2018 adopted budget invests in numerous services and programs that will support the Cleanliness of City Waterways indicator:

DPW is in "Phase I" of the \$1.5 billion Wastewater Consent Decree program established in 2002 to upgrade and replace Baltimore's sewer mains. This involves construction of thirty-four projects that will complete the necessary fixing and cleaning of the City's sewer mains. Of these, 23 projects (68%) are already completed or in process of award or construction. "Phase I" projects are expected to be completed by January 1, 2021. This budget invests over \$396 million in capital funds to continue replacement and rehabilitation of waste water sewage systems. This investment will help eliminate sewer overflows and other discharges.

This budget also invests \$100.8 million in capital funds to support storm water drainage and management infrastructure improvements that will reduce flooding. The funding will also support pollution and erosion control to help restore polluted streams and watersheds to fishable and swimmable conditions.

Service-Level Performance Measures Supporting Water Cleanliness

Below is a selection from the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts toward increased water cleanliness. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|-----------------|-------------|-------------|
| Output | Million gallons of wastewater treated per day | N/A | 207 | 200 | 203 | 210 | ● | 210 | 210 |
| | Million gallons of water treated per day | 214 | 220 | 222 | 220 | 213 | ● | 220 | 220 |
| | Linear feet of wastewater collection system rehabilitated/replaced | 41,472 | 253,664 | 261,000 | 293,685 | 246,551 | ● | 298,608 | 298,608 |
| | Impervious area (acres) treated/year (Construction initiated by City) | N/A | 125 | N/A | 250 | 0 | ● | 200 | 500 |
| Efficiency | Cost of waste water treatment per million gallons | N/A | \$10.93 | \$11.47 | \$13.90 | \$10.92 | ● | \$14.70 | \$14.70 |
| | Cost of water treatment per million gallons | \$253 | \$297 | \$254 | \$305 | \$248 | ● | \$305 | \$305 |
| Effectiveness | % of significant industrial users inspected and sampled | 100% | 100% | 100% | 100% | 100% | ● | 100% | 100% |
| | % of water/waste water projects completed on time and within budget | 100% | 55% | 60% | 70% | 55% | ● | 70% | 70% |
| | # of inlets routinely cleaned on quarterly basis | N/A | 20 | 30 | 800 | 420 | ● | 1,000 | 1,000 |
| Outcome | % of time in National Pollutant Discharge Elimination System (NPDES) permit compliance | 100% | 99.8% | 99.9% | 100% | 99.8% | ● | 100% | 100% |
| | # of Safe Drinking Water Act violations | N/A | 1 | 1 | 0 | 1 | ● | 0 | 0 |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Sustainable Infrastructure | 741,619,287 | 761,643,046 | 792,023,380 | 30,380,334 |
| 132 Real Estate Acquisition and Management | 1,073,980 | 1,124,029 | 1,117,134 | (6,895) |
| General | 1,073,980 | 1,124,029 | 1,117,134 | (6,895) |
| 185 Board of Municipal & Zoning Appeals | 650,514 | 621,322 | 617,327 | (3,995) |
| General | 650,514 | 621,322 | 617,327 | (3,995) |
| 189 Fleet Management | 59,429,632 | 63,077,868 | 62,904,159 | (173,709) |
| Internal Service | 59,429,632 | 63,077,868 | 62,904,159 | (173,709) |
| 305 Healthy Homes | 2,360,798 | 2,408,794 | 2,648,465 | 239,671 |
| General | 969,429 | 973,258 | 969,578 | (3,680) |
| Federal | 1,222,159 | 1,268,859 | 1,373,731 | 104,872 |
| Special | 169,210 | 166,677 | 305,156 | 138,479 |
| 548 Conduits | 16,000,000 | 16,819,466 | 11,746,671 | (5,072,795) |
| Conduit Enterprise | 16,000,000 | 16,819,466 | 11,746,671 | (5,072,795) |
| 611 Fire Code Enforcement | 5,042,521 | 5,389,343 | 5,365,953 | (23,390) |
| General | 4,715,443 | 5,055,069 | 5,031,679 | (23,390) |
| Federal | 157,078 | 160,534 | 160,534 | 0 |
| State | 170,000 | 173,740 | 173,740 | 0 |
| 613 Fire Facilities Maintenance and Replacement | 20,795,503 | 20,315,803 | 20,606,215 | 290,412 |
| General | 16,468,978 | 15,907,848 | 15,721,606 | (186,242) |
| Federal | 2,975,168 | 3,026,868 | 3,250,168 | 223,300 |
| State | 1,091,257 | 1,115,265 | 1,368,619 | 253,354 |
| Special | 260,100 | 265,822 | 265,822 | 0 |
| 646 Park Maintenance | 12,562,017 | 13,280,417 | 12,909,950 | (370,467) |
| General | 10,582,080 | 11,229,704 | 10,693,039 | (536,665) |
| State | 1,279,937 | 1,335,313 | 1,716,911 | 381,598 |
| Special | 700,000 | 715,400 | 500,000 | (215,400) |
| 654 Urban Forestry | 4,491,310 | 4,999,564 | 5,580,476 | 580,912 |
| General | 4,391,310 | 4,897,364 | 4,880,476 | (16,888) |
| State | 0 | 0 | 700,000 | 700,000 |
| Special | 100,000 | 102,200 | 0 | (102,200) |
| 662 Vacant/Abandoned Property Cleaning and Boarding | 8,325,900 | 9,238,637 | 10,512,849 | 1,274,212 |
| General | 6,898,751 | 7,780,091 | 9,085,700 | 1,305,609 |
| Federal | 1,427,149 | 1,458,546 | 1,427,149 | (31,397) |
| 670 Administration - DPW - WWW | 39,650,241 | 41,030,349 | 43,589,680 | 2,559,331 |
| Wastewater Utility | 21,617,945 | 22,300,068 | 23,958,392 | 1,658,324 |
| Water Utility | 18,032,296 | 18,730,281 | 19,631,288 | 901,007 |
| 671 Water Management | 84,659,542 | 85,148,646 | 86,180,360 | 1,031,714 |
| Water Utility | 84,659,542 | 85,148,646 | 86,180,360 | 1,031,714 |
| 672 Water and Wastewater Consumer Services | 21,609,626 | 23,420,396 | 30,696,791 | 7,276,395 |
| Wastewater Utility | 4,602,058 | 4,790,272 | 8,476,191 | 3,685,919 |
| Water Utility | 14,891,070 | 16,467,063 | 18,844,601 | 2,377,538 |
| Stormwater Utility | 2,116,498 | 2,163,061 | 3,375,999 | 1,212,938 |
| 673 Wastewater Management | 129,579,836 | 131,154,174 | 135,957,613 | 4,803,439 |
| Wastewater Utility | 129,273,836 | 130,841,442 | 135,644,881 | 4,803,439 |
| State | 306,000 | 312,732 | 312,732 | 0 |
| 674 Surface Water Management | 19,849,530 | 22,288,906 | 23,578,197 | 1,289,291 |
| Wastewater Utility | 1,592,506 | 1,601,530 | 1,641,018 | 39,488 |
| Water Utility | 485,320 | 566,433 | 565,357 | (1,076) |
| Federal | 200,000 | 204,400 | 100,000 | (104,400) |
| State | 500,000 | 511,000 | 300,000 | (211,000) |
| Stormwater Utility | 17,071,704 | 19,405,543 | 20,971,822 | 1,566,279 |
| 675 Engineering and Construction Management - Water and Wastewater | 154,572,108 | 155,719,880 | 167,425,206 | 11,705,326 |
| Wastewater Utility | 92,419,720 | 92,912,791 | 99,875,589 | 6,962,798 |
| Water Utility | 62,152,388 | 62,807,089 | 67,549,617 | 4,742,528 |
| 676 Administration - DPW | 2,803,833 | 2,888,735 | 2,727,939 | (160,796) |
| General | 2,803,833 | 2,888,735 | 2,727,939 | (160,796) |
| 681 Administration - DOT | 9,449,950 | 10,399,845 | 10,491,856 | 92,011 |
| General | 8,929,554 | 9,868,000 | 9,960,011 | 92,011 |
| Federal | 520,396 | 531,845 | 531,845 | 0 |
| 683 Street Management | 31,736,764 | 33,567,498 | 32,208,573 | (1,358,925) |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Sustainable Infrastructure (Continued) | 741,619,287 | 761,643,046 | 792,023,380 | 30,380,334 |
| General | 29,666,636 | 31,451,827 | 31,186,676 | (265,151) |
| State | 853,128 | 871,897 | 871,897 | 0 |
| Special | 1,217,000 | 1,243,774 | 150,000 | (1,093,774) |
| 688 Snow and Ice Control | 6,341,931 | 5,135,872 | 6,550,000 | 1,414,128 |
| General | 6,341,931 | 5,135,872 | 6,550,000 | 1,414,128 |
| 690 Sustainable Transportation | 19,554,062 | 19,455,100 | 19,562,708 | 107,608 |
| General | 1,036,914 | 7,020,068 | 7,011,902 | (8,166) |
| Federal | 100,000 | 102,200 | 102,200 | 0 |
| State | 3,219,489 | 3,368,535 | 3,199,319 | (169,216) |
| Special | 15,197,659 | 8,964,297 | 9,249,287 | 284,990 |
| 691 Public Rights-of-Way Landscape Management | 3,402,284 | 4,140,927 | 4,096,306 | (44,621) |
| General | 3,402,284 | 4,140,927 | 4,096,306 | (44,621) |
| 692 Bridge and Culvert Management | 3,159,212 | 3,395,087 | 3,349,772 | (45,315) |
| General | 3,159,212 | 3,395,087 | 3,349,772 | (45,315) |
| 694 Survey Control | 528,866 | 525,971 | 515,245 | (10,726) |
| General | 528,866 | 525,971 | 515,245 | (10,726) |
| 696 Street Cuts Management | 940,355 | 974,421 | 965,832 | (8,589) |
| General | 940,355 | 974,421 | 965,832 | (8,589) |
| 726 Administration - General Services | 1,574,341 | 1,743,342 | 1,794,223 | 50,881 |
| General | 1,574,341 | 1,743,342 | 1,794,223 | 50,881 |
| 727 Real Property Management | 2,394,868 | 2,563,980 | 2,538,880 | (25,100) |
| General | 2,394,868 | 2,563,980 | 2,538,880 | (25,100) |
| 731 Facilities Management | 33,247,977 | 33,795,056 | 34,720,406 | 925,350 |
| General | 15,192,484 | 8,299,416 | 8,460,954 | 161,538 |
| Federal | 0 | 0 | 1,000,000 | 1,000,000 |
| State | 1,099,212 | 1,123,395 | 1,000,000 | (123,395) |
| Internal Service | 16,956,281 | 24,372,245 | 24,259,452 | (112,793) |
| 734 Design and Construction/Major Projects Division. | 163,511 | 184,074 | 90,104 | (93,970) |
| General | 163,511 | 184,074 | 90,104 | (93,970) |
| 737 Administration - HCD | 3,757,235 | 3,896,503 | 3,588,779 | (307,724) |
| General | 2,376,271 | 2,531,519 | 2,241,064 | (290,455) |
| Federal | 1,380,964 | 1,364,984 | 1,347,715 | (17,269) |
| 738 Weatherization Services | 5,151,018 | 5,341,448 | 7,426,771 | 2,085,323 |
| General | 0 | 0 | 109,409 | 109,409 |
| State | 5,051,018 | 5,239,248 | 4,731,020 | (508,228) |
| Special | 100,000 | 102,200 | 2,586,342 | 2,484,142 |
| 742 Promote Homeownership | 274,008 | 279,757 | 433,498 | 153,741 |
| General | 187,405 | 199,327 | 197,026 | (2,301) |
| Federal | 86,603 | 80,430 | 96,472 | 16,042 |
| Special | 0 | 0 | 140,000 | 140,000 |
| 745 Housing Code Enforcement | 14,929,512 | 15,277,367 | 15,267,514 | (9,853) |
| General | 14,879,512 | 15,226,267 | 15,057,514 | (168,753) |
| Federal | 0 | 0 | 160,000 | 160,000 |
| Special | 50,000 | 51,100 | 50,000 | (1,100) |
| 747 Register and License Properties and Contractors | 636,689 | 634,369 | 548,813 | (85,556) |
| General | 636,689 | 634,369 | 548,813 | (85,556) |
| 748 Housing Development Finance and Project Management | 642,238 | 745,565 | 598,987 | (146,578) |
| Federal | 642,238 | 745,565 | 598,987 | (146,578) |
| 749 Blight Elimination | 3,433,445 | 3,144,616 | 3,133,603 | (11,013) |
| General | 3,433,445 | 3,144,616 | 3,133,603 | (11,013) |
| 750 Housing Rehabilitation Services | 3,301,724 | 3,491,870 | 3,857,549 | 365,679 |
| Federal | 2,923,624 | 3,105,452 | 3,434,099 | 328,647 |
| State | 378,100 | 386,418 | 423,450 | 37,032 |
| 751 Building and Zoning Inspections and Permits | 5,729,893 | 5,708,059 | 5,706,721 | (1,338) |
| General | 5,729,893 | 5,708,059 | 5,706,721 | (1,338) |
| 762 Historic Preservation | 628,470 | 661,898 | 1,032,843 | 370,945 |
| General | 628,470 | 661,898 | 657,843 | (4,055) |
| Federal | 0 | 0 | 150,000 | 150,000 |
| State | 0 | 0 | 150,000 | 150,000 |
| Special | 0 | 0 | 75,000 | 75,000 |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Sustainable Infrastructure (Continued) | 741,619,287 | 761,643,046 | 792,023,380 | 30,380,334 |
| 763 Comprehensive Planning and Resource Management | 4,069,098 | 4,313,662 | 3,505,662 | (808,000) |
| General | 1,344,923 | 1,529,555 | 1,652,080 | 122,525 |
| Federal | 190,000 | 194,180 | 241,980 | 47,800 |
| State | 175,000 | 178,850 | 200,000 | 21,150 |
| Special | 2,359,175 | 2,411,077 | 1,411,602 | (999,475) |
| 765 Planning for a Sustainable Baltimore | 1,428,610 | 1,532,064 | 4,285,943 | 2,753,879 |
| General | 980,759 | 1,075,238 | 1,033,073 | (42,165) |
| Federal | 185,000 | 189,070 | 250,000 | 60,930 |
| State | 136,000 | 139,025 | 261,275 | 122,250 |
| Special | 126,851 | 128,731 | 2,741,595 | 2,612,864 |
| 768 Administration - Planning | 922,303 | 1,018,014 | 1,017,540 | (474) |
| General | 922,303 | 1,018,014 | 1,017,540 | (474) |
| 815 Live Baltimore | 557,991 | 570,267 | 570,267 | 0 |
| General | 557,991 | 570,267 | 570,267 | 0 |
| 878 Disabilities Commission | 206,041 | 220,085 | 0 | (220,085) |
| General | 206,041 | 220,085 | 0 | (220,085) |
| TOTAL OPERATING BUDGET | 741,619,287 | 761,643,046 | 792,023,380 | 30,380,334 |
| LESS INTERNAL SERVICE FUND | 76,385,913 | 87,450,113 | 87,163,611 | (286,502) |
| TOTAL OPERATING APPROPRIATIONS | 665,233,374 | 674,192,933 | 704,859,769 | 30,666,836 |

Key results funded in the Fiscal 2018 Adopted Budget:

- The 311 Unified Call Center will be upgraded to improve the resident experience. New features will focus on providing self-service options and improving integration of alternative communication methods such as text and e-mail.
- The City's Procurement office will continue a proactive vendor outreach campaign to grow the number of eligible organizations interested in doing business with the City. This includes maintaining up-to-date information for existing vendors; in Fiscal 2016, the City had 19,268 vendors registered in CitiBuy.
- The Bureau of the Budget and Management Research will engage 2,835 residents in the annual budget planning process through community events, online engagement platforms and educational workshops.
- Accounts Payable will work to ensure vendors doing business with the City are paid within 30 days of submitting an invoice. In Fiscal 2016, the City paid 64% of invoices within 30 days; the bureau will achieve this improvement by increased training for City agencies and vendors on the correct process for billing and payment.
- Revenue Collections will close 95% of service requests within 30 days, an improvement over recent years.
- The City's Retirement Savings Plan will work to grow the percentage of eligible employees enrolled in the Deferred Compensation Plan from 50% to 90% through continued targeted educational and outreach events.

Key budget decisions in High Performing Government:

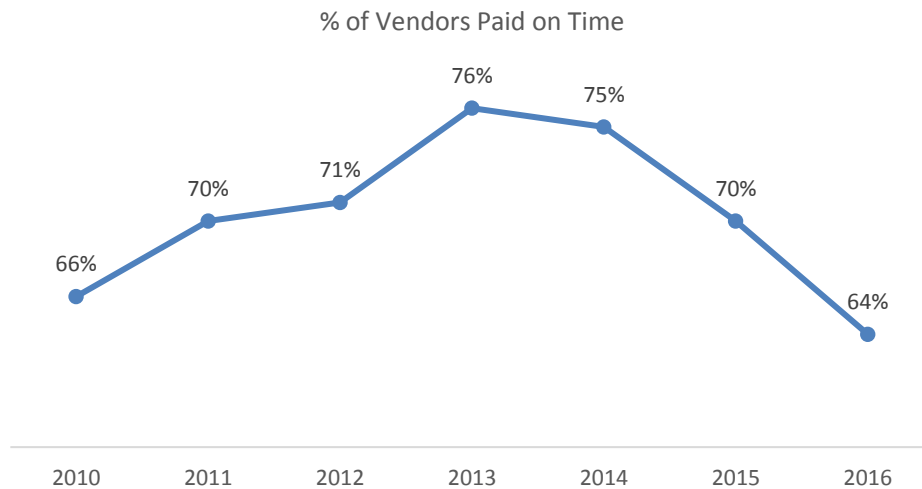
- Maintain current funding for Media Production and for the Law Department's Transactions unit to increase transparency and accountability by making the business of government more accessible online and via other media, and respond in a timely fashion to Public Information requests.
- Maintain funding for Procurement to expand vendor outreach in order to increase bids per solicitation, increasing competition and providing more opportunities for minority and women businesses to engage in City procurement.
- Maintain funding for Revenue Collections to support initiatives aimed at providing customers with more convenient bill payment options, expand the number of bills that can be paid online, and improve accessibility to access service information.
- Maintain funding for Operating Budget Management to conduct management research studies that recommend strategies to improve government operations and push for the use of rigorous evaluation of City services.
- Maintain current funding for a data warehouse in order to consolidate all City data into a comprehensive database. Doing this allows the City to make far better use of the data it collects. Also maintain funding for the City's Open Data website. Doing this increases the accessibility for residents and others of City performance, financial, and service data.

Fiscal 2018 Adopted Overview

| Fund Name | Fiscal 2017 Adopted | Fiscal 2018 CLS | Fiscal 2018 Adopted | Change from CLS | % Change from CLS |
|-------------------------------|---------------------|--------------------|---------------------|------------------|-------------------|
| Federal | 299,794 | 307,827 | 307,362 | (465) | 0% |
| General | 91,990,497 | 94,098,241 | 93,223,381 | (874,860) | -1% |
| Internal Service | 35,240,104 | 35,740,911 | 36,659,589 | 918,678 | 3% |
| Loan and Guarantee Enterprise | 500,000 | 514,052 | 512,743 | (1,309) | 0% |
| Special | 10,493,430 | 11,036,962 | 13,025,345 | 1,988,383 | 18% |
| State | 380,834 | 389,212 | 392,277 | 3,065 | 1% |
| Total | 138,904,659 | 142,087,205 | 144,120,697 | 2,033,492 | 1% |

High Performing Government

Indicator: Prompt Vendor Payment



The prompt vendor payment rate is the percent of invoices paid within 30 days of receipt. In 2016 there were 126,000 invoices paid, of which 81,000 were paid within 30 days. As shown in the chart above this measure has been trending in the wrong direction since 2013.




During Fiscal 2018 numerous efforts will be made by various agencies to make sure vendor payments are made on time. The Accounts Payable service will continue utilizing the checklist system it has put in place to assist with ongoing payments. This system makes sure that no recurring payments are missed. Accounts Payable will also continue training new minority vendors to ensure that they fully understand the purchase order and invoicing system.

In addition, the Procurement service will continue providing training to City staff, especially new fiscal officers, as well as vendors on the entire procurement process. Police will continue to build upon the improvements it developed during its Lean event on its own purchasing process.

The Department of General Services will continue improving its Facility Maintenance Division vendor payment process, which it addressed in its own Lean event. One goal that was established to show improvement on this metric included raising the percent of Urgent Work Invoices processed within 27 days of receipt from 50% to 60%. Another goal was lowering the number of days between review of invoices by management to requisition creation from seven to one.

Service-Level Performance Measures
% of Vendors Paid on Time

Below are a handful of the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts to increase paying vendors on time. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|-------------------------------|-------------|-------------|-------------|-------------|-------------|--|-------------|-------------|
| Output | # of invoices paid | 119,949 | 113,348 | 116,085 | 120,000 | 126,036 |  | 120,000 | 120,000 |
| Efficiency | Cycle Time to Pay Invoice | 39 | 41 | 48 | 30 | 47 |  | 30 | 30 |
| Effectiveness | % of Invoices Paid in 30 Days | 76% | 75% | 70% | 100% | 64% |  | 100% | 100% |

For more information on all service-level performance metrics and fiscal year budget allocations visit:

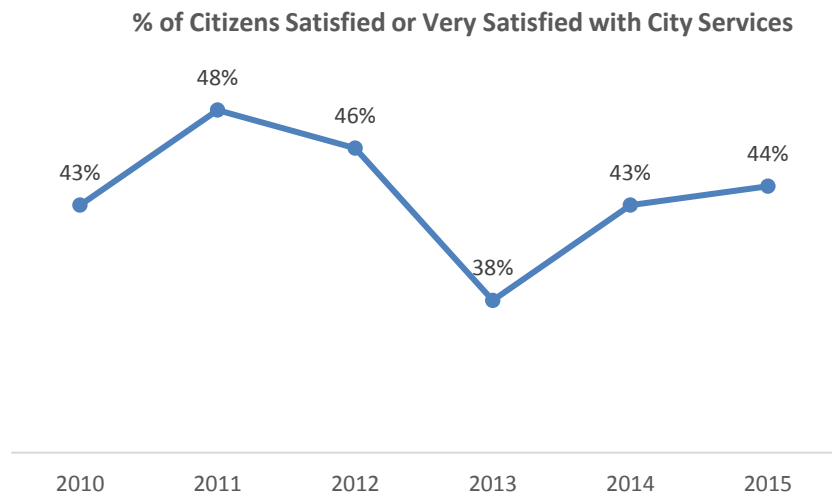


OpenBudget.baltimorecity.gov



budget.baltimorecity.gov

Indicator: Customer Service



This indicator is currently tracked through the Community Survey. Between 2009 and 2015, the Community Survey had been administered annually. Starting in 2015, the City will conduct the survey biannually. As such, the survey was not administered in 2016.















Forty-four percent of residents were satisfied or very satisfied with City services in 2015. There is not much variation among citizen responses related to gender, race/ethnicity, or time spent living in the City. However, there is a large difference among age groups. Only 28% of people aged 35-44 are satisfied or very satisfied, while 52% of those over 65 years old are satisfied or very satisfied.

Residents are most satisfied with fire protection, libraries, EMS/ambulance services, curbside recycling, and City parks. They are least satisfied with housing code enforcement, recreation centers, street maintenance, and rat control. The survey report can be found on BBMR's website at <http://bbmr.baltimorecity.gov/citizen-survey>.

To improve customer accountability, the 311 Call Center will be upgraded in Fiscal 2018, allowing for more self-service options and better integration of alternative communication methods such as text and e-mails.

Service-Level Performance Measures Supporting Increased Customer Service

Below are a handful of the more than 770 service-level performance measures tracked each year. These measures highlight service activities that support our efforts to increase customer service. Trend indicator dots represent the service's Fiscal 2016 actual performance as compared to its target and prior actual; red indicates that performance did not improve over Fiscal 2015, orange indicates that performance improved, unfilled orange is missing data, and green means performance met or exceeded the Fiscal 2016 target.

| Type | Key Performance Measure | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Target | FY16 Actual | Trend Indicator | FY17 Target | FY18 Target |
|---------------|--|-------------|-------------|-------------|-------------|-------------|---|-------------|-------------|
| | # of new datasets made available to the public on Open Baltimore | N/A | 75 | 100 | 36 | 106 |  | 146 | 196 |
| | # of calls received in 311 | 804,182 | 993,335 | 849,149 | 860,000 | 870,523 |  | 890,000 | 890,000 |
| | # of Public Information Act (PIA) requests handled | 346 | 286 | 271 | 300 | 373 |  | 350 | 350 |
| | % of polling places that open on-time | 99% | 99% | 100% | 100% | 90% |  | 100% | 100% |
| Efficiency | # of days from request to services rendered for CHAP tax credit valuations | N/A | N/A | 5 | New | 4 |  | 7 | 7 |
| | % of voters utilizing early voting | N/A | N/A | 6% | 16% | 10% |  | 25% | 35% |
| Effectiveness | % of Revenue Collections service requests closed on time | 95% | 93% | 94% | 95% | 94% |  | 95% | 95% |
| | Revenue Collections Call Center average wait time (minutes) | 7 | 5 | 5 | 5 | 2 |  | 7 | 7 |
| | Average time to answer a 311 call (seconds) | 13 | 13 | 17 | 30 | 16 |  | 30 | 30 |
| | % of 311 calls answered within 60 seconds | 94% | 94% | 91% | 90% | 92% |  | 90% | 90% |
| | % of PIA requests answered on time | 100% | 100% | 91% | 85% | 93% |  | 90% | 90% |
| | # of complaints lodged by the public with the Board of Elections | 42 | 31 | 45 | 30 | 228 |  | 30 | 30 |
| Outcome | # of patrons using Baltimore City Archives | 90,555 | 110,342 | 137,256 | 118,000 | 645,833 |  | 146,114 | 710,416 |
| | # of records accessible online | 455,632 | 385,879 | 398,389 | 441,879 | 451,079 |  | 429,472 | 473,633 |

For more information on all service-level performance metrics and fiscal year budget allocations visit:



OpenBudget.baltimorecity.gov



budget.baltimorecity.gov

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| High Performing Government | 138,904,659 | 142,087,205 | 144,120,697 | 2,033,492 |
| 100 City Council | 6,530,869 | 7,020,630 | 7,108,243 | 87,613 |
| General | 6,530,869 | 7,020,630 | 7,108,243 | 87,613 |
| 103 Council Services | 711,450 | 740,670 | 745,251 | 4,581 |
| General | 711,450 | 740,670 | 745,251 | 4,581 |
| 106 Legislative Reference Services | 628,895 | 643,001 | 639,401 | (3,600) |
| General | 628,895 | 643,001 | 639,401 | (3,600) |
| 107 Archives and Records Management | 523,578 | 539,282 | 538,724 | (558) |
| General | 523,578 | 539,282 | 538,724 | (558) |
| 125 Executive Direction and Control - Mayoralty | 7,069,525 | 7,270,197 | 8,650,771 | 1,380,574 |
| General | 6,274,897 | 6,447,191 | 7,098,429 | 651,238 |
| Federal | 299,794 | 307,827 | 307,362 | (465) |
| State | 380,834 | 389,212 | 392,277 | 3,065 |
| Special | 114,000 | 125,967 | 852,703 | 726,736 |
| 128 Labor Contract Negotiations and Administration | 802,840 | 845,568 | 841,049 | (4,519) |
| General | 802,840 | 845,568 | 841,049 | (4,519) |
| 130 Executive Direction and Control - Comptroller | 1,320,137 | 1,485,025 | 1,518,948 | 33,923 |
| General | 1,320,137 | 1,485,025 | 1,518,948 | 33,923 |
| 131 Audits | 4,265,129 | 4,441,684 | 4,912,084 | 470,400 |
| General | 4,265,129 | 4,441,684 | 4,912,084 | 470,400 |
| 133 Municipal Telephone Exchange | 9,371,241 | 9,424,516 | 10,329,704 | 905,188 |
| Internal Service | 9,371,241 | 9,424,516 | 10,329,704 | 905,188 |
| 136 Municipal Post Office | 742,338 | 753,137 | 805,269 | 52,132 |
| Internal Service | 742,338 | 753,137 | 805,269 | 52,132 |
| 148 Revenue Collection | 6,522,421 | 6,804,299 | 6,822,180 | 17,881 |
| General | 6,522,421 | 6,804,299 | 6,822,180 | 17,881 |
| 150 Treasury and Debt Management | 1,060,958 | 1,092,877 | 1,087,202 | (5,675) |
| General | 1,060,958 | 1,092,877 | 1,087,202 | (5,675) |
| 152 Employees' Retirement System - Administration | 4,895,981 | 5,098,319 | 5,076,344 | (21,975) |
| Special | 4,895,981 | 5,098,319 | 5,076,344 | (21,975) |
| 154 Fire and Police Retirement System - Administration | 4,841,422 | 5,141,501 | 5,120,507 | (20,994) |
| Special | 4,841,422 | 5,141,501 | 5,120,507 | (20,994) |
| 155 Retirement Savings Plan | 811,890 | 815,816 | 769,361 | (46,455) |
| General | 811,890 | 802,013 | 0 | (802,013) |
| Special | 0 | 13,803 | 769,361 | 755,558 |
| 347 CitiStat Operations | 708,756 | 765,220 | 760,327 | (4,893) |
| General | 708,756 | 765,220 | 760,327 | (4,893) |
| 354 Office of Neighborhoods | 806,762 | 798,114 | 0 | (798,114) |
| General | 806,762 | 798,114 | 0 | (798,114) |
| 698 Administration - Finance | 1,369,826 | 1,393,451 | 1,504,811 | 111,360 |
| General | 1,369,826 | 1,393,451 | 1,504,811 | 111,360 |
| 699 Procurement | 3,292,822 | 3,392,962 | 3,371,095 | (21,867) |
| General | 3,292,822 | 3,392,962 | 3,371,095 | (21,867) |
| 700 Surplus Property Disposal | 142,027 | 146,372 | 145,430 | (942) |
| Special | 142,027 | 146,372 | 145,430 | (942) |
| 701 Printing Services | 3,343,112 | 3,445,641 | 3,439,165 | (6,476) |
| Internal Service | 3,343,112 | 3,445,641 | 3,439,165 | (6,476) |
| 702 Accounts Payable | 1,175,619 | 1,134,658 | 1,129,160 | (5,498) |
| General | 1,175,619 | 1,134,658 | 1,129,160 | (5,498) |
| 703 Payroll | 3,448,373 | 3,532,020 | 3,523,727 | (8,293) |
| General | 3,448,373 | 3,532,020 | 3,523,727 | (8,293) |
| 704 Accounting | 1,794,040 | 1,840,736 | 1,697,228 | (143,508) |
| General | 1,794,040 | 1,840,736 | 1,697,228 | (143,508) |
| 705 Loan and Guarantee Program | 500,000 | 514,052 | 512,743 | (1,309) |
| Loan and Guarantee Enterprise | 500,000 | 514,052 | 512,743 | (1,309) |
| 707 Risk Management for Employee Injuries | 8,354,158 | 8,435,558 | 8,426,129 | (9,429) |
| Internal Service | 8,354,158 | 8,435,558 | 8,426,129 | (9,429) |
| 708 Operating Budget Management | 1,777,032 | 2,048,016 | 2,035,596 | (12,420) |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|---|-----------------------|--------------------|-----------------------|-----------------------|
| High Performing Government (Continued) | 138,904,659 | 142,087,205 | 144,120,697 | 2,033,492 |
| General | 1,777,032 | 2,048,016 | 2,035,596 | (12,420) |
| 710 Fiscal Integrity & Recovery | 1,082,228 | 1,132,084 | 1,127,095 | (4,989) |
| General | 1,082,228 | 1,132,084 | 1,127,095 | (4,989) |
| 770 Administration - Human Resources | 2,657,697 | 2,733,784 | 2,800,723 | 66,939 |
| General | 2,657,697 | 2,733,784 | 2,800,723 | 66,939 |
| 771 Benefits Administration | 6,743,564 | 6,833,408 | 6,278,962 | (554,446) |
| General | 4,413,619 | 4,504,818 | 3,951,640 | (553,178) |
| Internal Service | 2,329,945 | 2,328,590 | 2,327,322 | (1,268) |
| 772 Civil Service Management | 2,804,942 | 2,414,428 | 2,259,547 | (154,881) |
| General | 2,804,942 | 2,414,428 | 2,259,547 | (154,881) |
| 802 Administration - MOIT | 1,549,005 | 1,651,444 | 1,642,510 | (8,934) |
| General | 1,549,005 | 1,651,444 | 1,642,510 | (8,934) |
| 803 Enterprise Innovation and Application Services | 6,893,918 | 7,173,658 | 6,799,127 | (374,531) |
| General | 6,893,918 | 7,173,658 | 6,799,127 | (374,531) |
| 804 Enterprise Unified Call Center | 5,187,529 | 5,305,836 | 5,277,546 | (28,290) |
| General | 5,187,529 | 5,305,836 | 5,277,546 | (28,290) |
| 805 Enterprise IT Delivery Services | 14,370,638 | 14,725,657 | 15,520,177 | 794,520 |
| General | 6,064,652 | 6,269,859 | 6,968,086 | 698,227 |
| Special | 0 | 0 | 100,000 | 100,000 |
| Internal Service | 8,305,986 | 8,455,798 | 8,452,091 | (3,707) |
| 833 Innovation Fund | 1,100,000 | 773,679 | 773,679 | 0 |
| General | 1,100,000 | 773,679 | 773,679 | 0 |
| 836 Inspector General | 784,665 | 792,183 | 784,308 | (7,875) |
| General | 784,665 | 792,183 | 784,308 | (7,875) |
| 860 Administration - Law | 1,104,468 | 1,262,920 | 1,386,699 | 123,779 |
| General | 902,103 | 1,021,515 | 1,146,806 | 125,291 |
| Internal Service | 202,365 | 241,405 | 239,893 | (1,512) |
| 861 Controversies | 6,914,810 | 6,538,084 | 6,451,973 | (86,111) |
| General | 4,429,667 | 3,989,419 | 3,918,856 | (70,563) |
| Internal Service | 2,485,143 | 2,548,665 | 2,533,117 | (15,548) |
| 862 Transactions | 2,541,368 | 2,622,188 | 2,497,993 | (124,195) |
| General | 2,435,552 | 2,514,587 | 2,391,094 | (123,493) |
| Internal Service | 105,816 | 107,601 | 106,899 | (702) |
| 876 Media Production | 1,250,732 | 1,263,051 | 1,709,906 | 446,855 |
| General | 750,732 | 752,051 | 748,906 | (3,145) |
| Special | 500,000 | 511,000 | 961,000 | 450,000 |
| 899 Fair Conduct of Elections | 7,107,894 | 7,301,479 | 7,300,003 | (1,476) |
| General | 7,107,894 | 7,301,479 | 7,300,003 | (1,476) |
| TOTAL OPERATING BUDGET | 138,904,659 | 142,087,205 | 144,120,697 | 2,033,492 |
| LESS INTERNAL SERVICE FUND | 35,240,104 | 35,740,911 | 36,659,589 | 918,678 |
| TOTAL OPERATING APPROPRIATIONS | 103,664,555 | 106,346,294 | 107,461,108 | 1,114,814 |

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

| Outcome, Service and Fund | FISCAL 2017 BUDGET | FISCAL 2018 CLS | FISCAL 2018 BUDGET | CHANGE BUD vs. CLS |
|--|-------------------------------|----------------------------|-------------------------------|-------------------------------|
| Other | 264,541,874 | 254,269,265 | 242,005,006 | (12,264,259) |
| 121 Contingent Fund | 1,000,000 | 1,022,000 | 1,000,000 | (22,000) |
| General | 1,000,000 | 1,022,000 | 1,000,000 | (22,000) |
| 122 Miscellaneous General Expenses | 23,998,756 | 24,196,828 | 18,347,911 | (5,848,917) |
| General | 23,998,756 | 24,196,828 | 18,347,911 | (5,848,917) |
| 123 General Debt Service | 104,814,393 | 99,202,943 | 99,416,943 | 214,000 |
| General | 92,028,393 | 86,416,943 | 82,566,943 | (3,850,000) |
| Special | 12,786,000 | 12,786,000 | 16,850,000 | 4,064,000 |
| 124 TIF Debt Service | 16,844,756 | 16,188,021 | 16,187,020 | (1,001) |
| General | 16,844,756 | 16,188,021 | 16,187,020 | (1,001) |
| 126 Contribution to Self-Insurance Fund | 19,358,438 | 20,067,549 | 20,571,375 | 503,826 |
| General | 19,358,438 | 20,067,549 | 20,571,375 | 503,826 |
| 129 Conditional Purchase Agreement Payments | 21,236,919 | 13,664,307 | 13,664,307 | 0 |
| General | 21,236,919 | 13,664,307 | 13,664,307 | 0 |
| 351 Retirees' Benefits | 67,738,097 | 70,172,329 | 69,472,659 | (699,670) |
| General | 67,738,097 | 70,172,329 | 69,472,659 | (699,670) |
| 355 Employees' Retirement Contribution | 9,550,515 | 9,755,288 | 3,344,791 | (6,410,497) |
| General | 9,550,515 | 9,755,288 | 3,344,791 | (6,410,497) |
| TOTAL OPERATING BUDGET | 264,541,874 | 254,269,265 | 242,005,006 | (12,264,259) |
| LESS INTERNAL SERVICE FUND | 0 | 0 | 0 | 0 |
| TOTAL OPERATING APPROPRIATIONS | 264,541,874 | 254,269,265 | 242,005,006 | (12,264,259) |

Capital Budget

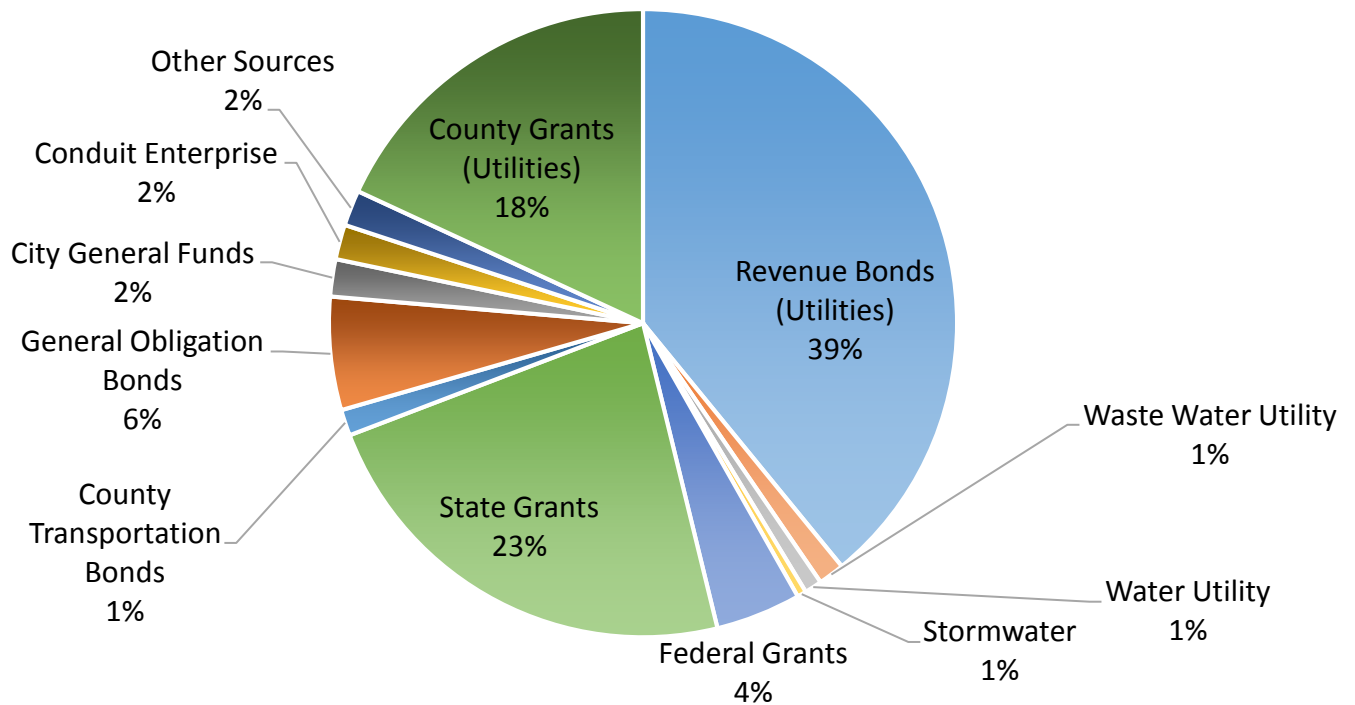
Fiscal 2018

Summary of the Adopted Budget

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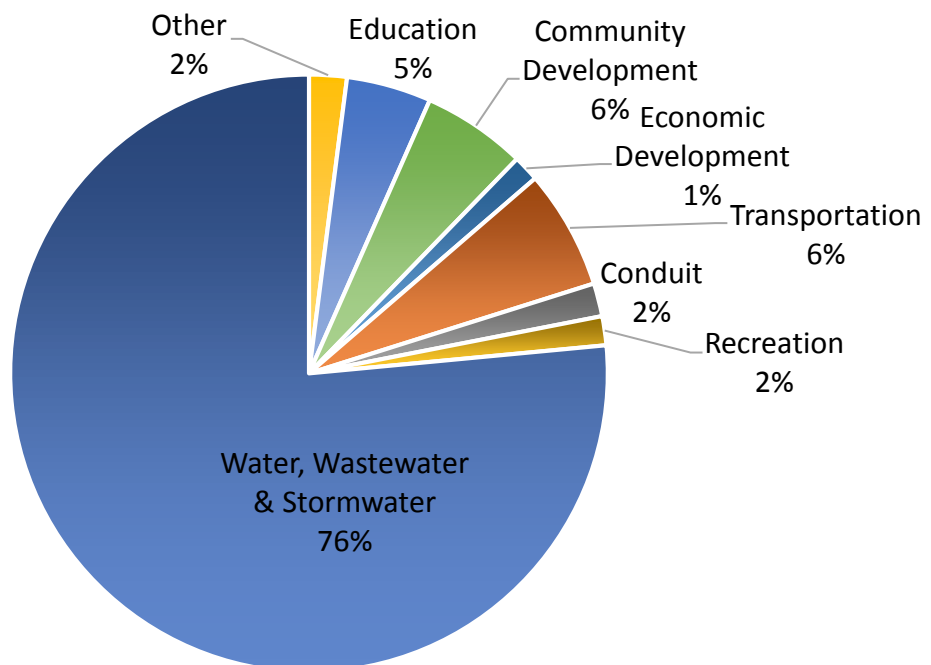
Where the Money Comes From

Total: \$1.12 Billion



How the Money is Used

Total: \$1.12 Billion



The appropriated Fiscal 2018 capital budget is \$1.12 billion, a 113% increase over Fiscal 2017. The Capital Budget can fluctuate considerably from year to year due to project schedules, the timing of borrowing, and the availability of grant funding. There are significant increases in both General Fund Pay-As-You-Go (PAYGO) funding, and Utility Funds for critical Water and Wastewater revenue bond projects.

Appropriations from the General Fund PAYGO total \$21.4 million, an increase of \$5.9 million or 38% above the General Fund Fiscal 2017 level of appropriation. The adopted budget includes:

- \$4.4 million supports compliance with the federal Department of Justice (DOJ) Consent Decree, providing the Police with mobile computer systems in their vehicles to track and document interactions with the public and a data warehouse to securely store information.
- Another \$3.6 million supports community and economic development projects, including Whole Block Demolition and Westside Historic Properties Stabilization.
- \$1.2 million supports Information Technology upgrades and \$310,000 supports capital planning and historic preservation.

Appropriations from General Obligation Bonds are \$65 million, consistent with the Fiscal 2017 level of appropriation. The adopted budget includes:

- \$19.3 million for renovation and modernization of City Schools and the Enoch Pratt Free Library Central Branch
- \$28.2 million for community and economic development projects, including \$8.5 million for demolition of whole blocks and blighted structures
- \$5.4 million for park and recreation facility improvements
- \$12.1 million for City building repairs and upgrades

The City's contribution to the 21st Century School Modernization Program totals \$23.9 million, including an estimated \$12 million in Beverage Container Tax revenue, \$7.1 million in State formula aid leveraged by the City, 10% of the Casino Lease revenue (\$1.25 million); and 50% of Table Games aid (\$3.6 million). These funds, combined with State and City Schools contributions, will finance a \$1.1 billion program that will support between 23 and 28 school renovation and replacement projects.

The Fiscal 2018 appropriations also include \$15 million in County Transportation bonds to support transportation projects. Specifically, these funds will support \$11.5 million for street resurfacing projects throughout the City, \$1.1 million for bridge repairs, and \$2.4 million for sidewalk repair and reconstruction.

Appropriations from Federal and State grants are adopted at \$307.5 million, an increase of \$80.3 million. This increase is primarily the result of increased State funding for Wastewater projects; Federal funding levels remained consistent. Federal grants include \$16.5 million for bridge replacement or repair, \$13.7 million for street and highway repairs and reconstruction, \$11.5 million for affordable housing and demolition of blighted structures, \$2.5 million for bicycle and pedestrian improvements, \$3 million for traffic signal improvement and safety, \$1 million for recreational facility improvements, and \$860 thousand in streetscape projects. State grants include \$186.5 million for stormwater and wastewater grants for pollution and erosion control and sewage system rehabilitation, \$32 million to support renovations at the Central Library, \$17.6 million for housing redevelopment projects, \$10.1 million for park and playground improvements, \$7.5 million for bridge, highway and street repairs and improvements, \$3 million for blight elimination efforts, and \$2 million to support DOJ Consent Decree compliance.

The adopted appropriation from revenue bond funds is \$436.4 million, an increase of \$389.3 million. Projects supported in the Fiscal 2018 appropriation include \$234.5 million to continue replacement and rehabilitation of wastewater sewage systems, \$157.3 million for water infrastructure improvements, and \$44.6 million to restore polluted streams and watersheds to fishable and swimmable conditions. For the first time, the City will issue revenue bonds supported by the Stormwater Fee. DPW is in "Phase I" of the \$1.5 billion Wastewater Consent Decree program established in 2002 to upgrade and replace Baltimore's sewer mains. This involves construction of thirty-four projects that will complete the necessary fixing and cleaning of the City's sewer mains. Of these, 11 projects are already completed and another 12 are

currently under construction or being awarded. Another 11 of these projects are currently being designed or advertised. In June 2016, the Back River Headworks project was added to the Consent Decree, as the sewer overflow issue had not been diagnosed when the original consent decree took effect in 2002. The project will correct a 10-mile sewage backup that will reduce more than 80% of the sewer overflow volume in Baltimore. "Phase I" projects are expected to be completed by January 1, 2021.

The appropriated funding from utility and other funds is \$252.7 million. The appropriation includes \$227 million which will be used for water and wastewater projects, \$202 million of which comes from County grants. \$7.9 million is appropriated for community development projects, \$8.4 million in street, highway and traffic repairs and safety, \$5.2 million for stormwater projects, and \$4 million for city fleet and vehicle consolidation and relocation. The appropriation also includes \$20 million for conduit-related projects, a decrease of \$16 million from Fiscal 2017, due to an adjustment in the per linear foot lease rate. These funds will support Conduit construction and maintenance.

In summary, the sources of the adopted appropriations for Fiscal 2018 are:

| | |
|-----------------------------|------------------------|
| General Fund (PAYGO) | \$21,400,000 |
| Utility Funds (PAYGO) | \$30,223,000 |
| Conduit Funds (PAYGO) | \$20,000,000 |
| General Obligation Bonds | \$65,000,000 |
| Federal Grants | \$49,002,000 |
| State Grants | \$256,485,000 |
| Revenue Bonds | \$436,378,000 |
| County Transportation Bonds | \$15,000,000 |
| All Other | \$222,523,000 |
| Total | \$1,118,011,000 |

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FISCAL 2018
CAPITAL BUDGET DISTRIBUTION BY AGENCY DETAIL
(Dollars in Thousands)

| Agency | General Obligation Bonds | General Funds | Revenue Loans | Utility Funds | Federal Funds | State Funds | County Grants | Other Funds | TOTAL |
|---------------------------------------|--------------------------------|------------------|-------------------|------------------|------------------|-------------------|-------------------|------------------|---------------------|
| Baltimore City Public Schools | 17,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,000 |
| Convention Center | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Enoch Pratt Free Library | 2,250 | 0 | 0 | 0 | 0 | 32,028 | 0 | 0 | 34,278 |
| General Services | 10,600 | 0 | 0 | 0 | 0 | 0 | 0 | 4,000 | 14,600 |
| Housing & Community Development | | | | | | | | | |
| Community Development | 17,800 | 6,875 | 0 | 0 | 11,527 | 18,841 | 0 | 7,900 | 62,943 |
| Economic Development | 4,800 | 2,750 | 0 | 0 | 0 | 1,500 | 0 | 0 | 9,050 |
| Mayorality-Related | | | | | | | | | |
| American Visionary Art Museum | 125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 125 |
| B & O | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| Baltimore City Heritage Area Capital | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Baltimore Museum of Art - Fire Safety | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| Broadband Infrastructure | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Capital Project Priorities | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 150 |
| Creative Alliance | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Green Network Plan | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| INSPIRE Plan Implementation | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 |
| Maryland Zoo | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| MD Science Center | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| Modell Lyric | 125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 125 |
| National Aquarium | 125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 125 |
| National Great Blacks in Wax Museum | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Office of Information Technology | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| Reginald F. Lewis Museum Improvements | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| Star-Spangled Banner Flag House Build | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| Walters Art Museum | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| Planning | 0 | 310 | 0 | 0 | 0 | 0 | 0 | 0 | 310 |
| Police | 0 | 4,400 | 0 | 0 | 0 | 2,000 | 0 | 0 | 6,400 |
| Public Works | | | | | | | | | |
| Solid Waste | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| Storm Water | 0 | 0 | 10,910 | 0 | 0 | 10,732 | 0 | 150 | 21,792 |
| Pollution/Erosion Control | 0 | 0 | 33,690 | 5,223 | 0 | 40,092 | 0 | 0 | 79,005 |
| Waste Water/Water | 0 | 0 | 391,778 | 25,000 | 0 | 135,695 | 202,038 | 0 | 754,511 |
| Recreation and Parks | 5,400 | 1,000 | 0 | 0 | 1,025 | 10,121 | 0 | 0 | 17,546 |
| Transportation | | | | | | | | | |
| Alleys and Footways | 0 | 900 | 0 | 0 | 0 | 1,000 | 0 | 2,900 | 4,800 |
| Bridges | 0 | 500 | 0 | 0 | 16,460 | 1,790 | 0 | 8,375 | 27,125 |
| Traffic | 0 | 680 | 0 | 0 | 2,960 | 394 | 0 | 60 | 4,094 |
| Street Resurfacing | 0 | 110 | 0 | 0 | 0 | 0 | 0 | 11,125 | 11,235 |
| Streets & Highways | 0 | 2,025 | 0 | 0 | 14,570 | 4,275 | 0 | 580 | 21,450 |
| Dev. Agencies | 0 | 700 | 0 | 0 | 2,460 | 17 | 0 | 395 | 3,572 |
| Conduits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20,000 | 20,000 |
| TOTAL BY FUND | \$ 65,000 | \$ 21,400 | \$ 436,378 | \$ 30,223 | \$ 49,002 | \$ 258,485 | \$ 202,038 | \$ 55,485 | \$ 1,118,011 |

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Capital Projects Impact on Operating Budget

Policy

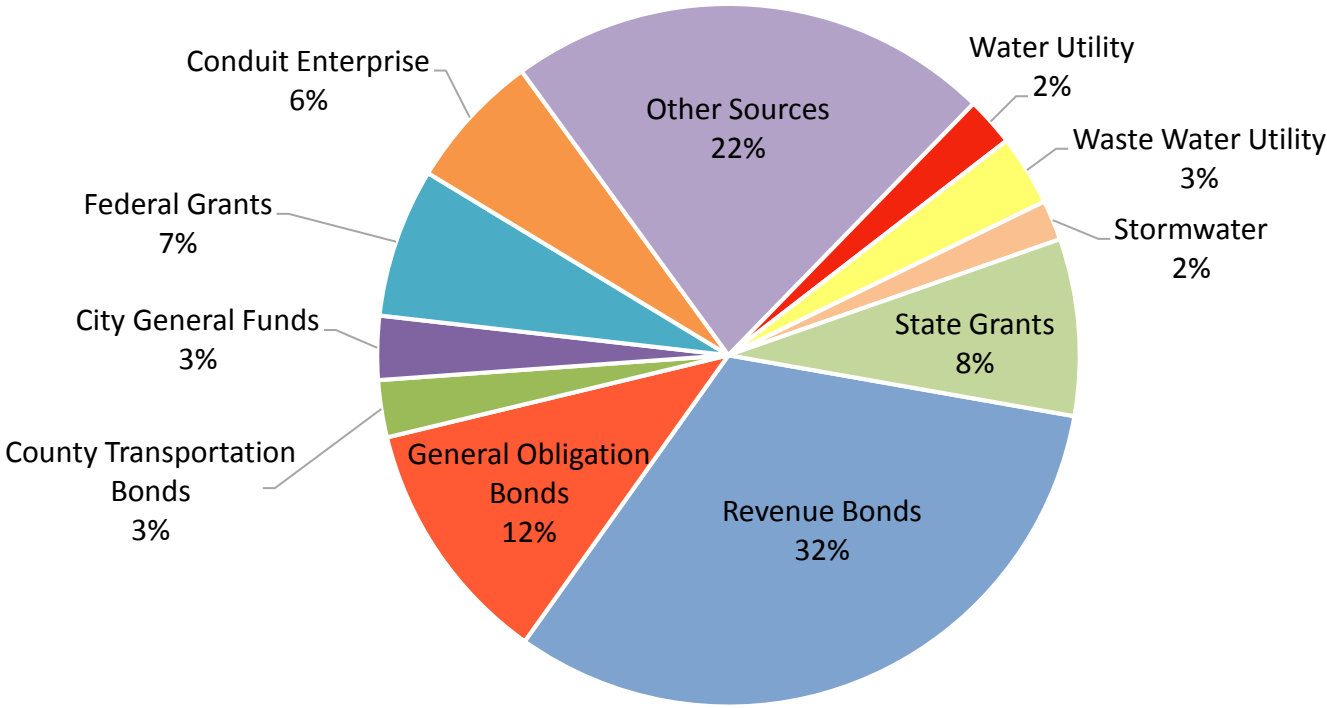
In Fiscal 2004, the capital budget was redesigned to incorporate a set of mandatory operating budget impact fields. Agencies must identify and project reasonably quantifiable revenue and expenditure impacts of capital projects in their first and subsequent years of impact.

Fiscal 2018 Operating Impact of Capital Projects

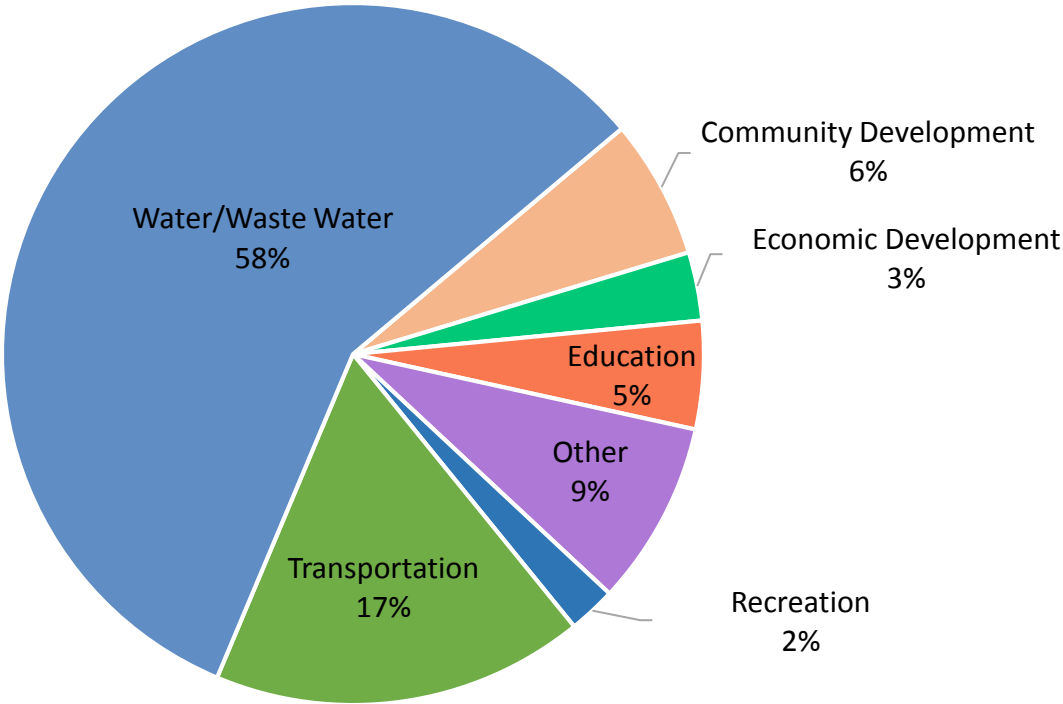
Most of Baltimore City's capital program focuses on capital infrastructure maintenance and replacement. New facility projects or expansions with operating impacts are limited. For Fiscal 2018, agencies reported that the following capital projects will have significant impact on the operating budget: Police Technology Updates related to the Consent Decree, Whole Block Demolition within the Department of Housing and Community Development, and construction costs related to the Cherry Hill Recreation and Cahill Fitness and Wellness Centers.

Debt Service pays the interest and principal costs on the bonds issued by the City to build capital projects. For additional information relating to Debt Service, see page 221.

Where the Money Comes From
Total: \$3.423 Billion



How the Money is Used
Total: \$3.423 Billion



Debt Service

Fiscal 2018

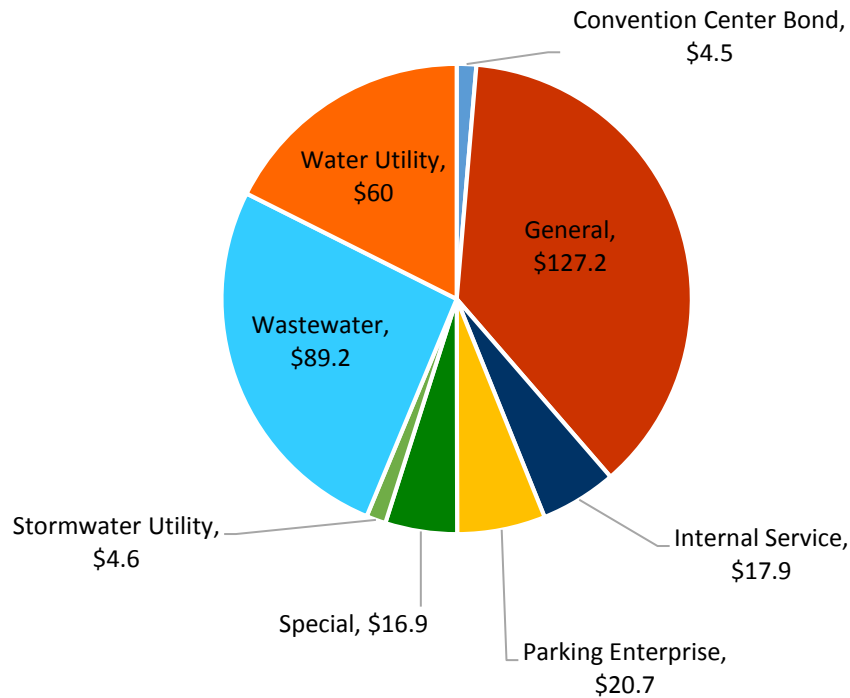
Summary of the Adopted Budget

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Summary

Fiscal 2018 Debt Service by Fund

Total: \$340,996,170



Note: Figures in the chart above are expressed in millions of dollars.

Total Debt Service

| 2015 Actual | 2016 Budget | 2017 Budget | 2018 Budget |
|----------------|----------------|----------------|----------------|
| \$305.1M | \$336.7M | \$343.2M | \$341M |

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

The Fiscal 2018 appropriation for all funds (before transfer credits) of \$341 million is \$2.2 million below the Fiscal 2017 level of appropriation.

SELECTED GENERAL OBLIGATION DEBT STATISTICS

| At June 30th | Gross Bonded Debt (000s) | Net General Bonded Debt | | |
|--------------|--------------------------|-------------------------|---------------------------|------------|
| | | Amounts (000s) | Taxable Value of Property | Per Capita |
| 2006 | \$588,604 | \$562,522 | 2.43% | \$884 |
| 2007 | \$609,950 | \$579,654 | 2.31% | \$909 |
| 2008 | \$646,533 | \$563,954 | 1.92% | \$885 |
| 2009 | \$629,018 | \$587,778 | 1.72% | \$922 |
| 2010 | \$631,993 | \$590,674 | 1.58% | \$951 |
| 2011 | \$630,957 | \$594,696 | 1.54% | \$960 |
| 2012 | \$570,148 | \$533,352 | 1.69% | \$860 |
| 2013 | \$569,097 | \$523,574 | 1.45% | \$842 |
| 2014 | \$528,082 | \$478,135 | 1.33% | \$768 |
| 2015 | \$556,779 | \$505,649 | 1.42% | \$813 |
| 2016 | \$579,395 | \$516,909 | 1.21% | N/A |

Source: 2016 CAFR, page 128.

Debt Management Policy

The amount of debt authorized and issued annually is subject to limits incorporated in the City's debt policy. This policy, adopted by the Board of Estimates on August 22, 1990, sets forth borrowing limits for the Capital Budget process and establishes guidelines for Capital Budget plans. The policy is subject to review every five years or as recommended by the Director of Finance. The current policy limit on annual general obligation borrowing is \$65 million. The City's annual cash borrowing is guided by authorized project requirements.

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

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

Legal Debt Limits

All General Obligation debt is secured by the full faith and credit of the City. The City has unlimited taxing authority with respect to property taxes to support general obligation debt service requirements. The City is not constrained by any legal limits on the amount of its G.O. debt, but is guided by prudent limits set forth in local debt policy. In addition to conservative debt management policies, the City is controlled in the amount of debt that may be incurred by the

Constitution of Maryland, which requires a three-step procedure for the creation of debt by the City of Baltimore. First there must be an act of the Maryland General Assembly or a resolution of the majority of the City's delegates to the General Assembly. Pursuant to State authorization, the Mayor and City Council must approve an ordinance. Finally, the voters of the City must ratify the debt issuance.

Effects of Existing Debt on Current and Future Operations

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

- The City's net G.O. debt is below the 4% industry standard for tax supported debt as percentage of actual taxable value of property (1.21%, 2016). In addition, net G.O. debt is below the \$2,250 per capita figure established in the City's debt policy (\$813, 2015).
- The City is not constrained by any legal limits on its debt authorization limit but is guided by prudent limits set forth in local debt policy.
- The City has no overlapping debt and no instance of default.
- The City has unlimited taxing authority with respect to property taxes.

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

SCHEDULE OF LONG TERM DEBT SERVICE

Estimated Principal and Interest Payments

Including Fiscal 2017 Actual and Fiscal 2018 Estimated Debt Issuance

| Fiscal Year | General Debt (\$000s) | Conditional Purchase Agreements (\$000s) | Revenue Debt (\$000s) | Other Debt (\$000s) |
|--------------------|------------------------------|---|------------------------------|----------------------------|
| 2017 | 60,095 | 40,146 | 187,651 | 16,679 |
| 2018 | 60,828 | 35,702 | 205,287 | 22,612 |
| 2019 | 65,595 | 30,445 | 204,262 | 22,578 |
| 2020 | 69,692 | 24,647 | 201,476 | 23,003 |
| 2021 | 70,670 | 20,146 | 197,204 | 23,252 |
| 2022 | 71,071 | 17,039 | 193,437 | 22,950 |
| 2023 | 47,331 | 12,924 | 192,380 | 23,155 |
| 2024 | 47,142 | 6,738 | 185,995 | 23,216 |
| 2025 | 43,526 | 4,962 | 185,113 | 22,268 |
| 2026 | 41,134 | 2,857 | 179,910 | 21,250 |
| 2027 & After | 219,447 | 1,288 | 2,718,495 | 381,731 |
| Total | 796,531 | 196,889 | 4,651,209 | 602,692 |

Source: Bureau of Treasury Management

General Debt is made up of G.O. bonds and bond anticipation notes. Conditional purchase agreements or capital lease

obligations do not constitute a pledge of the full faith and credit or taxing powers of the City. The agreements are subject to termination if sufficient funds are not appropriated by the City Council. Revenue debt is composed of Water Utility Fund, Waste Water Utility Fund, Parking Facilities, Storm Water, Transportation, and Convention Center revenue financings. Other debt consists of tax increment financing (TIF) and long-term financing with the state and federal government.

The City issued the 2013B bonds to refunded Series 1998A, 2001A, 2003A, 2003B, 2004A, and 2005A. The amortization was structured to pay off the refunded bonds within the same 20-year maturity schedule of the original bonds. The last large payment will occur in FY2022 in the amount of \$21.6M, therefore, the next payment in FY2023 will drop significantly.

INCREASES IN LONG TERM DEBT SERVICE
Due to Fiscal 2017 and Planned Fiscal 2018 Borrowing

| Outstanding Debt Service | General Debt (\$000s) | Conditional Purchase Agreements (\$000s) | Revenue Debt (\$000s) | Other Debt (\$000s) |
|---------------------------------|------------------------------|---|------------------------------|----------------------------|
| FY16 & After | 749,309 | 177,645 | 3,682,521 | 336,014 |
| FY17, Est. FY18 & After | 796,531 | 196,889 | 4,651,209 | 602,692 |
| Change | 47,222 | 19,244 | 968,688 | 266,678 |

Source: Bureau of Treasury Management

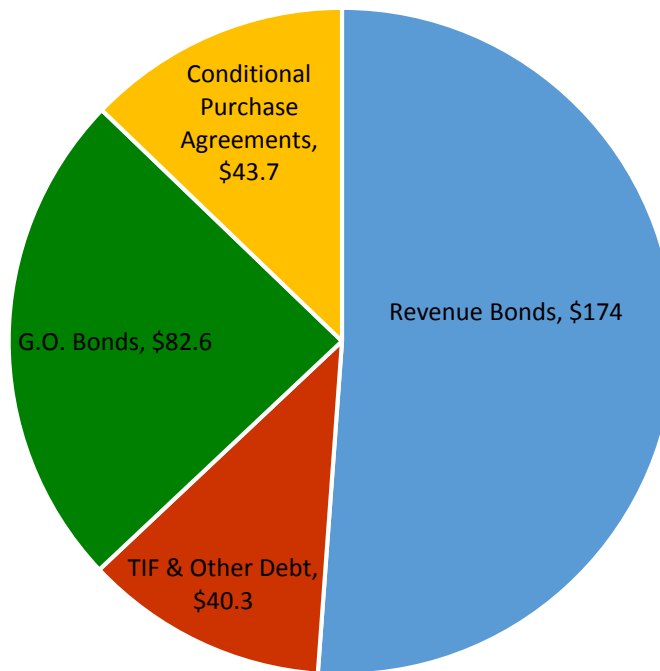
The schedule above shows the estimated change in outstanding debt service (principal and interest) based on Fiscal 2017 and planned Fiscal 2018 borrowings. The City does not have a general obligation statutory debt limit, but is subject to a three-step process described in “Legal Debt Limits” above. Outstanding debt per capita and the ratio to assessed value may increase, but still remain below danger point thresholds. Revenue debt service constitutes the largest increase due primarily to continued borrowings for the water and wastewater enterprise funds. A large portion of these borrowings is in response to the City’s consent decree between the City, U.S. Environmental Protection Agency and the Maryland Department of the Environment to reduce sanitary sewer overflows during heavy rainfall, water meter upgrades and water infrastructure replacement. Most of this additional debt service will be paid over a 30-year amortization period.

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

Types of Debt Service Payments

Fiscal 2018 Debt Service by Loan Type

Total: \$340,996,170



**Note: Figures in millions of dollars. Transfer credits not reflected.*

General Obligation Debt

| 2015 Actual | 2016 Budget | 2017 Budget | 2018 Budget |
|----------------|----------------|----------------|----------------|
| \$92M | \$85.6M | \$92M | \$82.6M |

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

Conditional Purchase Agreements

| 2015 Actual | 2016 Budget | 2017 Budget | 2018 Budget |
|----------------|----------------|----------------|----------------|
| \$40M | \$46.5M | \$46.6M | \$43.7M |

The City has entered into various conditional purchase agreements (CPAs) to construct or purchase facilities and/or to acquire equipment. CPAs are long-term capital leases with annual principal and interest payment schedules that must be

met for the City to acquire the asset. CPAs do not constitute a debt of the City within the meaning of any constitutional or statutory limit, nor are they supported by a pledge of the full faith and credit or taxing power of the City. In contrast to General Obligation debt, the City is not obligated to make annual appropriations. In the event the City fails to meet scheduled payments, the agreements are terminated and the City loses the right to use or acquire the financed asset. The City appropriates payments for facilities and equipment which continue to meet the City's public service objectives.

Revenue Bonds

| 2015 Actual | 2016 Budget | 2017 Budget | 2018 Budget |
|------------------------|------------------------|------------------------|------------------------|
| \$140M | \$161.2M | \$167M | \$174M |

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

State Economic Development Loans

| 2015 Actual | 2016 Budget | 2017 Budget | 2018 Budget |
|------------------------|------------------------|------------------------|------------------------|
| \$0.2M | \$0.2M | \$0.02M | None |

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

Tax Increment Financing

| 2015 Actual | 2016 Budget | 2017 Budget | 2018 Budget |
|------------------------|------------------------|------------------------|------------------------|
| \$9.7M | \$18.8M | \$16.8M | \$16.2M |

The City is incurring debt service expense for Tax Increment Financing (TIF) Bonds. This widely used financing mechanism has been adopted by the City for certain public improvements within designated districts. Taxes derived from the increased valuation (the tax increment) are used to pay debt service on the bonds used within the district. Local law provides that a supplemental tax within the each district is to be levied if the tax increment is not sufficient to cover debt service. The Fiscal 2018 appropriation includes the following TIFs:

| Project | Appropriation |
|--------------------|----------------------|
| Belvedere Square | \$194,848 |
| Clipper Mill | \$513,100 |
| EBDI Phase 2 | \$5,775,344 |
| Harbor Point | \$4,245,548 |
| Harborview | \$560,000 |
| Mondawmin Mall | \$827,736 |
| North Locust Point | \$223,300 |
| Poppleton | \$1,192,837 |
| Port Covington | \$1,076,257 |
| Strathdale Manor | \$460,050 |
| UMD BioPark | \$1,118,000 |
| Total | \$16,187,020 |

Other Debt Service

| 2015 Actual | 2016 Budget | 2017 Budget | 2018 Budget |
|------------------------|------------------------|------------------------|------------------------|
| None | \$22.9M | \$12.8M | \$16.9M |

The Fiscal 2018 appropriation includes \$16.9 million for public school construction. The source of funding is the beverage container tax and 10% of the revenue supported through the Casino lease payment.

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DEBT SERVICE EXPENSES BY FUND AND TYPE

| | <u>Fiscal 2017 Budget</u> | <u>Fiscal 2018 Budget</u> | <u>Change in Budget</u> |
|--|---------------------------|---------------------------|-------------------------|
| General Fund | | | |
| Conditional Purchase Agreement | \$31,772,179 | \$21,178,022 | \$10,594,157 |
| Economic Development Loans - State | \$17,250 | \$0 | \$17,250 |
| County Transportation Bonds | \$19,596,119 | \$16,159,698 | \$3,436,421 |
| G.O. Bonds | \$68,235,024 | \$64,907,245 | \$3,327,779 |
| Tax Increment Financing | \$21,244,756 | \$16,187,020 | \$5,057,736 |
| Other Debt Service | \$6,123,575 | \$8,773,000 | (\$2,649,425) |
| Total | \$146,988,903 | \$127,204,985 | \$19,783,918 |
| Convention Center Bond | | | |
| County Transportation Bonds | \$4,553,088 | \$4,553,088 | \$0 |
| Other Expenses | \$27,000 | \$27,000 | \$0 |
| Total | \$4,580,088 | \$4,580,088 | \$0 |
| Internal Service Fund | | | |
| Conditional Purchase Agreement | \$13,130,543 | \$17,890,544 | (\$4,760,001) |
| Other Expenses | \$3,225,000 | \$25,000 | \$3,200,000 |
| Total | \$16,355,543 | \$17,915,544 | (\$1,560,001) |
| Parking Enterprise Fund | | | |
| Revenue Bonds | \$18,689,095 | \$19,939,206 | (\$1,250,111) |
| Other Expenses | \$711,000 | \$744,400 | (\$33,400) |
| Total | \$19,400,095 | \$20,683,606 | (\$1,283,511) |
| Stormwater Utility Fund | | | |
| G.O. Bonds | \$3,221,900 | \$368,862 | \$2,853,038 |
| Revenue Bonds | \$0 | \$4,131,271 | (\$4,131,271) |
| Other Expenses | \$0 | \$78,000 | (\$78,000) |
| Total | \$3,221,900 | \$4,578,133 | (\$1,356,233) |
| Wastewater Utility Fund | | | |
| Revenue Bonds | \$82,946,296 | \$87,894,741 | (\$4,948,445) |
| Other Expenses | \$1,290,000 | \$1,290,000 | \$0 |
| Total | \$84,236,296 | \$89,184,741 | (\$4,948,445) |
| Water Utility Fund | | | |
| Revenue Bonds | \$54,852,434 | \$59,255,073 | (\$4,402,639) |
| Other Expenses | \$744,000 | \$744,000 | \$0 |
| Total | \$55,596,434 | \$59,999,073 | (\$4,402,639) |
| Special | | | |
| Other Expenses | \$12,786,000 | \$16,850,000 | (\$4,064,000) |
| Total | \$12,786,000 | \$16,850,000 | (\$4,064,000) |
| Total Operating Debt Service Expenses | \$343,165,259 | \$340,996,170 | \$2,169,089 |

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Budgetary Policies

Fiscal 2018

Summary of the Adopted Budget

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Excerpts from the Charter of Baltimore City (2012 Edition) relative to the budget process and Ordinance of Estimates

**ARTICLE VI
BOARD OF ESTIMATES**

1. ESTABLISHMENT AND ORGANIZATION.

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

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

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

2. POWERS AND DUTIES.

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

3. FISCAL YEAR; BUDGET SCHEDULE.

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

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

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

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

4. ASSISTANCE FROM FINANCE DIRECTOR AND PLANNING COMMISSION.

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

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

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

5. PREPARATION OF PROPOSED ORDINANCE OF ESTIMATES.

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

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

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

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

6. ADOPTION OF PROPOSED ORDINANCE OF ESTIMATES.

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

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

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

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

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

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

(5) a statement setting out:

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

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

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

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

(e) new sources of revenue or new rates on existing sources of revenue, and the amounts which can reasonably be expected from each of them, which the Board of Estimates believes should be adopted for the next fiscal year; also the rate for the levy of full rate property taxes which, in view of such new sources of revenue or

new rates on existing sources of revenue, will be necessary to bring total expected revenues for the next fiscal year into balance with total anticipated expenditures for the year;

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

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

7. ENACTMENT OF ORDINANCE OF ESTIMATES.

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

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

(c) *Revenue ordinances.* As soon as practicable after the passage of the Ordinance of Estimates, the City Council shall enact such revenue ordinances as are necessary to produce sufficient expected revenues, as estimated by the Board of Estimates, to cover the total anticipated expenditures authorized by the Ordinance of Estimates. The Council may adopt revenue sources or revenue rates other than those proposed by the Board and in each such instance the estimate of the revenue to be yielded by such a source or rate shall be made by the Board of Estimates. The Board of Estimates shall, taking into account any reductions and eliminations made by the City Council in the anticipated expenditures contained in the proposed Ordinance of Estimates and the revenues to be derived from all existing sources and from any new sources or new rates enacted by the City Council, certify to the Council the difference between the anticipated expenditures for the next fiscal year contained in the Ordinance of Estimates and all expected revenues other than from the full rate property tax. The Board shall then state a rate for the levy of full rate property taxes sufficient to realize the amount required to meet the said difference and the ordinance making the annual levy of full rate property taxes shall fix a rate not less than that stated by the Board so that it shall not be necessary at any time for the City to create a floating debt to meet any deficiency, and it shall not be lawful for the City to create a floating debt for any such purpose.

8. DEFICIENCIES; SUPPLEMENTARY APPROPRIATIONS.

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

(b) *Supplementary appropriations – when authorized.* Except as provided herein, the Ordinance of Estimates

shall include all the moneys to be appropriated by the City for all purposes for the fiscal year for which the ordinance is applicable. Additional appropriations shall be permitted during the fiscal year only in the following circumstances and under the following conditions:

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

(2) *Unanticipated grants.* Grants from private or governmental sources which could not be expected with reasonable certainty at the time of the formulation of the proposed Ordinance of Estimates may be made available to the appropriate municipal agency for expenditure by a supplementary appropriation ordinance recommended to the City Council by the Board of Estimates, duly passed by the City Council by a majority vote of its members and approved by the Mayor.

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

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

9. USES OF APPROPRIATIONS.

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

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

(c) *Carry-overs; lapses.* Appropriations contained in the Ordinance of Estimates for a particular program, purpose, activity, or project may, upon the recommendation of the head of the municipal agency concerned and the Director of Finance, and with the approval of the Board of Estimates, be carried over to fiscal years subsequent to the one for which the appropriation is initially made if necessary to accomplish that program, purpose, activity, or project. Funds encumbered for contracts, projects or other actual commitments and funds dedicated by any act of Congress or by State law or by the terms of any private grant to some specific purpose shall be carried over to the next fiscal year. All appropriations not so carried over shall lapse at the end of the fiscal year from which made, except as provided in paragraph (4) of this subsection. Any balance remaining in the fund of the water, sanitary wastewater, or stormwater utility (under Section 18 of this article) at the end of the fiscal year shall remain to the credit of that utility and an estimate of that balance shall be included in that utility's budget for the next year as an estimated receipt.

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

ARTICLE VII
EXECUTIVE DEPARTMENTS
DEPARTMENT OF FINANCE

5. DEPARTMENT OF FINANCE: ESTABLISHED.

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

6. DEPARTMENT OF FINANCE: DIRECTOR.

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

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

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

7. DEPARTMENT OF FINANCE: DEPUTY DIRECTOR; EMPLOYEES.

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

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

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

8. DEPARTMENT OF FINANCE: BUDGET PREPARATION.

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

9. DEPARTMENT OF FINANCE: BUDGET ADMINISTRATION.

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

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City of Baltimore

Key Budgetary and Financial Policies

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

Operating and Capital Budget Policies

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

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

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

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

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

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

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

Financial Forecasting Policies

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

Reserve Policies

Budget Stabilization Reserve: In 1993, the Budget Stabilization Reserve, or Rainy Day Fund was established. The reserve is designed to provide budgetary flexibility should material funding shortfalls or unanticipated expenses occur. The reserve may not be used to supplement a planning year budget, and funds drawn from the reserve must be replenished within

five fiscal years. The Budget Stabilization Reserve had a \$118 million balance at June 30, 2016, representing about 6.5% of the General Fund. The City continues to make annual contributions to the Budget Stabilization Reserve Fund. The Fiscal 2018 budget includes an additional \$3.4 million for the fund.

Unassigned Fund Balance: In 2010, Baltimore voters approved a Charter amendment that eliminated a provision limiting the size of the unassigned portion of the General Fund balance to 1% of budgeted revenues. This restriction had placed the City in a relatively poor position compared to other large cities and worked against the City's interest in achieving sound financial practices. The Charter still does permit a \$1 million contingency appropriation and the Fiscal 2017 budget includes the full \$1 million.

Financial Reporting Policies

Budget, Accounting and Borrowing: The City has received the Government Finance Officers Association (GFOA) annual award for Excellence in Financial Reporting for over 24 years and the Distinguished Budget Presentation award each year applied for since Fiscal 1988. The Comprehensive Annual Financial Report (CAFR) is prepared in conformance with the Governmental Accounting Standards Board requirements. The City annually prepares the required full disclosure statements to comply with Securities and Exchange Commission requirements, provides fully descriptive notes in its annual financial report and disclosure statements, and secures an unqualified independent audit report.

Debt Policies and Credit Rating

In 1990, the City adopted a formal debt policy which sets forth annual borrowing limits, consolidation of all financing arrangements within the Department of Finance, refunding and refinancing policies, and limits on key debt management ratios. See the Debt Service Overview section for detailed discussion. In the development of the annual borrowing plan, the effects of debt on key ratios outlined in the policy are updated and analyzed. The objective is to maintain the City's reputation in the credit rating community as having a conservative approach to all aspects of debt management including debt service expenses, debt retirement schedules and debt capacity ratios. The policy recognizes the fundamental role that debt has in the effort to maintain or improve the City's credit rating. The City maintains a General Obligation (G.O.) bond rating of 'Aa2' from Moody's Investors Service and 'AA' from Standard & Poor's. In May 2007, both of these ratings were upgraded from 'A1' and 'A+', respectively, after 40 years of being at the same rating, reducing the City's borrowing costs and saving the City money. In 2014, Standard & Poor's upgraded the City's bond rating from 'AA-' to 'AA', citing strong fiscal management. The City prepares an annual debt report, semi-annual multi-year debt service projections, and a periodic debt affordability analysis.

Investment Policies

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

Self-Insurance Policies

The City, through its Office of Risk Management, has a comprehensive program of risk exposure identification, evaluation, control and financing. The City is self-insured in the area of casualty and property losses, including the uninsured portion of City buildings and contents, worker's compensation and employers' liability, employees' and retirees' health insurance, third party general liability and automobile liability losses. To the extent possible, the City plans to address concerns about risk management reserves by making additional appropriations and by adjusting agency premiums to help provide adequate funding. The Fiscal 2018 budget includes \$73.7 million of funding for the City's risk management programs.

Fiscal Policies for Economic Development

The Comprehensive Economic Development Strategy plan submitted to the State in 1999 sets forth economic development goals, objectives and priorities. “LIVE, EARN, PLAY, and LEARN,” the comprehensive master plan for the City’s development was adopted in 2006. A primary goal of the economic development plan is to attract more job generating businesses to the City. To that end, the City has developed a variety of development incentives including loans and grants. In the last 13 years the City has expanded the incentives to include tax incentive programs. The budget plan estimates and reports on one type of tax expenditure, property tax credits. The City is committed to performing consistent and thorough analysis of the cost and benefit of its tax incentive programs.

Fiscal Stability Practices

Employee and Retiree Benefits Program Costs: Because total employee compensation costs are the largest share of the City’s expenses, it is absolutely essential that options to control costs of employee benefits be examined. The City has an ongoing joint labor-management Health Insurance Committee. Certain recommendations made by the committee are subject to bargaining processes with employee groups. In addition, the Fiscal 2018 budget includes \$3.6 million in the General Fund to further fund the GASB 45 rule change for Other Post Employee Benefits (OPEB).

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

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Budgetary Basis

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

Budgetary Units

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

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

Revenues and Expenditures

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

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

Relationship Between Budgeting and Accounting

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

Fund Structure

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

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

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

Accounting Basis

Organization

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

General, Debt Service, and Capital Projects

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

Enterprise and Internal Service Funds

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

Encumbrances

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

Operating Plan

LEVEL OF CONTROL

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

MECHANISMS

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

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

Space Utilization Committee: All actions affecting the disposition of property through sales, the leasing of City owned real property and City leasing of property 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 Board of Estimates for final action to assure optimum return on real estate transactions.

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

APPROPRIATIONS

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

ENCUMBERED FUNDS

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

CARRYOVERS

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

Capital Plan

DEFINITION

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

APPROPRIATIONS

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

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

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

MONITORING

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

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

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

INTEGRATED FINANCIAL SYSTEM

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

COST CONTROL

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

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Appendix

Fiscal 2018

Summary of the Adopted Budget

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Andrew Klein

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|------|-----------------------|--|-------------------------------------|---|
| FROM | NAME & TITLE | Andrew Kleine, Chief | CITY of BALTIMORE MEMO |  |
| | AGENCY NAME & ADDRESS | Bureau of the Budget and Management Research Room 432, City Hall (410 396-4941) | | |
| | SUBJECT | Annual Ordinance of Estimates FY 2018 | | |

TO Honorable President and Members of the Board of Estimates

DATE:

May 3, 2017

ACTION REQUESTED OF THE BOARD OF ESTIMATES:

The Board of Estimates is requested to approve the Fiscal 2018 Ordinance of Estimates for transmittal to the Baltimore City Council.

AMOUNT AND SOURCE OF FUNDS:

NA

BACKGROUND/EXPLANATION:

The Ordinance of Estimates totals \$3,888,422,140 including \$2,770,411,140 for operating expenses and \$1,118,011,000 for capital expenses.

MBE/WBE PARTICIPATION:

NA

LOCAL HIRING:

NA

APPROVED BY THE BOARD OF ESTIMATES:

Clerk

Bernice A. Jager

Date

MAY 3 2017

**CITY OF BALTIMORE
COUNCIL BILL 17-XXX
(First Reader)**

Introduced by: The Council President
At the request of: The Administration (Department of Finance)
Introduced and read first time: May 8, 2017
Assigned to:

A BILL ENTITLED

1 AN ORDINANCE concerning

2 **Ordinance of Estimates for the Fiscal Year Ending June 30, 2018**

3 FOR the purpose of providing the appropriations estimated to be needed by each agency of the
4 City of Baltimore for operating programs and capital projects during the fiscal 2018 year.

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

9 **SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE,** That the
10 following amounts or so much thereof as shall be sufficient are hereby appropriated subject to the
11 provisions hereinafter set forth for the purpose of carrying out the programs included in the
12 operating budget and the projects listed in the capital budget from the amounts estimated to be
13 available in the designated funds during the fiscal year ending June 30, 2018.

14 **A. Operating Budget**

15 **Board of Elections**

16 899 Fair Conduct of Elections
17 General Fund Appropriation. \$ 7,300,003

18 **City Council**

19 100 City Council
20 General Fund Appropriation. \$ 7,108,243

21 **Comptroller**

22 130 Executive Direction and Control – Comptroller
23 General Fund Appropriation. \$ 1,518,948

24 131 Audits
25 General Fund Appropriation. \$ 4,912,084

26 132 Real Estate Acquisition and Management
27 General Fund Appropriation. \$ 1,117,134

Council Bill ♦

| | | | |
|----|--------------------------------------|--|---------------|
| 1 | Council Services | | |
| 2 | 103 | Council Services | |
| 3 | | General Fund Appropriation. | \$ 745,251 |
| 4 | Courts: Circuit Court | | |
| 5 | 110 | Circuit Court | |
| 6 | | General Fund Appropriation. | \$ 15,359,921 |
| 7 | | Federal Fund Appropriation. | \$ 2,188,984 |
| 8 | | State Fund Appropriation. | \$ 5,149,352 |
| 9 | | Special Fund Appropriation. | \$ 235,796 |
| 10 | Courts: Orphans' Court | | |
| 11 | 817 | Orphans' Court | |
| 12 | | General Fund Appropriation. | \$ 522,898 |
| 13 | Employees' Retirement Systems | | |
| 14 | 152 | Employees' Retirement Systems – Administration | |
| 15 | | Special Fund Appropriation. | \$ 5,076,344 |
| 16 | 154 | Fire and Police Retirement System – Administration | |
| 17 | | Special Fund Appropriation. | \$ 5,120,507 |
| 18 | 155 | Retirement Savings Plan | |
| 19 | | General Fund Appropriation. | \$ 769,361 |
| 20 | Enoch Pratt Free Library | | |
| 21 | 788 | Information Services | |
| 22 | | General Fund Appropriation. | \$ 24,942,789 |
| 23 | | State Fund Appropriation. | \$ 13,598,603 |
| 24 | | Special Fund Appropriation. | \$ 885,488 |
| 25 | Finance | | |
| 26 | 148 | Revenue Collection | |
| 27 | | General Fund Appropriation. | \$ 6,822,180 |
| 28 | 150 | Treasury and Debt Management | |
| 29 | | General Fund Appropriation. | \$ 1,087,202 |
| 30 | 698 | Administration – Finance | |
| 31 | | General Fund Appropriation. | \$ 1,504,811 |
| 32 | 699 | Procurement | |
| 33 | | General Fund Appropriation. | \$ 3,371,095 |
| 34 | 700 | Surplus Property Disposal | |
| 35 | | Special Fund Appropriation. | \$ 145,430 |
| 36 | 702 | Accounts Payable | |
| 37 | | General Fund Appropriation. | \$ 1,129,160 |

Council Bill ♦

| | | | | |
|----|-------------|---|----|-------------|
| 1 | 703 | Payroll | | |
| 2 | | General Fund Appropriation. | \$ | 3,523,727 |
| 3 | 704 | Accounting | | |
| 4 | | General Fund Appropriation. | \$ | 1,697,228 |
| 5 | 705 | Loan and Guarantee Program | | |
| 6 | | Loan and Guarantee Enterprise. | \$ | 512,743 |
| 7 | 708 | Operating Budget Management | | |
| 8 | | General Fund Appropriation. | \$ | 2,035,596 |
| 9 | 710 | Property Tax Billing Integrity and Recovery | | |
| 10 | | General Fund Appropriation. | \$ | 1,127,095 |
| 11 | Fire | | | |
| 12 | 600 | Administration – Fire | | |
| 13 | | General Fund Appropriation. | \$ | 8,868,340 |
| 14 | | Federal Fund Appropriation. | \$ | 1,533,000 |
| 15 | | State Fund Appropriation. | \$ | 357,700 |
| 16 | 602 | Fire Suppression and Emergency Rescue | | |
| 17 | | General Fund Appropriation. | \$ | 154,896,308 |
| 18 | | Federal Fund Appropriation. | \$ | 2,910,400 |
| 19 | | State Fund Appropriation. | \$ | 1,419,940 |
| 20 | 608 | Emergency Management | | |
| 21 | | General Fund Appropriation. | \$ | 727,203 |
| 22 | | Federal Fund Appropriation. | \$ | 306,600 |
| 23 | 609 | Emergency Medical Services | | |
| 24 | | General Fund Appropriation. | \$ | 27,020,135 |
| 25 | | State Fund Appropriation. | \$ | 83,928 |
| 26 | | Special Fund Appropriation. | \$ | 18,985,085 |
| 27 | 610 | Fire and Emergency Community Outreach | | |
| 28 | | General Fund Appropriation. | \$ | 346,248 |
| 29 | 611 | Fire Code Enforcement | | |
| 30 | | General Fund Appropriation. | \$ | 5,031,679 |
| 31 | | Federal Fund Appropriation. | \$ | 160,534 |
| 32 | | State Fund Appropriation. | \$ | 173,740 |
| 33 | 612 | Fire Investigation | | |
| 34 | | General Fund Appropriation. | \$ | 1,058,108 |

Council Bill ♦

| | | | | |
|----|-------------------------|---|----|------------|
| 1 | 613 | Fire Facilities Maintenance and Replacement | | |
| 2 | | General Fund Appropriation. | \$ | 15,721,606 |
| 3 | | Federal Fund Appropriation. | \$ | 3,250,168 |
| 4 | | State Fund Appropriation. | \$ | 1,368,619 |
| 5 | | Special Fund Appropriation. | \$ | 265,822 |
| 6 | 614 | Fire Communications and Dispatch | | |
| 7 | | General Fund Appropriation. | \$ | 13,389,596 |
| 8 | | Special Fund Appropriation. | \$ | 4,501,835 |
| 9 | 615 | Fire Training and Education | | |
| 10 | | General Fund Appropriation. | \$ | 4,763,361 |
| 11 | General Services | | | |
| 12 | 726 | Administration – General Services | | |
| 13 | | General Fund Appropriation. | \$ | 1,794,223 |
| 14 | 731 | Facilities Management | | |
| 15 | | General Fund Appropriation. | \$ | 8,460,954 |
| 16 | | Federal Fund Appropriation. | \$ | 1,000,000 |
| 17 | | State Fund Appropriation. | \$ | 1,000,000 |
| 18 | 734 | Design and Construction/Major Projects Division | | |
| 19 | | General Fund Appropriation. | \$ | 90,104 |
| 20 | Health | | | |
| 21 | 303 | Clinical Services | | |
| 22 | | General Fund Appropriation. | \$ | 5,398,879 |
| 23 | | Federal Fund Appropriation. | \$ | 2,162,221 |
| 24 | | State Fund Appropriation. | \$ | 958,909 |
| 25 | | Special Fund Appropriation. | \$ | 161,718 |
| 26 | 305 | Healthy Homes | | |
| 27 | | General Fund Appropriation. | \$ | 969,578 |
| 28 | | Federal Fund Appropriation. | \$ | 1,373,731 |
| 29 | | Special Fund Appropriation. | \$ | 305,156 |
| 30 | 307 | Substance Abuse and Mental Health | | |
| 31 | | General Fund Appropriation. | \$ | 1,763,171 |
| 32 | | State Fund Appropriation. | \$ | 534,589 |
| 33 | 308 | Maternal and Child Health | | |
| 34 | | General Fund Appropriation. | \$ | 1,871,509 |
| 35 | | Federal Fund Appropriation. | \$ | 20,176,335 |
| 36 | | State Fund Appropriation. | \$ | 2,023,143 |
| 37 | | Special Fund Appropriation. | \$ | 1,050,619 |

Council Bill ♦

| | | | | |
|----|-----|--|----|------------|
| 1 | 310 | School Health Services | | |
| 2 | | General Fund Appropriation. | \$ | 2,352,464 |
| 3 | | Federal Fund Appropriation. | \$ | 39,580 |
| 4 | | State Fund Appropriation. | \$ | 502,171 |
| 5 | | Special Fund Appropriation. | \$ | 786,673 |
| 6 | 311 | Health Services for Seniors | | |
| 7 | | Federal Fund Appropriation. | \$ | 3,443,656 |
| 8 | 315 | Emergency Services – Health | | |
| 9 | | General Fund Appropriation. | \$ | 691,930 |
| 10 | | Federal Fund Appropriation. | \$ | 694,479 |
| 11 | | State Fund Appropriation. | \$ | 8,164,581 |
| 12 | | Special Fund Appropriation. | \$ | 344,352 |
| 13 | 316 | Youth Violence Prevention | | |
| 14 | | General Fund Appropriation. | \$ | 971,645 |
| 15 | | Federal Fund Appropriation. | \$ | 1,581,406 |
| 16 | | State Fund Appropriation. | \$ | 267,586 |
| 17 | 715 | Administration – Health | | |
| 18 | | General Fund Appropriation. | \$ | 4,038,121 |
| 19 | | Federal Fund Appropriation. | \$ | 3,689,325 |
| 20 | | State Fund Appropriation. | \$ | 1,063,289 |
| 21 | | Special Fund Appropriation. | \$ | 916,017 |
| 22 | 716 | Animal Services | | |
| 23 | | General Fund Appropriation. | \$ | 3,308,491 |
| 24 | 717 | Environmental Health | | |
| 25 | | General Fund Appropriation. | \$ | 3,268,557 |
| 26 | | Special Fund Appropriation. | \$ | 31,420 |
| 27 | 718 | Chronic Disease Prevention | | |
| 28 | | General Fund Appropriation. | \$ | 420,367 |
| 29 | | Federal Fund Appropriation. | \$ | 22,000 |
| 30 | | State Fund Appropriation. | \$ | 985,486 |
| 31 | 720 | HIV Treatment Services for the Uninsured | | |
| 32 | | General Fund Appropriation. | \$ | 1,225,345 |
| 33 | | Federal Fund Appropriation. | \$ | 36,409,502 |
| 34 | | State Fund Appropriation. | \$ | 3,998,575 |
| 35 | 721 | Senior Centers | | |
| 36 | | General Fund Appropriation. | \$ | 823,511 |
| 37 | | Federal Fund Appropriation. | \$ | 1,091,540 |
| 38 | | State Fund Appropriation. | \$ | 38,400 |
| 39 | | Special Fund Appropriation. | \$ | 57,109 |

Council Bill ♦

| | | | | |
|----|--|-------------------------------------|----|------------|
| 1 | 722 | Administration – CARE | | |
| 2 | | General Fund Appropriation. | \$ | 991,156 |
| 3 | | Federal Fund Appropriation. | \$ | 206,649 |
| 4 | 723 | Advocacy for Seniors | | |
| 5 | | General Fund Appropriation. | \$ | 104,729 |
| 6 | | Federal Fund Appropriation. | \$ | 154,897 |
| 7 | | State Fund Appropriation. | \$ | 1,808,537 |
| 8 | | Special Fund Appropriation. | \$ | 182,137 |
| 9 | 724 | Direct Care and Support Planning | | |
| 10 | | Federal Fund Appropriation. | \$ | 136,753 |
| 11 | | State Fund Appropriation. | \$ | 1,819,939 |
| 12 | | Special Fund Appropriation. | \$ | 72,000 |
| 13 | 725 | Community Services for Seniors | | |
| 14 | | General Fund Appropriation. | \$ | 190,607 |
| 15 | | Federal Fund Appropriation. | \$ | 2,535,469 |
| 16 | | State Fund Appropriation. | \$ | 979,425 |
| 17 | | Special Fund Appropriation. | \$ | 330,431 |
| 18 | Housing and Community Development | | | |
| 19 | 593 | Community Support Projects | | |
| 20 | | Federal Fund Appropriation. | \$ | 7,964,934 |
| 21 | 604 | Before and After Care | | |
| 22 | | General Fund Appropriation. | \$ | 173,078 |
| 23 | 737 | Administration – HCD | | |
| 24 | | General Fund Appropriation. | \$ | 2,241,064 |
| 25 | | Federal Fund Appropriation. | \$ | 1,347,715 |
| 26 | 738 | Weatherization Services | | |
| 27 | | General Fund Appropriation. | \$ | 109,409 |
| 28 | | State Fund Appropriation. | \$ | 4,731,020 |
| 29 | | Special Fund Appropriation. | \$ | 2,586,342 |
| 30 | 740 | Dawson Center | | |
| 31 | | General Fund Appropriation. | \$ | 32,315 |
| 32 | | Federal Fund Appropriation. | \$ | 327,702 |
| 33 | 742 | Promote Homeownership | | |
| 34 | | General Fund Appropriation. | \$ | 197,026 |
| 35 | | Federal Fund Appropriation. | \$ | 96,472 |
| 36 | | Special Fund Appropriation. | \$ | 140,000 |
| 37 | 745 | Housing Code Enforcement | | |
| 38 | | General Fund Appropriation. | \$ | 15,057,514 |
| 39 | | Federal Fund Appropriation. | \$ | 160,000 |
| 40 | | Special Fund Appropriation. | \$ | 50,000 |

Council Bill ♦

| | | | | |
|----|------------------------|--|----|-----------|
| 1 | 747 | Register and License Properties and Contractors | | |
| 2 | | General Fund Appropriation. | \$ | 548,813 |
| 3 | 748 | Housing Development Finance and Project Management | | |
| 4 | | Federal Fund Appropriation..... | \$ | 598,987 |
| 5 | 749 | Blight Elimination | | |
| 6 | | General Fund Appropriation. | \$ | 3,133,603 |
| 7 | 750 | Housing Rehabilitation Services | | |
| 8 | | Federal Fund Appropriation..... | \$ | 3,434,099 |
| 9 | | State Fund Appropriation..... | \$ | 423,450 |
| 10 | 751 | Building and Zoning Inspections and Permits | | |
| 11 | | General Fund Appropriation. | \$ | 5,706,721 |
| 12 | 752 | Community Outreach Services | | |
| 13 | | General Fund Appropriation. | \$ | 1,444,807 |
| 14 | | Special Fund Appropriation..... | \$ | 210,000 |
| 15 | 754 | Summer Food Service Program | | |
| 16 | | State Fund Appropriation..... | \$ | 3,564,457 |
| 17 | 809 | Retention, Expansion, and Attraction of Businesses | | |
| 18 | | General Fund Appropriation. | \$ | 1,049,195 |
| 19 | | Special Fund Appropriation..... | \$ | 104,040 |
| 20 | 810 | Real Estate Development | | |
| 21 | | General Fund Appropriation. | \$ | 1,868,357 |
| 22 | | Special Fund Appropriation..... | \$ | 1,208,896 |
| 23 | 811 | Inner Harbor Coordination | | |
| 24 | | General Fund Appropriation. | \$ | 364,510 |
| 25 | 813 | Technology Development – Emerging Technology Center | | |
| 26 | | General Fund Appropriation. | \$ | 849,751 |
| 27 | 814 | Improve and Promote Retail Districts Beyond Downtown | | |
| 28 | | General Fund Appropriation. | \$ | 1,627,610 |
| 29 | | Special Fund Appropriation..... | \$ | 104,040 |
| 30 | 815 | Live Baltimore | | |
| 31 | | General Fund Appropriation. | \$ | 570,267 |
| 32 | Human Resources | | | |
| 33 | 770 | Administration – Human Resources | | |
| 34 | | General Fund Appropriation. | \$ | 2,800,723 |
| 35 | 771 | Benefits Administration | | |
| 36 | | General Fund Appropriation. | \$ | 3,951,640 |

Council Bill ♦

| | | | | |
|----|---|--|----|-------------|
| 1 | 772 | Civil Service Management | | |
| 2 | | General Fund Appropriation. | \$ | 2,259,547 |
| 3 | Law | | | |
| 4 | 860 | Administration – Law | | |
| 5 | | General Fund Appropriation. | \$ | 1,146,806 |
| 6 | 861 | Controversies | | |
| 7 | | General Fund Appropriation. | \$ | 3,918,856 |
| 8 | 862 | Transactions | | |
| 9 | | General Fund Appropriation. | \$ | 2,391,094 |
| 10 | 869 | Minority and Women's Business Opportunity Office | | |
| 11 | | General Fund Appropriation. | \$ | 753,757 |
| 12 | Legislative Reference | | | |
| 13 | 106 | Legislative Reference Services | | |
| 14 | | General Fund Appropriation. | \$ | 639,401 |
| 15 | 107 | Archives and Records Management | | |
| 16 | | General Fund Appropriation. | \$ | 538,724 |
| 17 | Liquor License Board | | | |
| 18 | 850 | Liquor Licensing | | |
| 19 | | General Fund Appropriation. | \$ | 1,010,790 |
| 20 | 851 | Liquor License Compliance | | |
| 21 | | General Fund Appropriation. | \$ | 1,158,864 |
| 22 | Mayoralty | | | |
| 23 | 125 | Executive Direction and Control – Mayoralty | | |
| 24 | | General Fund Appropriation. | \$ | 7,098,429 |
| 25 | | Federal Fund Appropriation. | \$ | 307,362 |
| 26 | | State Fund Appropriation. | \$ | 392,277 |
| 27 | | Special Fund Appropriation. | \$ | 852,703 |
| 28 | M-R: Art and Culture | | | |
| 29 | 493 | Art and Culture Grants | | |
| 30 | | General Fund Appropriation. | \$ | 5,956,525 |
| 31 | 824 | Events, Art, Culture, and Film | | |
| 32 | | General Fund Appropriation. | \$ | 2,329,648 |
| 33 | | Special Fund Appropriation. | \$ | 38,000 |
| 34 | 828 | Bromo Seltzer Arts Tower | | |
| 35 | | General Fund Appropriation. | \$ | 85,861 |
| 36 | M-R: Baltimore City Public Schools | | | |
| 37 | 352 | Baltimore City Public Schools | | |
| 38 | | General Fund Appropriation. | \$ | 293,296,604 |

Council Bill ♦

| | | | |
|----|--|---|---------------|
| 1 | M-R: Cable and Communications | | |
| 2 | 876 | Media Production | |
| 3 | | General Fund Appropriation. | \$ 748,906 |
| 4 | | Special Fund Appropriation..... | \$ 961,000 |
| 5 | M-R: Civic Promotion | | |
| 6 | 590 | Civic Promotion Grants | |
| 7 | | General Fund Appropriation. | \$ 468,226 |
| 8 | 820 | Convention Sales and Tourism Marketing | |
| 9 | | General Fund Appropriation. | \$ 14,344,141 |
| 10 | M-R: Conditional Purchase Agreements | | |
| 11 | 129 | Conditional Purchase Agreement Payments | |
| 12 | | General Fund Appropriation. | \$ 13,664,307 |
| 13 | M-R: Contingent Fund | | |
| 14 | 121 | Contingent Fund | |
| 15 | | General Fund Appropriation. | \$ 1,000,000 |
| 16 | M-R: Convention Center Hotel | | |
| 17 | 535 | Convention Center Hotel | |
| 18 | | General Fund Appropriation. | \$ 7,273,000 |
| 19 | M-R: Convention Complex | | |
| 20 | 540 | Royal Farms Arena Operations | |
| 21 | | General Fund Appropriation. | \$ 525,650 |
| 22 | 855 | Convention Center | |
| 23 | | General Fund Appropriation. | \$ 13,595,806 |
| 24 | | State Fund Appropriation..... | \$ 5,264,726 |
| 25 | 857 | Convention Center Debt Service | |
| 26 | | Convention Center Bond. | \$ 4,580,088 |
| 27 | M-R: Debt Service | | |
| 28 | 123 | General Debt Service | |
| 29 | | General Fund Appropriation. | \$ 83,216,943 |
| 30 | | Special Fund Appropriation..... | \$ 16,850,000 |
| 31 | M-R: Educational Grants | | |
| 32 | 446 | Educational Grants | |
| 33 | | General Fund Appropriation. | \$ 7,341,231 |
| 34 | | Federal Fund Appropriation..... | \$ 500,000 |
| 35 | | Special Fund Appropriation..... | \$ 11,866,000 |
| 36 | M-R: Employees' Retirement Contribution | | |
| 37 | 355 | Employees' Retirement Contribution | |
| 38 | | General Fund Appropriation. | \$ 3,344,791 |

Council Bill ♦

| | | | |
|----|--|--|------------|
| 1 | M-R: Environmental Control Board | | |
| 2 | 117 | Adjudication of Environmental Citations | |
| 3 | | General Fund Appropriation. \$ | 1,014,779 |
| 4 | M-R: Health and Welfare Grants | | |
| 5 | 385 | Health and Welfare Grants | |
| 6 | | General Fund Appropriation. \$ | 1,244,812 |
| 7 | M-R: Innovation Fund | | |
| 8 | 833 | Innovation Fund | |
| 9 | | General Fund Appropriation. \$ | 773,679 |
| 10 | M-R: Miscellaneous General Expenses | | |
| 11 | 122 | Miscellaneous General Expenses | |
| 12 | | General Fund Appropriation. \$ | 18,347,911 |
| 13 | M-R: Office of CitiStat Operations | | |
| 14 | 347 | CitiStat Operations | |
| 15 | | General Fund Appropriation. \$ | 760,327 |
| 16 | M-R: Office of Criminal Justice | | |
| 17 | 616 | Juvenile Justice | |
| 18 | | General Fund Appropriation. \$ | 208,427 |
| 19 | | Federal Fund Appropriation..... \$ | 88,974 |
| 20 | | State Fund Appropriation..... \$ | 78,337 |
| 21 | 617 | Victim Services – MOCJ | |
| 22 | | General Fund Appropriation. \$ | 138,286 |
| 23 | | Federal Fund Appropriation..... \$ | 1,057,102 |
| 24 | | State Fund Appropriation..... \$ | 106,351 |
| 25 | | Special Fund Appropriation..... \$ | 500,000 |
| 26 | 618 | Crime Prevention | |
| 27 | | General Fund Appropriation. \$ | 335,693 |
| 28 | | Federal Fund Appropriation..... \$ | 992,449 |
| 29 | | State Fund Appropriation..... \$ | 200,000 |
| 30 | 757 | Citiwatch | |
| 31 | | General Fund Appropriation. \$ | 2,217,341 |
| 32 | | Federal Fund Appropriation..... \$ | 72,342 |
| 33 | | Special Fund Appropriation..... \$ | 80,000 |
| 34 | 758 | Coordination of Public Safety – Administration | |
| 35 | | General Fund Appropriation. \$ | 665,803 |
| 36 | | Federal Fund Appropriation..... \$ | 1,339,846 |
| 37 | | State Fund Appropriation..... \$ | 45,000 |
| 38 | M-R: Office of Employment Development | | |
| 39 | 791 | BCPS Alternative Options Academy for Youth | |
| 40 | | State Fund Appropriation..... \$ | 202,777 |

Council Bill ♦

| | | | | |
|----|--------------------------------------|--|----|-----------|
| 1 | 792 | Workforce Services for TANF Recipients | | |
| 2 | | Federal Fund Appropriation..... | \$ | 3,262,980 |
| 3 | | State Fund Appropriation..... | \$ | 100,000 |
| 4 | 793 | Employment Enhancement Services for Baltimore City Residents | | |
| 5 | | General Fund Appropriation..... | \$ | 2,346,168 |
| 6 | | Special Fund Appropriation..... | \$ | 635,000 |
| 7 | 794 | Administration – MOED | | |
| 8 | | General Fund Appropriation..... | \$ | 659,521 |
| 9 | 795 | Workforce Services for Baltimore Residents | | |
| 10 | | Federal Fund Appropriation..... | \$ | 6,244,098 |
| 11 | | State Fund Appropriation..... | \$ | 230,891 |
| 12 | | Special Fund Appropriation..... | \$ | 200,000 |
| 13 | 796 | Workforce Services for Ex-Offenders | | |
| 14 | | General Fund Appropriation..... | \$ | 172,925 |
| 15 | | Federal Fund Appropriation..... | \$ | 750,000 |
| 16 | | State Fund Appropriation..... | \$ | 750,000 |
| 17 | 797 | Workforce Services for Out of School Youth – Youth Opportunity | | |
| 18 | | General Fund Appropriation..... | \$ | 2,928,616 |
| 19 | | Federal Fund Appropriation..... | \$ | 514,973 |
| 20 | | State Fund Appropriation..... | \$ | 140,911 |
| 21 | | Special..... | \$ | 87,500 |
| 22 | 798 | Youth Works Summer Job Program | | |
| 23 | | General Fund Appropriation..... | \$ | 1,943,091 |
| 24 | | Federal Fund Appropriation..... | \$ | 1,500,000 |
| 25 | | State Fund Appropriation..... | \$ | 1,529,584 |
| 26 | | Special Fund Appropriation..... | \$ | 750,000 |
| 27 | 800 | Workforce Services for WIA Funded Youth | | |
| 28 | | Federal Fund Appropriation..... | \$ | 3,025,951 |
| 29 | M-R: Office of Human Services | | | |
| 30 | 356 | Administration – Human Services | | |
| 31 | | General Fund Appropriation..... | \$ | 1,138,804 |
| 32 | | Federal Fund Appropriation..... | \$ | 2,648,424 |
| 33 | | State Fund Appropriation..... | \$ | 210,503 |
| 34 | | Special Fund Appropriation..... | \$ | 823,477 |
| 35 | 605 | Head Start | | |
| 36 | | General Fund Appropriation..... | \$ | 510,000 |
| 37 | | Federal Fund Appropriation..... | \$ | 7,766,894 |
| 38 | | State Fund Appropriation..... | \$ | 224,483 |

Council Bill ♦

| | | | | |
|----|--|--|----|------------|
| 1 | 741 | Community Action Centers | | |
| 2 | | General Fund Appropriation. | \$ | 712,085 |
| 3 | | Federal Fund Appropriation. | \$ | 963,303 |
| 4 | | State Fund Appropriation. | \$ | 4,662,352 |
| 5 | | Special Fund Appropriation. | \$ | 1,000,000 |
| 6 | 893 | Homeless Prevention | | |
| 7 | | Federal Fund Appropriation. | \$ | 593,802 |
| 8 | | State Fund Appropriation. | \$ | 493,441 |
| 9 | 894 | Outreach to the Homeless | | |
| 10 | | General Fund Appropriation. | \$ | 399,727 |
| 11 | | Federal Fund Appropriation. | \$ | 2,551,867 |
| 12 | | State Fund Appropriation. | \$ | 283,391 |
| 13 | 895 | Temporary Housing for the Homeless | | |
| 14 | | General Fund Appropriation. | \$ | 7,430,615 |
| 15 | | Federal Fund Appropriation. | \$ | 175,350 |
| 16 | | State Fund Appropriation. | \$ | 1,858,819 |
| 17 | 896 | Permanent Housing for the Homeless | | |
| 18 | | General Fund Appropriation. | \$ | 736,260 |
| 19 | | Federal Fund Appropriation. | \$ | 26,151,170 |
| 20 | | State Fund Appropriation. | \$ | 25,795 |
| 21 | | Special Fund Appropriation. | \$ | 217,995 |
| 22 | M-R: Office of Information Technology | | | |
| 23 | 802 | Administration – MOIT | | |
| 24 | | General Fund Appropriation. | \$ | 1,642,510 |
| 25 | 803 | Enterprise Innovation and Application Services | | |
| 26 | | General Fund Appropriation. | \$ | 6,799,127 |
| 27 | 804 | Enterprise Unified Call Center | | |
| 28 | | General Fund Appropriation. | \$ | 5,277,546 |
| 29 | 805 | Enterprise IT Delivery Services | | |
| 30 | | General Fund Appropriation. | \$ | 6,968,086 |
| 31 | | Special Fund Appropriation. | \$ | 100,000 |
| 32 | M-R: Office of the Inspector General | | | |
| 33 | 836 | Inspector General | | |
| 34 | | General Fund Appropriation. | \$ | 784,308 |
| 35 | M-R: Office of the Labor Commissioner | | | |
| 36 | 128 | Labor Contract Negotiations and Administration | | |
| 37 | | General Fund Appropriation. | \$ | 841,049 |

Council Bill ♦

| | | | |
|----|-------------------------------------|--|---------------|
| 1 | M-R: Retirees' Benefits | | |
| 2 | 351 | Retirees' Benefits | |
| 3 | | General Fund Appropriation. | \$ 69,472,659 |
| 4 | M-R: Self-Insurance Fund | | |
| 5 | 126 | Contribution to Self-Insurance Fund | |
| 6 | | General Fund Appropriation. | \$ 20,571,375 |
| 7 | M-R: TIF Debt Service | | |
| 8 | 124 | TIF Debt Service | |
| 9 | | General Fund Appropriation. | \$ 16,187,020 |
| 10 | Municipal and Zoning Appeals | | |
| 11 | 185 | Zoning, Tax and Other Appeals | |
| 12 | | General Fund Appropriation. | \$ 617,327 |
| 13 | Office of Civil Rights | | |
| 14 | 656 | Wage Investigation and Enforcement | |
| 15 | | General Fund Appropriation. | \$ 329,164 |
| 16 | 846 | Discrimination Investigations, Resolutions and Conciliations | |
| 17 | | General Fund Appropriation. | \$ 896,281 |
| 18 | | Federal Fund Appropriation.. | \$ 41,698 |
| 19 | | Special Fund Appropriation.. | \$ 10,424 |
| 20 | 848 | Police Community Relations | |
| 21 | | General Fund Appropriation. | \$ 608,727 |
| 22 | Planning | | |
| 23 | 761 | Development Oversight and Project Support | |
| 24 | | General Fund Appropriation. | \$ 1,115,736 |
| 25 | 762 | Historic Preservation | |
| 26 | | General Fund Appropriation. | \$ 657,843 |
| 27 | | Federal Fund Appropriation.. | \$ 150,000 |
| 28 | | State Fund Appropriation.. | \$ 150,000 |
| 29 | | Special Fund Appropriation.. | \$ 75,000 |
| 30 | 763 | Comprehensive Planning and Resource Management | |
| 31 | | General Fund Appropriation. | \$ 1,652,080 |
| 32 | | Federal Fund Appropriation.. | \$ 241,980 |
| 33 | | State Fund Appropriation.. | \$ 200,000 |
| 34 | | Special Fund Appropriation.. | \$ 1,411,602 |
| 35 | 765 | Planning for a Sustainable Baltimore | |
| 36 | | General Fund Appropriation. | \$ 1,033,073 |
| 37 | | Federal Fund Appropriation.. | \$ 250,000 |
| 38 | | State Fund Appropriation.. | \$ 261,275 |
| 39 | | Special Fund Appropriation.. | \$ 2,741,596 |

Council Bill ♦

| | | | | |
|----|---------------|--|----|-------------|
| 1 | 768 | Administration – Planning | | |
| 2 | | General Fund Appropriation. | \$ | 1,017,540 |
| 3 | Police | | | |
| 4 | 621 | Administration – Police | | |
| 5 | | General Fund Appropriation. | \$ | 54,996,533 |
| 6 | | Federal Fund Appropriation. | \$ | 2,171,229 |
| 7 | | State Fund Appropriation. | \$ | 120,000 |
| 8 | | Special Fund Appropriation. | \$ | 1,800,000 |
| 9 | 622 | Police Patrol | | |
| 10 | | General Fund Appropriation. | \$ | 251,759,631 |
| 11 | | Federal. | \$ | 85,000 |
| 12 | | State Fund Appropriation. | \$ | 5,649,150 |
| 13 | | Special Fund Appropriation. | \$ | 1,829,545 |
| 14 | 623 | Crime Investigation | | |
| 15 | | General Fund Appropriation. | \$ | 34,073,540 |
| 16 | | Federal Fund Appropriation. | \$ | 80,000 |
| 17 | | State Fund Appropriation. | \$ | 600,000 |
| 18 | 624 | Target Violent Criminals | | |
| 19 | | General Fund Appropriation. | \$ | 37,952,740 |
| 20 | | State Fund Appropriation. | \$ | 3,604,309 |
| 21 | | Special Fund Appropriation. | \$ | 2,165,880 |
| 22 | 625 | SWAT/ESU | | |
| 23 | | General Fund Appropriation. | \$ | 9,743,808 |
| 24 | 626 | Homeland Security – Intelligence | | |
| 25 | | General Fund Appropriation. | \$ | 6,708,100 |
| 26 | | Federal Fund Appropriation. | \$ | 1,677,714 |
| 27 | 627 | Emergency Communications | | |
| 28 | | General Fund Appropriation. | \$ | 7,696,692 |
| 29 | 628 | Police Internal Affairs | | |
| 30 | | General Fund Appropriation. | \$ | 9,273,368 |
| 31 | 632 | Manage Police Records and Evidence Control Systems | | |
| 32 | | General Fund Appropriation. | \$ | 6,936,749 |
| 33 | 634 | Crowd, Traffic, and Special Events Management | | |
| 34 | | General Fund Appropriation. | \$ | 10,831,936 |
| 35 | | Federal Fund Appropriation. | \$ | 236,391 |
| 36 | 635 | Police Recruiting and Training | | |
| 37 | | General Fund Appropriation. | \$ | 13,939,176 |

Council Bill ♦

| | | | | |
|----|---------------------|---|----|-------------|
| 1 | 637 | Special Operations – K-9 and Mounted Unit | | |
| 2 | | General Fund Appropriation. | \$ | 4,589,347 |
| 3 | 638 | Marine Unit | | |
| 4 | | General Fund Appropriation. | \$ | 2,086,635 |
| 5 | 640 | Special Operations – Aviation | | |
| 6 | | General Fund Appropriation. | \$ | 5,064,046 |
| 7 | 642 | Crime Laboratory | | |
| 8 | | General Fund Appropriation. | \$ | 15,666,672 |
| 9 | | Federal Fund Appropriation. | \$ | 1,750,457 |
| 10 | Public Works | | | |
| 11 | 660 | Administration – DPW – SW | | |
| 12 | | General Fund Appropriation. | \$ | 1,506,375 |
| 13 | 661 | Public Right-of-Way Cleaning | | |
| 14 | | General Fund Appropriation. | \$ | 16,330,539 |
| 15 | | Special Fund Appropriation. | \$ | 400,000 |
| 16 | | Stormwater Utility Fund Appropriation. | \$ | 5,119,514 |
| 17 | 662 | Vacant/Abandoned Property Cleaning and Boarding | | |
| 18 | | General Fund Appropriation. | \$ | 9,085,700 |
| 19 | | Federal Fund Appropriation. | \$ | 1,427,149 |
| 20 | 663 | Waste Removal and Recycling | | |
| 21 | | General Fund Appropriation. | \$ | 28,255,593 |
| 22 | 664 | Waste Re-Use and Disposal | | |
| 23 | | General Fund Appropriation. | \$ | 21,783,904 |
| 24 | 670 | Administration – DPW – WWW | | |
| 25 | | Wastewater Utility Fund Appropriation. | \$ | 23,958,392 |
| 26 | | Water Utility Fund Appropriation. | \$ | 19,631,288 |
| 27 | 671 | Water Management | | |
| 28 | | Water Utility Fund Appropriation. | \$ | 86,180,360 |
| 29 | 672 | Water and Wastewater Consumer Services | | |
| 30 | | Stormwater Utility Fund Appropriation. | \$ | 3,375,999 |
| 31 | | Wastewater Utility Fund Appropriation. | \$ | 8,476,191 |
| 32 | | Water Utility Fund Appropriation. | \$ | 18,844,601 |
| 33 | 673 | Wastewater Management | | |
| 34 | | State Fund Appropriation. | \$ | 312,732 |
| 35 | | Wastewater Utility Fund Appropriation. | \$ | 135,644,881 |

Council Bill ♦

| | | | | |
|----|-----------------------------|--|----|------------|
| 1 | 674 | Surface Water Management | | |
| 2 | | Federal Fund Appropriation..... | \$ | 100,000 |
| 3 | | State Fund Appropriation..... | \$ | 300,000 |
| 4 | | Stormwater Utility Fund Appropriation..... | \$ | 20,971,822 |
| 5 | | Wastewater Utility Fund Appropriation. | \$ | 1,641,018 |
| 6 | | Water Utility Fund Appropriation. | \$ | 565,357 |
| 7 | 675 | Engineering and Construction Management – Water and Wastewater | | |
| 8 | | Wastewater Utility Fund Appropriation. | \$ | 99,875,589 |
| 9 | | Water Utility Fund Appropriation. | \$ | 67,549,617 |
| 10 | 676 | Administration – DPW | | |
| 11 | | General Fund Appropriation. | \$ | 2,727,939 |
| 12 | 730 | Public and Private Energy Performance | | |
| 13 | | Federal Fund Appropriation..... | \$ | 2,000,000 |
| 14 | | State Fund Appropriation..... | \$ | 300,000 |
| 15 | | Special Fund Appropriation..... | \$ | 12,500,000 |
| 16 | Recreation and Parks | | | |
| 17 | 644 | Administration – Rec and Parks | | |
| 18 | | General Fund Appropriation. | \$ | 4,459,521 |
| 19 | | State Fund Appropriation..... | \$ | 139,981 |
| 20 | | Special Fund Appropriation..... | \$ | 700,000 |
| 21 | 645 | Aquatics | | |
| 22 | | General Fund Appropriation. | \$ | 2,422,781 |
| 23 | | Special Fund Appropriation..... | \$ | 703,821 |
| 24 | 646 | Park Maintenance | | |
| 25 | | General Fund Appropriation. | \$ | 10,693,039 |
| 26 | | State Fund Appropriation..... | \$ | 1,716,911 |
| 27 | | Special Fund Appropriation..... | \$ | 500,000 |
| 28 | 647 | Youth and Adult Sports | | |
| 29 | | General Fund Appropriation. | \$ | 661,555 |
| 30 | | Special Fund Appropriation..... | \$ | 164,910 |
| 31 | 648 | Community Recreation Centers | | |
| 32 | | General Fund Appropriation. | \$ | 12,968,327 |
| 33 | | Federal Fund Appropriation..... | \$ | 282,865 |
| 34 | | Special Fund Appropriation..... | \$ | 1,130,076 |
| 35 | 649 | Special Facilities Management – Recreation | | |
| 36 | | Special Fund Appropriation..... | \$ | 1,479,370 |
| 37 | 650 | Horticulture | | |
| 38 | | General Fund Appropriation. | \$ | 1,322,262 |
| 39 | | Special Fund Appropriation..... | \$ | 581,854 |

Council Bill ♦

| | | | | |
|----|-------------------------|--|----|------------|
| 1 | 651 | Recreation for Seniors | | |
| 2 | | General Fund Appropriation. | \$ | 107,901 |
| 3 | | Special Fund Appropriation..... | \$ | 36,000 |
| 4 | 652 | Therapeutic Recreation | | |
| 5 | | General Fund Appropriation. | \$ | 427,826 |
| 6 | 653 | Park Programs and Events | | |
| 7 | | State Fund Appropriation..... | \$ | 306,600 |
| 8 | | Special Fund Appropriation..... | \$ | 742,753 |
| 9 | 654 | Urban Forestry | | |
| 10 | | General Fund Appropriation. | \$ | 4,880,476 |
| 11 | | State Fund Appropriation..... | \$ | 700,000 |
| 12 | Sheriff | | | |
| 13 | 881 | Courthouse Security | | |
| 14 | | General Fund Appropriation. | \$ | 4,708,554 |
| 15 | 882 | Deputy Sheriff Enforcement | | |
| 16 | | General Fund Appropriation. | \$ | 11,028,345 |
| 17 | 883 | Service of Protective and Peace Orders | | |
| 18 | | General Fund Appropriation. | \$ | 2,080,294 |
| 19 | 884 | District Court Sheriff Services | | |
| 20 | | General Fund Appropriation. | \$ | 2,794,273 |
| 21 | 889 | Child Support Enforcement | | |
| 22 | | General Fund Appropriation. | \$ | 1,461,747 |
| 23 | State's Attorney | | | |
| 24 | 115 | Prosecution of Criminals | | |
| 25 | | General Fund Appropriation. | \$ | 27,529,747 |
| 26 | | Federal Fund Appropriation..... | \$ | 1,456,462 |
| 27 | | State Fund Appropriation..... | \$ | 5,409,404 |
| 28 | | Special Fund Appropriation..... | \$ | 400,108 |
| 29 | 781 | Administration – State's Attorney | | |
| 30 | | General Fund Appropriation. | \$ | 6,480,718 |
| 31 | 786 | Victim and Witness Services | | |
| 32 | | General Fund Appropriation. | \$ | 1,376,271 |
| 33 | | Federal Fund Appropriation..... | \$ | 1,314,102 |
| 34 | Transportation | | | |
| 35 | 500 | Street Lighting | | |
| 36 | | General Fund Appropriation. | \$ | 23,173,562 |

Council Bill ♦

| | | | | |
|----|-----|--|----|------------|
| 1 | 548 | Conduits | | |
| 2 | | Conduit Enterprise. | \$ | 11,746,671 |
| 3 | 681 | Administration – DOT | | |
| 4 | | General Fund Appropriation. | \$ | 9,960,011 |
| 5 | | Federal Fund Appropriation. | \$ | 531,845 |
| 6 | 682 | Parking Management | | |
| 7 | | Parking Enterprise Fund Appropriation. | \$ | 33,222,138 |
| 8 | | Parking Management Fund Appropriation. | \$ | 10,713,044 |
| 9 | 683 | Street Management | | |
| 10 | | General Fund Appropriation. | \$ | 31,186,676 |
| 11 | | State Fund Appropriation. | \$ | 871,897 |
| 12 | | Special Fund Appropriation. | \$ | 150,000 |
| 13 | 684 | Traffic Management | | |
| 14 | | General Fund Appropriation. | \$ | 11,400,914 |
| 15 | | Special Fund Appropriation. | \$ | 638,269 |
| 16 | 685 | Special Events Support | | |
| 17 | | General Fund Appropriation. | \$ | 1,359,799 |
| 18 | 687 | Inner Harbor Services – Transportation | | |
| 19 | | General Fund Appropriation. | \$ | 1,414,649 |
| 20 | 688 | Snow and Ice Control | | |
| 21 | | General Fund Appropriation. | \$ | 6,550,000 |
| 22 | 689 | Vehicle Impounding and Disposal | | |
| 23 | | General Fund Appropriation. | \$ | 7,721,493 |
| 24 | 690 | Sustainable Transportation | | |
| 25 | | General Fund Appropriation. | \$ | 7,011,902 |
| 26 | | Federal Fund Appropriation. | \$ | 102,200 |
| 27 | | State Fund Appropriation. | \$ | 3,199,319 |
| 28 | | Special Fund Appropriation. | \$ | 9,249,287 |
| 29 | 691 | Public Rights-of-Way Landscape Management | | |
| 30 | | General Fund Appropriation. | \$ | 4,096,306 |
| 31 | 692 | Bridge and Culvert Management | | |
| 32 | | General Fund Appropriation. | \$ | 3,349,772 |
| 33 | 693 | Parking Enforcement | | |
| 34 | | Parking Management Fund Appropriation. | \$ | 14,929,926 |
| 35 | | Special Fund Appropriation. | \$ | 45,000 |
| 36 | 694 | Survey Control | | |
| 37 | | General Fund Appropriation. | \$ | 515,245 |

Council Bill ♦

| | | | | |
|---|-----|---|----|-----------|
| 1 | 695 | Dock Master | | |
| 2 | | Special Fund Appropriation. | \$ | 259,329 |
| 3 | 696 | Street Cuts Management | | |
| 4 | | General Fund Appropriation. | \$ | 965,832 |
| 5 | 697 | Traffic Safety | | |
| 6 | | General Fund Appropriation. | \$ | 8,468,378 |
| 7 | | Federal Fund Appropriation. | \$ | 1,008,653 |
| 8 | 727 | Building Permits and Municipal Consents | | |
| 9 | | General Fund Appropriation. | \$ | 2,538,880 |

Internal Service Fund Authorization

Comptroller, Department of

133 Municipal Telephone Exchange

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

136 Municipal Post Office

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

Finance, Department of

701 Printing Services

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

707 Risk Management for Employee Injuries

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

General Services, Department of

189 Fleet Management

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

731 Facilities Management

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

Council Bill ♦

Human Resources, Department of

771 Benefits Administration

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

Law, Department of

860, 861, and 862 Legal Services

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

Mayoralty-Related

805 IT Infrastructure Support Services

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

805 IT Infrastructure Support Services

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

Public Works, Department of

730 Energy Office

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

B. Capital Budget

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

Baltimore City School System

417-003 QZAB Projects

| | | |
|--|----|---------|
| General Obligation Bond Appropriation. | \$ | 600,000 |
|--|----|---------|

417-005 Programmatic Space Upgrades

| | | |
|--|----|---------|
| General Obligation Bond Appropriation. | \$ | 500,000 |
|--|----|---------|

Council Bill ♦

| | | | |
|----|--|----|------------|
| 1 | 417-212 Systemic Improvements (2018-2023) | | |
| 2 | General Obligation Bond Appropriation. | \$ | 11,900,000 |
| 3 | 418-001 Graceland Park-O'Donnell Heights PK-8 #240 | | |
| 4 | General Obligation Bond Appropriation. | \$ | 2,000,000 |
| 5 | 418-003 Holabird ES/MS #229 | | |
| 6 | General Obligation Bond Appropriation. | \$ | 2,000,000 |
| 7 | Baltimore Development Corporation | | |
| 8 | 601-013 Citywide Facade Improvements | | |
| 9 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 10 | 601-022 Westside - Historic Property Stabilization | | |
| 11 | General Funds Appropriation. | \$ | 500,000 |
| 12 | 601-046 Southwest Plan Implementation | | |
| 13 | General Funds Appropriation. | \$ | 250,000 |
| 14 | 601-052 Inner Harbor - Rash Field | | |
| 15 | General Obligation Bond Appropriation. | \$ | 1,000,000 |
| 16 | 601-060 Business Park Upgrades | | |
| 17 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 18 | 601-061 Infrastructure Upgrades: Russell, Bayard, Worcester | | |
| 19 | Casino Area Local Impact Aid - VLT Revenue Appropriation. | \$ | 1,500,000 |
| 20 | 601-063 Lexington Market | | |
| 21 | General Obligation Bond Appropriation. | \$ | 1,000,000 |
| 22 | 601-064 Innovation Fund | | |
| 23 | General Obligation Bond Appropriation. | \$ | 250,000 |
| 24 | 601-073 East North Avenue Corridor Improvements | | |
| 25 | General Funds (HUR Eligible) Appropriation. | \$ | 500,000 |
| 26 | 601-077 Sharp Leadenhall | | |
| 27 | General Funds (HUR Eligible) Appropriation. | \$ | 850,000 |
| 28 | 601-079 Penn North | | |
| 29 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 30 | General Funds (HUR Eligible) Appropriation. | \$ | 500,000 |
| 31 | 601-080 MICRO Loan | | |
| 32 | General Obligation Bond Appropriation. | \$ | 300,000 |
| 33 | 601-085 Janney Park | | |
| 34 | General Funds Appropriation. | \$ | 150,000 |

Council Bill ♦

| | | | |
|----|---|----|------------|
| 1 | 601-860 Industrial and Commercial Financing | | |
| 2 | General Obligation Bond Appropriation. | \$ | 750,000 |
| 3 | Convention Center | | |
| 4 | 534-001 Convention Center Annual Contribution | | |
| 5 | General Obligation Bond Appropriation. | \$ | 200,000 |
| 6 | 534-002 Convention Center Waterproofing | | |
| 7 | General Obligation Bond Appropriation. | \$ | 300,000 |
| 8 | Enoch Pratt Free Library | | |
| 9 | 457-007 Forest Park Library Renovation | | |
| 10 | General Obligation Bond Appropriation. | \$ | 2,250,000 |
| 11 | 457-024 Central Library Renovation | | |
| 12 | Other State Funds Appropriation. | \$ | 32,028,000 |
| 13 | Department of General Services | | |
| 14 | 197-014 401 E. Fayette Mechanical/Electrical/Plumbing Upgrades | | |
| 15 | General Obligation Bond Appropriation. | \$ | 825,000 |
| 16 | 197-042 City Hall Elevator Upgrades | | |
| 17 | General Obligation Bond Appropriation. | \$ | 3,050,000 |
| 18 | 197-048 Courthouse East - Roof Replacement | | |
| 19 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 20 | 197-070 Engine 55 Electrical Upgrades | | |
| 21 | General Obligation Bond Appropriation. | \$ | 275,000 |
| 22 | 197-094 Surplus Schools Stabilization | | |
| 23 | General Obligation Bond Appropriation. | \$ | 1,000,000 |
| 24 | 197-095 Police Headquarters Fire Alarm Replacement | | |
| 25 | General Obligation Bond Appropriation. | \$ | 2,000,000 |
| 26 | 197-098 Clarence Mitchell Courthouse Roof Replacement | | |
| 27 | General Obligation Bond Appropriation. | \$ | 1,025,000 |
| 28 | 197-106 DGS – Fleet Relocation/Consolidation | | |
| 29 | Other Funds Appropriation. | \$ | 4,000,000 |
| 30 | 197-202 Eastern District Police Station New Roof and Bathroom Upgrades | | |
| 31 | General Obligation Bond Appropriation. | \$ | 300,000 |
| 32 | 197-221 Baltimore Streetcar Museum Fire Suppression System | | |
| 33 | General Obligation Bond Appropriation. | \$ | 300,000 |

Council Bill ♦

| | | | |
|----|--|----|-----------|
| 1 | 197-413 Mitchell Courthouse Elevator Upgrades | | |
| 2 | General Obligation Bond Appropriation. | \$ | 1,325,000 |
| 3 | Housing and Community Development | | |
| 4 | 588-002 Urgent Needs - Stabilization Program | | |
| 5 | General Obligation Bond Appropriation. | \$ | 1,000,000 |
| 6 | 588-005 Urgent Demolition | | |
| 7 | General Obligation Bond Appropriation. | \$ | 1,000,000 |
| 8 | 588-006 HOME Program | | |
| 9 | Other Federal Funds Appropriation. | \$ | 2,790,000 |
| 10 | Other Funds Appropriation. | \$ | 2,500,000 |
| 11 | 588-012 Whole Block Demolition | | |
| 12 | General Obligation Bond Appropriation. | \$ | 5,500,000 |
| 13 | General Funds Appropriation.. . . . | \$ | 1,500,000 |
| 14 | 588-013 Acquisition - Tax Sale | | |
| 15 | General Obligation Bond Appropriation. | \$ | 50,000 |
| 16 | 588-014 Ground Rent Acquisition | | |
| 17 | General Funds Appropriation.. . . . | \$ | 50,000 |
| 18 | 588-015 Planning & Development Project Management | | |
| 19 | General Funds Appropriation.. . . . | \$ | 225,000 |
| 20 | 588-017 Citywide Acquisition and Relocation | | |
| 21 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 22 | 588-019 Baltimore Homeownership Incentive Program | | |
| 23 | General Obligation Bond Appropriation. | \$ | 2,500,000 |
| 24 | Community Development Block Grant Appropriation. | \$ | 1,000,000 |
| 25 | 588-025 Central Baltimore Partnership | | |
| 26 | General Funds Appropriation.. . . . | \$ | 100,000 |
| 27 | 588-026 NEW Affordable Housing Fund | | |
| 28 | General Obligation Bond Appropriation. | \$ | 3,000,000 |
| 29 | 588-030 CORE: Whole Block and Half Block Demolition | | |
| 30 | Other State Funds Appropriation. | \$ | 3,000,000 |
| 31 | 588-035 Bailey Consent Decree | | |
| 32 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 33 | 588-036 Southeast Baltimore Redevelopment | | |
| 34 | General Funds (HUR Eligible) Appropriation. | \$ | 500,000 |

Council Bill ♦

| | | | |
|----|--|----|-----------|
| 1 | 588-038 Ambrose Kennedy Park | | |
| 2 | General Obligation Bond Appropriation. | \$ | 350,000 |
| 3 | 588-933 Uplands Redevelopment (Sites A & B) | | |
| 4 | Other State Funds Appropriation. | \$ | 1,000,000 |
| 5 | General Funds (HUR Eligible) Appropriation. | \$ | 2,000,000 |
| 6 | 588-962 Northwest Neighborhood Improvements | | |
| 7 | Pimlico Area Local Impact Aid - VLT Revenue Appropriation. | \$ | 65,000 |
| 8 | 588-963 Park Heights Redevelopment | | |
| 9 | Pimlico Area Local Impact Aid - VLT Revenue Appropriation. | \$ | 6,776,000 |
| 10 | 588-965 O'Donnell Heights Infrastructure | | |
| 11 | General Funds (HUR Eligible) Appropriation. | \$ | 2,000,000 |
| 12 | 588-967 Johnston Square | | |
| 13 | General Obligation Bond Appropriation. | \$ | 200,000 |
| 14 | 588-975 Capital Administration | | |
| 15 | General Funds Appropriation. | \$ | 500,000 |
| 16 | 588-979 East Baltimore Redevelopment | | |
| 17 | General Obligation Bond Appropriation. | \$ | 200,000 |
| 18 | Other State Funds Appropriation. | \$ | 5,000,000 |
| 19 | 588-983 Demolition of Blighted Structures | | |
| 20 | General Obligation Bond Appropriation. | \$ | 2,000,000 |
| 21 | Community Development Block Grant Appropriation. | \$ | 50,000 |
| 22 | 588-985 Housing Development | | |
| 23 | Community Development Block Grant Appropriation. | \$ | 2,500,000 |
| 24 | Other State Funds Appropriation. | \$ | 3,000,000 |
| 25 | Sale of City Real Property Appropriation. | \$ | 900,000 |
| 26 | Urban Development Action Grant Repayments Appropriation. | \$ | 3,000,000 |
| 27 | Other Funds Appropriation. | \$ | 1,500,000 |
| 28 | 588-986 Housing Repair Assistance Programs | | |
| 29 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 30 | Community Development Block Grant Appropriation. | \$ | 2,500,000 |
| 31 | 588-989 Loan Repayment | | |
| 32 | Community Development Block Grant Appropriation. | \$ | 2,687,000 |
| 33 | 588-996 Stabilization of City Owned Property | | |
| 34 | General Obligation Bond Appropriation. | \$ | 500,000 |

Council Bill ♦

Mayoralty

| | | | |
|----|---|----|-----------|
| 1 | | | |
| 2 | 127-019 AVAM – Roof Replacement | | |
| 3 | General Obligation Bond Appropriation. | \$ | 125,000 |
| 4 | 127-021 INSPIRE Plan Implementation | | |
| 5 | General Obligation Bond Appropriation. | \$ | 2,500,000 |
| 6 | 127-029 MD Science Center – Kids Room | | |
| 7 | General Obligation Bond Appropriation. | \$ | 50,000 |
| 8 | 127-031 Maryland Zoo – Parking Lot Improvements | | |
| 9 | General Obligation Bond Appropriation. | \$ | 100,000 |
| 10 | 127-033 National Aquarium – Model Urban Waterfront (MUW) Project | | |
| 11 | General Obligation Bond Appropriation. | \$ | 125,000 |
| 12 | 127-035 B & O Rail Infrastructure Enhancements | | |
| 13 | General Obligation Bond Appropriation. | \$ | 50,000 |
| 14 | 127-037 Creative Alliance – Education Center Renovation | | |
| 15 | General Obligation Bond Appropriation. | \$ | 100,000 |
| 16 | 127-038 Walters Art Museum – Five West Mt. Vernon Place Exterior | | |
| 17 | General Obligation Bond Appropriation. | \$ | 75,000 |
| 18 | 127-039 Star-Spangled Banner Flag House Building Renovation | | |
| 19 | General Obligation Bond Appropriation. | \$ | 50,000 |
| 20 | 127-040 Reginald F. Lewis Museum Improvements | | |
| 21 | General Obligation Bond Appropriation. | \$ | 75,000 |
| 22 | 127-041 Modell Lyric: Heating/Chilling Modernization | | |
| 23 | General Obligation Bond Appropriation. | \$ | 125,000 |
| 24 | 127-042 National Great Blacks in Wax Museum Accessibility and | | |
| 25 | Building Improvement | | |
| 26 | General Obligation Bond Appropriation. | \$ | 100,000 |
| 27 | 127-043 Baltimore Museum of Art Fire Suppression and Related | | |
| 28 | Improvements | | |
| 29 | General Obligation Bond Appropriation. | \$ | 75,000 |
| 30 | 127-047 Broadband Infrastructure | | |
| 31 | General Obligation Bond Appropriation. | \$ | 500,000 |
| 32 | 127-048 Green Network Plan | | |
| 33 | General Obligation Bond Appropriation. | \$ | 1,000,000 |

Council Bill ♦

| | | | |
|----|--|----|-----------|
| 1 | 127-152 Baltimore City Heritage Area Capital Grants | | |
| 2 | General Obligation Bond Appropriation. | \$ | 100,000 |
| 3 | 127-795 Capital Project Priorities | | |
| 4 | General Funds Appropriation. | \$ | 150,000 |
| 5 | Mayor's Office of Information Technology | | |
| 6 | 117-013 Backup and Recovery System | | |
| 7 | General Funds Appropriation. | \$ | 500,000 |
| 8 | 117-017 Cyber-Security Advanced Threat Prevention | | |
| 9 | General Funds Appropriation. | \$ | 500,000 |
| 10 | Department of Planning | | |
| 11 | 188-001 Capital Improvement Program | | |
| 12 | General Funds Appropriation. | \$ | 150,000 |
| 13 | 188-009 Area Master Plans | | |
| 14 | General Funds Appropriation. | \$ | 50,000 |
| 15 | 188-010 Historic Public Monuments | | |
| 16 | General Funds Appropriation. | \$ | 50,000 |
| 17 | 188-012 CHAP Historic District Façade Grant Program | | |
| 18 | General Funds Appropriation. | \$ | 60,000 |
| 19 | Police Department | | |
| 20 | 206-010 Police Technology Upgrades | | |
| 21 | General Funds Appropriation. | \$ | 4,400,000 |
| 22 | Other State Funds Appropriation. | \$ | 2,000,000 |
| 23 | Department of Public Works | | |
| 24 | 517-001 Bowleys Lane NE Collection Yard Improvement | | |
| 25 | General Obligation Bond Appropriation. | \$ | 1,500,000 |
| 26 | 520-005 Harris Creek Storm Drainage | | |
| 27 | Stormwater Revenue Bonds Appropriation. | \$ | 1,885,000 |
| 28 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 5,832,000 |
| 29 | 520-011 Colgate Creek Pumping Station | | |
| 30 | Stormwater Revenue Bonds Appropriation. | \$ | 435,000 |
| 31 | 520-099 Storm Drain and Inlet Rehabilitation | | |
| 32 | Stormwater Revenue Bonds Appropriation. | \$ | 1,800,000 |
| 33 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 4,900,000 |
| 34 | Other Funds Appropriation. | \$ | 150,000 |

Council Bill ♦

| | | | |
|----|--|----|------------|
| 1 | 520-715 Northeast Baltimore Drainage Improvements | | |
| 2 | Stormwater Revenue Bonds Appropriation. | \$ | 6,790,000 |
| 3 | 525-004 Small Stormwater Management BMPs | | |
| 4 | Stormwater Revenue Bonds Appropriation. | \$ | 3,920,000 |
| 5 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 7,975,000 |
| 6 | 525-405 Citywide Stream Restoration | | |
| 7 | Stormwater Revenue Bonds Appropriation. | \$ | 22,875,000 |
| 8 | Stormwater Utility Fund Appropriation. | \$ | 5,223,000 |
| 9 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 19,662,000 |
| 10 | 525-406 Impervious Removal/Greening | | |
| 11 | Stormwater Revenue Bonds Appropriation. | \$ | 2,910,000 |
| 12 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 3,110,000 |
| 13 | 525-407 Large Stormwater BMP | | |
| 14 | Stormwater Revenue Bonds Appropriation. | \$ | 1,650,000 |
| 15 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 4,860,000 |
| 16 | 525-448 Harbor Debris Collectors | | |
| 17 | Stormwater Revenue Bonds Appropriation. | \$ | 1,960,000 |
| 18 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 585,000 |
| 19 | 525-994 Powder Mill Run Stream Restoration | | |
| 20 | Stormwater Revenue Bonds Appropriation. | \$ | 375,000 |
| 21 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 3,900,000 |
| 22 | 551-006 Department of Public Works Office Building | | |
| 23 | Waste Water Revenue Bonds Appropriation. | \$ | 270,000 |
| 24 | County Grants Appropriation. | \$ | 270,000 |
| 25 | 551-008 Back River Sparrows Point Outfall | | |
| 26 | Waste Water Revenue Bonds Appropriation. | \$ | 1,750,000 |
| 27 | County Grants Appropriation. | \$ | 2,050,000 |
| 28 | 551-009 Comprehensive Biosolids Management Plan | | |
| 29 | Waste Water Revenue Bonds Appropriation. | \$ | 840,000 |
| 30 | County Grants Appropriation. | \$ | 840,000 |
| 31 | 551-023 Nieman Avenue Office Renovation | | |
| 32 | Waste Water Revenue Bonds Appropriation. | \$ | 270,000 |
| 33 | County Grants Appropriation. | \$ | 270,000 |
| 34 | 551-024 Stony Run Pump Station Renovations | | |
| 35 | Waste Water Revenue Bonds Appropriation. | \$ | 3,764,000 |
| 36 | County Grants Appropriation. | \$ | 204,000 |
| 37 | 551-025 Caroline Street Pumping Station Renovations | | |
| 38 | Waste Water Revenue Bonds Appropriation. | \$ | 1,507,000 |

Council Bill ♦

| | | | |
|----|--|----|-------------|
| 1 | 551-026 Brooklyn Pumping Station | | |
| 2 | Waste Water Revenue Bonds Appropriation..... | \$ | 4,138,000 |
| 3 | County Grants Appropriation.. | \$ | 122,000 |
| 4 | 551-027 Patapsco WWTP Headworks Upgrade | | |
| 5 | Waste Water Revenue Bonds Appropriation..... | \$ | 5,756,000 |
| 6 | County Grants Appropriation.. | \$ | 12,233,000 |
| 7 | 551-028 Patapsco Sludge Blending Tank Rehab | | |
| 8 | Waste Water Revenue Bonds Appropriation..... | \$ | 2,148,000 |
| 9 | County Grants Appropriation.. | \$ | 4,566,000 |
| 10 | 551-029 Patapsco Chlorine Building Concrete SC 892 | | |
| 11 | Waste Water Revenue Bonds Appropriation..... | \$ | 3,083,000 |
| 12 | County Grants Appropriation.. | \$ | 6,550,000 |
| 13 | 551-030 SCADA Single Platform SC 1326 | | |
| 14 | Waste Water Revenue Bonds Appropriation..... | \$ | 6,312,000 |
| 15 | County Grants Appropriation.. | \$ | 6,312,000 |
| 16 | 551-032 Jones Falls Misc. Electrical | | |
| 17 | Waste Water Revenue Bonds Appropriation..... | \$ | 135,000 |
| 18 | County Grants Appropriation.. | \$ | 135,000 |
| 19 | 551-034 High Level Interceptor Rehabilitation | | |
| 20 | Waste Water Revenue Bonds Appropriation..... | \$ | 2,700,000 |
| 21 | 551-526 Back River Egg-Shaped Digester Rehabilitation | | |
| 22 | Waste Water Revenue Bonds Appropriation..... | \$ | 1,188,000 |
| 23 | County Grants Appropriation.. | \$ | 1,188,000 |
| 24 | 551-533 Annual Facilities Improvements | | |
| 25 | Waste Water Revenue Bonds Appropriation..... | \$ | 16,574,000 |
| 26 | County Grants Appropriation.. | \$ | 8,770,000 |
| 27 | 551-561 Primary Tank No. 3 & 4 Renovations – SC TBD | | |
| 28 | Waste Water Revenue Bonds Appropriation..... | \$ | 3,150,000 |
| 29 | County Grants Appropriation.. | \$ | 3,150,000 |
| 30 | 551-569 Sanitary Sewer Replacement/Rehabilitation | | |
| 31 | Waste Water Revenue Bonds Appropriation..... | \$ | 135,000,000 |
| 32 | Waste Water Utility Funds Appropriation..... | \$ | 15,000,000 |
| 33 | 551-614 Sewer System Rehabilitation Program – Dundalk Sewershed | | |
| 34 | Waste Water Revenue Bonds Appropriation..... | \$ | 400,000 |
| 35 | County Grants Appropriation.. | \$ | 400,000 |

Council Bill ♦

| | | | |
|----|---|----|------------|
| 1 | 551-620 Sewer System Rehabilitation Program – High Level | | |
| 2 | Sewershed | | |
| 3 | Waste Water Revenue Bonds Appropriation..... | \$ | 8,160,000 |
| 4 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 31,200,000 |
| 5 | Other State Funds Appropriation..... | \$ | 5,760,000 |
| 6 | 551-622 Sewer System Rehabilitation Program – Gwynns Falls | | |
| 7 | Sewershed | | |
| 8 | Waste Water Revenue Bonds Appropriation..... | \$ | 2,200,000 |
| 9 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 7,910,000 |
| 10 | Other State Funds Appropriation..... | \$ | 14,175,000 |
| 11 | 551-624 Sewer System Rehabilitation Program – Herring Run | | |
| 12 | Sewershed | | |
| 13 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 4,550,000 |
| 14 | 551-626 Sewer System Rehabilitation Program | | |
| 15 | Waste Water Revenue Bonds Appropriation..... | \$ | 6,400,000 |
| 16 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 12,600,000 |
| 17 | 551-627 Sewer Overflow Elimination | | |
| 18 | Waste Water Revenue Bonds Appropriation..... | \$ | 18,140,000 |
| 19 | County Grants Appropriation..... | \$ | 7,250,000 |
| 20 | 551-671 Patapsco Return Sludge Pump Station No. 2 Rehabilitation | | |
| 21 | Waste Water Revenue Bonds Appropriation..... | \$ | 4,044,000 |
| 22 | County Grants Appropriation..... | \$ | 8,594,000 |
| 23 | 551-681 Wastewater Facilities Security Improvements | | |
| 24 | Waste Water Revenue Bonds Appropriation..... | \$ | 270,000 |
| 25 | County Grants Appropriation..... | \$ | 270,000 |
| 26 | 551-692 Electrical Systems Upgrade | | |
| 27 | Waste Water Revenue Bonds Appropriation..... | \$ | 3,381,000 |
| 28 | County Grants Appropriation..... | \$ | 7,186,000 |
| 29 | 551-757 Clinton Street Pump Station Force Main Phase 2 | | |
| 30 | Waste Water Revenue Bonds Appropriation..... | \$ | 2,932,000 |
| 31 | 557-003 Department of Public Works Office Building | | |
| 32 | Water Revenue Bonds Appropriation. | \$ | 270,000 |
| 33 | County Grants Appropriation..... | \$ | 270,000 |
| 34 | 557-008 Montebello 2 Filter Building Structure Rehab | | |
| 35 | Water Revenue Bonds Appropriation. | \$ | 227,000 |
| 36 | County Grants Appropriation..... | \$ | 151,000 |
| 37 | 557-011 Washington Blvd. Pump Station Rehab | | |
| 38 | Water Revenue Bonds Appropriation. | \$ | 54,000 |

Council Bill ♦

| | | | |
|----|--|----|------------|
| 1 | 557-015 Nieman Avenue Office Renovations | | |
| 2 | Water Revenue Bonds Appropriation. | \$ | 270,000 |
| 3 | County Grants Appropriation..... | \$ | 270,000 |
| 4 | 557-016 Montebello 1 Finished Reservoir Structure Repair | | |
| 5 | Water Revenue Bonds Appropriation. | \$ | 390,000 |
| 6 | County Grants Appropriation..... | \$ | 260,000 |
| 7 | 557-017 Ashburton WFP Generator – WC 1305 | | |
| 8 | Water Revenue Bonds Appropriation. | \$ | 1,940,000 |
| 9 | County Grants Appropriation..... | \$ | 1,280,000 |
| 10 | 557-022 SCADA Single Platform | | |
| 11 | Water Revenue Bonds Appropriation. | \$ | 6,312,000 |
| 12 | County Grants Appropriation..... | \$ | 6,312,000 |
| 13 | 557-025 Ashburton WFP Washwater Lake Dredging | | |
| 14 | Water Revenue Bonds Appropriation. | \$ | 3,823,000 |
| 15 | County Grants Appropriation..... | \$ | 2,549,000 |
| 16 | 557-029 Liberty Reservoir Dam Crest Repairs | | |
| 17 | Water Revenue Bonds Appropriation. | \$ | 1,792,000 |
| 18 | County Grants Appropriation..... | \$ | 1,194,000 |
| 19 | 557-031 Water Appurtenance Installations | | |
| 20 | Water Revenue Bonds Appropriation. | \$ | 7,210,000 |
| 21 | County Grants Appropriation..... | \$ | 250,000 |
| 22 | 557-036 Curtis Bay Tank Rehabilitation | | |
| 23 | Water Revenue Bonds Appropriation. | \$ | 324,000 |
| 24 | 557-070 Watershed Bridge Maintenance | | |
| 25 | Water Revenue Bonds Appropriation. | \$ | 9,000,000 |
| 26 | County Grants Appropriation..... | \$ | 6,000,000 |
| 27 | 557-099 Mapping Program – Water Supply System | | |
| 28 | Water Revenue Bonds Appropriation. | \$ | 405,000 |
| 29 | 557-100 Water Infrastructure Rehabilitation | | |
| 30 | Water Revenue Bonds Appropriation. | \$ | 10,000,000 |
| 31 | Water Utility Funds Appropriation. | \$ | 10,000,000 |
| 32 | County Grants Appropriation..... | \$ | 21,200,000 |
| 33 | 557-158 Dam Rehabilitation | | |
| 34 | Water Revenue Bonds Appropriation. | \$ | 1,420,000 |
| 35 | County Grants Appropriation..... | \$ | 950,000 |
| 36 | 557-300 Urgent Needs Water Facilities – Annual Improvements | | |
| 37 | Water Revenue Bonds Appropriation. | \$ | 305,000 |
| 38 | County Grants Appropriation..... | \$ | 203,000 |

Council Bill ♦

| | | | |
|----|---|----|------------|
| 1 | 557-312 Montebello WTP I Improvements & Truck Scales WC 132833 | | |
| 2 | Water Revenue Bonds Appropriation. | \$ | 33,250,000 |
| 3 | County Grants Appropriation.. . . . | \$ | 22,160,000 |
| 4 | 557-689 Urgent Needs Water Engineering Services | | |
| 5 | Water Revenue Bonds Appropriation. | \$ | 8,820,000 |
| 6 | County Grants Appropriation.. . . . | \$ | 340,000 |
| 7 | 557-715 Ashburton Finished Water Reservoir Improvements | | |
| 8 | Water Revenue Bonds Appropriation. | \$ | 49,000,000 |
| 9 | State Water Quality Revolving Loan Fund Appropriation. | \$ | 59,500,000 |
| 10 | County Grants Appropriation.. . . . | \$ | 48,500,000 |
| 11 | 557-922 Vernon Pump Station Rehabilitation | | |
| 12 | Water Revenue Bonds Appropriation. | \$ | 564,000 |
| 13 | County Grants Appropriation.. . . . | \$ | 379,000 |
| 14 | 557-929 Ashburton Pump Station Rehabilitation (WC-1199) | | |
| 15 | Water Revenue Bonds Appropriation. | \$ | 21,890,000 |
| 16 | County Grants Appropriation.. . . . | \$ | 19,410,000 |
| 17 | Department of Recreation and Parks | | |
| 18 | 474-019 Ripken Fields at Carroll Park | | |
| 19 | General Obligation Bond Appropriation | \$ | (918,000) |
| 20 | State Open Space Matching Grants Appropriation. | \$ | (750,000) |
| 21 | 474-031 Druid Hill Park Trail Head | | |
| 22 | State Open Space Grants Appropriation. | \$ | 300,000 |
| 23 | 474-039 FY18 Park Maintenance Facilities | | |
| 24 | General Obligation Bond Appropriation. | \$ | 250,000 |
| 25 | State Open Space Matching Grants Appropriation. | \$ | 750,000 |
| 26 | 474-049 Cahill Fitness and Wellness Center | | |
| 27 | General Obligation Bond Appropriation. | \$ | 1,950,000 |
| 28 | State Open Space Matching Grants Appropriation. | \$ | 2,400,000 |
| 29 | 474-050 Youth Group Campground in Gwynns Falls Park | | |
| 30 | General Obligation Bond Appropriation. | \$ | 250,000 |
| 31 | Other Federal Funds Appropriation.. . . . | \$ | 750,000 |
| 32 | 474-052 Druid Hill Park: Reptile House | | |
| 33 | General Obligation Bond Appropriation. | \$ | 200,000 |
| 34 | State Open Space Matching Grants Appropriation. | \$ | 772,000 |
| 35 | 474-074 FY18 Park Roadway Improvements | | |
| 36 | General Obligation Bond Appropriation. | \$ | 250,000 |
| 37 | General Funds (HUR Eligible) Appropriation.. . . . | \$ | 400,000 |

Council Bill ♦

| | | | |
|----|---|----|---------|
| 1 | 474-077 ABC/Catherine St. Park Improvements | | |
| 2 | General Obligation Bond Appropriation. | \$ | 300,000 |
| 3 | 474-078 Federal Hill Slope Stabilization | | |
| 4 | General Obligation Bond Appropriation. | \$ | 150,000 |
| 5 | Casino Area Local Impact Aid – VLT Revenue Appropriation. . . . | \$ | 150,000 |
| 6 | 474-079 Bocek Park Improvements | | |
| 7 | Other State Funds Appropriation. | \$ | 300,000 |
| 8 | 474-080 Canton Waterfront Park | | |
| 9 | State Waterway Improvement Funds Appropriation. | \$ | 99,000 |
| 10 | 474-081 FY18 Park Trail Networks | | |
| 11 | General Obligation Bond Appropriation. | \$ | 200,000 |
| 12 | 474-085 Patterson Park Masterplan Implementation | | |
| 13 | State Open Space Grants Appropriation. | \$ | 300,000 |
| 14 | 474-090 FY18 Tree Baltimore Program | | |
| 15 | General Funds Appropriation.. . . . | \$ | 125,000 |
| 16 | General Funds (HUR Eligible) Appropriation..... | \$ | 275,000 |
| 17 | 474-092 FY18 Community Parks & Playgrounds | | |
| 18 | State Open Space Grants Appropriation. | \$ | 450,000 |
| 19 | 474-093 FY18 Clifton Park Improvements | | |
| 20 | State Open Space Grants Appropriation. | \$ | 600,000 |
| 21 | Other State Funds Appropriation..... | \$ | 500,000 |
| 22 | 474-094 FY18 Herring Run Park Improvements | | |
| 23 | State Open Space Grants Appropriation. | \$ | 500,000 |
| 24 | 474-095 FY18 Athletic Field Renovation (Gwynns Falls) | | |
| 25 | General Obligation Bond Appropriation. | \$ | 918,000 |
| 26 | State Open Space Grants Appropriation. | \$ | 750,000 |
| 27 | State Open Space Matching Grants Appropriation. | \$ | 300,000 |
| 28 | 474-096 FY18 Historic Park Facility Renovations | | |
| 29 | General Obligation Bond Appropriation. | \$ | 525,000 |
| 30 | 474-097 Fred B. Leidig Recreation Center | | |
| 31 | Other State Funds Appropriation. | \$ | 400,000 |
| 32 | 474-099 Herring Run Stream Stabilization | | |
| 33 | General Obligation Bond Appropriation. | \$ | 400,000 |
| 34 | General Funds Appropriation.. . . . | \$ | 200,000 |

Council Bill ♦

| | | | |
|----|--|----|-----------|
| 1 | 474-101 Citywide Parks and Recreation Strategic Plan and Facilities | | |
| 2 | Audit | | |
| 3 | General Obligation Bond Appropriation. | \$ | 75,000 |
| 4 | Other Federal Funds Appropriation. | \$ | 75,000 |
| 5 | 474-102 FY18 Park Rehabilitation Program | | |
| 6 | General Obligation Bond Appropriation. | \$ | 525,000 |
| 7 | Other Federal Funds Appropriation. | \$ | 200,000 |
| 8 | 474-103 FY18 Morrell Park Improvements | | |
| 9 | Other State Funds Appropriation. | \$ | 300,000 |
| 10 | 474-104 FY18 Recreation Facility Renovations | | |
| 11 | General Obligation Bond Appropriation. | \$ | 300,000 |
| 12 | 474-106 Druid Hill Park Reservoir Improvements | | |
| 13 | General Obligation Bond Appropriation. | \$ | 25,000 |
| 14 | 474-784 Cherry Hill Recreation Center Construction | | |
| 15 | State Table Game Revenue Appropriation. | \$ | 2,000,000 |
| 16 | Department of Transportation | | |
| 17 | 504-100 Sidewalk Reconstruction | | |
| 18 | General Funds (HUR Eligible) Appropriation. | \$ | 400,000 |
| 19 | Private Payments - Sidewalks Appropriation. | \$ | 400,000 |
| 20 | 504-200 Alley Reconstruction | | |
| 21 | General Funds (HUR Eligible) Appropriation. | \$ | 500,000 |
| 22 | Private Payments - Alleys Appropriation. | \$ | 500,000 |
| 23 | 504-300 Reconstruct Tree Root Damaged Sidewalks | | |
| 24 | MDOT-County Transportation Revenue Bond Appropriation. | \$ | 2,000,000 |
| 25 | Other State Funds Appropriation. | \$ | 1,000,000 |
| 26 | 506-005 Replacement of Dartmouth Retaining Wall | | |
| 27 | Other State Funds Appropriation. | \$ | 200,000 |
| 28 | General Funds (HUR Eligible) Appropriation. | \$ | 170,000 |
| 29 | 506-754 Annual Urgent Needs Bridge Repairs | | |
| 30 | MDOT-County Transportation Revenue Bond Appropriation. | \$ | 1,000,000 |
| 31 | Other State Funds Appropriation. | \$ | 800,000 |
| 32 | 506-761 Remington Ave Bridge Over Stoney Run (BC 3456) | | |
| 33 | Federal Highway Transportation Funds Appropriation. | \$ | 560,000 |
| 34 | Other State Funds Appropriation. | \$ | 140,000 |
| 35 | 506-762 Radecke Ave Bridge Over Moores Run (BC4405) | | |
| 36 | Federal Highway Transportation Funds Appropriation. | \$ | 600,000 |
| 37 | Other State Funds Appropriation. | \$ | 150,000 |

Council Bill ♦

| | | | |
|----|---|----|-----------|
| 1 | 506-766 Sisson Street Over CSX | | |
| 2 | Federal Highway Transportation Funds Appropriation. | \$ | 1,300,000 |
| 3 | Other Private Funds & Grants Appropriation. | \$ | 4,875,000 |
| 4 | 507-003 Russell Street Bridge (BC 5103) & Monroe Street Ramp | | |
| 5 | (BC 5221) over CSX | | |
| 6 | Federal Highway Transportation Funds Appropriation. | \$ | 3,000,000 |
| 7 | Other Funds Appropriation. | \$ | 750,000 |
| 8 | 508-019 Citywide Bike and Pedestrian Improvements / Bike | | |
| 9 | Master Plan | | |
| 10 | Federal Highway Transportation Funds Appropriation. | \$ | 400,000 |
| 11 | General Funds (HUR Eligible) Appropriation. | \$ | 100,000 |
| 12 | 508-044 Federal Routes Reconstruction JOC - NE | | |
| 13 | Federal Highway Transportation Funds Appropriation. | \$ | 2,150,000 |
| 14 | Other State Funds Appropriation. | \$ | 525,000 |
| 15 | 508-046 Federal Routes Reconstruction JOC - NW | | |
| 16 | Federal Highway Transportation Funds Appropriation. | \$ | 2,150,000 |
| 17 | Other State Funds Appropriation. | \$ | 525,000 |
| 18 | 508-051 Federal Routes Reconstruction JOC – SW | | |
| 19 | Federal Highway Transportation Funds Appropriation. | \$ | 2,150,000 |
| 20 | Other State Funds Appropriation. | \$ | 525,000 |
| 21 | 508-053 Federal Routes Reconstruction JOC – SE | | |
| 22 | Federal Highway Transportation Funds Appropriation. | \$ | 2,150,000 |
| 23 | Other State Funds Appropriation. | \$ | 525,000 |
| 24 | 508-056 Citywide System Preservation | | |
| 25 | Federal Highway Transportation Funds Appropriation. | \$ | 2,500,000 |
| 26 | General Funds (HUR Eligible) Appropriation. | \$ | 625,000 |
| 27 | 508-072 Concrete Roadway Slab Repairs | | |
| 28 | Other Federal Funds Appropriation. | \$ | 700,000 |
| 29 | 508-085 ADA Self Evaluation | | |
| 30 | General Funds (HUR Eligible) Appropriation. | \$ | 500,000 |
| 31 | 508-090 Two Way Pratt Street Cycle Track | | |
| 32 | Federal Transportation Enhancement Grants Appropriation. | \$ | 500,000 |
| 33 | General Funds (HUR Eligible) Appropriation. | \$ | 125,000 |
| 34 | 508-093 Jones Falls Trail – Inner Harbor Concrete Stain | | |
| 35 | Federal Transportation Enhancement Grants Appropriation. | \$ | 500,000 |
| 36 | General Funds (HUR Eligible) Appropriation. | \$ | 125,000 |
| 37 | 508-095 South Baltimore Gateway Transportation Connectivity | | |
| 38 | Casino Area Local Impact Aid – VLT Revenue Appropriation. | \$ | 575,000 |

Council Bill ♦

| | | | |
|----|--|----|-----------|
| 1 | 508-098 Inner Harbor Crosswalks | | |
| 2 | Federal Transportation Enhancement Grants Appropriation. | \$ | 1,050,000 |
| 3 | 508-184 Moravia Road Ramp E Bridge over Pulaski Highway | | |
| 4 | Federal Highway Transportation Funds Appropriation. | \$ | 320,000 |
| 5 | MDOT-County Transportation Revenue Bond Appropriation. | \$ | 80,000 |
| 6 | 508-378 Capital Program Management Support Technology | | |
| 7 | Other State Funds Appropriation. | \$ | 100,000 |
| 8 | 508-465 Curb Repair Citywide | | |
| 9 | MDOT-County Transportation Revenue Bond Appropriation. | \$ | 300,000 |
| 10 | Other State Funds Appropriation. | \$ | 500,000 |
| 11 | Other Funds Appropriation. | \$ | 200,000 |
| 12 | 508-550 Neighborhood Street Reconstruction (Leadenhall, | | |
| 13 | Cross St, Race St, Ostend St) | | |
| 14 | Other State Funds Appropriation. | \$ | 1,000,000 |
| 15 | General Funds (HUR Eligible) Appropriation. | \$ | 300,000 |
| 16 | 508-644 ADA Ramps | | |
| 17 | General Funds (HUR Eligible) Appropriation. | \$ | 250,000 |
| 18 | 509-004 Broening Highway Bridge over Colgate Creek | | |
| 19 | Federal Highway Transportation Funds Appropriation. | \$ | 2,520,000 |
| 20 | General Funds (HUR Eligible) Appropriation. | \$ | 330,000 |
| 21 | Other Private Funds & Grants Appropriation. | \$ | 300,000 |
| 22 | 509-005 I-83 Concrete Deck Mill and Resurface | | |
| 23 | Federal Highway Transportation Funds Appropriation. | \$ | 400,000 |
| 24 | MDOT-County Transportation Revenue Bond Appropriation. | \$ | 100,000 |
| 25 | 509-326 Replacement of Wilkens Ave. Bridge over Gwynns Falls | | |
| 26 | Federal Highway Transportation Funds Appropriation. | \$ | 8,080,000 |
| 27 | Other State Funds Appropriation. | \$ | 500,000 |
| 28 | Other Funds Appropriation. | \$ | 1,350,000 |
| 29 | 512-005 Transportation Management Center Upgrade | | |
| 30 | Federal Highway Transportation Funds Appropriation. | \$ | 800,000 |
| 31 | General Funds (HUR Eligible) Appropriation. | \$ | 200,000 |
| 32 | 512-077 Traffic Signal Reconstruction | | |
| 33 | Federal Highway Transportation Funds Appropriation. | \$ | 400,000 |
| 34 | General Funds (HUR Eligible) Appropriation. | \$ | 40,000 |
| 35 | Other Funds Appropriation. | \$ | 60,000 |
| 36 | 512-078 Intelligent Transportation Systems (ITS) Improvements | | |
| 37 | Federal Highway Transportation Funds Appropriation. | \$ | 160,000 |
| 38 | Other State Funds Appropriation. | \$ | 100,000 |
| 39 | General Funds (HUR Eligible) Appropriation. | \$ | 40,000 |

Council Bill ♦

512-080 Traffic Safety Improvements Citywide

| | | |
|---|----|-----------|
| Federal Highway Transportation Funds Appropriation. | \$ | 1,600,000 |
| Other State Funds Appropriation. | \$ | 294,000 |
| General Funds (HUR Eligible) Appropriation. | \$ | 400,000 |

514-002 Resurfacing JOC – Urgent Needs

| | | |
|--|----|-----------|
| MDOT-County Transportation Revenue Bond Appropriation. | \$ | 2,225,000 |
| General Funds (HUR Eligible) Appropriation. | \$ | 110,000 |

514-214 Resurfacing – Northwest

| | | |
|--|----|-----------|
| MDOT-County Transportation Revenue Bond Appropriation. | \$ | 2,225,000 |
|--|----|-----------|

514-215 Resurfacing – Southwest

| | | |
|--|----|-----------|
| MDOT-County Transportation Revenue Bond Appropriation. | \$ | 2,225,000 |
|--|----|-----------|

514-216 Resurfacing – Southeast

| | | |
|--|----|-----------|
| MDOT-County Transportation Revenue Bond Appropriation. | \$ | 2,225,000 |
|--|----|-----------|

514-846 Resurfacing – Northeast

| | | |
|--|----|-----------|
| MDOT-County Transportation Revenue Bond Appropriation. | \$ | 2,225,000 |
|--|----|-----------|

527-008 Belair Rd – Reconstruction

| | | |
|--|----|-----------|
| Federal Highway Transportation Funds Appropriation. | \$ | 1,600,000 |
| MDOT-County Transportation Revenue Bond Appropriation. | \$ | 395,000 |

527-009 Greenmount Avenue Streetscape

| | | |
|---|----|---------|
| Federal Highway Transportation Funds Appropriation. | \$ | 800,000 |
| General Funds (HUR Eligible) Appropriation. | \$ | 200,000 |

527-042 INSPIRE Schools Support

| | | |
|---|----|---------|
| General Funds (HUR Eligible) Appropriation. | \$ | 500,000 |
|---|----|---------|

527-043 Red Caboose Restoration and Relocation

| | | |
|--|----|--------|
| Federal Transportation Enhancement Grants Appropriation. | \$ | 60,000 |
| Other State Funds Appropriation. | \$ | 17,000 |

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

| | | |
|--|----|-----------|
| Private Payments - Conduits Appropriation. | \$ | 2,000,000 |
|--|----|-----------|

562-003 Conduit System New Construction

| | | |
|--|----|-----------|
| Private Payments - Conduits Appropriation. | \$ | 3,000,000 |
|--|----|-----------|

563-001 Conduit Construction

| | | |
|--|----|------------|
| Private Payments - Conduits Appropriation. | \$ | 15,000,000 |
|--|----|------------|

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

Council Bill ♦

SECTION 4. AND BE IT FURTHER ORDAINED, That:

(a) The City reasonably expects to reimburse the expenditures described in Subsection (b) of this Section with the proceeds of one or more obligations (as such term is used in Treas. Reg. Section 1.150-1(b) to be incurred by the City (or any entity controlled by the City within the meaning of Treas. Reg. Section 1.150-1). The City intends that this Section of this Ordinance of Estimates (as this Ordinance of Estimates may be amended from time to time) shall serve as a declaration of the City's reasonable intention to reimburse expenditures as required by Treas. Reg. Section 1.150-2 and any successor regulation.

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

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

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

| <u>Fund</u> | <u>Operating</u> | <u>Capital</u> | <u>Total</u> |
|-------------------------------|-------------------------|-------------------------|-------------------------|
| General | \$ 1,813,500,000 | \$ 21,400,000 | \$ 1,834,900,000 |
| Parking Management | 25,642,970 | 0 | 25,642,970 |
| Convention Center Bond | 4,580,088 | 0 | 4,580,088 |
| Stormwater Utility | 29,467,335 | 5,223,000 | 34,690,335 |
| Wastewater Utility | 269,596,071 | 15,000,000 | 284,596,071 |
| Water Utility | 192,771,223 | 10,000,000 | 202,771,223 |
| Parking Enterprise | 33,222,138 | 0 | 33,222,138 |
| Conduit Enterprise | 11,746,671 | 20,000,000 | 31,746,671 |
| Loan and Guarantee Enterprise | 512,743 | 0 | 512,743 |
| Federal Grants | 174,411,770 | 49,002,000 | 223,413,770 |
| State Grants | 95,656,655 | 258,485,000 | 354,141,655 |
| Special | 119,303,476 | 673,901,000* | 793,204,476 |
| General Obligation Bonds | <u>0</u> | <u>65,000,000</u> | <u>65,000,000</u> |
| | \$ 2,770,411,140 | \$ 1,118,011,000 | \$ 3,888,422,140 |

*Consisting of:

| | |
|---------------------------------------|-----------------------|
| County Transportation Bonds | \$ 15,000,000 |
| Revenue Bonds. | 436,378,000 |
| Other Fund Sources. | 222,523,000 |
| | \$ 673,901,000 |

Council Bill ♦

Approved by the Board of Estimates



President



Mayor



Comptroller



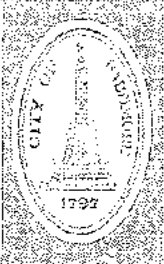
Director of Public Works



City Solicitor

BOARD OF ESTIMATES

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| | | | | |
|------------|-----------------------|--|----------------------------------|--|
| MEMORANDUM | NAME & TITLE | Andrew Kleine, Chief | CITY of BALTIMORE MEMO |  |
| | AGENCY NAME & ADDRESS | Bureau of the Budget and Management Research Room 432, City Hall (410 396-4941) | | |
| | SUBJECT | Annual Property Tax Ordinance FY 2018 | | |

TO Honorable President and Members of the Board of Estimates

DATE:

May 3, 2017

ACTION REQUESTED OF THE BOARD OF ESTIMATES:

The Board is requested to approve the Fiscal 2018 Tax Rate Ordinance for transmittal to the Baltimore City Council.

AMOUNT AND SOURCE OF FUNDS:

NA

BACKGROUND/EXPLANATION:

The Real Property Tax rate is proposed to remain at \$2.248 per \$100 of assessed value. The Personal Property Tax rate is 2.5 times the Real Property Tax rate per State law.

MBE/WBE PARTICIPATION:

Not applicable; refer to the above certification.

LOCAL HIRING:

Not applicable; refer to the above certification.

APPROVED BY THE BOARD OF ESTIMATES:

Sharon W. Taylor
Clerk

MAY 03 2017

Date

**CITY OF BALTIMORE
COUNCIL BILL 17-XXXX
(First Reader)**

Introduced by: The Council President
At the request of: The Administration (Department of Finance)
Introduced and read first time: May 8, 2017
Assigned to: Budget and Appropriations Committee

A BILL ENTITLED

1 AN ORDINANCE concerning

2 **Annual Property Tax - Fiscal Year 2018**

3 FOR the purpose of providing a tax for the use of the Mayor and City Council of Baltimore for
4 the period July 1, 2017 through June 30, 2018; providing for estimated billings pursuant to
5 State law; and setting the semiannual payment service charge for that period.

6 **SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE**, That for
7 the period July 1, 2017 through June 30, 2018, a tax is levied and imposed for the use of the
8 Mayor and City Council of Baltimore on all property in the City of Baltimore (except property
9 exempt by law), as follows:

10 (a) except as otherwise specified in item (b) of this section, a tax of \$2.248 is levied and
11 imposed on every \$100 of assessed or assessable value of real property; and

12 (b) a tax of \$5.62 is levied and imposed on every \$100 of assessed or assessable value of:

13 (1) personal property; and

14 (2) operating real property described in State Tax-Property Article § 8-109(c).

15 **SECTION 2. AND BE IT FURTHER ORDAINED**, That this tax shall be paid and collected in the
16 manner prescribed by law including the provisions of Section 10-210 of the Tax-Property Article
17 of the Annotated Code of the Public General Laws of Maryland.

18 **SECTION 3. AND BE IT FURTHER ORDAINED**, That for the period July 1, 2017, through June
19 30, 2018, the semiannual payment service charges to be imposed under State Tax-Property
20 Article section 10-204.3 is 0.275%.

21 **SECTION 4. AND BE IT FURTHER ORDAINED**, That this Ordinance takes effect when it is
22 enacted.

23 APPROVED BY THE BOARD OF ESTIMATES:

24 DATE

25 CLERK

Fiscal 2017 Supplemental Appropriations

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

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

I. The Fiscal 2017 Operating Budget was amended with the following supplementals and/or transfers:

| Enactment # | Agency | Amount | Fund | Purpose |
|----------------------|-----------------------------------|----------------|---------|---|
| Supplementals | | | | |
| 17-0010 | Law | \$ 570,000 | General | Action needed to fund a technology project from surplus Legal Settlement proceeds |
| 17-0087 | Fire | \$ 6,000,000 | General | Action needed to fund additional overtime expenses from surplus Transfer Tax revenue |
| 17-0088 | Police | \$ 9,000,000 | General | Action needed to fund additional overtime expenses from surplus Income Tax revenue |
| Transfers | | | | |
| 16-0701 | Liquor License Board | \$ (100,000) | General | This action represents an agreement between the Mayor and City Council to increase funding for after-school programs. |
| | Human Resources | \$ (500,000) | General | |
| | Public Works | \$ (100,000) | General | |
| | Public Works | \$ (100,000) | General | |
| | Finance | \$ (200,000) | General | |
| | Enoch Pratt Free Library | \$ (100,000) | General | |
| | Transportation | \$ (170,000) | General | |
| | Transportation | \$ (30,000) | General | |
| | Public Works | \$ (100,000) | General | |
| | Housing and Community Development | \$ (160,000) | General | |
| | M-R: Miscellaneous General | \$ (1,250,000) | General | |
| | Law | \$ (570,000) | General | |
| | M-R: Innovation | \$ (320,000) | General | |

| | | | | |
|---------|---|----------------|---------|---|
| | Fund | | | |
| | Housing and Community Development | \$ 173,078 | General | |
| | M-R: Educational Grants | \$ 346,000 | General | |
| | M-R: Educational Grants | \$ 3,180,922 | General | |
| 17-0011 | M-R: ERS | \$ (4,109,177) | General | Action needed to fund the cost of the Fiscal 2017 labor agreements which were budgeted at 0% - \$5M of contingency was available in M-R: ERS |
| | Fire | \$ 4,109,177 | General | |
| 17-0089 | M-R: General Debt Service | \$ (9,000,000) | General | Action needed to close the Police deficit for Fiscal 2017 - surplus was available in Debt Service due to delays in cash needs on capital projects |
| | Police | \$ 9,000,000 | General | |

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

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

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

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

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

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

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

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

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

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

CITISTAT: An innovative accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies, based on the ComStat program pioneered in the New York City Police Department by Jack Maple.

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

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

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

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

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

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

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

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

FUNDING SOURCE: Income/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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OTHER POST EMPLOYMENT BENEFITS (OPEB): OPEB includes retiree health and other benefits, not including pensions. The Government Accounting Standards Board (GASB) has instituted an accounting rule which mandates that OPEB benefits be recorded as accrued liabilities in the annual financial statements of governmental entities. Therefore, an annual contribution to a Post Employment Benefits Trust Fund is required.

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

OUTCOMESTAT: A data-driven decision making tool that aligns resources from all sectors in building and sustaining the best possible quality of life in Baltimore. OutcomeStat aligns strategic planning, program management, and budgeting. It represents a vision for the City that sets meaningful goals and measures its progress.

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

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

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

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

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

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

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

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

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

- Thriving Youth & Families
- Safe Neighborhoods
- Healthy Communities
- Vibrant Economy
- Sustainable Infrastructure
- High Performing Government

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

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

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

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

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

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

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

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

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

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

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

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

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

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

TRANSFERS: Charges or expenditure reimbursements used as follows:

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

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

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

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Fiscal 2018 Outcome Budgeting Results Teams

Results Teams are at the heart of the Outcome Budgeting process. They spent countless hours evaluating budget proposals to make recommendations to fund City services that best advance the Priority Outcomes. They helped identify more efficient and effective ways to deliver services to residents of Baltimore.

We sincerely thank Results Team participants for their many significant contributions to our Fiscal 2018 budget process and to the City of Baltimore.

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| <p style="text-align: center;"><u>Thriving Youth & Families</u></p> <p>Chair: John Kirk Budget Analyst: Mira Green CitiStat Analyst: Yousuf Ahmad Members:</p> <ul style="list-style-type: none"> • Shannon Burroughs-Campbell • Jennifer Mange • Ryan Trout • Danny Heller • Marguerite Murray • Martha Holleman, <i>community representative</i> | <p style="text-align: center;"><u>Safe Neighborhoods</u></p> <p>Chair: Rana DellaRocco Budget Analyst: Matt Rappaport CitiStat Analyst: Mark Conway Members:</p> <ul style="list-style-type: none"> • James Matz • Connor Scott • Elouise Mayne • Andrew Vaught • Ashley Cannon • Samantha Mellerson, <i>community representative</i> • Mark Washington, <i>community representative</i> |
| <p style="text-align: center;"><u>Healthy Communities</u></p> <p>Chair: Kelly King Budget Analyst: Philip Gear CitiStat Analyst: Arish Narayen Members:</p> <ul style="list-style-type: none"> • Mac Campbell • Nadya Morgan • Jennifer Martin • Sarah Buzogany • Peter Bleich | <p style="text-align: center;"><u>Vibrant Economy</u></p> <p>Chair: Kim Grove Budget Analyst: Jessica Clarke CitiStat Analyst: Sam Sidh Members:</p> <ul style="list-style-type: none"> • Quinton Herbert • Robert Pipik • Mary Sloat • Nancy Jordan-Howard • Allison Burr-Livingstone • Walter Nolley, <i>community representative</i> |
| <p style="text-align: center;"><u>Sustainable Infrastructure</u></p> <p>Chair: ChiChi Nyagah-Nash Budget Analyst: Tony Scott CitiStat Analyst: Momen Abukhdeir Members:</p> <ul style="list-style-type: none"> • Jackson Gilman-Forlini • Sara Paraniham • Caitlin Doolin • Shelley Payne Broadnax • Kendall (KT) Jaeger | <p style="text-align: center;"><u>High Performing Government</u></p> <p>Chair: Alan Robinson Budget Analyst: Jonathan Morancy Members:</p> <ul style="list-style-type: none"> • Patrick Fleming • Michael Schrock • Julie French • Olivia Jacobs-Wright • Tim Dodd |

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Finance Director:
Henry J. Raymond

Deputy Finance Director:
Stephen M. Kraus

Budget Director:
Andrew W. Kleine

Deputy Budget Director:
Robert Cennamo

Director of Revenue and Long-Term Financial Planning:
Pedro Aponte

Budget Management Analyst II:
Meredith Green

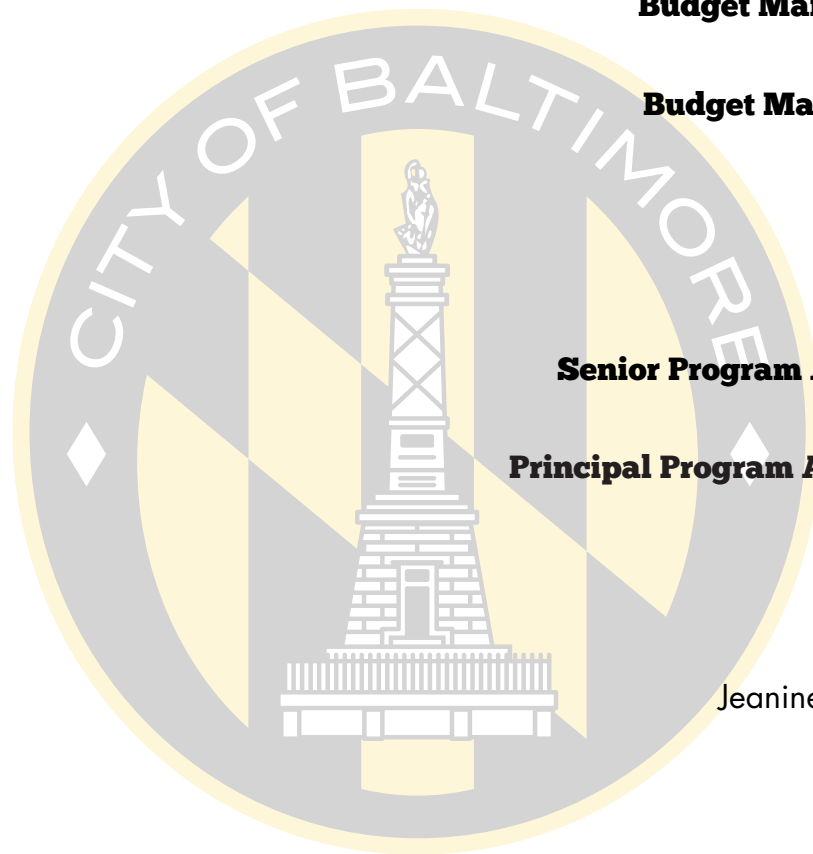
Budget Management Analyst I:
Jessica Clarke
Philip Gear
Darren Leu
Matthew Rappaport
Anthony Scott
Rita Young

Senior Program Assessment Analyst:
Jonathan Morancy

Principal Program Assessment Analyst:
Kirsten C. Silveira

Software Designer:
Theo Woldeamayot

Office Support Staff
Jeanine Baumgardner-Murphy



MAYOR

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: 410.396.3652 or Email: budget@baltimorecity.gov.



Department of Finance
Bureau of the Budget and Management Research
469 City Hall, 100 N. Holliday Street
Baltimore, Maryland 21202
410-396-5944

