



# EXECUTIVE SUMMARY **BOARD OF ESTIMATES RECOMMENDATIONS**

FISCAL 2021



BERNARD C. "JACK" YOUNG, MAYOR  
CITY OF BALTIMORE, MARYLAND

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BERNARD C. YOUNG  
MAYOR

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

May 6, 2020

**The Honorable Members of the City Council**

**City Hall, Room 400**

**Baltimore, Maryland 21202**

Re: Fiscal 2021 Proposed Ordinance of Estimates

The Fiscal 2021 budget that we present today has been shaped by one of the most unique challenges in our City's history. Since November 2019, we have seen the COVID-19 virus spread rapidly and reach nearly every corner of the globe. The virus has upended our daily life in ways that few of us could have imagined. Our schools are closed, most of our businesses have been shuttered, and some of our fellow residents are facing new health challenges and economic pressures.

During this emergency, I have remained laser-focused on guiding our city through these uncertain times. We have worked closely with our State and regional partners to aggressively contain the spread of the virus, and to communicate clearly and openly to our residents about how to keep themselves and their families safe. We have continued to deliver the essential services that our residents rely on, such as police protection, emergency medical services, and trash collection, among many others. And, we have been connecting with our fellow residents and businesses that are most in need to help them access the myriad of relief available through local, State, federal, and non-profit partners.

Like many other State and local governments, Baltimore's financial position is also under heavy strain due to the COVID-19 pandemic. In March, as the economic impact of the pandemic became clearer, I asked the Department of Finance to quickly re-assess our Fiscal 2021 outlook. The result of this analysis was sobering. Finance projected sharp declines in key revenue sources such as Highway User Revenue, Income Tax, Hotel Tax, parking-related revenues, and many others. Overall, we project General Fund revenues in Fiscal 2021 to be \$103 million less than originally anticipated.

To address this challenge, we had to rewrite this budget quickly and make some tough choices. This is not the budget that I expected to present to you today. However, I believe that this Fiscal 2021 budget is a realistic

and responsible plan that focuses on the fundamentals and ensures that the most crucial City services are still delivered. Moreover, it continues to target investments towards my top priorities, schools and public safety.

## **Budget Plan**

The Fiscal 2021 recommended budget totals \$3.87 billion, including \$3.0 billion for operating expenses and \$823.2 million for capital investments. The General Fund budget totals \$1.93 billion, a 1.8% decrease from the Fiscal 2020 Adopted Budget. The Fiscal 2021 recommendation is organized around my five key priorities: Children and Families, Public Safety, Clean and Healthy Communities, Equitable Neighborhood Development, and Innovative Government. Detailed descriptions of how the Budget Plan aligns with each of these priorities begins on page 81. A preview for each priority is summarized below:

### **Children and Families**

The recommended plan includes \$481.3 million across all funding sources. Key highlights:

- \$30 million of new funding is included as a down payment on the State's "Built to Learn" school construction legislation. Per the legislation, every \$1 of City contributions will be matched by approximately \$9 of State funds, which will be leveraged to provide \$420 million of additional funding for City schools.
- Total City support for City Schools exceeds \$400 million, a record-high investment. City funding supports Maintenance of Effort payments, the 21st Century Schools Fund, teacher pension costs, retiree health benefits, school health, and crossing guard services.
- The budget consolidates a variety of functions, including Head Start, Community Action Partnership, and African-American Male Engagement, under a newly-constituted Mayor's Office of Children and Family Success. The goal is to better leverage existing resources to improve the lives of Baltimore's children and families.
- With the help of available prior-year balances in the Children and Youth Fund, youth programming will be preserved at current levels across a myriad of services, including recreation centers, aquatics, after-school programming, and many others.

### **Public Safety**

The recommended plan includes \$980.0 million across all funding sources. Key highlights:

- The budget includes \$1.4 million of new funding to add two new Baltimore Community Intelligence Centers, which are modeled after a best practice that has demonstrated success in Chicago. The Centers are district-level operations that will use data, technology, and real-time intelligence to rapidly respond to crime. The Centers will be staffed by Police officers, attorneys, analysts, and case managers, to ensure that high-risk individuals are identified and then directed to appropriate interventions such as housing, drug treatment, or job training.
- The Fire Department budget includes multiple initiatives to improve operations. The agency will work with a consultant to assess staffing methods and assignments; time-keeping and leave policies; overtime staffing; policies, schedules, and compensation plans; and current fees for BCFD services. In addition, BCFD is implementing a comprehensive inventory management system that is expected to result in efficiency savings.

### **Clean and Healthy Communities**

The recommended plan includes \$1,128.1 million across all funding sources and funds projects across a variety of services that improve citizens' overall quality of life such as street and alley cleaning, waste disposal and recycling,

business district cleaning, health and housing services, demolition of vacant housing, recreational opportunities, transportation, and infrastructure investment. Key highlights:

- \$608 million of new capital investment is included across the Water, Wastewater, and Stormwater Funds to continue progress on the modernization of the City's core infrastructure. Funding supports a variety of projects for improvements to treatment facilities, pumping stations, stream restoration, and drainage improvements, among many others.
- The Fiscal 2021 budget marks the second year of an eight-year plan for landfill redevelopment. \$9.7 million will be deposited into the Landfill Trust Fund, to prepare the City for the eventual expansion of the Quarantine Road site, which is nearing the end of its useful life.

### **Equitable Neighborhood Development**

The recommended plan totals \$136.4 million across all funding sources in support of strategies to promote the City's economic recovery in the wake of COVID-19. These services will work to increase jobs, employment, and visitors to Baltimore in Fiscal 2021. Key highlights:

- \$42.1 million of capital funding across multiple funding sources will support Department of Housing and Community Development projects in demolition, development, homeownership incentives, and affordable housing. This funding will compliment other sources like the Neighborhood Impact Investment Fund (NIIF) to continue the City's strategic framework for community development.
- \$4.5 million will be generated for Visit Baltimore through the new Tourism Improvement District (TID), which is generated by a surcharge on hotel room stays. This funding will help backfill losses in Visit Baltimore's base budget that are tied to Hotel Tax receipts, and keep the City poised to restart promotional advertising as the tourism industry recovers from the effects of the COVID-19 pandemic.
- The budget includes \$18.1 million of funding for a variety of art and cultural activities. Funding supports arts institutions, promotion of the City's events and festivals, and the City's Arts and Entertainment Districts.

### **Innovative Government**

The recommended budget plan includes \$205.9 million across all funding sources for financial, legal, information technology, human resources, and other functions that support the delivery of public services to residents. Highly effective support services lead to cost savings and better performance. Key highlights:

- The Baltimore City Information Technology (BCIT) budget includes \$17 million to continue the implementation of an Enterprise Resource Planning (ERP) system. The intent of the project is to replace and integrate the City's core Finance, Payroll, and Human Resources systems, with the goal of reducing manual data-entry, streamlining business processes, and improving access to real-time financial information.
- BCIT's capital budget includes \$8.3 million for a variety of infrastructure and cyber-security projects including remediation of end-of-life systems, new cable and wiring, an upgraded data warehouse, and new security and network-related tools and processes. These investments will strengthen the City's IT infrastructure and minimize the ongoing risk of a service disruption in response to last year's ransomware attack.
- The Department Human Resources will re-launch its Office of Learning and Development, with a focus on foundational training for staff and change management instruction for ERP project leaders.
- The Department of Finance, in collaboration with the Department of General Services and the Comptroller's Office of Real Estate, will deploy the first phase of its real estate maximization strategy. Various public safety functions will be consolidated downtown under one roof, freeing up the valuable vacated real estate to be put back to productive, and taxable, private use.
- \$2.1 million of one-time funding will be awarded from the City's Innovation Fund for two new projects

in the Convention Center and Recreation and Parks, both with the potential to generate additional City revenue in a post-pandemic economy.

### **Tough Choices**

With General Fund revenues in decline due to the impact of the COVID-19 pandemic, budget reductions were unavoidable. I remain committed to doing everything possible to minimize the impacts to our residents, but I also need to be transparent and honest about our choices. For Fiscal 2021, we will take the following actions:

- Reduce the Mayor's Office budget, to set an example for other City agencies.
- Trim 240 vacant civilian positions across all City agencies. Agencies were given the flexibility to choose which positions to forego with the intent of minimizing immediate service impacts.
- Request that our labor unions agree to personnel savings via pay reductions or furloughs. We've been transparent with our unions about the City's financial challenges and our desire to avoid more painful alternatives, such as layoffs.
- Negotiate changes to active employee benefit plans beginning January 1, 2021, and offer a more cost-effective Medicare Advantage plan to the City's retirees.
- Defer PAYGO capital projects across many agencies including Transportation, General Services, and Recreation and Parks.
- Reduce contributions to the Rainy Day Fund and Risk Management Fund, with the intent of rebuilding our reserves once we emerge from the immediate time of fiscal need.
- Utilize available balances from the Children and Youth Fund and Community Development Block Grant (CDBG) to protect youth programming and code enforcement, respectively.
- Reorganize the Mounted, Aviation, and traffic-related units in Police to achieve savings. Officers in these units will be re-assigned to Patrol functions, resulting in: use of horses or motorcycles only for high-priority special events and traffic control; reducing helicopter flight time from 16 hours to 12 hours each day; and focusing traffic investigations on fatal and serious injury accidents.
- Budget for additional Police overtime savings. New planned strategies include privatizing some building security functions, better deployment of police officers for court appearances and special events, and more efficient utilization of light-duty or suspended officers for administrative tasks.
- Reassign personnel from two Fire Suppression companies, which will be chosen from stations that house multiple units so that no one station will go dark. Per the requirements of the federal SAFER grant, personnel will be retained and shifted to fill gaps in other staffing areas to reduce overtime costs.
- Eliminate the graffiti removal service, with personnel being reassigned to more critical work such as solid waste collection and street and alley cleaning.

### **The Road Ahead**

The economic outlook going forward is uncertain. There is some room for cautious optimism – new COVID-19 cases are declining in some localities, and State and federal officials have begun developing plans to slowly re-open certain sectors of the economy. In addition, the federal government passed a massive \$2.2 trillion stimulus package (CARES Act) in March in an attempt to blunt the economic impact and provide temporary aid for workers, businesses, non-profits, and state and local governments. However, public health officials have also warned that effective treatment options or a reliable vaccine are still many months away, which could slow any economic recovery. Given the continuing health risks, it is unlikely that the economy will be able to return to its pre-pandemic strength.

The federal CARES Act included a \$150 billion State Stabilization Fund with direct aid for State and local governments, and Baltimore has applied directly for its share, which is estimated at \$103 million. The most immediate



need for Baltimore is for direct aid to help make up for the millions of dollars of lost tax revenue. For Fiscal 2020, we project \$68.7 million of lost tax revenue, and for Fiscal 2021 we planned the revised budget around a projected loss of \$103 million. Unfortunately, the federal rules for the State Stabilization Fund so far only cover costs that are directly related to the COVID-19 response effort. We are hopeful that these rules will be relaxed, but we have no guarantee. In the meantime, it is critically important that we protect our existing reserve funds, which are almost certain to be tapped in Fiscal 2020 to balance the budget and perhaps again in Fiscal 2021. Moreover, it means that we will need to exercise fiscal caution and restraint for an indefinite period of time, until we see evidence that the economic recovery is well underway. This period of restraint could last for just a few short months or for many years.

Despite this uncertain outlook, I am immensely proud of the way Baltimore has banded together to respond to the COVID-19 pandemic. The heroes in this crisis – the health care workers, the teachers, the public safety officers, the front-line sanitation workers, and many others – have courageously put themselves at risk in order to keep us healthy and safe, and to protect the most vulnerable among us. I can't promise you when this difficult period in our City's history will end, but I can assure you that we will emerge even stronger than before.

Sincerely,

A handwritten signature in black ink, reading "Bernard C. 'Jack' Young". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Bernard C. "Jack" Young

Mayor

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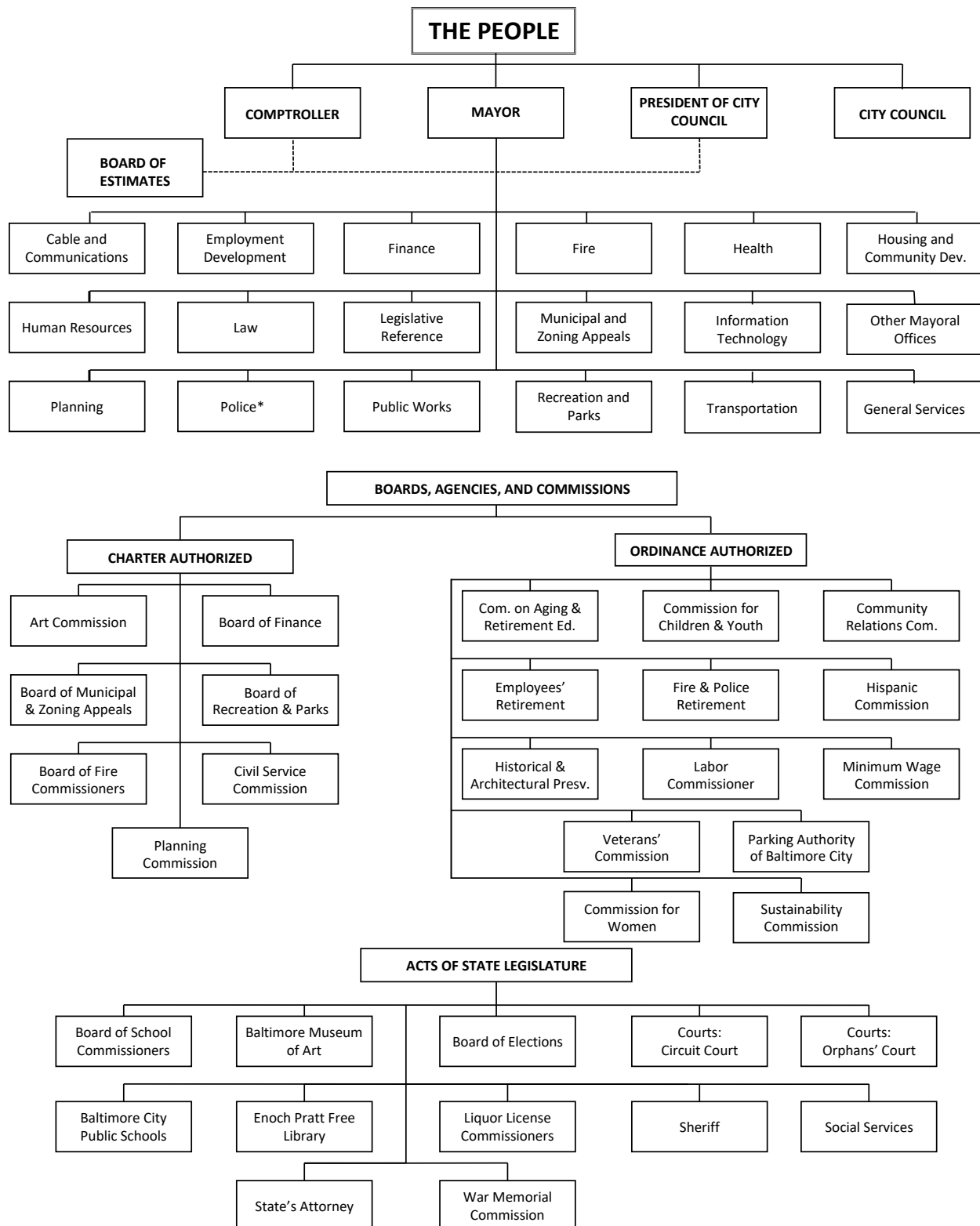
# FISCAL 2021

## EXECUTIVE SUMMARY Board of Estimates Recommendations

Introduction

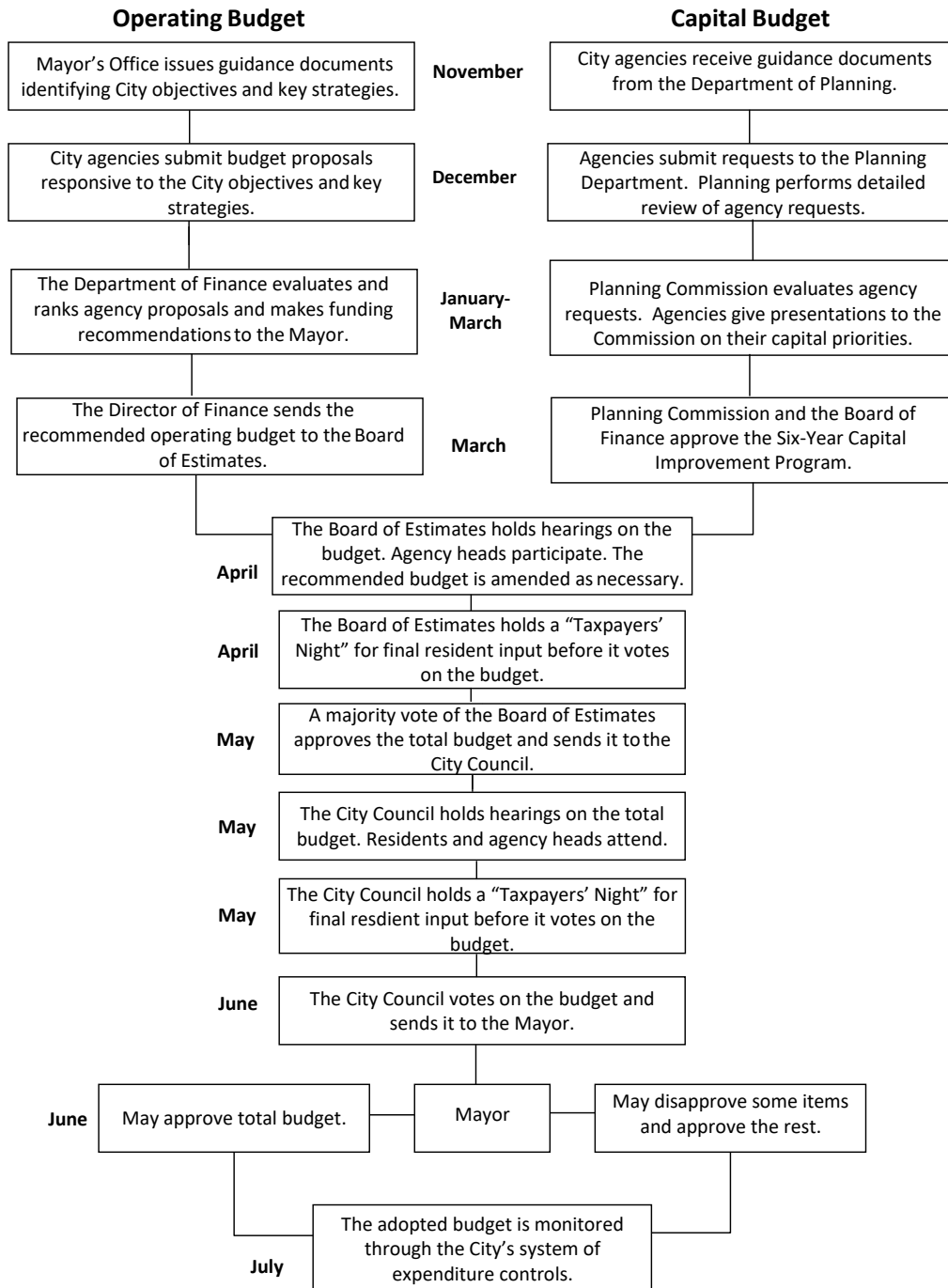
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# Municipal Organization Chart



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

## Baltimore's Budget Process



## Budget Process Overview

Prior to Fiscal 2011, Baltimore used a traditional agency-centric budget process similar to what was used by other local governments across the country. Each year, funding was allocated to agencies based on available resources and prior-year spending patterns, and agencies were given freedom to allocate their resources among a variety of functions. Although this process kept the City's budget in balance from a financial perspective, it was unclear which agency functions were most important to residents and which were demonstrating results.

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

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

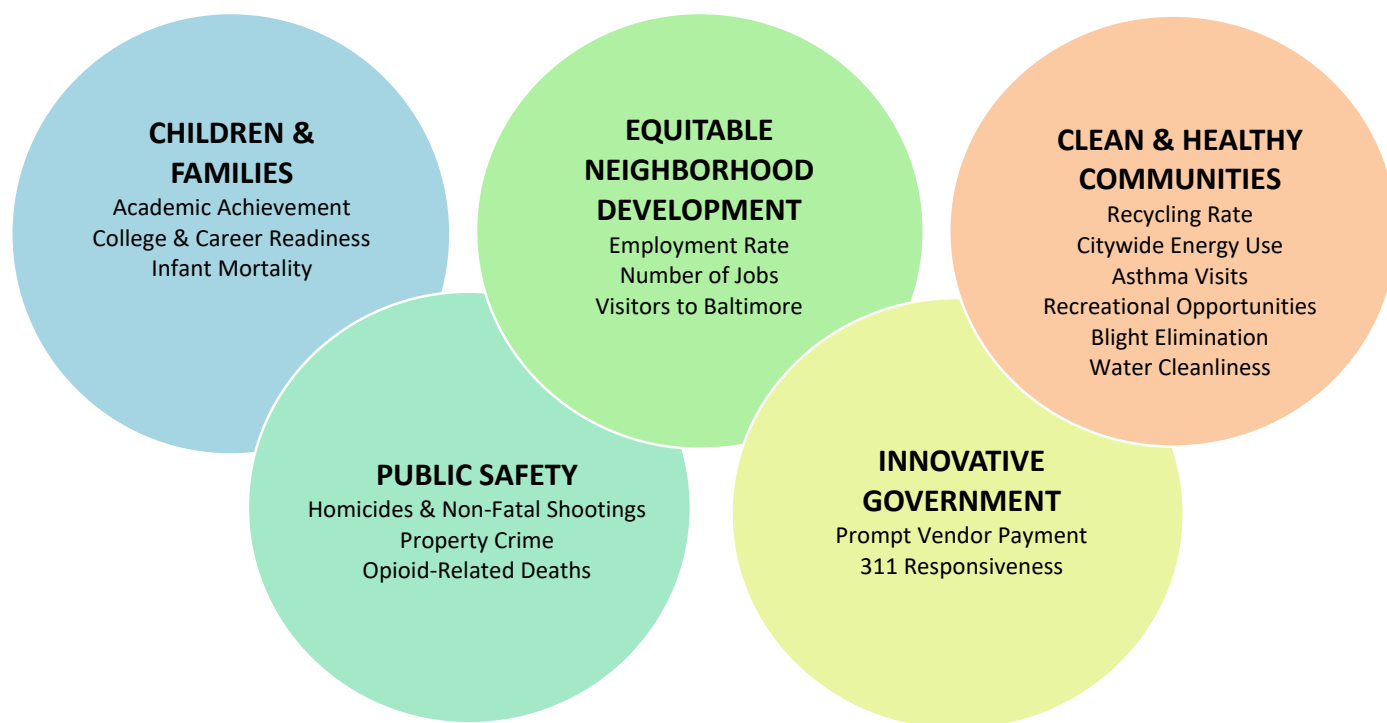


## Strategic Planning

### Priority Outcomes and Indicators

The Mayor and Senior Team first decide on a set of Priority Outcomes. Priority Outcomes are broadly-defined goals for the City. Although these have been modified and adjusted to reflect the priorities of each Mayoral administration, similar themes are common. The Fiscal 2021 budget was built around five Priority Outcomes: Children and Families, Equitable Neighborhood Development, Clean and Healthy Communities, Public Safety, and Innovative Government.

Next, under each Priority Outcome, indicators serve as a measure of how well the City is advancing the Priority Outcome. Indicators are measured annually and use an external source to ensure integrity of the data. Taken together, these Priority Outcomes and indicators serve as a report card on how well the City is doing.



## Service-Level Budgets

Each agency organizes its budget around services with simple descriptions and clearly identified costs. Budgeting by service deliberately changes the focus from agencies to services, and provides insight into exactly what it costs to carry out each specific function of government. One key advantage of this approach is that services are evaluated based on which Priority Outcome they advance rather than which agency manages the service. For example, the Department of Transportation has a wide range of functions that address different Priority Outcomes. Services such as Traffic Safety and Street Lighting support Public Safety, while Parking Management and Special Events support Equitable Neighborhood Development. This approach allows us to identify and eliminate duplication of efforts across agencies, and isolate services that are not contributing to desired results.

A listing of the services and funding levels by Priority Outcome can be seen in the Summary of Operating Budget Recommendations Section on page 81.

## Service-Level Performance Measures

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

There are four types of performance measures:



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

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

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

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

## Budgeting

### Proposals

Agencies are asked to submit a budget proposal for each service. The budget proposal is a formal request from the agency to BBMR for resources for the next fiscal year. The budget proposal includes both financial information and details about how the service impacts the City. Agencies are asked: How does your service align with the Priority Outcomes? How does your service drive improvement in one of the citywide indicators? And, what steps will the service take to improve performance? Agencies are also provided the opportunity to submit enhancement funding requests. Enhancement requests are for projects that will improve efficiency and effectiveness of agencies.

### Results Teams

In prior years, budget proposals and enhancement requests were reviewed by BBMR staff in conjunction with Results Teams. Results Teams are small teams composed of the "best and brightest" within City government and include mid-level managers, analysts, or front-line operational experts, as well as City residents in certain years. In Fiscal 2021, the City did not deploy Results Teams for the budget proposal and enhancement request processes.

## Budget Recommendations

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

## Performance Management

Once the budget is approved, regular performance management sessions are held between the Mayor's Senior Team, OPI, and agency leadership to discuss performance, identify problems, diagnose causes, and direct resources to solve problems. BBMR, Department of Human Resources (DHR), and Baltimore City Information and Technology (BCIT) staff also participate in these meetings. Performance management meetings are either agency-focused or topic-focused, centered on a Mayoral priority, and including multiple agencies. PoliceStat and DOTStat are current examples of agency-focused Stat meetings. Examples of topic-focused "Stat" meetings include CleanStat, YouthStat, CyberStat, and RecruitStat. During the COVID-19 crisis, COVIDStat was launched to monitor the spread of the disease, testing, hospital capacity, personal protective equipment supplies, and continuity of service for City agencies. Performance management is a vital component of Baltimore's budget process and ensures that agencies are meeting goals and advancing the City's Priority Outcomes.

## New Developments

In looking to the future of Baltimore's budget process, BBMR is working to expand community input in the budget process and integrate equity into the budget process.

## Community Outreach

A key part of BBMR's role is to provide residents with insights into the budget and the budget process. Over the years, BBMR has embraced this role with the development of the Budget Pop-Up at the Board of Estimates Taxpayers' Night, presentations and workshops in the community, and social media presence. In Fiscal 2020, BBMR piloted "Budget Pop-Ups" at Enoch Pratt Free Library Branches across the city, as well as hosting a table at the 32nd Street Farmers Market. In addition, BBMR continued presenting and attending community meetings and City agency sponsored events. As of April 2020, approximately 145 people engaged with BBMR through these in-person events. BBMR has also expanded virtual outreach, including the Your Budget Priorities online survey and Virtual Taxpayers' Night, which took place in April 2020 and had over 200 participants. Due to the public health restrictions in place at the time of publication, BBMR is developing a virtual community engagement strategy around the Fiscal 2021 budget to ensure residents can stay informed and engaged in the process.

## Equity in the Budget

In the summer of 2017, Baltimore's Department of Planning began analyzing where capital projects occurred in the City based on race, income, and age group. In 2018, the City Council established an Equity Assessment Program (City Council Bill 18-0223) with the intent to eliminate structural and institutional racism and other

forms of discrimination. In 2019, Mayor Young established the Equity In City Government Committee (EICG), which developed a plan for implementing an equity strategy for the City. This plan resulted in the Office of Civil Rights and Wage Enforcement becoming the Office of Equity and Civil Rights (OECR). The newly constituted OECR began facilitating meetings with Equity Officers across City agencies in the effort of facilitating the City's equity strategy.

For the Fiscal 2021 budget process, BBMR conducted research on best practices and connected with municipalities across the country, including San Antonio, Louisville, and Portland, to gain insights into how to operationalize equity in the budget process. Based on this research, BBMR assessed that Baltimore was in the "normalizing" stage of our equity work and still developing a shared language and understanding across City agencies. Therefore, the focus of this year's work was on assessing each agency's current understanding and engagement in equity work. This assessment was discussed with the EICG and OECR in order to better target engagement with agencies.

## Budget for Baltimore

BBMR considers the budget process to be a collaborative effort led by the Mayor, with input from agencies, City Council members, and Baltimore City residents. BBMR is committed to building and upholding an innovative and equitable process.

## Fixed Costs

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

**General Fund Fixed Costs Trend**

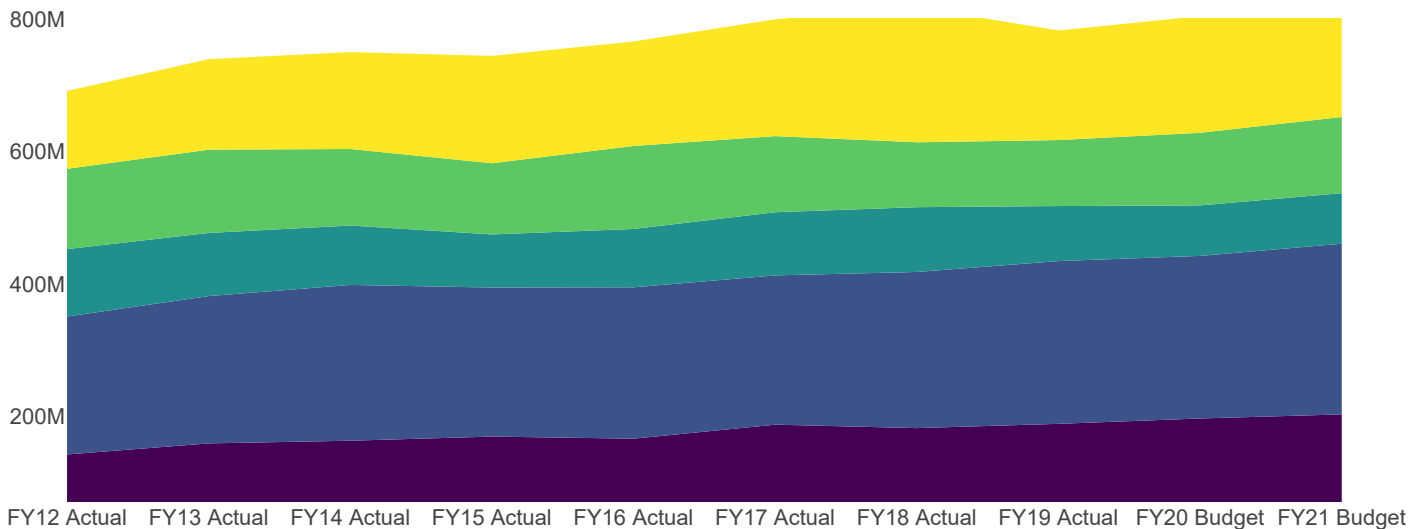


Chart in millions.

Other Debt Service Retiree Health BCPS Required Contribution Pension

**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 14,977 out of 16,003 eligible retirees. 5,743 of those are BCPSS retirees or retired State librarians.

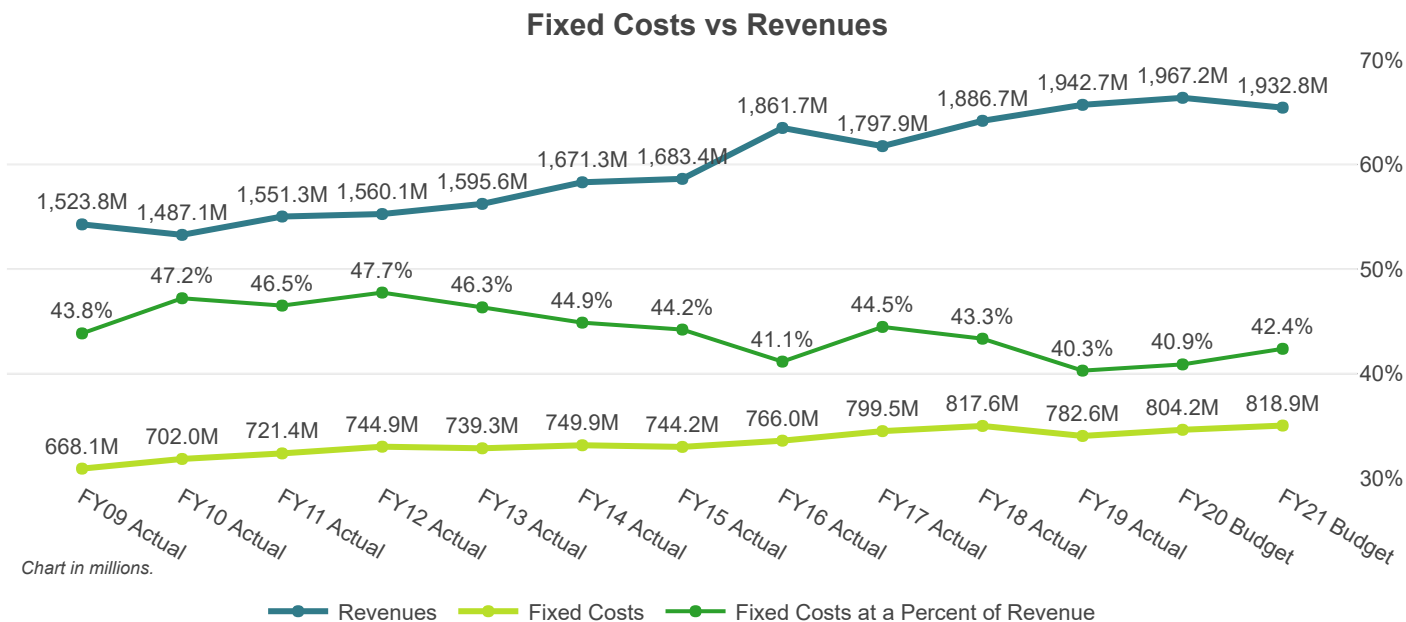
**Debt Service:** The City Charter mandates that payment of the principal and interest on municipal debt must be funded. The General Fund budget includes funding to pay debt on General Obligation Bonds used for capital projects, county transportation bonds, Tax Increment Financing (TIF), Conditional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

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

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

## Fixed Cost Trends

From Fiscal 2009 to Fiscal 2012, fixed costs grew from only 43.8% of General Fund revenues to 47.7% of General Fund revenues. Since Fiscal 2013, due to a series of reforms, fixed costs have leveled off at approximately 42.4% of General Fund revenues, as represented by the line in the graph below.



In the Fiscal 2021 Recommended Budget, fixed costs grew \$14.8 million versus Fiscal 2020 budgeted levels. The increase is primarily related to increases in debt service due to temporary refinancing that concluded in Fiscal 2020, and higher pension systems contributions due to lower than expected investment returns. These increases were partially offset by healthcare savings, slower growth in fuel and vehicle costs, and a reduction in Rainy Day Fund contributions.

## Employees' Retirement Systems

In 2010, the City reformed the Fire and Police Employee Retirement System (FPERS), which had grown in cost by 81% from \$48 million Fiscal 2005 to \$87.5 million in Fiscal 2010. These reforms included:

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

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

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

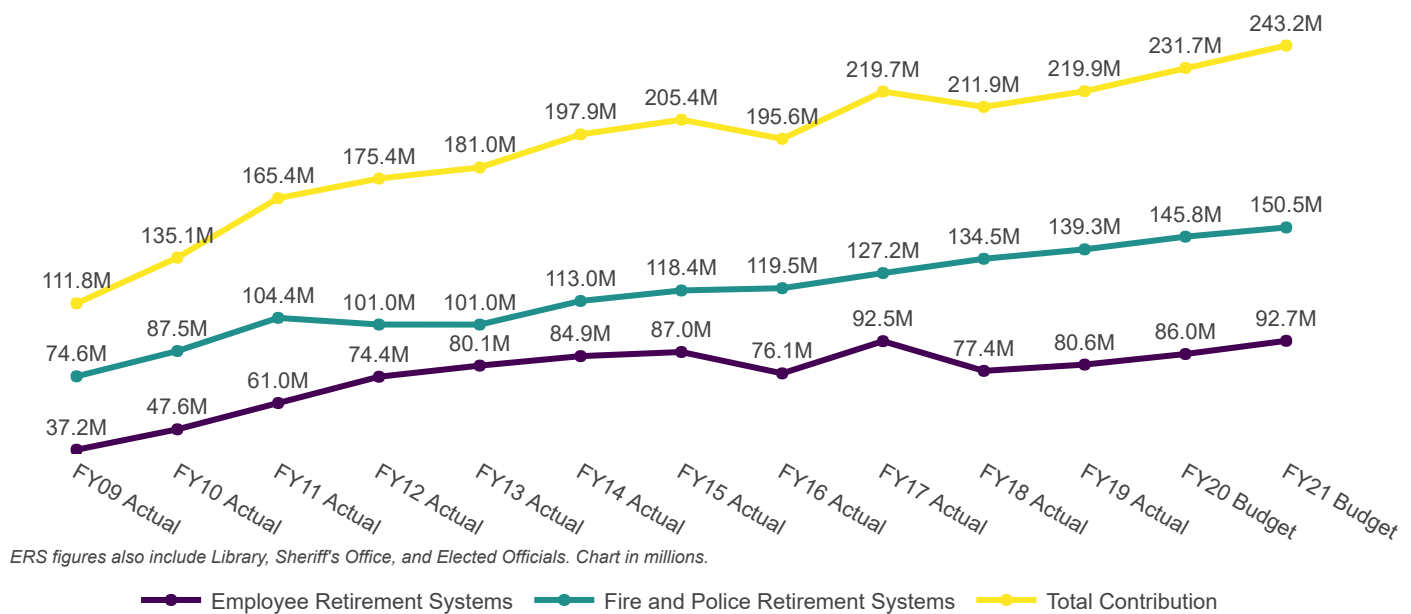
or a hybrid plan, which includes a mix of RSP and a guaranteed benefit under the Employee Retirement System.

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

For the Fiscal 2019 year-end report which informed the Fiscal 2021 budget, both the ERS and F&P systems fell short of their return benchmark, leading to higher than expected cost growth. The ERS and EOS system reported a 6.1% investment return against a 7.0% benchmark, and FPERS reported a 5.7% investment return against a 7.25% benchmark.

The chart below shows that these reforms have significantly reduced the rate of growth of the City's contribution (as compared to the Fiscal 2009 to Fiscal 2011 time-period).

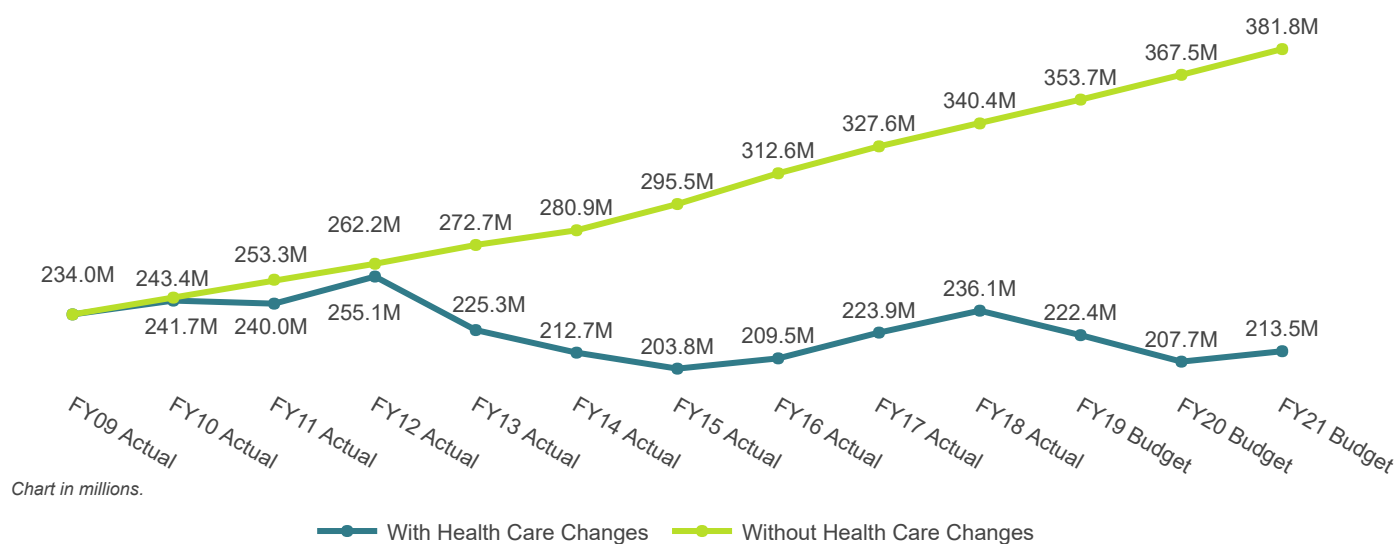
### Contribution to Employee Retirement Systems (All Funds)



## Health Care for Employees and Retirees

From Fiscal 2005 to Fiscal 2010, the City's cost of providing medical and drug benefits to its employees and retirees grew by \$69 million, or 40%, from \$172.2 million to \$241.7 million. These costs were on an unsustainable path, and could no longer be ignored as the City faced the fiscal consequences of the Great Recession. Several changes to health care plans have been made that have collectively reduced the City's costs by \$150 million compared to baseline estimates. The recent changes are summarized below both graphically and sequentially:

### Baltimore City Health Care Costs



### Fiscal 2011 Changes

- 10% prescription drug premium co-share for retirees

### Fiscal 2012 Changes

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

### Fiscal 2013 Changes

- As of January 1, 2013, the City pays 79.2% of premium costs for a new standard network medical benefit plan that requires deductibles and co-insurance. Employees can opt to pay the full incremental cost for a medical plan with lower out-of-pocket costs. The City also requires all employees and retirees to pay 20% of their prescription drug premium costs.

**Fiscal 2014 Changes**

- The City conducted a dependent eligibility audit to ensure that health care benefits are not provided to ineligible recipients. As a result of the audit, approximately 1,500 ineligible dependents were dropped from coverage, saving \$4.5 million.

**Fiscal 2017 Changes**

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

**Fiscal 2019 Changes**

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

**Fiscal 2020 Changes**

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

**Fiscal 2021 Changes**

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

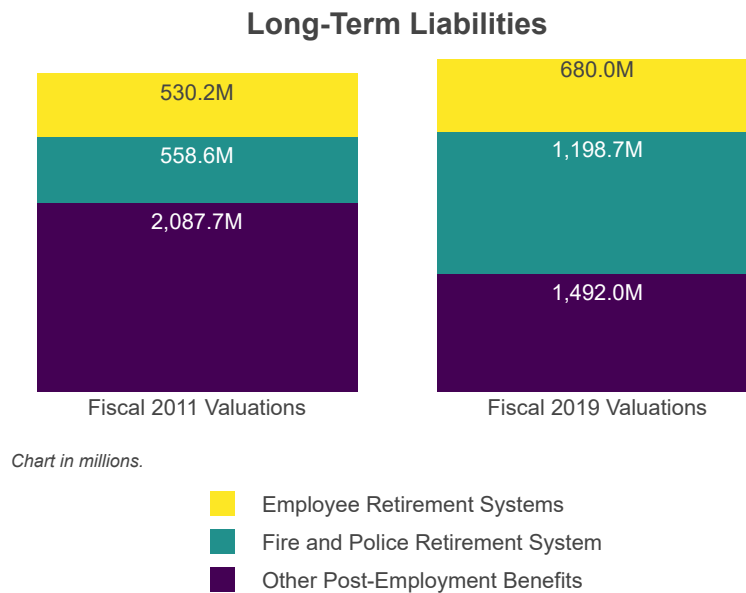


## Long-Term Liabilities for Pensions and Retiree Health Care

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

The chart below shows that Baltimore's long term liabilities have increased in Fiscal Year 2019 valuations due to two factors. First, the City has not yet acted on its prior intent to sunset the supplemental prescription drug coverage for retirees, which lead to a significant increase in City's Other Post-Employment Benefits (OPEB liability).

Second, liabilities for the FPERS and ERS pension plans continue to grow due to ongoing amortization of prior year investment losses, the steady decrease in number of active employees, the growing number of retirees, and the adoption of more conservative actuarial methods. For the Fiscal 2019 year-end actuarial report, the funded ratio for ERS declined from 74.1% to 73% and FPERS stayed the same 69.8%. These developments are concerning because the City has made significant changes to its benefit packages in order to lower long-term liabilities and is still struggling to make progress.



## Debt Service

The City's total debt service is projected at \$381.4 million for Fiscal 2021, among the following sources:

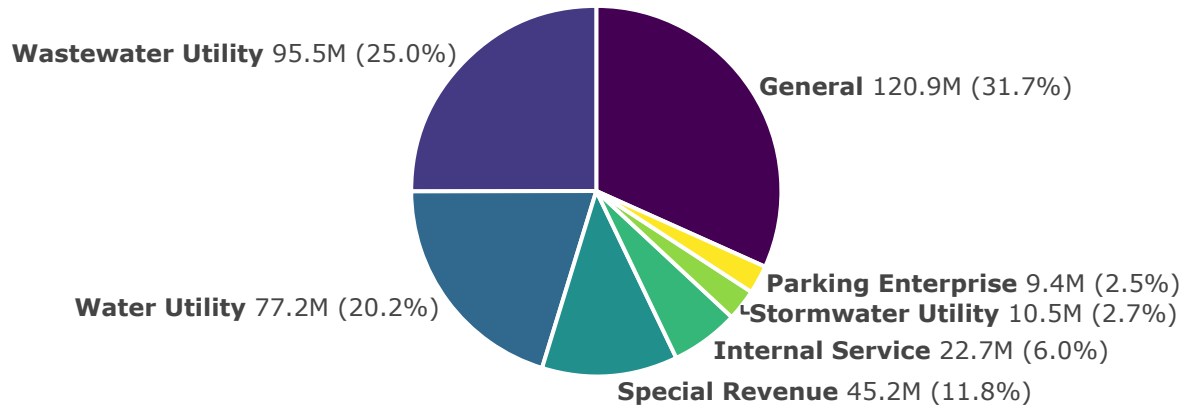


Chart in millions.

The Fiscal 2021 General Fund recommendation of \$120.9 million in debt service is \$4.5 million above the Fiscal 2020 Adopted Budget. General Obligation Bond debt service increases from Fiscal 2020 to Fiscal 2021 due to temporary refinancing savings that conclude in Fiscal 2020. The following chart illustrates General Fund debt service over the past 10 years:

### Debt Service History

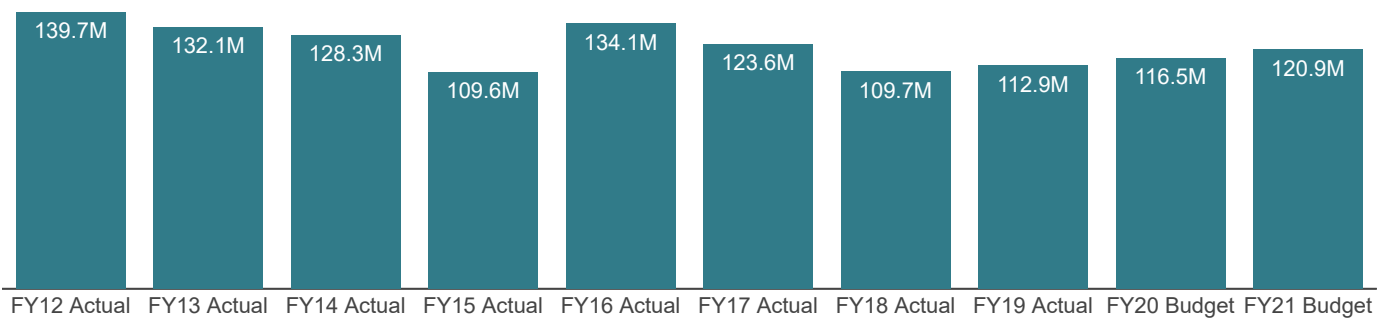


Chart in millions.

## Risk Management

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

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

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. In the Fiscal Year 2018 budget process, the City agreed to bridge a funding gap in Baltimore City Schools for three years, while the State conducted an analysis of funding formulas through the Kirwan Commission. Part of the agreement included in-kind services for BCPS Risk Management. In Fiscal 2020, the City budgeted \$13.1 million towards BCPS workers' compensation as part of the last year of bridge funding. In Fiscal 2021, the City will return to billing BCPS for their share of costs.

While most costs are budgeted centrally within the City's Self-Insurance Fund (Service 126), workers' compensation is allocated across City agencies, and administrative costs are captured within the Risk Management and Law services.

The Fiscal 2021 budget represents a decrease in expected costs for Judgments and Suits against the Baltimore Police Department. The City believes that the adoption of body worn cameras has reduced the number of claims made against the Department and has reduced the need to settle cases prior to court.

The City's share of Risk Management costs are summarized below:

Cost Center	Fund Source	FY20 Budget	FY21 Budget
Workers' Comp - Direct	Multiple Funds	67,164,370	58,186,079
Risk Management Administration	Multiple Funds	8,976,410	8,918,361
Judgments and Suits - Awards (Law)	Multiple Funds	4,054,009	3,090,530
General Tort Liability Insurance	General and Fleet Funds	4,297,814	2,780,283
Auto/Animal Liability Insurance	Multiple Funds	2,376,780	2,595,034
Insurance - Other Risks	General and Fleet Funds	1,701,954	2,570,032
Self Insurance Stabilization Reserve	General Fund	9,814,813	2,462,893
Property and Casualty Insurance	Multiple Funds	928,645	336,042
<b>GRAND TOTAL</b>		<b>99,314,795</b>	<b>80,939,254</b>

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# FISCAL 2021

## EXECUTIVE SUMMARY Board of Estimates Recommendations

### Summary of Recommendations

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## Recommended Budget Appropriation Levels

The total Fiscal 2021 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$3,869,668,342. This is an increase of \$314,350,254 or 8.8% above the Fiscal 2020 Adopted budget.

The two components of the total recommended appropriation plan are the Operating Budget Plan and the Capital Improvement Plan. The operating budget is recommended at \$3,046,456,342, which is an increase of \$118,602,254 or 4.1%. The capital budget is recommended at \$823,212,000, which is an increase of \$195,748,000 or 31.2%. The capital budget is subject to cyclical change due to the phasing of certain large construction projects. More explanation regarding the capital plan is available in the "Summary of Capital Budget Recommendations" section of this publication.

Fiscal 2021	Recommended Amount	Change from Fiscal 2020	Percent Change from Fiscal 2020
Operating Plan	3,046,456,342	+118,602,254	4.1%
Capital Plan	823,212,000	+195,748,000	31.2%
<b>Total</b>	<b>3,869,668,342</b>	<b>+314,350,254</b>	<b>8.8%</b>

## Operating and Capital Budget Fund Sources

Fund Name	Operating Budget	Capital Budget	Total
General	1,932,300,000	500,000	1,932,800,000
Conduit Enterprise	13,497,197	23,000,000	36,497,197
Wastewater Utility	273,303,492	0	273,303,492
Water Utility	201,535,654	0	201,535,654
Stormwater Utility	34,016,956	1,750,000	35,766,956
Parking Enterprise	21,714,081	0	21,714,081
Parking Management	27,046,907	0	27,046,907
Federal	212,868,706	39,967,000	252,835,706
State	157,158,843	8,630,000	165,788,843
Special Revenue	167,661,926	0	167,661,926
Special Grant	5,352,580	0	5,352,580
General Obligation Bonds	0	80,000,000	80,000,000
Revenue Bonds	0	451,538,000	451,538,000
County Transportation Bonds	0	15,000,000	15,000,000
All Other	0	202,827,000	202,827,000
<b>Total</b>	<b>3,046,456,342</b>	<b>823,212,000</b>	<b>3,869,668,342</b>

## Operating and Capital Recommendations by Type of Fund

Operating Funds	Fiscal 2020 Budget	Fiscal 2021 Budget	Dollar Change	Percent Change
<b>Local and State-Shared Funds</b>				
General	1,917,250,000	1,932,300,000	15,050,000	0.8%
Convention Center Bond	4,562,625	0	(4,562,625)	-100.0%
Parking Management	26,014,422	27,046,907	1,032,485	4.0%
<b>Enterprise Funds</b>				
Conduit Enterprise	12,308,498	13,497,197	1,188,699	9.7%
Wastewater Utility	277,356,115	273,303,492	(4,052,623)	-1.5%
Water Utility	192,375,485	201,535,654	9,160,169	4.8%
Stormwater Utility	27,145,365	34,016,956	6,871,591	25.3%
Parking Enterprise	21,524,562	21,714,081	189,519	0.9%
<b>Grant and Special Funds</b>				
Federal	171,418,401	212,868,706	41,533,997	24.2%
State	144,648,279	157,158,843	12,510,564	8.6%
Special Revenue	130,253,537	167,661,926	37,408,389	28.7%
Special Grant	3,080,491	5,352,580	2,272,089	73.8%
<b>Grand Total</b>				
Grand Total	2,927,854,088	3,046,456,342	118,602,254	4.1%

Capital Funds	Fiscal 2020 Budget	Fiscal 2021 Budget	Dollar Change	Percent Change
<b>Pay-As-You-Go</b>				
General	50,000,000	500,000	(49,500,000)	-99.0%
Conduit Enterprise	23,000,000	23,000,000	0	0.0%
Wastewater Utility	16,388,000	0	(16,388,000)	-100.0%
Water Utility	19,578,000	0	(19,578,000)	-100.0%
Stormwater Utility	2,275,000	1,750,000	(525,000)	-23.1%
<b>Grant and Special Funds</b>				
Federal	75,191,000	39,967,000	(35,224,000)	-46.8%
State	26,235,000	8,630,000	(17,605,000)	-67.1%
<b>Loans and Bonds</b>				
General Obligation Bonds	80,000,000	80,000,000	0	0.0%
Revenue Bonds	223,623,000	451,538,000	227,915,000	101.9%
County Transportation Bonds	26,018,000	15,000,000	(11,018,000)	-42.3%
<b>All Other</b>				
All Other	85,156,000	202,827,000	117,671,000	138.2%
<b>Grand Total</b>				
Grand Total	627,464,000	823,212,000	195,748,000	31.2%



## Preliminary to Recommended Reconciliation

The table below outlines the General Fund budget changes that occurred between the Preliminary Budget Plan, released April 1, 2020, and the Ordinance of Estimates, introduced May 6, 2020. These changes were made due to revenue projection changes resulting from the COVID-19 pandemic.

Agency	Action	Savings
<b>Financial Assumptions</b>		
All Agencies	Reduce projected inflation rate from 2.3% to 2.0%	0.7
	Reduce motor fuel projection by 11%	1.0
General Debt Service	Adjust debt service schedule to assume lower borrowing rate	1.2
Miscellaneous General	Reduce Rainy Day Fund contribution	4.0
Police	Reduce lawsuit and legal fees line item to reflect historical trend	0.7
Self-Insurance	Defer Risk Management Fund contribution	2.4
Visit Baltimore	Reduce Visit Baltimore appropriation to reflect legal requirement at 40% of Hotel Tax receipts	5.2
<b>Revenue and Other Fund Sources</b>		
Various Agencies	Utilize available prior-year Children and Youth Fund balance to preserve youth programming	8.0
General Fund Revenue	Implement modifications to existing tax credit programs	2.0
Housing and Community Development	Utilize available prior-year CDBG funds to support Housing Inspector costs	2.0
<b>Pause Planned Initiatives</b>		
Various Agencies	Defer planned General Fund PAYGO Capital projects	10.7
	Pause all other planned new initiatives	0.5
Police, States Attorney, Criminal Justice	Pause five new district-based Baltimore Community Intelligence Centers	3.4
Schools	Pause planned additional year of Risk Management support	11.0
Transportation	Pause planned increase of 16 buses to 20 buses across four Circulator routes	1.6
<b>Employee Pay and Benefits</b>		
All Agencies	Negotiate pay freeze or furlough across all bargaining units	15.6
	Negotiate active employee health benefit savings, beginning January 1, 2021	2.9
	Offer a more cost-effective retiree Medicare Advantage plan, beginning January 1, 2021	1.9
<b>Service Efficiencies and Reductions</b>		
All Agencies	Reduce non-essential spending	1.0
	Defund 240 vacant civilian positions and 4 contractual positions	15.4
Fire	Reassign two Fire Suppression companies	3.6
Police, Fire	Achieve motor vehicle fleet savings	0.9
Library	Reduce library books and overtime budget	0.4
Mayor's Office / Miscellaneous General	Reduce Mayor's office positions and discretionary spending	2.1
Miscellaneous General	Reduce seasonal Special Events support due to pandemic restrictions	0.4
Public Works	Re-organize Contracts and Training Units	1.0
	Eliminate Graffiti Removal service	0.8
Police	Re-organize Mounted, Motorized, Fleet Safety, and Accident Investigation Units	1.9
	Reduce helicopter flight hours from 16 hours to 12 hours per day	0.8
<b>GRAND TOTAL</b>		<b>103.1</b>

Table in millions.

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# FISCAL 2021

## EXECUTIVE SUMMARY Board of Estimates Recommendations

Revenue

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## Economic Outlook

Uncertainty is the word that best describes the economic outlook for the City's Fiscal 2021 Budget. Just weeks ago, the US economy was experiencing the longest period of economic expansion since World War II with 128 months of economic growth. Now, the sudden explosion and rapid expansion of the Coronavirus Disease 2019 (COVID-19) pandemic has radically changed the economic reality and the outlook for the next year. The virus was first discovered in November 2019, declared a global pandemic by the World Health Organization on March 2020, and has now accounted for more than 2.48 million confirmed cases and more than 160,000 deaths worldwide as of April 21, 2020.

The escalation of COVID-19 has required communities to respond with social and economic restrictions intended to control the disease and preserve the general public health. These limits have led to severe short-term economic effects locally, nationally and globally.

### Summary

The current economic situation is unique in modern history. There are fundamental differences between this and other prior economic downturns, especially as compared with the Great Recession that began in 2008.

- First, this 2020 economic downturn was originated by a factor external to the economy. On the contrary in 2008, there were earlier indications suggesting the potential for a recession. For example, residential investment and real estate transactions started showing deceleration in 2006, months before the burst of the housing bubble, and almost two years before the slowdown became a recessionary period. In 2020, there was no clear evidence or signals from economic data indicating a slowdown.
- Second, during the Great Recession, no one sector experienced a complete shutdown in activity. That is not the case for the 2020 downturn, where certain areas of the economy are simply not operating. Restrictions placed on businesses, especially those that rely on human interaction, have disrupted supply and demand dynamics. Social distancing, stay-home mandates and closure of non-essential businesses are in place to control the outbreak, and these mandates inorganically imposed demand and supply restrictions for certain services.
- Finally, there is no historical reference that can be used to predict the remedies for the economic disruption caused by an external factor. The closest examples would be the recovery after the Spanish Flu of 1918, or a post-war situation, or the reactivation of the economy after a natural disaster. However, none of these examples share the same socioeconomic reality of today's world, and the unique worldwide impact of the COVID-19 pandemic surpasses the regional experiences of any historical downturn event.

The following sections analyze the short and long-term impact of COVID-19 on the City's economy and its capacity to generate revenues.

### Immediate Impacts

The restrictions placed on certain sectors of the economy have created internal imbalances in the economic cycle affecting both the supply and demand sides of the economy. The executive orders preventing the spread of the virus have eliminated demand for certain recreational and non-essential activities. Consequently, certain businesses have been forced to reduce supply for goods and services, which temporarily or permanently reduced demand for employment.

There are three areas of the economy where COVID-19 has created a short-term disruption in the economy: Tourism and Hospitality, Employment and the Real Estate Market. The following section explains the effect on these sectors and the corresponding negative impact on City revenues.

## Tourism and Hospitality

The lodging and hospitality sector of the economy includes activities related to performing arts, spectator sports, museums, visits to historical sites, zoos, parks, amusement, gambling, recreation, food and drinking establishments, and accommodation services. Prior to growth of COVID-19, the performance of the lodging and tourism industry was strong. Hotels in the City were on average 64.0% occupied during calendar 2019, 1.3% higher than 2018. Demand for rooms in the City totaled 2.5 million for this period, 0.9% above the 2.48 million in 2018, while the average rate per room per night was \$95.60, \$5.00 or 5.5% more than the annual price charged per rented room in 2018.

The executive orders intended to control the expansion of COVID-19 drastically reduced the stream of visitors to the City. The demand for local hotel rooms was virtually eliminated. Occupancy rates in March averaged 25.9% and were only 5% by the end of March. The number of passengers using the Baltimore Washington International (BWI) airport declined 54% in March 2020 compared to March 2019, and the number of visitors using BWI on March 31, 2020 was 94% less than the same day in 2019. Additionally, sailing cruises using the Port of Baltimore have temporarily paused activity.

Similarly, many events at City venues have been cancelled or indefinitely postponed, including:

- The indefinite postponement of the 2020 Major League Baseball season has eliminated any Orioles games and other events at the Camden Yard;
- Regular admission and exhibitions have been canceled until June 2020 for the following: The Joseph Meyerhoff Symphony Hall, The Hippodrome, Royal Farms Arena, all Baltimore City museums and the Maryland Zoo and the National Aquarium;
- The Preakness has been postponed to a future date, with a cancellation of all Infield festivities;
- Many bars and restaurants have been required to limit services or to permanently close doors;
- Booked events at the Baltimore Convention Center have been cancelled at least until the end of May. The facility has been turned into a federal medical station for infected COVID-19 patients.

The sum of these circumstances has led to significant write-downs of Hotel tax, Convention Center and Admissions and Amusement taxes, which are discussed in the Revenue Detail section of this publication.

## Travel

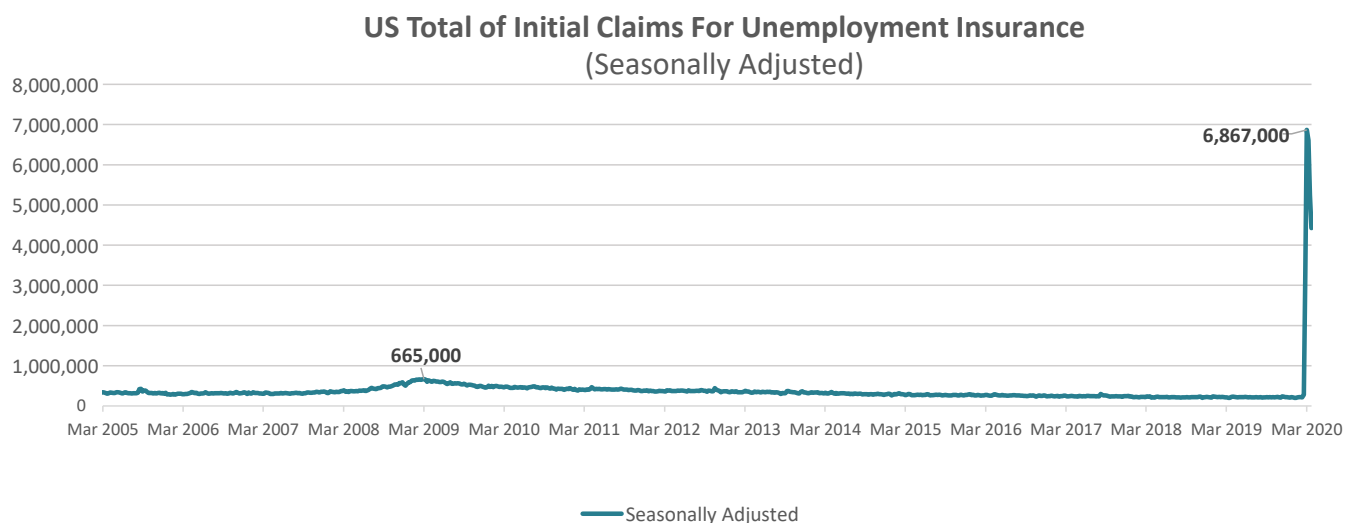
Reduced activity due to the lockdown includes limitations to transit and highway travel as well. According to the State Highway Administration, the average traffic volume in the State experienced a reduction of 44.5% during the last week of March. Consequently, Highway User Revenues (HUR) have been effected as demand for fuel, purchases and rentals of vehicles are reduced. Finally, transportation services and parking activities have been diminished due to lack of demand. These circumstances have led to a write-down of HUR, and parking related revenues including parking tax, garage income, metered parking, parking fines, traffic cameras and rideshare revenues.

## Employment

The most immediate and devastating consequence of the COVID-19 pandemic so far has been its effect on business and employment. Many businesses have been partially or fully restricted coinciding with the stay-at-home orders that have reduced consumption and demand for these and other services. Prior to the pandemic, City unemployment rates had declined to 5.1%, the lowest average annual unemployment rate in recent history. More importantly, in a decade where the City lost more than 27,000 residents, its labor force followed a different trend and increased by more than 15,000 or 5.5% since 2010.

Over the last 10 years, the City has gradually built a stronger employment base relying on service-providing businesses. According to data from the State's Department of Labor, Licensing and Regulation (DLLR), between 2010 and 2018 the number of jobs located in the City increased by 17,541 or 5.3%. While government jobs were reduced by almost 11,500 or 14.3%, employment in service providing industries including education and health, professional and business services, trade, transportation, utilities and leisure and hospitality services increased more than 29,200 during this time period. Remarkably, close to 5,400 or 18.4% of this increase was explained by the growth in the City's leisure and hospitality sector.

As a result of the pandemic, some businesses have adjusted their hours of operation, or been forced to close their doors either furlough or layoff many employees. According to the U.S. Department of Labor, more than 22 million claims for unemployment were filed during the four-week period ended on April 11, 2020, and the projected insured unemployment rate reached 8.2% for the week ended on April 4, 2020. The following table compares the weekly claims for unemployment insurance since 2005. March 2020 reached 10 times more than the highest number claims of 665K for any week during the Great Recession.



Source: US Department of Labor

The City labor force is highly dependent on the jobs offered by trade, transportation, utilities and leisure, and hospitality service industries. More than 70,900 jobs or 28.0% of all private sector employees in the City are in these industries, which have been drastically affected by COVID-19. These conditions affecting the City's labor market will lead to lower income tax revenues for the City.

## Real Estate Market

Prior to the pandemic, the Fiscal 2020 picture for the City's real estate market remained strong. Sales were solid with the number of transactions subject to transfer tax reaching more than 11,100 as of February 2020, the highest cumulative number of transactions for that month since Fiscal 2008. Similarly, with the help of historically low interest rates, transactions subject to recordation tax also reached record levels with 14,500 transactions processed as of February 2020.

However, activity rapidly changed in mid-March. Transactions subject to transfer tax dropped 54.8% from the 670 transactions processed during the first 15 days of the month to 303 for the remainder of March, while those subject to recordation tax declined by 44.9% from 967 to 533 during the same segments of the month. Additionally, the March 2020 to March 2019 comparison shows 26.8% and 9.4% respective declines in transfer and recordation tax transactions, and both represent two of the historically lowest transactions ever recorded in March. Weekly residential real estate activity as tracked and reported by Live Baltimore, the City's quasi-agency promoting the benefits of Baltimore City living, indicated a drastic slowdown since mid-March. As of April 12, 2020 compared to March 15, 2020, the number of new listings have decreased 26.3%, the number of new contracts declined 55.0%, and 30.0% fewer transactions were closed.

Realtors and active buyers have tried innovative ways to keep the market moving, including virtual open house tours. The real estate market has stalled due to the combination of overall low consumer confidence and instability in the labor market. These conditions in the City's real estate market led to significant reductions to recordation and transfer taxes detailed in the Revenue Detail section of this document.

## Long-Term Impacts

The long-term impact of COVID-19 on the economy is still unclear at this time. The length of the economic downturn will depend on three key questions:

First, how quickly can both the United States and other countries control and slow the outbreak of COVID-19? As of the time of publication, some states in the U.S. had begun to relax social distancing restrictions, even with warnings from public health experts that additional outbreaks are likely. Further outbreaks could lead to a cycle of re-opening and then closing the economy again, which could lead to prolonged economic damage.

Second, for how long can Federal stimulus prop up the economy during this period of disruption? As of the time of publication, four significant aid packages (referred to as CARES ACT 1, 2, 3 and 3.5) have already passed which include a myriad of assistance, including: paid sick leave mandates, payments to individual and families, supplemental unemployment insurance, support for hospitals and medical institutions, lending and direct aid to businesses, and assistance for State and local governments. Some of these programs have already run out of funding, and others are only expected to last for a few more weeks or months.

Third, how has the pandemic affected consumers ongoing confidence in the economy? According to the University of Michigan's Survey of Consumers report for April 2020, consumer confidence declined by 18.1%, the largest monthly decline ever recorded. Other survey data suggest that, even if the economy is re-opened, many individuals will be reluctant to re-start spending due to the lingering health risks and their own personal financial situation.

In summary, each of these risks suggests that the City's financial outlook will remain highly uncertain for an indefinite period of time.



## Major Revenues Forecast

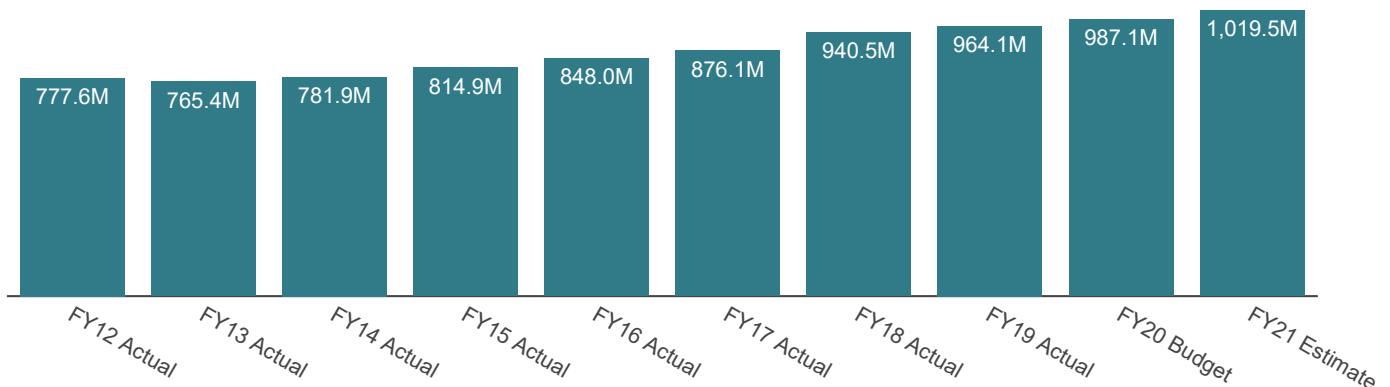
The Fiscal 2021 General Fund revenue forecast has been revised to reflect the anticipated impact on the economy due to the COVID-19 pandemic. The General Fund revenue is projected at \$1.93 billion, \$83.6 million lower than the Fiscal 2021 Preliminary budget estimate, and \$34.4 million lower than the Fiscal 2020 Adopted budget of \$1.97 billion. Each major revenue source is detailed below.

Revenue Category	FY20 Budget	FY21 Prelim. Budget	FY21 Estimate	Dollar Change vs Prelim.	Percent Change vs Prelim.
Property Taxes	987,060,000	1,022,386,000	1,019,535,706	(2,850,294)	-0.3%
Income Tax	366,804,000	406,594,000	381,216,000	(25,378,000)	-6.9%
Highway User Revenues	157,350,000	162,430,000	142,428,000	(20,002,000)	-12.7%
State Aid	101,896,000	104,522,000	104,522,000	0	0.0%
Recordation & Transfer Taxes	79,867,000	84,501,000	75,083,000	(9,418,000)	-11.8%
Energy Tax	42,551,000	44,253,000	42,712,000	(1,541,000)	-3.6%
Telecommunication Tax	34,586,000	34,582,000	34,582,000	0	0.0%
Net Parking Revenues	36,795,516	33,034,444	22,282,112	(10,752,332)	-29.2%
Net Hotel Tax	29,100,000	29,758,375	21,328,915	(8,429,460)	-29.0%
Traffic Cameras	21,350,000	22,055,000	14,075,000	(7,980,000)	-37.4%
Earnings on Investments	11,200,000	2,960,000	2,960,000	0	0.0%
Children and Youth Fund	(13,105,000)	(13,346,000)	(5,346,000)	8,000,000	-61.0%
Total Tax Credits (Excl. Homestead)	(98,634,000)	(115,175,000)	(112,705,000)	2,470,000	-2.5%
All Other	210,429,484	197,845,181	190,126,267	(7,718,914)	-3.7%
<b>Total General Fund Revenue</b>	<b>1,967,250,000</b>	<b>2,016,400,000</b>	<b>1,932,800,000</b>	<b>(83,600,000)</b>	<b>-4.2%</b>

## Property Taxes

The Real Property Tax rate will remain at \$2.248 per \$100 of assessed value. Consequently, the Personal Property Tax rate will remain at \$5.62 per \$100 of assessed value, 2.5 times the Real Property Tax Rate. Each year, the State Department of Assessments and Taxation (SDAT) estimates the value of all taxable real property and issues new assessments for approximately one-third of properties. Personal property is assessed annually and valuations are established by SDAT based upon tax returns filed by individual businesses.

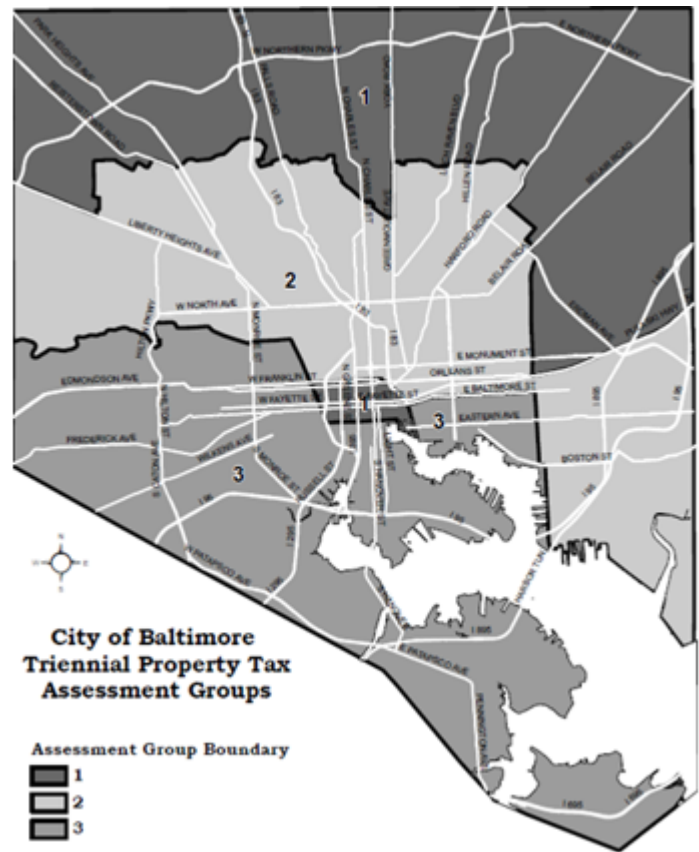
**Real and Personal Property Tax Revenues**



Real and personal property tax revenues are net of the Homestead Tax Credit. Chart in millions.

The Fiscal 2021 Real and Personal Property Tax revenues are projected at \$1,019.5 million, representing an increase of \$32.5 million from the \$987.1 million in Fiscal 2020. Real Property Taxes, excluding the \$24.2 million reduction for the Homestead Tax Credit, are estimated to yield \$922.7 million, an increase of 3.7% or \$32.6 million from the Fiscal 2020 budget. Personal Property Taxes are estimated to yield \$121.1 million in Fiscal 2021, \$2.9 million or 2.3% lower than the Preliminary Fiscal 2021 projection and \$0.9 million or 0.7% lower than the Fiscal 2020 budget. This decrease is driven by the potential for a number of businesses to go out of business, and the reduction of business investment in new property due to the economic downturn resulting from the COVID-19 pandemic.

Real property revenues are net of the Homestead Tax Credit, which protects owner-occupied residential properties from assessment increases that exceed 4% growth. For example, if an eligible property were to experience an annual increase in assessment of 10%, the taxable value would only increase by 4% due to the Homestead Tax Credit, generating tax savings to the property owner. Overall, the City's Homestead Tax Credit cost is projected to decrease by \$800,000 from \$25.0 million in Fiscal 2020 to \$24.2 million in Fiscal 2021.



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

For Fiscal 2021, SDAT reassessed Group 2, which is indicated by the lightest shade of gray on the map above.

Assessments for properties in Group 2 grew an average of 8.2% over three years. This figure includes 8.3% growth for commercial property assessments and 8.2% growth for residential property assessments. Comparatively, growth across the State averaged 8.9%, which reflects commercial assessment growth of 13.5% and residential assessment growth of 7.3%. The Fiscal 2021 reassessment represents the seventh consecutive year of assessment increases in the City after four consecutive years of decline.

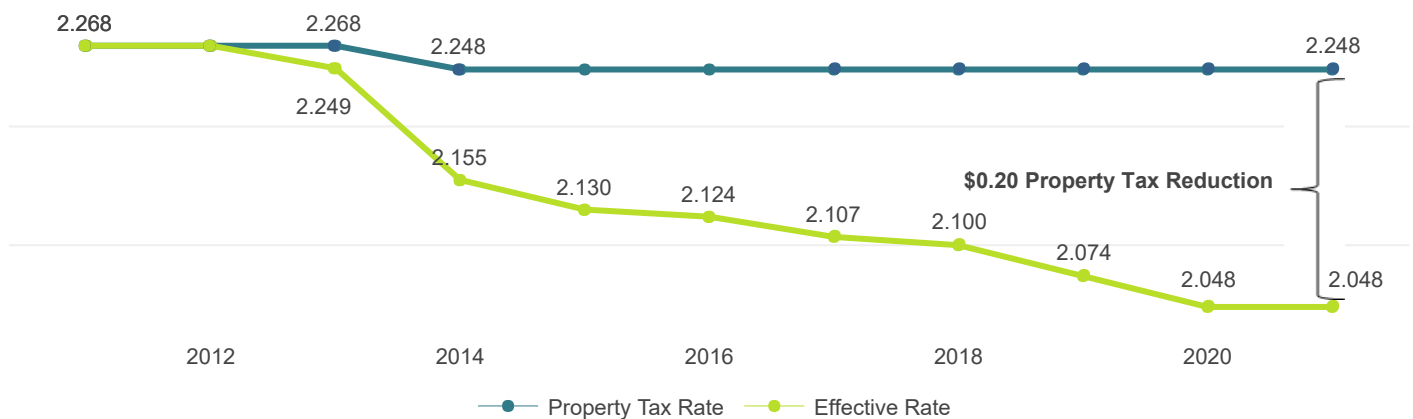
Assessment increases are phased in over three years, while assessment decreases are taken immediately. Group 2 assessment data shows that out of the 81,698 taxable properties, 13,771 or 16.9% will experience immediate decline in Fiscal 2021. Among the properties that have declined in value, 13,010 or 94.5% are residential properties.

## Property Tax Credits

The Fiscal 2021 estimate includes a total of \$112.7 million of foregone property tax revenue due to the cost of tax credits and incentive programs, not including the Homestead Tax Credit, which is addressed separately.

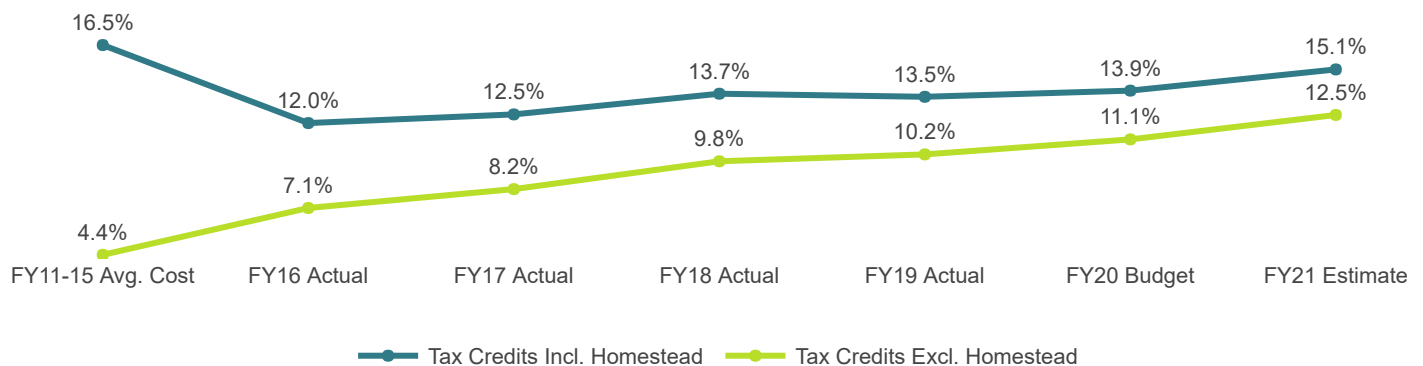
In Fiscal 2020, the City reached a significant milestone in fully implementing the 20 Cents by 2020 program. This tax reduction program, formally known as the Targeted Homeowners Tax Credit (THTC), provides tax relief for owner-occupied properties. The average effective rate for owner-occupied properties with the credit is estimated at \$2.048 per \$100 of assessed value, and now saves the average homeowner more than \$325 annually in property taxes. In Fiscal 2021, the City will maintain this rate for owner-occupied residents. The following plot shows the history of the program to date.

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



From Fiscal 2011 to Fiscal 2015, tax credit and incentive programs, excluding the Homestead Tax Credit, accounted for an annual average cost of \$34.1 million or 4.4% of the real property tax revenues. In Fiscal 2021, these programs are expected to cost \$112.7 million or 12.2% of the estimated real property taxes. Including the Homestead Tax Credit, forgone real property tax revenue due to tax credits and incentive programs is estimated at \$136.9 million or 14.8% of this revenue source in Fiscal 2021.

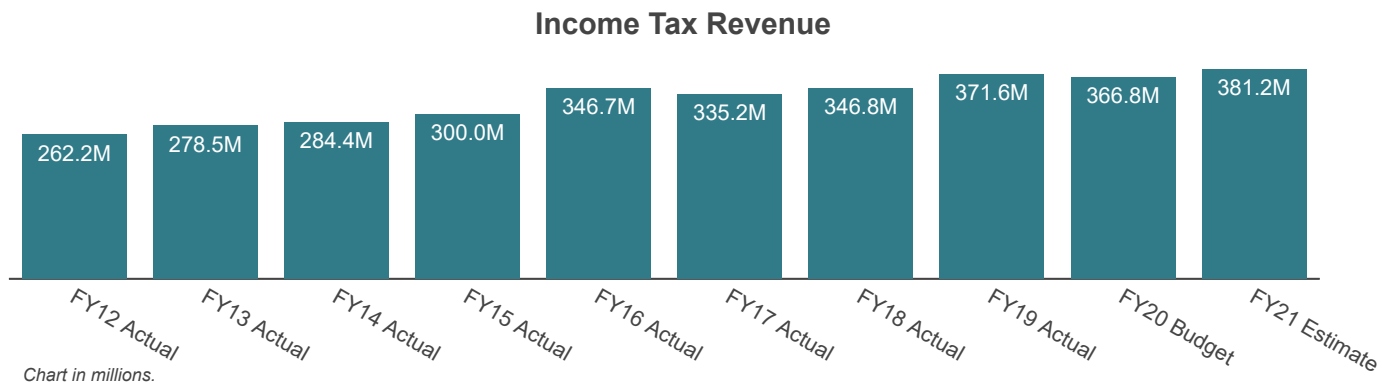
**Tax Credits as a Percent of Real Property**



Tax Credits	FY11-15 Avg. Cost	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Estimate
<b>Real Property Tax</b>	<b>770.6</b>	<b>780.8</b>	<b>815.8</b>	<b>851.6</b>	<b>856.9</b>	<b>890.1</b>	<b>922.7</b>
Targeted Homeowners	(7.6)	(22.6)	(26.3)	(26.1)	(30.4)	(35.9)	(35.0)
Enterprise Zone Tax Credit	(11.7)	(14.9)	(17.2)	(24.0)	(23.4)	(24.3)	(24.5)
Historic Property	(7.4)	(7.8)	(9.4)	(9.5)	(11.2)	(11.7)	(11.1)
Brownfield and Other	(4.0)	(7.6)	(9.2)	(15.6)	(13.1)	(16.6)	(18.7)
Supplemental Homeowner's	(0.0)	(0.0)	(0.0)	(1.4)	(1.6)	(1.6)	(1.4)
High-Performance	(0.0)	(0.4)	(2.6)	(5.0)	(4.4)	(5.3)	(18.9)
Market-Rate Rental Housing							
Newly Constructed Dwellings	(3.4)	(2.4)	(2.3)	(2.0)	(2.2)	(2.1)	(2.1)
Public Safety Officer	(0.0)	(0.0)	(0.0)	(0.0)	(1.1)	(1.1)	(0.9)
<b>Total Tax Credits (Excl. ATC)</b>	<b>(34.1)</b>	<b>(55.6)</b>	<b>(67.0)</b>	<b>(83.6)</b>	<b>(87.5)</b>	<b>(98.6)</b>	<b>(112.7)</b>
Homestead (ATC)	(93.1)	(38.2)	(35.1)	(33.1)	(28.4)	(25.0)	(24.2)
<b>Total Tax Credits (Incl. ATC)</b>	<b>(127.2)</b>	<b>(93.8)</b>	<b>(102.1)</b>	<b>(116.7)</b>	<b>(116.0)</b>	<b>(123.6)</b>	<b>(136.9)</b>

Table in millions.

## Income Taxes



The Fiscal 2021 estimate for local Income Taxes is \$381.2 million. This is a reduction of \$25.3 million or 6.2% from the Preliminary Budget Plan estimate of \$406.6 million. Prior to the pandemic, Fiscal 2020 activity and targeted growth for Fiscal 2021 was trending up. Therefore, the Fiscal 2021 estimate is still \$14.4 million or 3.9% higher than the Fiscal 2020 budget of \$366.8 million. The City's Income Tax rate is 3.2% – the maximum allowed under State law.

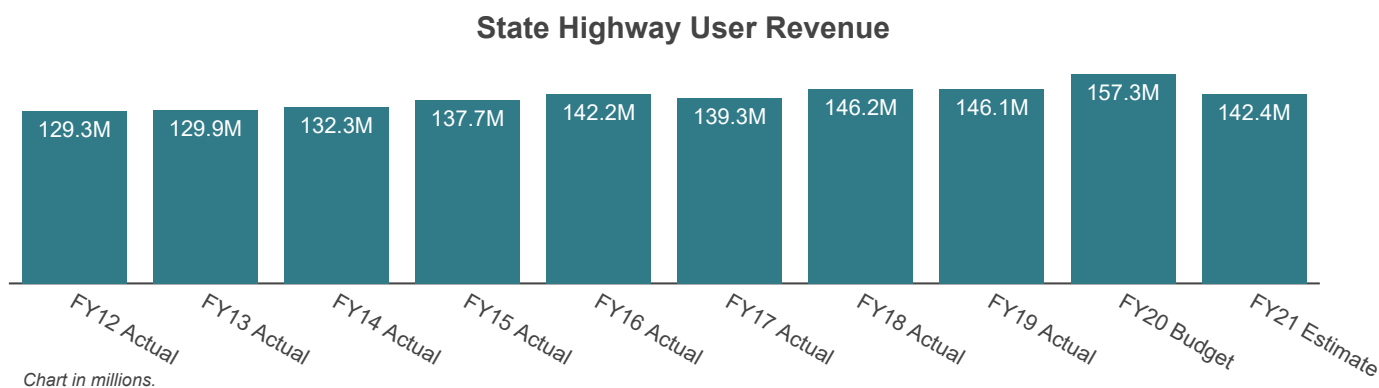
The COVID-19 pandemic will have a significant impact on the labor market and will last until the first quarter of Fiscal 2021 and likely much longer. A large number of City residents find employment in industries like leisure and hospitality, retail, restaurants, manufacturing, and trade and transportation. These industries have experienced significant disruptions such as limitations on travel, and facility and establishment closures. It is anticipated that unemployment may rapidly increase to double digits, as local and national unemployment claims have jumped, with national claims up to just over 26 million as of April 18th. This will lead to decreased income tax withholdings, which represent the largest component of income tax receipts for the City. Additionally, receipts from taxable capital gains are expected to be volatile, mirroring the stock market. The recently passed \$2.3 trillion stimulus package, the federal CARES Act, will provide some support to employees and businesses through loan and grant programs and increased unemployment benefits coverage, but it is unclear if this package will be sufficient to

fully offset the impact of COVID-19 in the labor market.

Prior to the pandemic, the City's taxable income base had strengthened considerably over the last decade. Recent data from the annual State's Income Tax Summary reports show the number of high-income households, defined as those earning above \$100,000, has increased by 59.0% during the period of 2010 to 2018, making up 14.0% of all taxable returns. Despite population losses and a decrease in the number of tax returns filed, the City has seen an increase in the taxable value of filed returns, showing that the population in Baltimore City is earning a higher level of income than in years past. The average taxable value per return for tax year 2018 was \$1,320, up 8.4% from tax year 2017 and 34.2% from tax year 2010.

In addition, we also are seeing the impact of the Tax Cuts and Jobs Act 2017 (TCJA). The City's tax receipts have increased for the 2018 tax year due to the limits placed on tax-favorable deductions, which has led to lower refunds, and one-time shifts in income and expenses.

## State Highway User Revenue

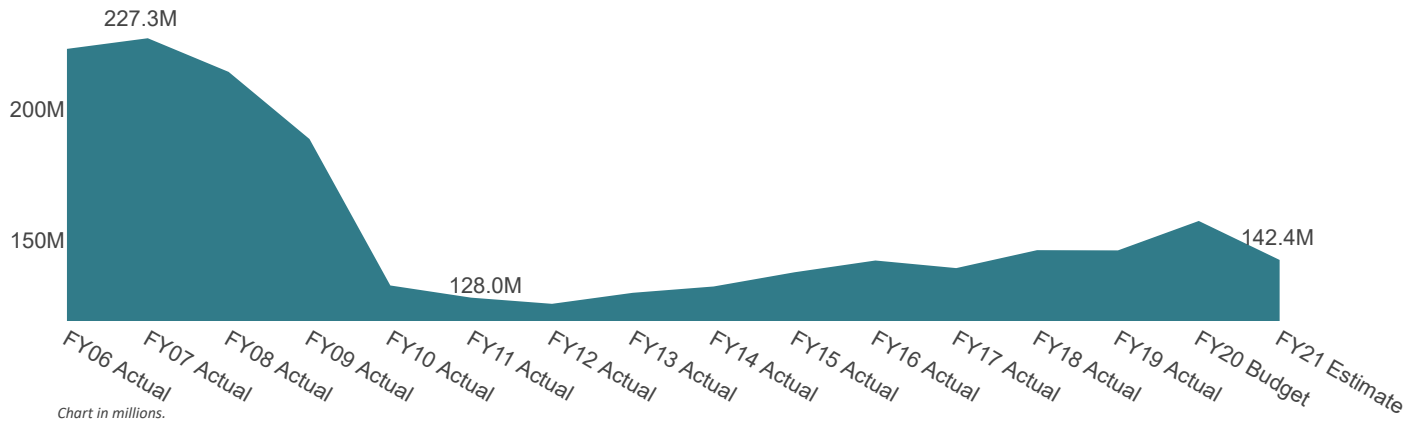


The Fiscal 2021 estimate for Highway User Revenue (HUR) is \$142.4 million. This is a reduction of \$20.0 million or 12.3% from the Preliminary Budget Plan estimate of \$162.4 million.

Automobile activity is anticipated to be lower through the first quarter of Fiscal 2021 by 30% as compared to pre-COVID-19 activity. HUR is generated by the Fuel Tax, Titling Tax, Vehicle Registration Fees, Corporate Income Tax, and a portion of the Sales and Use Tax. All of these components will be directly impacted by the reduction in driving activity and related automotive sales. Funds from HUR are distributed to localities by the State.

A change to State law in 2018 raised the City's share of total Statewide HUR from 7.7% to 8.3% for each fiscal year from Fiscal 2020 to Fiscal 2025, and is reflected in the HUR figures above. The City's HUR is still \$84.9 million or 37.4% below its Fiscal 2007 peak of \$227.3 million. During the Great Recession, local shares of HUR were reduced and some funds were shifted to the State's General Fund. The result for the City was a sharp reduction in funds available for transportation related capital projects. The City could see further reductions if the State takes similar actions to balance its current budget.

## State Highway User Revenue (Historical)



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

Service	Fiscal 2021 Budget
<b>Transportation</b>	
500 - Street Lighting	20.9
681 - Administration	9.8
683 - Street Management	34.4
684 - Traffic Management	11.1
685 - Special Events (Special Event Support only)	1.1
688 - Snow and Ice Control	6.7
689 - Vehicle Impounding and Disposal	8.2
690 - Sustainable Transportation	4.4
691 - Public Rights-of-Way Landscape Management	4.0
692 - Bridge and Culvert Management	3.7
696 - Street Cuts Management	1.0
697 - Traffic Safety (Pedestrian Safety, Traffic Engineering, Sign Fabrication, Street Markings only)	5.8
<b>Public Works</b>	
661 - Public Right-of-Way Cleaning (Cleaning Business Districts, Street & Alley, Graffiti Removal only)	16.2
660/676 - DPW Admin (admin. costs allocated for HUR-eligible activities on budget basis)	0.7
<b>Recreation and Parks</b>	
654 - Urban Forestry (Tree Maintenance only)	4.6
<b>Police</b>	
816 - Special Operations Section (Traffic Section, Traffic Safety, Crossing Guards only)	6.5
<b>Debt Service</b>	
123 - General Debt Service (Highways only)	17.8
<b>Capital Budget Projects</b>	0.0
<b>Total</b>	
Budgeted HUR-Eligible Expenses Total	157.0
Projected HUR Revenue	142.4
HUR-Eligible Expenses Subsidized by General Fund	14.6

Table in millions.

## State Aid

State Aid Revenues

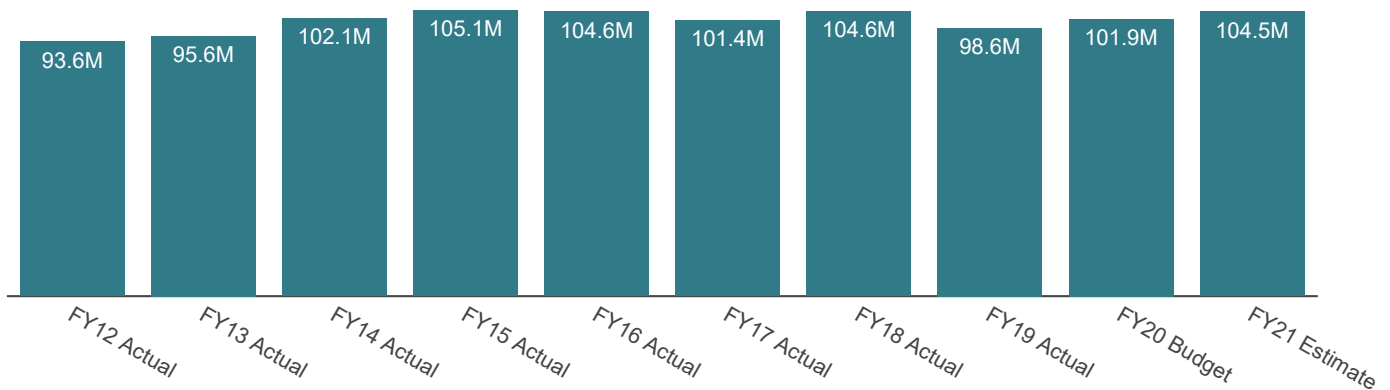


Chart in millions.

State Aid budgeted in the General Fund is projected to increase by \$2.6 million or 2.6% from the Fiscal 2020 budget. State Aid includes the Income Tax Disparity Grant, supplemental appropriation for teacher pension, security interest filing fees, police protection aid, support for public health initiatives, library services aid, and appropriation for maintenance of the War Memorial Building. The additional funding compared to Fiscal 2020 is primarily driven by an increase to the Income Tax Disparity Grant of \$2.5 million. 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. Note that the State budget passed the General Assembly prior to COVID-19, and we believe further write-downs to State Aid are likely in Fiscal 2021.

## Recordation and Transfer Taxes

Recordation and Transfer Tax Revenues

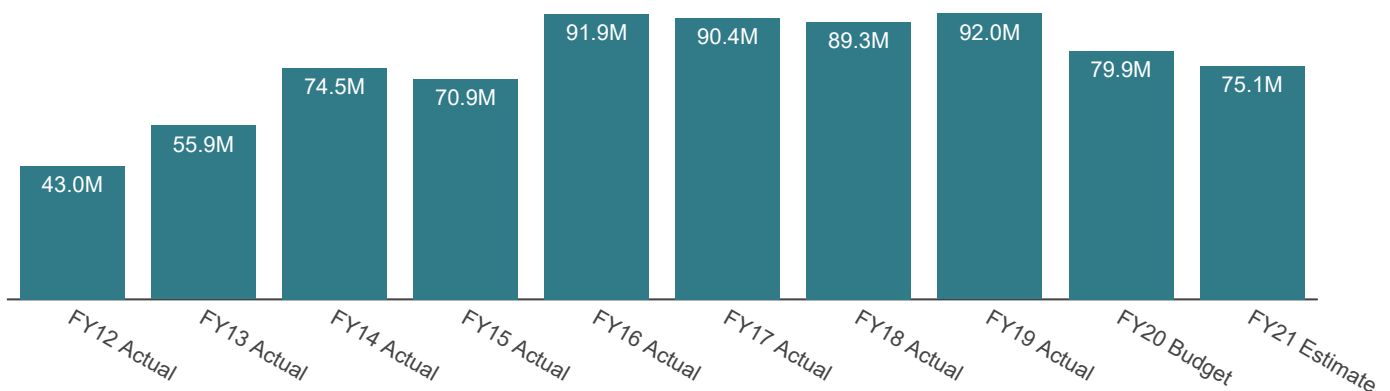


Chart in millions.

The Fiscal 2021 estimate for Transfer and Recordation Tax is \$75.1 million. This is a reduction of \$9.4 million or 11.1% from the Preliminary Budget Plan estimate of \$84.5 million. This represents a reduction of \$4.8 million or 6.0% from the Fiscal 2020 budget of \$79.9 million.

Recordation and Transfer Tax receipts depend on the number and value of real estate transactions. Recordation



Tax receipts, in particular, are also driven by refinancing activity. These revenues are highly sensitive to changes in the real estate market and can change dramatically from year to year. For example, receipts from these two revenue sources reached a combined peak of \$116.7 million in Fiscal 2006 during the pre-Great Recession housing boom. After the collapse of the housing market two years later, they fell to \$41.2 million in Fiscal 2011, a decline of \$75.5 million or 64.7%. Under the current circumstances, we expect weaker receipts during the first quarter of Fiscal 2021 due to social distancing requirements that have limited market activity. Refinancing transactions that are subject to recordation tax are expected to increase due to the Federal Reserve actions which reduced the U.S. interest rate to near zero in March 2020.

In Fiscal 2019, the City Council passed City Council Bill 18-0221 that implemented a “Yield Tax” on transactions over \$1 million and directed the revenue to the Affordable Housing Trust Fund. The Yield Tax is 0.15% of the collected Recordation Tax and 0.6% of the collected Transfer Tax. Although the legislation exempts transactions under \$1 million, most of the City’s General Fund Transfer and Recordation revenue comes from high-value transactions. During calendar year 2019, the top 1.0% of transactions (over \$1 million) produced nearly 34.0% of the Transfer and Recordation revenue. Even a minor impact on housing transactions due to the legislation could lead to lower General Fund revenue.

## Energy Taxes

Energy Tax Revenues

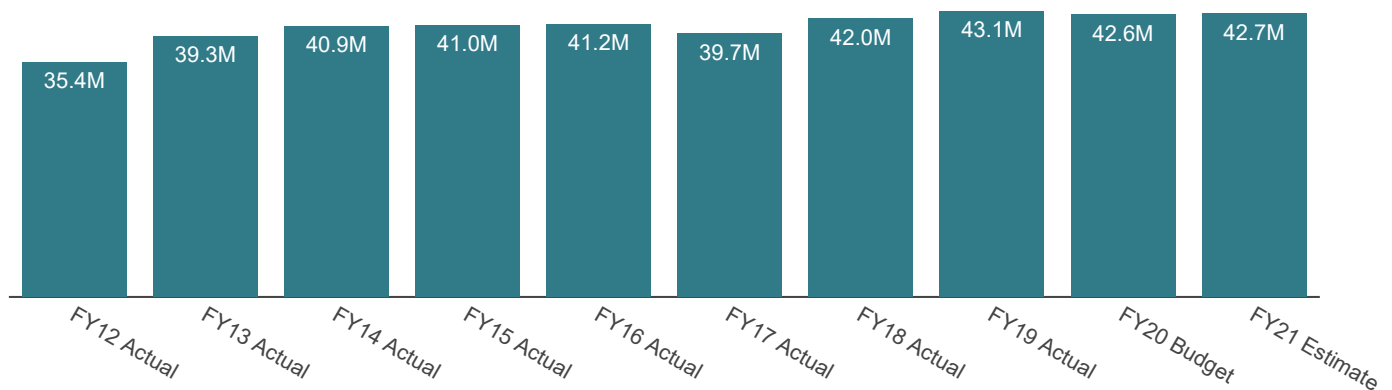


Chart in millions.

The Fiscal 2021 estimate for Energy Tax is \$42.7 million. This is a reduction of \$1.5 million or 3.5% from the Preliminary Budget Plan estimate of \$44.3 million. This is virtually unchanged from the Fiscal 2020 Budget of \$42.6 million.

Energy Tax revenues include Electricity, Gas, Steam, Fuel Oil, and Liquid Petroleum Gas taxes. The Fiscal 2021 estimate is based on adjustments to rates and historical usage trends. First quarter Fiscal 2021 usage trends have been adjusted to account for an increase in residential use and a decline in commercial, as we expect to see some telework requirements continuing into early Fiscal 2021. This shift in usage has an impact on overall receipts as the tax rate for residential is lower than commercial. In recent years, efficiencies in usage have been offset by rate increases; however, unseasonably warm or cold weather can also impact total revenues.

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



In accordance with Article 28, Section 25-14, the annual energy tax rates are adjusted by the annual percentage change in the Baltimore-Columbia-Towson CPI as reported by the United States Department of Labor. The metric is calculated by comparing December of the preceding calendar year to the December of the next preceding calendar year. The CPI used for Fiscal 2021 is 1.83%, up from 1.34% in Fiscal 2020.

User Group	Electricity (kWh)	Natural Gas (therm)	Fuel Oil (gal)	LPG (gal)	Steam (lbs)
Commercial	0.008820	0.114055	0.130352	0.159085	0.002774
Residential	0.002824	0.033522	0.047046	0.050390	0.000797
Nonprofit	0.006184	0.090604	0.112504	0.138335	0.001641

## Net Parking Revenues

Parking Revenues (Net Transfer to the General Fund)

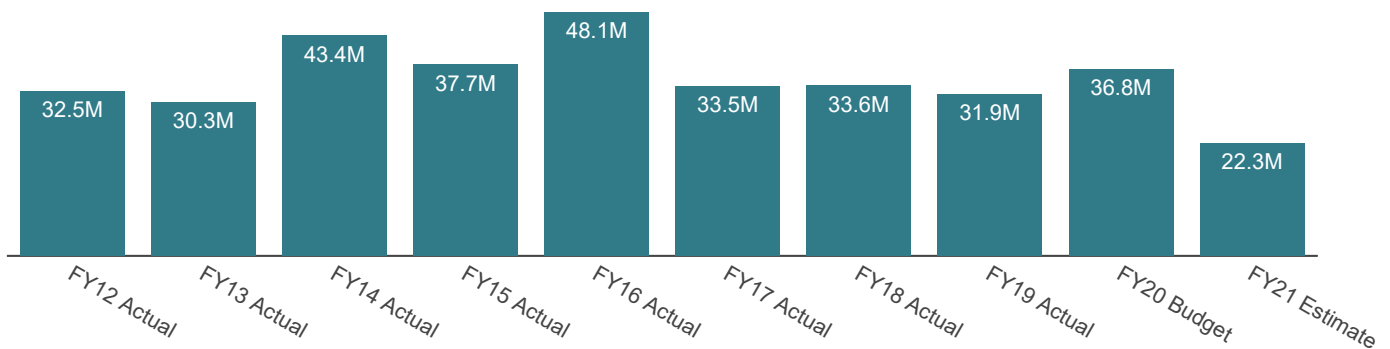


Chart in millions.

Key parking revenues include the Parking Tax, meter revenues, fines, penalties on parking violations, and income from City-owned garages. Parking revenues first cover related expenses such as enforcement, debt service and maintenance. Any remaining net proceeds then come to the General Fund. The Fiscal 2021 budget includes a reduction of parking revenues by \$14.5 million based on year to date activity and impact of the COVID-19 pandemic. Prior to COVID-19 the City was experiencing a decline in revenues from parking taxes, garage income, parking fines, and parking meters due to changes in consumer behavior with the increased usage of dockless vehicles and ride sharing services, such as Uber and Lyft. The preliminary budget accounted only for the changes in consumer behavior. The COVID-19 pandemic has caused these revenues to decline due to stay-at-home orders that have reduced transient parking.

## Telecommunication Tax

Telecommunication Tax Revenue

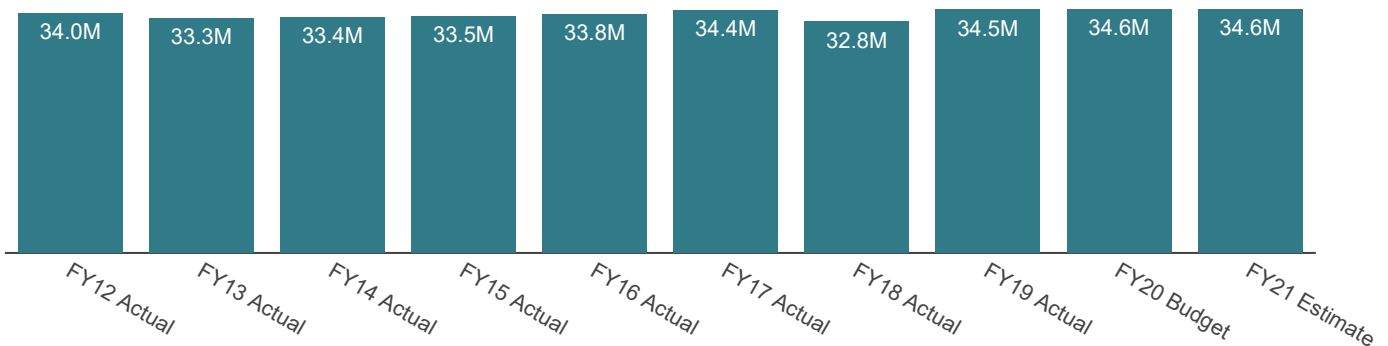
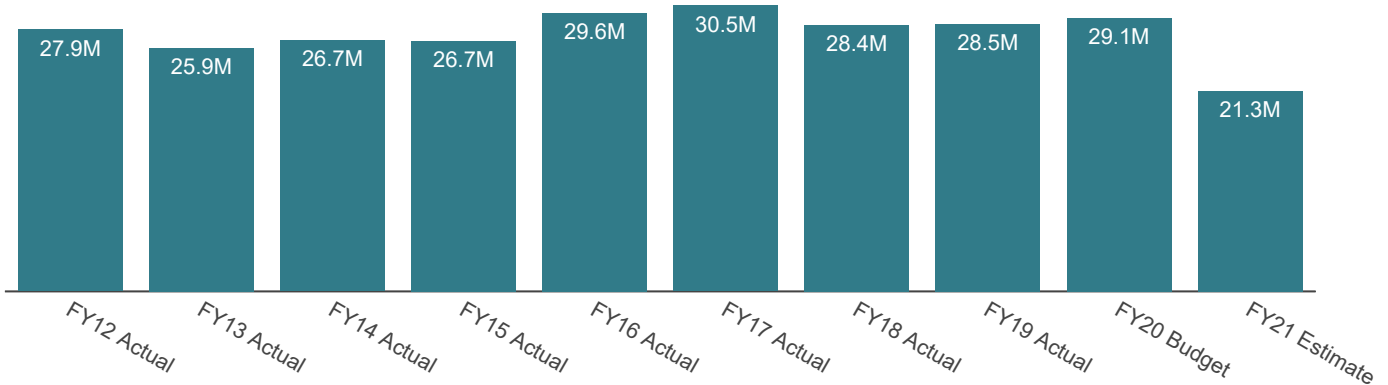


Chart in millions.

Telecommunication Tax revenue for Fiscal 2021 is estimated at \$34.6 million, which is no change compared to the Fiscal 2020 Budget. The Telecommunication Tax is charged at a rate of \$0.40 per month for each Centrex local exchange line and \$4 per month for other wireless or wired lines.

## Hotel Tax

Hotel Tax Revenue (Net Transfer to the General Fund)



Amounts shown in plot represent total tax less convention center bonded debt service. Chart in millions.

The Fiscal 2021 estimate for Hotel Tax is \$21.3 million. This is a reduction of \$8.5 million or 28.5% from the Preliminary Budget Plan estimate of \$29.8 million. This represents a reduction of \$7.8 million or 26.8% from the Fiscal 2020 budget of \$29.1 million.

An annual contribution of \$4.6 million is allotted to the Baltimore Convention Center debt service payment, and the net hotel tax receipts are transferred from the Convention Center Bond Fund (CCBF) to the General Fund. In Fiscal 2020, the City completed its final debt service payment of \$1.8 million for the bonds issued to fund the 1997 renovation of the Baltimore City Convention Center, with future year contributions to be made into the Convention Center Bond Fund to offset future Convention Center expansion or renovation costs. In Fiscal 2021, the contribution will be redirected to the Convention Center Hotel. Due to lost revenues from the COVID-19 pandemic, this support is needed to make scheduled debt service payments.

The lodging and tourism industry will be directly impacted by the pandemic. We expect event cancellations at the Convention Center, the risk of cancellation or shortening of the 2020 baseball season, and a general reduction in the number of visitors to the City. This will lead to a sluggish first quarter of Fiscal 2021 with some rebounding in the remaining quarters. As a result, hotel occupancy will be significantly below average at the beginning of the fiscal year, averaging 17% versus a historical 68% rate in the first quarter, owing to a 75% decrease in room demand. As tourism resumes and room demand grows throughout the fiscal year, occupancy rates will stabilize to historical averages. Average daily room rates (ADR) are also expected to decline by 30% in the first quarter, returning to normal as room demand grows.

Under State law, 40% of gross Hotel Tax receipts are appropriated to fund the local Tourism Bureau, Visit Baltimore. If revenue from a prior fiscal year differs from the budgeted amount, Visit Baltimore receives 40% of this difference during the next fiscal year. Additionally, Hotel Tax revenues generated by the Convention Center Hotel are reserved to pay for the debt service on the hotel. The following table demonstrates these allocations.

Appropriation Category	Fiscal 2019 Actual	Fiscal 2020 Budget	Fiscal 2021 Estimate
Hotel Tax Revenue	33,016,708	33,662,625	21,328,915
Convention Center Debt Service	(4,562,625)	(4,562,625)	0
<b>General Fund Subtotal</b>	<b>28,454,083</b>	<b>29,100,000</b>	<b>21,328,915</b>
Convention Center Hotel	(3,059,000)	(3,430,690)	(7,963,000)
Visit Baltimore	(13,206,683)	(13,169,020)	(7,767,843)
<b>Net Hotel Tax in General Fund</b>	<b>12,188,400</b>	<b>12,500,290</b>	<b>5,598,072</b>

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

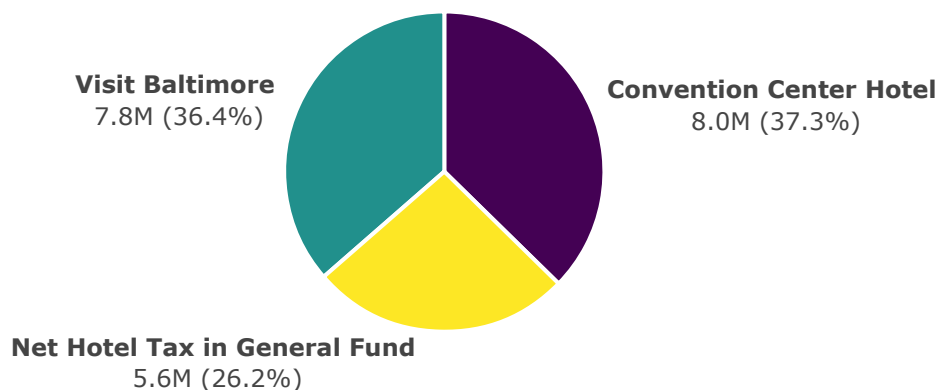


Chart in millions.

In calendar year 2019, a new Baltimore Tourism Investment District (TID) was created, and a 2% surcharge in addition to the 9.5% Hotel Tax began to be levied in December 2019. This 2% surcharge will be managed by Visit Baltimore, and will fund additional marketing strategies to promote the City and increase tourism. This surcharge, which is remitted directly to Visit Baltimore, will first be needed to replace lost hotel tax revenue in Fiscal 2021.

## Speed and Red Light Camera Violations

Speed and Red Light Camera Violation Revenues

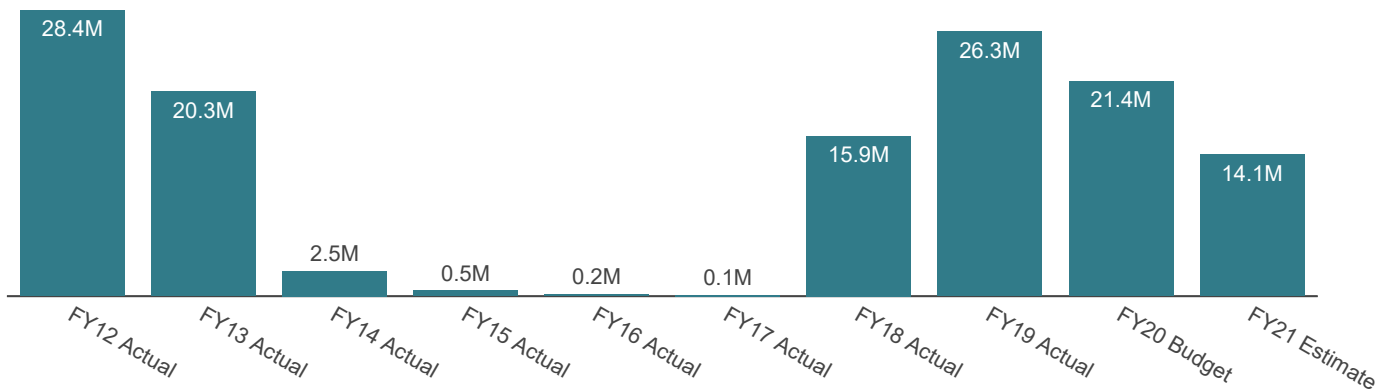


Chart in millions.

The Fiscal 2021 estimate for traffic camera revenue is \$14.1 million. This is a reduction of \$8.0 million or 36.2% from the Preliminary Budget Plan estimate of \$22.1 million. This represents a reduction of \$7.3 million or 34.1% from the Fiscal 2020 budget of \$21.4 million.

In Fiscal 2018, the City reintroduced an automated traffic camera program after suspending the initial program in Fiscal 2013 for technical and contractual reasons. As of July 2019, there are 100 red light and 100 speed cameras in operation. By State law, cameras are located within a half-mile radius of schools and are added based on requests directly from constituents after a review process by the City's Department of Transportation.

The decrease in the Fiscal 2021 budget is partially explained by drivers' adaptive behavior and the decline of citations that is supported by data from existing cameras. In addition to the observed decline, the COVID-19 pandemic and the stay-at-home order have resulted in significant decreases in traffic volume throughout the city. This projection takes into account a decrease in overall traffic volume for Fiscal 2021. The projection assumes that the decline in traffic volume will lead to a 30% reduction in citations issued and paid.

## Earnings on Investments

Earnings on Investments Revenue

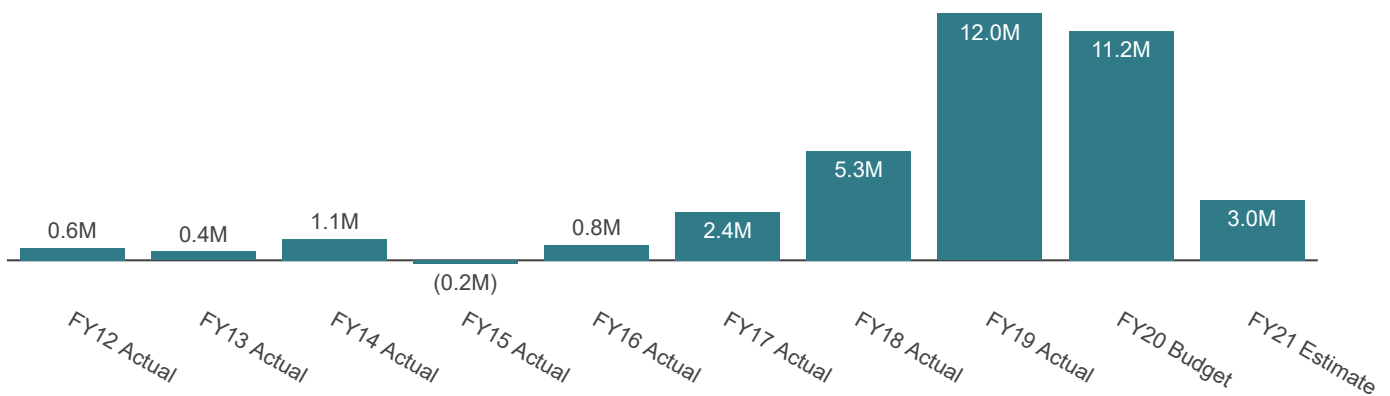


Chart in millions.

The City anticipates earning \$3.0 million on cash investments for Fiscal 2021, which is \$8.2 million less than the Fiscal 2020 budget and 62% lower than Fiscal 2007 when these returns peaked at \$16.2 million. Earnings on investments are the returns on the daily cash balances in the City Treasury and are a function of interest rates. The Fiscal 2021 estimate is based on average annual interest rate assumptions of 0.25% provided by the City's Bureau of Treasury Management. At the time of this publication, the Federal Reserve had initiated two additional rate decreases due to instability in the market, which have led to less interest earned by the City on short-term investments.

## Other Sources of Revenue

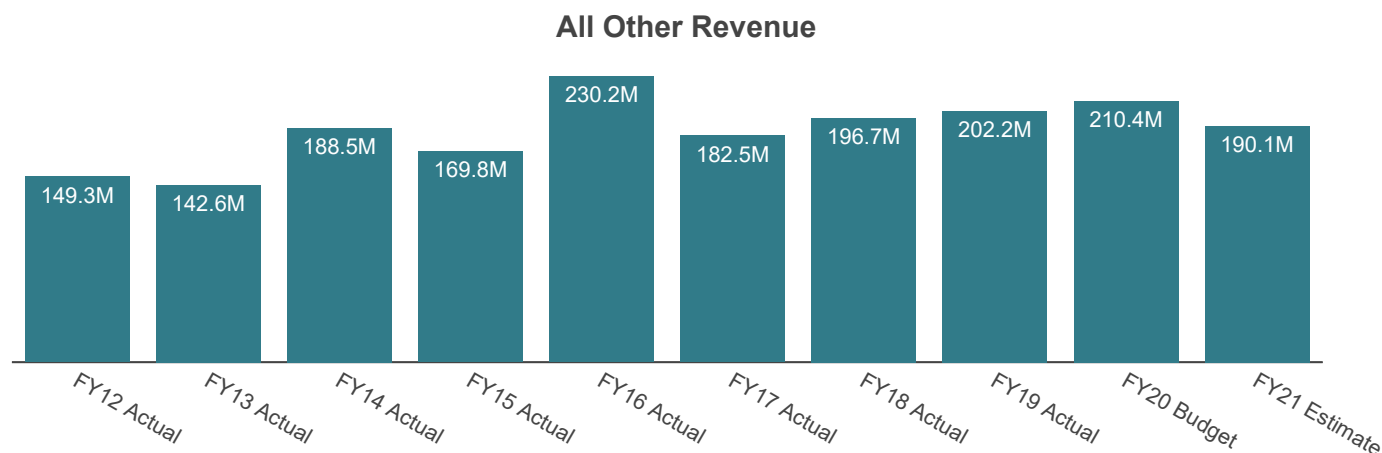


Chart in millions.

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

The Fiscal 2021 estimate for other sources of revenue is \$190.1 million. This is a decline of \$7.7 million or 3.9% from the Preliminary Budget Plan estimate of \$197.8 million.

The largest examples of other sources of revenue, which are not expected to be impacted, include annual contributions from utility funds of charges for central City services (\$15.4 million), video lottery terminals (\$12.6 million), building construction related permits (\$9.2 million), and sanitation and waste removal related revenues (\$9.0 million). Due to the pandemic, we have revised down some other smaller revenue sources. These include the Convention Center (down \$4.3 million), impounding and storage of vehicles (down \$2.8 million), Admission and Amusement tax (down \$2.3 million), Business Licenses (down \$400,000), and Stadium Security Charges (down \$400,000).

To compensate for declines in parking revenues, the City passed legislation to conform City Code with State law, enabling the City to impose taxes on transportation network services, such as Uber and Lyft. These taxes will be collected by the State and remitted to the City. The City is estimated to receive approximately \$1.8 million of new revenue from this tax in Fiscal 2021.

## Casino: Video Lottery Terminals and Table Games

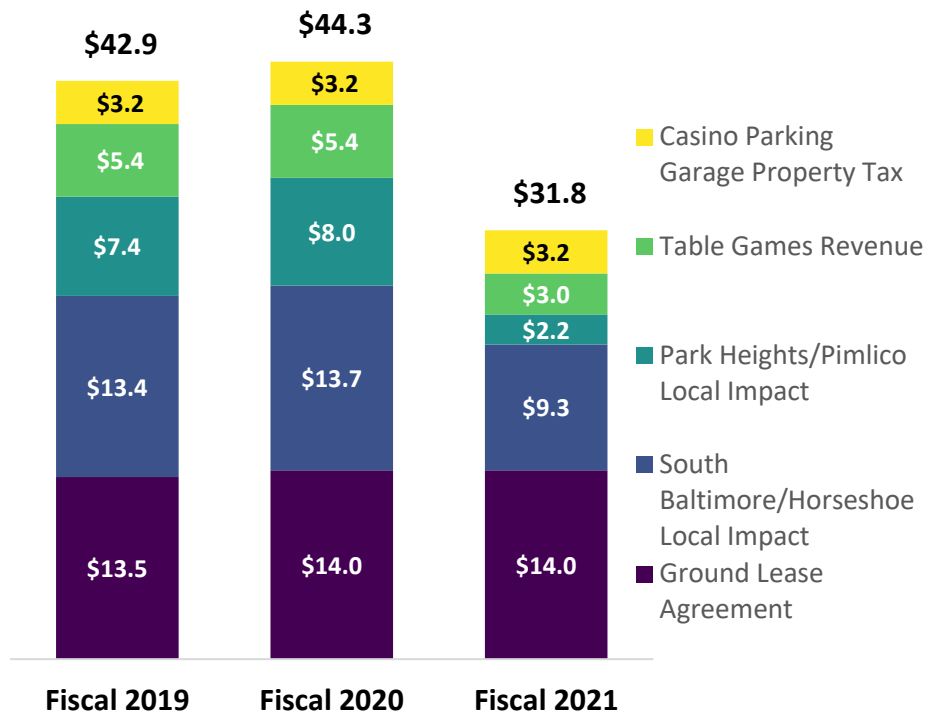


Chart in millions.

The City receives casino-related revenue to support local neighborhoods impacted by the Pimlico Race Track and Horseshoe Casino, as well as support for citywide school construction, Baltimore City Recreation and Parks projects, property tax relief, and the General Fund at-large. We expect sharp declines in some of these sources due to lower activity at the Casino and Pimlico Race Track.

### Horseshoe Ground Lease Agreement Revenue - \$14.00 million

- The Horseshoe Casino ground lease payment to the City is calculated at either 2.99% of the Casino's gross gaming revenue, comprised of both Table Games and Video Lottery Terminals, or an alternate minimum payment amount determined by the contract, whichever is higher.
- The Fiscal 2021 estimated payment is the minimum payment of \$14.00 million.
- Of this amount, 90% is allocated to the General Fund to support the Targeted Homeowners Tax Credit (THTC) and 10% is dedicated to school construction.

Horseshoe Ground Lease	Allocation	FY21 Estimate
THTC	90.0%	\$12.60 million
School construction	10.0%	\$1.40 million
<b>Minimum Ground Lease Payment</b>		<b>\$14.00 million</b>

**South Baltimore/Horseshoe Casino Local Impact Fund - \$9.34 million - Baltimore City Allocation: 27%**

- 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 local impact fund allocation.
- 82% of the 5.5% total combined VLT revenue is then equally divided among Baltimore City, Anne Arundel, and Prince George's counties, with the City receiving approximately 27.3% of this amount.
- The Fiscal 2021 projection for Baltimore City is \$9.34 million; \$4.36 million less than the Fiscal 2020 budget and \$5.17 million less than the Fiscal 2021 Preliminary Budget Plan estimate of \$14.51 million.
- State law requires that 50% of the City's allocation must be remitted to the South Baltimore Gateway Community Benefits District to support local projects.
- The remaining 50% is budgeted for core City services within one mile of the casino area, such as the Police sub-station, Fire unit, traffic enforcement, sanitation, and employment development.

South Baltimore/Horseshoe	Allocation	FY21 Estimate
South Baltimore District	50.0%	\$4.67 million
Horseshoe One-Mile Radius	50.0%	\$4.67 million
<b>Baltimore City Allocation</b>		<b>\$9.34 million</b>

**Park Heights/Pimlico Local Impact Fund - \$2.22 million - Baltimore City Allocation: 18%**

- The remaining 18% of the 5.5% of total combined VLT revenue is dedicated to Baltimore City.
- Of the 18% distribution, \$1 million is withheld for Prince George's County and smaller jurisdictions; \$500,000 is withheld for communities within 3 miles of the Laurel Race Course.
- The Maryland General Assembly passed the Racing and Community Development Act of 2020. This amends the 18% allocation of total combined VLT revenue to provide \$3.5 million annually to the State Lottery Fund for the redevelopment of the Pimlico Site starting in Fiscal 2022 through 2032. For Fiscal 2021 through 2032, the Park Heights Renaissance Inc. will receive an annual distribution that is the greater of \$2.4 million or 24% of the total amount distributed in that year.
- The Fiscal 2021 projection for Baltimore City is \$2.22 million; \$5.78 million less than the Fiscal 2020 budget and \$6.35 million less than the Fiscal 2021 Preliminary Budget Plan estimate of \$8.57 million.
- At least 75% of the funds must be spent in the Park Heights neighborhood; the remaining funding must be spent within a one-mile radius of the Pimlico Race Track.

Park Heights/Pimlico	Allocation	FY21 Estimate
Park Heights	75.0%	\$1.66 million
Pimlico One-Mile Radius	25.0%	\$0.56 million
<b>Baltimore City Allocation</b>		<b>\$2.22 million</b>

**Table Games Revenue - \$3.04 million - Baltimore City Allocation: 5%**

- Baltimore City receives 5% of gross Table Games revenue generated solely by the Horseshoe Casino.
- The Fiscal 2021 projection for Baltimore City is \$3.04 million; \$2.36 million less than the Fiscal 2020 budget and \$1.83 million less than the Fiscal 2021 Preliminary Budget Plan estimate of \$4.87 million.

- State law requires that 50% of the funding be used to support citywide parks and recreation projects and 50% be allocated for school construction debt service.

Table Games Revenue	Allocation	FY21 Estimate
Parks and recreation	50.0%	\$1.52 million
School construction	50.0%	\$1.52 million
<b>Baltimore City Allocation</b>		<b>\$3.04 million</b>

#### **Casino Parking Garage Property Tax Agreement - \$3.20 million**

- As part of the Horseshoe Casino Ground Lease Agreement, the City grants a partial credit on the Real Property Tax due from the Casino's garage.
- If the net tax due is less than \$3.20 million, the Casino must make an additional contribution so that the total minimum guarantee to the City equals \$3.20 million.
- The Casino garage's Real Property Tax net of credits has never exceeded \$3.20 million, and the Fiscal 2021 projection continues to assume the minimum guarantee.
- This revenue supports the General Fund at large.

Casino Parking Garage	FY21 Estimate
Minimum Guarantee	\$3.20 million



## Gambling Local Impact Aid Expenditures

In Fiscal 2021, the City projects receipt of \$5.3 million of Local Impact Aid funding, consisting of \$4.7 million of Baltimore Casino and \$0.6 million of Pimlico funds. This funding may be used at the discretion of City leaders in collaboration with local communities. The following tables show Fiscal 2021 budgeted operating and capital expenditures for these funds. Budgeted expenditures are less than projected revenue because the unexpected closure of gambling establishments in Fiscal 2020 due to the COVID-19 pandemic resulted in deficits in the City's Local Impact Aid funds. To return these funds to balance, the City plans to spend less than it receives in Fiscal 2021, and reassign some funding in the capital budget to make it available for different projects.

### Operating Budget - Projects

Agency	Project Description	FY21 Budget
<b>Baltimore Casino Funded Projects</b>		
Fire	Medic Services	381,100
Mayoralty	Project Coordination	50,000
M-R: Office of Children and Family Success	Educational Partnerships	75,000
	Summer Head Start	153,000
M-R: Office of Criminal Justice	Crime Cameras	130,000
	Community Outreach	89,000
M-R: Office of Employment Development	Employment Connection	540,000
	Job Training	55,000
	YouthWorks Summer Youth Jobs	480,000
M-R: Office of Homeless Services	Homelessness Strategies	217,000
Planning	Environmental Education	35,000
	Planning Studies: Middle Branch	300,000
Police	Police Coverage	1,452,000
Public Works	Sanitation Staffing	263,000
	Cleaning Waterways	350,000
Recreation and Parks	Carroll Park District Operations	150,000
<b>Baltimore Casino Funds Total</b>		<b>4,720,100</b>
<b>Pimlico Impact Aid Funded Projects</b>		
Department of General Services	Langston Hughes Center	100,000
M-R: Art and Culture	Public Art	50,000
M-R: Office of Criminal Justice	Public Safety	100,000
M-R: Office of Children and Family Success	Youth Development	206,000
Planning	Community Based Projects	235,000
	PCDA Admin	60,000
Adjustment to Fund Balance		(277,000)
<b>Pimlico Impact Aid Funds Total</b>		<b>474,000</b>

**Capital Budget - Projects**

Agency	Project Description	FY21 Budget
<b>Baltimore Casino Funded Projects</b>		
Housing and Community Development	Animal Welfare Center	(500,000)
Baltimore Development Corporation	Infrastructure Upgrades	(500,000)
Transportation	South Baltimore Gateway Transportation	(575,000)
<b>Baltimore Casino Funds Total</b>		<b>(1,575,000)</b>
<b>Pimlico Impact Aid Funded Projects</b>		
Housing and Community Development	Park Heights Redevelopment	(1,600,000)
Recreation and Parks	CC Jackson Park Expansion	1,400,000
	J.D. Gross Recreation Center	150,000
<b>Pimlico Impact Aid Funds Total</b>		<b>(50,000)</b>

## Summary of City Real Property Tax Credit Programs

The table below describes tax expenditure costs for all locally authorized Real Property Tax Credit programs. In Fiscal 2021, the City budget estimates Real Property Tax Credit expenditures totaling approximately \$136.9 million. This represents an increase of \$3.0 million compared to the total Fiscal 2020 projected expense of nearly \$133.9 million.

	Fiscal 2020 Projection	Fiscal 2021 Estimate
<b>Homestead Tax (104% Assessment Phase-In)</b>		
A 4% taxable assessment increase cap on owner-occupied dwellings.	24,819,000	24,183,000
<b>Targeted Homeowners Tax Credit</b>		
An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only.	35,549,000	35,000,000
<b>Enterprise Zone Property Tax Credit (EZTC)</b>		
A 10-year tax credit (80% in the first 5 taxable years and declining by 10 percentage points thereafter) in designated State Enterprise Zones on the increased value of a commercial property after improvements. Includes Enterprise Zone Tax Credit costs for real property, personal property, and PILOT projects.	23,200,000	24,518,000
<b>Historic Restoration and Rehabilitation Property Tax Credit</b>		
A 10-year tax credit (100% for projects with costs below \$3.5 million; and 80% in the first 5 taxable years and declining by 10 percentage points thereafter for projects with costs above \$3.5 million) on the increased value of a historic property due to improvements.	11,000,000	11,114,000
<b>Brownfields Property Tax Credit</b>		
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.	21,408,000	18,696,000
<b>Supplemental Homeowner's Property Tax Credit</b>		
An annual credit providing additional tax relief to low-income City residents eligible for the existing State Homeowner's tax credit.	1,600,000	1,450,000
<b>High-Performance Market-Rate Rental Housing Property Tax Credit</b>		
A 15 and 10-year tax credit (15-year if project is located within a targeted area and 10-year for all other City locations) on the increased assessment value of improvements on the construction or conservation of high-performance market rental housing. The 15-year credit is 100% for the first two taxable years, 80% for the following three, 70% and 60% for the next two, 50% for the following three, and declining by 10 percentage point annually thereafter. The 10- year credit is structured the same as the EZTC.	13,900,000	18,897,000
<b>Newly Constructed Dwelling Property Tax Credit</b>		
A five-year tax credit (50% in the first taxable year and declining by 10 percentage points thereafter) on newly constructed or city owned, vacant rehabbed dwellings.	1,700,000	2,100,000
<b>Other Local Option Property Tax Credits</b>		
Includes costs of the Public Safety Officers, Neighborhood Preservation, Vacant Dwellings, Fallen Heroes, Portability, and Cemetery Dwellings property tax credit programs.	693,000	930,000
<b>Total</b>	<b>133,869,000</b>	<b>136,888,000</b>

## Property Tax One-Cent Yield

ESTIMATED ASSESSABLE BASE	Fiscal 2020	Fiscal 2021	Change
<b>REAL PROPERTY</b>			
<b>Subject to \$2.248 Tax Rate</b>			
Real Property Assessed Locally	40,049,061,477	41,041,758,000	992,696,523
Appeals, Abatements and Deletion Reductions	(408,527,536)	(103,040,000)	305,487,536
Adjustment for Assessment Increases over 4%	(1,153,910,485)	(1,103,340,000)	50,570,485
New Construction	365,811,655	541,762,000	175,950,345
Rail Road Property	211,340,480	215,161,000	3,820,520
<b>Total Real Property Subject to \$2.248 tax rate</b>	<b>39,063,775,592</b>	<b>40,592,301,000</b>	<b>1,528,525,408</b>
<b>Subject to \$5.62 Tax Rate</b>			
Public Utility Property	155,959,830	167,404,000	\$11,444,170
<b>Total Public Utility Real Property Subject to \$5.62 tax rate</b>	<b>155,959,830</b>	<b>167,404,000</b>	<b>11,444,170</b>
<b>Total Taxable Real Property Value</b>	<b>39,219,735,422</b>	<b>40,759,705,000</b>	<b>1,539,969,578</b>
<b>TANGIBLE PERSONAL PROPERTY</b>			
<b>Subject to \$5.62 Tax Rate</b>			
Individuals and Firms Personal Property	54,238,525	26,366,000	(27,872,525)
Ordinary Business Personal Property	1,140,615,020	1,105,502,000	(35,113,020)
Public Utilities Operating Personal Property	1,031,115,978	1,077,525,000	46,409,022
<b>Total Tangible Personal Property</b>	<b>2,225,969,523</b>	<b>2,209,393,000</b>	<b>(16,576,523)</b>
<b>Total Real and Personal Property</b>	<b>41,445,704,944</b>	<b>42,969,098,000</b>	<b>1,523,393,056</b>
<b>ESTIMATED PROPERTY TAX YIELD</b>			<b>Fiscal 2020</b>
<b>Property Subject to \$2.248 Tax Rate</b>			
<b>Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>		<b>\$0.01/\$100</b>	4,059,230
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			3,957,749
Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate			889,702,053
<b>Property Subject to \$5.62 Tax Rate (by law 2.5 times Real Property Tax Rate)</b>			
<b>Real Property (Public Utilities) - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>		<b>\$0.01/\$100</b>	16,740
<b>Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>		<b>\$0.01/\$100</b>	220,939
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base			237,680
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			231,738
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)			579,344
Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate			130,236,592
<b>Total Estimated Property Tax Yield - Real and Personal Property</b>			<b>1,019,938,645</b>
<b>Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property</b>			<b>4,537,094</b>

Note: Difference vs. Major Revenues Forecast is due to rounding

## Selected Real Property Tax Expenditures

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

### Newly Constructed Dwelling Tax Credit Report

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

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

*Annual amounts are averages for this period.*

Since the program's adoption, administrative costs have been absorbed within existing City operations. After its expiration on June 30, 2019, no new credits have been granted under this program, but the cost associated with applications granted before its expiration still places it as the City's seventh largest local Real Property Tax Credit expense. As an alternative to the NCTC expiration, the Mayor and City Council passed legislation establishing the High Performance Newly Constructed Tax Credit (HPNCTC), City Council Bill 19-0456, which expires on June 30, 2021. The term and structure of this credit is identical to the NCTC prior to its expiration, but includes additional requirements to fit the description of "High Performance."

### Analysis

Public reporting on the annual costs and benefits is only required for the NCTC; however, this report will include references to the HPNCTC in Fiscal 2020. The online application for this tax credit program included a survey

completed by the recipients of this benefit and the Department of Finance has published its results since 2000. In preparing this report, the Department of Finance reviewed NCTC applications processed for Fiscal 2015-2019 and HPNCTC applications during Fiscal 2020.

The City promoted the NCTC program in several ways. The Office of Homeownership in the Department of Housing and Community Development highlighted the NCTC in its realtor seminars, and provided information about the credit on the City government and Live Baltimore websites. Results from 2019's applications showed that the most popular reported sources of information regarding the credit were developers (43.4%), and realtors (37.1%).

The distribution of tax credits granted during Fiscal 2015-2019 indicates the use of the credit is concentrated in certain geographic areas (see map on page 54). Over 37.0% of the credits granted during Fiscal 2015-2019 are located within two neighborhoods, and 90.5% of the credits are granted to properties located within 25 neighborhoods. This represents less than 9.0% of the City's 278 neighborhoods. However, much of the NCTC is focused away from centrally-located areas, such as Downtown and the Inner Harbor. In recent years the neighborhoods receiving the highest number of credits has been spread to other parts of the City. In Fiscal 2015 through Fiscal 2019, Greektown, Uplands, Canton, Locust Point, and Downtown were the five neighborhoods with the most tax credits. As of publication, all 21 approved applicant properties for Fiscal 2020 and Fiscal 2021, are located in Greektown, Hampden, Brewers Hill, and Canton, with 61.9% in Greektown.

High income households with higher than average priced homes still represent a substantial portion of the program's applicants. Approximately, 92.2% of all survey respondents have incomes above the City's median income of \$48,840 and 69.8% have incomes above the State's median household income of \$81,868. Between Fiscal 2015 and Fiscal 2019, 57.3% of the NCTC survey respondents had incomes above \$100,000. These results continued in Fiscal 2020 with responses from the HPNCTC applicants showing that 100% of respondents have incomes above the City's median household income and 76.2% have income above the State's median household income. Additionally, 57.1% of the HPNCTC recipients have incomes at or above \$100,000.

The original concept of the NCTC program was to attract new residents to the city in order to create a stronger taxable base. Evidence has shown that the credit worked more as an incentive for current city residents who were already property owners than attracting new residents. Even though 67.0% of all respondents were first-time home buyers, the survey results show that 57.3% of the respondents in Fiscal 2015-2019 already lived in Baltimore prior to purchasing the new home. Of Fiscal 2020's survey respondents, 76.3% reported that they were only looking in the city for their new home. Of the HPNCTC survey respondents, 66.0% were first time buyers, 66.0% reported they were only looking within Baltimore, and 42.9% were already city residents.

Fiscal 2015-2019 survey results show that 66.4% of the respondents knew about the credit prior to purchasing their homes. Additionally, 79.7% of applicants who responded felt that the availability of the credit influenced their decision to purchase property. While historical data suggests that the credit did not significantly incentivize new residents or investment, current year data indicate a changing sentiment.

Since the credit began in Fiscal 1996, the City has forgone nearly \$48.6 million in real property tax revenues due to the availability of the NCTC. This value reflects actual forgone revenues through Fiscal 2020, which includes a projected \$1.7 million total tax credit for the current fiscal year. Tax credits reduce the total funds available to the City and constrain expenditures in areas such as public safety, education, recreation and parks, blight elimination, sanitation, and other basic services that enhance a home purchaser's desire to live within Baltimore.

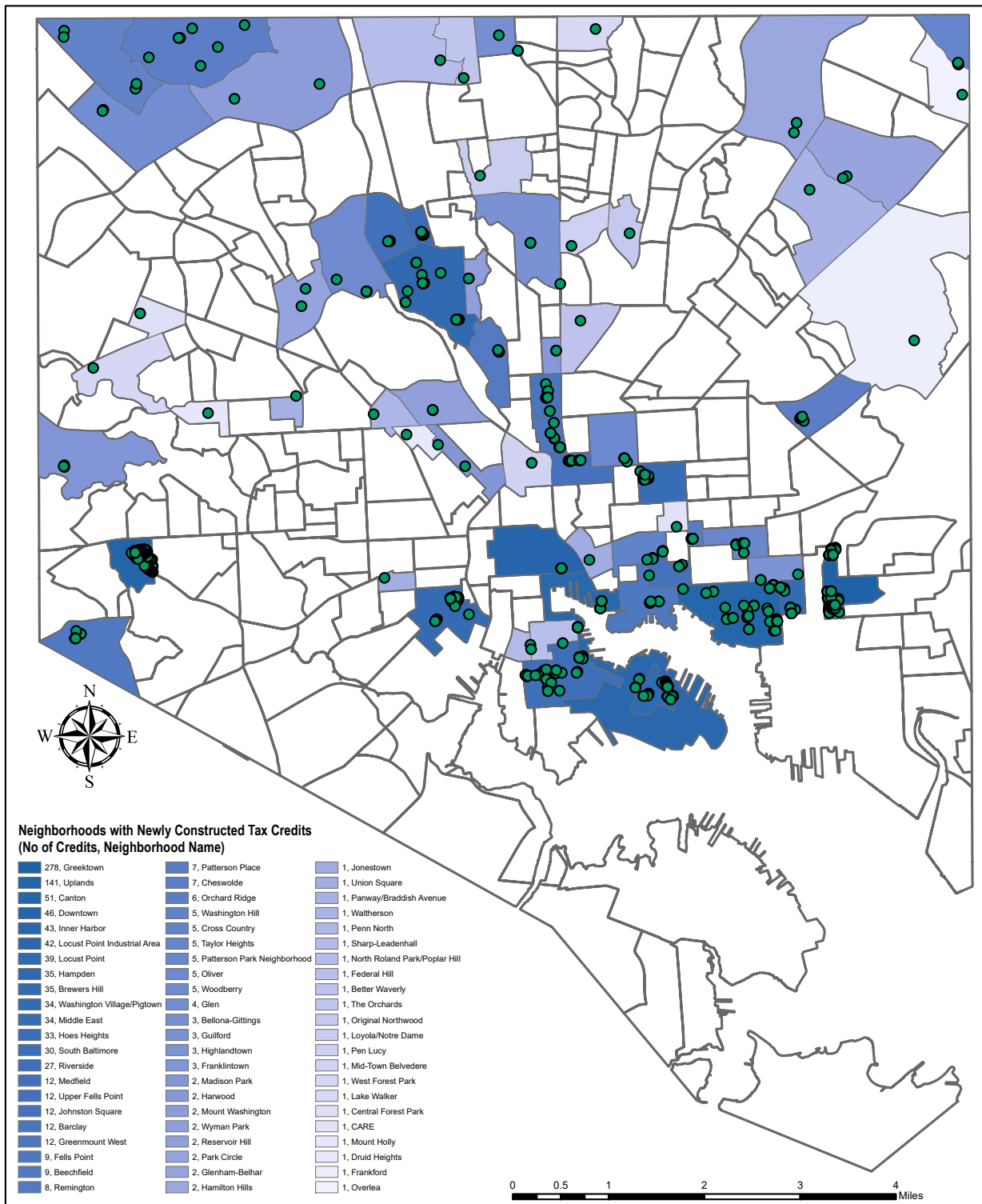
As the following table and maps at the end of this section illustrate, the NCTC and HPNCTC are heavily concentrated in a very limited geographical area.

Fiscal 2015 to Fiscal 2019	Percentage of Total NCTC Received	Number of NCTC Received
Top 28 or 10% of all Neighborhoods	92.2%	976
Next 28 or 10% of all Neighborhoods	6.5%	69
Remaining 222 or 80% of all Neighborhoods	1.3%	14
<b>Total</b>	<b>100.0%</b>	<b>1,059</b>

Maps on the following pages detail the location of properties that have received the NCTC and HPNCTC. The map labeled “FY 2015 – FY 2019” indicates properties that the City has granted a NCTC during the last five years, from Fiscal 2015 to Fiscal 2019. The map labeled “FY 2020 and FY 2021 YTD” indicates properties that received the HPNCTC in Fiscal 2020 as of March 2020 and properties where applications for the credit have been approved, but first year of the credit will begin in Fiscal 2021. Properties that received the credit in Fiscal 2020 will receive the credit once again in Fiscal 2021 as long as they continue to meet eligibility requirements.

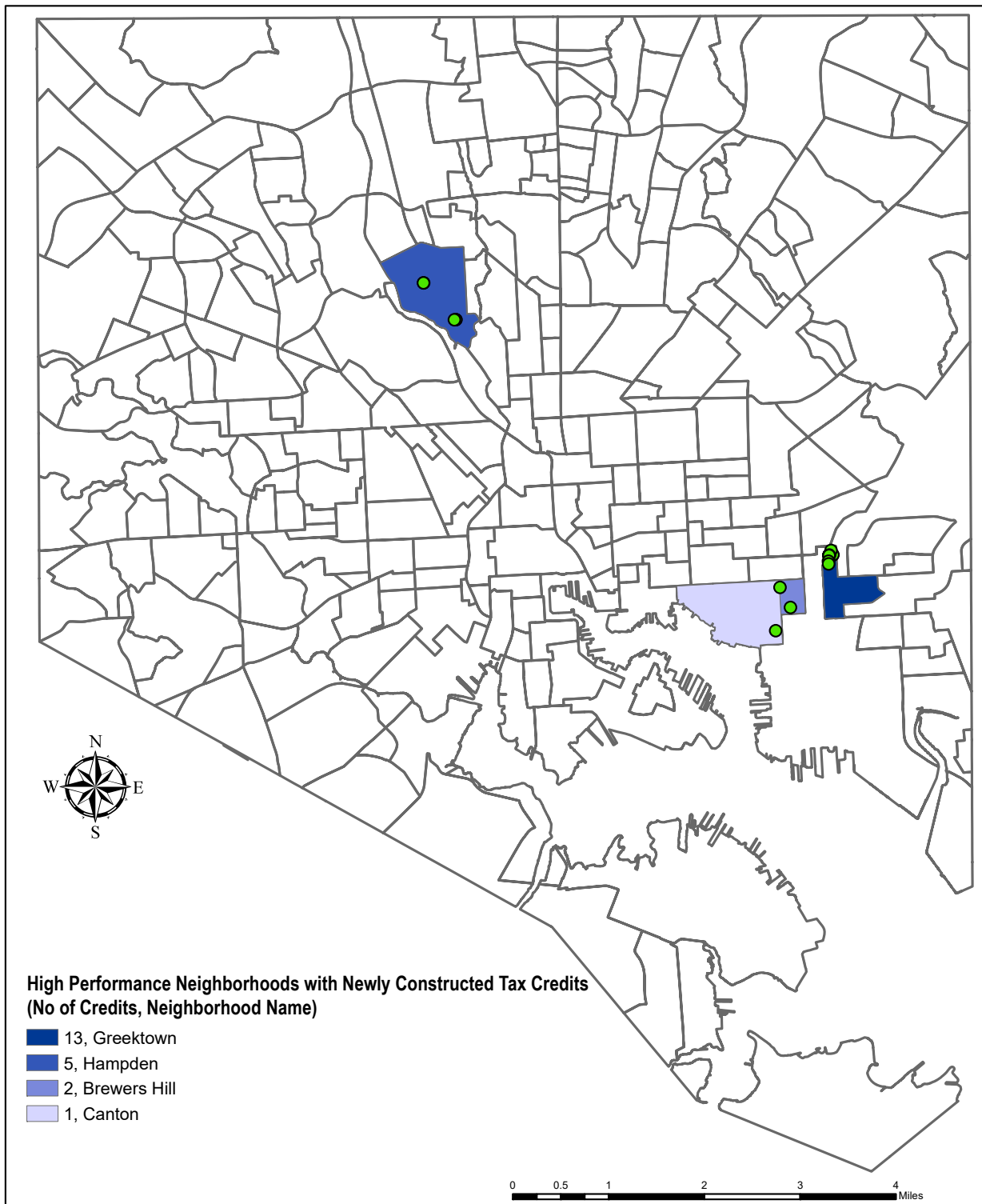
Although applications for the Newly Constructed Tax Credit are not evenly distributed throughout Baltimore’s neighborhoods, the maps on the following pages show that the program is not only benefiting areas such as the Downtown and Inner Harbor neighborhoods.

# **City of Baltimore** **Newly Constructed Tax Credits by Neighborhood** **FY 2015 -- FY 2019**





**City of Baltimore**  
**High Performance Newly Constructed Tax Credits by Neighborhood**  
**FY 2020 -- FY 2021**



## Revenue Estimates

### Funds Detail for Operating and Capital

#### A001 - General Fund

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>LOCAL TAXES</b>				
<i>Real and Personal Property Taxes - Current Year</i>				
001 - Real Property	872,523,493	890,129,000	922,655,000	32,526,000
004 - Personal Property - Ordinary Business Corps	60,901,886	62,500,000	60,576,000	(1,924,000)
007 - Personal Property - Individuals & Firms	2,617,124	2,972,000	1,444,706	(1,527,294)
008 - Personal Property - Public Utilities	57,873,950	56,500,000	59,043,000	2,543,000
<i>Real and Personal Property Taxes - Prior Years</i>				
010 - Real Property	8,044,291	2,500,000	2,500,000	0
011 - Personal Property	3,051,469	2,500,000	2,500,000	0
<i>Real and Personal Property Taxes - Other Revenues</i>				
016 - Video Lottery Terminals	12,150,000	12,600,000	12,600,000	0
021 - Penalties and Interest	6,659,691	7,000,000	7,306,000	306,000
022 - Discounts	(2,158,014)	(2,300,000)	(2,400,000)	(100,000)
023 - Supplemental Homeowner's Tax Credit	(1,180,615)	(1,600,000)	(1,450,000)	150,000
024 - Tax Sale Expense	(147,254)	0	0	0
025 - Newly Constructed Dwellings Tax Credit	(2,317,536)	(2,110,000)	(2,100,000)	10,000
<i>Real and Personal Property Taxes - Current Year</i>				
027 - Phase in Tax Credit	(29,778,193)	(25,041,000)	(24,183,000)	858,000
<i>Real and Personal Property Taxes - Other Revenues</i>				
028 - Other Property Tax Credits	(19,677,403)	(16,583,000)	(18,726,000)	(2,143,000)
029 - Enterprise Zone Tax Credit	(22,957,274)	(24,294,000)	(24,518,000)	(224,000)
031 - Public Safety Officer Tax Credit	(564,663)	(1,100,000)	(900,000)	200,000
032 - Historic Property Tax Credits	(10,551,624)	(11,746,000)	(11,114,000)	632,000
038 - Tax Increment Financing Districts	14,111,109	18,067,000	18,395,000	328,000
039 - Targeted Homeowners Tax Credit	(31,284,921)	(35,941,000)	(35,000,000)	941,000
040 - High-Performance Market-Rate Rental Housing Tax Credit	(7,246,489)	(5,260,000)	(18,897,000)	(13,637,000)

*(continued)*

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<i>Sales and Service</i>				
041 - Heavy Equipment Gross Receipts	138,904	150,000	150,000	0
045 - Gas	14,158,198	13,893,000	14,250,000	357,000
046 - Electricity	27,780,357	27,735,000	27,502,000	(233,000)
047 - Fuel Oil	276,294	263,000	273,000	10,000
049 - Steam	1,192,327	1,145,000	1,191,000	46,000
050 - Telephone	34,471,940	34,586,000	34,582,000	(4,000)
051 - Homeless Relief Assistance Tax	275,251	500,000	500,000	0
052 - Hotel Tax (transferred from CC Fund)	28,454,083	29,100,000	21,328,915	(7,771,085)
053 - Property Transfer	46,345,068	40,912,000	37,520,000	(3,392,000)
054 - Liquid Petroleum Gas	166,940	122,000	127,000	5,000
055 - Refund Reserve - Gas	(192,333)	(253,000)	(263,000)	(10,000)
056 - Refund Reserve - Electricity	(264,361)	(354,000)	(368,000)	(14,000)
<i>Payment in Lieu of Taxes</i>				
060 - Housing Authority	134,157	100,000	100,000	0
062 - Urban Renewal	82,304	150,000	150,000	0
063 - Off-Street Parking Properties	315,954	807,000	807,000	0
064 - Maryland Port and Stadium Authorities	1,081,564	1,589,000	1,621,000	32,000
065 - Apartments	4,779,162	4,000,000	4,072,000	72,000
067 - Economic Development	2,430,595	1,400,000	1,400,000	0
068 - Annual Nonprofit Contributions	5,876,772	6,000,000	6,000,000	0
<i>Other Local Taxes</i>				
075 - Tax Sale Fees and Other	355,042	400,000	400,000	0
076 - Simulated Slot Machines	737,467	1,200,000	695,000	(505,000)
077 - Billboard tax	1,463,148	1,700,000	1,400,000	(300,000)
078 - Taxicab Excise tax	11,722	25,000	1,767,000	1,742,000
<i>Income Tax</i>				
081 - Income Tax - State Collected	350,600,965	350,672,000	366,155,000	15,483,000
083 - Unallocated Withholding - Regular	10,551,818	8,715,000	7,414,000	(1,301,000)
084 - Income Tax - Fiduciary Returns	10,433,491	7,417,000	7,647,000	230,000
<i>Locally Imposed - State Collected</i>				
085 - Admissions	8,233,729	8,300,000	5,955,000	(2,345,000)
086 - Recordation	45,633,657	38,955,000	37,563,000	(1,392,000)
<i>State Shared</i>				
101 - State Highway User Revenue	146,085,087	157,350,000	142,428,000	(14,922,000)

(continued)

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	1,651,678,329	1,665,372,000	1,670,098,621	4,726,621
<b>LICENSE AND PERMITS</b>				
<i>General Government</i>				
120 - City/State Business	1,815,676	1,700,000	1,289,000	(411,000)
122 - Alcoholic Beverage	2,055,927	1,740,000	1,740,000	0
123 - Marriage	126,400	20,000	20,000	0
<i>Public Safety and Regulations</i>				
126 - Media Production Services	49,400	55,000	55,000	0
127 - Cable TV Franchise Fee	6,556,868	6,715,000	6,500,000	(215,000)
128 - Fire Prevention - Fire Code	1,765,290	1,750,000	1,750,000	0
129 - Rental Property Registrations	5,137,363	5,100,000	5,217,000	117,000
131 - Miscellaneous Building Inspection Revenue	468,467	1,050,000	600,000	(450,000)
132 - Building Construction Permits	3,388,079	4,500,000	5,000,000	500,000
133 - Electrical Installation Permits	758,408	800,000	800,000	0
134 - Mechanical Equipment Permits	606,525	800,000	800,000	0
135 - Plumbing Permits	369,013	400,000	409,000	9,000
136 - Elevator Permits	2,435	1,000	1,000	0
137 - Filing Fees - Building Permits	4,352,832	1,500,000	1,500,000	0
138 - Alarm System Registration Permits	13,780	25,000	15,000	(10,000)
139 - Public Assembly Permits	13,778	6,000	6,000	0
140 - Professional and Occupational Licenses	451,100	500,000	500,000	0
141 - Vacant Structure Fee	545,241	550,000	550,000	0
143 - Amusement Device Licenses	257,873	25,000	25,000	0
145 - Dog Licenses and Kennel Permits	9,393	12,000	12,000	0
146 - Special Police Appointment Fees	4,410	1,000	1,000	0
149 - Vacant Lot Registration Fees	102,308	120,000	120,000	0
150 - Trades Licenses	42,030	130,000	85,000	(45,000)
<i>Health</i>				
151 - Food Dealer Permits	1,414,905	1,800,000	1,500,000	(300,000)
152 - Swimming Pool Licenses	45,625	65,000	50,000	(15,000)
154 - Solid Waste Collection Permits	223,681	158,000	158,000	0
<i>Highways</i>				
163 - Minor Privilege Permits	1,454,353	1,500,000	1,500,000	0

*(continued)*

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
164 - Public Utility Pole Permits	268,800	560,000	560,000	0
169 - Permits and Inspections - Private Paving	19,868	58,000	58,000	0
170 - Development Agreement Fee	740,801	500,000	511,000	11,000
171 - Street Cut Permits	836,210	778,000	778,000	0
173 - Special Event Permits	228,809	171,000	171,000	0
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	34,125,648	33,090,000	32,281,000	(809,000)

**FINES AND FORFEITS***Fines and Forfeits*

177 - Court-Ordered Restitution and Misc Fines	17,161	42,000	42,000	0
178 - Civil Citations	12,745	26,000	26,000	0
179 - Sheriff Revenue	481,143	200,000	200,000	0
180 - Forfeitures Drug/Gambling Contraband	1,217,303	1,900,000	1,500,000	(400,000)
181 - Minimum Wage Violations	44,780	230,000	50,000	(180,000)
182 - Environmental Control Board Fines	6,485,010	6,500,000	6,500,000	0
185 - Bad Check Charge	21,976	30,000	30,000	0
187 - Liquor Board Fines	280,675	178,000	178,000	0
188 - Library Fines	81,503	40,000	40,000	0
191 - Red Light Fines	12,996,258	10,250,000	6,400,000	(3,850,000)
193 - Speed Cameras	13,300,311	11,000,000	7,500,000	(3,500,000)
194 - Commercial Truck Enforcement	0	100,000	175,000	75,000
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	34,938,865	30,496,000	22,641,000	(7,855,000)

**USE OF MONEY***Use of Money*

200 - Earnings on Investments	12,048,409	11,200,000	2,960,000	(8,240,000)
206 - Interest on Property Sale Proceeds	39,119	60,000	60,000	0
207 - Interest on Gambling/Drug Confiscated Cash	69,950	35,000	35,000	0
227 - Principal - CDFC Loan	0	100,000	0	(100,000)
228 - Interest - CDFC Loan	0	30,000	0	(30,000)
255 - Principal - Economic Development Loan Program	221,122	300,000	300,000	0

*(continued)*

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
256 - Interest - Economic Development Loan Program	44,674	70,000	70,000	0
259 - Interest - Community Development Fund Loans	7,475	2,000	2,000	0
260 - Principal - Community Development Fund Loans	7,723	10,000	10,000	0
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	12,438,472	11,807,000	3,437,000	(8,370,000)

**USE OF PROPERTY***Use of Property*

201 - Rental of City Property	3,793,312	2,450,000	2,450,000	0
209 - Expressway Air Space Leases	10,346	12,000	12,000	0
210 - Rental from Inner Harbor Shoreline	475,792	830,000	830,000	0
214 - SW Resource Recovery Facility - Lease	1,901,407	2,054,000	2,218,000	164,000
240 - Harbor Shoreline - Docking Fees	0	20,000	20,000	0
241 - Rental from Community Centers	94,498	80,000	80,000	0
243 - Rentals from Wharfage - Piers and Docks	8,885	15,000	15,000	0
244 - Rental of City Poles	1,127,885	225,000	225,000	0
246 - Royal Farm Arena Naming Rights	187,500	250,000	250,000	0
247 - Convention Center	10,562,252	9,800,000	5,717,000	(4,083,000)
248 - Municipal Advertising	0	1,000,000	500,000	(500,000)
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	18,161,877	16,736,000	12,317,000	(4,419,000)

**OTHER REVENUES***Private Grants*

280 - Civil Defense	60,741	300,000	300,000	0
590 - Interest - Enoch Pratt Endowment	25,900	25,000	25,000	0
592 - Voluntary Payment in Lieu of Taxes	100,000	0	0	0

*General Government*

865 - Vacant Struct & Boarding Fees	1,277,997	1,900,000	1,400,000	(500,000)
868 - CHAP - Miscellaneous Revenue	14,105	33,000	33,000	0

*(continued)*

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
872 - Miscellaneous Revenue	3,330,107	1,575,484	1,625,316	49,832
873 - Penalties and Interest Excl Real and Personal	554,110	1,000,000	1,000,000	0
877 - Sale of Scrap/Recycled Metal	56,651	28,000	28,000	0
879 - Legal Settlement Proceeds	1,932,474	0	0	0
880 - Innovation Fund	750	0	0	0
881 - Gainsharing	305,716	0	0	0
<i>Public Safety and Regulations</i>				
885 - Police - Miscellaneous	23,660	27,000	27,000	0
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	7,682,211	4,888,484	4,438,316	(450,168)

**STATE AID***State Aid*

401 - Targeted Aid (Income Tax Disparity)	76,012,567	76,580,000	79,052,000	2,472,000
403 - Teachers Retirement Supplemental Grant	10,047,596	10,048,000	10,048,000	0
415 - Local Health Operations	3,839,105	8,593,000	8,747,000	154,000
475 - Library Services	8,513,407	6,500,000	6,500,000	0
482 - War Memorial	176,646	175,000	175,000	0
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	98,589,321	101,896,000	104,522,000	2,626,000

**CHARGES FOR CURRENT SERVICES***General Government*

618 - Transcriber Service Charges	28,968	46,000	46,000	0
620 - RBDL Administration Fee	9,433	4,000	4,000	0
621 - Bill Drafting Service	26,934	25,000	25,000	0
623 - Zoning Appeal Fees	60,590	80,000	80,000	0
624 - Rehab Loan Application Fees	1,565	0	0	0
628 - Civil Marriage Ceremonies	12,460	12,000	12,000	0
632 - Lien Reports	1,747,906	1,975,000	1,858,950	(116,050)
633 - Election Filing Fees	966	5,000	5,000	0
634 - Surveys Sales of Maps and Records	12,648	17,000	17,000	0
636 - 3rd Party Disability Recoveries	39,208	51,000	51,000	0
638 - Semi - Annual Tax Payment Fee	465,842	400,000	413,000	13,000
639 - Tax Roll Service Charge	12,741	34,000	34,000	0
648 - Sub-division Plat Charges	0	12,000	0	(12,000)
649 - Vending Machine Commissions	48,829	40,000	40,000	0

*(continued)*

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
651 - Reimbursement for Use of City Vehicles	22,762	18,000	18,000	0
654 - Charges for Central City Services	16,105,913	15,000,000	15,376,000	376,000
<i>Public Safety and Regulations</i>				
657 - Liquor Board Advertising Fees	111,848	108,000	108,000	0
659 - Sale of Accident and Incident Reports	285,441	384,000	384,000	0
660 - Stadium Security Service Charges	1,311,850	1,800,000	970,000	(830,000)
661 - Port Fire Protection (MPA)	1,399,940	1,400,000	1,400,000	0
662 - Sheriff - District Court Service	5,244,775	5,400,000	5,400,000	0
663 - False Alarm Fees	168,972	200,000	200,000	0
664 - Fire Dept - Sales of Reports	24,935	32,000	32,000	0
666 - Child Support Enforcement	706,952	345,000	345,000	0
<i>Health</i>				
680 - Miscellaneous Environmental Fees	30,020	19,500	19,500	0
700 - New Health Plan Review	92,678	60,000	60,000	0
701 - Hazard Analysis Critical Control Point Plan	1,200	500	500	0
<i>Recreation and Culture</i>				
773 - Video Rental and Other Charges	8,296	105,000	10,000	(95,000)
777 - Swimming Pool Passes	161,295	150,000	50,000	(100,000)
<i>Highways</i>				
785 - Impounding Cars - Storage	3,683,601	5,304,000	3,043,000	(2,261,000)
787 - Impounding Cars - Towing	1,936,129	2,922,000	1,403,000	(1,519,000)
791 - General Revenue Highways	3,699,526	3,961,000	3,585,000	(376,000)
792 - Traffic Engineering	251,577	328,000	328,000	0
<i>Sanitation and Waste Removal</i>				
795 - Landfill Disposal Tipping Fees	5,775,679	7,308,000	6,200,000	(1,108,000)
796 - Boards and Commissions Pre-Qualifications	38,322	167,000	50,000	(117,000)
797 - Solid Waste Surcharge	3,476,946	2,595,000	2,595,000	0
799 - Southwest Resource Recovery Facility	746,531	966,000	966,000	0
<i>CATEGORY TOTAL</i>				
CATEGORY TOTAL	47,753,278	51,274,000	45,128,950	(6,145,050)



*(continued)*

A001 - General Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>REVENUE TRANSFERS</b>				
<i>Revenue Transfers</i>				
952 - From Parking Management Fund	31,922,269	36,795,516	22,282,112	(14,513,404)
957 - From (To) Children's Fund	(12,386,000)	(13,105,000)	(5,346,000)	7,759,000
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	19,536,269	23,690,516	16,936,112	(6,754,404)
<b>FUND BALANCE</b>				
<i>Prior Year Fund Balance</i>				
999 - Prior Year Fund Balance	17,800,000	28,000,000	21,000,000	(7,000,000)
<b>FUND TOTAL</b>	<b>1,942,704,270</b>	<b>1,967,250,000</b>	<b>1,932,800,000</b>	<b>(34,450,000)</b>

**B022 - Convention Center Bond Fund**

B022 - Convention Center Bond Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>LOCAL TAXES</b>				
<i>Sales and Service</i>				
052 - Hotel Tax	33,016,708	33,662,625	21,328,915	(12,333,710)
<b>REVENUE TRANSFERS</b>				
<i>Revenue Transfers</i>				
953 - Transfer to General Fund	(28,454,083)	(29,100,000)	(21,328,915)	7,771,085
<b>FUND TOTAL</b>	<b>4,562,625</b>	<b>4,562,625</b>	<b>0</b>	<b>(4,562,625)</b>

**B024 - Conduit Enterprise Fund**

B024 - Conduit Enterprise Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>USE OF PROPERTY</b>				
<i>Use of Property</i>				
249 - Conduit Rental	34,318,685	35,308,498	36,497,197	1,188,699
<b>FUND TOTAL</b>	<b>34,318,685</b>	<b>35,308,498</b>	<b>36,497,197</b>	<b>1,188,699</b>

**B070 - Wastewater Utility Fund**

B070 - Wastewater Utility Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>CHARGES FOR CURRENT SERVICES</b>				
<i>Charges - Current Services</i>				
825 - Sewerage Charges - City	165,337,515	197,278,723	191,073,325	(6,205,398)
826 - Sewerage Charges - Counties	60,491,612	84,500,527	71,999,297	(12,501,230)
<i>Other Revenues</i>				
830 - Sanitation and Waste Removal - General	1,758,407	1,448,941	1,759,821	310,880
<i>Charges - Current Services</i>				
831 - Sewerage Charges - City Agencies	0	6,703,687	0	(6,703,687)
832 - Industrial Waste Surcharge - City	3,512,129	5,851,674	5,568,952	(282,722)
833 - Industrial Waste Surcharge - Counties	0	2,115,000	0	(2,115,000)
<i>Fund Balance</i>				
834 - From (To) Fund Balance	0	(13,671,694)	673,102	14,344,796
<i>Other Revenues</i>				
836 - Reimbursable Billing Costs	8,120,795	0	0	0
<i>Charges - Current Services</i>				
837 - Pretreatment Permits	345,167	374,274	345,167	(29,107)
<i>Fines and Forfeits</i>				
838 - Non - Compliance Fines	7,750	14,750	7,750	(7,000)
<i>Charges - Current Services</i>				
839 - Penalties	(36,601)	5,628,233	1,876,078	(3,752,155)
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	239,536,774	290,244,115	273,303,492	(16,940,623)
<b>USE OF MONEY AND PROPERTY</b>				
<i>Use of Money and Property</i>				
835 - Interest Income	1,427,124	3,500,000	0	(3,500,000)
<b>FUND TOTAL</b>	<b>240,963,898</b>	<b>293,744,115</b>	<b>273,303,492</b>	<b>(20,440,623)</b>

**B071 - Water Utility Fund**

B071 - Water Utility Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>CHARGES FOR CURRENT SERVICES</b>				
<i>Charges - Current Services</i>				
839 - Metered Water - Carroll County	638,069	893,735	770,659	(123,076)
840 - Metered Water - City	100,233,423	100,208,737	104,146,776	3,938,039
841 - Metered Water - Baltimore County	43,624,562	63,139,607	58,383,943	(4,755,664)
842 - Metered Water - Anne Arundel County	(61,784)	(147,652)	(61,784)	85,868
843 - Metered Water - Howard County	21,612,982	28,498,908	30,594,203	2,095,295
844 - Metered Water - Harford County	524,304	241,858	524,304	282,446
846 - Special Water Supply Service	(8,723,365)	0	(10,536,090)	(10,536,090)
848 - Private Fire Protection Service	1,333,948	1,901,300	1,333,948	(567,352)
849 - Fire Hydrant Permits	74,680	83,243	74,679	(8,564)
<i>Use of Money and Property</i>				
851 - Water - Rental Real Property	100,234	0	100,235	100,235
<i>Other Revenues</i>				
852 - Sundry Water	384,848	0	1,063,682	1,063,682
<i>Charges - Current Services</i>				
854 - Water Charges to City Agencies	1,733,258	10,718,388	2,031,098	(8,687,290)
<i>Fund Balance</i>				
855 - From (To) Fund Balance	0	(223,692)	4,017,500	4,241,192
<i>Use of Money and Property</i>				
856 - Interest Income	(13,118)	3,000,000	0	(3,000,000)
<i>Charges - Current Services</i>				
857 - Reimbursable Billing Costs	0	0	7,216,423	7,216,423
858 - Penalties	7,216,422	3,628,233	1,876,078	(1,752,155)
<i>Other Revenues</i>				
859 - Scrap Meters	0	10,820	0	(10,820)
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	168,678,463	211,953,485	201,535,654	(10,417,831)
<b>FUND TOTAL</b>	<b>168,678,463</b>	<b>211,953,485</b>	<b>201,535,654</b>	<b>(10,417,831)</b>

**B072 - Stormwater Utility Fund**

B072 - Stormwater Utility Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>FINES AND FORFEITS</b>				
<i>Fines and Forfeits</i>				
189 - Sediment and Erosion Control Penalties	8,000	0	0	0
<b>CHARGES FOR CURRENT SERVICES</b>				
<i>Charges - Current Services</i>				
790 - Stormwater Management Fee	105,750	0	0	0
791 - Sediment and Erosion Control Fee	95,998	0	0	0
825 - Stormwater Fee	24,629,142	30,125,359	32,893,306	2,767,947
845 - Penalties	1,195,694	0	0	0
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	26,026,584	30,125,359	32,893,306	2,767,947
<b>USE OF MONEY AND PROPERTY</b>				
<i>Use of Money and Property</i>				
835 - Interest Income	589,079	300,000	0	(300,000)
<b>REVENUE TRANSFERS</b>				
<i>Revenue Transfers</i>				
900 - From (To) Fund Balance	0	(1,004,994)	1,123,650	2,128,644
<b>FUND TOTAL</b>	<b>26,623,663</b>	<b>29,420,365</b>	<b>34,016,956</b>	<b>4,596,591</b>

**B075 - Parking Enterprise Fund**

B075 - Parking Enterprise Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>LOCAL TAXES</b>				
<i>Local Taxes</i>				
044 - Parking Garages and Lots Tax	29,528,347	31,600,000	24,200,000	(7,400,000)
<b>LICENSE AND PERMITS</b>				
<i>License and Permits</i>				
165 - Open Air Garage Permits	845,656	830,000	830,000	0
<b>FINES AND FORFEITS</b>				
<i>Fines and Forfeits</i>				
181 - Parking Fines	12,285,926	13,900,000	12,100,000	(1,800,000)
182 - Penalties on Parking Fines	4,768,268	4,500,000	5,400,000	900,000
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	17,054,194	18,400,000	17,500,000	(900,000)
<b>USE OF MONEY AND PROPERTY</b>				
<i>Use of Money and Property</i>				
579 - Garage Income	19,882,578	20,995,000	18,300,000	(2,695,000)
<b>CHARGES FOR CURRENT SERVICES</b>				
<i>Charges - Current Services</i>				
664 - Parking Meters	13,890,182	14,155,000	11,600,000	(2,555,000)
<b>REVENUE TRANSFERS</b>				
<i>Revenue Transfers</i>				
952 - From (To) Parking Management Fund	(53,222,108)	(58,135,438)	(45,875,919)	12,259,519
953 - From (To) Special Fund	(5,905,669)	(6,320,000)	(4,840,000)	1,480,000
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	(59,127,777)	(64,455,438)	(50,715,919)	13,739,519
<b>FUND TOTAL</b>	<b>22,073,180</b>	<b>21,524,562</b>	<b>21,714,081</b>	<b>189,519</b>

**B076 - Parking Management Fund**

B076 - Parking Management Fund - Account	FY19 Actual	FY20 Budget	FY21 Estimate	Dollar Change
<b>LICENSE AND PERMITS</b>				
<i>License and Permits</i>				
141 - Residential Parking Permits	583,516	580,000	490,000	(90,000)
<b>USE OF MONEY AND PROPERTY</b>				
<i>Use of Money and Property</i>				
201 - Rental of Property	3,800	4,500	3,100	(1,400)
<b>CHARGES FOR CURRENT SERVICES</b>				
<i>Charges - Current Services</i>				
759 - Temporary Parking Lots	148,799	190,000	125,000	(65,000)
760 - Parking Garages	2,644,151	3,100,000	2,150,000	(950,000)
866 - Booting Fee	585,469	615,000	530,000	(85,000)
867 - ZIPCAR Income	68,280	85,000	75,000	(10,000)
872 - Miscellaneous Revenue	145,165	100,000	80,000	(20,000)
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	3,591,864	4,090,000	2,960,000	(1,130,000)
<b>REVENUE TRANSFERS</b>				
<i>Revenue Transfers</i>				
950 - From Parking Enterprise Fund	53,222,108	58,135,438	45,875,919	(12,259,519)
952 - From (To) General Fund	(31,922,269)	(36,795,516)	(22,282,112)	14,513,404
<b>CATEGORY TOTAL</b>				
CATEGORY TOTAL	21,299,839	21,339,922	23,593,807	2,253,885
<b>FUND TOTAL</b>	<b>25,479,019</b>	<b>26,014,422</b>	<b>27,046,907</b>	<b>1,032,485</b>



## Funds Detail for Operating

### Federal Funds

Federal Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
<b>Children and Families</b>			
308 Maternal and Child Health	20,087,746	20,151,259	63,513
310 School Health Services	40,143	157,705	117,562
316 Youth and Trauma Services	1,075,265	1,039,989	(35,276)
446 Educational Grants	300,000	300,000	0
605 Head Start	7,758,044	7,790,297	32,253
648 Community Recreation Centers	359,355	439,661	80,306
740 Dawson Center	389,756	402,456	12,700
741 Community Action Partnership	1,026,041	1,052,599	26,558
797 Workforce Services for Out of School Youth-Youth Opportunity	979,477	1,124,412	144,935
798 Youth Works Summer Job Program	1,970,889	2,000,000	29,111
800 Workforce Services for WIOA Funded Youth	2,627,565	3,260,315	632,750
<b>Public Safety</b>			
115 Prosecution of Criminals	1,378,020	1,796,589	418,569
307 Substance Use Disorder and Mental Health	1,359,060	1,347,824	(11,236)
315 Emergency Services - Health	741,815	668,764	(73,051)
600 Administration - Fire	1,604,329	1,600,000	(4,329)
602 Fire Suppression and Emergency Rescue	4,607,990	2,424,656	(2,183,334)
608 Emergency Management	320,866	1,795,858	1,474,992
617 Criminal Justice Coordination	1,834,722	1,130,078	(704,644)
618 Neighborhood Safety and Engagement	1,974,323	1,646,370	(327,953)
621 Administrative Bureau	0	264,137	264,137
622 Police Patrol	300,000	2,500,000	2,200,000
623 Criminal Investigation Division	390,000	766,086	376,086
626 Data Driven Strategies	1,366,762	0	(1,366,762)
635 Recruitment Section	20,000	0	(20,000)
637 Special Operations - K-9 and Mounted Unit	5,000	0	(5,000)
638 Marine Unit	300,000	0	(300,000)
642 Crime Laboratory and Evidence Control	561,144	530,702	(30,442)
697 Traffic Safety	510,891	524,190	13,299
786 Victim and Witness Services	1,983,044	2,601,351	618,307
796 Workforce Services for Ex-Offenders	557,000	557,000	0
807 Compliance Bureau	0	25,460	25,460
816 Special Operations Section	0	521,900	521,900
853 Patrol Support Services	0	605,750	605,750
889 Child Support Enforcement	0	1,100,000	1,100,000

(continued)

Federal Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
<b>Clean and Healthy Communities</b>			
303 Clinical Services	1,650,197	1,792,441	142,244
305 Healthy Homes	1,288,423	1,021,902	(266,521)
356 Administration - Human Services	2,920,088	4,240,570	1,320,482
593 Community Support Projects	9,677,581	25,083,253	15,405,672
611 Fire Code Enforcement	168,003	171,867	3,864
613 Fire Facilities Maintenance and Replacement	3,142,168	3,628,628	486,460
661 Public Right-of-Way Cleaning	2,000,000	2,046,000	46,000
662 Vacant and Abandoned Property Cleaning and Boarding	1,100,000	1,100,000	0
671 Water Management	200,000	204,600	4,600
674 Surface Water Management	100,000	100,000	0
681 Administration - DOT	550,000	560,962	10,962
715 Administration - Health	5,497,264	5,620,731	123,467
718 Chronic Disease Prevention	45,024	45,471	447
720 HIV Treatment Services for the Uninsured	28,784,739	28,676,268	(108,471)
721 Senior Centers	1,702,320	1,861,384	159,064
722 Administration - CARE	236,795	242,857	6,062
723 Advocacy for Seniors	71,313	108,693	37,380
725 Community Services for Seniors	3,654,719	3,711,222	56,503
731 Facilities Management	1,000,000	1,023,000	23,000
737 Administration - HCD	1,615,878	1,238,222	(377,656)
742 Promote Homeownership	141,007	185,368	44,361
745 Housing Code Enforcement	360,000	363,986	3,986
748 Affordable Housing	743,856	717,564	(26,292)
750 Housing Rehabilitation Services	3,746,375	6,121,682	2,375,307
762 Historic Preservation	100,000	100,000	0
763 Comprehensive Planning and Resource Management	150,000	150,000	0
765 Planning for a Sustainable Baltimore	535,120	518,105	(17,015)
893 Homeless Prevention and Support Services for the Homeless	621,431	237,844	(383,587)
894 Outreach to the Homeless	2,662,571	928,367	(1,734,204)
895 Temporary Housing for the Homeless	183,509	9,448,356	9,264,847
896 Permanent Housing for the Homeless	29,781,059	29,935,410	154,351
<b>Equitable Neighborhood Development</b>			
111 Economic Recovery	0	10,000,000	10,000,000
634 Crowd, Traffic, and Special Events Management	55,000	0	(55,000)
792 Workforce Public Assistance	3,020,748	2,877,547	(143,201)
794 Administration - MOED	75,745	0	(75,745)
795 Workforce Services for Baltimore Residents	5,079,552	6,126,530	1,046,978

*(continued)*

Federal Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
<b>Innovative Government</b>			
110 Circuit Court	2,018,946	2,153,572	134,626
125 Executive Direction and Control - Mayoralty	309,723	315,896	6,173
<b>Other</b>			
122 Miscellaneous General Expenses	0	85,000	85,000
<b>FUND TOTAL</b>	<b>171,418,401</b>	<b>212,868,706</b>	<b>41,450,305</b>

## State Funds

State Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
<b>Children and Families</b>			
308 Maternal and Child Health	1,725,863	1,869,220	143,357
310 School Health Services	507,009	507,856	847
316 Youth and Trauma Services	655,815	739,756	83,941
605 Head Start	136,043	138,754	2,711
644 Administration - Recreation and Parks	242,379	1,671,655	1,429,276
741 Community Action Partnership	6,843,954	7,562,517	718,563
788 Information Services	14,159,535	14,270,492	110,957
791 BCPS Alternative Options Academy for Youth	204,676	198,941	(5,735)
797 Workforce Services for Out of School Youth-Youth Opportunity	100,000	100,000	0
798 Youth Works Summer Job Program	3,478,473	3,653,409	174,936
<b>Public Safety</b>			
115 Prosecution of Criminals	6,053,376	6,917,188	863,812
307 Substance Use Disorder and Mental Health	1,642,214	1,804,827	162,613
315 Emergency Services - Health	8,350,902	8,470,708	119,806
600 Administration - Fire	374,343	350,000	(24,343)
602 Fire Suppression and Emergency Rescue	1,485,078	1,420,339	(64,739)
608 Emergency Management	600,000	67,000	(533,000)
609 Emergency Medical Services	1,339,247	1,343,438	4,191
614 Fire Communications and Dispatch	3,000	3,000	0
617 Criminal Justice Coordination	1,000,000	1,023,000	23,000
618 Neighborhood Safety and Engagement	3,600,000	5,046,951	1,446,951
621 Administrative Bureau	12,862,251	10,725,750	(2,136,501)
622 Police Patrol	4,427,178	4,781,488	354,310
623 Criminal Investigation Division	554,515	4,371,226	3,816,711
624 Target Violent Criminals	3,659,354	0	(3,659,354)
626 Data Driven Strategies	1,360,000	1,478,872	118,872
637 Special Operations - K-9 and Mounted Unit	149,620	0	(149,620)
758 Coordination of Public Safety Strategy - Administration	45,000	45,000	0
786 Victim and Witness Services	53,577	54,655	1,078
796 Workforce Services for Ex-Offenders	994,450	983,794	(10,656)
807 Compliance Bureau	0	2,265,945	2,265,945
853 Patrol Support Services	0	3,099,775	3,099,775
882 Deputy Sheriff Enforcement	0	50,000	50,000
<b>Clean and Healthy Communities</b>			
117 Adjudication of Environmental Citations	250,000	255,750	5,750
303 Clinical Services	942,419	963,170	20,751
305 Healthy Homes	378,541	834,523	455,982
356 Administration - Human Services	220,297	217,948	(2,349)
593 Community Support Projects	307,000	313,119	6,119
611 Fire Code Enforcement	181,824	185,448	3,624
613 Fire Facilities Maintenance and Replacement	1,356,163	1,348,885	(7,278)

*(continued)*

State Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
646 Park Maintenance	3,330,031	3,933,185	603,154
673 Wastewater Management	319,925	300,000	(19,925)
674 Surface Water Management	300,000	510,000	210,000
690 Sustainable Transportation	3,155,818	3,071,326	(84,492)
715 Administration - Health	2,135,763	2,315,986	180,223
718 Chronic Disease Prevention	496,190	536,772	40,582
720 HIV Treatment Services for the Uninsured	20,668,526	23,256,972	2,588,446
721 Senior Centers	336,204	349,049	12,845
723 Advocacy for Seniors	350,089	350,212	123
724 Direct Care and Support Planning	2,595,742	2,647,756	52,014
725 Community Services for Seniors	979,425	998,947	19,522
730 Public and Private Energy Performance	3,500,000	300,000	(3,200,000)
731 Facilities Management	1,000,000	1,000,000	0
738 Weatherization Services	4,898,724	4,918,661	19,937
750 Housing Rehabilitation Services	550,000	559,317	9,317
754 Summer Food Service Program	3,604,658	3,651,901	47,243
762 Historic Preservation	100,000	100,000	0
763 Comprehensive Planning and Resource Management	150,000	225,000	75,000
765 Planning for a Sustainable Baltimore	510,500	542,748	32,248
768 Administration - Planning	250,000	0	(250,000)
893 Homeless Prevention and Support Services for the Homeless	516,400	258,717	(257,683)
894 Outreach to the Homeless	296,578	39,523	(257,055)
895 Temporary Housing for the Homeless	1,945,310	1,965,534	20,224
896 Permanent Housing for the Homeless	26,995	2,801,536	2,774,541
<b>Equitable Neighborhood Development</b>			
792 Workforce Public Assistance	100,000	100,000	0
795 Workforce Services for Baltimore Residents	100,000	473,380	373,380
855 Convention Center	6,136,377	6,409,831	273,454
<b>Innovative Government</b>			
110 Circuit Court	5,640,399	5,974,379	333,980
125 Executive Direction and Control - Mayoralty	410,529	418,712	8,183
<b>Other</b>			
122 Miscellaneous General Expenses	0	15,000	15,000
<b>FUND TOTAL</b>	<b>144,648,279</b>	<b>157,158,843</b>	<b>12,510,564</b>

## Special Revenue Funds

Special Revenue Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
<b>Children and Families</b>			
109 Administration - Children and Family Success	0	280,775	280,775
308 Maternal and Child Health	768,000	894,644	126,644
310 School Health Services	1,197,222	5,024,751	3,827,529
446 Educational Grants	12,950,157	16,926,000	3,975,843
605 Head Start	150,000	152,990	2,990
645 Aquatics	900,000	0	(900,000)
647 Youth and Adult Sports	175,995	173,945	(2,050)
648 Community Recreation Centers	1,871,546	1,721,132	(150,414)
649 Special Facilities Management - Recreation	2,982,928	3,124,192	141,264
788 Information Services	853,182	996,122	142,940
797 Workforce Services for Out of School Youth-Youth Opportunity	165,000	132,781	(32,219)
798 Youth Works Summer Job Program	1,690,000	1,747,469	57,469
<b>Public Safety</b>			
115 Prosecution of Criminals	313,959	320,216	6,257
609 Emergency Medical Services	19,982,716	20,035,571	52,855
614 Fire Communications and Dispatch	7,394,643	9,226,149	1,831,506
618 Neighborhood Safety and Engagement	1,087,000	1,138,584	51,584
621 Administrative Bureau	500,000	6,302,782	5,802,782
622 Police Patrol	1,305,000	1,469,485	164,485
624 Target Violent Criminals	2,264,281	0	(2,264,281)
684 Traffic Management	667,967	681,280	13,313
757 CitiWatch	130,000	179,460	49,460
758 Coordination of Public Safety Strategy - Administration	0	300,000	300,000
853 Patrol Support Services	0	1,000,000	1,000,000
882 Deputy Sheriff Enforcement	235,290	239,980	4,690
<b>Clean and Healthy Communities</b>			
303 Clinical Services	104,681	102,698	(1,983)
305 Healthy Homes	316,715	316,324	(391)
311 Health Services for Seniors	4,993,373	5,244,140	250,767
356 Administration - Human Services	1,243,394	728,065	(515,329)
613 Fire Facilities Maintenance and Replacement	278,191	0	(278,191)
646 Park Maintenance	1,986,800	1,823,996	(162,804)
650 Horticulture	578,843	483,485	(95,358)
651 Recreation for Seniors	37,675	38,500	825
653 Park Programs and Events	1,244,801	1,121,889	(122,912)
661 Public Right-of-Way Cleaning	1,700,000	1,622,021	(77,979)
663 Waste Removal and Recycling	200,000	204,600	4,600
690 Sustainable Transportation	6,607,986	5,749,637	(858,349)
715 Administration - Health	1,690,657	1,700,000	9,343
717 Environmental Inspection Services	32,882	33,537	655
718 Chronic Disease Prevention	30,690	31,302	612

*(continued)*

Special Revenue Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
721 Senior Centers	97,449	99,391	1,942
723 Advocacy for Seniors	316,426	388,489	72,063
724 Direct Care and Support Planning	37,000	37,738	738
730 Public and Private Energy Performance	500,000	511,500	11,500
731 Facilities Management	100,000	99,700	(300)
737 Administration - HCD	200,000	200,000	0
745 Housing Code Enforcement	50,000	50,997	997
748 Affordable Housing	17,000,000	13,490,473	(3,509,527)
762 Historic Preservation	50,000	50,000	0
763 Comprehensive Planning and Resource Management	1,215,000	705,000	(510,000)
765 Planning for a Sustainable Baltimore	75,000	75,000	0
896 Permanent Housing for the Homeless	96,342	0	(96,342)
<b>Equitable Neighborhood Development</b>			
693 Parking Enforcement	10,000	0	(10,000)
695 Dock Master	148,134	158,017	9,883
793 Employment Enhancement Services for Baltimore City Residents	580,000	711,182	131,182
794 Administration - MOED	250,623	437,633	187,010
795 Workforce Services for Baltimore Residents	214,968	0	(214,968)
809 Retention, Expansion, and Attraction of Businesses	165,769	165,769	0
810 Real Estate Development	165,769	165,769	0
824 Events, Art, Culture, and Film	40,000	50,000	10,000
846 Discrimination Investigations, Resolutions and Conciliations	168,638	169,508	870
<b>Innovative Government</b>			
125 Executive Direction and Control - Mayoralty	626,526	560,934	(65,592)
152 Employees' Retirement System - Administration	5,343,379	5,619,931	276,552
154 Fire and Police Retirement System - Administration	5,489,267	5,723,018	233,751
155 Retirement Savings Plan	878,657	872,109	(6,548)
700 Surplus Property Disposal	122,213	151,133	28,920
876 Media Production	980,803	676,001	(304,802)
<b>Other</b>			
122 Miscellaneous General Expenses	0	35,000	35,000
123 General Debt Service	16,700,000	45,189,132	28,489,132
<b>FUND TOTAL</b>	<b>130,253,537</b>	<b>167,661,926</b>	<b>37,408,389</b>

## Special Grant Funds

Special Grant Funds - Service	FY20 Budget	FY21 Budget	Dollar Change
<b>Children and Families</b>			
308 Maternal and Child Health	1,231,073	1,186,302	(44,771)
310 School Health Services	25,000	25,000	0
648 Community Recreation Centers	0	300,000	300,000
797 Workforce Services for Out of School Youth-Youth Opportunity	0	165,000	165,000
798 Youth Works Summer Job Program	0	1,200,000	1,200,000
<b>Public Safety</b>			
315 Emergency Services - Health	532,879	498,886	(33,993)
<b>Clean and Healthy Communities</b>			
663 Waste Removal and Recycling	0	250,000	250,000
715 Administration - Health	0	200,000	200,000
718 Chronic Disease Prevention	125,000	0	(125,000)
721 Senior Centers	16,432	16,432	0
738 Weatherization Services	60,000	61,380	1,380
763 Comprehensive Planning and Resource Management	12,788	0	(12,788)
765 Planning for a Sustainable Baltimore	258,000	926,142	668,142
<b>Equitable Neighborhood Development</b>			
761 Development Oversight and Project Support	0	51,000	51,000
795 Workforce Services for Baltimore Residents	0	200,000	200,000
<b>Innovative Government</b>			
110 Circuit Court	212,362	0	(212,362)
125 Executive Direction and Control - Mayoralty	606,957	272,438	(334,519)
<b>FUND TOTAL</b>	<b>3,080,491</b>	<b>5,352,580</b>	<b>2,272,089</b>



# FISCAL 2021

## EXECUTIVE SUMMARY Board of Estimates Recommendations

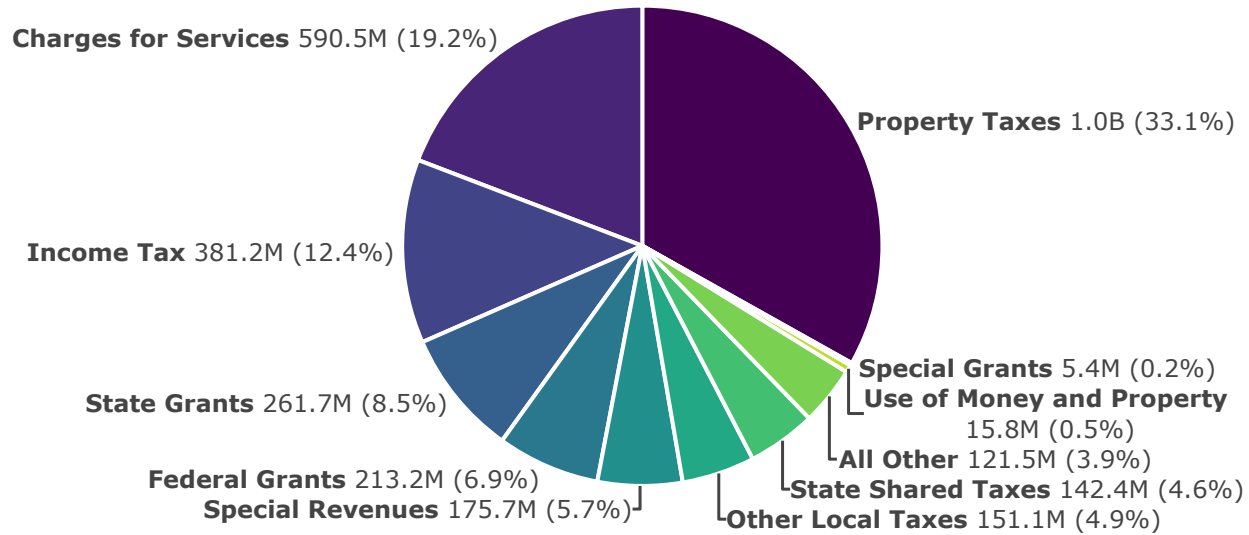
### Summary of Operating Budget Recommendations

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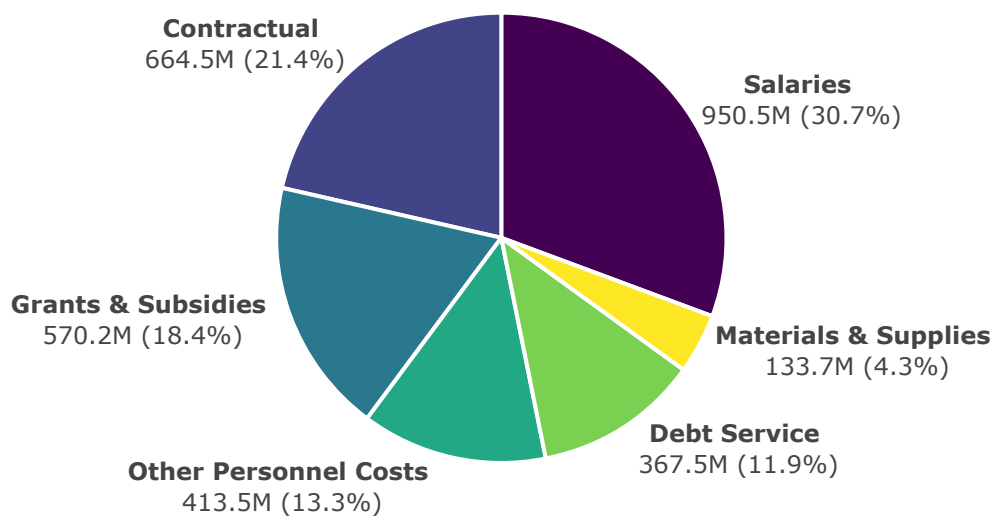
## Operating Budget Recommendations

**Total Operating Budget: \$3.05 billion**

### Where the Money Comes from



### How the Money is Used

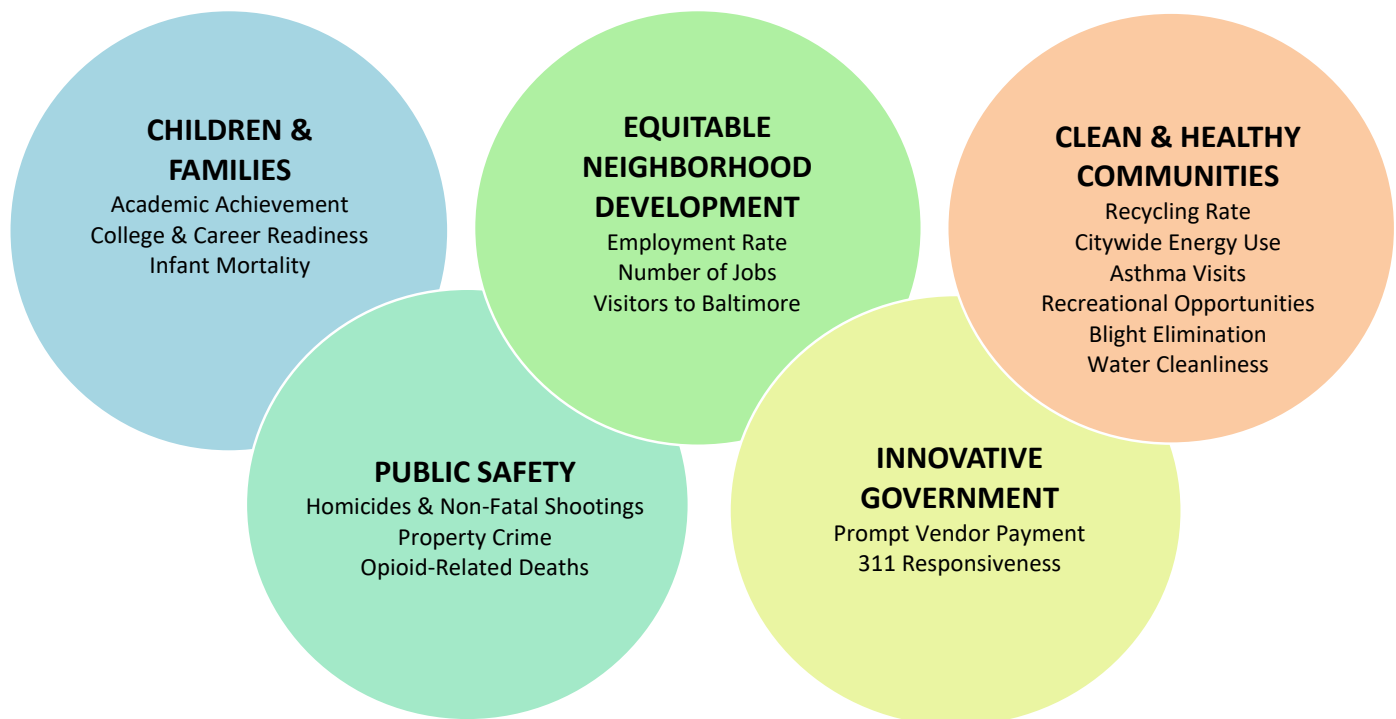


Totals may not equal 100% due to rounding. Charts in millions.

## Priority Outcomes

Prior to Fiscal 2011, Baltimore used a traditional agency-centric budget process similar to what was used by other local governments across the country. Each year, funding was allocated to agencies based on available resources and prior-year spending patterns, and agencies were given freedom to allocate their resources among a variety of functions. Although this process kept the City's budget in balance from a financial perspective, it was unclear which agency functions were most important to residents and which were demonstrating results.

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



Mayor Young's Priority Outcomes guided the development of the Fiscal 2021 budget. The diagram above shows the population-level indicators under each Outcome that are used to monitor progress on achieving strategic outcomes for the City. The indicators draw from a variety of data sources to capture citywide trends and are subject to review each year. Budget summaries for each of the Outcomes in the next section highlight how the Fiscal 2021 budget investments prioritize services that are highly impactful and closely aligned with the City's strategic goals.

## Priority Outcome: Children and Families

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	364,664,524	378,406,426	13,741,902
Water Utility	0	459,999	459,999
Federal	36,614,281	37,718,693	1,104,412
State	28,053,747	30,712,600	2,658,853
Special Revenue	23,704,030	31,174,801	7,470,771
Special Grant	1,256,073	2,876,302	1,620,229
<b>Total</b>	<b>454,292,655</b>	<b>481,348,821</b>	<b>27,056,166</b>

### Key results funded in the Fiscal 2021 Recommended Budget:

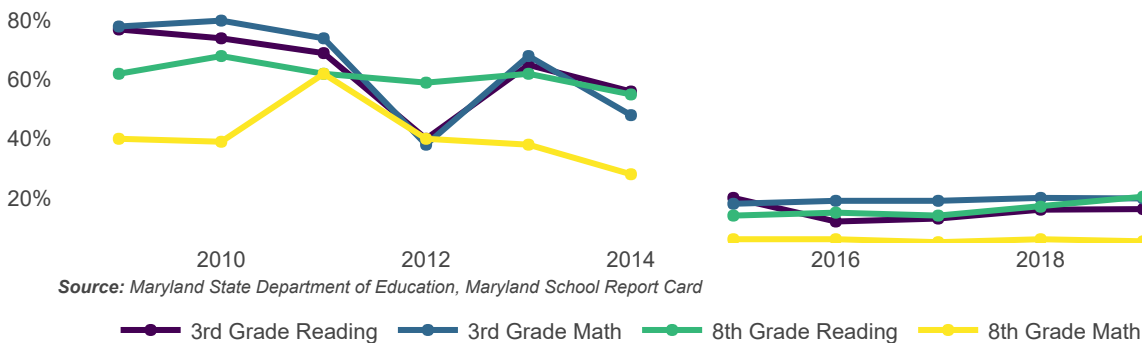
- The Health Department's Office of Youth and Trauma Services will provide trauma-informed care trainings to 1,000 participants from City agencies, non-profits, and other service providers. A Citywide task force and employee training on trauma prevention and response is required by the Elijah Cummings Healing City Act, enacted by the City in February.
- The Enoch Pratt Free Library will develop virtual programming and activities as part of their Summer Learning and School Readiness Programs, in partnership with City Schools, in response to the COVID-19 pandemic.
- Baltimore City Recreation and Parks (BCRP) plans to have 128 playgrounds at full functionality.
- Head Start has set a target of 90% of 3-year-olds scoring "ready" in each school readiness domain.
- BCRP is creating modified summer programming for youth during the COVID-19 pandemic.
- The Health Department's School Health Services expects to provide 350,000 health suite visits, including health and vision screenings, to youth enrolled in Baltimore City Public Schools.

### Key budget decisions in Children and Families:

- In anticipation of the State's Built to Learn Act, the City will set aside \$30 million for school construction, which will be leveraged to receive up to \$420 million of State and local funds for school construction.
- The recommended budget includes \$21.3 million for the newly constituted Mayor's Office of Children and Family Success. The Office will coordinate the Head Start, the Community Action Partnership, and African-American Male Engagement programs.
- The budget includes State funding of \$3.5 million for the Children and Youth Fund and \$1 million for Youth-Works. These additional funds are provided by the State's Community Safety and Strengthening Act, which passed the Maryland General Assembly in 2019 and established the Johns Hopkins Police Department.
- The recommended budget includes \$658,360 to support the Mayor's Scholars Program, providing last-dollar scholarships to Baltimore City Community College for recent high school graduates that reside in Baltimore City with a goal of enrolling 475 students, which began in Fiscal 2019.
- The General Fund maintains funding of \$9.4 million for Family League's youth, community school, and out of school time programming, with an additional \$300,000 in Community Development Block Grant (CDBG) funding to support youth programs.
- The recommended budget reduces the Enoch Pratt Free Library budget by \$350,000 by reducing book purchases and overtime staffing for programs and security at branch facilities.
- The recommended budget includes \$8 million of unspent prior-year balances in the Children and Youth Fund to preserve a variety youth programs across multiple agencies.

## Indicator: Academic Achievement

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



In 2019, Maryland replaced the Partnership for Assessment of Readiness for College and Careers (PARCC) with the new Maryland Comprehensive Assessment Program (MCAP). MCAP focuses on the same academic content standards as previous years, but includes new assessments designed by Maryland educators to provide students, parents, and teachers with an understanding of student progress toward graduation and workforce readiness.

### Positive Factors

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

### Negative Factors

- Low student attendance rates and high chronic absenteeism
- Principal and teacher turnover rates
- Summer learning loss
- Low maternal education
- Lack of concentrated literacy focus between 3rd and 8th grades
- Behavioral health challenges

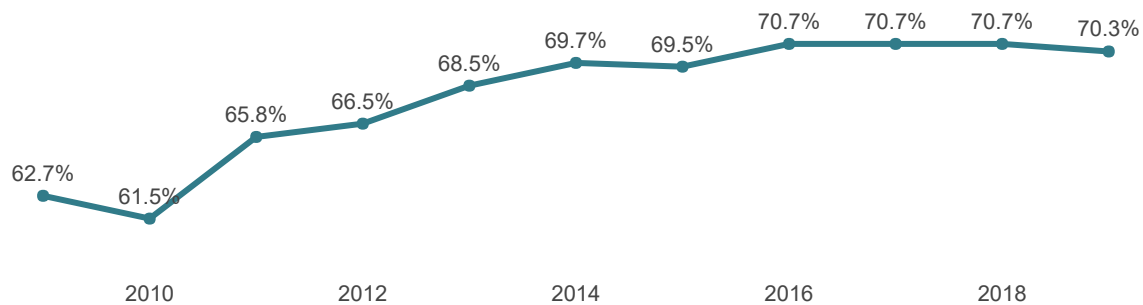
The Fiscal 2021 recommended budget invests in services and programs that will support the Academic Achievement indicator:

The City will make three significant investments in facilities that will improve the City Schools learning environment. First, the City will provide an estimated \$15 million for the 21st Century School Modernization Plan, including beverage tax and casino revenue, as well as leverage an additional \$7.3 million in State Aid towards the City's funding obligation for 21st Century Schools per the terms of the program agreement. Second, the City's Fiscal 2021 Capital Improvement Program is providing \$19 million in General Obligation Bond funding to City Schools for school facility improvements. Third, the City is setting aside \$30 million for school construction, which will be leveraged to receive up to \$420 million in State and local funds through the State's Built to Learn Act.

Supporting the Enoch Pratt Free Library with a \$25.3 million General Fund appropriation will continue to support 22 neighborhood libraries, mobile library services, and the Central Library. In addition, this funding will support the digital library services and virtual programming throughout the COVID-19 pandemic.

## Indicator: College and Career Readiness

### Baltimore City Public Schools 4-year Adjusted Cohort Graduation Rate



This indicator is currently measuring the four-year adjusted cohort graduation rate for Baltimore City Public Schools.

#### Positive Factors

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

#### Negative Factors

- 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

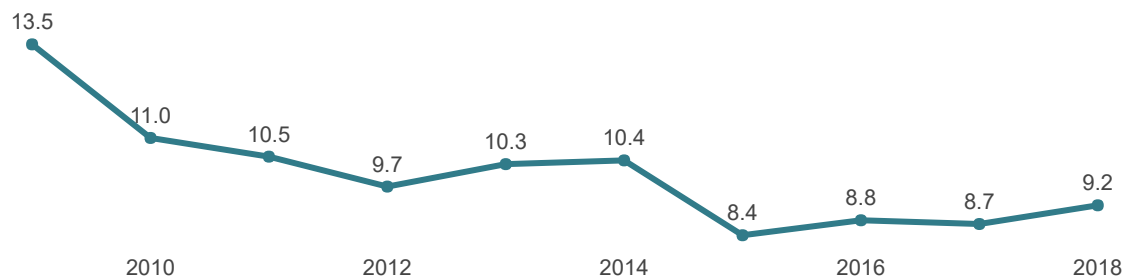
The Fiscal 2021 recommended budget invests in services and programs that will support the College and Career Readiness indicator:

Including funding of \$658,360 for the Mayor's Scholars Program, which will provide last-dollar scholarships to Baltimore City Community College for recent high school graduates that live in Baltimore City.

Providing General Fund support of \$2.9 million for the Mayor's Office of Employment Development's Youth Opportunity centers and services, which served 900 out-of-school youth in Fiscal 2019. The agency is reviewing all programming and implementing new initiatives, including increased marketing, adoption of a job readiness manual, and streamlining the application process.

## Indicator: Infant Mortality

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



#### Positive Factors

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

#### Negative Factors

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

The Fiscal 2021 recommended budget invests in services and programs that will support the Infant Mortality indicator:

Providing General Fund support of \$3.0 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 substance use, high levels of stress, pre-term labor, and chronic health conditions such as hypertension and diabetes. In Fiscal 2021, Maternal and Child Health plans to serve 138 families, while Family League will serve 380 families.

Including General Fund support of \$1.0 million for Baltimore City Health Department (BCHD) services to prevent exposure to lead and other health hazards, such as asthma triggers. One of the main drivers in reducing lead exposure for children with elevated blood lead levels is being able to quickly conduct a home inspection to assess environmental contributors. Through the Healthy Homes service, BCHD conducts health and safety risk inspections of all homes served by the lead and asthma programs. BCHD also conducts environmental home inspections, provides medical case management, refers families for lead abatement programs, and prosecutes non-compliant property owners.



## Operating Budget Recommendation for Children and Families

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Courts: Orphans' Court</b>				
817 Orphans' Court	General	607,554	617,892	10,338
<b>Enoch Pratt Free Library</b>				
788 Information Services	General	26,178,994	26,185,090	6,096
	State	14,159,535	14,270,492	110,957
	Special Revenue	853,182	996,122	142,940
	<i>SERVICE TOTAL</i>	<i>41,191,711</i>	<i>41,451,704</i>	<i>259,993</i>
	<b>AGENCY TOTAL</b>	<b>41,191,711</b>	<b>41,451,704</b>	<b>259,993</b>
<b>Health</b>				
308 Maternal and Child Health	General	2,054,708	1,995,168	(59,540)
	Federal	20,087,746	20,151,259	63,513
	State	1,725,863	1,869,220	143,357
	Special Revenue	768,000	894,644	126,644
	Special Grant	1,231,073	1,186,302	(44,771)
	<i>SERVICE TOTAL</i>	<i>25,867,390</i>	<i>26,096,593</i>	<i>229,203</i>
310 School Health Services	General	14,983,639	15,711,762	728,123
	Federal	40,143	157,705	117,562
	State	507,009	507,856	847
	Special Revenue	1,197,222	5,024,751	3,827,529
	Special Grant	25,000	25,000	0
	<i>SERVICE TOTAL</i>	<i>16,753,013</i>	<i>21,427,074</i>	<i>4,674,061</i>
316 Youth and Trauma Services	General	747,106	687,692	(59,414)
	Federal	1,075,265	1,039,989	(35,276)
	State	655,815	739,756	83,941
	<i>SERVICE TOTAL</i>	<i>2,478,186</i>	<i>2,467,437</i>	<i>(10,749)</i>
	<b>AGENCY TOTAL</b>	<b>45,098,589</b>	<b>49,991,104</b>	<b>4,892,515</b>
<b>Housing and Community Development</b>				
604 Before and After Care	General	159,537	125,081	(34,456)
740 Dawson Center	General	45,966	46,992	1,026
	Federal	389,756	402,456	12,700
	<i>SERVICE TOTAL</i>	<i>435,722</i>	<i>449,448</i>	<i>13,726</i>
	<b>AGENCY TOTAL</b>	<b>595,259</b>	<b>574,529</b>	<b>(20,730)</b>
<b>M-R: Baltimore City Public Schools</b>				
352 Baltimore City Public Schools	General	278,412,181	287,346,700	8,934,519
<b>M-R: Educational Grants</b>				
446 Educational Grants	General	10,749,513	11,340,311	590,798
	Federal	300,000	300,000	0

(continued)

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Special Revenue	12,950,157	16,926,000	3,975,843
	<i>SERVICE TOTAL</i>	<i>23,999,670</i>	<i>28,566,311</i>	<i>4,566,641</i>
	<b>AGENCY TOTAL</b>	<b>23,999,670</b>	<b>28,566,311</b>	<b>4,566,641</b>
<b>M-R: Health and Welfare Grants</b>				
385 Health and Welfare Grants	General	1,302,732	1,336,592	33,860
<b>M-R: Office of Children and Family Success</b>				
109 Administration Children and Family Success	General	0	2,810,544	2,810,544
	Special Revenue	0	280,775	280,775
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>3,091,319</i>	<i>3,091,319</i>
605 Head Start	General	533,730	587,384	53,654
	Federal	7,758,044	7,790,297	32,253
	State	136,043	138,754	2,711
	Special Revenue	150,000	152,990	2,990
	<i>SERVICE TOTAL</i>	<i>8,577,817</i>	<i>8,669,425</i>	<i>91,608</i>
741 Community Action Partnership	General	741,259	709,080	(32,179)
	Water Utility	0	459,999	459,999
	Federal	1,026,041	1,052,599	26,558
	State	6,843,954	7,562,517	718,563
	<i>SERVICE TOTAL</i>	<i>8,611,254</i>	<i>9,784,195</i>	<i>1,172,941</i>
	<b>AGENCY TOTAL</b>	<b>17,189,071</b>	<b>21,544,939</b>	<b>4,355,868</b>
<b>M-R: Office of Employment Development</b>				
791 BCPS Alternative Options Academy for Youth	State	204,676	198,941	(5,735)
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,080,755	3,089,492	8,737
	Federal	979,477	1,124,412	144,935
	State	100,000	100,000	0
	Special Revenue	165,000	132,781	(32,219)
	Special Grant	0	165,000	165,000
	<i>SERVICE TOTAL</i>	<i>4,325,232</i>	<i>4,611,685</i>	<i>286,453</i>
798 Youth Works Summer Job Program	General	2,442,735	2,359,955	(82,780)
	Federal	1,970,889	2,000,000	29,111
	State	3,478,473	3,653,409	174,936
	Special Revenue	1,690,000	1,747,469	57,469
	Special Grant	0	1,200,000	1,200,000
	<i>SERVICE TOTAL</i>	<i>9,582,097</i>	<i>10,960,833</i>	<i>1,378,736</i>

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
800 Workforce Services for WIOA Funded Youth	Federal	2,627,565	3,260,315	632,750
	<b>AGENCY TOTAL</b>	<b>16,739,570</b>	<b>19,031,774</b>	<b>2,292,204</b>
<b>Recreation and Parks</b>				
644 Administration Recreation and Parks	General	5,081,024	5,168,854	87,830
	State	242,379	1,671,655	1,429,276
	<i>SERVICE TOTAL</i>	<i>5,323,403</i>	<i>6,840,509</i>	<i>1,517,106</i>
645 Aquatics	General	2,603,668	2,526,786	(76,882)
	Special Revenue	900,000	0	(900,000)
	<i>SERVICE TOTAL</i>	<i>3,503,668</i>	<i>2,526,786</i>	<i>(976,882)</i>
647 Youth and Adult Sports	General	785,230	831,042	45,812
	Special Revenue	175,995	173,945	(2,050)
	<i>SERVICE TOTAL</i>	<i>961,225</i>	<i>1,004,987</i>	<i>43,762</i>
648 Community Recreation Centers	General	14,154,193	14,930,009	775,816
	Federal	359,355	439,661	80,306
	Special Revenue	1,871,546	1,721,132	(150,414)
	Special Grant	0	300,000	300,000
	<i>SERVICE TOTAL</i>	<i>16,385,094</i>	<i>17,390,802</i>	<i>1,005,708</i>
649 Special Facilities Management Recreation	Special Revenue	2,982,928	3,124,192	141,264
	<b>AGENCY TOTAL</b>	<b>29,156,318</b>	<b>30,887,276</b>	<b>1,730,958</b>
<b>GRAND TOTAL</b>				
TOTAL OPERATING BUDGET		454,292,655	481,348,821	27,056,166
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		454,292,655	481,348,821	27,056,166

## Special Exhibit: Funding for Children and Families

### Baltimore City Public Schools

Public schools in Maryland are funded by both local governments and the State. By design, State Education Aid to public schools is distributed inversely to local wealth, whereby the less affluent school districts receive more State Education Aid. Wealth is measured in terms of county property values and personal income; by both measures, Baltimore is at or near the bottom per capita wealth calculation among Maryland jurisdictions. Since Baltimore City is among those jurisdictions with the least wealth as calculated for State Education Aid purposes in Maryland, City Schools received 70% of its funding from the State in Fiscal 2019. Other low wealth jurisdictions that contribute less than a quarter of their share of education funding include Allegany, Caroline, Somerset, and Wicomico Counties.

Fiscal 2020 was the third and final year of Baltimore City's three-year, \$99.2 million bridge funding plan to help City Schools address the district's budget shortfalls. This included \$25.4 million in Fiscal 2018, \$35.3 million in Fiscal 2019, and \$38.5 million in Fiscal 2020 above the Fiscal 2017 direct support funding level of \$265,412,181. In Fiscal 2021, the City is providing \$64 million for capital projects, including \$15 million for the 21st Century Schools Program, \$19 million in bond funding for school upgrades, and \$30 million as part of the new Built to Learn Act, passed by the Maryland General Assembly in 2020.

The Commission on Innovation and Excellence in Education, more commonly referred to as the "Kirwan Commission", was created by legislation in 2016 to generate recommendations to improve education across Maryland through funding, policies, and resources. One main goal for the Commission was to establish a new funding formula for school funding across Maryland. The Commission was expected to complete its work in January 2019, with legislation to implement the recommendations introduced during the Maryland General Assembly 2019 session. However, in December 2018, the Commission was asked to continue its work through Fall 2019, and was taken up again by the General Assembly during the 2020 session.

As of publication, the Maryland General Assembly has passed the Kirwan legislation Blueprint for Maryland's Future, House Bill 1300 (HB1300), which would dramatically change the current education funding formula in Maryland. HB1300, as amended by the House, requires implementation of the new funding formulas from Fiscal 2022 through Fiscal 2030, as well as an increase in State support for public schools in Fiscal 2021. The bill would require additional State Aid of \$209.3 million over the amount required by current law in Fiscal 2022 for City Schools, growing to \$613.2 million in Fiscal 2030. The bill also requires a significant increase in local support for City Schools, growing from \$46.4 million in additional support over the amount required by current law in Fiscal 2022 to \$170.6 million by Fiscal 2030. This represents a 55% increase in the level of direct local support for City Schools by Fiscal 2030, the highest rate of increase of local support proposed among Maryland's jurisdictions.

## Support for City Schools

	Fiscal 2019 Adopted	Fiscal 2020 Adopted	Fiscal 2021 Budget
<b>Direct Payment by the City to City Schools</b>			
<i>Maintenance of Effort</i>			
Base Maintenance of Effort	227,706,071	227,426,818	239,640,590
Retiree Health Benefits	29,805,357	29,805,357	29,805,357
Teacher Pension	17,900,753	17,900,753	17,900,753
<b>Maintenance of Effort Total</b>	<b>275,412,181</b>	<b>275,132,928</b>	<b>287,346,700</b>
<i>Other Direct Payments</i>			
Additional City Funding for Schools	3,000,000	3,279,253	0
<b>CATEGORY TOTAL</b>	<b>278,412,181</b>	<b>278,412,181</b>	<b>287,346,700</b>
<b>Support for City Schools Programs</b>			
School Nurse Program (General Fund portion)	14,959,421	14,983,639	15,711,762
School Nurse Program (City Schools Fund portion)	73,130	897,222	4,718,771
School Crossing Guards	5,194,366	5,336,637	5,140,809
Risk Management for Schools	9,900,000	13,100,000	0
<b>CATEGORY TOTAL</b>	<b>30,126,917</b>	<b>34,317,498</b>	<b>25,571,342</b>
<b>Capital - City Support of City Schools</b>			
Debt Service for School Construction	19,125,424	20,116,409	24,373,887
GO Bond support for School Construction Projects	17,000,000	19,000,000	19,000,000
PAYGO support for School Construction Projects	2,000,000	0	0
<b>CATEGORY TOTAL</b>	<b>38,125,424</b>	<b>39,116,409</b>	<b>43,373,887</b>
<b>Capital - City Support for 21st Century School Buildings Program</b>			
Beverage Tax Contribution - School Construction	12,400,000	12,600,000	12,268,000
Casino Lease Contribution - School Construction	1,350,000	1,400,000	1,400,000
Table Games Aid - School Construction	2,740,150	2,700,000	1,521,132
<b>CATEGORY TOTAL</b>	<b>16,490,150</b>	<b>16,700,000</b>	<b>15,189,132</b>
<b>Other Support for City Schools - Guaranteed Tax Base</b>			
GTB Leveraged from Retiree Health Benefits Contribution	6,145,431	5,518,519	5,036,976
GTB Leveraged from Additional Direct Payments	2,680,486	2,406,810	2,244,212
<b>CATEGORY TOTAL</b>	<b>8,825,917</b>	<b>7,925,329</b>	<b>7,281,188</b>
<b>Capital - Built to Learn Act Supplemental School Construction Program</b>			
Fund Balance - School Construction	0	0	30,000,000
<b>CATEGORY TOTAL</b>	<b>0</b>	<b>0</b>	<b>30,000,000</b>
<b>GRAND TOTAL</b>			
<b>TOTAL CITY SUPPORT FOR BCPS</b>	<b>371,980,589</b>	<b>376,471,417</b>	<b>408,762,249</b>

*\$30 million of School Construction and \$4 million of School Health comes from one-time sources (Fund Balance).*

## Priority Outcome: Public Safety

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	849,966,528	861,943,937	11,977,409
Federal	19,731,274	22,406,715	2,675,441
State	48,554,105	54,302,956	5,748,851
Special Revenue	33,880,856	40,893,507	7,012,651
Special Grant	532,879	498,886	(33,993)
<b>Total</b>	<b>952,665,642</b>	<b>980,046,001</b>	<b>27,380,359</b>

### Key results funded in the Fiscal 2021 Recommended Budget:

- The Baltimore Police Department will increase the number of available officers in Fiscal 2021, with a goal of hiring 240 recruits. The Department regularly has approximately 200 officer vacancies, hindering its ability to fight crime and negatively impacting officer wellness. Partnerships with the Mayor's Office of Performance and Innovation and the Mayor's Office of Employment Development are helping to attract a larger and more diverse applicant pool.
- The Safe Streets program will mediate 1,500 conflicts in high-crime neighborhoods to prevent escalation to violence in Fiscal 2021. The program is now operating 10 sites, where staff canvass local communities to build relationships with residents and interrupt patterns of violence.
- Emergency Medical Services will work to achieve its target of responding to 90% of incidents within nine minutes. To deal with increasing call volume (158,400 calls in Fiscal 2019), the agency is using computer-aided dispatch technology to more efficiently direct responding units. The City also utilizes a two-tiered system that deploys both advanced life support (ALS) and basic life support (BLS) units, enabling the agency to better prioritize calls and send the most appropriate resources.
- The Fire Department anticipates investigating 460 fires in Fiscal 2021, and determining the cause of at least half. The Department investigates fires that result in damage to City property, fatalities, or injuries, and any fires considered suspicious.

### Key budget decisions in Public Safety:

#### *Baltimore Police Department (BPD)*

- The recommended budget provides an additional \$1.4 million across multiple agencies for operation of Baltimore City Intelligence Centers (BCIC) in four police districts. BPD began piloting this model last year, establishing two strategic decision support centers that use data analysis to help target crime prevention and enforcement efforts. The Fiscal 2021 budget includes funding for BPD and the State's Attorney's Office to staff the centers. Based on a similar initiative in Chicago with promising results, the BCICs also will engage the Mayor's Office of Criminal Justice to oversee case management services.
- The BPD Central District will move to a new home in the former Baltimore Sun building at 501 N. Calvert Street. The District has been operating out of police headquarters since its former building shut down over a year ago due to emergency repairs. The new facility also will house the Warrant Apprehension Task Force, other specialized Police operational units, and peak Emergency Medical Services units. The BPD budget includes \$1.2 million of federal Asset Forfeiture funds for rental costs.
- BPD will reorganize its Mounted, Aviation, and traffic-related units to achieve savings of \$3.4 million. Offi-

cers in these units will be re-assigned to Patrol functions, resulting in: use of horses or motorcycles only for high-priority special events and traffic control; reducing helicopter flight time from 16 hours to 12 hours each day; and focusing traffic investigations on fatal and serious injury accidents.

- By implementing policy changes that will improve efficiency, BPD plans to achieve \$3.4 million in savings. Key policies include continued oversight of overtime spending by each unit; privatizing some building security functions; and review of rules for special event staffing and court appearances.
- The budget for BPD reflects an intensive effort to analyze past spending, audit the location of officer assignments and budget positions in the correct programs, reorganize activities to better represent organizational structure, and strategically allocate resources to achieve results. BPD leadership worked with the Department of Finance and external consultants on this initiative to make its budget more transparent and a better tool for fiscal accountability.
- The recommended budget reduces funding by \$1.2 million for legal settlement payouts by BPD. The change reflects a downward trend in small settlements over the past few years, which may be attributable to expanded use of body worn cameras.
- The budget defunds 37 vacant positions as part of a City-wide savings initiative. These positions were selected to minimize impact on services.
- Overall, the budget includes an additional \$10.5 million of grant and special revenue expenditures, as the City is applying for new grants and making plans to spend federal Asset Forfeiture fund balances on critical equipment. Although there are several savings initiatives, the BPD's General Fund budget increases by \$3.0 million, or 0.6%, primarily due to annual inflation of personnel benefits and equipment costs.

#### *Fire Department (BCFD)*

- The recommended budget supports an independent study of BCFD's operational and management practices. The consultant will assess staffing methods and assignments; time-keeping and leave policies; overtime staffing; policies, schedules, and compensation plans; and current fees for BCFD services.
- Special fund revenue from 911 surcharge fees increases the recommended budget by \$2 million. Last year, a State law increased the surcharge fee that helps fund Maryland's 911 services for the first time since 2003, raising it from \$1 to \$1.25 per phone line. Of that amount, local jurisdictions receive \$0.75 per phone line. This revenue will be used for equipment upgrades as well as to defray other costs.
- BCFD is implementing a comprehensive inventory management system that encompasses inventory and asset management, medication and narcotics tracking, and fleet maintenance oversight. The system is expected to save BCFD at least \$500,000 based upon performance of other similar departments.
- BCFD will ensure their members in the Mobile-Integrated Healthcare Community Paramedicine (MIH-CP) program are trained in the Screening, Brief Intervention, and Referral to Treatment (SBIRT) methodology.
- In the Fall of 2020, BCFD will participate in the Emergency Triage, Treat, and Transport (ET3) Model, which is a voluntary five-year payment model that will provide greater flexibility to ambulance care teams to address emergency health care needs of Medicare Fee-for-Service beneficiaries following a 911 call.
- This budget includes savings of \$3.6 million from reassigning personnel in two Fire Suppression companies.
- The Department will defund 7 positions to achieve savings required to balance the Fiscal 2021 budget.

#### *Mayor's Office of Criminal Justice (MOCJ)*

- The recommended budget includes \$400,000 of additional funding for case management services to support the BCIC initiative, which takes a collaborative approach to reducing crime. The case management services will use targeted violence prevention efforts to supplement law enforcement activities.
- The budget for MOCJ provides \$200,000 of new funding for Metro Crime Stoppers, a community initiative that works to collect information to help solve felony crimes. The organization offers a tip hotline and cash

rewards for information that leads to arrests.

*State's Attorney's Office (SAO)*

- The recommended budget includes new SAO positions as part of the interagency BCIC initiative. To enhance collaboration with BPD and crime prevention efforts, SAO will locate two Assistant State's Attorneys at each of the four centers.

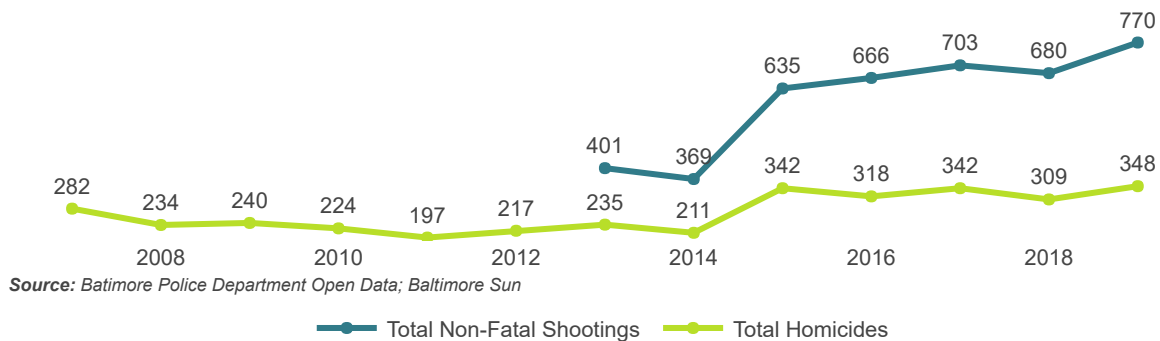
*Department of Transportation (DOT)*

- The recommended budget saves \$944,000 in overtime costs for the traffic camera program by adjusting staff assignments. Light-duty Police officers will review red light camera citations during their regular shifts, instead of officers who get paid overtime for citation review.



## Indicator: Homicides & Non-Fatal Shootings

### Total Non-Fatal Shootings and Homicides (All Weapons)



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

#### Positive Factors

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

#### Negative Factors

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

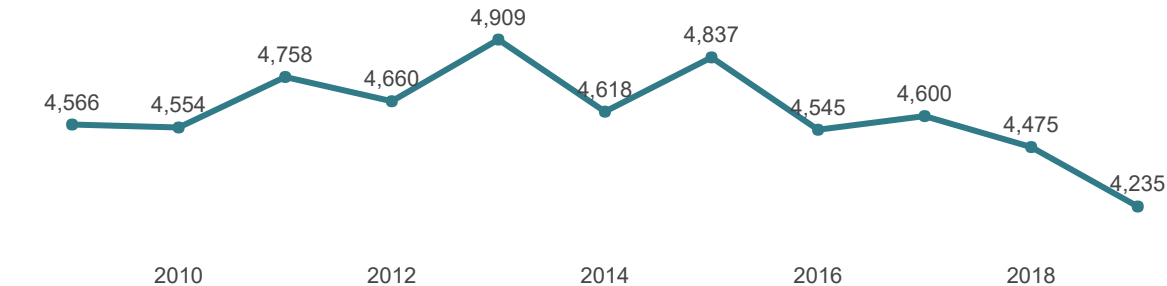
The Fiscal 2021 recommended budget invests significant resources to support positive movement on the Non-Fatal Shootings and Homicides indicator:

The City will build interagency collaboration to combat violent crime by operating Baltimore City Intelligence Centers (BCICs) in four police districts. The Centers will utilize crime data analysis, strategic deployment of police officers, case management services designed to prevent violence, and close cooperation with prosecutors. Chicago launched a similar model in 2017, and researchers found it caused a statistically significant decrease in crime. BPD started piloting strategic decision support centers in two districts last year, and will use this experience to inform BCIC expansion.

MOCJ continues to support two programs that work to interrupt cycles of violence in high-crime neighborhoods. Safe Streets now operates ten sites across the City, using outreach and mediation to prevent violence and connect residents to social services. Roca seeks out young men at high risk of engaging in violence and provides them with wrap-around services and employment opportunities. The program is working to build multi-year relationships with more than 150 young men to make sustainable change in their lives.

## Indicator: Property Crime

**Total Property Crime per 100,000 Residents**



Source: Baltimore Police Department Open Data; United States Census

Property crime data includes burglary, larceny, theft, and motor vehicle theft. Because they may involve violence, arson and vandalism incidents are excluded.

### Positive Factors

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

### Negative Factors

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

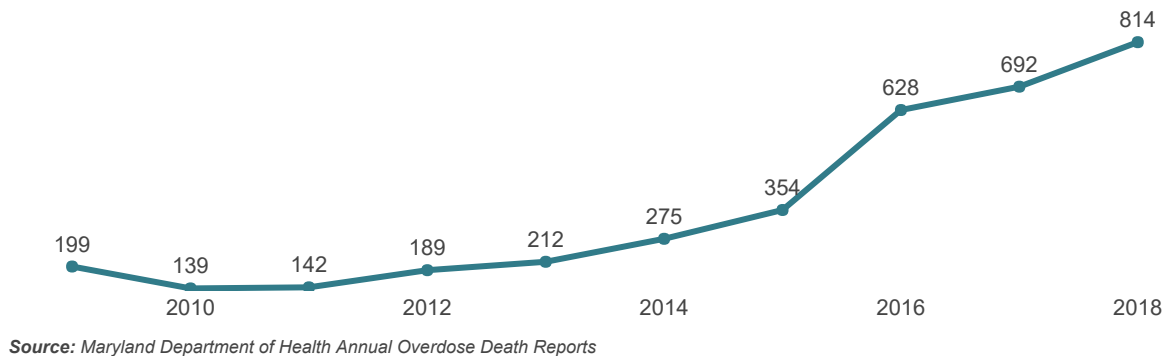
The Fiscal 2021 recommended budget invests in services and programs that will support positive movement on the Property Crimes indicator:

BPD is working to expand its presence in the community, with a goal of deterring theft and other property crimes. BPD is partnering with the Mayor's Offices of Performance and Innovation and Employment Development to introduce job fairs, consult with neighboring jurisdictions, and recruit and retain more officers to fully staff Patrol units. The number of BPD applications is increasing. BPD received 4,023 completed applications in Fiscal 2019, as compared to 2,770 the previous year. Moreover, the application pool has a higher percentage of women than prior years. In addition, BPD is encouraging proactive policing strategies like business checks and field interviews that make officers more visible in neighborhoods.

The CitiWatch program is making plans to modernize its network of CCTV cameras by upgrading the software that supports camera monitoring and linking cameras in public-private partnerships. City officials are exploring options to coordinate different technologies – such as cameras, license plate readers, and gunshot detection units – in order to gather evidence of crimes in real time. The City also is seeking grant funding to support a rebate program that would offer residents financial incentives to install home security cameras and register them with CitiWatch, so police can request footage if crimes occur near those cameras.

## Indicator: Opioid-Related Deaths

### Total Number of Opioid-Related Deaths



This indicator captures all deaths that occurred in the City of Baltimore (including non-residents) related to opioids. In previous years, this indicator only included deaths from heroin. As the number of deaths from fentanyl has grown (120 deaths in 2015 to 758 deaths in 2018) and now exceeds heroin-related fatalities, the indicator was changed this year to better illustrate the scale of this crisis. Data is not yet available for 2019.

#### Positive Factors

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

#### Negative Factors

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

The Fiscal 2021 recommended budget invests significant resources that will support positive movement on the Opioid-Related Deaths indicator:

The Health Department continues its syringe exchange program, which includes the Overdose Response Program that trains individuals in responding to opioid-related overdoses with Naloxone and other interventions. The initiative has trained more than 40,000 residents and observed a significant increase over the past year in clients reporting overdose reversals.

Demand for Emergency Medical Services continues to rise, driven partly by opioid-related overdoses. BCFD employs several strategies to handle the high demand, such as: transporting chronic substance users to the Health Department's Stabilization Center for treatment services when appropriate; using computer-aided dispatch technology to more efficiently direct responding units; and using a two-tiered system that deploys both advanced life support (ALS) and basic life support (BLS) units, enabling the Department to better prioritize calls.

## Operating Budget Recommendation for Public Safety

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Fire</b>				
600 Administration Fire	General	9,160,725	9,550,556	389,831
	Federal	1,604,329	1,600,000	(4,329)
	State	374,343	350,000	(24,343)
	<b>SERVICE TOTAL</b>	<b>11,139,397</b>	<b>11,500,556</b>	<b>361,159</b>
602 Fire Suppression and Emergency Rescue	General	162,388,270	162,475,629	87,359
	Federal	4,607,990	2,424,656	(2,183,334)
	State	1,485,078	1,420,339	(64,739)
	<b>SERVICE TOTAL</b>	<b>168,481,338</b>	<b>166,320,624</b>	<b>(2,160,714)</b>
608 Emergency Management	General	687,496	870,805	183,309
	Federal	320,866	1,795,858	1,474,992
	State	600,000	67,000	(533,000)
	<b>SERVICE TOTAL</b>	<b>1,608,362</b>	<b>2,733,663</b>	<b>1,125,301</b>
609 Emergency Medical Services	General	30,257,988	32,341,664	2,083,676
	State	1,339,247	1,343,438	4,191
	Special Revenue	19,982,716	20,035,571	52,855
	<b>SERVICE TOTAL</b>	<b>51,579,951</b>	<b>53,720,673</b>	<b>2,140,722</b>
610 Fire and Emergency Community Outreach	General	391,371	392,034	663
612 Fire Investigation	General	784,186	749,195	(34,991)
614 Fire Communications and Dispatch	General	13,014,395	8,901,044	(4,113,351)
	State	3,000	3,000	0
	Special Revenue	7,394,643	9,226,149	1,831,506
	<b>SERVICE TOTAL</b>	<b>20,412,038</b>	<b>18,130,193</b>	<b>(2,281,845)</b>
615 Fire Training and Education	General	5,187,873	4,755,552	(432,321)
	<b>AGENCY TOTAL</b>	<b>259,584,516</b>	<b>258,302,490</b>	<b>(1,282,026)</b>
<b>Health</b>				
307 Substance Use Disorder and Mental Health	General	1,601,148	1,533,047	(68,101)
	Federal	1,359,060	1,347,824	(11,236)
	State	1,642,214	1,804,827	162,613
	<b>SERVICE TOTAL</b>	<b>4,602,422</b>	<b>4,685,698</b>	<b>83,276</b>
315 Emergency Services Health	General	906,554	920,394	13,840
	Federal	741,815	668,764	(73,051)
	State	8,350,902	8,470,708	119,806
	Special Grant	532,879	498,886	(33,993)
	<b>SERVICE TOTAL</b>	<b>10,532,150</b>	<b>10,558,752</b>	<b>26,602</b>
	<b>AGENCY TOTAL</b>	<b>15,134,572</b>	<b>15,244,450</b>	<b>109,878</b>
<b>Housing and Community Development</b>				
752 Community Outreach Services	General	1,461,797	1,466,905	5,108
<b>Law</b>				
871 Police Legal Affairs	General	2,194,751	2,243,178	48,427

(continued)

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Liquor License Board</b>				
851 Liquor License Compliance	General	1,227,614	1,187,954	(39,660)
<b>M-R: Office of Criminal Justice</b>				
617 Criminal Justice Coordination	General	803,913	744,496	(59,417)
	Federal	1,834,722	1,130,078	(704,644)
	State	1,000,000	1,023,000	23,000
	<b>SERVICE TOTAL</b>	<b>3,638,635</b>	<b>2,897,574</b>	<b>(741,061)</b>
618 Neighborhood Safety and Engagement	General	3,211,753	3,643,620	431,867
	Federal	1,974,323	1,646,370	(327,953)
	State	3,600,000	5,046,951	1,446,951
	Special Revenue	1,087,000	1,138,584	51,584
	<b>SERVICE TOTAL</b>	<b>9,873,076</b>	<b>11,475,525</b>	<b>1,602,449</b>
757 CitiWatch	General	2,653,256	2,706,297	53,041
	Special Revenue	130,000	179,460	49,460
	<b>SERVICE TOTAL</b>	<b>2,783,256</b>	<b>2,885,757</b>	<b>102,501</b>
758 Coordination of Public Safety Strategy Administration	General	897,516	1,130,143	232,627
	State	45,000	45,000	0
	Special Revenue	0	300,000	300,000
	<b>SERVICE TOTAL</b>	<b>942,516</b>	<b>1,475,143</b>	<b>532,627</b>
	<b>AGENCY TOTAL</b>	<b>17,237,483</b>	<b>18,733,999</b>	<b>1,496,516</b>
<b>M-R: Office of Employment Development</b>				
796 Workforce Services for Ex Offenders	General	186,799	189,287	2,488
	Federal	557,000	557,000	0
	State	994,450	983,794	(10,656)
	<b>SERVICE TOTAL</b>	<b>1,738,249</b>	<b>1,730,081</b>	<b>(8,168)</b>
	<b>AGENCY TOTAL</b>	<b>1,738,249</b>	<b>1,730,081</b>	<b>(8,168)</b>
<b>Office of Equity and Civil Rights</b>				
848 Police Community Relations	General	675,121	691,685	16,564
<b>Police</b>				
621 Administrative Bureau	General	80,438,389	93,109,603	12,671,214
	Federal	0	264,137	264,137
	State	12,862,251	10,725,750	(2,136,501)
	Special Revenue	500,000	6,302,782	5,802,782
	<b>SERVICE TOTAL</b>	<b>93,800,640</b>	<b>110,402,272</b>	<b>16,601,632</b>
622 Police Patrol	General	196,412,213	223,160,490	26,748,277
	Federal	300,000	2,500,000	2,200,000
	State	4,427,178	4,781,488	354,310
	Special Revenue	1,305,000	1,469,485	164,485
	<b>SERVICE TOTAL</b>	<b>202,444,391</b>	<b>231,911,463</b>	<b>29,467,072</b>
623 Criminal Investigation Division	General	52,554,451	55,152,054	2,597,603
	Federal	390,000	766,086	376,086
	State	554,515	4,371,226	3,816,711

(continued)

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	<i>SERVICE TOTAL</i>	<i>53,498,966</i>	<i>60,289,366</i>	<i>6,790,400</i>
624 Target Violent Criminals	General	46,822,659	0	(46,822,659)
	State	3,659,354	0	(3,659,354)
	Special Revenue	2,264,281	0	(2,264,281)
	<i>SERVICE TOTAL</i>	<i>52,746,294</i>	<i>0</i>	<i>(52,746,294)</i>
625 SWAT ESU	General	10,877,390	0	(10,877,390)
626 Data Driven Strategies	General	13,566,666	8,901,421	(4,665,245)
	Federal	1,366,762	0	(1,366,762)
	State	1,360,000	1,478,872	118,872
	<i>SERVICE TOTAL</i>	<i>16,293,428</i>	<i>10,380,293</i>	<i>(5,913,135)</i>
627 Emergency Communications	General	14,064,986	0	(14,064,986)
628 Public Integrity Bureau	General	12,995,906	9,160,770	(3,835,136)
632 Manage Police Records	General	7,483,083	0	(7,483,083)
635 Recruitment Section	General	22,602,468	20,401,253	(2,201,215)
	Federal	20,000	0	(20,000)
	<i>SERVICE TOTAL</i>	<i>22,622,468</i>	<i>20,401,253</i>	<i>(2,221,215)</i>
637 Special Operations K 9 and Mounted Unit	General	4,354,708	0	(4,354,708)
	Federal	5,000	0	(5,000)
	State	149,620	0	(149,620)
	<i>SERVICE TOTAL</i>	<i>4,509,328</i>	<i>0</i>	<i>(4,509,328)</i>
638 Marine Unit	General	2,465,832	0	(2,465,832)
	Federal	300,000	0	(300,000)
	<i>SERVICE TOTAL</i>	<i>2,765,832</i>	<i>0</i>	<i>(2,765,832)</i>
640 Special Operations Aviation	General	7,054,321	0	(7,054,321)
642 Crime Laboratory and Evidence Control	General	23,048,260	22,633,504	(414,756)
	Federal	561,144	530,702	(30,442)
	<i>SERVICE TOTAL</i>	<i>23,609,404</i>	<i>23,164,206</i>	<i>(445,198)</i>
807 Compliance Bureau	General	0	35,133,390	35,133,390
	Federal	0	25,460	25,460
	State	0	2,265,945	2,265,945
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>37,424,795</i>	<i>37,424,795</i>
816 Special Operations Section	General	0	25,687,548	25,687,548
	Federal	0	521,900	521,900
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>26,209,448</i>	<i>26,209,448</i>
853 Patrol Support Services	General	0	15,910,128	15,910,128
	Federal	0	605,750	605,750
	State	0	3,099,775	3,099,775
	Special Revenue	0	1,000,000	1,000,000
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>20,615,653</i>	<i>20,615,653</i>
	<b>AGENCY TOTAL</b>	<b>536,376,477</b>	<b>549,959,519</b>	<b>13,583,042</b>
<b>Sheriff</b>				
881 Courthouse Security	General	4,155,371	4,095,269	(60,102)
882 Deputy Sheriff Enforcement	General	10,355,587	10,770,075	414,488
	State	0	50,000	50,000
	Special Revenue	235,290	239,980	4,690
	<i>SERVICE TOTAL</i>	<i>10,590,877</i>	<i>11,060,055</i>	<i>469,178</i>

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
883 Service of Protective and Peace Orders	General	2,099,188	2,284,288	185,100
884 District Court Sheriff Services	General	2,730,331	2,692,305	(38,026)
889 Child Support Enforcement	General	1,661,994	1,752,886	90,892
	Federal	0	1,100,000	1,100,000
	<i>SERVICE TOTAL</i>	<i>1,661,994</i>	<i>2,852,886</i>	<i>1,190,892</i>
	<b>AGENCY TOTAL</b>	<b>21,237,761</b>	<b>22,984,803</b>	<b>1,747,042</b>
<b>State's Attorney</b>				
115 Prosecution of Criminals	General	27,725,528	27,452,899	(272,629)
	Federal	1,378,020	1,796,589	418,569
	State	6,053,376	6,917,188	863,812
	Special Revenue	313,959	320,216	6,257
	<i>SERVICE TOTAL</i>	<i>35,470,883</i>	<i>36,486,892</i>	<i>1,016,009</i>
781 Administration State's Attorney	General	7,263,805	7,634,737	370,932
786 Victim and Witness Services	General	1,848,678	1,866,465	17,787
	Federal	1,983,044	2,601,351	618,307
	State	53,577	54,655	1,078
	<i>SERVICE TOTAL</i>	<i>3,885,299</i>	<i>4,522,471</i>	<i>637,172</i>
	<b>AGENCY TOTAL</b>	<b>46,619,987</b>	<b>48,644,100</b>	<b>2,024,113</b>
<b>Transportation</b>				
500 Street Lighting	General	21,644,607	20,876,886	(767,721)
684 Traffic Management	General	11,380,065	11,054,645	(325,420)
	Special Revenue	667,967	681,280	13,313
	<i>SERVICE TOTAL</i>	<i>12,048,032</i>	<i>11,735,925</i>	<i>(312,107)</i>
689 Vehicle Impounding and Disposal	General	8,008,638	8,229,565	220,927
697 Traffic Safety	General	18,658,878	17,490,271	(1,168,607)
	Federal	510,891	524,190	13,299
	<i>SERVICE TOTAL</i>	<i>19,169,769</i>	<i>18,014,461</i>	<i>(1,155,308)</i>
	<b>AGENCY TOTAL</b>	<b>60,871,046</b>	<b>58,856,837</b>	<b>(2,014,209)</b>
<b>GRAND TOTAL</b>				
TOTAL OPERATING BUDGET		952,665,642	980,046,001	27,380,359
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		952,665,642	980,046,001	27,380,359



## Priority Outcome: Clean and Healthy Communities

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	281,433,483	286,044,870	4,611,387
Internal Service	97,776,304	94,265,509	(3,510,795)
Conduit Enterprise	12,308,498	13,487,197	1,178,699
Wastewater Utility	277,356,115	273,228,492	(4,127,623)
Water Utility	192,375,485	200,735,075	8,359,590
Stormwater Utility	27,145,365	33,996,956	6,851,591
Federal	104,429,440	131,184,753	26,755,313
State	55,653,122	58,751,985	3,098,863
Special Revenue	40,783,905	34,908,482	(5,875,423)
Special Grant	472,220	1,453,954	981,734
<b>Total</b>	<b>1,089,733,937</b>	<b>1,128,057,273</b>	<b>38,323,336</b>

### Key results funded in the Fiscal 2021 Recommended Budget:

- The Parking Authority will pilot a Virtual Parking Permit program that will use a vehicle's license plate number instead of adhesive decals and paper visitor permits within the Residential Permit Parking Program (RPP). The program will streamline the RPP application and renewal processes.
- Baltimore City Recreation and Parks (BCRP) will continue Saturday operations at all 48 recreation centers.
- The Department of Housing and Community (DHCD) collaborated with YouthWorks participants to review aerial photographs of every vacant in the City and score the quality of the roof. DHCD used this data to pilot a more robust stabilization program. The agency aims to release 500 structures for demolition or stabilization for Fiscal 2021.
- The Health Department will continue the Healthy Home Program in order to address major home-based sources of chronic health issues through services such as home visits for children with asthma, inspections/education for pregnant and postpartum women in hazardous housing, and blood lead testing promotion for all children ages one and two.

### Key budget decisions in Clean and Healthy Communities:

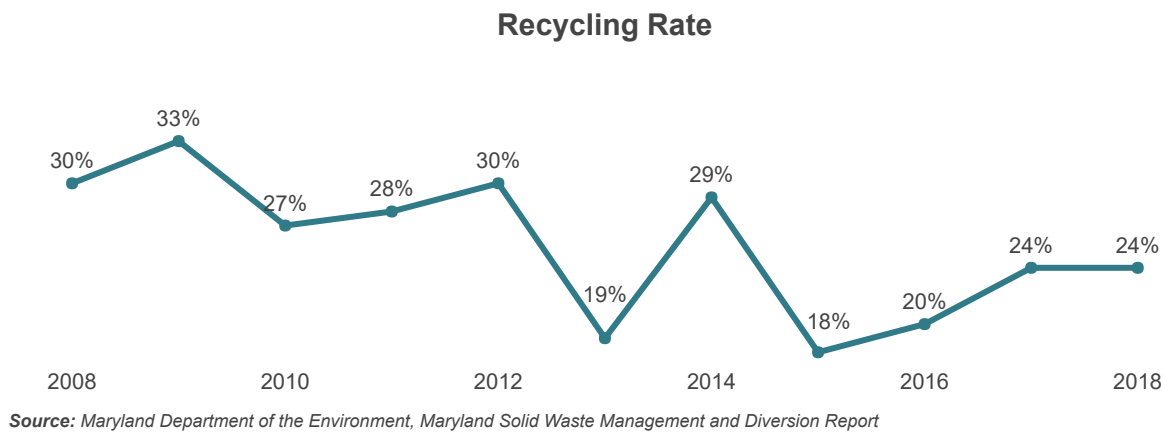
- The recommended budget includes \$63.1 million for the newly constituted Mayor's Office of Homeless Services. The Office administers the federal, State, and local funding that is awarded to the City of Baltimore to address homelessness. The agency contracts with more than 50 local service providers to provide permanent, transitional, and temporary housing, in addition to emergency shelter, supportive services, and outreach to individuals experiencing homelessness.
- The recommended budget will invest \$1.2 million from the Innovation Fund to support BCRP's Camp Small project, a zero-waste initiative that aims to capture the highest value from the City's wood and organic waste, while creating useful products for the growing green economy. BCRP will use the funds to purchase equipment to produce high-quality lumber slabs, mulch, playground fiber, firewood, and biochar for government, nonprofit, private sector, and individual buyers.
- The capital budget includes \$500,000 in PAYGO funding for improvements at the Bowley's Lane waste disposal facility.
- The recommended budget will invest \$9.6 million towards the City's Quarantine Road Landfill expansion,



with \$6.6 million from the operating budget and \$3 million from the capital budget. The Landfill is expected to reach capacity by 2026.

- The Fiscal 2021 recommended budget eliminates DPW's graffiti removal services.
- This budget reduces the Circulator operating budget by \$1.6 million. Service will be maintained with 16 buses across routes, but planned enhancements to add 4 additional buses to improve reliability with average headways of 15-20 minutes will be paused.
- The Department of General Services (DGS) is coordinating with the Police and Fire Departments to achieve \$500,000 and \$400,000, respectively, in savings from more efficient operations and maintenance of the City's Police and Fire fleet.
- The Fiscal 2021 budget reflects increased federal and State assistance in response to COVID-19:
  - \$13.1 million in additional appropriations to the Community Development Block Grant (CDBG) to create and expand facilities for COVID-19 testing, treatment, and supply manufacturing, to expand group living facilities, expand job trainings for health care workers, and to stabilize the local housing market.
  - \$6.61 million in additional appropriations to the Emergency Solutions Grants program to provide shelters, hotel and motel vouchers, and other support services for Baltimore's homeless population.
  - \$1.2 million in additional appropriations to the Housing Opportunities for Persons With AIDS (HOPWA) program to provide services to Americans with compromised immune systems, including rental and utility assistance, short term lodging, medical care, mental health treatment, nutritional services, and job training and placement.

## Indicator: Recycling Rate



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

### Positive Factors

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

### Negative Factors

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

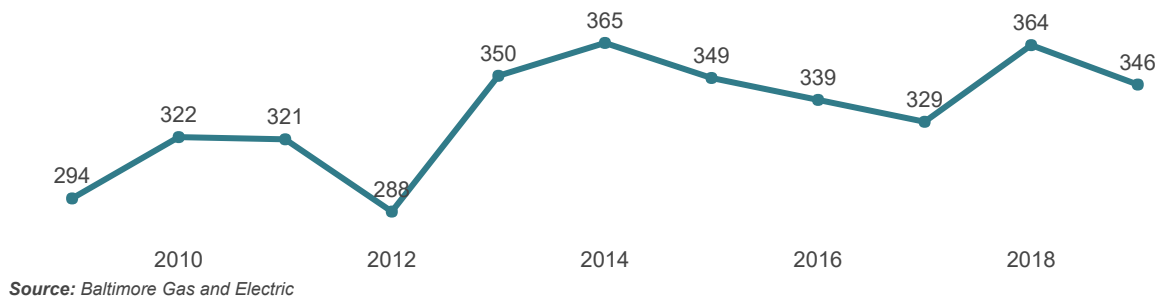
The Fiscal 2021 recommended budget invests in services and programs that will support the Recycling Rate indicator:

In Fiscal 2021, DPW is finalizing its 10-year Solid Waste Management Plan. The Plan will include measures to improve the recycling rate and divert more waste from the landfill, as well as educate the public on recycling while maximizing the number and types of materials that can be recycled.

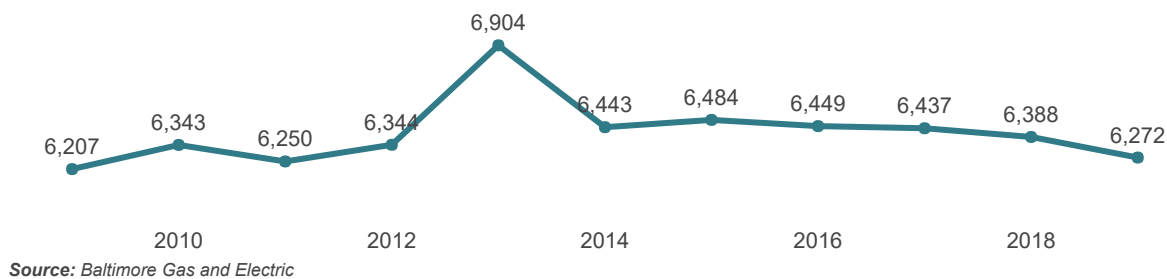
The Baltimore Office of Sustainability released its 2019 Sustainability Plan, which provides strategies to divert trash from the landfill and incinerator, launches an anti-litter, pro-recycling campaign, and implements a plan to achieve zero waste. The plan also uses a racial equity lens to heighten awareness of disparities and the need for equity in addressing environmental sustainability. It articulates strategies, actions, and measures of success across 5 core themes and 23 topic areas.

## Indicator: Citywide Energy Use

Citywide Gas Energy Usage (therms)



Citywide Electric Energy Usage (kWh)



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

### Positive Factors

- The Baltimore Energy Challenge
- Smart metering projects for City buildings and energy retrofits

### Negative Factors

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

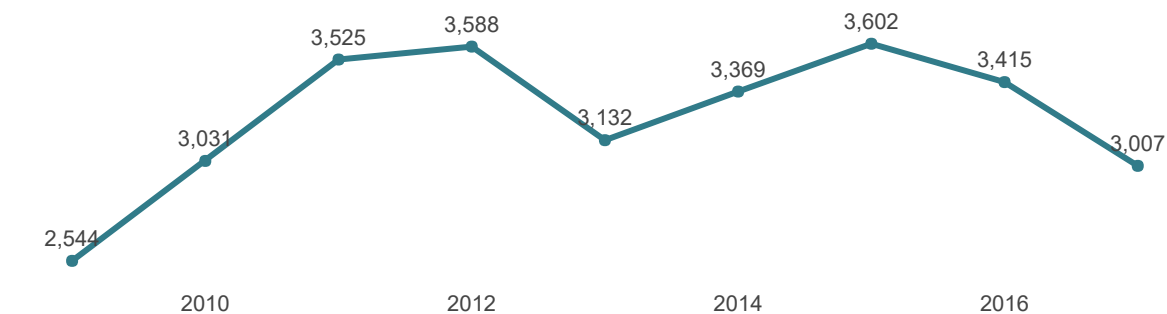
The Fiscal 2021 recommended budget invests in services and programs that will reduce energy usage:

DHCD will continue the Baltimore Energy Challenge which teaches residents, businesses, and nonprofits low- to no-cost ways to save energy through grassroots efforts in neighborhoods, businesses, and schools. Participants sign a pledge committing to reduce their energy use through changes in behavior. For Fiscal 2021, the Baltimore Energy Challenge will advance low-income solar installations in the City.

The Energy Office will move from DPW to DGS, and funding will move from an internal service fund to the General Fund. The Energy Office oversees energy efficiency measures through contracts and grant-funded projects from the Maryland Energy Administration and US Department of Energy.

## Indicator: Asthma Visits

Number of Childhood Asthma ER Visits per 100,000 People



Source: Baltimore City Health Department

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

### Positive Factors

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

### Negative Factors

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

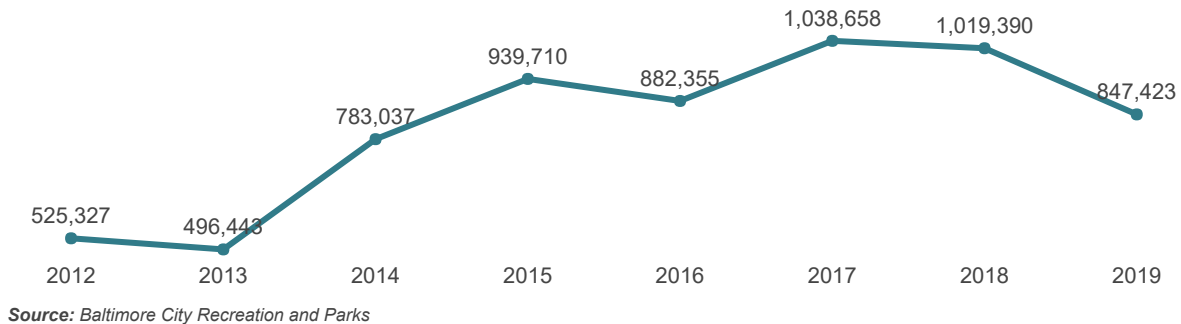
The Fiscal 2021 recommended budget invests in services and programs that will help reduce childhood asthma:

The Health Department's Community Asthma Program provides home visits for Baltimore children with asthma and expects 80% percent of children in the asthma program to have improved symptoms. Since 2016, the Health Department has exceeded this 80% benchmark. The service works to reduce emergency room visits, the number of symptom days, and absences from school due to asthma.

B'more for Healthy Babies (BHB) is a citywide initiative, led by the Baltimore City Health Department with Family League and HealthCare Access Maryland, to reduce infant mortality and improve the health of mothers and babies. Family League serves as the lead for the home visiting strategy. The Health Department helps students manage their asthma by keeping an Asthma Action Plan (AAPlan) on file in the health suite. The AAPlan provides school health professionals with individualized treatment plans for each student with asthma.

## Indicator: Recreational Opportunities

### Number of Visits to City Operated Recreation Facilities



The indicator captures the reported number of visits to City-operated recreation facilities, which includes recreation centers, city pools, and horticulture facilities (Rawlings Conservatory and Cylburn Arboretum). Also included in this indicator is total enrollment in youth and adult sports programs. The number of visitors in Fiscal 2019 is less than the number recorded in Fiscal 2018. This may be due to a data collection issue that occurred during the transition from the old recreation software system to CivicRec, a cloud-based platform.

#### Positive Factors

- Collaborative programs with other City agencies has increased Recreation Center attendance
- Increase in the number of event rentals at Cylburn Arboretum
- Extended hours at recreation centers

#### Negative Factors

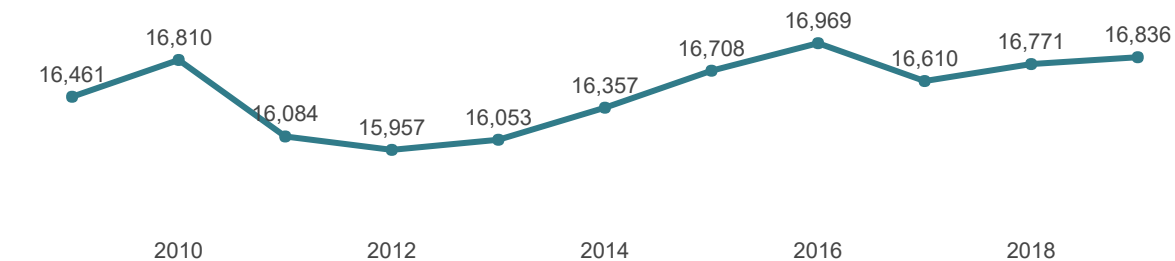
- Inefficient customer experience signing up and paying for programs

The Fiscal 2021 recommended budget invests in services and programs that will increase Recreation Facility Visits:

BCRP implemented CivicRec in Spring 2019. CivicRec is a cloud-based point-of-sale and user tracking software intended to improve users' access to BCRP programs and facilities in addition to providing more data for the department. The data is currently being used to develop BCRP programs for girls and teens. BCRP will continue extended Saturday operations at all 48 recreation centers. In addition to CivicRec data, BCRP is conducting focus groups with teens to inform program offerings.

## Indicator: Blight Elimination

### Number of Vacant Residential Buildings



Source: Baltimore City Department of Housing and Community Development

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

#### Positive Factors

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

#### Negative Factors

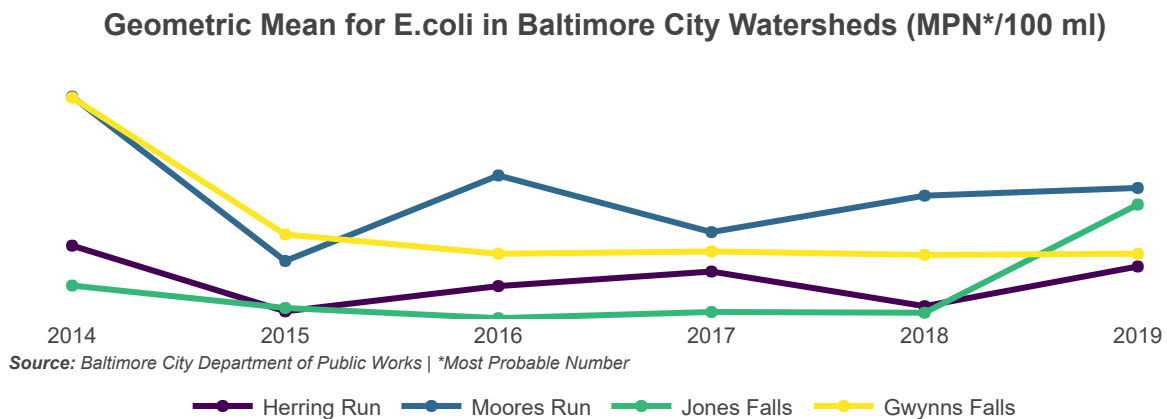
- Barriers in rehabilitation financing
- Challenges around aligning other City services (such as Police and Street Resurfacing) with Vacants to Value plans

The Fiscal 2021 recommended budget invests in services and programs that will support Blight Elimination:

The City continues its demolition efforts. DHCD demolished or stabilized 893 structures in 2019, well exceeding the goal of 500.

The Fiscal 2021 capital budget recommendations include \$21.8 million in general obligation bonds for DHCD and programs for demolition, homeownership incentives, development incentives, and affordable housing.

## Indicator: Water Cleanliness



DPW measures fecal bacteria at 23 stations throughout Baltimore. The City is required to meet State and local water quality standards, including bacteriological standards identified under State law as part of the 2002 Consent Decree. Data are divided into four watersheds across the City. When pollutants enter waterways, it is detrimental to the environment and public health. Although the Jones Falls and Herring Run watersheds have increased since Fiscal 2018, the increase is within acceptable ranges for this pollutant. Also, Fiscal 2019 was a record-setting period for rainfall, temporarily increasing pollutant measurements.

### Positive Factors

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

### Negative Factors

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

The Fiscal 2021 recommended budget invests in services and programs that will support the cleanliness of City waterways:

The capital budget recommendation includes \$275.7 million from the Wastewater Utility Fund to invest in projects related to wastewater treatment facilities, pumping stations, and underground pipes.

Additional capital funds from the Stormwater Utility Fund of \$31 million invest in pollution and erosion control and stormwater management, such as stream restorations, drainage improvements and repairs, and environmental site design.

The City will maintain its tree canopy cover of 28% through BCRP's Urban Forestry division.

## Operating Budget Recommendation for Clean and Healthy Communities

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Fire</b>				
611 Fire Code Enforcement	General	5,450,582	5,268,877	(181,705)
	Federal	168,003	171,867	3,864
	State	181,824	185,448	3,624
	<b>SERVICE TOTAL</b>	<b>5,800,409</b>	<b>5,626,192</b>	<b>(174,217)</b>
613 Fire Facilities Maintenance and Replacement	General	18,900,562	19,275,231	374,669
	Federal	3,142,168	3,628,628	486,460
	State	1,356,163	1,348,885	(7,278)
	Special Revenue	278,191	0	(278,191)
	<b>SERVICE TOTAL</b>	<b>23,677,084</b>	<b>24,252,744</b>	<b>575,660</b>
	<b>AGENCY TOTAL</b>	<b>29,477,493</b>	<b>29,878,936</b>	<b>401,443</b>
<b>General Services</b>				
189 Fleet Management	Internal Service	66,604,647	65,812,561	(792,086)
726 Administration General Services	General	633,055	44,126	(588,929)
730 Public and Private Energy Performance	General	0	533,926	533,926
	Internal Service	2,411,187	0	(2,411,187)
	State	3,500,000	300,000	(3,200,000)
	Special Revenue	500,000	511,500	11,500
	<b>SERVICE TOTAL</b>	<b>6,411,187</b>	<b>1,345,426</b>	<b>(5,065,761)</b>
731 Facilities Management	General	7,321,838	7,652,699	330,861
	Internal Service	28,760,470	28,452,948	(307,522)
	Federal	1,000,000	1,023,000	23,000
	State	1,000,000	1,000,000	0
	Special Revenue	100,000	99,700	(300)
	<b>SERVICE TOTAL</b>	<b>38,182,308</b>	<b>38,228,347</b>	<b>46,039</b>
734 Capital Projects Division Design and Construction	General	959,724	968,458	8,734
	<b>AGENCY TOTAL</b>	<b>112,790,921</b>	<b>106,398,918</b>	<b>(6,392,003)</b>
<b>Health</b>				
303 Clinical Services	General	5,363,718	4,735,681	(628,037)
	Federal	1,650,197	1,792,441	142,244
	State	942,419	963,170	20,751
	Special Revenue	104,681	102,698	(1,983)
	<b>SERVICE TOTAL</b>	<b>8,061,015</b>	<b>7,593,990</b>	<b>(467,025)</b>
305 Healthy Homes	General	928,920	1,032,840	103,920
	Federal	1,288,423	1,021,902	(266,521)
	State	378,541	834,523	455,982



*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Special Revenue	316,715	316,324	(391)
	<i>SERVICE TOTAL</i>	<i>2,912,599</i>	<i>3,205,589</i>	<i>292,990</i>
311 Health Services for Seniors	Special Revenue	4,993,373	5,244,140	250,767
715 Administration Health	General	4,290,359	4,582,757	292,398
	Federal	5,497,264	5,620,731	123,467
	State	2,135,763	2,315,986	180,223
	Special Revenue	1,690,657	1,700,000	9,343
	Special Grant	0	200,000	200,000
	<i>SERVICE TOTAL</i>	<i>13,614,043</i>	<i>14,419,474</i>	<i>805,431</i>
716 Animal Services	General	3,680,648	3,374,999	(305,649)
717 Environmental Inspection Services	General	3,115,769	3,065,526	(50,243)
	Special Revenue	32,882	33,537	655
	<i>SERVICE TOTAL</i>	<i>3,148,651</i>	<i>3,099,063</i>	<i>(49,588)</i>
718 Chronic Disease Prevention	General	411,013	241,466	(169,547)
	Federal	45,024	45,471	447
	State	496,190	536,772	40,582
	Special Revenue	30,690	31,302	612
	Special Grant	125,000	0	(125,000)
	<i>SERVICE TOTAL</i>	<i>1,107,917</i>	<i>855,011</i>	<i>(252,906)</i>
720 HIV Treatment Services for the Uninsured	General	1,271,654	1,289,372	17,718
	Federal	28,784,739	28,676,268	(108,471)
	State	20,668,526	23,256,972	2,588,446
	<i>SERVICE TOTAL</i>	<i>50,724,919</i>	<i>53,222,612</i>	<i>2,497,693</i>
721 Senior Centers	General	867,621	1,490,638	623,017
	Federal	1,702,320	1,861,384	159,064
	State	336,204	349,049	12,845
	Special Revenue	97,449	99,391	1,942
	Special Grant	16,432	16,432	0
	<i>SERVICE TOTAL</i>	<i>3,020,026</i>	<i>3,816,894</i>	<i>796,868</i>
722 Administration CARE	General	551,834	589,957	38,123
	Federal	236,795	242,857	6,062
	<i>SERVICE TOTAL</i>	<i>788,629</i>	<i>832,814</i>	<i>44,185</i>
723 Advocacy for Seniors	General	107,410	93,605	(13,805)
	Federal	71,313	108,693	37,380
	State	350,089	350,212	123
	Special Revenue	316,426	388,489	72,063
	<i>SERVICE TOTAL</i>	<i>845,238</i>	<i>940,999</i>	<i>95,761</i>
724 Direct Care and Support Planning	State	2,595,742	2,647,756	52,014

(continued)

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Special Revenue	37,000	37,738	738
	<i>SERVICE TOTAL</i>	<i>2,632,742</i>	<i>2,685,494</i>	<i>52,752</i>
725 Community Services for Seniors	General	195,486	198,519	3,033
	Federal	3,654,719	3,711,222	56,503
	State	979,425	998,947	19,522
	<i>SERVICE TOTAL</i>	<i>4,829,630</i>	<i>4,908,688</i>	<i>79,058</i>
	<b>AGENCY TOTAL</b>	<b>100,359,430</b>	<b>104,199,767</b>	<b>3,840,337</b>
<b>Housing and Community Development</b>				
593 Community Support Projects	General	2,000,000	2,206,289	206,289
	Federal	9,677,581	25,083,253	15,405,672
	State	307,000	313,119	6,119
	<i>SERVICE TOTAL</i>	<i>11,984,581</i>	<i>27,602,661</i>	<i>15,618,080</i>
737 Administration HCD	General	5,156,053	5,306,686	150,633
	Federal	1,615,878	1,238,222	(377,656)
	Special Revenue	200,000	200,000	0
	<i>SERVICE TOTAL</i>	<i>6,971,931</i>	<i>6,744,908</i>	<i>(227,023)</i>
738 Weatherization Services	General	702,459	799,439	96,980
	State	4,898,724	4,918,661	19,937
	Special Grant	60,000	61,380	1,380
	<i>SERVICE TOTAL</i>	<i>5,661,183</i>	<i>5,779,480</i>	<i>118,297</i>
742 Promote Homeownership	General	415,282	459,038	43,756
	Federal	141,007	185,368	44,361
	<i>SERVICE TOTAL</i>	<i>556,289</i>	<i>644,406</i>	<i>88,117</i>
745 Housing Code Enforcement	General	14,121,544	11,676,930	(2,444,614)
	Federal	360,000	363,986	3,986
	Special Revenue	50,000	50,997	997
	<i>SERVICE TOTAL</i>	<i>14,531,544</i>	<i>12,091,913</i>	<i>(2,439,631)</i>
747 Register and License Properties and Contractors	General	585,296	621,062	35,766
748 Affordable Housing	Federal	743,856	717,564	(26,292)
	Special Revenue	17,000,000	13,490,473	(3,509,527)
	<i>SERVICE TOTAL</i>	<i>17,743,856</i>	<i>14,208,037</i>	<i>(3,535,819)</i>
749 Property Acquisition Disposition and Asset Management	General	3,192,718	3,586,699	393,981
750 Housing Rehabilitation Services	Federal	3,746,375	6,121,682	2,375,307
	State	550,000	559,317	9,317
	<i>SERVICE TOTAL</i>	<i>4,296,375</i>	<i>6,680,999</i>	<i>2,384,624</i>
751 Building and Zoning Inspections and Permits	General	6,389,837	6,546,353	156,516
754 Summer Food Service Program	State	3,604,658	3,651,901	47,243
815 Live Baltimore	General	584,865	596,522	11,657

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>AGENCY TOTAL</b>		<b>76,103,133</b>	<b>88,754,941</b>	<b>12,651,808</b>
<b>M-R: Environmental Control Board</b>				
117 Adjudication of Environmental Citations	General	1,488,016	1,497,623	9,607
	State	250,000	255,750	5,750
	<i>SERVICE TOTAL</i>	<i>1,738,016</i>	<i>1,753,373</i>	<i>15,357</i>
	<b>AGENCY TOTAL</b>	<b>1,738,016</b>	<b>1,753,373</b>	<b>15,357</b>
<b>M-R: Office of Homeless Services</b>				
356 Administration Human Services	General	1,910,976	1,577,506	(333,470)
	Federal	2,920,088	4,240,570	1,320,482
	State	220,297	217,948	(2,349)
	Special Revenue	1,243,394	728,065	(515,329)
	<i>SERVICE TOTAL</i>	<i>6,294,755</i>	<i>6,764,089</i>	<i>469,334</i>
893 Homeless Prevention and Support Services for the Homeless	Federal	621,431	237,844	(383,587)
	State	516,400	258,717	(257,683)
	<i>SERVICE TOTAL</i>	<i>1,137,831</i>	<i>496,561</i>	<i>(641,270)</i>
894 Outreach to the Homeless	General	996,532	1,016,250	19,718
	Federal	2,662,571	928,367	(1,734,204)
	State	296,578	39,523	(257,055)
	<i>SERVICE TOTAL</i>	<i>3,955,681</i>	<i>1,984,140</i>	<i>(1,971,541)</i>
895 Temporary Housing for the Homeless	General	8,757,780	9,476,717	718,937
	Federal	183,509	9,448,356	9,264,847
	State	1,945,310	1,965,534	20,224
	<i>SERVICE TOTAL</i>	<i>10,886,599</i>	<i>20,890,607</i>	<i>10,004,008</i>
896 Permanent Housing for the Homeless	General	770,518	252,181	(518,337)
	Federal	29,781,059	29,935,410	154,351
	State	26,995	2,801,536	2,774,541
	Special Revenue	96,342	0	(96,342)
	<i>SERVICE TOTAL</i>	<i>30,674,914</i>	<i>32,989,127</i>	<i>2,314,213</i>
	<b>AGENCY TOTAL</b>	<b>52,949,780</b>	<b>63,124,524</b>	<b>10,174,744</b>
<b>Municipal and Zoning Appeals</b>				
185 Board of Municipal and Zoning Appeals	General	656,762	577,288	(79,474)
<b>Planning</b>				
762 Historic Preservation	General	676,945	713,462	36,517

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
763 Comprehensive Planning and Resource Management	Federal	100,000	100,000	0
	State	100,000	100,000	0
	Special Revenue	50,000	50,000	0
	<i>SERVICE TOTAL</i>	<i>926,945</i>	<i>963,462</i>	<i>36,517</i>
	General	2,185,208	2,165,567	(19,641)
765 Planning for a Sustainable Baltimore	Federal	150,000	150,000	0
	State	150,000	225,000	75,000
	Special Revenue	1,215,000	705,000	(510,000)
	Special Grant	12,788	0	(12,788)
	<i>SERVICE TOTAL</i>	<i>3,712,996</i>	<i>3,245,567</i>	<i>(467,429)</i>
768 Administration Planning	General	1,316,292	1,317,800	1,508
	Federal	535,120	518,105	(17,015)
	State	510,500	542,748	32,248
	Special Revenue	75,000	75,000	0
	Special Grant	258,000	926,142	668,142
	<i>SERVICE TOTAL</i>	<i>2,694,912</i>	<i>3,379,795</i>	<i>684,883</i>
	General	1,431,666	1,512,590	80,924
	State	250,000	0	(250,000)
	<i>SERVICE TOTAL</i>	<i>1,681,666</i>	<i>1,512,590</i>	<i>(169,076)</i>
	<b>AGENCY TOTAL</b>	<b>9,016,519</b>	<b>9,101,414</b>	<b>84,895</b>
<b>Public Works</b>				
660 Administration Solid Waste	General	1,619,876	2,304,687	684,811
661 Public Right of Way Cleaning	General	17,829,031	18,031,225	202,194
	Stormwater	5,009,349	4,152,328	(857,021)
	Utility			
	Federal	2,000,000	2,046,000	46,000
	Special Revenue	1,700,000	1,622,021	(77,979)
	<i>SERVICE TOTAL</i>	<i>26,538,380</i>	<i>25,851,574</i>	<i>(686,806)</i>
662 Vacant and Abandoned Property Cleaning and Boarding	General	11,530,497	12,124,600	594,103
663 Waste Removal and Recycling	Federal	1,100,000	1,100,000	0
	<i>SERVICE TOTAL</i>	<i>12,630,497</i>	<i>13,224,600</i>	<i>594,103</i>
	General	30,912,452	32,216,421	1,303,969
	Special Revenue	200,000	204,600	4,600
	Special Grant	0	250,000	250,000
	<i>SERVICE TOTAL</i>	<i>31,112,452</i>	<i>32,671,021</i>	<i>1,558,569</i>
664 Waste Re Use and Disposal	General	24,984,891	25,593,910	609,019
670 Administration Water and Wastewater	Wastewater	30,007,954	26,504,789	(3,503,165)
	Utility			

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
671 Water Management	Water Utility	22,616,194	18,377,957	(4,238,237)
	<i>SERVICE TOTAL</i>	<i>52,624,148</i>	<i>44,882,746</i>	<i>(7,741,402)</i>
	Water Utility	85,705,288	86,728,786	1,023,498
	Federal	200,000	204,600	4,600
672 Water and Wastewater Consumer Services	<i>SERVICE TOTAL</i>	<i>85,905,288</i>	<i>86,933,386</i>	<i>1,028,098</i>
	Wastewater	13,376,133	13,468,223	92,090
	Utility			
	Water Utility	16,221,148	10,931,837	(5,289,311)
673 Wastewater Management	Stormwater	4,158,622	4,158,622	0
	Utility			
	<i>SERVICE TOTAL</i>	<i>33,755,903</i>	<i>28,558,682</i>	<i>(5,197,221)</i>
	Wastewater	142,648,301	127,605,593	(15,042,708)
674 Surface Water Management	Utility			
	State	319,925	300,000	(19,925)
	<i>SERVICE TOTAL</i>	<i>142,968,226</i>	<i>127,905,593</i>	<i>(15,062,633)</i>
	Wastewater	1,720,594	1,741,591	20,997
675 Engineering and Construction Management Water and Wastewater	Utility			
	Water Utility	422,193	450,725	28,532
	Stormwater	17,977,394	25,686,006	7,708,612
	Utility			
676 Administration DPW	Federal	100,000	100,000	0
	State	300,000	510,000	210,000
	<i>SERVICE TOTAL</i>	<i>20,520,181</i>	<i>28,488,322</i>	<i>7,968,141</i>
	Wastewater	89,603,133	102,457,449	12,854,316
676 Administration DPW	Utility			
	Water Utility	67,410,662	84,245,770	16,835,108
	<i>SERVICE TOTAL</i>	<i>157,013,795</i>	<i>186,703,219</i>	<i>29,689,424</i>
	General	2,810,865	2,833,998	23,133
676 Administration DPW	Wastewater	0	1,450,847	1,450,847
	Utility			
	<i>SERVICE TOTAL</i>	<i>2,810,865</i>	<i>4,284,845</i>	<i>1,473,980</i>
	<b>AGENCY TOTAL</b>	<b>592,484,502</b>	<b>607,402,585</b>	<b>14,918,083</b>
<b>Recreation and Parks</b>				
646 Park Maintenance	General	10,658,308	13,056,596	2,398,288
	State	3,330,031	3,933,185	603,154
	Special Revenue	1,986,800	1,823,996	(162,804)
	<i>SERVICE TOTAL</i>	<i>15,975,139</i>	<i>18,813,777</i>	<i>2,838,638</i>
650 Horticulture	General	1,390,357	1,307,879	(82,478)
	Special Revenue	578,843	483,485	(95,358)
	<i>SERVICE TOTAL</i>	<i>1,969,200</i>	<i>1,791,364</i>	<i>(177,836)</i>
651 Recreation for Seniors	General	308,847	477,710	168,863

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Special Revenue	37,675	38,500	825
	<i>SERVICE TOTAL</i>	<i>346,522</i>	<i>516,210</i>	<i>169,688</i>
652 Therapeutic Recreation	General	463,959	489,992	26,033
653 Park Programs and Events	Special Revenue	1,244,801	1,121,889	(122,912)
654 Urban Forestry	General	4,476,641	4,573,199	96,558
	<b>AGENCY TOTAL</b>	<b>24,476,262</b>	<b>27,306,431</b>	<b>2,830,169</b>
<b>Transportation</b>				
548 Conduits	Conduit	12,308,498	13,487,197	1,178,699
	Enterprise			
681 Administration DOT	General	9,122,248	9,749,799	627,551
	Federal	550,000	560,962	10,962
	<i>SERVICE TOTAL</i>	<i>9,672,248</i>	<i>10,310,761</i>	<i>638,513</i>
683 Street Management	General	33,326,488	34,189,988	863,500
688 Snow and Ice Control	General	6,740,227	6,726,609	(13,618)
690 Sustainable Transportation	General	6,666,477	4,514,539	(2,151,938)
	State	3,155,818	3,071,326	(84,492)
	Special Revenue	6,607,986	5,749,637	(858,349)
	<i>SERVICE TOTAL</i>	<i>16,430,281</i>	<i>13,335,502</i>	<i>(3,094,779)</i>
691 Public Rights of Way Landscape Management	General	3,897,871	3,977,994	80,123
692 Bridge and Culvert Management	General	3,631,232	3,707,953	76,721
694 Survey Control	General	272,013	238,371	(33,642)
696 Street Cuts Management	General	1,004,365	980,051	(24,314)
727 Real Property Management	General	2,397,896	2,604,670	206,774
	<b>AGENCY TOTAL</b>	<b>89,681,119</b>	<b>89,559,096</b>	<b>(122,023)</b>
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>1,089,733,937</b>	<b>1,128,057,273</b>	<b>38,323,336</b>
<b>LESS INTERNAL SERVICE</b>		<b>97,776,304</b>	<b>94,265,509</b>	<b>(3,510,795)</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>991,957,633</b>	<b>1,033,791,764</b>	<b>41,834,131</b>

## Priority Outcome: Equitable Neighborhood Development

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	72,430,683	59,522,600	(12,908,083)
Convention Center Bond	4,562,625	0	(4,562,625)
Parking Enterprise	21,524,562	21,714,081	189,519
Parking Management	26,014,422	27,041,907	1,027,485
Federal	8,231,045	19,004,077	10,773,032
State	6,336,377	6,983,211	646,834
Special Revenue	1,743,901	1,857,878	113,977
Special Grant	0	251,000	251,000
<b>Total</b>	<b>140,843,615</b>	<b>136,374,754</b>	<b>(4,468,861)</b>

### Key results funded in the Fiscal 2021 Recommended Budget:

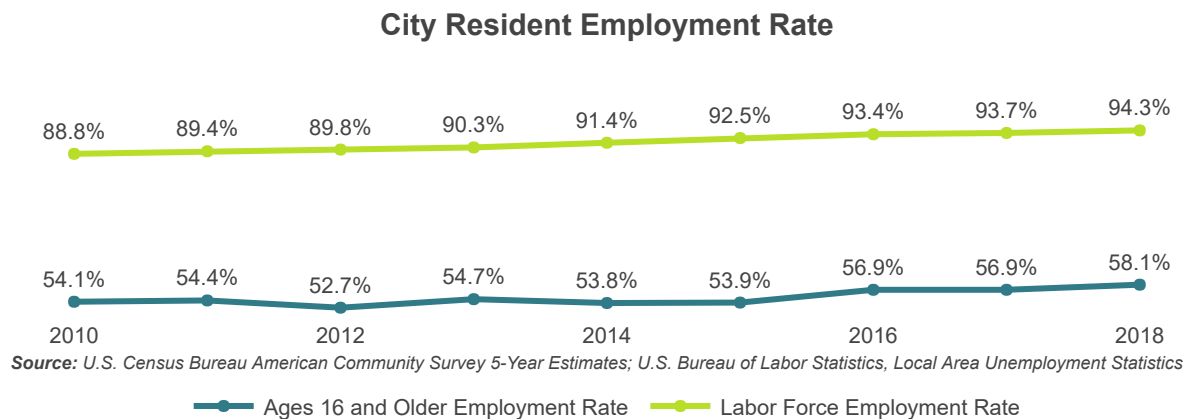
- The Office of Equity and Civil Rights hired an additional full-time Wage Investigator, reinforcing the agency's oversight of proper administration and operation of the minimum, living, and prevailing wage laws and enforcement of the Displaced Workers Protection law. The Wage Commission expects to collect \$300,000 in Fiscal 2021 as a result of enforcement actions.
- After designing a comprehensive job readiness curriculum, the Mayor's Office of Employment Development (MOED) will teach 9,000 residents the skills necessary for workplace success. The training will include a skills assessment and lessons about technology and effective communication.
- Top Golf and CBAC Gaming LLC is beginning construction on a 65,000 square foot facility, in coordination with the Baltimore Development Corporation (BDC). The entertainment chain invested \$7.9 million to purchase City-owned land and will bring 500 new jobs.

### Key budget decisions in Equitable Neighborhood Development:

- The recommended budget includes \$10 million in Service 111, Economic Recovery and Stimulus, which will be used in Fiscal 2021 for any new federal stimulus funds received to help the City and residents recover from the COVID-19 pandemic.
- The budget includes \$42.1 million of capital funding across multiple funding sources to support Department of Housing and Community Development projects in demolition, development, homeownership incentives, and affordable housing.
- Fiscal 2021 marks the first full year of the Baltimore Tourism Improvement District, which was intended to leverage an additional \$6.9 million in revenue for Visit Baltimore. Due to the decline in hotel tax collection the TID will first need to be used to backfill some of this loss. These funds are intended to be used for financial incentives, leisure marketing, and other activities to promote tourism and Baltimore.
- The recommended budget includes \$900,000 in Innovation Fund funding for the Convention Center to construct a digital sign at the corner of Howard and Conway Streets that will display paid and public content, which will generate additional revenues for the City. Approximately 60,000 cars pass the sign's location daily.
- The Mobile Workforce Center will cease operations, allowing MOED to focus on services at career centers and community job hubs, saving \$280,000 annually in vehicle and equipment costs.



## Indicator: Employment Rate



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

### Positive Factors

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

### Negative Factors

- Barriers to employment including mental health issues, racial disparities, and lack of access to childcare and reliable transportation
- A weak education system that limits residents' exposure to the skills and training needed to be competitive in the global economy
- External economic factors, such as the COVID-19 pandemic, which has disrupted employment

The Fiscal 2021 recommended budget invests in services to support the Employment Rate indicator:

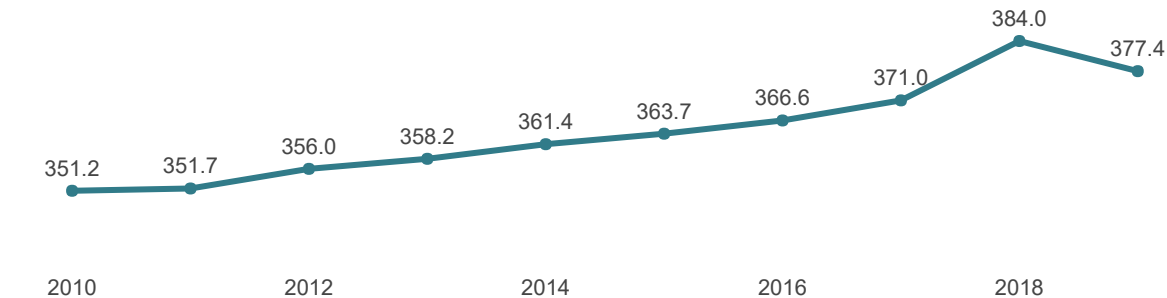
Total funding of \$9 million across all fund sources for five Community Action Partnership (CAP) Centers throughout the City to connect low-income families to programs that promote economic stability, including financial literacy and tax preparation.

Through the career center network, the Mayor's Office of Employment Development will serve 30,000 residents and continue refining strategies to help residents get living-wage jobs. A standardized "access points" intake process will launch at career centers, in order to evaluate residents' specific needs and direct them to relevant services.



## Indicator: Number of Jobs

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



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

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

### Positive Factors

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

### Negative Factors

- Barriers to job growth and private development, including both the negative perception of Baltimore and limitations on ease of doing business with the City

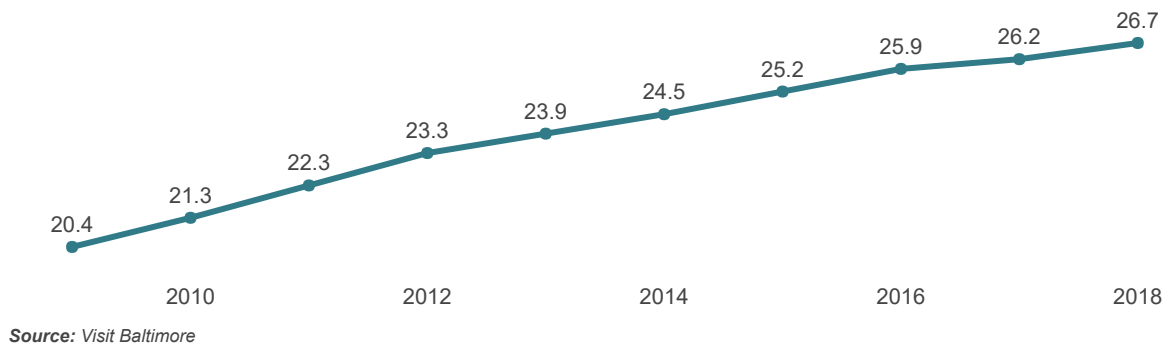
The Fiscal 2021 recommended budget invests in services to support the Jobs in Baltimore indicator:

Funding of \$2.3 million in BDC to promote real estate development, negotiate the sale or lease of City-owned properties and managing urban renewal areas and business parks.

The City's Emerging Technologies Center was named one of the top 5 best public business incubators in the world by UBI Global. The ETC has supported approximately 500 growing companies, providing funding, rentable space, community, mentorship, and other resources to the startups and entrepreneurs who are working to bring their ideas to life in Baltimore.

## Indicator: Visitors to Baltimore

Total Number of Visitors to Baltimore (in Millions)



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

### Positive Factors

- Baltimore is conveniently located 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

### Negative Factors

- Limited shopping options
- A negative perception of safety compounded by strained police-community relations
- An aging Convention Center that struggles to compete with larger, newer, East Coast convention facilities

The Fiscal 2021 recommended budget invests in services and programs that will help to increase Visitors to Baltimore:

Funding of \$1.7 million for the Waterfront Partnership and the Department of Transportation (DOT) to manage special events and Inner Harbor services, which are essential for creating an inviting and vibrant Downtown core. As the most recognized feature of downtown, the Inner Harbor is a key contributor to Baltimore's economic vitality.

The Baltimore Tourism Investment District (TID) was created in 2019 and a 2% surcharge in addition to the 9.5% hotel tax began to be levied in December 2019. This 2% surcharge is managed by Visit Baltimore. The TID will serve as backfill funding for the agency in Fiscal 2021 due to a decline in hotel tax revenue.

## Operating Budget Recommendation for Equitable Neighborhood Development

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Housing and Community Development</b>				
809 Retention Expansion and Attraction of Businesses	General	2,332,676	2,342,730	10,054
	Special Revenue	165,769	165,769	0
	<b>SERVICE TOTAL</b>	<b>2,498,445</b>	<b>2,508,499</b>	<b>10,054</b>
810 Real Estate Development	General	2,332,676	2,342,730	10,054
	Special Revenue	165,769	165,769	0
	<b>SERVICE TOTAL</b>	<b>2,498,445</b>	<b>2,508,499</b>	<b>10,054</b>
811 Inner Harbor Coordination	General	434,775	443,441	8,666
813 Technology Development Emerging Technology Center	General	621,504	833,934	212,430
	<b>AGENCY TOTAL</b>	<b>6,053,169</b>	<b>6,294,373</b>	<b>241,204</b>
<b>Law</b>				
869 Minority and Women's Business Opportunity Office	General	491,949	511,170	19,221
<b>Liquor License Board</b>				
850 Liquor Licensing	General	1,036,356	1,112,928	76,572
<b>M-R: Art and Culture</b>				
493 Art and Culture Grants	General	6,026,750	6,497,627	470,877
824 Events Art Culture and Film	General	2,883,811	2,431,323	(452,488)
	Special Revenue	40,000	50,000	10,000
	<b>SERVICE TOTAL</b>	<b>2,923,811</b>	<b>2,481,323</b>	<b>(442,488)</b>
828 Bromo Seltzer Arts Tower	General	98,726	100,693	1,967
	<b>AGENCY TOTAL</b>	<b>9,049,287</b>	<b>9,079,643</b>	<b>30,356</b>
<b>M-R: Civic Promotion</b>				
590 Civic Promotion Grants	General	1,152,670	1,175,643	22,973
820 Convention Sales and Tourism Marketing	General	13,170,469	7,794,837	(5,375,632)
	<b>AGENCY TOTAL</b>	<b>14,323,139</b>	<b>8,970,480</b>	<b>(5,352,659)</b>
<b>M-R: Convention Center Hotel</b>				
535 Convention Center Hotel	General	7,955,690	12,456,302	4,500,612
<b>M-R: Convention Complex</b>				
540 Royal Farms Arena Operations	General	577,577	606,237	28,660
855 Convention Center	General	12,941,587	12,362,139	(579,448)
	State	6,136,377	6,409,831	273,454
	<b>SERVICE TOTAL</b>	<b>19,077,964</b>	<b>18,771,970</b>	<b>(305,994)</b>

(continued)

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
857 Convention Center Debt Service	Convention Center Bond	4,562,625	0	(4,562,625)
	<b>AGENCY TOTAL</b>	<b>24,218,166</b>	<b>19,378,207</b>	<b>(4,839,959)</b>
<b>M-R: Office of Employment Development</b>				
792 Workforce Public Assistance	Federal	3,020,748	2,877,547	(143,201)
	State	100,000	100,000	0
	<i>SERVICE TOTAL</i>	<i>3,120,748</i>	<i>2,977,547</i>	<i>(143,201)</i>
793 Employment Enhancement Services for Baltimore City Residents	General	1,403,333	1,510,914	107,581
	Special Revenue	580,000	711,182	131,182
	<i>SERVICE TOTAL</i>	<i>1,983,333</i>	<i>2,222,096</i>	<i>238,763</i>
794 Administration MOED	General	687,758	1,021,781	334,023
	Federal	75,745	0	(75,745)
	Special Revenue	250,623	437,633	187,010
	<i>SERVICE TOTAL</i>	<i>1,014,126</i>	<i>1,459,414</i>	<i>445,288</i>
795 Workforce Services for Baltimore Residents	Federal	5,079,552	6,126,530	1,046,978
	State	100,000	473,380	373,380
	Special Revenue	214,968	0	(214,968)
	Special Grant	0	200,000	200,000
	<i>SERVICE TOTAL</i>	<i>5,394,520</i>	<i>6,799,910</i>	<i>1,405,390</i>
806 Mobile Workforce Center	General	548,765	0	(548,765)
	<b>AGENCY TOTAL</b>	<b>12,061,492</b>	<b>13,458,967</b>	<b>1,397,475</b>
<b>Mayorality</b>				
111 Economic Recovery	Federal	0	10,000,000	10,000,000
<b>Office of Equity and Civil Rights</b>				
656 Wage Investigation and Enforcement	General	682,981	751,460	68,479
846 Discrimination Investigations Resolutions and Conciliations	General	1,134,026	1,344,743	210,717
	Special Revenue	168,638	169,508	870
	<i>SERVICE TOTAL</i>	<i>1,302,664</i>	<i>1,514,251</i>	<i>211,587</i>
	<b>AGENCY TOTAL</b>	<b>1,985,645</b>	<b>2,265,711</b>	<b>280,066</b>
<b>Planning</b>				
761 Development Oversight and Project Support	General	1,213,217	951,978	(261,239)
	Special Grant	0	51,000	51,000
	<i>SERVICE TOTAL</i>	<i>1,213,217</i>	<i>1,002,978</i>	<i>(210,239)</i>

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>AGENCY TOTAL</b>		<b>1,213,217</b>	<b>1,002,978</b>	<b>(210,239)</b>
<b>Police</b>				
634 Crowd Traffic and Special Events Management	General	11,555,040	0	(11,555,040)
	Federal	55,000	0	(55,000)
	<i>SERVICE TOTAL</i>	<i>11,610,040</i>	<i>0</i>	<i>(11,610,040)</i>
	<b>AGENCY TOTAL</b>	<b>11,610,040</b>	<b>0</b>	<b>(11,610,040)</b>
<b>Transportation</b>				
682 Parking Management	Parking Enterprise	21,524,562	21,714,081	189,519
	Parking Management	10,576,821	10,615,967	39,146
	<i>SERVICE TOTAL</i>	<i>32,101,383</i>	<i>32,330,048</i>	<i>228,665</i>
685 Special Events	General	1,709,402	1,628,482	(80,920)
687 Inner Harbor Services Transportation	General	1,438,945	1,301,508	(137,437)
693 Parking Enforcement	Parking Management	15,437,601	16,425,940	988,339
	Special Revenue	10,000	0	(10,000)
	<i>SERVICE TOTAL</i>	<i>15,447,601</i>	<i>16,425,940</i>	<i>978,339</i>
695 Dock Master	Special Revenue	148,134	158,017	9,883
	<b>AGENCY TOTAL</b>	<b>50,845,465</b>	<b>51,843,995</b>	<b>998,530</b>
<b>GRAND TOTAL</b>				
TOTAL OPERATING BUDGET		140,843,615	136,374,754	(4,468,861)
LESS INTERNAL SERVICE		0	0	0
TOTAL OPERATING APPROPRIATIONS		140,843,615	136,374,754	(4,468,861)

## Priority Outcome: Innovative Government

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	124,433,490	138,978,966	14,545,476
Internal Service	46,181,788	43,953,753	(2,228,035)
Water Utility	0	265,580	265,580
Federal	2,328,669	2,469,468	140,799
State	6,050,928	6,393,091	342,163
Special Revenue	13,440,845	13,603,126	162,281
Special Grant	819,319	272,438	(546,881)
<b>Total</b>	<b>193,255,039</b>	<b>205,936,422</b>	<b>12,681,383</b>

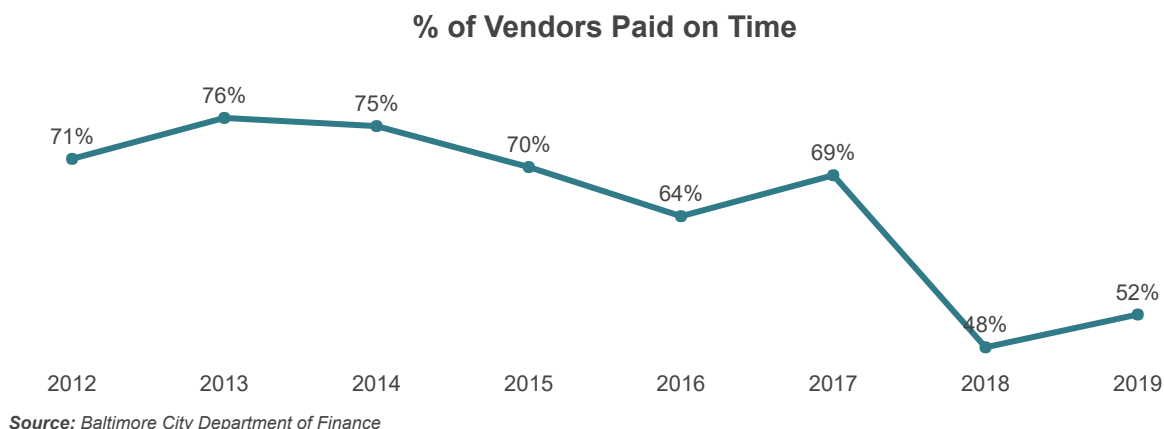
### Key results funded in the Fiscal 2021 Recommended Budget:

- The City Ethics Board will be relocated under the purview of the Office of the Inspector General (OIG) in order to increase effectiveness and strengthen enforcement of prohibitions related to conflicts of interest.
- In Fiscal 2021, the OIG expects to identify \$1.5 million in waste and receive 350 hotline complaints.
- In Fiscal 2021, the 311 Call Center will aim to answer 90% of calls within 60 seconds, with an average time of 30 seconds.
- Baltimore City Information and Technology (BCIT) expects to resolve 99% of Helpdesk critical priority tickets within 4 hours.

### Key budget decisions in Innovative Government:

- The budget includes \$17 million to continue the transition from standalone legacy systems for human resource management, purchasing, payroll, accounting, and budget to a fully integrated Enterprise Resource Planning (ERP) system. Phase I, which will transition human resources and payroll from legacy systems onto the new cloud-based platform, will be implemented in Fiscal 2021. Additional, Phase II which includes functions such as Budget, Grants Management, and Procurement will launch in late Fiscal 2021.
- The Mayor's Office of Performance and Innovation (OPI) Innovation Team will be partially funded by the General Fund in Fiscal 2021. OPI, which also includes CitiStat and the Data Fellows program, has been critical in creating meaningful change by using data, research, and human-centered design.
- The City's cable channel, CharmTV, will receive a newly designed and constructed studio facility utilizing \$8 million in public, educational, and governmental (PEG) channel capital funding. The new space will reduce the City's rental costs and provide upgraded and permanent facilities to manage live, pre-recorded, and digital functions.
- The Fiscal 2021 recommended budget includes over \$650,000 to fully fund the Department of Human Resources Office of Learning and Development. The Office of Learning and Development will be the primary training unit for the rollout of ERP and lead change management across agencies. The Office also will provide diversity, equity, and inclusion training for City employees.
- In Fiscal 2020, the City committed \$5 million in cash and secured \$9.5 million in financing to complete a \$14.5 million upgrade of user radios on the 800 MHz radio network. The Fiscal 2021 budget sustains this investment by committing \$2 million of Internal Service funds for debt service and \$100,000 of Internal Service funds for a new position to manage the network, maintain the equipment, and ensure the long-term fiscal health of the operation.

## Indicator: Prompt Vendor Payment



The prompt vendor payment rate is the percent of invoices paid within 30 days of receipt. In 2019, there were 125,000 invoices paid. Fifty-two percent or 65,444 were paid within 30 days. The overall cycle time decreased from 56 to 55 days on average in 2019.

### Positive Factors

- Comfort of City staff and vendors with processes, such as procurement, purchasing, and invoicing

### Negative Factors

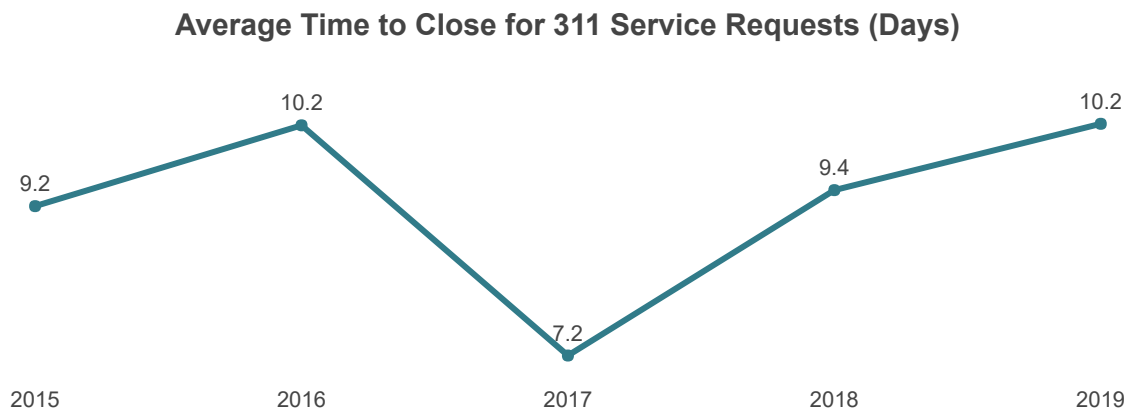
- Communication differences between agencies and vendors
- Vendor filing errors
- Technical and internal errors, such as lost documentation and missing information

The Fiscal 2021 recommended budget invests in services and programs that will support positive movement on the indicator:

Procurement will continue to provide training to City staff and vendors on the proper procedures. In Fiscal 2019, Procurement trained 217 employees and vendors.

Procurement also will see a full year of results from new training materials and tools. The tools released included new manuals, templates, and intranet portals. These solutions are intended to develop efficiency and proficiency among City fiscal staff to decrease internal processing errors.

## Indicator: 311 Responsiveness



This indicator measures how many days it takes various agencies responding to 311 calls for service to complete the request. This figure includes all categories of 311 requests opened and closed within the fiscal year except traffic calming studies, which average 6 months. In Fiscal 2019, the City took an average of 10.2 days to close a 311 request. This measure was created in 2015.

### Positive Factors

- Strong communication between agencies

### Negative Factors

- Variety of processes and policies depending on the request type

The Fiscal 2021 recommended budget invests in services and programs that will support positive movement on this indicator:

The 311 Call Center is the City's call intake system where residents can request services and receive general information. The 311 Call Center is also responsible for the development, implementation, and continuing support of the Customer Service Request System which provides universal, standardized, and inter-agency call intake and work order management. BCIT has recently finished implementing a new Customer Relationship Management (CRM) system with self-serve options to allow callers to check requests and perform other tasks independently.

The Call Center is currently undergoing a consolidation study. The study will assess the costs, benefits, and implementation requirements. Call center consolidation is a nationwide best practice, which would result in 311, Police, Fire, and agency-specific dispatch utilizing the same space and infrastructure and opportunities for cross-training.

In Fiscal 2020, Mayor Young introduced CleanStat, a CitiStat initiative that aims to create timely and effective service delivery related to trash, littering, and other illegal dumping issues. CitiStat convenes stakeholders each month to review key performance indicators, track progress towards goals, and analyze how city operations can be made more efficient and equitable regarding city cleanliness. In February 2020, the City launched the Clean It Up! Campaign which successfully reduced the backlog of 311 cleaning service requests and will resume when the City returns to normal operations.



## Operating Budget Recommendation for Innovative Government

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Board of Elections</b>				
899 Fair Conduct of Elections	General	7,618,893	7,428,423	(190,470)
<b>City Council</b>				
100 City Council	General	8,427,656	8,179,164	(248,492)
<b>Comptroller</b>				
130 Executive Direction and Control Comptroller	General	1,697,733	1,698,700	967
131 Audits	General	5,272,064	5,082,109	(189,955)
132 Real Estate Acquisition and Management	General	1,140,866	1,043,554	(97,312)
133 Municipal Telephone Exchange	Internal Service	10,690,513	10,732,691	42,178
136 Municipal Post Office	Internal Service	820,908	941,093	120,185
<b>AGENCY TOTAL</b>		<b>19,622,084</b>	<b>19,498,147</b>	<b>(123,937)</b>
<b>Council Services</b>				
103 Council Services	General	777,036	794,090	17,054
<b>Courts: Circuit Court</b>				
110 Circuit Court	General	17,905,168	17,657,644	(247,524)
	Federal	2,018,946	2,153,572	134,626
	State	5,640,399	5,974,379	333,980
	Special Grant	212,362	0	(212,362)
<b>SERVICE TOTAL</b>		<b>25,776,875</b>	<b>25,785,595</b>	<b>8,720</b>
<b>AGENCY TOTAL</b>		<b>25,776,875</b>	<b>25,785,595</b>	<b>8,720</b>
<b>Employees' Retirement Systems</b>				
152 Employees' Retirement System Administration	Special Revenue	5,343,379	5,619,931	276,552
154 Fire and Police Retirement System Administration	Special Revenue	5,489,267	5,723,018	233,751
155 Retirement Savings Plan	Special Revenue	878,657	872,109	(6,548)
<b>AGENCY TOTAL</b>		<b>11,711,303</b>	<b>12,215,058</b>	<b>503,755</b>
<b>Finance</b>				
148 Revenue Collection	General	6,993,881	6,437,091	(556,790)
	Water Utility	0	265,580	265,580
<b>SERVICE TOTAL</b>		<b>6,993,881</b>	<b>6,702,671</b>	<b>(291,210)</b>
150 Treasury and Debt Management	General	1,174,131	1,254,755	80,624
698 Administration Finance	General	1,930,465	1,813,523	(116,942)
699 Procurement	General	3,624,808	3,300,236	(324,572)
700 Surplus Property Disposal	Special Revenue	122,213	151,133	28,920
701 Printing Services	Internal Service	3,431,896	3,672,135	240,239
702 Accounts Payable	General	1,028,253	892,289	(135,964)
703 Payroll	General	3,527,572	3,612,749	85,177
704 Accounting	General	1,831,274	2,212,411	381,137
707 Risk Management for Employee Injuries	Internal Service	8,817,673	5,436,993	(3,380,680)
708 Operating Budget Management	General	2,012,063	1,887,254	(124,809)

(continued)

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
710 Fiscal Integrity and Recovery	General	1,177,595	1,197,953	20,358
711 Finance Project Management	General	0	1,373,154	1,373,154
	<b>AGENCY TOTAL</b>	<b>35,671,824</b>	<b>33,507,256</b>	<b>(2,164,568)</b>
<b>Human Resources</b>				
770 Administration Human Resources	General	2,713,370	3,824,968	1,111,598
771 Benefits Administration	General	3,251,200	2,615,410	(635,790)
	Internal Service	2,338,013	2,369,868	31,855
	<b>SERVICE TOTAL</b>	<b>5,589,213</b>	<b>4,985,278</b>	<b>(603,935)</b>
772 Civil Service Management	General	3,417,533	3,455,947	38,414
773 Learning and Development	General	0	891,666	891,666
	<b>AGENCY TOTAL</b>	<b>11,720,116</b>	<b>13,157,859</b>	<b>1,437,743</b>
<b>Law</b>				
860 Administration Law	General	1,450,486	1,361,662	(88,824)
861 Controversies	General	5,048,601	4,841,821	(206,780)
	Internal Service	2,610,490	2,723,652	113,162
	<b>SERVICE TOTAL</b>	<b>7,659,091</b>	<b>7,565,473</b>	<b>(93,618)</b>
862 Transactions	General	1,942,957	1,929,801	(13,156)
	Internal Service	99,906	86,221	(13,685)
	<b>SERVICE TOTAL</b>	<b>2,042,863</b>	<b>2,016,022</b>	<b>(26,841)</b>
872 Workers' Compensation Practice	Internal Service	857,050	4,476,049	3,618,999
	<b>AGENCY TOTAL</b>	<b>12,009,490</b>	<b>15,419,206</b>	<b>3,409,716</b>
<b>Legislative Reference</b>				
106 Legislative Reference Services	General	749,718	741,867	(7,851)
107 Archives and Records Management	General	549,392	561,521	12,129
	<b>AGENCY TOTAL</b>	<b>1,299,110</b>	<b>1,303,388</b>	<b>4,278</b>
<b>M-R: Cable and Communications</b>				
876 Media Production	General	663,953	720,363	56,410
	Special Revenue	980,803	676,001	(304,802)
	<b>SERVICE TOTAL</b>	<b>1,644,756</b>	<b>1,396,364</b>	<b>(248,392)</b>
	<b>AGENCY TOTAL</b>	<b>1,644,756</b>	<b>1,396,364</b>	<b>(248,392)</b>
<b>M-R: Office of Information and Technology</b>				
802 Administration	General	3,194,490	2,691,631	(502,859)
803 Enterprise Innovation and Application Services	General	6,219,527	22,389,776	16,170,249
804 311 Call Center	General	5,163,500	5,287,451	123,951
805 Enterprise IT Delivery Services	General	8,778,865	8,396,949	(381,916)
	Internal Service	16,515,339	13,515,051	(3,000,288)
	<b>SERVICE TOTAL</b>	<b>25,294,204</b>	<b>21,912,000</b>	<b>(3,382,204)</b>
	<b>AGENCY TOTAL</b>	<b>39,871,721</b>	<b>52,280,858</b>	<b>12,409,137</b>
<b>M-R: Office of the Inspector General</b>				
836 Inspector General	General	1,578,928	1,808,349	229,421
<b>M-R: Office of the Labor Commissioner</b>				

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
128 Labor Contract Negotiations and Administration	General	839,749	906,751	67,002
<b>Mayoralty</b>				
125 Executive Direction and Control Mayoralty	General	12,731,763	10,687,934	(2,043,829)
	Federal	309,723	315,896	6,173
	State	410,529	418,712	8,183
	Special Revenue	626,526	560,934	(65,592)
	Special Grant	606,957	272,438	(334,519)
	<b>SERVICE TOTAL</b>	<b>14,685,498</b>	<b>12,255,914</b>	<b>(2,429,584)</b>
	<b>AGENCY TOTAL</b>	<b>14,685,498</b>	<b>12,255,914</b>	<b>(2,429,584)</b>
<b>GRAND TOTAL</b>				
TOTAL OPERATING BUDGET		193,255,039	205,936,422	12,681,383
LESS INTERNAL SERVICE		46,181,788	43,953,753	(2,228,035)
TOTAL OPERATING APPROPRIATIONS		147,073,251	161,982,669	14,909,418

## Priority Outcome: Other

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	224,321,292	207,403,201	(16,918,091)
Conduit Enterprise	0	10,000	10,000
Wastewater Utility	0	75,000	75,000
Water Utility	0	75,000	75,000
Stormwater Utility	0	20,000	20,000
Parking Management	0	5,000	5,000
Federal	0	85,000	85,000
State	0	15,000	15,000
Special Revenue	16,700,000	45,224,132	28,524,132
<b>Total</b>	<b>241,021,292</b>	<b>252,912,333</b>	<b>11,891,041</b>

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

## Operating Budget Recommendation for Other

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>M-R: Conditional Purchase Agreements</b>				
129 Conditional Purchase Agreement Payments	General	9,082,710	6,523,070	(2,559,640)
<b>M-R: Contingent Fund</b>				
121 Contingent Fund	General	1,000,000	1,000,000	0
<b>M-R: Debt Service</b>				
123 General Debt Service	General	78,845,808	87,103,413	8,257,605
	Special Revenue	16,700,000	45,189,132	28,489,132
	<b>SERVICE TOTAL</b>	<b>95,545,808</b>	<b>132,292,545</b>	<b>36,746,737</b>
	<b>AGENCY TOTAL</b>	<b>95,545,808</b>	<b>132,292,545</b>	<b>36,746,737</b>
<b>M-R: Employees' Retirement Contribution</b>				
355 Employees' Retirement Contribution	General	3,558,858	5,235,987	1,677,129
<b>M-R: Miscellaneous General Expenses</b>				
122 Miscellaneous General Expenses	General	30,920,061	28,470,900	(2,449,161)
	Conduit	0	10,000	10,000
	Enterprise Wastewater	0	75,000	75,000
	Utility			
	Water Utility	0	75,000	75,000
	Stormwater	0	20,000	20,000
	Utility			
	Parking	0	5,000	5,000
	Management			
	Federal	0	85,000	85,000
	State	0	15,000	15,000
	Special Revenue	0	35,000	35,000
	<b>SERVICE TOTAL</b>	<b>30,920,061</b>	<b>28,790,900</b>	<b>(2,129,161)</b>
	<b>AGENCY TOTAL</b>	<b>30,920,061</b>	<b>28,790,900</b>	<b>(2,129,161)</b>
<b>M-R: Retirees' Benefits</b>				
351 Retirees' Benefits	General	46,344,685	46,466,870	122,185
<b>M-R: Self-Insurance Fund</b>				
126 Contribution to Self Insurance Fund	General	40,875,291	19,224,075	(21,651,216)
<b>M-R: TIF Debt Service</b>				
124 TIF Debt Service	General	13,693,879	13,378,886	(314,993)
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>241,021,292</b>	<b>252,912,333</b>	<b>11,891,041</b>
<b>LESS INTERNAL SERVICE</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>241,021,292</b>	<b>252,912,333</b>	<b>11,891,041</b>

## Operating Budget by Agency, Service, and Fund

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Board of Elections</b>				
899 Fair Conduct of Elections	General	7,618,893	7,428,423	(190,470)
<b>City Council</b>				
100 City Council	General	8,427,656	8,179,164	(248,492)
<b>Comptroller</b>				
130 Executive Direction and Control Comptroller	General	1,697,733	1,698,700	967
131 Audits	General	5,272,064	5,082,109	(189,955)
132 Real Estate Acquisition and Management	General	1,140,866	1,043,554	(97,312)
133 Municipal Telephone Exchange	Internal Service	10,690,513	10,732,691	42,178
136 Municipal Post Office	Internal Service	820,908	941,093	120,185
	<b>AGENCY TOTAL</b>	<b>19,622,084</b>	<b>19,498,147</b>	<b>(123,937)</b>
<b>Council Services</b>				
103 Council Services	General	777,036	794,090	17,054
<b>Courts: Circuit Court</b>				
110 Circuit Court	General	17,905,168	17,657,644	(247,524)
	Federal	2,018,946	2,153,572	134,626
	State	5,640,399	5,974,379	333,980
	Special Grant	212,362	0	(212,362)
	<b>SERVICE TOTAL</b>	<b>25,776,875</b>	<b>25,785,595</b>	<b>8,720</b>
	<b>AGENCY TOTAL</b>	<b>25,776,875</b>	<b>25,785,595</b>	<b>8,720</b>
<b>Courts: Orphans' Court</b>				
817 Orphans' Court	General	607,554	617,892	10,338
<b>Employees' Retirement Systems</b>				
152 Employees' Retirement System Administration	Special Revenue	5,343,379	5,619,931	276,552
154 Fire and Police Retirement System Administration	Special Revenue	5,489,267	5,723,018	233,751
155 Retirement Savings Plan	Special Revenue	878,657	872,109	(6,548)
	<b>AGENCY TOTAL</b>	<b>11,711,303</b>	<b>12,215,058</b>	<b>503,755</b>
<b>Enoch Pratt Free Library</b>				
788 Information Services	General	26,178,994	26,185,090	6,096
	State	14,159,535	14,270,492	110,957
	Special Revenue	853,182	996,122	142,940

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	<i>SERVICE TOTAL</i>	<i>41,191,711</i>	<i>41,451,704</i>	<i>259,993</i>
	<b>AGENCY TOTAL</b>	<b>41,191,711</b>	<b>41,451,704</b>	<b>259,993</b>
<b>Finance</b>				
148 Revenue Collection	General	6,993,881	6,437,091	(556,790)
	Water Utility	0	265,580	265,580
	<i>SERVICE TOTAL</i>	<i>6,993,881</i>	<i>6,702,671</i>	<i>(291,210)</i>
150 Treasury and Debt Management	General	1,174,131	1,254,755	80,624
698 Administration Finance	General	1,930,465	1,813,523	(116,942)
699 Procurement	General	3,624,808	3,300,236	(324,572)
700 Surplus Property Disposal	Special Revenue	122,213	151,133	28,920
701 Printing Services	Internal Service	3,431,896	3,672,135	240,239
702 Accounts Payable	General	1,028,253	892,289	(135,964)
703 Payroll	General	3,527,572	3,612,749	85,177
704 Accounting	General	1,831,274	2,212,411	381,137
707 Risk Management for Employee Injuries	Internal Service	8,817,673	5,436,993	(3,380,680)
708 Operating Budget Management	General	2,012,063	1,887,254	(124,809)
710 Fiscal Integrity and Recovery	General	1,177,595	1,197,953	20,358
711 Finance Project Management	General	0	1,373,154	1,373,154
	<b>AGENCY TOTAL</b>	<b>35,671,824</b>	<b>33,507,256</b>	<b>(2,164,568)</b>
<b>Fire</b>				
600 Administration Fire	General	9,160,725	9,550,556	389,831
	Federal	1,604,329	1,600,000	(4,329)
	State	374,343	350,000	(24,343)
	<i>SERVICE TOTAL</i>	<i>11,139,397</i>	<i>11,500,556</i>	<i>361,159</i>
602 Fire Suppression and Emergency Rescue	General	162,388,270	162,475,629	87,359
	Federal	4,607,990	2,424,656	(2,183,334)
	State	1,485,078	1,420,339	(64,739)
	<i>SERVICE TOTAL</i>	<i>168,481,338</i>	<i>166,320,624</i>	<i>(2,160,714)</i>
608 Emergency Management	General	687,496	870,805	183,309
	Federal	320,866	1,795,858	1,474,992
	State	600,000	67,000	(533,000)
	<i>SERVICE TOTAL</i>	<i>1,608,362</i>	<i>2,733,663</i>	<i>1,125,301</i>
609 Emergency Medical Services	General	30,257,988	32,341,664	2,083,676
	State	1,339,247	1,343,438	4,191
	Special Revenue	19,982,716	20,035,571	52,855
	<i>SERVICE TOTAL</i>	<i>51,579,951</i>	<i>53,720,673</i>	<i>2,140,722</i>
610 Fire and Emergency Community Outreach	General	391,371	392,034	663

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
611 Fire Code Enforcement	General	5,450,582	5,268,877	(181,705)
	Federal	168,003	171,867	3,864
	State	181,824	185,448	3,624
	<i>SERVICE TOTAL</i>	<i>5,800,409</i>	<i>5,626,192</i>	<i>(174,217)</i>
612 Fire Investigation	General	784,186	749,195	(34,991)
613 Fire Facilities Maintenance and Replacement	General	18,900,562	19,275,231	374,669
	Federal	3,142,168	3,628,628	486,460
	State	1,356,163	1,348,885	(7,278)
	Special Revenue	278,191	0	(278,191)
	<i>SERVICE TOTAL</i>	<i>23,677,084</i>	<i>24,252,744</i>	<i>575,660</i>
614 Fire Communications and Dispatch	General	13,014,395	8,901,044	(4,113,351)
	State	3,000	3,000	0
	Special Revenue	7,394,643	9,226,149	1,831,506
	<i>SERVICE TOTAL</i>	<i>20,412,038</i>	<i>18,130,193</i>	<i>(2,281,845)</i>
615 Fire Training and Education	General	5,187,873	4,755,552	(432,321)
	<b>AGENCY TOTAL</b>	<b>289,062,009</b>	<b>288,181,426</b>	<b>(880,583)</b>
<b>General Services</b>				
189 Fleet Management	Internal Service	66,604,647	65,812,561	(792,086)
726 Administration General Services	General	633,055	44,126	(588,929)
730 Public and Private Energy Performance	General	0	533,926	533,926
	Internal Service	2,411,187	0	(2,411,187)
	State	3,500,000	300,000	(3,200,000)
	Special Revenue	500,000	511,500	11,500
	<i>SERVICE TOTAL</i>	<i>6,411,187</i>	<i>1,345,426</i>	<i>(5,065,761)</i>
731 Facilities Management	General	7,321,838	7,652,699	330,861
	Internal Service	28,760,470	28,452,948	(307,522)
	Federal	1,000,000	1,023,000	23,000
	State	1,000,000	1,000,000	0
	Special Revenue	100,000	99,700	(300)
	<i>SERVICE TOTAL</i>	<i>38,182,308</i>	<i>38,228,347</i>	<i>46,039</i>
734 Capital Projects Division Design and Construction	General	959,724	968,458	8,734
	<b>AGENCY TOTAL</b>	<b>112,790,921</b>	<b>106,398,918</b>	<b>(6,392,003)</b>
<b>Health</b>				
303 Clinical Services	General	5,363,718	4,735,681	(628,037)
	Federal	1,650,197	1,792,441	142,244
	State	942,419	963,170	20,751



*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Special Revenue	104,681	102,698	(1,983)
	<i>SERVICE TOTAL</i>	<i>8,061,015</i>	<i>7,593,990</i>	<i>(467,025)</i>
305 Healthy Homes	General	928,920	1,032,840	103,920
	Federal	1,288,423	1,021,902	(266,521)
	State	378,541	834,523	455,982
	Special Revenue	316,715	316,324	(391)
	<i>SERVICE TOTAL</i>	<i>2,912,599</i>	<i>3,205,589</i>	<i>292,990</i>
307 Substance Use Disorder and Mental Health	General	1,601,148	1,533,047	(68,101)
	Federal	1,359,060	1,347,824	(11,236)
	State	1,642,214	1,804,827	162,613
	<i>SERVICE TOTAL</i>	<i>4,602,422</i>	<i>4,685,698</i>	<i>83,276</i>
308 Maternal and Child Health	General	2,054,708	1,995,168	(59,540)
	Federal	20,087,746	20,151,259	63,513
	State	1,725,863	1,869,220	143,357
	Special Revenue	768,000	894,644	126,644
	Special Grant	1,231,073	1,186,302	(44,771)
	<i>SERVICE TOTAL</i>	<i>25,867,390</i>	<i>26,096,593</i>	<i>229,203</i>
310 School Health Services	General	14,983,639	15,711,762	728,123
	Federal	40,143	157,705	117,562
	State	507,009	507,856	847
	Special Revenue	1,197,222	5,024,751	3,827,529
	Special Grant	25,000	25,000	0
	<i>SERVICE TOTAL</i>	<i>16,753,013</i>	<i>21,427,074</i>	<i>4,674,061</i>
311 Health Services for Seniors	Special Revenue	4,993,373	5,244,140	250,767
315 Emergency Services Health	General	906,554	920,394	13,840
	Federal	741,815	668,764	(73,051)
	State	8,350,902	8,470,708	119,806
	Special Grant	532,879	498,886	(33,993)
	<i>SERVICE TOTAL</i>	<i>10,532,150</i>	<i>10,558,752</i>	<i>26,602</i>
316 Youth and Trauma Services	General	747,106	687,692	(59,414)
	Federal	1,075,265	1,039,989	(35,276)
	State	655,815	739,756	83,941
	<i>SERVICE TOTAL</i>	<i>2,478,186</i>	<i>2,467,437</i>	<i>(10,749)</i>
715 Administration Health	General	4,290,359	4,582,757	292,398
	Federal	5,497,264	5,620,731	123,467
	State	2,135,763	2,315,986	180,223
	Special Revenue	1,690,657	1,700,000	9,343
	Special Grant	0	200,000	200,000
	<i>SERVICE TOTAL</i>	<i>13,614,043</i>	<i>14,419,474</i>	<i>805,431</i>
716 Animal Services	General	3,680,648	3,374,999	(305,649)

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
717 Environmental Inspection Services	General	3,115,769	3,065,526	(50,243)
	Special Revenue	32,882	33,537	655
	<i>SERVICE TOTAL</i>	<i>3,148,651</i>	<i>3,099,063</i>	<i>(49,588)</i>
718 Chronic Disease Prevention	General	411,013	241,466	(169,547)
	Federal	45,024	45,471	447
	State	496,190	536,772	40,582
	Special Revenue	30,690	31,302	612
	Special Grant	125,000	0	(125,000)
	<i>SERVICE TOTAL</i>	<i>1,107,917</i>	<i>855,011</i>	<i>(252,906)</i>
720 HIV Treatment Services for the Uninsured	General	1,271,654	1,289,372	17,718
	Federal	28,784,739	28,676,268	(108,471)
	State	20,668,526	23,256,972	2,588,446
	<i>SERVICE TOTAL</i>	<i>50,724,919</i>	<i>53,222,612</i>	<i>2,497,693</i>
721 Senior Centers	General	867,621	1,490,638	623,017
	Federal	1,702,320	1,861,384	159,064
	State	336,204	349,049	12,845
	Special Revenue	97,449	99,391	1,942
	Special Grant	16,432	16,432	0
	<i>SERVICE TOTAL</i>	<i>3,020,026</i>	<i>3,816,894</i>	<i>796,868</i>
722 Administration CARE	General	551,834	589,957	38,123
	Federal	236,795	242,857	6,062
	<i>SERVICE TOTAL</i>	<i>788,629</i>	<i>832,814</i>	<i>44,185</i>
723 Advocacy for Seniors	General	107,410	93,605	(13,805)
	Federal	71,313	108,693	37,380
	State	350,089	350,212	123
	Special Revenue	316,426	388,489	72,063
	<i>SERVICE TOTAL</i>	<i>845,238</i>	<i>940,999</i>	<i>95,761</i>
724 Direct Care and Support Planning	State	2,595,742	2,647,756	52,014
	Special Revenue	37,000	37,738	738
	<i>SERVICE TOTAL</i>	<i>2,632,742</i>	<i>2,685,494</i>	<i>52,752</i>
725 Community Services for Seniors	General	195,486	198,519	3,033
	Federal	3,654,719	3,711,222	56,503
	State	979,425	998,947	19,522
	<i>SERVICE TOTAL</i>	<i>4,829,630</i>	<i>4,908,688</i>	<i>79,058</i>
	<b>AGENCY TOTAL</b>	<b>160,592,591</b>	<b>169,435,321</b>	<b>8,842,730</b>
<b>Housing and Community Development</b>				
593 Community Support Projects	General	2,000,000	2,206,289	206,289
	Federal	9,677,581	25,083,253	15,405,672

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	State	307,000	313,119	6,119
	<i>SERVICE TOTAL</i>	<i>11,984,581</i>	<i>27,602,661</i>	<i>15,618,080</i>
604 Before and After Care	General	159,537	125,081	(34,456)
737 Administration HCD	General	5,156,053	5,306,686	150,633
	Federal	1,615,878	1,238,222	(377,656)
	Special Revenue	200,000	200,000	0
	<i>SERVICE TOTAL</i>	<i>6,971,931</i>	<i>6,744,908</i>	<i>(227,023)</i>
738 Weatherization Services	General	702,459	799,439	96,980
	State	4,898,724	4,918,661	19,937
	Special Grant	60,000	61,380	1,380
	<i>SERVICE TOTAL</i>	<i>5,661,183</i>	<i>5,779,480</i>	<i>118,297</i>
740 Dawson Center	General	45,966	46,992	1,026
	Federal	389,756	402,456	12,700
	<i>SERVICE TOTAL</i>	<i>435,722</i>	<i>449,448</i>	<i>13,726</i>
742 Promote Homeownership	General	415,282	459,038	43,756
	Federal	141,007	185,368	44,361
	<i>SERVICE TOTAL</i>	<i>556,289</i>	<i>644,406</i>	<i>88,117</i>
745 Housing Code Enforcement	General	14,121,544	11,676,930	(2,444,614)
	Federal	360,000	363,986	3,986
	Special Revenue	50,000	50,997	997
	<i>SERVICE TOTAL</i>	<i>14,531,544</i>	<i>12,091,913</i>	<i>(2,439,631)</i>
747 Register and License Properties and Contractors	General	585,296	621,062	35,766
748 Affordable Housing	Federal	743,856	717,564	(26,292)
	Special Revenue	17,000,000	13,490,473	(3,509,527)
	<i>SERVICE TOTAL</i>	<i>17,743,856</i>	<i>14,208,037</i>	<i>(3,535,819)</i>
749 Property Acquisition Disposition and Asset Management	General	3,192,718	3,586,699	393,981
750 Housing Rehabilitation Services	Federal	3,746,375	6,121,682	2,375,307
	State	550,000	559,317	9,317
	<i>SERVICE TOTAL</i>	<i>4,296,375</i>	<i>6,680,999</i>	<i>2,384,624</i>
751 Building and Zoning Inspections and Permits	General	6,389,837	6,546,353	156,516
752 Community Outreach Services	General	1,461,797	1,466,905	5,108
754 Summer Food Service Program	State	3,604,658	3,651,901	47,243
809 Retention Expansion and Attraction of Businesses	General	2,332,676	2,342,730	10,054
	Special Revenue	165,769	165,769	0
	<i>SERVICE TOTAL</i>	<i>2,498,445</i>	<i>2,508,499</i>	<i>10,054</i>
810 Real Estate Development	General	2,332,676	2,342,730	10,054
	Special Revenue	165,769	165,769	0

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	SERVICE TOTAL	2,498,445	2,508,499	10,054
811 Inner Harbor Coordination	General	434,775	443,441	8,666
813 Technology Development	General	621,504	833,934	212,430
Emerging Technology Center				
815 Live Baltimore	General	584,865	596,522	11,657
	<b>AGENCY TOTAL</b>	<b>84,213,358</b>	<b>97,090,748</b>	<b>12,877,390</b>
<b>Human Resources</b>				
770 Administration Human Resources	General	2,713,370	3,824,968	1,111,598
771 Benefits Administration	General	3,251,200	2,615,410	(635,790)
	Internal Service	2,338,013	2,369,868	31,855
	SERVICE TOTAL	5,589,213	4,985,278	(603,935)
772 Civil Service Management	General	3,417,533	3,455,947	38,414
773 Learning and Development	General	0	891,666	891,666
	<b>AGENCY TOTAL</b>	<b>11,720,116</b>	<b>13,157,859</b>	<b>1,437,743</b>
<b>Law</b>				
860 Administration Law	General	1,450,486	1,361,662	(88,824)
861 Controversies	General	5,048,601	4,841,821	(206,780)
	Internal Service	2,610,490	2,723,652	113,162
	SERVICE TOTAL	7,659,091	7,565,473	(93,618)
862 Transactions	General	1,942,957	1,929,801	(13,156)
	Internal Service	99,906	86,221	(13,685)
	SERVICE TOTAL	2,042,863	2,016,022	(26,841)
869 Minority and Women's Business Opportunity Office	General	491,949	511,170	19,221
871 Police Legal Affairs	General	2,194,751	2,243,178	48,427
872 Workers' Compensation Practice	Internal Service	857,050	4,476,049	3,618,999
	<b>AGENCY TOTAL</b>	<b>14,696,190</b>	<b>18,173,554</b>	<b>3,477,364</b>
<b>Legislative Reference</b>				
106 Legislative Reference Services	General	749,718	741,867	(7,851)
107 Archives and Records Management	General	549,392	561,521	12,129
	<b>AGENCY TOTAL</b>	<b>1,299,110</b>	<b>1,303,388</b>	<b>4,278</b>
<b>Liquor License Board</b>				
850 Liquor Licensing	General	1,036,356	1,112,928	76,572
851 Liquor License Compliance	General	1,227,614	1,187,954	(39,660)
	<b>AGENCY TOTAL</b>	<b>2,263,970</b>	<b>2,300,882</b>	<b>36,912</b>

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>M-R: Art and Culture</b>				
493 Art and Culture Grants	General	6,026,750	6,497,627	470,877
824 Events Art Culture and Film	General	2,883,811	2,431,323	(452,488)
	Special Revenue	40,000	50,000	10,000
	<b>SERVICE TOTAL</b>	<b>2,923,811</b>	<b>2,481,323</b>	<b>(442,488)</b>
828 Bromo Seltzer Arts Tower	General	98,726	100,693	1,967
	<b>AGENCY TOTAL</b>	<b>9,049,287</b>	<b>9,079,643</b>	<b>30,356</b>
<b>M-R: Baltimore City Public Schools</b>				
352 Baltimore City Public Schools	General	278,412,181	287,346,700	8,934,519
<b>M-R: Cable and Communications</b>				
876 Media Production	General	663,953	720,363	56,410
	Special Revenue	980,803	676,001	(304,802)
	<b>SERVICE TOTAL</b>	<b>1,644,756</b>	<b>1,396,364</b>	<b>(248,392)</b>
	<b>AGENCY TOTAL</b>	<b>1,644,756</b>	<b>1,396,364</b>	<b>(248,392)</b>
<b>M-R: Civic Promotion</b>				
590 Civic Promotion Grants	General	1,152,670	1,175,643	22,973
820 Convention Sales and Tourism Marketing	General	13,170,469	7,794,837	(5,375,632)
	<b>AGENCY TOTAL</b>	<b>14,323,139</b>	<b>8,970,480</b>	<b>(5,352,659)</b>
<b>M-R: Conditional Purchase Agreements</b>				
129 Conditional Purchase Agreement Payments	General	9,082,710	6,523,070	(2,559,640)
<b>M-R: Contingent Fund</b>				
121 Contingent Fund	General	1,000,000	1,000,000	0
<b>M-R: Convention Center Hotel</b>				
535 Convention Center Hotel	General	7,955,690	12,456,302	4,500,612
<b>M-R: Convention Complex</b>				
540 Royal Farms Arena Operations	General	577,577	606,237	28,660
855 Convention Center	General	12,941,587	12,362,139	(579,448)
	State	6,136,377	6,409,831	273,454
	<b>SERVICE TOTAL</b>	<b>19,077,964</b>	<b>18,771,970</b>	<b>(305,994)</b>
857 Convention Center Debt Service	Convention Center Bond	4,562,625	0	(4,562,625)
	<b>AGENCY TOTAL</b>	<b>24,218,166</b>	<b>19,378,207</b>	<b>(4,839,959)</b>
<b>M-R: Debt Service</b>				
123 General Debt Service	General	78,845,808	87,103,413	8,257,605
	Special Revenue	16,700,000	45,189,132	28,489,132

(continued)

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	<i>SERVICE TOTAL</i>	<i>95,545,808</i>	<i>132,292,545</i>	<i>36,746,737</i>
	<b>AGENCY TOTAL</b>	<b>95,545,808</b>	<b>132,292,545</b>	<b>36,746,737</b>
<b>M-R: Educational Grants</b>				
446 Educational Grants	General	10,749,513	11,340,311	590,798
	Federal	300,000	300,000	0
	Special Revenue	12,950,157	16,926,000	3,975,843
	<i>SERVICE TOTAL</i>	<i>23,999,670</i>	<i>28,566,311</i>	<i>4,566,641</i>
	<b>AGENCY TOTAL</b>	<b>23,999,670</b>	<b>28,566,311</b>	<b>4,566,641</b>
<b>M-R: Employees' Retirement Contribution</b>				
355 Employees' Retirement Contribution	General	3,558,858	5,235,987	1,677,129
<b>M-R: Environmental Control Board</b>				
117 Adjudication of Environmental Citations	General	1,488,016	1,497,623	9,607
	State	250,000	255,750	5,750
	<i>SERVICE TOTAL</i>	<i>1,738,016</i>	<i>1,753,373</i>	<i>15,357</i>
	<b>AGENCY TOTAL</b>	<b>1,738,016</b>	<b>1,753,373</b>	<b>15,357</b>
<b>M-R: Health and Welfare Grants</b>				
385 Health and Welfare Grants	General	1,302,732	1,336,592	33,860
<b>M-R: Miscellaneous General Expenses</b>				
122 Miscellaneous General Expenses	General	30,920,061	28,470,900	(2,449,161)
	Conduit	0	10,000	10,000
	Enterprise			
	Wastewater	0	75,000	75,000
	Utility			
	Water Utility	0	75,000	75,000
	Stormwater	0	20,000	20,000
	Utility			
	Parking	0	5,000	5,000
	Management			
	Federal	0	85,000	85,000
	State	0	15,000	15,000
	Special Revenue	0	35,000	35,000
	<i>SERVICE TOTAL</i>	<i>30,920,061</i>	<i>28,790,900</i>	<i>(2,129,161)</i>
	<b>AGENCY TOTAL</b>	<b>30,920,061</b>	<b>28,790,900</b>	<b>(2,129,161)</b>

**M-R: Office of Children and Family Success**

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
109 Administration Children and Family Success	General	0	2,810,544	2,810,544
	Special Revenue	0	280,775	280,775
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>3,091,319</i>	<i>3,091,319</i>
605 Head Start	General	533,730	587,384	53,654
	Federal	7,758,044	7,790,297	32,253
	State	136,043	138,754	2,711
	Special Revenue	150,000	152,990	2,990
	<i>SERVICE TOTAL</i>	<i>8,577,817</i>	<i>8,669,425</i>	<i>91,608</i>
741 Community Action Partnership	General	741,259	709,080	(32,179)
	Water Utility	0	459,999	459,999
	Federal	1,026,041	1,052,599	26,558
	State	6,843,954	7,562,517	718,563
	<i>SERVICE TOTAL</i>	<i>8,611,254</i>	<i>9,784,195</i>	<i>1,172,941</i>
	<b>AGENCY TOTAL</b>	<b>17,189,071</b>	<b>21,544,939</b>	<b>4,355,868</b>

**M-R: Office of Criminal Justice**

617 Criminal Justice Coordination	General	803,913	744,496	(59,417)
	Federal	1,834,722	1,130,078	(704,644)
	State	1,000,000	1,023,000	23,000
	<i>SERVICE TOTAL</i>	<i>3,638,635</i>	<i>2,897,574</i>	<i>(741,061)</i>
618 Neighborhood Safety and Engagement	General	3,211,753	3,643,620	431,867
	Federal	1,974,323	1,646,370	(327,953)
	State	3,600,000	5,046,951	1,446,951
	Special Revenue	1,087,000	1,138,584	51,584
	<i>SERVICE TOTAL</i>	<i>9,873,076</i>	<i>11,475,525</i>	<i>1,602,449</i>
757 CitiWatch	General	2,653,256	2,706,297	53,041
	Special Revenue	130,000	179,460	49,460
	<i>SERVICE TOTAL</i>	<i>2,783,256</i>	<i>2,885,757</i>	<i>102,501</i>
758 Coordination of Public Safety Strategy Administration	General	897,516	1,130,143	232,627
	State	45,000	45,000	0
	Special Revenue	0	300,000	300,000
	<i>SERVICE TOTAL</i>	<i>942,516</i>	<i>1,475,143</i>	<i>532,627</i>
	<b>AGENCY TOTAL</b>	<b>17,237,483</b>	<b>18,733,999</b>	<b>1,496,516</b>

**M-R: Office of Employment Development**

791 BCPS Alternative Options Academy for Youth	State	204,676	198,941	(5,735)
792 Workforce Public Assistance	Federal	3,020,748	2,877,547	(143,201)



*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	State	100,000	100,000	0
	<i>SERVICE TOTAL</i>	<i>3,120,748</i>	<i>2,977,547</i>	<i>(143,201)</i>
793 Employment Enhancement Services for Baltimore City Residents	General	1,403,333	1,510,914	107,581
	Special Revenue	580,000	711,182	131,182
	<i>SERVICE TOTAL</i>	<i>1,983,333</i>	<i>2,222,096</i>	<i>238,763</i>
794 Administration MOED	General	687,758	1,021,781	334,023
	Federal	75,745	0	(75,745)
	Special Revenue	250,623	437,633	187,010
	<i>SERVICE TOTAL</i>	<i>1,014,126</i>	<i>1,459,414</i>	<i>445,288</i>
795 Workforce Services for Baltimore Residents	Federal	5,079,552	6,126,530	1,046,978
	State	100,000	473,380	373,380
	Special Revenue	214,968	0	(214,968)
	Special Grant	0	200,000	200,000
	<i>SERVICE TOTAL</i>	<i>5,394,520</i>	<i>6,799,910</i>	<i>1,405,390</i>
796 Workforce Services for Ex Offenders	General	186,799	189,287	2,488
	Federal	557,000	557,000	0
	State	994,450	983,794	(10,656)
	<i>SERVICE TOTAL</i>	<i>1,738,249</i>	<i>1,730,081</i>	<i>(8,168)</i>
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,080,755	3,089,492	8,737
	Federal	979,477	1,124,412	144,935
	State	100,000	100,000	0
	Special Revenue	165,000	132,781	(32,219)
	Special Grant	0	165,000	165,000
	<i>SERVICE TOTAL</i>	<i>4,325,232</i>	<i>4,611,685</i>	<i>286,453</i>
798 Youth Works Summer Job Program	General	2,442,735	2,359,955	(82,780)
	Federal	1,970,889	2,000,000	29,111
	State	3,478,473	3,653,409	174,936
	Special Revenue	1,690,000	1,747,469	57,469
	Special Grant	0	1,200,000	1,200,000
	<i>SERVICE TOTAL</i>	<i>9,582,097</i>	<i>10,960,833</i>	<i>1,378,736</i>
800 Workforce Services for WIOA Funded Youth	Federal	2,627,565	3,260,315	632,750
806 Mobile Workforce Center	General	548,765	0	(548,765)
	<b>AGENCY TOTAL</b>	<b>30,539,311</b>	<b>34,220,822</b>	<b>3,681,511</b>



*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>M-R: Office of Homeless Services</b>				
356 Administration Human Services	General	1,910,976	1,577,506	(333,470)
	Federal	2,920,088	4,240,570	1,320,482
	State	220,297	217,948	(2,349)
	Special Revenue	1,243,394	728,065	(515,329)
	<b>SERVICE TOTAL</b>	<b>6,294,755</b>	<b>6,764,089</b>	<b>469,334</b>
893 Homeless Prevention and Support Services for the Homeless	Federal	621,431	237,844	(383,587)
	State	516,400	258,717	(257,683)
	<b>SERVICE TOTAL</b>	<b>1,137,831</b>	<b>496,561</b>	<b>(641,270)</b>
894 Outreach to the Homeless	General	996,532	1,016,250	19,718
	Federal	2,662,571	928,367	(1,734,204)
	State	296,578	39,523	(257,055)
	<b>SERVICE TOTAL</b>	<b>3,955,681</b>	<b>1,984,140</b>	<b>(1,971,541)</b>
895 Temporary Housing for the Homeless	General	8,757,780	9,476,717	718,937
	Federal	183,509	9,448,356	9,264,847
	State	1,945,310	1,965,534	20,224
	<b>SERVICE TOTAL</b>	<b>10,886,599</b>	<b>20,890,607</b>	<b>10,004,008</b>
896 Permanent Housing for the Homeless	General	770,518	252,181	(518,337)
	Federal	29,781,059	29,935,410	154,351
	State	26,995	2,801,536	2,774,541
	Special Revenue	96,342	0	(96,342)
	<b>SERVICE TOTAL</b>	<b>30,674,914</b>	<b>32,989,127</b>	<b>2,314,213</b>
	<b>AGENCY TOTAL</b>	<b>52,949,780</b>	<b>63,124,524</b>	<b>10,174,744</b>
<b>M-R: Office of Information and Technology</b>				
802 Administration	General	3,194,490	2,691,631	(502,859)
803 Enterprise Innovation and Application Services	General	6,219,527	22,389,776	16,170,249
804 311 Call Center	General	5,163,500	5,287,451	123,951
805 Enterprise IT Delivery Services	General	8,778,865	8,396,949	(381,916)
	Internal Service	16,515,339	13,515,051	(3,000,288)
	<b>SERVICE TOTAL</b>	<b>25,294,204</b>	<b>21,912,000</b>	<b>(3,382,204)</b>
	<b>AGENCY TOTAL</b>	<b>39,871,721</b>	<b>52,280,858</b>	<b>12,409,137</b>
<b>M-R: Office of the Inspector General</b>				
836 Inspector General	General	1,578,928	1,808,349	229,421
<b>M-R: Office of the Labor Commissioner</b>				
128 Labor Contract Negotiations and Administration	General	839,749	906,751	67,002

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>M-R: Retirees' Benefits</b>				
351 Retirees' Benefits	General	46,344,685	46,466,870	122,185
<b>M-R: Self-Insurance Fund</b>				
126 Contribution to Self Insurance Fund	General	40,875,291	19,224,075	(21,651,216)
<b>M-R: TIF Debt Service</b>				
124 TIF Debt Service	General	13,693,879	13,378,886	(314,993)
<b>Mayorality</b>				
111 Economic Recovery	Federal	0	10,000,000	10,000,000
125 Executive Direction and Control Mayorality	General	12,731,763	10,687,934	(2,043,829)
	Federal	309,723	315,896	6,173
	State	410,529	418,712	8,183
	Special Revenue	626,526	560,934	(65,592)
	Special Grant	606,957	272,438	(334,519)
	<b>SERVICE TOTAL</b>	<b>14,685,498</b>	<b>12,255,914</b>	<b>(2,429,584)</b>
	<b>AGENCY TOTAL</b>	<b>14,685,498</b>	<b>22,255,914</b>	<b>7,570,416</b>
<b>Municipal and Zoning Appeals</b>				
185 Board of Municipal and Zoning Appeals	General	656,762	577,288	(79,474)
<b>Office of Equity and Civil Rights</b>				
656 Wage Investigation and Enforcement	General	682,981	751,460	68,479
846 Discrimination Investigations Resolutions and Concilations	General	1,134,026	1,344,743	210,717
	Special Revenue	168,638	169,508	870
	<b>SERVICE TOTAL</b>	<b>1,302,664</b>	<b>1,514,251</b>	<b>211,587</b>
848 Police Community Relations	General	675,121	691,685	16,564
	<b>AGENCY TOTAL</b>	<b>2,660,766</b>	<b>2,957,396</b>	<b>296,630</b>
<b>Planning</b>				
761 Development Oversight and Project Support	General	1,213,217	951,978	(261,239)
	Special Grant	0	51,000	51,000
	<b>SERVICE TOTAL</b>	<b>1,213,217</b>	<b>1,002,978</b>	<b>(210,239)</b>
762 Historic Preservation	General	676,945	713,462	36,517
	Federal	100,000	100,000	0
	State	100,000	100,000	0

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Special Revenue	50,000	50,000	0
	<i>SERVICE TOTAL</i>	<i>926,945</i>	<i>963,462</i>	<i>36,517</i>
763 Comprehensive Planning and Resource Management	General	2,185,208	2,165,567	(19,641)
	Federal	150,000	150,000	0
	State	150,000	225,000	75,000
	Special Revenue	1,215,000	705,000	(510,000)
	Special Grant	12,788	0	(12,788)
	<i>SERVICE TOTAL</i>	<i>3,712,996</i>	<i>3,245,567</i>	<i>(467,429)</i>
765 Planning for a Sustainable Baltimore	General	1,316,292	1,317,800	1,508
	Federal	535,120	518,105	(17,015)
	State	510,500	542,748	32,248
	Special Revenue	75,000	75,000	0
	Special Grant	258,000	926,142	668,142
	<i>SERVICE TOTAL</i>	<i>2,694,912</i>	<i>3,379,795</i>	<i>684,883</i>
768 Administration Planning	General	1,431,666	1,512,590	80,924
	State	250,000	0	(250,000)
	<i>SERVICE TOTAL</i>	<i>1,681,666</i>	<i>1,512,590</i>	<i>(169,076)</i>
	<b>AGENCY TOTAL</b>	<b>10,229,736</b>	<b>10,104,392</b>	<b>(125,344)</b>
<b>Police</b>				
621 Administrative Bureau	General	80,438,389	93,109,603	12,671,214
	Federal	0	264,137	264,137
	State	12,862,251	10,725,750	(2,136,501)
	Special Revenue	500,000	6,302,782	5,802,782
	<i>SERVICE TOTAL</i>	<i>93,800,640</i>	<i>110,402,272</i>	<i>16,601,632</i>
622 Police Patrol	General	196,412,213	223,160,490	26,748,277
	Federal	300,000	2,500,000	2,200,000
	State	4,427,178	4,781,488	354,310
	Special Revenue	1,305,000	1,469,485	164,485
	<i>SERVICE TOTAL</i>	<i>202,444,391</i>	<i>231,911,463</i>	<i>29,467,072</i>
623 Criminal Investigation Division	General	52,554,451	55,152,054	2,597,603
	Federal	390,000	766,086	376,086
	State	554,515	4,371,226	3,816,711
	<i>SERVICE TOTAL</i>	<i>53,498,966</i>	<i>60,289,366</i>	<i>6,790,400</i>
624 Target Violent Criminals	General	46,822,659	0	(46,822,659)
	State	3,659,354	0	(3,659,354)
	Special Revenue	2,264,281	0	(2,264,281)
	<i>SERVICE TOTAL</i>	<i>52,746,294</i>	<i>0</i>	<i>(52,746,294)</i>
625 SWAT ESU	General	10,877,390	0	(10,877,390)
626 Data Driven Strategies	General	13,566,666	8,901,421	(4,665,245)

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Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Federal	1,366,762	0	(1,366,762)
	State	1,360,000	1,478,872	118,872
	<i>SERVICE TOTAL</i>	<i>16,293,428</i>	<i>10,380,293</i>	<i>(5,913,135)</i>
627 Emergency Communications	General	14,064,986	0	(14,064,986)
628 Public Integrity Bureau	General	12,995,906	9,160,770	(3,835,136)
632 Manage Police Records	General	7,483,083	0	(7,483,083)
634 Crowd Traffic and Special Events Management	General	11,555,040	0	(11,555,040)
	Federal	55,000	0	(55,000)
	<i>SERVICE TOTAL</i>	<i>11,610,040</i>	<i>0</i>	<i>(11,610,040)</i>
635 Recruitment Section	General	22,602,468	20,401,253	(2,201,215)
	Federal	20,000	0	(20,000)
	<i>SERVICE TOTAL</i>	<i>22,622,468</i>	<i>20,401,253</i>	<i>(2,221,215)</i>
637 Special Operations K 9 and Mounted Unit	General	4,354,708	0	(4,354,708)
	Federal	5,000	0	(5,000)
	State	149,620	0	(149,620)
	<i>SERVICE TOTAL</i>	<i>4,509,328</i>	<i>0</i>	<i>(4,509,328)</i>
638 Marine Unit	General	2,465,832	0	(2,465,832)
	Federal	300,000	0	(300,000)
	<i>SERVICE TOTAL</i>	<i>2,765,832</i>	<i>0</i>	<i>(2,765,832)</i>
640 Special Operations Aviation	General	7,054,321	0	(7,054,321)
642 Crime Laboratory and Evidence Control	General	23,048,260	22,633,504	(414,756)
	Federal	561,144	530,702	(30,442)
	<i>SERVICE TOTAL</i>	<i>23,609,404</i>	<i>23,164,206</i>	<i>(445,198)</i>
807 Compliance Bureau	General	0	35,133,390	35,133,390
	Federal	0	25,460	25,460
	State	0	2,265,945	2,265,945
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>37,424,795</i>	<i>37,424,795</i>
816 Special Operations Section	General	0	25,687,548	25,687,548
	Federal	0	521,900	521,900
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>26,209,448</i>	<i>26,209,448</i>
853 Patrol Support Services	General	0	15,910,128	15,910,128
	Federal	0	605,750	605,750
	State	0	3,099,775	3,099,775
	Special Revenue	0	1,000,000	1,000,000
	<i>SERVICE TOTAL</i>	<i>0</i>	<i>20,615,653</i>	<i>20,615,653</i>
	<b>AGENCY TOTAL</b>	<b>536,376,477</b>	<b>549,959,519</b>	<b>13,583,042</b>
<b>Public Works</b>				
660 Administration Solid Waste	General	1,619,876	2,304,687	684,811

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
661 Public Right of Way Cleaning	General	17,829,031	18,031,225	202,194
	Stormwater	5,009,349	4,152,328	(857,021)
	Utility			
	Federal	2,000,000	2,046,000	46,000
	Special Revenue	1,700,000	1,622,021	(77,979)
	<i>SERVICE TOTAL</i>	<i>26,538,380</i>	<i>25,851,574</i>	<i>(686,806)</i>
662 Vacant and Abandoned Property Cleaning and Boarding	General	11,530,497	12,124,600	594,103
	Federal	1,100,000	1,100,000	0
	<i>SERVICE TOTAL</i>	<i>12,630,497</i>	<i>13,224,600</i>	<i>594,103</i>
663 Waste Removal and Recycling	General	30,912,452	32,216,421	1,303,969
	Special Revenue	200,000	204,600	4,600
	Special Grant	0	250,000	250,000
	<i>SERVICE TOTAL</i>	<i>31,112,452</i>	<i>32,671,021</i>	<i>1,558,569</i>
664 Waste Re Use and Disposal	General	24,984,891	25,593,910	609,019
670 Administration Water and Wastewater	Wastewater	30,007,954	26,504,789	(3,503,165)
	Utility			
	Water Utility	22,616,194	18,377,957	(4,238,237)
	<i>SERVICE TOTAL</i>	<i>52,624,148</i>	<i>44,882,746</i>	<i>(7,741,402)</i>
671 Water Management	Water Utility	85,705,288	86,728,786	1,023,498
	Federal	200,000	204,600	4,600
	<i>SERVICE TOTAL</i>	<i>85,905,288</i>	<i>86,933,386</i>	<i>1,028,098</i>
672 Water and Wastewater Consumer Services	Wastewater	13,376,133	13,468,223	92,090
	Utility			
	Water Utility	16,221,148	10,931,837	(5,289,311)
	Stormwater	4,158,622	4,158,622	0
	Utility			
673 Wastewater Management	<i>SERVICE TOTAL</i>	<i>33,755,903</i>	<i>28,558,682</i>	<i>(5,197,221)</i>
	Wastewater	142,648,301	127,605,593	(15,042,708)
	Utility			
	State	319,925	300,000	(19,925)
674 Surface Water Management	<i>SERVICE TOTAL</i>	<i>142,968,226</i>	<i>127,905,593</i>	<i>(15,062,633)</i>
	Wastewater	1,720,594	1,741,591	20,997
	Utility			
	Water Utility	422,193	450,725	28,532
	Stormwater	17,977,394	25,686,006	7,708,612
	Utility			
	Federal	100,000	100,000	0
	State	300,000	510,000	210,000
	<i>SERVICE TOTAL</i>	<i>20,520,181</i>	<i>28,488,322</i>	<i>7,968,141</i>

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
675 Engineering and Construction Management Water and Wastewater	Wastewater	89,603,133	102,457,449	12,854,316
	Utility			
	Water Utility	67,410,662	84,245,770	16,835,108
	<b>SERVICE TOTAL</b>	<b>157,013,795</b>	<b>186,703,219</b>	<b>29,689,424</b>
676 Administration DPW	General	2,810,865	2,833,998	23,133
	Wastewater	0	1,450,847	1,450,847
	Utility			
	<b>SERVICE TOTAL</b>	<b>2,810,865</b>	<b>4,284,845</b>	<b>1,473,980</b>
	<b>AGENCY TOTAL</b>	<b>592,484,502</b>	<b>607,402,585</b>	<b>14,918,083</b>
<b>Recreation and Parks</b>				
644 Administration Recreation and Parks	General	5,081,024	5,168,854	87,830
	State	242,379	1,671,655	1,429,276
	<b>SERVICE TOTAL</b>	<b>5,323,403</b>	<b>6,840,509</b>	<b>1,517,106</b>
645 Aquatics	General	2,603,668	2,526,786	(76,882)
	Special Revenue	900,000	0	(900,000)
	<b>SERVICE TOTAL</b>	<b>3,503,668</b>	<b>2,526,786</b>	<b>(976,882)</b>
646 Park Maintenance	General	10,658,308	13,056,596	2,398,288
	State	3,330,031	3,933,185	603,154
	Special Revenue	1,986,800	1,823,996	(162,804)
	<b>SERVICE TOTAL</b>	<b>15,975,139</b>	<b>18,813,777</b>	<b>2,838,638</b>
647 Youth and Adult Sports	General	785,230	831,042	45,812
	Special Revenue	175,995	173,945	(2,050)
	<b>SERVICE TOTAL</b>	<b>961,225</b>	<b>1,004,987</b>	<b>43,762</b>
648 Community Recreation Centers	General	14,154,193	14,930,009	775,816
	Federal	359,355	439,661	80,306
	Special Revenue	1,871,546	1,721,132	(150,414)
	Special Grant	0	300,000	300,000
	<b>SERVICE TOTAL</b>	<b>16,385,094</b>	<b>17,390,802</b>	<b>1,005,708</b>
649 Special Facilities Management Recreation	Special Revenue	2,982,928	3,124,192	141,264
650 Horticulture	General	1,390,357	1,307,879	(82,478)
	Special Revenue	578,843	483,485	(95,358)
	<b>SERVICE TOTAL</b>	<b>1,969,200</b>	<b>1,791,364</b>	<b>(177,836)</b>
651 Recreation for Seniors	General	308,847	477,710	168,863
	Special Revenue	37,675	38,500	825
	<b>SERVICE TOTAL</b>	<b>346,522</b>	<b>516,210</b>	<b>169,688</b>
652 Therapeutic Recreation	General	463,959	489,992	26,033
653 Park Programs and Events	Special Revenue	1,244,801	1,121,889	(122,912)
654 Urban Forestry	General	4,476,641	4,573,199	96,558
	<b>AGENCY TOTAL</b>	<b>53,632,580</b>	<b>58,193,707</b>	<b>4,561,127</b>

*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Sheriff</b>				
881 Courthouse Security	General	4,155,371	4,095,269	(60,102)
882 Deputy Sheriff Enforcement	General	10,355,587	10,770,075	414,488
	State	0	50,000	50,000
	Special Revenue	235,290	239,980	4,690
	<b>SERVICE TOTAL</b>	<b>10,590,877</b>	<b>11,060,055</b>	<b>469,178</b>
883 Service of Protective and Peace Orders	General	2,099,188	2,284,288	185,100
884 District Court Sheriff Services	General	2,730,331	2,692,305	(38,026)
889 Child Support Enforcement	General	1,661,994	1,752,886	90,892
	Federal	0	1,100,000	1,100,000
	<b>SERVICE TOTAL</b>	<b>1,661,994</b>	<b>2,852,886</b>	<b>1,190,892</b>
	<b>AGENCY TOTAL</b>	<b>21,237,761</b>	<b>22,984,803</b>	<b>1,747,042</b>
<b>State's Attorney</b>				
115 Prosecution of Criminals	General	27,725,528	27,452,899	(272,629)
	Federal	1,378,020	1,796,589	418,569
	State	6,053,376	6,917,188	863,812
	Special Revenue	313,959	320,216	6,257
	<b>SERVICE TOTAL</b>	<b>35,470,883</b>	<b>36,486,892</b>	<b>1,016,009</b>
781 Administration State's Attorney	General	7,263,805	7,634,737	370,932
786 Victim and Witness Services	General	1,848,678	1,866,465	17,787
	Federal	1,983,044	2,601,351	618,307
	State	53,577	54,655	1,078
	<b>SERVICE TOTAL</b>	<b>3,885,299</b>	<b>4,522,471</b>	<b>637,172</b>
	<b>AGENCY TOTAL</b>	<b>46,619,987</b>	<b>48,644,100</b>	<b>2,024,113</b>
<b>Transportation</b>				
500 Street Lighting	General	21,644,607	20,876,886	(767,721)
548 Conduits	Conduit	12,308,498	13,487,197	1,178,699
	Enterprise			
681 Administration DOT	General	9,122,248	9,749,799	627,551
	Federal	550,000	560,962	10,962
	<b>SERVICE TOTAL</b>	<b>9,672,248</b>	<b>10,310,761</b>	<b>638,513</b>
682 Parking Management	Parking	21,524,562	21,714,081	189,519
	Enterprise			
	Parking	10,576,821	10,615,967	39,146
	Management			
	<b>SERVICE TOTAL</b>	<b>32,101,383</b>	<b>32,330,048</b>	<b>228,665</b>
683 Street Management	General	33,326,488	34,189,988	863,500
684 Traffic Management	General	11,380,065	11,054,645	(325,420)



*(continued)*

Service	Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
	Special Revenue	667,967	681,280	13,313
	<i>SERVICE TOTAL</i>	<i>12,048,032</i>	<i>11,735,925</i>	<i>(312,107)</i>
685 Special Events	General	1,709,402	1,628,482	(80,920)
687 Inner Harbor Services	General	1,438,945	1,301,508	(137,437)
Transportation				
688 Snow and Ice Control	General	6,740,227	6,726,609	(13,618)
689 Vehicle Impounding and Disposal	General	8,008,638	8,229,565	220,927
690 Sustainable Transportation	General	6,666,477	4,514,539	(2,151,938)
	State	3,155,818	3,071,326	(84,492)
	Special Revenue	6,607,986	5,749,637	(858,349)
	<i>SERVICE TOTAL</i>	<i>16,430,281</i>	<i>13,335,502</i>	<i>(3,094,779)</i>
691 Public Rights of Way Landscape Management	General	3,897,871	3,977,994	80,123
692 Bridge and Culvert Management	General	3,631,232	3,707,953	76,721
693 Parking Enforcement	Parking	15,437,601	16,425,940	988,339
	Management			
	Special Revenue	10,000	0	(10,000)
	<i>SERVICE TOTAL</i>	<i>15,447,601</i>	<i>16,425,940</i>	<i>978,339</i>
694 Survey Control	General	272,013	238,371	(33,642)
695 Dock Master	Special Revenue	148,134	158,017	9,883
696 Street Cuts Management	General	1,004,365	980,051	(24,314)
697 Traffic Safety	General	18,658,878	17,490,271	(1,168,607)
	Federal	510,891	524,190	13,299
	<i>SERVICE TOTAL</i>	<i>19,169,769</i>	<i>18,014,461</i>	<i>(1,155,308)</i>
727 Real Property Management	General	2,397,896	2,604,670	206,774
	<b>AGENCY TOTAL</b>	<b>201,397,630</b>	<b>200,259,928</b>	<b>(1,137,702)</b>
<b>GRAND TOTAL</b>				
TOTAL OPERATING BUDGET		3,071,812,180	3,184,675,604	112,863,424
LESS INTERNAL SERVICE		143,958,092	138,219,262	(5,738,830)
TOTAL OPERATING APPROPRIATIONS		2,927,854,088	3,046,456,342	118,602,254



## Comparison of Current and Prior Year Operating Budget

### Summary by Fund

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	1,917,250,000	1,932,300,000	15,050,000
Convention Center Bond	4,562,625	0	(4,562,625)
Conduit Enterprise	12,308,498	13,497,197	1,188,699
Wastewater Utility	277,356,115	273,303,492	(4,052,623)
Water Utility	192,375,485	201,535,654	9,160,169
Stormwater Utility	27,145,365	34,016,956	6,871,591
Parking Enterprise	21,524,562	21,714,081	189,519
Parking Management	26,014,422	27,046,907	1,032,485
Federal	171,418,401	212,868,706	41,533,997
State	144,648,279	157,158,843	12,510,564
Special Revenue	130,253,537	167,661,926	37,408,389
Special Grant	3,080,491	5,352,580	2,272,089
<b>Total</b>	<b>2,927,937,780</b>	<b>3,046,456,342</b>	<b>118,602,254</b>

### Internal Service Fund by Agency

Agency Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
Comptroller	11,511,421	11,673,784	162,363
Finance	12,249,569	9,109,128	(3,140,441)
General Services	97,776,304	94,265,509	(3,510,795)
Human Resources	2,338,013	2,369,868	31,855
Law	3,567,446	7,285,922	3,718,476
M-R: Office of Information and Technology	16,515,339	13,515,051	(3,000,288)
<b>Total</b>	<b>143,958,092</b>	<b>138,219,262</b>	<b>(5,738,830)</b>

## Changes to Permanent Full-Time Positions

### By Agency

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Board of Elections</b>			
General	5	0	-5
<b>City Council</b>			
General	71	81	10
<b>Comptroller</b>			
General	70	66	-4
Internal Service	35	35	0
<b>AGENCY TOTAL</b>	<b>105</b>	<b>101</b>	<b>-4</b>
<b>Council Services</b>			
General	6	6	0
<b>Courts: Circuit Court</b>			
General	82	86	4
Federal	14	13	-1
State	26	33	7
Special Grant	2	0	-2
<b>AGENCY TOTAL</b>	<b>124</b>	<b>132</b>	<b>8</b>
<b>Courts: Orphans' Court</b>			
General	5	5	0
<b>Employees' Retirement Systems</b>			
Special Revenue	79	80	1
<b>Enoch Pratt Free Library</b>			
General	345	350	5
State	95	95	0
Special Revenue	10	10	0
<b>AGENCY TOTAL</b>	<b>450</b>	<b>455</b>	<b>5</b>
<b>Finance</b>			
General	271	252	-19
Internal Service	30	32	2
Water Utility	0	3	3
Special Revenue	2	2	0
<b>AGENCY TOTAL</b>	<b>303</b>	<b>289</b>	<b>-14</b>
<b>Fire</b>			
General	1,676	1,646	-30

*(continued)*

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
Federal	0	3	3
Special Revenue	57	85	28
<b>AGENCY TOTAL</b>	<b>1,733</b>	<b>1,734</b>	<b>1</b>
<b>General Services</b>			
General	53	57	4
Internal Service	348	347	-1
<b>AGENCY TOTAL</b>	<b>401</b>	<b>404</b>	<b>3</b>
<b>Health</b>			
General	188	181	-7
Federal	257	277	20
State	83	116	33
Special Revenue	277	331	54
Special Grant	9	8	-1
<b>AGENCY TOTAL</b>	<b>814</b>	<b>913</b>	<b>99</b>
<b>Housing and Community Development</b>			
General	378	365	-13
Federal	58	63	5
State	5	5	0
Special Revenue	1	5	4
<b>AGENCY TOTAL</b>	<b>442</b>	<b>438</b>	<b>-4</b>
<b>Human Resources</b>			
General	68	72	4
Internal Service	2	2	0
<b>AGENCY TOTAL</b>	<b>70</b>	<b>74</b>	<b>4</b>
<b>Law</b>			
General	79	75	-4
Internal Service	31	32	1
<b>AGENCY TOTAL</b>	<b>110</b>	<b>107</b>	<b>-3</b>
<b>Legislative Reference</b>			
General	6	6	0
<b>Liquor License Board</b>			
General	22	20	-2
<b>M-R: Cable and Communications</b>			
General	4	4	0
<b>M-R: Convention Complex</b>			
General	151	147	-4

*(continued)*

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>M-R: Environmental Control Board</b>			
General	8	8	0
<b>M-R: Office of Children and Family Success</b>			
General	0	21	21
Water Utility	0	3	3
Federal	0	17	17
State	0	88	88
<b>AGENCY TOTAL</b>	<b>0</b>	<b>129</b>	<b>129</b>
<b>M-R: Office of Criminal Justice</b>			
General	14	15	1
Federal	4	2	-2
<b>AGENCY TOTAL</b>	<b>18</b>	<b>17</b>	<b>-1</b>
<b>M-R: Office of Employment Development</b>			
General	45	45	0
Federal	110	113	3
State	6	6	0
Special Revenue	7	7	0
<b>AGENCY TOTAL</b>	<b>168</b>	<b>171</b>	<b>3</b>
<b>M-R: Office of Homeless Services</b>			
General	0	16	16
Federal	0	31	31
Special Revenue	0	3	3
<b>AGENCY TOTAL</b>	<b>0</b>	<b>50</b>	<b>50</b>
<b>M-R: Office of Human Services</b>			
General	26	0	-26
Federal	33	0	-33
State	85	0	-85
Special Revenue	18	0	-18
<b>AGENCY TOTAL</b>	<b>162</b>	<b>0</b>	<b>-162</b>
<b>M-R: Office of Information and Technology</b>			
General	144	142	-2
Internal Service	6	4	-2
<b>AGENCY TOTAL</b>	<b>150</b>	<b>146</b>	<b>-4</b>
<b>M-R: Office of the Inspector General</b>			
General	13	15	2
<b>M-R: Office of the Labor Commissioner</b>			
General	6	6	0

*(continued)*

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>Mayoralty</b>			
General	83	74	-9
Special Revenue	1	0	-1
Special Grant	4	2	-2
<b>AGENCY TOTAL</b>	<b>88</b>	<b>76</b>	<b>-12</b>
<b>Municipal and Zoning Appeals</b>			
General	10	4	-6
<b>Office of Equity and Civil Rights</b>			
General	21	23	2
<b>Planning</b>			
General	57	48	-9
<b>Police</b>			
General	3,158	3,111	-47
Federal	13	13	0
State	60	71	11
Special Revenue	10	9	-1
<b>AGENCY TOTAL</b>	<b>3,241</b>	<b>3,204</b>	<b>-37</b>
<b>Public Works</b>			
General	753	713	-40
Internal Service	9	0	-9
Wastewater Utility	872	899	27
Water Utility	940	944	4
Stormwater Utility	146	146	0
Special Revenue	3	3	0
<b>AGENCY TOTAL</b>	<b>2,723</b>	<b>2,705</b>	<b>-18</b>
<b>Recreation and Parks</b>			
General	300	341	41
State	2	18	16
Special Revenue	12	13	1
<b>AGENCY TOTAL</b>	<b>314</b>	<b>372</b>	<b>58</b>
<b>Sheriff</b>			
General	218	213	-5
<b>State's Attorney</b>			
General	326	325	-1
Federal	22	34	12
State	45	47	2

*(continued)*

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
<b>AGENCY TOTAL</b>	<b>393</b>	<b>406</b>	<b>13</b>
<b>Transportation</b>			
General	924	865	-59
Conduit Enterprise	119	120	1
Parking Management	154	154	0
Federal	3	3	0
State	1	1	0
Special Revenue	2	2	0
<b>AGENCY TOTAL</b>	<b>1,203</b>	<b>1,145</b>	<b>-58</b>
<b>TOTAL</b>	<b>13,694</b>	<b>13,734</b>	<b>40</b>

## By Fund

Fund Name	Fiscal 2020 Budget	Fiscal 2021 Budget	Change in Budget
General	9,586	9,404	-182
Internal Service	461	452	-9
Conduit Enterprise	119	120	1
Wastewater Utility	872	899	27
Water Utility	940	950	10
Stormwater Utility	146	146	0
Parking Management	154	154	0
Federal	514	569	55
State	408	480	72
Special Revenue	479	550	71
Special Grant	15	10	-5
<b>Total</b>	<b>13,694</b>	<b>13,734</b>	<b>40</b>

# FISCAL 2021

## EXECUTIVE SUMMARY Board of Estimates Recommendations

### Summary of Capital Budget Recommendations

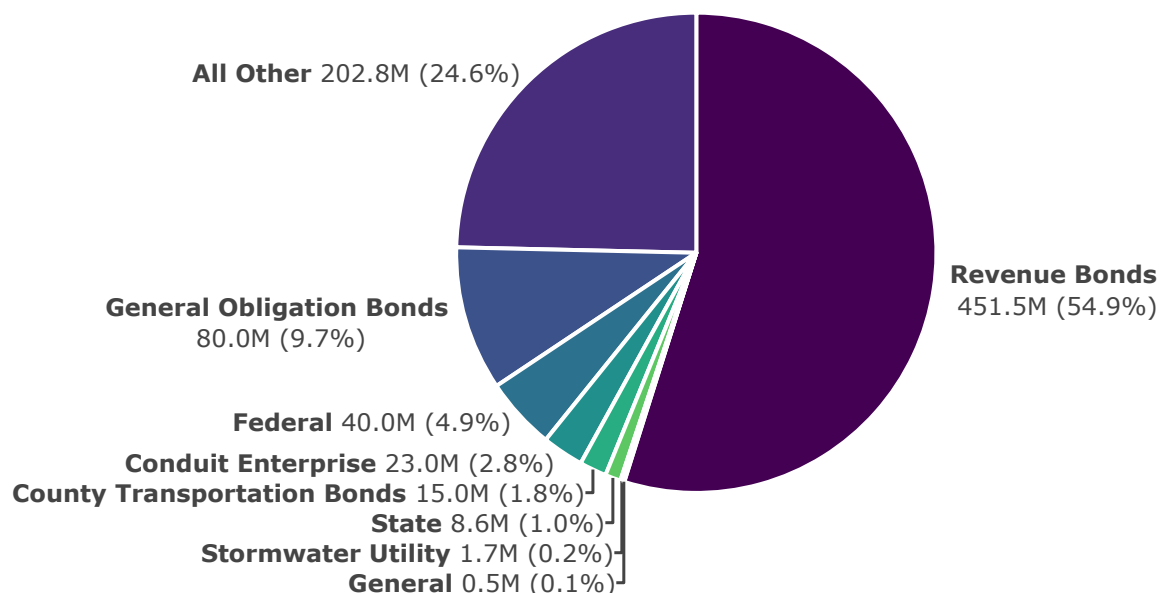
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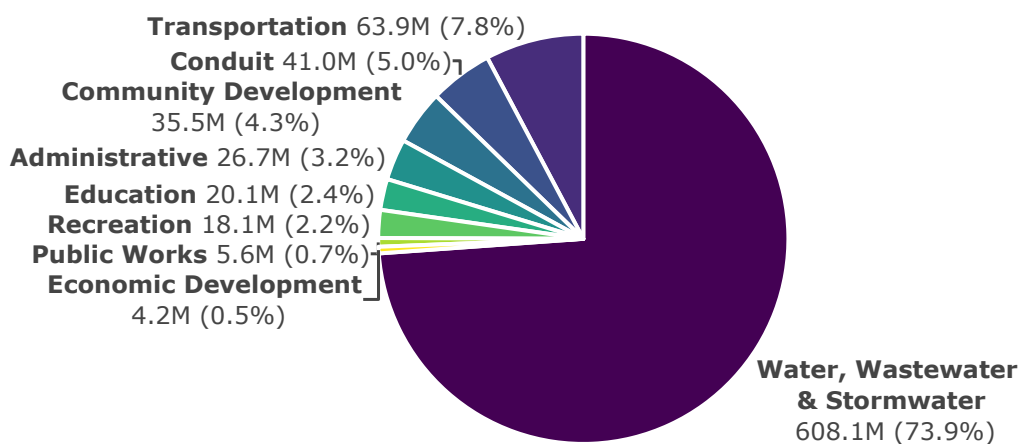
## Capital Budget Recommendations

**Total Capital Budget: \$823.2 million**

### Where the Money Comes From



### How the Money is Used



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

## Capital Budget Overview

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The recommendation for the Fiscal 2021 capital program is \$823.2 million, an increase of \$195.8 million or 31.2% from Fiscal 2020. The capital budget can fluctuate considerably from year to year due to project schedules, the timing of borrowing, and the availability of grant funding.

Per Board of Estimates policy, a capital project is a physical betterment or improvement costing more than \$50,000 and any preliminary studies relative to that project. It does not include projects that cost less than \$50,000, vehicular equipment, repairs and maintenance costing less than \$100,000, and salaries for positions that are not part of the cost of the project. The Planning Commission submits a Six-Year Capital Improvement Plan (CIP) to the Board of Estimates, the first year of which becomes the recommended Capital Budget.

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

As in many older cities, Baltimore’s aging infrastructure often leads to higher costs for the City, either through emergency repairs, maintenance needs, or energy inefficiency. In addition, many City assets and buildings were built decades ago and might not best meet current City needs. Therefore, capital budget planning requires the City to target limited resources to upgrading and maintaining structures and infrastructure to maintain functionality of City assets.

In Fiscal 2020, the Department of Planning began development of a comprehensive City asset management system to house data on a variety of City assets, such as roads, bridges, recreation centers, libraries, and parks. While it is expected to take several years to gather data on all assets and their conditions, such a system will allow the City to make better decisions about investment in its physical infrastructure. The system will allow the City to better understand the total funds that would be needed to address infrastructure that is not currently in an acceptable condition and will help ensure the City is investing in capital projects with the greatest potential to maximize City capital investments.

## Capital Budget Fund Sources

Capital Funds	Fiscal 2020 Budget	Fiscal 2021 Budget	Dollar Change	Percent Change
<b>Pay-As-You-Go</b>				
General	50,000,000	500,000	(49,500,000)	-99%
Conduit Enterprise	23,000,000	23,000,000	0	0%
Wastewater Utility	16,388,000	0	(16,388,000)	-100%
Water Utility	19,578,000	0	(19,578,000)	-100%
Stormwater Utility	2,275,000	1,750,000	(525,000)	-23%
<b>Grant and Special Funds</b>				
Federal	75,191,000	39,967,000	(35,224,000)	-47%
State	26,235,000	8,630,000	(17,605,000)	-67%
<b>Loans and Bonds</b>				
General Obligation Bonds	80,000,000	80,000,000	0	0%
Revenue Bonds	223,623,000	451,538,000	227,915,000	102%
County Transportation Bonds	26,018,000	15,000,000	(11,018,000)	-42%
<b>All Other</b>				
All Other	85,156,000	202,827,000	117,671,000	138%
<b>GRAND TOTAL</b>	<b>627,464,000</b>	<b>823,212,000</b>	<b>195,748,000</b>	

## General Fund

The City's General Fund typically supports several fund sources in the capital budget, including capital General Funds (PAYGO capital), General Obligation Bonds (debt), Highway User Revenues (PAYGO capital dedicated to transportation), and County Transportation Revenue Bonds (debt dedicated to transportation). In Fiscal 2021, the capital budget also includes a recommendation for short-term financing of information technology projects, supported by the City's General Fund.

**General Funds and Highway User Revenue** A portion of the City's General Fund revenues is dedicated to capital improvements. Using recurring General Funds for PAYGO is considered to be good fiscal practice, as it reduces the City's debt burden. Unlike most fund sources, these funds are flexible and can be used to support any capital projects. In addition, the City dedicates a portion of its annual State Highway User Revenue (HUR) allocation to capital improvements. HUR is collected by the State and allocated to jurisdictions for certain eligible uses, such as transportation projects. In Fiscal 2021, \$500,000 is recommended in General Funds and HUR for capital projects for the Department of Public Works Bureau of Solid Waste. This is a reduction of \$45.5 million from Fiscal 2020, which was an unprecedented amount of funding from these sources due to a projected revenue surplus for Fiscal 2020 and the prioritization of investments in one-time capital projects. The projected deficit due to the COVID-19 pandemic has required the City to greatly reduce its General Fund contribution to the capital budget for Fiscal 2021.

**General Obligation Bonds** In 2018, voters authorized \$80 million in General Obligation bonds per year for Fiscal 2020 and 2021. Bonds must be used for affordable housing, schools, parks and public facilities, and community and economic development in accordance with the loan authorization approved by voters. The debt service to repay the bonds is paid from the City's future General Funds.

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

## Federal and State Funds

For Fiscal 2021, approximately \$40 million is recommended in Federal Funds and \$8.6 million in State Funds. Some agencies routinely have access to Federal and State Funds, while other agencies must rely on local fund sources. Below are some examples of Federal and State Funds:

- Transportation typically receives \$30 million per year in Federal Highway Transportation funds. The City must provide a 20% match for eligible projects such as bridges.
- Recreation and Parks typically receives \$7 million per year in Program Open Space funds from the State. Some of these funds require a 25% match.
- Housing and Community Development typically programs federal Community Development Block Grant (CDBG) funds towards select capital projects that serve low and moderate income residents.

## Utility Funds

The water, wastewater, and stormwater programs within the Department of Public Works are fully funded with utility funds, which are the fees paid for water, sewer, and stormwater services. Capital projects within these programs are paid for by a combination of current revenue (utility funds), debt that will be repaid by future utility funds (revenue bonds and State or federal loans), and other sources such as County grants. The Fiscal 2021 recommended funding for the utility programs totals \$608.1 million.

## Capital Budget Recommendations by Agency

Nine City agencies participate in the capital budget process. The Department of General Services coordinates projects for some City agencies including Fire, Police, Health, and Circuit Court.

### Department of Public Works

Fund Source	Fiscal 2021 Budget
<b>Solid Waste</b>	
City General Funds	500,000
General Obligation Bonds	5,100,000
<b>PROJECT TOTAL</b>	<b>5,600,000</b>
<b>Wastewater Utility</b>	
Revenue Bonds	175,742,000
County Grants	82,921,000
<b>PROJECT TOTAL</b>	<b>258,663,000</b>
<b>Water Utility</b>	
Revenue Bonds	227,725,000
County Grants	71,856,000
<b>PROJECT TOTAL</b>	<b>299,581,000</b>
<b>Stormwater Utility</b>	
Revenue Bonds	48,071,000
Utility Funds	1,750,000
<b>PROJECT TOTAL</b>	<b>49,821,000</b>
<b>AGENCY TOTAL</b>	<b>613,665,000</b>

The Fiscal 2021 recommendation includes a total of \$613.7 million across General Obligation Bonds and Other funding sources.

**Solid Waste** The Fiscal 2021 recommendation includes a total of \$5.6 million across General Obligation Bonds and General Funds. Investments focus on providing services needed to keep the city clean. Specific projects include the Quarantine Road Landfill Expansion (\$3 million), solid waste employee facilities and Citizens' Convenience Centers (\$2.1 million), and PAYGO funding for improvements at Bowley's Lane facility (\$500,000).

**Wastewater Utility** The Fiscal 2021 recommendation includes \$258.7 million from the Wastewater Utility Fund. Investments focus on treatment facilities, pumping stations, and the underground pipes that carry wastewater away from customers and to treatment facilities. Many of the projects are related to the 2016 Modified Consent Decree with the Environmental Protection Agency (EPA).

**Water Utility** The Fiscal 2021 recommendation includes a total of \$299.6 million from the Water Utility Fund. Investments focus on water treatment facilities, pumping stations, and infrastructure to deliver water to customers (e.g. proactive replacement of 15 miles of water lines).

**Stormwater Utility** The Fiscal 2021 recommendation includes \$49.8 million from the Stormwater Utility Fund. Investments focus on pollution and erosion control and stormwater management, such as stream restorations, drainage improvements and repairs, and environmental site design.

## Department of Transportation

Fund Source	Fiscal 2021 Budget
<b>Alleys and Footways</b>	
General Obligation Bonds	3,750,000
Other	1,500,000
<b>PROJECT TOTAL</b>	<b>5,250,000</b>
<b>Bridges</b>	
General Obligation Bonds	1,934,000
County Trans. Bonds	1,000,000
Federal Funds	21,557,000
Other	4,500,000
<b>PROJECT TOTAL</b>	<b>28,991,000</b>
<b>Conduit Construction</b>	
Other	14,000,000
<b>Conduit Utility</b>	
Other	27,000,000
<b>PROJECT TOTAL</b>	<b>41,000,000</b>
<b>Street Resurfacing</b>	
County Trans. Bonds	12,500,000
<b>Streets and Hwys.</b>	
General Obligation Bonds	1,831,000
County Trans. Bonds	1,500,000
Federal Funds	8,240,000
State Funds	(575,000)
<b>PROJECT TOTAL</b>	<b>10,996,000</b>
<b>Traffic Engineering</b>	
General Obligation Bonds	1,240,000
Federal Funds	1,403,000
Other	3,500,000
<b>PROJECT TOTAL</b>	<b>6,143,000</b>
<b>AGENCY TOTAL</b>	<b>104,880,000</b>

The Fiscal 2021 recommendation includes a total of \$104.9 million across General Obligation Bonds, Federal and State Funds, and Other funding sources. Investments focus on more vulnerable road users, such as pedestrians, bikers, and transit users, as well as continuation of bridge maintenance and replacement and upgrades to the City's Conduit Utility.

**Alleys and Footways** The Fiscal 2021 recommendation includes a total of \$5.3 million from Other Funds. Investments focus on sidewalk and alley reconstruction.

**Bridges** The Fiscal 2021 recommendation includes \$29 million across General Obligation Bonds, Federal and State Funds, and Other funding sources. Investments focus on the Remington Avenue Bridge, Russell Street Bridge, and Hanover Street Bridge.

**Conduit Construction** The Fiscal 2021 recommendation includes a total of \$41 million from the Conduit Utility Fund. Investments focus on new conduit construction and man-hole reconstruction.

**Street Resurfacing** The Fiscal 2021 recommendation includes \$12.5 million from Revenue Loans. Investments focus on an equitable dispersal of funds across the City.

**Streets and Highways** The Fiscal 2021 recommendation includes a total of \$11 million across General Obligation Bonds, Federal Funds, and Revenue Loans. Investments focus on improvements along MTA priority bus lanes and Martin Luther King Boulevard intersection improvements.

**Traffic Engineering** The Fiscal 2021 recommendation includes \$6.1 million across General Obligation Bonds, Federal Funds, and Other funding sources. Investments focus on traffic mitigation and the Toward Zero pedestrian safety initiative. Although DOT has a sizable capital budget in comparison with other City agencies, DOT has the largest backlog of capital projects. Historically, DOT depended heavily on State HUR for its capital program. HUR peaked at \$220 million in 2007, but fell to \$128 million in 2010 during the height of the Great Recession.

## Department of Housing and Community Development

Fund Source	Fiscal 2021 Budget
General Obligation Bonds	21,800,000
Federal Funds	8,767,000
State Funds	1,400,000
Other	3,500,000
<b>AGENCY TOTAL</b>	<b>35,467,000</b>

The Fiscal 2021 recommendation includes \$35.5 million from General Obligation Bonds, Federal and State Funds, and Other fund sources. Investments focus on demolition, homeownership incentives, development incentives, and affordable housing. The capital program complements other funding sources, such as the local Neighborhood Impact Investment Fund (NIIF); State BRNI, CORE, Community Legacy; and federal Low-Income Housing Tax Credits and HOME funds.

## Department of General Services

Fund Source	Fiscal 2021 Budget
General Obligation Bonds	10,600,000
Other	9,600,000
<b>AGENCY TOTAL</b>	<b>19,100,000</b>

The Fiscal 2021 recommendation includes a total of \$19.1 million across General Obligation Bonds and Other funding sources. Investments focus on improvements to City-owned buildings, including office buildings, police stations, fire stations, health centers, courts, library branches, the Mayor's Office of Employment Development facilities, and the Convention Center. Project examples include roof repairs, window replacements, HVAC replacements, and electrical upgrades.

## Baltimore City Public Schools

Fund Source	Fiscal 2021 Budget
<b>Construction</b>	
General Obligation Bonds	2,250,000
<b>Systemics</b>	
General Obligation Bonds	16,750,000
<b>AGENCY TOTAL</b>	<b>19,000,000</b>

The Fiscal 2021 recommendation includes a total of \$19 million from General Obligation Bonds, which leverages approximately \$30 million in State funding that goes directly to City Schools. Investments focus on routine capital replacement items, such as roofs, HVACs, and fire suppression systems.

## Baltimore City Recreation and Parks

Fund Source	Fiscal 2021 Budget
General Obligation Bonds	9,300,000
State Funds	8,805,000
<b>AGENCY TOTAL</b>	<b>18,105,000</b>

The Fiscal 2021 recommendation includes a total of \$18.1 across General Obligation Bonds and State Funds. Investments focus on routine capital maintenance across all parks and facilities, as well as several significant upgrades to specific facilities. Examples include the Bocek Park gymnasium addition (\$1.8 million) and upgrades to the Chick Webb Recreation Center (\$1.75 million).



## Baltimore City Office of Information and Technology

Fund Source	Fiscal 2021 Budget
General Obligation Bonds	1,000,000
Other	7,300,000
<b>AGENCY TOTAL</b>	<b>8,300,000</b>

The Fiscal 2021 recommendation includes a total of \$8.3 million, of which \$7.3 will be funded through a short-term lease and be repaid through the operating budget. Investments focus on infrastructure, network improvements, cyber-security, and improving the user experience.

## Mayorality & Planning

Fund Source	Fiscal 2021 Budget
General Obligation Bonds	1,145,000
Other	150,000
<b>AGENCY TOTAL</b>	<b>1,295,000</b>

The Fiscal 2021 recommendation includes a total of \$1.3 million from General Obligation Bonds and Other fund sources. Investments focus on capital improvements for a variety of Baltimore's cultural organizations (\$975,000) and implementation of the INSPIRE program (\$170,000).

## Baltimore Development Corporation

Fund Source	Fiscal 2021 Budget
General Obligation Bonds	3,300,000
State Funds	(1,000,000)
<b>AGENCY TOTAL</b>	<b>2,300,000</b>

The Fiscal 2021 recommendation includes \$2.3 million from General Obligation Bonds. Investments focus on façade improvement, micro loans, and commercial and industrial financing, as well as the Rash Field (\$1 million) and Lexington Market (\$500,000) redevelopments.

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# FISCAL 2021

## EXECUTIVE SUMMARY Board of Estimates Recommendations

Appendix

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## Glossary

**ACTIVITY:** A subdivision of a service that specifies how the service is performed. Some services may be accomplished through the performance of only one activity, while other services may require the performance of two or more activities.

**AGENCY:** An organization authorized by the Mayor and City Council to operate in the best interest of the public. Each agency is obligated by the City Charter to submit a budget request outlining projected costs of operation for the upcoming fiscal year to the Director of Finance and/or Planning Commission, as applicable.

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

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

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

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

**CAPITAL FUND:** A set of budget accounts established to plan for specific capital projects financed by revenues received from 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.

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

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

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

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

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

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

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

**GRANT:** A contribution made from either the private sector to the City or by one governmental unit to another unit. The contribution is usually made to support a specified service, function, or project.

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

**INTERNAL SERVICE FUND:** Established to budget for the financing of goods and/or services provided by certain City agencies to other City agencies or programs on a cost reimbursement basis.

**LOAN AND GUARANTEE ENTERPRISE FUND:** Established to budget for the self-supporting program of loans and guarantees administered by the Department of Finance pursuant to policies and procedures approved by the Board of Estimates. Closed in Fiscal 2018 and transferred into General Fund in Fiscal 2019.

**MAJOR GOVERNMENTAL FUNCTION:** For purposes of comparison, a group of similar services rendered by various agencies within the City will be grouped, e.g., Adjudications and Corrections, Economic Development, General Government, Legislative, Public Safety, Social Services, et cetera.

**MAYOR'S OFFICE OF PERFORMANCE AND INNOVATION:** An innovative accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies. This division conducts performance management reviews for all major agencies.

**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 plans, and prescription drug costs.
- **Contractual Services:** Payment for services rendered to the City under contractual arrangements such as rents and telephone service.
- **Materials and Supplies:** Payment for consumable materials and supplies such as custodial supplies and heating fuel.
- **Equipment:** Payment for replacement or procurement of City property other than real property.

- **Grants, Subsidies and Contributions:** Payment in support of various non-profit, private sector activities which will provide health, welfare, educational, cultural, and/or promotional benefits to residents of Baltimore.
- **Debt Service:** Payments for interest and principal of bonds issued by or on behalf of the City.
- **Capital Improvements:** Payment for the acquisition of real property or improvements made to existing City property.

**OPERATING BUDGET:** A plan, approved by the Mayor and City Council, for appropriating funds to agencies for operating costs during the fiscal year. This plan establishes legal expenditure limits and will reflect appropriations budgeted according to services, sources of funding, and costs of service operation other than capital improvements over \$50,000; items of repair, maintenance or emergency nature over \$100,000; or Bureau of Water and Wastewater items of repair, maintenance, or emergency nature over \$250,000.

**ORDINANCE OF ESTIMATES:** A bill enacted by the City Council, and approved by the Mayor, which gives legal effect to the appropriations included in the annual budget.

**OTHER POST EMPLOYMENT BENEFITS (OPEB):** The Government Accounting Standards Board (GASB) has instituted an accounting rule which mandates that OPEB 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 residents. It's a budgeting tool that integrates strategic planning, long-range financial planning, and performance management.

**OVERTIME:** Payments to employees eligible for additional compensation for services rendered after a regularly scheduled work period subject to 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 OUTCOMES:** Goals established by the Mayor for improving the quality of life for Baltimore's residents. The current Priority Outcomes are:

- Children and Families
- Public Safety
- Clean and Healthy Communities
- Equitable Neighborhood Development
- Innovative Government

**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 code 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 FUNDS:** 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 services included in the annual budget made necessary by a material change in circumstances, or new services which could not be reasonably anticipated at the time of formulation of the Ordinance of Estimates.

All such appropriations must be embodied in a separate ordinance limited to a single service, purpose, activity, or project and provide the revenue necessary to support the appropriation.



**STORMWATER UTILITY FUND:** Established to budget for the operating and capital expenses of the City's stormwater system.

**TARGET:** Targets are the annual numerical benchmarks an agency aims to achieve for a performance measure in a given year.

**TRANSFERS:** Charges or expenditure reimbursements used as follows:

- To reimburse a program for costs which are charged as overhead to special grants.
- To transfer expenditures between funds in order to adjust the amounts derived from various sources for a multi-funded program rather than split each object and sub-object of expenditure.
- To reimburse a program for services rendered where the reimbursement is calculated on a fee basis rather than for specific expenditures.

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

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

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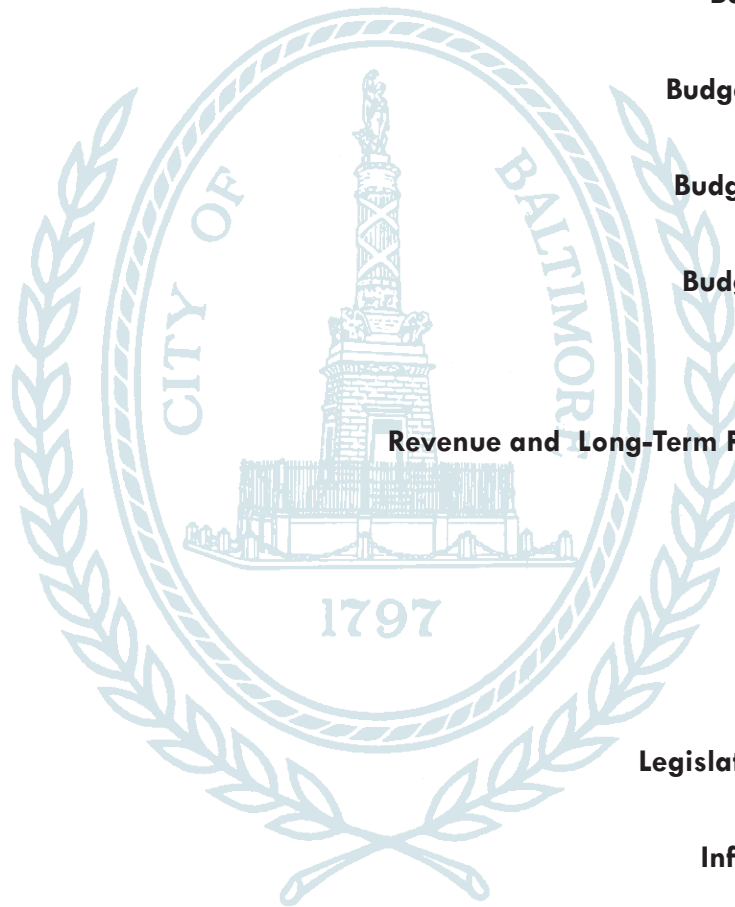
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