

# 2022



BRANDON M. SCOTT, MAYOR  
CITY OF BALTIMORE, MARYLAND

## PRELIMINARY BUDGET PLAN

FISCAL 2022



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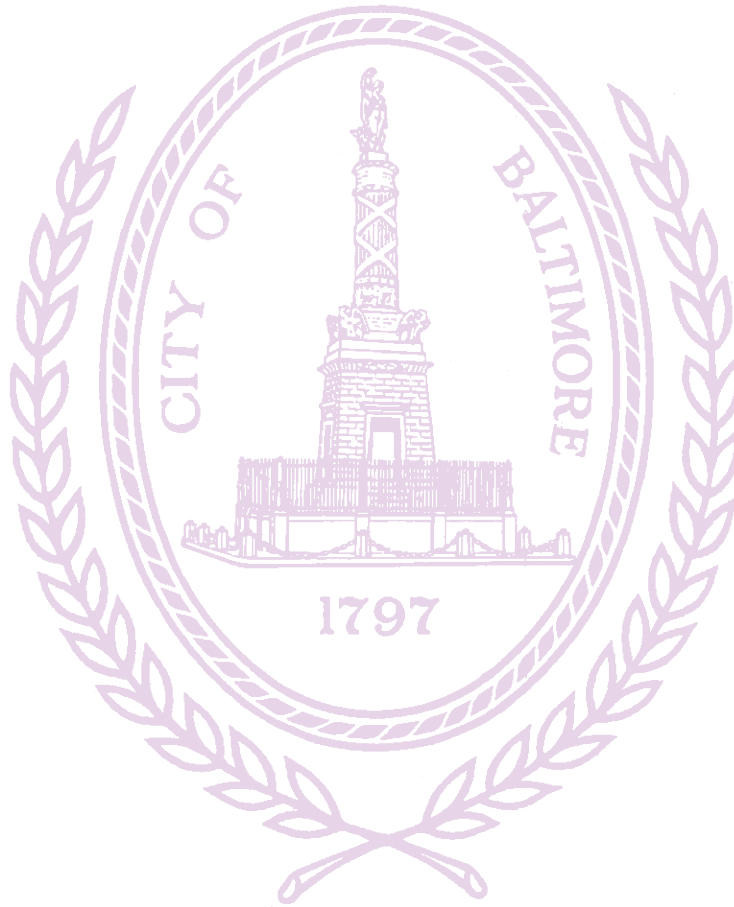
Robert Stokes, Sr.

**Thirteenth District:**

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**Artwork Credit:**

The Mayor's Office of Children and Family Success

Phylicia Gee for Live Baltimore

Baltimore City Recreation and Parks


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## Transmittal Memo

FROM	NAME & TITLE	Robert Cenname, Budget Director	CITY of BALTIMORE  <i>MEMO</i>	
	AGENCY NAME & ADDRESS	Department of Finance Bureau of the Budget and Management Research		
	SUBJECT	Preliminary Operating and Capital Budget Plan - Fiscal 2022		

DATE:

TO Honorable President and Members of the Board of Estimates

April 7, 2021

Dear Mr. President and Members:

Pursuant to Article VI, Section 4(a) of the Baltimore City Charter, transmitted herewith are the Fiscal 2022 Preliminary Operating and Capital Budget Plans, as prepared by the Department of Finance.

Respectfully submitted,



Robert Cenname  
Budget Director  
Department of Finance

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# FISCAL 2022

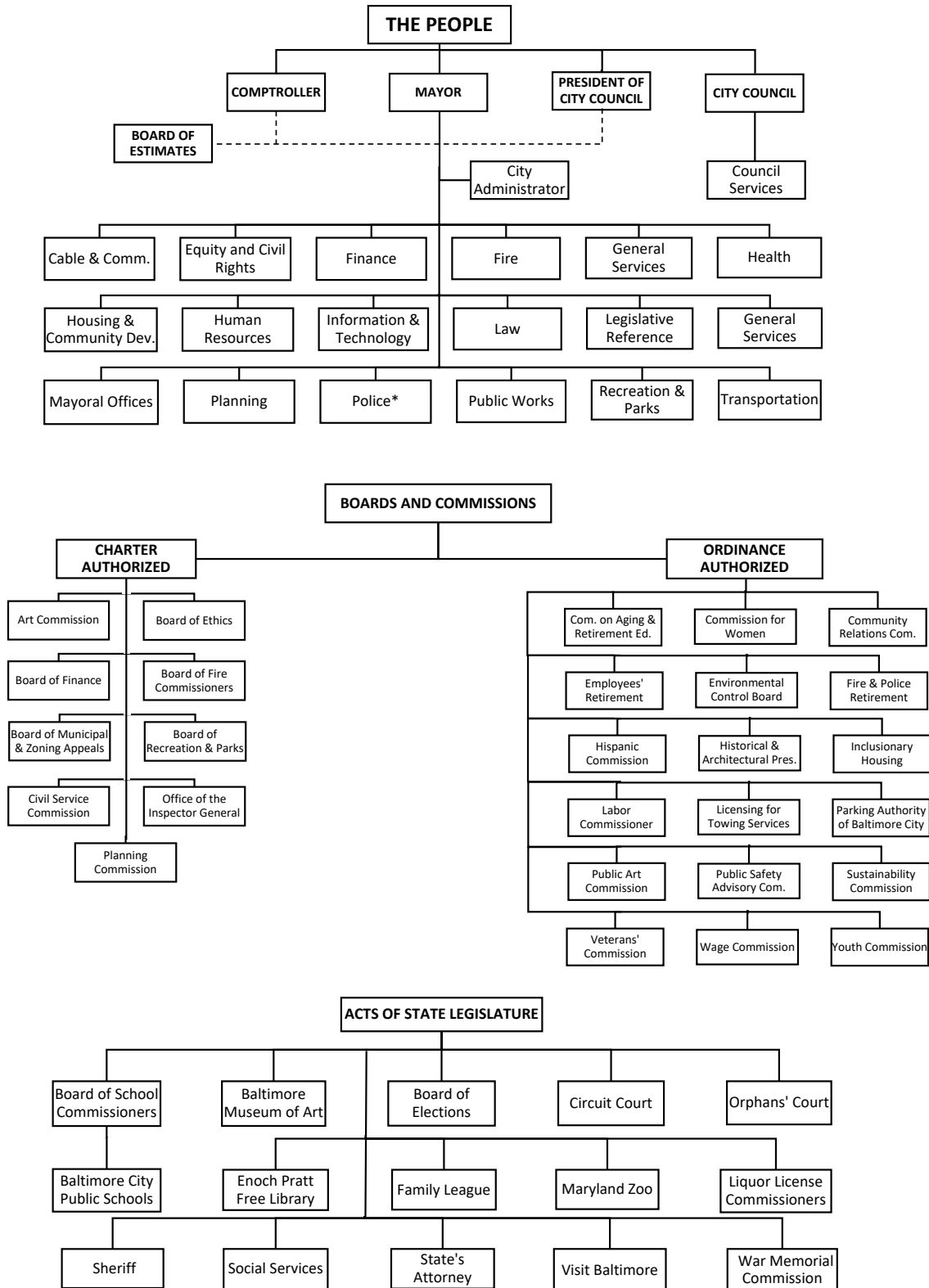
## PRELIMINARY BUDGET

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.

# Preliminary Budget Overview

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The Fiscal 2022 Preliminary Budget Plan recommended by the Department of Finance reflects the priorities of Mayor Brandon M. Scott. The budget plan maintains core City services, leverages federal aid to respond to the COVID-19 pandemic, and targets new investments to make the City safer, cleaner, and more efficient. The Preliminary Plan totals \$3.60 billion, including \$3.15 billion for operating expenses and \$453.7 million for capital investment. The General Fund budget totals \$2.01 billion, a 4.4% increase from the Fiscal 2021 Adopted Budget.

## Fiscal Context

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

Federal aid has provided a lifeline for the City and should allow for a robust and continuing response to COVID-19 in Fiscal 2022. The City was awarded \$103.6 million of direct aid from the Coronavirus Aid, Relief, and Economic Security (CARES) Act in March 2020. The remaining \$24.5 million of that aid unspent as of the end of Fiscal 2021 will be budgeted in Fiscal 2022 for continuing expenses such as cleaning costs, personal protective equipment (PPE) purchases, and to support City personnel dedicated to responding to the pandemic. Federal Emergency Management Agency (FEMA) reimbursement is expected for certain eligible programs such as mass vaccination, sheltering, and feeding, which will allow for the continuation of those programs into Fiscal 2022. As of publication, President Biden's American Rescue Plan (ARP) has been signed into law, which will provide an additional \$670.3 million of federal aid to Baltimore to help bridge the City through the economic disruption from COVID-19. To date, plans for this funding are still being finalized.

## Budget Plan

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

## Prioritizing Our Youth

The Preliminary Budget Plan includes \$469.7 million across all funding sources. Key highlights include:

- Total support for City Schools in Fiscal 2022 is \$360.3 million. City funding supports Maintenance of Effort payments, the 21st Century Schools program, debt service and capital funding for school renovations and upgrades, retiree benefits, school health services, and crossing guards.
- The recommended budget continues to support the Mayor's Office of Children and Family Success with \$22.3 million in funding. The Office oversees the City's Head Start program, the Community Action Partnership (CAP) Centers, and the African-American Male Engagement program.

- The budget includes State funding of \$1 million for YouthWorks and \$3.5 million for the local management board for the Children and Youth Fund. These additional funds are provided by the State's Community Safety and Strengthening Act, which passed the Maryland General Assembly in 2019, and also authorized the creation of a police force for Johns Hopkins University.

## Building Public Safety

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

- The City will increase its monthly 911 fee by \$0.25 per phone line to support the growing cost of 911 services as part of the Next Generation 911 (NG911) effort. NG911 is a state-of-the-art public safety technology that will improve 911 service through secure call networks, better call routing capabilities, and the integration of call and geo-location data for use by emergency responders.
- The Office of Emergency Management will use \$500,000 of remaining CARES Act funds to purchase additional PPE, such as masks, gloves, disinfectant, and hand sanitizer. The equipment will help to keep both City employees and residents safe during the continuing COVID-19 pandemic.
- The newly-formed Mayor's Office of Neighborhood Safety and Engagement will leverage a \$600,000 private investment to kick-start the Group Violence Reduction Strategy (GVRS). The GVRS Strategy is an evidence-based approach designed to curtail violent crime, expand opportunities for high-risk populations, and build better relationships between police officers and the communities they serve.

## Clean and Healthy Communities

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

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

## Equitable Neighborhood Development

The Preliminary Budget Plan includes \$140.6 million across all funding sources. Key highlights include:

- The City will provide Visit Baltimore a one-time loan of \$6.7 million to stabilize their budget in the wake of COVID-19. The funds will be used to jump-start a post-COVID tourism recovery strategy, and will be paid

back over five years as Hotel Tax revenue recovers.

- The Mayor's Office of Children and Family Success will continue a rental relief and eviction prevention program to assist tenants that have fallen behind on payments during COVID-19. The program is supported by \$31.2 million of aid from a variety of federal, State, and local sources from funds awarded in Fiscal 2021.
- The Charm City Circulator will continue operating at current service levels with the support of a Federal Transit Authority grant from the CARES Act. The funds will support ongoing operating costs to combat the loss of dedicated Parking Tax revenues that were the primary source of funding for the Circulator.
- The Circulator has recently added 12 new buses to the fleet; 6 buses went into service in February 2020 and another 6 went into service March 2021. These are the first new buses added to the Circulator fleet since 2012.

## Responsible Stewardship of City Resources

The Preliminary Budget Plan includes \$216.2 million across all funding sources. Key highlights include:

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

## Fiscal Risks

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

- **Parking Revenues:** Historically, the General Fund has netted approximately \$36 million annually from parking-related revenues such as Parking Tax, garage income, parking meter revenue, and fines and penalties after operating expenses of the Parking Authority of Baltimore City and debt service payments for City-owned garages. Some of this revenue is dependent upon downtown commuters who pay for parking in either City-owned or private garages. If work-from-home options remain available to employees, many of these commuters are unlikely to return to downtown parking garages, which could lead to a permanent reduction in garage income and Parking Tax revenues.

- **Commercial Real Estate Values:** In Fiscal 2022, commercial property assessments grew only 0.9% on a triennial basis, compared to an average of 12.4% over the last five assessment cycles. This stagnant growth is the result of recent write-downs in value for commercial properties that have been especially vulnerable during COVID-19 in the hotel, retail, and restaurant sectors. The Fiscal 2022 assessment was for Group 3 properties, which are in the southern third of the city. Downtown properties, which are most vulnerable to COVID-related impacts, are in Group 1 and are due to be re-assessed in Fiscal 2023.
- **Convention Center Hotel:** The City's Convention Center Hotel (Hilton) was financed with \$300 million of tax-exempt bonds in 2006. The repayment of debt was expected to be covered by three revenue sources: hotel operational revenue, the Hotel Tax, and Property Tax revenue generated by the Convention Center Hotel itself. The hotel has been closed during Fiscal 2021 due to COVID-19, resulting in a shortfall of resources required to make debt service payments. Per the original bond agreement, the City is required to divert up to \$7 million of General Fund Hotel Tax revenue to fill the gap if necessary, and the Fiscal 2022 budget includes this full \$7 million requirement. This requirement is likely to remain in the budget until the hotel and Convention Center industry recovers, diverting General Fund resources away from other pressing priorities.

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

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

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# **FISCAL 2022**

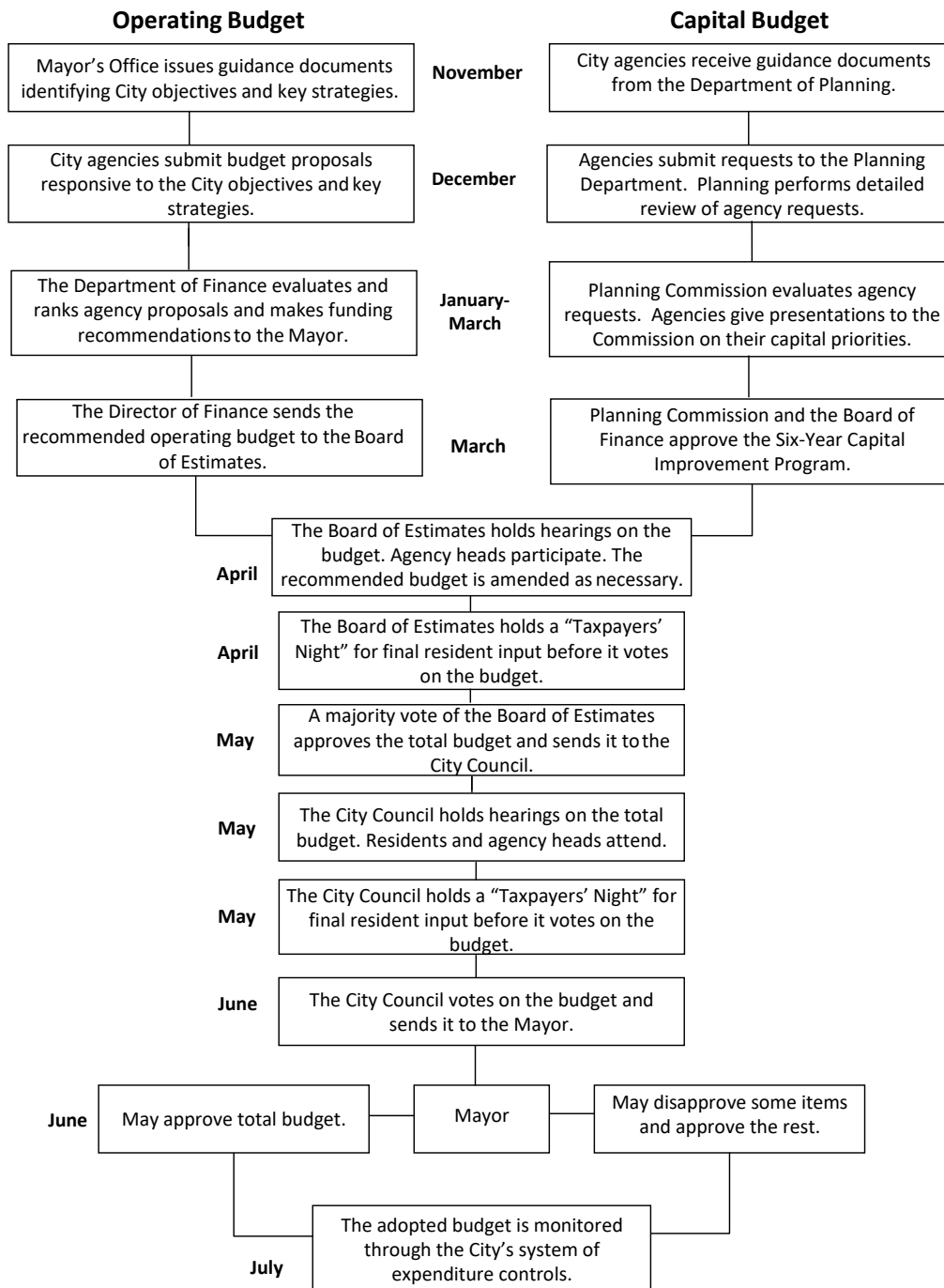
## **PRELIMINARY BUDGET**

Budget Process and Related Policies

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# Budget Process



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

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

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

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



## Strategic Planning

### Priority Outcomes

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

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

### Service-Level Budgets

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

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

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

## Service-Level Performance Measures

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

There are four types of performance measures:

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

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

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

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

## Budgeting

### Proposals

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

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

## Budget Recommendations

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

## Performance Management

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

## New Developments

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

## Community Outreach

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

## Equity in the Budget

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

As the City continues to implement the Equity Assessment Program under Mayor Scott's administration, the budget process and budget decisions will be reviewed and assessed to further incorporate equity. Trainings facilitated by OECR and the information provided by agencies to assess their current understanding and engagement with equity will be the foundation for future work related to equity in the budget.

# Operating and Capital Plan Budgetary Control

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## Operating Plan

### Level of Control

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

### Mechanisms

- Bureau of the Budget and Management Research: All purchase requisitions are reviewed for justification and approved for funds by an analyst in the Bureau of the Budget and Management Research. The Bureau prepares regular revenue and expenditure projections to serve as operating guides for policy makers and budget administrators in support of budget monitoring in order to ensure that budgetary shortfalls are not incurred. All purchase requisitions and all items going before the Board of Estimates (BOE) for contract awards are reviewed for justification and approved for funds by an analyst in the bureau.
- Mayor's Expenditure Control Committee: All personnel matters that require BOE approval must be submitted to the Expenditure Control Committee for review and recommendation prior to submission to the BOE.
- Space Utilization Committee: All actions affecting the disposition of property through sales, the leasing of City-owned real property and City leasing of property owned by third parties, interdepartmental leases, and the declaration of surplus real property are reviewed by the Committee. Recommendations are developed prior to submission to the BOE for final action to assure optimum return on real estate transactions.
- Contingent Fund: This account exists to fund emergency and/or unanticipated expenditures. The City Charter limits the annual contingent appropriation to \$1 million. Prior to approval of expenditures from the Fund, the BOE reports to the City Council the circumstances surrounding the request of the expenditure.

### Appropriations

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

### Encumbered Funds

Funds encumbered for contracts, purchase orders and capital improvements are carried over to the ensuing fiscal year upon agency request and availability of funds.

### Carryovers

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

## Capital Plan

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

### Appropriations

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

Significant appropriations are derived from the Water Utility and Wastewater Utility Funds used to finance the local share of utility improvements, and the proceeds from the sale of surplus City property.

The City embraces a Pay-As-You-Go capital funding policy, which annually finances a portion of capital improvements from current revenues of the General Fund and Water and Wastewater Utility Funds.

### Monitoring

The Capital Accounting Section of the Bureau of Accounting and Payroll Services manages an automated system which checks documents and actions creating obligations or charges in capital project accounts against available appropriations. All documents creating shortfalls are returned to agencies for corrective actions. In addition, the Section reviews BOE actions, extra work orders, and other actions to determine impact on project balances. All agencies ongoing capital projects are monitored by agencies on a continuous basis by assigned project engineers who are responsible for construction oversight to prevent project delays and overruns, as well as to ensure compliance with project approval procedures and appropriation limits.

Periodic surveys are conducted to assess the physical condition of facilities in the City's inventory. Those facilities in need of improvements are considered in a subsequent Capital Improvement Program along with other City priorities for funding in a future year.

Particular attention is directed in the Capital Improvement Plan to infrastructure rehabilitation, facilities modernization, and equipment acquisition.

### Integrated Financial System

The Department of Finance has an integrated financial management system, which links capital planning and the accounting function. This system supports the monitoring activity described above. This system allows a careful tracking of authorized charges to the various projects and comparison to detailed project cost estimates. The system also assures the integrity of project payments to consultants and contractors.

### Cost Control

Value engineering standards and techniques are applied to control costs in the design and project scope development phases, as well as to anticipate and resolve project problems early. The BOE must approve all costs that would exceed any funding previously approved by the Board for a project.

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# FISCAL 2022

## PRELIMINARY BUDGET

Budget Plan

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## Recommended Budget Appropriation Levels

The total Fiscal 2022 appropriation plan recommended by the Department of Finance for the City of Baltimore is \$3,604,328,322. This is a decrease of \$242,899,913 or 6.3% below the Fiscal 2021 Adopted budget.

The two components of the total recommended appropriation plan are the Operating Budget Plan and the Capital Improvement Plan. The recommended operating budget is \$3,150,606,322, which is an increase of \$126,590,087 or 4.2%. The recommended capital budget is \$453,722,000, which is a decrease of \$369,490,000 or 44.9%. The capital budget is subject to cyclical change due to the timing of large construction projects. More explanation regarding the capital plan is available in the [Capital Budget Recommendations](#) section.

Fiscal 2022	Recommended Amount	Change from Fiscal 2021	Percent Change from Fiscal 2021
Operating Plan	3,150,606,322	+126,590,087	4.2%
Capital Plan	453,722,000	-369,490,000	-44.9%
<b>Total</b>	<b>3,604,328,322</b>	<b>-242,899,913</b>	<b>-6.3%</b>

Table in dollars.

## Operating and Capital Budget Fund Sources

Fund Name	Operating Budget	Capital Budget	Total
General	1,992,751,000	15,000,000	2,007,751,000
Conduit Enterprise	13,035,901	5,000,000	18,035,901
Wastewater Utility	302,323,057	0	302,323,057
Water Utility	212,323,870	0	212,323,870
Stormwater Utility	34,125,241	0	34,125,241
Parking Enterprise	22,459,496	0	22,459,496
Parking Management	26,876,117	0	26,876,117
Federal	246,660,781	39,668,000	286,328,781
State	176,349,210	23,302,000	199,651,210
Special Revenue	118,446,661	0	118,446,661
Special Grant	5,254,988	0	5,254,988
General Obligation Bonds	0	80,000,000	80,000,000
Revenue Bonds	0	199,518,000	199,518,000
County Transportation Bonds	0	15,000,000	15,000,000
Other	0	76,234,000	76,234,000
<b>Total</b>	<b>3,150,606,322</b>	<b>453,722,000</b>	<b>3,604,328,322</b>

Table in dollars.

## Operating and Capital Recommendations by Type of Fund

Operating Funds	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Dollar Change*	Percent Change*
<b>Local and State-Shared Funds</b>					
General	1,909,301,188	1,922,962,543	1,992,751,000	69,788,457	3.6%
Conv. Center Bond	1,822,525	0	0	0	0.0%
Parking Management	24,690,072	27,046,907	26,876,117	(170,790)	-0.6%
<b>Enterprise Funds</b>					
Conduit Enterprise	10,060,295	13,497,197	13,035,901	(461,296)	-3.4%
Wastewater Utility	239,660,807	273,303,492	302,323,057	29,019,565	10.6%
Water Utility	174,245,220	201,535,654	212,323,870	10,788,216	5.4%
Stormwater Utility	23,228,654	34,016,956	34,125,241	108,285	0.3%
Parking Enterprise	17,849,780	21,714,081	22,459,496	745,415	3.4%
<b>Grant and Special Funds</b>					
Federal	113,527,303	212,491,806	246,660,781	34,168,975	16.1%
State	128,455,280	145,928,843	176,349,210	30,420,367	20.8%
Special Revenue	67,660,169	166,166,176	118,446,661	(47,719,515)	-28.7%
Special Grant	1,122,139	5,352,580	5,254,988	(97,592)	-1.8%
<b>Grand Total</b>					
<b>Grand Total</b>	<b>2,711,623,432</b>	<b>3,024,016,235</b>	<b>3,150,606,322</b>	<b>126,590,087</b>	<b>4.2%</b>

Table in dollars.

Capital Funds	Fiscal 2020 Budget	Fiscal 2021 Budget	Fiscal 2022 Budget	Dollar Change*	Percent Change*
<b>Pay-As-You-Go</b>					
General	50,000,000	500,000	15,000,000	14,500,000	2,900.0%
Conduit Enterprise	23,000,000	41,000,000	5,000,000	(36,000,000)	-87.8%
Wastewater Utility	16,388,000	0	0	0	0.0%
Water Utility	19,578,000	0	0	0	0.0%
Stormwater Utility	2,275,000	1,750,000	0	(1,750,000)	-100.0%
<b>Grant and Special Funds</b>					
Federal	75,191,000	39,967,000	39,668,000	(299,000)	-0.7%
State	26,235,000	8,630,000	23,302,000	14,672,000	170.0%
<b>Loans and Bonds</b>					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	223,623,000	451,538,000	199,518,000	(252,020,000)	-55.8%
County Trans. Bonds	26,018,000	15,000,000	15,000,000	0	0.0%
<b>Other</b>					
Other	85,156,000	184,827,000	76,234,000	(108,593,000)	-58.8%
<b>Grand Total</b>					
<b>Grand Total</b>	<b>627,464,000</b>	<b>823,212,000</b>	<b>453,722,000</b>	<b>(369,490,000)</b>	<b>-44.9%</b>

\* Change is calculated between Fiscal 2021 and Fiscal 2022

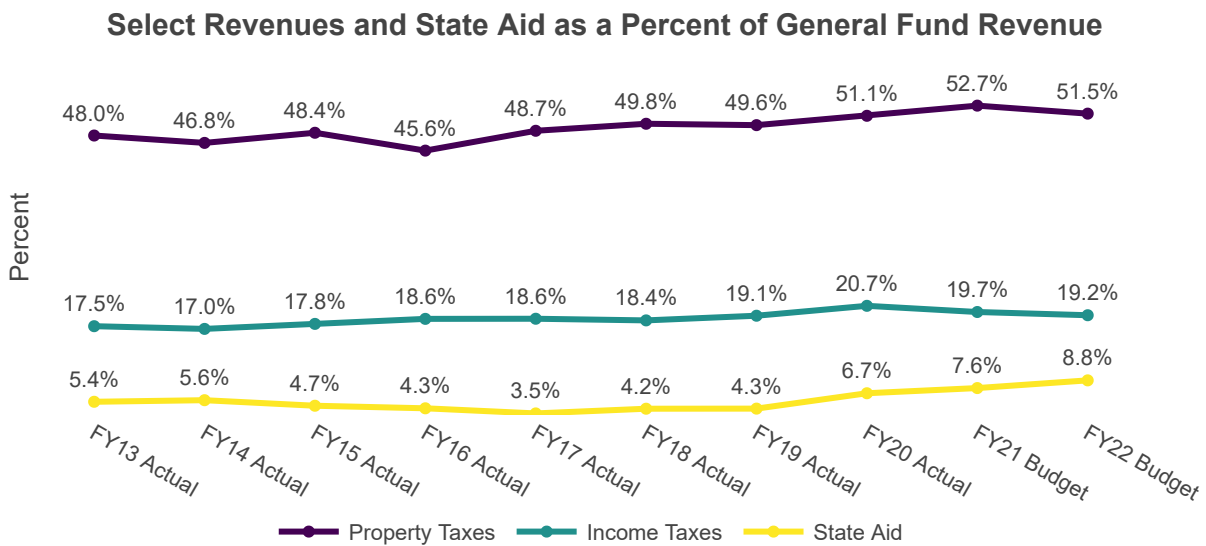
Table in dollars.

## Operating and Capital Fund Sources

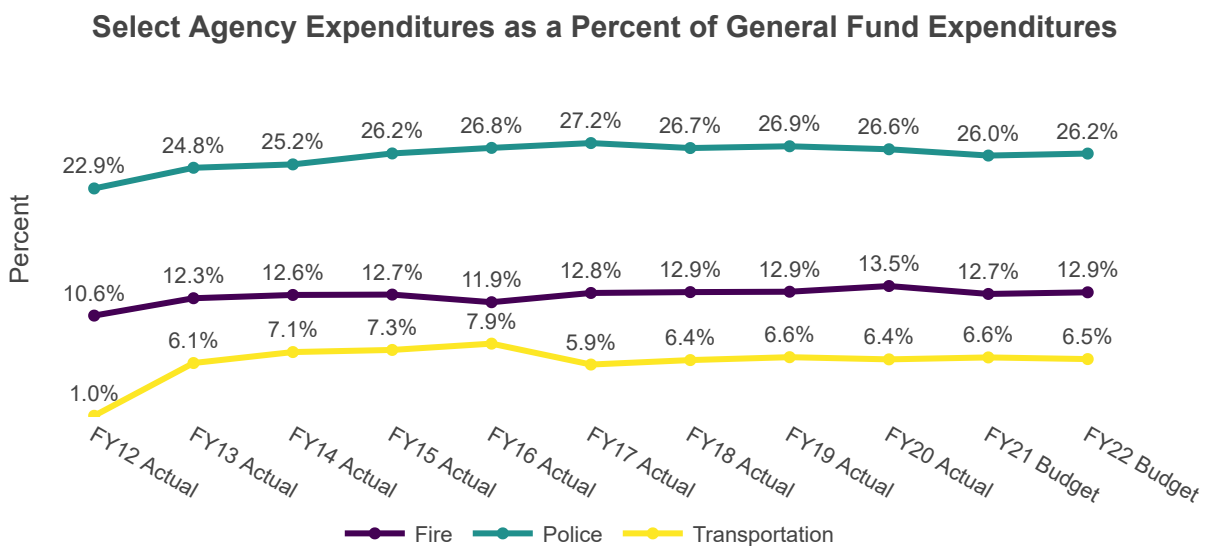
The Fiscal 2022 total recommended operating and capital appropriations of \$3.6 billion are budgeted in the following funds:

### General Fund

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



The General Fund is used to budget and account for all activities not required by law, accounting practice, or management objective to be separately budgeted. These funds have the most flexibility in how they can be spent. The graph below shows General Fund budget trends since Fiscal 2012 for Fire, Police, and Transportation.



## Special Purpose Budget Funds

The City's budget contains two special purpose budgetary funds, the Parking Management and Convention Center Bond funds. These funds are merged with the General Fund in the City's Comprehensive Annual Financial Report. The Parking Management Fund budgets for the operations of on-street parking activities and operations of parking facilities supported by the General Fund. The Convention Center Bond Fund budgets for debt service supported by the City's Hotel Tax, a General Fund revenue source. The City completed its final Convention Center debt service payment in Fiscal 2020, with future year contributions being made to offset future expansion or renovation costs.

## Grant Funds

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

## Enterprise Funds

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

## Internal Service Funds

The budget includes proprietary type funds accounting for the financing of goods and services provided by certain City agencies to other agencies on a cost reimbursement basis. These include: Mobile Equipment, Printing and Graphics, Municipal Post Office, Municipal Telephone Exchange, Risk Management, Public Buildings, Unemployment Insurance, Hardware and Software Replacement and 800 MHz Radio Maintenance.

## Capital Project Funds

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

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

### Fiscal 2020

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

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

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

### Fiscal 2021

The Consolidated Appropriations Act, passed in December 2020, provided the City with an additional \$17.7 million for the purpose of rental relief and eviction prevention above what the City has committed from other sources. Spending of these funds have already begun and will continue into Fiscal 2022. In March 2021, President Biden signed into law the American Rescue Plan (ARP) Act, a \$1.9 trillion economic stimulus package. The City will receive approximately \$670.3 million in direct federal aid dedicated to state and local governments. As of publication, plans for this funding are currently being finalized with more details expected in the coming weeks.

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

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

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

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

## Fiscal 2022

The chart below contains planned expenditures for Fiscal 2022 utilizing the remaining \$24.5 million in CARES Act funds and \$27.5 million in expected FEMA reimbursement through December 2021. These budgeted expenditures are included in the General Fund in Fiscal 2022.

Agency	Item	Amount
<b>CARES Act Funding</b>		
Enoch Pratt Free Library	Cleaning and Disinfecting of Libraries	300,000
Fire	COVID-Related Emergency Medical Services (EMS) Calls*	4,750,000
General Services	Cleaning and Disinfecting of Public Buildings	700,000
Health	Contact Tracing	1,200,000
	Personal Protective Equipment (PPE)	500,000
	Community Public Health Response Efforts	6,300,000
	Health Department Personnel Dedicated to COVID*	2,000,000
Office of Information and Technology	Software - Employee COVID Screening and Telework	900,000
Other	Administrative Support - COVID Safety and Financial Coordination	300,000
	Other Emergency Response Costs*	7,150,000
Public Works	Solid Waste Collection Support	400,000
<b>Projected FEMA Reimbursement Funding</b>		
Health	COVID Call Center Support	1,600,000
	COVID Communications Coordination	50,000
	COVID Isolation Center	7,350,000
	COVID Testing Staffing	2,700,000
	COVID Vaccination Program	10,000,000
	COVID-Related Software Development	350,000
	Employee COVID Testing	400,000
	Food Distribution to Vulnerable Populations	5,050,000
<b>GRAND TOTAL</b>		
<b>GRAND TOTAL</b>		<b>52,000,000</b>

Table in dollars.



# FISCAL 2022

## PRELIMINARY BUDGET

Revenue

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## Major Revenues Forecast

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

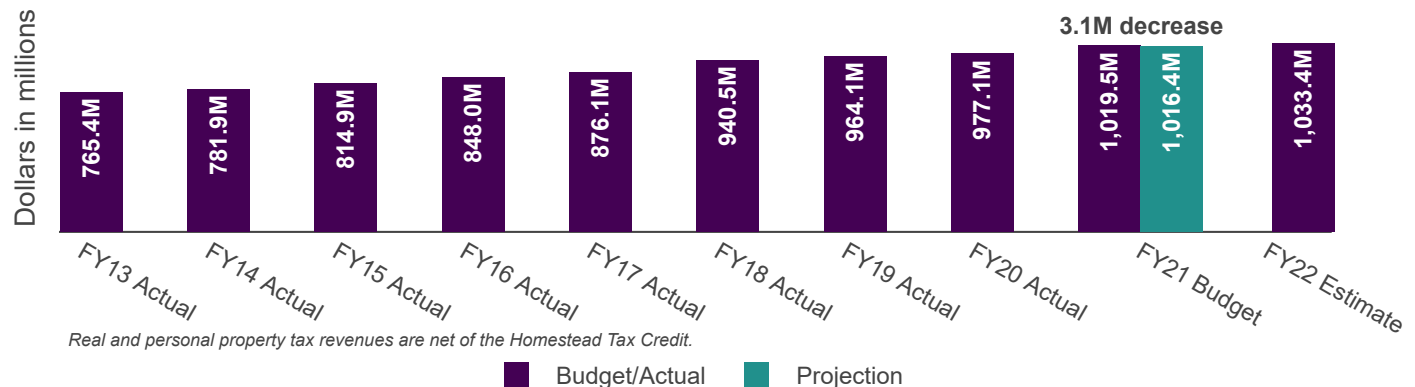
Revenue Category	FY21 Budget	FY21 Projection	FY22 Estimate	Dollar Change	Percent Change
Property Taxes	1,019,535,706	1,016,446,537	1,033,351,000	13,815,294	1.4%
Income Tax	381,216,000	381,216,000	385,620,000	4,404,000	1.2%
Highway User Revenues	142,428,000	142,428,000	156,304,000	13,876,000	9.7%
State Aid	104,522,000	102,775,000	101,664,000	(2,858,000)	-2.7%
Recordation & Transfer Taxes	75,083,000	89,966,809	83,607,000	8,524,000	11.4%
Federal Grants	0	0	52,000,000	52,000,000	N/A
Energy Tax	42,712,000	42,412,000	43,871,000	1,159,000	2.7%
Telecommunication Tax	34,582,000	34,582,000	34,928,000	346,000	1.0%
Traffic Cameras	14,075,000	24,185,000	21,195,000	7,120,000	50.6%
Net Hotel Tax	21,328,915	11,787,000	19,630,000	(1,698,915)	-8.0%
Net Parking Revenues	22,282,112	(8,150,633)	13,915,871	(8,366,241)	-37.5%
Earnings on Investments	2,960,000	688,354	629,000	(2,331,000)	-78.8%
Children and Youth Fund	(5,346,000)	(5,346,000)	(13,327,000)	(7,981,000)	149.3%
Total Tax Credits (Excl. Homestead)	(112,705,000)	(107,815,000)	(107,010,000)	5,695,000	-5.1%
All Other	190,126,267	176,395,453	181,373,129	(8,753,138)	-4.6%
<b>Total General Fund Revenue</b>	<b>1,932,800,000</b>	<b>1,901,570,521</b>	<b>2,007,751,000</b>	<b>74,951,000</b>	<b>3.9%</b>

Table in dollars.

## Property Taxes

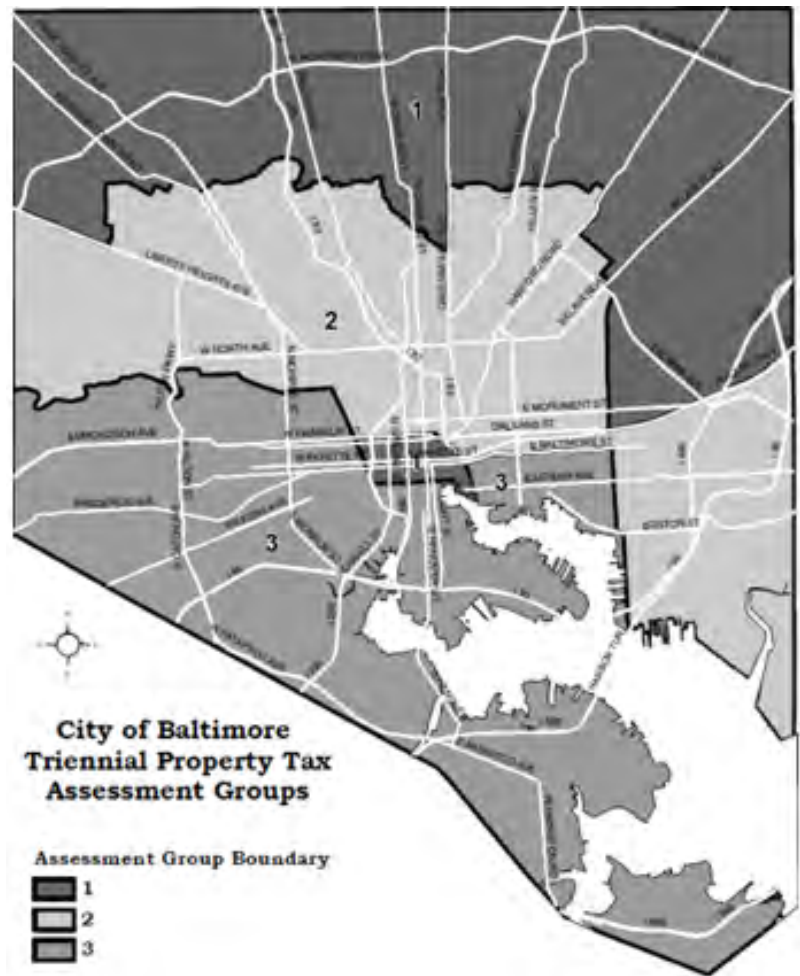
The Real and Personal Property Tax rates will remain at \$2.248 and \$5.62 per \$100 of assessed value, respectively. Each year, the State Department of Assessments and Taxation (SDAT) estimates the value of all taxable real property and issues new assessments for approximately one-third of properties.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

### Real and Personal Property Tax Revenues



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

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



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

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

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

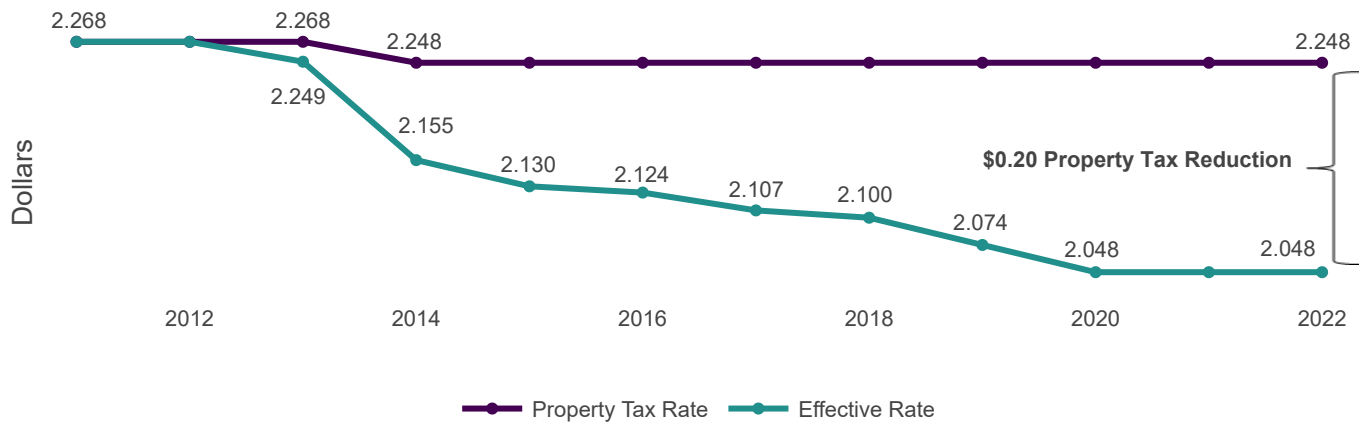
Assessment increases are phased in over three years, while assessment decreases are taken immediately. Group 3 assessment data shows that out of 70,314 taxable properties, 13,998 will experience immediate decline in Fiscal 2022. Among the properties that have declined in value, 12,753 or 91.1% are residential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

## Property Tax Credits

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

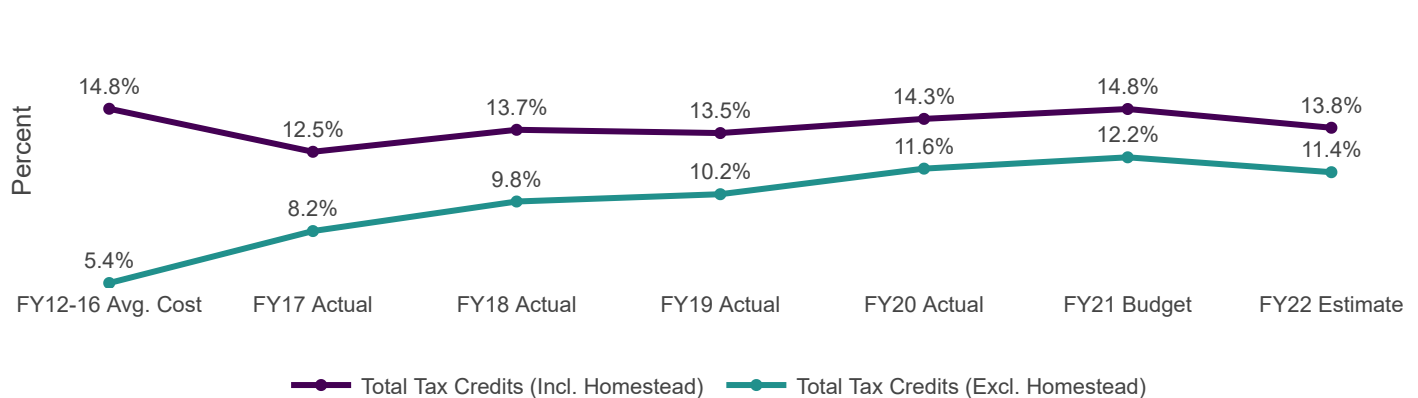
In Fiscal 2020, the City reached a significant milestone in fully implementing the 20 Cents by 2020 program. This tax reduction program, formally known as the Targeted Homeowners Tax Credit (THTC), provides tax relief for owner-occupied properties. The average effective rate for owner-occupied properties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

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



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

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

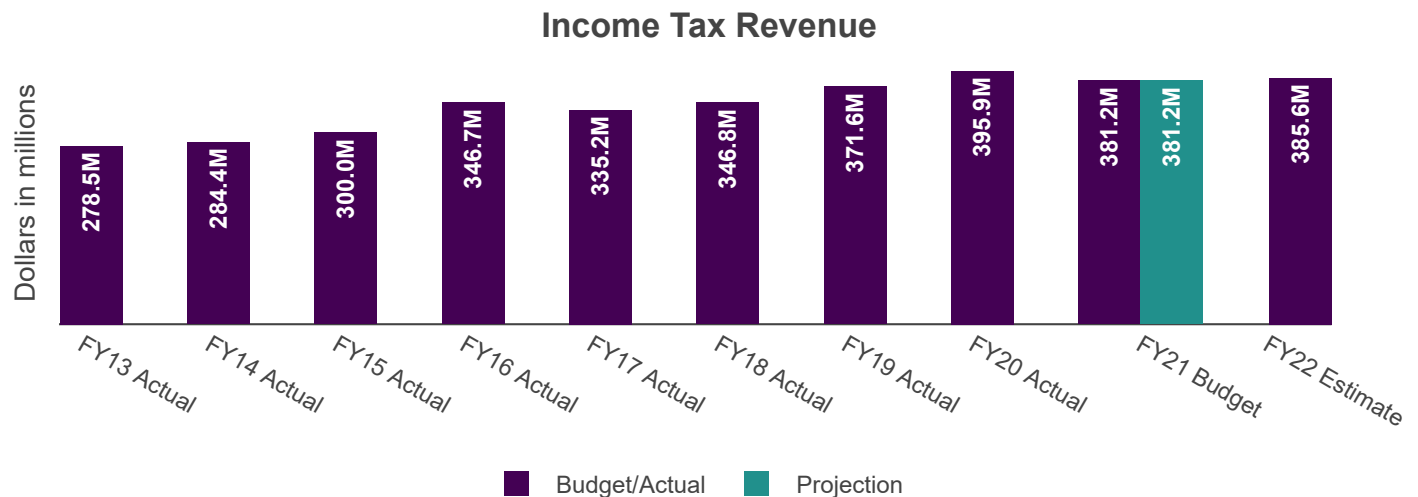


## Tax Credit History Cost as a Percentage of Real Property Tax

Tax Credits	FY12-16 Avg. Cost	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget	FY22 Estimate
<b>Real Property Tax</b>	<b>764M</b>	<b>816M</b>	<b>852M</b>	<b>857M</b>	<b>893M</b>	<b>923M</b>	<b>938M</b>
Targeted Homeowners	(12M)	(26M)	(26M)	(30M)	(33M)	(35M)	(31M)
Enterprise Zone Tax Credit	(13M)	(17M)	(24M)	(23M)	(21M)	(25M)	(21M)
Historic Property	(7M)	(9M)	(10M)	(11M)	(10M)	(11M)	(12M)
Brownfield and Other	(5M)	(9M)	(16M)	(13M)	(20M)	(19M)	(19M)
Supplemental Homeowner's	(0M)	(0M)	(1M)	(2M)	(1M)	(1M)	(1M)
High-Performance Market-Rate	(0M)	(3M)	(5M)	(4M)	(15M)	(19M)	(20M)
Rental Housing							
Newly Constructed Dwellings	(3M)	(2M)	(2M)	(2M)	(2M)	(2M)	(2M)
Public Safety Officer	(0M)	(0M)	(0M)	(1M)	(1M)	(1M)	(1M)
<b>Total Tax Credits (Excl. ATC)</b>	<b>(41M)</b>	<b>(67M)</b>	<b>(84M)</b>	<b>(88M)</b>	<b>(104M)</b>	<b>(113M)</b>	<b>(107M)</b>
Homestead (ATC)	(72M)	(35M)	(33M)	(28M)	(24M)	(24M)	(23M)
<b>Total Tax Credits (Incl. ATC)</b>	<b>(113M)</b>	<b>(102M)</b>	<b>(117M)</b>	<b>(116M)</b>	<b>(128M)</b>	<b>(137M)</b>	<b>(130M)</b>

Table in millions of dollars.

## Income Tax



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

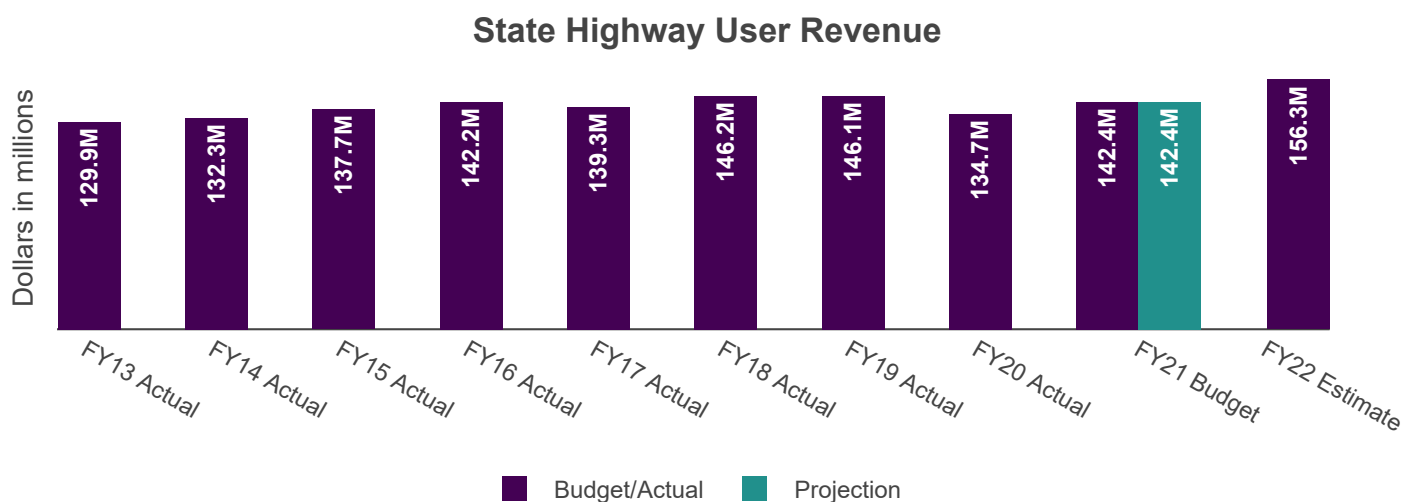
The COVID-19 pandemic continues to have a significant impact on the labor market, especially in the hardest hit sectors of retail, tourism, and hospitality. The local and national unemployment rates are expected to remain higher than pre-pandemic levels. As of December 2020, the local unemployment rate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

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

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

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

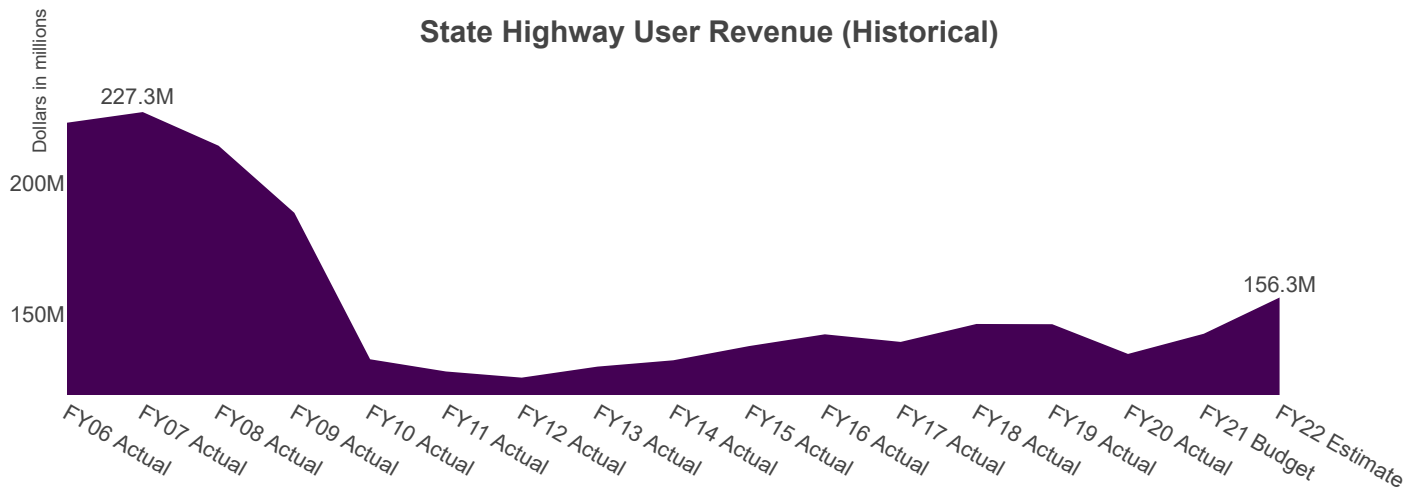
## State Highway User Revenue



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

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

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



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

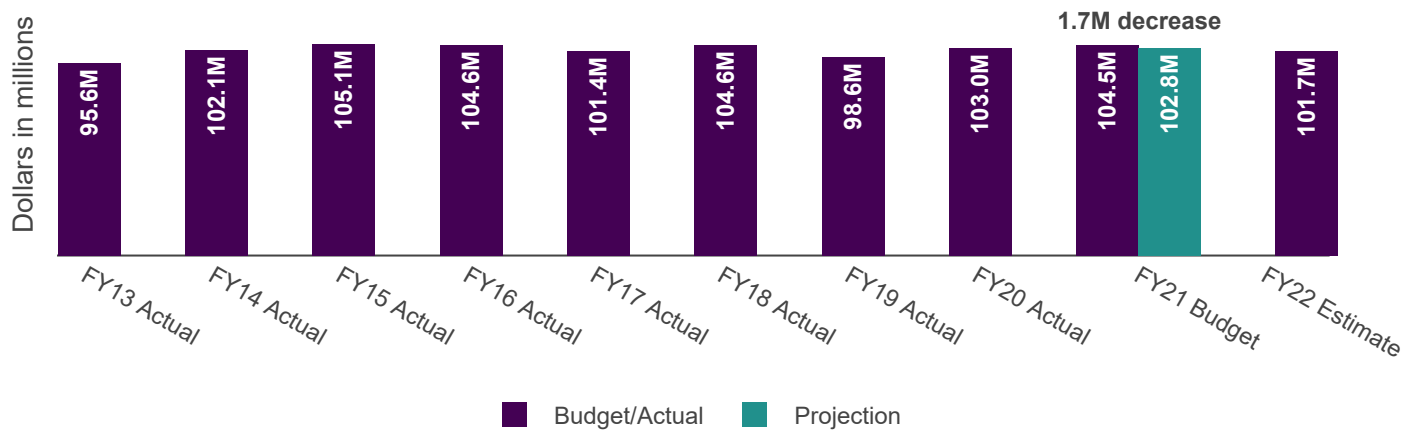
Service	Fiscal 2022 Budget
<b>Transportation</b>	
500 - Street Lighting	20.2M
681 - Administration	10.2M
683 - Street Management	36.5M
684 - Traffic Management	11.0M
685 - Special Events (Special Event Support only)	1.7M
688 - Snow and Ice Control	6.8M
689 - Vehicle Impounding and Disposal	8.3M
690 - Sustainable Transportation	4.5M
691 - Public Rights-of-Way Landscape Management	4.5M
692 - Bridge and Culvert Management	3.9M
696 - Street Cuts Management	0.9M
697 - Traffic Safety (Pedestrian Safety, Traffic Engineering, Sign Fabrication, Street Markings only)	5.9M
<b>Public Works</b>	
661 - Public Right-of-Way Cleaning (Cleaning Business Dist., Street & Alley, Graffiti Removal only)	16.8M
660/676 - DPW Admin (admin. costs allocated for HUR-eligible activities on budget basis)	1.3M
<b>Recreation and Parks</b>	
654 - Urban Forestry (Tree Maintenance only)	3.2M
<b>Police</b>	
816 - Special Operations Section (Traffic Section, Traffic Safety, Crossing Guards only)	6.2M
<b>Debt Service</b>	
123 - General Debt Service (Highways only)	14.6M
<b>Capital Budget Projects</b>	0.4M
<b>Total</b>	
<b>Budgeted HUR-Eligible Expenses Total</b>	<b>157.1M</b>
<b>Projected HUR Revenue</b>	<b>156.3M</b>
<b>HUR-Eligible Expenses Subsidized by General Fund</b>	<b>0.8M</b>

Table in millions of dollars.



## State Aid

### State Aid Revenues

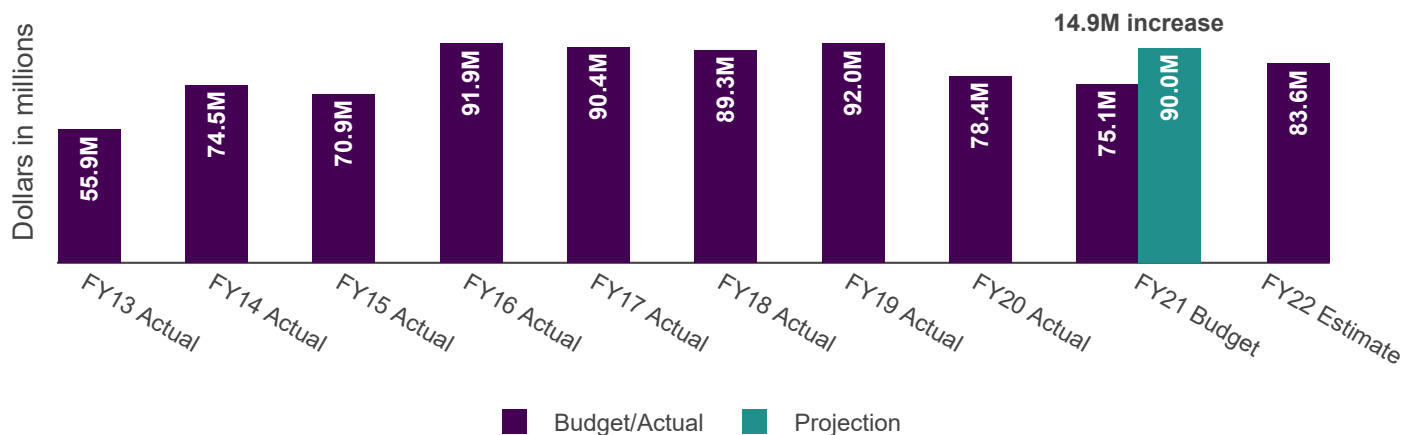


The Fiscal 2022 projection for State Aid is \$101.7 million. This represents a decrease of \$2.9 million or 2.7% from the Fiscal 2021 Adopted Budget of \$104.5 million, and a decrease of \$1.1 million or 1.1% from the Fiscal 2021 second quarter projection of \$102.8 million.

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

## Recordation and Transfer Taxes

### Recordation and Transfer Tax Revenues

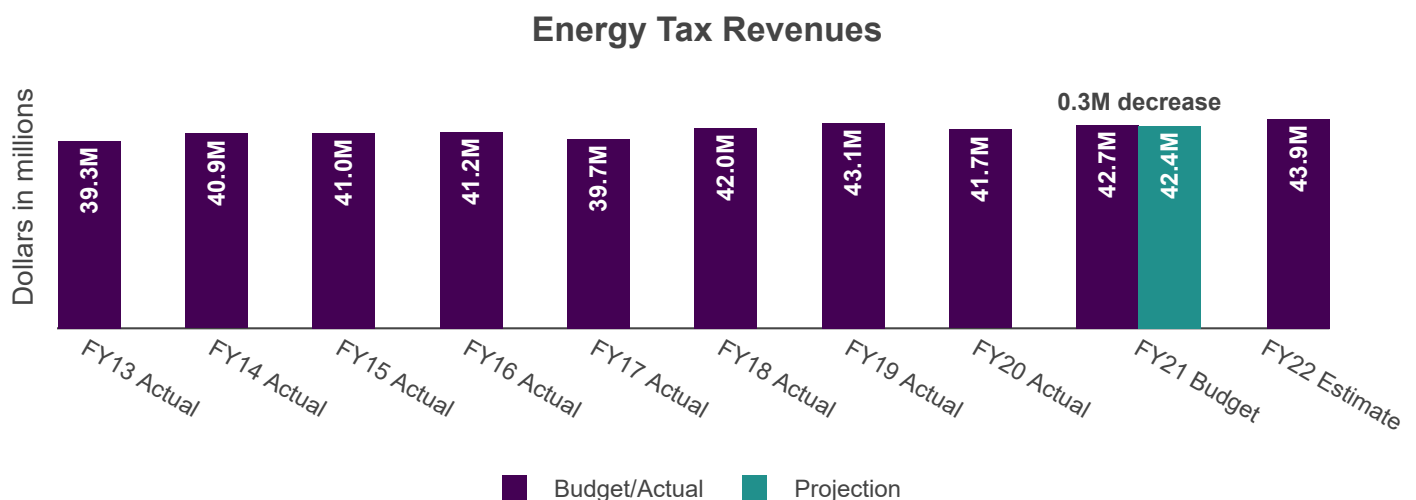


The Fiscal 2022 estimate for Transfer and Recordation Tax is \$83.6 million. This is an increase of \$8.5 million or 11.4% from the Fiscal 2021 Adopted Budget of \$75.1 million, but a decrease of \$6.4 million or 7.1% from the Fiscal 2021 second quarter projection of \$90.0 million.

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

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

## Energy Taxes



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

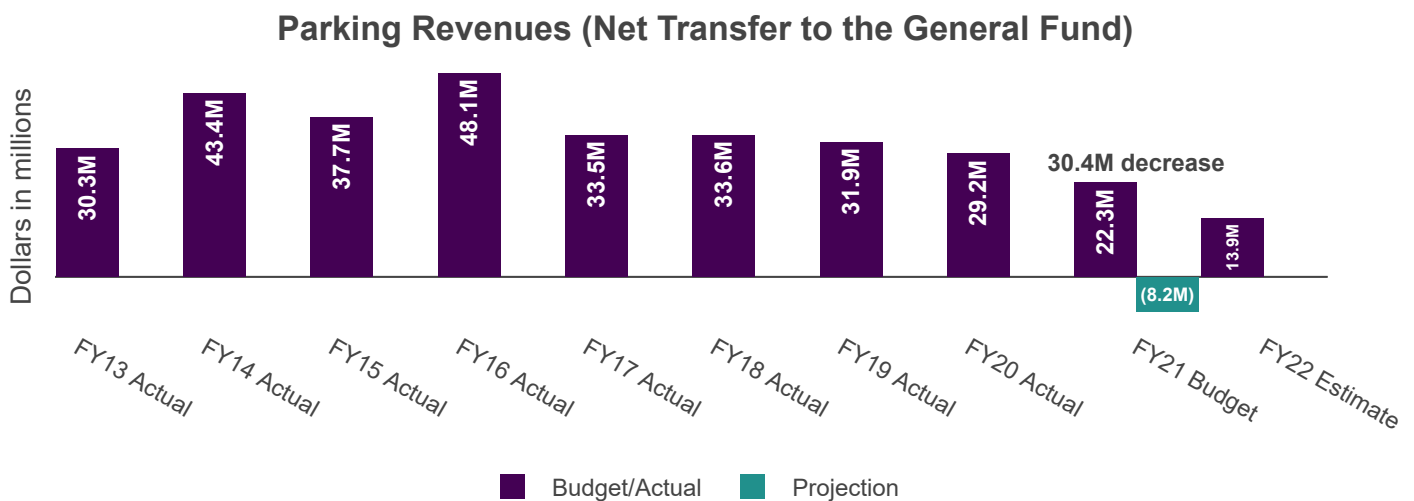
Energy Tax revenues include Electricity, Gas, Steam, Fuel Oil, and Liquid Petroleum Gas Taxes. The Fiscal 2022 estimate is based on adjustments to rates and historical usage trends. In recent years, efficiencies in usage have been offset by rate increases; however, unseasonably warm or cold weather can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

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

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

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

## Net Parking Revenues



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

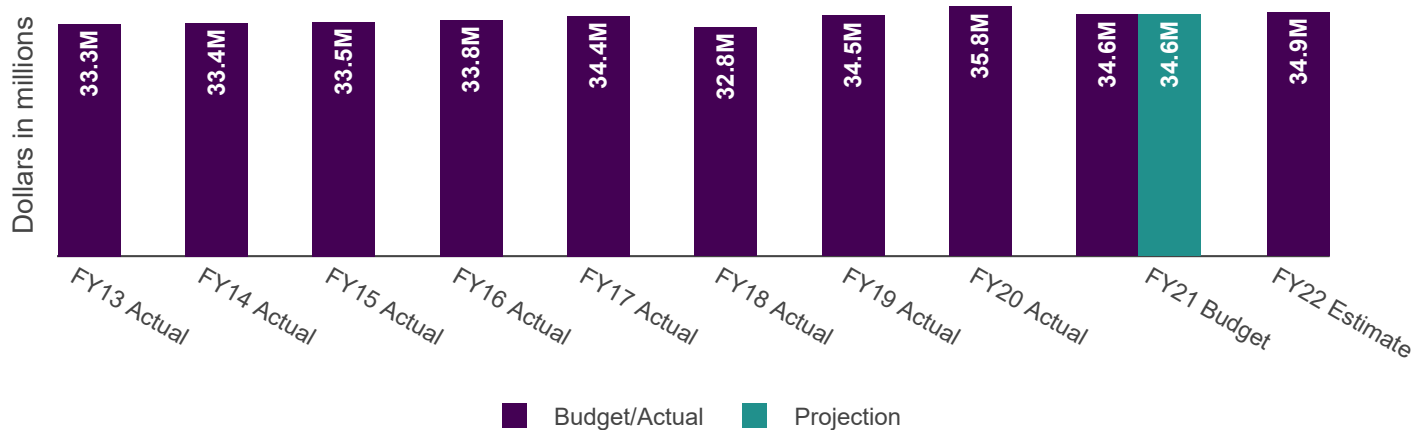
Parking revenues are dependent upon vehicle usage, City enforcement of traffic laws, demand for garages, parking lots, and metered spaces. Primary generators of parking revenues include the Parking Tax, meters, fines, penalties on fines, and income from City-owned garages. Prior to Fiscal 2021, the City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

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

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

## Telecommunication Tax

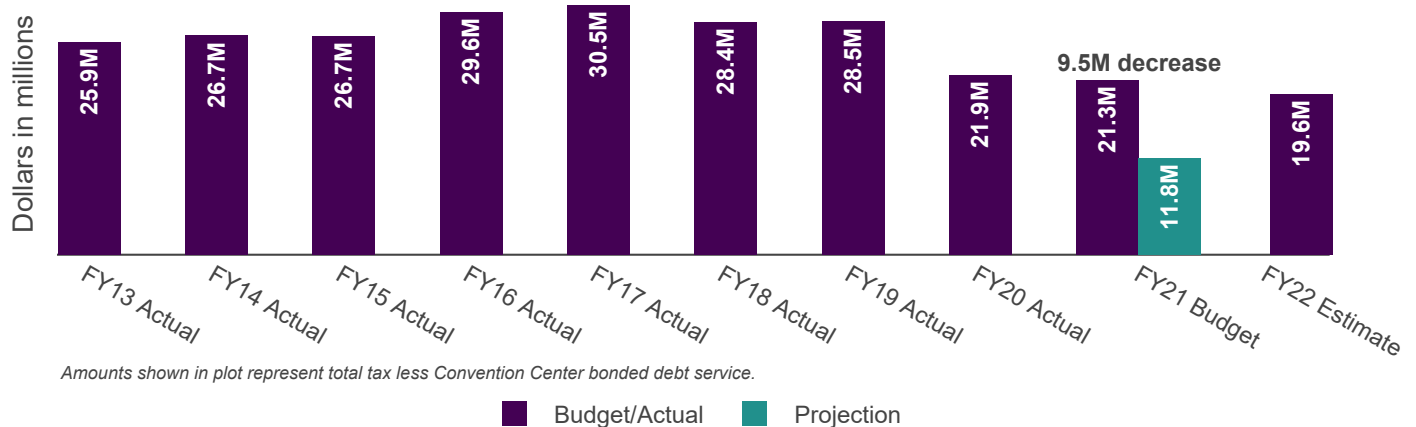
### Telecommunication Tax Revenue



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

## Hotel Tax

### Hotel Tax Revenue (Net Transfer to the General Fund)



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

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

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

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

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

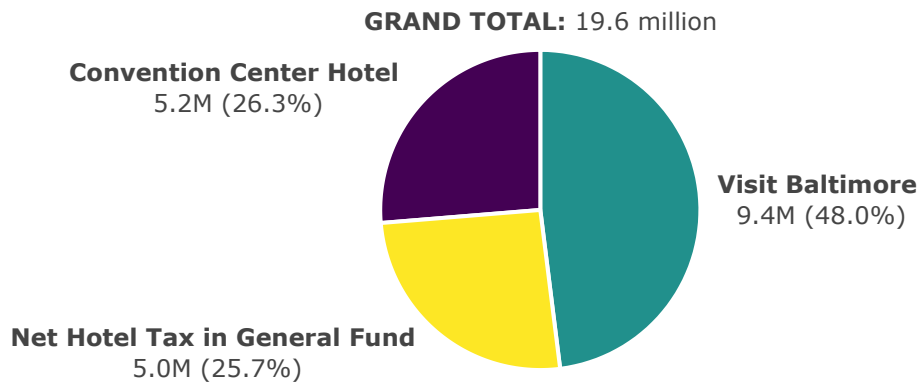
Pending the approval of the Maryland General Assembly, starting in Fiscal 2022, Visit Baltimore's appropriation will be calculated based on 40% of a three-year rolling average of actual hotel tax receipts for the last three audited fiscal years. The change in Fiscal 2022 will require the City to provide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

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

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

Table in dollars.

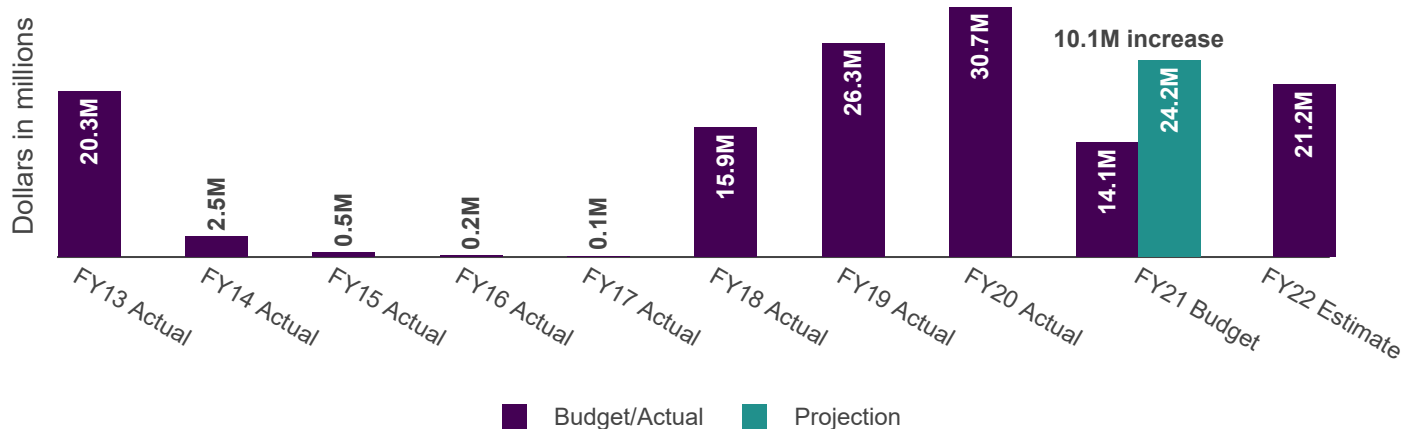
The following pie chart shows the distribution of Hotel Tax revenues.



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

## Speed and Red Light Camera Violations

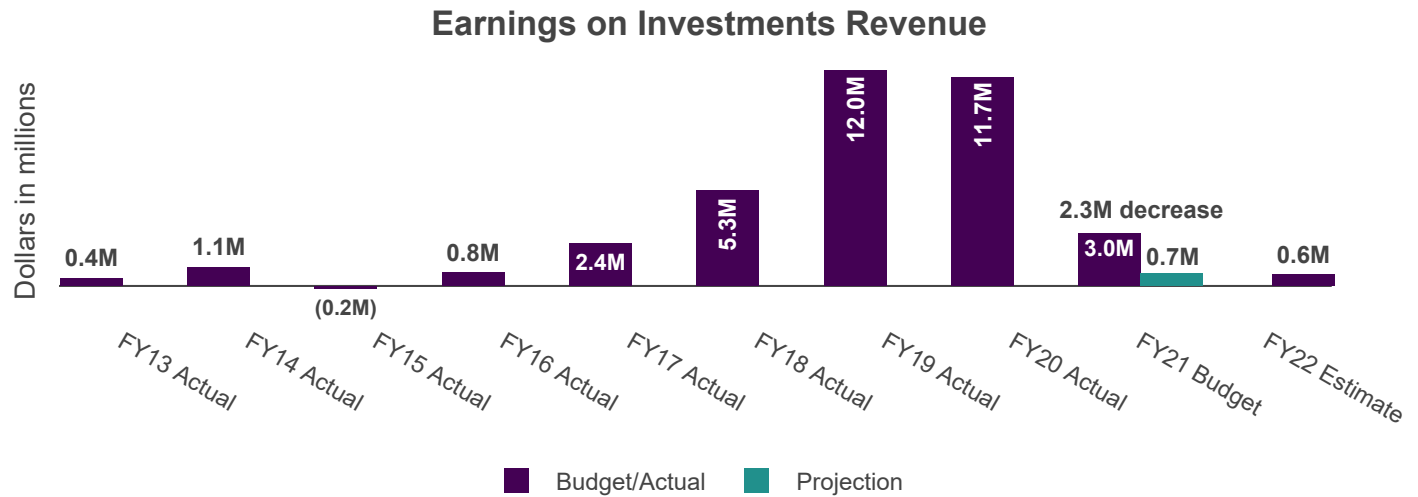
### Speed and Red Light Camera Violation Revenues



Traffic camera revenue for Fiscal 2022 is projected at \$21.2 million; an increase of \$7.1 million or 50.6% from the prior year budget of \$14.1 million and a decrease of \$3.0 million or 12.4% from the Fiscal 2021 second quarter projection of \$24.2 million.

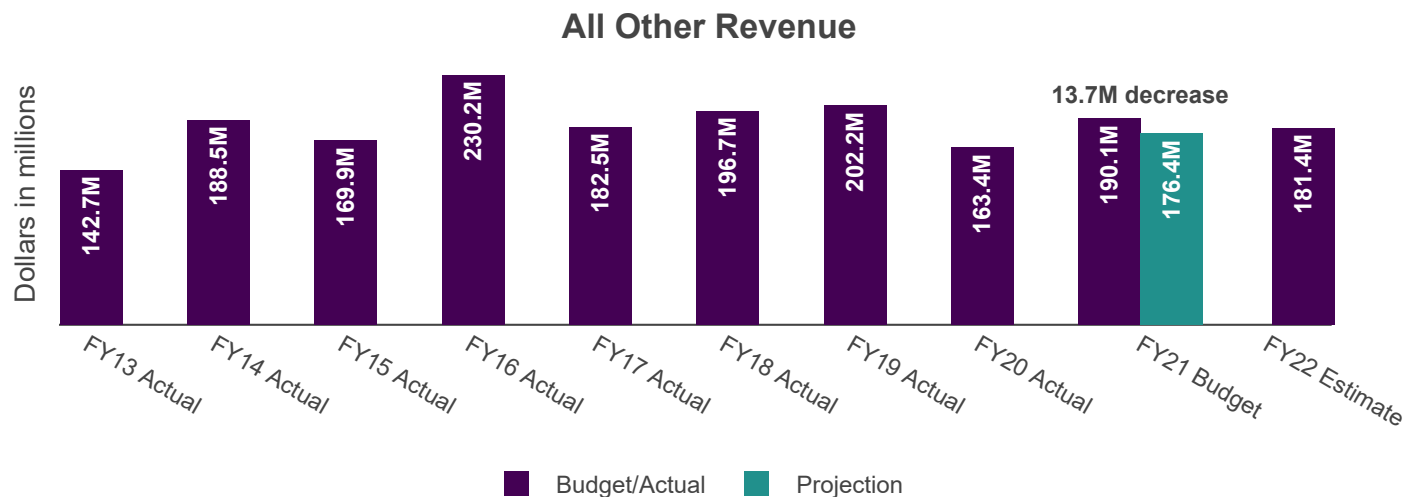
The Fiscal 2021 Budget projected a decline in citations due to expected decreases in traffic. However, in Fiscal 2021 the program experienced some of the highest citation totals ever recorded as speeding increased due to less traffic congestion. The Fiscal 2021 Budget projected 273,000 paid citations and the Fiscal 2021 second quarter projection increased that projection to 487,000 due to this shift in behavior. The Fiscal 2022 estimate takes into account the behavior experienced during the COVID-19 shutdown and drivers adaptive behavior, which leads to less citations issued over time, and projects a decline of 64,000 or 13.2% paid citations from the second quarter projection. By State Law, cameras are located within a half-mile radius of schools and are added based on requests directly from constituents after a review process by the City's Department of Transportation.

## Earnings on Investments



The City anticipates earning \$0.6 million on cash investments for Fiscal 2022, which is \$2.3 million less than the Fiscal 2021 Adopted Budget and \$60,000 or 8.6% lower than the Fiscal 2021 second quarter projection of \$688,354. The expected earnings are 96% lower than Fiscal 2007 when these returns peaked at \$16.2 million. Earnings on investments are the returns on the daily cash balances in the City Treasury and are a function of interest rates. The Fiscal 2022 estimate is based on average annual interest rate assumptions of 0.09% provided by the City's Bureau of Treasury Management. The Federal Reserve has stated their intent to maintain interest rates at the current low levels for the foreseeable future, leading to less interest earned by the City on short-term investments.

## Other Sources of Revenue



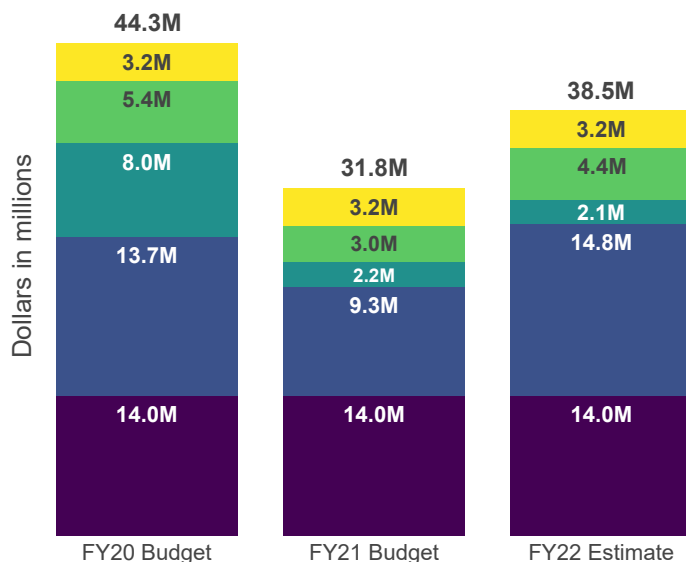
In addition to the major revenues referenced in this section, the City has over 150 other General Fund revenue sources.

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

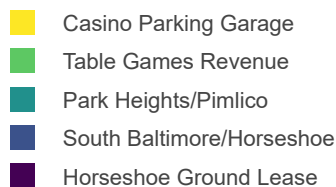
The largest examples of other sources of revenue include annual contributions from utility funds for central City services (\$16.0 million), video lottery terminals (\$12.6 million), sanitation and waste removal related revenues (\$10.6 million), and building construction related permits and fees (\$9.3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

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

## Casino: Video Lottery Terminals and Table Games



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





**Horseshoe Ground Lease Agreement Revenue - \$14.0 million**

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

<b>Horseshoe Ground Lease</b>	<b>Allocation</b>	<b>FY22 Estimate</b>
THTC	90.0%	12.6M
School construction	10.0%	1.4M
<b>Minimum Ground Lease Payment</b>		<b>14.0M</b>

Table in millions of dollars.

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

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

<b>South Baltimore/Horseshoe</b>	<b>Allocation</b>	<b>FY22 Estimate</b>
South Baltimore District	50.0%	7.4M
Horseshoe One-Mile Radius	50.0%	7.4M
<b>Baltimore City Allocation</b>		<b>14.8M</b>

Table in millions of dollars.

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

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

<b>Park Heights/Pimlico</b>	<b>Allocation</b>	<b>FY22 Estimate</b>
Park Heights	75.0%	1.6M
Pimlico One-Mile Radius	25.0%	0.5M
<b>Baltimore City Allocation</b>		<b>2.1M</b>

Table in millions of dollars.

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

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

<b>Table Games Revenue</b>	<b>Allocation</b>	<b>FY22 Estimate</b>
Recreation and Parks	50.0%	2.2M
School construction	50.0%	2.2M
<b>Baltimore City Allocation</b>		<b>4.4M</b>

Table in millions of dollars.

#### **Casino Parking Garage Property Tax Agreement - \$3.2 million**

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

<b>Casino Parking Garage</b>	<b>FY22 Estimate</b>
Minimum Guarantee	3.2M

Table in millions of dollars.

## Gambling Local Impact Aid Expenditures

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

### Operating Budget - Projects

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

Table in dollars.

**Capital Budget - Projects**

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

Table in dollars.

# **FISCAL 2022**

## **PRELIMINARY BUDGET**

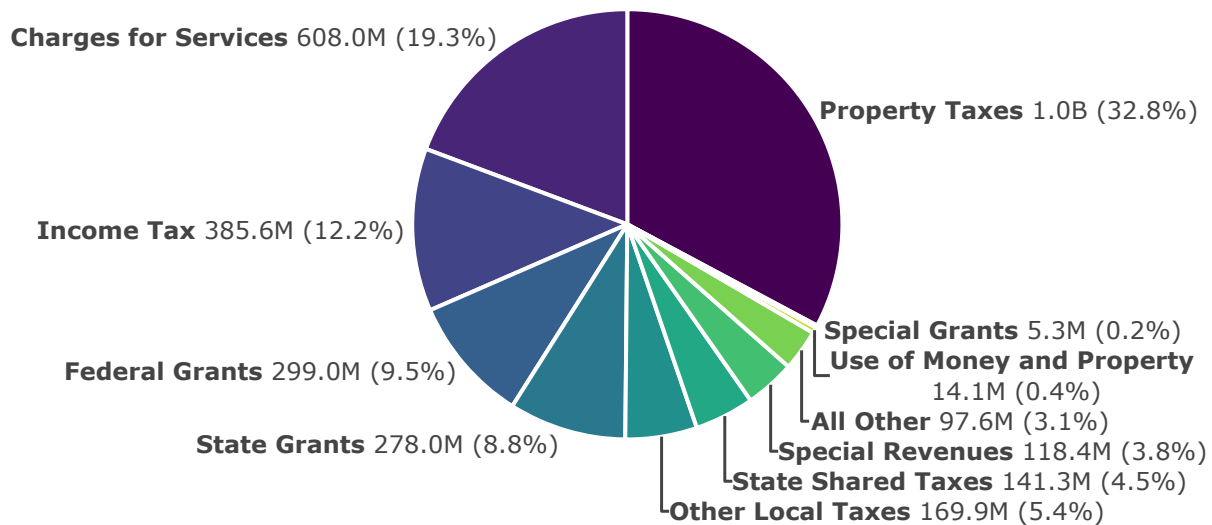
Operating Budget Recommendations

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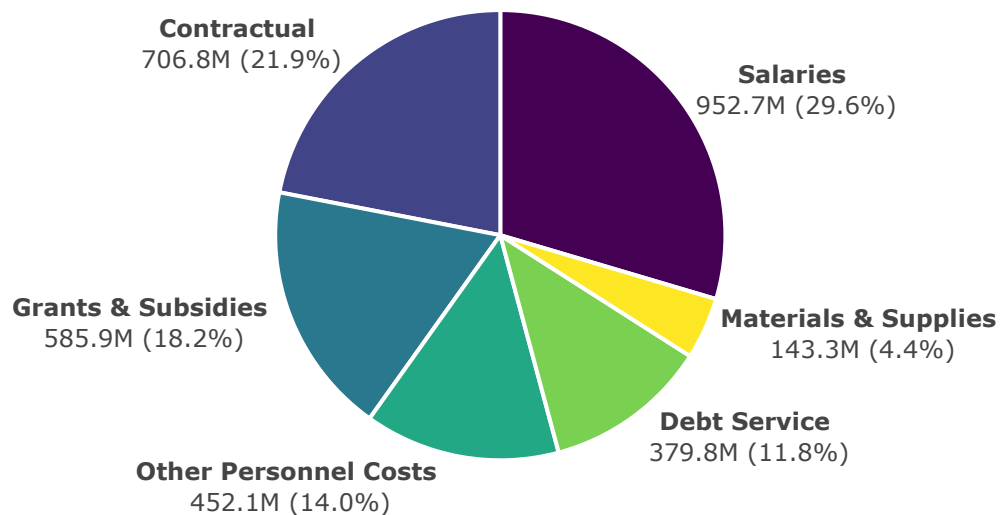
# Overview of Operating Budget Recommendation

Total Operating Budget: 3.15 billion

## Where the Money Comes from



## How the Money is Used

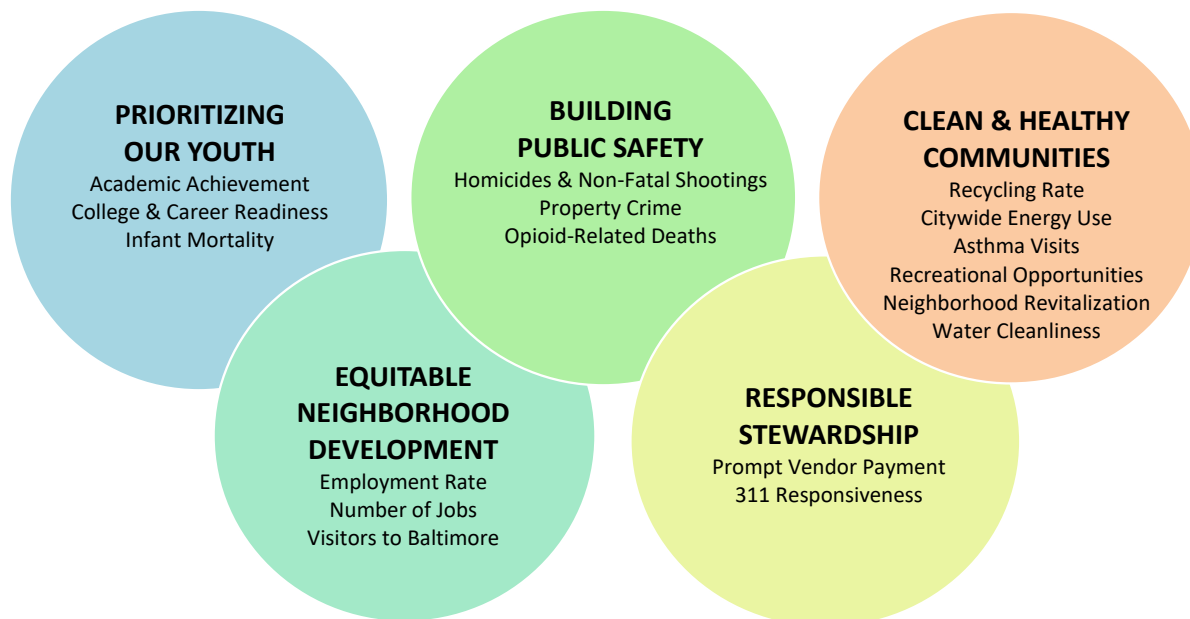


Totals may not equal 100% due to rounding. Charts in millions.

## Priority Outcomes

The Fiscal 2022 operating budget recommendation is \$3.15 billion, an increase of \$126.6 million or 4.2% from Fiscal 2021.

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



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

Objective Name	FY20 Actual	FY21 Budget	FY22 Budget	Dollar Change*	Percent Change*
Prioritizing Our Youth	355,170,783	481,348,821	469,739,595	(11,609,226)	-2.4%
Building Public Safety	644,081,263	957,605,894	1,045,291,571	87,685,677	9.2%
Clean and Healthy Communities	707,061,748	1,033,791,764	1,112,571,134	78,779,370	7.6%
Equitable Neighborhood Development	101,562,787	136,374,754	140,601,611	4,226,857	3.1%
Responsible Stewardship of City Resources	119,966,361	161,982,669	168,995,550	7,012,881	4.3%
Other	783,780,490	252,912,333	213,406,861	(39,505,472)	-15.6%
<b>GRAND TOTAL</b>	<b>2,711,623,432</b>	<b>3,024,016,235</b>	<b>3,150,606,322</b>	<b>126,590,087</b>	<b>4.2%</b>

Table in dollars.

\* Change is calculated between Fiscal 2021 and Fiscal 2022



## Priority Outcome: Prioritizing Our Youth

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	378,406,426	370,714,531	(7,691,895)
Water Utility	459,999	325,792	(134,207)
Federal	37,718,693	38,846,740	1,128,047
State	30,712,600	30,603,456	(109,144)
Special Revenue	31,174,801	27,470,718	(3,704,083)
Special Grant	2,876,302	1,778,358	(1,097,944)
<b>Total</b>	<b>481,348,821</b>	<b>469,739,595</b>	<b>(11,609,226)</b>

Table in dollars.

### Key results funded in the Fiscal 2022 Recommended Budget:

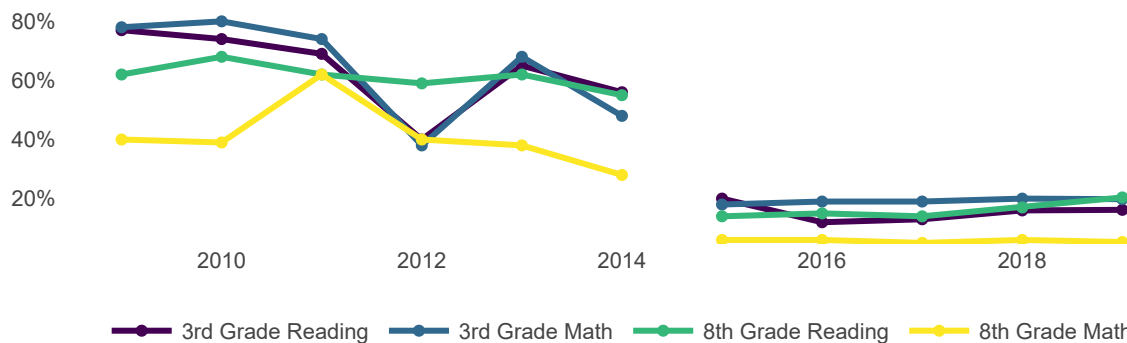
- Starting in Fiscal 2022 the Health Department's Office of Youth and Trauma Services will provide trauma-informed care trainings for employees from City agencies, non-profits, and other service providers. In Fiscal 2021, the Elijah Cummings Healing City Act Trauma-Informed Care Task Force was established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

### Key budget decisions in Prioritizing Our Youth:

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

## Indicator: Academic Achievement

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



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

### Positive Factors

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

### Negative Factors

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

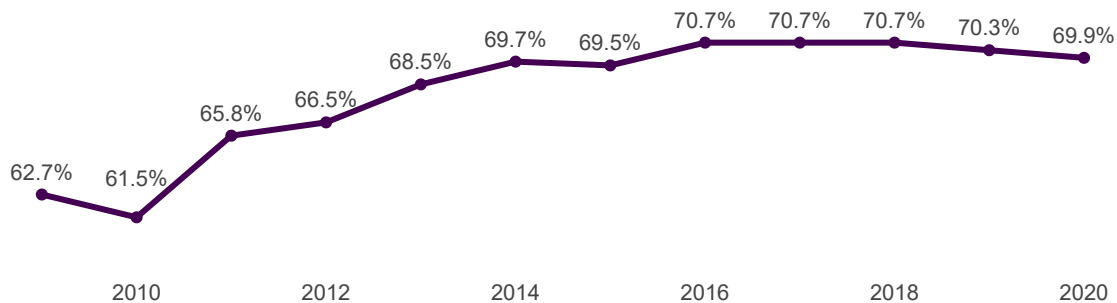
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Academic Achievement indicator:

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

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

## Indicator: College and Career Readiness

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



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

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

### Positive Factors

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

### Negative Factors

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

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

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

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

## Indicator: Infant Mortality

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



Source: Source: Maryland State Department of Health, Vital Statistics and Reports

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

### Positive Factors

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

### Negative Factors

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

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

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

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

## Operating Budget Recommendation for Prioritizing Our Youth

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Courts: Orphans' Court</b>				
817 Orphans' Court	General	617,892	689,283	71,391
<b>Enoch Pratt Free Library</b>				
788 Information Services	General	26,185,090	28,575,101	2,390,011
	State	14,270,492	14,185,844	(84,648)
	Special Revenue	996,122	1,047,746	51,624
	<b>SERVICE TOTAL</b>	<b>41,451,704</b>	<b>43,808,691</b>	<b>2,356,987</b>
	<b>AGENCY TOTAL</b>	<b>41,451,704</b>	<b>43,808,691</b>	<b>2,356,987</b>
<b>Health</b>				
308 Maternal and Child Health	General	1,995,168	2,012,086	16,918
	Federal	20,151,259	20,719,883	568,624
	State	1,869,220	1,961,276	92,056
	Special Revenue	894,644	922,023	27,379
	Special Grant	1,186,302	1,247,330	61,028
	<b>SERVICE TOTAL</b>	<b>26,096,593</b>	<b>26,862,598</b>	<b>766,005</b>
310 School Health Services	General	15,711,762	15,726,878	15,116
	Federal	157,705	307,972	150,267
	State	507,856	506,061	(1,795)
	Special Revenue	5,024,751	5,124,445	99,694
	Special Grant	25,000	25,000	0
	<b>SERVICE TOTAL</b>	<b>21,427,074</b>	<b>21,690,356</b>	<b>263,282</b>
316 Youth and Trauma Services	General	687,692	768,098	80,406
	Federal	1,039,989	453,574	(586,415)
	State	739,756	389,700	(350,056)
	Special Grant	0	41,028	41,028
	<b>SERVICE TOTAL</b>	<b>2,467,437</b>	<b>1,652,400</b>	<b>(815,037)</b>
	<b>AGENCY TOTAL</b>	<b>49,991,104</b>	<b>50,205,354</b>	<b>214,250</b>
<b>Housing and Community Development</b>				
604 Before and After Care	General	125,081	133,913	8,832
740 Dawson Center	General	46,992	31,609	(15,383)
	Federal	402,456	343,464	(58,992)
	<b>SERVICE TOTAL</b>	<b>449,448</b>	<b>375,073</b>	<b>(74,375)</b>
	<b>AGENCY TOTAL</b>	<b>574,529</b>	<b>508,986</b>	<b>(65,543)</b>
<b>M-R: Baltimore City Public Schools</b>				
352 Baltimore City Public Schools	General	287,346,700	275,306,538	(12,040,162)
<b>M-R: Educational Grants</b>				
446 Educational Grants	General	11,340,311	11,325,031	(15,280)
	Federal	300,000	300,000	0
	Special Revenue	16,926,000	13,327,000	(3,599,000)
	<b>SERVICE TOTAL</b>	<b>28,566,311</b>	<b>24,952,031</b>	<b>(3,614,280)</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>AGENCY TOTAL</b>		<b>28,566,311</b>	<b>24,952,031</b>	<b>(3,614,280)</b>
<b>M-R: Health and Welfare Grants</b>				
385 Health and Welfare Grants	General	1,336,592	1,359,314	22,722
<b>M-R: Office of Children and Family Success</b>				
109 Administration Children and Family Success	General	2,810,544	3,030,048	219,504
	Special Revenue	280,775	76,046	(204,729)
	<b>SERVICE TOTAL</b>	<b>3,091,319</b>	<b>3,106,094</b>	<b>14,775</b>
605 Head Start	General	587,384	606,019	18,635
	Federal	7,790,297	8,020,696	230,399
	State	138,754	141,113	2,359
	Special Revenue	152,990	155,591	2,601
	<b>SERVICE TOTAL</b>	<b>8,669,425</b>	<b>8,923,419</b>	<b>253,994</b>
741 Community Action Partnership	General	709,080	763,753	54,673
	Water Utility	459,999	325,792	(134,207)
	Federal	1,052,599	1,121,231	68,632
	State	7,562,517	7,976,119	413,602
	<b>SERVICE TOTAL</b>	<b>9,784,195</b>	<b>10,186,895</b>	<b>402,700</b>
<b>AGENCY TOTAL</b>		<b>21,544,939</b>	<b>22,216,408</b>	<b>671,469</b>
<b>M-R: Office of Employment Development</b>				
791 BCPS Alternative Options Academy for Youth	State	198,941	215,182	16,241
797 Workforce Services for Out of School Youth Youth Opportunity	General	3,089,492	3,197,339	107,847
	Federal	1,124,412	984,224	(140,188)
	State	100,000	100,000	0
	Special Revenue	132,781	0	(132,781)
	Special Grant	165,000	165,000	0
	<b>SERVICE TOTAL</b>	<b>4,611,685</b>	<b>4,446,563</b>	<b>(165,122)</b>
798 Youth Works Summer Job Program	General	2,359,955	2,566,030	206,075
	Federal	2,000,000	2,006,904	6,904
	State	3,653,409	3,374,534	(278,875)
	Special Revenue	1,747,469	1,109,054	(638,415)
	Special Grant	1,200,000	0	(1,200,000)
	<b>SERVICE TOTAL</b>	<b>10,960,833</b>	<b>9,056,522</b>	<b>(1,904,311)</b>
800 Workforce Services for WIOA Funded Youth	Federal	3,260,315	4,149,131	888,816
<b>AGENCY TOTAL</b>		<b>19,031,774</b>	<b>17,867,398</b>	<b>(1,164,376)</b>
<b>Recreation and Parks</b>				
644 Administration Recreation and Parks	General	5,168,854	5,281,144	112,290

(continued)

<b>Service</b>	<b>Fund Name</b>	<b>Fiscal 2021 Budget</b>	<b>Fiscal 2022 Budget</b>	<b>Change in Budget</b>
	State	1,671,655	1,753,627	81,972
	<b>SERVICE TOTAL</b>	<b>6,840,509</b>	<b>7,034,771</b>	<b>194,262</b>
645 Aquatics	General	2,526,786	2,706,591	179,805
647 Youth and Adult Sports	General	831,042	867,309	36,267
	Special Revenue	173,945	184,345	10,400
	<b>SERVICE TOTAL</b>	<b>1,004,987</b>	<b>1,051,654</b>	<b>46,667</b>
648 Community Recreation Centers	General	14,930,009	15,768,447	838,438
	Federal	439,661	439,661	0
	Special Revenue	1,721,132	2,256,260	535,128
	Special Grant	300,000	300,000	0
	<b>SERVICE TOTAL</b>	<b>17,390,802</b>	<b>18,764,368</b>	<b>1,373,566</b>
649 Special Facilities Management Recreation	Special Revenue	3,124,192	3,268,208	144,016
	<b>AGENCY TOTAL</b>	<b>30,887,276</b>	<b>32,825,592</b>	<b>1,938,316</b>
<b>GRAND TOTAL</b>				
	<b>TOTAL OPERATING BUDGET</b>	<b>481,348,821</b>	<b>469,739,595</b>	<b>(11,609,226)</b>
	<b>LESS INTERNAL SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>481,348,821</b>	<b>469,739,595</b>	<b>(11,609,226)</b>

Table in dollars.



## Special Exhibit: City Support for Baltimore City Public Schools

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

### Kirwan

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

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

### Fiscal 2022

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



## Support for City Schools

	FY20 Actual	FY21 Budget	FY22 Budget
<b>Direct Operating Support</b>			
Maintenance of Effort	245,327,571	257,541,343	263,528,469
Retiree Health Benefits	29,805,357	29,805,357	11,778,069
<b>CATEGORY TOTAL</b>	<b>280,520,288</b>	<b>287,346,700</b>	<b>275,306,538</b>
<b>Support for City Schools Programs</b>			
School Nurse Program (General Fund portion)	14,325,838	15,711,762	15,726,878
School Nurse Program (City Schools Fund portion)	1,052,273	4,718,771	4,813,264
School Crossing Guards	4,635,067	5,140,809	4,841,849
<b>CATEGORY TOTAL</b>	<b>18,960,905</b>	<b>25,571,342</b>	<b>25,381,991</b>
<b>Capital - City Support of City Schools</b>			
Debt Service for School Construction	20,147,257	24,373,887	24,812,700
GO Bond support for School Construction Projects	19,000,000	19,000,000	19,000,000
<b>CATEGORY TOTAL</b>	<b>44,534,617</b>	<b>43,373,887</b>	<b>43,812,700</b>
<b>Capital - City Support for 21st Century School Buildings Program</b>			
Table Games Aid - School Construction	2,640,880	1,521,132	2,056,260
Casino Lease Contribution - School Construction	2,050,000	1,400,000	1,400,000
Beverage Tax Contribution - School Construction	11,095,904	12,268,000	12,311,000
<b>CATEGORY TOTAL</b>	<b>15,786,784</b>	<b>15,189,132</b>	<b>15,767,260</b>
<b>Capital - Built to Learn Act Supplemental School Construction Program</b>			
Fund Balance - School Construction	0	30,000,000	0
<b>CATEGORY TOTAL</b>	<b>0</b>	<b>30,000,000</b>	<b>0</b>
<b>GRAND TOTAL</b>			
<b>TOTAL CITY SUPPORT FOR BCPS</b>	<b>349,027,874</b>	<b>401,481,061</b>	<b>360,268,489</b>

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

## Priority Outcome: Building Public Safety

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	852,606,480	923,875,403	71,268,923
Federal	22,029,815	31,519,645	9,489,830
State	43,072,956	47,500,554	4,427,598
Special Revenue	39,397,757	41,192,799	1,795,042
Special Grant	498,886	1,203,170	704,284
<b>Total</b>	<b>957,605,894</b>	<b>1,045,291,571</b>	<b>87,685,677</b>

Table in dollars.

### Key results funded in the Fiscal 2022 Recommended Budget:

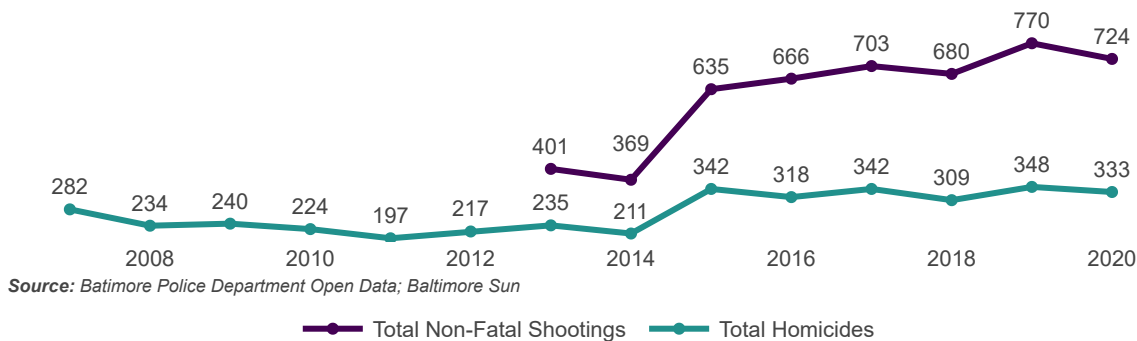
- The Safe Streets program expects to mediate 2,000 conflicts in high-crime neighborhoods to prevent escalation to violence in Fiscal 2022. Violence Interrupters are being trained in outreach work and will begin working with a caseload of participants on a longer-term basis to connect participants to high-quality resources and access meaningful alternatives to provide for themselves and their families.
- The Mayor's Office of Neighborhood Safety and Engagement (MONSE) plans to increase the number of non-custodial parent and child interactions supervised at the visitation center from 400 visits to 450 visits per year. The agency has implemented a Court Watch program to provide increased assistance and enhanced access to Court staff and victims in need of visitation services.
- As part of the Baltimore Police Department's (BPD) strategic efforts to respond to violence, the agency aims to increase the number of search warrants obtain in Fiscal 2022 to 1,100. BPD will accomplish this by using micro-zone policing, the Crime Gun Intelligence Center, and a focus on understanding drivers of violent crime and servicing priority warrants.
- The Baltimore City Fire Department (BCFD) plans to complete 12,000 Home Safety Inspections during Fiscal 2022. BCFD visits all neighborhoods through the Saturday Safety Sweep Program at least once annually.

### Key budget decisions in Building Public Safety:

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

## Indicator: Homicides & Non-Fatal Shootings

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



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

### Positive Factors

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

### Negative Factors

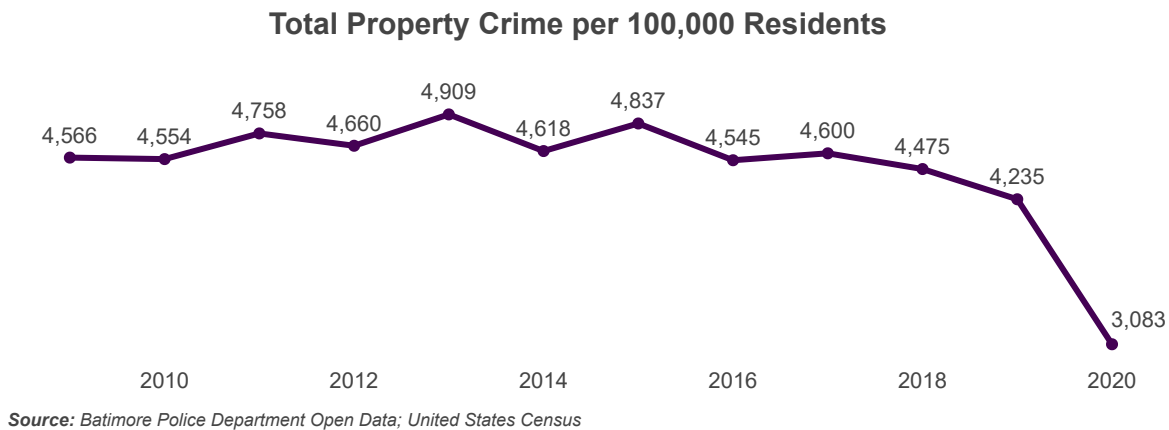
- Violence in the drug and gun marketplace
- Barriers to legitimate economic opportunity, particularly for low-skill individuals and/or those with a criminal background

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

The 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.

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

## Indicator: Property Crime



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

### Positive Factors

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

### Negative Factors

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

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

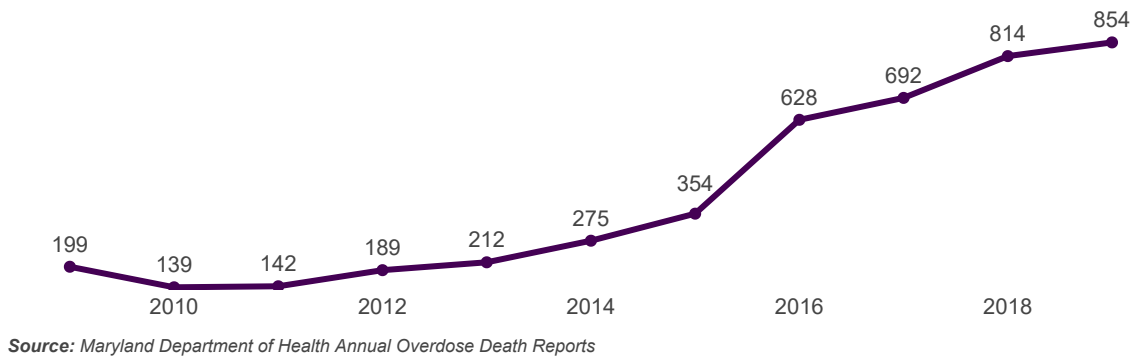
In Fiscal 2022, the BPD will continue their efforts to become more engaged with citizens by increasing foot patrols, business checks, and directed patrols. Since implementing the micro-zone strategy in Fiscal 2021, the Department has seen the level of community cooperation increase significantly.

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

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

## Indicator: Opioid-Related Deaths

Total Number of Opioid-Related Deaths



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

### Positive Factors

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

### Negative Factors

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

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

The Baltimore City Health Department (BCHD) continues its syringe exchange program, 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.

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

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

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

## Operating Budget Recommendation for Building Public Safety

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Fire</b>				
600 Administration Fire	General	9,550,556	9,821,465	270,909
	Federal	1,600,000	1,600,000	0
	State	350,000	350,000	0
	<b>SERVICE TOTAL</b>	<b>11,500,556</b>	<b>11,771,465</b>	<b>270,909</b>
602 Fire Suppression and Emergency Rescue	General	162,475,629	171,854,757	9,379,128
	Federal	2,424,656	769,885	(1,654,771)
	State	1,420,339	1,420,686	347
	<b>SERVICE TOTAL</b>	<b>166,320,624</b>	<b>174,045,328</b>	<b>7,724,704</b>
608 Emergency Management	General	870,805	843,636	(27,169)
	Federal	1,795,858	5,694,740	3,898,882
	State	67,000	267,000	200,000
	<b>SERVICE TOTAL</b>	<b>2,733,663</b>	<b>6,805,376</b>	<b>4,071,713</b>
609 Emergency Medical Services	General	32,341,664	33,723,300	1,381,636
	State	1,343,438	1,344,177	739
	Special Revenue	20,035,571	20,225,943	190,372
	<b>SERVICE TOTAL</b>	<b>53,720,673</b>	<b>55,293,420</b>	<b>1,572,747</b>
610 Fire and Emergency Community Outreach	General	392,034	423,836	31,802
612 Fire Investigation	General	749,195	802,210	53,015
614 Fire Communications and Dispatch	General	8,901,044	9,663,155	762,111
	State	3,000	3,051	51
	Special Revenue	9,226,149	10,660,241	1,434,092
	<b>SERVICE TOTAL</b>	<b>18,130,193</b>	<b>20,326,447</b>	<b>2,196,254</b>
615 Fire Training and Education	General	4,755,552	4,544,245	(211,307)
<b>AGENCY TOTAL</b>		<b>258,302,490</b>	<b>274,012,327</b>	<b>15,709,837</b>
<b>Health</b>				
307 Substance Use Disorder and Mental Health	General	1,533,047	1,563,459	30,412
	Federal	1,347,824	1,361,843	14,019
	State	1,804,827	1,807,863	3,036
	<b>SERVICE TOTAL</b>	<b>4,685,698</b>	<b>4,733,165</b>	<b>47,467</b>
315 Emergency Services Health	General	920,394	36,479,566	35,559,172
	Federal	668,764	704,825	36,061
	State	8,470,708	8,642,834	172,126
	Special Grant	498,886	524,138	25,252
	<b>SERVICE TOTAL</b>	<b>10,558,752</b>	<b>46,351,363</b>	<b>35,792,611</b>
<b>AGENCY TOTAL</b>		<b>15,244,450</b>	<b>51,084,528</b>	<b>35,840,078</b>
<b>Housing and Community Development</b>				
752 Community Outreach Services	General	1,466,905	1,432,420	(34,485)

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Law</b>				
871 Police Legal Affairs	General	2,243,178	2,150,559	(92,619)
<b>Liquor License Board</b>				
851 Liquor License Compliance	General	1,187,954	1,367,873	179,919
<b>M-R: Office of Employment Development</b>				
796 Workforce Services for Ex Offenders	General	189,287	200,431	11,144
	Federal	557,000	557,000	0
	State	983,794	951,125	(32,669)
	<b>SERVICE TOTAL</b>	<b>1,730,081</b>	<b>1,708,556</b>	<b>(21,525)</b>
	<b>AGENCY TOTAL</b>	<b>1,730,081</b>	<b>1,708,556</b>	<b>(21,525)</b>
<b>M-R: Office of Neighborhood Safety and Engagement</b>				
617 Criminal Justice Coordination	General	744,496	738,816	(5,680)
	Federal	1,130,078	1,499,245	369,167
	State	1,023,000	1,500,000	477,000
	<b>SERVICE TOTAL</b>	<b>2,897,574</b>	<b>3,738,061</b>	<b>840,487</b>
618 Neighborhood Safety and Engagement	General	3,643,620	3,917,245	273,625
	Federal	1,646,370	3,451,129	1,804,759
	State	5,046,951	7,910,000	2,863,049
	Special Revenue	1,138,584	1,140,242	1,658
	Special Grant	0	679,032	679,032
	<b>SERVICE TOTAL</b>	<b>11,475,525</b>	<b>17,097,648</b>	<b>5,622,123</b>
757 CitiWatch	General	2,706,297	2,941,312	235,015
	Special Revenue	179,460	156,813	(22,647)
	<b>SERVICE TOTAL</b>	<b>2,885,757</b>	<b>3,098,125</b>	<b>212,368</b>
758 Coordination of Public Safety Strategy Administration	General	1,130,143	1,115,415	(14,728)
	State	45,000	45,000	0
	Special Revenue	300,000	300,000	0
	<b>SERVICE TOTAL</b>	<b>1,475,143</b>	<b>1,460,415</b>	<b>(14,728)</b>
	<b>AGENCY TOTAL</b>	<b>18,733,999</b>	<b>25,394,249</b>	<b>6,660,250</b>
<b>Office of Equity and Civil Rights</b>				
848 Police Community Relations	General	691,685	729,172	37,487
<b>Police</b>				
621 Administrative Bureau	General	90,702,081	91,884,126	1,182,045
	Federal	264,137	285,393	21,256
	State	495,750	852,250	356,500
	Special Revenue	5,807,032	5,905,679	98,647
	<b>SERVICE TOTAL</b>	<b>97,269,000</b>	<b>98,927,448</b>	<b>1,658,448</b>
622 Police Patrol	General	222,983,670	235,646,498	12,662,828



(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	Federal	2,500,000	2,500,000	0
	State	4,281,488	4,416,029	134,541
	Special Revenue	1,469,485	1,541,299	71,814
	<b>SERVICE TOTAL</b>	<b>231,234,643</b>	<b>244,103,826</b>	<b>12,869,183</b>
623 Criminal Investigation Division	General	55,152,054	57,616,115	2,464,061
	Federal	766,086	1,222,090	456,004
	State	4,371,226	4,118,247	(252,979)
	<b>SERVICE TOTAL</b>	<b>60,289,366</b>	<b>62,956,452</b>	<b>2,667,086</b>
626 Data Driven Strategies	General	7,577,452	8,038,214	460,762
	Federal	0	4,447,826	4,447,826
	State	978,872	1,184,849	205,977
	<b>SERVICE TOTAL</b>	<b>8,556,324</b>	<b>13,670,889</b>	<b>5,114,565</b>
628 Public Integrity Bureau	General	9,160,770	9,608,002	447,232
635 Recruitment Section	General	18,342,060	19,452,054	1,109,994
642 Crime Laboratory and Evidence Control	General	22,141,935	22,580,723	438,788
	Federal	530,702	557,086	26,384
	State	0	314,700	314,700
	<b>SERVICE TOTAL</b>	<b>22,672,637</b>	<b>23,452,509</b>	<b>779,872</b>
807 Compliance Bureau	General	34,673,425	36,531,909	1,858,484
	Federal	25,460	25,893	433
	State	2,265,945	1,998,288	(267,657)
	<b>SERVICE TOTAL</b>	<b>36,964,830</b>	<b>38,556,090</b>	<b>1,591,260</b>
816 Special Operations Section	General	23,713,500	24,511,196	797,696
	Federal	145,000	145,085	85
	<b>SERVICE TOTAL</b>	<b>23,858,500</b>	<b>24,656,281</b>	<b>797,781</b>
853 Patrol Support Services	General	15,910,128	16,457,884	547,756
	Federal	605,750	575,932	(29,818)
	State	3,099,775	3,131,927	32,152
	<b>SERVICE TOTAL</b>	<b>19,615,653</b>	<b>20,165,743</b>	<b>550,090</b>
	<b>AGENCY TOTAL</b>	<b>527,963,783</b>	<b>555,549,294</b>	<b>27,585,511</b>
<b>Sheriff</b>				
881 Courthouse Security	General	4,095,269	4,092,939	(2,330)
882 Deputy Sheriff Enforcement	General	10,770,075	10,786,825	16,750
	State	50,000	50,000	0
	Special Revenue	239,980	244,060	4,080
	<b>SERVICE TOTAL</b>	<b>11,060,055</b>	<b>11,080,885</b>	<b>20,830</b>
883 Service of Protective and Peace Orders	General	2,284,288	2,312,646	28,358
884 District Court Sheriff Services	General	2,692,305	2,777,771	85,466
889 Child Support Enforcement	General	1,752,886	1,770,081	17,195
	Federal	1,100,000	1,100,000	0
	<b>SERVICE TOTAL</b>	<b>2,852,886</b>	<b>2,870,081</b>	<b>17,195</b>
	<b>AGENCY TOTAL</b>	<b>22,984,803</b>	<b>23,134,322</b>	<b>149,519</b>



(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>State's Attorney</b>				
115 Prosecution of Criminals	General	27,008,528	28,490,611	1,482,083
	Federal	1,796,589	1,818,333	21,744
	State	6,917,188	7,136,822	219,634
	Special Revenue	320,216	325,660	5,444
	<b>SERVICE TOTAL</b>	<b>36,042,521</b>	<b>37,771,426</b>	<b>1,728,905</b>
781 Administration State's Attorney	General	7,634,737	8,091,455	456,718
786 Victim and Witness Services	General	1,866,465	1,945,192	78,727
	Federal	2,601,351	2,713,361	112,010
	State	54,655	55,706	1,051
	<b>SERVICE TOTAL</b>	<b>4,522,471</b>	<b>4,714,259</b>	<b>191,788</b>
	<b>AGENCY TOTAL</b>	<b>48,199,729</b>	<b>50,577,140</b>	<b>2,377,411</b>
<b>Transportation</b>				
500 Street Lighting	General	20,876,886	20,115,023	(761,863)
684 Traffic Management	General	11,054,645	10,882,279	(172,366)
	Special Revenue	681,280	692,862	11,582
	<b>SERVICE TOTAL</b>	<b>11,735,925</b>	<b>11,575,141</b>	<b>(160,784)</b>
689 Vehicle Impounding and Disposal	General	8,229,565	8,266,246	36,681
697 Traffic Safety	General	17,490,271	17,704,742	214,471
	Federal	524,190	489,979	(34,211)
	<b>SERVICE TOTAL</b>	<b>18,014,461</b>	<b>18,194,721</b>	<b>180,260</b>
	<b>AGENCY TOTAL</b>	<b>58,856,837</b>	<b>58,151,131</b>	<b>(705,706)</b>
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>957,605,894</b>	<b>1,045,291,571</b>	<b>87,685,677</b>
<b>LESS INTERNAL SERVICE</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>957,605,894</b>	<b>1,045,291,571</b>	<b>87,685,677</b>

Table in dollars.

## Priority Outcome: Clean and Healthy Communities

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	286,044,870	299,401,883	13,357,013
Internal Service	94,265,509	96,137,224	1,871,715
Conduit Enterprise	13,487,197	13,025,901	(461,296)
Wastewater Utility	273,228,492	302,248,057	29,019,565
Water Utility	200,735,075	211,682,612	10,947,537
Stormwater Utility	33,996,956	34,105,241	108,285
Federal	131,184,753	152,440,685	21,255,932
State	58,751,985	79,945,259	21,193,274
Special Revenue	34,908,482	17,862,814	(17,045,668)
Special Grant	1,453,954	1,858,682	404,728
<b>Total</b>	<b>1,128,057,273</b>	<b>1,208,708,358</b>	<b>80,651,085</b>

Table in dollars.

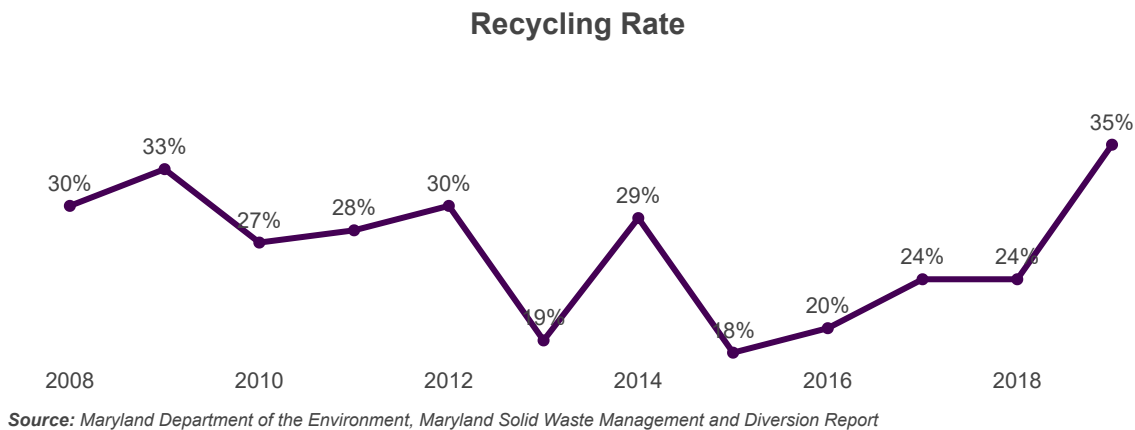
### Key results funded in the Fiscal 2022 Recommended Budget:

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

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

- The Lord Baltimore Hotel has been established as a Triage, Respite, and Isolation (TRI) Center intended to support residents with known or suspected COVID-19 who do not require hospitalization and are unable to self-isolate where they live. The TRI center is being managed through a partnership with the Baltimore City Mayor's Office, Baltimore City Health Department, and the University of Maryland Medical System. The Fiscal 2022 budget includes \$7.3 million for this work through December, and will continue as long as Federal FEMA reimbursement is available.
- The recommended budget will invest \$300,000 to restore 2 graffiti removal crews in DPW.
- The budget for the Department of Planning includes additional General Fund support for several mandatory report updates, including \$75,000 to update the City's Disaster Preparedness Plan, which is required by the Federal Emergency Management Agency (FEMA) to be updated every 5 years. The recommended budget also includes funding to update the City's Climate Action Plan and Greenhouse Gas Emissions inventory.
- The budget includes over \$4.4 million in EmPOWER State grant funding from the Maryland Energy Administration for Weatherization Services. The Weatherization programs helps eligible households install energy conservation materials in the homes.

## Indicator: Recycling Rate



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

### Positive Factors

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

### Negative Factors

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

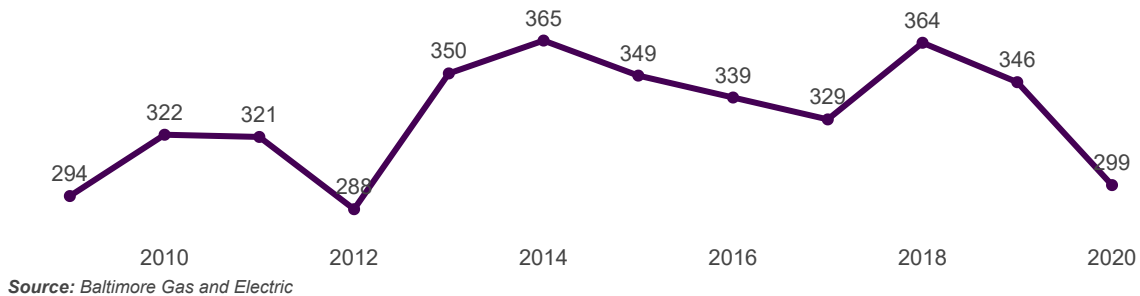
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Recycling Rate indicator:

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

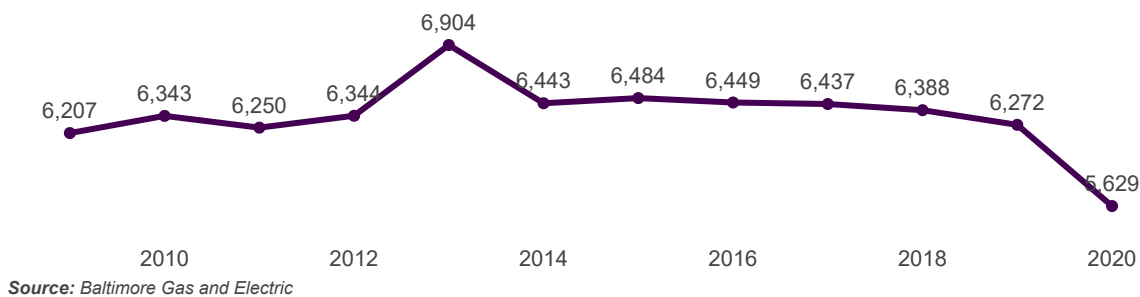
In 2020, the City received a grant to implement a recycling education campaign from The Recycling Partnership valued at \$250,000 in cash and \$150,000 in in-kind support. This grant will fund a comprehensive public outreach campaign in Fiscal 2022 on anti-contamination to decrease the amount of contaminated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

## Indicator: Citywide Energy Use

Citywide Gas Energy Usage (therms)



Citywide Electric Energy Usage (kWh)



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

### Positive Factors

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

### Negative Factors

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

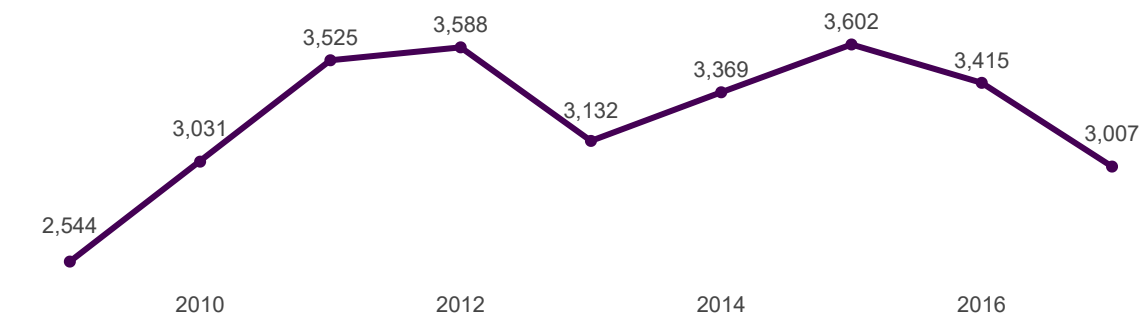
The Fiscal 2022 recommended budget invests in services and programs that will reduce energy usage:

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

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

## Indicator: Asthma Visits

Number of Childhood Asthma ER Visits per 100,000 People



Source: Baltimore City Health Department

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

### Positive Factors

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

### Negative Factors

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

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

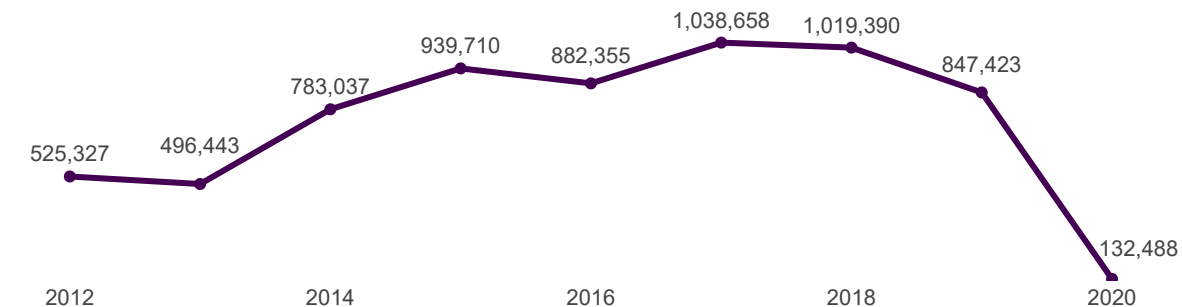
Due to COVID-19, the Baltimore City Health Department is conducting virtual home visits for the Healthy Home Program in order to address major home-based sources of chronic health issues for children with asthma, inspections/education for pregnant and postpartum women living in hazardous housing.

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

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

## Indicator: Recreational Opportunities

Number of Visits to City Operated Recreation Facilities



Source: Baltimore City Recreation and Parks

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

### Positive Factors

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

### Negative Factors

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

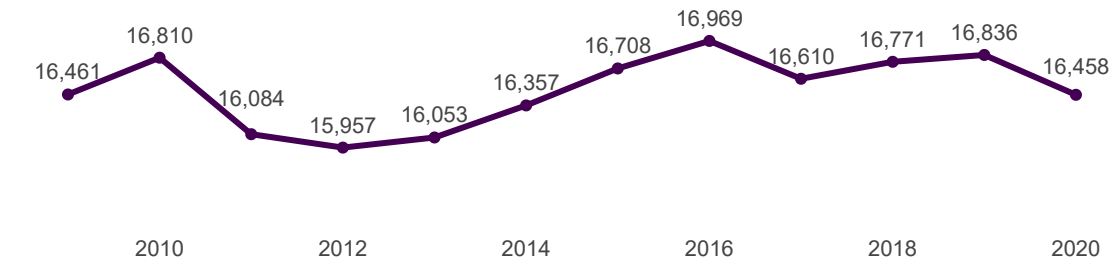
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Recreation Facility Visits indicator:

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

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

## Indicator: Neighborhood Revitalization

### Number of Vacant Residential Buildings



Source: Baltimore City Department of Housing and Community Development

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

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

### Positive Factors

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

### Negative Factors

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

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

The City continues its demolition efforts. DHCD demolished or stabilized 495 buildings in Fiscal 2020. DHCD did not meet its goal due to service disruption for 3 months due to COVID-19.

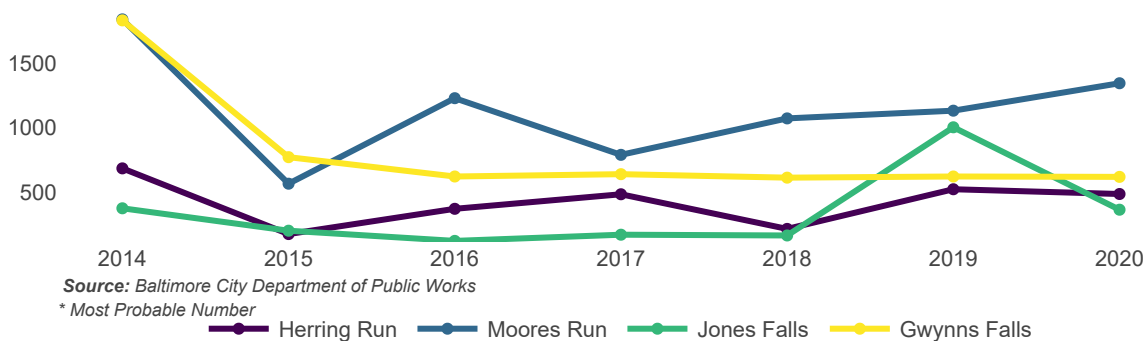
The Fiscal 2022 capital budget recommendation includes \$18.5 million in General Obligation (GO) Bonds for DHCD and programs for demolition, homeownership incentives, development incentives, and affordable housing.

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

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

## Indicator: Water Cleanliness

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



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

### Positive Factors

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

### Negative Factors

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

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

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

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



## Operating Budget Recommendation for Clean and Healthy Communities

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Fire</b>				
611 Fire Code Enforcement	General	5,268,877	5,449,060	180,183
	Federal	171,867	171,867	0
	State	185,448	188,601	3,153
	<b>SERVICE TOTAL</b>	<b>5,626,192</b>	<b>5,809,528</b>	<b>183,336</b>
613 Fire Facilities Maintenance and Replacement	General	19,275,231	19,477,135	201,904
	Federal	3,628,628	3,690,315	61,687
	State	1,348,885	1,371,816	22,931
	<b>SERVICE TOTAL</b>	<b>24,252,744</b>	<b>24,539,266</b>	<b>286,522</b>
<b>AGENCY TOTAL</b>		<b>29,878,936</b>	<b>30,348,794</b>	<b>469,858</b>
<b>General Services</b>				
189 Fleet Management	Internal Service	65,812,561	67,089,233	1,276,672
726 Administration General Services	General	44,126	749,124	704,998
	Internal Service	0	62,436	62,436
730 Public and Private Energy Performance	<b>SERVICE TOTAL</b>	<b>44,126</b>	<b>811,560</b>	<b>767,434</b>
	General	533,926	696,498	162,572
	State	300,000	1,225,000	925,000
	Special Revenue	511,500	1,100,000	588,500
731 Facilities Management	<b>SERVICE TOTAL</b>	<b>1,345,426</b>	<b>3,021,498</b>	<b>1,676,072</b>
	General	7,652,699	10,712,345	3,059,646
	Internal Service	28,452,948	28,985,555	532,607
	Federal	1,023,000	0	(1,023,000)
	State	1,000,000	250,000	(750,000)
	Special Revenue	99,700	0	(99,700)
	<b>SERVICE TOTAL</b>	<b>38,228,347</b>	<b>39,947,900</b>	<b>1,719,553</b>
734 Capital Projects Division Design and Construction	General	968,458	902,718	(65,740)
<b>AGENCY TOTAL</b>		<b>106,398,918</b>	<b>111,772,909</b>	<b>5,373,991</b>
<b>Health</b>				
303 Clinical Services	General	4,735,681	4,691,522	(44,159)
	Federal	1,792,441	1,957,582	165,141
	State	963,170	986,231	23,061
	Special Revenue	102,698	104,604	1,906
	<b>SERVICE TOTAL</b>	<b>7,593,990</b>	<b>7,739,939</b>	<b>145,949</b>
305 Healthy Homes	General	1,032,840	1,317,139	284,299
	Federal	1,021,902	929,232	(92,670)
	State	834,523	712,754	(121,769)
	Special Revenue	316,324	321,671	5,347
<b>SERVICE TOTAL</b>		<b>3,205,589</b>	<b>3,280,796</b>	<b>75,207</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
311 Health Services for Seniors	Special Revenue	5,244,140	5,370,245	126,105
715 Administration Health	General	4,582,757	4,838,090	255,333
	Federal	5,620,731	5,673,830	53,099
	State	2,315,986	2,324,159	8,173
	Special Revenue	1,700,000	1,700,000	0
	Special Grant	200,000	200,000	0
	<b>SERVICE TOTAL</b>	<b>14,419,474</b>	<b>14,736,079</b>	<b>316,605</b>
716 Animal Services	General	3,374,999	3,413,195	38,196
717 Environmental Inspection Services	General	3,065,526	3,145,360	79,834
	Special Revenue	33,537	34,107	570
	<b>SERVICE TOTAL</b>	<b>3,099,063</b>	<b>3,179,467</b>	<b>80,404</b>
718 Chronic Disease Prevention	General	241,466	252,361	10,895
	Federal	45,471	45,882	411
	State	536,772	461,431	(75,341)
	Special Revenue	31,302	27,600	(3,702)
	<b>SERVICE TOTAL</b>	<b>855,011</b>	<b>787,274</b>	<b>(67,737)</b>
720 HIV Treatment Services for the Uninsured	General	1,289,372	1,356,636	67,264
	Federal	28,676,268	30,198,625	1,522,357
	State	23,256,972	23,884,077	627,105
	<b>SERVICE TOTAL</b>	<b>53,222,612</b>	<b>55,439,338</b>	<b>2,216,726</b>
721 Senior Centers	General	1,490,638	1,289,143	(201,495)
	Federal	1,861,384	1,625,119	(236,265)
	State	349,049	350,535	1,486
	Special Revenue	99,391	101,081	1,690
	Special Grant	16,432	16,432	0
	<b>SERVICE TOTAL</b>	<b>3,816,894</b>	<b>3,382,310</b>	<b>(434,584)</b>
722 Administration CARE	General	589,957	442,038	(147,919)
	Federal	242,857	258,123	15,266
	<b>SERVICE TOTAL</b>	<b>832,814</b>	<b>700,161</b>	<b>(132,653)</b>
723 Advocacy for Seniors	General	93,605	93,985	380
	Federal	108,693	114,011	5,318
	State	350,212	348,827	(1,385)
	Special Revenue	388,489	405,467	16,978
	<b>SERVICE TOTAL</b>	<b>940,999</b>	<b>962,290</b>	<b>21,291</b>
724 Direct Care and Support Planning	State	2,647,756	2,746,478	98,722
	Special Revenue	37,738	37,861	123
	<b>SERVICE TOTAL</b>	<b>2,685,494</b>	<b>2,784,339</b>	<b>98,845</b>
725 Community Services for Seniors	General	198,519	201,158	2,639
	Federal	3,711,222	3,839,408	128,186
	State	998,947	1,015,929	16,982
	<b>SERVICE TOTAL</b>	<b>4,908,688</b>	<b>5,056,495</b>	<b>147,807</b>
	<b>AGENCY TOTAL</b>	<b>104,199,767</b>	<b>106,831,928</b>	<b>2,632,161</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Housing and Community Development</b>				
593 Community Support Projects	General	2,206,289	2,208,166	1,877
	Federal	25,083,253	42,078,058	16,994,805
	State	313,119	0	(313,119)
	<b>SERVICE TOTAL</b>	<b>27,602,661</b>	<b>44,286,224</b>	<b>16,683,563</b>
737 Administration HCD	General	5,306,686	5,398,029	91,343
	Federal	1,238,222	1,033,002	(205,220)
	Special Revenue	200,000	200,000	0
	<b>SERVICE TOTAL</b>	<b>6,744,908</b>	<b>6,631,031</b>	<b>(113,877)</b>
738 Weatherization Services	General	799,439	1,159,418	359,979
	State	4,918,661	7,200,054	2,281,393
	Special Grant	61,380	0	(61,380)
	<b>SERVICE TOTAL</b>	<b>5,779,480</b>	<b>8,359,472</b>	<b>2,579,992</b>
742 Promote Homeownership	General	459,038	489,639	30,601
	Federal	185,368	199,194	13,826
	<b>SERVICE TOTAL</b>	<b>644,406</b>	<b>688,833</b>	<b>44,427</b>
745 Housing Code Enforcement	General	11,676,930	12,522,524	845,594
	Federal	363,986	360,000	(3,986)
	Special Revenue	50,997	51,864	867
	<b>SERVICE TOTAL</b>	<b>12,091,913</b>	<b>12,934,388</b>	<b>842,475</b>
747 Register and License Properties and Contractors	General	621,062	603,983	(17,079)
748 Affordable Housing	Federal	717,564	989,266	271,702
	Special Revenue	13,490,473	7,100,039	(6,390,434)
	<b>SERVICE TOTAL</b>	<b>14,208,037</b>	<b>8,089,305</b>	<b>(6,118,732)</b>
749 Property Acquisition	General	3,586,699	4,155,842	569,143
Disposition and Asset Management				
750 Housing Rehabilitation Services	Federal	6,121,682	6,222,576	100,894
	State	559,317	569,629	10,312
	<b>SERVICE TOTAL</b>	<b>6,680,999</b>	<b>6,792,205</b>	<b>111,206</b>
751 Building and Zoning Inspections and Permits	General	6,546,353	6,902,215	355,862
754 Summer Food Service Program	State	3,651,901	3,712,088	60,187
815 Live Baltimore	General	596,522	606,663	10,141
	<b>AGENCY TOTAL</b>	<b>88,754,941</b>	<b>103,762,249</b>	<b>15,007,308</b>
<b>M-R: Environmental Control Board</b>				
117 Adjudication of Environmental Citations	General	1,497,623	1,557,409	59,786
	State	255,750	255,750	0
	<b>SERVICE TOTAL</b>	<b>1,753,373</b>	<b>1,813,159</b>	<b>59,786</b>
	<b>AGENCY TOTAL</b>	<b>1,753,373</b>	<b>1,813,159</b>	<b>59,786</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>M-R: Office of Homeless Services</b>				
356 Administration Homeless Services	General	1,577,506	1,617,797	40,291
	Federal	4,240,570	4,713,859	473,289
	State	217,948	287,368	69,420
	Special Revenue	728,065	738,421	10,356
	<b>SERVICE TOTAL</b>	<b>6,764,089</b>	<b>7,357,445</b>	<b>593,356</b>
893 Homeless Prevention and Support Services for the Homeless	Federal	237,844	260,949	23,105
	State	258,717	263,115	4,398
	<b>SERVICE TOTAL</b>	<b>496,561</b>	<b>524,064</b>	<b>27,503</b>
894 Outreach to the Homeless	General	1,016,250	1,025,871	9,621
	Federal	928,367	944,150	15,783
	State	39,523	40,195	672
	<b>SERVICE TOTAL</b>	<b>1,984,140</b>	<b>2,010,216</b>	<b>26,076</b>
895 Temporary Housing for the Homeless	General	9,476,717	9,636,845	160,128
	Federal	9,448,356	9,455,978	7,622
	State	1,965,534	1,996,143	30,609
	<b>SERVICE TOTAL</b>	<b>20,890,607</b>	<b>21,088,966</b>	<b>198,359</b>
896 Permanent Housing for the Homeless	General	252,181	256,468	4,287
	Federal	29,935,410	30,468,459	533,049
	State	2,801,536	2,849,163	47,627
	<b>SERVICE TOTAL</b>	<b>32,989,127</b>	<b>33,574,090</b>	<b>584,963</b>
<b>AGENCY TOTAL</b>		<b>63,124,524</b>	<b>64,554,781</b>	<b>1,430,257</b>
<b>Municipal and Zoning Appeals</b>				
185 Board of Municipal and Zoning Appeals	General	577,288	486,324	(90,964)
<b>Planning</b>				
762 Historic Preservation	General	713,462	641,280	(72,182)
	Federal	100,000	100,000	0
	State	100,000	100,000	0
	Special Revenue	50,000	0	(50,000)
	Special Grant	0	50,000	50,000
	<b>SERVICE TOTAL</b>	<b>963,462</b>	<b>891,280</b>	<b>(72,182)</b>
763 Comprehensive Planning and Resource Management	General	2,165,567	2,306,129	140,562
	Federal	150,000	150,000	0
	State	225,000	225,000	0
	Special Revenue	705,000	544,295	(160,705)
	Special Grant	0	75,000	75,000
	<b>SERVICE TOTAL</b>	<b>3,245,567</b>	<b>3,300,424</b>	<b>54,857</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
765 Planning for a Sustainable Baltimore	General	1,317,800	1,450,949	133,149
	Federal	518,105	250,000	(268,105)
	State	542,748	510,200	(32,548)
	Special Revenue	75,000	481,421	406,421
	Special Grant	926,142	663,000	(263,142)
	<b>SERVICE TOTAL</b>	<b>3,379,795</b>	<b>3,355,570</b>	<b>(24,225)</b>
768 Administration Planning	General	1,512,590	1,421,940	(90,650)
	<b>AGENCY TOTAL</b>	<b>9,101,414</b>	<b>8,969,214</b>	<b>(132,200)</b>

**Public Works**

660 Administration Solid Waste	General	2,304,687	2,264,178	(40,509)
661 Public Right of Way Cleaning	General	18,031,225	18,176,339	145,114
	Stormwater Utility	4,152,328	4,822,366	670,038
	Federal	2,046,000	2,046,000	0
	Special Revenue	1,622,021	1,639,518	17,497
	<b>SERVICE TOTAL</b>	<b>25,851,574</b>	<b>26,684,223</b>	<b>832,649</b>
662 Vacant and Abandoned Property Cleaning and Boarding	General	12,124,600	11,732,536	(392,064)
	Federal	1,100,000	1,175,000	75,000
	<b>SERVICE TOTAL</b>	<b>13,224,600</b>	<b>12,907,536</b>	<b>(317,064)</b>
663 Waste Removal and Recycling	General	32,216,421	35,614,525	3,398,104
	Federal	0	850,000	850,000
	State	0	500,000	500,000
	Special Revenue	204,600	1,650,000	1,445,400
	Special Grant	250,000	604,250	354,250
	<b>SERVICE TOTAL</b>	<b>32,671,021</b>	<b>39,218,775</b>	<b>6,547,754</b>
664 Waste Re Use and Disposal	General	25,593,910	26,855,720	1,261,810
	Stormwater Utility	0	4,000,000	4,000,000
	<b>SERVICE TOTAL</b>	<b>25,593,910</b>	<b>30,855,720</b>	<b>5,261,810</b>
670 Administration Water and Wastewater	Wastewater	26,504,789	29,208,524	2,703,735
	Utility			
	Water Utility	18,377,957	18,476,622	98,665
	Federal	0	300,000	300,000
	Special Revenue	0	400,000	400,000
	Special Grant	0	250,000	250,000
671 Water Management	<b>SERVICE TOTAL</b>	<b>44,882,746</b>	<b>48,635,146</b>	<b>3,752,400</b>
	Water Utility	86,728,786	88,909,327	2,180,541
	Federal	204,600	254,600	50,000
	<b>SERVICE TOTAL</b>	<b>86,933,386</b>	<b>89,163,927</b>	<b>2,230,541</b>
672 Water and Wastewater Consumer Services	Wastewater	13,468,223	14,081,685	613,462
	Utility			
	Water Utility	10,931,837	8,995,971	(1,935,866)
	Stormwater Utility	4,158,622	1,790,907	(2,367,715)
	<b>SERVICE TOTAL</b>	<b>28,558,682</b>	<b>24,868,563</b>	<b>(3,690,119)</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
673 Wastewater Management	Wastewater Utility	127,605,593	127,988,685	383,092
	Federal	0	1,400,000	1,400,000
	State	300,000	750,000	450,000
	<b>SERVICE TOTAL</b>	<b>127,905,593</b>	<b>130,138,685</b>	<b>2,233,092</b>
674 Surface Water Management	Wastewater Utility	1,741,591	1,743,604	2,013
	Water Utility	450,725	559,994	109,269
	Stormwater Utility	25,686,006	23,491,968	(2,194,038)
	Federal	100,000	675,000	575,000
	State	510,000	510,000	0
	<b>SERVICE TOTAL</b>	<b>28,488,322</b>	<b>26,980,566</b>	<b>(1,507,756)</b>
675 Engineering and Construction Management Water and Wastewater	Wastewater Utility	102,457,449	127,437,764	24,980,315
	Water Utility	84,245,770	94,740,698	10,494,928
	<b>SERVICE TOTAL</b>	<b>186,703,219</b>	<b>222,178,462</b>	<b>35,475,243</b>
676 Administration DPW	General	2,833,998	1,764,966	(1,069,032)
	Wastewater Utility	1,450,847	1,787,795	336,948
	<b>SERVICE TOTAL</b>	<b>4,284,845</b>	<b>3,552,761</b>	<b>(732,084)</b>
	<b>AGENCY TOTAL</b>	<b>607,402,585</b>	<b>657,448,542</b>	<b>50,045,957</b>
<b>Recreation and Parks</b>				
646 Park Maintenance	General	13,056,596	13,507,596	451,000
	State	3,933,185	3,761,254	(171,931)
	Special Revenue	1,823,996	452,092	(1,371,904)
	<b>SERVICE TOTAL</b>	<b>18,813,777</b>	<b>17,720,942</b>	<b>(1,092,835)</b>
650 Horticulture	General	1,307,879	1,391,514	83,635
	Special Revenue	483,485	511,342	27,857
	<b>SERVICE TOTAL</b>	<b>1,791,364</b>	<b>1,902,856</b>	<b>111,492</b>
651 Recreation for Seniors	General	477,710	493,831	16,121
	Special Revenue	38,500	38,500	0
	<b>SERVICE TOTAL</b>	<b>516,210</b>	<b>532,331</b>	<b>16,121</b>
652 Therapeutic Recreation	General	489,992	513,598	23,606
653 Park Programs and Events	Special Revenue	1,121,889	1,182,360	60,471
654 Urban Forestry	General	4,573,199	4,640,506	67,307
	<b>AGENCY TOTAL</b>	<b>27,306,431</b>	<b>26,492,593</b>	<b>(813,838)</b>
<b>Transportation</b>				
548 Conduits	Conduit Enterprise	13,487,197	13,025,901	(461,296)
681 Administration DOT	General	9,749,799	10,082,293	332,494
	Federal	560,962	0	(560,962)
	<b>SERVICE TOTAL</b>	<b>10,310,761</b>	<b>10,082,293</b>	<b>(228,468)</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
683 Street Management	General	34,189,988	35,629,855	1,439,867
688 Snow and Ice Control	General	6,726,609	6,830,313	103,704
690 Sustainable Transportation	General	4,514,539	4,539,930	25,391
	Federal	0	10,600	10,600
	State	3,071,326	20,549,462	17,478,136
	Special Revenue	5,749,637	(6,329,674)	(12,079,311)
	<b>SERVICE TOTAL</b>	<b>13,335,502</b>	<b>18,770,318</b>	<b>5,434,816</b>
691 Public Rights of Way Landscape Management	General	3,977,994	4,506,115	528,121
692 Bridge and Culvert Management	General	3,707,953	3,839,546	131,593
694 Survey Control	General	238,371	275,065	36,694
696 Street Cuts Management	General	980,051	814,326	(165,725)
727 Real Property Management	General	2,604,670	2,454,133	(150,537)
	<b>AGENCY TOTAL</b>	<b>89,559,096</b>	<b>96,227,865</b>	<b>6,668,769</b>
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>1,128,057,273</b>	<b>1,208,708,358</b>	<b>80,651,085</b>
<b>LESS INTERNAL SERVICE</b>		<b>94,265,509</b>	<b>96,137,224</b>	<b>1,871,715</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>1,033,791,764</b>	<b>1,112,571,134</b>	<b>78,779,370</b>

Table in dollars.



## Priority Outcome: Equitable Neighborhood Development

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	59,522,600	59,976,024	453,424
Parking Enterprise	21,714,081	22,459,496	745,415
Parking Management	27,041,907	23,830,620	(3,211,287)
Federal	19,004,077	21,056,122	2,052,045
State	6,983,211	11,283,103	4,299,892
Special Revenue	1,857,878	1,945,246	87,368
Special Grant	251,000	51,000	(200,000)
<b>Total</b>	<b>136,374,754</b>	<b>140,601,611</b>	<b>4,226,857</b>

Table in dollars.

### Key results funded in the Fiscal 2022 Recommended Budget:

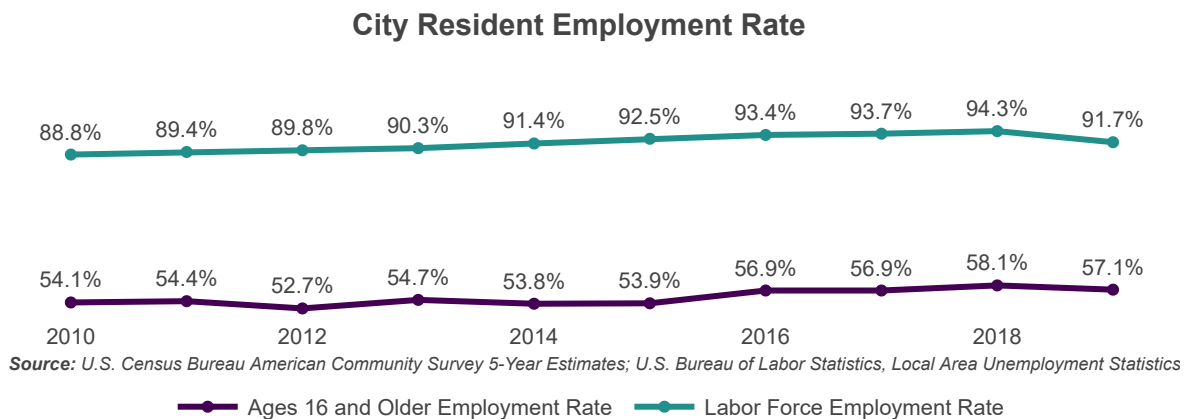
- The Mayor's Office of Employment Development (MOED), in partnership with the Health Department, has hired Career Navigators to work with the Health Department's temporary staff who have been hired as contact tracers and supporting positions. Career Navigators will provide connections to support services,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

### Key budget decisions in Equitable Neighborhood Development:

- The recommended budget includes funding for MOED to deliver workforce and training services in a virtual format due to the COVID-19 pandemic.
- This budget includes a one-time loan of \$6.7 million to Visit Baltimore to stabilize their budget due to COVID-19's impact on tourism. The funds will be paid back over five years as Hotel Tax receipts recover. This loan will be used to reboot tourism and regain revenue lost to a decline in tourism and parking revenue.
- The Circulator will continue operating at current service levels with the support of a \$11.9 million Federal Transit Authority grant from the CARES Act. The funds will support ongoing operating costs, and to combat the loss of dedicated parking tax revenues that were the primary source of funding for the Circulator.
- The Baltimore Development Corporation (BDC) continues to access and seek out all sources of funding that could be used to support businesses during the COVID-19 pandemic to help facilitate economic growth either through the attraction and expansion of businesses or job growth.
- In Fiscal 2022, the Liquor License Board will implement a new cloud-based software contract, which will improve agency effectiveness and efficiency related to constituent services, inspection management, permitting, revenue collections, and application submission and review.



## Indicator: Employment Rate



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

### Positive Factors

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

### Negative Factors

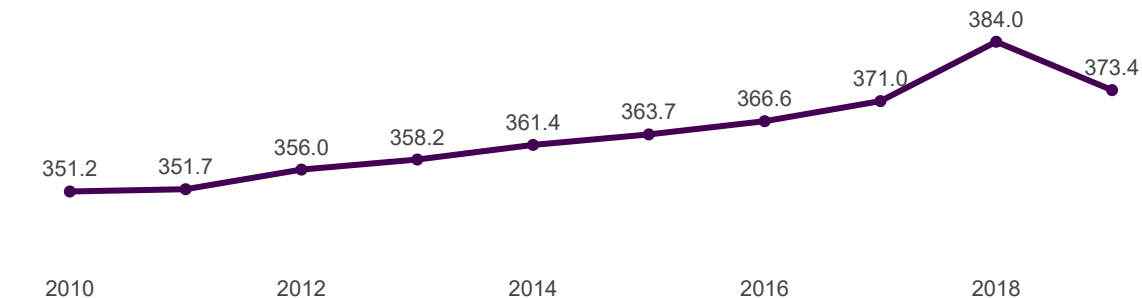
- Barriers to employment including institutional racial disparities, lack of access to childcare and reliable transportation, and insufficient entry points to expanding sectors paying livable wages
- An education system with barriers that limits exposure of youth to the skills and training needed to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

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

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

## Indicator: Number of Jobs

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



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

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

### Positive Factors

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

### Negative Factors

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

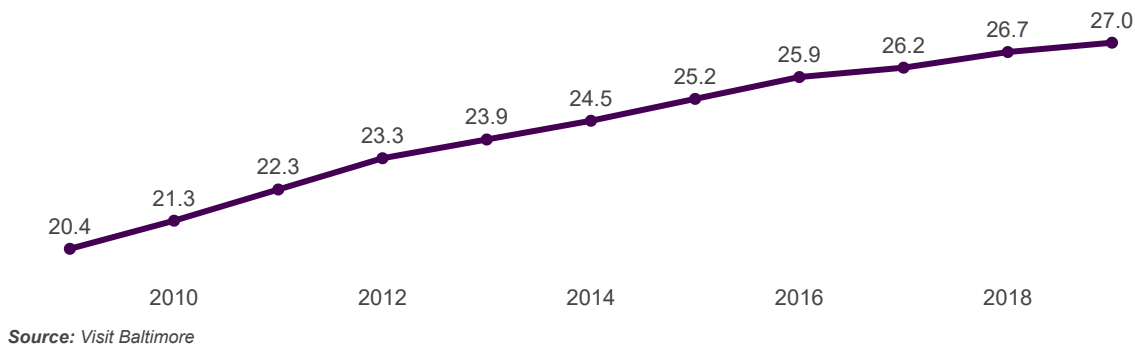
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Jobs in Baltimore indicator:

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

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

## Indicator: Visitors to Baltimore

Total Number of Visitors to Baltimore (in Millions)



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

### Positive Factors

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

### Negative Factors

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

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

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

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

## Operating Budget Recommendation for Equitable Neighborhood Development

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Housing and Community Development</b>				
809 Retention Expansion and Attraction of Businesses	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	<b>SERVICE TOTAL</b>	<b>2,508,499</b>	<b>2,548,325</b>	<b>39,826</b>
810 Real Estate Development	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	<b>SERVICE TOTAL</b>	<b>2,508,499</b>	<b>2,548,325</b>	<b>39,826</b>
811 Inner Harbor Coordination	General	443,441	450,979	7,538
813 Technology Development Emerging Technology Center	General	833,934	866,160	32,226
	<b>AGENCY TOTAL</b>	<b>6,294,373</b>	<b>6,413,789</b>	<b>119,416</b>
<b>Law</b>				
869 Minority and Women's Business Opportunity Office	General	511,170	722,728	211,558
<b>Liquor License Board</b>				
850 Liquor Licensing	General	1,112,928	1,160,971	48,043
<b>M-R: Art and Culture</b>				
493 Art and Culture Grants	General	6,497,627	7,061,336	563,709
824 Events Art Culture and Film	General	2,431,323	2,472,656	41,333
	Special Revenue	50,000	50,000	0
	<b>SERVICE TOTAL</b>	<b>2,481,323</b>	<b>2,522,656</b>	<b>41,333</b>
828 Bromo Seltzer Arts Tower	General	100,693	102,405	1,712
	<b>AGENCY TOTAL</b>	<b>9,079,643</b>	<b>9,686,397</b>	<b>606,754</b>
<b>M-R: Civic Promotion</b>				
590 Civic Promotion Grants	General	1,175,643	1,195,629	19,986
820 Convention Sales and Tourism Marketing	General	7,794,837	9,453,409	1,658,572
	<b>AGENCY TOTAL</b>	<b>8,970,480</b>	<b>10,649,038</b>	<b>1,678,558</b>
<b>M-R: Convention Center Hotel</b>				
535 Convention Center Hotel	General	12,456,302	12,120,648	(335,654)
<b>M-R: Convention Complex</b>				
540 Royal Farms Arena Operations	General	606,237	584,363	(21,874)
855 Convention Center	General	12,362,139	10,616,912	(1,745,227)
	State	6,409,831	10,709,823	4,299,992
	<b>SERVICE TOTAL</b>	<b>18,771,970</b>	<b>21,326,735</b>	<b>2,554,765</b>
	<b>AGENCY TOTAL</b>	<b>19,378,207</b>	<b>21,911,098</b>	<b>2,532,891</b>
<b>M-R: Office of Employment Development</b>				
792 Workforce Public Assistance	Federal	2,877,547	3,060,201	182,654
	State	100,000	100,000	0
	<b>SERVICE TOTAL</b>	<b>2,977,547</b>	<b>3,160,201</b>	<b>182,654</b>
793 Employment Enhancement Services for Baltimore City Residents	General	1,510,914	1,584,100	73,186

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
794 Administration MOED	Special Revenue	711,182	757,868	46,686
	<b>SERVICE TOTAL</b>	<b>2,222,096</b>	<b>2,341,968</b>	<b>119,872</b>
	General	1,021,781	1,016,327	(5,454)
	Federal	0	40,272	40,272
	Special Revenue	437,633	460,000	22,367
795 Workforce Services for Baltimore Residents	<b>SERVICE TOTAL</b>	<b>1,459,414</b>	<b>1,516,599</b>	<b>57,185</b>
	Federal	6,126,530	7,955,649	1,829,119
	State	473,380	473,280	(100)
	Special Grant	200,000	0	(200,000)
	<b>SERVICE TOTAL</b>	<b>6,799,910</b>	<b>8,428,929</b>	<b>1,629,019</b>
<b>AGENCY TOTAL</b>		<b>13,458,967</b>	<b>15,447,697</b>	<b>1,988,730</b>
<b>Mayorality</b>				
111 Economic Recovery	Federal	10,000,000	10,000,000	0
<b>Office of Equity and Civil Rights</b>				
656 Wage Investigation and Enforcement	General	751,460	709,887	(41,573)
846 Discrimination Investigations Resolutions and Concilations	General	1,344,743	1,244,305	(100,438)
	Special Revenue	169,508	170,265	757
	<b>SERVICE TOTAL</b>	<b>1,514,251</b>	<b>1,414,570</b>	<b>(99,681)</b>
<b>AGENCY TOTAL</b>		<b>2,265,711</b>	<b>2,124,457</b>	<b>(141,254)</b>
<b>Planning</b>				
761 Development Oversight and Project Support	General	951,978	1,102,377	150,399
	Special Grant	51,000	51,000	0
	<b>SERVICE TOTAL</b>	<b>1,002,978</b>	<b>1,153,377</b>	<b>150,399</b>
<b>AGENCY TOTAL</b>		<b>1,002,978</b>	<b>1,153,377</b>	<b>150,399</b>
<b>Transportation</b>				
682 Parking Management	Parking	21,714,081	22,459,496	745,415
	Enterprise Parking	10,615,967	10,667,660	51,693
	Management			
	<b>SERVICE TOTAL</b>	<b>32,330,048</b>	<b>33,127,156</b>	<b>797,108</b>
685 Special Events	General	1,628,482	1,673,244	44,762
687 Inner Harbor Services	General	1,301,508	1,072,476	(229,032)
Transportation				
693 Parking Enforcement	Parking	16,425,940	13,162,960	(3,262,980)
	Management			
695 Dock Master	Special Revenue	158,017	175,575	17,558
<b>AGENCY TOTAL</b>		<b>51,843,995</b>	<b>49,211,411</b>	<b>(2,632,584)</b>
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>136,374,754</b>	<b>140,601,611</b>	<b>4,226,857</b>
<b>LESS INTERNAL SERVICE</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>136,374,754</b>	<b>140,601,611</b>	<b>4,226,857</b>

Table in dollars.

## Priority Outcome: Responsible Stewardship of City Resources

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	138,978,966	141,463,558	2,484,592
Internal Service	43,953,753	47,220,192	3,266,439
Water Utility	265,580	240,466	(25,114)
Parking Management	0	3,040,497	3,040,497
Federal	2,469,468	2,712,589	243,121
State	6,393,091	7,001,838	608,747
Special Revenue	13,603,126	14,172,824	569,698
Special Grant	272,438	363,778	91,340
<b>Total</b>	<b>205,936,422</b>	<b>216,215,742</b>	<b>10,279,320</b>

Table in dollars.

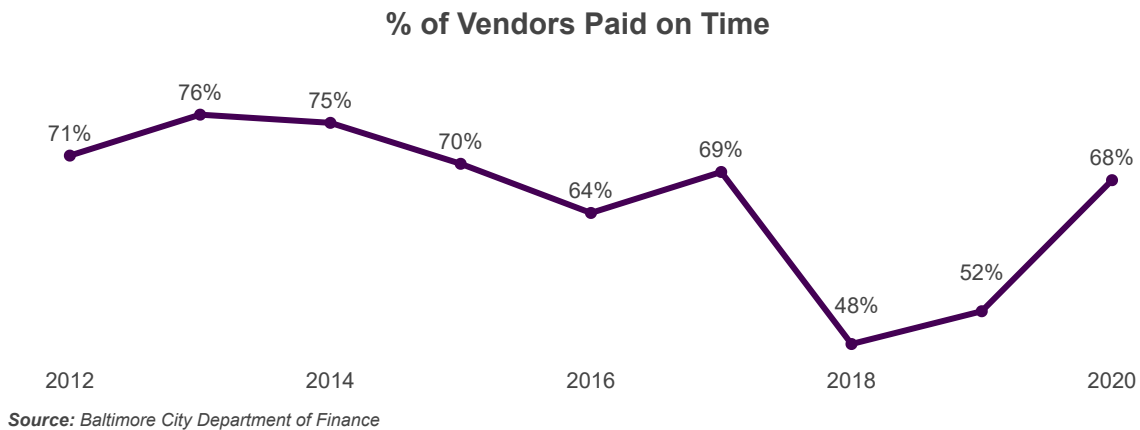
### Key results funded in the Fiscal 2022 Recommended Budget:

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

### Key budget decisions in Responsible Stewardship of City Resources:

- The Mayor's Office will hire a Director of Broadband and Digital Equity, which will be funded with grant support, making Baltimore one of the first cities in the nation to have this position. This role will focus on how to expand high-speed, affordable internet access to over 60,000 Baltimore households that are currently without this critical necessity.
- The Fiscal 2022 budget includes \$100,000 in General Fund support for the translation of vital documents across City agencies, providing residents access to services in languages beyond English.
- The budget for BCIT includes \$14.5 million for Phase 2 of the Enterprise Resource Planning (ERP) system, which includes functions such as financial accounting, budgets, banking and settlement, customer accounts, business assets, projects, procurement, and grant management.
- In an effort to decrease the overwhelming call volume on the 311-call center, BCIT will receive an Innovation Fund loan of \$200,000 to invest in real-time messaging technology for 311 service requests to provide assistance to customers on frequently asked questions.
- A dedicated attorney will be added to the Department of Finance to lead the Corporate Tax and Compliance Unit, which will review and examine self-reported taxes that are susceptible to abuse and underreporting.
- The capital budget plan includes \$15 million of non-recurring one-time funding for the Department of General Services and the Department of Transportation in anticipation of the sale of three City-owned properties, which will generate revenue from City assets.

## Indicator: Prompt Vendor Payment



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

### Positive Factors

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

### Negative Factors

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

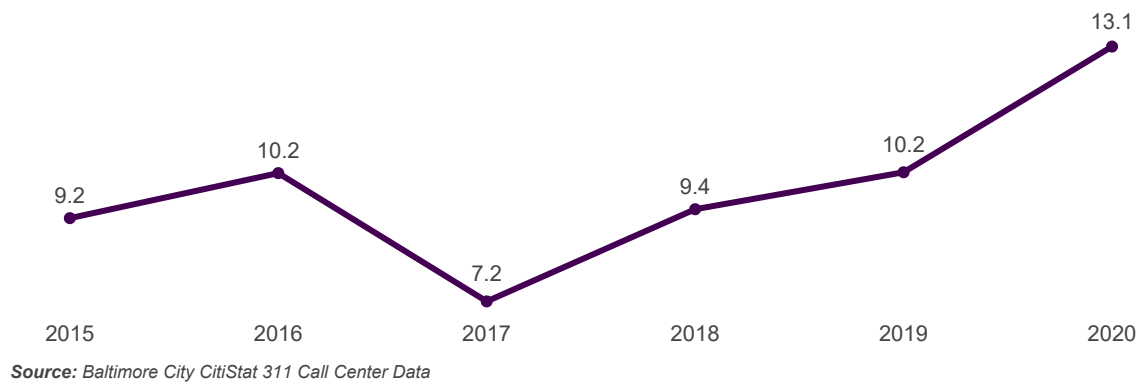
The Fiscal 2022 recommended budget invests in services and programs that will support positive movement on the Prompt Vendor Payment indicator:

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

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

## Indicator: 311 Responsiveness

### Average Time to Close for 311 Service Requests (Days)



This indicator measures how many days it takes various agencies responding to 311 calls for service to complete the request. This figure includes all categories of 311 requests opened and closed within the fiscal year except traffic calming studies, which average 6 months. In Fiscal 2020, the City took an average of 13.1 days to close a 311 request. This measure was created in 2015.

### Positive Factors

- Improved coordination between agencies
- Consolidation of multiple call centers
- COVID disruptions impacting 311 response time including staffing and technical barrier

### Negative Factors

- The need to streamline processes and policies based on the request type

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

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

The consolidation of the Call Center has proven successful, as well as afforded the City many advantages that promote excellent customer service and efficiencies, providing information professionally and in a timely fashion. Data collected from the Call Center also allows the City to measure agency responsiveness and track service delivery. Most importantly, it also allows the agencies to work collaboratively in an effort to promote all of the priority outcomes.

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



## Operating Budget Recommendation for Responsible Stewardship of City Resources

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Board of Elections</b>				
899 Fair Conduct of Elections	General	7,428,423	7,107,928	(320,495)
<b>City Council</b>				
100 City Council	General	8,179,164	8,604,287	425,123
<b>Comptroller</b>				
130 Executive Direction and Control Comptroller	General	1,698,700	1,881,971	183,271
131 Audits	General	5,082,109	4,983,460	(98,649)
132 Real Estate Acquisition and Management	General	1,043,554	1,009,469	(34,085)
133 Municipal Telephone Exchange	Internal Service	10,732,691	10,220,844	(511,847)
136 Municipal Post Office	Internal Service	941,093	4,260,794	3,319,701
	<b>AGENCY TOTAL</b>	<b>19,498,147</b>	<b>22,356,538</b>	<b>2,858,391</b>
<b>Council Services</b>				
103 Council Services	General	794,090	799,608	5,518
<b>Courts: Circuit Court</b>				
110 Circuit Court	General	17,657,644	17,700,963	43,319
	Federal	2,153,572	2,391,323	237,751
	State	5,974,379	6,576,008	601,629
	<b>SERVICE TOTAL</b>	<b>25,785,595</b>	<b>26,668,294</b>	<b>882,699</b>
	<b>AGENCY TOTAL</b>	<b>25,785,595</b>	<b>26,668,294</b>	<b>882,699</b>
<b>Employees' Retirement Systems</b>				
152 Employees' Retirement System Administration	Special Revenue	5,619,931	5,862,954	243,023
154 Fire and Police Retirement System Administration	Special Revenue	5,723,018	5,857,666	134,648
155 Retirement Savings Plan	Special Revenue	872,109	854,130	(17,979)
	<b>AGENCY TOTAL</b>	<b>12,215,058</b>	<b>12,574,750</b>	<b>359,692</b>
<b>Finance</b>				
148 Revenue Collection	General	6,437,091	6,941,836	504,745
	Water Utility	265,580	240,466	(25,114)
	Parking Management	0	3,040,497	3,040,497
	<b>SERVICE TOTAL</b>	<b>6,702,671</b>	<b>10,222,799</b>	<b>3,520,128</b>
150 Treasury and Debt Management	General	1,254,755	1,318,359	63,604
698 Administration Finance	General	1,813,523	2,037,711	224,188
699 Procurement	General	3,300,236	3,309,138	8,902
	Internal Service	0	230,213	230,213

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	<b>SERVICE TOTAL</b>	<b>3,300,236</b>	<b>3,539,351</b>	<b>239,115</b>
700 Surplus Property Disposal	Special Revenue	151,133	161,197	10,064
701 Printing Services	Internal Service	3,672,135	3,756,230	84,095
702 Accounts Payable	General	892,289	914,966	22,677
703 Payroll	General	3,612,749	3,695,091	82,342
704 Accounting	General	2,212,411	2,194,598	(17,813)
707 Risk Management for Employee Injuries	Internal Service	5,436,993	5,533,512	96,519
708 Operating Budget Management	General	1,887,254	2,037,524	150,270
710 Fiscal Integrity and Recovery	General	1,197,953	1,193,592	(4,361)
711 Finance Project Management	General	1,373,154	1,404,034	30,880
	<b>AGENCY TOTAL</b>	<b>33,507,256</b>	<b>38,008,964</b>	<b>4,501,708</b>
<b>Human Resources</b>				
770 Administration Human Resources	General	3,824,968	4,154,003	329,035
771 Benefits Administration	General	2,615,410	1,805,627	(809,783)
	Internal Service	2,369,868	2,353,151	(16,717)
	<b>SERVICE TOTAL</b>	<b>4,985,278</b>	<b>4,158,778</b>	<b>(826,500)</b>
772 Civil Service Management	General	3,455,947	3,625,624	169,677
773 Learning and Development	General	891,666	864,265	(27,401)
	<b>AGENCY TOTAL</b>	<b>13,157,859</b>	<b>12,802,670</b>	<b>(355,189)</b>
<b>Law</b>				
860 Administration Law	General	1,361,662	1,572,415	210,753
861 Controversies	General	4,841,821	5,537,429	695,608
	Internal Service	2,723,652	3,064,396	340,744
	<b>SERVICE TOTAL</b>	<b>7,565,473</b>	<b>8,601,825</b>	<b>1,036,352</b>
862 Transactions	General	1,929,801	2,116,698	186,897
	Internal Service	86,221	0	(86,221)
	<b>SERVICE TOTAL</b>	<b>2,016,022</b>	<b>2,116,698</b>	<b>100,676</b>
872 Workers' Compensation Practice	General	0	72,994	72,994
	Internal Service	4,476,049	4,585,225	109,176
	<b>SERVICE TOTAL</b>	<b>4,476,049</b>	<b>4,658,219</b>	<b>182,170</b>
	<b>AGENCY TOTAL</b>	<b>15,419,206</b>	<b>16,949,157</b>	<b>1,529,951</b>
<b>Legislative Reference</b>				
106 Legislative Reference Services	General	741,867	864,939	123,072
107 Archives and Records Management	General	561,521	576,586	15,065
	<b>AGENCY TOTAL</b>	<b>1,303,388</b>	<b>1,441,525</b>	<b>138,137</b>
<b>M-R: Cable and Communications</b>				
876 Media Production	General	720,363	665,460	(54,903)
	Special Revenue	676,001	676,001	0

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>SERVICE TOTAL</b>		<b>1,396,364</b>	<b>1,341,461</b>	<b>(54,903)</b>
<b>AGENCY TOTAL</b>		<b>1,396,364</b>	<b>1,341,461</b>	<b>(54,903)</b>
<b>M-R: Innovation Fund</b>				
833 Innovation Fund	Special Revenue	0	200,000	200,000
<b>M-R: Office of Information and Technology</b>				
802 Administration	General	2,691,631	2,823,926	132,295
803 Enterprise Innovation and Application Services	General	22,389,776	19,619,565	(2,770,211)
804 311 Call Center	General	5,287,451	5,188,247	(99,204)
805 Enterprise IT Delivery Services	General	8,396,949	10,219,981	1,823,032
	Internal Service	13,515,051	13,215,827	(299,224)
<b>SERVICE TOTAL</b>		<b>21,912,000</b>	<b>23,435,808</b>	<b>1,523,808</b>
<b>AGENCY TOTAL</b>		<b>52,280,858</b>	<b>51,067,546</b>	<b>(1,213,312)</b>
<b>M-R: Office of the Inspector General</b>				
836 Inspector General	General	1,808,349	2,256,166	447,817
<b>M-R: Office of the Labor Commissioner</b>				
128 Labor Contract Negotiations and Administration	General	906,751	957,834	51,083
<b>Mayorality</b>				
125 Executive Direction and Control Mayorality	General	10,687,934	11,407,264	719,330
	Federal	315,896	321,266	5,370
	State	418,712	425,830	7,118
	Special Revenue	560,934	560,876	(58)
	Special Grant	272,438	363,778	91,340
<b>SERVICE TOTAL</b>		<b>12,255,914</b>	<b>13,079,014</b>	<b>823,100</b>
<b>AGENCY TOTAL</b>		<b>12,255,914</b>	<b>13,079,014</b>	<b>823,100</b>
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>205,936,422</b>	<b>216,215,742</b>	<b>10,279,320</b>
<b>LESS INTERNAL SERVICE</b>		<b>43,953,753</b>	<b>47,220,192</b>	<b>3,266,439</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>161,982,669</b>	<b>168,995,550</b>	<b>7,012,881</b>

Table in dollars.

## Priority Outcome: Other

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	207,403,201	197,319,601	(10,083,600)
Conduit Enterprise	10,000	10,000	0
Wastewater Utility	75,000	75,000	0
Water Utility	75,000	75,000	0
Stormwater Utility	20,000	20,000	0
Parking Management	5,000	5,000	0
Federal	85,000	85,000	0
State	15,000	15,000	0
Special Revenue	45,224,132	15,802,260	(29,421,872)
<b>Total</b>	<b>252,912,333</b>	<b>213,406,861</b>	<b>(39,505,472)</b>

Table in dollars.

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

### Key budget decisions in Other:

- The Fiscal 2022 budget includes a \$12.3 million increase in the City portion of active employee medical insurance per a 7.5% increase in premiums to cover claims costs.
- The budget includes \$31.1 million in retiree healthcare savings based on a new Medicare Advantage Part D plan, which includes \$18 million in savings from the City's contribution for City School retirees.
- The City will contribute \$5 million to the Rainy Day fund, an increase of \$1 million over the Fiscal 2021 budget.
- The budget includes a required increase in the City's contribution for the Fire and Police pension program.

## Operating Budget Recommendation for Other

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>M-R: Conditional Purchase Agreements</b>				
129 Conditional Purchase Agreement Payments	General	6,523,070	3,961,522	(2,561,548)
<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	87,103,413	88,921,940	1,818,527
	Special Revenue	45,189,132	15,767,260	(29,421,872)
	<b>SERVICE TOTAL</b>	<b>132,292,545</b>	<b>104,689,200</b>	<b>(27,603,345)</b>
	<b>AGENCY TOTAL</b>	<b>132,292,545</b>	<b>104,689,200</b>	<b>(27,603,345)</b>
<b>M-R: Employees' Retirement Contribution</b>				
355 Employees' Retirement Contribution	General	5,235,987	2,750,000	(2,485,987)
<b>M-R: Miscellaneous General Expenses</b>				
122 Miscellaneous General Expenses	General	28,470,900	26,101,342	(2,369,558)
	Conduit	10,000	10,000	0
	Enterprise Wastewater	75,000	75,000	0
	Utility			
	Water Utility	75,000	75,000	0
	Stormwater Utility	20,000	20,000	0
	Parking	5,000	5,000	0
	Management			
	Federal	85,000	85,000	0
	State	15,000	15,000	0
	Special Revenue	35,000	35,000	0
	<b>SERVICE TOTAL</b>	<b>28,790,900</b>	<b>26,421,342</b>	<b>(2,369,558)</b>
	<b>AGENCY TOTAL</b>	<b>28,790,900</b>	<b>26,421,342</b>	<b>(2,369,558)</b>
<b>M-R: Retirees' Benefits</b>				
351 Retirees' Benefits	General	46,466,870	33,204,808	(13,262,062)
<b>M-R: Self-Insurance Fund</b>				
126 Contribution to Self Insurance Fund	General	19,224,075	23,894,180	4,670,105
<b>M-R: TIF Debt Service</b>				
124 TIF Debt Service	General	13,378,886	17,485,809	4,106,923
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>252,912,333</b>	<b>213,406,861</b>	<b>(39,505,472)</b>
<b>LESS INTERNAL SERVICE</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>252,912,333</b>	<b>213,406,861</b>	<b>(39,505,472)</b>

Table in dollars.

## Operating Budget Recommendation by Agency, Service, and Fund

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Board of Elections</b>				
899 Fair Conduct of Elections	General	7,428,423	7,107,928	(320,495)
<b>City Council</b>				
100 City Council	General	8,179,164	8,604,287	425,123
<b>Comptroller</b>				
130 Executive Direction and Control Comptroller	General	1,698,700	1,881,971	183,271
131 Audits	General	5,082,109	4,983,460	(98,649)
132 Real Estate Acquisition and Management	General	1,043,554	1,009,469	(34,085)
133 Municipal Telephone Exchange	Internal Service	10,732,691	10,220,844	(511,847)
136 Municipal Post Office	Internal Service	941,093	4,260,794	3,319,701
	<b>AGENCY TOTAL</b>	<b>19,498,147</b>	<b>22,356,538</b>	<b>2,858,391</b>
<b>Council Services</b>				
103 Council Services	General	794,090	799,608	5,518
<b>Courts: Circuit Court</b>				
110 Circuit Court	General	17,657,644	17,700,963	43,319
	Federal	2,153,572	2,391,323	237,751
	State	5,974,379	6,576,008	601,629
	<b>SERVICE TOTAL</b>	<b>25,785,595</b>	<b>26,668,294</b>	<b>882,699</b>
	<b>AGENCY TOTAL</b>	<b>25,785,595</b>	<b>26,668,294</b>	<b>882,699</b>
<b>Courts: Orphans' Court</b>				
817 Orphans' Court	General	617,892	689,283	71,391
<b>Employees' Retirement Systems</b>				
152 Employees' Retirement System Administration	Special Revenue	5,619,931	5,862,954	243,023
154 Fire and Police Retirement System Administration	Special Revenue	5,723,018	5,857,666	134,648
155 Retirement Savings Plan	Special Revenue	872,109	854,130	(17,979)
	<b>AGENCY TOTAL</b>	<b>12,215,058</b>	<b>12,574,750</b>	<b>359,692</b>
<b>Enoch Pratt Free Library</b>				
788 Information Services	General	26,185,090	28,575,101	2,390,011
	State	14,270,492	14,185,844	(84,648)
	Special Revenue	996,122	1,047,746	51,624
	<b>SERVICE TOTAL</b>	<b>41,451,704</b>	<b>43,808,691</b>	<b>2,356,987</b>
	<b>AGENCY TOTAL</b>	<b>41,451,704</b>	<b>43,808,691</b>	<b>2,356,987</b>
<b>Finance</b>				
148 Revenue Collection	General	6,437,091	6,941,836	504,745
	Water Utility	265,580	240,466	(25,114)
	Parking Management	0	3,040,497	3,040,497

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	<b>SERVICE TOTAL</b>	<b>6,702,671</b>	<b>10,222,799</b>	<b>3,520,128</b>
150 Treasury and Debt Management	General	1,254,755	1,318,359	63,604
698 Administration Finance	General	1,813,523	2,037,711	224,188
699 Procurement	General	3,300,236	3,309,138	8,902
	Internal Service	0	230,213	230,213
	<b>SERVICE TOTAL</b>	<b>3,300,236</b>	<b>3,539,351</b>	<b>239,115</b>
700 Surplus Property Disposal	Special Revenue	151,133	161,197	10,064
701 Printing Services	Internal Service	3,672,135	3,756,230	84,095
702 Accounts Payable	General	892,289	914,966	22,677
703 Payroll	General	3,612,749	3,695,091	82,342
704 Accounting	General	2,212,411	2,194,598	(17,813)
707 Risk Management for Employee Injuries	Internal Service	5,436,993	5,533,512	96,519
708 Operating Budget Management	General	1,887,254	2,037,524	150,270
710 Fiscal Integrity and Recovery	General	1,197,953	1,193,592	(4,361)
711 Finance Project Management	General	1,373,154	1,404,034	30,880
	<b>AGENCY TOTAL</b>	<b>33,507,256</b>	<b>38,008,964</b>	<b>4,501,708</b>

**Fire**

600 Administration Fire	General	9,550,556	9,821,465	270,909
	Federal	1,600,000	1,600,000	0
	State	350,000	350,000	0
	<b>SERVICE TOTAL</b>	<b>11,500,556</b>	<b>11,771,465</b>	<b>270,909</b>
602 Fire Suppression and Emergency Rescue	General	162,475,629	171,854,757	9,379,128
	Federal	2,424,656	769,885	(1,654,771)
	State	1,420,339	1,420,686	347
	<b>SERVICE TOTAL</b>	<b>166,320,624</b>	<b>174,045,328</b>	<b>7,724,704</b>
608 Emergency Management	General	870,805	843,636	(27,169)
	Federal	1,795,858	5,694,740	3,898,882
	State	67,000	267,000	200,000
	<b>SERVICE TOTAL</b>	<b>2,733,663</b>	<b>6,805,376</b>	<b>4,071,713</b>
609 Emergency Medical Services	General	32,341,664	33,723,300	1,381,636
	State	1,343,438	1,344,177	739
	Special Revenue	20,035,571	20,225,943	190,372
	<b>SERVICE TOTAL</b>	<b>53,720,673</b>	<b>55,293,420</b>	<b>1,572,747</b>
610 Fire and Emergency Community Outreach	General	392,034	423,836	31,802
611 Fire Code Enforcement	General	5,268,877	5,449,060	180,183
	Federal	171,867	171,867	0
	State	185,448	188,601	3,153
	<b>SERVICE TOTAL</b>	<b>5,626,192</b>	<b>5,809,528</b>	<b>183,336</b>
612 Fire Investigation	General	749,195	802,210	53,015
613 Fire Facilities Maintenance and Replacement	General	19,275,231	19,477,135	201,904
	Federal	3,628,628	3,690,315	61,687
	State	1,348,885	1,371,816	22,931
	<b>SERVICE TOTAL</b>	<b>24,252,744</b>	<b>24,539,266</b>	<b>286,522</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
614 Fire Communications and Dispatch	General	8,901,044	9,663,155	762,111
	State	3,000	3,051	51
	Special Revenue	9,226,149	10,660,241	1,434,092
	<b>SERVICE TOTAL</b>	<b>18,130,193</b>	<b>20,326,447</b>	<b>2,196,254</b>
615 Fire Training and Education	General	4,755,552	4,544,245	(211,307)
	<b>AGENCY TOTAL</b>	<b>288,181,426</b>	<b>304,361,121</b>	<b>16,179,695</b>
<b>General Services</b>				
189 Fleet Management 726 Administration General Services	Internal Service	65,812,561	67,089,233	1,276,672
	General	44,126	749,124	704,998
	Internal Service	0	62,436	62,436
	<b>SERVICE TOTAL</b>	<b>44,126</b>	<b>811,560</b>	<b>767,434</b>
730 Public and Private Energy Performance	General	533,926	696,498	162,572
	State	300,000	1,225,000	925,000
	Special Revenue	511,500	1,100,000	588,500
	<b>SERVICE TOTAL</b>	<b>1,345,426</b>	<b>3,021,498</b>	<b>1,676,072</b>
731 Facilities Management	General	7,652,699	10,712,345	3,059,646
	Internal Service	28,452,948	28,985,555	532,607
	Federal	1,023,000	0	(1,023,000)
	State	1,000,000	250,000	(750,000)
	Special Revenue	99,700	0	(99,700)
	<b>SERVICE TOTAL</b>	<b>38,228,347</b>	<b>39,947,900</b>	<b>1,719,553</b>
734 Capital Projects Division Design and Construction	General	968,458	902,718	(65,740)
	<b>AGENCY TOTAL</b>	<b>106,398,918</b>	<b>111,772,909</b>	<b>5,373,991</b>
<b>Health</b>				
303 Clinical Services	General	4,735,681	4,691,522	(44,159)
	Federal	1,792,441	1,957,582	165,141
	State	963,170	986,231	23,061
	Special Revenue	102,698	104,604	1,906
	<b>SERVICE TOTAL</b>	<b>7,593,990</b>	<b>7,739,939</b>	<b>145,949</b>
305 Healthy Homes	General	1,032,840	1,317,139	284,299
	Federal	1,021,902	929,232	(92,670)
	State	834,523	712,754	(121,769)
	Special Revenue	316,324	321,671	5,347
	<b>SERVICE TOTAL</b>	<b>3,205,589</b>	<b>3,280,796</b>	<b>75,207</b>
307 Substance Use Disorder and Mental Health	General	1,533,047	1,563,459	30,412
	Federal	1,347,824	1,361,843	14,019
	State	1,804,827	1,807,863	3,036
	<b>SERVICE TOTAL</b>	<b>4,685,698</b>	<b>4,733,165</b>	<b>47,467</b>
308 Maternal and Child Health	General	1,995,168	2,012,086	16,918
	Federal	20,151,259	20,719,883	568,624
	State	1,869,220	1,961,276	92,056
	Special Revenue	894,644	922,023	27,379
	Special Grant	1,186,302	1,247,330	61,028



(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	<b>SERVICE TOTAL</b>	<b>26,096,593</b>	<b>26,862,598</b>	<b>766,005</b>
310 School Health Services	General	15,711,762	15,726,878	15,116
	Federal	157,705	307,972	150,267
	State	507,856	506,061	(1,795)
	Special Revenue	5,024,751	5,124,445	99,694
	Special Grant	25,000	25,000	0
	<b>SERVICE TOTAL</b>	<b>21,427,074</b>	<b>21,690,356</b>	<b>263,282</b>
311 Health Services for Seniors	Special Revenue	5,244,140	5,370,245	126,105
315 Emergency Services Health	General	920,394	36,479,566	35,559,172
	Federal	668,764	704,825	36,061
	State	8,470,708	8,642,834	172,126
	Special Grant	498,886	524,138	25,252
	<b>SERVICE TOTAL</b>	<b>10,558,752</b>	<b>46,351,363</b>	<b>35,792,611</b>
316 Youth and Trauma Services	General	687,692	768,098	80,406
	Federal	1,039,989	453,574	(586,415)
	State	739,756	389,700	(350,056)
	Special Grant	0	41,028	41,028
	<b>SERVICE TOTAL</b>	<b>2,467,437</b>	<b>1,652,400</b>	<b>(815,037)</b>
715 Administration Health	General	4,582,757	4,838,090	255,333
	Federal	5,620,731	5,673,830	53,099
	State	2,315,986	2,324,159	8,173
	Special Revenue	1,700,000	1,700,000	0
	Special Grant	200,000	200,000	0
	<b>SERVICE TOTAL</b>	<b>14,419,474</b>	<b>14,736,079</b>	<b>316,605</b>
716 Animal Services	General	3,374,999	3,413,195	38,196
717 Environmental Inspection Services	General	3,065,526	3,145,360	79,834
	Special Revenue	33,537	34,107	570
	<b>SERVICE TOTAL</b>	<b>3,099,063</b>	<b>3,179,467</b>	<b>80,404</b>
718 Chronic Disease Prevention	General	241,466	252,361	10,895
	Federal	45,471	45,882	411
	State	536,772	461,431	(75,341)
	Special Revenue	31,302	27,600	(3,702)
	<b>SERVICE TOTAL</b>	<b>855,011</b>	<b>787,274</b>	<b>(67,737)</b>
720 HIV Treatment Services for the Uninsured	General	1,289,372	1,356,636	67,264
	Federal	28,676,268	30,198,625	1,522,357
	State	23,256,972	23,884,077	627,105
	<b>SERVICE TOTAL</b>	<b>53,222,612</b>	<b>55,439,338</b>	<b>2,216,726</b>
721 Senior Centers	General	1,490,638	1,289,143	(201,495)
	Federal	1,861,384	1,625,119	(236,265)
	State	349,049	350,535	1,486
	Special Revenue	99,391	101,081	1,690
	Special Grant	16,432	16,432	0
	<b>SERVICE TOTAL</b>	<b>3,816,894</b>	<b>3,382,310</b>	<b>(434,584)</b>
722 Administration CARE	General	589,957	442,038	(147,919)
	Federal	242,857	258,123	15,266
	<b>SERVICE TOTAL</b>	<b>832,814</b>	<b>700,161</b>	<b>(132,653)</b>
723 Advocacy for Seniors	General	93,605	93,985	380
	Federal	108,693	114,011	5,318

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
724 Direct Care and Support Planning	State	350,212	348,827	(1,385)
	Special Revenue	388,489	405,467	16,978
	<b>SERVICE TOTAL</b>	<b>940,999</b>	<b>962,290</b>	<b>21,291</b>
	State	2,647,756	2,746,478	98,722
	Special Revenue	37,738	37,861	123
725 Community Services for Seniors	<b>SERVICE TOTAL</b>	<b>2,685,494</b>	<b>2,784,339</b>	<b>98,845</b>
	General	198,519	201,158	2,639
	Federal	3,711,222	3,839,408	128,186
	State	998,947	1,015,929	16,982
	<b>SERVICE TOTAL</b>	<b>4,908,688</b>	<b>5,056,495</b>	<b>147,807</b>
<b>AGENCY TOTAL</b>		<b>169,435,321</b>	<b>208,121,810</b>	<b>38,686,489</b>
<b>Housing and Community Development</b>				
593 Community Support Projects	General	2,206,289	2,208,166	1,877
	Federal	25,083,253	42,078,058	16,994,805
	State	313,119	0	(313,119)
	<b>SERVICE TOTAL</b>	<b>27,602,661</b>	<b>44,286,224</b>	<b>16,683,563</b>
	General	125,081	133,913	8,832
604 Before and After Care 737 Administration HCD	General	5,306,686	5,398,029	91,343
	Federal	1,238,222	1,033,002	(205,220)
	Special Revenue	200,000	200,000	0
	<b>SERVICE TOTAL</b>	<b>6,744,908</b>	<b>6,631,031</b>	<b>(113,877)</b>
	General	799,439	1,159,418	359,979
738 Weatherization Services	State	4,918,661	7,200,054	2,281,393
	Special Grant	61,380	0	(61,380)
	<b>SERVICE TOTAL</b>	<b>5,779,480</b>	<b>8,359,472</b>	<b>2,579,992</b>
	General	46,992	31,609	(15,383)
	Federal	402,456	343,464	(58,992)
740 Dawson Center	<b>SERVICE TOTAL</b>	<b>449,448</b>	<b>375,073</b>	<b>(74,375)</b>
	General	459,038	489,639	30,601
	Federal	185,368	199,194	13,826
	<b>SERVICE TOTAL</b>	<b>644,406</b>	<b>688,833</b>	<b>44,427</b>
	General	11,676,930	12,522,524	845,594
742 Promote Homeownership	Federal	363,986	360,000	(3,986)
	Special Revenue	50,997	51,864	867
	<b>SERVICE TOTAL</b>	<b>12,091,913</b>	<b>12,934,388</b>	<b>842,475</b>
	General	621,062	603,983	(17,079)
	Federal	717,564	989,266	271,702
747 Register and License Properties and Contractors 748 Affordable Housing	Special Revenue	13,490,473	7,100,039	(6,390,434)
	<b>SERVICE TOTAL</b>	<b>14,208,037</b>	<b>8,089,305</b>	<b>(6,118,732)</b>
	General	3,586,699	4,155,842	569,143
	Federal	6,121,682	6,222,576	100,894
	State	559,317	569,629	10,312
749 Property Acquisition Disposition and Asset Management 750 Housing Rehabilitation Services	<b>SERVICE TOTAL</b>	<b>6,680,999</b>	<b>6,792,205</b>	<b>111,206</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
751 Building and Zoning Inspections and Permits	General	6,546,353	6,902,215	355,862
752 Community Outreach Services	General	1,466,905	1,432,420	(34,485)
754 Summer Food Service Program	State	3,651,901	3,712,088	60,187
809 Retention Expansion and Attraction of Businesses	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	<b>SERVICE TOTAL</b>	<b>2,508,499</b>	<b>2,548,325</b>	<b>39,826</b>
810 Real Estate Development	General	2,342,730	2,382,556	39,826
	Special Revenue	165,769	165,769	0
	<b>SERVICE TOTAL</b>	<b>2,508,499</b>	<b>2,548,325</b>	<b>39,826</b>
811 Inner Harbor Coordination	General	443,441	450,979	7,538
813 Technology Development	General	833,934	866,160	32,226
Emerging Technology Center				
815 Live Baltimore	General	596,522	606,663	10,141
	<b>AGENCY TOTAL</b>	<b>97,090,748</b>	<b>112,117,444</b>	<b>15,026,696</b>
<b>Human Resources</b>				
770 Administration Human Resources	General	3,824,968	4,154,003	329,035
771 Benefits Administration	General	2,615,410	1,805,627	(809,783)
	Internal Service	2,369,868	2,353,151	(16,717)
	<b>SERVICE TOTAL</b>	<b>4,985,278</b>	<b>4,158,778</b>	<b>(826,500)</b>
772 Civil Service Management	General	3,455,947	3,625,624	169,677
773 Learning and Development	General	891,666	864,265	(27,401)
	<b>AGENCY TOTAL</b>	<b>13,157,859</b>	<b>12,802,670</b>	<b>(355,189)</b>
<b>Law</b>				
860 Administration Law	General	1,361,662	1,572,415	210,753
861 Controversies	General	4,841,821	5,537,429	695,608
	Internal Service	2,723,652	3,064,396	340,744
	<b>SERVICE TOTAL</b>	<b>7,565,473</b>	<b>8,601,825</b>	<b>1,036,352</b>
862 Transactions	General	1,929,801	2,116,698	186,897
	Internal Service	86,221	0	(86,221)
	<b>SERVICE TOTAL</b>	<b>2,016,022</b>	<b>2,116,698</b>	<b>100,676</b>
869 Minority and Women's Business Opportunity Office	General	511,170	722,728	211,558
871 Police Legal Affairs	General	2,243,178	2,150,559	(92,619)
872 Workers' Compensation Practice	General	0	72,994	72,994
	Internal Service	4,476,049	4,585,225	109,176
	<b>SERVICE TOTAL</b>	<b>4,476,049</b>	<b>4,658,219</b>	<b>182,170</b>
	<b>AGENCY TOTAL</b>	<b>18,173,554</b>	<b>19,822,444</b>	<b>1,648,890</b>
<b>Legislative Reference</b>				
106 Legislative Reference Services	General	741,867	864,939	123,072
107 Archives and Records Management	General	561,521	576,586	15,065
	<b>AGENCY TOTAL</b>	<b>1,303,388</b>	<b>1,441,525</b>	<b>138,137</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>Liquor License Board</b>				
850 Liquor Licensing	General	1,112,928	1,160,971	48,043
851 Liquor License Compliance	General	1,187,954	1,367,873	179,919
	<b>AGENCY TOTAL</b>	<b>2,300,882</b>	<b>2,528,844</b>	<b>227,962</b>
<b>M-R: Art and Culture</b>				
493 Art and Culture Grants	General	6,497,627	7,061,336	563,709
824 Events Art Culture and Film	General	2,431,323	2,472,656	41,333
	Special Revenue	50,000	50,000	0
	<b>SERVICE TOTAL</b>	<b>2,481,323</b>	<b>2,522,656</b>	<b>41,333</b>
828 Bromo Seltzer Arts Tower	General	100,693	102,405	1,712
	<b>AGENCY TOTAL</b>	<b>9,079,643</b>	<b>9,686,397</b>	<b>606,754</b>
<b>M-R: Baltimore City Public Schools</b>				
352 Baltimore City Public Schools	General	287,346,700	275,306,538	(12,040,162)
<b>M-R: Cable and Communications</b>				
876 Media Production	General	720,363	665,460	(54,903)
	Special Revenue	676,001	676,001	0
	<b>SERVICE TOTAL</b>	<b>1,396,364</b>	<b>1,341,461</b>	<b>(54,903)</b>
	<b>AGENCY TOTAL</b>	<b>1,396,364</b>	<b>1,341,461</b>	<b>(54,903)</b>
<b>M-R: Civic Promotion</b>				
590 Civic Promotion Grants	General	1,175,643	1,195,629	19,986
820 Convention Sales and Tourism Marketing	General	7,794,837	9,453,409	1,658,572
	<b>AGENCY TOTAL</b>	<b>8,970,480</b>	<b>10,649,038</b>	<b>1,678,558</b>
<b>M-R: Conditional Purchase Agreements</b>				
129 Conditional Purchase Agreement Payments	General	6,523,070	3,961,522	(2,561,548)
<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	12,456,302	12,120,648	(335,654)
<b>M-R: Convention Complex</b>				
540 Royal Farms Arena Operations	General	606,237	584,363	(21,874)
855 Convention Center	General	12,362,139	10,616,912	(1,745,227)
	State	6,409,831	10,709,823	4,299,992
	<b>SERVICE TOTAL</b>	<b>18,771,970</b>	<b>21,326,735</b>	<b>2,554,765</b>
	<b>AGENCY TOTAL</b>	<b>19,378,207</b>	<b>21,911,098</b>	<b>2,532,891</b>
<b>M-R: Debt Service</b>				
123 General Debt Service	General	87,103,413	88,921,940	1,818,527
	Special Revenue	45,189,132	15,767,260	(29,421,872)
	<b>SERVICE TOTAL</b>	<b>132,292,545</b>	<b>104,689,200</b>	<b>(27,603,345)</b>
	<b>AGENCY TOTAL</b>	<b>132,292,545</b>	<b>104,689,200</b>	<b>(27,603,345)</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
<b>M-R: Educational Grants</b>				
446 Educational Grants	General	11,340,311	11,325,031	(15,280)
	Federal	300,000	300,000	0
	Special Revenue	16,926,000	13,327,000	(3,599,000)
	<b>SERVICE TOTAL</b>	<b>28,566,311</b>	<b>24,952,031</b>	<b>(3,614,280)</b>
	<b>AGENCY TOTAL</b>	<b>28,566,311</b>	<b>24,952,031</b>	<b>(3,614,280)</b>
<b>M-R: Employees' Retirement Contribution</b>				
355 Employees' Retirement Contribution	General	5,235,987	2,750,000	(2,485,987)
<b>M-R: Environmental Control Board</b>				
117 Adjudication of Environmental Citations	General	1,497,623	1,557,409	59,786
	State	255,750	255,750	0
	<b>SERVICE TOTAL</b>	<b>1,753,373</b>	<b>1,813,159</b>	<b>59,786</b>
	<b>AGENCY TOTAL</b>	<b>1,753,373</b>	<b>1,813,159</b>	<b>59,786</b>
<b>M-R: Health and Welfare Grants</b>				
385 Health and Welfare Grants	General	1,336,592	1,359,314	22,722
<b>M-R: Innovation Fund</b>				
833 Innovation Fund	Special Revenue	0	200,000	200,000
<b>M-R: Miscellaneous General Expenses</b>				
122 Miscellaneous General Expenses	General	28,470,900	26,101,342	(2,369,558)
	Conduit	10,000	10,000	0
	Enterprise Wastewater	75,000	75,000	0
	Utility			
	Water Utility	75,000	75,000	0
	Stormwater Utility	20,000	20,000	0
	Parking	5,000	5,000	0
	Management			
	Federal	85,000	85,000	0
	State	15,000	15,000	0
	Special Revenue	35,000	35,000	0
	<b>SERVICE TOTAL</b>	<b>28,790,900</b>	<b>26,421,342</b>	<b>(2,369,558)</b>
	<b>AGENCY TOTAL</b>	<b>28,790,900</b>	<b>26,421,342</b>	<b>(2,369,558)</b>
<b>M-R: Office of Children and Family Success</b>				
109 Administration Children and Family Success	General	2,810,544	3,030,048	219,504
	Special Revenue	280,775	76,046	(204,729)
	<b>SERVICE TOTAL</b>	<b>3,091,319</b>	<b>3,106,094</b>	<b>14,775</b>
605 Head Start	General	587,384	606,019	18,635
	Federal	7,790,297	8,020,696	230,399
	State	138,754	141,113	2,359
	Special Revenue	152,990	155,591	2,601

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	<b>SERVICE TOTAL</b>	<b>8,669,425</b>	<b>8,923,419</b>	<b>253,994</b>
741 Community Action Partnership	General	709,080	763,753	54,673
	Water Utility	459,999	325,792	(134,207)
	Federal	1,052,599	1,121,231	68,632
	State	7,562,517	7,976,119	413,602
	<b>SERVICE TOTAL</b>	<b>9,784,195</b>	<b>10,186,895</b>	<b>402,700</b>
	<b>AGENCY TOTAL</b>	<b>21,544,939</b>	<b>22,216,408</b>	<b>671,469</b>

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

791 BCPS Alternative Options	State	198,941	215,182	16,241
Academy for Youth				
792 Workforce Public Assistance	Federal	2,877,547	3,060,201	182,654
	State	100,000	100,000	0
	<b>SERVICE TOTAL</b>	<b>2,977,547</b>	<b>3,160,201</b>	<b>182,654</b>
793 Employment Enhancement	General	1,510,914	1,584,100	73,186
Services for Baltimore City				
Residents	Special Revenue	711,182	757,868	46,686
	<b>SERVICE TOTAL</b>	<b>2,222,096</b>	<b>2,341,968</b>	<b>119,872</b>
794 Administration MOED	General	1,021,781	1,016,327	(5,454)
	Federal	0	40,272	40,272
	Special Revenue	437,633	460,000	22,367
	<b>SERVICE TOTAL</b>	<b>1,459,414</b>	<b>1,516,599</b>	<b>57,185</b>
795 Workforce Services for	Federal	6,126,530	7,955,649	1,829,119
Baltimore Residents				
	State	473,380	473,280	(100)
	Special Grant	200,000	0	(200,000)
	<b>SERVICE TOTAL</b>	<b>6,799,910</b>	<b>8,428,929</b>	<b>1,629,019</b>
796 Workforce Services for Ex	General	189,287	200,431	11,144
Offenders				
	Federal	557,000	557,000	0
	State	983,794	951,125	(32,669)
	<b>SERVICE TOTAL</b>	<b>1,730,081</b>	<b>1,708,556</b>	<b>(21,525)</b>
797 Workforce Services for Out of	General	3,089,492	3,197,339	107,847
School Youth Youth Opportunity				
	Federal	1,124,412	984,224	(140,188)
	State	100,000	100,000	0
	Special Revenue	132,781	0	(132,781)
	Special Grant	165,000	165,000	0
	<b>SERVICE TOTAL</b>	<b>4,611,685</b>	<b>4,446,563</b>	<b>(165,122)</b>
798 Youth Works Summer Job	General	2,359,955	2,566,030	206,075
Program				
	Federal	2,000,000	2,006,904	6,904
	State	3,653,409	3,374,534	(278,875)
	Special Revenue	1,747,469	1,109,054	(638,415)
	Special Grant	1,200,000	0	(1,200,000)
	<b>SERVICE TOTAL</b>	<b>10,960,833</b>	<b>9,056,522</b>	<b>(1,904,311)</b>



(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
800 Workforce Services for WIOA Funded Youth	Federal	3,260,315	4,149,131	888,816
<b>AGENCY TOTAL</b>		<b>34,220,822</b>	<b>35,023,651</b>	<b>802,829</b>
<b>M-R: Office of Homeless Services</b>				
356 Administration Homeless Services	General	1,577,506	1,617,797	40,291
	Federal	4,240,570	4,713,859	473,289
	State	217,948	287,368	69,420
	Special Revenue	728,065	738,421	10,356
	<b>SERVICE TOTAL</b>	<b>6,764,089</b>	<b>7,357,445</b>	<b>593,356</b>
893 Homeless Prevention and Support Services for the Homeless	Federal	237,844	260,949	23,105
	State	258,717	263,115	4,398
	<b>SERVICE TOTAL</b>	<b>496,561</b>	<b>524,064</b>	<b>27,503</b>
894 Outreach to the Homeless	General	1,016,250	1,025,871	9,621
	Federal	928,367	944,150	15,783
	State	39,523	40,195	672
	<b>SERVICE TOTAL</b>	<b>1,984,140</b>	<b>2,010,216</b>	<b>26,076</b>
895 Temporary Housing for the Homeless	General	9,476,717	9,636,845	160,128
	Federal	9,448,356	9,455,978	7,622
	State	1,965,534	1,996,143	30,609
	<b>SERVICE TOTAL</b>	<b>20,890,607</b>	<b>21,088,966</b>	<b>198,359</b>
896 Permanent Housing for the Homeless	General	252,181	256,468	4,287
	Federal	29,935,410	30,468,459	533,049
	State	2,801,536	2,849,163	47,627
	<b>SERVICE TOTAL</b>	<b>32,989,127</b>	<b>33,574,090</b>	<b>584,963</b>
<b>AGENCY TOTAL</b>		<b>63,124,524</b>	<b>64,554,781</b>	<b>1,430,257</b>
<b>M-R: Office of Information and Technology</b>				
802 Administration	General	2,691,631	2,823,926	132,295
803 Enterprise Innovation and Application Services	General	22,389,776	19,619,565	(2,770,211)
804 311 Call Center	General	5,287,451	5,188,247	(99,204)
805 Enterprise IT Delivery Services	General	8,396,949	10,219,981	1,823,032
	Internal Service	13,515,051	13,215,827	(299,224)
	<b>SERVICE TOTAL</b>	<b>21,912,000</b>	<b>23,435,808</b>	<b>1,523,808</b>
<b>AGENCY TOTAL</b>		<b>52,280,858</b>	<b>51,067,546</b>	<b>(1,213,312)</b>
<b>M-R: Office of Neighborhood Safety and Engagement</b>				
617 Criminal Justice Coordination	General	744,496	738,816	(5,680)
	Federal	1,130,078	1,499,245	369,167
	State	1,023,000	1,500,000	477,000
	<b>SERVICE TOTAL</b>	<b>2,897,574</b>	<b>3,738,061</b>	<b>840,487</b>
618 Neighborhood Safety and Engagement	General	3,643,620	3,917,245	273,625
	Federal	1,646,370	3,451,129	1,804,759
	State	5,046,951	7,910,000	2,863,049

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	Special Revenue	1,138,584	1,140,242	1,658
	Special Grant	0	679,032	679,032
	<b>SERVICE TOTAL</b>	<b>11,475,525</b>	<b>17,097,648</b>	<b>5,622,123</b>
757 CitiWatch	General	2,706,297	2,941,312	235,015
	Special Revenue	179,460	156,813	(22,647)
	<b>SERVICE TOTAL</b>	<b>2,885,757</b>	<b>3,098,125</b>	<b>212,368</b>
758 Coordination of Public Safety Strategy Administration	General	1,130,143	1,115,415	(14,728)
	State	45,000	45,000	0
	Special Revenue	300,000	300,000	0
	<b>SERVICE TOTAL</b>	<b>1,475,143</b>	<b>1,460,415</b>	<b>(14,728)</b>
	<b>AGENCY TOTAL</b>	<b>18,733,999</b>	<b>25,394,249</b>	<b>6,660,250</b>
<b>M-R: Office of the Inspector General</b>				
836 Inspector General	General	1,808,349	2,256,166	447,817
<b>M-R: Office of the Labor Commissioner</b>				
128 Labor Contract Negotiations and Administration	General	906,751	957,834	51,083
<b>M-R: Retirees' Benefits</b>				
351 Retirees' Benefits	General	46,466,870	33,204,808	(13,262,062)
<b>M-R: Self-Insurance Fund</b>				
126 Contribution to Self Insurance Fund	General	19,224,075	23,894,180	4,670,105
<b>M-R: TIF Debt Service</b>				
124 TIF Debt Service	General	13,378,886	17,485,809	4,106,923
<b>Mayorality</b>				
111 Economic Recovery	Federal	10,000,000	10,000,000	0
125 Executive Direction and Control Mayorality	General	10,687,934	11,407,264	719,330
	Federal	315,896	321,266	5,370
	State	418,712	425,830	7,118
	Special Revenue	560,934	560,876	(58)
	Special Grant	272,438	363,778	91,340
	<b>SERVICE TOTAL</b>	<b>12,255,914</b>	<b>13,079,014</b>	<b>823,100</b>
	<b>AGENCY TOTAL</b>	<b>22,255,914</b>	<b>23,079,014</b>	<b>823,100</b>
<b>Municipal and Zoning Appeals</b>				
185 Board of Municipal and Zoning Appeals	General	577,288	486,324	(90,964)
<b>Office of Equity and Civil Rights</b>				
656 Wage Investigation and Enforcement	General	751,460	709,887	(41,573)
846 Discrimination Investigations Resolutions and Concilations	General	1,344,743	1,244,305	(100,438)
	Special Revenue	169,508	170,265	757



(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	<b>SERVICE TOTAL</b>	<b>1,514,251</b>	<b>1,414,570</b>	<b>(99,681)</b>
848 Police Community Relations	General	691,685	729,172	37,487
	<b>AGENCY TOTAL</b>	<b>2,957,396</b>	<b>2,853,629</b>	<b>(103,767)</b>
<b>Planning</b>				
761 Development Oversight and Project Support	General	951,978	1,102,377	150,399
	Special Grant	51,000	51,000	0
	<b>SERVICE TOTAL</b>	<b>1,002,978</b>	<b>1,153,377</b>	<b>150,399</b>
762 Historic Preservation	General	713,462	641,280	(72,182)
	Federal	100,000	100,000	0
	State	100,000	100,000	0
	Special Revenue	50,000	0	(50,000)
	Special Grant	0	50,000	50,000
	<b>SERVICE TOTAL</b>	<b>963,462</b>	<b>891,280</b>	<b>(72,182)</b>
763 Comprehensive Planning and Resource Management	General	2,165,567	2,306,129	140,562
	Federal	150,000	150,000	0
	State	225,000	225,000	0
	Special Revenue	705,000	544,295	(160,705)
	Special Grant	0	75,000	75,000
	<b>SERVICE TOTAL</b>	<b>3,245,567</b>	<b>3,300,424</b>	<b>54,857</b>
765 Planning for a Sustainable Baltimore	General	1,317,800	1,450,949	133,149
	Federal	518,105	250,000	(268,105)
	State	542,748	510,200	(32,548)
	Special Revenue	75,000	481,421	406,421
	Special Grant	926,142	663,000	(263,142)
	<b>SERVICE TOTAL</b>	<b>3,379,795</b>	<b>3,355,570</b>	<b>(24,225)</b>
768 Administration Planning	General	1,512,590	1,421,940	(90,650)
	<b>AGENCY TOTAL</b>	<b>10,104,392</b>	<b>10,122,591</b>	<b>18,199</b>
<b>Police</b>				
621 Administrative Bureau	General	90,702,081	91,884,126	1,182,045
	Federal	264,137	285,393	21,256
	State	495,750	852,250	356,500
	Special Revenue	5,807,032	5,905,679	98,647
	<b>SERVICE TOTAL</b>	<b>97,269,000</b>	<b>98,927,448</b>	<b>1,658,448</b>
622 Police Patrol	General	222,983,670	235,646,498	12,662,828
	Federal	2,500,000	2,500,000	0
	State	4,281,488	4,416,029	134,541
	Special Revenue	1,469,485	1,541,299	71,814
	<b>SERVICE TOTAL</b>	<b>231,234,643</b>	<b>244,103,826</b>	<b>12,869,183</b>
623 Criminal Investigation Division	General	55,152,054	57,616,115	2,464,061
	Federal	766,086	1,222,090	456,004
	State	4,371,226	4,118,247	(252,979)
	<b>SERVICE TOTAL</b>	<b>60,289,366</b>	<b>62,956,452</b>	<b>2,667,086</b>
626 Data Driven Strategies	General	7,577,452	8,038,214	460,762
	Federal	0	4,447,826	4,447,826
	State	978,872	1,184,849	205,977

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	<b>SERVICE TOTAL</b>	<b>8,556,324</b>	<b>13,670,889</b>	<b>5,114,565</b>
628 Public Integrity Bureau	General	9,160,770	9,608,002	447,232
635 Recruitment Section	General	18,342,060	19,452,054	1,109,994
642 Crime Laboratory and Evidence Control	General	22,141,935	22,580,723	438,788
	Federal	530,702	557,086	26,384
	State	0	314,700	314,700
	<b>SERVICE TOTAL</b>	<b>22,672,637</b>	<b>23,452,509</b>	<b>779,872</b>
807 Compliance Bureau	General	34,673,425	36,531,909	1,858,484
	Federal	25,460	25,893	433
	State	2,265,945	1,998,288	(267,657)
	<b>SERVICE TOTAL</b>	<b>36,964,830</b>	<b>38,556,090</b>	<b>1,591,260</b>
816 Special Operations Section	General	23,713,500	24,511,196	797,696
	Federal	145,000	145,085	85
	<b>SERVICE TOTAL</b>	<b>23,858,500</b>	<b>24,656,281</b>	<b>797,781</b>
853 Patrol Support Services	General	15,910,128	16,457,884	547,756
	Federal	605,750	575,932	(29,818)
	State	3,099,775	3,131,927	32,152
	<b>SERVICE TOTAL</b>	<b>19,615,653</b>	<b>20,165,743</b>	<b>550,090</b>
	<b>AGENCY TOTAL</b>	<b>527,963,783</b>	<b>555,549,294</b>	<b>27,585,511</b>
<b>Public Works</b>				
660 Administration Solid Waste	General	2,304,687	2,264,178	(40,509)
661 Public Right of Way Cleaning	General	18,031,225	18,176,339	145,114
	Stormwater Utility	4,152,328	4,822,366	670,038
	Federal	2,046,000	2,046,000	0
	Special Revenue	1,622,021	1,639,518	17,497
	<b>SERVICE TOTAL</b>	<b>25,851,574</b>	<b>26,684,223</b>	<b>832,649</b>
662 Vacant and Abandoned Property Cleaning and Boarding	General	12,124,600	11,732,536	(392,064)
	Federal	1,100,000	1,175,000	75,000
	<b>SERVICE TOTAL</b>	<b>13,224,600</b>	<b>12,907,536</b>	<b>(317,064)</b>
663 Waste Removal and Recycling	General	32,216,421	35,614,525	3,398,104
	Federal	0	850,000	850,000
	State	0	500,000	500,000
	Special Revenue	204,600	1,650,000	1,445,400
	Special Grant	250,000	604,250	354,250
	<b>SERVICE TOTAL</b>	<b>32,671,021</b>	<b>39,218,775</b>	<b>6,547,754</b>
664 Waste Re Use and Disposal	General	25,593,910	26,855,720	1,261,810
	Stormwater Utility	0	4,000,000	4,000,000
	<b>SERVICE TOTAL</b>	<b>25,593,910</b>	<b>30,855,720</b>	<b>5,261,810</b>
670 Administration Water and Wastewater	Wastewater	26,504,789	29,208,524	2,703,735
	Utility			
	Water Utility	18,377,957	18,476,622	98,665
	Federal	0	300,000	300,000
	Special Revenue	0	400,000	400,000
	Special Grant	0	250,000	250,000
	<b>SERVICE TOTAL</b>	<b>44,882,746</b>	<b>48,635,146</b>	<b>3,752,400</b>
671 Water Management	Water Utility	86,728,786	88,909,327	2,180,541
	Federal	204,600	254,600	50,000

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
	<b>SERVICE TOTAL</b>	<b>86,933,386</b>	<b>89,163,927</b>	<b>2,230,541</b>
672 Water and Wastewater	Wastewater	13,468,223	14,081,685	613,462
Consumer Services	Utility			
	Water Utility	10,931,837	8,995,971	(1,935,866)
	Stormwater Utility	4,158,622	1,790,907	(2,367,715)
	<b>SERVICE TOTAL</b>	<b>28,558,682</b>	<b>24,868,563</b>	<b>(3,690,119)</b>
673 Wastewater Management	Wastewater	127,605,593	127,988,685	383,092
	Utility			
	Federal	0	1,400,000	1,400,000
	State	300,000	750,000	450,000
	<b>SERVICE TOTAL</b>	<b>127,905,593</b>	<b>130,138,685</b>	<b>2,233,092</b>
674 Surface Water Management	Wastewater	1,741,591	1,743,604	2,013
	Utility			
	Water Utility	450,725	559,994	109,269
	Stormwater Utility	25,686,006	23,491,968	(2,194,038)
	Federal	100,000	675,000	575,000
	State	510,000	510,000	0
	<b>SERVICE TOTAL</b>	<b>28,488,322</b>	<b>26,980,566</b>	<b>(1,507,756)</b>
675 Engineering and Construction	Wastewater	102,457,449	127,437,764	24,980,315
Management Water and	Utility			
Wastewater	Water Utility	84,245,770	94,740,698	10,494,928
	<b>SERVICE TOTAL</b>	<b>186,703,219</b>	<b>222,178,462</b>	<b>35,475,243</b>
676 Administration DPW	General	2,833,998	1,764,966	(1,069,032)
	Wastewater	1,450,847	1,787,795	336,948
	Utility			
	<b>SERVICE TOTAL</b>	<b>4,284,845</b>	<b>3,552,761</b>	<b>(732,084)</b>
	<b>AGENCY TOTAL</b>	<b>607,402,585</b>	<b>657,448,542</b>	<b>50,045,957</b>
<b>Recreation and Parks</b>				
644 Administration Recreation and	General	5,168,854	5,281,144	112,290
Parks	State	1,671,655	1,753,627	81,972
	<b>SERVICE TOTAL</b>	<b>6,840,509</b>	<b>7,034,771</b>	<b>194,262</b>
645 Aquatics	General	2,526,786	2,706,591	179,805
646 Park Maintenance	General	13,056,596	13,507,596	451,000
	State	3,933,185	3,761,254	(171,931)
	Special Revenue	1,823,996	452,092	(1,371,904)
	<b>SERVICE TOTAL</b>	<b>18,813,777</b>	<b>17,720,942</b>	<b>(1,092,835)</b>
647 Youth and Adult Sports	General	831,042	867,309	36,267
	Special Revenue	173,945	184,345	10,400
	<b>SERVICE TOTAL</b>	<b>1,004,987</b>	<b>1,051,654</b>	<b>46,667</b>
648 Community Recreation Centers	General	14,930,009	15,768,447	838,438
	Federal	439,661	439,661	0
	Special Revenue	1,721,132	2,256,260	535,128
	Special Grant	300,000	300,000	0
	<b>SERVICE TOTAL</b>	<b>17,390,802</b>	<b>18,764,368</b>	<b>1,373,566</b>
649 Special Facilities Management	Special Revenue	3,124,192	3,268,208	144,016
Recreation				

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
650 Horticulture	General	1,307,879	1,391,514	83,635
	Special Revenue	483,485	511,342	27,857
	<b>SERVICE TOTAL</b>	<b>1,791,364</b>	<b>1,902,856</b>	<b>111,492</b>
651 Recreation for Seniors	General	477,710	493,831	16,121
	Special Revenue	38,500	38,500	0
	<b>SERVICE TOTAL</b>	<b>516,210</b>	<b>532,331</b>	<b>16,121</b>
652 Therapeutic Recreation	General	489,992	513,598	23,606
653 Park Programs and Events	Special Revenue	1,121,889	1,182,360	60,471
654 Urban Forestry	General	4,573,199	4,640,506	67,307
	<b>AGENCY TOTAL</b>	<b>58,193,707</b>	<b>59,318,185</b>	<b>1,124,478</b>
<b>Sheriff</b>				
881 Courthouse Security	General	4,095,269	4,092,939	(2,330)
882 Deputy Sheriff Enforcement	General	10,770,075	10,786,825	16,750
	State	50,000	50,000	0
	Special Revenue	239,980	244,060	4,080
	<b>SERVICE TOTAL</b>	<b>11,060,055</b>	<b>11,080,885</b>	<b>20,830</b>
883 Service of Protective and Peace Orders	General	2,284,288	2,312,646	28,358
884 District Court Sheriff Services	General	2,692,305	2,777,771	85,466
889 Child Support Enforcement	General	1,752,886	1,770,081	17,195
	Federal	1,100,000	1,100,000	0
	<b>SERVICE TOTAL</b>	<b>2,852,886</b>	<b>2,870,081</b>	<b>17,195</b>
	<b>AGENCY TOTAL</b>	<b>22,984,803</b>	<b>23,134,322</b>	<b>149,519</b>
<b>State's Attorney</b>				
115 Prosecution of Criminals	General	27,008,528	28,490,611	1,482,083
	Federal	1,796,589	1,818,333	21,744
	State	6,917,188	7,136,822	219,634
	Special Revenue	320,216	325,660	5,444
	<b>SERVICE TOTAL</b>	<b>36,042,521</b>	<b>37,771,426</b>	<b>1,728,905</b>
781 Administration State's Attorney	General	7,634,737	8,091,455	456,718
786 Victim and Witness Services	General	1,866,465	1,945,192	78,727
	Federal	2,601,351	2,713,361	112,010
	State	54,655	55,706	1,051
	<b>SERVICE TOTAL</b>	<b>4,522,471</b>	<b>4,714,259</b>	<b>191,788</b>
	<b>AGENCY TOTAL</b>	<b>48,199,729</b>	<b>50,577,140</b>	<b>2,377,411</b>
<b>Transportation</b>				
500 Street Lighting	General	20,876,886	20,115,023	(761,863)
548 Conduits	Conduit	13,487,197	13,025,901	(461,296)
	Enterprise			
681 Administration DOT	General	9,749,799	10,082,293	332,494
	Federal	560,962	0	(560,962)
	<b>SERVICE TOTAL</b>	<b>10,310,761</b>	<b>10,082,293</b>	<b>(228,468)</b>
682 Parking Management	Parking	21,714,081	22,459,496	745,415
	Enterprise			
	Parking	10,615,967	10,667,660	51,693
	Management			
	<b>SERVICE TOTAL</b>	<b>32,330,048</b>	<b>33,127,156</b>	<b>797,108</b>

(continued)

Service	Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
683 Street Management	General	34,189,988	35,629,855	1,439,867
684 Traffic Management	General	11,054,645	10,882,279	(172,366)
	Special Revenue	681,280	692,862	11,582
	<b>SERVICE TOTAL</b>	<b>11,735,925</b>	<b>11,575,141</b>	<b>(160,784)</b>
685 Special Events	General	1,628,482	1,673,244	44,762
687 Inner Harbor Services Transportation	General	1,301,508	1,072,476	(229,032)
688 Snow and Ice Control	General	6,726,609	6,830,313	103,704
689 Vehicle Impounding and Disposal	General	8,229,565	8,266,246	36,681
690 Sustainable Transportation	General	4,514,539	4,539,930	25,391
	Federal	0	10,600	10,600
	State	3,071,326	20,549,462	17,478,136
	Special Revenue	5,749,637	(6,329,674)	(12,079,311)
	<b>SERVICE TOTAL</b>	<b>13,335,502</b>	<b>18,770,318</b>	<b>5,434,816</b>
691 Public Rights of Way Landscape Management	General	3,977,994	4,506,115	528,121
692 Bridge and Culvert Management	General	3,707,953	3,839,546	131,593
693 Parking Enforcement	Parking Management	16,425,940	13,162,960	(3,262,980)
694 Survey Control	General	238,371	275,065	36,694
695 Dock Master	Special Revenue	158,017	175,575	17,558
696 Street Cuts Management	General	980,051	814,326	(165,725)
697 Traffic Safety	General	17,490,271	17,704,742	214,471
	Federal	524,190	489,979	(34,211)
	<b>SERVICE TOTAL</b>	<b>18,014,461</b>	<b>18,194,721</b>	<b>180,260</b>
727 Real Property Management	General	2,604,670	2,454,133	(150,537)
	<b>AGENCY TOTAL</b>	<b>200,259,928</b>	<b>203,590,407</b>	<b>3,330,479</b>
<b>GRAND TOTAL</b>				
<b>TOTAL OPERATING BUDGET</b>		<b>3,162,235,497</b>	<b>3,293,963,738</b>	<b>131,728,241</b>
<b>LESS INTERNAL SERVICE</b>		<b>138,219,262</b>	<b>143,357,416</b>	<b>5,138,154</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>		<b>3,024,016,235</b>	<b>3,150,606,322</b>	<b>126,590,087</b>

Table in dollars.

## Comparison of Current and Prior Year Operating Budget

### Summary by Fund

Fund Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
General	1,922,962,543	1,992,751,000	69,788,457
Conduit Enterprise	13,497,197	13,035,901	(461,296)
Wastewater Utility	273,303,492	302,323,057	29,019,565
Water Utility	201,535,654	212,323,870	10,788,216
Stormwater Utility	34,016,956	34,125,241	108,285
Parking Enterprise	21,714,081	22,459,496	745,415
Parking Management	27,046,907	26,876,117	(170,790)
Federal	212,491,806	246,660,781	34,168,975
State	145,928,843	176,349,210	30,420,367
Special Revenue	166,166,176	118,446,661	(47,719,515)
Special Grant	5,352,580	5,254,988	(97,592)
<b>Total</b>	<b>3,024,016,235</b>	<b>3,150,606,322</b>	<b>126,590,087</b>

Table in dollars.

### Internal Service Fund by Agency

Agency Name	Fiscal 2021 Budget	Fiscal 2022 Budget	Change in Budget
Comptroller	11,673,784	14,481,638	2,807,854
Finance	9,109,128	9,519,955	410,827
General Services	94,265,509	96,137,224	1,871,715
Human Resources	2,369,868	2,353,151	(16,717)
Law	7,285,922	7,649,621	363,699
M-R: Office of Information and Technology	13,515,051	13,215,827	(299,224)
<b>Total</b>	<b>138,219,262</b>	<b>143,357,416</b>	<b>5,138,154</b>

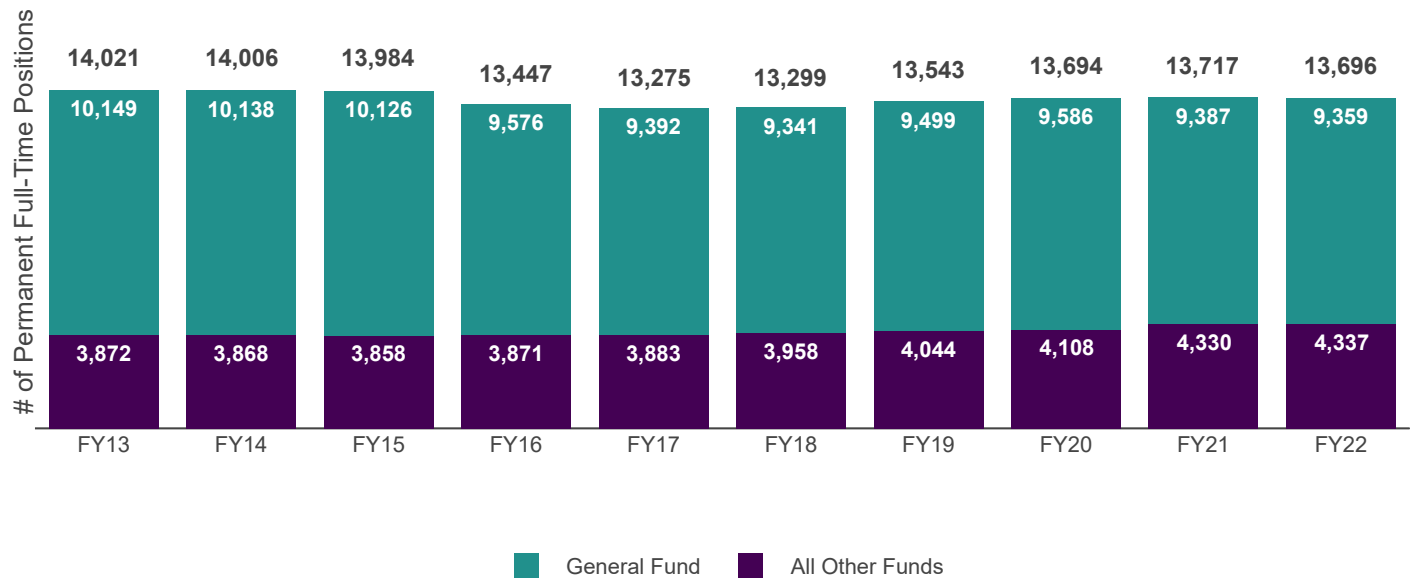
Table in dollars.

## Permanent Full-Time Positions

### By Fund

Fund Name	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Position Change*
General	9,586	9,387	9,359	-28
Internal Service	461	452	440	-12
Conduit Enterprise	119	120	120	0
Wastewater Utility	872	899	890	-9
Water Utility	940	950	949	-1
Stormwater Utility	146	146	146	0
Parking Management	154	154	164	10
Federal	514	569	590	21
State	408	480	475	-5
Special Revenue	479	550	554	4
Special Grant	15	10	9	-1
<b>Total</b>	<b>13,694</b>	<b>13,717</b>	<b>13,696</b>	<b>-21</b>

\* Change is calculated between Fiscal 2021 and Fiscal 2022



## By Agency

Fund Name	Fiscal 2020 Actual	Fiscal 2021 Budget	Fiscal 2022 Budget	Position Change*
<b>Board of Elections</b>				
General	5	0	0	0
<b>City Council</b>				
General	71	81	81	0
<b>Comptroller</b>				
General	70	66	67	1
Internal Service	35	35	35	0
<b>AGENCY TOTAL</b>	<b>105</b>	<b>101</b>	<b>102</b>	<b>1</b>
<b>Council Services</b>				
General	6	6	6	0
<b>Courts: Circuit Court</b>				
General	82	86	86	0
Federal	14	13	13	0
State	26	33	33	0
Special Grant	2	0	0	0
<b>AGENCY TOTAL</b>	<b>124</b>	<b>132</b>	<b>132</b>	<b>0</b>
<b>Courts: Orphans' Court</b>				
General	5	5	5	0
<b>Employees' Retirement Systems</b>				
Special Revenue	79	80	81	1
<b>Enoch Pratt Free Library</b>				
General	345	350	350	0
State	95	95	94	-1
Special Revenue	10	10	10	0
<b>AGENCY TOTAL</b>	<b>450</b>	<b>455</b>	<b>454</b>	<b>-1</b>
<b>Finance</b>				
General	271	252	225	-27
Internal Service	30	32	35	3
Water Utility	0	3	3	0
Parking Management	0	0	21	21
Special Revenue	2	2	2	0
<b>AGENCY TOTAL</b>	<b>303</b>	<b>289</b>	<b>286</b>	<b>-3</b>
<b>Fire</b>				
General	1,676	1,646	1,644	-2
Federal	0	3	3	0
Special Revenue	57	85	85	0
<b>AGENCY TOTAL</b>	<b>1,733</b>	<b>1,734</b>	<b>1,732</b>	<b>-2</b>



(continued)

<b>Fund Name</b>	<b>Fiscal 2020 Actual</b>	<b>Fiscal 2021 Budget</b>	<b>Fiscal 2022 Budget</b>	<b>Position Change*</b>
<b>General Services</b>				
General	53	57	66	9
Internal Service	357	347	333	-14
<b>AGENCY TOTAL</b>	<b>410</b>	<b>404</b>	<b>399</b>	<b>-5</b>
<b>Health</b>				
General	188	181	182	1
Federal	257	277	281	4
State	83	116	111	-5
Special Revenue	277	331	333	2
Special Grant	9	8	8	0
<b>AGENCY TOTAL</b>	<b>814</b>	<b>913</b>	<b>915</b>	<b>2</b>
<b>Housing and Community Development</b>				
General	378	365	361	-4
Federal	58	63	62	-1
State	5	5	2	-3
Special Revenue	1	5	4	-1
<b>AGENCY TOTAL</b>	<b>442</b>	<b>438</b>	<b>429</b>	<b>-9</b>
<b>Human Resources</b>				
General	68	72	73	1
Internal Service	2	2	2	0
<b>AGENCY TOTAL</b>	<b>70</b>	<b>74</b>	<b>75</b>	<b>1</b>
<b>Law</b>				
General	79	75	83	8
Internal Service	31	32	32	0
<b>AGENCY TOTAL</b>	<b>110</b>	<b>107</b>	<b>115</b>	<b>8</b>
<b>Legislative Reference</b>				
General	6	6	6	0
<b>Liquor License Board</b>				
General	22	20	20	0
<b>M-R: Cable and Communications</b>				
General	4	4	4	0
<b>M-R: Convention Complex</b>				
General	151	147	145	-2
<b>M-R: Environmental Control Board</b>				
General	8	8	8	0
<b>M-R: Office of Children and Family Success</b>				
General	8	21	23	2
Water Utility	0	3	3	0
Federal	18	17	18	1
State	85	88	88	0
<b>AGENCY TOTAL</b>	<b>111</b>	<b>129</b>	<b>132</b>	<b>3</b>

(continued)

<b>Fund Name</b>	<b>Fiscal 2020 Actual</b>	<b>Fiscal 2021 Budget</b>	<b>Fiscal 2022 Budget</b>	<b>Position Change*</b>
<b>M-R: Office of Employment Development</b>				
General	45	45	45	0
Federal	110	113	112	-1
State	6	6	6	0
Special Revenue	7	7	8	1
<b>AGENCY TOTAL</b>	<b>168</b>	<b>171</b>	<b>171</b>	<b>0</b>
<b>M-R: Office of Homeless Services</b>				
General	18	16	16	0
Federal	15	31	38	7
State	0	0	1	1
Special Revenue	18	3	3	0
<b>AGENCY TOTAL</b>	<b>51</b>	<b>50</b>	<b>58</b>	<b>8</b>
<b>M-R: Office of Information and Technology</b>				
General	144	142	149	7
Internal Service	6	4	3	-1
<b>AGENCY TOTAL</b>	<b>150</b>	<b>146</b>	<b>152</b>	<b>6</b>
<b>M-R: Office of Neighborhood Safety and Engagement</b>				
General	14	15	15	0
Federal	4	2	2	0
<b>AGENCY TOTAL</b>	<b>18</b>	<b>17</b>	<b>17</b>	<b>0</b>
<b>M-R: Office of the Inspector General</b>				
General	13	15	18	3
<b>M-R: Office of the Labor Commissioner</b>				
General	6	6	6	0
<b>Mayorality</b>				
General	83	74	75	1
Special Revenue	1	0	0	0
Special Grant	4	2	1	-1
<b>AGENCY TOTAL</b>	<b>88</b>	<b>76</b>	<b>76</b>	<b>0</b>
<b>Municipal and Zoning Appeals</b>				
General	10	4	4	0
<b>Office of Equity and Civil Rights</b>				
General	21	23	22	-1
<b>Planning</b>				
General	57	48	47	-1
Special Revenue	0	0	1	1
<b>AGENCY TOTAL</b>	<b>57</b>	<b>48</b>	<b>48</b>	<b>0</b>
<b>Police</b>				
General	3,158	3,100	3,094	-6

(continued)

<b>Fund Name</b>	<b>Fiscal 2020 Actual</b>	<b>Fiscal 2021 Budget</b>	<b>Fiscal 2022 Budget</b>	<b>Position Change*</b>
Federal	13	13	24	11
State	60	71	73	2
Special Revenue	10	9	9	0
<b>AGENCY TOTAL</b>	<b>3,241</b>	<b>3,193</b>	<b>3,200</b>	<b>7</b>
<b>Public Works</b>				
General	753	713	699	-14
Wastewater Utility	872	899	890	-9
Water Utility	940	944	943	-1
Stormwater Utility	146	146	146	0
Special Revenue	3	3	3	0
<b>AGENCY TOTAL</b>	<b>2,714</b>	<b>2,705</b>	<b>2,681</b>	<b>-24</b>
<b>Recreation and Parks</b>				
General	300	341	345	4
State	2	18	19	1
Special Revenue	12	13	13	0
<b>AGENCY TOTAL</b>	<b>314</b>	<b>372</b>	<b>377</b>	<b>5</b>
<b>Sheriff</b>				
General	218	213	212	-1
<b>State's Attorney</b>				
General	326	319	319	0
Federal	22	34	34	0
State	45	47	47	0
<b>AGENCY TOTAL</b>	<b>393</b>	<b>400</b>	<b>400</b>	<b>0</b>
<b>Transportation</b>				
General	924	865	858	-7
Conduit Enterprise	119	120	120	0
Parking Management	154	154	143	-11
Federal	3	3	3	0
State	1	1	1	0
Special Revenue	2	2	2	0
<b>AGENCY TOTAL</b>	<b>1,203</b>	<b>1,145</b>	<b>1,127</b>	<b>-18</b>
<b>TOTAL</b>				
	<b>13,694</b>	<b>13,717</b>	<b>13,696</b>	<b>-21</b>

\* Change is calculated between Fiscal 2021 and Fiscal 2022

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# **FISCAL 2022**

## **PRELIMINARY BUDGET**

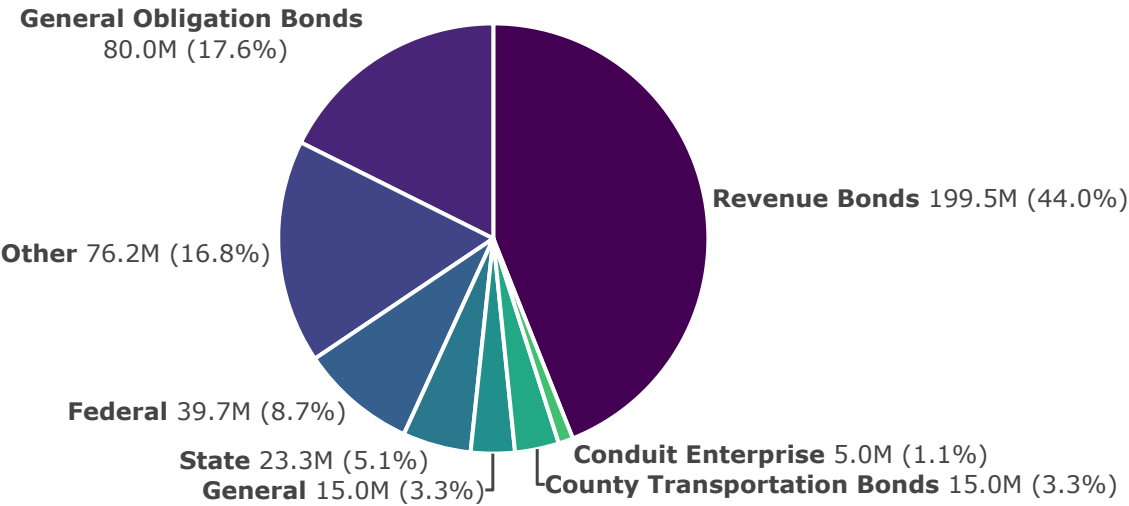
Capital Budget Recommendations

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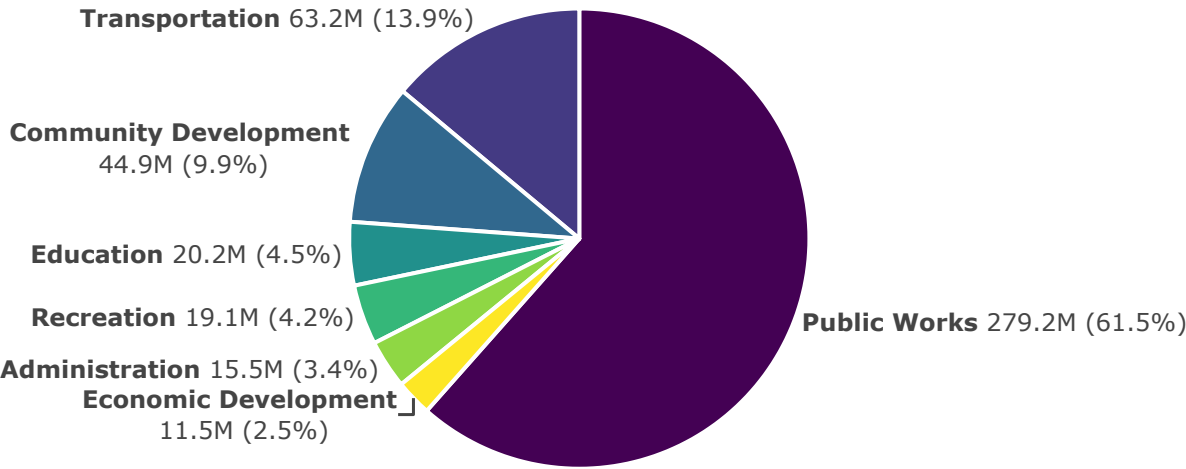
# Overview of Capital Budget Recommendation

**Total Capital Budget:** 453.7 million

## Where the Money Comes From

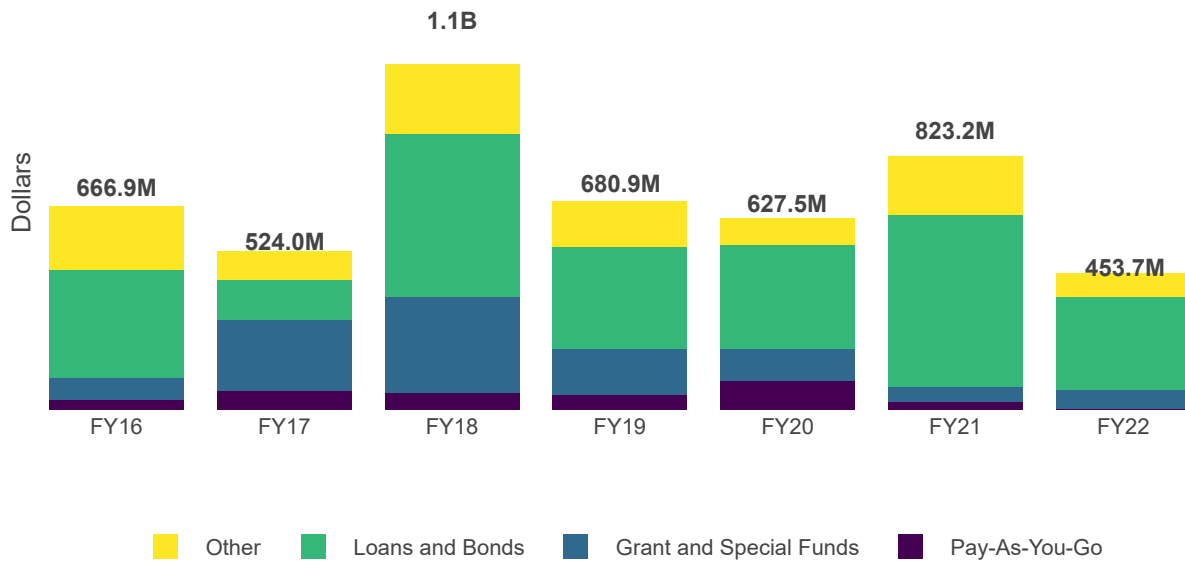


## How the Money is Used



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

The Fiscal 2022 capital budget recommendation is \$453.72 million, a decrease of \$369,490,000 or 44.9% from Fiscal 2021. The capital budget can fluctuate considerably from year to year due to project schedules, the timing of borrowing, and the availability of grant funding. Per Board of Estimates policy, a capital project is a physical betterment or improvement costing more than \$50,000 and any preliminary studies relative to that project. It does not include projects that cost less than \$50,000, vehicular equipment, repairs and maintenance costing less than \$100,000, and salaries for positions that are not part of the cost of the project.



Fund Name	FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Pay-As-You-Go</b>							
General	21.8M	15.5M	21.4M	25.2M	50.0M	0.5M	15.0M
Conduit Enterprise	6.0M	36.0M	20.0M	20.0M	23.0M	41.0M	5.0M
Wastewater Utility	8.0M	10.1M	15.0M	8.1M	16.4M	0.0M	0.0M
Water Utility	7.0M	7.0M	10.0M	9.1M	19.6M	0.0M	0.0M
Stormwater Utility	6.1M	9.8M	5.2M	4.7M	2.3M	1.7M	0.0M
<b>Grant and Special Funds</b>							
Federal	38.1M	48.4M	49.0M	66.3M	75.2M	40.0M	39.7M
State	34.4M	178.9M	258.5M	79.9M	26.2M	8.6M	23.3M
<b>Loans and Bonds</b>							
General Oblig. Bonds	65.0M	65.0M	65.0M	65.0M	80.0M	80.0M	80.0M
Revenue Bonds	263.1M	47.1M	436.4M	244.1M	223.6M	451.5M	199.5M
County Trans. Bonds	15.0M	15.0M	15.0M	15.0M	26.0M	15.0M	15.0M
<b>Other</b>							
Other	202.4M	91.3M	222.5M	143.5M	85.2M	184.8M	76.2M
<b>Totals</b>							
<b>Totals</b>	<b>666.9M</b>	<b>524.0M</b>	<b>1,118.0M</b>	<b>680.9M</b>	<b>627.5M</b>	<b>823.2M</b>	<b>453.7M</b>

Table in dollars.



The capital budget process operates on the same timeline as the operating budget process, but is completed as part of a six-year Capital Improvement Plan (CIP), which the Planning Commission submits to the Board of Estimates. The budget process begins in late September as the Department of Planning works with participating agencies to solicit project requests, prioritize projects for funding, and prepare the six-year CIP. Once the Planning Commission approves the six-year CIP, it moves on to the Board of Finance and then the Board of Estimates for their review and approval. Once approved, the first year of the CIP is submitted to City Council as part of the Ordinance of Estimates. Finally, the Ordinance of Estimates is formally adopted by the City Council and signed by the Mayor.

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

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

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

## Capital Projects Impact on Operating Budget

### Policy

In Fiscal 2004, the capital budget was redesigned to incorporate a set of mandatory operating budget impact fields. Agencies must identify and project reasonably quantifiable revenue and expenditure impacts of capital projects on the operating budget following completion.

### Fiscal 2022 Operating Impact of Capital Projects

Most of Baltimore City’s capital program focuses on capital infrastructure maintenance and replacement. New facility projects or expansions with operating impacts are limited. For Fiscal 2022, agencies did not report any capital projects that will have a significant impact on the operating budget.

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

## Capital Budget Fund Sources

Capital Funds	Fiscal 2020 Budget	Fiscal 2021 Budget	Fiscal 2022 Budget	Dollar Change*	Percent Change*
<b>Pay-As-You-Go</b>					
General	50,000,000	500,000	15,000,000	14,500,000	2 900.0%
Conduit Enterprise	23,000,000	41,000,000	5,000,000	(36,000,000)	-87.8%
Wastewater Utility	16,388,000	0	0	0	
Water Utility	19,578,000	0	0	0	
Stormwater Utility	2,275,000	1,750,000	0	(1,750,000)	-100.0%
<b>Grant and Special Funds</b>					
Federal	75,191,000	39,967,000	39,668,000	(299,000)	-0.7%
State	26,235,000	8,630,000	23,302,000	14,672,000	170.0%
<b>Loans and Bonds</b>					
General Oblig. Bonds	80,000,000	80,000,000	80,000,000	0	0.0%
Revenue Bonds	223,623,000	451,538,000	199,518,000	(252,020,000)	-55.8%
County Trans. Bonds	26,018,000	15,000,000	15,000,000	0	0.0%
<b>Other</b>					
Other	85,156,000	184,827,000	76,234,000	(108,593,000)	-58.8%
<b>GRAND TOTAL</b>					
<b>GRAND TOTAL</b>	<b>627,464,000</b>	<b>823,212,000</b>	<b>453,722,000</b>	<b>(369,490,000)</b>	<b>-44.9%</b>

\* Change is calculated between Fiscal 2021 and Fiscal 2022

Table in dollars.

## General Fund Backed Sources

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

## General Funds and Highway User Revenue

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

## General Obligation Bonds

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

## MDOT County Transportation Revenue Bonds

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

## Federal and State Funds

The Fiscal 2022 recommended budget includes approximately \$40 million in federal Funds and \$23 million in State Funds. Some agencies routinely have access to federal and State Funds, while other agencies must rely on local fund sources. Below are some examples of federal and State Funds:

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

## Utility Funds

The Water, Wastewater, and Stormwater programs within the Department of Public Works are fully funded with enterprise revenue, which include the fees paid for water, sewer, and stormwater services. Capital projects within these programs are paid for by a combination of current utility fund revenue, debt that will be repaid by future utility funds like revenue bonds and State or federal loans, and other sources such as County grants. The Fiscal 2022 recommended funding for the utility programs totals \$269.4 million.

## Six-Year Capital Plan

Fund Name	FY22	FY23	FY24	FY25	FY26	FY27
<b>Pay-As-You-Go</b>						
General	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Conduit Enterprise	5,000,000	36,000,000	36,000,000	36,000,000	36,000,000	36,000,000
<b>Grant and Special Funds</b>						
Federal	39,668,000	51,329,000	42,247,000	42,215,000	40,950,000	40,950,000
State	23,302,000	16,800,000	11,500,000	9,000,000	8,500,000	7,500,000
<b>Loans and Bonds</b>						
Gen. Oblig. Bonds	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000
Revenue Bonds	199,518,000	471,581,000	298,645,000	88,913,000	293,850,000	205,676,000
County Trans. Bonds	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
<b>Other</b>						
Other	76,234,000	276,030,000	34,687,000	66,003,000	75,292,000	57,059,000
<b>GRAND TOTAL</b>						
<b>GRAND TOTAL</b>	<b>453,722,000</b>	<b>961,740,000</b>	<b>533,079,000</b>	<b>352,131,000</b>	<b>564,592,000</b>	<b>457,185,000</b>

Table in dollars.

# FISCAL 2022

## PRELIMINARY BUDGET

Appendix

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

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

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

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

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

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

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

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

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

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

**CONDUIT ENTERPRISE FUND:** Established to budget for revenue charged to private and public entities renting space in the City-owned and operated underground conduit system and system-related expenses.

**CONVENTION CENTER BOND FUND:** Established in Fiscal 1995 to budget and account for hotel tax revenues to be dedicated to support the payment of principal and interest associated with City indebtedness to finance one-third of the \$150 million cost of the joint City-State expansion of the Baltimore Convention Center. In Fiscal 2020, the City fully paid off the bonds associated with this expansion; however, the City may continue appropriating funds for future renovation or expansion of the Center.

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

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

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

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

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

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

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

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

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

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

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

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

**OBJECT OF EXPENDITURE:** A group of similar services, commodities, equipment, or personnel costs used to clarify spending within the budget. Objects of expenditure identified within Baltimore City's budget are:

- **Salaries:** Payment to personnel for services rendered to the City including overtime, shift differential, sick leave conversion, full-time, part-time, and contractual personnel costs.
- **Other Personnel Costs:** Payment for benefits provided to City personnel including City contributions for Social Security, retirement, health plans, and prescription drug costs.
- **Contractual Services:** Payment for services rendered to the City under contractual arrangements, such as rents and telephone service.
- **Materials and Supplies:** Payment for consumable materials and supplies, such as custodial supplies and heating fuel.
- **Equipment:** Payment for replacement or procurement of City property other than real property.
- **Grants, Subsidies and Contributions:** Payment in support of various non-profit or private sector activities, which will provide health, welfare, educational, cultural, and/or promotional benefits to residents of Baltimore.
- **Debt Service:** Payments for interest and principal of bonds issued by or on behalf of the City.
- **Capital Improvements:** Payment for the acquisition of real property or improvements made to existing City property.

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



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

**OTHER POST EMPLOYMENT BENEFITS (OPEB):** The Government Accounting Standards Board (GASB) mandates that OPEB be recorded as accrued liabilities in the annual financial statements of governmental entities. Annual contribution to a Post-Employment Benefits Trust Fund is required.

**OUTCOME BUDGETING:** A budget process that aligns resources with results that matter most to residents. It's a budgeting tool that integrates strategic planning, long-range financial planning, and performance management.

**OVERTIME:** Payments to employees eligible for additional compensation for services rendered after a regularly scheduled work period subject to negotiated labor contracts and the federal Fair Labor Standards Act.

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

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

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

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

**POSITIONS:** Represents those permanent full and part-time jobs that have a job number assigned.

- **Permanent Full-Time:** Payments to an employee filling a permanent full-time budgeted position for services rendered on a continuing basis.
- **Permanent Part-Time:** Payments to an employee who works less than a full-time schedule.

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

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

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

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

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

**SPECIAL FUNDS:** Established to budget for revenues derived from certain State, federal, and private governmental grants, as well as other revenue sources that are restricted to expenditures for specific purposes.

**STIPENDS:** Payments to participants in certain grant-funded programs for a specific purpose.

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

**SUB-OBJECT OF EXPENDITURE:** A subdivision of an object of expenditure in which groups of similar services or related articles are further delineated into more specific types of expenditures.

**SUPPLEMENTARY APPROPRIATIONS:** Additional spending authority provided by the City Council and approved by the Mayor derived from revenues from any source, other than the full rate property tax and other taxes, imposed in excess of or in addition to those relied upon by the Board of Estimates in determining the tax levy required to balance the annual Ordinance of Estimates. These appropriations include grants from private or governmental sources that could not be expected with reasonable certainty at the time of the formulation of the proposed Ordinance of Estimates, additional appropriations for services included in the annual budget made necessary by a material change in circumstances, or new services which could not be reasonably anticipated at the time of formulation of the Ordinance of Estimates.

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

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

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

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

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

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

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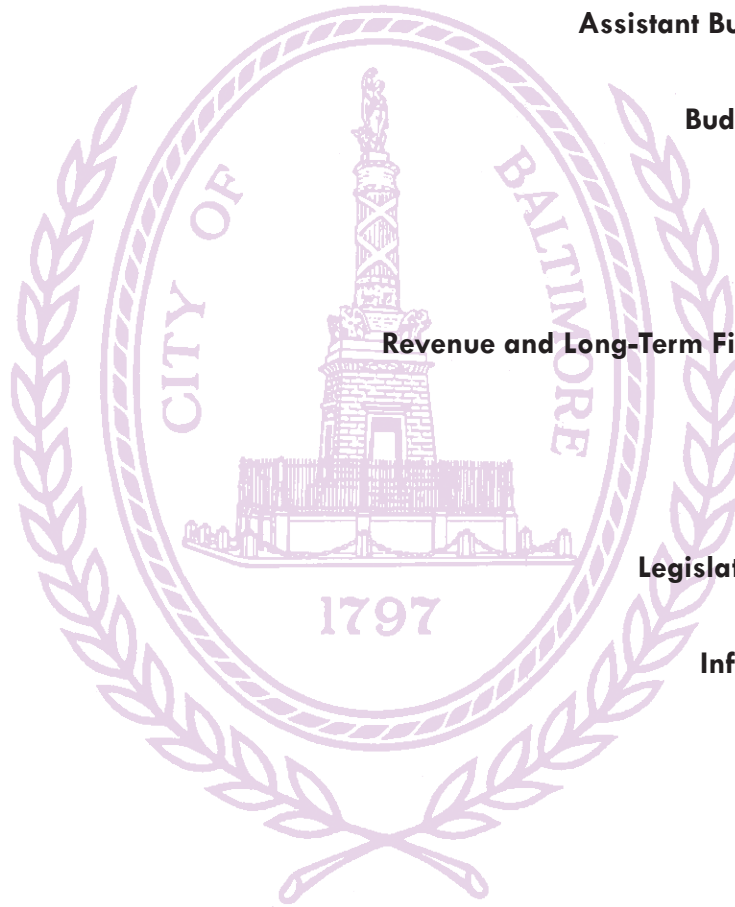
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