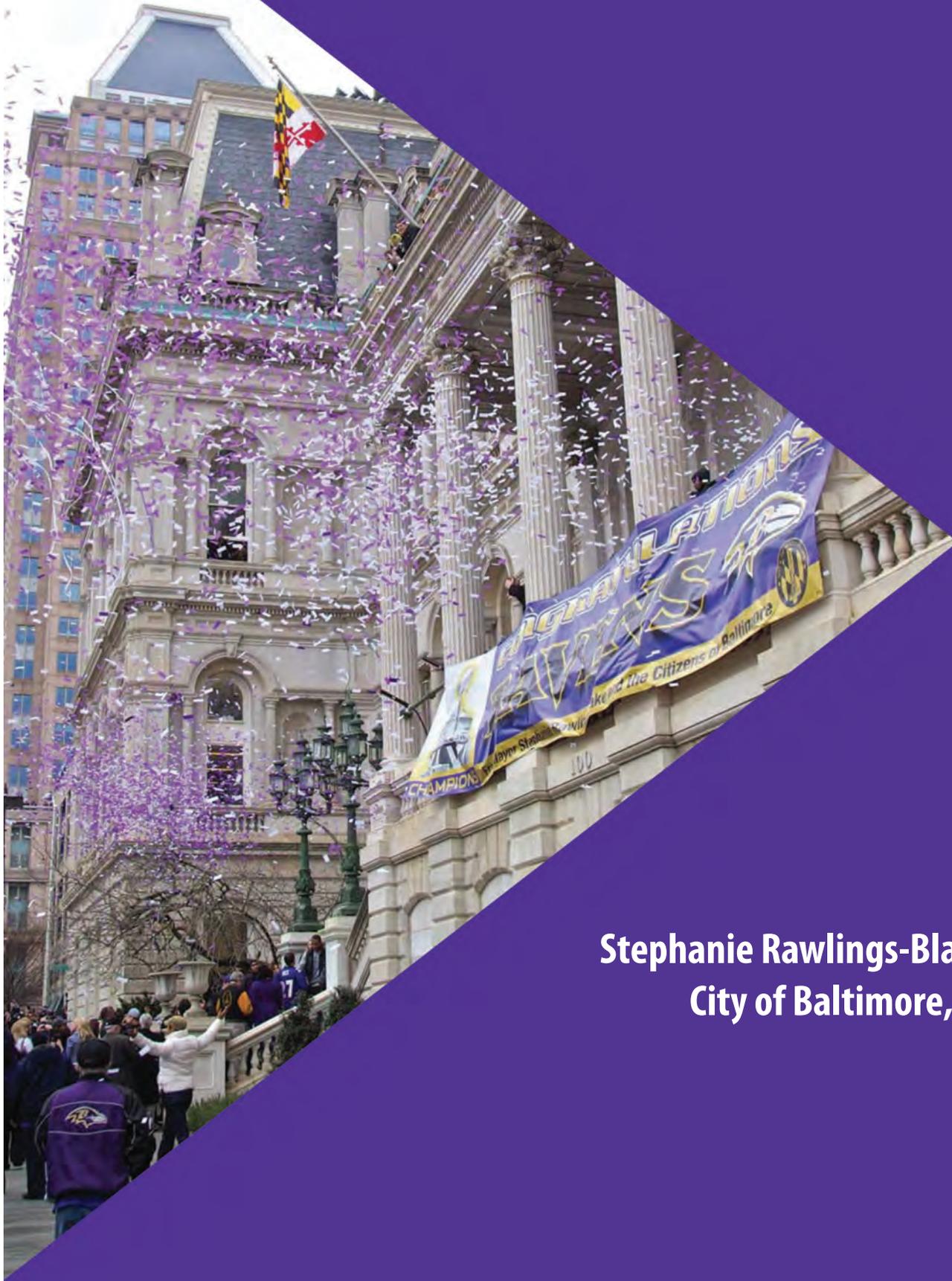


# FISCAL 2014

## Summary of the Adopted Budget



**Stephanie Rawlings-Blake, Mayor**  
**City of Baltimore, Maryland**



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Harry E. Black  
Director of Finance

PHOTO CREDIT: Mark Dennis



FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Baltimore  
Maryland**

For the Fiscal Year Beginning

**July 1, 2012**

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President

*Jeffrey R. Egan*

Executive Director

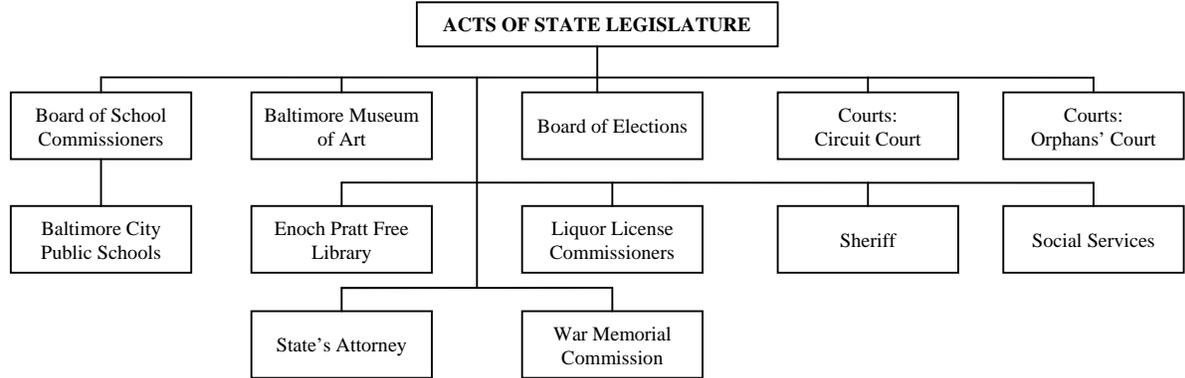
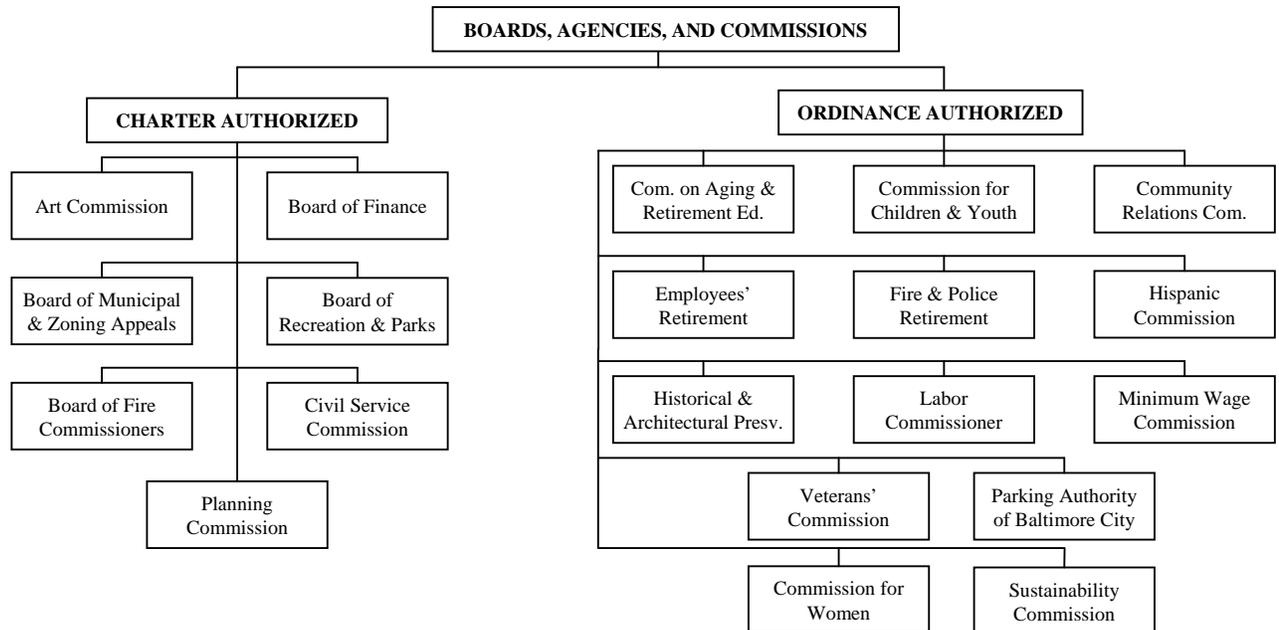
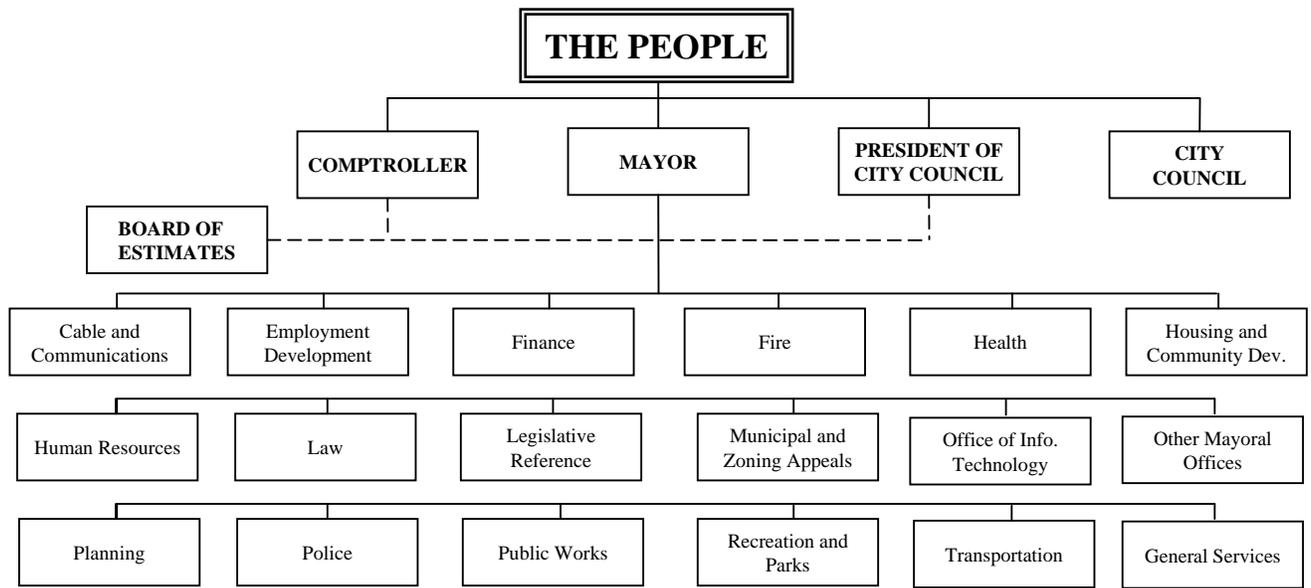
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# FISCAL 2014 Summary of the Adopted Budget

## Introduction



# MUNICIPAL ORGANIZATION CHART





STEPHANIE RAWLINGS-BLAKE  
*Mayor*  
250 City Hall, 100 North Holliday Street  
Baltimore, Maryland 21202

Dear Taxpayer,

Earlier this year, we released *Change to Grow: A Ten-Year Financial Plan for Baltimore*, a first-of its-kind, long-term fiscal roadmap to help achieve our goal to grow Baltimore by 10,000 families over the next decade. This plan includes a bold set of major reforms to fundamentally change the way the city does business. These proposed reforms will help get Baltimore growing again by:

- Eliminating a serious \$750 million structural budget deficit—protecting public safety and crime reduction efforts from budget cuts.
- Doubling city funding for school construction and renovation, which will help finance our historic \$1.1 billion effort to build 15 new schools and significantly renovate as many as 30 more.
- Allowing new investments in neighborhood infrastructure—including repairing roads and rebuilding ten recreation centers—and providing a funding surge for the demolition of more than 4,000 vacant homes.
- Further reducing the property tax burden on city homeowners.

The Ten-Year Financial Plan is the product of more than a year of careful study assisted by national financial experts, outreach and meetings with dozens of key stakeholders, and unprecedented collaboration between city agencies. Over the course of the next year, my administration will work in partnership with the City Council, all city employees, the citizens of our communities, and others to implement the strategies outlined in this plan.

Already this year, we are taking major steps to begin implementing the Ten-Year Financial Plan as part of the fiscal 2014 budget. The budget closes a \$30 million shortfall while fully funding the city's obligation to public schools, hiring hundreds of new police officers to keep crime going down, and providing funding for street repair and after school programs—all while cutting property taxes for city homeowners for the second year in a row.

To learn more about the Ten-Year Financial Plan, visit [baltimorecity.gov/changetogrow](http://baltimorecity.gov/changetogrow).

Sincerely,

Stephanie Rawlings-Blake  
*Mayor*  
Baltimore City

Phone: 410.396.3885 fax: 410-576-9425 email: [mayor@baltimorecity.gov](mailto:mayor@baltimorecity.gov)

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Budget Overview

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On February 20, 2013, the Mayor released *Change to Grow: A Ten-Year Financial Plan for Baltimore*. The Ten-Year Plan, a first of its kind for the City, calls for comprehensive reforms to close a \$750 million structural budget deficit, make Baltimore's taxes more competitive, increase infrastructure investment, and reduce the city's long-term pension and health care liabilities.

Implementation of the Ten-Year Plan began in Fiscal 2013 with two key initiatives: the *20 Cents by 2020* program to reduce the effective property tax rate for owner-occupied properties, and health benefit changes for employees and retirees that will save the city \$20 million a year.

The Fiscal 2014 budget reflects the implementation of several more Ten-Year Plan initiatives, including pension changes for current and future employees, employee leave reform, a new schedule for firefighters, a streamlining of the city fleet, a State-mandated stormwater fee, and targeted revenue enhancements.

These initiatives will close a \$30 million Fiscal 2014 budget shortfall while protecting funding for core city services, reduce the property tax rate, provide two percent pay raises for all employees, and add \$35 million in new capital investment for blight elimination, street resurfacing, recreation centers, and IT modernization.

A summary of the Ten-Year Plan and how it is incorporated into the Fiscal 2014 Board of Estimates budget recommendations can be found starting on page 60.

The Fiscal 2014 budget also includes \$20.8 million from a fund established by the Maryland Public Service Commission as a condition for the approval of the merger between Exelon Corporation and Constellation Energy. These funds will support a range of energy efficiency projects and energy assistance to Baltimore's low- and moderate-income residents. The City will receive a total of \$52.8 million over three years from this fund.

The Fiscal 2014 Board of Estimates budget recommendations support the Mayor's vision to grow Baltimore's population by 10,000 families and are built around six Priority Outcomes:

Better Schools  
Safer Streets  
Stronger Neighborhoods  
A Growing Economy  
Innovative Government  
A Cleaner and Healthier City

## HIGHLIGHTS OF THE FISCAL 2014 ADOPTED BUDGET

Below are highlights of what Fiscal 2014 budget funds and does not fund under each Priority Outcome. Funding details for city services are provided in the Operating Budget section of this book.

### *Better Schools*

Better Schools is one of the administration's highest priorities. Funding for Better Schools represents an investment in Baltimore's greatest asset: our youth. This priority aims to promote lifelong learning, community engagement and partnerships, and reduce duplication of services for youth.

Over the past three years, kindergarten readiness and the graduation rate have improved, but other key indicators are stuck, including attendance, third grade reading scores and the dropout rate. This budget maintains funding for services that provide enriching Out of School Time for Baltimore's children.

- Fully funds the city's Maintenance of Effort payment to the Baltimore City Public School System at \$202.1 million, a \$500,000 increase over Fiscal 2013. The city's teacher pension contribution grows from \$12.9 million to \$16.4 million.
- Provides \$38 million for the *Better Schools Initiative* to modernize city school buildings. Funding sources include proceeds from the beverage container tax, State formula aid leveraged by the city, and a general obligation bond allocation. Under landmark legislation approved in Annapolis this year, the City's contribution – which will also include casino lease and table games funding in future years – will be matched by the State and BCPS to leverage \$1.1 billion to build 15 new schools and renovate 35 others.
- Keeps all library branches open and maintains current hours of operation to improve third-grade reading and support life-long learning.
- Increases funding for Out of School Time programming by \$1.1 million and adds \$100,000 for the Read to Succeed summer program.
- Replaces earmarked grants in the Education Grants service with funding for evidence-based programming to improve educational outcomes, to be administered by the Family League.
- Begins a transition of the city's four daycare centers to year-round Head Start centers that will help 2,000 children prepare for kindergarten and combat summer learning loss.

### *Safer Streets*

Creating and maintaining a safe city requires both long-term preventive measures and the capacity for effective response to crime, fire, accidents, and other emergencies.

Over the past three years, violent crime has continued to drop and fire response times have improved. Property crime increased in 2011, but was back below 2008 levels last year. EMS is meeting response time standards less often. This budget maintains the funding needed to effectively fight crime and invests to modernize the fire department.

- Transitions firefighters to a modified Houston-style schedule. The new schedule will maintain emergency response times and generate savings to improve firefighter pay, replace fire apparatus, and upgrade aging firehouses.
- Continues aggressive efforts to hire new police officers and funds an outside review of police overtime usage.
- Provides funding to modernize the police force by equipping officers with tasers and implementing field based reporting. Tasers reduce the need for deadly force. Field based reporting reduces paperwork so that officers can spend more time on patrol.
- Increases funding for Youth Violence Prevention.
- Fully Funds EMS services. Over 80% of 911 call demand is for medical emergencies. New technology to track the location of medic units will help improve response times.
- Includes \$2.1 million for the Sheriff's Department to dramatically improve the service of peace orders issued by the Circuit Court, which play a crucial role in preventing domestic violence. Twenty-three new positions are funded from increased court fees approved by the Maryland General Assembly.

### *Stronger Neighborhoods*

Strong neighborhoods have healthy real estate markets; are well-maintained and safe; have clean, green open spaces; relevant and desirable amenities; optimal levels of homeownership; and engaged neighbors with strong community organizations.

The past three years have seen a drop in the number of vacant and abandoned houses, and construction and rehabilitation activity is showing signs of life. Despite stepped-up repair and resurfacing efforts, most citizens are still dissatisfied with the condition of city streets. Volunteering has fallen off. This budget cuts taxes and provides new funding for public infrastructure.

- Reduces the effective property tax rate for city homeowners to \$2.155 per \$100 of assessed value, representing a ten cent (4.5%) cut over two years under the *20 Cents by 2020* initiative.

- Supports the *Vacants to Value* program by increasing baseline capital funding for blight elimination and providing a one-time funding surge of \$10 million for whole-block demolition and relocation.
- Provides \$10 million in capital funding to meet the goal of resurfacing at least 200 lane miles in the city's neighborhoods.
- Adds \$5 million in capital funding to upgrade recreation centers, pursuant to the plan initiated two years ago. Also includes \$1.2 million to continue operation of eight afterschool centers and \$300,000 for equipment at four new centers that will open in Fiscal 2014.
- Provides a one-time enhancement of \$260,000 to improve client access to the city's home weatherization service, which will assist nearly 2,000 residents to make their homes more energy efficient.

### *A Growing Economy*

A Growing Economy leverages public-private-non-profit partnerships; respects and supports diversity; and recognizes the interconnectivity of all economic factors – investment, key economic drivers, workforce, quality of life, and infrastructure.

The city's economy is slowly recovering from the Great Recession. The number of businesses has declined since 2007, though sales and hotel tax revenues have recovered, signaling renewed tourism. Employment is also up. This budget keeps the momentum going by maintaining support for economic development and investing to attract new residents and visitors.

- Maintains funding for the Youth Works Summer Job Program, which will partner with private and non-profit employers to give more than 5,000 young people meaningful work experiences.
- Continues increased General Fund appropriations for the Baltimore Development Corporation to support economic development and job creation, fully funds the Small Business Resource Center, and expands the Emerging Technology Center incubator program.
- Enhances Live Baltimore's Live Near Your Work program to attract new residents to the city.
- Maintains funding for key cultural institutions, such as the art museums, Baltimore Symphony Orchestra and the Baltimore Office of Promotion and the Arts.
- Funds a new food desert strategy that will connect urban farmers to convenience stores and create new jobs.

### *Innovative Government*

An innovative government adopts organizational change and encourages employee feedback and ideas; utilizes technology and best practices to streamline processes; leverages public-private partnerships to assist in service delivery; constantly re-evaluates and refines its internal business functions to be more efficient and effective; and encourages customer friendly service.

Over the past three years, the city has reduced its energy use, saving millions of dollars. The city has done more and more business online and has improved the timeliness of vendor payments. The percentage of 311 service requests completed on time has held steady at just under 90%. Citizen satisfaction with city services has also been steady, with around 43% reporting they are “very satisfied” or “satisfied” on the annual survey. This budget invests in making the city’s business processes more efficient and accountable.

- Invests \$5 million in capital funding for technology to accelerate the city’s transition off of an outdated mainframe platform. During Fiscal 2014, the city will begin to centralize its IT resources under MOIT to reduce duplication and promote a coordinated strategy for modernizing service delivery.
- Provides funding to carry out a new charter requirement for periodic audits of city agencies.
- Creates new accounting positions to improve internal controls and respond to citywide audit findings.
- Implements the recommendations of management research studies to make the city’s employee training unit financially self-sufficient, conduct elections more efficiently, strengthen grants management, and improve the dockmaster service.
- Invests in four new Innovation Fund projects that will modernize parking management, make city buildings more energy efficient, and improve city vehicle safety.

### *A Cleaner and Healthier City*

A cleaner and healthier city reaches all aspects of public health: the physical (clean water, clean air, and safe buildings), as well as service aspects (drug treatment, health education, and clinical assistance).

In the past three years, household recycling has increased, as has the number of trees planted in the city. Despite these gains, only about a quarter of citizens rate the city’s cleanliness “excellent” or “good.” The infant mortality rate continues to drop, but hospitalizations for substance abuse and heart disease are on the rise. This budget will maintain funding for core health and sanitation services and greatly accelerate greening and flood control projects.

- Begins operation of a new stormwater utility. Funded by a State-mandated user fee, the utility will enable the city to meet State and federal water quality requirements, expand

green space, and improve flood control. The new stormwater fee will be partially offset by a two cent property tax reduction.

Baltimore has a three-tiered flat rate structure for single-family properties (SFP) parcels based on impervious surface:

Impervious Surface	Flat Fee
< 820 sq. ft.	\$10/quarter
820 - 1,500 sq. ft.	\$15/quarter
> 1,500 sq. ft.	\$30/quarter

All non-SFPs will be charged based on a calculation of impervious surface: \$15/ERU/quarter. The only exception is the structures of religious non-profits, which will be billed at \$3/ERU/quarter.<sup>1</sup>

- Begins implementation of a three-year program of water and sewer rate adjustments to ensure its citizens and customers have access to clean water and adequate sewer systems long into the future. The rates will increase by 15 percent in Fiscal 2014; upward adjustments of 11 percent will be applied in each of the following two years. The new rates will support state-of-the-art meter and billing systems, faster repair and replacement of aging infrastructure, and innovative management programs.
- Provides funding to open a new women’s homeless shelter to replace the Guilford Street shelter, resulting in a net increase of 50 beds.
- Increases funding for Urban Forestry, which will allow for additional safety-related tree pruning. This service has realized efficiencies from new unit cost contracts and is piloting a proactive pruning program.
- Maintains funding for 1+1 trash and recycling collection, graffiti removal, and street and alley cleaning. The Ten-Year Plan calls for the establishment of a solid waste enterprise. In preparation, the city will pilot the use of municipal trash cans and use managed competition to make the bulk trash service more cost-effective.

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<sup>1</sup> An ERU is an Equivalent Residential Unit, which is defined as a weighted median impervious surface area as measured in a representative sample of single-family residential properties within the City. In Baltimore, one ERU is equivalent to 1,050 square feet (sq. ft.) of impervious surface area.

- Enhances funding for Baby Basics, a prenatal health literacy program that reduces risks of poor birth outcomes for low-income mothers.

## **STATE AND FEDERAL BUDGET ACTION**

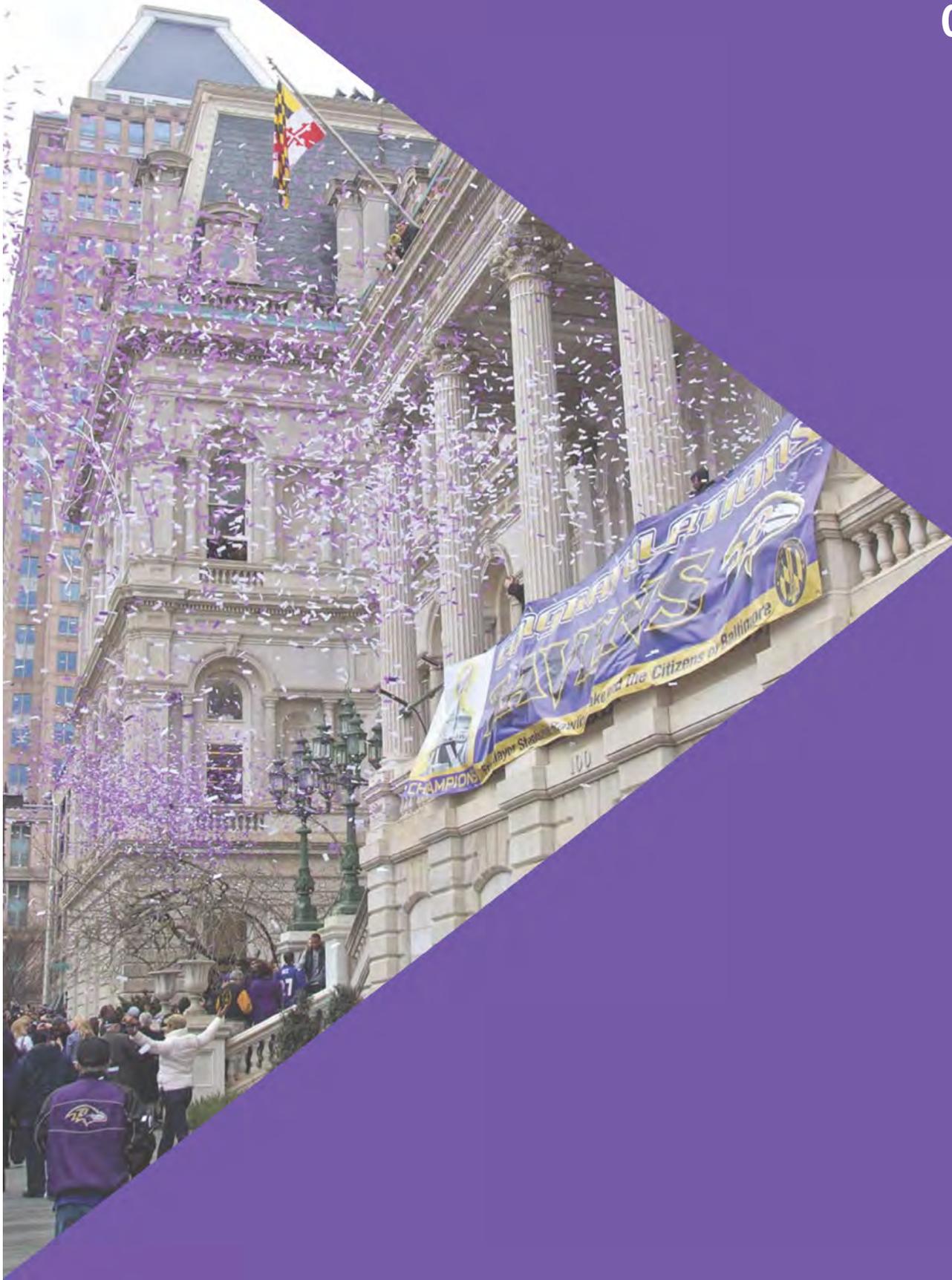
On March 1, 2013, the \$85 billion federal sequestration went into effect. Preliminary agency estimates indicate that sequestration could reduce State and federal grant funding by \$10-15 million. These cuts will impact a variety of city services, most significantly in the areas of public health, housing, job training, homeless services, and public safety. Agency officials are working closely with their federal counterparts to get more specifics about the cuts and will communicate with affected clients as details become available.

## **POST-ADOPTION ACTION**

As part of the Fiscal 2014 budget planning process, the Mayor and City Council worked together to find additional funding for after-school funding and other shared priorities. On July 24<sup>th</sup>, 2013 the Board of Estimates approved a transfer of appropriation to provide an additional \$1.1 million of funding to the Family League for their after-school programming. The transfer also includes funding for two new Federal prosecutor positions and support for existing services such as Operation Safe Streets, Code Inspection, and the BARCS animal shelter.

# FISCAL 2014 Summary of the Adopted Budget

## Outcomes





# Grow Baltimore by

# 10,000

## families over the next 10 years.



**BETTER SCHOOLS**

“ To get Baltimore growing again, we need to step-up our game and work together to improve our schools. ”

- Build and renovate schools
- Increase student attendance
- Decrease the dropout rate
- Increase kindergarten readiness
- Boost 3rd grade reading proficiency
- Increase college & career readiness

**SAFER STREETS**

“ It's time to believe in a safer city and to work even harder because we know the progress is real. ”

- Reduce violent crime
- Reduce property crime
- Improve fire response time
- Improve EMS response time
- Increase perception of safety

**STRONGER NEIGHBORHOODS**

“ Block by block, we're bringing neighborhoods back to get Baltimore growing again. ”

- Reduce the property tax
- Reduce blight & vacant properties
- Increase neighborhood property investment
- Improve street quality
- Expand neighborhood amenity use
- Increase citizen engagement

**GROWING ECONOMY**

“ Baltimore is blessed to be home to many assets that serve as engines of economic activity. We will work in close partnership, supporting these engines of growth. ”

- Increase total residents with jobs
- Increase the number of businesses
- Increase tourism
- Increase retail activity
- Improve cultural offering satisfaction

**INNOVATIVE GOVERNMENT**

“ We will work to make government more efficient and take Baltimore to the next level. ”

- Improve City employee workforce skills
- Improve customer satisfaction
- Reduce energy costs
- Reduce space utilization costs
- Increase City service accessibility
- Promote transparency

**CLEANER & HEALTHIER CITY**

“ Baltimore's families have a right to clean streets, parks, air and water. We must work together to improve our City's public health outcomes. ”

- Improve City Cleanliness
- Decrease drug & alcohol abuse
- Reduce infant mortality
- Reduce heart disease
- Increase recycling
- Improve water and air quality

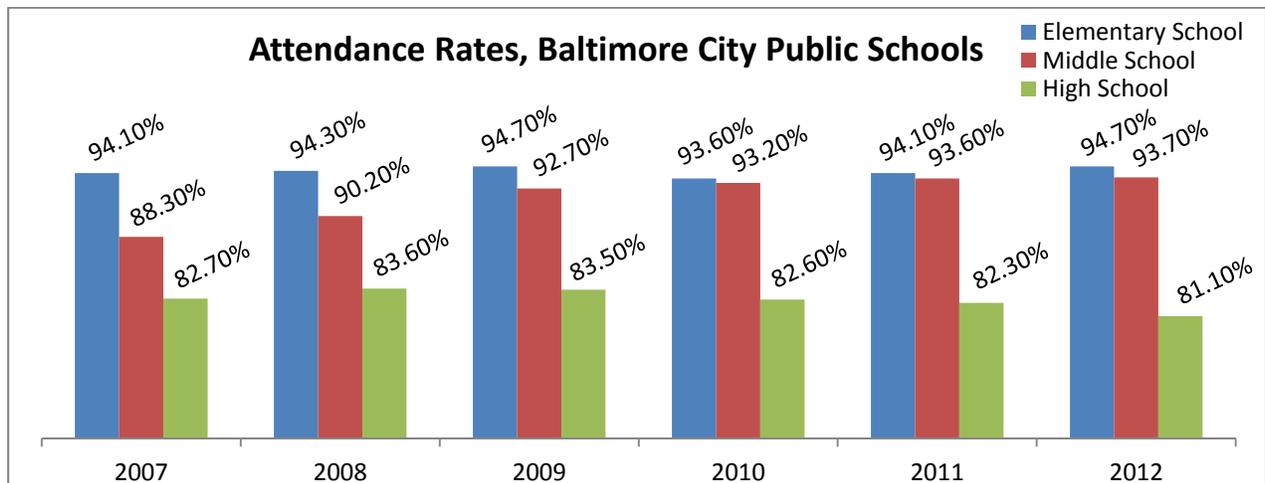
FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Priority Outcomes and Goals

**BETTER SCHOOLS**

**Priority Goals**

**1. Increase Student Attendance**

Positive school attendance has been correlated with increased student achievement in the early grades, as well as lower dropout rates and higher graduation rates in secondary grades, thereby contributing to students graduating from high school ready for college and a career. Research also indicates that successful schools begin by engaging students and ensuring they come to school regularly.

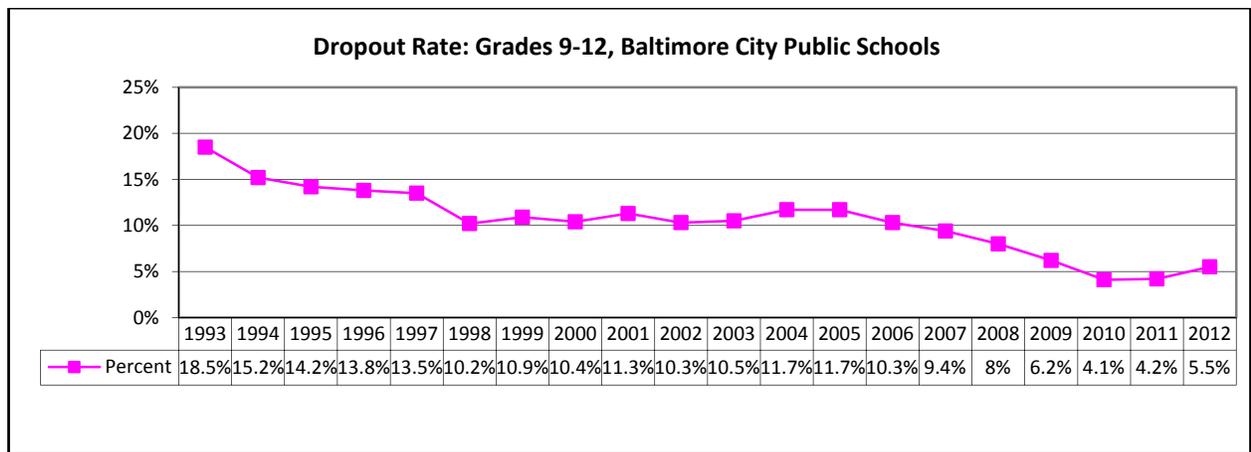


Source: 2012 Maryland State Report Card

Attendance rates for both elementary schools and middle school have steadily increased over the past five years. High school attendance rates increased in 2008 and 2009, but have since declined slightly.

**2. Decrease the Dropout Rate**

Dropping out of school is not a single event but the culmination of student disengagement and academic underperformance that begins as early as elementary school. In order to prevent or address the factors that contribute to students dropping out of school, both school and community-based interventions should be utilized and coordinated using a simultaneous collaborative approach.

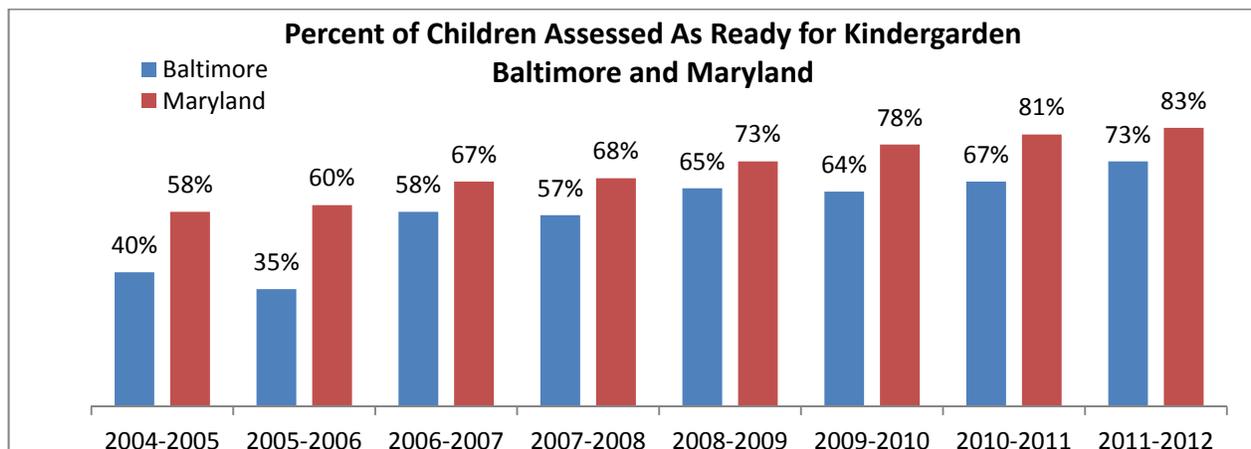


Source: 2012 Maryland State Report Card

High school dropout rates have steadily declined since 1993. In 2012, dropout rates increased slightly to 5.5%.

### 3. Increase Percentage of Children Assessed as Ready for Kindergarten

Children with certain levels of social and emotional development, cognition and general knowledge, language development, physical well-being and motor development enter kindergarten ready to learn. They are better able to engage in and benefit from the learning experiences in kindergarten, preparing them for future years of schooling.

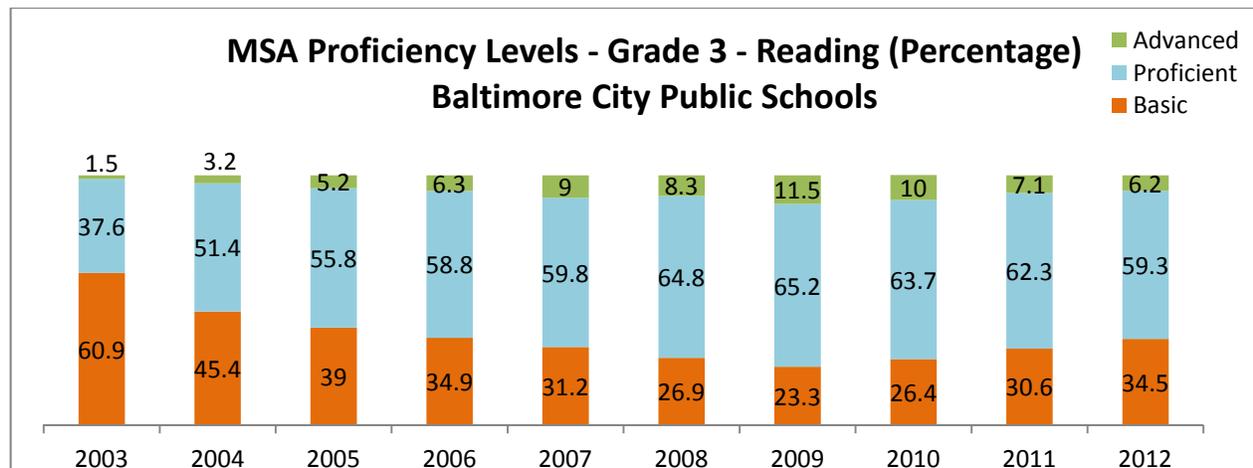


Source: 2012 Maryland State Report Card

The percentage of children ready for kindergarten in Baltimore has steadily increased since 2006, which correlates with the statewide increase in kindergarten readiness since 2005.

#### 4. Increase the Percentage of 3<sup>rd</sup> Graders Reading at the Proficient Level

Reading proficiency at the end of the third grade is considered to be a critical benchmark in a child’s development based on the understanding that most children are still learning to read up until the third grade. However, by fourth grade, there is the expectation that children should begin reading to learn and applying skills gained to further that learning. Studies have found that children who read poorly in the third grade remain poor readers in high school. There is also evidence which suggests that academic success, as measured by high school graduation, can be predicted by a student’s reading proficiency at the end of third grade, and that students who do not read well have a difficult time graduating.

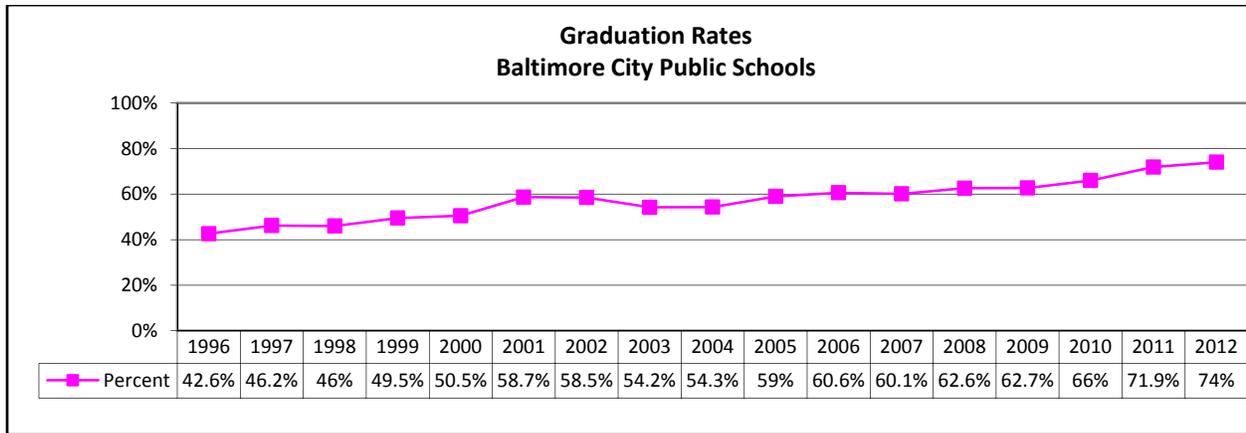


Source: 2012 Maryland State Report Card

MSA proficiency levels for third grade students reading at a basic level fell between 2003 and 2009, but have been on the rise since 2010. For students reading at a proficient level, rates rose up until 2009 and have experienced small declines since 2010. The percentage of students reading at an advanced level reached a record high at 11.5% in 2009, but has since declined to 6.2%.

#### 5. Increase the Percent of Graduating Students that are College or Career Ready

Currently, between 30 and 40 percent of students enrolling in college require at least one remedial class, in addition to courses required for the college degree. Generally, remedial courses do not qualify for accumulation of degree credits or financial aid. About half of all students who start college never finish. A recent survey involving employers who had recently hired high school graduates believed these new employees did not have the skills to advance in their jobs.



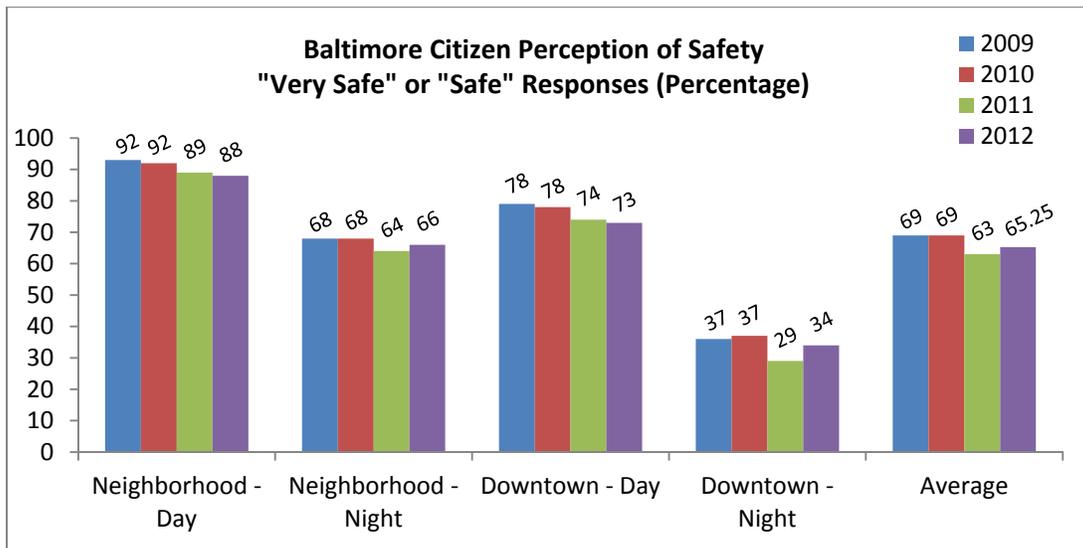
Source: 2012 Maryland State Report Card

Graduation rates have steadily increased over the past 15 years. While there was a slight dip in graduation rates between 2002 and 2004, the graduation rate has since increased by nearly 20%.

**SAFER STREETS**

**Priority Goals**

- 1. Increase the percentage of citizens that rate the City safe or very safe.** The 2012 Baltimore Citizen Survey asked citizens to rate their perceptions of the City's safety in their neighborhood and downtown, during the day and at night. The average score for 2012 was 79.75.

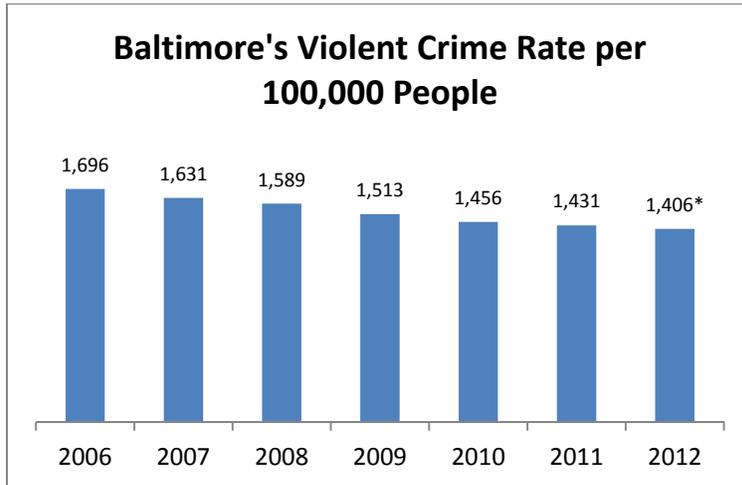


Source: Baltimore Citizen Survey, 2010, 2011, and 2012

Citizens' perceptions of safety remained largely unchanged between 2010 and 2011. The biggest change was how many people felt safe downtown at night, which dropped by eight percentage points between 2010 and 2011. In 2012, more respondents to the Citizen Survey

indicated they felt safe downtown at night than they had in previous years. Overall, the perception of safety in the City went up 2.25% from 2011 to 2012.

- 2. **Reduce violent crime rate.** Violent crime includes murder, rape, robbery and aggravated assault.



\*2012 data is preliminary  
Source: FBI Uniform Crime Report for Baltimore

Baltimore’s violent crime rate has continued to drop for the past seven years. In 2011, it reached a low of 1,431 crimes per 100,000 people. According to preliminary data, in 2012, the violent crime rate dropped even further to 1,406 crimes per 100,000 people.

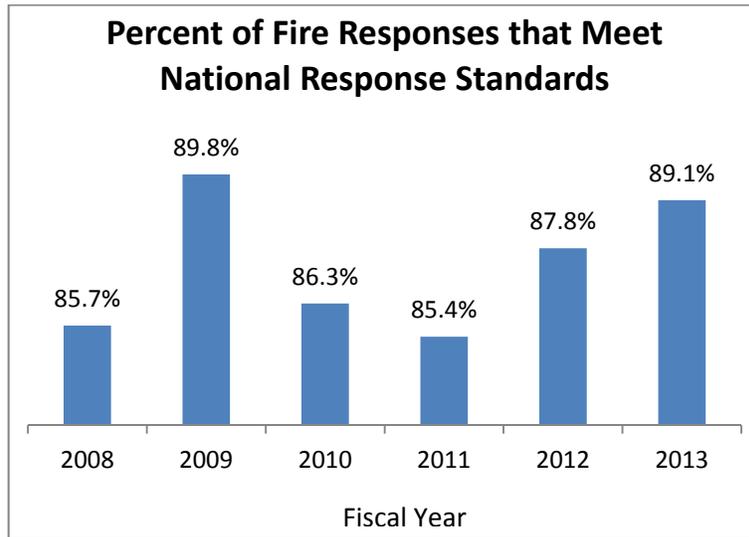
- 3. **Reduce property crime rate.** Property crime includes burglary, larceny and auto theft. -



\*2012 data is preliminary  
Source: FBI Uniform Crime Report for Baltimore

Property crime in the city has fluctuated over the past six years. In 2011, there was a spike in property crime, but preliminary data from 2012 shows it fell sharply again to 4,660 property crimes per 100,000 people.

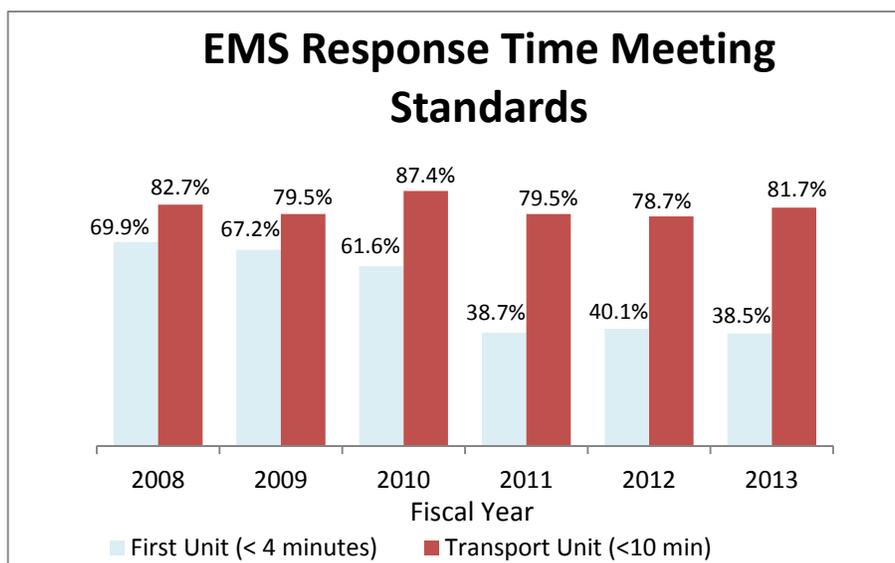
**4. Increase the percentage of Fire responses that meet national standards.**



Source: Baltimore Fire Department

The percentage of fire responses that met national response standards rose 3.4% to 87.8% from 2011 to 2012. In Fiscal 2013, this percentage rose further to 89.1%.

**5. Increase percentage of Fire and EMS 911 calls meeting national response time standards.**



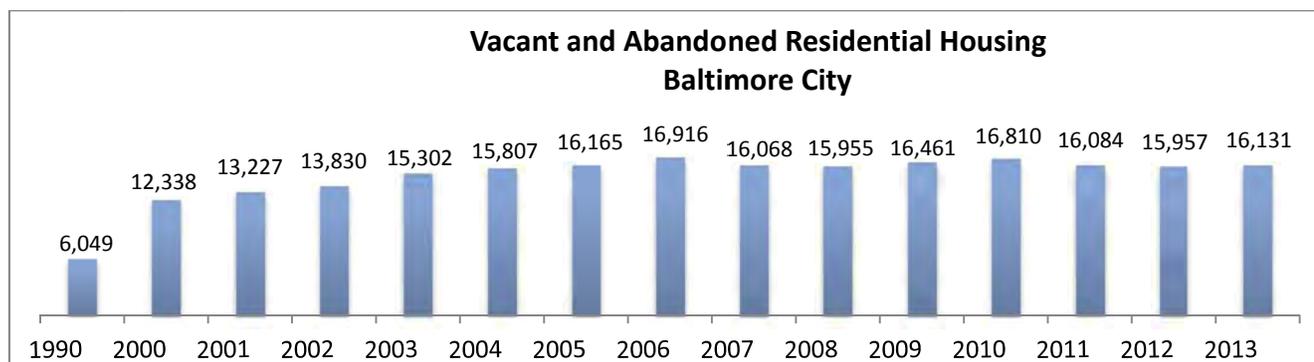
Source: Baltimore Fire Department

First unit responses within four minutes steadily declined from 2009 to 2011, but experienced a slight increase in 2012. Since 2010, transport unit responses within ten minutes have declined. In 2013, first unit response times fell to 38.5% within four minutes, however, the percentage of transport units responding within 10 minutes continued to increase, rising to 81.7%.

## STRONGER NEIGHBORHOODS

### Priority Goals

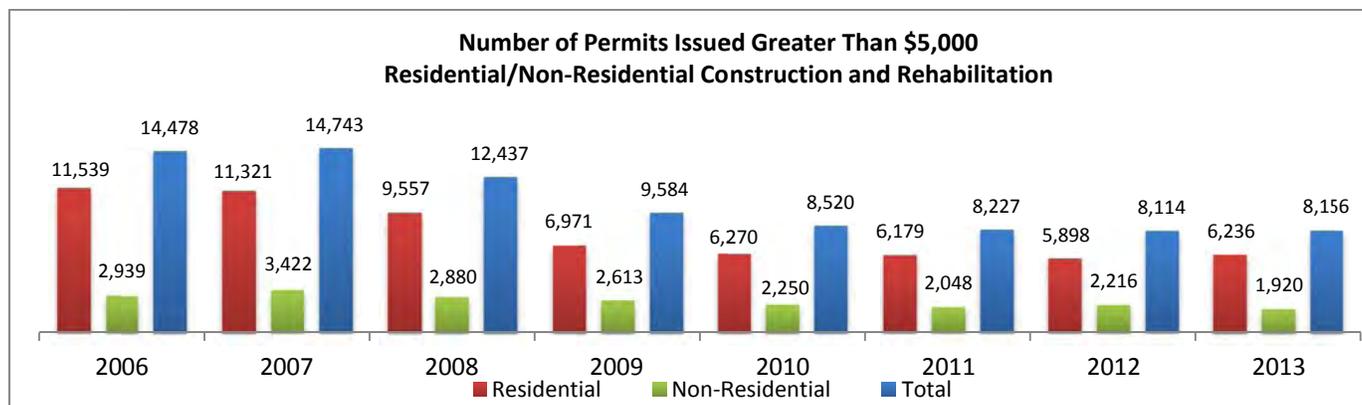
1. Reduce blight and return vacant neighborhood structures and land to productive and beneficial use.



Source: Baltimore City Department of Housing and Community Development

The number of vacant and abandoned residential units has fluctuated greatly. They more than doubled between 1990 and 2000. Since 2000, the number of vacant and abandoned residential units has generally increased, although there was a marked decrease from 2010 to 2012. In 2013, the number of vacant and abandoned residential housing units rose to 16,131.

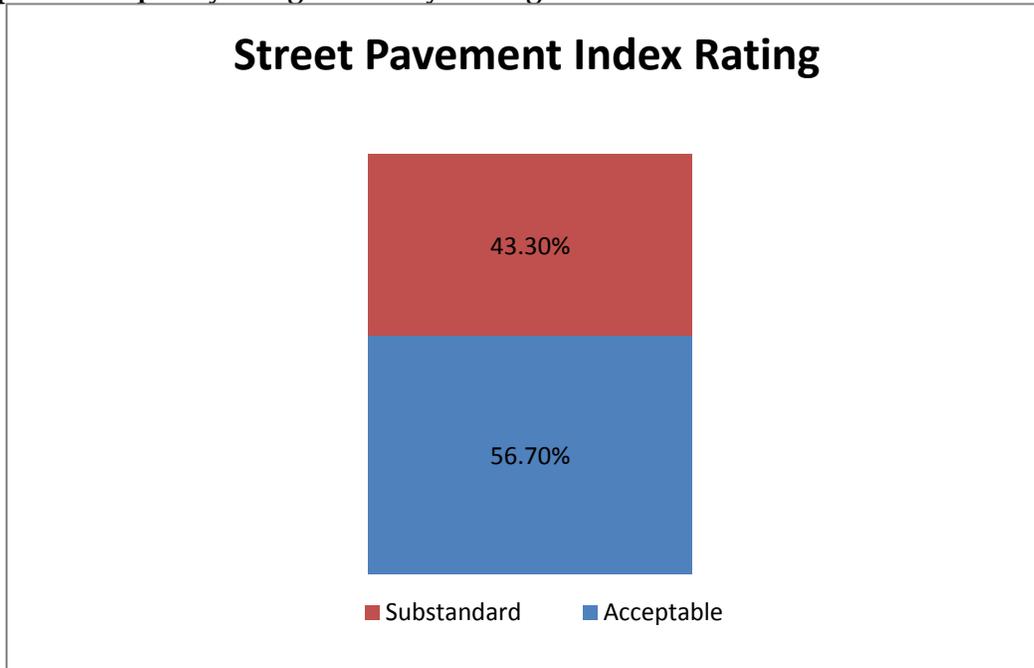
2. Improve the condition of private neighborhood properties and promote new construction.



Source: Baltimore City Department of Housing and Community Development

The number of residential and non-residential permits greater than \$5,000 decreased from 2006 to 2012. In 2013, the number of total permits increased slightly. The entirety of this increase was driven by residential permits.

**3. Improve the quality of rights of way in neighborhoods.**



Source: Baltimore Department of Transportation. Note: the last rating index study was last conducted in 2008. Preliminary results for the latest study will be available in late 2013

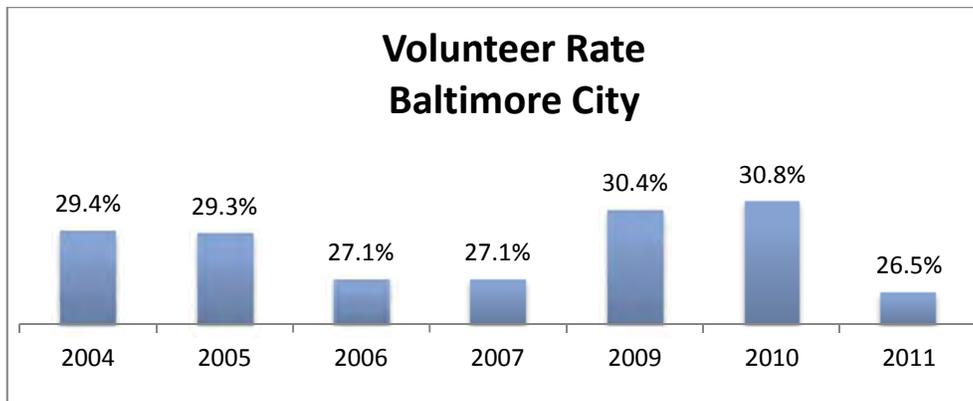
**4. Improve citizen usage of neighborhood-based services and amenities.**



Source: Baltimore Citizen Survey, 2009, 2010, 2011, and 2012

Citizen opinion as to the availability of recreational opportunities in Baltimore remained relatively unchanged between 2011 and 2012.

**5. Increase citizen engagement within neighborhoods**



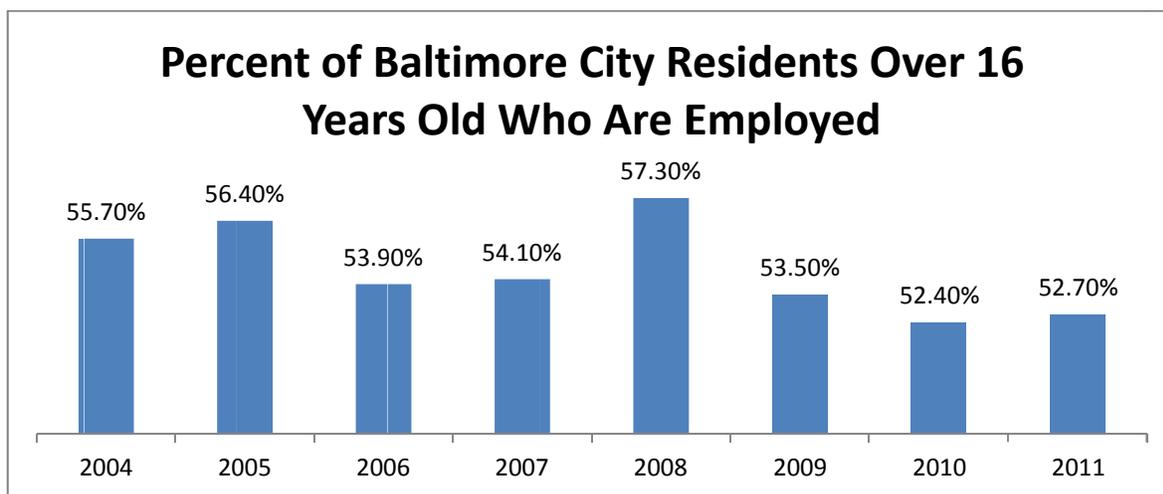
Source: Corporation for National and Community Service

The volunteering rate in Baltimore has experienced an increase from 27.1% in 2007 to 30.8% in 2010, but dropped to 26.5% in 2011.

**A GROWING ECONOMY**

**Priority Goals**

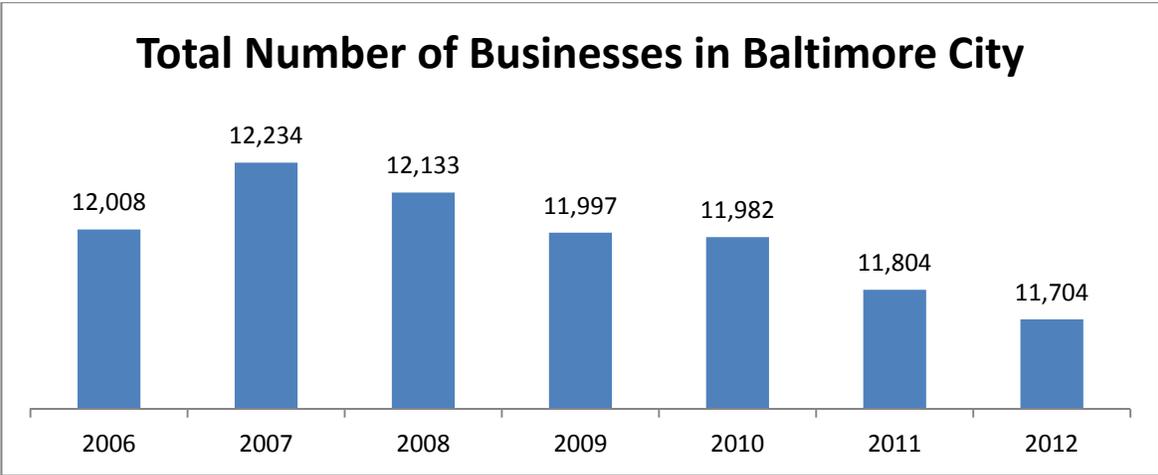
- 1. Increase the number of city residents over 16 years old who have a job.**



Source: American Community Survey, 2011

In 2008, the percent of residents over the age of 16 who were employed reached 57.3% after four years of lower employment levels. However, from 2008 to 2010, the the percent of residents over the age of 16 who were employed fell by almost five percentage points. However, employment increased slightly in 2011 (the most recent year for which data are available).

2. Increase the overall number of businesses in the City.



Source: Baltimore City Department of Finance, Personal Property Tax Data

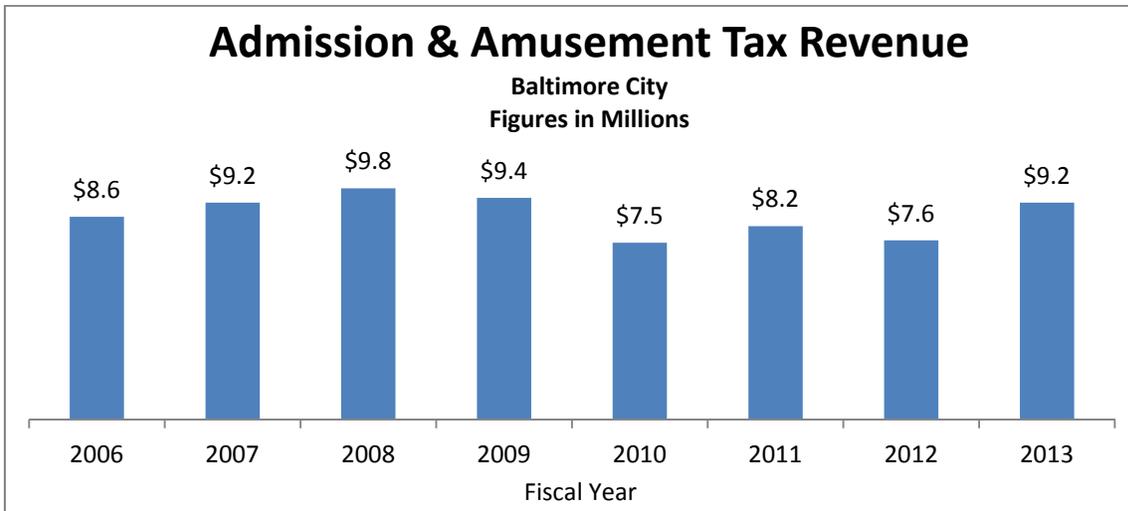
Since 2007, the numbers of businesses in the City has steadily declined.

3. Increase economic activity from tourism and entertainment and attraction offerings.



Source: Baltimore City Department of Finance. Note: the hotel tax increased from 7.5% to 9.5% in Fiscal 2011.

Hotel revenue remained fairly steady from 2006-2010 without any major fluctuations. In Fiscal 2011, the hotel tax increased from 7.5% to 9.5%, and hotel tax revenue increased by \$8.1 million from 2010 levels. In 2012, hotel revenue increased by \$5.5 million from 2011 levels. In 2013, there was a slight decrease in hotel tax revenue by \$2.1 million.



Source: Baltimore City Department of Finance

The average admission and amusement tax revenue from 2006 to 2009 was \$9.25 million. From 2010 to 2012, the average was \$7.77 million. In 2013, there was a large increase in admission and amusement tax revenue to \$9.2 million.

4. **Increase the total amount of retail activity.**

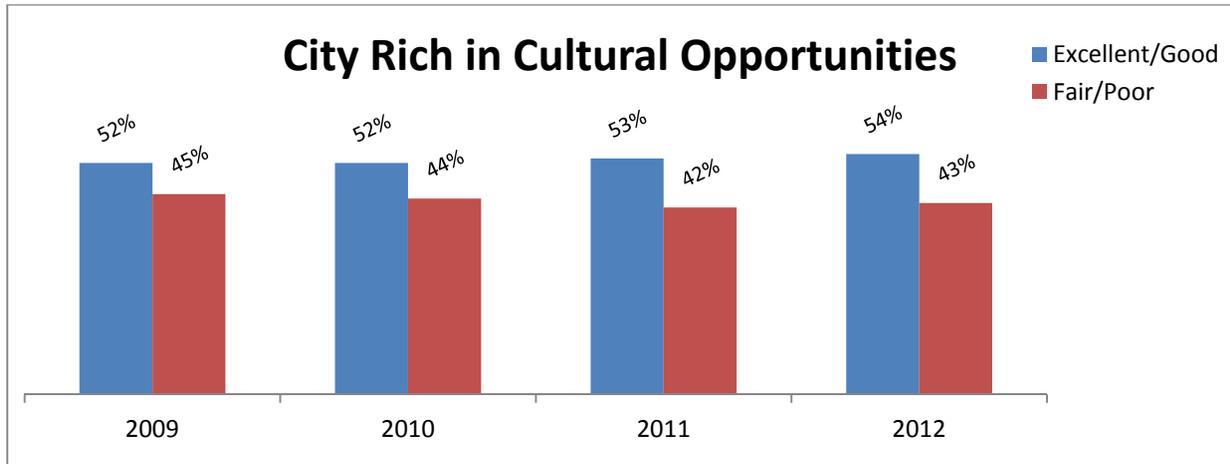


Source: State of Maryland Comptroller's Office

\*Includes furniture and appliances, general merchandise, apparel, and food and beverage. The increase in sales tax is due to the increase in sales tax on alcohol the State imposed in 2012.

After gradually increasing by \$12.8 million from 2008 to 2011, sales tax revenue rose sharply in 2012 due to the introduction of an alcohol tax. In 2013, sales and use tax revenues were \$175.8 million – over \$1 million higher than in 2012.

5. Increase the number of citizens who rate the City as being rich in cultural opportunities.



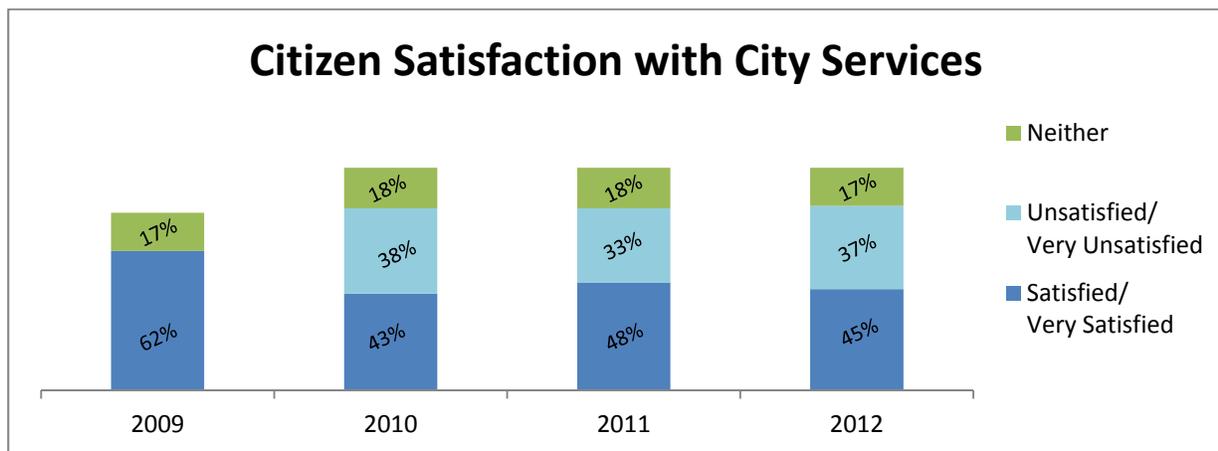
Source: Baltimore Citizen Survey, 2009-2012

The percentages of citizens who rated the City’s cultural opportunities as being “excellent” or “good” was relatively unchanged from 2011 to 2012. This chart excludes “don’t know” responses.

**INNOVATIVE GOVERNMENT**

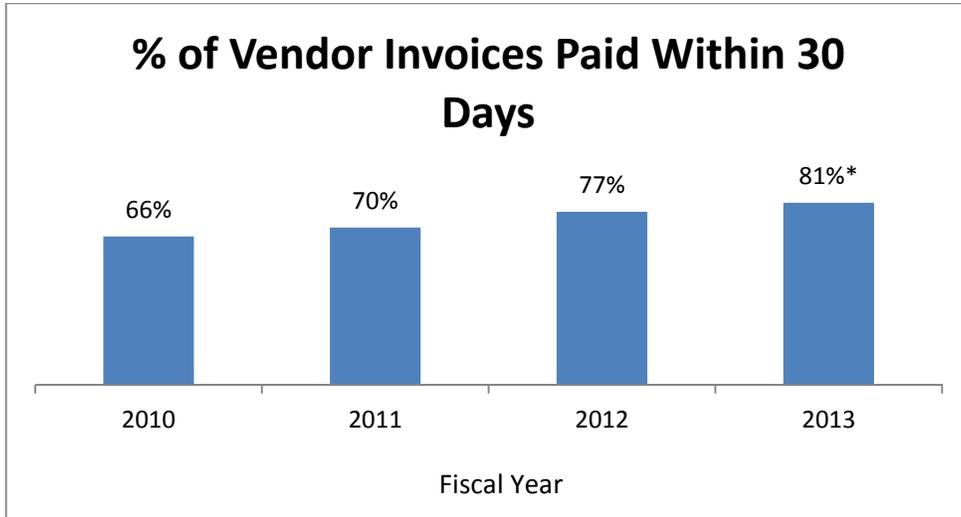
*Priority Goals*

1. Increase the percentage of City employees trained in areas that directly impact their work. This is a new goal for Fiscal Year 2013. Indicators are under development.
2. Increase the percentage of internal and external customers very satisfied with City services and business functions.



Source: Baltimore Citizen Survey, 2009-2012

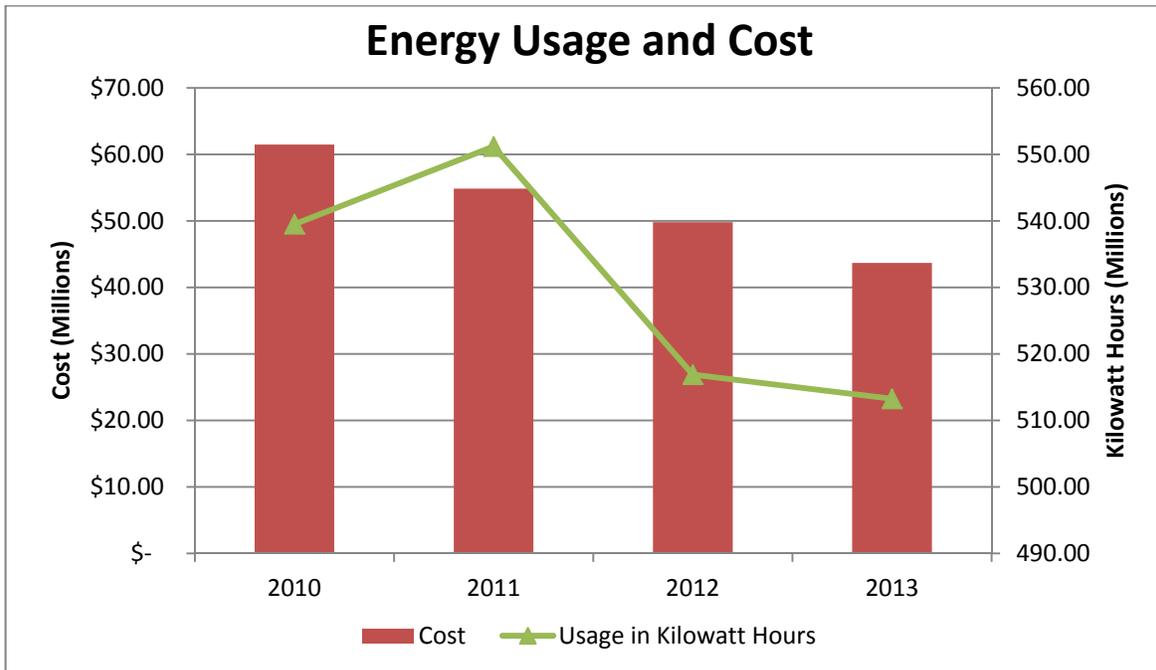
Citizen satisfaction with City services changed modestly from 2010 to 2011. The biggest change was a five percentage point increase in 2011 from 2010 in the number of citizens who reported being very satisfied or satisfied with City services.



Source: Baltimore City Department of Finance  
 \*Note: the 2013 data is as of May 2013.

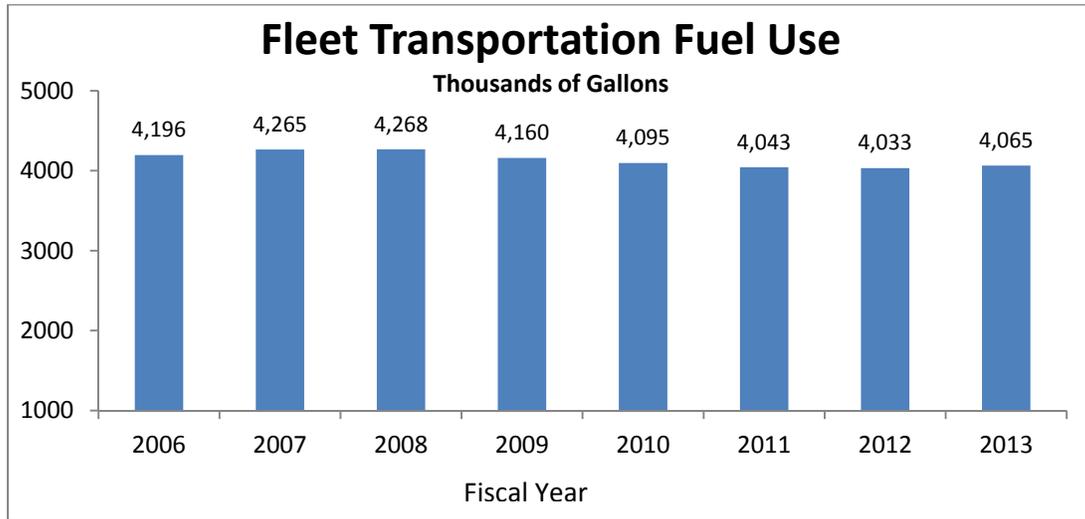
The percentage of vendors who paid their invoices on time increased fifteen percentage points between 2010 and 2013.

**3. Reduce the City’s energy costs.**



Source: Baltimore City Department of General Services

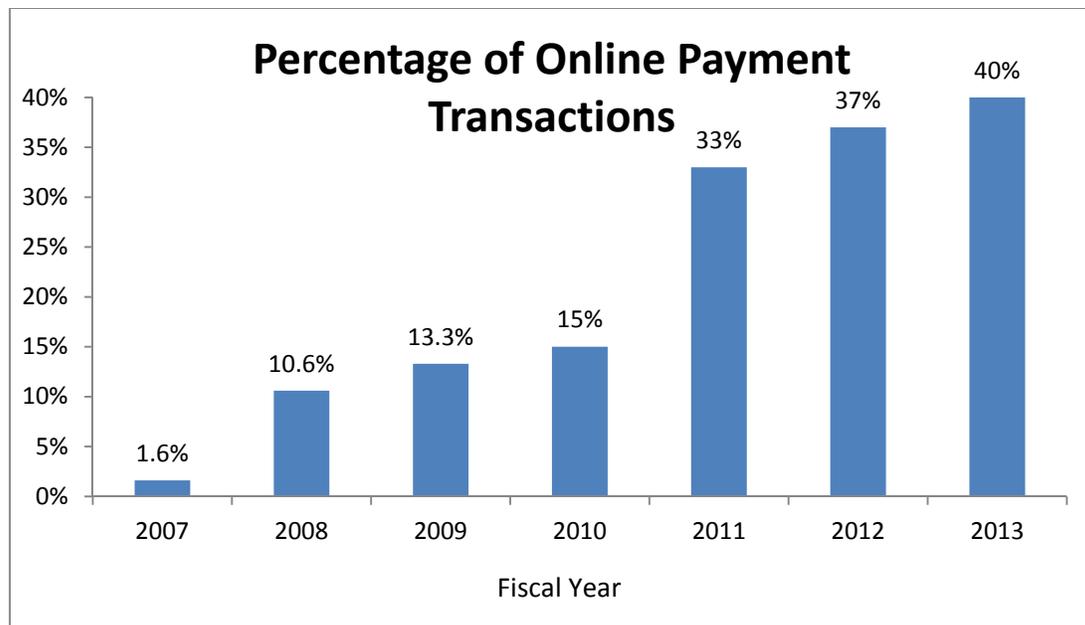
Energy costs have decreased since 2010 by \$17.8 million. Electricity use was approximately 540 million kilowatt hours in 2010, but was approximately 513 million kilowatt hours in 2012, a 5% reduction.



Source: Baltimore City Department of General Services

Fleet transportation fuel use has been steadily declining. In 2012, the fleet used 21% less fuel than it did in 2008. Fuel use rose slightly in 2013 due to an aging fleet, however, the fleet modernization effort will replace aging fleet vehicles with more fuel efficient ones and reduce the fleet size by 5%.

- 4. **Reduce the City’s space utilization costs.** Indicators are under development.
- 5. **Increase citizens’ accessibility of City services.**



Source: Baltimore City Department of Finance

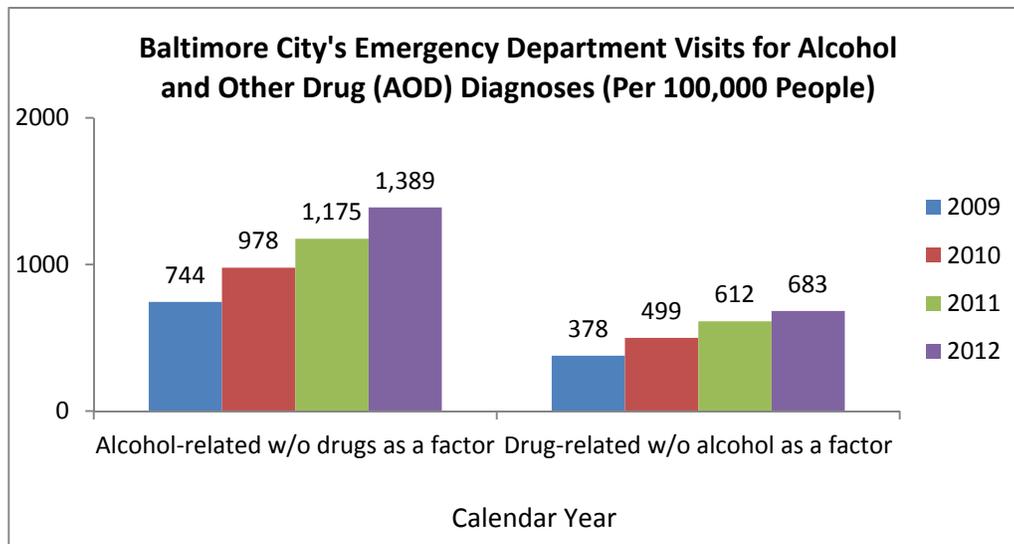
Citizens have been progressively increasing their use of online payment transactions. In 2012, there was a 432% increase in the percentage of online payment transactions compared to the percentage of online payment transactions in 2007, and a four percentage point increase from 2011. Online payment transaction continued to rise in 2013, reaching a record high of 40%.

## A CLEANER AND HEALTHIER CITY

### Priority Goals

Each of these Goals is best supported by encouraging personal and organizational responsibility for the environment and one's health through education, behavioral change and engagement.

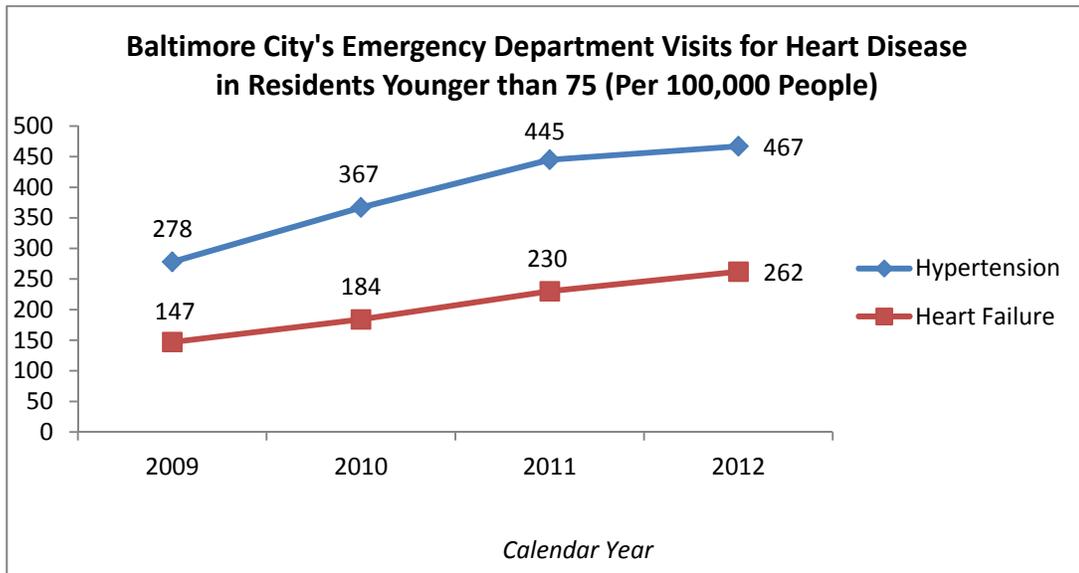
#### 1. Decrease the number of alcohol and drug-related emergency visits.



Source: Baltimore City Health Department

In 2011, there were 1,175 alcohol-related emergency room visits where drugs were not a factor and 612 drug-related emergency room visits where alcohol was not a factor. In 2012, these numbers continued to rise, as there were 1,389 visits to the emergency department that were alcohol-related without drugs as a factor and 683 visits to the emergency room that were drug-related without alcohol as a factor.

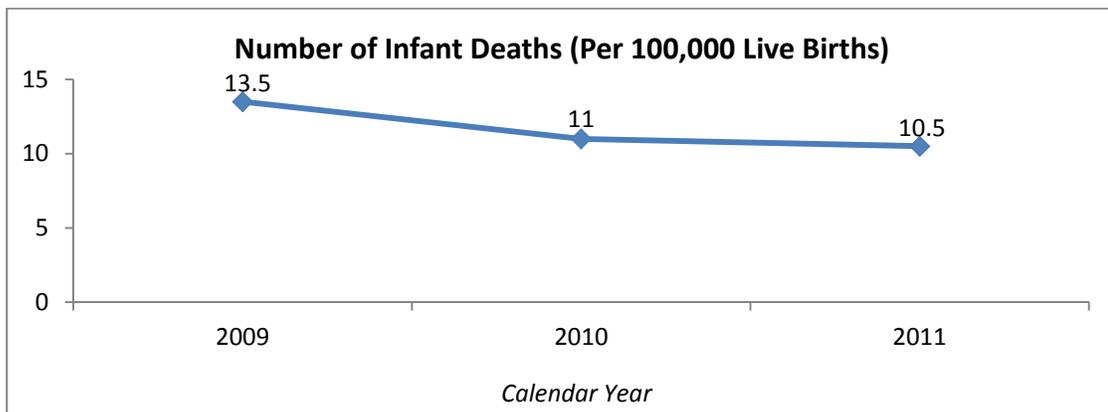
2. **Reduce health inequalities by decreasing preventable emergency visits for heart disease-related conditions.**



Source: Baltimore City Health Department

Emergency room visits have steadily increased for both heart failure and hypertension.

3. **Reduce the rate of infant mortality within the City.**

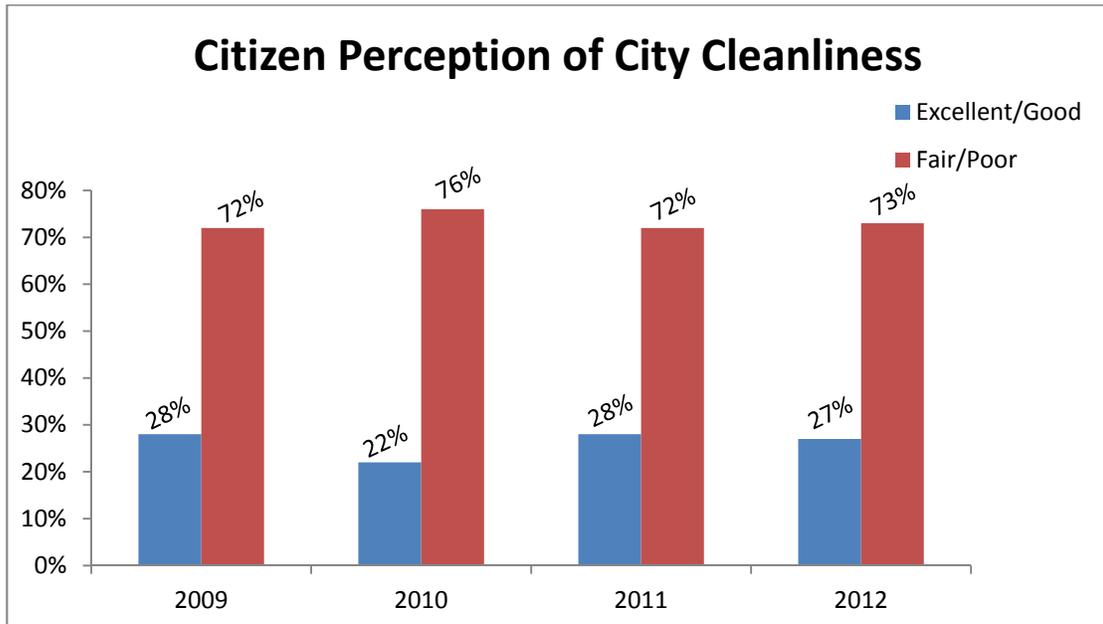


Source: Baltimore City Health Department

\*Note. 2012 data will be available in July 2013.

The rate of infant mortality in the City has steadily decreased.

4. Increase citizen satisfaction with City's cleanliness.



Source: Baltimore Citizen Survey, 2009-2012

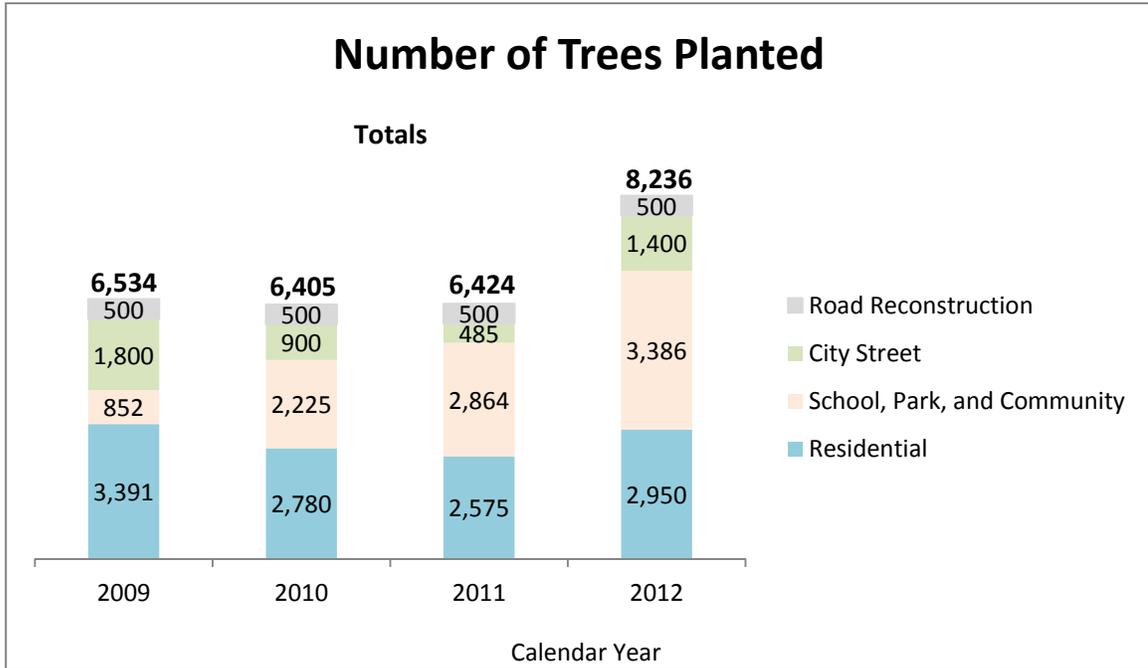
5. Increase the percent of impervious surfaces treated for water pollutants. This is a new goal. Indicators are still under development.
6. Increase the amount of waste material re-used or recycled.



Source: Baltimore Department of Public Works, Solid Waste Division

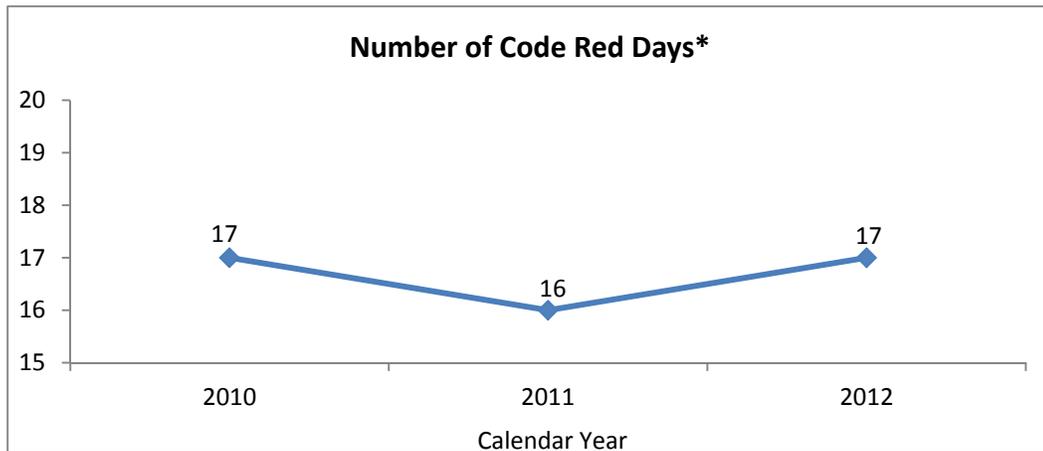
From 2007 to 2010, the percentage of household waste that was recycled steadily increased. There was a leveling off in 2011, but an increase in 2012 to 18.3%.

7. Improve air quality.



Source: TreeBaltimore, Department of Recreation and Parks

The number of trees planted in Baltimore increased significantly from 2011 to 2012, with 2,276 more trees (an over 40% increase) being planted.



Source: Baltimore City Health Department

\*A Code Red day is a day where the forecasted heat index is 105 degrees or higher and is characterized as having poor air quality and high UV levels.

To review the full Guidance Documents for each of the Priority Outcomes, visit our website at [www.baltimorecity.gov/outcomebudgeting](http://www.baltimorecity.gov/outcomebudgeting)

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FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Connecting Services, Strategies, and Performance

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Each of the six Priority Outcomes has several Smart Goals that lead to its accomplishment. Agencies are tasked with finding ways to connect their service’s strategies to these Smart Goals, and within each service, set performance measures and targets for these actions. The following tables show the Smart Goals for each of the six priority outcomes and summarize the strategies and performance measures City services have proposed for Fiscal 2014 in order to accomplish them. Complete performance measure data for each City service is included in the Agency Detail publication.

**BETTER SCHOOLS**

Mission: The City’s Priority Outcome to foster Better Schools represents a commitment in Baltimore’s greatest asset, our youth. Services funded in this Priority Outcome seek to promote lifelong learning opportunities, high quality educational opportunities outside the classroom, and promoting community engagement and partnerships to involve individuals and organizations in the City’s educational process.

**GOALS & STRATEGIES**

<b>GOALS</b>	<b>Increase student attendance</b>	<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
		School Health Services	The service will operate school-based health centers & suites. The recommended funding will maintain current services.	85% of students visiting a school health suite will be treated & return to class, an increase from 82% in Fiscal 2012.
BCPS Alternative Options Academy for Youth	The service will implement family engagement efforts to reduce chronic absenteeism. The recommended funding will maintain the current level of service.	At least 97% of participants will remain enrolled in school at close of school year, in Fiscal 2012 99% of participants remained enrolled in school at the close of the school year.		

# GOALS

		<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
<b>GOALS</b>	<b>Increase kindergarten readiness</b>	Information Services	Early Childhood literacy programs will be operated in Library branches throughout the City. The current level of service will be maintained.	At least 52,000 children will take part in early literacy programming; 56,229 participated in Fiscal 2012.
		Early Childhood Education	Four facilities will provide early childcare services to low and moderate income families, the current level of service will be maintained.	310 students will participate in programming; currently 159 children are enrolled.
		Head Start	Family engagement strategies will ensure students development good academic habits at an early age. The current level of service will be maintained.	3,600 students will be enrolled in Head Start services, consistent with Fiscal 2012 performance.
	<b>Decrease the dropout rate</b>	Family League	Community Resource Schools will focus on a smooth transition for students from 8 <sup>th</sup> grade to 9 <sup>th</sup> grade. The recommended funding will maintain the current level of service. In Fiscal 2014 the Family League will administer a competitive grant process supporting evidence-based programming focused on improving educational outcomes.	10% reduction in negative behavior incidents among program participants
		Workforce Services for WIA Youth	Students enrolled in the program receive tutoring and study skill training as part of comprehensive drop out prevention strategy. The recommended funding will maintain the current level of service.	65% of participants will increase literacy rate by 1 grade level after 1 year of participation, an increase from 63% in Fiscal 2012.

# GOALS

		Service	Strategy	Performance
		Increase Reading Proficiency	Information Services	The service will implement the summer reading program. The current level of service will be maintained.
Increase Percent of Graduates who are College and Career-Ready	Workforce Services for Out of Work Youth	The service will offer job training programs and college preparatory programs.	At least 700 students will access educational, & occupational support services from 'one-stop' service center; 797 students accessed service in Fiscal 2012.	
	BCPS Alternative Options Academy for Youth	Career Navigators will provide career exploration services to students including; mock interviews, job searches, and job shadowing. The current level of service will be maintained.	At least 120 participants will access workforce development services through YO Academy, 151 utilized the service in Fiscal 2012.	
	Senior Education	Provide GED and lifelong learning opportunities to Baltimore's senior population. The current level of service will be maintained.	45,000 Baltimore seniors will access services through the City's Senior Centers.	

**SAFER STREETS**

Mission: The mission of Safer Streets is to provide core public safety functions such as targeted police deployment and fire safety measures. This Priority Outcome encompasses agency actions as diverse as zoning classification, the design of buildings and public spaces, traffic and transit design, outreach to at-risk youth, and offender re-entry services.

**GOALS & STRATEGIES**

<b>GOALS</b>	<b>Increase citizen perception of safety</b>	<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
		Animal Services	This service will investigate and remove violent animals along with responding to animal bite cases. This service will also partner with the non-profit BARCS animal shelter to promote animal adoptions.	In Fiscal 2014 the service will respond to 95% of high priority service requests on time.
		Police Patrol	This service will implement community engagement activities in addition to 911 response. The service will also continue to enhance community policing efforts.	This service seeks to Increase citizen satisfaction with police responsiveness from 84% in Fiscal 2012 to 87% in Fiscal 2014 and satisfaction of police approachability from 54% to 68%.
		Emergency Management	This service will implement citywide disaster response initiatives.	In Fiscal 2012 57% of Baltimore households had emergency preparedness kits.
		Fire and Community Outreach	This service will provide fire education by providing smoke alarms and general safety campaigns. Two positions that support public education will be abolished.	In Fiscal 2014 the service will make 800 Operation CARE visits and reduce the number of 911 calls from Operation CARE clients by 50%. Public education will be supported by fire companies.
		Crime Camera Management	This service will manage 600 crime cameras throughout Baltimore through public and private partnerships.	Reduce crime in covered areas by 25%. In Fiscal 2014 this service anticipates assisting in 1,250 arrests.

# GOALS

Increase citizen perception of safety

Service	Strategy	Performance
Police Community Relations	This service will conduct investigations and mediation services to help improve relations between Police Department and community.	In Fiscal 2012 the service completed 40% of investigations within 180 days. In Fiscal 2014 the service will seek to reduce response time to 140 days. The improved performance will be achieved through contractual mediation services.
Traffic Safety	This service will implement the '3 E's' traffic safety strategy, which includes: engineering, education, and enforcement. This includes managing crossing guards, organizing Safety City, and operating red lights and speed cameras.	This service will seek to reduce the number of traffic accidents resulting in injury from 4,524 in Fiscal 2012 to 4,000 in Fiscal 2014.

# GOALS

## Decrease violent crime

Service	Strategy	Performance
Youth Violence Prevention	This service will implement violence prevention strategies geared toward reducing the number of non-fatal shootings and homicides. Programming will expand from two to four sites by Spring 2013.	The number of conflict mediations increased from 193 in Fiscal 2012 to 320 in Fiscal 2014. Additionally, 700 clients will be targeted for participation in Fiscal 2014, an increase of 157 from Fiscal 2012.
Target Violent Criminals	This service seeks to remove violent offenders, illegal guns, and organizations through targeted enforcement.	In Fiscal 2014 the service will confiscate 850 guns and make 460 arrests.
Crime Investigation	This service will respond to all serious crimes that take place within Baltimore City, this includes shootings, rapes, murders, robberies, and aggravated assaults.	In Fiscal 2014 the agency anticipates increasing the homicide clearance rate from Fiscal 2012 rate of 46% to 53%.
Fire Investigation	This service assists in investigation efforts of arson cases.	Investigation reports will be completed within 8 days of occurrence, consistent with Fiscal 2012 performance .
Crime Laboratory	This service conducts laboratory work for investigations related to violent crime to assist in prosecution of criminals. FY13 budget included increased funding of \$780K for lab supplies and equipment maintenance. Funding is maintained in FY14.	The service will process over 15,000 crime scenes and reduce its backlog from 14,478 to 14,300. The average turnaround time for forensics will decrease from 26 days in Fiscal 2012 to 24 days in Fiscal 2014.

# GOALS

		<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
<b>GOALS</b>	<b>Decrease Property Crime</b>	Crowd, Traffic, and Special Events	This service is responsible for ensuring special events have adequate police coverage to increase visibility and deter crime	The service will staff 147 special events, consistent with Fiscal 2012.
		Police Patrol	This service will respond to crimes in progress along with increasing police community presence to deter property crime. The service will also continue the Mayor's aggressive plan to hire new officers.	Property crime rate will decrease from 48 per 1,000 residents in Fiscal 2012 to 44 in Fiscal 2014.
		Police Special Operations	Utilize special forces including SWAT, K9 unit, aviation, mounted, and marine to respond to suspicious activities and deter potential crime.	In Fiscal 2012 special operations assisted with 1,200 arrests, this is consistent with Fiscal 2014 targeted performance.
	<b>Improve fire response times</b>	Fire Suppression and Emergency Rescue	This service provides fire protection and emergency rescue when called upon.	First fire engine will arrive on scene of dispatch within 5 minutes of call 92% of the time.
		Fire Facilities Maintenance and Replacement	This service will maintain over 350 pieces of equipment to ensure timely response to fire emergencies.	In Fiscal 2012 78.5% of first line medic units were available for daily service; this will be maintained in Fiscal 2014.
		Fire Communications and Dispatch	This service will monitor and dispatch approximately 154,000 fire and EMS incidents annually. This service also provides remediation guidance for 911 callers.	In Fiscal 2014 this service will dispatch 90% of calls within 1 minute, an increase from 71% in Fiscal 2012.

# GOALS

## Improve EMS response time

Service	Strategy	Performance
Emergency medical services	This service will provide assessment treatment and hospital transportation to an average 86,000 trauma and medical patients.	This service will respond to 90% of EMS calls within 10 minutes of dispatch, this is a 10% increase from Fiscal 2012.
Fire Recruiting and Training	This service will lead efforts to increase the recruitment of paramedics.	In Fiscal 2014 recruitment efforts from this service will result in full staffing levels of paramedic positions.
Snow and Ice Control	This service will ensure primary roadways are cleared ensuring EMS and other vehicles have proper access during snow emergencies.	In Fiscal 2014 the service will seek to have all primary roadways cleared to wet pavement within 8 hours at the end of a typical weather event.
Fire and Community Outreach	This service supports Operation Care through a joint effort with the Health Department to provide case management services for frequent 911 callers.	In Fiscal 2014 the service will conduct 800 Operation CARE visits and reduce the number of calls from Operation CARE clients by 50%.

**STRONGER NEIGHBORHOODS**

Mission: Stronger neighborhoods are those with optimum levels of homeownership, engaged neighbors and strong community organizations which embrace a diversity of people and lifestyles. Strong neighborhoods offer access to community services and volunteer opportunities as well as other services such as homeownership and financial counseling.

**GOALS & STRATEGIES**

<b>GOALS</b>	<b>Reduce blight in Baltimore</b>	<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
		Housing Code Enforcement	This service will continue to enhance the Vacants to Value initiative by expanding its reach to more than 50% of the 5,000 middle market vacant properties in Baltimore. This service will carry out the logistical aspects of implementing Whole Block Demolition laid out in the 10-Year Financial Plan.	In Fiscal 2014 the service will make 1,200 properties habitable through code enforcement; in Fiscal 2012, 431 properties were made habitable through code enforcement.
		Blight Elimination	Support revitalization through sale of city owned vacant property and creative re-use strategies including Adopt a Lot and Side Yard program. This service will also assist in the acquisition process to support enhanced funding for property demolition.	The number of city owned vacant properties in transitional neighborhoods will continue to decrease; the target for Fiscal 2014 is 125.
		Historic Preservation	This service promotes revitalization through rehabilitation, renovation, and redevelopment of vacant historic buildings primarily by focusing on increasing the number of landmark designations.	This service will maintain 25% of eligible properties in Baltimore with local or national historic designation.

# GOALS

## Improve condition of private neighborhood properties

Service	Strategy	Performance
Register and License Properties and Contractors	This service will continue to develop online tools for residents to complete property registration requirements, making the process increasingly consumer friendly.	In Fiscal 2014 25% of customers will complete registration renewals online, an increase of nearly 50% from Fiscal 2012.
Building and Zoning Inspection and Permits	This service will implement strategies to fully integrate inspections and permitting processes while eliminating outdated policies.	In Fiscal 2014 the service will conduct 87,500 trade inspections and issue 36,000 permits, consistent with the current year's performance.
Energy Assistance	This service will enhance field outreach strategies to streamline enrollment process allowing clients to receive weatherization services in a shorter time frame.	In Fiscal 2014 the service will weatherize 1,000 homes; this is a decrease of 424 homes from Fiscal 2012.
Comprehensive Planning and Resource Management	This service will advance neighborhood revitalization through implementation of small area plans and the comprehensive master plan.	The Planning Commission will approve 3 facility and master plans in Fiscal 2014, consistent with the current year's target.
Promote Homeownership	This service will provide home ownership incentives to prospective home buyers to encourage long-term home ownership.	In Fiscal 2012 the service assisted 440 home owners; in Fiscal 2014 the service will seek to assist 450 homebuyers.
Housing Rehabilitation Loans	This service will provide lead abatement and furnace replacements to low and moderate income families	In Fiscal 2014 the service will seek to assist 290 families, consistent with the current year's target.

# GOALS

Improve condition of private neighborhood properties

Service	Strategy	Performance
Adjudication of Environmental Citations	This service will oversee the adjudication process for environmental code violations.	In Fiscal 2014 the service will seek to reduce the average days to schedule a hearing from 30 to 14. This service will process \$6 million in revenue.
Vacant/Abandoned Property Cleaning	This service will implement a proactive mowing schedule of vacant and city-owned lots allowing lots to be mowed on a more consistent basis.	In Fiscal 2014 the average number of days between mowings will be 21, decrease of 9 days from Fiscal 2012.
Zoning, Tax, and Other Appeals	This service provides procedures and regulations to implement the City's comprehensive plan.	In Fiscal 2014 this service will reduce the average number of days from filing to written resolution from 50 to 30.

# GOALS

## Improve quality of Neighborhood Right-of-Ways

Service	Strategy	Performance
Street Management	This service will utilize in-house paving crews to resurface neighborhood roadways. In Fiscal 2014, consistent with the 10-Year Plan, the service will receive \$10 million in capital funding to support paving efforts.	In Fiscal 2014 this service will continue to repave approximately 200 lane miles, consistent with Fiscal 2012.
Traffic Management	This service will oversee operations at the Traffic Management Center providing for optimal traffic flows in and out of Baltimore's neighborhoods and gateways. The service will also provide maintenance to the City's traffic lights and deploy Special Traffic Enforcement Officers.	In Fiscal 2014 the service estimates 90% of days where gateway traffic flows are at optimal travel times, consistent with the current year's performance.
Vehicle Impounding and Disposal	This service will assist in enforcing parking regulations in neighborhoods.	In Fiscal 2014 the service will conduct 16,000 Police tows , 11,000 illegal parked tows, and over 3,500 other tows including Scofflaw violation and abandoned vehicles.
Street Cuts Management	This service will inspect and monitor street cuts in the right of way.	In Fiscal 2014 the service will reduce the percent of improper street cut repairs from 10% to 6%.

# GOALS

Increase citizen satisfaction with neighborhood services

Service	Strategy	Performance
Aquatics	In Fiscal 2014 this service will partner with camps to provide summer passes to campers, improving the service's efficiency. The recommended budget will support the operation of 6 park pools, 12 walk-to pools, 6 wading pools, and 2 splash pads.	In Fiscal 2014 the service will have 65% of citizens will be satisfied with city-run swimming pools, this is an increase of 8% from Fiscal 2012. In Fiscal 2014 this service will support 129,150 visit to City pools.
Community Recreation Centers	This service will utilize Rec Pro software that will allow for online registration in programs and the ability to better track utilization at Recreation Centers. This software will also allow for specialized marketing campaigns based on user preferences. This recommendation also includes \$1.2 million for after-school programming at 8 Centers.	In Fiscal 2014 this service aims to have 90% of users satisfied with community and recreation center programming, consistent with Fiscal 2012 satisfaction levels.
Park Maintenance	This service will utilize the newly developed Rec Pro software to streamline maintenance efforts, which will ultimately improve citizen satisfaction.	In Fiscal 2014 the percentage of City playgrounds with fully functional equipment will increase from 81% to 90%.
Complete Streets	This service will continue to provide sustainable modes of transportation including public transit and biking.	In Fiscal 2014 approximately 56% of residents will utilize public transportation, an increase from 55% in Fiscal 2012. Nearly 4 million passengers will utilize the Charm City Circulator.
Community Action Centers	This service will continue to promote economic stability among residents by operating 5 centers through the City.	In Fiscal 2014 this service aims to have 100% cases managed increase household income by at least 10%.

# GOALS

## Increase citizen engagement

Service	Strategy	Performance
Special Events	This service organizes and coordinates cultural and ceremonial events for programming in neighborhoods, including Bureau of Music concert events.	This service aims to have 85% of municipals concerts with over 100 people in attendance, up from 50% in Fiscal 2012.
Horticulture	This service coordinates the Baltimore Urban Farm initiative encouraging neighbors to work collaboratively in urban farm locations.	In Fiscal 2014 this service will seek to rent out 861 urban farm plots, up from 661 in Fiscal 2012.
Office of Neighborhoods	This service provides point of contact for neighborhood associations and residents to interact with city agencies.	In Fiscal 2014 neighborhood liaisons will attend 850 community meetings.
Disabilities Commission	This service will provide information and education programs for city government and local organizations regarding ADA issues.	In Fiscal 2014 this service will respond to 138 requests for assistance, consistent with Fiscal 2012.
Youth and Adult Sports	Increase volunteer commitment to assist in coordination and administration of youth sports activities	In Fiscal 2014 this service will target a 90% repeat participation rate for sports programs, consistent with reported Fiscal 2012 performance.

**A GROWING ECONOMY**

Mission: Baltimore’s citizens succeed the most when Baltimore’s economy is strong and growing. This Priority Outcome seeks to strengthen and grow Baltimore’s economy by working from the following tenets: a growing economy leverages public-private-non-profit partnerships; a growing economy respects and supports the diversity - ethnic, racial, socioeconomic, education level etc. - of the people we serve; and a growing economy recognizes the interconnectivity of all economic factors - investment, key economic drivers, workforce, quality of life, and infrastructure.

**GOALS & STRATEGIES**

<b>GOALS</b>	<b>Increase the number of residents with a job</b>	<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
		Workforce Services for Residents	This service will operate the Career Center Network and the connected satellite job hub centers to provide employment services, technical training, and computer certifications.	In Fiscal 2012, 25,950 residents received employment services through the Career Center Network. The Fiscal 2014 target is consistent with the current year target of providing services to at least 24,000 residents.
		Workforce Services for TANF Recipients	This service will provide employment services for TANF recipients and applicants.	In Fiscal 2012 1,579 participants were prepared for employment. The Fiscal 2014 target of preparing 750 participants for employment is consistent with the current year target. TANF grant funding will be reduced in Fiscal 2014.
		Employment Enhancement Services for City Residents	This service will operate the satellite job hub centers to provide employment services, technical training, and computer certifications to city residents. The service will receive enhancement funding to support increased programming at job hubs.	In Fiscal 2012, 539 residents utilized digital lab services. The agency anticipates increasing this number to 1000 residents in Fiscal 2014.
		Wage Investigation and Enforcement	This service enforces the prevailing, living, and minimum wage laws by providing one-stop shop for residents to file complaints.	In Fiscal 2014 the service will seek to close investigations within 6 months, a decrease of 1.5 months from Fiscal 2012.

	<b>Increase the number of residents with a job</b>	Discrimination Investigations	This service investigates complaints regarding unlawful employment discrimination.	This service will increase the percentage of cases closed within 250 days from 25% in Fiscal 2012 to 50% in Fiscal 2014.
		Youth Works Summer Job Program	This service will continue to implement the 'Hire One Youth' campaign to expand the Youth Works program to private sector companies and increase the number of participants placed in year-round job opportunities.	In Fiscal 2014 the service anticipates 5,300 youth will participate, an increase of 300 from Fiscal 2012.

# GOALS

Increase the number of businesses in Baltimore

Service	Strategy	Performance
Retention, Expansion, & Attraction	This service will work to retain existing companies while attracting companies outside the City encouraging them to relocate to Baltimore.	In Fiscal 2014 this service will attract or retain 1,560 jobs in Baltimore, consistent with the current year's performance target.
Real Estate Development	This service will coordinate with current and developing businesses to help finalize real estate development efforts.	In Fiscal 2014 this service will generate an estimated \$4.2 million in new revenue, an increase of \$2 million from Fiscal 2012.
Small Business Resource Center	This service will promote the newly created Microlending program to small businesses throughout Baltimore.	In Fiscal 2014 this service will review 20 applications for loan funding through the Microlending program. The service will work to support 250 business starts, an increase of 60 from the Fiscal 2012 actual.
Emerging Technology Center	This service will expand its Affiliate and Coworking programs that are focused on the development of virtual and freelance companies.	In Fiscal 2014 this service will create 450 jobs, consistent with Fiscal 2012. Dating back to 2009, 80% of graduating firms are still in business
Minority and Women's Business Opportunity Office	This service oversees the certification of minority and women's businesses. The service also sets goals for contract award participation and investigates potential violations.	In Fiscal 2014 this service will seek to certify 1,325 minority and women's businesses.

# GOALS

## Increase economic activity from tourism and entertainment

Service	Strategy	Performance
Convention Sales and Tourism Marketing	In Fiscal 2014 this service will begin utilizing new client based software that will provide the organization's staff with tools necessary to better market Baltimore to potential visiting groups.	In Fiscal 2014 visitor spending will total \$480 million, consistent with the current year's target.
Convention Center	This service operates the Baltimore Convention Center and works to attract conventions to Baltimore.	In Fiscal 2014 the Convention Center will host an estimated 159 events, consistent with Fiscal 2012.
Inner Harbor Services	This service maintains the physical appearance at the Inner Harbor to ensure tourists and residents have a positive experience.	In Fiscal 2014 this service seeks to have at least of 50% of citizens' rating downtown as safe or very safe at night, an increase from 34% in Fiscal 2012.
Bridge and Culvert Management	This service maintains infrastructure to support tourism and economic growth activities	In Fiscal 2014 this service will inspect the bridge condition of 313 bridges per 2 year cycle.
Baltimore Heritage Area	This service offers cultural walks on Heritage Trails promoting Baltimore's rich history.	In Fiscal 2014 3,000 people will take part in walking tours, consistent with Fiscal 2012.
Events, Art, Culture & Film	This service will coordinate special events held throughout the year including Artscape, New Year's Eve, and 4 <sup>th</sup> of July. This service will also revamp their Free Fall website to a more user friendly format when promoting special events.	In Fiscal 2014 2 million people will take part BOPA events, consistent with Fiscal 2012 levels.
Special Events Support	This service provides logistical support for special events held throughout Baltimore.	In Fiscal 2014 this service will support 250 events, consistent with prior year's performance.

# GOALS

		<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
<b>Increase retail activity</b>		Inner Harbor Coordination	This service provides supporting funds to the Waterfront Partnership to drive activities at the Inner Harbor.	Inner Harbor lease revenue and admission taxes will total \$1.5 million in Fiscal 2014, consistent with the current year's performance.
		Improve and Promote Retail Districts Beyond Downtown	This service coordinates the Main Streets Program and promotes ongoing business development in neighborhoods and commercial districts.	In Fiscal 2014 the number of new and expanding businesses in the City's commercial corridors will be 38, consistent with the current year's performance
		Development Oversight and Project Support	This service provides planning support for developers constructing new retail properties. In Fiscal 2014 this service will implement strategies geared towards reducing food deserts Baltimore.	In Fiscal 2014 this service will approve \$450 million worth of building permits for new construction.
<b>Increase cultural opportunities</b>		Live Baltimore	This service will seek to connect potential residents with homeownership incentives through the 'Live Near Your Work' program.	In Fiscal 2014 the service will seek to increase the percentage of new Baltimore residents satisfied with Baltimore's cultural activities from 60% in 93%.
		Baltimore Public Markets & Lexington Market	Baltimore's markets will partner with the Department of Planning to reduce food deserts throughout the City as well as continue to provide free health services at the Market locations.	In Fiscal 2014 the number of free health clinics offered will increase from 641 in Fiscal 2012 to 710.
		Art and Culture Grants	This service provides supporting funds to the Walters Art Gallery, Baltimore Museum of Art, Baltimore Symphony, and Maryland Zoo in Baltimore.	In Fiscal 2014 an estimated 922,000 visitors will visit these facilities, a decrease of 50,000 from Fiscal 2012.
		Bromo Seltzer Arts Tower	In Fiscal 2014 this service will light the exterior of the Bromo Seltzer Arts Tower, adding to the overall vibrancy of the Baltimore skyline.	In Fiscal 2014 this service will seek to rent 65% of available space to local artists, consistent with the current level of service.

**INNOVATIVE GOVERNMENT**

Mission: capability of a government to effectively provide customer friendly and efficient performance of internal business functions has a direct impact on all agencies’ ability to deliver services to the public. An innovative government is one that adopts organizational change and encourages employee feedback and ideas to create more effective processes while reducing costs. Innovative governments utilize technology and best practices to streamline processes that directly impact employee and citizen satisfaction. Finally, an innovative government constantly re-evaluates and refines its internal business functions to directly impact all agencies' abilities to deliver services more efficiently and effectively.

**GOALS & STRATEGIES**

<b>GOALS</b>	<b>Maintain a Well-Trained Workforce</b>	<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
		COB University	This service will work to develop an online learning platform and consolidate class offerings. The new model will allow the service to be fully self-sustaining.	In Fiscal 2014 this service will train 6,000 employees, consistent with the current year’s performance.
		Building and Energy Improvements	This service will make investments in training for planning and designing of capital projects.	As a result of training the service aims to reduce in-house costs and increase the number of projects completed on time and within budget.
		Inspector General	This service will provide training opportunities to City workers regarding OIG services aimed at reducing government fraud and waste.	In Fiscal 2012 training efforts increased by 14%; this level of service will be maintained in Fiscal 2014.
		Bureau of Accounting	This service will improve internal training policies for professional accounting staff to ensure accuracy of financial reports.	In Fiscal 2014 85% of internal customers will be satisfied with accounting services.
		Procurement	This service will implement a comprehensive training program that will include both Purchasing staff and City agency staff utilizing procurement software.	Increased emphasis on training will results in 95% of purchase orders issued meeting benchmark timeframes.

# GOALS

## Increase customer satisfaction

Service	Strategy	Performance
Enterprise Unified Call Center	This service will extend 311 Call Center hours to midnight along with ongoing support for Police non-emergency calls.	In Fiscal 2014 daily hours will be extended by 2 hours; this increased service will be achieved through internal management efficiencies.
Enterprise IT Delivery Services	In Fiscal 2014 MOIT will begin a citywide consolidation of IT services that will improve the quality of IT service while resulting long-term cost savings.	In Fiscal 2014 the average resolution time per Help Desk ticket will decrease from 3 days to 1 day.
Water and Wastewater Consumer Services	In Fiscal 2014 the service will continue to install smart readers at properties throughout Baltimore.	New smart readers will decrease the percentage of water accounts estimated from 8% to 6%.
Controversies	In Fiscal 2014 this service will enhance eDiscovery capacity to achieve better recoveries in affirmative cases and limit the City's liability.	In Fiscal 2012 litigation efforts by this service reduced claim payouts to under 1% of initial claims, the service will maintain this performance in Fiscal 2014.
Legislative Reference	This service provides a single point of contact for citizens and City agencies who have questions regarding pending or current city ordinances.	In Fiscal 2014 this service will update online versions of Baltimore City code within 2 days of notification.
Civil Service Management	In Fiscal 2014 this service will continue to provide a centralized location for City employment information.	In Fiscal 2014 the service will work to decrease the average number of days to fill a position vacancy from 76 to 60.
Benefits Administration	In Fiscal 2014 the service will begin the transition to a new system that will allow city workers to manage their benefits online.	In Fiscal 2014 28,000 current and retired City employees will take part in the City's medical plan.
Bureau of the Budget	In Fiscal 2014, the service will continue to conduct management research reports regarding potential strategies to improve service delivery and reduce costs.	In Fiscal 2014 the service will offer 20 recommendations for increasing the cost-effectiveness of city services, this in an increase from 2 in Fiscal 2012.

# GOALS

## Reduce the City's energy costs

Service	Strategy	Performance
Fleet Management	In Fiscal 2014 this service will continue its Fleet Modernization Plan to reduce the costs associated with the City's fleet.	In Fiscal 2014 the percentage of fully depreciated vehicles will decrease from 43% to 33%, reducing the energy costs associated with the City's fleet.
Public and Private Energy Performance	In Fiscal 2014, this service will implement a comprehensive plan including installing solar capacity and conducting behavior change programs.	In Fiscal 2014 the cumulative City government energy usage reduction (since 2006) will total 49 m kWh, including a reduction of 11.7 m kWh from Fiscal 2012.
Building and Energy Improvements	In Fiscal 2014, this service will implement a Computer-aided Facilities Management Database (FMD), which will provide a repository of existing building conditions, space utilization and tracking costs in detail all on a real time basis.	In Fiscal 2014 this service will keep gathering information for the FMD, which will provide a better scope of the City's facilities and allow master planning of facilities on an agency basis.
Facilities Management	In Fiscal 2014 this service will continue to transition City offices currently located in private buildings to City owned buildings, where cost-effective.	Currently the two portions of the Health Department are relocating from a private facility to a City owned facility. This move will result in \$172k savings annually.
Building and Energy Improvements	This service will continue to incorporate energy and space efficiency into capital improvement plans.	This is a newly created service with performance indicators under development.
Special Facilities	In Fiscal 2014 this service will continue to operate facilities such as Du Burns Arena and Myers Pavilion in an entrepreneurial fashion.	In Fiscal 2014 this service will aim for 90% use of rentable facilities, consistent with the 2012 actual.

# GOALS

## Increase citizen access to City services

Service	Strategy	Performance
Enterprise Innovation and Application Services	In Fiscal 2014 this service will develop an address database that will allow City agencies to utilize a central database of City residents.	In Fiscal 2014 this service will work to increase the number and types of citizen transaction that can be completed online.
Archives and Records Management	This service will produce an online guide to government records to increase accessibility of records of permanent value.	In Fiscal 2014 this service will aim to have 343,000 accessible permanent records available to citizens through their online interface, this is an increase of 49,000 from Fiscal 2012.
Citistat Operations	In Fiscal 2014 this service will continue to monitor the performance of City agencies to increase efficiency and ensure high quality service delivery to citizens.	In Fiscal 2014 this service will conduct 240 CitiStat sessions with various City agencies.
Transactions	In Fiscal 2014 this service will improve accessibility to Public Information Act requests by increasing internal capacity.	In Fiscal 2012 this service handled 250 Public Information Act requests, the service expects growth in these requests in the upcoming year.
Revenue Collections	In Fiscal 2014 this service will work with MOIT to develop smart phone and online applications to increase the number of bill pay options for City residents.	The service predicts that online bill payment, as a percentage of all bill payment methods, will increase from 37% in Fiscal 2012 to 40% in Fiscal 2014.

**A CLEANER AND HEALTHIER CITY**

Mission: A Cleaner and Healthier City reaches all aspects of public health, including the physical (clean water, clean air, and safe buildings) and service aspects (drug treatment, health education, and clinical assistance). Key steps to advance this Priority Outcome include outreach and education efforts regarding personal responsibility for improving public health, reducing litter, and increasing recycling.

**GOALS & STRATEGIES**

<b>GOALS</b>	<b>Decrease the Number of Alcohol and Drug-Related ER Visits</b>	<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
		Substance Abuse and Mental Health	This service aims to administer a continuum of services including medication-assisted treatment and recovery support centers.	In Fiscal 2014, this service will target 62% client retention in outpatient substance abuse treatment for at least 90 days, this is an increase from 54% in Fiscal 2012. This service will also target 13,500 clients admitted for programming, a decrease of 422 from Fiscal 2012.
		Clinical Services	This service will perform clinic based assessment and treatment along with support services to women at high risk for alcohol exposed pregnancies.	The target number of reproductive health clients served by City clinics will increase to 8,470, an increase of 349 from Fiscal 2012. 70% of out-of-care persons with HIV will be linked to ongoing healthcare in Fiscal 2014, an increase of 10% from Fiscal 2012.
		HIV Treatment Services for the Uninsured	This service has implemented a wound care program to service clients with chronic wounds that normally result in frequent emergency room visits.	In Fiscal 2014 the number of needles exchanged is targeted at 500,000 an increase of 20,000 from 2012.
		Temporary Housing for the Homeless	In Fiscal 2014 this service will transition from the current Guilford overflow shelter to a larger facility that with the capacity to hold 50 additional clients.	In Fiscal 2014 the City will provide shelter to 6,750 individuals.

# GOALS

## Decrease health inequalities

Service	Strategy	Performance
Healthy Homes	This service will engage community groups to provide education on lead safety, asthma management, and other Healthy Homes topics.	In Fiscal 2014 700 homes will be inspected for health and safety risks, an increase of 164 from Fiscal 2012.
Chronic Disease Prevention	This service is transitioning towards providing cancer screening and smoking cessation education in a community-based setting targeting at-risk groups.	This service will seek to ensure 20% of clients enrolled in the program are smoke free after 1 year of participation. This is consistent with performance in Fiscal 2012, which saw 700 clients enrolled.
Senior Care Services	This service provides access to public facilities, recreational and social activities, and senior education opportunities.	In Fiscal 2014, 49% of City senior residents will access services through the Senior Centers, this is an increase of 4% from Fiscal 2012.
Summer Food Service	This service will partner with community organizations to provide summer food opportunities for children throughout Baltimore.	In Fiscal 2014 this service will operate 500 sites, an increase of 72 sites from Fiscal 2012.
Therapeutic Recreation	This service provides recreational programming and adaptive leisure activities to children & adults with disabilities.	In Fiscal 2014 this service will target 16,000 participants, consistent with the current year's performance.
Recreation for Seniors	This service offers recreational programming to Baltimore's senior population. This service will continue to be a partner in the Maryland Senior Olympics.	In Fiscal 2014 this service will offer 28 citywide programs and special events, an increase from 22 in Fiscal 2012.
Emergency Services	Improve response to cases and outbreaks of infectious diseases such as viral hepatitis through surveillance of chronic disease carriers.	In Fiscal 2014 this service will identify 65% of outbreaks with a confirmed etiology, an increase from 52% in Fiscal 2012.

# GOALS

		<b>Service</b>	<b>Strategy</b>	<b>Performance</b>
<b>GOALS</b>	<b>Decrease infant mortality</b>	Maternal and Child Health	This service utilizes professional case management to provide home visiting services to at risk mothers.	In Fiscal 2014 this service will strive to ensure safe sleep environments among 80% of clients, an increase of 2% from Fiscal 2012.
		Health & Welfare Grants	This service will provide paraprofessional home visiting services to at-risk mothers, and will implement a Baby Basics health literacy program to improve birth outcomes among low income women.	This service will target 355 women for enrollment in evidence-based home visiting programs, an increase of 61 from Fiscal 2012.
	<b>Increase Citizen Satisfaction with City's Cleanliness</b>	Environmental Health	This service conducts mandated inspections for food service facilities according to state & local health codes. A FY 2013 Innovation Project award enabled this service to obtain handheld devices to issue citations and renew food service licenses more quickly and efficiently.	In Fiscal 2014 this service aims to close 100% of complaints on time, up from 97.5% in Fiscal 2012. This service will also target 13,000 inspections in Fiscal 2014, up from 12,519 in Fiscal 2012.
		Public Right of Way Cleaning	This service will implement a proactive mechanical street cleaning effort that will allow every City street to be cleaned at least once monthly. This activity will be funded by stormwater fees.	In Fiscal 2014 the service plans to increase the number of miles swept from 82,600 miles to 90,000 miles.
		Waste Removal and Recycling	In Fiscal 2014 this service will utilize managed competition to make bulk trash pick-up more cost effective. This service will provide recycling and waste pick-up to over 210,000 households.	In Fiscal 2014 the percentage of service requests completed on time will increase from 89% to 91%.
		Public Right-of-Way Landscape Management	This service conducts mowing and maintenance in the median of City roadways and will continue to partner with Recreations & Parks for median plantings.	In Fiscal 2014 95% of median strips will be mowed every 14 days, this is consistent with Fiscal 2012 performance.

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# FISCAL 2014 Summary of the Adopted Budget

## Budgetary Environment



FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
10 – Year Financial Plan

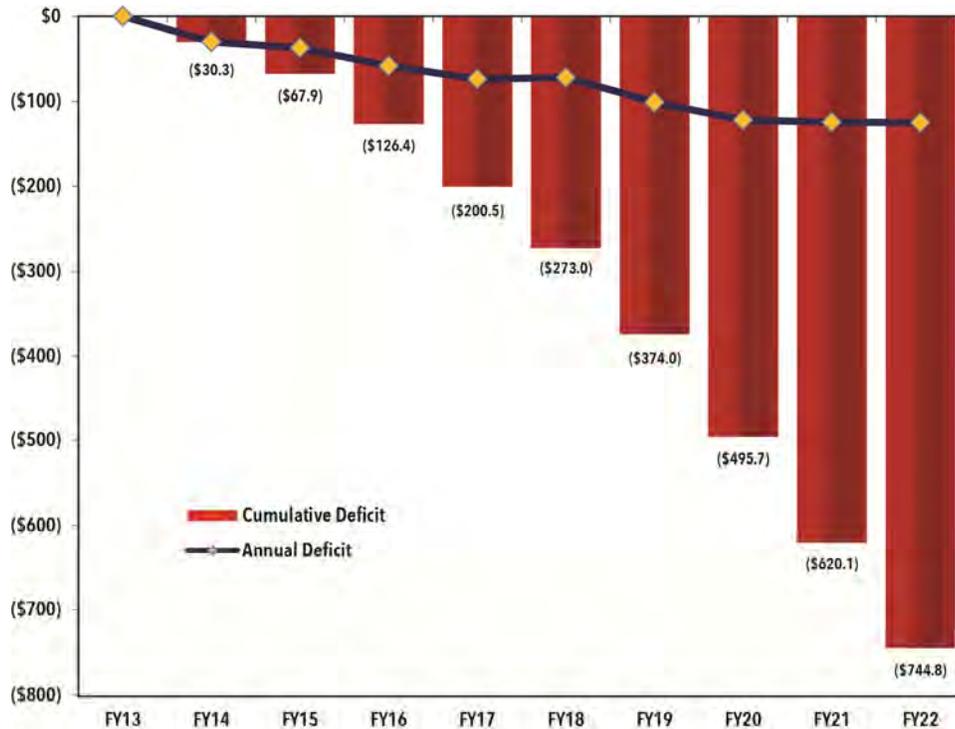
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In recent years, like many governments nationally, the City of Baltimore has seen its revenue eroded by the most severe economic downturn in generations, while key expenditure drivers such as employee healthcare and retirement costs have been growing at unsustainable rates. These challenges have been compounded by a longer-term legacy of aging infrastructure, high taxes, and sections of the City blighted by crime and vacant properties.

To address these structural challenges, the Mayor released *Change to Grow: A Ten-Year Financial Plan for Baltimore*. The Ten-Year Plan is a first-of-its kind, long-term fiscal roadmap to help achieve the goal of growing Baltimore by 10,000 families over the next decade. The Plan sets forth a set of actions designed to bring the City's recurring revenues and expenditures into alignment, while also prioritizing new investments to strengthen Baltimore's fiscal foundation and promote economic and community stability and growth.

The 10-Year Plan begins from a baseline analysis of the City's finances over the next ten years, which shows baseline revenues not keeping pace with recurring current service expenditures. A gap of \$30 million in Fiscal 2014 would grow to \$125 million annually by Fiscal 2022, resulting in a cumulative shortfall of \$744 million:



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

To address this long-term challenge, the Fiscal 2014 Preliminary Budget contains a number of initiatives proposed by the Mayor as part of the Ten-Year Plan:

**Structural Budget Balance**

**Fire Suppression Schedule:** The Fiscal 2014 budget includes the negotiation of a new shift schedule for Fire Suppression personnel. Movement to the new schedule will result in a net reduction of 156 positions (to be achieved by attrition) and higher pay for firefighters. The new schedule will generate net savings of \$72 million over eight years.

**2% Pay Increase:** The Fiscal 2014 budget includes a 2% pay increase across all unions, pending negotiation. Benchmarking with other public sector employers suggests that the City should rebalance its portfolio of wages and benefits by directing compensation dollars more toward wages while continually focusing cost containment efforts primarily on benefit programs.

## Tax Competitiveness

**Targeted Homeowners Tax Credit:** The Fiscal 2014 budget includes the continuation of the Mayor's Targeted Homeowner Tax Credit. This credit will reduce the effective tax rate by 20 cents by 2020.

**Parking Tax:** Beginning in Fiscal 2014 the Parking Garages and Lots Tax rate is scheduled to decline from 20% to 19%. The Fiscal 2014 proposes to maintain the rate at 20%, which is a \$1.3 million revenue increase over the baseline. The current rate is consistent with other large Eastern cities and is one of the few revenue streams supported by a significant number of commuters and visitors.

**Taxi Cab Excise Tax:** The Fiscal 2014 budget includes \$1.3 million annually from a new excise tax on taxi trips (\$0.25 per trip). In lists of fare levels by major U.S. cities, Baltimore typically ranks below other large Eastern cities. This tax would also allow the City to capture additional revenue from visitors to the City.

**Billboard Tax:** The Fiscal 2014 budget includes \$1 million of revenue for an excise tax on outdoor advertising. This activity is generally not a public benefit and in some cases is considered a public nuisance. As a benchmark, Philadelphia has a 7% tax on billboard revenues and the State of New Jersey has a 6% billboard tax.

## Infrastructure Investment

**Stormwater Enterprise:** State legislation enacted in April 2012 mandates that the City and other large Maryland localities establish a watershed protection program beginning July 1, 2013. The City plans to establish a fee-supported stormwater enterprise which will remove the cost of stormwater remediation from the General Fund budget. This shift will be partially offset by a 2-cent reduction in the City's current property tax rates.

**One-Time Reserves for Capital Projects:** The Fiscal 2014 Capital budget includes a one-time appropriation of \$30 million for capital projects. The City has transitioned to a debt financing model for vehicle purchases, allowing for the release of funds from the City's Mobile Equipment Reserve. Funds will be used for transportation projects (\$10M), blight elimination (\$10M), upgrades (\$5M), and recreation centers (\$5M).



## Addressing Long-Term Liabilities

**Employees' Retirement System (ERS) Reform:** The Fiscal 2014 budget includes changes that would ensure greater affordability and sustainability in the civilian employee pension system. There are three key changes: 1) targeting employee contributions of 5% for all current ERS active members, to be phased in by 1% annually from Fiscal 2014 to Fiscal 2018; 2) eliminating the variable supplemental benefit; and 3) establishing a defined contribution (DC) retirement savings plan for future hires, which is consistent with the 401(k) model prevalent in the general labor market and increasingly in the public sector.

**Fire and Police Employee Retirement System (FPERS) Reform:** In 2010 the City adopted a series of reforms for current FPERS members to improve the long-term sustainability of the system. To build on these critical reforms, the Segal Group was engaged to evaluate and develop options for "new hires." Potential areas for further adjustment include tightening eligibility and vesting criteria, reforming the Deferred Retirement Option Plan (DROP), and adopting a "hybrid" defined benefit / defined contribution (DB/DC) approach. Although no savings are built in to the Fiscal 2014 budget, reforms will need to be adopted if savings are to be realized beginning in Fiscal 2015 and beyond.

**Retiree Pharmacy Coverage Sunset:** Under the terms of the Affordable Care Act, by 2020 a standard Medicare Part D Plan will feature a 75% federal subsidy after deductible for pharmacy coverage. As a result, supplemental City coverage to fill the Medicare "donut hole" will no longer be needed. The City will be able to recognize the impact of this plan change by reducing its annual contribution to the OPEB trust fund.

Change to  
**Grow**



FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Economic Outlook

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An economy that is primed for expansion continues to be stymied by impending fiscal crises and indecision in the nation's capital. The last year has seen some bright spots in the economy including lower unemployment, a moderate return of wealth in the housing market and continued low interest rates. After four years of sluggish growth, the economy appears to be ready to return to a more robust rate of growth. However, a lack of consensus over debt ceilings (2011), tax reductions (2012) and expenditure reductions (2013) have limited the economic expansion. It is expected that the limited expansion will continue given the rise in interest rates. The impact of federal government layoffs and furloughs in the State of Maryland and the resulting adjustments that may be necessary to the State budget are still of concern to the City's economic wellbeing. On the positive side, the housing market continues to return to levels not seen since early 2009, although increases in mortgage rates will partially offset future gains in prices.

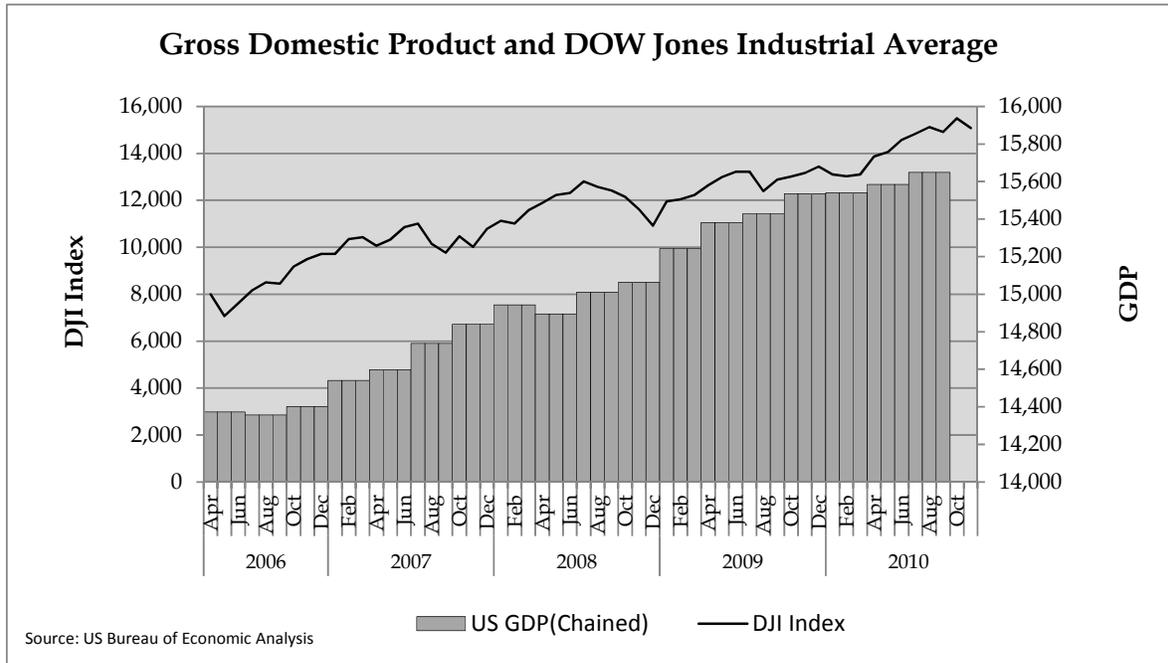
The gross domestic product (GDP), the value of all goods and services produced within the United States, increased by 9.0% between the third quarter of 2009, the bottom of the recession, and the second quarter of 2013. Employment in the City has slowly grown, up from a low of 243,712 in January of 2010 to 253,030 in July of 2013; this is still down from a high of 264,000 in June of 2007. Housing prices are on the rise with double digit year-over year percentage gains in 2013. Low inventories should aid in continued recovery of value lost in the Great Recession.

### **Productivity**

The nation's productivity, as measured by the Gross Domestic Product (GDP), has been increasing since the third quarter of 2009. In the fourth quarter of 2010, the GDP surpassed pre-recession levels, which peaked in the second quarter of 2008. In Fiscal 2013, the GDP increased by 1.4%. GDP growth is expected to average under 2% during Fiscal 2014, with the impact of sequestration and the impending decreases in quantitative easing continuing to constrain growth. The stock market has traditionally acted as a leading indicator of the economy. The market has climbed to all-time highs despite a series of shocks experienced in the summer of 2011. The European debt crises, the S&P downgrading, the Fiscal Cliff and sequestration have all reined in potential growth. The announcement by the Federal Reserve that they will consider reducing the amount of quantitative easing in the forthcoming year will result in higher interest rates and the subsequent higher investment costs. Without these occurrences, it is likely the economy would be significantly more robust. The low interest rates precipitated by Federal Reserve actions in Fiscal 2013 provided the market with legs that it might not otherwise have had. The recent market growth suggests that the economy will continue to grow in the near term as the Dow Jones Industrial Index pushes towards a sustained level above 15,000.

While growth in the GDP is important, the sectors in which the growth is taking place present a better picture of how the growth impacts the City of Baltimore. Unlike the previous year,

growth in the GDP has moved into the service sector with household consumption and food services leading the way. Durable goods made a strong showing with motor vehicles and parts leading the way in the fourth quarter of 2012. Because the City is substantially service based, the strengthening of the service sector is encouraging. Of particular concern to the City are the financial and health care sectors. The financial sector remains erratic in its recovery while growth in health care has been solid but sporadic.



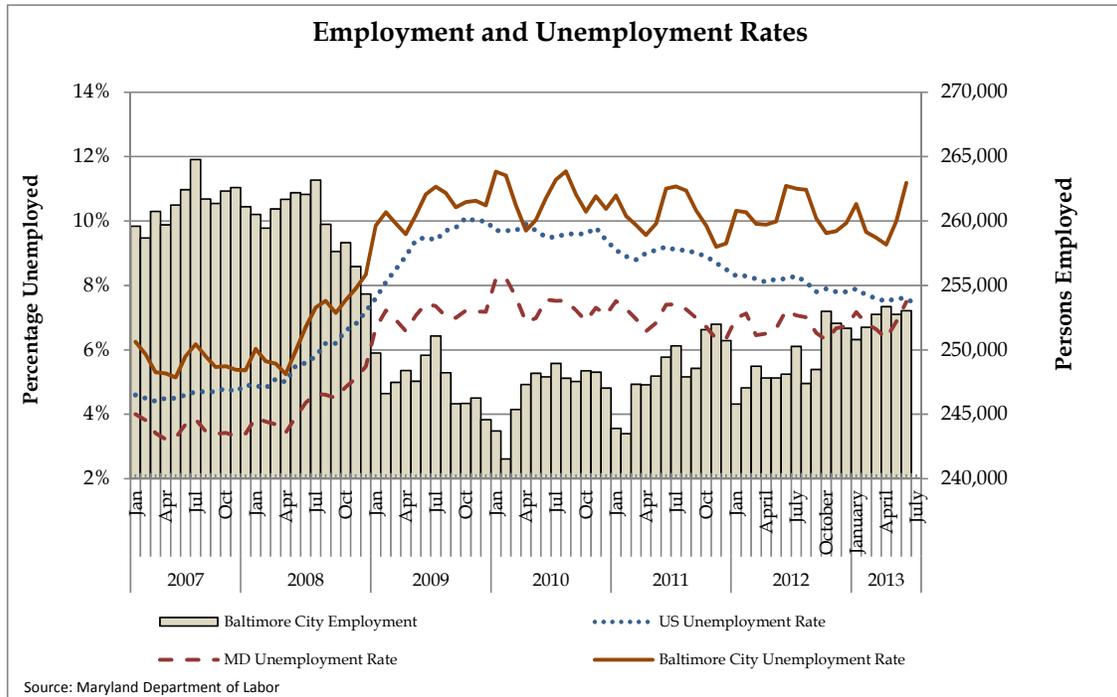
## Employment

Employment growth has continued with an average growth of 165 jobs per month since January 2010, although the unemployment rate has remained stagnant due to expansion of the workforce. In October of 2009, the national unemployment rate peaked at 10.1%, but has since fallen to 7.4% in July of 2013. The City unemployment rate peaked in August of 2010 at 11.5% but fell to 9.7% in April of 2013. Since then the unemployment rate for the City has climbed back to 11.8% as of July 2013. While the State of Maryland has consistently lower levels of unemployment than the national rates, the City’s rate is persistently higher.

While unemployment is a measure of a struggling economy, the number of city residents with jobs presents a better picture of the City’s fiscal health. In July of 2007, employed residents in the City peaked at 264,767 persons, followed by the bottom in February of 2010 at 241,531 persons. For the last year, employment has continued to increase and as of July 2013 is at 253,030 persons.

In December of 2012, there were 332,974 total jobs in the city of Baltimore, 364 more than the previous year. At this level the city contributes over 80,000 jobs and related income tax to surrounding communities above those held by City residents. The slow rise in the City of

Baltimore's employment level for city residents will continue to suppress the City's income tax revenues.



## Housing

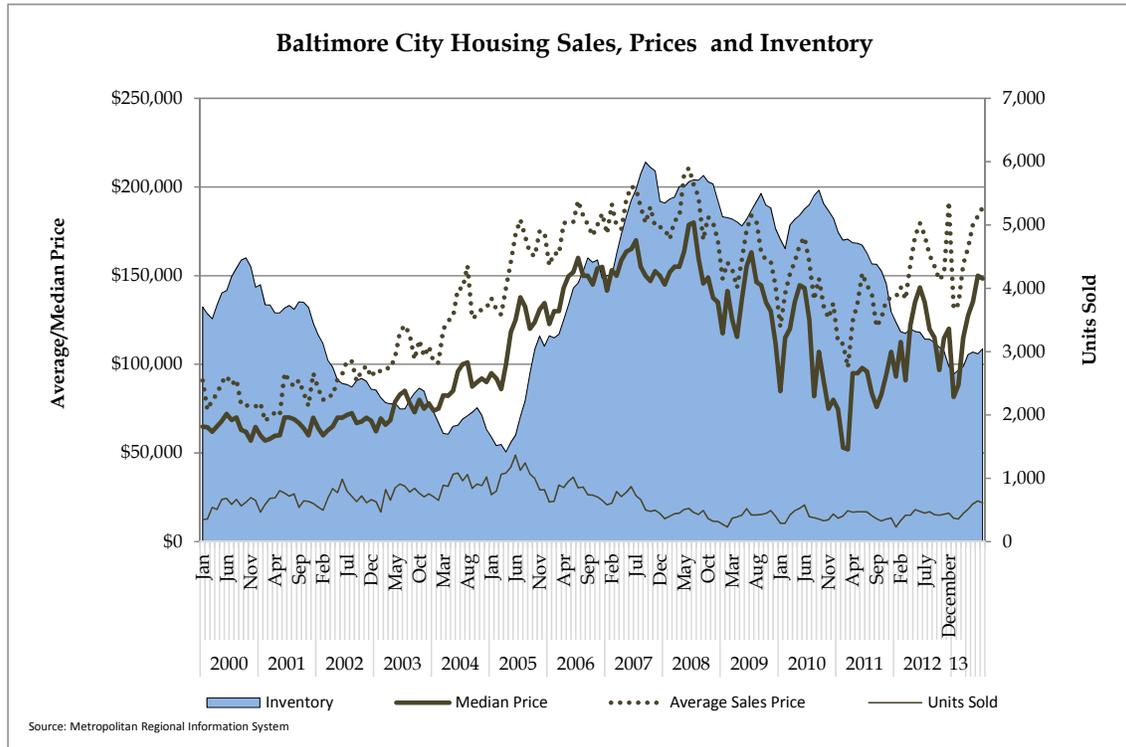
Low mortgage rates at levels less than 4% and the lowest inventory since early 2009 have resulted in a steady gain in the housing market with it approaching levels not seen since the advent of the Great Recession.

Over the four year span from July 2008 to July 2012, the City's median housing prices declined from \$180,000 to \$96,000, a drop of 47%. Since that time, the median price has recovered to a July 2013 price of \$148,450. For July of 2013, the average sales price was \$188,470, a gain of 9% over the 2012 average price of \$172,663.

In January of 2010, a 30 year conventional mortgage was available at 5.1%. In January of 2013 rates reached a low of 3.5%, positively impacting both sales and prices of housing. More recently, indications by the Federal Reserve to limit future quantitative easing has driven rates upwards by a full percentage point. The recent increases in rates will likely dampen some of the gains made by the housing market. Additionally, the enhanced scrutiny placed on mortgage applicants has a limiting effect on the pool of potential homebuyers that qualify for a mortgage, further suppressing housing sales. That same scrutiny has also driven new foreclosures down.

Inventory continues to be constrained, aiding in the recovery of prices in the City's housing market. July active listings have fallen from a high of 5,232 in 2009 to 3,046 homes in 2013. While the housing supply has dwindled by 42% since July of 2009, the days on market for a house have also fallen, from 111 days in July 2009 to 73 days in July 2013. In nine of the last

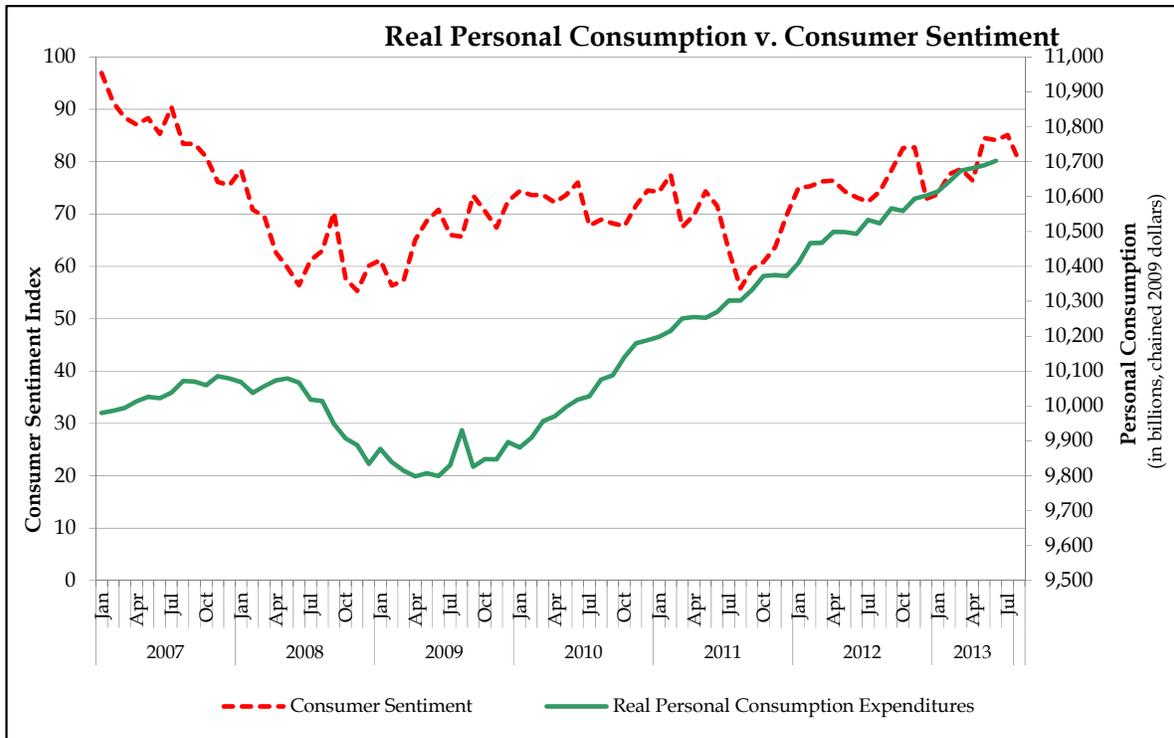
twelve months, the days on market has come in below 100 days. The last time days on market was below 100 was in October of 2007. As of July 2013, at the current rate of sales and inventory, it would take 5.0 months to sell all inventories assuming no other houses entered the market. This is compared to 1.2 years to clear the market in July of 2010.



## Consumption

The Consumer Sentiment Index was gaining some traction in the early part of 2011 until the S&P downgrade of US debt and the European debt crises, at which time it fell to 55.8, the lowest level since November of 2008 when it was 55.3. These are the two lowest points recorded in consumer sentiment since the era of stagflation in 1980. More recently, consumer sentiment rose sharply leading up to the 2012 Presidential election, peaking at 82.7 in November of 2012. Following a slight downturn after the election, consumer sentiment rose again in early 2013, peaking in July at 85.1, the highest reported level since July 2007.

While consumer sentiment has fluctuated, personal consumption continues to grow steadily. Personal consumption broke the \$10,500 mark in July of 2012, showing month over month gains of .38% at that time. This growth trend has remained fairly constant; with the average month over month growth in personal consumption currently at .16% over the last 12 months.



## Summary

After three years of constrained growth following the Great Recession, the economy is poised for a sustained period of expansion. Increases in the GDP and the stock market are pointing to continued improvement if artificial governmental constraints, such as sequestration, are removed. Employment continues very slow growth in the City, but that too should improve if the service sector continues to expand. The housing market has turned the corner and is regaining some of the value lost during the recession. Housing inventories and mortgage rates are both at low levels and are helping to sustain the housing recovery. The overall rental vacancies for commercial buildings remain virtually unchanged at 14.5%. Rental rates for these buildings also remained steady at approximately \$20.90 per square foot.

For the first time in several years the State's budget did not reduce aid or place further unfunded mandates on the City. Even still, the actions from previous sessions will continue to impact the City in the future. This is especially true of the educational maintenance of effort and teacher pension funding requirements that substantially escalate the City's contribution to the school system, as well as the loss of nearly \$100 million of Highway User Revenue.

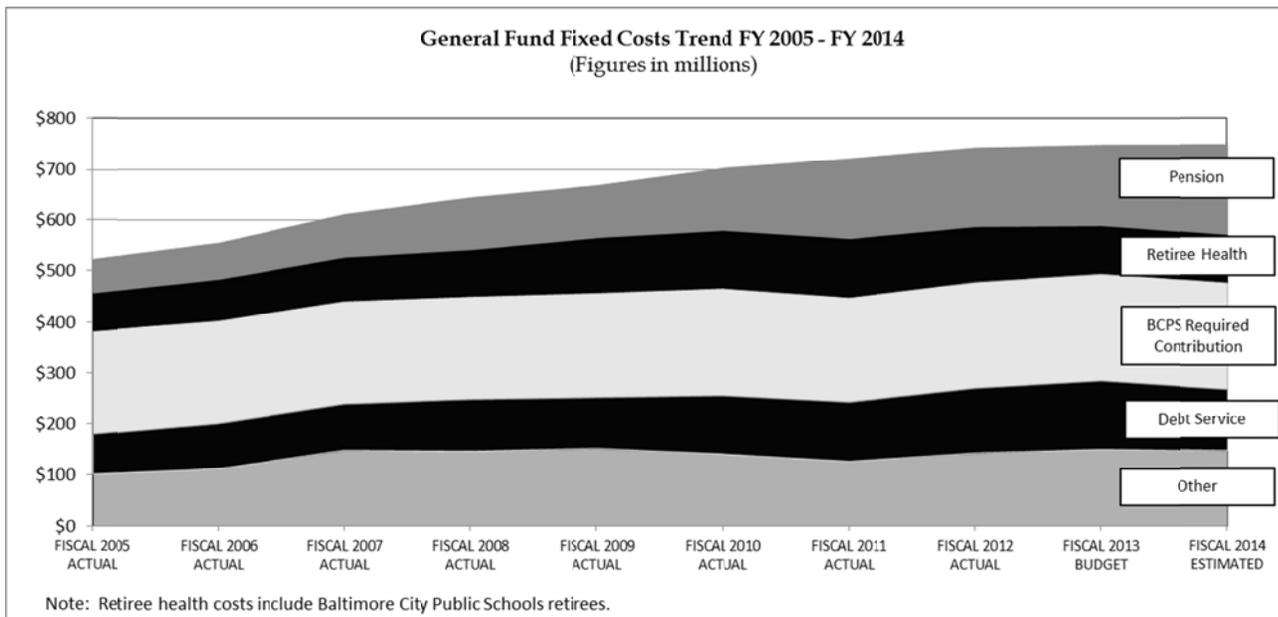
Given improvements in housing and employment, it appears that the economy is poised for robust growth but has been continually held back by indecision in the nation's capital. The S&P downgrade, the Fiscal Cliff, sequestration, and most recently the planned downsizing of quantitative easing have all acted to stymie economic growth. Until there is agreement on federal tax and spending levels, it is unlikely that growth will reach its full potential.

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FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Fixed Costs

**What are Fixed Costs?**

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



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

**Retiree Health:** The City subsidizes medical and prescription drug benefits for about 16,500 people in the retiree health plans. This figure includes about 5,700 BCPS retirees.

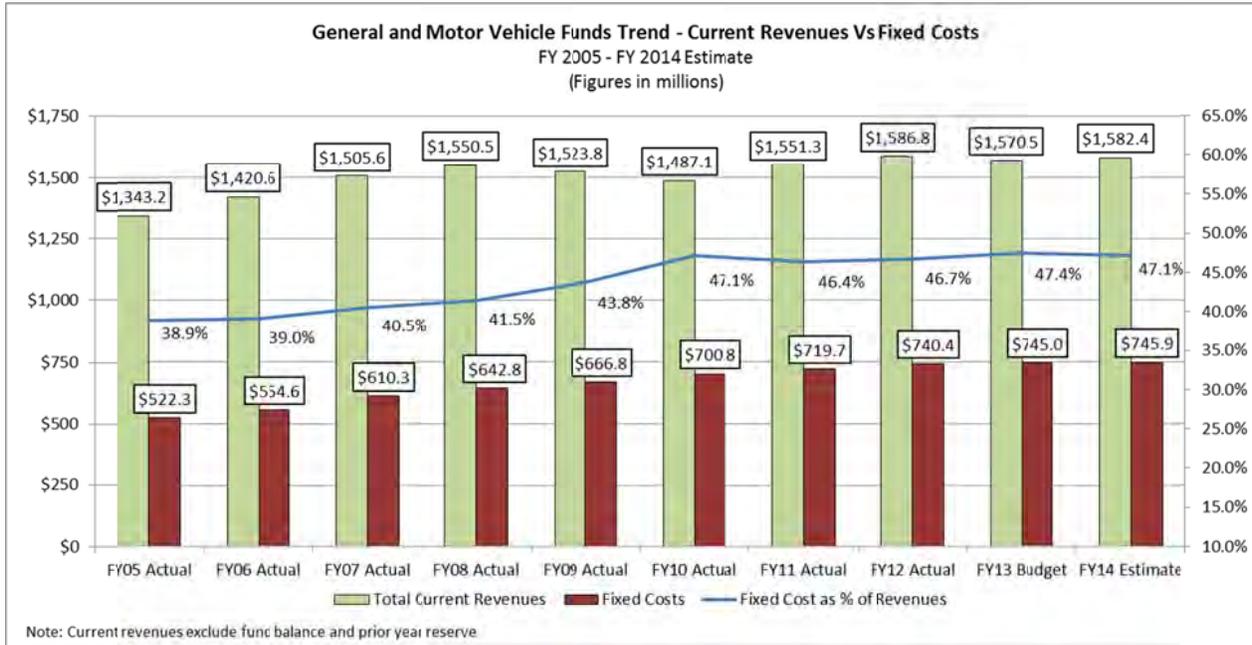
**BCPS Required Contribution:** State law requires that Baltimore City maintain its education funding effort from year to year on a per pupil basis and pay the normal cost of the teacher pension system.

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

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

## Fixed Cost Trends

Fixed costs have grown dramatically in recent years. From Fiscal 2005 to Fiscal 2010, fixed costs grew by 34% and consumed a growing share of General Fund revenue. Since 2010, due to a series of reforms, fixed costs have held steady at about 47% of all General Fund revenue, as represented by the line in the graph below.



As a result of the rapid fixed cost growth, coupled with declining revenue, the City began taking steps to reduce these costs in Fiscal 2011. Changes include reforming the Fire and Police pension system and employee and retiree health benefit programs. Further actions are proposed in the Mayor’s Ten-Year Financial Plan.

## Employees’ Retirement Systems

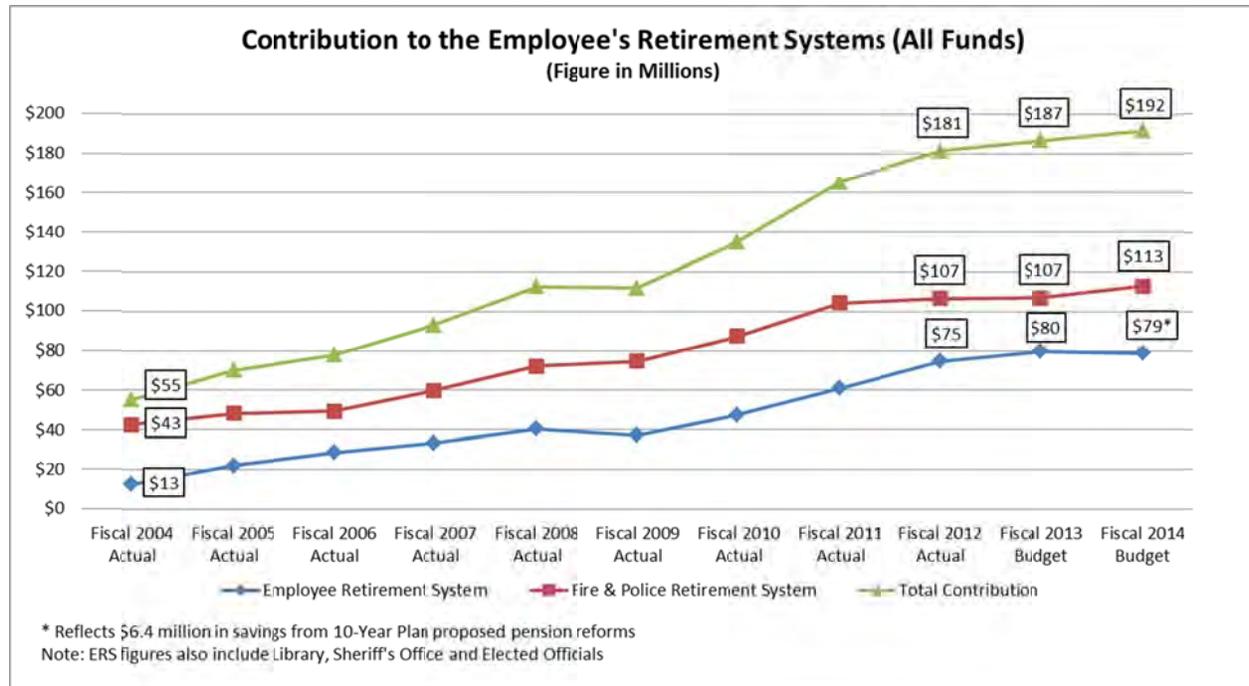
The 2014 Budget reflects the adoption of some pension system changes proposed in the Mayor’s Ten-Year Financial Plan. The civilian system will begin the phase-in of a 5% employee contribution for current employees, and the civilian variable supplemental benefit will be eliminated. Legislation has been proposed during Fiscal 2014 to establish a defined contribution savings plan for future civilian hires. Together, these changes are projected to save the City \$150 million over nine years. The Ten-Year Plan also recommends a hybrid retirement plan for new Fire and Police hires, which would save \$58 million over nine years. This Fire and Police reform will be considered during Fiscal 2014 but would take effect in future years.

The Fire and Police Employee Retirement System (FPERS) was significantly reformed in 2010 because it grew in cost by 75% from Fiscal 2005 to Fiscal 2010. The reforms included:

- Replacing the variable benefit with a cost of living adjustment capped at 2%.

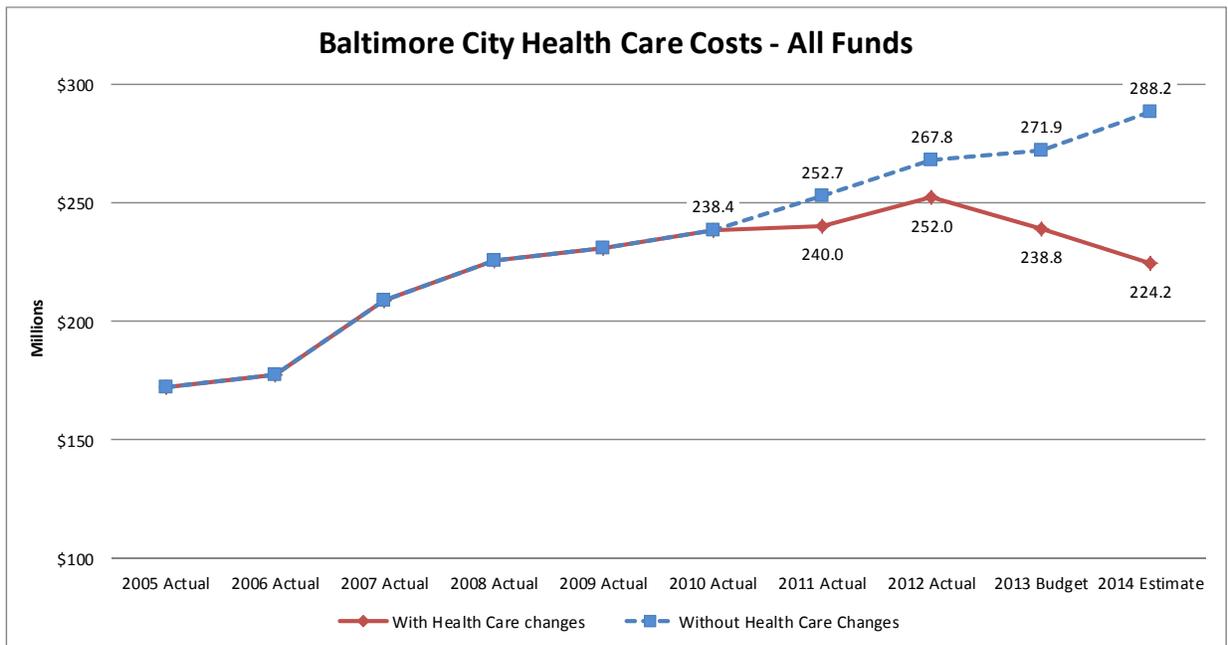
- Modifying age and years of service requirement to 25 years of completed service or age 55 with 15 years of completed service.
- Increasing employee contributions from 6% to 10% over a four year period from Fiscal 2011 to Fiscal 2014.
- Extending the time period used for calculating average final compensation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

The chart below shows that the FPERs reforms reduced the rate of growth of the City's contribution. The reforms have saved the city nearly \$80 million a year by avoiding a spike in liability due to the variable benefit. Most of the reforms have been upheld in federal court, but the variable benefit change is still being litigated.



### Health Care for Employees and Retirees

From Fiscal 2005 to Fiscal 2010, the City's cost of providing medical and drug benefits to its employees and retirees grew by \$66 million, from \$172.2 million to \$238.4 million, as shown in the graph below. These costs were on an unsustainable path, and could no longer be ignored as the City faced the fiscal consequences of the Great Recession.



Notes: Figures include active employee and retiree costs. Survivor benefits are not included. Figures showing costs without health care changes are based on Hay Group's actuarial estimates.

Several changes to health care plans were made in Fiscal 2011 through Fiscal 2013, collectively reducing the city's costs by \$60 million compared to baseline estimates. These changes, and Fiscal 2014 adopted changes, are summarized below:

#### Fiscal 2011 Changes

- 10% prescription drug premium co-share for retirees

#### Fiscal 2012 Changes

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

#### Fiscal 2013 Changes

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

## Fiscal 2014 Changes

- The City is conducting a dependent eligibility audit to ensure that health care benefits are not provided to ineligible recipients. The Fiscal 2014 budget reflects \$1 million in expected savings from this audit.
- The City will sunset the prescription drug benefit for Medicare-eligible retirees in 2020, which is when equivalent federally-subsidized coverage becomes available. The decision to sunset this benefit in 2020 generates savings in the Fiscal 2014 budget because the actuarial liability for future retiree prescription drug coverage can be decreased.

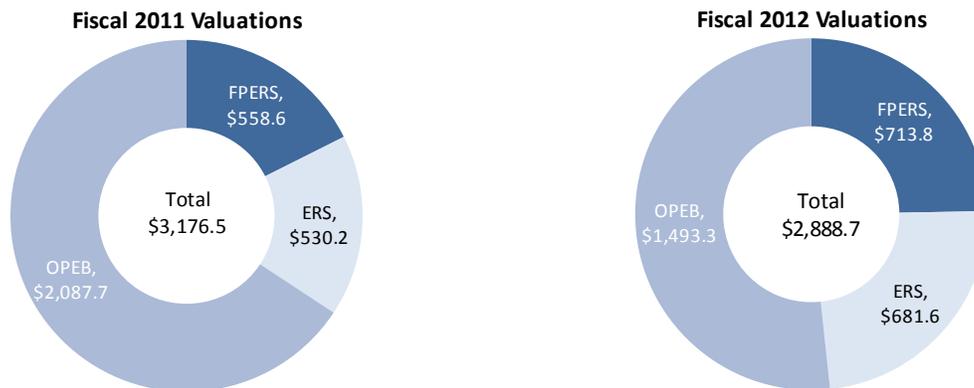
## Long-Term Liabilities for Pensions and Retiree Health Care

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

The pie charts below show that Baltimore's long-term unfunded liabilities totaled more than \$3.1 billion in Fiscal 2011 and have been reduced to \$2.9 billion as of the Fiscal 2012 valuations.

### Unfunded Pension and OPEB Liabilities

(Figures in Millions)



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

FPERS: Fire and Police Employees' Retirement System.

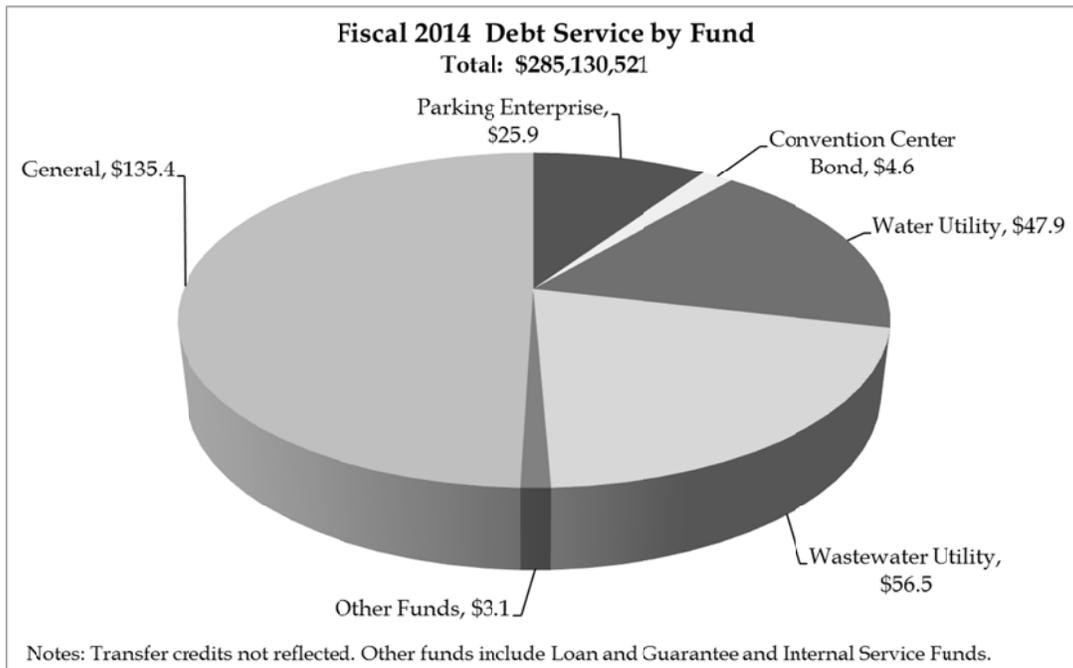
ERS: Employee Retirement System for civilian employees.

Note: The relatively small Elected Officials' Retirement System is not shown; this system was valued at \$1.6 million as of June 30, 2012, and was 109% funded.

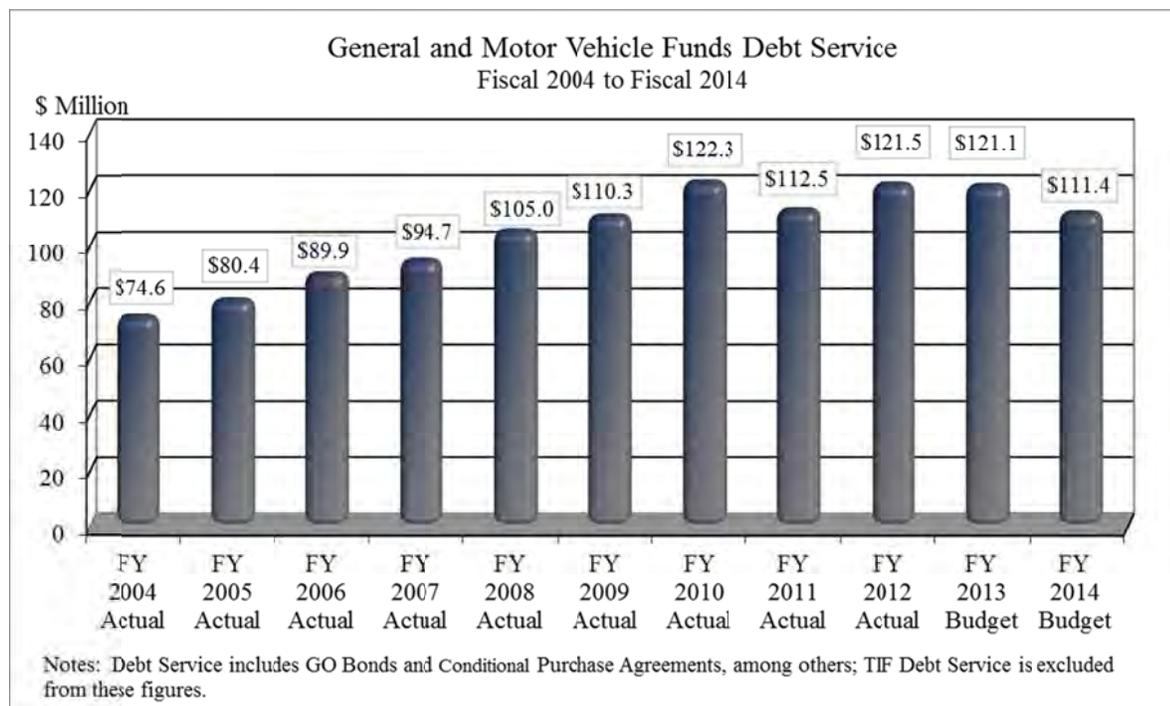
The overall reduction is completely driven by lower OPEB liabilities, stemming from a redesign of the City's medical plans, cost-sharing for prescription drug coverage, and establishment of a waiver plan for Medicare drug coverage to account for increased federal subsidies, among other actions. Meanwhile, liabilities for the FPERS and ERS pension plans continue to grow due to ongoing amortization of past investment losses and adoption of more conservative actuarial methods.

## Debt Service

Debt service is expected to be \$285.1 million for Fiscal 2014. The graph below shows that general funds are the most significant debt service fund source.



In the late 1990s and early 2000s, the City restructured its debt so that its annual debt service payments would be lower and it could better respond to fiscal constraints during that time. This resulted in higher debt payments beginning in the mid-2000s. As shown in the graph below for general fund and motor vehicle fund debt service, payments have leveled and are expected to decline in the near-term.



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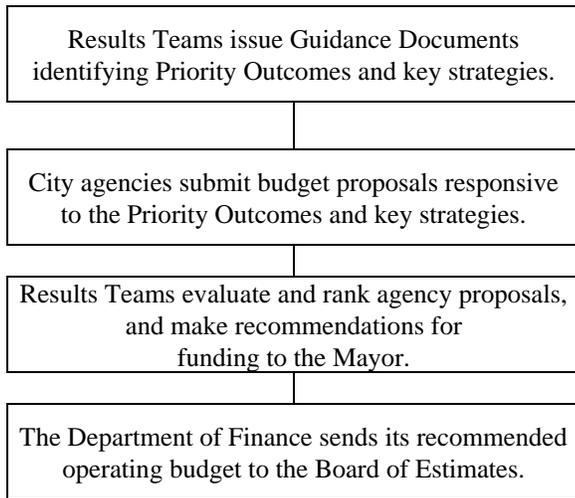
# FISCAL 2014 Summary of the Adopted Budget

## Budget Process and Related Policies

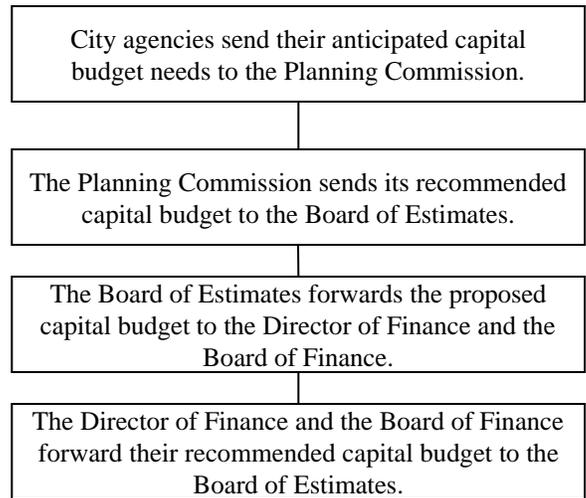


# The City of Baltimore's Budget Process

## Operating Budget



## Capital Budget



**September through March**

**April**

The Board of Estimates holds hearings on the budget. Agency heads participate. The recommended budget is amended as necessary.

**April**

The Board of Estimates holds a "Taxpayers' Night" for final citizen input before it votes on the budget.

**April**

A majority vote of the Board of Estimates approves the total budget and sends it to the City Council.

**May**

The City Council holds hearings on the total budget. Citizens and agency heads attend.

**May**

The City Council holds a "Taxpayers' Night" for final citizen input before it votes on the budget.

**June**

The City Council votes on the budget and sends it to the Mayor.

**June**

May approve total budget.

Mayor

May disapprove some items and approve the rest.

**July**

The adopted budget is monitored through the City's system of expenditure controls.

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
The Budget-Making Process

**Budget Requests**

Baltimore's budget-making process begins in the fall prior to the fiscal year beginning July 1. The fiscal year runs July 1 through June 30. Agency heads are provided with budget training, instructions, and guidance for developing agency requests. The operating budget requests are formally submitted to the Finance Department and capital budget requests are submitted to the Planning Commission.

**Review of Operating Budget Requests**

The Department of Finance works with Results Teams to review the operating budget requests submitted by City agencies and prepare recommendations to ensure conformity with Citywide goals identified by the Mayor. The department submits recommendations to the Board of Estimates for their review and development of recommendations to the City Council.

**Review of Capital Budget Requests**

The Planning Commission reviews the capital budget requests submitted by City agencies and makes recommendations to ensure conformity with the first year of the six-year Capital Improvement Program. Agency requests are submitted with Planning Commission recommendations to the Board of Estimates. The Board of Estimates forwards the proposed capital budget to the Director of Finance and Board of Finance. After review their recommendations are forwarded to the Board of Estimates for review and development of recommendations to the City Council.

**Board of Estimates Approval of Operating and Capital Budgets**

The Board of Estimates conducts formal hearings with the heads of City agencies in regard to operating and capital budget requests. The Board of Estimates prepares a proposed Ordinance of Estimates to be submitted to the City Council. A message from the Mayor, as a member of the Board of Estimates, explains the major emphasis and objectives of the City's budget for the next ensuing fiscal year.

**City Council Approval of Operating and Capital Budgets**

The City Council conducts public hearings on the Ordinance of Estimates and may reduce or eliminate budget items, but may not increase or add new items. The City Council votes to pass the ordinance either with reductions to appropriations or as submitted. It is then forwarded to the Mayor who may disapprove some items of appropriations while approving the rest, but she/he may not increase or add budget items.

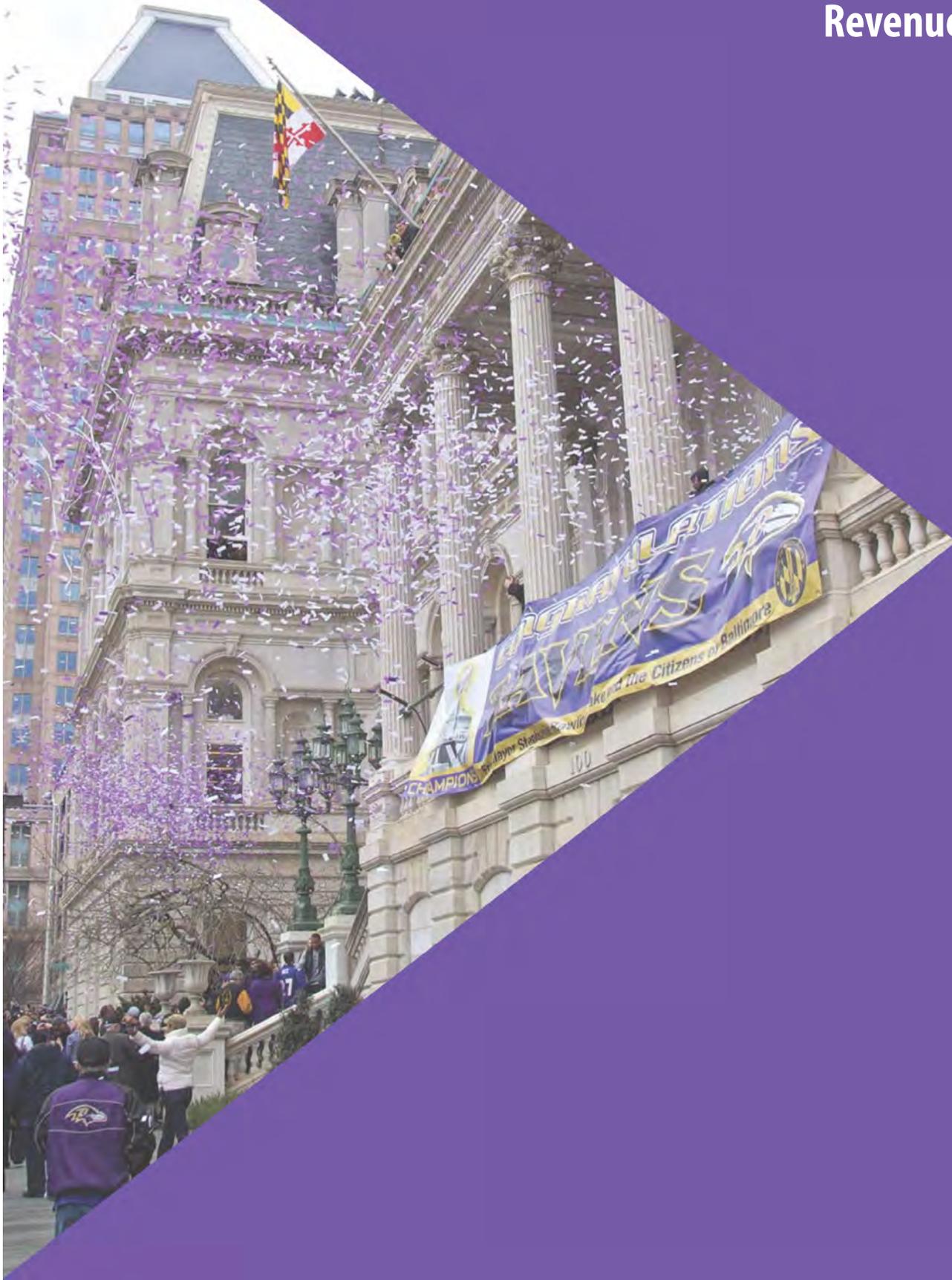
**Ordinance of Estimates**

This document is the means by which the City's budget is given legal effect after approval by the Mayor and City Council.

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# FISCAL 2014 Summary of the Adopted Budget

## Revenue Outlook



FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Revenue Forecast – Major Revenues

**GENERAL FUND**

	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2014 Estimated	Dollar Change	Percent Change
<b>Revenue Category</b>					
Property Taxes	\$777,562,592	\$768,336,408	\$755,361,000	(\$12,975,408)	(1.7%)
Income Taxes	262,175,889	256,058,536	274,386,334	18,327,798	7.2
Highway User Revenues	129,295,350	132,017,526	134,375,934	2,358,408	1.8
State Aid	93,638,466	100,532,982	102,140,925	1,607,943	1.6
Energy Tax	35,426,228	38,364,000	39,870,000	1,506,000	3.9
Telecommunication Tax	34,016,980	34,347,000	34,299,000	(48,000)	(0.1)
Net Parking Revenue	32,457,480	27,154,693	28,669,813	1,515,120	5.6
Hotel Tax	27,904,964	21,970,916	23,916,912	1,945,996	8.9
Transfer Tax	22,840,025	21,973,000	24,948,000	2,975,000	13.5
Recordation Tax	20,137,264	20,197,000	23,367,000	3,170,000	15.7
Speed Cameras	20,242,940	11,446,000	11,200,000	(246,000)	(2.1)
Interest Earnings	611,220	872,727	993,000	120,273	13.8
All Other	135,704,172	138,893,318	163,348,761	24,455,443	17.6
<b>Total General Fund Revenue</b>	<b>\$1,592,013,569</b>	<b>\$1,572,164,107</b>	<b>\$1,616,876,679</b>	<b>\$44,712,572</b>	<b>2.8%</b>

Note: Fiscal 2013 Budget includes \$12.9 million for supplemental appropriation related to teacher's pension and \$1.1 million for the Fire Truck "10" restoration.

Funding sources for the General Fund are anticipated to total \$1.617 billion, an increase of \$44.7 million or 2.8% from the Fiscal 2013 adopted budget of \$1.572 billion.

Fiscal 2014 represents the second year of the Mayor's Ten-Year Financial Plan for Baltimore City. The plan is designed to put Baltimore on a successful growth path while making the City more competitive and City finances more sustainable.

The Fiscal 2014 budget includes a set of revenue initiatives necessary to sustain core City services and move the Mayor's plan forward. These include:

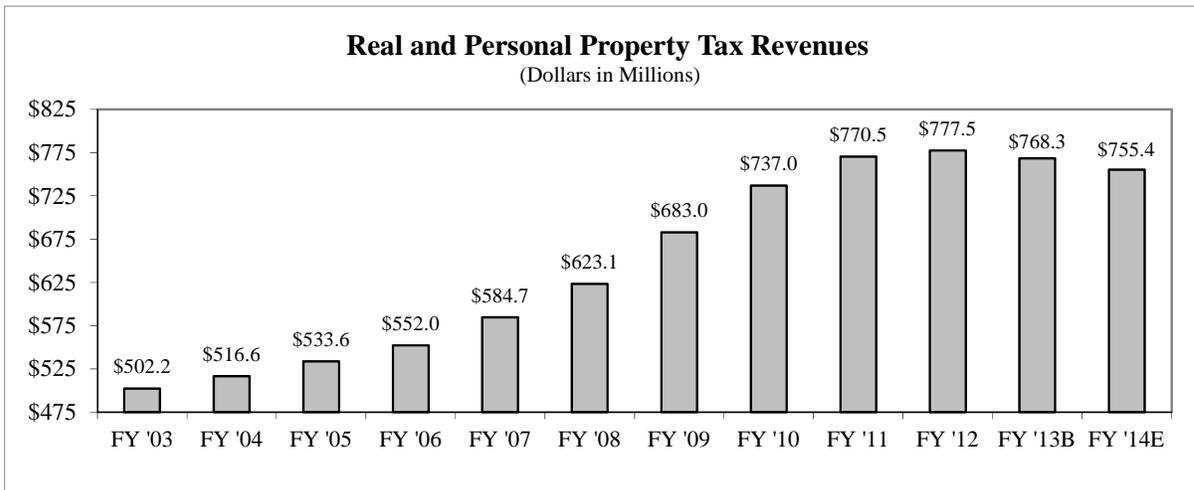
- A \$0.02 across the board property tax rate cut, which will offset a portion of the new stormwater management fee. This represents the first general property tax reduction since Fiscal 2007.
- The second installment of the Mayor's 20 Cents By 2020 program, a \$0.06 effective property tax rate reduction (in addition to the \$0.02 reduction in Fiscal 2013) through the Targeted Homeowners Tax Credit.
- New taxes on billboards (\$1 million) and taxicab rides (\$1.3 million), as well as maintenance of the parking tax rate at 20% (\$1.3 million), all of which will further diversify Baltimore's tax base and reduce the burden on city residents.

The Fiscal 2014 revenue estimate also includes a one-time, \$30 million transfer from the City's Mobile Equipment Fund, part of the Ten-Year Plan initiative to increase capital investment. These dollars are available because of a change in how the City finances fleet

vehicle purchases and are allocated in the capital budget for recreation centers, road resurfacing, blight elimination, and IT modernization. More detail about the fleet financing change can be found on page 119.

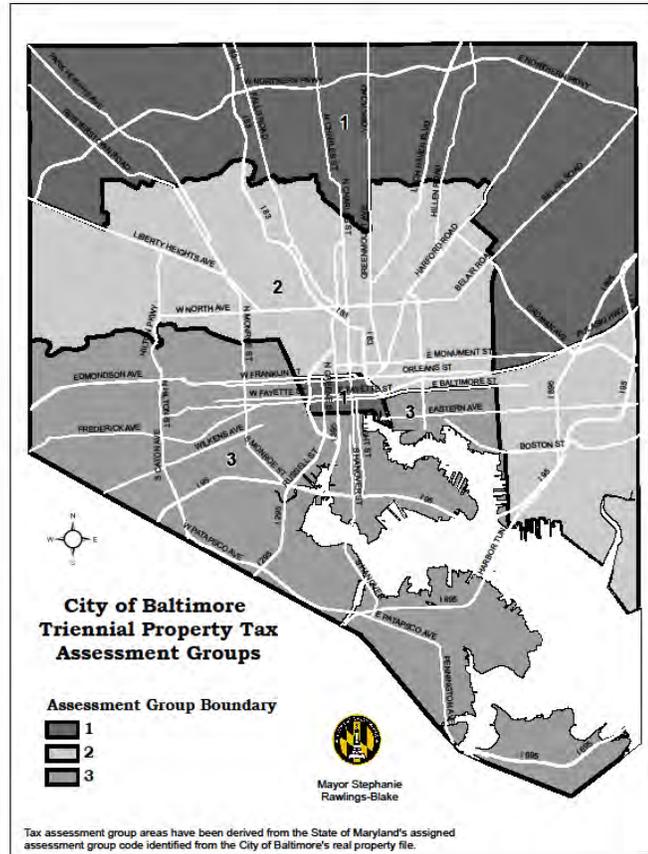
Aside from the one-time fleet fund transfer and other non-recurring funding sources, the Fiscal 2014 General Fund forecast shows a net revenue increase of \$8.9 million, including the new billboard and taxicab levies. Property taxes, which comprise nearly half of General Fund revenue, are projected to fall by \$13 million due to the tax relief actions discussed above and a fourth consecutive year of declining assessments. Shrinking property tax revenues are offset by income tax growth, with receipts up 6.1% or \$15.5 million above the Fiscal 2013 budget, reflecting steady improvement in employment and wages. Additional projected revenue growth comes from recordation and transfer taxes and the hotel tax.

**PROPERTY TAXES** – The real and personal property tax rates are proposed to be reduced to \$2.248 and \$5.62 per \$100 of assessed value respectively. The State Department of Assessments and Taxation (SDAT) estimates the value of all taxable property and issues new assessments for about one-third of properties each year. All personal property is assessed annually with valuations established by the State based upon returns filed by individual businesses.



## Real Property

Real property tax yield, after the adjustments for the 4.0% owner-occupied assessment cap, is forecasted to decrease \$12.3 million or 1.8%, from \$669.7 million in Fiscal 2013 to \$657.4 million in Fiscal 2014. The SDAT reassessed Group 1 for Fiscal 2014, shown in the map below as the northern tier of the City.



The Statewide average assessment for Group 1 decreased 3.6%, representing the fourth year in a row of assessment decline. For the City, the base year assessment for Group 1 reflects a 3.1% decline, which translates to a \$32 million revenue loss. The decline is made up of a 7.8% drop for residential properties and 7.5% increase for commercial properties. Assessment declines are not phased in; therefore, the reduction takes effect in the first year and is maintained for the two remaining years of the assessment cycle.

The 7.8% decline in the Fiscal 2014 assessment on residential properties continues a reduction in prices dating back to 2009, after the housing bubble burst. The most recent housing information suggests that sales and prices in the City are picking up, which is a sign that the market is beginning to recover. Unfortunately, these recent improvements had little or no impact on the Group 1 assessments.

Reduced property tax revenue also reflects a proposed \$0.02 reduction in the real property tax rate (-\$6.7 million) and an increase to the Targeted Homeowners Tax Credit that will effectively reduce rates by \$0.06 for owner-occupied properties (-\$12 million).

The following table shows the ten year history of the full cash value average assessment growth for properties in the City since Fiscal 2005.

Fiscal Year Reassessment	Assessment Group	Full Cash Value	Phase-in
		Assessment Increase	Assessment Increase
2005	Group I	18.5%	6.2%
2006	Group II	21.6%	7.2%
2007	Group III	45.6%	15.2%
2008	Group I	58.5%	19.5%
2009	Group II	75.0%	25.0%
2010	Group III	20.9%	7.0%
2011*	Group I	(2.6%)	0.0%
2012*	Group II	(8.7%)	0.0%
2013*	Group III	(6.8%)	0.0%
2014*	Group I	(3.1%)	0.0%

\*Assessment reductions are not phased in

Source: State Department of Assessments and Taxation

Owner occupied residential properties are protected from the impact of assessment increases by the City's 4.0% assessment growth cap. This tax credit limits growth in taxable assessments to no more than 4.0% over the prior year, one of the most taxpayer friendly caps in the State. The Department of Assessment and taxation estimates that about 84,500 homeowners will receive this tax relief, totaling \$71.8 million in Fiscal 2014. This represents a decline of 26.6% or \$26.0 million in the cost of this tax relief program compared to Fiscal 2013. This reduction is attributable to the cumulative decline in assessment value for residential properties experienced since Fiscal 2011. While the phase-in values of most properties subject to this credit declined or remain practically unchanged, the net taxable value continues to increase at the 4% cap, reducing the gap between current taxable and phase in values.

Even though the homestead tax credit cost has declined, its cost continues to be a significant burden on City resources. This program's cost is half of its peak level of \$147.2 million in Fiscal 2010, but the cumulative cost has reached \$870.1 million since Fiscal 2000, when the annual credit cost was only \$4.1 million.

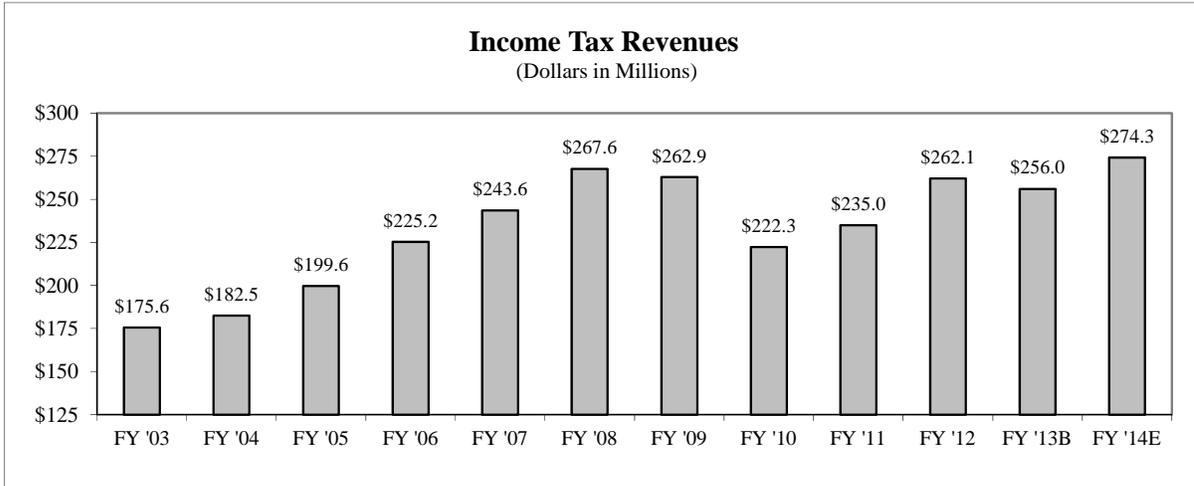
#### *Business and Public Utility Personal Property*

Total business and public utility personal property taxes are estimated to be \$98.0 million, a decrease of 0.6% or \$0.6 million from the Fiscal 2013 budget. The decrease is explained by the estimated personal property tax rate reduction from 5.67% to 5.62%.

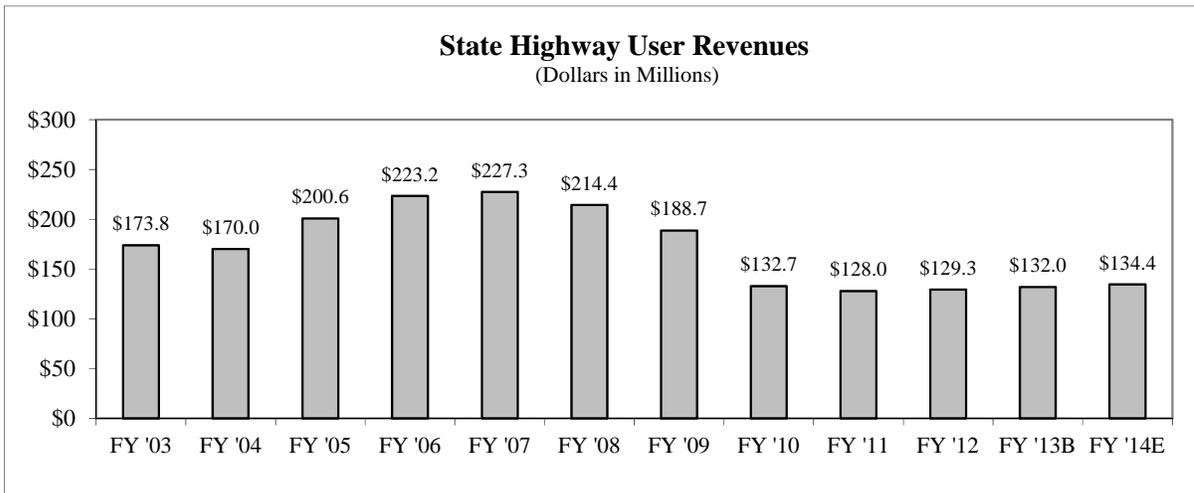
**INCOME TAXES** - The City's income tax rate is 3.2%, the maximum level allowed under State law. Local income taxes are anticipated to yield \$274.3 million, an increase of \$18.3 million or 7.1% from the Fiscal 2013 budgeted level. The forecasted increase is explained by steady growth in average wages and earnings and increasing employment. These factors have resulted in higher than expected revenue in Fiscal 2013 and should continue in Fiscal 2014, although the federal sequester could negatively impact the projected employment and wage trends.

The most recent data released by the State Department of Labor, Licensing and Regulations (DLLR) shows that the average weekly wage for jobs located in the City grew 3.7% in the first part of 2012 compared to the same period of 2011 and December 2012 employment was 3.4% above the 2010 level. The City's unemployment rate has also declined from its recession peak of 11.9% in 2010 to 10.2% at the end of 2012.

The latest Income Tax Summary report from the State shows that the number of tax returns filed in the City grew 0.1% in 2011, which continues a rebound since 2009.



**STATE HIGHWAY USER REVENUES (HUR) -** HUR is distributed by the State from gas tax, titling tax and vehicle registration fee revenues. The anticipated State highway user revenue for Fiscal 2014 is \$134.4 million, which is \$2.4 million or 1.8% above the Fiscal 2013 budget. While the estimated distribution is increasing, the City's highway user revenue is still \$92.9 million (40.9%) below its Fiscal 2007 peak, due mainly to actions by the General Assembly and Board of Public Works to shift highway user revenues to the State General Fund. The estimated Fiscal 2014 increase is in spite of a reduction in the City's share of total statewide HUR revenue from 8.1% to 7.7%.

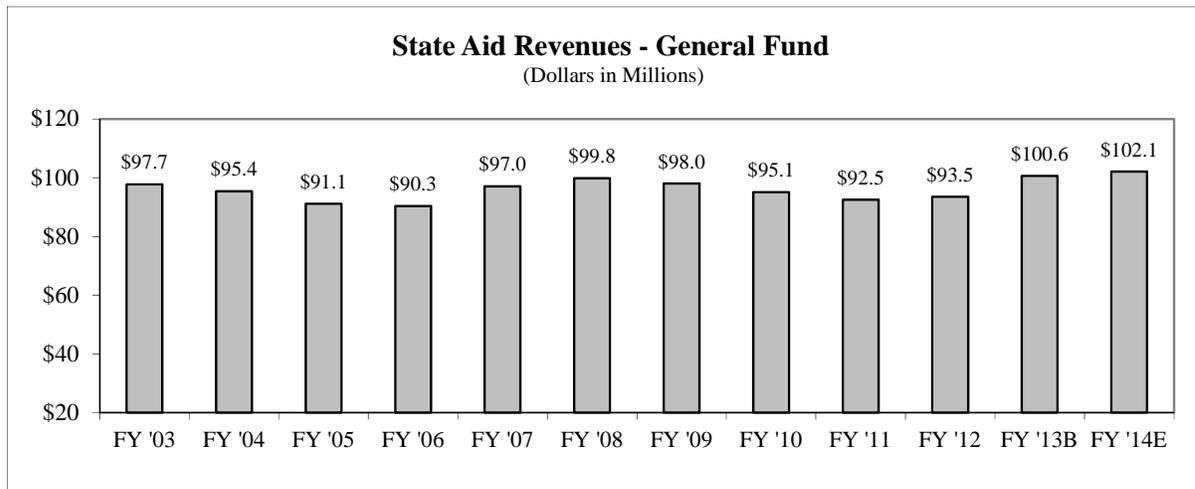


**STATE AID** - State Aid budgeted in the General Fund is projected to increase \$1.5 million or 1.5% from the adjusted Fiscal 2013 budget.

In Fiscal 2013 the State transferred a share of teachers' retirement costs to all jurisdictions. This burden has been partially offset by increased State aid to the City. The Governor's proposed budget increases the teacher's retirement supplemental grant by \$3.1 million from the \$7.0 granted in Fiscal 2013; however, it also reduces the Security Interest Filing Fees by the same amount.

The net increase in Fiscal 2014 State Aid is due mainly to a \$1.5 million increase in the Income Tax Disparity Grant. The Disparity Grant is estimated at \$79.1 million, which represents the statutory limit. The aid is based on a formula designed to assure that all subdivisions receive per capita income tax receipts equivalent to 75.0% of the statewide average.

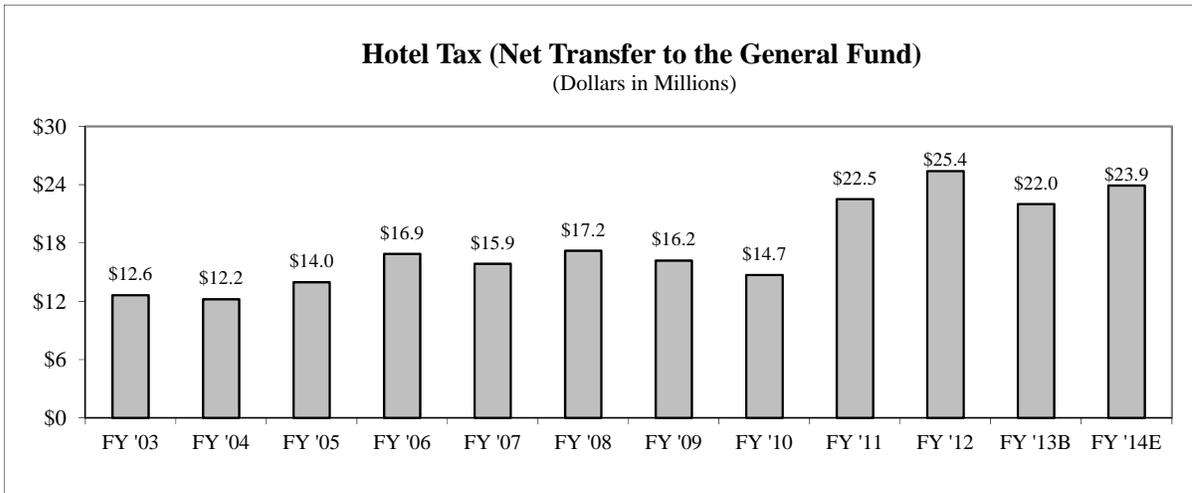
The local health operations grant is increased by \$0.1 million, and all other component of General Fund State Aid (police protection aid, library aid and funding for the War Memorial) are at the same levels as Fiscal 2013.



**SPEED CAMERAS** - The Fiscal 2014 budget for speed cameras is estimated at \$11.2 million, \$0.2 million or 2.1% lower than the Fiscal 2013 budget. During Fiscal 2013, citations issued by cameras for speed and red light violations were subject to several challenges due to evidence of improper ticket issuance. The City ended its contract with Xerox and entered into a new agreement that started in January 1, 2013. Cameras were turned off in January 2013 and the installation and activation of new cameras (74 fixed and 18 portable) is scheduled to be completed before the beginning of Fiscal 2014. Because of uncertainty in the camera replacement schedule and potential further restrictions on the use of cameras, the Finance Department will continue to project speed camera revenue conservatively.

**HOTEL TAX:** The Fiscal 2014 hotel tax revenue is estimated at \$23.9 million, \$1.9 million or 8.6% higher than budgeted Fiscal 2013. This represents the net hotel tax receipts transferred from the Convention Center Bond Fund (CCBF) after debt service for the expansion of the Baltimore Convention Center is subtracted. Fiscal 2012 was a strong year for the hospitality market in the City. The estimated Fiscal 2014 revenues are based on the market behavior

experienced in the City for the last two years, where the occupancy rate has averaged 62.4%. Room supply will remain at the current 10,026 available rooms, while the average rate per room is projected at \$133.2 per night.



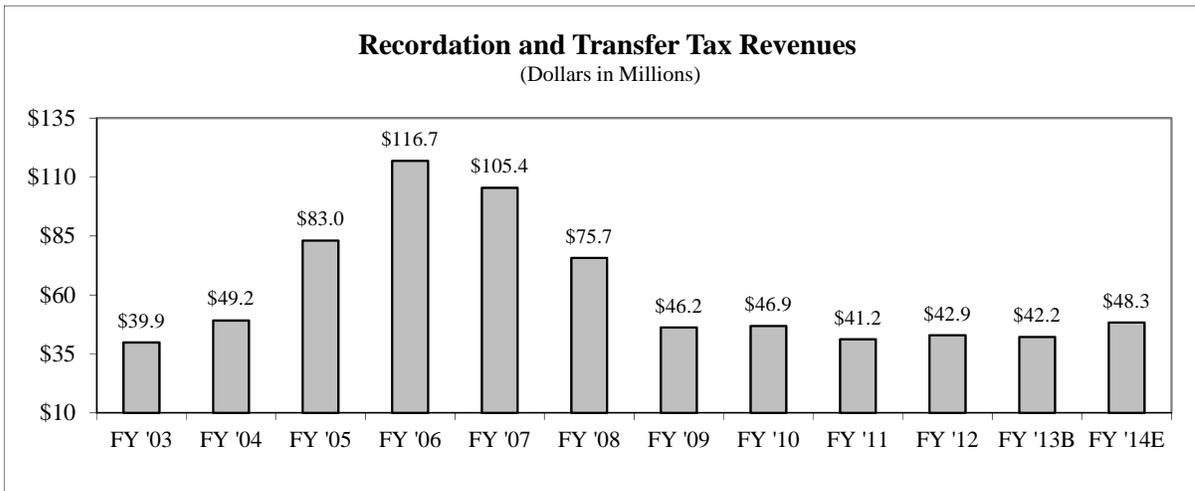
Note: Fiscal 2012 hotel tax transfer to the General fund revenue is net of \$2.5 million one-time receipt that did not correspond to this year's activity.

Under State law, 40% of gross hotel tax receipts are appropriated to the local tourism bureau, Visit Baltimore. Further, hotel tax receipts indirectly subsidize the Convention Center's operating deficit (shared with the State) and are a backstop if the Convention Center Hotel's property tax increment and site-specific hotel taxes are insufficient to cover debt service costs.

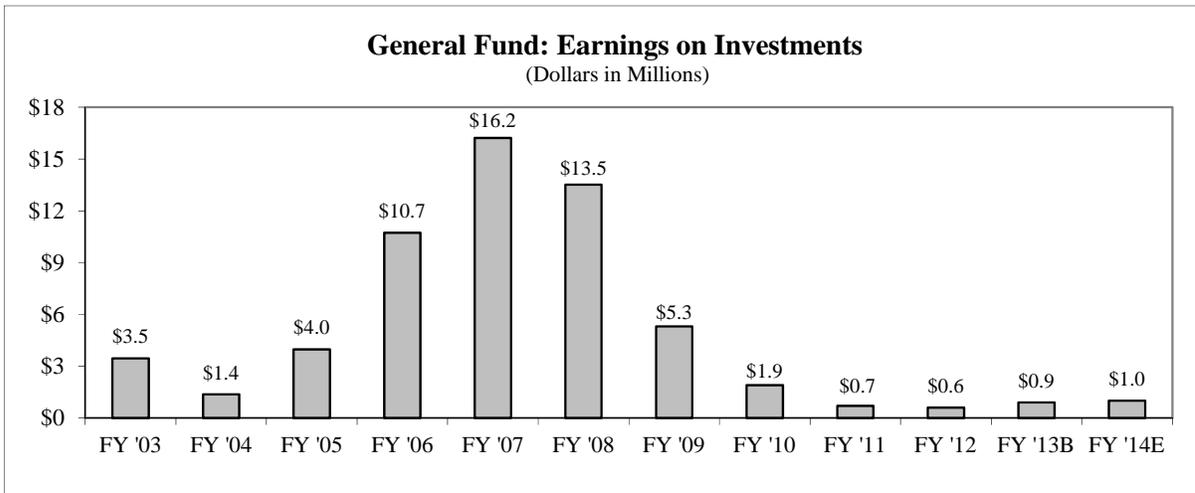
**RECORDATION AND TRANSFER TAX** - The City's estimated revenue from recordation and transfer taxes is expected to total \$48.3 million for Fiscal 2014, an increase of \$6.1 million or 14.5% compared to the Fiscal 2012 budget estimate.

These sources of revenue depend on the number and value of real estate sales and (in the case of the recordation tax) refinancings. The total number of real estate transactions subject to the City's transfer tax has increased by 12.1% from 5,771 to 6,564 during the first eight months of Fiscal 2013. Average prices were down 1.4% during this period, but that trend is misleading due to several large transactions. For Fiscal 2014, transfer taxes are estimate to increase 13.2% or \$2.9 million due to projected growth of 1.5% in housing prices and 3.5% in the number of transactions.

Fiscal 2014 recordation tax receipts are anticipated to increase \$3.2 million, or 15.8%, from the \$20.2 million budgeted in Fiscal 2013. Improvement in the housing market partially explains the anticipated growth in recordation tax; however, there are two more factors supporting this growth: first, interest rates are expected to remain low, incentivizing the increase of refinancing transactions; second, changes in exemption policy now permit the City to obtain payments from Fannie Mae, Freddie Mac, and other previously tax exempt entities.



**EARNINGS ON INVESTMENTS** - City returns on cash investments for Fiscal 2014 are forecasted at \$1 million, 11.1% higher than the Fiscal 2013 budget; however, 93.8% lower than in Fiscal 2007 when these returns peaked at \$16.2 million. Earnings on investments are the returns on the daily cash balances in the City Treasury, and are a function of interest rates. The Fiscal 2014 estimate assumes that City cash investments are maintained at current levels, while interest rates are assumed to remain low with small variations from current levels.



FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Summary of City Real Property Tax Credit Programs

The table below describes tax expenditure costs for all locally authorized real property tax credit programs. It does not attempt to deal with all tax exemptions or other preferential tax treatment expenditures. In Fiscal 2014, the City budget estimates real property tax credit expenditures totaling about \$101.4 million. This represents a decrease of about \$26.0 million compared to the Fiscal 2013 projected expenses of \$127.4 million.

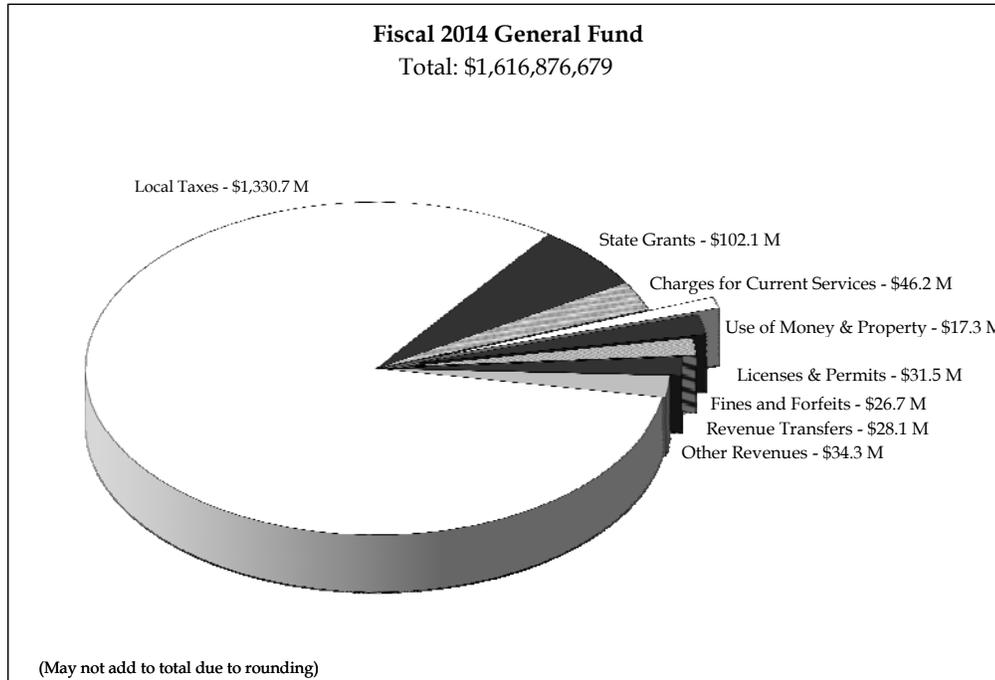
	Fiscal 2013 <u>Projection</u>	Fiscal 2014 <u>Budget</u>
<u>Homestead Tax (104% Assessment Phase-In)</u>		
A 4% taxable assessment increase cap on owner-occupied dwellings.	\$97,763,000	\$71,835,000
 <u>Targeted Homeowners Tax Credit</u>	 3,800,000	 16,000,000
An annual credit based on improvement assessment values. The credit is granted to owner-occupied properties only.		
 <u>Enterprise Zone Property Tax Credit</u>		
A 10-year tax credit (80% in the first 5 taxable years and declining by 10 percentage points thereafter) in designated State Enterprise Zones on the increased value of a commercial property after improvements.	11,823,000	239,000
 <u>Historic Restoration and Rehabilitation Property Tax Credit</u>		
A 10-year tax credit (100% for projects with costs below \$3.5 million; and 80% in the first 5 taxable years and declining by 10 percentage points thereafter for projects with costs above \$3.5 million) on the increased value of a historic property due to improvements.	8,506,000	8,086,000
 <u>Newly Constructed Dwelling Property Tax Credit</u>		
A five-year tax credit (50% in the first taxable year and declining by 10 percentage points thereafter) on newly constructed or city owned, vacant rehabbed dwellings.	4,045,000	3,846,000
 <u>Brownfields Property Tax Credit</u>		
A five-year tax credit (50%, except for projects that spend more than \$250,000 in eligible work, in which case it's 70%) on the increased value of brownfields sites after eligible improvements are made. For sites located in a State-designated Enterprise Zone areas, the credit is for a 10-year period.	1,334,000	1,301,000
 <u>Home Improvement Property Tax Credit</u>		
A five-year tax credit (100% in the first tax year and declining by 20 percentage points thereafter) on the increased value of a dwelling due to improvements.	50,000	40,000
 <u>Other Local Option Property Tax Credits</u>		
Includes costs of the neighborhood preservation and stabilization conservation, vacant dwelling, fallen heroes, and cemetery dwelling property tax credit programs.	53,000	23,000
	<u>\$127,374,000</u>	<u>\$101,370,000</u>

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Property Tax Base and Estimated Property Tax Yield

<u>ESTIMATED ASSESSABLE BASE</u>			
	<u>Fiscal 2013</u>	<u>Fiscal 2014</u>	<u>Change</u>
<b>REAL PROPERTY</b>			
<b>Subject to \$2.248 Tax Rate</b>			
Real Property Assessed Locally	\$34,205,146,000	\$33,188,572,000	(\$1,016,574,000)
Appeals, Abatements and Deletion Reductions	(329,606,000)	(\$456,619,000)	(127,013,000)
Adjustment for Assessment Increases over 4%	(4,416,553,000)	(\$3,310,568,000)	1,105,985,000
New Construction	33,344,000	\$32,308,000	(1,036,000)
Rail Road Property	173,887,000	\$174,872,000	985,000
<b>Total Real Property Subject to \$2.248 tax rate</b>	<b>\$29,666,218,000</b>	<b>\$29,628,565,000</b>	<b>(\$37,653,000)</b>
<b>Subject to \$5.62 Tax Rate</b>			
Public Utility Property	\$144,960,000	\$145,642,000	\$682,000
<b>Total Public Utility Real Property Subject to \$5.62 tax rate</b>	<b>\$144,960,000</b>	<b>\$145,642,000</b>	<b>\$682,000</b>
<b>Total Real Property</b>	<b>\$29,811,178,000</b>	<b>\$29,774,207,000</b>	<b>(\$36,971,000)</b>
<b>TANGIBLE PERSONAL PROPERTY</b>			
<b>Subject to \$5.62 Tax Rate</b>			
Individual and Firms	\$26,065,000	\$16,243,000	(\$9,822,000)
Ordinary Business Corporations	\$1,021,883,000	\$889,133,000	(\$132,750,000)
Public Utilities	\$823,581,000	\$882,782,000	\$59,201,000
<b>Total Tangible Personal Property</b>	<b>\$1,871,529,000</b>	<b>\$1,788,158,000</b>	<b>(\$83,371,000)</b>
<b>Total Real and Personal Property</b>	<b>\$31,682,707,000</b>	<b>\$31,562,365,000</b>	<b>(\$120,342,000)</b>
<u>ESTIMATED PROPERTY TAX YIELD</u>			
			<u>Fiscal 2014</u>
<b>Property Subject to \$2.248 Tax Rate</b>			
<b>Real Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>		<b>\$0.01/\$100</b>	\$2,962,857
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			\$2,888,785
Estimated Total Tax Yield Property Tax Subject to 2.248 tax rate			\$649,398,888
<b>Property Subject to \$5.62 Tax Rate (by law 2.5 times Real Property Tax Rate)</b>			
<b>Real Property (Public Utilities) - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>		<b>\$0.01/\$100</b>	\$14,564
<b>Tangible Personal Property - Gross Tax Yield from \$0.01 per \$100 of Assessable Base</b>		<b>\$0.01/\$100</b>	\$178,816
Total Gross Tax Yield from \$0.01 per \$100 of Assessable Base			\$193,380
Anticipated Rate of Collection			97.5%
Net Tax Yield from \$0.01 per \$100 of Assessable Base			\$188,546
Net Tax Yield from \$0.025 per \$100 of Assessable Base (2.5 times Real Property Tax Rate)			\$471,364
Estimated Total Tax Yield Property Tax Subject to \$5.62 tax rate			\$105,962,571
<b>Total Estimated Property Tax Yield - Real and Personal Property</b>			<b>\$755,361,459</b>
<b>Net Tax Yield from \$0.01 per \$100 of Assessable Base - Real and Personal Property</b>			<b>\$3,360,149</b>

FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Budgetary Funds - Descriptions and Policies

**General Fund**



**Policy and Objectives**

The General Fund is the City's principal fund, containing revenues which finance appropriations for both ongoing operating expenses and Pay-As-You-Go (PAYGO) capital projects. The budget for this fund includes all unrestricted revenues that support appropriations not required to be budgeted in another fund. Appropriations approved in the Ordinance of Estimates or in supplemental appropriations may be for any program or activity not prohibited by the City Charter, public local law or other applicable law. Five major types of revenues comprise 96.2% of the \$1,616.9 million Fiscal 2014 budget. The five types of revenue are Local Taxes, State Grants, Charges for Current Services, Revenue from the Use of Money and Property, and Licenses and Permits. Revenue transfers represent revenue in excess of expense requirements in certain other funds that are available to the General Fund.

**Major Revenues**

<b>Local Taxes (82.3%)</b>	
Property Tax	\$755.4 M
Income Tax	\$274.4 M
State Highway User Revenues	\$134.4 M
Sales & Services	\$123.4 M
Others	\$43.1 M
<b>Total</b>	<b>\$1,330.7 M</b>

Local Taxes represent 82.3% of total General Fund revenues and funding sources. The largest share of local taxes, 56.8%, comes from current year real and personal property tax receipts. Income taxes, with Fiscal 2014 estimated receipts of \$274.4 million, represent 20.6% of local tax revenues.

State Highway User Revenues is estimated at \$132.0 million or 10.1% of Local Taxes. Sales and Service tax levies are imposed on energy consumption, certain telephone services, property transfers, hotel occupancy, recordation and admissions and amusements. These revenues are estimated at \$123.4 million or 9.3%.

<b>State Grants (6.3%)</b>	
Income Tax Disparity	\$79.1 M
Teachers Retirement Sup. Grant	\$10.0 M
Local Health Operations	\$6.8 M
Library Services & Others	\$6.2 M
<b>Total</b>	<b>\$102.1 M</b>

The largest State grant is the Income Tax Disparity Grant with \$79.1 million, followed by the Teachers Retirement Supplemental grant for \$10.0 million, the funding for operations of local health programs and library services for \$6.8 million and \$6.0 million respectively. The distribution of the Income Tax Disparity Grant is based upon a statutory formula created in 1992 by the Maryland General Assembly. The grant is made in order to bring the per capita income tax yield of Maryland's poorer subdivisions up to 75.0% of the State-wide yield. In Fiscal 2013 the State transferred a share of the teacher's retirement costs to all jurisdictions. In order to offset this cost, the Maryland General Assembly approved a \$10.0 million supplemental grant for teacher pension, \$2.1 million additional distribution in Income tax and maintained the Fiscal 2013 Disparity Grant appropriation level of \$79.1 million for Fiscal 2014. The Health Operation Grant was increased \$152,485 to \$6,827,538 while the Library Service aid was maintained at the same appropriation level of \$6.0 million; however, the General Assembly did not fund the \$3.1 million for Security Interest Filling Fee and Police Proportion aid for Fiscal 2014.

<b>Charges - Current Services (2.9%)</b>	
Charges for Central City Services	\$13.2 M
Impounding Vehicles and Highway Fees	\$11.2 M
Sanitation & Waste Removal	\$9.5 M
Other	\$12.3 M
<b>Total</b>	<b>\$21.8 M</b>

In the Charges for Current Services group, revenues derived from charges for cost allocated to enterprise funds, sanitation and solid waste disposal, and impounding vehicle and highway fees account for 73.4% of the category total. The remaining revenues, including lien report fees, District Court services, port fire protection reimbursement, stadium security service charges, are generated from fees and charges for health, zoning and a wide variety of other services rendered by the City.

<b>Licenses &amp; Permits (1.9%)</b>	
Public Safety & Regulation	\$21.6 M
Business, Alcoholic Beverage & Marriage Licenses	\$6.0 M
Other License & Permits	\$3.9 M
<b>Total</b>	<b>\$31.5 M</b>

Three major groups comprise Licenses and Permits. The Public Safety and Regulation group, composed of building, housing, animal control and certain trades' permits, accounts for the majority of the revenue in this category, \$21.6 million. Significant revenue in this group, \$6.2 million, is derived from the 5% cable franchise fee. The City's power to raise revenues from this source is constrained by federal and State law. Certain license fees, including alcoholic beverage, marriage and some business licenses are set by State law.

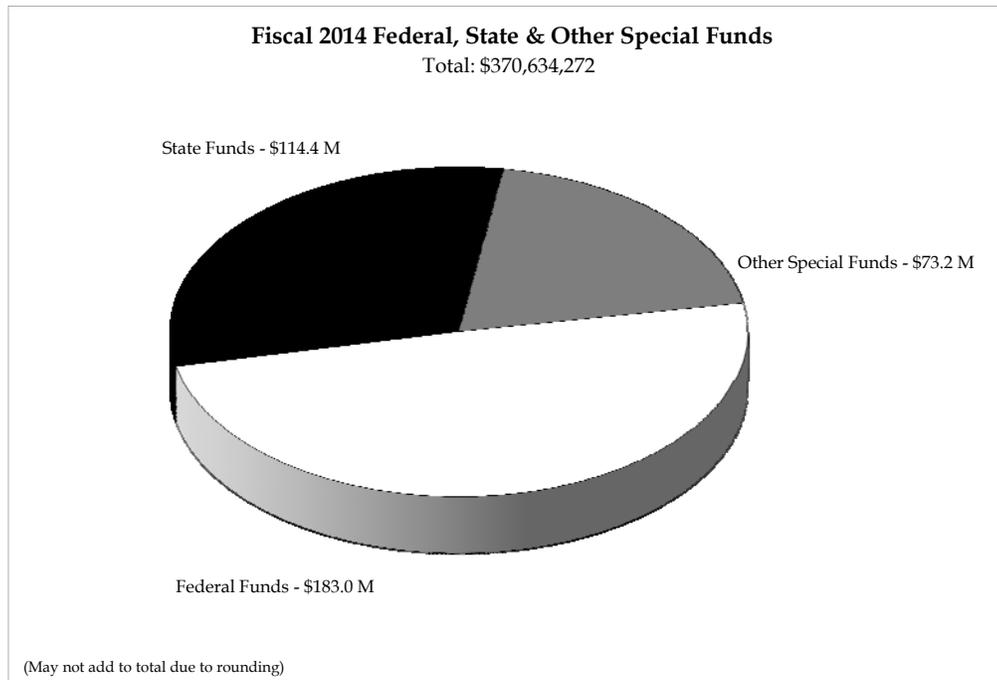
<b>Fines and Forfeits (1.7%)</b>	
Speed cameras and Red light Violations	\$16.8 M
Environmental Control Board	\$6.0 M
Other	\$3.9 M
<b>Total</b>	<b>\$26.7 M</b>

Fines and Forfeits are mainly composed by the combined revenue of traffic violations and environmental citations. Revenues from citations on speed cameras and red light violations total \$16.8 million or 62.9% of the total for this category. Revenues from environmental citations represent 22.5% or \$6.0 million. All other revenues in this category total \$3.9 million or 14.6%.

<b>Use of Money and Property (1.1%)</b>	
Rental Income	\$15.1 M
Other Revenues	\$1.2 M
Earnings on Investments	\$1.0 M
<b>Total</b>	<b>\$17.3 M</b>

Income from the Use of Money and Property is dominated by three major categories: the rental of the Convention Center facility, rentals from the C. L. Benton Building and earnings on investments. Total income generated by the Convention Center accounts for 52.6% or \$9.1 million, rental revenue from the Benton building represents 11.6% or \$2.0 million, while earnings on investment returns on the daily cash balances in the City Treasury account for 5.8% or \$1.0 million of the category total. All other revenues in this category account for \$5.2 million.

## Federal, State and Other Special Grant Funds



### Policy and Objectives

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

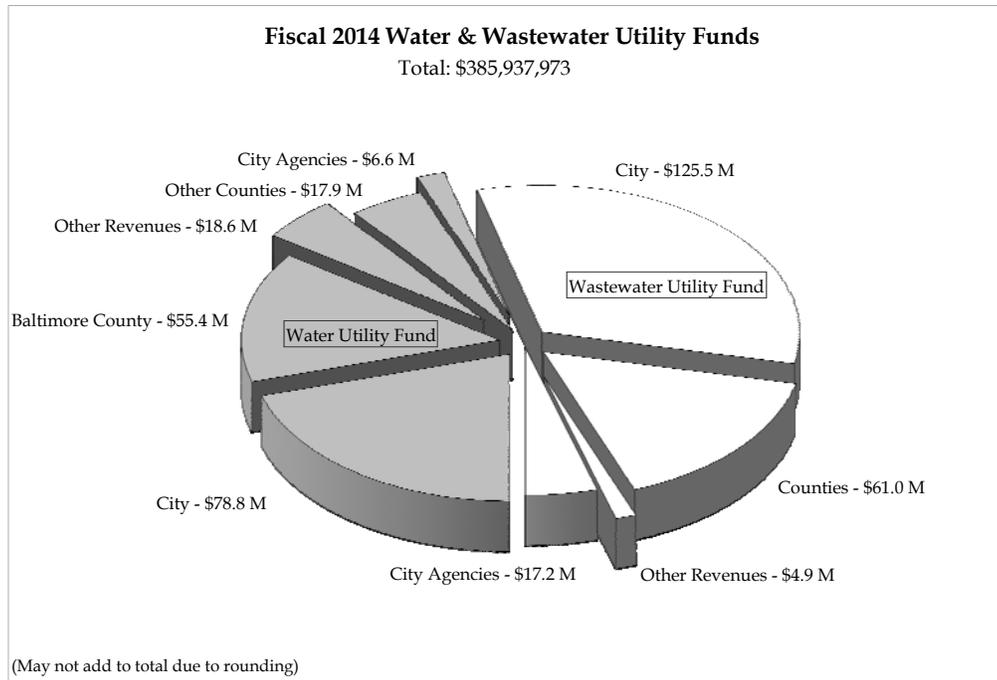
### Major Revenues

The Fiscal 2014 Federal Fund operating appropriation is budgeted at \$183.0 million, \$9.1 million lower than in Fiscal 2013. A large portion of the decline is explained by a \$6.6 million funding reduction in the coordination of public service strategies to reflect historical grand award levels. The budget includes \$3.7 million reduction for traffic management that was shifted to the General Fund, \$5.4 million funding from the Federal Workforce Investment Act (WIA) for youth and Baltimore residents, \$2.1 million for Homeland Security intelligence \$2 million for TANF, and \$1.1 million for clinical services. Federal funding increases for Fiscal 2014 include \$3.1 million for anticipated health grant, \$2.0 million for public and private energy performance and another \$1.5 million for emergency medical services.

The Fiscal 2014 State aid budget is \$114.4 million, 41.2% or \$33.4 million higher than the Fiscal 2013 operating appropriation. This increase is mainly explained by \$16.0 million from the Customer Investment Fund as a result of the Exelon-Constellation merger. Additionally, the State budget included increases of \$4.7 million the appropriation for energy assistance, \$4.2 million for planning for a sustainable Baltimore, \$2.0 million for crime investigation, \$1.2 million for park maintenance and \$1.0 million for anticipated health grants.

The Special Fund budget for Fiscal 2014 is \$73.3 million, \$14.1 million higher than the Fiscal 2013 appropriation. The increase is mainly explained by the establishment of a new school construction fund. This fund will receive \$10.4 million from the five-cent beverage container tax, which will be transferred to the Maryland Stadium Authority per State law. Additionally, the budget includes \$1.3 million increase for maternal and child health, \$0.9 million for the unified call center, and \$0.8 million for anticipated health grants.

## Water and Wastewater Utility Funds



## Policy and Objectives

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

## Major Revenues

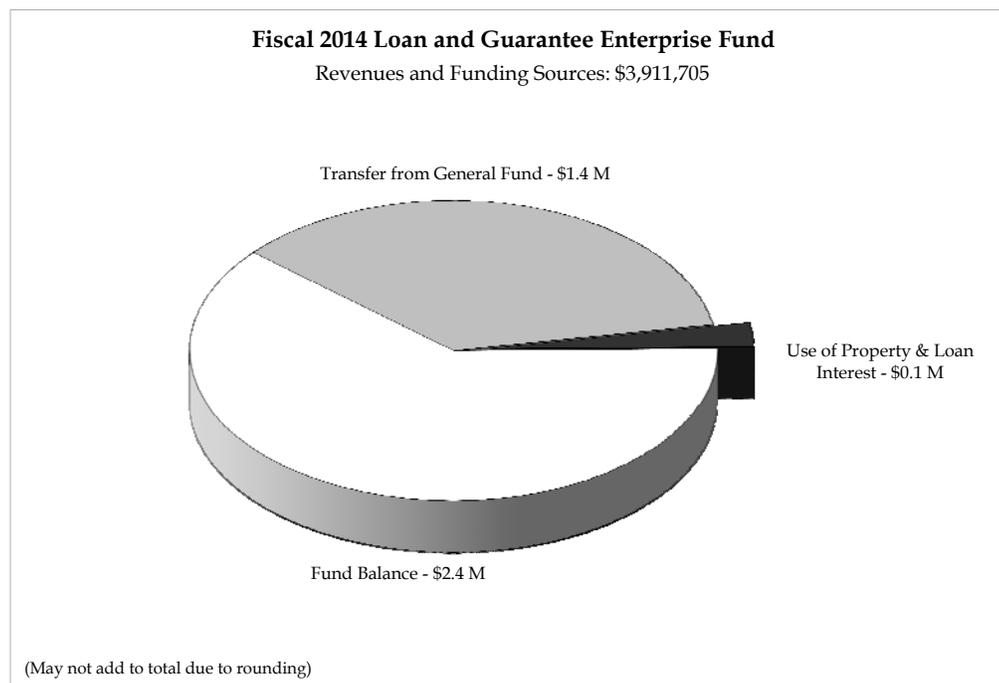
**Water Utility** - The City supplies treated water to its residents, as well as to residents of Baltimore, Anne Arundel, Harford and Howard counties. Untreated water is sold at wholesale rates to Carroll and Harford counties. The rate schedules are established pursuant to Board of Estimates' actions and, in the case of Baltimore County, are subject to provisions of State law and City/County agreements regarding cost allocation. The law and agreement with Baltimore County obligate the City to supply water at cost. The City and County allocate operating and maintenance costs on all jointly used facilities. Baltimore City customers, including City agencies, are expected to account for about 48.2% or \$85.4 million of total user charges in Fiscal 2014. Baltimore County customers

provide 31.2% or \$55.4 million and the remaining balance comes from Anne Arundel, Carroll, Harford and Howard counties, late penalties and other minor service charges. Fiscal 2014 revenues and funding sources are estimated to be \$177.3 million. The budget reflects the 15% rate increase adjustment on water charges.

**Wastewater Utility-** Baltimore and Anne Arundel counties, pursuant to agreements with the City, pay into the Wastewater Utility Fund a proportional amount based on the sewage treated at the Back River and Patapsco treatment plants. These counties also pay a portion of the capital expenses of jointly used wastewater facilities. City customers, including City agencies, provide approximately 68.4% or \$142.7 million of total user charges while Baltimore and Anne Arundel counties and other service charges comprise the balance. Fiscal 2014 revenues and funding sources are estimated to be \$208.6 million.

**Stormwater Utility Fund -** The Stormwater Utility Fund, established for the Fiscal 2014 Budget, was created with the purpose of planning and budgeting for the income and capital and operating expenses associated with City's stormwater management system. In 2012, the Maryland General Assembly passed a law mandating that certain jurisdictions, including the City, create a watershed protection program beginning July 1, 2013. A State-mandated user fee will provide a dedicated revenue source for the purpose of enabling the City to meet State and federal water quality requirements, improving water quality and flood control, reducing runoff into the harbor, and expanding green space. The Fiscal 2014 funding sources are estimated to be \$27.3 million.

### Loan and Guarantee Enterprise Fund



### Policy and Objectives

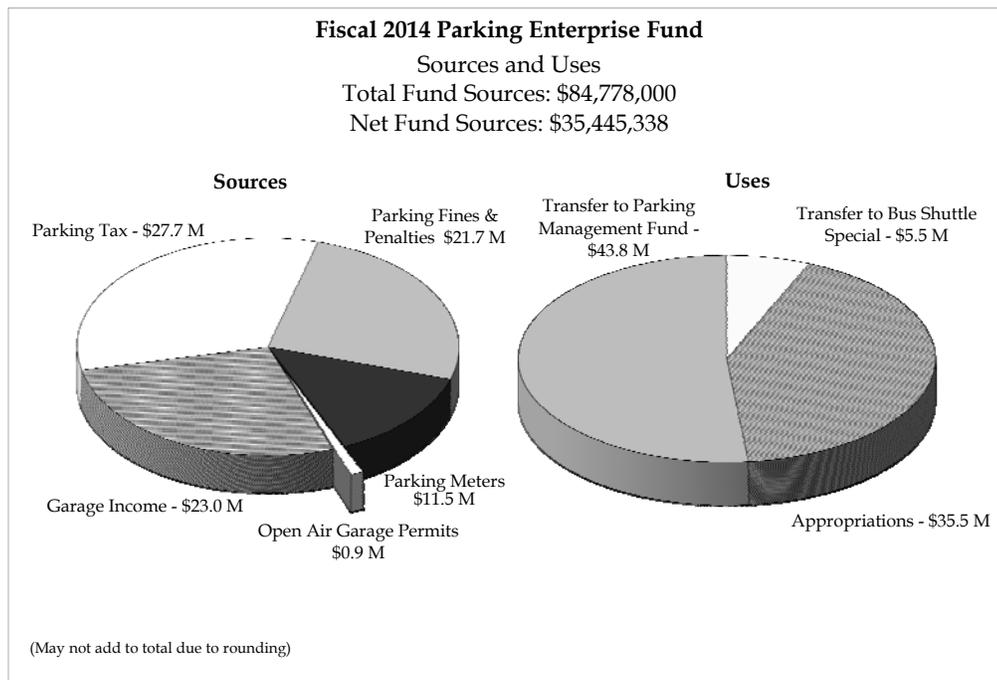
The Loan and Guarantee Enterprise Fund was established in the Fiscal 1989 budget for the purpose of planning and budgeting for the income and expenses associated with the operations of the Loan and Guarantee Servicing Division of the Department of Finance. In Fiscal 1992, the Division was made part of the Bureau of Accounting and Payroll Services. The Loan and Guarantee Servicing Division was established by resolution of the Board of Estimates, dated June 4, 1986, requiring that it administer outstanding loans and guarantees, temporary parking lots and certain facilities that

were under the control of the former Trustees for Loans and Guarantees prior to June, 1986. In Fiscal 1992, responsibility for the administration of temporary parking facilities was transferred from the Division to a new Parking Management Unit which is now part of the Department of Transportation. Parking revenues resulting from facility operations were transferred to the Parking Management Fund. Loan and Guarantee Fund revenues in excess of those needed for operating expenses and reserve requirements are transferred to the General Fund under the terms of the resolution of the Board of Estimates. Conversely, operating shortfalls of the fund must be made up by the General Fund.

### Major Revenues

Total Fiscal 2014 revenues are estimated to be \$3.9 million. Revenues from the use of money and property are approximately \$128,000, of which an estimated at \$125,000 is from rental of property. Additional revenue sources include \$2.4 million from fund balance and \$1.4 million transferred from the General fund.

### Parking Enterprise Fund



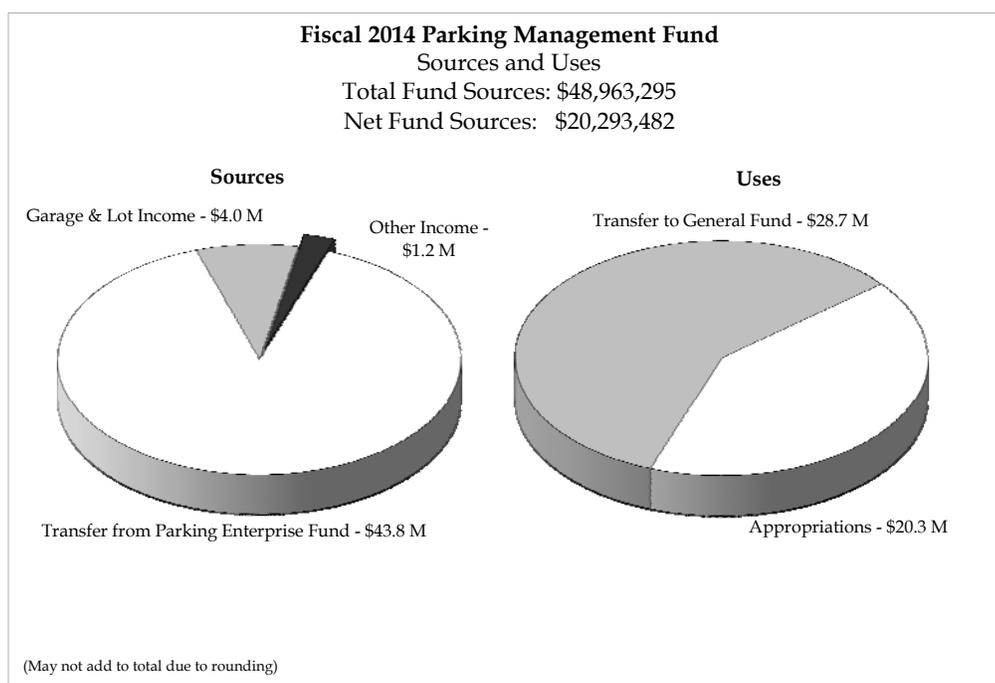
### Policy and Objectives

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

## Major Revenues

Parking taxes, parking fines and penalties and garage income, which include facility installment sales receipts, generate approximately 85.4% of the Parking Enterprise Fund revenues. Four percent of the Parking tax rate continues to fund operations and capital expenses for the free harbor bus shuttle service, the Charm City Circulator. The Fiscal 2014 Parking Enterprise Fund revenues are estimated to total \$84.8 million. Out this total, \$35.5 million is to support operating and debt service requirements, \$43.8 million to be transferred to the Parking Management Fund and \$5.5 million to be transferred to the Harbor Shuttle Special Fund.

## Parking Management Fund



## Policy and Objectives

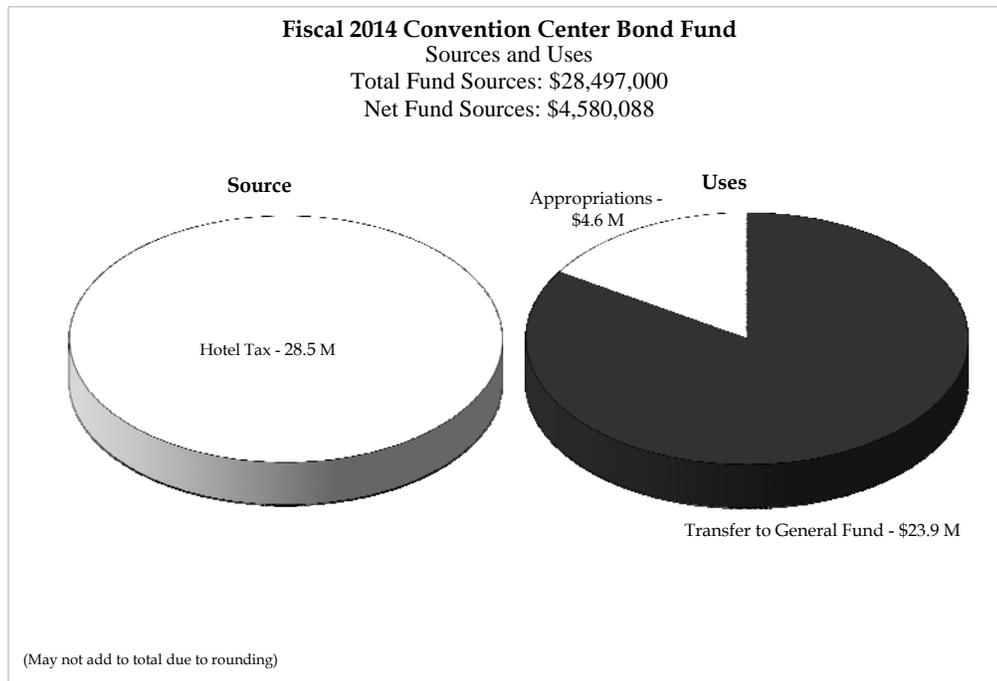
The Parking Management Fund was established in Fiscal 1992 to budget for parking activities exclusive of those expenses funded by the Parking Enterprise Fund. Taken together, the activities of the two funds provide a more complete accounting for the City's entire parking operations. The Parking Management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

## Major Revenues

Revenues earned by fund operations total \$5.2 million. Income from City-owned parking lots and garages of \$4.0 million makes up the bulk of these revenues. Transfers from the Parking Enterprise

Fund, \$43.8 million, are required to supplement fund revenues to support expenditure requirements of \$20.3 million. After expenses are met, available revenues are transferred to the General Fund, an estimated \$28.7 million in Fiscal 2014.

### Convention Center Bond Fund



### Policy and Objectives

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

### Major Revenues

The sole revenue source for the fund is the 9.5% sales and service tax levied on transient room rentals at hotels, motels and bed and breakfast facilities located in the City. Fiscal 2014 tax receipts are estimated to be about \$28.5 million. Total debt service expenses for the fund are appropriated at \$4.6 million. Hotel tax receipts in excess of the debt service expense appropriated in the fund or about \$23.9 million will be transferred to the General Fund. As a result of legislation enacted by the 1997 Maryland General Assembly, the City must appropriate 40.0% of its estimated total hotel tax receipts to support the operations of the Visit Baltimore Association. The legislative requirement for promotion funding is mandated through Fiscal 2014.

## Conduit Enterprise Fund

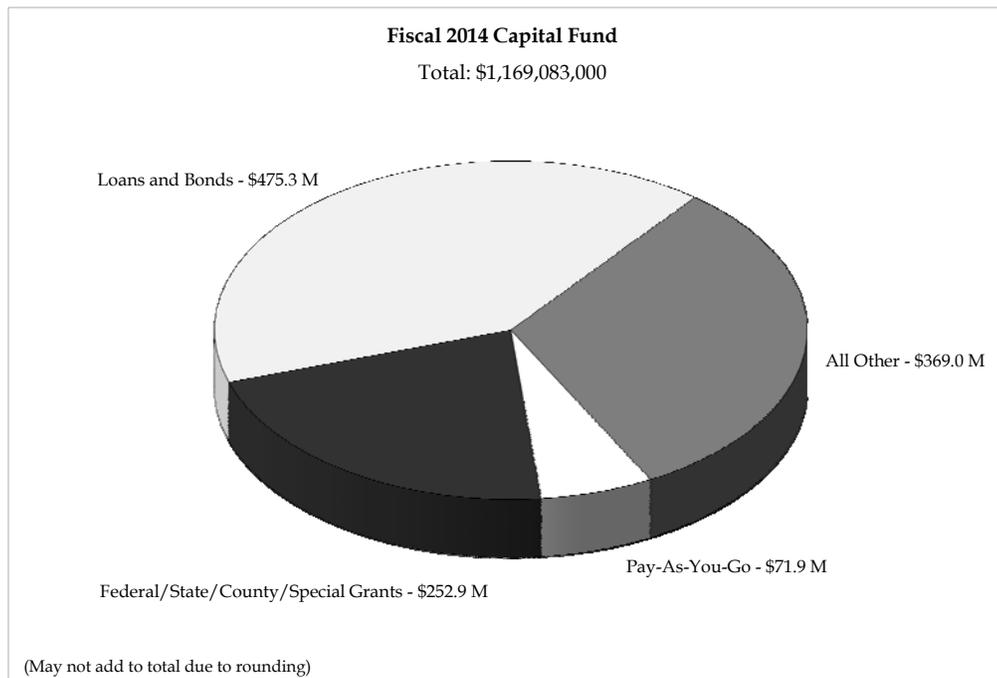
### Policy and Objectives

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

### Major Revenues

The sole revenue source for the fund is the rental charge levied on City agency and other non-City users of the conduit system. The Fiscal 2014 receipts are estimated at \$13.8 million. Total expenses for the fund are appropriated at \$13.8 million. Rental receipts in excess of the current operating expenses are reserved for maintenance, capital and other requirements of the conduit system. The revenue potential from the conduit resource is enhanced as a result of Ordinance 00-116, which grants authority to establish both City and non-City charges for use of the public right of way that reflect the value of the right of way.

## Capital Fund



### Policy and Objectives

Governmental accounting standards and the City Charter require operating revenues and expenses to be clearly distinguished from revenues and expenses associated with capital projects, e.g., the design, development, construction and extraordinary repair and rehabilitation of physical plant and facilities. The Board of Estimates has defined capital projects as physical improvements that cost more than \$50,000; equipment and items of repair and maintenance that cost more than \$100,000; Bureau of Water and Wastewater items of repair, maintenance or emergency nature

costing more than \$250,000; and the salaries other than those that are properly capitalized as part of the project cost. Each capital project appropriation reflects all revenue sources used to finance the particular project. Major revenues are received from various sources, all of which comprise this fund.

### **Major Revenues**

Three types of funding sources (grants, loans and bonds, and all other excluding Pay-As-You-Go) total \$1.1 billion and comprise 93.8% of the Fiscal 2014 capital appropriations of \$1.2 billion. The magnitude of the various funding sources changes significantly from year-to-year due to the timing of projects and grant funding. For instance, in Fiscal 2014, revenue bonds are anticipated to increase by \$31.8 million or 8.1% to \$425.3 million from Fiscal 2013. Pay-As-You-Go appropriations are estimated to increase from \$25.2 million to \$71.9 million or 185.3% over Fiscal 2013. Issuance of general obligation bonds is maintained at the same \$50 million of Fiscal 2013. Total grants are anticipated to increase by \$195.2 million or 338.3% above the Fiscal 2013 capital appropriation.

The largest funding sources in the Fiscal 2014 capital budget are: \$475.3 or 40.7% in loans and bonds (\$425.3 million in revenue bonds and \$50.0 million in general obligation bonds); 31.6% or \$369.0 million in other capital funding including various private reimbursements, the sale of City property, loan repayments and other minor sources; \$252.9 million or 21.6% in grants (\$192.6 million in revenue from the state and \$60.3 million in Federal grants); \$71.9 million or 6.2% in Pay-As-You-Go funding from current operating revenues (\$45.2 million in General Fund, \$16.0 million in Water and Wastewater Utility funds, \$6.0 million in Conduit Enterprise fund and \$4.7 million in the Stormwater Utility Fund).

### **Internal Service Fund**

#### **Policy and Objectives**

This fund finances goods and/or services provided by certain City agencies to other City agencies on a cost reimbursement basis. In Fiscal 2014, \$98.0 million has been adopted for vehicle fleet repair and maintenance, print shop, post office, telephone, energy, telecommunication, risk management and unemployment and worker's compensation services. These funds are to operate on a fully self-supporting basis, including the financing of reserves for capital equipment replacement.

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>LOCAL TAXES</b>					
Real and Personal Property - Current Year					
001 Real Property	789,577,186	767,485,642	754,043,349	729,214,000	(38,271,642)
004 Personal Property - Ordinary Business Corps	56,216,332	49,154,000	54,362,402	48,720,000	(434,000)
007 Personal Property - Individuals & Firms	748,360	900,000	1,015,234	890,000	(10,000)
008 Personal Property - Public Utilities	49,230,415	48,560,000	48,735,363	48,372,000	(188,000)
027 Phase in Tax Credit	(118,209,701)	(97,763,234)	(93,333,937)	(71,835,000)	25,928,234
	<b>777,562,592</b>	<b>768,336,408</b>	<b>764,822,411</b>	<b>755,361,000</b>	<b>(12,975,408)</b>
Real and Personal Property - Prior Years					
010 Real Property	5,568,868	6,145,000	1,599,774	5,834,000	(311,000)
011 Personal Property	5,073,754	4,765,000	4,234,358	4,900,000	135,000
	<b>10,642,622</b>	<b>10,910,000</b>	<b>5,834,132</b>	<b>10,734,000</b>	<b>(176,000)</b>
Real and Personal Property - Other Revenue					
021 Penalties and Interest	7,332,324	6,414,000	6,682,831	6,122,000	(292,000)
022 Discounts	(1,507,322)	(1,800,000)	(2,051,211)	(1,807,000)	(7,000)
024 Tax Sale Expense	(1,222)	1,700,000	0	1,700,000	0
025 Newly Constructed Dwellings Tax Credit	(3,164,268)	(4,045,000)	(3,619,532)	(3,846,000)	199,000
026 Tax Credit for Conservation Property	(8,686)	0	0	0	0
028 Other Property Tax Credits	(2,672,376)	(1,434,000)	(3,017,124)	(2,364,000)	(930,000)
029 Enterprise Zone Tax Credit	(18,032,930)	(11,822,494)	(5,296,302)	(239,000)	11,583,494
030 Cemetery Dwellings Tax Credit	0	(3,000)	0	(3,000)	0
032 Historic Property Tax Credits	(9,170,767)	(8,506,000)	(20,422,665)	(8,086,000)	420,000
038 Tax Increment Financing Districts	10,432,692	13,833,000	9,975,062	13,387,199	(445,801)
039 Targeted Homeowners Tax Credit	0	(3,800,000)	(3,520,190)	(16,000,000)	(12,200,000)
	<b>(16,792,555)</b>	<b>(9,463,494)</b>	<b>(21,269,131)</b>	<b>(11,135,801)</b>	<b>(1,672,307)</b>
Sales and Service					
043 Beverage Container	5,396,758	5,151,000	4,509,693	0	(5,151,000)
045 Gas	10,219,813	11,913,000	12,792,175	12,758,000	845,000
046 Electricity	24,075,834	25,121,000	25,022,509	25,756,000	635,000
047 Fuel Oil	396,682	542,000	515,131	553,000	11,000
049 Steam	991,806	1,136,000	1,174,606	1,159,000	23,000
050 Telephone	34,016,980	34,347,000	33,289,930	34,299,000	(48,000)
051 Homeless Relief Assistance Tax	374,438	410,000	375,900	380,000	(30,000)
052 Hotel (transferred from Conv Ctr Bond Redemption Fund)	27,904,964	21,970,916	25,962,350	23,916,912	1,945,996
053 Property Transfer	22,840,024	21,973,000	27,506,213	24,948,000	2,975,000
054 Liquid Petroleum Gas	56,975	73,000	59,861	75,000	2,000
055 Refund Reserve - Gas	(120,114)	(180,000)	(94,002)	(184,000)	(4,000)
056 Refund Reserve - Electricity	(194,766)	(238,000)	(173,308)	(243,000)	(5,000)
057 Refund Reserve - Fuel Oil	0	(3,000)	0	(4,000)	(1,000)
	<b>125,959,394</b>	<b>122,215,916</b>	<b>130,941,058</b>	<b>123,413,912</b>	<b>1,197,996</b>
Payments in Lieu of Taxes					
060 Housing Authority	370,122	370,122	732,186	400,000	29,878
062 Urban Renewal	82,447	40,000	70,069	40,000	0
063 Off-Street Parking Properties	722,000	705,000	718,201	705,000	0
064 Maryland Port and Stadium Authorities	1,038,669	1,028,550	1,029,696	1,048,928	20,378
065 Apartments	2,352,559	3,166,000	3,184,383	2,489,000	(677,000)
067 Economic Development	1,021,058	950,000	1,098,191	950,000	0
068 Annual Nonprofit Contribution	5,400,000	3,400,000	3,388,590	2,400,000	(1,000,000)
	<b>10,986,855</b>	<b>9,659,672</b>	<b>10,221,316</b>	<b>8,032,928</b>	<b>(1,626,744)</b>
Other Local Taxes					
075 Tax Sale Fees and Other	385,447	400,000	260,269	410,000	10,000
076 Simulated Slot Machine Registration Tax	1,066,225	756,000	178,433	756,000	0
077 Billboard Tax	0	0	0	1,000,000	1,000,000
078 Taxicab Excise Tax	0	0	0	1,300,000	1,300,000

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
	<b>1,451,672</b>	<b>1,156,000</b>	<b>438,702</b>	<b>3,466,000</b>	<b>2,310,000</b>
Income Tax					
081 Income Tax - State Collected	249,042,604	245,905,266	262,993,161	263,640,765	17,735,499
083 Unallocated Withholding - Regular	9,178,516	6,939,960	9,079,307	6,939,960	0
084 Income Tax - Fiduciary Returns	3,954,769	3,213,310	4,038,776	3,805,609	592,299
	<b>262,175,889</b>	<b>256,058,536</b>	<b>276,111,244</b>	<b>274,386,334</b>	<b>18,327,798</b>
Locally Imposed - State Collected					
085 Admissions	7,581,026	8,750,000	9,161,053	8,653,000	(97,000)
086 Recordation	20,137,264	20,197,000	32,329,642	23,367,000	3,170,000
	<b>27,718,290</b>	<b>28,947,000</b>	<b>41,490,695</b>	<b>32,020,000</b>	<b>3,073,000</b>
Taxes - State Shared					
101 State Highway User Revenues	129,295,350	132,017,526	129,941,091	134,375,934	2,358,408
	<b>129,295,350</b>	<b>132,017,526</b>	<b>129,941,091</b>	<b>134,375,934</b>	<b>2,358,408</b>
<b>TOTAL: LOCAL TAXES</b>	<b>1,329,000,109</b>	<b>1,319,837,564</b>	<b>1,338,531,518</b>	<b>1,330,654,307</b>	<b>10,816,743</b>
<b>LICENSES AND PERMITS</b>					
General Government					
120 City/State Business	1,761,276	1,800,000	1,686,387	1,900,000	100,000
122 Alcoholic Beverage	1,990,290	2,100,000	1,748,540	2,000,000	(100,000)
123 Marriage	18,790	20,400	17,495	25,000	4,600
	<b>3,770,356</b>	<b>3,920,400</b>	<b>3,452,422</b>	<b>3,925,000</b>	<b>4,600</b>
Public Safety and Regulation					
126 Media Production Services	29,620	75,000	30,680	55,000	(20,000)
127 Cable TV Franchise Fee	6,124,849	5,900,000	6,574,460	6,224,000	324,000
128 Fire Prevention - Fire Code	1,578,355	1,300,000	1,776,255	1,326,000	26,000
129 Rental Property Registrations	4,968,526	3,850,000	4,691,725	4,500,000	650,000
130 Multiple Family Dwelling Permits	12,602	0	16,341	0	0
131 Miscellaneous Building Inspection Revenue	878,440	896,000	986,573	896,000	0
132 Building Construction Permits	4,415,449	3,983,000	4,461,845	4,000,000	17,000
133 Electrical Installation Permits	816,979	725,000	858,473	750,000	25,000
134 Mechanical Equipment Permits	788,213	600,000	784,339	650,000	50,000
135 Plumbing Permits	475,454	405,000	489,816	405,000	0
136 Elevator Permits	2,957	1,000	3,228	1,000	0
137 Filing Fees - Building Permits	1,130,401	1,153,000	1,064,476	1,153,000	0
138 Alarm System Registration Permits	618,063	500,000	293,855	0	(500,000)
139 Public Assembly Permits	15,570	10,000	11,477	10,000	0
140 Professional and Occupational Licenses	367,276	212,000	280,816	350,000	138,000
141 Vacant Structure Fee	216,052	300,000	488,045	300,000	0
143 Amusement Device Licenses	581,674	620,000	1,300,162	633,000	13,000
145 Dog Licenses and Kennel Permits	46,546	110,000	31,618	110,000	0
146 Special Police Appointment Fees	6,468	12,000	2,779	5,000	(7,000)
149 Vacant Lot Registration Fees	27,548	110,000	135,065	130,000	20,000
150 Trades Licenses	144,320	145,000	133,950	145,000	0
	<b>23,245,362</b>	<b>20,907,000</b>	<b>24,415,978</b>	<b>21,643,000</b>	<b>736,000</b>
Health					
151 Food Dealer Permits	2,048,350	2,000,000	2,742,855	2,000,000	0
152 Swimming Pool Licenses	39,838	30,000	63,070	25,000	(5,000)
154 Solid Waste Collection Permits	149,922	150,000	144,195	150,000	0
	<b>2,238,110</b>	<b>2,180,000</b>	<b>2,950,120</b>	<b>2,175,000</b>	<b>(5,000)</b>
Highways					
163 Minor Privilege Permits	2,427,098	2,358,000	2,373,981	2,358,000	0
164 Public Utility Pole Permits	565,872	511,000	569,465	521,000	10,000
166 Telephone Conduit Franchise	118,638	119,000	119,000	118,700	(300)
169 Permits and Inspection - Private Paving	35,360	35,000	60,035	35,000	0

## GENERAL FUND

## REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
170 Developer Agreement Fees	136,507	350,000	138,098	150,000	(200,000)
171 Street Cut Permit Fees	626,644	550,000	481,393	561,000	11,000
	<b>3,910,119</b>	<b>3,923,000</b>	<b>3,741,972</b>	<b>3,743,700</b>	<b>(179,300)</b>
<b>TOTAL: LICENSES AND PERMITS</b>	<b>33,163,947</b>	<b>30,930,400</b>	<b>34,560,492</b>	<b>31,486,700</b>	<b>556,300</b>
<b>FINES AND FORFEITS</b>					
177 Court-Ordered Restitution and Misc Fines	10,252	3,000	7,778	3,000	0
178 Civil Citations	79,115	60,000	78,960	70,000	10,000
179 Sheriff Revenue	195,747	185,000	217,881	185,000	0
180 Forfeitures Drug/Gambling Contraband	254,115	2,000,000	395,243	3,000,000	1,000,000
181 Minimum Wage Violations	57,670	30,000	42,042	120,700	90,700
182 Environmental Control Board Fines	5,807,805	6,000,000	6,399,223	6,000,000	0
185 Bad Check Charge	(98,914)	40,000	85,349	35,000	(5,000)
186 District Court Housing Fines	5,328	4,000	5,650	4,000	0
187 Liquor Board Fines	104,700	150,000	94,380	125,000	(25,000)
188 Library Fines	188,074	218,000	152,876	188,000	(30,000)
189 Stormwater and Sediment Control Penalties	6,250	500	4,232	2,000	1,500
190 Street Cut Fines	5,055	84,500	0	250,000	165,500
191 Red Light Fines	8,174,379	6,327,000	6,878,141	4,600,000	(1,727,000)
192 Right Turn On Red Fines	2,503,059	2,101,000	1,619,223	968,000	(1,133,000)
193 Speed Cameras	20,242,940	11,446,000	13,468,494	11,200,000	(246,000)
	<b>37,535,575</b>	<b>28,649,000</b>	<b>29,449,472</b>	<b>26,750,700</b>	<b>(1,898,300)</b>
<b>TOTAL: FINES AND FORFEITS</b>	<b>37,535,575</b>	<b>28,649,000</b>	<b>29,449,472</b>	<b>26,750,700</b>	<b>(1,898,300)</b>
<b>USE OF MONEY</b>					
200 Earnings on Investments	611,220	872,727	1,183,783	993,000	120,273
202 Interest Differential Off-Street Parking	688	606	138	0	(606)
205 Interest on REAL Loans	0	909	0	0	(909)
206 Interest on Property Sale Proceeds	79,428	40,909	91,494	42,000	1,091
207 Interest on Gambling/Drug Confiscated Cash	2,637	45,455	13,843	9,600	(35,855)
212 Principal on REAL Home Rehab	0	1,500	181	2,000	500
215 Interest - Baltimore Home Finance	0	227	0	1,000	773
216 Principal - Baltimore Home Finance	0	1,000	0	2,000	1,000
217 Principal - Private Activity Bond Loans	2,231	5,200	7,498	5,600	400
218 Interest - Private Activity Bond Loans	799	1,716	2,926	1,204	(512)
227 Principal - CDFC Loan	507,048	865,000	370,260	345,758	(519,242)
228 Interest - CDFC Loan	37,280	125,455	59,348	32,461	(92,994)
232 Principal - SELP Loans	0	25,000	5,000	0	(25,000)
233 Interest - SELP Loans	0	(15,455)	0	0	15,455
238 Interest - 4th Industrial Commercial Loan	2,794	1,530	1,059	380	(1,150)
239 Principal - 4th Industrial Commercial Loan	12,933	16,000	16,694	15,950	(50)
250 Principal - MILA/MICRF	179,261	265,300	216,292	180,000	(85,300)
251 Interest - MILA/MICRF	2,040	1,855	1,611	1,625	(230)
252 Principal - Off-Street Parking Loans	372,222	273,000	65,833	10,000	(263,000)
253 Interest - Off-Street Parking Loans	64,705	99,000	47,679	23,900	(75,100)
255 Principal - Economic Development Loan Program	519,297	438,000	622,071	429,300	(8,700)
256 Interest - Economic Development Loan Program	115,508	89,091	109,660	79,470	(9,621)
259 Interest - Community Development Fund Loans	6,413	2,814	17,540	2,000	(814)
260 Principal - Community Development Fund Loans	24,721	35,000	33,021	16,200	(18,800)
	<b>2,541,225</b>	<b>3,191,839</b>	<b>2,865,931</b>	<b>2,193,448</b>	<b>(998,391)</b>
<b>TOTAL: USE OF MONEY</b>	<b>2,541,225</b>	<b>3,191,839</b>	<b>2,865,931</b>	<b>2,193,448</b>	<b>(998,391)</b>
<b>USE OF PROPERTY</b>					
201 Rental of City Property	933,163	1,291,000	1,528,243	1,000,000	(291,000)
209 Expressway Air Space Leases	29,703	20,000	10,602	8,400	(11,600)
210 Rental from Inner Harbor Shoreline	743,558	479,800	811,443	1,025,000	545,200
211 Rental from C. L. Benton, Jr. Office Building	2,055,214	1,994,000	1,994,000	2,044,000	50,000

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
214 SW Resource Recovery Facility - Lease	1,109,453	1,198,000	1,198,209	1,198,000	0
219 MTA Bus Shelter Agreement	196,872	200,000	64,719	200,000	0
226 Rental from Harborplace Pavilions	111,843	100,000	169,933	100,000	0
240 Harbor Shoreline - Docking Fees	90,355	0	79,061	125,000	125,000
241 Rental from Community Centers	259,430	240,000	271,444	240,000	0
243 Rentals from Wharfage - Piers and Docks	15,442	14,224	18,353	9,693	(4,531)
246 1st Mariner Arena Naming Rights	75,000	75,000	0	0	(75,000)
247 Convention Center	9,199,793	9,355,000	9,468,518	9,104,203	(250,797)
267 Rental - Federal Day Care Center	0	31,000	31,000	31,000	0
	<b>14,819,826</b>	<b>14,998,024</b>	<b>15,645,525</b>	<b>15,085,296</b>	<b>87,272</b>
<b>TOTAL: USE OF PROPERTY</b>	<b>14,819,826</b>	<b>14,998,024</b>	<b>15,645,525</b>	<b>15,085,296</b>	<b>87,272</b>
<b>FEDERAL GRANTS</b>					
280 Civil Defense	226,398	179,000	220,296	179,000	0
	<b>226,398</b>	<b>179,000</b>	<b>220,296</b>	<b>179,000</b>	<b>0</b>
<b>TOTAL: FEDERAL GRANTS</b>	<b>226,398</b>	<b>179,000</b>	<b>220,296</b>	<b>179,000</b>	<b>0</b>
<b>STATE AID</b>					
401 Targeted Aid (Income Tax Disparity)	79,051,792	77,542,494	77,542,494	79,051,790	1,509,296
403 Teachers Retirement Supplemental Grant	0	6,972,596	6,972,596	10,047,597	3,075,001
404 Security Interest Filing Fees	0	3,075,000	3,075,000	0	(3,075,000)
406 Police Protection Aid	53,840	53,839	53,839	0	(53,839)
415 Local Health Operations	8,047,707	6,675,053	6,675,053	6,827,538	152,485
475 Library Services	6,346,260	6,034,000	6,034,345	6,034,000	0
482 War Memorial	138,869	180,000	180,000	180,000	0
	<b>93,638,468</b>	<b>100,532,982</b>	<b>100,533,327</b>	<b>102,140,925</b>	<b>1,607,943</b>
<b>TOTAL: STATE AID</b>	<b>93,638,468</b>	<b>100,532,982</b>	<b>100,533,327</b>	<b>102,140,925</b>	<b>1,607,943</b>
<b>PRIVATE GRANTS</b>					
590 Interest - Enoch Pratt Endowment	25,000	25,000	25,000	25,600	600
592 Voluntary Payment In Lieu of Taxes	0	0	100,000	0	0
593 Comcast Youth Works Annual Grant	0	30,000	30,000	30,000	0
	<b>25,000</b>	<b>55,000</b>	<b>155,000</b>	<b>55,600</b>	<b>600</b>
<b>TOTAL: PRIVATE GRANTS</b>	<b>25,000</b>	<b>55,000</b>	<b>155,000</b>	<b>55,600</b>	<b>600</b>
<b>CHARGES - CURRENT SERVICES</b>					
General Government					
618 Transcriber Service Charges	29,625	26,880	21,860	30,000	3,120
620 RBDL Administration Fee	6,529	8,100	8,515	6,500	(1,600)
621 Bill Drafting Service	17,672	16,000	13,431	16,000	0
623 Zoning Appeal Fees	97,090	89,000	90,935	89,000	0
624 Rehab Loan Application Fees	13,800	15,000	6,000	15,000	0
628 Civil Marriage Ceremonies	12,380	14,500	11,330	15,100	600
632 Lien Reports	968,230	950,000	1,213,334	980,000	30,000
633 Election Filing Fees	4,993	2,000	5,147	6,000	4,000
634 Surveys Sales of Maps and Records	34,776	45,000	25,271	45,000	0
636 3rd Party Disability Recoveries	34,781	80,000	55,506	55,000	(25,000)
637 Open Enrollment Expense Reimbursement	0	158,760	0	0	(158,760)
638 Semi - Annual Tax Payment Fee	221,394	400,000	203,886	230,000	(170,000)
639 Tax Roll Service Charge	8,601	8,800	41,821	9,000	200
640 Audit Fees - Comptroller's Office	609,298	590,000	492,730	575,000	(15,000)
648 Sub-division Plat Charges	7,187	10,000	19,581	8,600	(1,400)
649 Vending Machine Commissions	37,330	45,000	42,974	46,000	1,000
651 Reimbursement for Use of City Vehicles	18,004	26,000	14,805	26,000	0
654 Charges for Central City Services	10,383,133	13,908,000	11,579,271	13,200,000	(708,000)
	<b>12,504,823</b>	<b>16,393,040</b>	<b>13,846,397</b>	<b>15,352,200</b>	<b>(1,040,840)</b>
Public Safety and Regulation					

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
656 Animal Shelter Sales and Charges	54	30,000	0	0	(30,000)
657 Liquor Board Advertising Fees	95,241	95,000	70,803	95,000	0
659 Sale of Accident and Incident Reports	299,042	251,000	256,269	325,000	74,000
660 Stadium Security Service Charges	1,540,689	1,250,000	1,789,362	1,275,000	25,000
661 Port Fire Protection (MPA)	1,399,940	1,399,940	1,399,940	1,399,940	0
662 Sheriff - District Court Service	3,444,458	3,200,000	3,439,474	5,346,000	2,146,000
663 False Alarm Fees	373,513	360,000	284,386	400,000	40,000
664 Fire Dept - Sales of Reports	27,099	31,250	21,860	31,250	0
665 Fire Ambulance Stadium Service	26,760	43,600	44,330	27,000	(16,600)
667 Fire Department Employment Application Fee	0	10,000	0	0	(10,000)
	<b>7,206,796</b>	<b>6,670,790</b>	<b>7,306,424</b>	<b>8,899,190</b>	<b>2,228,400</b>
<b>Health</b>					
680 Miscellaneous Environmental Fees	13,765	15,000	16,825	15,000	0
700 New Health Plan Review	8,250	21,375	19,650	21,375	0
701 Hazard Analysis Critical Control Point Plan	5,500	42,000	1,100	42,000	0
	<b>27,515</b>	<b>78,375</b>	<b>37,575</b>	<b>78,375</b>	<b>0</b>
<b>Social Services</b>					
706 Sheriff - DHR Service Agreement	199,556	450,000	934,803	580,000	130,000
	<b>199,556</b>	<b>450,000</b>	<b>934,803</b>	<b>580,000</b>	<b>130,000</b>
<b>Recreation and Culture</b>					
754 Waxter Center Memberships	1,298	4,000	0	4,000	0
773 Video Rental and Other Charges	116,897	109,000	136,365	117,000	8,000
777 Swimming Pool Passes	122,318	122,000	120,008	132,125	10,125
778 General Recreation and Culture Charges	0	650,000	350,000	350,000	(300,000)
	<b>240,513</b>	<b>885,000</b>	<b>606,373</b>	<b>603,125</b>	<b>(281,875)</b>
<b>Highways</b>					
785 Impounding Cars - Storage	4,690,312	4,800,000	4,600,536	4,700,000	(100,000)
787 Impounding Cars	3,219,167	3,200,000	3,324,970	3,500,000	300,000
788 Pulaski Private Tow - Rebate	241,498	250,000	28,990	0	(250,000)
789 Fallsway Private Tow - Rebate	151,860	180,000	0	0	(180,000)
790 Stormwater and Sediment Control Fees	59,450	136,400	109,910	0	(136,400)
791 General Revenue Highways	3,889,165	3,000,000	3,547,491	3,000,000	0
792 Traffic Engineering	33,620	25,000	6,150	31,000	6,000
	<b>12,285,072</b>	<b>11,591,400</b>	<b>11,618,047</b>	<b>11,231,000</b>	<b>(360,400)</b>
<b>Sanitation and Waste Removal</b>					
795 Landfill Disposal Tipping Fees	8,730,074	6,000,000	8,101,576	8,000,000	2,000,000
797 Solid Waste Surcharge	740,096	2,000,000	650,466	750,000	(1,250,000)
799 Southwest Resource Recovery Facility	701,637	700,000	1,322,299	700,000	0
	<b>10,171,807</b>	<b>8,700,000</b>	<b>10,074,341</b>	<b>9,450,000</b>	<b>750,000</b>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>42,636,082</b>	<b>44,768,605</b>	<b>44,423,960</b>	<b>46,193,890</b>	<b>1,425,285</b>

GENERAL FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>OTHER REVENUE</b>					
General Government					
864 Single Stream Recycables	1,501,106	653,000	475,633	653,000	0
868 CHAP - Miscellaneous Revenue	27,410	20,000	36,355	20,000	0
869 Prior Year Reserve	0	1,700,000	0	2,500,000	800,000
872 Miscellaneous Revenue	4,595,723	245,000	(51,042)	295,000	50,000
873 Penalties and Interest Excl Real and Personal	902,947	500,000	1,020,226	500,000	0
877 Sale of Scrap/Recycled Metal	46,090	89,000	47,792	89,000	0
878 Overhead Reimbursement	(1,147,152)	(1,000,000)	(1,148,152)	0	1,000,000
879 Legal Settlement Proceeds	0	1,000,000	0	0	(1,000,000)
	<b>5,926,124</b>	<b>3,207,000</b>	<b>380,812</b>	<b>4,057,000</b>	<b>850,000</b>
Public Safety and Regulation					
885 Police - Miscellaneous	43,335	25,000	35,432	25,000	0
	<b>43,335</b>	<b>25,000</b>	<b>35,432</b>	<b>25,000</b>	<b>0</b>
<b>TOTAL: OTHER REVENUE</b>	<b>5,969,459</b>	<b>3,232,000</b>	<b>416,244</b>	<b>4,082,000</b>	<b>850,000</b>
<b>REVENUE TRANSFERS</b>					
951 From (To) Loan and Guarantee Enterprise Fund	0	(1,365,000)	(1,365,000)	(1,365,000)	0
952 From Parking Management Fund	32,457,480	27,154,693	41,421,760	28,669,813	1,515,120
	<b>32,457,480</b>	<b>25,789,693</b>	<b>40,056,760</b>	<b>27,304,813</b>	<b>1,515,120</b>
Revenue Transfers					
956 Transfer from (to) Conduit	0	0	0	750,000	750,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,000</b>	<b>750,000</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>32,457,480</b>	<b>25,789,693</b>	<b>40,056,760</b>	<b>28,054,813</b>	<b>2,265,120</b>
<b>SURPLUS</b>					
999 Prior Year Fund Balance	0	0	0	30,000,000	30,000,000
	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000,000</b>	<b>30,000,000</b>
<b>TOTAL: SURPLUS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000,000</b>	<b>30,000,000</b>
<b>TOTAL GENERAL FUND</b>	<b>1,592,013,569</b>	<b>1,572,164,107</b>	<b>1,606,858,525</b>	<b>1,616,876,679</b>	<b>44,712,572</b>

PARKING MANAGEMENT FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>PARKING MANAGEMENT</b>					
Licenses and Permits					
141 Residential Parking Permits	574,557	480,000	582,875	564,620	84,620
	<b>574,557</b>	<b>480,000</b>	<b>582,875</b>	<b>564,620</b>	<b>84,620</b>
Use of Money and Property					
201 Rental of Property	3,420	5,000	5,700	5,000	0
	<b>3,420</b>	<b>5,000</b>	<b>5,700</b>	<b>5,000</b>	<b>0</b>
Charges - Current Services					
759 Temporary Parking Lots	179,923	180,000	181,731	182,117	2,117
760 Parking Garages	3,893,854	3,771,000	4,509,735	3,788,861	17,861
866 Booting Fee	517,136	650,000	514,319	517,135	(132,865)
867 ZIPCAR Income	16,671	36,840	32,342	42,000	5,160
872 Miscellaneous Revenue	34,016	61,500	54,210	61,500	0
	<b>4,641,600</b>	<b>4,699,340</b>	<b>5,292,337</b>	<b>4,591,613</b>	<b>(107,727)</b>
<b>TOTAL: PARKING MANAGEMENT</b>	<b>5,219,577</b>	<b>5,184,340</b>	<b>5,880,912</b>	<b>5,161,233</b>	<b>(23,107)</b>
<b>REVENUE TRANSFERS</b>					
950 From Parking Enterprise Fund	44,959,222	41,988,017	53,074,947	43,802,062	1,814,045
952 To General Fund	(32,457,480)	(27,154,693)	(41,421,760)	(28,669,813)	(1,515,120)
	<b>12,501,742</b>	<b>14,833,324</b>	<b>11,653,187</b>	<b>15,132,249</b>	<b>298,925</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>12,501,742</b>	<b>14,833,324</b>	<b>11,653,187</b>	<b>15,132,249</b>	<b>298,925</b>
<b>TOTAL PARKING MANAGEMENT FUND</b>	<b>17,721,319</b>	<b>20,017,664</b>	<b>17,534,099</b>	<b>20,293,482</b>	<b>275,818</b>

CONVENTION CENTER BOND FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>CONVENTION CENTER BOND FUND</b>					
Sales and Service Taxes					
052 Hotel Tax	32,559,735	26,573,000	30,508,931	28,497,000	1,924,000
	<b>32,559,735</b>	<b>26,573,000</b>	<b>30,508,931</b>	<b>28,497,000</b>	<b>1,924,000</b>
<b>TOTAL: CONVENTION CENTER BOND FUND</b>	<b>32,559,735</b>	<b>26,573,000</b>	<b>30,508,931</b>	<b>28,497,000</b>	<b>1,924,000</b>
<b>REVENUE TRANSFERS</b>					
953 Transfer to General Fund	(27,904,964)	(21,970,916)	(25,962,350)	(23,916,912)	(1,945,996)
	<b>(27,904,964)</b>	<b>(21,970,916)</b>	<b>(25,962,350)</b>	<b>(23,916,912)</b>	<b>(1,945,996)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>(27,904,964)</b>	<b>(21,970,916)</b>	<b>(25,962,350)</b>	<b>(23,916,912)</b>	<b>(1,945,996)</b>
<b>TOTAL CONVENTION CENTER BOND FUND</b>	<b>4,654,771</b>	<b>4,602,084</b>	<b>4,546,581</b>	<b>4,580,088</b>	<b>(21,996)</b>

PARKING ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>PARKING ENTERPRISE</b>					
Taxes - Local					
044 Parking Garages and Lots Tax	27,433,946	26,391,000	28,772,316	27,653,000	1,262,000
	<b>27,433,946</b>	<b>26,391,000</b>	<b>28,772,316</b>	<b>27,653,000</b>	<b>1,262,000</b>
Licenses and Permits					
165 Open Air Garage Permits	836,246	910,000	927,966	925,000	15,000
	<b>836,246</b>	<b>910,000</b>	<b>927,966</b>	<b>925,000</b>	<b>15,000</b>
Fines and Forfeits					
181 Parking Fines	13,731,424	12,797,000	13,247,662	14,000,000	1,203,000
182 Penalties on Parking Fines	7,387,048	6,800,000	6,504,980	7,700,000	900,000
	<b>21,118,472</b>	<b>19,597,000</b>	<b>19,752,642</b>	<b>21,700,000</b>	<b>2,103,000</b>
Use of Money and Property					
579 Garage Income	23,726,332	23,000,000	25,966,025	23,000,000	0
	<b>23,726,332</b>	<b>23,000,000</b>	<b>25,966,025</b>	<b>23,000,000</b>	<b>0</b>
Charges - Current Services					
664 Parking Meters	11,705,721	11,000,000	12,063,816	11,500,000	500,000
	<b>11,705,721</b>	<b>11,000,000</b>	<b>12,063,816</b>	<b>11,500,000</b>	<b>500,000</b>
<b>TOTAL: PARKING ENTERPRISE</b>	<b>84,820,717</b>	<b>80,898,000</b>	<b>87,482,765</b>	<b>84,778,000</b>	<b>3,880,000</b>
<b>REVENUE TRANSFERS</b>					
952 To Parking Management Fund	(44,959,222)	(41,988,017)	(53,074,947)	(43,802,062)	(1,814,045)
953 From (To) Special Fund	(5,486,790)	(5,344,000)	(5,754,463)	(5,530,600)	(186,600)
	<b>(50,446,012)</b>	<b>(47,332,017)</b>	<b>(58,829,410)</b>	<b>(49,332,662)</b>	<b>(2,000,645)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>(50,446,012)</b>	<b>(47,332,017)</b>	<b>(58,829,410)</b>	<b>(49,332,662)</b>	<b>(2,000,645)</b>
<b>TOTAL PARKING ENTERPRISE FUND</b>	<b>34,374,705</b>	<b>33,565,983</b>	<b>28,653,355</b>	<b>35,445,338</b>	<b>1,879,355</b>

WATER UTILITY FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>WATER UTILITY</b>					
Use of Money and Property					
851 Water - Rental Real Property	145,117	182,862	154,520	145,117	(37,745)
856 Interest Income	(109,058)	115,000	(213,012)	107,000	(8,000)
	<b>36,059</b>	<b>297,862</b>	<b>(58,492)</b>	<b>252,117</b>	<b>(45,745)</b>
Charges - Current Services					
839 Metered Water - Carroll County	484,252	490,911	482,904	622,845	131,934
840 Metered Water - City	64,179,085	69,320,798	68,205,177	78,839,623	9,518,825
841 Metered Water - Baltimore County	47,356,675	51,391,644	44,298,791	55,381,255	3,989,611
842 Metered Water - Anne Arundel County	2,199,793	2,800,000	1,308,492	2,500,000	(300,000)
843 Metered Water - Howard County	11,374,234	12,582,855	13,871,179	14,629,540	2,046,685
844 Metered Water - Harford County	111,245	205,286	275,899	175,000	(30,286)
846 Special Water Supply Service	457,947	405,446	678,895	544,087	138,641
848 Private Fire Protection Service	647,488	732,375	674,213	769,280	36,905
849 Fire Hydrant Permits	60,973	61,264	51,068	72,442	11,178
854 Water Charges to City Agencies	5,109,754	7,140,884	5,776,744	6,572,166	(568,718)
858 Penalties	8,562,854	7,352,738	9,900,458	8,565,854	1,213,116
	<b>140,544,300</b>	<b>152,484,201</b>	<b>145,523,820</b>	<b>168,672,092</b>	<b>16,187,891</b>
Other Revenue					
852 Sundry Water	310,295	236,990	648,581	310,295	73,305
857 Reimbursable Billing Costs	0	11,261	11,261	0	(11,261)
859 Scrap Meters	39,653	22,226	16,830	39,653	17,427
	<b>349,948</b>	<b>270,477</b>	<b>676,672</b>	<b>349,948</b>	<b>79,471</b>
Fund Balance					
855 From (To) Fund Balance	0	7,199,303	0	8,065,566	866,263
	<b>0</b>	<b>7,199,303</b>	<b>0</b>	<b>8,065,566</b>	<b>866,263</b>
<b>TOTAL: WATER UTILITY</b>	<b>140,930,307</b>	<b>160,251,843</b>	<b>146,142,000</b>	<b>177,339,723</b>	<b>17,087,880</b>
<b>TOTAL WATER UTILITY FUND</b>	<b>140,930,307</b>	<b>160,251,843</b>	<b>146,142,000</b>	<b>177,339,723</b>	<b>17,087,880</b>

WASTE WATER UTILITY FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>WASTE WATER UTILITY</b>					
Fines and Forfeits					
838 Non - Compliance Fines	6,815	3,000	6,625	6,815	3,815
	<b>6,815</b>	<b>3,000</b>	<b>6,625</b>	<b>6,815</b>	<b>3,815</b>
Use of Money and Property					
835 Interest Income	(205,727)	31,145	(420,779)	235,000	203,855
	<b>(205,727)</b>	<b>31,145</b>	<b>(420,779)</b>	<b>235,000</b>	<b>203,855</b>
Charges - Current Services					
825 Sewerage Charges - City	100,493,738	113,014,317	107,326,034	125,476,830	12,462,513
826 Sewerage Charges - Counties	53,046,324	59,398,704	54,233,754	61,054,624	1,655,920
827 Treated Effluent - Bethlehem Steel	9,637	23,000	0	0	(23,000)
831 Sewerage Charges - City Agencies	14,139,390	18,420,542	13,057,373	17,219,971	(1,200,571)
832 Industrial Waste Surcharge - City	3,093,021	3,455,428	3,222,809	3,410,056	(45,372)
833 Industrial Waste Surcharge - Counties	1,862,165	1,765,778	2,066,601	2,053,037	287,259
837 Pretreatment Permits	235,247	226,000	247,022	235,247	9,247
	<b>172,879,522</b>	<b>196,303,769</b>	<b>180,153,593</b>	<b>209,449,765</b>	<b>13,145,996</b>
Other Revenue					
830 Sanitation and Waste Removal - General	1,129,695	862,000	919,203	1,129,695	267,695
	<b>1,129,695</b>	<b>862,000</b>	<b>919,203</b>	<b>1,129,695</b>	<b>267,695</b>
Fund Balance					
834 From (To) Fund Balance	0	9,191,818	0	(2,223,025)	(11,414,843)
	<b>0</b>	<b>9,191,818</b>	<b>0</b>	<b>(2,223,025)</b>	<b>(11,414,843)</b>
<b>TOTAL: WASTE WATER UTILITY</b>	<b>173,810,305</b>	<b>206,391,732</b>	<b>180,658,642</b>	<b>208,598,250</b>	<b>2,206,518</b>
<b>TOTAL WASTE WATER UTILITY FUND</b>	<b>173,810,305</b>	<b>206,391,732</b>	<b>180,658,642</b>	<b>208,598,250</b>	<b>2,206,518</b>

STORMWATER UTILITY FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>CHARGES - CURRENT SERVICES</b>					
Charges - Current Services					
825 Stormwater Fee	0	0	0	27,316,477	27,316,477
	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,316,477</b>	<b>27,316,477</b>
<b>TOTAL: CHARGES - CURRENT SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,316,477</b>	<b>27,316,477</b>
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,316,477</b>	<b>27,316,477</b>

CONDUIT ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>USE OF PROPERTY</b>					
249 Conduit Rental	11,893,091	10,656,506	13,778,727	14,593,083	3,936,577
	<b>11,893,091</b>	<b>10,656,506</b>	<b>13,778,727</b>	<b>14,593,083</b>	<b>3,936,577</b>
<b>TOTAL: USE OF PROPERTY</b>	<b>11,893,091</b>	<b>10,656,506</b>	<b>13,778,727</b>	<b>14,593,083</b>	<b>3,936,577</b>
<b>REVENUE TRANSFERS</b>					
953 Transfer (To) From General Fund	0	0	0	(750,000)	(750,000)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>(750,000)</b>	<b>(750,000)</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(750,000)</b>	<b>(750,000)</b>
<b>TOTAL CONDUIT ENTERPRISE FUND</b>	<b>11,893,091</b>	<b>10,656,506</b>	<b>13,778,727</b>	<b>13,843,083</b>	<b>3,186,577</b>

LOAN AND GUARANTEE ENTERPRISE FUND

REVENUE ESTIMATES: FUNDS DETAIL FOR OPERATING AND CAPITAL

Revenue Accounts	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2013 Projection	Fiscal 2014 Estimate	Budget Change
<b>LOAN AND GUARANTEE ENTERPRISE</b>					
Use of Money and Property					
200 Earnings on Investments	3,728	3,000	648	3,000	0
201 Rental of Property	125,000	125,000	250,000	125,000	0
202 Interest on Loans	11,246	0	(20,962)	0	0
	<b>139,974</b>	<b>128,000</b>	<b>229,686</b>	<b>128,000</b>	<b>0</b>
Other Revenue					
872 Miscellaneous Revenue	221,768	600	56,160	0	(600)
	<b>221,768</b>	<b>600</b>	<b>56,160</b>	<b>0</b>	<b>(600)</b>
Fund Balance					
889 From (To) Fund Balance	925,104	2,358,932	2,358,932	2,418,705	59,773
	<b>925,104</b>	<b>2,358,932</b>	<b>2,358,932</b>	<b>2,418,705</b>	<b>59,773</b>
<b>TOTAL: LOAN AND GUARANTEE ENTERPRISE</b>	<b>1,286,846</b>	<b>2,487,532</b>	<b>2,644,778</b>	<b>2,546,705</b>	<b>59,173</b>
<b>REVENUE TRANSFERS</b>					
951 From (To) General Fund	0	1,365,000	1,365,000	1,365,000	0
	<b>0</b>	<b>1,365,000</b>	<b>1,365,000</b>	<b>1,365,000</b>	<b>0</b>
<b>TOTAL: REVENUE TRANSFERS</b>	<b>0</b>	<b>1,365,000</b>	<b>1,365,000</b>	<b>1,365,000</b>	<b>0</b>
<b>TOTAL LOAN AND GUARANTEE ENTERPRISE FUND</b>	<b>1,286,846</b>	<b>3,852,532</b>	<b>4,009,778</b>	<b>3,911,705</b>	<b>59,173</b>

FEDERAL GRANTS

REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2013 BUDGET	FISCAL 2014 ESTIMATE	CHANGE IN BUDGET
<b>FEDERAL</b>			
<b>Better Schools</b>			
310 School Health Services	95,386	96,249	863
604 Early Childhood Education	1,048,759	1,118,486	69,727
605 Head Start	30,179,949	30,735,472	555,523
725 Senior Education	676,318	558,296	(118,022)
797 Workforce Services for Out of School Youth-Youth Opportunity	0	247,000	247,000
800 Workforce Services for WIA Funded Youth	5,924,891	2,764,269	(3,160,622)
	<b>37,925,303</b>	<b>35,519,772</b>	<b>(2,405,531)</b>
<b>Safer Streets</b>			
110 Circuit Court	1,085,229	1,251,339	166,110
115 Prosecution of Criminals	1,688,728	1,156,412	(532,316)
316 Youth Violence Prevention	1,372,341	1,272,931	(99,410)
600 Administration - Fire	1,000,000	1,019,500	19,500
602 Fire Suppression and Emergency Rescue	1,311,240	10,883	(1,300,357)
608 Emergency Management	275,000	280,363	5,363
609 Emergency Medical Services	0	1,500,000	1,500,000
611 Fire Code Enforcement	0	148,018	148,018
621 Administration - Police	7,405	3,886,343	3,878,938
622 Police Patrol	457,948	0	(457,948)
626 Homeland Security - Intelligence	10,196,695	8,345,802	(1,850,893)
642 Crime Laboratory	220,137	1,330,894	1,110,757
697 Traffic Safety	994,202	884,300	(109,902)
758 Coordination of Public Safety Strategy	9,683,719	10,149,660	465,941
786 Victim and Witness Services	248,097	257,170	9,073
796 Workforce Services for Ex-Offenders	500,000	1,000,000	500,000
	<b>29,040,741</b>	<b>32,493,615</b>	<b>3,452,874</b>
<b>Stronger Neighborhoods</b>			
356 Administration - Human Services	2,003,367	2,142,052	138,685
593 Community Support Projects	6,340,489	7,189,221	848,732
644 Administration - Rec and Parks	137	107	(30)
648 Community Recreation Centers	13,417	0	(13,417)
662 Vacant/Abandoned Property Cleaning and Boarding	1,427,149	1,427,149	0
681 Administration - DOT	481,000	490,380	9,380
684 Traffic Management	3,700,000	2,772,150	(927,850)
690 Complete Streets and Sustainable Transportation	225,000	229,388	4,388
737 Administration - HCD	1,198,806	1,289,672	90,866
740 Dawson Center	249,312	264,036	14,724
741 Community Action Centers	823,706	854,004	30,298
742 Promote Homeownership	313,622	391,735	78,113
748 Housing Development Finance and Project Management	915,509	916,348	839
750 Housing Rehabilitation Loans	2,238,667	2,348,181	109,514
763 Comprehensive Planning and Resource Management	82,255	183,859	101,604
768 Administration - Planning	0	1,566	1,566
893 Homeless Prevention	647,188	659,808	12,620
896 Permanent Housing for the Homeless	23,656,354	24,117,653	461,299
	<b>44,315,978</b>	<b>45,277,309</b>	<b>961,331</b>
<b>Growing Economy</b>			
792 Workforce Services for TANF Recipients	4,828,535	2,864,197	(1,964,338)
793 Employment Enhancement Services for Baltimore City Residents	461,430	220,030	(241,400)
794 Administration - MOED	1,398	99,675	98,277
795 Workforce Services for Baltimore Residents	7,349,864	5,170,814	(2,179,050)
798 Youth Works Summer Job Program	0	1,000,000	1,000,000
846 Discrimination Investigations, Resolutions and Conciliations	45,500	40,000	(5,500)
	<b>12,686,727</b>	<b>9,394,716</b>	<b>(3,292,011)</b>
<b>Innovative Government</b>			

FEDERAL GRANTS

REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2013 BUDGET	FISCAL 2014 ESTIMATE	CHANGE IN BUDGET
<b>Innovative Government (Continued)</b>			
730 Energy, Business Development and Planning	0	2,000,000	2,000,000
	<b>0</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Cleaner and Healthier City</b>			
303 Clinical Services	5,587,487	4,459,135	(1,128,352)
305 Healthy Homes	1,239,056	1,368,827	129,771
307 Substance Abuse and Mental Health	426,984	425,500	(1,484)
308 Maternal and Child Health	13,375,036	14,118,251	743,215
311 Health Services for the Aging	5,014,827	4,996,267	(18,560)
315 Emergency Services - Health	562,368	645,020	82,652
715 Administration - Health	225,961	3,331,528	3,105,567
718 Chronic Disease Prevention	1,260,112	1,317,492	57,380
720 HIV Treatment Services for the Uninsured	29,639,321	29,227,830	(411,491)
721 Senior Centers	3,128,100	2,848,985	(279,115)
722 Administration - CARE	5,900	241,523	235,623
723 Advocacy and Supportive Care for Seniors	151,883	148,557	(3,326)
724 Assistive and Directive Care for Seniors	1,536,841	899,330	(637,511)
765 Planning for a Sustainable Baltimore	0	175,000	175,000
894 Outreach to the Homeless	535,176	545,612	10,436
895 Temporary Housing for the Homeless	5,465,458	5,572,034	106,576
	<b>68,154,510</b>	<b>70,320,891</b>	<b>2,166,381</b>
<b>TOTAL FEDERAL GRANTS</b>	<b>192,123,259</b>	<b>195,006,303</b>	<b>2,883,044</b>

## STATE GRANTS

## REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2013 BUDGET	FISCAL 2014 ESTIMATE	CHANGE IN BUDGET
<b>STATE</b>			
<b>Better Schools</b>			
310 School Health Services	504,382	505,692	1,310
605 Head Start	594,711	606,308	11,597
725 Senior Education	212,904	152,538	(60,366)
788 Information Services	9,830,276	9,924,968	94,692
791 BCPS Alternative Options Academy for Youth	196,213	176,141	(20,072)
797 Workforce Services for Out of School Youth-Youth Opportunity	0	90,000	90,000
	<b>11,338,486</b>	<b>11,455,647</b>	<b>117,161</b>
<b>Safer Streets</b>			
110 Circuit Court	5,177,142	4,809,205	(367,937)
115 Prosecution of Criminals	3,931,527	4,179,560	248,033
316 Youth Violence Prevention	1,148,069	1,201,256	53,187
602 Fire Suppression and Emergency Rescue	970,179	1,425,428	455,249
608 Emergency Management	8,850	8,850	0
609 Emergency Medical Services	36,067	21,170	(14,897)
611 Fire Code Enforcement	149,064	151,971	2,907
613 Fire Facilities Maintenance and Replacement	0	924,493	924,493
614 Fire Communications and Dispatch	2,200	0	(2,200)
621 Administration - Police	306,039	292,839	(13,200)
622 Police Patrol	4,788,476	4,865,968	77,492
623 Crime Investigation	296,200	328,600	32,400
624 Target Violent Criminals	2,444,108	2,563,999	119,891
757 Crime Camera Management	75,595	72,974	(2,621)
758 Coordination of Public Safety Strategy	1,227,953	1,287,767	59,814
781 Administration - State's Attorney	0	500,000	500,000
786 Victim and Witness Services	26,250	0	(26,250)
796 Workforce Services for Ex-Offenders	999,139	500,496	(498,643)
	<b>21,586,858</b>	<b>23,134,576</b>	<b>1,547,718</b>
<b>Stronger Neighborhoods</b>			
356 Administration - Human Services	120,449	126,446	5,997
644 Administration - Rec and Parks	128,142	127,505	(637)
646 Park Maintenance	0	1,200,000	1,200,000
690 Complete Streets and Sustainable Transportation	239,672	448,647	208,975
737 Administration - HCD	2,392	9,531	7,139
738 Energy Assistance	11,240,248	15,913,431	4,673,183
741 Community Action Centers	2,926,061	4,799,969	1,873,908
750 Housing Rehabilitation Loans	324,124	321,667	(2,457)
763 Comprehensive Planning and Resource Management	0	175,000	175,000
893 Homeless Prevention	384,637	392,137	7,500
896 Permanent Housing for the Homeless	267,902	273,126	5,224
	<b>15,633,627</b>	<b>23,787,459</b>	<b>8,153,832</b>
<b>Growing Economy</b>			
793 Employment Enhancement Services for Baltimore City Residents	0	400,000	400,000
794 Administration - MOED	102,132	136,511	34,379
798 Youth Works Summer Job Program	1,291,841	1,163,696	(128,145)
855 Convention Center	5,060,910	5,356,762	295,852
	<b>6,454,883</b>	<b>7,056,969</b>	<b>602,086</b>
<b>Innovative Government</b>			
125 Executive Direction and Control - Mayorality	352,004	358,868	6,864
730 Energy, Business Development and Planning	0	16,000,000	16,000,000
731 Facilities Management	1,016,000	1,035,812	19,812
	<b>1,368,004</b>	<b>17,394,680</b>	<b>16,026,676</b>
<b>Cleaner and Healthier City</b>			
303 Clinical Services	1,061,111	1,002,219	(58,892)
305 Healthy Homes	277,339	102,926	(174,413)
307 Substance Abuse and Mental Health	724,589	724,589	0

## STATE GRANTS

## REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2013 BUDGET	FISCAL 2014 ESTIMATE	CHANGE IN BUDGET
<b>Cleaner and Healthier City (Continued)</b>			
308 Maternal and Child Health	871,551	871,265	(286)
311 Health Services for the Aging	664,582	664,582	0
315 Emergency Services - Health	10,263,540	10,393,671	130,131
654 Urban Forestry	101,600	0	(101,600)
715 Administration - Health	67,441	1,081,436	1,013,995
717 Environmental Health	148,581	0	(148,581)
718 Chronic Disease Prevention	467,685	197,424	(270,261)
720 HIV Treatment Services for the Uninsured	291,172	291,193	21
721 Senior Centers	729,358	729,358	0
722 Administration - CARE	49,921	0	(49,921)
723 Advocacy and Supportive Care for Seniors	2,044,899	1,942,847	(102,052)
724 Assistive and Directive Care for Seniors	1,617,823	1,689,693	71,870
754 Summer Food Service Program	3,295,223	3,446,549	151,326
765 Planning for a Sustainable Baltimore	14,000	4,222,400	4,208,400
894 Outreach to the Homeless	480,879	490,256	9,377
895 Temporary Housing for the Homeless	1,473,100	1,501,826	28,726
	<b>24,644,394</b>	<b>29,352,234</b>	<b>4,707,840</b>
<b>TOTAL STATE GRANTS</b>	<b>81,026,252</b>	<b>112,181,565</b>	<b>31,155,313</b>

## SPECIAL GRANTS

## REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2013 BUDGET	FISCAL 2014 ESTIMATE	CHANGE IN BUDGET
<b>SPECIAL</b>			
<b>Better Schools</b>			
310 School Health Services	10,441,384	10,422,216	(19,168)
604 Early Childhood Education	175,115	270	(174,845)
788 Information Services	513,360	555,767	42,407
797 Workforce Services for Out of School Youth-Youth Opportunity	0	250,000	250,000
	<b>11,129,859</b>	<b>11,228,253</b>	<b>98,394</b>
<b>Safer Streets</b>			
110 Circuit Court	239,761	242,428	2,667
115 Prosecution of Criminals	80,174	200,000	119,826
600 Administration - Fire	41,899	0	(41,899)
602 Fire Suppression and Emergency Rescue	0	79,063	79,063
609 Emergency Medical Services	12,672,070	12,919,175	247,105
624 Target Violent Criminals	2,301,000	2,000,000	(301,000)
697 Traffic Safety	2,843,603	2,724,179	(119,424)
758 Coordination of Public Safety Strategy	400,000	407,800	7,800
	<b>18,578,507</b>	<b>18,572,645</b>	<b>(5,862)</b>
<b>Stronger Neighborhoods</b>			
356 Administration - Human Services	(926)	5,151	6,077
644 Administration - Rec and Parks	168,987	46,453	(122,534)
647 Youth and Adult Sports	147,758	150,016	2,258
648 Community Recreation Centers	126,675	129,145	2,470
650 Horticulture	0	358,746	358,746
653 Special Events - Recreation	689,190	574,933	(114,257)
681 Administration - DOT	572	14,153	13,581
684 Traffic Management	577,251	588,507	11,256
690 Complete Streets and Sustainable Transportation	7,198,347	7,202,334	3,987
737 Administration - HCD	211	0	(211)
738 Energy Assistance	0	451,537	451,537
745 Housing Code Enforcement	50,000	50,000	0
763 Comprehensive Planning and Resource Management	0	100,000	100,000
896 Permanent Housing for the Homeless	81,152	83,430	2,278
	<b>9,039,217</b>	<b>9,754,405</b>	<b>715,188</b>
<b>Growing Economy</b>			
695 Dock Master	265,420	246,947	(18,473)
793 Employment Enhancement Services for Baltimore City Residents	0	216,500	216,500
809 Retention, Expansion, and Attraction of Businesses	101,600	103,581	1,981
810 Real Estate Development	101,600	103,581	1,981
814 Improve and Promote Retail Districts Beyond Downtown	101,600	103,581	1,981
	<b>570,220</b>	<b>774,190</b>	<b>203,970</b>
<b>Innovative Government</b>			
106 Legislative Reference Services	11,582	11,808	226
148 Revenue Collection	315,312	582,950	267,638
152 Employees' Retirement System - Administration	5,361,998	4,764,944	(597,054)
154 Fire and Police Retirement System - Administration	4,181,999	4,048,962	(133,037)
649 Special Facilities Management - Recreation	1,264,921	1,252,882	(12,039)
700 Surplus Property Disposal	196,078	183,148	(12,930)
802 Administration - MOIT	0	36,054	36,054
803 Enterprise Innovation and Application Services	0	99,581	99,581
804 Enterprise Unified Call Center	6,635,637	7,539,236	903,599
833 Innovation Fund	0	0	0
860 Administration - Law	0	91	91
861 Controversies	11,903	0	(11,903)
876 Media Production	866,540	883,438	16,898
	<b>18,845,970</b>	<b>19,403,094</b>	<b>557,124</b>
<b>Cleaner and Healthier City</b>			
303 Clinical Services	266,506	268,454	1,948

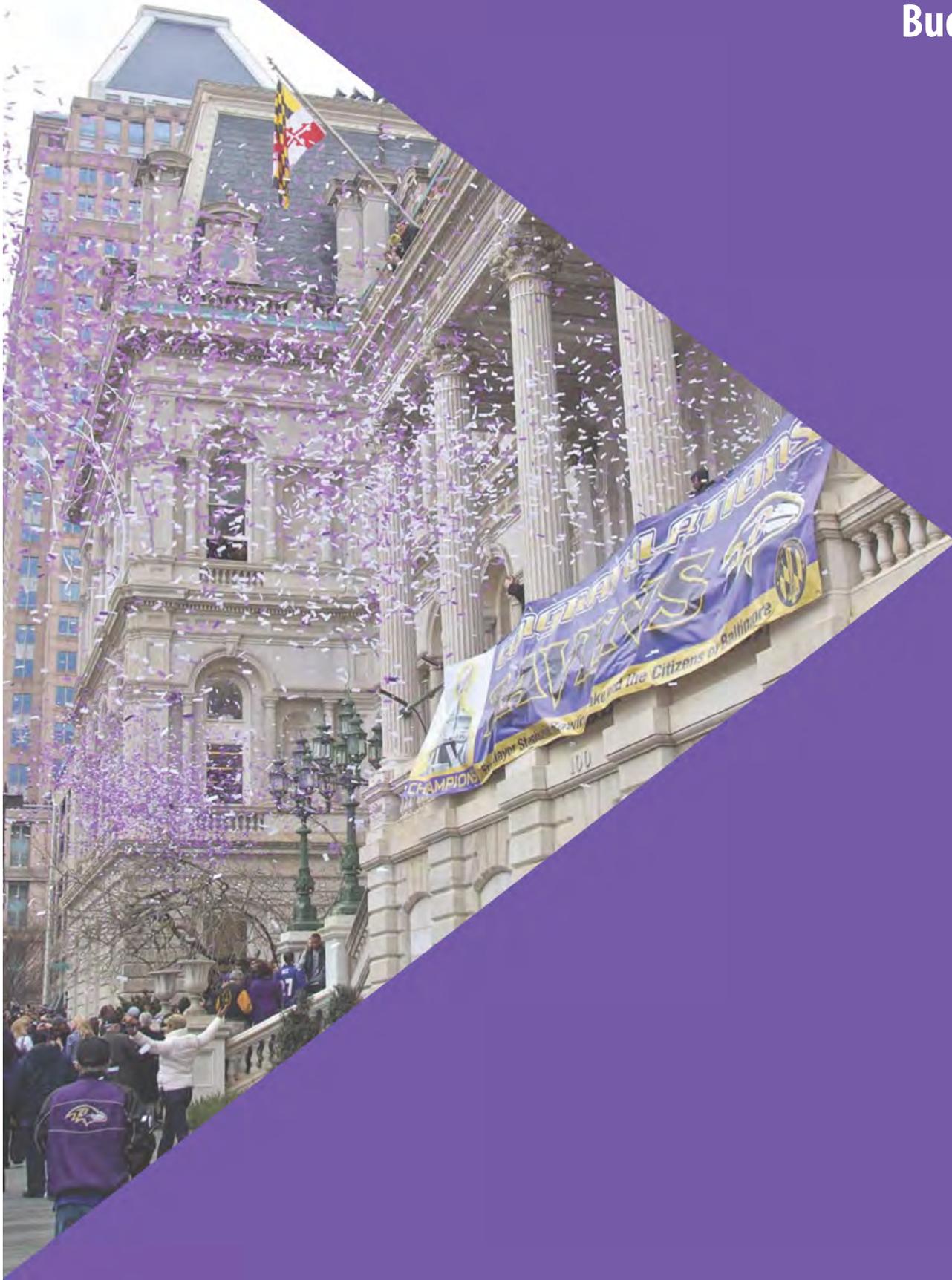
## SPECIAL GRANTS

## REVENUE ESTIMATES: GRANT DETAIL FOR OPERATIONS

Outcome, Service	FISCAL 2013 BUDGET	FISCAL 2014 ESTIMATE	CHANGE IN BUDGET
<b>Cleaner and Healthier City (Continued)</b>			
305 Healthy Homes	30,000	80,800	50,800
308 Maternal and Child Health	41,500	1,358,415	1,316,915
315 Emergency Services - Health	46,700	0	(46,700)
651 Recreation for Seniors	62,333	63,548	1,215
715 Administration - Health	234,498	1,036,782	802,284
717 Environmental Health	50,000	50,000	0
724 Assistive and Directive Care for Seniors	308,364	311,643	3,279
765 Planning for a Sustainable Baltimore	0	75,000	75,000
	<b>1,039,901</b>	<b>3,244,642</b>	<b>2,204,741</b>
<b>Other</b>			
123 General Debt Service	0	11,740,000	11,740,000
	<b>0</b>	<b>11,740,000</b>	<b>11,740,000</b>
<b>TOTAL SPECIAL GRANTS</b>	<b>59,203,674</b>	<b>74,717,229</b>	<b>15,513,555</b>

# FISCAL 2014 Summary of the Adopted Budget

## Budget Plan

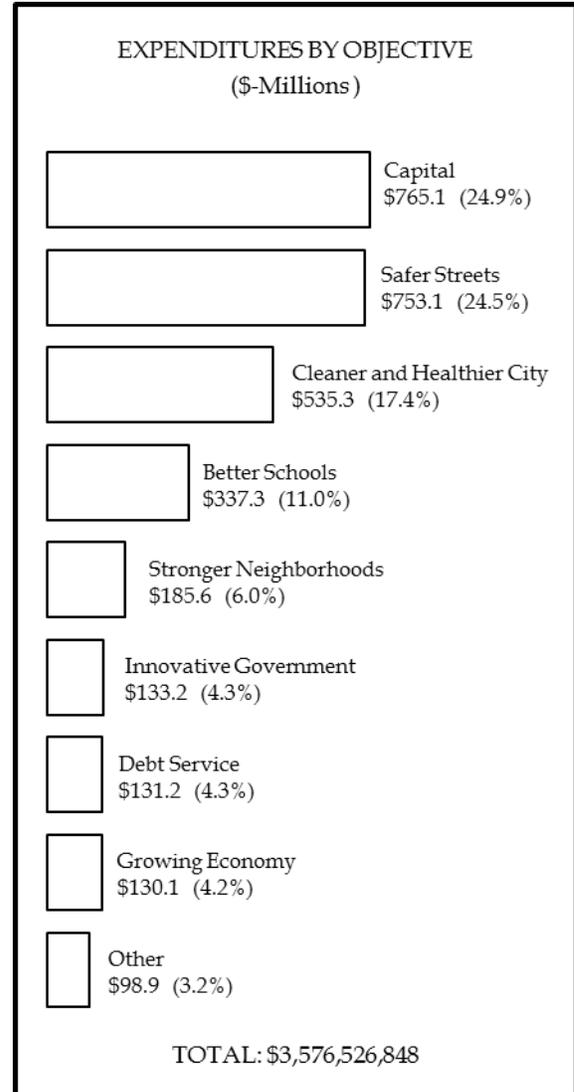
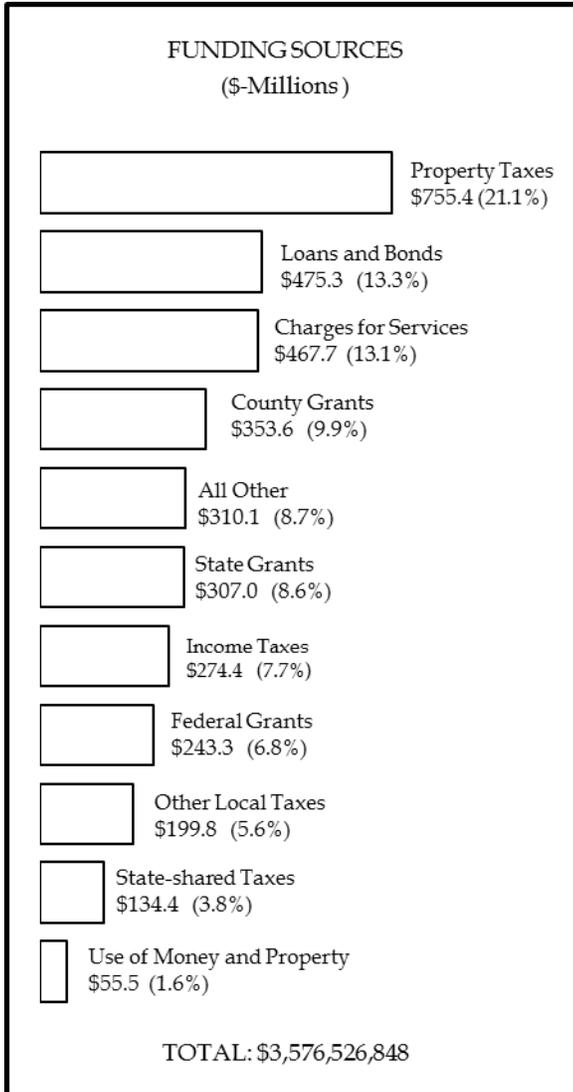


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Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Funding Sources and Expenditures by Function  
 Total Operating and Capital Budget

The graph below shows property taxes as the single most important revenue source, accounting for nearly one-quarter of all City revenue and funding sources.

The graph below reflects the City's priority concern for public safety, which accounts for about one-quarter of all expenditures.



**Cross Reference:** For additional information on the major revenue sources, see the "General Fund Revenue Forecast" and "Budgetary Funds - Description and Policies" sections.

**Cross Reference:** For additional information on the functional expenditures by agency, see the "Operating Appropriations by Governmental Function and Agency" and "Capital Budget Fund Distribution by Agency" sections.

Note: May not add to total due to rounding.

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Selected Summary Views – Total Operating and Capital Budget

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**Introduction – Summarizing the Budget Numbers**

The total Fiscal 2014 appropriation plan adopted by the City Council and approved by the Mayor is \$3.58 billion. Throughout this document there are numerous tables and charts providing different views and levels of detail regarding the budget. There are various ways to look at a budget – function, agency, service, activity, funding source, expenditure category, etc. This section gives the reader a quick overview of what the operating and capital appropriation numbers mean. It summarizes the expenditures by function that elected local policymakers have approved. In addition, it summarizes the estimated resources available to pay for the plan.

**Quick View - Major City Objectives and Funding Sources**

The bar chart on the previous page gives a concise view of Baltimore City’s budget. The \$3.58 billion budget is supported by several major funding sources. The property tax, loans and bonds, income taxes, and charges for services, such as water and wastewater, comprise 61% of the funding sources. Capital expenditures account for approximately 25% of the Fiscal 2014 budget. The largest operating expenditure is for public safety, followed by spending on a cleaner and healthier city, education, and stronger neighborhoods. Combined, these four functions represent 57% of the total budget. Detail on spending by outcome and fund is found in the Operating Budget section (Appropriations by Governmental Outcome and Fund table on p. 212).

**Trends in the General Fund - The City’s Primary and Largest Fund**

The Fiscal 2014 Summary of General Fund Budgetary Trends exhibit (p. 128) is designed to answer some of the most commonly asked questions about the City’s largest fund.

**Trends in the Budget**

The tables on pages 129 and 130 compare Fiscal 2011 and Fiscal 2012 actual expenditures to the Fiscal 2013 and Fiscal 2014 budgets for the total budget and for the operating and capital budgets separately.

**How the Budget is Structured - The Budget Funds**

The narrative and table on pages 130 and 131 (Budgeted Funds: Total and Net Appropriations) provide the reader a quick understanding of the budgetary funds that comprise the total City budget. Funds are distinct groups of revenues and expenses that must be separately identified, planned and accounted for by law or for management purposes. The most important fund is the City’s General Fund. It contains all local taxes paid by City residents, businesses and visitors (property, income, hotel, and other taxes). The General Fund is the fund over which policymakers have the most management discretion in order to implement service changes, improvements, cost savings and increase or lower tax burdens.

### **Major Types of Expenses**

The narrative and chart on page 133 (Expenditures by Object) is designed to answer one of the most commonly asked questions regarding how the budgeted money is spent. It describes the categories of expenditure in the budget, such as salaries, contractual services, and materials and supplies. Expenses for employee salaries and related benefits comprise the largest portion of expenses. Other objects include consumable supplies and equipment.

### **Trends in Full-Time Positions - All Funds**

The chart and table on page 134 show funded full-time positions across all funds. In Fiscal 2014, full-time positions are 9.8% below the Fiscal 2009 level.

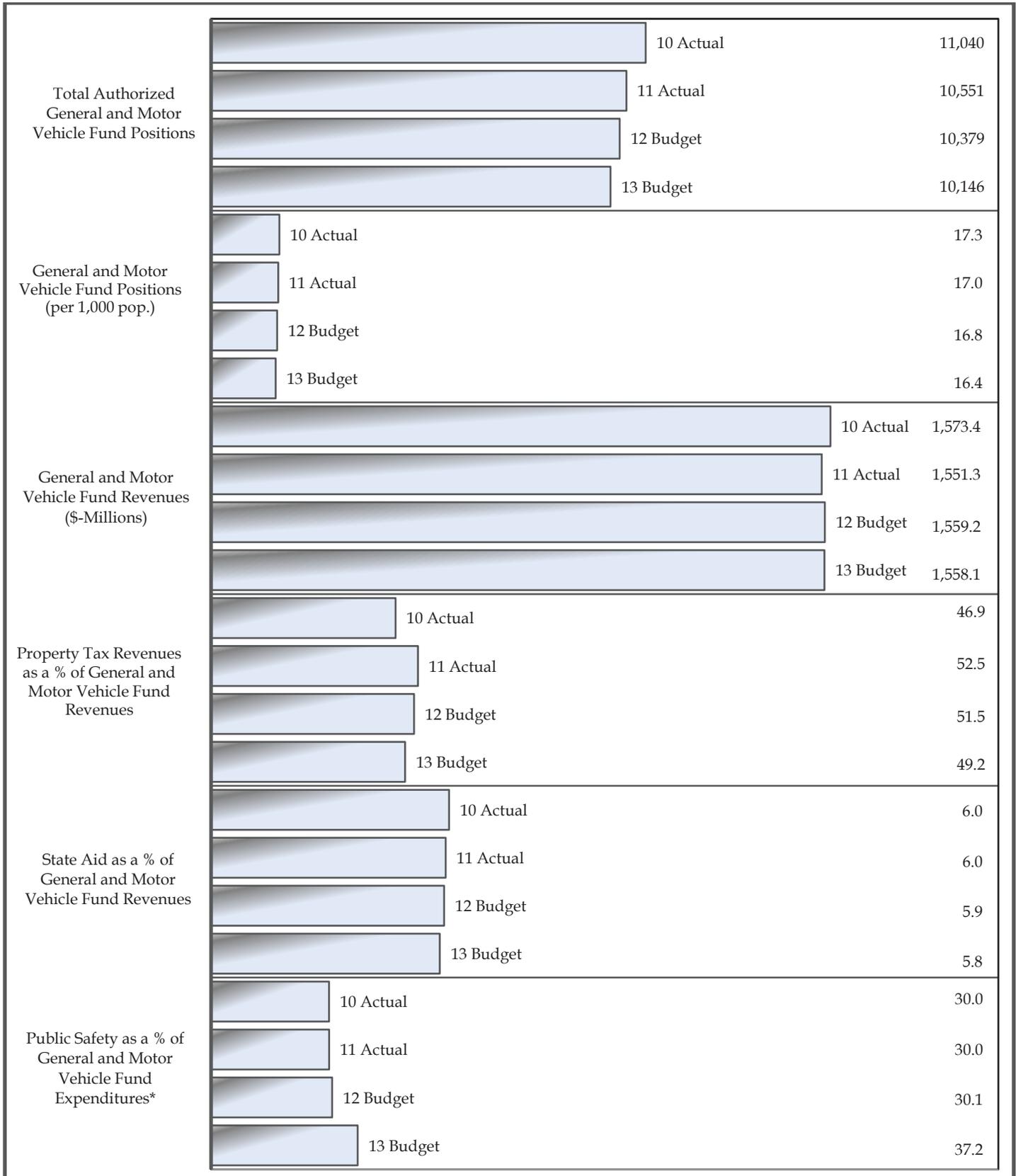
### **Trends in Full-Time Positions - General Fund**

The chart and table on page 135 present long-term trend information on General Fund position levels. General Fund positions are down 11.2% from Fiscal 2009 to Fiscal 2014.

### **Past and Projected Budgetary Fund Balances**

It is essential to estimate the effect of current operations on the City's balance sheet. The table on page 136 starts with the June 30, 2011 audited budgetary fund balance for principal operating funds and projects the effect of current and coming year operations on these balances. The chart depicts General Fund balances.

FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Summary of General Fund Budgetary Trends



**TRENDS IN TOTAL OPERATING AND CAPITAL BUDGET - SUMMARY  
(\$-THOUSANDS)**

	Fiscal 2011 Actual	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2014 Budget	Dollar Change	Percent Change
Operating Plan	\$2,136,239	\$2,247,554	\$2,318,597	\$2,407,444	\$88,847	3.8%
Capital Plan	673,819	406,136	765,087	1,169,083	403,996	52.8%
<b>Total Budget</b>	<b>\$2,810,058</b>	<b>\$2,653,690</b>	<b>\$3,083,684</b>	<b>\$3,576,527</b>	<b>\$492,843</b>	<b>16.0%</b>

**TRENDS IN COMBINED OPERATING AND CAPITAL BUDGET - SUMMARY BY FUND  
(\$-THOUSANDS)**

	Fiscal 2011 Actual	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2014 Budget	Dollar Change	Percent Change
<b>Total Funds</b>						
Local and State-shared Funds						
General	\$1,371,561	\$1,411,802	\$1,572,164	\$1,616,877	\$44,713	2.8%
Motor Vehicle	157,463	155,469	0	0	0	N/A
Parking Management	15,433	18,420	20,018	20,294	276	1.4%
Convention Center Bond	4,654	4,655	4,602	4,580	(22)	(0.5)%
Total	1,549,111	1,590,346	1,596,784	1,641,751	44,967	2.8%
Enterprise Funds						
Stormwater Utility	0	0	0	27,778	27,778	N/A
Waste Water Utility	161,817	186,128	206,392	208,647	2,255	1.1%
Water Utility	126,494	139,401	160,252	177,340	17,088	10.7%
Parking Enterprise	28,180	28,963	33,566	35,445	1,879	5.6%
Conduit Enterprise	10,812	14,739	10,656	13,843	3,187	29.9%
Loan and Guarantee Enterprise	3,234	3,822	3,852	3,912	60	1.6%
Total	330,537	373,053	414,718	466,965	52,247	12.6%
Grants						
Federal	222,938	244,673	240,561	243,312	2,751	1.1%
State	381,104	94,006	90,215	307,029	216,814	240.3%
Special	51,441	57,527	59,204	73,277	14,073	23.8%
Total	655,483	396,206	389,980	623,618	233,638	59.9%
Loans and Bonds						
Revenue Bonds	117,883	138,078	393,505	425,334	31,829	8.1%
General Obligation Bonds	60,000	50,000	50,000	50,000	0	0.0%
Total	177,883	188,078	443,505	475,334	31,829	7.2%
Mayor and City Council Real Property	2,500	2,500	0	0	0	N/A
All Other	94,544	103,507	238,697	368,859	130,162	54.5%
<b>Total - All Funds</b>	<b>\$2,810,058</b>	<b>\$2,653,690</b>	<b>\$3,083,684</b>	<b>\$3,576,527</b>	<b>\$492,843</b>	<b>16.0%</b>

\* General Fund and Motor Vehicle Fund are combined starting in Fiscal 2013.

**TRENDS IN OPERATING BUDGET - SUMMARY BY FUND**  
**(\$-THOUSANDS)**

	Fiscal 2011 Actual	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2014 Budget	Dollar Change	Percent Change
<b>Operating Funds</b>						
Local and State-shared Funds						
General	\$1,369,561	\$1,402,802	\$1,562,464	\$1,571,677	\$9,213	0.6%
Motor Vehicle	157,463	150,469	0	0	0	N/A
Parking Management	15,433	18,420	20,018	20,294	276	1.4%
Convention Center Bond	4,654	4,655	4,602	4,580	(22)	(0.5)%
Total	1,547,111	1,576,346	1,587,084	1,596,551	9,467	0.6%
Enterprise Funds						
Stormwater Utility	0	0	0	23,072	23,072	N/A
Wastewater Utility	158,067	179,378	199,892	199,647	(245)	(0.1)%
Water Utility	120,844	134,701	154,252	170,340	16,088	10.4%
Parking Enterprise	28,180	28,963	33,566	35,445	1,879	5.6%
Conduit Enterprise	5,581	8,739	7,656	7,843	187	2.4%
Loan and Guarantee Enterprise	3,234	3,822	3,852	3,912	60	1.6%
Total	315,906	355,603	399,218	440,259	41,041	10.3%
Grant Funds						
Federal	137,287	176,482	192,064	182,975	(9,089)	(4.7)%
State	84,494	81,596	81,027	114,382	33,355	41.2%
Special	51,441	57,527	59,204	73,277	14,073	23.8%
Total	273,222	315,605	332,295	370,634	38,339	11.5%
<b>Total Operating - All Funds</b>	<b>\$2,136,239</b>	<b>\$2,247,554</b>	<b>\$2,318,597</b>	<b>\$2,407,444</b>	<b>\$88,847</b>	<b>3.8%</b>

**TRENDS IN CAPITAL BUDGET - SUMMARY BY FUND**  
**(\$-THOUSANDS)**

	Fiscal 2011 Actual	Fiscal 2012 Actual	Fiscal 2013 Budget	Fiscal 2014 Budget	Dollar Change	Percent Change
<b>Capital Funds</b>						
Pay-As-You-Go						
General *	\$2,000	\$9,000	\$9,700	\$45,200	\$35,500	366.0%
Motor Vehicle	0	5,000	0	0	0	N/A
Conduit Enterprise	5,231	6,000	3,000	6,000	3,000	100.0%
Stormwater Utility	0	0	0	4,706	4,706	N/A
Waste Water Utility	3,750	6,750	6,500	9,000	2,500	38.5%
Water Utility	5,650	4,700	6,000	7,000	1,000	16.7%
Total	16,631	31,450	25,200	71,906	46,706	185.3%
Grants						
Federal	85,651	68,191	48,497	60,337	11,840	24.4%
State	296,610	12,410	9,188	192,647	183,459	1996.7%
Special	0	0	0	0	0	N/A
Total	382,261	80,601	57,685	252,984	195,299	338.6%
Loans and Bonds						
Revenue Bonds	117,883	138,078	393,505	425,334	31,829	8.1%
General Obligation Bonds	60,000	50,000	50,000	50,000	0	0.0%
Total	177,883	188,078	443,505	475,334	31,829	7.2%
Mayor and City Council Real Property	2,500	2,500	0	0	0	N/A
All Other	94,544	103,507	238,697	368,859	130,162	54.5%
<b>Total Capital - All Funds</b>	<b>\$673,819</b>	<b>\$406,136</b>	<b>\$765,087</b>	<b>\$1,169,083</b>	<b>\$403,996</b>	<b>52.8%</b>

\* General Fund and Motor Vehicle Fund are combined starting in Fiscal 2013.

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Description of Operating and Capital Funds

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The Fiscal 2014 total capital and operating appropriations of \$3.58 billion are budgeted in the following funds:

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

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

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

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

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

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

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

**BUDGETED FUNDS  
TOTAL AND NET APPROPRIATIONS  
(\$-THOUSANDS)**

	Fiscal 2013 Budget	Fiscal 2014 Budget	Dollar Change	Percent Change
<b>Local and State-Shared Funds</b>				
General	1,572,164	1,616,877	44,713	2.8%
Parking Management	20,018	20,294	276	1.4%
Convention Center Bond	4,602	4,580	(22)	(0.5)%
<b>Total</b>	<b>1,596,784</b>	<b>1,641,751</b>	<b>44,967</b>	<b>2.8%</b>
<b>Enterprise Funds</b>				
Wastewater Utility	206,392	208,647	2,255	1.1%
Water Utility	160,252	177,340	17,088	10.7%
Parking Enterprise	33,566	35,445	1,879	5.6%
Conduit Enterprise	10,656	13,843	3,187	29.9%
Stormwater Utility	0	27,778	27,778	N/A
Loan and Guarantee Enterprise	3,852	3,912	60	1.6%
<b>Total</b>	<b>414,718</b>	<b>466,965</b>	<b>52,247</b>	<b>12.6%</b>
<b>Grant Funds</b>				
Federal	192,064	182,975	(9,089)	(4.7)%
State	81,027	114,382	33,355	41.2%
Special	59,204	73,277	14,073	23.8%
<b>Total</b>	<b>332,295</b>	<b>370,634</b>	<b>38,339</b>	<b>11.5%</b>
<b>Internal Service</b>	<b>95,088</b>	<b>97,984</b>	<b>2,896</b>	<b>3.0%</b>
<b>TOTAL OPERATING AND PAYGO FUNDS</b>	<b>2,438,885</b>	<b>2,577,334</b>	<b>138,449</b>	<b>5.7%</b>
<b>Less</b>				
Transfer to Capital Project Funds	25,200	71,906	46,706	185.3%
Internal Service	95,088	97,984	2,896	3.0%
<b>NET OPERATING APPROPRIATIONS</b>	<b>2,318,597</b>	<b>2,407,444</b>	<b>88,847</b>	<b>3.8%</b>
Plus - Capital Projects Funds	765,087	1,169,083	403,996	52.8%
<b>TOTAL APPROPRIATIONS - ALL FUNDS</b>	<b>3,083,684</b>	<b>3,576,527</b>	<b>492,843</b>	<b>16.0%</b>

Notes: Unbudgeted funds - Annual budget appropriations are made for contributions to four City retirement funds to fund benefit payments. Actual benefit payments of the Fire and Police Retirement System, the Employees' Retirement System and the Elected Officials' Retirement System are not budgeted. All payments of the non-actuarial and unfunded Fire and Police Plan are budgeted and paid on a current basis. Other unbudgeted funds include Agency funds which account for assets held by the City as a custodial trustee such as the City Employees' Deferred Compensation Plan. Unbudgeted fiduciary funds include an Expendable Trust Fund accounting for a Scholarship Fund and Nonexpendable Trust funds which account for transactions related to private donor endowments for the Library and other memorial contributions. Finally, the City's accounting system contains a Debt Service Fund to accumulate all the budgeted debt service payments, other than the budgeted Enterprise Fund debt service payments.

FISCAL 2013  
**SUMMARY OF THE ADOPTED BUDGET**  
 Major Types of Expenses - Total Operating and Capital Funds

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

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

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

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

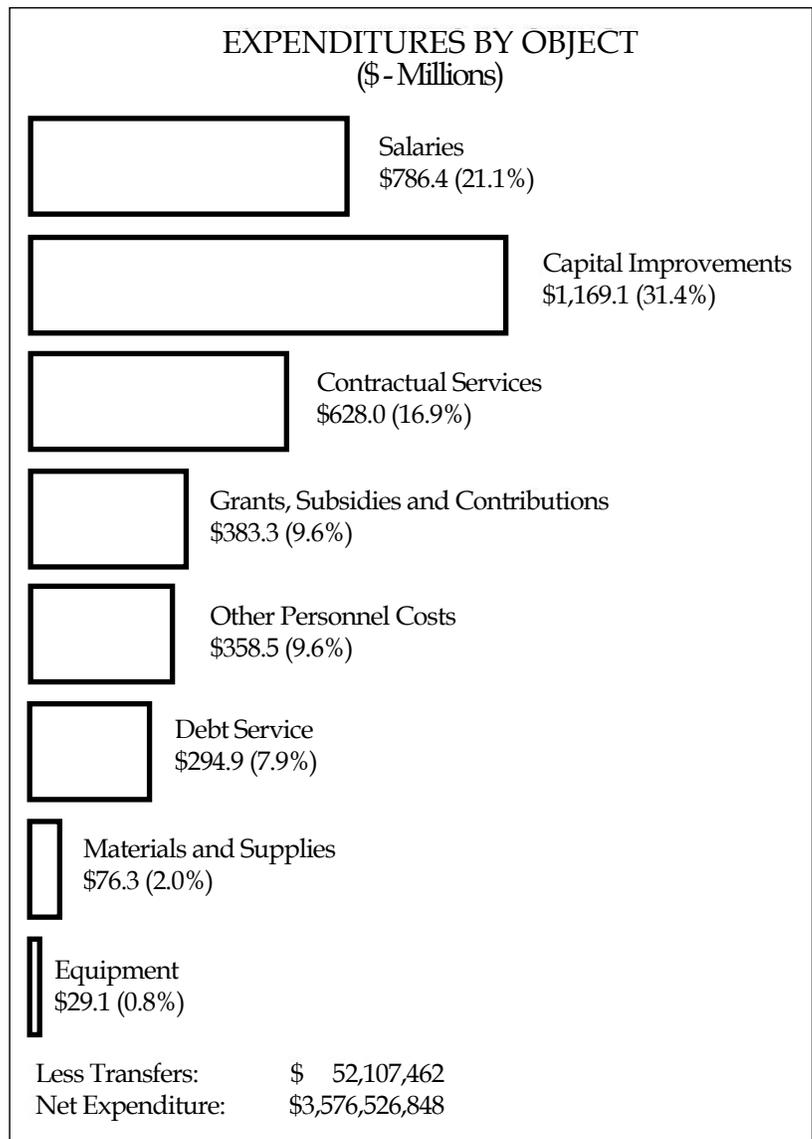
**Other Personnel Costs** - Payments for benefits provided to City personnel for medical coverage (including vision, dental, prescription drug and other health insurance), Social Security, retirement and other benefits.

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

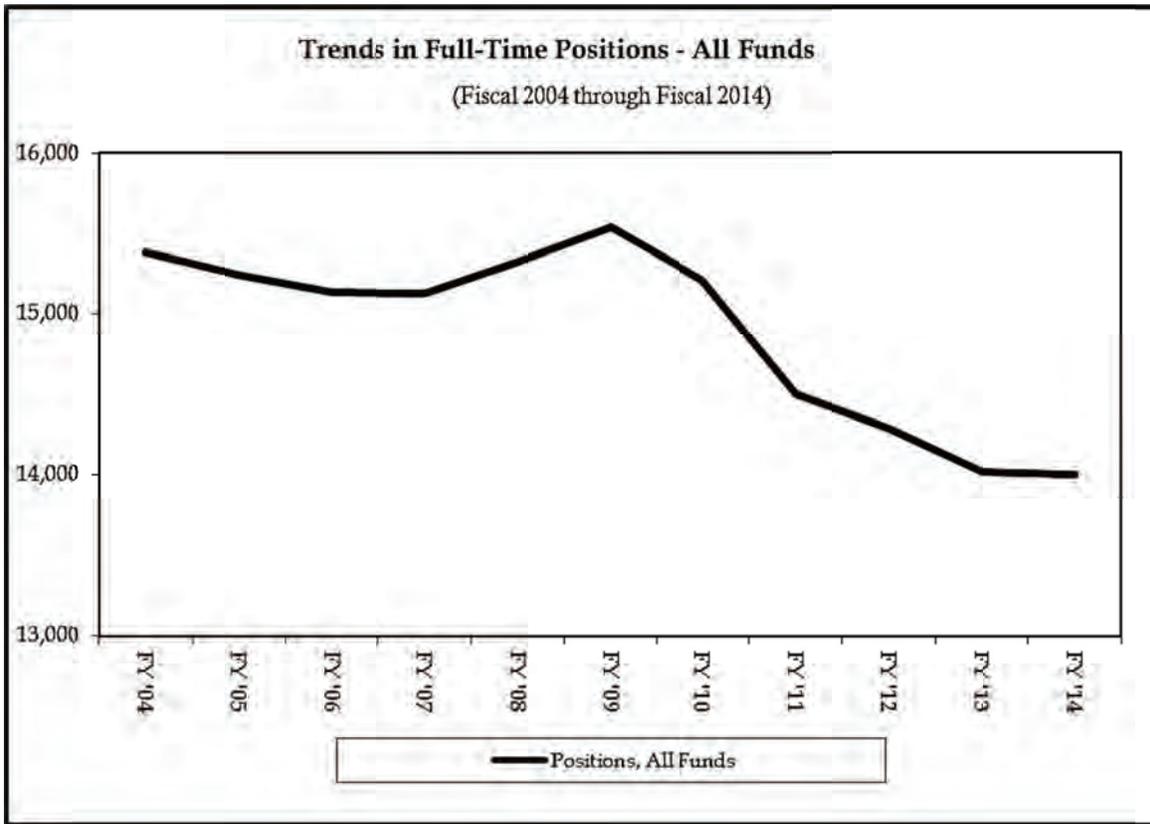
**Materials and Supplies** - Payments for commodities which are consumed or materially altered when used, such as custodial supplies, heating fuels, clothing, books and food.

**Equipment** - Payments for replacement or procurement of City property other than real property.

**Transfers** - Charges to one agency or program for goods or services provided by another agency or program.



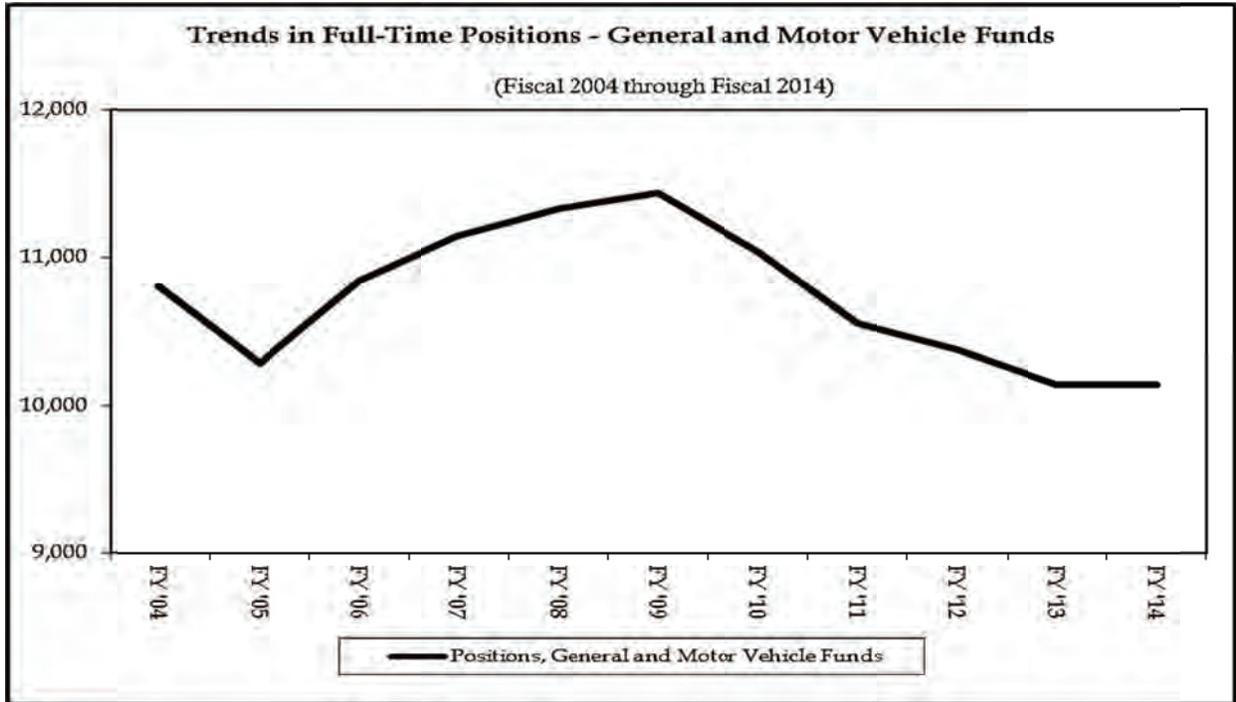
FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Trends in Full-Time Positions - All Funds



Full-Time Positions (All Funds)				
Year	Positions	Percent Change	Positions Per 1,000 Population	Percent Change
FY 2004	15,385	(1.3%)	24.0	(1.1%)
FY 2005	15,246	(0.9%)	23.8	(0.8%)
FY 2006	15,137	(0.7%)	23.6	(0.9%)
FY 2007	15,130	(0.0%)	23.6	0.1%
FY 2008	15,326	1.3%	24.0	1.6%
FY 2009	15,542	1.4%	24.4	1.5%
FY 2010	15,215	(2.1%)	24.5	0.5%
FY 2011	14,499	(4.7%)	23.4	(4.5%)
FY 2012	14,288	(1.5%)	23.1	(1.5%)
FY 2013	14,018	(1.9%)	22.6	(1.9%)
FY 2014	14,005	(0.1%)	22.6	(1.9%)

Note: From Fiscal 2004 to Fiscal 2010 the figures in the table above represent authorized positions. For fiscals 2011 thru Fiscal 2013 the figures represent funded positions only. Detailed funded positions data is not available prior Fiscal 2011.

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
**Trends in Full-Time Positions - General and Motor Vehicle Fund**



Full-Time Positions (General and Motor Vehicle Fund)				
Year	Positions	Percent Change	Positions Per 1,000 Population	Percent Change
FY 2004	10,806	0.1%	16.9	0.3%
FY 2005	10,287	(4.8%)	16.1	(4.7%)
FY 2006	10,842	5.4%	16.9	5.2%
FY 2007	11,148	2.8%	17.4	3.0%
FY 2008	11,330	1.6%	17.8	2.0%
FY 2009	11,436	0.9%	17.9	1.0%
FY 2010	11,040	(3.5%)	17.8	(0.9%)
FY 2011	10,551	(4.4%)	17.0	(4.2%)
FY 2012	10,379	(1.6%)	16.8	(1.6%)
FY 2013	10,146	(2.2%)	16.4	(2.2%)
FY 2014	10,137	(0.1%)	16.4	0.0%

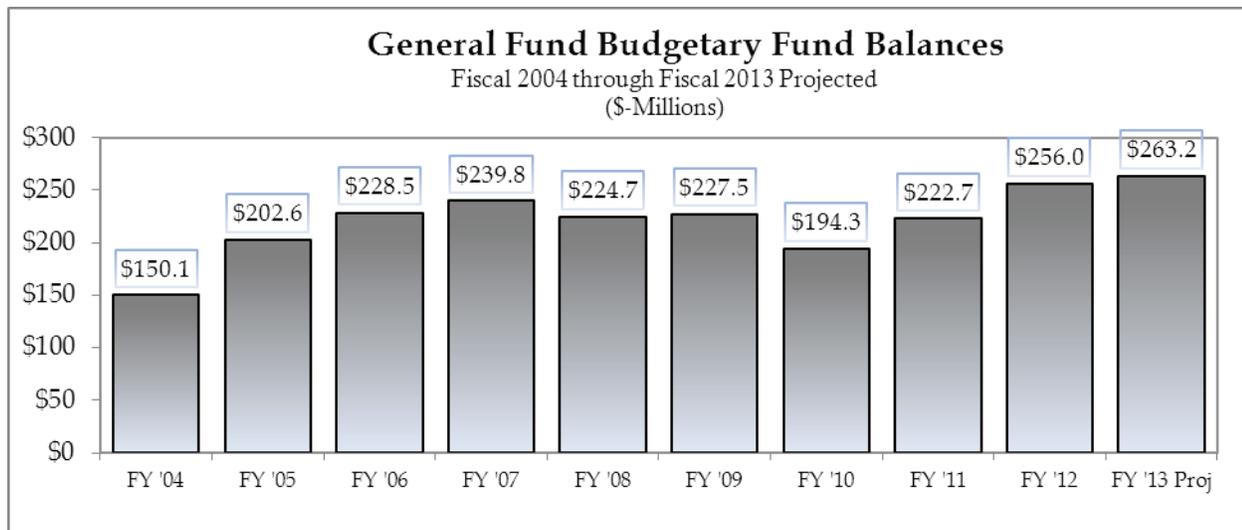
Note: From Fiscal 2004 to Fiscal 2010 the figures in the table above represent authorized positions. A portion of authorized positions were not funded in the budget. For fiscals 2011 thru Fiscal 2013 the figures represent funded positions only. Detailed funded positions data is not available prior Fiscal 2011.

FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Past and Projected Budgetary Fund Balances

	General Fund
Fiscal 2012 (\$ - Thousands):	
Actual Budgetary Fund Balance, June 30, 2011	\$222,735
Estimated Revenues	\$1,592,014
Estimated Expenses	(\$1,564,881)
Net Transfers and Other Uses	\$6,105
Actual Budgetary Fund Balance, June 30, 2012	\$255,972
Fiscal 2013:	
Actual Budgetary Fund Balance, June 30, 2012	\$255,972
Estimated Revenues	\$1,606,859
Estimated Expenses	(\$1,571,316)
Net Transfers and Other Uses	(\$28,341)
Estimated Budgetary Fund Balance, June 30, 2013	\$263,172

Note: The General Fund includes the Motor Vehicle Fund. These two funds have merged starting in Fiscal 2013.

Based on preliminary data, budgetary fund balances for the General Fund will increase in Fiscal 2013. Revenues were stronger than expected from income tax, transfer tax, and recordation tax.



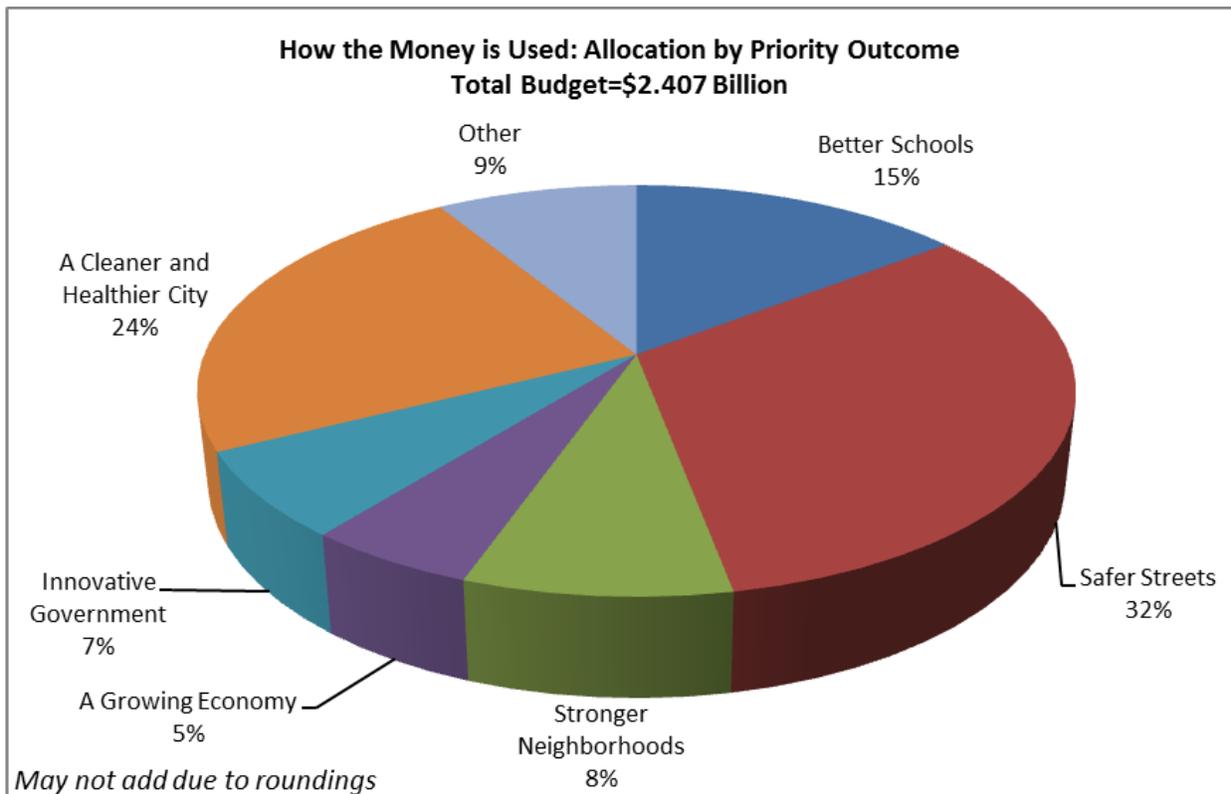
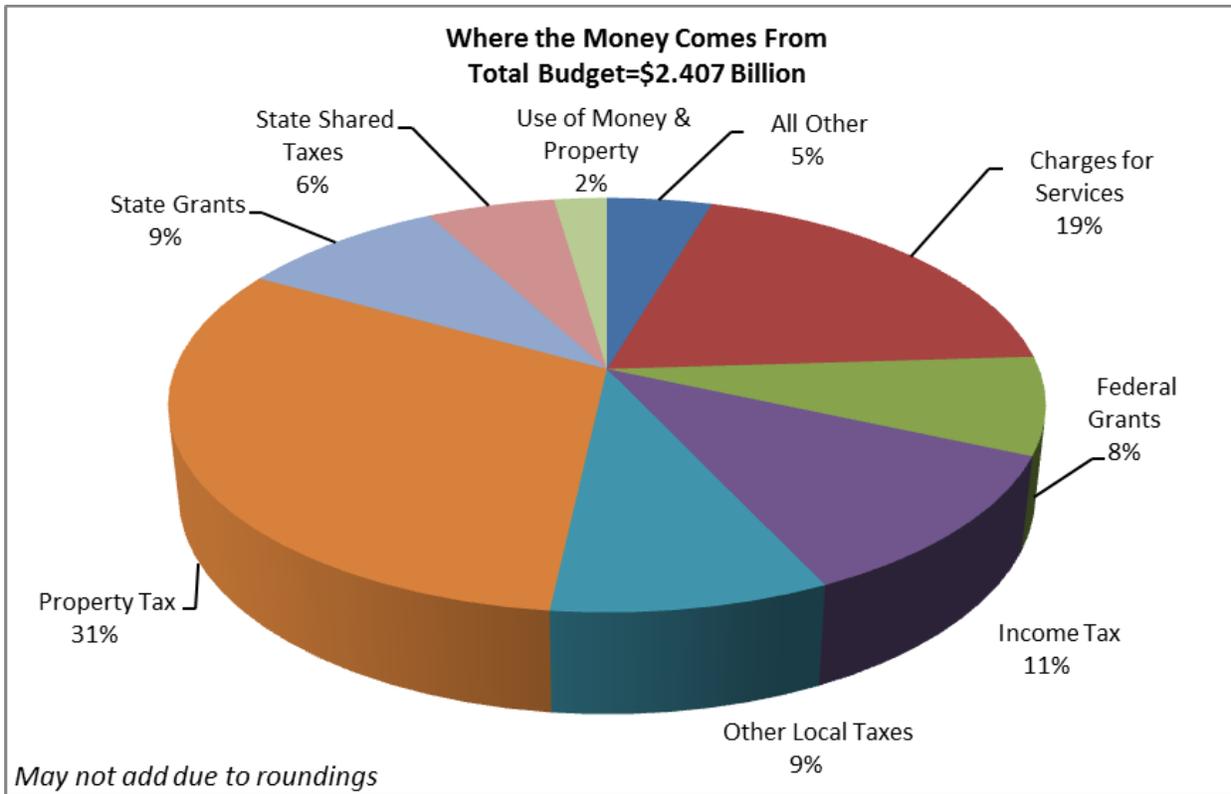
Note: Unexpended appropriations or revenue surpluses arising during a fiscal year in the Parking Enterprise, Parking Management and Convention Center Bond funds are transferred to the General Fund. In the Federal, State and Special grant funds, unexpected appropriation or revenue surpluses are fully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

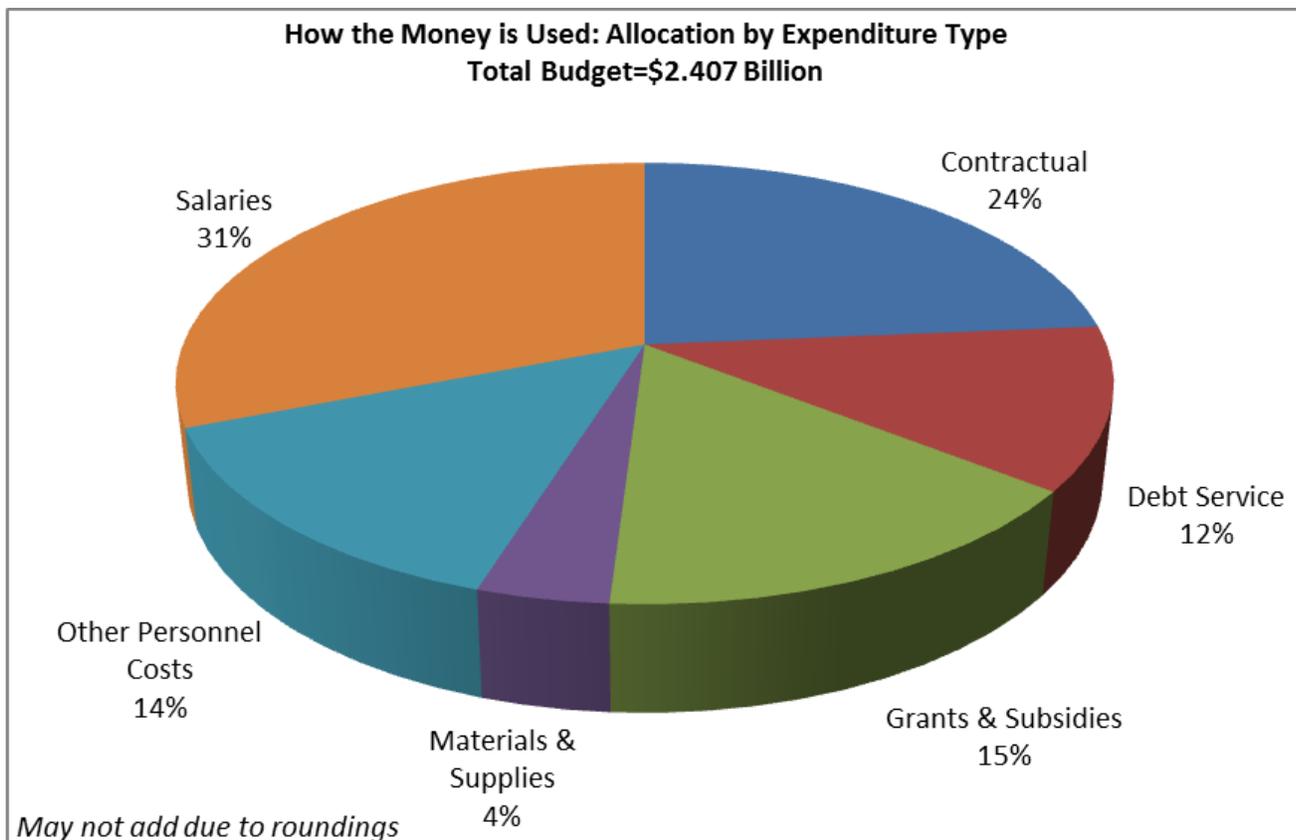
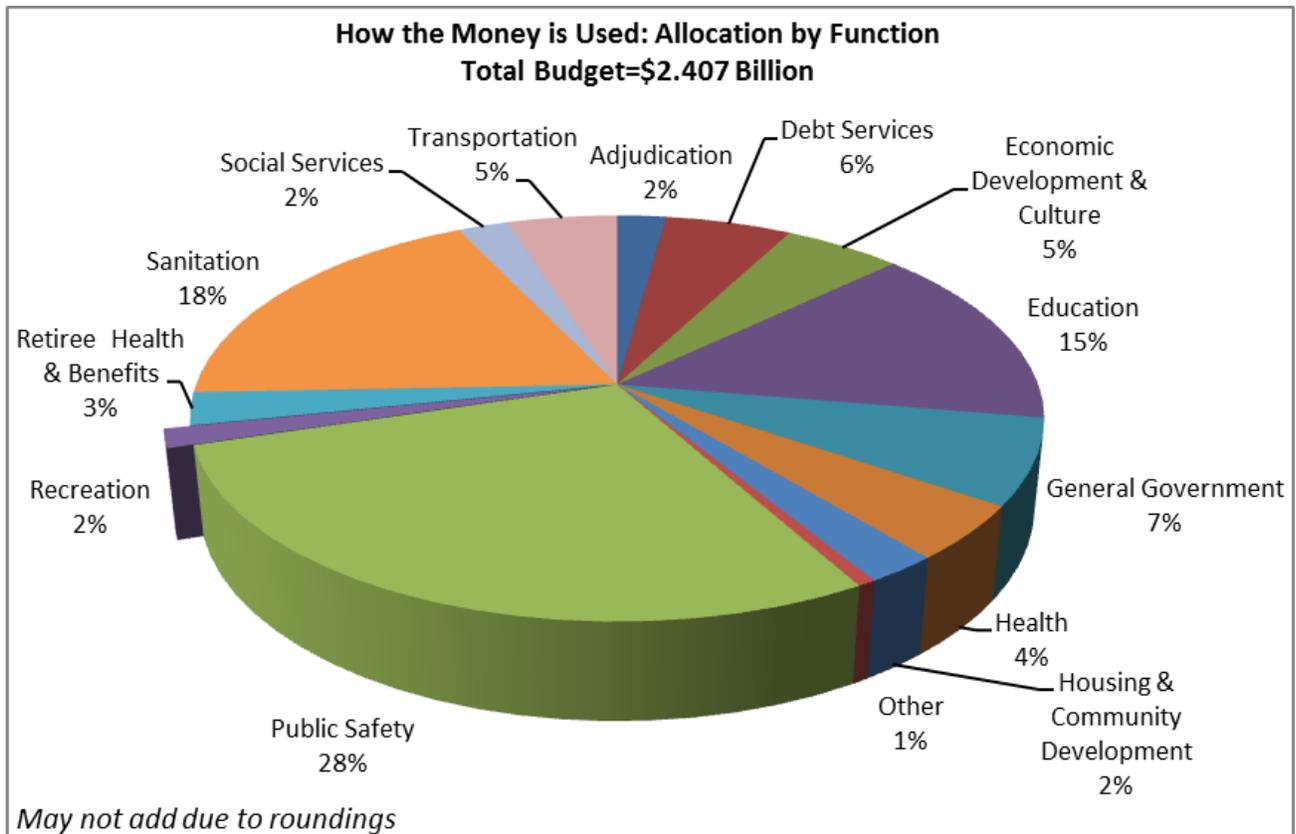
# FISCAL 2014 Summary of the Adopted Budget

## Operating Budget



Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Operating Budget





Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Better Schools

**OUTCOME BUDGETING OVERVIEW**

<b>Fund</b>	<b>Fiscal 2013</b>	<b>Fiscal 2014 CLS</b>	<b>Fiscal 2014</b>	<b>Change from CLS</b>	<b>%</b>
General	289,513,085	294,557,700	291,988,783	(2,568,917)	(.9%)
Federal	37,925,303	38,582,150	35,519,772	(3,062,378)	(8%)
State	11,338,486	11,424,810	11,455,647	30,837	.3%
Special	11,129,859	11,409,461	11,228,141	(181,320)	(1.6%)
<b>Total</b>	<b>\$349,906,733</b>	<b>\$355,974,121</b>	<b>\$350,192,343</b>	<b>(\$5,781,824)</b>	<b>(1.6%)</b>

**CITY SERVICES FUNDED FOR FISCAL 2014**

The services described in this section are listed numerically by service number.

**310. School Health Services**

*Health Department*

**General Fund - \$5,215,883**

**Other Funds - \$11,024,157**

This service provides delivery and coordination of health services to students in health suites and school-based health centers in Baltimore City Public Schools. The school health model provides basic coverage that principals can supplement from their school budgets. Priorities include early nursing intervention in elementary schools, skilled nurse management for children with special health needs; mandated screening for hearing and vision impairments; mandated immunizations; health care management; and coordination with other services including primary care, mental health and substance abuse services. Performance targets include 415,000 visits to school health suites, up slightly from 411,697 actual visits in Fiscal 2012. Additionally, the service will maintain a target of 85% of students returning to class after a health suite visit; an actual of 84% was achieved in Fiscal 2012. The Fiscal 2014 allocation will maintain current services.

**352. Baltimore City Public Schools (BCPS)**

**General Fund - \$254,727,492**

The City's Fiscal 2014 Maintenance of Effort (MOE) amount is \$202,624,025. The City also provides \$3.4 million for certain transition services and \$2.8 million for termination pay as provided under the 1997 separation agreement. The Fiscal 2014 adopted budget for School Crossing Guards is \$2.7 million. Crossing guard costs are shared with BCPS. The Fiscal 2014 cost of BCPS retirees' health care (\$29.5 million) is reflected as direct City support and is appropriated in the local share program. Also included is \$16.4 million for teacher pension. BCPS-related debt service is budgeted at \$17.2 million. Total City direct support of BCPS equates to approximately \$3,230 per pupil.

*Better Schools*

<b>City Support for the Baltimore City Public School System Fiscal 2013 v. Fiscal 2014</b>		
Category of Expense	Fiscal 2013 Budget	Fiscal 2014 Recommended
<b>Part I: Direct Payment by the City to the Schools</b>		
Required Maintenance of Effort (MOE)	\$202,122,393	\$202,624,025
<i>Sub Total</i>	<b>\$202,122,393</b>	<b>\$202,624,025</b>
Transition Services	\$4,413,121	\$3,413,121
BCPS Termination Leave	\$2,800,000	\$2,800,000
Retiree Health Benefits	\$28,140,883	\$29,510,254
Teacher Pension	\$12,922,862	\$16,380,092
<i>Sub Total Direct Cost</i>	<b>\$48,276,866</b>	<b>\$52,103,467</b>
<b>Part II: Costs of the City in Support of the Schools</b>		
Health/School Nurse Program (General Fund portion)	\$5,314,921	\$5,215,883
School Crossing Guards	\$2,843,603	\$2,724,179
Debt Service/COPs for Schools	\$18,828,057	\$17,237,224
<i>Sub Total: In Support of Schools</i>	<b>\$26,986,581</b>	<b>\$25,177,286</b>
<i>Total City Costs</i>	<b>\$277,385,840</b>	<b>\$279,904,778</b>

**446. Educational Grants**

**General Fund - \$6,246,853**

The Fiscal 2014 recommended budget maintains the Fiscal 2013 adopted level for Family League after-school grants and includes \$101,698 in enhancement funds for summer reading programming. The Fiscal 2014 education grants funding level also supports a State mandated \$1 million payment to Baltimore City Community College. In Fiscal 2014, the Family League plans to serve 6,100 children and increased school-wide attendance rates at 80% of its Community Resource Schools. Beginning in Fiscal 2015, an evidence based program will be coordinated by the Family League of Baltimore for the distribution of all City educational grants. In addition to the \$6.2 million appropriation, a \$1.1 million transfer is pending to support additional funding for the Family League, University of Maryland Cooperative Extension, Experience Corps and Teach for America.

**604. Early Childhood Education**

*Department of Housing and Community Development*

**General Fund - \$170,626**

**Other Funds - \$1,118,486**

This service is designed to provide safe, convenient and flexible childcare to parents who work, attend school or participate in job training programs. This service is supported through Community Development Block Grant (CDBG), parent user fees, and General Funds. The Fiscal 2014 budget has been adjusted to reflect the transfer of General Funds to Special Funds to support the operation of the facilities. The recommended budget begins a transition of the city's four daycare centers to year-round Head Start centers that will help 2,000 children prepare for kindergarten and combat summer learning loss. In Fiscal 2014 the service will seek to serve 310 students, the current enrollment is 159 children.

**605. Head Start**

*Mayor's Office of Human Services*

**Other Funds - \$31,341,780**

This service provides comprehensive services to low income children and their families through education, health care and other social services. Head Start serves approximately 3,419 children per year in 250 classrooms located at 60 sites throughout the City. During Fiscal 2014, Head Start aims to have 72% of children identified as ready to learn by the Maryland Model for School Readiness, which is an increase from the Fiscal 2012 level of 70%. The adopted budget will maintain current services.

**725. Senior Education**

*Health Department*

**Other Funds - \$710,834**

This service provides older and disabled adults and their caregivers with educational and training opportunities offered at the City's senior centers, faith based organizations, long term care facilities, community events and forums and trainings. Training is offered on health related topics, benefit and service eligibility, GED classes, job training, computer classes, second languages, caregiver training, advocacy and ombudsman initiatives and intergenerational programming. This service is grant funded and does not require General Fund support. This allocation includes transfer of two grant-supported positions from the State Medicaid Waiver Program and Vulnerable Elderly Program Initiative to the Advocacy and Supportive Care service. Fiscal 2014 performance targets for this service include provision of 106,001 units of education for older adults, and 95% of participants reporting satisfaction with these services. Actuals for Fiscal 2012 match the Fiscal 2014 targets.

**740. Dawson Center**

*Department of Housing and Community Development*

**General Fund - \$29,729**

**Other Funds - \$264,036**

This service provides after-school and summer youth programming to 50 children and their families at the Dawson Center in the Oliver community. In Fiscal 2014 the service will seek to provide programming to 55 children, this is a 10% increase from Fiscal 2012. The recommended budget will maintain the current level of service.

**788. Information Services**

*Enoch Pratt Free Library*

**General Fund - \$22,814,763**

**Other Funds - \$10,480,735**

This service provides for the operation of the Enoch Pratt Library, including the Central Library which functions as the State Library Resource Center; 21 neighborhood branches; the Baltimore City Detention Center library; and two bookmobiles. Library branches are hubs of lifelong learning, are a critical link to electronic information resources for households that lack internet access, and serve as a community center for individuals and local organizations. During Fiscal 2014, the Canton neighborhood branch will remain closed for renovation. In Fiscal 2014, the library anticipates its circulation volume will be approximately 1.2 million items (books, DVD's, CD's and other materials borrowed), 1.9 million reference questions will be answered, and that attendance at library programs will be approximately 130,000. The 2012 Citizen's Survey found

that 92% of customers were satisfied with the helpfulness of the staff. The adopted budget will maintain current hours at all neighborhood branches but may result in longer wait time for materials as the books and periodicals budget is reduced by 5%.

**791. BCPS Alternative Options Academy for Youth**

**Other Funds - \$176,141**

*Mayor's Office of Employment Development*

This service provides an alternative education model for youth failing out of the traditional school system. The Academy allows youth to learn at their own pace and earn the credits necessary to transition back to their zoned high school. Through attendance monitoring, incentives, job readiness, and career exploration activities, youth are able to move past the peer pressure leading to aberrant behavior and onto post-secondary education, training and/or employment. In Fiscal 2012, the Academy exceeded the enrollment goal of 120—enrolling 151 students. Performance targets for Fiscal 2014 includes the maintaining the enrollment of at least 120 students. The service also anticipates that Academy students will maintain the current 80% school attendance rate. The Fiscal 2014 adopted budget maintains the current level of service.

**797. Workforce Services for Out-of-School Youth**

**General Fund - \$2,813,166**

*Mayor's Office of Employment Development*

**Other Funds - \$587,000**

This service provides out of school youth and unemployed young adults access to a full range of educational, occupational and personal support services in a “one stop” safe and nurturing environment. High school dropouts are able to build their academic skills, learn about and train for careers, and receive individualized guidance from adult members at fully equipped YO! Centers. A study of the program showed that participants were significantly less likely to be convicted of a crime and had higher earnings compared to a similar, nonparticipating group. This service is currently supported by general and grant funding. In Fiscal 2012, 95% of participants did not become involved in criminal activity. Performance targets for 2014 include maintaining the current percentage rate of participants who do not become involved in criminal activity at 95% and increasing the average participation rate from 89% to 95%. The Mayor's Office of Employment and Development is currently in the process of securing additional federal and state grants to support service related activities in Fiscal 2014. The Fiscal 2014 adopted budget maintains the current level of service.

**800. Workforce Services for WIA Funded Youth**

**Other Funds - \$2,764,269**

*Mayor's Office of Employment Development*

This service is supported by the Federal Workforce Investment Act (WIA) funds to prepare economically disadvantaged youth ages 16-21 to achieve major educational attainment and skill development. In Fiscal 2012, this service exceeded its goal for 66% of participants to attain a high school degree or occupational certification—87% of participants attained a high school degree or an occupational certification. Performance targets for Fiscal 2014 include maintaining the federal standards of the program: at least 63% will find placement in employment or education and at least 65% of this group will attain a high school degree or occupational

*Better Schools*

certification. The Fiscal 2014 adopted budget reflects a reorganization of how grants are budgeted throughout the agency. The Fiscal 2014 adopted budget maintains the current level of service level.

Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Safer Streets

**OUTCOME BUDGETING OVERVIEW**

<b>Fund</b>	<b>Fiscal 2013</b>	<b>Fiscal 2014 CLS</b>	<b>Fiscal 2014</b>	<b>Change from CLS</b>	<b>%</b>
General	672,572,180	700,925,146	702,464,643	(1,539,497)	(.2%)
Federal	29,040,741	30,245,639	23,234,633	(7,011,006)	(23.1%)
State	21,586,858	22,391,270	23,334,576	(2,943,306)	13.1%
Special	18,578,507	19,169,649	18,572,645	(597,004)	(3.1%)
Internal Service	119,684	--	--	--	--
Parking Management	12,373,590	12,265,750	12,340,365	74,615	.6%
<b>Total</b>	<b>\$754,271,560</b>	<b>\$784,997,454</b>	<b>\$781,946,862</b>	<b>(\$3,050,592)</b>	<b>(.39%)</b>

**CITY SERVICES FUNDED FOR FISCAL 2014**

The services described in this section are listed numerically by service number.

**110. Circuit Court**

**General Fund - \$9,154,340**  
**Other Funds - \$6,302,972**

The Circuit Court for Baltimore City is part of the Judiciary of Maryland, a co-equal branch of government established by Article IV of the State Constitution of Maryland to preside over the Eighth Judicial Circuit. The function of the Circuit Court for Baltimore City is the administration of justice. This involves the processing of criminal, civil and family cases. The Baltimore City Circuit Court currently has 33 permanent judges, 18 masters, and 18 retired judges who preside over cases in the domestic - civil, domestic - family, juvenile and criminal Courts. For Fiscal 2012, there were 17,805 criminal cases and 12,744 civil cases filed and the number of residents served was 52,123 for petit jurors and 276 for grand jurors. Current service levels will be maintained.

**115. Prosecution of Criminals**

*Office of the State's Attorney*

**General Fund - \$25,128,531**  
**Other Funds - \$5,535,972**

In conjunction with its partners in law enforcement, the Office of the State's Attorney for Baltimore City is charged with investigating and prosecuting all criminal cases occurring within the City of Baltimore. This responsibility includes the prosecution of tens of thousands of cases annually in District Court, Circuit Court, and Juvenile Court. For Fiscal 2012, the Office managed 13,900 criminal cases in Circuit Court and 49,100 criminal cases in District Court. Also in calendar year 2012, the Office managed 3,062 juvenile delinquency cases with appearances at 26,942 hearings. The General Fund adopted budget maintains current service levels.

**316. Youth Violence Prevention**  
*Health Department*

**General Fund - \$595,113**  
**Other Funds - \$2,474,187**

This service supports and supplements traditional public safety strategies using a combination of public health and human service models to reduce violence. Operation Safe Kids, Safe Streets, and Safe Dating are the primary programs operated by this service. Operation Safe Kids uses intensive community-based case management to monitor 360 high-risk juvenile offenders annually with the goal of preventing violent crime; Safe Streets is an evidence-based violence prevention initiative serving 150 clients and focused on reducing shootings; Safe Dating uses evidence-based curricula in twelve middle schools and respective communities to promote respectful, nonviolent dating relationships. This service will seek to conduct 320 conflict mediations in Fiscal 2014. This is an increase of 194 from the current year's performance target. This is based on the addition of new sites implementing the Safe Streets model. The service will maintain the target of 70% of Operation Safe Kids and Safe Streets clients referred for education or employment services. A \$50,000 general Fund transfer is pending to support additional funding for the Cherry Hill model site.

**500. Street and Park Lighting**  
*Transportation Department*

**General Fund - \$17,254,463**

This service provides inspection, design, installation, powering, maintenance and repair of approximately 80,000 roadway and pedestrian lights throughout the City, and provides maintenance to park lights as requested by the Department of Recreation and Parks. This service also includes research and evaluation of lighting strategies to reduce energy consumption. In Fiscal 2014, this service projects to increase the percentage of inspected streets meeting City roadway lighting standards from 85% to 95% and to increase the percentage of street light outage service requests completed on time from 90% to 95%. The City began the installation of LED lights in Fiscal 2011 to significantly reduce utility costs. To date, 11,000 street lights have been converted to LED. During Fiscal 2014, DOT anticipates converting between 31,000 and 33,000 lights. Fiscal 2011 to Fiscal 2012 saw a reduction of \$590,000 in electricity payments.

**600. Administration**  
*Fire Department*

**General Fund - \$16,560,122**  
**Other Funds - \$1,019,500**

The administration staff provides agency wide executive leadership and direct support functions including formulation of the budget, fiscal operations, procurement, accounting, human resources and general administrative services. Also included is funding for Worker's Compensation Expenses (\$9.7 million), which is an increase of \$689,740 above the Fiscal 2013 budget. For Fiscal 2014, the General Fund adopted budget includes additional funding of \$101,554 for computer upgrades, which will support training at fire stations and reduce overtime as employees are not removed from service to attend training during specified hours.

**602. Fire Suppression and Emergency Rescue**

*Fire Department*

**General Fund - \$140,664,201**

**Other Funds - \$1,515,374**

This service protects 641,000 city residents by providing 24/7 land and marine fire protection, emergency rescue, and hazardous material removal; dispatches over 100,000 units to fire and medical emergencies per year; and manages related apparatus and supplies in accordance with federal standards. The number of fire deaths for calendar year 2012 was at a record low of 12. The Fiscal 2014 budget adopted budget includes a work schedule transition from 4-shift to 3-shift, which aligns with the Mayor's Ten-Year Financial Plan. The City is currently negotiating this change with the Fire unions. This proposed new schedule would reduce the workforce needed to staff fire suppression companies, without layoffs. The General Fund adopted budget will maintain the current level of service. After the target staffing level is met through attrition, future savings will help to replace fire apparatus and upgrade aging firehouses. It is estimated that service delivery will improve as additional personnel will be available per shift to staff units. For Fiscal 2014, the first fire engine will arrive on the scene within five minutes of dispatch 92% of the time; this is slightly above the response time for Fiscal 2012. The General Fund adopted budget reflects an adjustment for a state marine suppression grant; \$1.4 million has been shifted from the General Fund to the State funds. The adopted budget includes the transfer of a Fire Act grant for \$1.3 million to Service 609, Emergency Medical Services.

**609. Emergency Medical Services**

*Fire Department*

**General Fund - \$20,272,583**

**Other Funds - \$14,440,345**

This service provides 24/7 assessment, treatment, and hospital transport of trauma and medical patients, totaling nearly 86,000 transports per year. The adopted budget maintains 24 full-time medic units and two peak-time units as well as two Medic Assist Cars, reducing the need for fire suppression units to respond to medical emergencies and increasing the reliability of fire suppression response. The department is implementing AVL technology, which will help the service respond more effectively to 911 calls for service. In Fiscal 2014, it is estimated that the department will be able to respond to EMS calls within ten minutes of dispatch 90% of the time; this would be a 10% improvement versus the response time for Fiscal 2012. The General Fund adopted budget includes additional funding of \$40,000 for increased contractual obligations for the EMS director. The Other Funds adopted budget includes a Fire Act grant of \$1.5 million for the purchase of advanced life support equipment.

**610. Fire and Emergency Community Outreach**

*Fire Department*

**General Fund - \$478,567**

This service provides outreach and education to the City's residents, businesses and visitors on fire safety. The adopted budget supports Operation CARE, a joint effort with the Health Department to intervene with frequent 911 callers. In Fiscal 2014 the agency projects 800 Operation CARE visits and estimates that the number of calls from Operation Care clients will be reduced 50%. Two positions that support public education will be abolished. Staff within fire companies will facilitate public education and build community relationships.

**611. Fire Code Enforcement**  
*Fire Department*

**General Fund - \$3,936,014**  
**Other Funds - \$299,989**

This service diminishes the likelihood of fires and ensures that buildings meet safety regulations. This service includes building inspections, plans review, and fire safety equipment testing for 5,852 multi-family dwellings, 11,385 rental units, 83,706 single family dwelling units, and 13,500 commercial buildings. The General Fund adopted budget maintains current service levels. The department plans to complete 18,000 building inspections in Fiscal 2014 and increase the percent of fire code violations abated from 73% to 95%. The department anticipates seeing the number of structure fires in permitted buildings decline from 82 to 65 for Fiscal 2014.

**612. Fire Investigation**  
*Fire Department*

**General Fund - \$836,381**

This service investigates and tracks the cause of fires in order to focus on fire prevention efforts; issues product recalls; and prosecutes arson crimes. The General Fund adopted budget maintains the current level of service. For Fiscal 2014, fire investigation reports will be conducted within 8 days of the occurrence similar to Fiscal 2012.

**613. Fire Facilities Maintenance and Replacement**  
*Fire Department*

**General Fund - \$14,293,167**  
**Other Funds - \$924,493**

This service manages over 40 facilities and maintains and fuels over 350 pieces of apparatus and vehicles. The Fiscal 2014 adopted budget includes the transfer of \$945,819 from service 602, Fire Suppression and Emergency Rescue. These are matching funds for a state fire apparatus grant. For Fiscal 2012, 78.5% of all first line medic units were available for service daily; the Fiscal 2014 goal is the same. Under the Ten-Year Financial Plan, a planned fleet modernization will increase apparatus purchases; the General Fund recommended budget includes additional funding of \$2.1 million for these purchases. The average age of the department's fleet will decrease, resulting in cost savings for maintenance and repair costs.

**614. Fire Communications and Dispatch**

**General Fund - \$4,941,437**

This service dispatches and monitors approximately 154,000 Fire and EMS incidents annually. The service includes 24/7 staffing of the communication center, rapid assessment for appropriate emergency dispatch, and real time remediation guidance for callers. In Fiscal 2014 this service will continue to process 90% of dispatch calls within one minute.

**615. Fire Recruitment and Training**  
*Fire Department*

**General Fund - \$2,229,564**

This service hires, tests and trains fire academy recruits to maintain staffing levels and promote a workforce whose diversity reflects Baltimore City. This service also provides continuing education, professional development and skills enhancement for existing suppression personnel to reduce the number of line of duty injuries and illnesses to personnel and citizens in an effort to reduce the City's financial and legal liabilities. The Fiscal 2014 General Fund adopted budget includes additional funding of \$300,000 to provide routine training in the areas of sexual harassment, workplace violence, and attendance policy. The adopted budget also includes funding of \$125,000 for expansion of the rescue teams. Fifty firefighters will be trained in technical rescues, rescue diving and other emergency operations.

**621. Administration - Police**  
*Police Department*

**General Funds - \$38,142,330**  
**Other Funds - \$2,179,182**

This service provides agency wide support in the areas of fiscal and grant management, information technology, planning and research, public affairs, and departmental administration. Also included is funding for Worker's Compensation Expenses (\$17.8 million), Non-Actuarial Retirement Benefits and Utilities. The General Fund adopted budget includes \$1.1 million for judgments and lawsuits, a \$216,513 increase from Fiscal 2013. The budget also includes additional funding of \$300,000 for a comprehensive external study of the department's overtime spending and a reduction of \$253,586 for non-actuarial pension payments.

**622. Police Patrol**  
*Police Department*

**General Fund - \$224,977,250**  
**Other Funds - \$4,865,968**

The Patrol Division is comprised of nine Police Districts, their respective Neighborhood Services Units, and the Adult and Juvenile Booking Section. The City receives more than 1.2 million calls per year for police services, the highest of any Maryland jurisdiction. While responding to 911 calls is the primary function of the patrol service, there are many other functions, such as community oriented policing and support. The adopted budget allows the department to continue its hiring plan, but projected hiring and attrition allows for vacancy savings of \$10 million across all police services.

The General Fund adopted budget includes funding for 50 positions that were transferred from a federal stimulus grant. The City's grant obligation expires in mid-Fiscal 2014 for 25 of those positions. At such time, funding will be eliminated for those positions with no layoffs. Additionally, 45 positions are transferred from service 634 Crowd, Traffic, and Special Events Management. The service of peace orders has been transferred to the Sheriff's Office resulting in the elimination of funding for 4 positions. The budget also includes a one-time funding of \$2.2 million for Tasers and \$800,000 for field-based reporting equipment. The department anticipates reducing the number of police involved shootings through the application of Tasers. Field-based reporting enables police officers to spend less time on paperwork and more on patrol.

## *Safer Streets*

The Other Funds budget has been adjusted due to the elimination of federal grants that have expired.

For Fiscal 2014, the service anticipates increasing the percentage of citizens who feel satisfied or very satisfied with police approachability from 54% to 68%. For 2012, violent crime rate dropped from 1,431 to 1,402 per 100,000 residents and property crime rate dropped from 4,803 to 4,650 per 100,000 residents. In an effort to reduce overtime spending, the department will pilot using light duty officers to take phone reports for 911 non-emergency calls in lieu of dispatching a squad car. The department aims to reduce the Part I crime rate (violent and property crime) from 62.47 per 1,000 residents in Fiscal 2012 to 57.89 in Fiscal 2014.

### **623. Crime Investigation**

*Police Department*

**General Fund - \$50,613,464**

**Other Funds - \$2,328,600**

This service is responsible for investigating all serious crimes. From calendar year 2011 to calendar year 2012, Part 1 Crimes (crimes comprised of serious felonies) decreased 2.9%; violent crime decreased (2.4%) including a decrease in shootings (1.9%) and aggravated assaults (6.4%). There was also a significant decrease in commercial robberies (13.3%). Property crime decreased by 3.1% and burglaries decreased 12.3%. The General Fund adopted budget maintains current service levels. In Fiscal 2014, this service expects to serve 93% of felony warrants and serve 2,900 arrest warrants obtained by investigative units. The homicide clearance rate is targeted at 53% in Fiscal 2014, up from 46% in Fiscal 2012.

### **624. Target Violent Criminals**

*Police Department*

**General Fund - \$28,424,956**

**Other Funds - \$4,563,999**

This service is responsible for removing violent offenders, illegal guns and/or organizations from the City through targeted enforcement. It is comprised of a specialized unit called the Violent Crime Impact Division and operates almost entirely in specifically defined high crime locations throughout the City. The General Fund adopted budget for Fiscal 2014 maintains current service levels. The service projects 460 gun arrests and 850 seized guns in Fiscal 2014, a slight increase above Fiscal 2012 actuals for gun arrests (420) and the same level for guns seized (850).

### **625. Special Operations - SWAT**

*Police Department*

**General Fund - \$9,045,818**

This service, the Special Weapons Attack Team, is deployed for all barricade and hostage incidents along with high risk search warrants. SWAT is also deployed to neighborhoods with a goal of reducing violent crime through arrest enforcement. The adopted budget maintains current service levels. This service projects 265 SWAT missions and high risk search warrant executions in Fiscal 2014; this is slightly above the Fiscal 2012 actual of 257. The service also aims to resolve 100% of incidents without injury to officers, victims, or suspects, which is the same target as in Fiscal 2012.

**626. Homeland Security - Intelligence**  
*Police Department*

**General Fund - \$3,062,132**  
**Other Funds - \$8,145,802**

This service is responsible for investigating, collecting and disseminating criminal intelligence related to local, national and international threats. The Intelligence Section is comprised of Watch Center, Response Unit/Wire Room, Gang Unit, Cyber Crimes Unit, and Closed Circuit TV (CCTV) monitors. The General Fund adopted budget maintains current service levels. For Fiscal 2014, the Police Department projects 1,300 arrests attributable to CCTV intelligence; this is 66 more arrests than Fiscal 2012 actuals. The department anticipates reducing Part I crime rate (violent and property crimes) from Fiscal 2012 rate of 62.47 per 1,000 residents to 57.89 in Fiscal 2014. The adopted budget has been adjusted for federal funds, based on applications submitted by the department for anticipated grant awards.

**628. Police Internal Affairs**  
*Police Department*

**General Fund - \$5,851,289**

This service is responsible for investigating discourtesy, brutality, theft and all other manner of criminal activity. The Equal Employment Opportunity Compliance Section (EEOC) is tasked with ensuring Police Department compliance with the Federal Equal Employment Opportunity Commission and numerous other legally mandated guidelines. The service projects that 40 integrity tests will be conducted in Fiscal 2014. The number of excessive force and disorderly complaints fell from 304 in Fiscal 2011 to 176 in Fiscal 2012. The service estimates 190 complaints in Fiscal 2014. Seventy percent of investigations will be completed within six months, compared to 66% in Fiscal 2012.

**632. Manage Police Records and Evidence Control**  
*Police Department*

**General Fund - \$7,543,150**

This service is responsible for managing police records by reviewing, processing, storing and disseminating all offense reports and processing offense reports follow-ups initiated by police officers. The adopted budget maintains current service levels. In Fiscal 2014, the service will process approximately 115,000 items of evidence. The service estimates an average time of 24 hours to enter Part I crime reports into the records management system, slightly higher than Fiscal 2012 actual of 20.91 hours.

**634. Crowd, Traffic and Special Event Management**  
*Police Department*

**General Fund - \$7,131,063**  
**Other Funds - \$200,000**

This service is responsible for enforcing motor vehicle laws, providing traffic/crowd control during events and managing the coordination of all special events within the City. This service projects that 540 accidents will be investigated and 147 special events will be staffed in Fiscal 2014. The General Fund adopted budget for Fiscal 2014 includes the reallocation of 45 police officer positions from this service to service 622, Patrol, based on a work review. The adopted budget also includes a reduction of \$119,424 for crossing guard reimbursement to the

*Safer Streets*

Department of Transportation, as the department will reduce the number of crossing guards it employs pursuant to the findings of a study.

**635. Police Recruiting and Training**  
*Police Department*

**General Fund - \$10,645,148**

This service is responsible for recruiting and maintaining a regular recruiting schedule, including visits to area high schools, colleges and universities, and job fairs. The Police Training Academy trains, recruits, and conducts in-service training for the entire police force. The adopted budget maintains current service levels. In Fiscal 2014, the service expects to receive 3,700 completed employment applications, train approximately 300 recruits and projects that 85% of hires will remain with the department after two years, same as the Fiscal 2012 level. The cost per recruit is \$12,159.

**637. Special Operations – K-9 and Mounted Unit**  
*Police Department*

**General Fund - \$3,805,058**

This service is responsible for an eight-horse mounted unit and a K-9 unit consisting of 25 dogs. The Mounted Unit is deployed for holidays, events and civil disturbances to help clear the streets and maintain order when downtown clubs are closing on weekends. K-9 Units are deployed in a variety of situations most often related to crime or homeland security activities. The adopted budget maintains current service levels. For Fiscal 2014, the service anticipates 700 arrests will be assisted by the K-9 and Mounted units, similar to Fiscal 2012 actuals.

**638. Special Operations – Marine Unit**  
*Police Department*

**General Fund - \$172,780**

This service is responsible for patrolling the water of the Inner Harbor, which includes enforcing boat safety, homeland security checks and port security. In Fiscal 2014, the service anticipates conducting 200 marine deployments, 100 fewer than Fiscal 2012. The adopted budget funds one officer and repair/maintenance of the marine boat, which will operate in an on-call posture.

**640. Special Operations – Aviation**  
*Police Department*

**General Fund - \$5,294,791**

This service is responsible for providing air support for the purposes of drug interdiction, crime deterrence, search and rescue, officer safety, homeland security, environmental crime enforcement and assisting in barricades, hostage and sniper incidents, emergency situations and special events. The adopted budget maintains current service levels. In Fiscal 2014, the helicopters will fly approximately 4,000 hours and assist with 300 arrests.

**642. Crime Laboratory**  
*Police Department*

**General Fund - \$10,431,801**  
**Other Funds - \$1,330,894**

This service is responsible for providing accurate and timely laboratory services through the following units: mobile, trace analysis, latent print, firearms, drug analysis and photography. The General Fund adopted budget maintains current service levels. In Fiscal 2014, the Police Department projects it will process 15,500 crime scenes. The department anticipates reducing the total backlog from Fiscal 2012 actual of 14,478 to 14,300 in Fiscal 2014.

**688. Snow and Ice Control**  
*Department of Transportation*

**General Fund - \$2,751,330**

This service provides for snow and ice control and removal. Included in this service are training and deployment of personnel, acquisition and preparation of vehicles, equipment and materials such as plows and applying salts, cinders and chemicals to roads and sidewalks for snow and ice control. This service also provides flood, hurricane, and other major weather event control and response. In Fiscal 2014, this service aims to clear all primary roadways to wet pavement within eight hours of the end of a typical weather event. The adopted budget will maintain current services.

**693. Parking Enforcement**  
*Department of Transportation*

**Other Funds - \$12,340,365**

This service provides for the enforcement of all parking laws in the City of Baltimore in order to ensure public safety, promote commercial activity, and ensure smooth traffic flow. In Fiscal 2013, this service will give additional attention to enforcing no stopping/ no parking restrictions in dedicated lanes for transit vehicles and enforcing handicapped parking restrictions. During Fiscal 2014, the service aims to continue closing 98% of parking complaint service requests on time. The adopted budget will maintain current services.

**697. Traffic Safety**  
*Department of Transportation*

**General Fund - \$9,301,618**  
**Other Funds - \$3,608,479**

This service deploys more than 300 crossing guards at elementary and middle schools, operates more than 130 red light and speed enforcement cameras, and conducts safety education and training programs such as Safety City and related bicycle programming. During Fiscal 2013, DOT conducted a research study to determine better allocation of crossing guard resources. The Fiscal 2014 adopted budget supports the findings of this study and reduces the overall cost of the crossing guard services. In Fiscal 2014, the agency projects 34,000 students will visit the Safety City program and that the service will increase the number of crosswalks striped annually from 450 to 500. Additionally, the service aims to reduce the number of traffic accidents resulting in injury from 4,525 to 4,500.

**716. Animal Services**  
*Health Department*

**General Fund - \$3,022,178**

This service enforces all codes, rules and regulations to improve the health and safety of residents and animal population, protecting residents from zoonotic diseases and animal attacks, and the animal population from neglect, abuse, and cruel treatment. This service also includes support for the Baltimore Animal Rescue and Care Shelter (BARCS), which provides animal shelter services including housing and care for shelter animals; lost and found; pet licenses; low-cost vaccination and microchip clinics; and volunteer, adoption, foster, and rescue opportunities. BARCS will continue to receive all revenues from pet licensing operations. In Fiscal 2014, this service aims to increase animal adoptions, owner returns, and animals transferred to rescue organizations from 60% to 65%. Additionally, Animal Control will target 95% on-time closure of top-five priority service requests in Fiscal 2014; the service reported 93% on-time closure in Fiscal 2012. A \$45,000 transfer is pending to support additional funding for BARCS.

**752. Community Outreach Services**  
*Department of Housing and Community Development*

**General Fund - \$943,160**

This service operates 24 hours a day, 365 days a year providing emergency response, conflict resolution, relocation of intimidated witnesses and weather related emergency assistance in conjunction with Police, Fire, DPW and the Health Department. In Fiscal 2014 this service will assist in sheltering 250 clients. The service will also be available to respond to all emergency incidents. The adopted budget will maintain the current level of service.

**757. Crime Camera Management**  
*Mayor's Office of Criminal Justice (MOCJ)*

**General Fund - \$1,508,605**  
**Other Funds - \$72,974**

This service is responsible for managing the collaboration among the Police Department, Mayor's Office of Information Technology (MOIT), and the Mayor's Office of Criminal Justice (MOCJ). The General Fund adopted budget maintains current service levels. MOCJ projects 622 cameras to be operational in Fiscal 2014. These cameras have been shown to reduce crime in covered areas by up to 25%. In Fiscal 2012, the number of arrests aided by cameras was 1,234; the Fiscal 2014 target is 1,250.

**758. Coordination of Public Safety Strategies  
and Community Outreach**  
*Mayor's Office of Criminal Justice (MOCJ)*

**General Fund - \$419,996**  
**Other Funds - \$4,786,245**

This service is responsible for coordinating the City's criminal justice strategy, including developing criminal justice policy and coordinating its implementation across agencies and administering over \$50 million in local, state and federal public safety grants. Grant funds are allocated among law enforcement, criminal justice agencies, community organizations and service providers. The General Fund adopted budget maintains current service levels. The

## *Safer Streets*

Other Funds adopted budget has been adjusted to reflect historical spending. In Fiscal 2012, the service applied for 43 grants. For Fiscal 2014, MOCJ plans to apply for 40 grants.

**781. Administration - State's Attorney**  
*Office of the State's Attorney*

**General Fund - \$3,688,064**  
**Other Funds - \$500,000**

This service includes personnel dedicated to finance, grants management, human resources, policy, and management information systems. This unit is responsible for a wide range of services, including: forecasting, monitoring and managing expenditures; identifying, applying for and managing grants; managing performance evaluations, staffing issues, and all other personnel matters; developing policy to more effectively prosecute criminals and coordinating intra-agency partnerships, projects, and initiatives; and maintaining and improving information systems to support all of the office's initiatives. One vacant position will be abolished. The General Fund adopted budget maintains current service levels.

**786. Victim and Witness Services**  
*Office of the State's Attorney*

**General Fund - \$824,270**  
**Other Funds - \$257,170**

The Victim and Witness Services Division coordinates and delivers services to victims and witnesses of crime in Baltimore City. Those services include: counseling and guidance; notification of rights to victims; operation of a waiting room; and facilitating monetary support and reimbursement. For witnesses of crime determined to be at risk of intimidation or retribution, the Division provides: 1) assistance with locating and moving individuals to temporary and permanent new housing, including 'safe houses' in the City of Baltimore and elsewhere, and 2) other limited forms of financial support, including vouchers for food and travel expenses.

**796. Workforce Services for Ex-Offenders**  
*Mayor's Office of Employment Development*

**Other Funds - \$1,500,496**

This service is responsible for offering a broad range of services to assist ex-offenders successfully transitioning to work, home and community. Services include career counseling, job readiness, skills training, job development/referral and retention. There is no General Fund budget for this service; however, the department will seek grant funds to maintain the level and quality of services currently provided. In addition to a federal funding award of \$500,000, MOED hopes to receive \$250,000 from the State and additional funds from the City's Workforce Investment Act allocation. MOED projects 4,800 ex-offenders will receive services. In Fiscal 2012, 231 ex-offender participants received at least one service and obtained employment. Performance targets for Fiscal 2014 include increasing the number of ex-offenders who receive at least one service and obtain employment to 300 in Fiscal 2014. The Fiscal 2014 adopted budget maintains the current level of service.

**817. Orphans' Court**

**General Fund - \$468,774**

The Orphans' Court was established by the Maryland Constitution as a division of the State judicial system. Orphans' Court judges preside over probate, estate, and guardianship cases; ensure responsible guardianship in proceedings regarding minors and their property; exercise judicial prerogatives to protect the rights of minors and determine placement in guardianship cases; ensure proper accounting and administration of estates and trusts; and provide information and advice to parties seeking guidance in probate and guardianship matters. Performance targets for Fiscal 2014 include holding 1,450 hearings and reviewing 3,333 pleadings within a three-day time frame. The Fiscal 2014 adopted budget maintains the current level of service.

**848. Police Community Relations**

**General Fund - \$143,784**

*Office of Civil Rights*

This service promotes improved police and community relations and includes outreach, dialogue, prevention, and response. This service will utilize a combination of Office of Civil Rights staff, Civilian Review Board staff, and community volunteers to investigate complaints of police misconduct and to offer an alternative dispute resolution process to resolve complaints. In Fiscal 2012, 40% of investigations were completed within 180 days. Performance targets for Fiscal 2014 include increasing this completion percentage to 55 percent. The Fiscal 2014 adopted budget includes the elimination of one civilian review board officer position. However, the Fiscal 2014 adopted budget also includes funding for contractual mediation position to expand mediation as an option to formal case resolution. The adopted budget maintains the current level of service.

**871. Representation and Advice for Law Enforcement**

**General Funds - \$0**

*Law Department*

This service handles all legal and legislative matters for the Baltimore Police Department (BPD), defending the department and its members in civil litigation in both federal and State Court, representing the BPD in internal discipline proceedings, civil citation hearings, forfeiture hearings, and City Code violation hearings, and provides legal advice, contract review, and training for the BPD. The Police Administration budget supports this service in full through a \$1.5 million transfer payment. This service projects an increase in percentage of forfeiture retained from 50% in Fiscal 2013 to 52% in Fiscal 2014. The Fiscal 2012 actual was 58% forfeiture retained, based on a total amount of \$472,696 in forfeiture revenue.

**881. Courthouse Security**

**General Fund - \$3,882,690**

*Sheriff*

This unit provides courthouse, courtroom and perimeter security for the City's two Circuit Court buildings and provides courthouse and courtroom security for the Juvenile Justice Center. Court Security Officers screen all members of the public who enter the buildings for weapons and contrabands. Court Security Officers provide courtroom security protecting

judges, courthouse employees, witnesses, defendants and members of the public. Officers in this section are responsible for the approximately 5,000 persons entering the courthouses every day. There are 8 public entrances to the courthouses and Juvenile Justice Center, 47 courtrooms, and 174 cameras at the two courthouses.

**882. Deputy Sheriff - Enforcement**  
*Sheriff*

**General Fund - \$10,888,995**

The Deputy Division is responsible for serving all orders originating from Circuit Court such as warrants, attachments, foreclosures, evictions, temporary protective orders and levies. For Fiscal 2012, the division processed over 79,000 court orders, including over 600 warrants per month. The division also housed and transported approximately 4,300 prisoners and collected fines and costs assessed by the Circuit Court. The General Fund adopted budget includes additional funding of \$1.7 million to support the service of peace orders issued from District Court. The service is being consolidated from the Police Department to include serving peace orders issued from District and Circuit Courts. Twenty-three new positions will be created to support this activity; State legislation has been approved to increase Sheriff's fees to offset the cost, and the net revenue is estimated at \$400,000. The Sheriff's Office anticipates serving 10,000 peace orders in Fiscal 2014. For Fiscal 2012, the office served 46% of the peace orders issued from Circuit Court and anticipates serving 90% of orders issued from both courts in Fiscal 2014. The improved performance is expected to help reduce domestic violence incidents in the City.

**884. District Court Services**  
*Sheriff*

**General Fund - \$2,512,271**

The District Court division serves all rent process issued from the Baltimore District Court, including the performance of evictions by court order. Deputies also serve and enforce District Court writs, summonses, attachments, and levies. The adopted budget maintains current service levels. In Fiscal 2012, the division served 154,796 summary ejectments and 69,698 eviction orders.

**889. Child Support Enforcement**  
*Sheriff*

**General Fund - \$336,193**

This unit serves child support process warrants in Baltimore City for the State's Child Support Enforcement Administration in the Department of Human Resources. In many instances child support is only collected after warrants have been issued or individuals are compelled to appear in Court. The adopted budget maintains current service levels. In Fiscal 2012, the unit served 9,981 child support processed and 738 warrants.

Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Stronger Neighborhoods

**OUTCOME BUDGETING OVERVIEW**

<b>Fund</b>	<b>Fiscal 2013</b>	<b>Fiscal 2014 CLS</b>	<b>Fiscal 2014</b>	<b>Change from CLS</b>	<b>%</b>
General	117,526,598	125,387,438	125,402,862	115,424	.1%
Federal	44,315,978	41,641,531	42,505,159	863,628	2.1%
State	15,633,627	17,242,755	23,787,459	6,544,704	38%
Special	9,039,217	9,105,813	9,754,563	648,750	7.1%
Conduit					
Enterprise	116,867	--	--	--	--
Parking					
Management	363,513	363,421	363,421	--	--
<b>Total</b>	<b>\$186,995,800</b>	<b>\$193,740,958</b>	<b>\$201,813,464</b>	<b>\$ 8,072,506</b>	<b>4.2%</b>

**CITY SERVICES FUNDED FOR FISCAL 2014**

The services described in this section are listed numerically by service number.

**117. Adjudication of Environmental Citations**

**General Fund - \$778,920**

*Environmental Control Board*

This service is responsible for the adjudication and collection of fines for contested environmental citations that are issued in accordance to the Baltimore City Code. These include enforcement of violations related to sanitation, environmental, health and safety laws. In Fiscal 2014 the service will focus on reducing the average number of days to schedule a hearing from the current target of 30 days to 14 days. In Fiscal 2014 the service will collect an estimated \$6 million in revenue.

**354. Office of Neighborhoods**

**General Fund - \$709,033**

*Mayor's Office*

This service is responsible for making the Mayor's Office and City government accessible to the citizens. Neighborhood liaisons are the points of contact for constituents and community groups when they need assistance in resolving an issue involving City services. For Fiscal 2014, the six neighborhood liaisons will attend 850 community meetings.

**356. Homeless Services Coordination**

*Mayor's Office of Human Services*

**General Funds - \$481,776**

**Other Funds - \$2,273,649**

This service provides executive leadership for the Mayor's Office of Human Services including its Homeless Services Program. Funding is provided for information technology, human resources, and fiscal services. Contracts for approximately 150 homeless service providers are administered through this service. The adopted budget will maintain current services.

**593. Community Support Projects**

*Department of Housing and Community Development*

**Other Funds - \$7,189,221**

This service provides administrative and service-delivery assistance grants to approximately 75 non-profit organizations per year. Funding for this service is provided through the Federal Community Development Block Grant, which has been reduced in each of the last two fiscal years. With this funding, area non-profit organizations provide activities such as youth and senior programs, health services, literacy programs, home ownership counseling, child day care service and project-delivery costs related to rehabilitation. In Fiscal 2014 this service will provide socio-economic services to 17,400 individuals, compared to 21,005 in Fiscal 2012.

**644. Administration - Recreation and Parks**

*Recreation and Parks Department*

**General Fund - \$4,019,118**

**Other Funds - \$174,065**

This service provides for overall administration of the department including personnel, fiscal, IT, public information, and management of capital projects and general engineering programs. Four full-time engineering-related positions will be added to this service and offset by a credit from the capital budget.

**645. Aquatics**

*Recreation and Parks Department*

**General Fund - \$1,928,585**

The Department of Recreation and Parks operates six large park pools, 13 neighborhood walk-to pools, eleven wading pools, three splash pads, and three indoor pools. All pools were opened for weekend operation from May 25<sup>th</sup> to June 15<sup>th</sup>. From June 15<sup>th</sup> to September 2<sup>nd</sup>, Patterson Park and Druid Hill park pools will be open for daily service. From June 15<sup>th</sup> to August 11<sup>th</sup>, Cherry Hill, Clifton, Riverside, and Roosevelt park pools will operate for daily service, as will twelve walk-to pools, 6 sanitized/filtered wading pools, and the splash pads at North Harford and Solo Gibbs. Harford Lanvale walk-to pool will remain closed due to repairs. Service targets for Fiscal 2014 include 120,000 visitors at outdoor pool and 65% of visitors satisfied with City-operated pools. The City had 100,327 visitors to City-operated outdoor pools in Fiscal 2012. In the 2012 Baltimore Citizen Survey, 35% of respondents that had experience with Baltimore City pools rated their experience as excellent or good (39% of all respondents claimed no experience with City pools). The Department of Recreation and Parks is currently undertaking an evaluation of aquatics facilities. The evaluation will incorporate a long term capital plan which includes possible enhancements to park pools, evaluation of the condition and attendance of

neighborhood walk-to pools, and potential conversion of walk to pools to safer, less costly splash pads.

**646. Park Maintenance**

*Recreation and Parks Department*

**General Fund - \$9,021,752**

**Other Funds - \$1,500,000**

Park Maintenance is responsible for maintenance of 6,000 acres of park land, cleaning and repairing 115 playgrounds; preparing 104 baseball/softball fields and 48 soccer/football fields for play; re-netting, repainting and repairing 101 basketball and 86 tennis courts; and cleaning 20 miles of bike trails. Park Maintenance also mulches trees and removes invasive plants, and can provide support for special events based on a fee-for-service basis. Dedicated park maintenance crews will be assigned to reflect priorities for well-maintained playgrounds and athletic fields. Performance targets for Fiscal 2014 include increasing the percentage of City playgrounds equipped with functional component from 81% to 90% and reducing the operating cost per playground from \$2,750 to \$1,800. Current services are expected to be maintained based on the adopted budget. This service includes an allocation of \$1.5 million in State Open Space funds to be reallocated to support operations such as playground and ball field maintenance, inmate contracts for pocket park clean-up, and support for the Parks and People Foundation.

**648. Community Recreation Centers**

*Recreation and Parks Department*

**General Fund - \$12,311,170**

**Other Funds - \$129,145**

This service provides for the operation of the City's recreation centers. BCRP will open a new community center in Clifton Park, and reopen a recreation center in Carroll Park. This allocation includes \$1.2 million in new funding to support the Mayor's Plan for conversion of eight full-time centers to after-school centers, and \$300,000 for additional equipment at new and renovated model community centers scheduled to open in Fiscal 2014: Morrell Park, CC Jackson, and Virginia Baker. \$5 million is included in the 2014 Capital Improvement Plan to support the Mayor's Community Center Master Plan, to continue upgrades and expand existing recreation centers into community centers. Four full-time positions have been added to this service for in-house maintenance activities. In Fiscal 2012, Community Recreation Centers counted 350,000 youth experiences in after school/out-of-school time programs. In Fiscal 2014, Community Recreation Centers will aim for 390,000 youth experiences in after school or out-of-school time programs. Additionally, the service will maintain a target of 95% of youth participating in after school/out-of-school programming for at least three weeks a year, with reported actuals from Fiscal 2012 matching this target. The service also targets 90% of participant satisfaction with programming; in the 2012 Baltimore Citizen Survey, 33% of respondents who had experience with Baltimore City recreation centers rated their experience as excellent or good (31% of all respondents claimed no experience with City recreation centers).

**650. Horticulture**

*Recreation and Parks Department*

**General Fund - \$871,703**

**Other Funds - \$358,746**

This service provides for the management, maintenance, supervision and operation of all horticultural activities at the Howard Peters Rawlings Conservatory, the 200-acre Cylburn Arboretum, gateway medians, and certain City-owned flowerbeds. The Department of Transportation will continue to provide Horticulture with a transfer payment for median maintenance, allowing Horticulture to maintain the current level of services. Horticulture will maintain public garden facilities (Cylburn Arboretum and Rawlings Conservatory), City Hall and War Memorial Plaza and four gateway medians – President Street, MLK Boulevard, Edmondson Avenue, and Baltimore Washington Parkway. Horticulture no longer maintains flowerbeds in various City parks. The 50,000 square feet of shrubbery in City parks is only pruned by request, resources permitting. Performance targets for this service include an increase from 60,000 to 63,000 in the number of visitors to the Cylburn Arboretum and the Rawlings Conservatory, and an increase from 85% to 90% of visitors rating their visits positively. The service also set a target of 31% of operating costs recovered from earned revenue; 28% of costs were recovered based on Fiscal 2012 actuals. This allocation maintains \$50,000 to support a City Farm expansion partnership with the Mayor’s Power in Dirt and Vacants to Value initiatives, which will reclaim up to one acre of vacant lots within the city to support community gardens.

**653. Special Events – Recreation**

*Recreation and Parks Department*

**Other Funds - \$574,993**

This service provides for the organizing, coordinating, supervising, managing and hosting over 30 cultural, special and ceremonial events for the department, the Mayor’s Office, and other agencies and organizations that serve the interest of the City. The Special Events service is made up of the Permits Office, the Bureau of Music concert events, the Volunteers and Alternative Workforce program, and the Park Rangers program. Park permit and event revenues support all costs for the Special Events service. This service will maintain the target of 85% of municipal concerts with over 100 neighborhood residents in attendance.

**662. Vacant/Abandoned Property Cleaning and Boarding**

*Department of Public Works*

**General Fund - \$2,422,958**

**Other Funds - \$1,427,149**

This service provides cleaning and boarding services to vacant and unoccupied properties that are cited by the City’s housing inspectors. Liens are placed against the property owner for work performed by City crews. The service’s mission is to maintain these properties and discourage their use for nefarious activities. In Fiscal 2014, the service expects to perform 43,000 cleanings and boardings, compared to 42,539 in Fiscal 2012. The Living Classrooms Foundation Project SERVE members, many of them at risk youths, clean about 2,000 properties on the southeast side of the City with Community Development Block Grant funding. The Bureau has been working with CitiStat, 311, and Housing to implement a proactive mowing schedule for all Mayor and City Council lots assigned to Solid Waste as well as private lots that have been

abandoned and are effectively in the care of the City. The lots included in the plan will be mowed on a three-week rotation, by dividing the City into quadrants and sending all proactive crews to a quadrant at one time. The proactive mowing schedule will allow the service to reduce the average days between mowings from 30 days to 21 days. In Fiscal 2014, the service aims to increase the number of rat treatments from 27,709 to 35,000, and the percentage of service requests completed on time from the current level of 73% to 75%. The adopted budget will maintain the current level of service.

**681. Administration - Transportation**

*Department of Transportation*

**General Fund - \$9,770,080**

**Other Funds - \$867,954**

This service provides executive direction and support functions for the agency's operating divisions, including human resources, information technology, contract administration, equal opportunity compliance and fiscal/procurement services. The Office of the Director oversees agency policy and planning functions, coordination for the Red Line Transit Project, CitiStat data collection and analysis, and public information services. The General Fund recommended budget includes \$2.26 million for workers compensation costs. The recommended other funds includes \$490,000 in federal funding for Urban Youth Corps, \$363,000 in Parking Management funds for workers compensation and \$14,000 in special funds for workers compensation. The Fiscal 2014 recommended budget reflects an increase from Fiscal 2013 due to a reduction of capital support for administrative and overhead costs. The adopted budget will maintain current services.

**683. Street Management**

*Department of Transportation*

**General Fund - \$27,222,944**

This service provides the preventive maintenance, resurfacing, reconstruction, and streetscaping of more than 4,300 lane miles of City roadways, as well as more than 1,100 lane miles of alleys throughout the City. In Fiscal 2014, the service aims to resurface or reconstruct at least 200 lane miles through operating and capital funds, which is above the 193 lane miles paved during Fiscal 2012. The service also aims to repair 100% of potholes within 48 hours which is consistent with the Fiscal 2012 level. The Fiscal 2014 adopted budget is consistent with operating funds spent on paving over the past few fiscal years. In addition to operating funds, the Fiscal 2014 capital budget provides a one-time infusion of \$10 million for street resurfacing as supported through the Mayor's Ten Year Financial Plan. In the 2012 Citizen Survey, only 28% of respondents rated street maintenance as "excellent" or "good."

**684. Traffic Management**

*Department of Transportation*

**General Fund - \$13,052,394**

**Other Funds - \$588,507**

This service provides the management of pedestrians, bicyclists and motorists throughout the City. This service also provides the design, fabrication, installation, and maintenance of more than 250,000 traffic control signs and devices throughout the City, and the installation of safety fencing and jersey barriers. The service currently manages 32 Special Traffic

Enforcement Officers (STEO) that help control the flow of traffic. During Fiscal 2014, the service will strive to maintain the current cost per traffic control sign installed at \$776.06. In addition, the service will aim to reduce the number of traffic lights needing repair annually from 5,908 to 3,000 and maintain at least 80% of days meeting travel times. The Fiscal 2014 recommendation shifts \$3.7 million of Traffic Management Center (TMC) costs from federal funds to the General Fund. This shift is necessary for continued operation of the TMC as Federal support is expiring. The adopted budget will maintain current services.

**689. Vehicle Impounding and Disposal**

**General Fund - \$7,850,007**

*Department of Transportation*

This service provided impounding and disposal of more than 11,000 illegally parked vehicles in Fiscal 2012. The service also conducts over 16,000 police tows and over 3,500 "other" tows including Scofflaw violations and abandoned vehicles. In addition to impounding and disposal, the service also supports the main impound storage facility at 6700 Pulaski Highway and a smaller holding facility at 410 Fallsway. For Fiscal 2014, the service aims to reduce the average customer wait time for vehicle retrieval from 18 minutes during Fiscal 2012 to 15 minutes. The Fiscal 2014 adopted budget supports the new towing process where contracts are bid on a competitive basis throughout the City that started during Fiscal 2013.

**690. Complete Streets & Sustainable  
Transportation**

**General Fund - \$628,889**

**Other Funds - \$7,880,369**

*Department of Transportation*

This service encourages and provides cleaner forms of transportation to reduce citizen dependence on single-occupant vehicles. This service includes advocacy and coordination of the Red Line Transit Project, the installation of bicycle facilities, the inspection and maintenance of 3,600 miles of sidewalks, marketing and development of ridesharing telecommuting, flexible work hour programs, and the operation of the Charm City Circulator and the water taxi "Harbor Connector" commuter service, which is primarily funded by a portion of parking tax revenue. The agency aims to increase the number of riders on the Charm City Circulator from 3.5 million in Fiscal 2012 to 4.0 million in Fiscal 2014. Additionally the service aims to increase the number of hours of Circulator service from 69,934 to 83,429. According to the 2012 Citizen Survey, 27% of respondents used public transportation "most of the time" for trips to work, school, or shopping. The survey also found that 42% of citizens rate sidewalk maintenance as "excellent" or "good."

**694. Survey Control**

**General Fund - \$796,619**

*Department of Transportation*

This service provides for a system of accurate survey points used by civil engineers land title agents, developers, and others preparing roadway and bridge designs, residential and commercial development projects, sale and acquisition of property for municipal use, etc. This service includes three specific functions: maintaining the City's Horizontal and Vertical Survey

Controls, reviewing plats prepared by private consultants, and preparing plats and ordinance for review and approval of the Mayor and City Council. In Fiscal 2014, the service aims to replace 225 Control Stations, up from 125 during Fiscal 2012, and reduce the number of field crew days needed to reset 20 Traverse Stations from 5 to 4. The Fiscal 2014 recommendation reflects a reduction in anticipated revenue previously utilized to offset the cost of the service, resulting in an increase from the Fiscal 2013 adopted budget. The adopted budget will maintain current services.

**696. Street Cut Management**

**General Fund - \$871,656**

*Department of Transportation*

This service was transferred from the Department of General Services in Fiscal 2012. This service inspects and monitors street cuts in the City's rights-of-way to insure that altered infrastructure is restored in compliance with City standards and specifications. Using infrastructure coordination technology, the agency coordinates project schedules with other agencies, utility companies and contractors to ensure minimal street cuts. In Fiscal 2014, the service will reduce the percentage of improper street cut repairs from 10% to 6%. The adopted budget will maintain current services.

**727. Building Permits and Municipal Consents**

**General Fund - \$1,572,293**

*Department of General Services*

This service provides for right of way review of all major construction and activities within the city. City charter and code provide for approvals prior to the construction of any project which impacts the public right-of-way. These impacts include: permanent or temporary encroachments on the right of way; construction of new city infrastructure and connection to existing utilities; the opening and closing of city streets and alleys; the creation of utility easements on private property; special events; and right-of-way infrastructure coordination. No construction can take place without these approvals. For Fiscal 2014, this service expects to issue 36,000 permits and to continue to achieve its benchmark of approving 95% of requests for right-of-way compliance within 45 days.

**737. Administration - Housing**

**General Fund - \$2,632,818**

*Department of Housing and Community Development*

**Other Funds - \$1,299,203**

This service is responsible for the daily operations of the Baltimore Housing Authority and the Department of Housing and Community Development and includes the following offices: Human Resources, Budget and Accounting, and Facilities Management. This service is also supported by funding from state and federal grant sources, primarily the Community Development Block Grant. The adopted budget will maintain the current level of service. The Fiscal 2014 adopted budget includes funding a for Sector Coordinator position to oversee outreach between the agency and neighborhoods.

**738. Energy Assistance**

*Department of Housing and Community Development*

**General Fund - \$260,210**  
**Other Funds - \$16,364,968**

This service consists of two components: energy assistance and weatherization services. The Office of Energy Assistance helps city residents pay their utility bills. The Weatherization Office provides energy efficient home improvements to low-income residents of Baltimore City. Through weatherization efforts home improvements reduce utility bills, stimulate the economy, and bring new workers into the emerging “green” economy. The weatherization program also makes homes healthier, cleaner and more sustainable. The adopted budget also includes enhancement funding to the service’s Leading Innovation for a Green and Healthy Tomorrow (LIGHT) program. This program provides a single point of intake for clients accessing weatherization services. Enhancement funding will be utilized to secure the necessary database for implementation, staff training, and independent evaluation of the program. In Fiscal 2014 the service will seek to weatherize 1,900 homes, in Fiscal 2012 the service weatherized 1,424 homes. Additionally, 46,000 residents will receive utility assistance services, consistent with the number of clients served in Fiscal 2012. This service has also been awarded state funding through the Customer Investment Fund as a result of the Exelon and Constellation merger. This service is slated to receive \$19 million over the next three years. These funds will be utilized for in-home weatherization services along with heating system upgrades, roofing improvements, and client education regarding energy efficiency.

**741. Community Action Centers**

*Mayor’s Office of Human Services*

**General Fund - \$719,676**  
**Other Funds - \$5,653,973**

This service operates five Community Action Centers throughout Baltimore City to connect low-income people to programs that promote economic stability. Services are designed to provide a safety net for families in crisis, including energy assistance and eviction prevention grants. Case managers provide ongoing support on an individual basis and refer individuals to other government and non-profit services to address areas of mental health, substance abuse, housing and employment development. The Community Action Centers served 12,776 unduplicated families during Fiscal 2012. In addition to General Fund support, the service receives federal and state funds. In Fiscal 2014, this service aims to help at least 100 heads of households achieve self-sufficiency. The service also aims to have 100% of case managed heads of household increase their income by 10%. Both of these goals are consistent with the Fiscal 2012 performance level. The adopted budget will maintain current services. The other fund adopted budget for this service includes \$5.19 million in state funding from the Customer Investment Fund. The service will utilize these funds case management and direct energy assistance to low and moderate income residents.

**742. Promote Homeownership**

*Department of Housing and Community Development*

**General Fund - \$101,089**  
**Other Funds - \$391,735**

This service promotes neighborhood stability by providing incentives and grants to homebuyers. The grants are used for down payments, home inspections, and settlement expenses. This service is a component of the Vacants to Value program seeking to reduce blight

in neighborhoods by providing assistance to families purchasing vacant properties. This service also provides classes, seminars, counseling and referrals to prevent foreclosure. This service will aim to provide homeownership incentives to 450 homebuyers, up from 440 in Fiscal 2012. The adopted budget will maintain the current level of service.

**745. Housing Code Enforcement**

*Department of Housing and Community Development*

**General Fund - \$14,026,225**

**Other Funds - \$50,000**

This service is responsible for providing safe and attractive neighborhoods through effective inspection and enforcement of building, property maintenance and related codes. The service anticipates performing 275,000 inspections in Fiscal 2014, consistent with prior years. The number of properties made newly habitable as a result of code enforcement is also expected to increase to from 1,000 in Fiscal 2012 to 1,200 properties in Fiscal 2014. The service will generate an estimated \$4.5 million in revenue during Fiscal 2014. The General Fund adopted budget includes \$130,000 in enhancement funding; these funds will be utilized to hire two additional Housing Investigator positions to work with the service's Special Investigation Unit. It is estimated these positions will generate approximately \$800,000 in revenue annually.

**747. Register and License Properties and Contractors**

*Department of Housing and Community Development*

**General Fund - \$599,355**

This service ensures the qualification of contractors by: a) licensing electricians, demolitions contractors, plumbers and HVAC trades people annually to perform work in Baltimore City, b) licensing multiple family dwellings to ensure that minimum fire and safety standards are met, c) registering non-owner occupied dwelling units and vacant lots to ensure that current contact information is updated for code enforcement purposes, and (d) registering burglar alarm users, contractors and monitoring companies and in certain circumstances billing users for false alarms. In Fiscal 2014, 25% of customers will complete registration renewals online, an increase of nearly 50% from Fiscal 2012.

**748. Housing Development Finance and**

**Project Management**

*Department of Housing and Community Development*

**Other Funds - \$916,348**

This service promotes the stabilization, preservation and growth of city neighborhoods through a variety of community based initiatives, including creating mixed income housing opportunities and direct financing to for profit and not for profit developers through the federal HOME program. In Fiscal 2014, this service will provide financing for 480 housing units, an increase of 130 units from Fiscal 2012.

**749. Blight Elimination**

**General Fund - \$2,523,193**

*Department of Housing and Community Development*

This service supports neighborhood revitalization and mixed income community development by eliminating the blight caused by vacant and abandoned properties and returning them to productive use. This service supports the Vacants to Value initiative by streamlining the sale of City owned properties and maintaining, clearing, and holding land for future use to create viable neighborhoods throughout the city. The Vacants to Value initiative coordinates the efforts of Land Resources, Code Enforcement and the Office of Homeownership. This initiative also focuses on the acquisition of property, relocation of displaced individuals/families of acquired properties, and demolition of dangerous buildings. In Fiscal 2014 this service will strive to sell 300 properties. In Fiscal 2012, the service sold 524 properties (the decrease in property sales is related to a one time sales surge that took place at the close of Fiscal 2012). The adopted budget will maintain the current level of service.

Consistent with the Mayor's Ten-Year Financial Plan, the Fiscal 2014 budget includes \$10 million in increased capital funding to bolster the City's demolition efforts. Blight Elimination will work in partnership with Code Enforcement to implement a strategic demolition plan focused on demolishing entire blocks of vacant properties. In Fiscal 2014 the service will also receive an additional \$10 million in capital funding from the Maryland Attorney General's office as a result of mortgage settlement funds. These funds will also be utilized to support demolition initiatives.

**750. Housing Rehabilitation Loans**

**General Fund - \$66,792**

*Department of Housing and Community Development*

**Other Funds - \$2,669,848**

This service provides deferred rehabilitation loans to eligible seniors and low-income households for home improvements necessary to maintain safety and health, such as roofing, structural damage and emergency repairs and furnace replacements. This service will provide rehabilitation services to 290 families in Fiscal 2014, consistent with Fiscal 2013 performance targets. The adopted budget will support the current level of service.

**751. Building and Zoning Inspections and Permits**

**General Fund - \$5,782,654**

*Department of Housing and Community Development*

This service provides monitoring of construction activity to ensure the safety and integrity of new construction and alterations by reviewing permit applications and construction drawings for building, electrical, mechanical, zoning and other related codes. Subsequent inspections are made to ensure compliance. The General Fund recommendation includes \$100,000 to begin the conversion of historical plans currently stored as microfilm into an electronic format. In Fiscal 2014 the service will conduct 87,500 trade inspections and issue 36,000 permits, consistent with Fiscal 2013 performance targets. The adopted budget will maintain the current level of service.

**762. Historic Preservation**  
*Planning Department*

**General Fund - \$481,301**

This service strengthens Baltimore's economic and cultural infrastructure by preserving its architectural assets. The Commission for Historical & Architectural Preservation (CHAP) identifies and recommends the historic designations of City landmarks and historic districts, fostering tangible gains in the local economy and increases in property sales prices and property tax base assessment. There are currently 32 Baltimore City historic districts and 162 landmarks, including 11,000 properties. For Fiscal 2014, the percentage of eligible properties within Baltimore with local or national designation will remain at 25%. The adopted budget will maintain current services.

**763. Comprehensive Planning and  
Resource Management**  
*Planning Department*

**General Fund - \$1,044,160**  
**Other Funds - \$458,859**

This service is a core function of the Planning Department, leading the City's neighborhood based planning initiatives, building community capacity and promoting collaboration to improve the quality of life for city residents. This service includes drafting policy statements, analyzing legislation, community outreach, capacity building, developing housing and transit oriented development strategies, comprehensive rezoning, and development of the six-year CIP to maximize the value of City investments. Other funds in this service are various federal, state and special fund grants received by the service throughout the fiscal year. In Fiscal 2014, this service aims to complete at least three major new area master plans. The adopted budget will maintain current services.

**768. Administration-Planning**  
*Planning Department*

**General Fund - \$729,170**  
**Other Funds - \$1,566**

This service provides two key functions which enable the Planning Department to fulfill its mission and City Charter functions. The executive leadership of the Planning Department advises the Mayor, Administration senior staff, other cabinet agencies, and the Planning, Preservation and Sustainability Commissions on issues and policies related to development, land use, zoning, capital programming, sustainability, and historic preservation. The administration staff also provides the direct support functions for executive agency leadership, including the formulation of the budget, fiscal operations, procurement, accounting, human resources and general administrative services for the Planning Department. The adopted budget will maintain current services.

**851. Liquor License Compliance**  
*Liquor License Board*

**General Fund - \$1,397,070**

This service provides regular inspection of licensed establishments to ensure compliance with the State laws and regulations regarding the sale and service of alcohol within Baltimore City.

In addition, this service monitors the City's adult entertainment establishments. Citizen complaints regarding licensed establishments are referred to the Liquor Board by the City's 311 call center. Violations of State law and liquor board licensure rules are handled at public hearings conducted by the Liquor Board. In Fiscal 2011, 4,504 routine inspections were completed and 251 compliance hearings were conducted. The Fiscal 2014 adopted budget maintains the current level of service. The City will study ways to improve liquor license inspector productivity and efficiency.

**878. Disabilities Commission**

**General Fund - \$197,121**

*Office of Civil Rights*

This service is responsible for ensuring the accessibility of City facilities, programs and services for residents with disabilities monitoring the city's compliance with the Americans with Disabilities Act (ADA) and providing information and educational programs for City government and businesses regarding reasonable accommodations for employment and other issues concerning people with disabilities. According to the 2006 American Community Survey, there are over 110,000 people with disabilities in the City. The Fiscal 2014 adopted budget includes the addition of one position. The adopted budget maintains the current level of service.

**896. Permanent Housing for the Homeless**

**General Fund - \$208,417**

*Mayor's Office of Human Services*

**Other Funds - \$24,474,209**

This service provides case management for chronically homeless individuals to help them acquire permanent housing. This is a key driver in the long-term solution to end homelessness in Baltimore City. Approximately 2,000 individuals and families receive this support. In addition to General Fund support, this service receives federal, state, and special funds. The other funds include Federal support from Shelter Plus Care, Supportive Housing, HOPWA, as well as the Maryland Homeless Prevention Program. In Fiscal 2014, this service aims to have 92% of eligible clients maintain permanent housing for at least six months. This target is consistent with the Fiscal 2012 level. The adopted budget will maintain current services.

Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
A Growing Economy

**OUTCOME BUDGETING OVERVIEW**

<b>Fund</b>	<b>Fiscal 2013</b>	<b>Fiscal 2014 CLS</b>	<b>Fiscal 2014</b>	<b>Change from CLS</b>	<b>%</b>
General	57,471,317	60,428,318	60,577,792	149,474	.24%
Federal	12,686,727	12,277,904	9,394,716	(2,883,188)	(23.4%)
State	6,454,883	6,514,452	7,056,969	542,517	8.3%
Special	570,220	567,124	774,190	207,066	37%
Conduit					
Enterprise	7,539,639	7,844,871	7,843,083	1,788	(.02%)
Parking					
Management	7,280,561	7,411,619	7,589,697	178,078	2.4%
Parking					
Enterprise	33,565,983	35,623,416	35,445,338	178,078	(.5%)
<b>Total</b>	<b>\$125,569,330</b>	<b>\$130,667,704</b>	<b>\$128,681,785</b>	<b>(\$1,985,919)</b>	<b>(1.5%)</b>

**CITY SERVICES FUNDED FOR FISCAL 2014**

The services described in this section are listed numerically by service number.

**493. Art and Culture Grants**

**General Fund - \$5,452,952**

This service provides funding for the Walters Art Museum, the Baltimore Museum of Art, the Baltimore Symphony Orchestra, and the Maryland Zoo in Baltimore. These four institutions comprise the cornerstone of the City's commitment to arts and culture and are budgeted separately. The adopted budget for the Walter's Art Museum is \$210,088. The adopted budget for the Baltimore Museum of Art is \$423,965. The adopted budget for the Baltimore Symphony Orchestra is \$246,005. The budget recommendation for the Maryland Zoo in Baltimore is \$531,372. The adopted budget for all of these organizations will maintain the current level of service. In addition to operating grants the City provides the employer's share of social security, health insurance, pension costs, prescription and optical plans for employees of the Baltimore Museum of Art and the Walters Art Gallery. The Fiscal 2014 adopted budget for these costs is \$3.5 million, equal to the Fiscal 2013 level of appropriation. The City also provides a subsidy for the utility costs at the Maryland Zoo in Baltimore; the Fiscal 2014 the adopted budget for these costs is \$394,983. In Fiscal 2013 the City fulfilled its commitment to debt service costs associated with the zoo hospital construction. The recommended budget includes eliminating \$426,621 for these costs. In Fiscal 2014 an estimated 922,000 visitors will visit these facilities, a decrease of 50,000 from Fiscal 2012.

**540. 1<sup>st</sup> Mariner Arena Operations**

**General Fund - \$569,697**

This service manages the building operations for the 1<sup>st</sup> Mariner Arena. The City is responsible for a management fee associated with the operations of the facility. The management fee follows to profit structure as detailed below:

- \$0-\$750,000: 100% of profit is returned to City of Baltimore
- \$750,000-\$1 million of Net Profit: 80% goes to operator while City of Baltimore receives 20%
- \$1 million and Above Net Profit: 80% goes to the City of Baltimore while operator receives 20%

In Fiscal 2011 attendance at First Mariner events totaled 537,799 realizing a net profit of \$630,939. In Fiscal 2012 attendance dropped slightly to 527,395 while the net profit increased to \$754,211.

**548. Conduit System Management**

**Other Funds - \$7,843,083**

*Department of Transportation*

This service provides development, maintenance, and control over approximately 741 miles of conduit ducts under the streets, lanes, and alleys of Baltimore City. In Fiscal 2014, this service projects to increase the percentage of conduit permit reviews completed within 72 hours of application from 95% to 100%. The service also aims to improve conduit obstructions cleared within 72 hours of notice from 80% to 85% and increase the manhole inspections completed for conduit occupancy program by 20%. The adopted budget will maintain current services.

**590. Civic Promotion**

**General Fund - \$449,967**

This service provides grant opportunities to non-profit organizations that conduct historical, educational, and promotional activities in Baltimore. Organizations recommended for funding under this service include the Baltimore Public Markets, Lexington Market and Arcade, and Baltimore National Heritage Area. The adopted budget for the Baltimore Public Markets is \$137,763. The adopted budget for the Lexington Market and Arcade is \$172,204. The adopted budget for the Baltimore National Heritage Area is \$140,000. In Fiscal 2014 Baltimore Public Markets and the Lexington Market will seek to provide 710 free health services; this is an increase from 641 in Fiscal 2012. The Baltimore National Heritage will seek to leverage \$1 million in state and federal funding to support Baltimore's cultural and historic activities.

**656. Wage Investigation and Enforcement**

**General Fund - \$161,804**

*Office of Civil Rights*

This service adds economic value to the City's low/moderate income work force through the enforcement of the City's Minimum, Living and Prevailing Wage Laws. Living Wage enforces the City's current Living Wage pay rate of \$10.73 for all City service contracts. Minimum Wage sets the highest standard of coverage for employees by providing wages and overtime protection for all City businesses with two or more employees. Prevailing Wage establishes and

enforces 140 labor and mechanic pay rates that are incorporated into the City's capital construction and requirements contracts. A one stop location is provided for obtaining information and filing wage complaints, resulting in recovering back pay and lost wages for employees. This service receives an average of 349 cases annually. In Fiscal 2012, cases were completed on average within 7.5 months and penalties and restitution for wage violations totaled \$71,210. Performance targets for Fiscal 2014 include decreasing average case completion time to 6 months and collecting 80% of penalties and restitution. The Fiscal 2014 adopted budget maintains the current level of service.

**682. Parking Management**

**Other Funds - \$43,035,035**

*Parking Authority of Baltimore City*

This service provides parking management services that include: management of City-owned off-street garages and lots with over 10,000 parking spaces and over two million parkers annually; parking meter management and maintenance of over 900 multi-space parking meters and 5,200 single-space parking meters throughout the City; administration of Residential Permit Parking and Residential Reserved Handicapped Parking programs; development of parking plans (as part of City planning activities); participation in the City's Site Plan Review process; administration of truck and passenger loading zones; and identification and implementation of parking demand management strategies such as car sharing. The 2012 Citizen Survey found that 26% of residents rate finding parking in their neighborhood a "serious problem." In Fiscal 2014, this service will distribute over 36,000 Residential Permit Parking decals and Visitors Permits. In addition, in Fiscal 2014 this service aims to increase the revenue collected annual per space at City-owned off-street parking facilities from \$2,391 in Fiscal 2012 to \$2,536. The Fiscal 2014 recommendation supports an increase to the principle and interest payments on parking garage debt service. The adopted budget will maintain current services. The Parking Authority will receive two Innovation Fund loans to install single-space smart meters and improve surface lot management.

**685. Special Events Support**

**General Fund - \$522,741**

*Department of Transportation*

This service provides set-up of stages, booths, audio/visual, and electrical equipment for more than 200 fairs, festivals and other special events throughout the City. This service also provides for the chauffeur of visiting delegations, the delivery of material for events, and the installation of street banners and holiday decorations in commercial areas for dozens of major planned events annually such as parades, Presidential visits, fireworks, and sporting events. In Fiscal 2014, the service aims to setup and breakdown booths at 250 events. The adopted budget will maintain current services.

**687. Inner Harbor Services**  
*Department of Transportation*

**General Fund - \$873,906**

This service provides for maintenance of the public right-of-way at the Inner Harbor. Included are maintenance of the lighting, promenade, bulkhead, finger piers and water and utility hookups at the Inner Harbor. This service also provides the landscaping and maintenance of a number of fountains and public plazas, such as Hopkins Plaza, located throughout the central business district. In Fiscal 2014, this service will continue to maintain nine fountains on a weekly basis. The service also seeks to have at least 50% of citizens rating downtown as safe or very safe at night, up from 34% in the most recent Citizen Survey. The adopted budget will maintain current services.

**692. Bridge and Culvert Management**  
*Department of Transportation*

**General Fund - \$3,026,198**

This service maintains 305 bridges to ensure the safe and timely passage of motorists, pedestrians, and bicyclists over roads, waterways, parks, and railroads. Included are the federally mandated biennial Bridge Inspection Program, and the resultant maintenance, rehabilitation and/or reconstruction of bridges and culverts, including bridge structures categorized as major storm water culverts. In addition, this service seeks to implement preventative maintenance programs that will extend service life of and improve safety on bridges. In Fiscal 2014, this service will continue to inspect 313 bridges per two-year cycle and maintain an average bridge sufficiency rating of 79. Twenty-three bridges fall below 50 on the Bridge Sufficiency Rating scale, and most of these are currently under construction or design for repair or replacement. The adopted budget will maintain current services.

**695. Dock Master**  
*Department of Transportation*

**Other Funds - \$246,947**

This service provides for the coordination of dockside activities and the docking of vessels within the Inner Harbor docking areas and is supported by docking fee revenue. Funding includes the collection of docking fees from transient pleasure boats, scheduling of docking for charter boats, cruise ships and special ship visits, and promoting the City's dock availability to tourists. This service also provides for the coordination of maintenance and repair services necessitated by visiting vessels. The goal of the service is to be self-sufficient from docking fee revenue collected. Currently, the service's expenditures exceed generated docking fee revenue. A management research study has been conducted on the service and recommends that a new fee structure be established to best utilize available docking space while generating additional revenue.

**729. Real Property Database Management**

**General Fund - \$701,097**

*Department of General Services*

This service maintains the real property maps, plats and property identification database. Unique identification numbers are assigned to each of the City's 235,000 properties. This service keeps accurate ownership and mapping information which associates the ownership and mailing address of each property with the unique identification number assigned to each property. These records constitute the real property database which is the basis for State assessment updates, real estate transfer taxes, property subdivisions, and property tax billings. In Fiscal 2014, \$25,000 will be allocated to complete a study to create a clear and executable plan to build/maintain a master database that incorporates all of the City's real property geographic information, including plats, and that is accessible for all users. In Fiscal 2014 the service expects to make 27,000 changes to its address database, an increase of 868 changes from Fiscal 2012.

**761. Development Oversight and Project Support**

**General Fund - \$1,264,115**

*Planning Department*

This service helps to create stable, vibrant neighborhoods by overseeing the review of all development projects. The service supports the Planning Commission and City Council, Urban Design & Architectural Review Panel (UDARP), Baltimore Municipal Zoning Appeals (BMZA) and includes researching all development proposals, meeting with applicants and stakeholders, notifying the respective communities, scheduling public meetings, ensuring that properties are posted, and preparing and presenting staff reports at public meetings. The department estimates that it will approve 90% of subdivision plans in less than 30 days and anticipates reviewing between 30 - 33 plans during Fiscal 2014. The adopted budget also supports an enhancement to allow the Planning Department to implement The Food Desert Retail Strategy. The expected results of the enhancement for Fiscal 2014 include 1) Expansion and Retention of Grocery Stores, 2) Grocery Job Training Facility, 3) Support Food Entrepreneurism, and 4) Provide Healthy Corner/Liquor Store Technical Assistance.

**792. Workforce Services for TANF Recipients**

**Other Funds - \$2,864,197**

*Mayor's Office of Employment Development*

MOED is the recipient of two contracts from the Maryland Department of Human Resources through Baltimore City's Department of Social Services to provide services to welfare applicants and recipients. Services include offering local labor market information, job readiness preparation, career assessment and employability skills. In Fiscal 2012, 1,579 participants were prepared for employment. Performance targets for Fiscal 2014 include preparing 750 participants for employment. The reduced funding amount represents a \$1.9 million reduction in TANF funding that will eliminate the New Beginnings Program.

**793. Career Center Services for City Residents** **General Fund - \$1,122,091**  
*Mayor's Office of Employment Development* **Other Funds - \$836,530**

This service provides a full range of workforce services including opportunities to build career portfolios by obtaining essential computer certifications and building skills tied directly to Baltimore's high growth sectors. This service provides services that allow participants to upgrade their computer skills by acquiring basic computer proficiency in Microsoft Office Software and IC3 certifications. In Fiscal 2012, 86 percent of participants completed occupational training and earned a certification. Performance targets for Fiscal 2014 would maintain this completion level. The Fiscal 2014 adopted budget includes an \$86,000 enhancement to provide upgrades to the existing community job hub network, improving employment services to underserved residents in four targeted neighborhoods.

**794. Administration-MOED** **General Funds - \$1,107,381**  
*Mayor's Office of Employment Development* **Other Funds - \$236,186**

This service provides administrative oversight to the Mayor's Office of Employment Development. MOED's primary funding comes from Federal, State, and foundation grants. City funding enables the Director and her administrative staff to provide leadership on workforce related activities beyond the scope of the aforementioned grants. Examples include, but are not limited to: addressing educational and career development needs of youth; developing programs for city residents who do not meet income requirements of Federal Workforce Investment Act allocations; and overseeing programs like the stand alone summer jobs program that are not funded through federal funds. The Fiscal 2014 adopted budget maintains the current level of service.

**795. Workforce Services for Baltimore Residents** **Other Funds - \$5,170,814**  
*Mayor's Office of Employment Development*

This service is supported by Federal Workforce Investment Act (WIA) funds to operate the Career Center Network, comprised of three comprehensive one stop career centers and two community connection satellites. These centers are the workforce "hubs" for the city's job seekers and businesses, and are equipped with professional, state of the art technology to ensure customers acquire skill essential to successfully compete in the 21<sup>st</sup> century workplace. In Fiscal 2012, 78% of participants obtained employment and remained employed for at least 9 months, well above the federal standard of 64%. The agency expects to at least maintain the federal standard of 64% in Fiscal 2014. The reduced federal funding level represents a reconciliation of how grant funds are budgeted throughout all services within the Mayor's Office of Employment Development. The Fiscal 2014 adopted budget reflects the elimination of several vacant positions unattached to a current grant source. The current level of service will be maintained at the adopted funding level.

**796. Workforce Services for Ex-Offenders**

**Other Funds - \$1,500,496**

*Mayor's Office of Employment Development*

This service is responsible for offering a broad range of services to assist ex-offenders successfully transitioning to work, home and community. Services include career counseling, job readiness, skills training, job development/referral and retention. There is no General Fund budget for this service; however, the department will seek grant funds to maintain the level and quality of services currently provided. In addition to a federal funding award of \$500,000, MOED hopes to receive \$250,000 from the State and additional funds from the City's Workforce Investment Act allocation. MOED projects 4,800 ex-offenders will receive services. In Fiscal 2012, 231 ex-offender participants received at least one service and obtained employment. Performance targets for Fiscal 2014 include increasing the number of ex-offenders who receive at least one service and obtain employment to 300 in Fiscal 2014. The Fiscal 2014 adopted budget maintains the current level of service.

**797. Workforce Services for Out-of-School Youth**

**General Fund - \$2,813,166**

*Mayor's Office of Employment Development*

**Other Funds - \$587,000**

This service provides out of school youth and unemployed young adults access to a full range of educational, occupational and personal support services in a "one stop" safe and nurturing environment. High school dropouts are able to build their academic skills, learn about and train for careers, and receive individualized guidance from adult members at fully equipped YO! Centers. A study of the program showed that participants were significantly less likely to be convicted of a crime and had higher earnings compared to a similar, nonparticipating group. This service is currently supported by general and grant funding. In Fiscal 2012, 95% of participants did not become involved in criminal activity. Performance targets for 2014 include maintaining the current percentage rate of participants who do not become involved in criminal activity at 95% and increasing the average participation rate from 89% to 95%. The Mayor's Office of Employment and Development is currently in the process of securing additional federal and state grants to support service related activities in Fiscal 2014. The Fiscal 2014 adopted budget maintains the current level of service.

**798. Youth Works Summer Job Program**

**General Fund - \$1,694,645**

*Mayor's Office of Employment Development*

**Other Funds - \$2,163,696**

This service provides six week summer work experiences to thousands of Baltimore's youth. This service partners with many organizations including the Family League, Parks and People Foundation, the Health Department, the Department of Recreation and Parks, the Maryland Department of Natural Resources, and the Department of Transportation to provide summer work experience for program participants. These experiences expose youth to career options and teach them work-life skills that will prepare them for future employment. In Fiscal 2013, enhancement funding was included to implement the Hire One Youth Campaign, which encouraged participation from private organizations and focused on ensuring that some summer jobs could last after the program ended and lead to year-round employment. As a result of the enhancement, an additional 281 youth were hired for the summer and 90 stayed

beyond the summer period. In Fiscal 2012, 5,000 youths participated in the Youth Works program. Performance targets for Fiscal 2014 include increasing that number to 5,300 youth participants. The Fiscal 2014 adopted budget represents an anticipated increase in state funding to support the summer jobs program. The adopted budget maintains the current level of service.

**809. Retention, Expansion and Attraction of Business** **General Fund - \$1,540,518**  
*Baltimore Development Corporation (BDC)* **Other Funds - \$103,581**

This service focuses on increasing jobs in Baltimore's key growth sectors, expanding companies located in Baltimore, investing in Baltimore, providing significant financial benefit to Baltimore and the State of Maryland, and fostering opportunities for MBE/WBE participation. This service will seek to attract or retain 1,560 jobs in Baltimore City, consistent with the current year's performance target. The service will also assist 123 companies to stay within Baltimore City, consistent with the current year's performance target. The adopted budget will maintain the current level of service.

**810. Real Estate Development** **General Fund - \$1,792,617**  
*Baltimore Development Corporation* **Other Funds - \$103,581**

This service promotes real estate development, including strategic planning, development assistance, expediting building permits and other approvals, negotiating the sale or lease of City-owned properties and managing urban renewal areas and Business Parks. Through real estate transactions made by this service, 1,062 new jobs will be created in Baltimore City. New development fostered by this service will result in an estimated \$4.2 million in new tax revenue; this is an increase of \$2 million from Fiscal 2012. The adopted budget will maintain the current level of service.

**811. Inner Harbor Coordination** **General Fund - \$511,018**  
*Baltimore Development Corporation*

This service is responsible for the coordination of day-to-day operations, oversight and management of City leases and the planning and implementation of both economic and physical development of the Inner Harbor. The Waterfront Partnership is responsible for mobilizing partners to ensure the proper upkeep of the Inner Harbor. A portion of the funds for this service (\$411,018) support the Waterfront Partnership. This service is expected to generate \$1.5 million from lease revenue and admission taxes, a \$200,000 increase from the current year's targeted performance. This service will also support 47 initiatives promoting the Inner Harbor. Specific examples include the Light Street Bridge Replacement, lease renewals, and conducting an Inner Harbor lighting study.

**812. Small Business Resource Center** **General Fund - \$228,847**  
*Baltimore Development Corporation*

The Small Business Resource Center provides business development services to entrepreneurs and existing businesses with less than \$5 million in annual revenue. Services are provided through a series of seminars, one on one counseling sessions, outreach events and targeted programming. In Fiscal 2014 the service will seek to support 250 newly created small businesses, up from 213 in Fiscal 2012. The adopted funding level is \$80,000 (45%) above the current level of service. The adopted budget will support the full cost of delivering the service.

**813. Emerging Technology Center** **General Fund - \$802,273**  
*Baltimore Development Corporation*

This service provides an array of services designed to help Baltimore entrepreneurs launch and sustain successful high-tech and bio-tech businesses. Since 1999, 281 participating firms have created more than 2,000 jobs and \$375.8 million in economic activity for the City, and 80% of graduating firms are still in business. The success of the Emerging Technology Center (ETC) has created significant regional, national and international exposure for Baltimore. In Fiscal 2014 ETC businesses will create 450 jobs; this is consistent with Fiscal 2012 performance. The ETC will also attract 40 new businesses in Fiscal 2014, an increase of 5 companies from Fiscal 2012. The adopted budget includes \$103,100 in enhancement funding to support a Project Manager position that will be focused on expanding the Co-working program that allows start-ups to pool resources; this strategy has already resulted in four successful new Baltimore companies.

**814. Improve and Promote Retail Districts** **General Fund -\$1,595,642**  
**Beyond Downtown** **Other Funds - \$103,581**  
*Baltimore Development Corporation*

This service provides economic development functions and engages community members in the economic revitalization process. Initiatives, including the Main Streets program and the Façade Improvement Grant, have resulted in a five-to-one private to public dollar investment ratio, the sustainability of local merchants, and the recruitment of national retailers such as Target to Baltimore. In Fiscal 2014 this service will seek to create 305 jobs in Baltimore by providing incentives to business owners. The adopted budget will maintain the current level of service.

**815. Live Baltimore** **General Fund - \$392,967**  
*Department of Housing and Community Development*

This service promotes City living options and educates potential homebuyers. For Fiscal 2014, Live Baltimore will support a new residential recruitment marketing campaign that focuses on the creative class and existing homebuying outreach services. This new push will help the entire City - offering more educated and creative employees for our diversified economy, connecting

## *A Growing Economy*

residents to cultural opportunities, and promoting dynamic and thriving arts for visitors and residents alike that will bring value and prominence to our strong Baltimore brand. The General Fund recommended budget includes \$76,000 in enhancement funding. This funding will support the salary of a Project Coordinator to promote the 'Live Near Your Work' homeownership incentive. In Fiscal 2014, the service will seek to attract 34% of its customers from outside Maryland, similar to Fiscal 2012. The number of attendees participating in the Buying in Baltimore program is expected to be 880, an increase of 146 from Fiscal 2012.

### **820. Convention Sales and Tourism**

**General Fund - \$13,185,303**

#### *Visit Baltimore*

This service supports Visit Baltimore, a nonprofit organization that generates a positive economic impact to Baltimore City by attracting trade conventions and group/leisure visitors through destination sales and marketing efforts for its various stakeholders. Stakeholders include hotels, restaurants, attractions, and the City government. In Fiscal 2014, this service expects to generate \$480 million in visitor spending, a \$36 return for each dollar the City invests in Visit Baltimore. By State law, Visit Baltimore receives 40% of the City's gross hotel tax revenue. The Fiscal 2014 adopted budget is an increase of \$1,609,149 from the Fiscal 2013 adopted budget. Visit Baltimore monitors the Sail Baltimore (\$10,358) and Pride of Baltimore (\$13,466) grants, which are included in the total adopted budget. In Fiscal 2014, the service will seek to book 500,000 hotel rooms for future conventions.

### **824. Events, Art, Culture, and Film**

**General Fund - \$1,970,395**

#### *Baltimore Office of Promotion and the Arts*

The Baltimore Office of Promotion and the Arts (BOPA) serves as the City's special events office, council for arts and culture, and film commission. The City's General Fund supports the salaries of staff that fundraises, coordinates events and festivals, administers arts grants, manages arts programs, and oversees facilities. The organization leverages nearly \$4 million in private contributions and grants to support programming. The adopted funding level includes \$25,000 for website redevelopment costs to promote annual Free Fall events. In Fiscal 2014 attendance at BOPA's events will total 2 million, consistent with Fiscal 2012 levels. In Fiscal 2014 the organization will also seek to log 6,500 volunteer hours to support programming. The recommended funding will maintain the current level of service.

### **828. Bromo Seltzer Arts Tower**

**General Fund - \$118,000**

#### *Baltimore Office of Promotion and the Arts*

The Emerson Bromo Seltzer Tower is a historic landmark listed on the National Register of Historic Places since 1973. The Tower provides working space for local artists and opens its doors to the community as a place where creativity is celebrated and shared. The Tower was donated to the City on the condition that it would be preserved. In 2006, the City entered into a contractual agreement with a third party to fund the utilities and maintenance of the Tower through 2012. The adopted budget includes \$43,000 for lighting upgrades for the exterior of

the facility. In Fiscal 2014 the service will seek to rent 80% of available space to local artists, the current occupation rate is 67%. The adopted funding will maintain the current level of service.

**846. Discrimination Investigations**  
*Office of Civil Rights*

**General Fund-\$769,934**  
**Other Funds - \$40,000**

This service investigates complaints of unlawful discrimination in the areas of employment, housing, public accommodation, education, and health and welfare occurring in Baltimore City. The service promotes the availability of quality jobs and existence of a fair and inclusive workforce through the enforcement of Article IV of the Baltimore City Code. This service receives an average of 60 cases per year. In Fiscal 2012, 32 complaint cases were closed per investigator and 25 percent of complaint cases were closed within 250 days. Performance targets for Fiscal 2014 include the number of complaint cases closed per investigator to remain steady at 34 cases and increasing the percentage cases closed within 250 days to 50 percent. The Fiscal 2014 adopted budget maintains the current level of service.

**850. Liquor Licensing**  
*Liquor Control Board*

**General Fund - \$699,616**

This service provides for the issuance, transference and renewal of the City's alcoholic beverage and adult entertainment licenses. The service collaborates with applicants regarding license issuance, renewal requirements, and legislatively mandated community participation in the licensing process. In Fiscal 2011, 1,441 licenses were renewed and 155 hearings were conducted. The Fiscal 2014 adopted budget includes a 2.5% reduction that equates to the elimination of one position. The city will study ways to improve liquor licensing productivity and efficiency.

**855. Convention Center**

**General Fund - \$11,569,939**  
**Other Funds - \$5,356,762**

This service provides space and support services for meetings, trade shows, conventions and other functions conducted by local and national organizations that directly impact economic activity in Baltimore. This service strives to provide the highest quality experience to visitors and promote the City in the challenging regional and national hospitality industry. The Convention Center is a major driver of economic activity for the City. The State covers two-thirds of the Center's operating deficit while the City covers one-third. In Fiscal 2014 the estimated operating deficit is \$8 million. In Fiscal 2014 revenue generated by the Convention Center is expected to total \$9.1 million, a decrease of \$100,000 from Fiscal 2012. The projected number of conventions for Fiscal 2014 is 159, consistent with Fiscal 2012.

Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Innovative Government

**OUTCOME BUDGETING OVERVIEW**

<b>Fund</b>	<b>Fiscal 2013</b>	<b>Fiscal 2014 CLS</b>	<b>Fiscal 2014</b>	<b>Change from CLS</b>	<b>%</b>
General	91,867,112	95,317,649	96,490,937	1,173,288	1.2%
Federal	0	0	2,000,000	2,000,000	100%
State	1,368,004	1,394,680	17,394,680	16,000,000	1147%
Special Convention	18,845,970	19,847,355	19,303,513	(444,261)	(2.2%)
Center Bond	4,602,084	4,580,088	4,580,088	--	--
Internal Service	94,957,496	--	--	--	1.3%
Water Utility	17,301,401	17,610,478	20,858,484	3,248,006	18.4%
Loan and Guarantee Enterprise	3,313,772	3,363,740	3,363,955	215	.01%
<b>Total</b>	<b>\$232,255,839</b>	<b>\$238,873,587</b>	<b>\$163,791,657</b>	<b>(\$75,081,930)</b>	<b>(31.4%)</b>

**CITY SERVICES FUNDED FOR FISCAL 2014**

The services described in this section are listed numerically by service number.

**100. City Council**

**General Funds - \$5,474,224**

The City Council is the legislative branch of City government, as stated in the City Charter. The City Council is comprised of the President and 14 single member districts. This body enacts laws, holds hearings on topics of public interest, reviews City expenditures and operations, confirms certain municipal officers, and conducts regular meetings. It serves as a conduit through which the public's concerns and issues can be addressed.

**103. Council Services**

**General Fund - \$691,496**

The Office of Council Services provides professional staff support to the Standing Committees and Sub-Committees of the City Council, analyzes all legislation pending before the City Council; assists the City Council in bi-monthly monitoring of agency fiscal conditions, provides analysis of the Ordinance of Estimates for the City Council, and arranges committee meetings requested by the City Council. The Fiscal 2014 funding level will maintain the current level of service.

**106. Legislative Reference**

*Legislative Reference*

**General Fund - \$556,099**

**Other Funds - \$11,808**

This service provides support to the City Council and Administration; drafts all legislation and resolutions for the Mayor and City Council; researches and reports on existing and proposed City and State legislation; provides reports and minutes of the meetings of City agencies; administers and enforces the City's ethics law; operates the Legislative Reference Library; publishes and distributes the City Code, the City Building, Fire and Related Codes, the City Charter and the Code of Public Local Laws; prints City legislation; and revises the City Code and other publications annually or as is appropriate. Performance targets for Fiscal 2014 include the completion of code updates within 2 days of notification. The Fiscal 2014 adopted budget maintains the current level of service.

**107. Archives and Records Management**

*Legislative Reference*

**General Fund - \$465,538**

This service is the repository for all city documents and historical data. The City has partnered with the State to provide a web-enabled, publicly accessible, fully searchable Baltimore City Archives system. As part of this partnership the City must provide a suitable facility. Performance targets for Fiscal 2014 include 90,000 patron users of the city archives. The Fiscal 2014 adopted budget includes funds to purchase a "genie lift," which is needed to move, place, and retrieve agency records. The current level of service will be maintained.

**125. Executive Direction and Control**

*Office of the Mayoralty*

**General Fund - \$4,143,725**

**Other Funds - \$358,868**

This service provides Citywide executive leadership and is responsible for the daily operations of the Mayor's Office. The Office directs the operation of municipal agencies through the issuance of policies, directives and initiatives. The Office holds agency personnel accountable for meeting their objectives and measures their performance on a periodic basis through CitiStat. Requests, complaints, and other inquiries directed to the Mayor concerning the operations of the City are investigated and responded to in a timely manner. The Office is supported by the Chief of Staff and Deputy Chiefs who manage operations, economic and neighborhood development, public safety, legislative & government affairs, communications, and minority and women-owned business.

**128. Labor Contract Negotiations and Administration**

*Office of the Labor Commissioner*

**General Fund - \$787,556**

This service carries out the mandate to conduct contract negotiations with eight city unions and one professional organization representing 85% of the City's workforce. The OLC negotiates collective bargaining agreements with respect to wages, hours, benefits and other terms and conditions of employment. The OLC oversees the administration of the Memoranda of Understanding including grievance and arbitration hearings, mediation, issues of contract language interpretation, and convening and coordinating labor-management committees. The

OLC studies and makes recommendations for the establishment, revision, or correction of City policies and procedures with respect to labor management matters. The Fiscal 2014 funding level will allow the OLC to maintain the current level of service.

**130. Administration – Comptroller’s Office**

*Comptroller’s Office*

**General Fund - \$1,246,976**

**Other Funds - \$953**

The Comptroller is an elected Office. This service provides general supervision for the City’s independent audit function performed by the Department of Audits and is responsible for the Department of Real Estate and Department of Communication Services which includes the Municipal Telephone Exchange and the Municipal Post Office. As an elected Office, constituent services, policy analysis and implementation of policies and procedures are provided under this service. This service is also responsible for administrative support service to the Board of Estimates and provides fiscal and personnel functions for itself and the departments under its supervision. The General Fund adopted budget adds funding for an Assistant for Public Affairs position and increases contractual salaries by \$35,000 for a position that will support the Board of Estimates.

**131. Audits**

*Comptroller’s Office*

**General Fund – \$3,848,929**

Under the direction of the City Auditor and the general supervision of the Comptroller, this service performs the annual audit of the City's Comprehensive Annual Financial Report (CAFR), as well as 12 separate audits of the financial statements of various governmental units, including the City's three pension systems, the Enoch Pratt Free Library, and four enterprise funds (Water, Waste Water, and Parking Funds, and the Loan and Guarantee Program). The Department is also responsible for the Single Audit of the City's approximately 676 federal grant awards with expenditures of \$278.4 million. A number of performance audits are also conducted of City agency activities to ensure the efficiency of operations, the adequacy of internal control structure and compliance with City laws, policies and procedures. The Department of Audits also prevents and investigates alleged fraud, theft, bribery and other economic irregularities in City government. Other services performed by the Department of Audits include reviewing contract change orders, contracts, grant awards, agreements and other transactions submitted for the Board of Estimates' approval, performing reviews of abandoned property of the City and Water and Waste Water Funds rate increase proposals, and conducting special request, fraud and revenue recovery audits.

**132. Real Estate**

*Comptroller’s Office*

**General Fund – \$952,594**

This service is responsible in all matters relating to the acquisition, sale, lease, exchange or other disposition of real property of the City. The Department works closely with the Department of Housing and Community Development, the Baltimore Development Corporation, the Department of General Services and the Mayor’s Office in accomplishing its goals.

**133. Municipal Telephone Exchange**  
*Comptroller's Office*

**Other Funds - \$11,225,768**

This service provides communication equipment and service, including land lines and wireless, for all City agencies. The City's telephone system encompasses 296 Norstar key systems, 13,192 Centrex phone lines / circuits and 3,720 active voice mail boxes and conference call services for City personnel. Eleven full-time and three part-time phone operators provide 24-hour coverage for persons wishing to contact City agencies, or seeking City services / assistance or information and referral. After hours emergency support and assistance with coordination of services is also provided by this service. The MTE has upgraded the City's legacy voicemail system with an advanced Unified messaging platform.

**136. Municipal Post Office**  
*Comptroller's Office*

**Other Funds - \$861,950**

This service provides United States Postal Service delivery and mailing for City agencies and inter-office mail for City agencies. Full mail services are provided including inserting and presort services. Staff collects and distributes mail to approximately 80 pick-up/drop-off locations.

**148. Revenue Collection**  
*Department of Finance*

**General Fund - \$5,752,800**

**Other Funds - \$582,950**

The Bureau of Revenue Collections has the responsibility to collect all revenue owed to the City of Baltimore through various taxes, fines, fees and penalties. Customer service will continue to be improved by using web-based technology to make license applications and three additional bill types available on-line. The Bureau's Inspection Unit, which performs inspections of businesses required to have licenses and also manages the collection of self-reported City taxes such as the telecommunications, parking, hotel and energy taxes, has been made self-supporting through a Special Fund initiative that will increase City revenue. In Fiscal 2014, the service aims to maintain a 96% collection rate on real property tax as well as maintain the cost per payment transaction at \$0.88. Both of these targets are consistent with the performance achieved during Fiscal 2012. The adopted budget will maintain current services.

**150. Treasury Management**  
*Department of Finance*

**General Fund - \$1,092,535**

This service provides for the management of the City's cash, investments, debt and banking services. Treasury Management provides important oversight and control of the City finances to ensure cash is available to pay bills through the issuance of debt and timely investment of City funds. This service also maintains the City's banking and trustee relationships so that the City's corporate cash, payroll and trust accounts are properly maintained. The Fiscal 2012 annual rate of return on investments was 0.54%, more than five times the 0.09% average rate of return of 6-month Treasury bonds. Additionally, the average rate of interest on bonds issued in

Fiscal 2011 (3.74%) was more than 1% below the benchmark Bond Buyer Index rate of 4.8%. The adopted budget will maintain current services.

**185. Zoning, Tax and Other Appeals**

**General Fund - \$551,283**

*Municipal Zoning Appeals*

This service provides specific procedures and regulations to implement the City's Comprehensive Plan for the orderly development and the most appropriate use of land throughout the City of Baltimore. The Board of Municipal and Zoning Appeals (BMZA) plays a crucial role in the administration and implementation of the zoning code. BMZA provides public notice and schedules hearings regarding conditional use permits, variances for physical development projects, applications relating to nonconforming uses of property, street signs and off-street parking regulations. For Fiscal 2014, the service aims to reduce the number of days from filing to written resolution from 50 to 30. The adopted budget will maintain the current service level.

**189. Fleet Management**

**Other Funds - \$51,073,526**

*Department of General Services*

This service is responsible for management and maintenance of more than 5,600 pieces of motorized equipment comprising the City's fleet and assigned among the various City agencies. Agencies are charged for rental and maintenance of vehicles. As part of the Mayor's Ten Year Financial Plan, the City launched a comprehensive study to assess opportunities for both modernizing and reducing the cost of its fleet. Based on the analysis, the City determined that the average age of vehicles is approximately 8 years. Such an aging fleet requires much higher maintenance and repair costs, and is also associated with higher fuel costs due to older, less fuel-efficient vehicles. In addition, an aging fleet will have substantially higher down-time, which can affect service delivery and require a large reserve fleet for core operations. In Fiscal 2014, in order to break away from this counterproductive condition, the City has developed the following planned approach: (1) adopt a lease financing strategy, (2) right-size the City fleet.

Previously, the City funded vehicle purchases through a sinking fund; the entire capital cost of each asset in the fleet was paid at the beginning of the asset's service life. Under a lease financing approach, the purchase of every vehicle and piece of equipment in the fleet is financed over its useful life. This will allow the City to modernize its fleet more rapidly than under the previous model. Without a change in the City's approach, the estimated average vehicle age would continue to rise to 9.2 years over the next ten years. Under the proposed fleet modernization, the average vehicle age could be reduced to 4.2 years. At the same time, the City has also been evaluating vehicle usage and reserve needs to determine the optimal size of the fleet. Based on this review, as well as the planned fleet modernization, the City anticipates a reduction of at least five percent of the fleet.

The City will realize significant savings from a smaller fleet with lower fuel and maintenance costs. In addition, this shift in fleet financing approach will also allow for release of the City's

sinking fund for fleet acquisition. Under the Ten-Year Plan, the reserve will be invested in road and bridge repairs, recreation center upgrades, blight elimination and IT modernization.

**347. CitiStat Operations**  
*Office of the Mayoralty*

**General Fund - \$997,218**

The Office of CitiStat Operations is a Mayoral management service designed to utilize intensive performance management of municipal agencies. CitiStat analysts are responsible for developing performance measurements for a portfolio of City agencies and identifying opportunities to make City services better, faster, and cheaper. In Fiscal 2014, this service plans to conduct 240 meetings to improve interagency coordination and to hold all major City agencies accountable for results. The adopted budget includes funding to create an Administrative Assistant position. This position will provide administrative support to staff responsible for monitoring City agencies' performance towards advancing the Mayor's priority outcomes.

**649. Special Facilities**  
*Recreation and Parks Department*

**Other Funds - \$1,252,882**

The Department of Recreation and Parks operates the following special facilities: Clarence "Du" Burns Arena, William J. Myers Soccer Pavilion, Baltimore Rowing and Resource Center, Patterson Park Boat Lake, Upton Boxing Facility, Carroll Park Skateboarding & Bike Facility, Dominic "Mimi" DiPietro Family Skating Center, Shake & Bake Family Fun Center, the Carrie Murray Nature Center, Mount Pleasant Ice Arena, and the Northwest Baltimore Park Golf Driving Range. All special facilities are to operate in an entrepreneurial fashion during Fiscal 2014, with revenues from activities used to support operations in the Special Fund. Performance measures for Fiscal 2014 include 100% of operating costs recovered through earned income and 100% of facility participants rating their experience positively. In Fiscal 2012, the agency reported that 90% of operating costs were recovered through earned income, and 75% of special facility participants rated their experiences positively.

**670. Water and Wastewater Administration**  
*Department of Public Works*

**Other Funds - \$39,126,502**

This service is charged with oversight, direction, support operations and financial management for all water, wastewater and surface water services and includes coordination with regulatory agencies in establishing strategic operations to meet required industry mandates. This service provides rate and annual utility budget appropriations for approval by the Director of Public Works. The recommendation includes funding for allocated costs for the DPW administration (\$4.4 million), 6% overhead transfer to the General Fund (\$14.7 million), funding for Worker's Compensation (\$2.9 million), and funding for OPEB contribution (\$1 million). The adopted budget will maintain the current level of service.

**698. Administration**  
*Department of Finance*

**General Fund - \$1,189,379**  
**Other Funds - \$12,178**

The Office of the Director of Finance is responsible for the overall fiscal strategy and fiscal management of the City, which includes overseeing the City Budget process and holding the internal Bureaus - Budget and Management Research, Revenue Collections, Purchasing, Accounting, Payroll Services, Treasury Management, and the Office of Risk Management - accountable for their performance. The Office also coordinates all Human Resources activity within the department; manages the combined charity management contract and the deferred compensation management contract for the City; performs management analysis; and executes initiatives with other City agencies to improve the efficiency and effectiveness of government. The Fiscal 2014 adopted budget includes a new position to oversee the implementation of the Mayor's Ten-Year Financial Plan.

**699. Procurement**  
*Department of Finance*

**General Fund - \$2,863,941**

This service offers City agencies a professional procurement practice for the purchase of goods and services to be used in City operations and capital improvements. The use of a centralized purchasing system is legally required by the City Charter and includes nearly all purchases of over \$5,000 and many below that amount. In Fiscal 2012 this service processed 22,491 purchase orders totaling over \$278.9 million and supported 13,000 vendors in Citibuy, the City's automated purchasing system. For Fiscal 2014, the service plans to increase the number of Citibuy registered vendors to 15,000 from 13,000 and start tracking customer satisfaction with procurement services. The service also aims to increase the number of bids per formal solicitation from 3.34 in Fiscal 2012 to 4 in Fiscal 2014. The adopted budget will maintain current services.

**700. Surplus Property Disposal**  
*Department of Finance*

**Other Funds - \$183,148**

This service is responsible for the proper disposition of surplus property. The use of a centralized surplus property system is required by the City Charter. This service was initiated in Fiscal 2010 with the goal to eventually cover expenses with sales proceeds. In Fiscal 2014, this service aims to generate \$70,000 in excess revenue and remain self-supporting. The adopted budget will maintain current services.

**701. Printing Services**  
*Department of Finance*

**Other Funds - \$3,050,925**

The Digital Document Division is an Internal Service Fund operation supplying document services to the City of Baltimore government. The services offered to City agencies and the Baltimore City Public School System are professional graphic design, printing, copying,

document scanning, data center printing, and forms distribution. This service will continue to control costs and ensure self-sufficiency by reducing equipment to the minimum essential for effective operations. The recommended budget includes the abolishment of five positions. The adopted budget will maintain current services.

**702. Accounts Payable**

**General Fund - \$1,154,308**

*Department of Finance*

This service is responsible for paying an average of 12,000 vendor invoices each month and providing support to agencies and vendors in all matters relating to payments. The City must pay invoices within 30 days of delivery of the good and/or service. Payments are processed through the CityDynamics accounts payable module using state-of-the-art best practices. This service will continue the practice of centrally scanning all vendor invoices to ensure that agencies are held accountable for timely payment. The percent of vendor payments made within 30 days is expected to increase from 77% in Fiscal 2012 to 85% in Fiscal 2014. The adopted budget will maintain current services.

**703. Payroll Services**

**General Fund - \$3,297,834**

*Department of Finance*

This service is responsible for paying 800 weekly employees, 13,000 biweekly employees, 6,000 Fire and Police Retirees, and seasonal employees including 5,000 – 6,000 Youthworks employees. The Payroll Service is also responsible for ensuring that proper internal controls exist over the payroll process, coordinating quarterly payroll tax reporting, coordinating garnishment processing, reconciling payroll bank accounts, and coordinating year-end processing of W-2's and 1099's. In Fiscal 2014, this service aims to reduce the number of off cycle checks from 2,433 in Fiscal 2012 to 2,400. The number of off-cycle checks is less than 1% of all checks issued by Payroll. The current cost per check is \$2.20. The adopted budget will maintain current services.

**704. Accounting Operations**

**General Fund- \$1,518,822**

*Department of Finance*

This service provides accounting and reporting services for the City of Baltimore. The service is responsible for ensuring that proper internal controls are in place for processing financial transactions and that these transactions and reports are recorded and prepared in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB). Financial transactions are recorded and reports are prepared and generated using the City's financial system, CityDynamics. The adopted budget includes enhancement funding for two Accounting System Analyst positions to provide additional internal controls and oversight. In Fiscal 2014, the Bureau expects to oversee 2,600,000 financial transactions. The service aims to have 85% of customers satisfied with accounting service in Fiscal 2014.

**705. Loan and Guarantee Program**  
*Department of Finance*

**Other Funds - \$3,363,955**

The Bureau of Accounting and Payroll Service (BAPS) provides full accounting services to the Loan and Guarantee program including all general ledger and accounts payable functions. This program provides for utilization of proceeds from certain bond issues, grants, donations, and contributions appropriated by the City and also certain funds included in the capital portion of the annual Ordinance of Estimates. Such funds are used for direct loans or for guarantees for loans made by third parties for residential, commercial, and industrial rehabilitation and development, or for the construction of certain capital projects. BAPS services all of the Program's loans including monthly, quarterly or semiannual billings for principal and interest. This service also prepares payoff statements and confirmation loan balances to borrowers or auditors when requested. Additionally, BAPS prepares the program's annual financial statements and coordinates with outside auditors. The adopted budget will maintain current services.

**707. Risk Management**  
*Department of Finance*

**Other Funds - \$7,936,087**

The Office of Risk Management administers the City's risk management and insurance program for City assets and liabilities. Insurance policies are procured by the Office to provide the broadest coverage at the lowest cost. When damages exceed insured deductibles, claims are filed by the Office to expedite recovery from the insurance company. The Office seeks to prevent employee injuries by promoting accident prevention, providing safety training and ensuring regulatory compliance. After an injury occurs, the Office manages the Workers' Compensation claims and coordinates the services provided by the Workers' Compensation Claims Administrator, the Occupational Health Clinic and Workers' Compensation counsel. In Fiscal 2012, there were 13.3 claims filed per 100 employees for an average cost of \$8,585 per claim. In Fiscal 2014, Risk Management aims to reduce claims to 12 per 100 employees and the average cost to \$7,500. \$3.4 million annually supports the Key Risk contract for workers compensation case management. The service has proposed savings during Fiscal 2014 and Fiscal 2015 by reallocating financial resources. In doing so, the service will be able to reduce its budget and deliver outcomes as expected.

**708. Operating Budget Management**  
*Department of Finance*

**General Fund - \$1,650,762**

This service provides budget formulation, long-range financial planning and management of the City's \$2.5 billion annual operating budget. Revenues and expenditures are monitored throughout the year, and state and local legislation is analyzed to determine the impact on the City budget. Outreach efforts ensure citizens have a clear understanding of the City budget. This service also provides professional research and analysis on management, performance, and financing of City services and administers the City's annual Citizen Survey. During Fiscal 2013, BBMR has completed three management research projects and has three more in progress. In Fiscal 2014, the service aims to increase the number of recommendations to improve fiscal

management from the FY 2013 target of 15 to 20. During Fiscal 2014, the service expects an error of 2% or lower revenue forecast accuracy. During Fiscal 2012, the error was 0.7%, which was within the target. The adopted budget supports the creation of two new analyst positions that will conduct grants management citywide.

**710. Property Tax Billing Integrity and Recovery**

**General Fund - \$337,769**

*Department of Finance*

This service was established in Fiscal 2011 to identify property tax credit errors and fraud, ensure new construction is assessed expediently, provide State assessors with relevant data for assessing commercial properties, and analyze other tax collection issues. The service removed 2,772 Homestead credits during Fiscal 2012. In Fiscal 2014, the service aims to remove 750 Homestead credits as a result of SDAT review. During Fiscal 2012, the service reported \$2.5 million in erroneous or fraudulent tax credits as a result of review efforts and expects to recapture over \$4 million during Fiscal 2014. The adopted budget will maintain current services.

**711. Finance Project Management**

**General Fund - \$262,794**

*Department of Finance*

This service is responsible for coordinating, designing, and implementing all systems changes within the Department of Finance. This includes the management of the Integrated Tax System project, the implementation of a new recordation tax system, and the design of a personal property tax system. The adopted budget will maintain current services.

**726. Administration - General Services**

**General Fund - \$956,994**

*Department of General Services*

This service provides leadership and support to the various services in General Services in the areas of Administrative Direction, Human Resources and Fiscal Management. Additional administrative support is provided by the Department of Public Works in the areas of Legislative Affairs, Safety and Training and Contract Administration. In Fiscal 2014, support for IT related services by the Department of Public Works will be eliminated. The agency put forth a sound plan to bolster its internal IT capabilities by creating its own IT section. Fiscal 2014 adopted budget is slightly above current level of service. The agency has transferred positions from other services to better reflect actual work being done in Administration. A portion of the expenditures supporting this service is charged internally among the agency's various services.

**730. Public and Private Energy Performance**

**Other Funds - \$20,020,094**

*Department of General Services*

This service oversees implementation and management of technologies to minimize energy usage and cost to the City while maximizing opportunities from renewable energy sources consistent with the City's Sustainability Plan and State mandates. This service will continue to

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expand its operations to include developing energy policies, analyzing additional energy-related proposals, applying for more grant funds, evaluating energy legislation, advocating for legislative change, investigating renewable power generation, creating green job opportunities, selling more energy credits to private companies, and collecting revenue from utilities in exchange for removing a portion of the City's electric load from the area's power grid during times of severe power demand. Fiscal 2014 prosed projects include: (1) replacement of Department of Transportation and Recreation and Park lighting with efficient, low maintenance lighting, (2) installation of combined heat and power plants, (3) managing the purchase of energy commodities, (4) setting a standardized energy price for City agencies, (5) installing solar capacity to serve multiple facilities and (6) conducting behavior change programs throughout the City agencies. Through Energy Office activities the City government can reduce its electricity use to offset the projected energy consumption increase when the Mayor's goal of 10,000 additional families is reached. In Fiscal 2014 the service aims to increase the cumulative City government energy reduction to 49 million kWh per year; this is an additional 11.7 million kWh reduction from Fiscal 2012. Achieving this objective will eliminate the need for new power generation capacity and additional congestion in the power transmission system while avoiding increased costs and pollution. The reduction in City electric usage as of Fiscal 2014 is equivalent to the energy consumption of 51,000 households. This service has also been awarded state funding through the Customer Investment Fund as a result of the Exelon and Constellation merger. This service is slated to receive \$16 million over the next three years. These funds will be utilized for retrofits and upgrades to non-profit and City buildings providing services to low-income communities and constructing cogeneration plants at City facilities with a priority for water treatment facilities.

### **731. Facilities Management**

*Department of General Services*

**General Fund - \$13,009,012**

**Other Funds - \$11,834,741**

This service is responsible for operating and maintaining 63 municipal buildings owned by the Mayor and City Council. These buildings comprise over 1.6 million square feet of work space, where tenant agencies include most departments of City government. General Services maintains 28 buildings through the Internal Service Fund and the remaining 35 buildings are funded through the General Fund. The total square footage for the 63 buildings is 3,400,000. The Fiscal 2014 adopted budget includes the last installment of \$900,000 for the 3-year improvements to the MECU Building. The amount for improvements represents the net savings from rental payments related to the purchase of the building. Fiscal 2014 adopted budget consists of four categories of expenditures: (1) Utility - 52% (2) Maintenance - 30% (3) Custodial - 9% and (4) Security - 9%. In Fiscal 2014 the service aims to decrease the number of complaints per 100,000 sq. ft. of buildings managed from 4.1 to 3 complaints, a 27% decrease from Fiscal 2012.

**770. Human Resources Administration**

**General Funds - \$1,639,939**

*Department of Human Resources*

This service is responsible for the agency's overall performance, budget preparation and implementation, procurement functions, policy development, city-wide communications, criminal background investigations, and Civil Service Commission administration. DHR advises the Mayor and agency heads on personnel matters. The Fiscal 2014 adopted budget maintains the current level of service.

**771. Benefits Administration**

**General Fund - \$2,442,938**

*Department of Human Resources*

**Other Funds - \$2,188,552**

This service is responsible for administering the City's health and welfare plans. The Division provides centralized administration for the self-insured medical plans; the prescription drug and Medicare Part D benefits; a dental HMO and PPO; a vision plan; basic and optional life insurance programs; two flexible spending accounts; the commuter transit program; and the unemployment insurance and Employee Assistance Programs. The current number of active and retired employees who are enrolled in the city's medical coverage plan is 28,005. This number is not expected to change significantly in Fiscal 2014. The Fiscal 2014 adopted budget includes funds for city contracts with ADP, AON, and Wage Works, vendors that provide administrative, analytical and consultation services in regards to the city's benefit programs and services. The adopted budget maintains the current level of service.

**772. Civil Service Management**

**General Fund - \$1,151,886**

*Department of Human Resources*

**Other Funds - \$64,559**

This service is responsible for identifying and classifying occupational groups, and establishing compensation levels for the positions that comprise Baltimore City's workforce. In addition, Civil Service Management is responsible for recruiting, evaluating applicants, developing and conducting tests, and creating civil service eligibility lists. This division conducts position, organization and compensation studies and advises the Board of Estimates on changes proposed by City agencies. It is also responsible for salary administration, overseeing salary policy issues, and developing and maintaining specifications for job classifications. In Fiscal 2012, vacancies were filled on average in 76 days. In Fiscal 2014, DHR will work with hiring agencies to conduct process improvement efforts to decrease this average to 60 business days. The Fiscal 2014 adopted budget maintains the current level of service.

**773. City of Baltimore University**

**General Fund - \$0**

*Department of Human Resources*

This service is responsible for offering a wide curriculum of training courses to Baltimore City Employees. The training and development program ensures the uniform development, implementation, and maintenance of strategic learning opportunities. The program addresses

diverse training programs such as supervisory and leadership development, new employee orientation, customer service, communications, diversity, sexual harassment prevention, workplace violence prevention, and includes other employee development programs that are at the discretion of both agencies and employees. In Fiscal 2014, the service will seek to provide training opportunities to 6,000 Baltimore City employees. The Fiscal 2014 adopted budget represents this service's transition to self-sufficiency. In Fiscal 2014, COB University will begin to implement a strategy that will include the application of recommendations from a recent management research study. This strategy will allow COB University to better recoup its costs and better train city employees. These recommendations include establishing minimum attendance requirements and the consolidation of classes, implementing a citywide online learning platform, and revising the training course fee schedule to recover costs. The Fiscal 2014 adopted budget maintains the current level of service.

**802. Administration - MOIT**

*Mayor's Office of Information Technology*

**General Fund - \$1,163,226**  
**Other Funds - \$36,054**

This service directs the resources needed for successful and efficient IT service delivery within the Baltimore City Government. MOIT is responsible for deploying, utilizing and leveraging information technology to enhance productivity, broaden the capabilities, and reduce the operating costs of Baltimore City government, thereby improving the quality and timeliness of services delivered to the citizenry. In Fiscal 2014, MOIT will begin to move towards a fully consolidated and centralized IT environment. Through consolidation MOIT plans to offer standard, high quality services to the entire City. Using resources saved through maximizing purchasing power, reducing redundancies, and realizing economies of scale, the City will be able to make strategic IT investments with long-term benefits across the City.

**803. Enterprise Innovation and Application Services**

*Mayor's Office of Information Technology*

**General Fund - \$5,536,204**  
**Other Funds - \$99,581**

This service develops, installs, maintains and operates the computer systems and applications that enable City agencies to effectively and efficiently manage their operations. MOIT supports both mainframe based business applications and Internet applications that allow citizens to access information and perform transactions online. There is also a robust Intranet web site that empowers City employees by providing fast access to accurate information and web based applications to perform a wide range of business functions. MOIT also supports the Enterprise-wide Geographic Information System (EGIS). The adopted budget will maintain the current level of service.

**804. Enterprise Unified Call Center**

*Mayor's Office of Information Technology*

**General Fund - \$13,673,848**  
**Other Funds - \$7,539,236**

The 311 call center was created in 2002 as a means to track agency responsiveness and measures the cities accountability to its customers. The police non-emergency unit was transferred from Police Department in 2005. In July 2012 MOIT took over 911 and Police Dispatch under the first

phase of moving toward a Unified Communications Center to improve efficiency. In Fiscal 2014 the service will be positioned to provide better customer service by extending 311 call center hours to midnight and further supporting police non-emergency service. Hours will be extended through better management of existing staff at no additional cost. MOIT established performance measures for operators that require them to increase availability to 85%. At the recommended funding level it is anticipated that the percentage of 311 calls answered within 20 seconds will increase from 85% to 90%, and the percentage of 911 calls answered within 10 seconds will remain at 90% in Fiscal 2014. The adopted budget will maintain the current level of service.

**805. Enterprise IT Delivery Services**

*Mayor's Office of Information Technology*

**General Fund - \$5,071,129**

**Other Funds - \$3,518,405**

This service is responsible for maintaining the City's Internet connectivity, CCTV operation, 800MHz Safety Radio System infrastructure and connectivity, mainframe applications, and help desk support. In Fiscal 2014 the service will continue to leverage IT to automate redundant processes, streamline workflow, enhance communications, stabilize and secure the City's infrastructure, and present a strategic roadmap for IT in the City. At the recommended funding level it is anticipated that the number of Help Desk service tickets will decrease from 30,000 to 25,000, and average resolution time per ticket will decrease from 3 days to 1 day in Fiscal 2014. In addition, this service will receive \$5 million in capital funding, consistent with the Ten-Year Financial Plan. The service will begin to implement a strategy that will allow MOIT to accelerate improved business processes and reduce mainframe dependence in Fiscal 2014. The adopted budget will maintain the current level of service.

**833. Innovation Fund**

**General Fund - \$1,800,000**

The Innovation Fund invests in ideas with potential to improve results for citizens, save money, and/or increase revenue. Awarded through a competitive process, the Innovation Fund invests in four projects in Fiscal 2014.

- Single Space Parking Meter Upgrade (\$879,940): This project will replace mechanical meters with "smart" meters that accept credit and debit cards as forms of payment, enable meters to wirelessly communicate to the Parking Authority of Baltimore City (PABC) when they are in need of repair, and lead to a decrease in theft of parking fares. The expected return on investment is 292%.

- Off-Street Parking (\$381,000): This project will allow PABC to better manage and oversee parking at several underutilized lots by restriping and repaving lots, installing "smart" meters, improving lighting and landscaping on the lots, and offering monthly parking contracts to regular parkers. Both projects will open new revenue sources to the City by creating more and better parking options. The expected return on investment is 325%.

- Enterprise Energy Management (\$133,000): This project will place "smart" energy meters on circuits in four City buildings: Police Headquarters, the Benton Building, the Abel

Wolman Building, and the Convention Center. The meters will determine when energy use is the highest on a floor or office-level basis. Partnering with the Office of Sustainability, the Energy Office will then provide employees with education on how to save energy, leading to behavioral changes that will lead to savings for the City in terms of energy cost savings. The expected return on investment at least 456%.

- Video Camera Accident Reduction Plan (\$400,000): This project will place cameras on City fire and EMS vehicles to monitor driver behavior. The vendor who is selected to conduct the monitoring will download data daily and send that data to the BCFD. Once in possession of the data, the BCFD can use it as a tool for member awareness, increased safety, and the disciplinary process. Monitoring driving behavior will translate changes in behavior, which will lead to decreased costs in workers compensation, auto liability, and vehicle maintenance related to accidents/abuse. The expected return on investment is at least 17%.

**836. Inspector General**

**General Fund - \$739,998**

*Office of the Inspector General*

This service provides for the professional and independent investigation of allegations of fraud, waste and abuse within City government; among those vendors and businesses doing business with or seeking to do business with the City; and those individuals, organizations, and businesses receiving some benefit from the City. The agency anticipates recovering or saving \$500,000 on behalf of the City as a result of investigations conducted by the Inspector General.

**860. Administration - Law**

**General Fund - \$1,034,259**

*Law Department*

**Other Funds - \$107,815**

This service provides for the overall direction and control of the Law Department as well as providing legal advice and engaging in general litigation. The General Fund allocation for this service is 82% above Fiscal 2013 due to the shift of a transfer credit to the Controversies Service; the transfer is provided on the basis of the Law Department providing legal support to City agencies. The recommended funding level will maintain the current level of service.

**861. Controversies**

**General Fund - \$2,564,171**

*Law Department*

**Other Funds - \$5,017,605**

This service provides the general litigation, labor and employment, land use, collections and pre-litigation claims investigation services for the City. This service has been steadily increasing City revenue streams while avoiding or limiting liability payouts despite mounting numbers of claims against the City. The Fiscal 2014 allocation contains the full General Fund transfer credit for services, which include legal guidance, opinions, document review, and litigation support provided to City agencies. The credit was previously allocated across multiple Law Department services. In Fiscal 2014, this service targets 100% success rate in land use right to possess cases and less than 1% payments versus damages claims against the City. These targets are consistent with actual Fiscal 2012 results.

**862. Transactions**

*Law Department*

**General Fund - \$2,210,137**

**Other Funds - \$96,555**

This service provides Charter mandated legal services essential for City operations and governance. With attorneys experienced and knowledgeable in the nuances of City government and municipal law, this service provides advice for the City's real estate, economic development, lending and municipal finance matters; it negotiates, drafts and reviews all City contracts, and advises the Mayor's Office, the City Council, and all City agencies, boards and commissions on the entire range of legal issues facing the City. The Fiscal 2014 allocation is an increase of 80% from Fiscal 2013; this is based on the movement of the transfer credit into the Controversies service, which is used to support Law Department services to other City agencies. In Fiscal 2014, this service is recommended for enhancement of one position to handle increased Maryland Public Information Act (PIA) requests; PIA requests increased from 205 in Fiscal 2011 to 250 in Fiscal 2012. Service performance targets for Fiscal 2014 include answering 95% of all Maryland Public Information Act requests on time and maintaining a 92% client satisfaction rating, consistent with actual Fiscal 2012 performance.

**876. Media Production**

*Mayor's Office of Cable and Communication*

**General Fund - \$538,317**

**Other Funds - \$883,438**

The Baltimore City Office of Cable and Communications (BCOCC) operates and provides programming for the City's cable channel (Channel 25). This service supports City agencies and the private sector with media related videos and data networking services. This office is also the City's regulatory authority for Comcast Cable Television. This service currently televises City Council Meetings and Hearings, as well as meetings of the Board of Estimates, Liquor Board, Planning Commission, and CHAP. The service's ultimate goal is to be self-supporting within two to three years. In Fiscal 2012, the agency produced 2,520 programming hours and received 37% of operating revenues from non-General Fund sources. Performance targets for Fiscal 2014 include increasing original, in-house programming to 2,730 hours, and increasing the percentage of operating revenues from non-general fund sources to 40%. The Fiscal 2014 adopted budget maintains the current level of service.

**899. Fair Conduct of Elections**

*Board of Elections*

**General Fund - \$4,253,749**

This service administers and conducts elections. This service is authorized by the Public General Laws of Maryland and is empowered to make rules consistent with State laws to ensure the proper and efficient registration of voters and conduct of elections. The preparation and execution of an Election Day includes training of 2,400 election judges and voting machine technicians, preparation of 2,000 touch screen units, and 750 electronic pollbooks. This is not only to ensure that all 294 precincts and five early voting sites in the City are open on time with staff, materials, and supplies, but to ensure approximately 90,000 registered voters have a convenient and accessible location to vote as well. In Fiscal 2013 one election was held - the Presidential General. In Fiscal 2014, one election will be held - the Gubernatorial primary. The City will encourage the Board of Elections to implement recommendations of a recent

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management research study to adopt a new staffing model, consolidate polling sites, and make other changes to improve cost-effectiveness.

Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
A Cleaner and Healthier City

**OUTCOME BUDGETING OVERVIEW**

<b>Fund</b>	<b>Fiscal 2013</b>	<b>Fiscal 2014 CLS</b>	<b>Fiscal 2014</b>	<b>Change from CLS</b>	<b>%</b>
General	103,939,324	104,747,078	94,471,867	(10,275,211)	(9.8%)
Federal	68,154,510	69,186,796	70,320,891	1,134,095	1.6%
State	24,644,394	25,044,783	29,352,234	4,307,451	17.2%
Special	1,039,901	3,368,396	3,244,642	(123,754)	(3.7%)
Internal Service	1,290	--	--	--	--
Wastewater	199,891,732	200,105,175	199,647,235	(457,940)	(.2%)
Utility					
Water Utility	136,950,417	137,927,850	149,481,239	11,553,389	8.4%
Stormwater					
Utility	--	--	23,072,112	23,072,112	100%
<b>TOTAL</b>	<b>\$534,621,568</b>	<b>\$540,380,078</b>	<b>\$569,590,220</b>	<b>\$29,210,142</b>	<b>5.4%</b>

**CITY SERVICES FUNDED FOR FISCAL 2014**

The services described in this section are listed numerically by service number.

**303. Clinical Services**

*Health Department*

**General Fund - \$4,497,471**

**Other Funds - \$5,729,808**

This service provides primary and secondary prevention and treatment of sexually transmitted diseases (STD), HIV, and tuberculosis; immunization against vaccine preventable diseases; and primary and secondary prevention of dental disease. It includes funding for two STD Clinics, two HIV primary care clinics, the Eastern Chest Clinic, two dental clinics, the Baltimore Disease Control Laboratory, and the Men’s Health Clinic. The Men’s Health Center is a stand-alone clinic housed within the Druid Health Center. For Fiscal 2014, this service will target 8,470 people for reproductive health services, and maintain a target of 70% of out-of-care persons with HIV linked to ongoing healthcare. In Fiscal 2012, 8,121 clients received reproductive health services and 60% of out-of-care persons with HIV were linked to ongoing healthcare. The Health Department will release an update on the progress towards Healthy Baltimore 2015 targets in 2013.

**305. Healthy Homes**

*Health Department*

**General Fund - \$892,679**

**Other Funds - \$1,552,553**

This service prevents exposure to lead, asthma triggers, pesticides, and injury hazards in Baltimore City primarily through home visits and inspections. This program offers training in asthma management, lead safety, integrated pest management, and other healthy homes topics

in community-based settings. General funds are used to provide lead poisoning inspections and enforcement, and as match and leverage required for competitive federal grants. In Fiscal 2014, 700 homes will be inspected for health and safety risks, and the service will maintain a target of 75% of children in asthma programs demonstrating improved symptoms. Fiscal 2012 actuals include 535 homes inspected for health and safety risks, and 86% of children in asthma programs demonstrating improved symptoms. The service has transitioned to a new community-based model for pest inspection and education; aside from this there is no expected change to the current level of service provision.

**307. Substance Abuse and Mental Health**

*Health Department*

**General Fund - \$1,779,549**

**Other Funds - \$1,150,089**

Baltimore Substance Abuse Systems, Inc. (BSAS) funds and oversees a continuum of substance abuse services including school and community-based prevention and treatment for adolescents; assessment and referral at courts, Department of Social Services, hospitals, and other locations; medication-assisted treatment (methadone and buprenorphine); short-term and long-term residential treatment; and recovery support centers during evening and weekend hours. Baltimore Mental Health Services, Inc. is required by law to receive \$549,000 from local funds for day rehabilitation services. At the Fiscal 2014 allocated funding level, this service is expected to lose one staff position providing addiction counseling. BSAS will maintain performance targets of 62% of clients retained in outpatient substance abuse treatment for at least 90 days up from 54% in Fiscal 2012. Additionally, this service had 13,922 clients admitted to BSAS-funded programs and 30 clients in recovery housing in Fiscal 2012, and projects a target of 13,500 clients admitted and 90 recovery housing recipients in Fiscal 2014.

**308. Maternal and Child Health**

*Health Department*

**General Fund - \$795,987**

**Other Funds - \$16,347,931**

This service operates programs to promote positive birth outcomes, including a nurse home-visiting program, nutrition support, obesity reduction for postpartum women, teen pregnancy prevention, and infant and child fatality review. Other programs enhance readiness for kindergarten, and promote positive youth development through the Baltimore Infants and Toddlers Program and the Youth Advisory Council. Performance targets include 350 unduplicated clients receiving professional nurse care management services in Fiscal 2014, based on case load requirements under the evidence-based Nurse Family Partnership service model, which provides more effective services to targeted higher-risk populations. In Fiscal 2014, this service will maintain the target of 80% of homes identified by professional home visitors to have a safe sleep environment; the Fiscal 2012 actual was 78%.

**311. Health Services for the Aging**

*Health Department*

**Other Funds - \$5,660,849**

This service promotes health, improves the quality of life, and prevents the premature institutionalization of Baltimore City senior citizens. It is comprised of the Adult Evaluation and

Review Services, Medical Assistance Personal Care Services, Retired and Senior Volunteer Program (RSVP), and Senior Companion Program. This service does not receive General Fund support; federal Personal Care, Geriatric Evaluation Services, and Mental Health Administration grants comprise the majority of funding for this service. Previous performance measures were based on the Senior Community Services Employment Program, which is now administered through Catholic Charities. Revised performance targets for Fiscal 2014 include referral of 2,800 individuals for evaluation and completion of 95% of client evaluations within five days.

**315. Emergency Services**

*Health Department*

**General Fund - \$591,426**

**Other Funds - \$11,038,691**

This service addresses disease outbreaks and urgent public health needs. Everyday service includes response to outbreak of infectious disease; transport of chronically ill; and planning, training and preparation for large-scale public health emergencies. The Fiscal 2014 allocation maintains current services, including 99.2% of investigations of potential human exposures to rabies resulting in successful contact. This service has also set a target for percentage of identified outbreaks with a confirmed etiology or origin at 65%; reported actuals for this measure from Fiscal 2012 are 52%.

**385. Health and Welfare Grants**

**General Fund - \$1,143,847**

This service provides grants to various health and welfare organizations to aid disadvantaged citizens and citizens with special needs. This service includes funding for the Family League of Baltimore City Pre- and Post-Natal Home Visiting Program, the Maryland School for the Blind, and the Legal Aid Bureau, Inc., which provides legal services for low-income residents. The adopted budget includes a \$97,500 increase for a Baby Basics Coordinator to improve health literacy and birth outcomes among low-income women in the City. The Pre- and Post-Natal Home Visiting Program will target 355 women in Fiscal 2014 for enrollment in evidence-based paraprofessional home visiting programs. This is an increase from 294 enrollments in Fiscal 2012. Client numbers are estimates based upon the grant fund allocation for this year, the number of program staff fully trained in the Healthy Families America model, and the ability to implement at the caseload ratio of 1:25. The Legal Aide Bureau will aim to increase the number of prevented evictions from 67 in Fiscal 2012 to 75 in Fiscal 2014. Fiscal 2012, the School for the Blind enrolled 36 Baltimore City students for the first semester and 37 Baltimore City students during the second semester, with a cost per student of \$962 per semester.

**647. Youth and Adult Sports**

*Recreation and Parks Department*

**General Fund - \$537,911**

**Other Funds - \$150,016**

This service offers a wide array of athletic choices for all age groups. Programs and activities include boxing (which currently operates as an enterprise), indoor soccer, skateboarding, track and field, football, basketball, hockey, broomball, and more. Various levels of leagues for youth, adults and seniors are also provided. Programming for the Youth Sports Division will

be focused primarily through the recreation centers, including most of the youth sports leagues. The Adult Sports Division will operate on the basis of total cost recovery; any revenues realized in excess of program costs will support Youth Sports operations. Performance targets for Fiscal 2014 include 30% of operating costs recovered and 90% of repeat participants in sports programming. Actuals for Fiscal 2012 are 25% of costs recovered and 90% of repeat participants in sports programming. Current services will be maintained.

**651. Recreation for Seniors**

*Recreation and Parks Department*

**General Fund - \$221,907**

**Other Funds - \$63,548**

This service offers recreational programs and events for Baltimore adults age 50 and older. The service provides support and assistance to 94 golden age clubs located throughout Baltimore City. Events include a new partnership with the Maryland Senior Olympics, senior health initiatives such as programmed walks and exercise activities, health screenings, lectures, and cooking classes. \$77,000 is provided as part of this allocation for transportation services. Other funding for this service includes \$63,548 from activity fees, which are not expected to increase. This service will maintain a target of 6,300 participants in city-wide and special events. The Fiscal 2012 actual was 8,012 participants. Recreation for Seniors will also target a 90% satisfaction rate for senior program participants; the service reports meeting this target for Fiscal 2012.

**652. Therapeutic Recreation**

*Recreation and Parks Department*

**General Fund - \$297,647**

This service offers a wide range of adapted leisure activities during the spring and summer months for adults and children with disabilities. Activities include wheelchair sports, day programs for young adults and seniors with disabilities, ceramics programs, Special Olympics, and Saturday night social club. \$75,000 is included for transportation services. This service will seek reimbursement from private service providers for participation in programming and use of the Farring-Baybrook Therapeutic facility; the service has yet to receive any transfer to the General Fund for reimbursement from private service providers. Performance targets for this service will be maintained with 16,000 participant experiences, and 75% of participants reporting satisfaction with programming, same as the actual results reported for Fiscal 2012.

**654. Urban Forestry**

*Recreation and Parks Department*

**General Fund - \$2,994,727**

This service manages trees on public property and rights of way, and on private property through the TreeBaltimore initiative. To lower tree maintenance costs, this service implemented unit cost contracting in place of time and materials-type contracts. A geographically-based pilot preventative pruning program was established for Fiscal 2013, which will proactively target trees for pruning and improve efficiency by reducing 311 calls and responses; the service will also integrate pruning activities as part of the unit cost contract. Federal funding and other grant sources have been identified and are being sought to establish a City-wide tree inventory.

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In Fiscal 2014, the service aims to close 10,682 service requests; the Fiscal 2012 actual number closed was 10,599. Fiscal 2014 performance targets for this service also include a decrease in average cost per tree maintenance service request from \$271 to \$268, and maintenance of the 148 day turnaround from inspection to removal of dead trees. Based on performance targets for Fiscal 2014, the allocated funding level should improve upon current services.

**660. Solid Waste Administration**  
*Department of Public Works*

**General Fund - \$4,586,756**

This service includes the bureau head and administrative support staff responsible for all operations of the bureau including payroll management, fiscal operations, procurement, human resources, data compilation for reports and analyzing operations to maximize efficiency. The Fiscal 2014 adopted budget includes \$2,869,415 for Worker's Compensation. The adopted budget will maintain the current level of service.

**661. Public Right of Way Cleaning**  
*Department of Public Works*

**General Fund - \$20,037,592**  
**Other Funds - \$3,255,153**

This service cleans public rights-of-way and clears debris away from storm drains to protect water quality. Activities include Street and Alley Operations, Mechanical Sweeping Operations, Cleaning of Business Districts, Marine Operations, and Graffiti Removal. In 2014, the Mechanical Street Sweeping activity will be funded from the fee-supported stormwater utility fund. DPW has hired the consultant to "re-program" the mechanical street sweeping operation with the concept of cleaning every city street at least once per month. The adopted budget includes additional savings from adjusted charges for rental of vehicles, and increased turnover savings. In Fiscal 2014 the service plans to increase the number of miles swept from the current level of 82,600 miles to 90,000 miles.

**662. Vacant /Abandoned Property Cleaning  
and Boarding**  
*Department of Public Works*

**General Fund - \$2,422,958**  
**Other Funds - \$1,427,149**

This service provides cleaning and boarding services to vacant and unoccupied properties that are cited by the City's housing inspectors. Liens are placed against the property owner for work performed by City crews. The service's mission is to maintain these properties and discourage their use for nefarious activities. In Fiscal 2014, the service expects to perform 43,000 cleanings and boardings, compared to 42,539 in Fiscal 2012. The Living Classrooms Foundation Project SERVE members, many of them at risk youths, clean about 2,000 properties on the southeast side of the City with Community Development Block Grant funding. The Bureau has been working with CitiStat, 311, and Housing to implement a proactive mowing schedule for all Mayor and City Council lots assigned to Solid Waste as well as private lots that have been abandoned and are effectively in the care of the City. The lots included in the plan will be mowed on a three-week rotation, by dividing the City into quadrants and sending all proactive crews to a quadrant at one time. The proactive mowing schedule will allow the service to

reduce the average days between mowings from 30 days to 21 days. In Fiscal 2014, the service aims to increase the number of rat treatments from 27,709 to 35,000, and the percentage of service requests completed on time from the current level of 73% to 75%. The adopted budget will maintain the current level of service.

**663. Waste Removal and Recycling**

**General Fund - \$19,613,863**

*Department of Public Works*

This service provides household waste and recycling pick up from more than 210,000 households, 290 multi-family dwellings, and commercial business customers through the 1+1 Program. This service also includes condominium refuse collection and bulk trash collection. Through the modernization of the collection program, more resources were freed to allow for enhanced recycling collection. The Bureau has reengineered recycling routes to reduce the number of routes per day based on the participation and volume, further increasing the recycling rate. In an effort to meet the State mandated 35% recycling diversion rate by 2015, Waste Removal and Recycling is actively targeting condominiums and businesses that are currently not recycling, planning a public relations campaign to increase awareness and recycling tonnage among residents, and encouraging Baltimore City Public Schools to recycle more. The Bureau has also upgraded its Sisson Street Citizens drop-off location to assist and inform citizens recycling electronics, hard plastics and scrap metal materials; the Sisson Street location now allows residents to also recycle Styrofoam. The Bureau is planning to upgrade other drop off locations. In Fiscal 2014 the service plans to increase recycling tonnage collected from the current level of 24,929 tons to 32,000 tons, a 28% increase from Fiscal 2012. In addition the service expects mixed refuse tonnage collected to increase 4% to 150,000 tons. The adopted budget level will maintain the current level of service. This service will use managed competition to make the bulk trash service more cost-effective.

**664. Waste Re-Use and Disposal**

**General Fund - \$17,609,180**

*Department of Public Works*

This service manages nearly 700,000 tons of mixed refuse and recycling materials at the City's landfill and the Northwest Transfer Station, a centralized drop off facility for trucks to shorten trips and consolidate material prior to movement to the waste-to-energy incinerator or recycling facility. The Fiscal 2014 recommended includes \$800,000 for the Landfill Trust (a reserve for future landfill closure costs) and \$500,000 for increased maintenance required to meet federal Environmental Protection Agency (EPA) and the Maryland Department of the Environment (MDE) mandates. In Fiscal 2014 the service plans to increase the percentage of tonnage diverted through recycling from 5% to 6%. In addition the service will collect and estimated \$8 million in revenue from Tipping Fees, down from \$8.7 million in Fiscal 2012, although DPW is currently reviewing the tipping fee schedule. The adopted budget will maintain the current level of service.

**670. Water and Wastewater Administration**

**Other Funds - \$39,126,502**

*Department of Public Works*

This service is charged with oversight, direction, support operations and financial management for all water, wastewater and surface water services and includes coordination with regulatory agencies in establishing strategic operations to meet required industry mandates. This service provides rate and annual utility budget appropriations for approval by the Director of Public Works. The recommendation includes funding for allocated costs for the DPW administration (\$4.4 million), 6% overhead transfer to the General Fund (\$14.7 million), funding for Worker's Compensation (\$2.9 million), and funding for OPEB contribution (\$1 million). The adopted budget will maintain the current level of service.

**671. Water Management**

**Other Funds - \$81,791,016**

*Department of Public Works*

This service provides for the operation of a water distribution system that supplies water to 1.8 million customers in the Baltimore Metropolitan region. This includes the maintenance of three watershed systems, three filtration plants, numerous pumping stations, and over 3,400 miles of water distribution mains. Baltimore's treatment and pumping facilities have a proven record of supplying safe and clean drinking water in compliance with all federal and State regulations. Additionally, this service maintains the city's 19,100 fire hydrants. The targets for Fiscal 2014 reflect zero growth in water demand. However, because costs have increased for materials and supplies, the Fiscal 2014 efficiency targets reflect a \$10 per million gallon increase in cost. Additionally, 218 million gallons of water will be treated per day, consistent with Fiscal 2012 performance measures. The adopted budget will maintain the current level of service.

**673. Wastewater Management**

**Other Funds - \$118,194,945**

*Department of Public Works*

This service provides for wastewater collection and treatment to a capacity of 253 million gallons/day of wastewater from 1.8 million people in the metropolitan region. This includes operation and maintenance of the two largest wastewater treatment facilities in Maryland, twelve wastewater pumping stations and 1,400 miles of sewer main. There is a significant increase in staffing in the Fiscal 2014 recommended budget. The service will transfer 37 positions from other services and create 6 additional positions. The increase is primarily due to staffing requirements to operate and maintain the Enhanced Nutrient Facilities. The service will continue to achieve 99.9 % compliance in meeting the NPDES permit standards enforced by the State of Maryland. These Facilities are required to meet the reduced nitrogen levels that are mandated in both Plants discharge permits. Additionally, 205 million gallons of wastewater will be treated per day, a 2% increase from Fiscal 2012. The adopted budget will maintain the current level of service.

**674. Surface Water Management**  
*Department of Public Works*

**Other Funds - \$23,072,112**

This service provides for the protection, enhancement, and restoration of watersheds within the City of Baltimore and the Chesapeake Bay tributaries through water quality management and rigorous compliance measures mandated by the Environmental Protection Agency and the Clean Water Act. This service maintains 1,146 miles of storm drain pipe, 52,438 inlets, 27,561 manholes, 1,709 outfalls, four storm water pumping stations, and five debris collectors. This service encompasses activities that contribute to advancing the Baltimore City Sustainability Plan and the City-County Watershed Agreement. Historically, money from the City's General Fund funded stormwater operations and capital improvements.

The State of Maryland requires Baltimore to reduce the pollution that is carried through its Municipal Separate Storm Sewer System (MS4). This strategy is carried out through the MS4 permit. The permit sets requirements that the City must meet to counter the effects of polluted stormwater runoff from the built environment as well as help fulfill requirements of Chesapeake Bay Total Maximum Daily Loads (TMDLs) for nutrients and sediment. The new permit requires the City to restore 205 of its impervious areas during the permit's 5 year term.

In 2012, the Maryland General Assembly passed a law mandating that certain jurisdictions, including Baltimore, create a stormwater remediation fee by July 1, 2013. The new fee will provide a dedicated revenue source for the purpose of improving water quality and flood control, reducing runoff into the harbor, and expanding green space.

**675. Engineering and Construction Management**  
**Services - Water and Wastewater**  
*Department of Public Works*

**Other Funds - \$108,401,562**

This service provides for the design, construction and management of water, wastewater, stormwater and environmental restoration capital improvement projects. Since 2002, the City has been under a federal consent decree that requires elimination of Sanitary Sewer overflows and combined sewer overflows, sewer shed planning and evaluation, rehabilitation of unserviceable pipe and upgrade of new pipe to increase capacity, and improvement in the City's operation and maintenance program to ensure that the system is adequately maintained. The recommended funding level reflects savings from adjustments to projected debt service requirements. The service will transfer in 7 positions from other services and create 28 additional positions. The new positions are critical to provide staff to monitor and coordinate the workload resulting from an increase in Utility projects in the CIP. The projects represent a significant increase to the work load within the responsible area of the Service areas. Under the Consent Decree, the City will also provide capital investment to treat the City's five reservoirs in accordance with the Safe Drinking Water Act to comply with the Long Term 2 Enhanced Surface Water Treatment Rule. In Fiscal 2014 the service will rehabilitate or replace 25 miles of water mains. Additionally, 100% of projects will be completed on time and within budget, consistent with Fiscal 2012 actuals. The service also aims to hold the distribution water loss (% of total water flow) at 23%, which is consistent with Fiscal 2012 actuals. The adopted budget will maintain the current level of service.

**676. Administration - Public Works**

**General Fund - \$1,622,496**

*Department of Public Works*

This service provides leadership and support to the Department of Public Works in the areas of Administrative Direction, Human Resources, Fiscal Management, Technical Support, Contract Administration, Legislative Affairs, and Safety and Training. These functions are supported financially by the Bureau of Water and Wastewater, the Departments of General Services and Transportation through transfer payments. The adopted budget includes \$1.5 million for Computer Services, \$1.2 million for Contract Administration and \$1.2 million for Safety and Training. The Fiscal 2014 adopted budget also includes transfer in of an executive position from Solid Waste administration, and transfer in of 14 human resources positions from Water and Wastewater division to align with their functions and locations. The adopted budget will maintain the current level of service.

**691. Public Rights-of-Way Landscape Management**

**General Fund - \$2,553,953**

*Department of Transportation*

This service provides for the mowing and maintenance of grass in the medians of City roadways; mulching and cleaning of tree pits; mowing of certain City owned lots; removal and cleaning of trash, debris and illegal signs; and installation of street banners and hanging baskets in commercial areas throughout the City. The department has outsourced a major portion of this service. The department will continue to use in-house crews for difficult terrain, such as highway embankments. Funding is included for median plantings provided by the Department of Recreation and Parks. Mowing frequency will remain at the current level of fourteen days.

**715. Administration - Health**

**General Fund - \$4,340,867**

*Health Department*

**Other Funds - \$5,449,746**

Administration provides departmental leadership, facilitates and guides the agency's delivery of services, and ensures agency compliance with City, state, and federal laws, procedures, and standards. Administration is composed of Executive Leadership, Public Information, Policy and Planning, Fiscal Services, Human Resources, Facilities & Maintenance, Grants, and Epidemiology. The Fiscal 2014 allocation includes the addition of a personnel assistant in Human Resources, and transfer in of an executive position for the Office of Policy and Planning. This service has budgeted an additional \$3 million in federal funds, \$1 million in state funds, and \$600,000 in special funds for prospective grant awards that may be received by the agency in Fiscal 2014.

**717. Environmental Health**

**General Fund - \$2,643,241**

*Health Department*

**Other Funds - \$50,000**

This service protects public health by conducting inspections of food service facilities and other facilities requiring sanitation to ensure compliance with State and local health codes. This

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service also investigates environmental nuisances and hazards such as odor, noise, lead in children's products, mosquitoes, sewage spills, and foodborne, vectorborne, and waterborne illnesses. One vacant executive position is transferred to the Health Administration service. This service was selected for an Innovation Fund award for Fiscal 2012. Based on this agreement, the agency has eliminated a funded position and use savings to conduct training, purchase equipment, or further additional innovative processes to promote efficiency within the agency. Fiscal 2014 performance targets includes 13,000 conducted inspections, with 100% of mandated inspections completed and 100% of complaints closed on time. In Fiscal 2012, the service conducted 12,519 inspections, closed 97.5% of complaints on time, and completed 71% of mandated inspections.

**718. Chronic Disease Prevention**  
*Health Department*

**General Fund - \$397,305**  
**Other Funds - \$1,514,916**

This service identifies residents at risk for colon and oral cancer; provides screening and treatment; provides tobacco cessation and counseling; and provides outreach, education, and screening. The Office of Chronic Disease Prevention will focus on community- and evidence-based efforts, such as the Barbershop Initiative, to address health disparities within the City. Reductions to other funds are based on the movement of positions supported by State Needle Exchange funds to the appropriate service, HIV Treatment for the Uninsured. Performance measures for Fiscal 2014 include screening 1,000 males for hypertension, linking 100 clients to social services, and maintaining a target of 20% of all smoking cessation enrollees quitting smoking. In Fiscal 2012, this service linked 75 clients to social services, screened 1,207 males for hypertension, and had 20% of smoking cessation enrollees quit smoking.

**720. HIV Treatment Services for the Uninsured**  
*Health Department*

**General Fund - \$1,122,590**  
**Other Funds - \$29,519,023**

This service is composed of two programs: the Ryan White Program administered in the Division of Chronic Disease Prevention and the Early Intervention Initiative Program administered in the Division of Clinical Services. \$22 million in Ryan White Part A federal funding requires a local match of \$500,000. Changes to other funds include reductions for subcontract payments following transfer of several full-time positions from Chronic Disease Prevention, and defunding several Grant Support Specialist positions. Additionally, this service allocation includes a reduction of \$500,000 in federal funds for payments to subcontractors for Ryan White Part D, HIV Expanded City Testing, and AIDS Prevention Case Management. However, there is no expected reduction to services. In Fiscal 2014, this service targets 14,000 HIV tests performed through community outreach, exchange of 500,000 needles, and 85% of community outreach identified positive HIV clients enrolled in care. Fiscal 2012 actuals include 12,626 HIV tests performed through community outreach, 480,000 needles exchanged, and 74% of identified HIV clients enrolled in care.

**721. Senior Centers**  
*Health Department*

**General Fund - \$625,625**  
**Other Funds - \$3,578,343**

This service provides opportunities for older adults and adults with disabilities to remain healthy and active within their communities. This service operates six public facilities which include the Zeta Center, Waxter Center, Oliver, Sandtown, Hatton, and John Booth Centers. Service delivery includes access to recreational and social activities, the cultivation of hobbies and interests, and educational opportunities. Healthy living is promoted through physical exercise, nutrition, health education and outreach activities. Senior Centers also provide immediate access to information and assistance. Other funding for Senior Centers is provided primarily through federal Title III grants, Community Block Development Grants (CDBG), and State Congregate Nutrition funding. The allocation includes a \$400,000 reduction to federal Title III Congregate Nutrition funding; Title III funding has formula components based on census figures. Performance targets include to 32,000 participants receiving education and training opportunities, and 49% of all seniors accessing services through senior centers. Actuals for Fiscal 2012 were 31,491 participants receiving education and training opportunities, and 45% of the senior population accessing services through the senior centers.

**722. Administration-CARE**  
*Health Department*

**General Fund - \$484,515**  
**Other Funds - \$241,523**

The Commission on Aging and Retirement Education is the designated Area Agency on Aging for Baltimore City. It is responsible for planning and coordinating a comprehensive service system for older adults. This service administers over \$9 million across 27 different federal, state, and private grants for CARE services for older adults and adults with disabilities. Administrative support functions also serve as a mechanism to link and coordinate services to isolated and vulnerable adults. Services will be maintained at the adopted funding level.

**723. Advocacy and Supportive Care for Seniors**  
*Health Department*

**Other Funds - \$2,091,404**

This service operates 13 programs that provide direct advocacy, supportive services and crisis resolution. Areas of intervention for older adults and adults with disabilities include benefits, entitlements, employment information, affordable and accessible health care, safe and stable housing and vibrant neighborhoods. Advocacy and supportive services serve as a link to coordinate services. Funding sources include federal Medicaid Waiver funding, State Guardianship, Senior Information and Assistance, and Subsidized Assisted Housing. Performance targets for Fiscal 2014 include 37,638 persons receiving supportive services. In Fiscal 2012, this service provided supportive services for 36,432 persons. This service will be entirely supported through grant funding in Fiscal 2014.

**724. Assistive and Directive Care for Seniors**

*Health Department*

**General Fund - \$222,467**

**Other Funds - \$2,900,666**

This service provides older adults and persons with disabilities and caregivers with direct care and assistive services, helping them to remain in their own homes and community settings. Direct services include health, nutrition, assistance with the activities of daily living, mobility including transportation, legal services, and housing and home modification. Caregivers are provided with supportive services. The allocation includes a \$600,000 reduction in federal funding for Adult Day Care and Title III-B funding, which is formulated through use of census figures. Performance targets for Fiscal 2014 include 25,500 persons receiving assistive services and provision of meals to 550 homebound persons. Fiscal 2012 actuals include 24,904 persons receiving assistive services and provision of meals to 559 homebound persons.

**754. Summer Food Program**

*Department of Housing and Community Development*

**Other Funds - \$3,446,549**

This service provides breakfast and lunch to children under 18 during the summer months. Funding for this service is provided by the Maryland Department of Education. This service anticipates that it will serve 1,200,000 meals in Fiscal 2014. In Fiscal 2014 the service will work to operate 500 sites throughout Baltimore, an increase of 70 centers from Fiscal 2012 levels. The adopted budget will maintain the current level of service.

**765. Planning for a Sustainable Baltimore**

*Planning Department*

**General Fund - \$419,063**

**Other Funds - \$4,472,400**

This service funds the Baltimore Office of Sustainability, which integrates sustainability principles into City operations and policy decisions, and acts as a catalyst to create sustainable behavior in the larger Baltimore community by building community capacity to make change. The essence of sustainability is to increase efficiency without sacrificing future finances, community health or our environment. This service aims to increase the number of students participating in sustainability education programs and activities from 2,000 in Fiscal 2012 to 4,500 in Fiscal 2014. The adopted budget also supports a \$40,000 enhancement for the Waste to Wealth Program to be used to create program coordinator, who will oversee the multiple elements of the project, identify additional funding sources for implementation, apply for grants and build partnerships with organizations to implement the program. The adopted budget also includes \$3 million State grant funding from the Customer Investment Fund. This fund was established by the Public Service Commission as a result of the Exelon and Constellation merger. This service will utilize these funds to support the Baltimore Energy Challenge in addition broad community outreach regarding energy efficiency.

**894. Outreach to the Homeless**

*Mayor's Office of Human Services*

**Other Funds - \$1,035,868**

This service connects the homeless to housing, education, work training, and other related services through pro-active outreach efforts involving direct intervention. The effort to reach out to the City's homeless population is an important safety-net for the City's most vulnerable citizens. The service is supported by federal and state funds. In Fiscal 2014, the Mayor's Office of Human Services aims to engage 375 clients in services, and complete 624 outreach requests which is consistent with the Fiscal 2012 level of requests completed. The adopted budget will maintain current services.

**895. Temporary Housing for the Homeless**

*Mayor's Office of Human Services*

**General Fund - \$4,977,114**

**Other Funds - \$7,073,860**

This service supports the operation of temporary housing for homeless individuals and families, including a 275 bed emergency shelter for individuals located at 620 Fallsway and a 75 bed shelter for homeless women and children, located at 1114 Mount Street. The Fiscal 2014 adopted budget provides additional funding (\$365,000) to support the acquisition of a new space to replace the current overflow shelter located at Guilford Avenue. The new facility will provide an overall increase in the number of available beds. In all, the City will serve approximately 6,750 homeless individuals with temporary housing in Fiscal 2014.

FISCAL 2014

**OPERATING APPROPRIATIONS BY FUND**

	Fiscal 2013 Budget	Fiscal 2014 Budget	Dollar Change	Percent Change
<b>Operating Funds</b>				
<b>Local and State-shared Funds</b>				
<b>General</b>	\$1,562,464,107	\$1,571,676,679	\$9,212,572	0.6%
<b>Parking Management</b>	20,017,664	20,293,483	275,819	1.4%
<b>Convention Center Bond</b>	4,602,084	4,580,088	(21,996)	(0.5)%
<b>Total</b>	1,587,083,855	1,596,550,250	9,466,395	(0.5)%
<b>Enterprise Funds</b>				
<b>Stormwater Utility</b>	0	23,072,112	23,072,112	N/A
<b>Wastewater Utility</b>	199,891,732	199,647,235	(244,497)	(0.1)%
<b>Water Utility</b>	154,251,843	170,339,723	16,087,880	10.4%
<b>Parking Enterprise</b>	33,565,983	35,445,338	1,879,355	(0.5)%
<b>Conduit Enterprise</b>	7,656,506	7,843,083	186,577	2.4%
<b>Loan and Guarantee Enterprise</b>	3,852,532	3,911,835	59,303	1.5%
<b>Total</b>	399,218,596	440,259,326	41,040,730	10.3%
<b>Grant Funds</b>				
<b>Federal</b>	192,063,894	182,975,171	(9,088,723)	(6.1)%
<b>State</b>	81,027,252	114,381,565	33,354,313	41.2%
<b>Special</b>	59,203,674	73,277,536	14,073,862	(2.8)%
<b>Total</b>	332,294,820	370,634,272	38,339,452	(2.8)%
<b>Total Operating - All Funds</b>	<b>\$2,318,597,271</b>	<b>\$2,407,443,848</b>	<b>\$88,846,577</b>	<b>3.8%</b>

**FISCAL 2014**

**OPERATING APPROPRIATIONS BY PRIORITY OUTCOME AND FUND**

<b>Priority Outcome</b>	<b>General</b>	<b>Enterprise and Utility</b>	<b>Federal</b>	<b>State</b>	<b>Other Special Purpose</b>	<b>Total</b>
<b>Better Schools</b>	291,988,783	0	35,519,772	11,455,647	11,228,141	350,192,343
<b>Safer Streets</b>	702,464,643	0	23,234,633	25,334,576	30,913,010	781,946,862
<b>Stronger Neighborhoods</b>	125,502,862	0	42,505,159	23,787,459	10,117,984	201,913,464
<b>Growing Economy</b>	60,577,792	43,288,421	9,394,716	7,056,969	8,363,887	128,681,785
<b>Innovative Government</b>	96,290,937	24,222,439	2,000,000	17,394,680	23,883,601	163,791,657
<b>Cleaner and Healthier City</b>	94,471,867	372,200,586	70,320,891	29,352,234	3,244,642	569,590,220
<b>Other</b>	200,379,795	547,880	0	0	10,400,000	211,327,675
<b>Total</b>	<b>\$1,571,676,679</b>	<b>\$440,259,326</b>	<b>\$182,975,171</b>	<b>\$114,381,565</b>	<b>\$98,151,265</b>	<b>\$2,407,444,006</b>

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**FISCAL 2014 OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND AGENCY**

Agencies	Better Schools	Safer Streets	Stronger Neighborhoods	Growing Economy	Innovative Government
Board of Elections	0	0	0	0	4,253,749
City Council	0	0	0	0	5,474,224
Comptroller	0	0	0	0	6,048,499
Council Services	0	0	0	0	691,496
Courts: Circuit Court	0	15,457,312	0	0	0
Courts: Orphans' Court	0	468,774	0	0	0
Employees' Retirement Systems	0	0	0	0	8,813,906
Enoch Pratt Free Library	33,295,498	0	0	0	0
Finance	0	0	0	0	23,250,997
Fire	0	223,006,152	0	0	0
General Services	0	0	1,572,293	701,097	33,101,818
Health	16,950,874	6,091,478	0	0	0
Housing and Community Development	1,289,112	943,160	55,167,424	7,174,625	0
Human Resources	0	0	0	0	5,234,763
Law	0	0	0	659,515	5,809,390
Legislative Reference	0	0	0	0	1,033,445
Liquor License Board	0	0	1,398,070	699,616	0
Art and Culture	0	0	0	7,541,347	0
Baltimore City Public Schools	254,727,492	0	0	0	0
Cable and Communications	0	0	0	0	1,421,755
Civic Promotion	0	0	0	13,635,270	0
Conditional Purchase Agreements	0	0	0	0	0
Contingent Fund	0	0	0	0	0
Convention Center Hotel	0	0	0	6,897,995	0
Convention Complex	0	0	0	17,496,398	4,580,088
Debt Service	0	0	0	0	0
Educational Grants	6,246,853	0	0	0	0
Employees' Retirement Contribution	0	0	0	0	0
Environmental Control Board	0	0	778,920	0	0
Health and Welfare Grants	0	0	0	0	0
Innovation Fund	0	0	0	0	1,800,000
Miscellaneous General Expenses	0	0	0	0	0
Office of CitiStat Operations	0	0	0	0	997,218
Office of Criminal Justice	0	6,787,820	0	0	0
Office of Employment Development	6,340,576	1,500,496	0	15,295,540	0
Office of Human Services	31,341,780	0	34,863,645	0	0
Office of Information Technology	0	0	0	0	33,138,796
Office of Neighborhoods	0	0	709,033	0	0
Office of the Inspector General	0	0	0	0	739,998
Office of the Labor Commissioner	0	0	0	0	787,556
Retirees' Benefits	0	0	0	0	0
Self-Insurance Fund	0	0	0	0	0
TIF Debt Service	0	0	0	0	0
Mayoralty	0	0	0	0	4,502,593
Municipal and Zoning Appeals	0	0	551,283	0	0
Office of Civil Rights	0	143,784	197,121	971,738	0
Planning	0	0	2,715,056	1,264,115	0
Police	0	428,737,475	0	0	0
Public Works	0	0	3,850,107	0	20,858,484
Recreation and Parks	0	0	31,377,554	0	1,252,882
Sheriff	0	17,620,149	0	0	0
Social Services	0	0	0	0	0
State's Attorney	0	35,934,007	0	0	0
Transportation	0	45,256,255	68,732,958	56,344,529	0
<b>Total</b>	<b>350,192,185</b>	<b>781,946,862</b>	<b>201,913,464</b>	<b>128,681,785</b>	<b>163,791,657</b>

**FISCAL 2014 OPERATING APPROPRIATIONS BY GOVERNMENTAL OUTCOME AND AGENCY**

Cleaner & Healthier City	Debt Service	Other	Total	Agencies
0	0	0	4,253,749	Board of Elections
0	0	0	5,474,224	City Council
0	0	0	6,048,499	Comptroller
0	0	0	691,496	Council Services
0	0	0	15,457,312	Courts: Circuit Court
0	0	0	468,774	Courts: Orphans' Court
0	0	0	8,813,906	Employees' Retirement Systems
0	0	0	33,295,498	Enoch Pratt Free Library
0	0	0	23,250,997	Finance
0	0	0	223,006,152	Fire
0	0	0	35,375,208	General Services
105,219,264	0	0	128,261,616	Health
3,446,549	0	0	68,020,870	Housing and Community Development
0	0	0	5,234,763	Human Resources
0	0	0	6,468,905	Law
0	0	0	1,033,445	Legislative Reference
0	0	0	2,097,686	Liquor License Board
0	0	0	7,541,347	Art and Culture
0	0	0	254,727,492	Baltimore City Public Schools
0	0	0	1,421,755	Cable and Communications
0	0	0	13,635,270	Civic Promotion
0	30,761,663	0	30,761,663	Conditional Purchase Agreements
0	0	1,000,000	1,000,000	Contingent Fund
0	0	0	6,897,995	Convention Center Hotel
0	0	0	22,076,486	Convention Complex
0	91,621,545	0	91,621,545	Debt Service
0	0	0	6,246,853	Educational Grants
0	0	(6,159,567)	(6,159,567)	Employees' Retirement Contribution
0	0	0	778,920	Environmental Control Board
1,143,847	0	0	1,143,847	Health and Welfare Grants
0	0	0	1,800,000	Innovation Fund
0	0	12,074,778	12,074,778	Miscellaneous General Expenses
0	0	0	997,218	Office of CitiStat Operations
0	0	0	6,787,820	Office of Criminal Justice
0	0	0	23,136,612	Office of Employment Development
13,086,842	0	0	79,292,267	Office of Human Services
0	0	0	33,138,796	Office of Information Technology
0	0	0	709,033	Office of Neighborhoods
0	0	0	739,998	Office of the Inspector General
0	0	0	787,556	Office of the Labor Commissioner
0	0	60,000,334	60,000,334	Retirees' Benefits
0	0	13,299,240	13,299,240	Self-Insurance Fund
0	8,569,333	0	8,569,333	TIF Debt Service
0	0	0	4,502,593	Mayoralty
0	0	0	551,283	Municipal and Zoning Appeals
0	0	0	1,312,643	Office of Civil Rights
4,891,463	0	0	8,870,634	Planning
0	0	0	428,737,475	Police
435,670,473	0	0	460,379,064	Public Works
3,577,829	0	0	36,208,265	Recreation and Parks
0	0	0	17,620,149	Sheriff
0	0	160,349	160,349	Social Services
0	0	0	35,934,007	State's Attorney
2,553,953	0	0	172,887,695	Transportation
<b>569,590,220</b>	<b>130,952,541</b>	<b>80,375,134</b>	<b>2,407,443,848</b>	<b>Total</b>

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Better Schools</b>	<b>349,906,733</b>	<b>355,974,121</b>	<b>350,192,185</b>	<b>(5,781,936)</b>
<b>310 School Health Services</b>	<b>16,369,650</b>	<b>16,687,267</b>	<b>16,240,040</b>	<b>(447,227)</b>
General	5,328,498	5,364,590	5,215,883	(148,707)
Federal	95,386	109,144	96,249	(12,895)
State	504,382	499,523	505,692	6,169
Special	10,441,384	10,714,010	10,422,216	(291,794)
<b>352 Baltimore City Public Schools</b>	<b>252,223,990</b>	<b>257,247,084</b>	<b>254,727,492</b>	<b>(2,519,592)</b>
General	252,223,990	257,247,084	254,727,492	(2,519,592)
<b>446 Educational Grants</b>	<b>5,941,095</b>	<b>6,056,947</b>	<b>6,246,853</b>	<b>189,906</b>
General	5,941,095	6,056,947	6,246,853	189,906
<b>604 Early Childhood Education</b>	<b>1,398,874</b>	<b>1,427,961</b>	<b>1,289,112</b>	<b>(138,849)</b>
General	175,000	175,000	170,626	(4,374)
Federal	1,048,759	1,099,102	1,118,486	19,384
Special	175,115	153,859	0	(153,859)
<b>605 Head Start</b>	<b>30,774,660</b>	<b>31,339,463</b>	<b>31,341,780</b>	<b>2,317</b>
Federal	30,179,949	30,733,155	30,735,472	2,317
State	594,711	606,308	606,308	0
<b>725 Senior Education</b>	<b>889,222</b>	<b>918,737</b>	<b>710,834</b>	<b>(207,903)</b>
Federal	676,318	695,536	558,296	(137,240)
State	212,904	223,201	152,538	(70,663)
<b>788 Information Services</b>	<b>33,444,932</b>	<b>33,359,114</b>	<b>33,295,498</b>	<b>(63,616)</b>
General	23,101,296	22,903,422	22,814,763	(88,659)
State	9,830,276	9,914,100	9,924,968	10,868
Special	513,360	541,592	555,767	14,175
<b>791 BCPS Alternative Options Academy for Youth</b>	<b>196,213</b>	<b>181,678</b>	<b>176,141</b>	<b>(5,537)</b>
State	196,213	181,678	176,141	(5,537)
<b>797 Workforce Services for Out of School Youth-Youth Opportunity</b>	<b>2,743,206</b>	<b>2,810,657</b>	<b>3,400,166</b>	<b>589,509</b>
General	2,743,206	2,810,657	2,813,166	2,509
Federal	0	0	247,000	247,000
State	0	0	90,000	90,000
Special	0	0	250,000	250,000
<b>800 Workforce Services for WIA Funded Youth</b>	<b>5,924,891</b>	<b>5,945,213</b>	<b>2,764,269</b>	<b>(3,180,944)</b>
Federal	5,924,891	5,945,213	2,764,269	(3,180,944)
<b>Safer Streets</b>	<b>754,271,560</b>	<b>784,997,454</b>	<b>781,946,862</b>	<b>(3,050,592)</b>
<b>110 Circuit Court</b>	<b>15,435,575</b>	<b>15,792,804</b>	<b>15,457,312</b>	<b>(335,492)</b>
General	8,933,443	9,145,828	9,154,340	8,512
Federal	1,085,229	1,094,968	1,251,339	156,371
State	5,177,142	5,292,680	4,809,205	(483,475)
Special	239,761	259,328	242,428	(16,900)
<b>115 Prosecution of Criminals</b>	<b>30,460,709</b>	<b>31,215,069</b>	<b>30,664,503</b>	<b>(550,566)</b>
General	24,760,280	25,471,434	25,128,531	(342,903)
Federal	1,688,728	1,707,198	1,156,412	(550,786)
State	3,931,527	3,956,050	4,179,560	223,510
Special	80,174	80,387	200,000	119,613
<b>316 Youth Violence Prevention</b>	<b>3,128,635</b>	<b>3,238,199</b>	<b>3,069,300</b>	<b>(168,899)</b>
General	608,225	594,518	595,113	595
Federal	1,372,341	1,442,917	1,272,931	(169,986)
State	1,148,069	1,200,764	1,201,256	492
<b>500 Street and Park Lighting</b>	<b>17,244,964</b>	<b>17,260,530</b>	<b>17,254,463</b>	<b>(6,067)</b>
General	17,244,964	17,260,530	17,254,463	(6,067)
<b>600 Administration - Fire</b>	<b>16,697,539</b>	<b>17,997,126</b>	<b>17,579,622</b>	<b>(417,504)</b>
General	15,655,640	16,921,054	16,560,122	(360,932)
Federal	1,000,000	1,019,500	1,019,500	0
Special	41,899	56,572	0	(56,572)
<b>602 Fire Suppression and Emergency Rescue</b>	<b>137,007,682</b>	<b>143,687,000</b>	<b>142,179,575</b>	<b>(1,507,425)</b>
General	134,726,263	141,282,584	140,664,201	(618,383)
Federal	1,311,240	1,336,809	10,883	(1,325,926)
State	970,179	989,098	1,425,428	436,330
Special	0	78,509	79,063	554
<b>608 Emergency Management</b>	<b>510,071</b>	<b>598,152</b>	<b>594,415</b>	<b>(3,737)</b>
General	226,221	308,766	305,202	(3,564)
Federal	275,000	280,363	280,363	0

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Safer Streets (Continued)</b>	<b>754,271,560</b>	<b>784,997,454</b>	<b>781,946,862</b>	<b>(3,050,592)</b>
State	8,850	9,023	8,850	(173)
<b>609 Emergency Medical Services</b>	<b>31,385,932</b>	<b>33,018,519</b>	<b>34,712,928</b>	<b>1,694,409</b>
General	18,677,795	20,062,574	20,272,583	210,009
Federal	0	0	1,500,000	1,500,000
State	36,067	36,770	21,170	(15,600)
Special	12,672,070	12,919,175	12,919,175	0
<b>610 Fire and Emergency Community Outreach</b>	<b>724,050</b>	<b>759,507</b>	<b>478,567</b>	<b>(280,940)</b>
General	724,050	759,507	478,567	(280,940)
<b>611 Fire Code Enforcement</b>	<b>3,930,702</b>	<b>4,085,982</b>	<b>4,236,003</b>	<b>150,021</b>
General	3,781,638	3,934,011	3,936,014	2,003
Federal	0	0	148,018	148,018
State	149,064	151,971	151,971	0
<b>612 Fire Investigation</b>	<b>799,278</b>	<b>832,184</b>	<b>836,381</b>	<b>4,197</b>
General	799,278	832,184	836,381	4,197
<b>613 Fire Facilities Maintenance and Replacement</b>	<b>10,766,197</b>	<b>13,337,734</b>	<b>15,217,660</b>	<b>1,879,926</b>
General	10,766,197	13,337,734	14,293,167	955,433
State	0	0	924,493	924,493
<b>614 Fire Communications and Dispatch</b>	<b>4,410,221</b>	<b>4,919,765</b>	<b>4,941,437</b>	<b>21,672</b>
General	4,408,021	4,917,522	4,941,437	23,915
State	2,200	2,243	0	(2,243)
<b>615 Fire Training and Education</b>	<b>1,782,743</b>	<b>1,795,713</b>	<b>2,229,564</b>	<b>433,851</b>
General	1,782,743	1,795,713	2,229,564	433,851
<b>621 Administration - Police</b>	<b>39,628,062</b>	<b>40,017,654</b>	<b>40,321,512</b>	<b>303,858</b>
General	39,314,618	39,559,158	38,142,330	(1,416,828)
Federal	7,405	165,657	1,886,343	1,720,686
State	306,039	292,839	292,839	0
<b>622 Police Patrol</b>	<b>220,002,998</b>	<b>231,452,868</b>	<b>229,843,218</b>	<b>(1,609,650)</b>
General	214,756,574	225,320,427	224,977,250	(343,177)
Federal	457,948	917,859	0	(917,859)
State	4,788,476	5,214,582	4,865,968	(348,614)
<b>623 Crime Investigation</b>	<b>46,313,436</b>	<b>48,040,701</b>	<b>52,942,064</b>	<b>4,901,363</b>
General	46,017,236	47,738,725	50,613,464	2,874,739
State	296,200	301,976	2,328,600	2,026,624
<b>624 Target Violent Criminals</b>	<b>27,959,297</b>	<b>29,068,327</b>	<b>32,988,955</b>	<b>3,920,628</b>
General	23,214,189	24,178,494	28,424,956	4,246,462
State	2,444,108	2,544,938	2,563,999	19,061
Special	2,301,000	2,344,895	2,000,000	(344,895)
<b>625 SWAT/ESU</b>	<b>8,259,578</b>	<b>8,536,239</b>	<b>9,045,818</b>	<b>509,579</b>
General	8,259,578	8,536,239	9,045,818	509,579
<b>626 Homeland Security - Intelligence</b>	<b>13,793,587</b>	<b>13,881,919</b>	<b>11,207,934</b>	<b>(2,673,985)</b>
General	3,596,892	3,721,612	3,062,132	(659,480)
Federal	10,196,695	10,160,307	8,145,802	(2,014,505)
<b>628 Police Internal Affairs</b>	<b>5,618,130</b>	<b>5,747,637</b>	<b>5,851,289</b>	<b>103,652</b>
General	5,618,130	5,747,637	5,851,289	103,652
<b>632 Manage Police Records and Evidence Control Systems</b>	<b>7,598,113</b>	<b>7,632,438</b>	<b>7,543,150</b>	<b>(89,288)</b>
General	7,598,113	7,632,438	7,543,150	(89,288)
<b>634 Crowd, Traffic, and Special Events Management</b>	<b>11,529,905</b>	<b>11,954,835</b>	<b>7,313,063</b>	<b>(4,641,772)</b>
General	11,529,905	11,954,835	7,113,063	(4,841,772)
State	0	0	200,000	200,000
<b>635 Police Recruiting and Training</b>	<b>10,374,136</b>	<b>10,545,576</b>	<b>10,645,148</b>	<b>99,572</b>
General	10,374,136	10,545,576	10,645,148	99,572
<b>637 Special Operations - K-9 and Mounted Unit</b>	<b>3,624,524</b>	<b>3,753,567</b>	<b>3,805,058</b>	<b>51,491</b>
General	3,624,524	3,753,567	3,805,058	51,491
<b>638 Marine Unit</b>	<b>226,472</b>	<b>243,568</b>	<b>172,780</b>	<b>(70,788)</b>
General	226,472	243,568	172,780	(70,788)
<b>640 Special Operations - Aviation</b>	<b>5,406,292</b>	<b>5,547,882</b>	<b>5,294,791</b>	<b>(253,091)</b>
General	5,406,292	5,547,882	5,294,791	(253,091)
<b>642 Crime Laboratory</b>	<b>10,260,958</b>	<b>10,715,279</b>	<b>11,762,695</b>	<b>1,047,416</b>
General	10,040,821	10,384,826	10,431,801	46,975
Federal	220,137	330,453	1,330,894	1,000,441
<b>688 Snow and Ice Control</b>	<b>2,703,772</b>	<b>2,751,330</b>	<b>2,751,330</b>	<b>0</b>

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Safer Streets (Continued)</b>	<b>754,271,560</b>	<b>784,997,454</b>	<b>781,946,862</b>	<b>(3,050,592)</b>
General	2,703,772	2,751,330	2,751,330	0
<b>693 Parking Enforcement</b>	<b>12,373,590</b>	<b>12,265,750</b>	<b>12,340,365</b>	<b>74,615</b>
Parking Management	12,373,590	12,265,750	12,340,365	74,615
<b>697 Traffic Safety</b>	<b>13,916,895</b>	<b>13,480,079</b>	<b>12,910,097</b>	<b>(569,982)</b>
General	10,079,090	9,573,084	9,301,618	(271,466)
Federal	994,202	884,012	884,300	288
Special	2,843,603	3,022,983	2,724,179	(298,804)
<b>716 Animal Services</b>	<b>3,101,462</b>	<b>3,056,492</b>	<b>3,022,178</b>	<b>(34,314)</b>
General	3,101,462	3,056,492	3,022,178	(34,314)
<b>752 Community Outreach Services</b>	<b>923,032</b>	<b>943,021</b>	<b>943,160</b>	<b>139</b>
General	923,032	943,021	943,160	139
<b>757 Crime Camera Management</b>	<b>1,555,429</b>	<b>1,581,480</b>	<b>1,581,579</b>	<b>99</b>
General	1,479,834	1,508,605	1,508,605	0
State	75,595	72,875	72,974	99
<b>758 Coordination of Public Safety Strategy</b>	<b>11,750,348</b>	<b>12,263,288</b>	<b>5,206,241</b>	<b>(7,057,047)</b>
General	438,676	419,375	419,996	621
Federal	9,683,719	10,148,743	3,090,678	(7,058,065)
State	1,227,953	1,287,370	1,287,767	397
Special	400,000	407,800	407,800	0
<b>781 Administration - State's Attorney</b>	<b>3,880,645</b>	<b>3,731,987</b>	<b>4,188,064</b>	<b>456,077</b>
General	3,880,645	3,731,987	3,688,064	(43,923)
State	0	0	500,000	500,000
<b>786 Victim and Witness Services</b>	<b>1,095,235</b>	<b>1,111,976</b>	<b>1,081,440</b>	<b>(30,536)</b>
General	820,888	828,361	824,270	(4,091)
Federal	248,097	256,853	257,170	317
State	26,250	26,762	0	(26,762)
<b>796 Workforce Services for Ex-Offenders</b>	<b>1,499,139</b>	<b>1,511,329</b>	<b>1,500,496</b>	<b>(10,833)</b>
Federal	500,000	500,000	1,000,000	500,000
State	999,139	1,011,329	500,496	(510,833)
<b>817 Orphans' Court</b>	<b>479,268</b>	<b>521,562</b>	<b>468,774</b>	<b>(52,788)</b>
General	479,268	521,562	468,774	(52,788)
<b>848 Police Community Relations</b>	<b>173,736</b>	<b>186,281</b>	<b>143,784</b>	<b>(42,497)</b>
General	173,736	186,281	143,784	(42,497)
<b>871 Representation and Advice for Law Enforcement</b>	<b>119,684</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service	119,684	0	0	0
<b>881 Courthouse Security</b>	<b>4,102,793</b>	<b>4,031,271</b>	<b>3,882,690</b>	<b>(148,581)</b>
General	4,102,793	4,031,271	3,882,690	(148,581)
<b>882 Deputy Sheriff Enforcement</b>	<b>8,840,821</b>	<b>8,922,660</b>	<b>10,888,995</b>	<b>1,966,335</b>
General	8,840,821	8,922,660	10,888,995	1,966,335
<b>884 District Court Sheriff Services</b>	<b>2,479,621</b>	<b>2,584,625</b>	<b>2,512,271</b>	<b>(72,354)</b>
General	2,479,621	2,584,625	2,512,271	(72,354)
<b>889 Child Support Enforcement</b>	<b>396,304</b>	<b>377,549</b>	<b>336,193</b>	<b>(41,356)</b>
General	396,304	377,549	336,193	(41,356)
<b>Stronger Neighborhoods</b>	<b>186,995,800</b>	<b>193,740,958</b>	<b>201,913,464</b>	<b>8,172,506</b>
<b>117 Adjudication of Environmental Citations</b>	<b>741,484</b>	<b>778,266</b>	<b>778,920</b>	<b>654</b>
General	741,484	778,266	778,920	654
<b>185 Zoning, Tax and Other Appeals</b>	<b>539,231</b>	<b>550,672</b>	<b>551,283</b>	<b>611</b>
General	539,231	550,672	551,283	611
<b>354 Office of Neighborhoods</b>	<b>694,417</b>	<b>715,945</b>	<b>709,033</b>	<b>(6,912)</b>
General	694,417	715,945	709,033	(6,912)
<b>356 Administration - Human Services</b>	<b>2,617,126</b>	<b>2,720,342</b>	<b>2,755,425</b>	<b>35,083</b>
General	494,236	495,748	481,776	(13,972)
Federal	2,003,367	2,141,419	2,142,052	633
State	120,449	126,446	126,446	0
Special	(926)	(43,271)	5,151	48,422
<b>593 Community Support Projects</b>	<b>6,340,489</b>	<b>6,461,341</b>	<b>7,189,221</b>	<b>727,880</b>
Federal	6,340,489	6,461,341	7,189,221	727,880
<b>644 Administration - Rec and Parks</b>	<b>4,384,950</b>	<b>4,424,183</b>	<b>4,193,183</b>	<b>(231,000)</b>
General	4,087,684	4,121,249	4,019,118	(102,131)
Federal	137	107	107	0
State	128,142	127,505	127,505	0

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Stronger Neighborhoods (Continued)</b>	<b>186,995,800</b>	<b>193,740,958</b>	<b>201,913,464</b>	<b>8,172,506</b>
Special	168,987	175,322	46,453	(128,869)
<b>645 Aquatics</b>	<b>1,996,773</b>	<b>1,977,760</b>	<b>1,928,995</b>	<b>(48,765)</b>
General	1,996,773	1,977,760	1,928,995	(48,765)
<b>646 Park Maintenance</b>	<b>8,539,050</b>	<b>9,060,328</b>	<b>10,221,752</b>	<b>1,161,424</b>
General	8,539,050	9,060,328	9,021,752	(38,576)
State	0	0	1,200,000	1,200,000
<b>647 Youth and Adult Sports</b>	<b>701,468</b>	<b>704,955</b>	<b>687,927</b>	<b>(17,028)</b>
General	553,710	554,315	537,911	(16,404)
Special	147,758	150,640	150,016	(624)
<b>648 Community Recreation Centers</b>	<b>10,967,293</b>	<b>11,000,416</b>	<b>12,540,315</b>	<b>1,539,899</b>
General	10,827,201	10,851,009	12,411,170	1,560,161
Federal	13,417	20,262	0	(20,262)
Special	126,675	129,145	129,145	0
<b>650 Horticulture</b>	<b>840,838</b>	<b>869,645</b>	<b>1,230,449</b>	<b>360,804</b>
General	840,838	869,645	871,703	2,058
Special	0	0	358,746	358,746
<b>653 Special Events - Recreation</b>	<b>689,190</b>	<b>693,393</b>	<b>574,933</b>	<b>(118,460)</b>
Special	689,190	693,393	574,933	(118,460)
<b>662 Vacant/Abandoned Property Cleaning and Boarding</b>	<b>4,008,837</b>	<b>4,036,888</b>	<b>3,850,107</b>	<b>(186,781)</b>
General	2,581,688	2,581,910	2,422,958	(158,952)
Federal	1,427,149	1,454,978	1,427,149	(27,829)
<b>681 Administration - DOT</b>	<b>8,143,104</b>	<b>9,485,847</b>	<b>10,638,034</b>	<b>1,152,187</b>
General	7,181,152	8,617,893	9,770,080	1,152,187
Parking Management	363,513	363,421	363,421	0
Conduit Enterprise	116,867	0	0	0
Federal	481,000	490,380	490,380	0
Special	572	14,153	14,153	0
<b>683 Street Management</b>	<b>29,025,668</b>	<b>29,890,690</b>	<b>27,222,944</b>	<b>(2,667,746)</b>
General	29,025,668	29,890,690	27,222,944	(2,667,746)
<b>684 Traffic Management</b>	<b>13,033,777</b>	<b>13,670,217</b>	<b>13,640,901</b>	<b>(29,316)</b>
General	8,756,526	13,081,710	13,052,394	(29,316)
Federal	3,700,000	0	0	0
Special	577,251	588,507	588,507	0
<b>689 Vehicle Impounding and Disposal</b>	<b>7,742,560</b>	<b>7,846,308</b>	<b>7,850,007</b>	<b>3,699</b>
General	7,742,560	7,846,308	7,850,007	3,699
<b>690 Complete Streets and Sustainable Transportation</b>	<b>8,317,040</b>	<b>8,429,201</b>	<b>8,509,416</b>	<b>80,215</b>
General	654,021	684,280	628,889	(55,391)
Federal	225,000	229,388	229,388	0
State	239,672	251,482	448,647	197,165
Special	7,198,347	7,264,051	7,202,492	(61,559)
<b>696 Street Cuts Management</b>	<b>919,005</b>	<b>970,868</b>	<b>871,656</b>	<b>(99,212)</b>
General	919,005	970,868	871,656	(99,212)
<b>727 Building Permits and Municipal Consents</b>	<b>1,641,982</b>	<b>1,575,731</b>	<b>1,572,293</b>	<b>(3,438)</b>
General	1,641,982	1,575,731	1,572,293	(3,438)
<b>737 Administration - HCD</b>	<b>3,561,326</b>	<b>3,755,866</b>	<b>3,932,021</b>	<b>176,155</b>
General	2,359,917	2,459,830	2,632,818	172,988
Federal	1,198,806	1,286,505	1,289,672	3,167
State	2,392	9,531	9,531	0
Special	211	0	0	0
<b>738 Energy Assistance</b>	<b>11,240,248</b>	<b>12,752,773</b>	<b>16,625,178</b>	<b>3,872,405</b>
General	0	0	260,210	260,210
State	11,240,248	12,752,773	15,913,431	3,160,658
Special	0	0	451,537	451,537
<b>740 Dawson Center</b>	<b>279,312</b>	<b>275,850</b>	<b>293,765</b>	<b>17,915</b>
General	30,000	30,585	29,729	(856)
Federal	249,312	245,265	264,036	18,771
<b>741 Community Action Centers</b>	<b>4,445,496</b>	<b>4,551,521</b>	<b>6,373,649</b>	<b>1,822,128</b>
General	695,729	719,011	719,676	665
Federal	823,706	853,199	854,004	805
State	2,926,061	2,979,311	4,799,969	1,820,658
<b>742 Promote Homeownership</b>	<b>407,013</b>	<b>425,563</b>	<b>492,824</b>	<b>67,261</b>
General	93,391	95,976	101,089	5,113

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Stronger Neighborhoods (Continued)</b>	<b>186,995,800</b>	<b>193,740,958</b>	<b>201,913,464</b>	<b>8,172,506</b>
Federal	313,622	329,587	391,735	62,148
<b>745 Housing Code Enforcement</b>	<b>13,697,281</b>	<b>13,995,998</b>	<b>14,076,225</b>	<b>80,227</b>
General	13,647,281	13,945,023	14,026,225	81,202
Special	50,000	50,975	50,000	(975)
<b>747 Register and License Properties and Contractors</b>	<b>597,386</b>	<b>598,831</b>	<b>599,355</b>	<b>524</b>
General	597,386	598,831	599,355	524
<b>748 Housing Development Finance and Project Management</b>	<b>915,509</b>	<b>949,287</b>	<b>916,348</b>	<b>(32,939)</b>
Federal	915,509	949,287	916,348	(32,939)
<b>749 Blight Elimination</b>	<b>2,559,889</b>	<b>2,594,347</b>	<b>2,523,193</b>	<b>(71,154)</b>
General	2,559,889	2,594,347	2,523,193	(71,154)
<b>750 Housing Rehabilitation Loans</b>	<b>2,627,499</b>	<b>2,714,599</b>	<b>2,736,640</b>	<b>22,041</b>
General	64,708	67,228	66,792	(436)
Federal	2,238,667	2,316,927	2,348,181	31,254
State	324,124	330,444	321,667	(8,777)
<b>751 Building and Zoning Inspections and Permits</b>	<b>5,701,561</b>	<b>5,676,168</b>	<b>5,782,654</b>	<b>106,486</b>
General	5,701,561	5,676,168	5,782,654	106,486
<b>762 Historic Preservation</b>	<b>456,316</b>	<b>473,898</b>	<b>481,301</b>	<b>7,403</b>
General	456,316	473,898	481,301	7,403
<b>763 Comprehensive Planning and Resource Management</b>	<b>1,176,494</b>	<b>1,154,094</b>	<b>1,503,019</b>	<b>348,925</b>
General	1,094,239	1,070,235	1,044,160	(26,075)
Federal	82,255	83,859	183,859	100,000
State	0	0	175,000	175,000
Special	0	0	100,000	100,000
<b>768 Administration - Planning</b>	<b>743,676</b>	<b>751,883</b>	<b>730,736</b>	<b>(21,147)</b>
General	743,676	750,317	729,170	(21,147)
Federal	0	1,566	1,566	0
<b>851 Liquor License Compliance</b>	<b>1,389,246</b>	<b>1,396,570</b>	<b>1,398,070</b>	<b>1,500</b>
General	1,389,246	1,396,570	1,398,070	1,500
<b>878 Disabilities Commission</b>	<b>71,602</b>	<b>76,675</b>	<b>197,121</b>	<b>120,446</b>
General	71,602	76,675	197,121	120,446
<b>893 Homeless Prevention</b>	<b>1,031,825</b>	<b>1,051,945</b>	<b>1,051,945</b>	<b>0</b>
Federal	647,188	659,808	659,808	0
State	384,637	392,137	392,137	0
<b>896 Permanent Housing for the Homeless</b>	<b>24,209,839</b>	<b>24,682,094</b>	<b>24,682,626</b>	<b>532</b>
General	204,431	208,417	208,417	0
Federal	23,656,354	24,117,653	24,117,653	0
State	267,902	273,126	273,126	0
Special	81,152	82,898	83,430	532
<b>Growing Economy</b>	<b>125,569,330</b>	<b>130,667,704</b>	<b>128,681,785</b>	<b>(1,985,919)</b>
<b>493 Art and Culture Grants</b>	<b>5,796,166</b>	<b>5,879,573</b>	<b>5,452,952</b>	<b>(426,621)</b>
General	5,796,166	5,879,573	5,452,952	(426,621)
<b>535 Convention Center Hotel</b>	<b>7,001,000</b>	<b>7,001,000</b>	<b>6,897,995</b>	<b>(103,005)</b>
General	7,001,000	7,001,000	6,897,995	(103,005)
<b>540 1st Mariner Arena Operations</b>	<b>558,800</b>	<b>569,697</b>	<b>569,697</b>	<b>0</b>
General	558,800	569,697	569,697	0
<b>548 Conduits</b>	<b>7,539,639</b>	<b>7,844,871</b>	<b>7,843,083</b>	<b>(1,788)</b>
Conduit Enterprise	7,539,639	7,844,871	7,843,083	(1,788)
<b>590 Civic Promotion Grants</b>	<b>637,038</b>	<b>649,461</b>	<b>449,967</b>	<b>(199,494)</b>
General	637,038	649,461	449,967	(199,494)
<b>656 Wage Investigation and Enforcement</b>	<b>163,432</b>	<b>165,648</b>	<b>161,804</b>	<b>(3,844)</b>
General	163,432	165,648	161,804	(3,844)
<b>682 Parking Management</b>	<b>40,846,544</b>	<b>43,035,035</b>	<b>43,035,035</b>	<b>0</b>
Parking Management	7,280,561	7,411,619	7,589,697	178,078
Parking Enterprise	33,565,983	35,623,416	35,445,338	(178,078)
<b>685 Special Events Support</b>	<b>526,859</b>	<b>521,980</b>	<b>522,741</b>	<b>761</b>
General	526,859	521,980	522,741	761
<b>687 Inner Harbor Services - Transportation</b>	<b>856,272</b>	<b>873,050</b>	<b>873,906</b>	<b>856</b>
General	856,272	873,050	873,906	856
<b>692 Bridge and Culvert Management</b>	<b>2,435,276</b>	<b>3,022,941</b>	<b>3,026,198</b>	<b>3,257</b>
General	2,435,276	3,022,941	3,026,198	3,257
<b>694 Survey Control</b>	<b>92,065</b>	<b>1,478,182</b>	<b>796,619</b>	<b>(681,563)</b>

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Growing Economy (Continued)</b>	<b>125,569,330</b>	<b>130,667,704</b>	<b>128,681,785</b>	<b>(1,985,919)</b>
General	92,065	1,478,182	796,619	(681,563)
<b>695 Dock Master</b>	<b>265,420</b>	<b>256,381</b>	<b>246,947</b>	<b>(9,434)</b>
Special	265,420	256,381	246,947	(9,434)
<b>729 Real Property Database Management</b>	<b>697,569</b>	<b>709,041</b>	<b>701,097</b>	<b>(7,944)</b>
General	697,569	709,041	701,097	(7,944)
<b>761 Development Oversight and Project Support</b>	<b>1,011,575</b>	<b>1,124,910</b>	<b>1,264,115</b>	<b>139,205</b>
General	1,011,575	1,124,910	1,264,115	139,205
<b>792 Workforce Services for TANF Recipients</b>	<b>4,828,535</b>	<b>4,861,681</b>	<b>2,864,197</b>	<b>(1,997,484)</b>
Federal	4,828,535	4,861,681	2,864,197	(1,997,484)
<b>793 Employment Enhancement Services for Baltimore City Residents</b>	<b>1,577,766</b>	<b>1,607,112</b>	<b>2,058,621</b>	<b>451,509</b>
General	1,116,336	1,135,322	1,222,091	86,769
Federal	461,430	471,790	220,030	(251,760)
State	0	0	400,000	400,000
Special	0	0	216,500	216,500
<b>794 Administration - MOED</b>	<b>1,285,476</b>	<b>1,326,735</b>	<b>1,343,567</b>	<b>16,832</b>
General	1,181,946	1,105,988	1,107,381	1,393
Federal	1,398	84,236	99,675	15,439
State	102,132	136,511	136,511	0
<b>795 Workforce Services for Baltimore Residents</b>	<b>7,349,864</b>	<b>6,813,810</b>	<b>5,170,814</b>	<b>(1,642,996)</b>
Federal	7,349,864	6,813,810	5,170,814	(1,642,996)
<b>798 Youth Works Summer Job Program</b>	<b>2,954,072</b>	<b>3,011,676</b>	<b>3,858,341</b>	<b>846,665</b>
General	1,662,231	1,694,645	1,694,645	0
Federal	0	0	1,000,000	1,000,000
State	1,291,841	1,317,031	1,163,696	(153,335)
<b>809 Retention, Expansion, and Attraction of Businesses</b>	<b>1,612,652</b>	<b>1,644,099</b>	<b>1,644,099</b>	<b>0</b>
General	1,511,052	1,540,518	1,540,518	0
Special	101,600	103,581	103,581	0
<b>810 Real Estate Development</b>	<b>1,859,930</b>	<b>1,896,198</b>	<b>1,896,198</b>	<b>0</b>
General	1,758,330	1,792,617	1,792,617	0
Special	101,600	103,581	103,581	0
<b>811 Inner Harbor Coordination</b>	<b>514,096</b>	<b>524,121</b>	<b>511,018</b>	<b>(13,103)</b>
General	514,096	524,121	511,018	(13,103)
<b>812 Business Support - Small Business Resource Center</b>	<b>146,000</b>	<b>148,847</b>	<b>228,847</b>	<b>80,000</b>
General	146,000	148,847	228,847	80,000
<b>813 Technology Development - Emerging Technology Center</b>	<b>685,800</b>	<b>699,173</b>	<b>802,273</b>	<b>103,100</b>
General	685,800	699,173	802,273	103,100
<b>814 Improve and Promote Retail Districts Beyond Downtown</b>	<b>1,666,722</b>	<b>1,699,223</b>	<b>1,699,223</b>	<b>0</b>
General	1,565,122	1,595,642	1,595,642	0
Special	101,600	103,581	103,581	0
<b>815 Live Baltimore</b>	<b>304,038</b>	<b>309,967</b>	<b>392,967</b>	<b>83,000</b>
General	304,038	309,967	392,967	83,000
<b>820 Convention Sales and Tourism Marketing</b>	<b>11,575,698</b>	<b>11,801,424</b>	<b>13,185,303</b>	<b>1,383,879</b>
General	11,575,698	11,801,424	13,185,303	1,383,879
<b>824 Events, Art, Culture, and Film</b>	<b>1,908,185</b>	<b>1,945,395</b>	<b>1,970,395</b>	<b>25,000</b>
General	1,908,185	1,945,395	1,970,395	25,000
<b>828 Bromo Seltzer Arts Tower</b>	<b>75,000</b>	<b>76,463</b>	<b>118,000</b>	<b>41,537</b>
General	75,000	76,463	118,000	41,537
<b>846 Discrimination Investigations, Resolutions and Conciliations</b>	<b>756,748</b>	<b>815,525</b>	<b>809,934</b>	<b>(5,591)</b>
General	711,248	769,138	769,934	796
Federal	45,500	46,387	40,000	(6,387)
<b>850 Liquor Licensing</b>	<b>665,748</b>	<b>752,618</b>	<b>699,616</b>	<b>(53,002)</b>
General	665,748	752,618	699,616	(53,002)
<b>855 Convention Center</b>	<b>16,931,320</b>	<b>16,916,118</b>	<b>16,926,701</b>	<b>10,583</b>
General	11,870,410	11,855,208	11,569,939	(285,269)
State	5,060,910	5,060,910	5,356,762	295,852
<b>869 Minority and Women's Business Opportunity Office</b>	<b>444,025</b>	<b>685,749</b>	<b>659,515</b>	<b>(26,234)</b>
General	444,025	685,749	659,515	(26,234)
<b>Innovative Government</b>	<b>232,255,839</b>	<b>238,918,087</b>	<b>261,765,530</b>	<b>22,847,443</b>
<b>100 City Council</b>	<b>5,322,455</b>	<b>5,623,933</b>	<b>5,474,224</b>	<b>(149,709)</b>
General	5,322,455	5,623,933	5,474,224	(149,709)
<b>103 Council Services</b>	<b>700,256</b>	<b>680,693</b>	<b>691,496</b>	<b>10,803</b>

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Innovative Government (Continued)</b>	<b>232,255,839</b>	<b>238,918,087</b>	<b>261,765,530</b>	<b>22,847,443</b>
General	700,256	680,693	691,496	10,803
<b>106 Legislative Reference Services</b>	<b>544,971</b>	<b>592,961</b>	<b>567,907</b>	<b>(25,054)</b>
General	533,389	581,153	556,099	(25,054)
Special	11,582	11,808	11,808	0
<b>107 Archives and Records Management</b>	<b>420,458</b>	<b>445,472</b>	<b>465,538</b>	<b>20,066</b>
General	420,458	445,472	465,538	20,066
<b>125 Executive Direction and Control - Mayoralty</b>	<b>4,301,895</b>	<b>4,498,681</b>	<b>4,502,593</b>	<b>3,912</b>
General	3,949,891	4,139,813	4,143,725	3,912
State	352,004	358,868	358,868	0
<b>128 Labor Contract Negotiations and Administration</b>	<b>784,381</b>	<b>807,061</b>	<b>787,556</b>	<b>(19,505)</b>
General	784,381	807,061	787,556	(19,505)
<b>130 Executive Direction and Control - Comptroller</b>	<b>1,098,703</b>	<b>1,124,915</b>	<b>1,247,929</b>	<b>123,014</b>
General	1,098,703	1,123,962	1,246,976	123,014
Internal Service	0	953	953	0
<b>131 Audits</b>	<b>3,898,358</b>	<b>3,979,401</b>	<b>3,848,929</b>	<b>(130,472)</b>
General	3,898,358	3,979,401	3,848,929	(130,472)
<b>132 Real Estate Acquisition and Management</b>	<b>957,789</b>	<b>952,976</b>	<b>952,594</b>	<b>(382)</b>
General	957,789	952,976	952,594	(382)
<b>133 Municipal Telephone Exchange</b>	<b>16,509,677</b>	<b>16,577,370</b>	<b>11,225,768</b>	<b>(5,351,602)</b>
Internal Service	16,509,677	16,577,370	11,225,768	(5,351,602)
<b>136 Municipal Post Office</b>	<b>907,533</b>	<b>848,251</b>	<b>861,950</b>	<b>13,699</b>
Internal Service	907,533	848,251	861,950	13,699
<b>148 Revenue Collection</b>	<b>5,963,803</b>	<b>6,284,672</b>	<b>6,335,750</b>	<b>51,078</b>
General	5,648,491	5,891,820	5,752,800	(139,020)
Special	315,312	392,852	582,950	190,098
<b>150 Treasury and Debt Management</b>	<b>1,070,591</b>	<b>1,119,502</b>	<b>1,092,535</b>	<b>(26,967)</b>
General	1,070,591	1,119,502	1,092,535	(26,967)
<b>152 Employees' Retirement System - Administration</b>	<b>5,361,998</b>	<b>5,255,513</b>	<b>4,764,944</b>	<b>(490,569)</b>
General	0	36,115	0	(36,115)
Special	5,361,998	5,219,398	4,764,944	(454,454)
<b>154 Fire and Police Retirement System - Administration</b>	<b>4,181,999</b>	<b>4,242,428</b>	<b>4,048,962</b>	<b>(193,466)</b>
Special	4,181,999	4,242,428	4,048,962	(193,466)
<b>189 Fleet Management</b>	<b>42,740,724</b>	<b>44,207,757</b>	<b>51,073,526</b>	<b>6,865,769</b>
Internal Service	42,740,724	44,207,757	51,073,526	6,865,769
<b>347 CitiStat Operations</b>	<b>900,562</b>	<b>912,877</b>	<b>997,218</b>	<b>84,341</b>
General	900,562	912,877	997,218	84,341
<b>649 Special Facilities Management - Recreation</b>	<b>1,264,921</b>	<b>1,252,371</b>	<b>1,252,882</b>	<b>511</b>
Special	1,264,921	1,252,371	1,252,882	511
<b>672 Water and Wastewater Consumer Services</b>	<b>17,301,401</b>	<b>17,610,478</b>	<b>20,858,484</b>	<b>3,248,006</b>
Water Utility	17,301,401	17,610,478	20,858,484	3,248,006
<b>698 Administration - Finance</b>	<b>985,705</b>	<b>1,059,752</b>	<b>1,201,557</b>	<b>141,805</b>
General	978,470	1,047,574	1,189,379	141,805
Internal Service	7,235	12,178	12,178	0
<b>699 Procurement</b>	<b>2,848,272</b>	<b>2,936,730</b>	<b>2,863,941</b>	<b>(72,789)</b>
General	2,848,272	2,936,730	2,863,941	(72,789)
<b>700 Surplus Property Disposal</b>	<b>196,078</b>	<b>189,487</b>	<b>183,148</b>	<b>(6,339)</b>
Special	196,078	189,487	183,148	(6,339)
<b>701 Printing Services</b>	<b>3,449,494</b>	<b>3,522,575</b>	<b>3,050,925</b>	<b>(471,650)</b>
Internal Service	3,449,494	3,522,575	3,050,925	(471,650)
<b>702 Accounts Payable</b>	<b>1,153,923</b>	<b>1,166,106</b>	<b>1,154,308</b>	<b>(11,798)</b>
General	1,153,923	1,166,106	1,154,308	(11,798)
<b>703 Payroll</b>	<b>3,268,162</b>	<b>3,321,636</b>	<b>3,297,834</b>	<b>(23,802)</b>
General	3,268,162	3,321,636	3,297,834	(23,802)
<b>704 Accounting</b>	<b>1,304,298</b>	<b>1,406,415</b>	<b>1,518,822</b>	<b>112,407</b>
General	1,304,298	1,406,415	1,518,822	112,407
<b>705 Loan and Guarantee Program</b>	<b>3,313,772</b>	<b>3,363,740</b>	<b>3,363,955</b>	<b>215</b>
Loan and Guarantee Enterprise	3,313,772	3,363,740	3,363,955	215
<b>707 Risk Management for Employee Injuries</b>	<b>7,982,912</b>	<b>8,099,103</b>	<b>7,936,087</b>	<b>(163,016)</b>
Internal Service	7,982,912	8,099,103	7,936,087	(163,016)
<b>708 Operating Budget Management</b>	<b>1,376,111</b>	<b>1,516,022</b>	<b>1,650,762</b>	<b>134,740</b>

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Innovative Government (Continued)</b>	<b>232,255,839</b>	<b>238,918,087</b>	<b>261,765,530</b>	<b>22,847,443</b>
General	1,376,111	1,516,022	1,650,762	134,740
<b>710 Property Tax Billing Integrity and Recovery</b>	<b>336,631</b>	<b>337,400</b>	<b>337,769</b>	<b>369</b>
General	336,631	337,400	337,769	369
<b>711 Finance Project Management</b>	<b>264,466</b>	<b>269,322</b>	<b>262,794</b>	<b>(6,528)</b>
General	264,466	269,322	262,794	(6,528)
<b>726 Administration - General Services</b>	<b>777,098</b>	<b>921,163</b>	<b>956,994</b>	<b>35,831</b>
General	777,098	966,543	956,994	(9,549)
Internal Service	0	(45,380)	0	45,380
<b>730 Public and Private Energy Performance</b>	<b>1,682,311</b>	<b>1,743,746</b>	<b>20,020,094</b>	<b>18,276,348</b>
Federal	0	0	2,000,000	2,000,000
State	0	0	16,000,000	16,000,000
Internal Service	1,682,311	1,743,746	2,020,094	276,348
<b>731 Facilities Management</b>	<b>25,047,443</b>	<b>25,258,582</b>	<b>24,843,753</b>	<b>(414,829)</b>
General	13,174,870	13,370,282	13,009,012	(361,270)
State	1,016,000	1,035,812	1,035,812	0
Internal Service	10,856,573	10,852,488	10,798,929	(53,559)
<b>734 Building and Energy Improvements</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
General	0	0	100,000	100,000
<b>770 Administration - Human Resources</b>	<b>1,342,733</b>	<b>1,366,352</b>	<b>1,639,939</b>	<b>273,587</b>
General	1,342,733	1,366,352	1,639,939	273,587
<b>771 Benefits Administration</b>	<b>4,722,801</b>	<b>4,779,650</b>	<b>4,631,490</b>	<b>(148,160)</b>
General	2,538,156	2,591,212	2,442,938	(148,274)
Internal Service	2,184,645	2,188,438	2,188,552	114
<b>772 Civil Service Management</b>	<b>1,168,403</b>	<b>1,319,874</b>	<b>1,216,445</b>	<b>(103,429)</b>
General	1,105,369	1,255,391	1,151,886	(103,505)
Internal Service	63,034	64,483	64,559	76
<b>773 COB University</b>	<b>61,697</b>	<b>86,559</b>	<b>0</b>	<b>(86,559)</b>
General	61,697	2,438	0	(2,438)
Special	0	84,121	0	(84,121)
<b>802 Administration - MOIT</b>	<b>1,372,182</b>	<b>1,470,742</b>	<b>1,318,379</b>	<b>(152,363)</b>
General	1,372,182	1,434,688	1,282,325	(152,363)
Special	0	36,054	36,054	0
<b>803 Enterprise Innovation and Application Services</b>	<b>3,708,755</b>	<b>3,644,975</b>	<b>5,536,204</b>	<b>1,891,229</b>
General	3,708,755	3,644,975	5,536,204	1,891,229
<b>804 Enterprise Unified Call Center</b>	<b>20,367,866</b>	<b>21,763,421</b>	<b>21,213,084</b>	<b>(550,337)</b>
General	13,732,229	14,228,114	13,673,848	(554,266)
Special	6,635,637	7,535,307	7,539,236	3,929
<b>805 Enterprise IT Delivery Services</b>	<b>8,504,279</b>	<b>8,497,917</b>	<b>8,589,534</b>	<b>91,617</b>
General	5,058,380	4,982,261	5,071,129	88,868
Internal Service	3,445,899	3,515,656	3,518,405	2,749
<b>833 Innovation Fund</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>1,800,000</b>	<b>(200,000)</b>
General	2,000,000	2,000,000	1,800,000	(200,000)
<b>836 Inspector General</b>	<b>674,667</b>	<b>739,183</b>	<b>739,998</b>	<b>815</b>
General	674,667	739,183	739,998	815
<b>857 Convention Center Debt Service</b>	<b>4,602,084</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>0</b>
Convention Center Bond	4,602,084	4,580,088	4,580,088	0
<b>860 Administration - Law</b>	<b>675,203</b>	<b>1,128,748</b>	<b>1,142,869</b>	<b>14,121</b>
General	567,623	1,020,974	1,034,991	14,017
Special	0	91	91	0
Internal Service	107,580	107,683	107,787	104
<b>861 Controversies</b>	<b>6,827,242</b>	<b>7,564,512</b>	<b>7,581,776</b>	<b>17,264</b>
General	1,916,989	2,560,152	2,564,171	4,019
Special	11,903	0	0	0
Internal Service	4,898,350	5,004,360	5,017,605	13,245
<b>862 Transactions</b>	<b>1,357,678</b>	<b>2,169,266</b>	<b>2,306,692</b>	<b>137,426</b>
General	1,236,149	2,109,330	2,210,137	100,807
Internal Service	121,529	59,936	96,555	36,619
<b>876 Media Production</b>	<b>1,390,716</b>	<b>1,435,149</b>	<b>1,421,755</b>	<b>(13,394)</b>
General	524,176	551,711	538,317	(13,394)
Special	866,540	883,438	883,438	0
<b>899 Fair Conduct of Elections</b>	<b>5,260,382</b>	<b>4,242,560</b>	<b>4,253,749</b>	<b>11,189</b>

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

<u>Outcome, Service and Fund</u>	<u>FISCAL 2013 BUDGET</u>	<u>FISCAL 2014 CLS</u>	<u>FISCAL 2014 BUDGET</u>	<u>CHANGE BUD vs. CLS</u>
<b>Innovative Government (Continued)</b>	<b>232,255,839</b>	<b>238,918,087</b>	<b>261,765,530</b>	<b>22,847,443</b>
General	5,260,382	4,242,560	4,253,749	11,189
<b>Cleaner and Healthier City</b>	<b>534,621,568</b>	<b>538,276,117</b>	<b>569,590,220</b>	<b>31,314,103</b>
<b>303 Clinical Services</b>	<b>11,549,475</b>	<b>11,482,913</b>	<b>10,227,279</b>	<b>(1,255,634)</b>
General	4,634,371	4,564,421	4,497,471	(66,950)
Federal	5,587,487	5,556,586	4,459,135	(1,097,451)
State	1,061,111	1,090,204	1,002,219	(87,985)
Special	266,506	271,702	268,454	(3,248)
<b>305 Healthy Homes</b>	<b>2,456,164</b>	<b>2,593,119</b>	<b>2,445,232</b>	<b>(147,887)</b>
General	909,769	955,814	892,679	(63,135)
Federal	1,239,056	1,322,642	1,368,827	46,185
State	277,339	284,078	102,926	(181,152)
Special	30,000	30,585	80,800	50,215
<b>307 Substance Abuse and Mental Health</b>	<b>2,988,954</b>	<b>3,047,240</b>	<b>2,929,638</b>	<b>(117,602)</b>
General	1,837,381	1,873,210	1,779,549	(93,661)
Federal	426,984	435,311	425,500	(9,811)
State	724,589	738,719	724,589	(14,130)
<b>308 Maternal and Child Health</b>	<b>15,110,796</b>	<b>15,337,767</b>	<b>17,143,918</b>	<b>1,806,151</b>
General	822,709	815,656	795,987	(19,669)
Federal	13,375,036	13,579,655	14,118,251	538,596
State	871,551	900,146	871,265	(28,881)
Special	41,500	42,310	1,358,415	1,316,105
<b>311 Health Services for the Aging</b>	<b>5,679,409</b>	<b>5,602,031</b>	<b>5,660,849</b>	<b>58,818</b>
Federal	5,014,827	4,924,490	4,996,267	71,777
State	664,582	677,541	664,582	(12,959)
<b>315 Emergency Services - Health</b>	<b>11,465,354</b>	<b>11,797,488</b>	<b>11,630,117</b>	<b>(167,371)</b>
General	592,746	590,802	591,426	624
Federal	562,368	668,542	645,020	(23,522)
State	10,263,540	10,411,804	10,393,671	(18,133)
Special	46,700	126,340	0	(126,340)
<b>385 Health and Welfare Grants</b>	<b>1,089,714</b>	<b>1,110,963</b>	<b>1,143,847</b>	<b>32,884</b>
General	1,089,714	1,110,963	1,143,847	32,884
<b>651 Recreation for Seniors</b>	<b>271,870</b>	<b>276,328</b>	<b>285,455</b>	<b>9,127</b>
General	209,537	212,780	221,907	9,127
Special	62,333	63,548	63,548	0
<b>652 Therapeutic Recreation</b>	<b>345,076</b>	<b>317,361</b>	<b>297,647</b>	<b>(19,714)</b>
General	345,076	317,361	297,647	(19,714)
<b>654 Urban Forestry</b>	<b>3,034,536</b>	<b>3,107,596</b>	<b>2,994,727</b>	<b>(112,869)</b>
General	2,932,936	3,004,015	2,994,727	(9,288)
State	101,600	103,581	0	(103,581)
<b>660 Administration - DPW - SW</b>	<b>4,584,129</b>	<b>4,754,381</b>	<b>4,586,756</b>	<b>(167,625)</b>
General	4,584,129	4,754,381	4,586,756	(167,625)
<b>661 Public Right-of-Way Cleaning</b>	<b>24,460,739</b>	<b>24,197,445</b>	<b>23,292,745</b>	<b>(904,700)</b>
General	24,460,739	24,197,445	20,037,592	(4,159,853)
Stormwater Utility	0	0	3,255,153	3,255,153
<b>663 Waste Removal and Recycling</b>	<b>19,373,690</b>	<b>19,048,528</b>	<b>19,613,863</b>	<b>565,335</b>
General	19,373,690	19,048,528	19,613,863	565,335
<b>664 Waste Re-Use and Disposal</b>	<b>17,525,660</b>	<b>17,925,939</b>	<b>17,609,180</b>	<b>(316,759)</b>
General	17,525,660	17,925,939	17,609,180	(316,759)
<b>670 Administration - DPW - WWW</b>	<b>37,645,925</b>	<b>37,339,845</b>	<b>39,126,502</b>	<b>1,786,657</b>
General	0	118,661	0	(118,661)
Wastewater Utility	20,466,639	19,896,853	20,878,119	981,266
Water Utility	17,177,996	17,324,331	18,248,383	924,052
Internal Service	1,290	0	0	0
<b>671 Water Management</b>	<b>75,617,051</b>	<b>76,399,581</b>	<b>81,791,016</b>	<b>5,391,435</b>
Water Utility	75,617,051	76,342,245	81,791,016	5,448,771
Special	0	57,336	0	(57,336)
<b>673 Wastewater Management</b>	<b>109,634,101</b>	<b>110,322,651</b>	<b>118,194,945</b>	<b>7,872,294</b>
General	0	77,739	0	(77,739)
Wastewater Utility	109,634,101	110,195,621	118,194,945	7,999,324
Water Utility	0	49,291	0	(49,291)
<b>674 Surface Water Management</b>	<b>7,260,996</b>	<b>7,240,847</b>	<b>21,431,408</b>	<b>14,190,561</b>
General	5,793,110	5,750,275	0	(5,750,275)

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

<b>Outcome, Service and Fund</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Cleaner and Healthier City (Continued)</b>	<b>534,621,568</b>	<b>538,276,117</b>	<b>569,590,220</b>	<b>31,314,103</b>
Wastewater Utility	960,380	970,813	1,103,190	132,377
Water Utility	507,506	519,759	511,259	(8,500)
Stormwater Utility	0	0	19,816,959	19,816,959
<b>675 Engineering and Construction Management - Water and Wastewater</b>	<b>112,478,476</b>	<b>112,734,112</b>	<b>108,401,562</b>	<b>(4,332,550)</b>
Wastewater Utility	68,830,612	69,041,888	59,470,981	(9,570,907)
Water Utility	43,647,864	43,692,224	48,930,581	5,238,357
<b>676 Administration - DPW</b>	<b>1,307,571</b>	<b>1,495,581</b>	<b>1,622,496</b>	<b>126,915</b>
General	1,307,571	1,495,581	1,622,496	126,915
<b>691 Public Rights-of-Way Landscape Management</b>	<b>2,714,770</b>	<b>2,843,221</b>	<b>2,553,953</b>	<b>(289,268)</b>
General	2,714,770	2,843,221	2,553,953	(289,268)
<b>715 Administration - Health</b>	<b>4,600,155</b>	<b>4,792,979</b>	<b>4,979,613</b>	<b>4,997,634</b>
General	4,072,255	4,191,386	4,340,867	149,481
Federal	225,961	212,895	3,331,528	3,118,633
State	67,441	81,436	1,081,436	1,000,000
Special	234,498	307,262	1,036,782	729,520
<b>717 Environmental Health</b>	<b>3,124,667</b>	<b>3,085,513</b>	<b>2,693,241</b>	<b>(392,272)</b>
General	2,926,086	2,881,672	2,643,241	(284,415)
State	148,581	152,866	0	(152,866)
Special	50,000	50,975	50,000	(975)
<b>718 Chronic Disease Prevention</b>	<b>2,125,660</b>	<b>2,241,026</b>	<b>1,912,221</b>	<b>(328,805)</b>
General	397,863	397,237	397,305	68
Federal	1,260,112	1,286,824	1,317,492	30,668
State	467,685	556,965	197,424	(359,541)
<b>720 HIV Treatment Services for the Uninsured</b>	<b>31,018,168</b>	<b>31,638,330</b>	<b>30,641,613</b>	<b>(996,717)</b>
General	1,087,675	1,121,873	1,122,590	717
Federal	29,639,321	30,223,385	29,227,830	(995,555)
State	291,172	293,072	291,193	(1,879)
<b>721 Senior Centers</b>	<b>4,502,439</b>	<b>4,582,940</b>	<b>4,203,968</b>	<b>(378,972)</b>
General	644,981	644,045	625,625	(18,420)
Federal	3,128,100	3,195,314	2,848,985	(346,329)
State	729,358	743,581	729,358	(14,223)
<b>722 Administration - CARE</b>	<b>511,094</b>	<b>512,215</b>	<b>726,038</b>	<b>213,823</b>
General	455,273	510,689	484,515	(26,174)
Federal	5,900	1,526	241,523	239,997
State	49,921	0	0	0
<b>723 Advocacy and Supportive Care for Seniors</b>	<b>2,288,767</b>	<b>2,243,230</b>	<b>2,091,404</b>	<b>(151,826)</b>
General	91,985	94,119	0	(94,119)
Federal	151,883	134,087	148,557	14,470
State	2,044,899	2,015,024	1,942,847	(72,177)
<b>724 Assistive and Directive Care for Seniors</b>	<b>3,681,240</b>	<b>3,693,482</b>	<b>3,123,133</b>	<b>(570,349)</b>
General	218,212	222,467	222,467	0
Federal	1,536,841	1,527,893	899,330	(628,563)
State	1,617,823	1,628,745	1,689,693	60,948
Special	308,364	314,377	311,643	(2,734)
<b>754 Summer Food Service Program</b>	<b>3,295,223</b>	<b>3,360,666</b>	<b>3,446,549</b>	<b>85,883</b>
State	3,295,223	3,360,666	3,446,549	85,883
<b>765 Planning for a Sustainable Baltimore</b>	<b>370,952</b>	<b>419,957</b>	<b>4,891,463</b>	<b>4,471,506</b>
General	356,952	405,684	419,063	13,379
Federal	0	0	175,000	175,000
State	14,000	14,273	4,222,400	4,208,127
Special	0	0	75,000	75,000
<b>894 Outreach to the Homeless</b>	<b>1,016,055</b>	<b>1,035,868</b>	<b>1,035,868</b>	<b>0</b>
Federal	535,176	545,612	545,612	0
State	480,879	490,256	490,256	0
<b>895 Temporary Housing for the Homeless</b>	<b>11,492,692</b>	<b>11,694,974</b>	<b>12,050,974</b>	<b>356,000</b>
General	4,554,134	4,621,114	4,977,114	356,000
Federal	5,465,458	5,572,034	5,572,034	0
State	1,473,100	1,501,826	1,501,826	0
<b>Others</b>	<b>230,123,251</b>	<b>215,090,754</b>	<b>211,337,675</b>	<b>(3,753,079)</b>
<b>121 Contingent Fund</b>	<b>508,000</b>	<b>508,000</b>	<b>1,000,000</b>	<b>492,000</b>
General	508,000	508,000	1,000,000	492,000
<b>122 Miscellaneous General Expenses</b>	<b>11,109,664</b>	<b>9,440,831</b>	<b>12,074,778</b>	<b>2,633,947</b>
General	11,109,664	9,440,831	12,074,778	2,633,947

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

Outcome, Service and Fund	FISCAL 2013 BUDGET	FISCAL 2014 CLS	FISCAL 2014 BUDGET	CHANGE BUD vs. CLS
<b>Others (Continued)</b>	<b>230,123,251</b>	<b>215,090,754</b>	<b>211,337,675</b>	<b>(3,753,079)</b>
<b>123 General Debt Service</b>	<b>91,685,095</b>	<b>81,221,545</b>	<b>91,621,545</b>	<b>10,400,000</b>
General	91,685,095	81,221,545	81,221,545	0
Special	0	0	10,400,000	10,400,000
<b>124 TIF Debt Service</b>	<b>9,637,187</b>	<b>8,569,333</b>	<b>8,569,333</b>	<b>0</b>
General	9,637,187	8,569,333	8,569,333	0
<b>126 Contribution to Self-Insurance Fund</b>	<b>13,044,888</b>	<b>13,299,240</b>	<b>13,299,240</b>	<b>0</b>
General	13,044,888	13,299,240	13,299,240	0
<b>129 Conditional Purchase Agreement Payments</b>	<b>29,926,727</b>	<b>26,771,663</b>	<b>30,771,663</b>	<b>4,000,000</b>
General	29,377,967	26,213,783	30,213,783	4,000,000
Loan and Guarantee Enterprise	538,760	547,880	547,880	0
Internal Service	10,000	10,000	10,000	0
<b>351 Retirees' Benefits</b>	<b>67,934,949</b>	<b>66,000,334</b>	<b>60,000,334</b>	<b>(6,000,000)</b>
General	67,934,949	66,000,334	60,000,334	(6,000,000)
<b>355 Employees' Retirement Contribution</b>	<b>6,119,459</b>	<b>9,119,459</b>	<b>(6,159,567)</b>	<b>(15,279,026)</b>
General	6,119,459	9,119,459	(6,159,567)	(15,279,026)
<b>365 Public Assistance</b>	<b>157,282</b>	<b>160,349</b>	<b>160,349</b>	<b>0</b>
General	157,282	160,349	160,349	0
<b>TOTAL OPERATING BUDGET</b>	<b>2,413,744,081</b>	<b>2,457,665,195</b>	<b>2,505,427,721</b>	<b>47,762,526</b>
LESS INTERNAL SERVICE FUND	95,088,470	96,769,597	97,983,873	1,214,276
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>2,318,655,611</b>	<b>2,360,895,598</b>	<b>2,407,443,848</b>	<b>46,548,250</b>

FISCAL 2014

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

AGENCY, SERVICE AND FUND	FISCAL 2013 BUDGET	FISCAL 2014 CLS	FISCAL 2014 BUDGET	CHANGE BUD vs. CLS
<b>Board of Elections</b>	<b>5,260,382</b>	<b>4,242,560</b>	<b>4,253,749</b>	<b>11,189</b>
<b>899 Fair Conduct of Elections</b>	<b>5,260,382</b>	<b>4,242,560</b>	<b>4,253,749</b>	<b>11,189</b>
General	5,260,382	4,242,560	4,253,749	11,189
<b>City Council</b>	<b>5,322,455</b>	<b>5,623,933</b>	<b>5,474,224</b>	<b>(149,709)</b>
<b>100 City Council</b>	<b>5,322,455</b>	<b>5,623,933</b>	<b>5,474,224</b>	<b>(149,709)</b>
General	5,322,455	5,623,933	5,474,224	(149,709)
<b>Comptroller</b>	<b>23,372,060</b>	<b>23,482,913</b>	<b>18,137,170</b>	<b>(5,345,743)</b>
<b>130 Executive Direction and Control - Comptroller</b>	<b>1,098,703</b>	<b>1,124,915</b>	<b>1,247,929</b>	<b>123,014</b>
General	1,098,703	1,123,962	1,246,976	123,014
Internal Service	0	953	953	0
<b>131 Audits</b>	<b>3,898,358</b>	<b>3,979,401</b>	<b>3,848,929</b>	<b>(130,472)</b>
General	3,898,358	3,979,401	3,848,929	(130,472)
<b>132 Real Estate Acquisition and Management</b>	<b>957,789</b>	<b>952,976</b>	<b>952,594</b>	<b>(382)</b>
General	957,789	952,976	952,594	(382)
<b>133 Municipal Telephone Exchange</b>	<b>16,509,677</b>	<b>16,577,370</b>	<b>11,225,768</b>	<b>(5,351,602)</b>
Internal Service	16,509,677	16,577,370	11,225,768	(5,351,602)
<b>136 Municipal Post Office</b>	<b>907,533</b>	<b>848,251</b>	<b>861,950</b>	<b>13,699</b>
Internal Service	907,533	848,251	861,950	13,699
<b>Council Services</b>	<b>700,256</b>	<b>680,693</b>	<b>691,496</b>	<b>10,803</b>
<b>103 Council Services</b>	<b>700,256</b>	<b>680,693</b>	<b>691,496</b>	<b>10,803</b>
General	700,256	680,693	691,496	10,803
<b>Courts: Circuit Court</b>	<b>15,435,575</b>	<b>15,792,804</b>	<b>15,457,312</b>	<b>(335,492)</b>
<b>110 Circuit Court</b>	<b>15,435,575</b>	<b>15,792,804</b>	<b>15,457,312</b>	<b>(335,492)</b>
General	8,933,443	9,145,828	9,154,340	8,512
Federal	1,085,229	1,094,968	1,251,339	156,371
State	5,177,142	5,292,680	4,809,205	(483,475)
Special	239,761	259,328	242,428	(16,900)
<b>Courts: Orphans' Court</b>	<b>479,268</b>	<b>521,562</b>	<b>468,774</b>	<b>(52,788)</b>
<b>817 Orphans' Court</b>	<b>479,268</b>	<b>521,562</b>	<b>468,774</b>	<b>(52,788)</b>
General	479,268	521,562	468,774	(52,788)
<b>Employees' Retirement Systems</b>	<b>9,543,997</b>	<b>9,497,941</b>	<b>8,813,906</b>	<b>(684,035)</b>
<b>152 Employees' Retirement System - Administration</b>	<b>5,361,998</b>	<b>5,255,513</b>	<b>4,764,944</b>	<b>(490,569)</b>
General	0	36,115	0	(36,115)
Special	5,361,998	5,219,398	4,764,944	(454,454)
<b>154 Fire and Police Retirement System - Administration</b>	<b>4,181,999</b>	<b>4,242,428</b>	<b>4,048,962</b>	<b>(193,466)</b>
Special	4,181,999	4,242,428	4,048,962	(193,466)
<b>Enoch Pratt Free Library</b>	<b>33,444,932</b>	<b>33,359,114</b>	<b>33,295,498</b>	<b>(63,616)</b>
<b>788 Information Services</b>	<b>33,444,932</b>	<b>33,359,114</b>	<b>33,295,498</b>	<b>(63,616)</b>
General	23,101,296	22,903,422	22,814,763	(88,659)
State	9,830,276	9,914,100	9,924,968	10,868
Special	513,360	541,592	555,767	14,175
<b>Finance</b>	<b>33,514,218</b>	<b>34,592,462</b>	<b>34,250,187</b>	<b>(342,275)</b>
<b>148 Revenue Collection</b>	<b>5,963,803</b>	<b>6,284,672</b>	<b>6,335,750</b>	<b>51,078</b>
General	5,648,491	5,891,820	5,752,800	(139,020)
Special	315,312	392,852	582,950	190,098
<b>150 Treasury and Debt Management</b>	<b>1,070,591</b>	<b>1,119,502</b>	<b>1,092,535</b>	<b>(26,967)</b>
General	1,070,591	1,119,502	1,092,535	(26,967)
<b>698 Administration - Finance</b>	<b>985,705</b>	<b>1,059,752</b>	<b>1,201,557</b>	<b>141,805</b>
General	978,470	1,047,574	1,189,379	141,805
Internal Service	7,235	12,178	12,178	0

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Finance (Continued)</b>	<b>33,514,218</b>	<b>34,592,462</b>	<b>34,250,187</b>	<b>(342,275)</b>
<b>699 Procurement</b>	<b>2,848,272</b>	<b>2,936,730</b>	<b>2,863,941</b>	<b>(72,789)</b>
General	2,848,272	2,936,730	2,863,941	(72,789)
<b>700 Surplus Property Disposal</b>	<b>196,078</b>	<b>189,487</b>	<b>183,148</b>	<b>(6,339)</b>
Special	196,078	189,487	183,148	(6,339)
<b>701 Printing Services</b>	<b>3,449,494</b>	<b>3,522,575</b>	<b>3,050,925</b>	<b>(471,650)</b>
Internal Service	3,449,494	3,522,575	3,050,925	(471,650)
<b>702 Accounts Payable</b>	<b>1,153,923</b>	<b>1,166,106</b>	<b>1,154,308</b>	<b>(11,798)</b>
General	1,153,923	1,166,106	1,154,308	(11,798)
<b>703 Payroll</b>	<b>3,268,162</b>	<b>3,321,636</b>	<b>3,297,834</b>	<b>(23,802)</b>
General	3,268,162	3,321,636	3,297,834	(23,802)
<b>704 Accounting</b>	<b>1,304,298</b>	<b>1,406,415</b>	<b>1,518,822</b>	<b>112,407</b>
General	1,304,298	1,406,415	1,518,822	112,407
<b>705 Loan and Guarantee Program</b>	<b>3,313,772</b>	<b>3,363,740</b>	<b>3,363,955</b>	<b>215</b>
Loan and Guarantee Enterprise	3,313,772	3,363,740	3,363,955	215
<b>707 Risk Management for Employee Injuries</b>	<b>7,982,912</b>	<b>8,099,103</b>	<b>7,936,087</b>	<b>(163,016)</b>
Internal Service	7,982,912	8,099,103	7,936,087	(163,016)
<b>708 Operating Budget Management</b>	<b>1,376,111</b>	<b>1,516,022</b>	<b>1,650,762</b>	<b>134,740</b>
General	1,376,111	1,516,022	1,650,762	134,740
<b>710 Property Tax Billing Integrity and Recovery</b>	<b>336,631</b>	<b>337,400</b>	<b>337,769</b>	<b>369</b>
General	336,631	337,400	337,769	369
<b>711 Finance Project Management</b>	<b>264,466</b>	<b>269,322</b>	<b>262,794</b>	<b>(6,528)</b>
General	264,466	269,322	262,794	(6,528)
<b>Fire</b>	<b>208,014,415</b>	<b>221,031,682</b>	<b>223,006,152</b>	<b>1,974,470</b>
<b>600 Administration - Fire</b>	<b>16,697,539</b>	<b>17,997,126</b>	<b>17,579,622</b>	<b>(417,504)</b>
General	15,655,640	16,921,054	16,560,122	(360,932)
Federal	1,000,000	1,019,500	1,019,500	0
Special	41,899	56,572	0	(56,572)
<b>602 Fire Suppression and Emergency Rescue</b>	<b>137,007,682</b>	<b>143,687,000</b>	<b>142,179,575</b>	<b>(1,507,425)</b>
General	134,726,263	141,282,584	140,664,201	(618,383)
Federal	1,311,240	1,336,809	10,883	(1,325,926)
State	970,179	989,098	1,425,428	436,330
Special	0	78,509	79,063	554
<b>608 Emergency Management</b>	<b>510,071</b>	<b>598,152</b>	<b>594,415</b>	<b>(3,737)</b>
General	226,221	308,766	305,202	(3,564)
Federal	275,000	280,363	280,363	0
State	8,850	9,023	8,850	(173)
<b>609 Emergency Medical Services</b>	<b>31,385,932</b>	<b>33,018,519</b>	<b>34,712,928</b>	<b>1,694,409</b>
General	18,677,795	20,062,574	20,272,583	210,009
Federal	0	0	1,500,000	1,500,000
State	36,067	36,770	21,170	(15,600)
Special	12,672,070	12,919,175	12,919,175	0
<b>610 Fire and Emergency Community Outreach</b>	<b>724,050</b>	<b>759,507</b>	<b>478,567</b>	<b>(280,940)</b>
General	724,050	759,507	478,567	(280,940)
<b>611 Fire Code Enforcement</b>	<b>3,930,702</b>	<b>4,085,982</b>	<b>4,236,003</b>	<b>150,021</b>
General	3,781,638	3,934,011	3,936,014	2,003
Federal	0	0	148,018	148,018
State	149,064	151,971	151,971	0
<b>612 Fire Investigation</b>	<b>799,278</b>	<b>832,184</b>	<b>836,381</b>	<b>4,197</b>
General	799,278	832,184	836,381	4,197
<b>613 Fire Facilities Maintenance and Replacement</b>	<b>10,766,197</b>	<b>13,337,734</b>	<b>15,217,660</b>	<b>1,879,926</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Fire (Continued)</b>	<b>208,014,415</b>	<b>221,031,682</b>	<b>223,006,152</b>	<b>1,974,470</b>
General	10,766,197	13,337,734	14,293,167	955,433
State	0	0	924,493	924,493
<b>614 Fire Communications and Dispatch</b>	<b>4,410,221</b>	<b>4,919,765</b>	<b>4,941,437</b>	<b>21,672</b>
General	4,408,021	4,917,522	4,941,437	23,915
State	2,200	2,243	0	(2,243)
<b>615 Fire Training and Education</b>	<b>1,782,743</b>	<b>1,795,713</b>	<b>2,229,564</b>	<b>433,851</b>
General	1,782,743	1,795,713	2,229,564	433,851
<b>General Services</b>	<b>72,587,127</b>	<b>74,416,020</b>	<b>99,267,757</b>	<b>24,851,737</b>
<b>189 Fleet Management</b>	<b>42,740,724</b>	<b>44,207,757</b>	<b>51,073,526</b>	<b>6,865,769</b>
Internal Service	42,740,724	44,207,757	51,073,526	6,865,769
<b>726 Administration - General Services</b>	<b>777,098</b>	<b>921,163</b>	<b>956,994</b>	<b>35,831</b>
General	777,098	966,543	956,994	(9,549)
Internal Service	0	(45,380)	0	45,380
<b>727 Building Permits and Municipal Consents</b>	<b>1,641,982</b>	<b>1,575,731</b>	<b>1,572,293</b>	<b>(3,438)</b>
General	1,641,982	1,575,731	1,572,293	(3,438)
<b>729 Real Property Database Management</b>	<b>697,569</b>	<b>709,041</b>	<b>701,097</b>	<b>(7,944)</b>
General	697,569	709,041	701,097	(7,944)
<b>730 Public and Private Energy Performance</b>	<b>1,682,311</b>	<b>1,743,746</b>	<b>20,020,094</b>	<b>18,276,348</b>
Federal	0	0	2,000,000	2,000,000
State	0	0	16,000,000	16,000,000
Internal Service	1,682,311	1,743,746	2,020,094	276,348
<b>731 Facilities Management</b>	<b>25,047,443</b>	<b>25,258,582</b>	<b>24,843,753</b>	<b>(414,829)</b>
General	13,174,870	13,370,282	13,009,012	(361,270)
State	1,016,000	1,035,812	1,035,812	0
Internal Service	10,856,573	10,852,488	10,798,929	(53,559)
<b>734 Building and Energy Improvements</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
General	0	0	100,000	100,000
<b>Health</b>	<b>124,591,311</b>	<b>126,550,968</b>	<b>128,261,616</b>	<b>1,710,648</b>
<b>303 Clinical Services</b>	<b>11,549,475</b>	<b>11,482,913</b>	<b>10,227,279</b>	<b>(1,255,634)</b>
General	4,634,371	4,564,421	4,497,471	(66,950)
Federal	5,587,487	5,556,586	4,459,135	(1,097,451)
State	1,061,111	1,090,204	1,002,219	(87,985)
Special	266,506	271,702	268,454	(3,248)
<b>305 Healthy Homes</b>	<b>2,456,164</b>	<b>2,593,119</b>	<b>2,445,232</b>	<b>(147,887)</b>
General	909,769	955,814	892,679	(63,135)
Federal	1,239,056	1,322,642	1,368,827	46,185
State	277,339	284,078	102,926	(181,152)
Special	30,000	30,585	80,800	50,215
<b>307 Substance Abuse and Mental Health</b>	<b>2,988,954</b>	<b>3,047,240</b>	<b>2,929,638</b>	<b>(117,602)</b>
General	1,837,381	1,873,210	1,779,549	(93,661)
Federal	426,984	435,311	425,500	(9,811)
State	724,589	738,719	724,589	(14,130)
<b>308 Maternal and Child Health</b>	<b>15,110,796</b>	<b>15,337,767</b>	<b>17,143,918</b>	<b>1,806,151</b>
General	822,709	815,656	795,987	(19,669)
Federal	13,375,036	13,579,655	14,118,251	538,596
State	871,551	900,146	871,265	(28,881)
Special	41,500	42,310	1,358,415	1,316,105
<b>310 School Health Services</b>	<b>16,369,650</b>	<b>16,687,267</b>	<b>16,240,040</b>	<b>(447,227)</b>
General	5,328,498	5,364,590	5,215,883	(148,707)
Federal	95,386	109,144	96,249	(12,895)

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

AGENCY, SERVICE AND FUND	FISCAL 2013 BUDGET	FISCAL 2014 CLS	FISCAL 2014 BUDGET	CHANGE BUD vs. CLS
<b>Health (Continued)</b>	<b>124,591,311</b>	<b>126,550,968</b>	<b>128,261,616</b>	<b>1,710,648</b>
State	504,382	499,523	505,692	6,169
Special	10,441,384	10,714,010	10,422,216	(291,794)
<b>311 Health Services for the Aging</b>	<b>5,679,409</b>	<b>5,602,031</b>	<b>5,660,849</b>	<b>58,818</b>
Federal	5,014,827	4,924,490	4,996,267	71,777
State	664,582	677,541	664,582	(12,959)
<b>315 Emergency Services - Health</b>	<b>11,465,354</b>	<b>11,797,488</b>	<b>11,630,117</b>	<b>(167,371)</b>
General	592,746	590,802	591,426	624
Federal	562,368	668,542	645,020	(23,522)
State	10,263,540	10,411,804	10,393,671	(18,133)
Special	46,700	126,340	0	(126,340)
<b>316 Youth Violence Prevention</b>	<b>3,128,635</b>	<b>3,238,199</b>	<b>3,069,300</b>	<b>(168,899)</b>
General	608,225	594,518	595,113	595
Federal	1,372,341	1,442,917	1,272,931	(169,986)
State	1,148,069	1,200,764	1,201,256	492
<b>715 Administration - Health</b>	<b>4,600,155</b>	<b>4,792,979</b>	<b>9,790,613</b>	<b>4,997,634</b>
General	4,072,255	4,191,386	4,340,867	149,481
Federal	225,961	212,895	3,331,528	3,118,633
State	67,441	81,436	1,081,436	1,000,000
Special	234,498	307,262	1,036,782	729,520
<b>716 Animal Services</b>	<b>3,101,462</b>	<b>3,056,492</b>	<b>3,022,178</b>	<b>(34,314)</b>
General	3,101,462	3,056,492	3,022,178	(34,314)
<b>717 Environmental Health</b>	<b>3,124,667</b>	<b>3,085,513</b>	<b>2,693,241</b>	<b>(392,272)</b>
General	2,926,086	2,881,672	2,643,241	(238,431)
State	148,581	152,866	0	(152,866)
Special	50,000	50,975	50,000	(975)
<b>718 Chronic Disease Prevention</b>	<b>2,125,660</b>	<b>2,241,026</b>	<b>1,912,221</b>	<b>(328,805)</b>
General	397,863	397,237	397,305	68
Federal	1,260,112	1,286,824	1,317,492	30,668
State	467,685	556,965	197,424	(359,541)
<b>720 HIV Treatment Services for the Uninsured</b>	<b>31,018,168</b>	<b>31,638,330</b>	<b>30,641,613</b>	<b>(996,717)</b>
General	1,087,675	1,121,873	1,122,590	717
Federal	29,639,321	30,223,385	29,227,830	(995,555)
State	291,172	293,072	291,193	(1,879)
<b>721 Senior Centers</b>	<b>4,502,439</b>	<b>4,582,940</b>	<b>4,203,968</b>	<b>(378,972)</b>
General	644,981	644,045	625,625	(18,420)
Federal	3,128,100	3,195,314	2,848,985	(346,329)
State	729,358	743,581	729,358	(14,223)
<b>722 Administration - CARE</b>	<b>511,094</b>	<b>512,215</b>	<b>726,038</b>	<b>213,823</b>
General	455,273	510,689	484,515	(26,174)
Federal	5,900	1,526	241,523	239,997
State	49,921	0	0	0
<b>723 Advocacy and Supportive Care for Seniors</b>	<b>2,288,767</b>	<b>2,243,230</b>	<b>2,091,404</b>	<b>(151,826)</b>
General	91,985	94,119	0	(94,119)
Federal	151,883	134,087	148,557	14,470
State	2,044,899	2,015,024	1,942,847	(72,177)
<b>724 Assistive and Directive Care for Seniors</b>	<b>3,681,240</b>	<b>3,693,482</b>	<b>3,123,133</b>	<b>(570,349)</b>
General	218,212	222,467	222,467	0
Federal	1,536,841	1,527,893	899,330	(628,563)
State	1,617,823	1,628,745	1,689,693	60,948
Special	308,364	314,377	311,643	(2,734)

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Health (Continued)</b>	<b>124,591,311</b>	<b>126,550,968</b>	<b>128,261,616</b>	<b>1,710,648</b>
<b>725 Senior Education</b>	<b>889,222</b>	<b>918,737</b>	<b>710,834</b>	<b>(207,903)</b>
Federal	676,318	695,536	558,296	(137,240)
State	212,904	223,201	152,538	(70,663)
<b>Housing and Community Development</b>	<b>60,333,880</b>	<b>62,853,899</b>	<b>68,021,028</b>	<b>5,167,129</b>
<b>593 Community Support Projects</b>	<b>6,340,489</b>	<b>6,461,341</b>	<b>7,189,221</b>	<b>727,880</b>
Federal	6,340,489	6,461,341	7,189,221	727,880
<b>604 Early Childhood Education</b>	<b>1,398,874</b>	<b>1,427,961</b>	<b>1,289,112</b>	<b>(138,849)</b>
General	175,000	175,000	170,626	(4,374)
Federal	1,048,759	1,099,102	1,118,486	19,384
Special	175,115	153,859	0	(153,859)
<b>737 Administration - HCD</b>	<b>3,561,326</b>	<b>3,755,866</b>	<b>3,932,021</b>	<b>176,155</b>
General	2,359,917	2,459,830	2,632,818	172,988
Federal	1,198,806	1,286,505	1,289,672	3,167
State	2,392	9,531	9,531	0
Special	211	0	0	0
<b>738 Energy Assistance</b>	<b>11,240,248</b>	<b>12,752,773</b>	<b>16,625,336</b>	<b>3,872,563</b>
General	0	0	260,210	260,210
State	11,240,248	12,752,773	15,913,431	3,160,658
Special	0	0	451,695	451,695
<b>740 Dawson Center</b>	<b>279,312</b>	<b>275,850</b>	<b>293,765</b>	<b>17,915</b>
General	30,000	30,585	29,729	(856)
Federal	249,312	245,265	264,036	18,771
<b>742 Promote Homeownership</b>	<b>407,013</b>	<b>425,563</b>	<b>492,824</b>	<b>67,261</b>
General	93,391	95,976	101,089	5,113
Federal	313,622	329,587	391,735	62,148
<b>745 Housing Code Enforcement</b>	<b>13,697,281</b>	<b>13,995,998</b>	<b>14,076,225</b>	<b>80,227</b>
General	13,647,281	13,945,023	14,026,225	81,202
Special	50,000	50,975	50,000	(975)
<b>747 Register and License Properties and Contractors</b>	<b>597,386</b>	<b>598,831</b>	<b>599,355</b>	<b>524</b>
General	597,386	598,831	599,355	524
<b>748 Housing Development Finance and Project Management</b>	<b>915,509</b>	<b>949,287</b>	<b>916,348</b>	<b>(32,939)</b>
Federal	915,509	949,287	916,348	(32,939)
<b>749 Blight Elimination</b>	<b>2,559,889</b>	<b>2,594,347</b>	<b>2,523,193</b>	<b>(71,154)</b>
General	2,559,889	2,594,347	2,523,193	(71,154)
<b>750 Housing Rehabilitation Loans</b>	<b>2,627,499</b>	<b>2,714,599</b>	<b>2,736,640</b>	<b>22,041</b>
General	64,708	67,228	66,792	(436)
Federal	2,238,667	2,316,927	2,348,181	31,254
State	324,124	330,444	321,667	(8,777)
<b>751 Building and Zoning Inspections and Permits</b>	<b>5,701,561</b>	<b>5,676,168</b>	<b>5,782,654</b>	<b>106,486</b>
General	5,701,561	5,676,168	5,782,654	106,486
<b>752 Community Outreach Services</b>	<b>923,032</b>	<b>943,021</b>	<b>943,160</b>	<b>139</b>
General	923,032	943,021	943,160	139
<b>754 Summer Food Service Program</b>	<b>3,295,223</b>	<b>3,360,666</b>	<b>3,446,549</b>	<b>85,883</b>
State	3,295,223	3,360,666	3,446,549	85,883
<b>809 Retention, Expansion, and Attraction of Businesses</b>	<b>1,612,652</b>	<b>1,644,099</b>	<b>1,644,099</b>	<b>0</b>
General	1,511,052	1,540,518	1,540,518	0
Special	101,600	103,581	103,581	0
<b>810 Real Estate Development</b>	<b>1,859,930</b>	<b>1,896,198</b>	<b>1,896,198</b>	<b>0</b>
General	1,758,330	1,792,617	1,792,617	0
Special	101,600	103,581	103,581	0

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Housing and Community Development (Continued)</b>	<b>60,333,880</b>	<b>62,853,899</b>	<b>68,021,028</b>	<b>5,167,129</b>
<b>811 Inner Harbor Coordination</b>	<b>514,096</b>	<b>524,121</b>	<b>511,018</b>	<b>(13,103)</b>
General	514,096	524,121	511,018	(13,103)
<b>812 Business Support - Small Business Resource Center</b>	<b>146,000</b>	<b>148,847</b>	<b>228,847</b>	<b>80,000</b>
General	146,000	148,847	228,847	80,000
<b>813 Technology Development - Emerging Technology Center</b>	<b>685,800</b>	<b>699,173</b>	<b>802,273</b>	<b>103,100</b>
General	685,800	699,173	802,273	103,100
<b>814 Improve and Promote Retail Districts Beyond Downtown</b>	<b>1,666,722</b>	<b>1,699,223</b>	<b>1,699,223</b>	<b>0</b>
General	1,565,122	1,595,642	1,595,642	0
Special	101,600	103,581	103,581	0
<b>815 Live Baltimore</b>	<b>304,038</b>	<b>309,967</b>	<b>392,967</b>	<b>83,000</b>
General	304,038	309,967	392,967	83,000
<b>Human Resources</b>	<b>7,295,634</b>	<b>7,552,435</b>	<b>7,487,874</b>	<b>(64,561)</b>
<b>770 Administration - Human Resources</b>	<b>1,342,733</b>	<b>1,366,352</b>	<b>1,639,939</b>	<b>273,587</b>
General	1,342,733	1,366,352	1,639,939	273,587
<b>771 Benefits Administration</b>	<b>4,722,801</b>	<b>4,779,650</b>	<b>4,631,490</b>	<b>(148,160)</b>
General	2,538,156	2,591,212	2,442,938	(148,274)
Internal Service	2,184,645	2,188,438	2,188,552	114
<b>772 Civil Service Management</b>	<b>1,168,403</b>	<b>1,319,874</b>	<b>1,216,445</b>	<b>(103,429)</b>
General	1,105,369	1,255,391	1,151,886	(103,505)
Internal Service	63,034	64,483	64,559	76
<b>773 COB University</b>	<b>61,697</b>	<b>86,559</b>	<b>0</b>	<b>(86,559)</b>
General	61,697	2,438	0	(2,438)
Special	0	84,121	0	(84,121)
<b>Law</b>	<b>9,423,832</b>	<b>11,548,275</b>	<b>11,690,852</b>	<b>142,577</b>
<b>860 Administration - Law</b>	<b>675,203</b>	<b>1,128,748</b>	<b>1,142,869</b>	<b>14,121</b>
General	567,623	1,020,974	1,034,991	14,017
Special	0	91	91	0
Internal Service	107,580	107,683	107,787	104
<b>861 Controversies</b>	<b>6,827,242</b>	<b>7,564,512</b>	<b>7,581,776</b>	<b>17,264</b>
General	1,916,989	2,560,152	2,564,171	4,019
Special	11,903	0	0	0
Internal Service	4,898,350	5,004,360	5,017,605	13,245
<b>862 Transactions</b>	<b>1,357,678</b>	<b>2,169,266</b>	<b>2,306,692</b>	<b>137,426</b>
General	1,236,149	2,109,330	2,210,137	100,807
Internal Service	121,529	59,936	96,555	36,619
<b>869 Minority and Women's Business Opportunity Office</b>	<b>444,025</b>	<b>685,749</b>	<b>659,515</b>	<b>(26,234)</b>
General	444,025	685,749	659,515	(26,234)
<b>871 Representation and Advice for Law Enforcement</b>	<b>119,684</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service	119,684	0	0	0
<b>Legislative Reference</b>	<b>965,429</b>	<b>1,038,433</b>	<b>1,033,445</b>	<b>(4,988)</b>
<b>106 Legislative Reference Services</b>	<b>544,971</b>	<b>592,961</b>	<b>567,907</b>	<b>(25,054)</b>
General	533,389	581,153	556,099	(25,054)
Special	11,582	11,808	11,808	0
<b>107 Archives and Records Management</b>	<b>420,458</b>	<b>445,472</b>	<b>465,538</b>	<b>20,066</b>
General	420,458	445,472	465,538	20,066
<b>Liquor License Board</b>	<b>2,054,994</b>	<b>2,149,188</b>	<b>2,097,686</b>	<b>(51,502)</b>
<b>850 Liquor Licensing</b>	<b>665,748</b>	<b>752,618</b>	<b>699,616</b>	<b>(53,002)</b>
General	665,748	752,618	699,616	(53,002)
<b>851 Liquor License Compliance</b>	<b>1,389,246</b>	<b>1,396,570</b>	<b>1,398,070</b>	<b>1,500</b>
General	1,389,246	1,396,570	1,398,070	1,500

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Mayorality</b>	<b>4,301,895</b>	<b>4,498,681</b>	<b>4,502,593</b>	<b>3,912</b>
<b>125 Executive Direction and Control - Mayorality</b>	<b>4,301,895</b>	<b>4,498,681</b>	<b>4,502,593</b>	<b>3,912</b>
General	3,949,891	4,139,813	4,143,725	3,912
State	352,004	358,868	358,868	0
<b>M-R: Art and Culture</b>	<b>7,779,351</b>	<b>7,901,431</b>	<b>7,541,347</b>	<b>(360,084)</b>
<b>493 Art and Culture Grants</b>	<b>5,796,166</b>	<b>5,879,573</b>	<b>5,452,952</b>	<b>(426,621)</b>
General	5,796,166	5,879,573	5,452,952	(426,621)
<b>824 Events, Art, Culture, and Film</b>	<b>1,908,185</b>	<b>1,945,395</b>	<b>1,970,395</b>	<b>25,000</b>
General	1,908,185	1,945,395	1,970,395	25,000
<b>828 Bromo Seltzer Arts Tower</b>	<b>75,000</b>	<b>76,463</b>	<b>118,000</b>	<b>41,537</b>
General	75,000	76,463	118,000	41,537
<b>M-R: Baltimore City Public Schools</b>	<b>252,223,990</b>	<b>257,247,084</b>	<b>254,727,492</b>	<b>(2,519,592)</b>
<b>352 Baltimore City Public Schools</b>	<b>252,223,990</b>	<b>257,247,084</b>	<b>254,727,492</b>	<b>(2,519,592)</b>
General	252,223,990	257,247,084	254,727,492	(2,519,592)
<b>M-R: Cable and Communications</b>	<b>1,390,716</b>	<b>1,435,149</b>	<b>1,421,755</b>	<b>(13,394)</b>
<b>876 Media Production</b>	<b>1,390,716</b>	<b>1,435,149</b>	<b>1,421,755</b>	<b>(13,394)</b>
General	524,176	551,711	538,317	(13,394)
Special	866,540	883,438	883,438	0
<b>M-R: Civic Promotion</b>	<b>12,212,736</b>	<b>12,450,885</b>	<b>13,635,270</b>	<b>1,184,385</b>
<b>590 Civic Promotion Grants</b>	<b>637,038</b>	<b>649,461</b>	<b>449,967</b>	<b>(199,494)</b>
General	637,038	649,461	449,967	(199,494)
<b>820 Convention Sales and Tourism Marketing</b>	<b>11,575,698</b>	<b>11,801,424</b>	<b>13,185,303</b>	<b>1,383,879</b>
General	11,575,698	11,801,424	13,185,303	1,383,879
<b>M-R: Conditional Purchase Agreements</b>	<b>29,926,727</b>	<b>26,771,663</b>	<b>30,771,663</b>	<b>4,000,000</b>
<b>129 Conditional Purchase Agreement Payments</b>	<b>29,926,727</b>	<b>26,771,663</b>	<b>30,771,663</b>	<b>4,000,000</b>
General	29,377,967	26,213,783	30,213,783	4,000,000
Loan and Guarantee Enterprise	538,760	547,880	547,880	0
Internal Service	10,000	10,000	10,000	0
<b>M-R: Contingent Fund</b>	<b>508,000</b>	<b>508,000</b>	<b>1,000,000</b>	<b>492,000</b>
<b>121 Contingent Fund</b>	<b>508,000</b>	<b>508,000</b>	<b>1,000,000</b>	<b>492,000</b>
General	508,000	508,000	1,000,000	492,000
<b>M-R: Convention Center Hotel</b>	<b>7,001,000</b>	<b>7,001,000</b>	<b>6,897,995</b>	<b>(103,005)</b>
<b>535 Convention Center Hotel</b>	<b>7,001,000</b>	<b>7,001,000</b>	<b>6,897,995</b>	<b>(103,005)</b>
General	7,001,000	7,001,000	6,897,995	(103,005)
<b>M-R: Convention Complex</b>	<b>22,092,204</b>	<b>22,065,903</b>	<b>22,076,486</b>	<b>10,583</b>
<b>540 1st Mariner Arena Operations</b>	<b>558,800</b>	<b>569,697</b>	<b>569,697</b>	<b>0</b>
General	558,800	569,697	569,697	0
<b>855 Convention Center</b>	<b>16,931,320</b>	<b>16,916,118</b>	<b>16,926,701</b>	<b>10,583</b>
General	11,870,410	11,855,208	11,569,939	(285,269)
State	5,060,910	5,060,910	5,356,762	295,852
<b>857 Convention Center Debt Service</b>	<b>4,602,084</b>	<b>4,580,088</b>	<b>4,580,088</b>	<b>0</b>
Convention Center Bond	4,602,084	4,580,088	4,580,088	0
<b>M-R: Debt Service</b>	<b>91,685,095</b>	<b>81,221,545</b>	<b>91,621,545</b>	<b>10,400,000</b>
<b>123 General Debt Service</b>	<b>91,685,095</b>	<b>81,221,545</b>	<b>91,621,545</b>	<b>10,400,000</b>
General	91,685,095	81,221,545	81,221,545	0
Special	0	0	10,400,000	10,400,000
<b>M-R: Educational Grants</b>	<b>5,941,095</b>	<b>6,056,947</b>	<b>6,246,853</b>	<b>189,906</b>
<b>446 Educational Grants</b>	<b>5,941,095</b>	<b>6,056,947</b>	<b>6,246,853</b>	<b>189,906</b>
General	5,941,095	6,056,947	6,246,853	189,906
<b>M-R: Employees' Retirement Contribution</b>	<b>6,119,459</b>	<b>9,119,459</b>	<b>(6,159,567)</b>	<b>(15,279,026)</b>
<b>355 Employees' Retirement Contribution</b>	<b>6,119,459</b>	<b>9,119,459</b>	<b>(6,159,567)</b>	<b>(15,279,026)</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>M-R: Employees' Retirement Contribution (Continued)</b>	<b>6,119,459</b>	<b>9,119,459</b>	<b>(6,159,567)</b>	<b>(15,279,026)</b>
General	6,119,459	9,119,459	(6,159,567)	(15,279,026)
<b>M-R: Environmental Control Board</b>	<b>741,484</b>	<b>778,266</b>	<b>778,920</b>	<b>654</b>
<b>117 Adjudication of Environmental Citations</b>	<b>741,484</b>	<b>778,266</b>	<b>778,920</b>	<b>654</b>
General	741,484	778,266	778,920	654
<b>M-R: Health and Welfare Grants</b>	<b>1,089,714</b>	<b>1,110,963</b>	<b>1,143,847</b>	<b>32,884</b>
<b>385 Health and Welfare Grants</b>	<b>1,089,714</b>	<b>1,110,963</b>	<b>1,143,847</b>	<b>32,884</b>
General	1,089,714	1,110,963	1,143,847	32,884
<b>M-R: Innovation Fund</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>1,800,000</b>	<b>(200,000)</b>
<b>833 Innovation Fund</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>1,800,000</b>	<b>(200,000)</b>
General	2,000,000	2,000,000	1,800,000	(200,000)
<b>M-R: Miscellaneous General Expenses</b>	<b>11,109,664</b>	<b>9,440,831</b>	<b>12,074,778</b>	<b>2,633,947</b>
<b>122 Miscellaneous General Expenses</b>	<b>11,109,664</b>	<b>9,440,831</b>	<b>12,074,778</b>	<b>2,633,947</b>
General	11,109,664	9,440,831	12,074,778	2,633,947
<b>M-R: Office of CitiStat Operations</b>	<b>900,562</b>	<b>912,877</b>	<b>997,218</b>	<b>84,341</b>
<b>347 CitiStat Operations</b>	<b>900,562</b>	<b>912,877</b>	<b>997,218</b>	<b>84,341</b>
General	900,562	912,877	997,218	84,341
<b>M-R: Office of Criminal Justice</b>	<b>13,305,777</b>	<b>13,844,768</b>	<b>6,787,820</b>	<b>(7,056,948)</b>
<b>757 Crime Camera Management</b>	<b>1,555,429</b>	<b>1,581,480</b>	<b>1,581,579</b>	<b>99</b>
General	1,479,834	1,508,605	1,508,605	0
State	75,595	72,875	72,974	99
<b>758 Coordination of Public Safety Strategy</b>	<b>11,750,348</b>	<b>12,263,288</b>	<b>5,206,241</b>	<b>(7,057,047)</b>
General	438,676	419,375	419,996	621
Federal	9,683,719	10,148,743	3,090,678	(7,058,065)
State	1,227,953	1,287,370	1,287,767	397
Special	400,000	407,800	407,800	0
<b>M-R: Office of Employment Development</b>	<b>28,359,162</b>	<b>28,069,891</b>	<b>23,136,612</b>	<b>(4,933,279)</b>
<b>791 BCPS Alternative Options Academy for Youth</b>	<b>196,213</b>	<b>181,678</b>	<b>176,141</b>	<b>(5,537)</b>
State	196,213	181,678	176,141	(5,537)
<b>792 Workforce Services for TANF Recipients</b>	<b>4,828,535</b>	<b>4,861,681</b>	<b>2,864,197</b>	<b>(1,997,484)</b>
Federal	4,828,535	4,861,681	2,864,197	(1,997,484)
<b>793 Employment Enhancement Services for Baltimore City Residents</b>	<b>1,577,766</b>	<b>1,607,112</b>	<b>2,058,621</b>	<b>451,509</b>
General	1,116,336	1,135,322	1,222,091	86,769
Federal	461,430	471,790	220,030	(251,760)
State	0	0	400,000	400,000
Special	0	0	216,500	216,500
<b>794 Administration - MOED</b>	<b>1,285,476</b>	<b>1,326,735</b>	<b>1,343,567</b>	<b>16,832</b>
General	1,181,946	1,105,988	1,107,381	1,393
Federal	1,398	84,236	99,675	15,439
State	102,132	136,511	136,511	0
<b>795 Workforce Services for Baltimore Residents</b>	<b>7,349,864</b>	<b>6,813,810</b>	<b>5,170,814</b>	<b>(1,642,996)</b>
Federal	7,349,864	6,813,810	5,170,814	(1,642,996)
<b>796 Workforce Services for Ex-Offenders</b>	<b>1,499,139</b>	<b>1,511,329</b>	<b>1,500,496</b>	<b>(10,833)</b>
Federal	500,000	500,000	1,000,000	500,000
State	999,139	1,011,329	500,496	(510,833)
<b>797 Workforce Services for Out of School Youth-Youth Opportunity</b>	<b>2,743,206</b>	<b>2,810,657</b>	<b>3,400,166</b>	<b>589,509</b>
General	2,743,206	2,810,657	2,813,166	2,509
Federal	0	0	247,000	247,000
State	0	0	90,000	90,000
Special	0	0	250,000	250,000
<b>798 Youth Works Summer Job Program</b>	<b>2,954,072</b>	<b>3,011,676</b>	<b>3,858,341</b>	<b>846,665</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>M-R: Office of Employment Development (Continued)</b>	<b>28,359,162</b>	<b>28,069,891</b>	<b>23,136,612</b>	<b>(4,933,279)</b>
General	1,662,231	1,694,645	1,694,645	0
Federal	0	0	1,000,000	1,000,000
State	1,291,841	1,317,031	1,163,696	(153,335)
<b>800 Workforce Services for WIA Funded Youth</b>	<b>5,924,891</b>	<b>5,945,213</b>	<b>2,764,269</b>	<b>(3,180,944)</b>
Federal	5,924,891	5,945,213	2,764,269	(3,180,944)
<b>M-R: Office of Human Services</b>	<b>75,587,693</b>	<b>77,076,207</b>	<b>79,292,267</b>	<b>2,216,060</b>
<b>356 Administration - Human Services</b>	<b>2,617,126</b>	<b>2,720,342</b>	<b>2,755,425</b>	<b>35,083</b>
General	494,236	495,748	481,776	(13,972)
Federal	2,003,367	2,141,419	2,142,052	633
State	120,449	126,446	126,446	0
Special	(926)	(43,271)	5,151	48,422
<b>605 Head Start</b>	<b>30,774,660</b>	<b>31,339,463</b>	<b>31,341,780</b>	<b>2,317</b>
Federal	30,179,949	30,733,155	30,735,472	2,317
State	594,711	606,308	606,308	0
<b>741 Community Action Centers</b>	<b>4,445,496</b>	<b>4,551,521</b>	<b>6,373,649</b>	<b>1,822,128</b>
General	695,729	719,011	719,676	665
Federal	823,706	853,199	854,004	805
State	2,926,061	2,979,311	4,799,969	1,820,658
<b>893 Homeless Prevention</b>	<b>1,031,825</b>	<b>1,051,945</b>	<b>1,051,945</b>	<b>0</b>
Federal	647,188	659,808	659,808	0
State	384,637	392,137	392,137	0
<b>894 Outreach to the Homeless</b>	<b>1,016,055</b>	<b>1,035,868</b>	<b>1,035,868</b>	<b>0</b>
Federal	535,176	545,612	545,612	0
State	480,879	490,256	490,256	0
<b>895 Temporary Housing for the Homeless</b>	<b>11,492,692</b>	<b>11,694,974</b>	<b>12,050,974</b>	<b>356,000</b>
General	4,554,134	4,621,114	4,977,114	356,000
Federal	5,465,458	5,572,034	5,572,034	0
State	1,473,100	1,501,826	1,501,826	0
<b>896 Permanent Housing for the Homeless</b>	<b>24,209,839</b>	<b>24,682,094</b>	<b>24,682,626</b>	<b>532</b>
General	204,431	208,417	208,417	0
Federal	23,656,354	24,117,653	24,117,653	0
State	267,902	273,126	273,126	0
Special	81,152	82,898	83,430	532
<b>M-R: Office of Information Technology</b>	<b>33,953,082</b>	<b>35,377,055</b>	<b>36,657,201</b>	<b>1,280,146</b>
<b>802 Administration - MOIT</b>	<b>1,372,182</b>	<b>1,470,742</b>	<b>1,318,379</b>	<b>(152,363)</b>
General	1,372,182	1,434,688	1,282,325	(152,363)
Special	0	36,054	36,054	0
<b>803 Enterprise Innovation and Application Services</b>	<b>3,708,755</b>	<b>3,644,975</b>	<b>5,536,204</b>	<b>1,891,229</b>
General	3,708,755	3,644,975	5,536,204	1,891,229
<b>804 Enterprise Unified Call Center</b>	<b>20,367,866</b>	<b>21,763,421</b>	<b>21,213,084</b>	<b>(550,337)</b>
General	13,732,229	14,228,114	13,673,848	(554,266)
Special	6,635,637	7,535,307	7,539,236	3,929
<b>805 Enterprise IT Delivery Services</b>	<b>8,504,279</b>	<b>8,497,917</b>	<b>8,589,534</b>	<b>91,617</b>
General	5,058,380	4,982,261	5,071,129	88,868
Internal Service	3,445,899	3,515,656	3,518,405	2,749
<b>M-R: Office of Neighborhoods</b>	<b>694,417</b>	<b>715,945</b>	<b>709,033</b>	<b>(6,912)</b>
<b>354 Office of Neighborhoods</b>	<b>694,417</b>	<b>715,945</b>	<b>709,033</b>	<b>(6,912)</b>
General	694,417	715,945	709,033	(6,912)
<b>M-R: Office of the Inspector General</b>	<b>674,667</b>	<b>739,183</b>	<b>739,998</b>	<b>815</b>
<b>836 Inspector General</b>	<b>674,667</b>	<b>739,183</b>	<b>739,998</b>	<b>815</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>M-R: Office of the Inspector General (Continued)</b>	<b>674,667</b>	<b>739,183</b>	<b>739,998</b>	<b>815</b>
General	674,667	739,183	739,998	815
<b>M-R: Office of the Labor Commissioner</b>	<b>784,381</b>	<b>807,061</b>	<b>787,556</b>	<b>(19,505)</b>
<b>128 Labor Contract Negotiations and Administration</b>	<b>784,381</b>	<b>807,061</b>	<b>787,556</b>	<b>(19,505)</b>
General	784,381	807,061	787,556	(19,505)
<b>M-R: Retirees' Benefits</b>	<b>67,934,949</b>	<b>66,000,334</b>	<b>60,000,334</b>	<b>(6,000,000)</b>
<b>351 Retirees' Benefits</b>	<b>67,934,949</b>	<b>66,000,334</b>	<b>60,000,334</b>	<b>(6,000,000)</b>
General	67,934,949	66,000,334	60,000,334	(6,000,000)
<b>M-R: Self-Insurance Fund</b>	<b>13,044,888</b>	<b>13,299,240</b>	<b>13,299,240</b>	<b>0</b>
<b>126 Contribution to Self-Insurance Fund</b>	<b>13,044,888</b>	<b>13,299,240</b>	<b>13,299,240</b>	<b>0</b>
General	13,044,888	13,299,240	13,299,240	0
<b>M-R: TIF Debt Service</b>	<b>9,637,187</b>	<b>8,569,333</b>	<b>8,569,333</b>	<b>0</b>
<b>124 TIF Debt Service</b>	<b>9,637,187</b>	<b>8,569,333</b>	<b>8,569,333</b>	<b>0</b>
General	9,637,187	8,569,333	8,569,333	0
<b>Municipal and Zoning Appeals</b>	<b>539,231</b>	<b>550,672</b>	<b>551,283</b>	<b>611</b>
<b>185 Zoning, Tax and Other Appeals</b>	<b>539,231</b>	<b>550,672</b>	<b>551,283</b>	<b>611</b>
General	539,231	550,672	551,283	611
<b>Office of Civil Rights</b>	<b>1,165,518</b>	<b>1,244,129</b>	<b>1,312,643</b>	<b>68,514</b>
<b>656 Wage Investigation and Enforcement</b>	<b>163,432</b>	<b>165,648</b>	<b>161,804</b>	<b>(3,844)</b>
General	163,432	165,648	161,804	(3,844)
<b>846 Discrimination Investigations, Resolutions and Conciliations</b>	<b>756,748</b>	<b>815,525</b>	<b>809,934</b>	<b>(5,591)</b>
General	711,248	769,138	769,934	796
Federal	45,500	46,387	40,000	(6,387)
<b>848 Police Community Relations</b>	<b>173,736</b>	<b>186,281</b>	<b>143,784</b>	<b>(42,497)</b>
General	173,736	186,281	143,784	(42,497)
<b>878 Disabilities Commission</b>	<b>71,602</b>	<b>76,675</b>	<b>197,121</b>	<b>120,446</b>
General	71,602	76,675	197,121	120,446
<b>Planning</b>	<b>3,759,013</b>	<b>3,924,742</b>	<b>8,870,634</b>	<b>4,945,892</b>
<b>761 Development Oversight and Project Support</b>	<b>1,011,575</b>	<b>1,124,910</b>	<b>1,264,115</b>	<b>139,205</b>
General	1,011,575	1,124,910	1,264,115	139,205
<b>762 Historic Preservation</b>	<b>456,316</b>	<b>473,898</b>	<b>481,301</b>	<b>7,403</b>
General	456,316	473,898	481,301	7,403
<b>763 Comprehensive Planning and Resource Management</b>	<b>1,176,494</b>	<b>1,154,094</b>	<b>1,503,019</b>	<b>348,925</b>
General	1,094,239	1,070,235	1,044,160	(26,075)
Federal	82,255	83,859	183,859	100,000
State	0	0	175,000	175,000
Special	0	0	100,000	100,000
<b>765 Planning for a Sustainable Baltimore</b>	<b>370,952</b>	<b>419,957</b>	<b>4,891,463</b>	<b>4,471,506</b>
General	356,952	405,684	419,063	13,379
Federal	0	0	175,000	175,000
State	14,000	14,273	4,222,400	4,208,127
Special	0	0	75,000	75,000
<b>768 Administration - Planning</b>	<b>743,676</b>	<b>751,883</b>	<b>730,736</b>	<b>(21,147)</b>
General	743,676	750,317	729,170	(21,147)
Federal	0	1,566	1,566	0
<b>Police</b>	<b>410,595,488</b>	<b>427,138,490</b>	<b>428,737,475</b>	<b>1,598,985</b>
<b>621 Administration - Police</b>	<b>39,628,062</b>	<b>40,017,654</b>	<b>40,321,512</b>	<b>303,858</b>
General	39,314,618	39,559,158	38,142,330	(1,416,828)
Federal	7,405	165,657	1,886,343	1,720,686
State	306,039	292,839	292,839	0
<b>622 Police Patrol</b>	<b>220,002,998</b>	<b>231,452,868</b>	<b>229,843,218</b>	<b>(1,609,650)</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Police (Continued)</b>	<b>410,595,488</b>	<b>427,138,490</b>	<b>428,737,475</b>	<b>1,598,985</b>
General	214,756,574	225,320,427	224,977,250	(343,177)
Federal	457,948	917,859	0	(917,859)
State	4,788,476	5,214,582	4,865,968	(348,614)
<b>623 Crime Investigation</b>	<b>46,313,436</b>	<b>48,040,701</b>	<b>52,942,064</b>	<b>4,901,363</b>
General	46,017,236	47,738,725	50,613,464	2,874,739
State	296,200	301,976	2,328,600	2,026,624
<b>624 Target Violent Criminals</b>	<b>27,959,297</b>	<b>29,068,327</b>	<b>32,988,955</b>	<b>3,920,628</b>
General	23,214,189	24,178,494	28,424,956	4,246,462
State	2,444,108	2,544,938	2,563,999	19,061
Special	2,301,000	2,344,895	2,000,000	(344,895)
<b>625 SWAT/ESU</b>	<b>8,259,578</b>	<b>8,536,239</b>	<b>9,045,818</b>	<b>509,579</b>
General	8,259,578	8,536,239	9,045,818	509,579
<b>626 Homeland Security - Intelligence</b>	<b>13,793,587</b>	<b>13,881,919</b>	<b>11,207,934</b>	<b>(2,673,985)</b>
General	3,596,892	3,721,612	3,062,132	(659,480)
Federal	10,196,695	10,160,307	8,145,802	(2,014,505)
<b>628 Police Internal Affairs</b>	<b>5,618,130</b>	<b>5,747,637</b>	<b>5,851,289</b>	<b>103,652</b>
General	5,618,130	5,747,637	5,851,289	103,652
<b>632 Manage Police Records and Evidence Control Systems</b>	<b>7,598,113</b>	<b>7,632,438</b>	<b>7,543,150</b>	<b>(89,288)</b>
General	7,598,113	7,632,438	7,543,150	(89,288)
<b>634 Crowd, Traffic, and Special Events Management</b>	<b>11,529,905</b>	<b>11,954,835</b>	<b>7,313,063</b>	<b>(4,641,772)</b>
General	11,529,905	11,954,835	7,113,063	(4,841,772)
State	0	0	200,000	200,000
<b>635 Police Recruiting and Training</b>	<b>10,374,136</b>	<b>10,545,576</b>	<b>10,645,148</b>	<b>99,572</b>
General	10,374,136	10,545,576	10,645,148	99,572
<b>637 Special Operations - K-9 and Mounted Unit</b>	<b>3,624,524</b>	<b>3,753,567</b>	<b>3,805,058</b>	<b>51,491</b>
General	3,624,524	3,753,567	3,805,058	51,491
<b>638 Marine Unit</b>	<b>226,472</b>	<b>243,568</b>	<b>172,780</b>	<b>(70,788)</b>
General	226,472	243,568	172,780	(70,788)
<b>640 Special Operations - Aviation</b>	<b>5,406,292</b>	<b>5,547,882</b>	<b>5,294,791</b>	<b>(253,091)</b>
General	5,406,292	5,547,882	5,294,791	(253,091)
<b>642 Crime Laboratory</b>	<b>10,260,958</b>	<b>10,715,279</b>	<b>11,762,695</b>	<b>1,047,416</b>
General	10,040,821	10,384,826	10,431,801	46,975
Federal	220,137	330,453	1,330,894	1,000,441
<b>Public Works</b>	<b>431,198,576</b>	<b>433,106,276</b>	<b>460,379,064</b>	<b>27,272,788</b>
<b>660 Administration - DPW - SW</b>	<b>4,584,129</b>	<b>4,754,381</b>	<b>4,586,756</b>	<b>(167,625)</b>
General	4,584,129	4,754,381	4,586,756	(167,625)
<b>661 Public Right-of-Way Cleaning</b>	<b>24,460,739</b>	<b>24,197,445</b>	<b>23,292,745</b>	<b>(904,700)</b>
General	24,460,739	24,197,445	20,037,592	(4,159,853)
Stormwater Utility	0	0	3,255,153	3,255,153
<b>662 Vacant/Abandoned Property Cleaning and Boarding</b>	<b>4,008,837</b>	<b>4,036,888</b>	<b>3,850,107</b>	<b>(186,781)</b>
General	2,581,688	2,581,910	2,422,958	(158,952)
Federal	1,427,149	1,454,978	1,427,149	(27,829)
<b>663 Waste Removal and Recycling</b>	<b>19,373,690</b>	<b>19,048,528</b>	<b>19,613,863</b>	<b>565,335</b>
General	19,373,690	19,048,528	19,613,863	565,335
<b>664 Waste Re-Use and Disposal</b>	<b>17,525,660</b>	<b>17,925,939</b>	<b>17,609,180</b>	<b>(316,759)</b>
General	17,525,660	17,925,939	17,609,180	(316,759)
<b>670 Administration - DPW - WWW</b>	<b>37,645,925</b>	<b>37,339,845</b>	<b>39,126,502</b>	<b>1,786,657</b>
General	0	118,661	0	(118,661)
Water Utility	17,177,996	17,324,331	18,248,383	924,052
Internal Service	1,290	0	0	0

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Public Works (Continued)</b>	<b>431,198,576</b>	<b>433,106,276</b>	<b>460,379,064</b>	<b>27,272,788</b>
Wastewater Utility	20,466,639	19,896,853	20,878,119	981,266
<b>671 Water Management</b>	<b>75,617,051</b>	<b>76,399,581</b>	<b>81,791,016</b>	<b>5,391,435</b>
Water Utility	75,617,051	76,342,245	81,791,016	5,448,771
Special	0	57,336	0	(57,336)
<b>672 Water and Wastewater Consumer Services</b>	<b>17,301,401</b>	<b>17,610,478</b>	<b>20,858,484</b>	<b>3,248,006</b>
Water Utility	17,301,401	17,610,478	20,858,484	3,248,006
<b>673 Wastewater Management</b>	<b>109,634,101</b>	<b>110,322,651</b>	<b>118,194,945</b>	<b>7,872,294</b>
General	0	77,739	0	(77,739)
Water Utility	0	49,291	0	(49,291)
Wastewater Utility	109,634,101	110,195,621	118,194,945	7,999,324
<b>674 Surface Water Management</b>	<b>7,260,996</b>	<b>7,240,847</b>	<b>21,431,408</b>	<b>14,190,561</b>
General	5,793,110	5,750,275	0	(5,750,275)
Water Utility	507,506	519,759	511,259	(8,500)
Stormwater Utility	0	0	19,816,959	19,816,959
Wastewater Utility	960,380	970,813	1,103,190	132,377
<b>675 Engineering and Construction Management - Water and Wastewater</b>	<b>112,478,476</b>	<b>112,734,112</b>	<b>108,401,562</b>	<b>(4,332,550)</b>
Water Utility	43,647,864	43,692,224	48,930,581	5,238,357
Wastewater Utility	68,830,612	69,041,888	59,470,981	(9,570,907)
<b>676 Administration - DPW</b>	<b>1,307,571</b>	<b>1,495,581</b>	<b>1,622,496</b>	<b>126,915</b>
General	1,307,571	1,495,581	1,622,496	126,915
<b>Recreation and Parks</b>	<b>33,035,965</b>	<b>33,684,336</b>	<b>36,208,265</b>	<b>2,523,929</b>
<b>644 Administration - Rec and Parks</b>	<b>4,384,950</b>	<b>4,424,183</b>	<b>4,193,183</b>	<b>(231,000)</b>
General	4,087,684	4,121,249	4,019,118	(102,131)
Federal	137	107	107	0
State	128,142	127,505	127,505	0
Special	168,987	175,322	46,453	(128,869)
<b>645 Aquatics</b>	<b>1,996,773</b>	<b>1,977,760</b>	<b>1,928,995</b>	<b>(48,765)</b>
General	1,996,773	1,977,760	1,928,995	(48,765)
<b>646 Park Maintenance</b>	<b>8,539,050</b>	<b>9,060,328</b>	<b>10,221,752</b>	<b>1,161,424</b>
General	8,539,050	9,060,328	9,021,752	(38,576)
State	0	0	1,200,000	1,200,000
<b>647 Youth and Adult Sports</b>	<b>701,468</b>	<b>704,955</b>	<b>687,927</b>	<b>(17,028)</b>
General	553,710	554,315	537,911	(16,404)
Special	147,758	150,640	150,016	(624)
<b>648 Community Recreation Centers</b>	<b>10,967,293</b>	<b>11,000,416</b>	<b>12,540,315</b>	<b>1,539,899</b>
General	10,827,201	10,851,009	12,411,170	1,560,161
Federal	13,417	20,262	0	(20,262)
Special	126,675	129,145	129,145	0
<b>649 Special Facilities Management - Recreation</b>	<b>1,264,921</b>	<b>1,252,371</b>	<b>1,252,882</b>	<b>511</b>
Special	1,264,921	1,252,371	1,252,882	511
<b>650 Horticulture</b>	<b>840,838</b>	<b>869,645</b>	<b>1,230,449</b>	<b>360,804</b>
General	840,838	869,645	871,703	2,058
Special	0	0	358,746	358,746
<b>651 Recreation for Seniors</b>	<b>271,870</b>	<b>276,328</b>	<b>285,455</b>	<b>9,127</b>
General	209,537	212,780	221,907	9,127
Special	62,333	63,548	63,548	0
<b>652 Therapeutic Recreation</b>	<b>345,076</b>	<b>317,361</b>	<b>297,647</b>	<b>(19,714)</b>
General	345,076	317,361	297,647	(19,714)
<b>653 Special Events - Recreation</b>	<b>689,190</b>	<b>693,393</b>	<b>574,933</b>	<b>(118,460)</b>
Special	689,190	693,393	574,933	(118,460)

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

AGENCY, SERVICE AND FUND	FISCAL 2013 BUDGET	FISCAL 2014 CLS	FISCAL 2014 BUDGET	CHANGE BUD vs. CLS
<b>Recreation and Parks (Continued)</b>	<b>33,035,965</b>	<b>33,684,336</b>	<b>36,208,265</b>	<b>2,523,929</b>
<b>654 Urban Forestry</b>	<b>3,034,536</b>	<b>3,107,596</b>	<b>2,994,727</b>	<b>(112,869)</b>
General	2,932,936	3,004,015	2,994,727	(9,288)
State	101,600	103,581	0	(103,581)
<b>Sheriff</b>	<b>15,819,539</b>	<b>15,916,105</b>	<b>17,620,149</b>	<b>1,704,044</b>
<b>881 Courthouse Security</b>	<b>4,102,793</b>	<b>4,031,271</b>	<b>3,882,690</b>	<b>(148,581)</b>
General	4,102,793	4,031,271	3,882,690	(148,581)
<b>882 Deputy Sheriff Enforcement</b>	<b>8,840,821</b>	<b>8,922,660</b>	<b>10,888,995</b>	<b>1,966,335</b>
General	8,840,821	8,922,660	10,888,995	1,966,335
<b>884 District Court Sheriff Services</b>	<b>2,479,621</b>	<b>2,584,625</b>	<b>2,512,271</b>	<b>(72,354)</b>
General	2,479,621	2,584,625	2,512,271	(72,354)
<b>889 Child Support Enforcement</b>	<b>396,304</b>	<b>377,549</b>	<b>336,193</b>	<b>(41,356)</b>
General	396,304	377,549	336,193	(41,356)
<b>Social Services</b>	<b>157,282</b>	<b>160,349</b>	<b>160,349</b>	<b>0</b>
<b>365 Public Assistance</b>	<b>157,282</b>	<b>160,349</b>	<b>160,349</b>	<b>0</b>
General	157,282	160,349	160,349	0
<b>State's Attorney</b>	<b>35,436,589</b>	<b>36,059,032</b>	<b>35,934,007</b>	<b>(125,025)</b>
<b>115 Prosecution of Criminals</b>	<b>30,460,709</b>	<b>31,215,069</b>	<b>30,664,503</b>	<b>(550,566)</b>
General	24,760,280	25,471,434	25,128,531	(342,903)
Federal	1,688,728	1,707,198	1,156,412	(550,786)
State	3,931,527	3,956,050	4,179,560	223,510
Special	80,174	80,387	200,000	119,613
<b>781 Administration - State's Attorney</b>	<b>3,880,645</b>	<b>3,731,987</b>	<b>4,188,064</b>	<b>456,077</b>
General	3,880,645	3,731,987	3,688,064	(43,923)
State	0	0	500,000	500,000
<b>786 Victim and Witness Services</b>	<b>1,095,235</b>	<b>1,111,976</b>	<b>1,081,440</b>	<b>(30,536)</b>
General	820,888	828,361	824,270	(4,091)
Federal	248,097	256,853	257,170	317
State	26,250	26,762	0	(26,762)
<b>Transportation</b>	<b>168,697,220</b>	<b>175,926,481</b>	<b>172,887,537</b>	<b>(3,038,944)</b>
<b>500 Street and Park Lighting</b>	<b>17,244,964</b>	<b>17,260,530</b>	<b>17,254,463</b>	<b>(6,067)</b>
General	17,244,964	17,260,530	17,254,463	(6,067)
<b>548 Conduits</b>	<b>7,539,639</b>	<b>7,844,871</b>	<b>7,843,083</b>	<b>(1,788)</b>
Conduit Enterprise	7,539,639	7,844,871	7,843,083	(1,788)
<b>681 Administration - DOT</b>	<b>8,143,104</b>	<b>9,485,847</b>	<b>10,638,034</b>	<b>1,152,187</b>
General	7,181,152	8,617,893	9,770,080	1,152,187
Parking Management	363,513	363,421	363,421	0
Conduit Enterprise	116,867	0	0	0
Federal	481,000	490,380	490,380	0
Special	572	14,153	14,153	0
<b>682 Parking Management</b>	<b>40,846,544</b>	<b>43,035,035</b>	<b>43,035,035</b>	<b>0</b>
Parking Management	7,280,561	7,411,619	7,589,697	178,078
Parking Enterprise	33,565,983	35,623,416	35,445,338	(178,078)
<b>683 Street Management</b>	<b>29,025,668</b>	<b>29,890,690</b>	<b>27,222,944</b>	<b>(2,667,746)</b>
General	29,025,668	29,890,690	27,222,944	(2,667,746)
<b>684 Traffic Management</b>	<b>13,033,777</b>	<b>13,670,217</b>	<b>13,640,901</b>	<b>(29,316)</b>
General	8,756,526	13,081,710	13,052,394	(29,316)
Federal	3,700,000	0	0	0
Special	577,251	588,507	588,507	0
<b>685 Special Events Support</b>	<b>526,859</b>	<b>521,980</b>	<b>522,741</b>	<b>761</b>
General	526,859	521,980	522,741	761

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>Transportation (Continued)</b>	<b>168,697,220</b>	<b>175,926,481</b>	<b>172,887,537</b>	<b>(3,038,944)</b>
<b>687 Inner Harbor Services - Transportation</b>	<b>856,272</b>	<b>873,050</b>	<b>873,906</b>	<b>856</b>
General	856,272	873,050	873,906	856
<b>688 Snow and Ice Control</b>	<b>2,703,772</b>	<b>2,751,330</b>	<b>2,751,330</b>	<b>0</b>
General	2,703,772	2,751,330	2,751,330	0
<b>689 Vehicle Impounding and Disposal</b>	<b>7,742,560</b>	<b>7,846,308</b>	<b>7,850,007</b>	<b>3,699</b>
General	7,742,560	7,846,308	7,850,007	3,699
<b>690 Complete Streets and Sustainable Transportation</b>	<b>8,317,040</b>	<b>8,429,201</b>	<b>8,509,258</b>	<b>80,057</b>
General	654,021	684,280	628,889	(55,391)
Federal	225,000	229,388	229,388	0
State	239,672	251,482	448,647	197,165
Special	7,198,347	7,264,051	7,202,334	(61,717)
<b>691 Public Rights-of-Way Landscape Management</b>	<b>2,714,770</b>	<b>2,843,221</b>	<b>2,553,953</b>	<b>(289,268)</b>
General	2,714,770	2,843,221	2,553,953	(289,268)
<b>692 Bridge and Culvert Management</b>	<b>2,435,276</b>	<b>3,022,941</b>	<b>3,026,198</b>	<b>3,257</b>
General	2,435,276	3,022,941	3,026,198	3,257
<b>693 Parking Enforcement</b>	<b>12,373,590</b>	<b>12,265,750</b>	<b>12,340,365</b>	<b>74,615</b>
Parking Management	12,373,590	12,265,750	12,340,365	74,615
<b>694 Survey Control</b>	<b>92,065</b>	<b>1,478,182</b>	<b>796,619</b>	<b>(681,563)</b>
General	92,065	1,478,182	796,619	(681,563)
<b>695 Dock Master</b>	<b>265,420</b>	<b>256,381</b>	<b>246,947</b>	<b>(9,434)</b>
Special	265,420	256,381	246,947	(9,434)
<b>696 Street Cuts Management</b>	<b>919,005</b>	<b>970,868</b>	<b>871,656</b>	<b>(99,212)</b>
General	919,005	970,868	871,656	(99,212)
<b>697 Traffic Safety</b>	<b>13,916,895</b>	<b>13,480,079</b>	<b>12,910,097</b>	<b>(569,982)</b>
General	10,079,090	9,573,084	9,301,618	(271,466)
Federal	994,202	884,012	884,300	288
Special	2,843,603	3,022,983	2,724,179	(298,804)
<b>TOTAL OPERATING BUDGET</b>	<b>2,413,744,081</b>	<b>2,457,665,195</b>	<b>2,505,427,721</b>	<b>47,762,526</b>
<b>LESS INTERNAL SERVICE FUND</b>	<b>95,088,470</b>	<b>96,769,597</b>	<b>97,983,873</b>	<b>1,214,276</b>
<b>TOTAL OPERATING APPROPRIATIONS</b>	<b>2,318,655,611</b>	<b>2,360,895,598</b>	<b>2,407,443,848</b>	<b>46,548,250</b>

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

<b>AGENCY, SERVICE AND FUND</b>	<b>FISCAL 2013 BUDGET</b>	<b>FISCAL 2014 CLS</b>	<b>FISCAL 2014 BUDGET</b>	<b>CHANGE BUD vs. CLS</b>
<b>SUMMARY BY FUND</b>				
General	1,562,464,107	1,595,940,703	1,571,676,679	(24,264,024)
Parking Management	20,017,664	20,040,790	20,293,483	252,693
Convention Center Bond	4,602,084	4,580,088	4,580,088	0
Water Utility	154,251,818	155,538,328	170,339,723	14,801,395
Parking Enterprise	33,565,983	35,623,416	35,445,338	(178,078)
Loan and Guarantee Enterprise	3,852,532	3,911,620	3,911,835	215
Conduit Enterprise	7,656,506	7,844,871	7,843,083	(1,788)
Federal	192,123,259	191,934,020	182,975,171	(8,958,849)
State	81,026,252	84,012,750	114,381,565	30,368,815
Special	59,203,674	61,363,837	73,277,536	11,913,699
Stormwater Utility	0	0	23,072,112	23,072,112
Wastewater Utility	199,891,732	200,105,175	199,647,235	(457,940)
<b>TOTAL OPERATING BUDGET</b>	<b>2,318,655,611</b>	<b>2,360,895,598</b>	<b>2,407,443,848</b>	<b>46,548,250</b>
<b>INTERNAL SERVICE FUND BY AGENCY</b>				
Comptroller	17,417,210	17,426,574	12,088,671	(5,337,903)
Finance	11,439,641	11,633,856	10,999,190	(634,666)
General Services	55,279,608	56,758,611	63,892,549	7,133,938
Human Resources	2,247,679	2,252,921	2,253,111	190
Law	5,247,143	5,171,979	5,221,947	49,968
M-R: Conditional Purchase Agreements	10,000	10,000	10,000	0
M-R: Office of Information Technology	3,445,899	3,515,656	3,518,405	2,749
Public Works	1,290	0	0	0
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>95,088,470</b>	<b>96,769,597</b>	<b>97,983,873</b>	<b>1,214,276</b>

Notes:

- Current Level of Service (CLS): The estimated cost to maintain services at the Fiscal 2013 level, including inflationary and other adjustments, and assuming no programmatic or management changes.
- M-R: Employees' Retirement Contribution: For Fiscal 2014, pension contribution costs are allocated to the position level. The amount budgeted reflects estimated savings from Ten-Year Financial Plan initiatives to 1) end supplemental contribution for the Benefit Improvement Fund and Employer Reserve Fund in EPERS, and 2) implement reforms to the ERS for current employees and future hires.

## CHANGES TO FULL-TIME FUNDED POSITIONS

AGENCY AND FUND	FISCAL 2013 BUDGET	FISCAL 2014 BUDGET	CHANGE IN BUDGET
<b>Board of Elections</b>	<b>5</b>	<b>5</b>	<b>0</b>
General	5	5	0
<b>City Council</b>	<b>65</b>	<b>66</b>	<b>1</b>
General	65	66	1
<b>Comptroller</b>	<b>100</b>	<b>102</b>	<b>2</b>
General	65	65	0
Internal Service	35	37	2
<b>Council Services</b>	<b>6</b>	<b>6</b>	<b>0</b>
General	6	6	0
<b>Courts: Circuit Court</b>	<b>124</b>	<b>122</b>	<b>(2)</b>
General	79	80	1
Federal	12	12	0
State	31	27	(4)
Special	2	3	1
<b>Courts: Orphans' Court</b>	<b>5</b>	<b>5</b>	<b>0</b>
General	5	5	0
<b>Employees' Retirement Systems</b>	<b>72</b>	<b>52</b>	<b>(20)</b>
Special	72	52	(20)
<b>Enoch Pratt Free Library</b>	<b>386</b>	<b>391</b>	<b>5</b>
General	323	328	5
State	55	55	0
Special	8	8	0
<b>Finance</b>	<b>293</b>	<b>299</b>	<b>6</b>
General	245	252	7
Internal Service	39	33	(6)
Loan and Guarantee Enterprise	2	2	0
Special	7	12	5
<b>Fire</b>	<b>1,726</b>	<b>1,699</b>	<b>(27)</b>
General	1,726	1,698	(28)
Special	0	1	1
<b>General Services</b>	<b>413</b>	<b>423</b>	<b>10</b>
General	103	121	18
Internal Service	310	302	(8)
<b>Health</b>	<b>860</b>	<b>780</b>	<b>(80)</b>
General	224	218	(6)
Federal	306	287	(19)
State	98	85	(13)
Special	232	190	(42)
<b>Housing and Community Development</b>	<b>429</b>	<b>473</b>	<b>44</b>
General	316	343	27
Federal	82	84	2
State	26	41	15
Special	5	5	0
<b>Human Resources</b>	<b>49</b>	<b>49</b>	<b>0</b>
General	47	47	0
Internal Service	2	2	0
Special	0	0	0

## CHANGES TO FULL-TIME FUNDED POSITIONS

AGENCY AND FUND	FISCAL 2013 BUDGET	FISCAL 2014 BUDGET	CHANGE IN BUDGET
<b>Law</b>	<b>100</b>	<b>104</b>	<b>4</b>
General	61	78	17
Internal Service	27	26	(1)
Special	12	0	(12)
<b>Legislative Reference</b>	<b>6</b>	<b>6</b>	<b>0</b>
General	6	6	0
<b>Liquor License Board</b>	<b>25</b>	<b>24</b>	<b>(1)</b>
General	25	24	(1)
<b>Mayoralty</b>	<b>37</b>	<b>37</b>	<b>0</b>
General	37	37	0
<b>M-R: Baltimore Economic Recovery Team (BERT)</b>	<b>0</b>	<b>0</b>	<b>0</b>
State	0	0	0
<b>M-R: Cable and Communications</b>	<b>4</b>	<b>4</b>	<b>0</b>
General	4	4	0
<b>M-R: Convention Complex</b>	<b>150</b>	<b>150</b>	<b>0</b>
General	150	150	0
<b>M-R: Environmental Control Board</b>	<b>8</b>	<b>8</b>	<b>0</b>
General	8	8	0
<b>M-R: Office of CitiStat Operations</b>	<b>10</b>	<b>11</b>	<b>1</b>
General	10	11	1
<b>M-R: Office of Criminal Justice</b>	<b>17</b>	<b>22</b>	<b>5</b>
General	5	5	0
Federal	7	12	5
State	5	5	0
<b>M-R: Office of Emergency Management</b>	<b>6</b>	<b>0</b>	<b>(6)</b>
General	6	0	(6)
<b>M-R: Office of Employment Development</b>	<b>294</b>	<b>186</b>	<b>(108)</b>
General	45	50	5
Federal	241	128	(113)
State	8	8	0
<b>M-R: Office of Human Services</b>	<b>106</b>	<b>110</b>	<b>4</b>
General	14	14	0
Federal	41	43	2
State	36	38	2
Special	15	15	0
<b>M-R: Office of Information Technology</b>	<b>296</b>	<b>306</b>	<b>10</b>
General	245	251	6
Internal Service	0	4	4
Special	51	51	0
<b>M-R: Office of Neighborhoods</b>	<b>10</b>	<b>10</b>	<b>0</b>
General	10	10	0
<b>M-R: Office of the Inspector General</b>	<b>5</b>	<b>6</b>	<b>1</b>
General	5	6	1
<b>M-R: Office of the Labor Commissioner</b>	<b>5</b>	<b>5</b>	<b>0</b>
General	5	5	0
<b>Municipal and Zoning Appeals</b>	<b>10</b>	<b>10</b>	<b>0</b>
General	10	10	0
<b>Office of Civil Rights</b>	<b>13</b>	<b>14</b>	<b>1</b>
General	13	14	1

## CHANGES TO FULL-TIME FUNDED POSITIONS

AGENCY AND FUND	FISCAL 2013 BUDGET	FISCAL 2014 BUDGET	CHANGE IN BUDGET
<b>Planning</b>	<b>47</b>	<b>45</b>	<b>(2)</b>
General	47	45	(2)
<b>Police</b>	<b>3,468</b>	<b>3,444</b>	<b>(24)</b>
General	3,348	3,369	21
Federal	58	13	(45)
State	62	62	0
<b>Public Works</b>	<b>2,559</b>	<b>2,720</b>	<b>161</b>
General	845	751	(94)
Special	0	0	0
Stormwater Utility	0	126	126
Wastewater Utility	856	911	55
Water Utility	858	932	74
<b>Recreation and Parks</b>	<b>292</b>	<b>310</b>	<b>18</b>
General	277	295	18
Federal	5	5	0
Special	10	10	0
<b>Sheriff</b>	<b>199</b>	<b>222</b>	<b>23</b>
General	199	222	23
<b>State's Attorney</b>	<b>365</b>	<b>351</b>	<b>(14)</b>
General	302	300	(2)
Federal	23	13	(10)
State	39	38	(1)
Special	1	0	(1)
<b>Transportation</b>	<b>1,453</b>	<b>1,428</b>	<b>(25)</b>
General	1,260	1,238	(22)
Parking Management	116	116	0
Conduit Enterprise	63	63	0
Federal	5	3	(2)
State	1	1	0
Special	8	7	(1)
<b>Grand Total</b>	<b>14,018</b>	<b>14,005</b>	<b>(13)</b>
<b>SUMMARY BY FUND</b>			
General	10,146	10,137	(9)
Parking Management	116	116	0
Wastewater Utility	856	911	55
Water Utility	858	932	74
Loan and Guarantee Enterprise	2	2	0
Conduit Enterprise	63	63	0
Stormwater Utility	0	126	126
Federal	780	600	(180)
Internal Service	361	404	43
State	423	360	(63)
Special	413	354	(59)
<b>GRAND TOTAL</b>	<b>14,018</b>	<b>14,005</b>	<b>(13)</b>

## Notes:

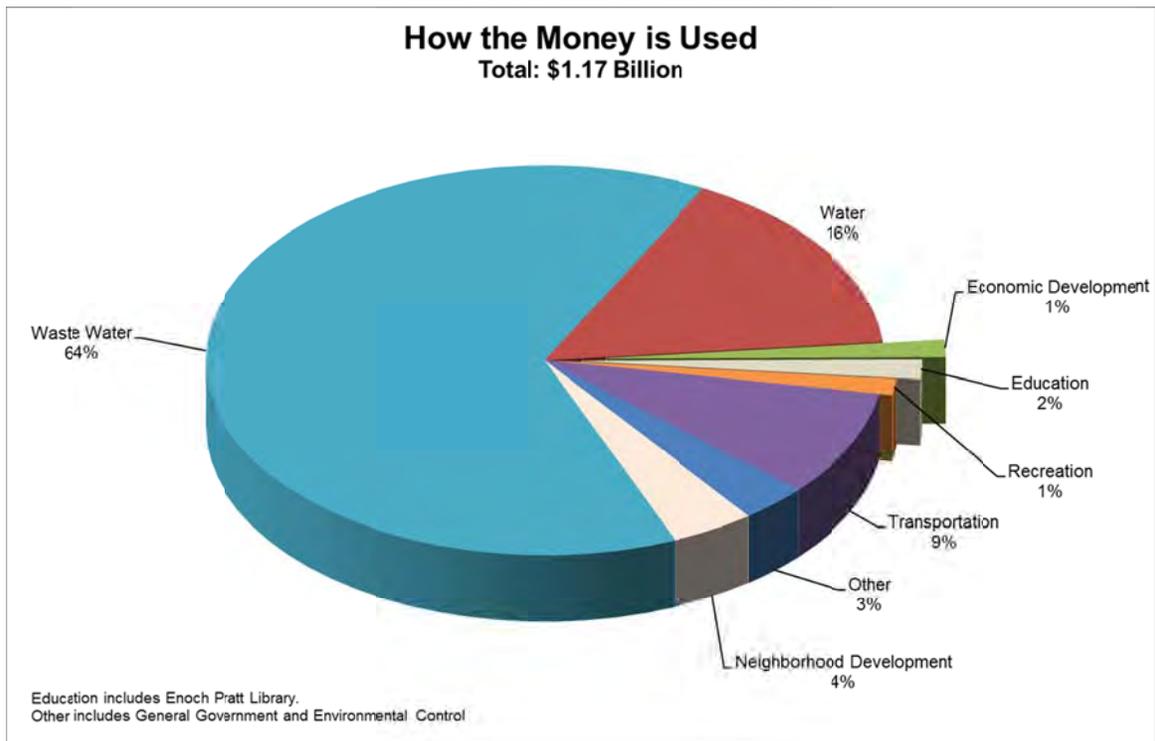
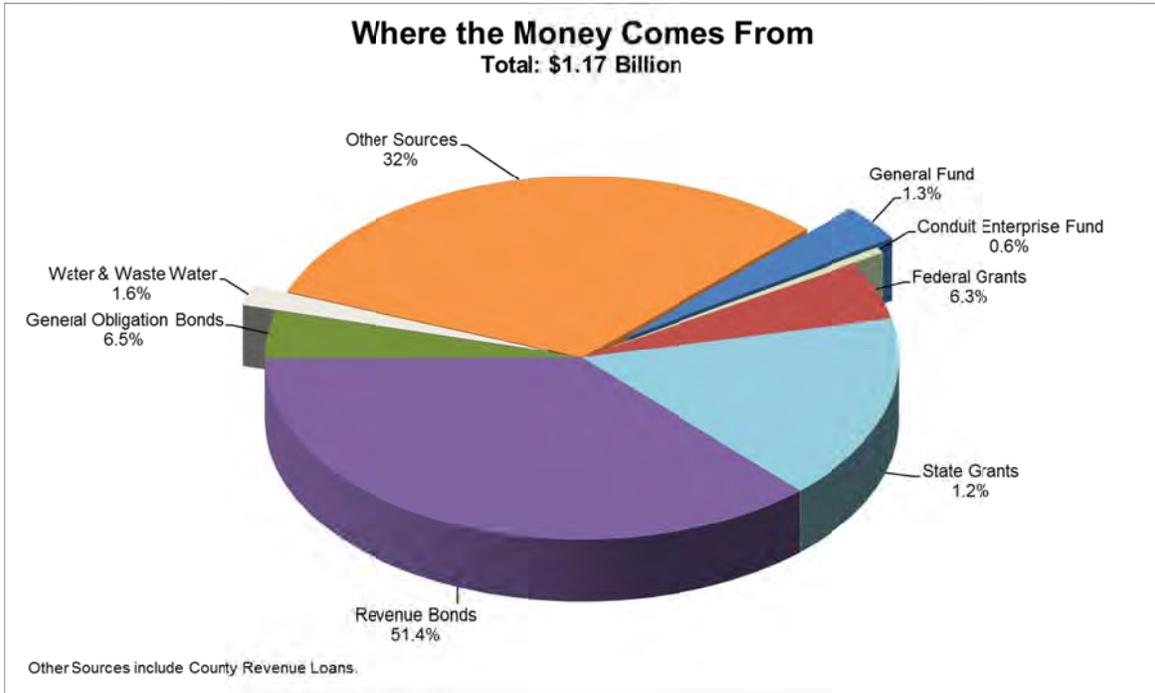
- Housing and Community Development: The recommended level includes additional positions within Code Enforcement and Blight Elimination to support Whole Block demolition as part of the 10-Year Plan, and positions supported by State funds to support weatherization and energy assistance efforts.
- General Services: The recommended level includes additional positions for strengthening the agency's IT capacity, maintaining the City's facilities, and overseeing capital projects and energy upgrades.
- Public Works: The recommended level reflects the transfer of positions to the new Stormwater Utility, and additional positions in the Water and Wastewater Utility that will support increased customer service efforts, compliance with federal and state regulations, and oversight for capital improvement projects related to water and wastewater treatment.
- Fire: The recommended level reflects a reduction in positions due to the shift to a new three-shift work schedule in Fire Suppression.
- Police: The recommended level reflects the shift of Patrol positions to the General Fund due to the expiration of a Federal stimulus grant.
- Sheriff: The recommended level includes additional positions to support the service of peace orders, which was previously handled by the Police Department.
- Recreation and Parks: The recommended level includes additional positions for engineering and maintenance, and the mid-year creation of positions in Aquatics and Forestry that were funded in last year's budget.
- Law: The recommended level includes the shift of positions from the Special Fund to the General Fund due to the elimination of a Special Fund credit.

# FISCAL 2014 Summary of the Adopted Budget

## Capital Budget



Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
**Capital Budget**



FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
**Capital Budget Plan Highlights**

After careful evaluation by the Board of Estimates of each project within the context of Citywide needs and objectives as developed by the Planning Commission and the Director of Finance, total appropriations in the Fiscal 2014 Capital Plan are \$1.17 billion. Funding sources and amounts are:

General Fund (PAYGO)	\$45,200,000
Utility Funds (PAYGO)	\$20,706,000
Conduit Funds (PAYGO)	\$6,000,000
General Obligation Bonds	\$50,000,000
Federal Grants	\$60,337,000
State Grants	\$192,647,000
Revenue Bonds	\$425,334,000
All Other	\$368,859,000
<b>Total</b>	<b>\$1,169,083,000</b>

**BALTIMORE CITY PUBLIC SCHOOLS**

The Fiscal 2014 appropriations total \$17 million for capital expenditures and general systemic improvements.

**ECONOMIC DEVELOPMENT**

The appropriations for Fiscal 2014 total \$16.5 million. Development projects include \$650,000 for Downtown Partnership of Baltimore and \$6.5 million for various industrial/commercial development projects.

**HIGHWAYS AND TRANSPORTATION**

The appropriations for Fiscal 2014 total \$103.3 million. The projects include \$39.3 million for bridges, \$1.1 million for traffic engineering and \$62.9 million for streets and highways.

**NEIGHBORHOOD DEVELOPMENT**

The appropriations for Fiscal 2014 total \$46.6 million. Housing and Community Development projects include \$12.9 million for whole block demolition, \$2.6 million to acquire and demolish blighted properties and relocate displaced residents, \$2.4 million for the Park Heights Redevelopment project, \$25.9 million for various housing development projects and \$2.8 million for debt repayment on HUD loans.

**WATER AND WASTEWATER**

The appropriations for Fiscal 2014 total \$747.8 million. The projects include \$184.1 million for City water system and \$747.8 million for City wastewater system improvements. Significant projects include \$410.7 million for Enhanced Nutrient Removal at Back River Wastewater Treatment Plant, \$158.4 million for the Sewer System Rehabilitation Program, \$130.8 for Electrical Systems Upgrades, \$17.5 for the Meter Replacement Program and \$42 million for Water Infrastructure Rehabilitation.

FISCAL 2014

SUMMARY OF THE ADOPTED BUDGET

Capital Plan Budgetary Policy

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The Baltimore City Charter specifies that the Planning Commission shall submit a recommended Capital Plan and a long-range Capital Improvement Program to the Board of Estimates. The Board shall adopt such budget and program, as it deems appropriate after receiving reports and recommendations on the Planning Commission's proposals from the Director of Finance and the Board of Finance.

Capital Plan recommendations are founded on these tenets of financial management:

- there shall be no appropriation for needs which will not exist during the current fiscal period, and
- there shall be no appropriation unless the source of revenue is generated or earned during the fiscal period.

The City's policy is to annually finance a portion of capital improvements from the General Fund or current revenues on a pay-as-you-go basis. The Pay-As-You-Go General Fund appropriation to the Capital Program is \$45.2 million for Fiscal 2014. The General Fund Capital Plan recommendation by agency is as follows:

General Services	\$ 2,600,000
Housing and Community Development	\$ 13,244,000
Mayoralty-Related	\$ 4,406,000
Planning	\$ 200,000
Public Works	\$ 2,500,000
Recreation and Parks	\$ 5,800,000
Transportation	\$ 16,450,000
<b>Total</b>	<b>\$ 45,200,000</b>

FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
**Capital Budget Fund Distribution by Agency Detail**  
(Dollars in Thousands)

Agency	General Funds	General Obligation Bonds	Revenue Loans	Utility Funds	Federal Funds	State Funds	County Grants	Other Funds	TOTAL
Baltimore City Public Schools	0	17,000	0	0	0	175		0	17,175
Enoch Pratt Free Library	0	1,500	0	0	0	0	0	0	1,500
General Services	2,600	7,000	0	0	0	1,000	0	700	11,300
Housing & Community Development									
Community Development	13,244	12,000	0	0	7,777	13,515	0	900	47,436
Economic Development	0	7,100	0	0	0	0	0	0	7,100
Mayoralty-Related									
American Visionary Arts Museum	0	75	0	0	0	0	0	0	75
Maryland Science Center	0	100	0	0	0	0	0	0	100
Baltimore Symphony Orchestra	0	75	0	0	0	0	0	0	75
USS Constellation Critical Dry Docking	0	375	0	0	0	0	0	0	375
MICA - Studio Center Redevelopment	0	50	0	0	0	0	0	0	50
Maryland Zoo - Improvements and Upgrades	0	100	0	0	0	0	0	0	100
Center Stage 50th Anniversary Renovation	0	50	0	0	0	0	0	0	50
Boston St Pier	(38)	0	0	0	0	0	0	0	(38)
Visitor Center Doors	(200)	0	0	0	0	0	0	0	(200)
Eleanor E. Hooper Adult Day Care Center	(12)	0	0	0	0	0	0	0	(12)
Baltimore City Heritage Area Capital	0	100	0	0	0	0	0	0	100
Hatton Senior Center	(325)	0	0	0	0	0	0	0	(325)
Baltimore Museum of Art	0	250	0	0	0	2,500	0	0	2,750
Everyman Theatre- Renovate New Location	0	75	0	0	0	0	0	0	75
Walters Art Museum - The Domino Project	0	150	0	0	0	0	0	0	150
Capital Project Priorities	150	0	0	0	0	0	0	0	150
CHAI - Comprehensive Housing Assistance	(50)	0	0	0	0	0	0	0	(50)
Construction Reserve	(119)	0	0	0	0	0	0	0	(119)
Mayor's Office of Information Technology	5,000	0	0	0	0	0	0	0	5,000
Planning	200	0	0	0	0	0	0	200	400
Public Works									
Stormwater	0	0	0	4,706	0	11,392	0	0	16,098
Solid Waste	2,500	0	0	0	0	0	0	0	2,500
Pollution/Erosion Control	0	0	0	132	0	6,608	0	0	6,740
Wastewater	0	0	324,820	9,000	0	136,912	277,049	0	747,781
Water	0	0	100,514	7,000	0	0	76,578	0	184,092
Recreation and Parks	5,800	4,000	0	0	0	5,545	0	0	15,345
Transportation									
Alleys and Sidewalks	1,550	0	0	0	0	0	0	1,300	2,850
Federal Highways	200	0	0	0	30,360	4,700	0	4,000	39,260
Local Highways	14,250	0	0	0	22,200	9,625	0	14,000	60,075
Traffic	450	0	0	0	0	675	0	0	1,125
<b>TOTAL BY FUND</b>	<b>\$45,200</b>	<b>\$50,000</b>	<b>\$425,334</b>	<b>\$20,838</b>	<b>\$60,337</b>	<b>\$192,647</b>	<b>\$353,627</b>	<b>\$21,100</b>	<b>\$1,169,083</b>

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Total Capital Appropriations

	Fiscal 2013 Budget	Fiscal 2014 Budget	Dollar Change	Percent Change
<b>Capital Funds</b>				
Pay-As-You-Go				
General *	9,700,000	38,750,000	29,050,000	299.5%
Conduit Enterprise	3,000,000	6,000,000	3,000,000	100.0
Waste Water Utility	6,500,000	9,000,000	2,500,000	38.5
Water Utility	6,000,000	7,000,000	1,000,000	16.7
Total	25,200,000	60,750,000	35,550,000	141.1
Grants				
Federal	48,497,000	60,337,000	11,840,000	24.4
State	9,188,000	192,647,000	183,459,000	1,996.7
Total	57,685,000	252,984,000	195,299,000	338.6
Loans and Bonds				
Revenue Bonds	393,505,000	431,784,000	38,279,000	9.7
General Obligation Bonds	50,000,000	50,000,000	0	0.0
Total	443,505,000	481,784,000	38,279,000	8.6
All Other	238,697,000	373,565,000	134,868,000	56.5
<b>Total Capital - All Funds</b>	<b>\$765,087,000</b>	<b>\$1,169,083,000</b>	<b>\$403,996,000</b>	<b>52.8%</b>

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Capital Projects Impact on Operating Budget

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**Policy**

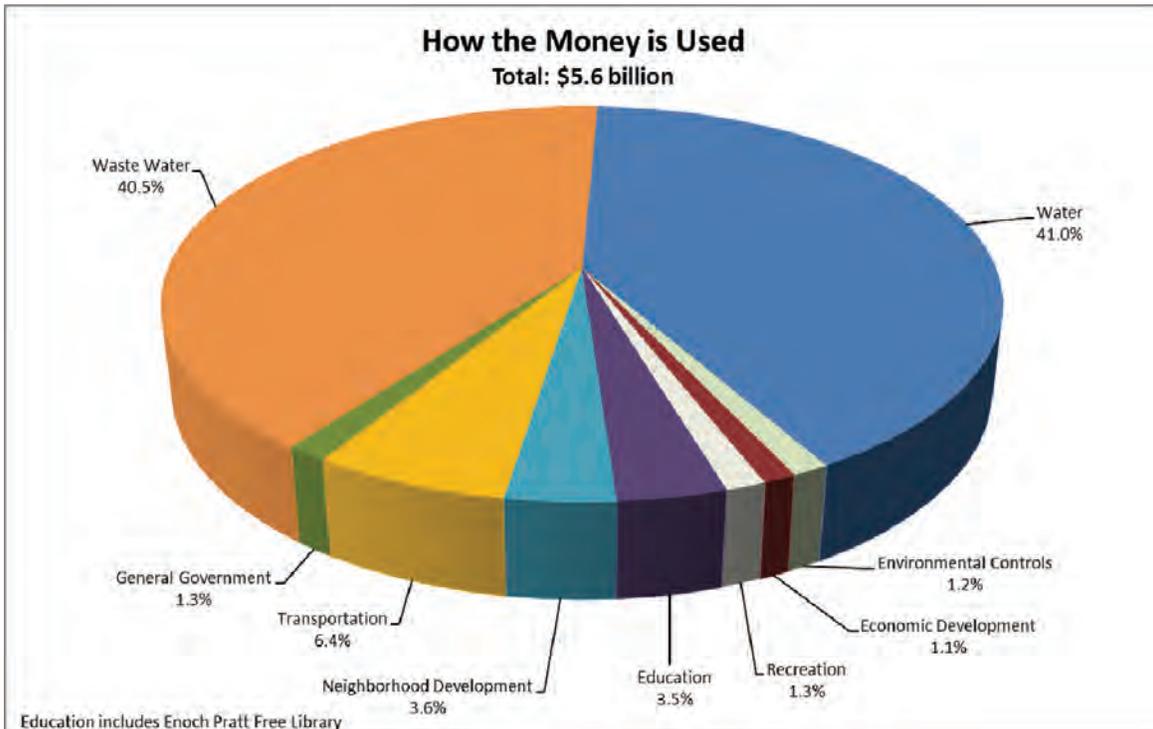
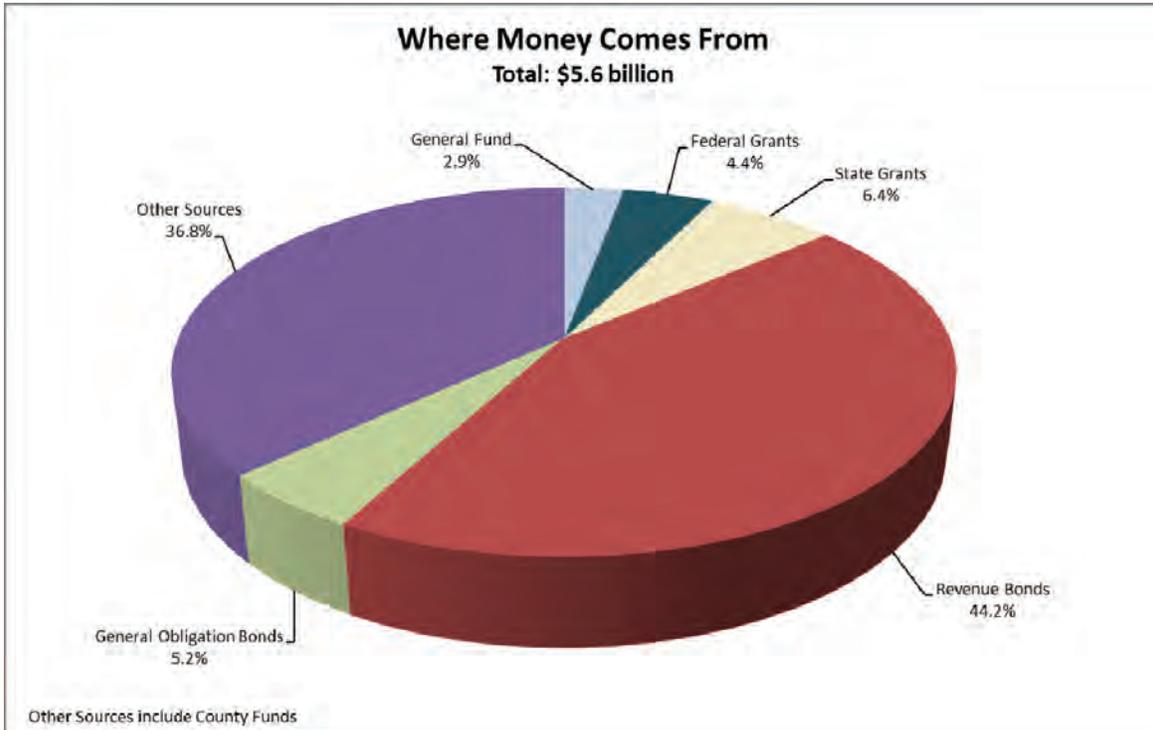
In Fiscal 2004, the capital budget was redesigned to incorporate a set of mandatory operating budget impact fields. Agencies must identify and project reasonably quantifiable revenue and expenditure impacts of capital projects in their first and subsequent years of impact.

**Fiscal 2014 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 2014, agencies reported no significant impact to the operating budget for capital projects.

Debt Service pays the interest and principal costs on the bonds issued by the City to build capital projects. For additional information relating to Debt Service, see pages 25) to 26&

FISCAL 2014 - 2019  
**SUMMARY OF THE ADOPTED BUDGET**  
 Six-Year Capital Improvement Program



# FISCAL 2014 Summary of the Adopted Budget

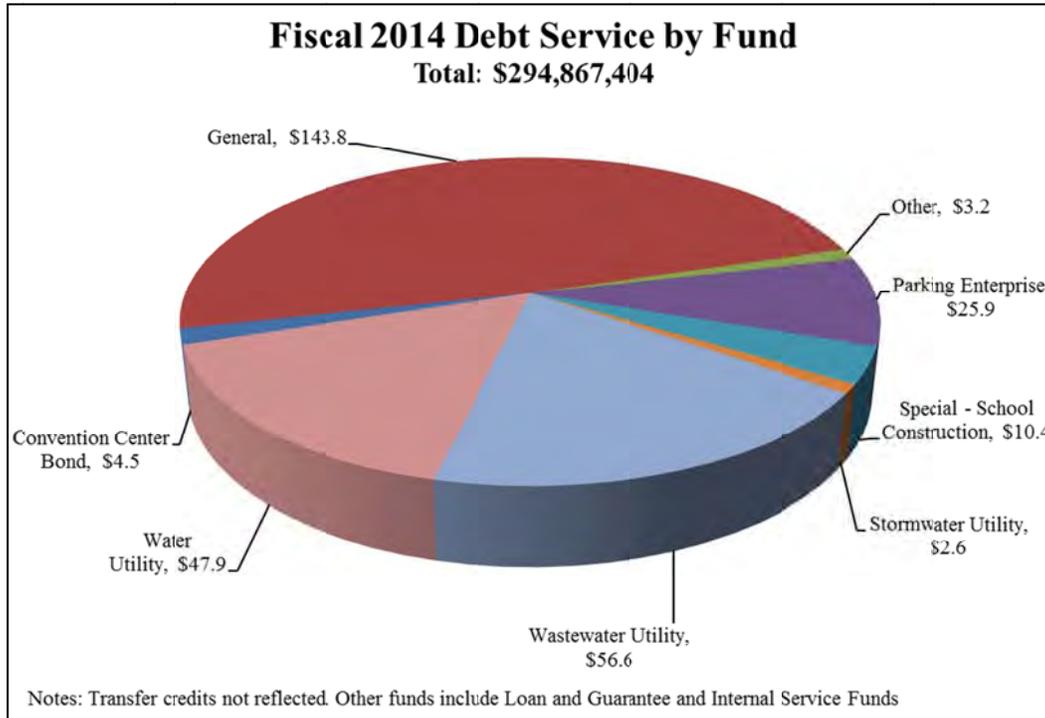
## Debt Service



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FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Debt Service Overview

**SUMMARY**



Total Debt Service

2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
\$247.8M	\$282.3M	\$294.7M

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

The Fiscal 2014 appropriations for all funds (before transfer credits) of \$294.7 million are \$12.4 million above the Fiscal 2013 level of appropriation. The major changes result from an additional \$10.4 million in the Special Fund for school construction. These funds are new to the debt service.

## SELECTED GENERAL OBLIGATION DEBT STATISTICS

At June 30th	Gross Bonded Debt (000s)	Net General Bonded Debt		
		Amounts (000s)	Taxable Value of Property	Per Capita
2001	\$483,500	\$469,948	2.49%	\$734
2002	\$506,079	\$486,269	2.53%	\$765
2003	\$564,380	\$546,665	2.78%	\$856
2004	\$579,382	\$561,283	2.76%	\$873
2005	\$59,960	\$552,457	2.55%	\$868
2006	\$588,604	\$562,522	2.43%	\$884
2007	\$609,950	\$579,654	2.31%	\$909
2008	\$646,533	\$563,954	1.92%	\$885
2009	\$629,018	\$587,778	1.72%	\$922
2010	\$631,993	\$590,674	1.58%	\$951
2011	\$630,957	\$594,696	1.54%	\$960
2012	\$570,148	\$533,352	1.69%	N/A

Source: 2012 CAFR, page 116.

### Debt Management Policy

The amount of debt authorized and issued annually is subject to limits incorporated in the City's debt policy. This policy adopted by the Board of Estimates on August 22, 1990 sets forth borrowing limits for the capital budget process and establishes guidelines for capital budget plans. The policy is subject to review every five years or as recommended by the Director of Finance. The current policy limit on annual general obligation borrowing is \$65.0 million. The City annual cash borrowing is guided by authorized project requirements.

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

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

### **Legal Debt Limits**

All general obligation debt is secured by the full faith and credit of the City. The City has unlimited taxing authority with respect to property taxes to support general obligation debt service requirements. The City is not constrained by any legal limits on the amount of its General Obligation debt, but is guided by prudent limits set forth in local debt policy. In addition to conservative debt management policies, the City is controlled in the amount of debt that may be incurred by the Constitution of Maryland, which requires a three-step procedure for the creation of debt by the City of Baltimore. First there must be an act of the Maryland General Assembly or a resolution of the majority of the City's delegates to the General Assembly. Pursuant to State authorization, the Mayor and City Council must approve an ordinance. Finally, the voters of the City must ratify the debt issuance.

### **Effects of Existing Debt on Current and Future Operations**

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

- The City's net General Obligation debt is below the 4% industry standard for tax supported debt as percentage of actual taxable value of property (1.69%, 2012 ). In addition, net General Obligation debt is below the \$2,250 per capita figure established in the City's debt policy (\$960, 2011).
- The City is not constrained by any legal limits on its debt authorization limit but is guided by prudent limits set forth in local debt policy.
- The City has no overlapping debt and no instance of default.
- The City has unlimited taxing authority with respect to property taxes.

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

**SCHEDULE OF LONG TERM DEBT SERVICE**  
 Estimated Principal and Interest Payments  
 Including Fiscal 2013 Actual and Fiscal 2014 Estimated Debt Issuance

Fiscal year	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
2014	65,835	37,368	139,844	11,852
2015	62,134	41,421	153,194	13,281
2016	64,219	44,417	158,108	14,627
2017	63,023	37,399	235,775	14,999
2018	55,989	27,650	156,178	15,076
2019 & After	606,899	97,024	2,586,375	288,679
Total	918,100	285,279	3,429,475	358,514

Source: Bureau of Treasury Management, preliminary subject to change.

General Debt is made up of General Obligation bonds and bond anticipation notes. Conditional Purchase Agreements or capital lease obligations do not constitute a pledge of the full faith and credit or taxing powers of the City. The agreements are subject to termination if sufficient funds are not appropriated by the City Council. Revenue Debt is composed of Water Utility Fund, Waste Water Utility Fund, Parking Facilities, Industrial Development Authority, Storm Water and Convention Center revenue financings. Other Debt consists of tax increment financing and long-term financing with the State and federal government.

**INCREASES IN LONG TERM DEBT SERVICE**  
 Due to Fiscal 2013 and Planned Fiscal 2014 Borrowing

Outstanding Debt Service	General Debt (\$000s)	Conditional Purchase Agreements (\$000s)	Revenue Debt (\$000s)	Other Debt (\$000s)
6/30/2012	776,360	194,384	3,166,445	322,298
Estimated 6/30/14	918,100	285,279	3,429,475	358,514
Change	141,740	90,895	263,030	36,216

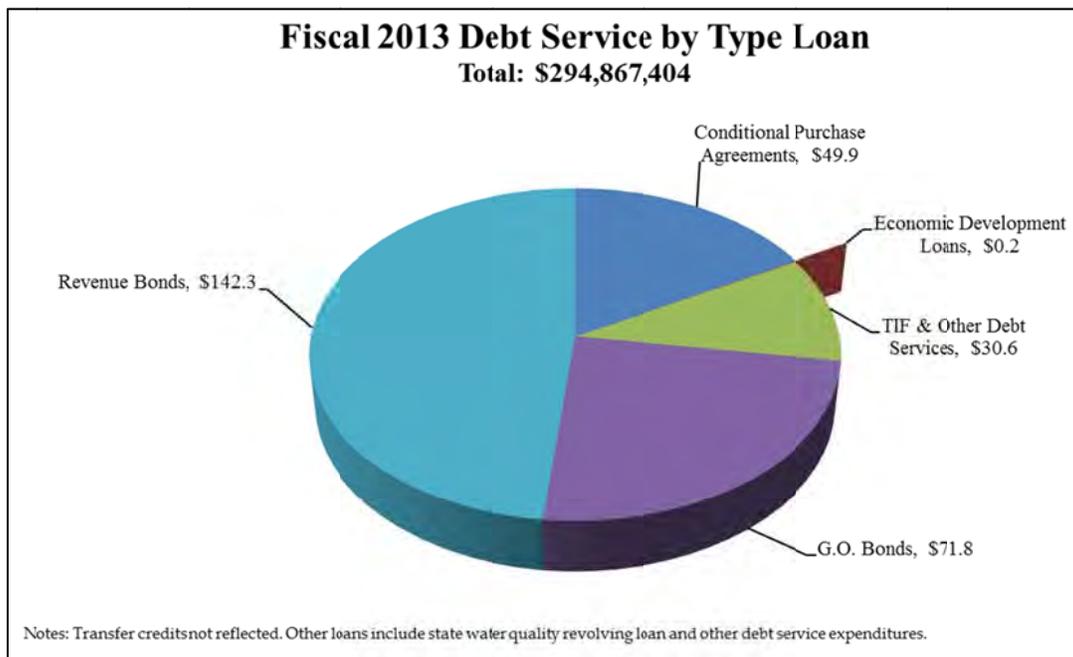
Source: Bureau of Treasury Management, preliminary subject to change

The schedule above shows the estimated change in outstanding debt based on planned Fiscal 2013 and 2014 borrowings. The City does not have a general obligation statutory debt limit, but is subject to a three-step process described in "Legal Debt Limits" above. Outstanding debt per capita and the ratio to assessed value may increase, but still remain below danger point thresholds. Revenue debt service constitutes the largest increase due primarily to continued

borrowings for the water and wastewater enterprise funds. A large portion of these borrowings is in response to the City’s April 2002 consent decree between the City, U.S. Environmental Protection Agency and the Maryland Department of the Environment to reduce sanitary sewer overflows during heavy rainfall, and water meter upgrades.

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

### TYPES OF DEBT SERVICE PAYMENTS



### General Obligation Debt

2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
\$86.4M	\$78.1M	\$68.9M

The Fiscal 2014 General Obligation Debt service appropriation decreases from \$78.1 million to \$68.9 million. The decline is primarily due to the City paying off debt that was issued in the 1990’s.

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

City has no statutory limitation on the property tax levy.

**Conditional Purchase Agreements**

2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
\$34.3M	\$36.7M	\$49.9M

The Fiscal 2013 appropriation increases from \$36.7 million to \$49.9 million. The increase is primarily due to \$9.9 million for fleet replacement.

The City has entered into various Conditional Purchase Agreements (CPAs) to construct or purchase facilities and/or to acquire equipment. CPAs are long-term capital leases with annual principal and interest payment schedules that must be met for the City to acquire the asset. CPAs do not constitute a debt of the City within the meaning of any constitutional or statutory limit, nor are they supported by a pledge of the full faith and credit or taxing power of the City. In contrast to General Obligation debt, the City is not obligated to make annual appropriations. In the event the City fails to meet scheduled payments, the agreements are terminated and the City loses the right to use or acquire the financed asset. The City appropriates payments for facilities and equipment which continue to meet the City's public service objectives.

**Revenue Bonds**

2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
\$115.6M	\$146.0M	\$142.3M

The Fiscal 2014 appropriation decreased by \$3.7 million from the Fiscal 2013 adopted budget.

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

**State Economic Development Loans**

2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
\$0.2M	\$0.2M	\$0.2M

Under provisions of Subtitle 4 (Maryland Industrial Land Act or MILA) and Title 5 (Maryland Industrial and Commercial Redevelopment Fund or MICRF) of Article 83A of the Annotated Code of Maryland, the City and other subdivisions of the State, may borrow funds for industrial or commercial development projects. The funds may be loaned to private enterprises for the development of specific projects. In the case of MICRF loans, the funds borrowed from the

State may also be used to insure or guarantee projects. The State sets the interest rate, term and repayment provisions of the loans. In both cases, the City is liable for repayment of principal and interest amounts on the loans in the event of failure or default of the private enterprise. Such loans are not considered general obligations of the City. The City uses these loan programs as part of its economic development program to stabilize and expand employment and tax base. Payments from businesses utilizing these programs provide General Fund revenue supporting expenses for this borrowing program.

**Tax Increment Financing**

2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
\$6.3M	\$16.5M	\$8.6M

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

**Other Debt Service**

2012 <u>Actual</u>	2013 <u>Budget</u>	2014 <u>Budget</u>
\$4.9M	\$4.8M	\$18.0M

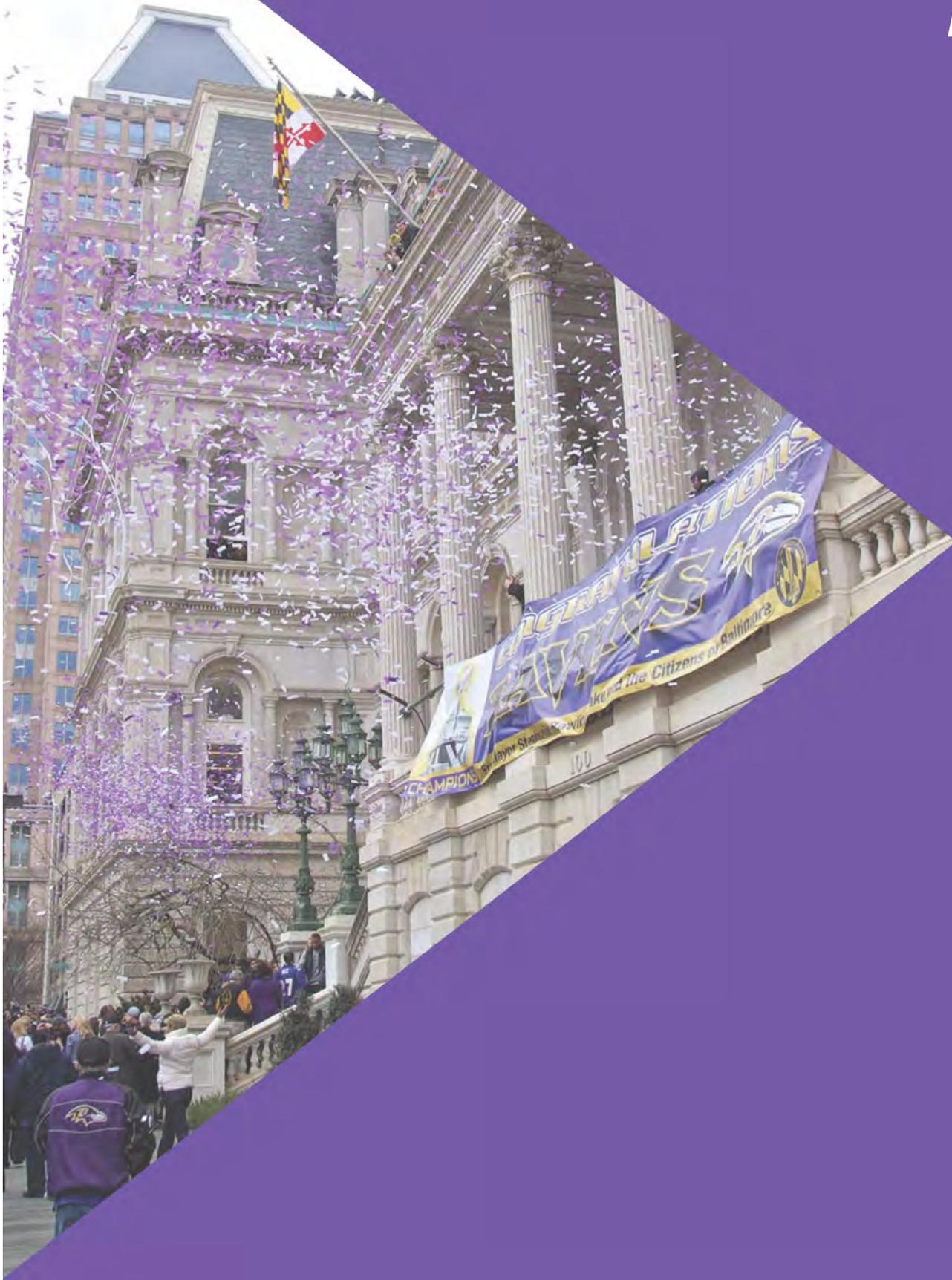
The Fiscal 2014 appropriation is an increase of \$13.2 million from the Fiscal 2013 adopted budget. The increase is primarily due to \$10.4 million for public school construction. The source of funding is the beverage container tax.

**DEBT SERVICE EXPENSES BY FUND AND TYPE**

	<b>Fiscal 2013 Budget</b>	<b>Fiscal 2014 Budget</b>	<b>Change in Budget</b>
<b>General Fund</b>			
County Transportation Bonds	13,312,028	11,783,703	(1,528,325)
G.O. Bonds	77,234,552	66,785,510	(10,449,042)
Bond anticipation Notes	21,244	15,000	(6,244)
Conditional Purchase Agreement	33,735,489	46,815,960	13,080,471
Economic Development Loans - State	211,574	195,332	(16,242)
Tax Increment Financing	13,713,187	12,498,333	(1,214,854)
Other Debt Service	4,033,761	4,166,264	132,503
<b>Total</b>	<b>142,261,835</b>	<b>142,260,102</b>	<b>(1,733)</b>
<b>Convention Center Bond Fund</b>			
County Transportation Bonds	4,572,084	4,553,088	(18,996)
Other Debt Service	30,000	27,000	(3,000)
<b>Total</b>	<b>4,602,084</b>	<b>4,580,088</b>	<b>(21,996)</b>
<b>Stormwater Utility Fund</b>			
G.O. Bonds	0	2,612,888	2,612,888
<b>Total</b>	<b>0</b>	<b>2,612,888</b>	<b>2,612,888</b>
<b>Water Utility Fund</b>			
G.O. Bonds	840,000	840,000	0
Revenue Bonds	40,551,048	46,000,000	5,448,952
Other Debt Service	1,083,000	1,083,000	0
<b>Total</b>	<b>42,474,048</b>	<b>47,923,000</b>	<b>5,448,952</b>
<b>Wastewater Utility Fund</b>			
Revenue Bonds	64,414,041	55,000,000	(9,414,041)
Other Debt Service	1,532,712	1,532,712	0
<b>Total</b>	<b>65,946,753</b>	<b>56,532,712</b>	<b>(9,414,041)</b>
<b>Parking Enterprise Fund</b>			
Revenue Bonds	23,112,050	24,989,095	1,877,045
Other Debt Service	843,361	900,000	56,639
<b>Total</b>	<b>23,955,411</b>	<b>25,889,095</b>	<b>1,933,684</b>
<b>Loan and Guarantee Enterprise Fund</b>			
Conditional Purchase Agreement	533,760	542,880	9,120
Other Debt Service	56,000	56,000	0
<b>Total</b>	<b>589,760</b>	<b>598,880</b>	<b>9,120</b>
<b>Internal Service Fund</b>			
Conditional Purchase Agreement	2,457,815	2,560,639	102,824
Other Debt Service	10,000	10,000	0
<b>Total</b>	<b>2,467,815</b>	<b>2,570,639</b>	<b>102,824</b>
<b>Total Operating Debt Service Expenses</b>	<b>282,297,706</b>	<b>282,967,404</b>	<b>669,698</b>

# FISCAL 2014 Summary of the Adopted Budget

## Appendix



FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Baltimore Profile - General City Information

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

Baltimore City has a total area of 92.1 square miles (238.5 sq. km) and 12.3% is water. According to the 2012 census estimate, Baltimore City had an estimated population of 621,342 and a population density of 7,672 people per square mile (according to official 2010 census data).

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

**LARGEST PRIVATE SECTOR EMPLOYERS WITH HEADQUARTERS IN THE CITY**

	<u>Rank</u>		<u>Rank</u>
Johns Hopkins University	1	Abacus	6
Johns Hopkins Health Care System	2	Mercy Health Services	7
University of Maryland Medical System	3	T. Rowe Price Group Inc.	8
LifeBridge Health	4	GMBC Healthcare Inc.	9
Constellation Energy Group	5	Verizon Maryland Inc.	10

*Source: Baltimore Business Journal Book of Lists 2013*

**MOST POPULAR TOURIST ATTRACTIONS**

	<u>Visitors per Year</u>		<u>Visitors per Year</u>
Harborplace and The Gallery	14.4 million	National Aquarium in Baltimore	1.4 Million
Power Plant	7.85 Million	M&T Bank Stadium	1.02 Million
Power Plant Live!	3.59 Million	First Mariner Arena	750,000
Lexington Market	3 Million	Fort McHenry National Monument	700,000
Oriole Park at Camden Yards	1.76 Million	Maryland Science Center	450,000

*Source: Baltimore Business Journal Book of Lists 2013*

**COLLEGES AND UNIVERSITIES**

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

*Source: Maryland Colleges and Universities website*

FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
Demographic and Economic Profile and Trends

<b>Population Characteristics</b>	<b><u>1970</u></b>	<b><u>1980</u></b>	<b><u>1990</u></b>	<b><u>2000</u></b>	<b><u>2010</u></b>
Total Population (2010)	905,759	786,775	736,014	651,154	620,961
Sex:					
Male	47.2%	46.7%	46.7%	46.6%	47.1%
Female	52.8%	53.3%	53.3%	53.4%	52.9%
Age:					
0-4	8.4%	6.7%	8.0%	6.4%	6.6%
5-19	28.5%	24.2%	19.8%	21.7%	18.3%
20-44	30.6%	35.8%	41.2%	37.5%	38.1%
45-64	21.9%	20.5%	17.5%	21.2%	25.2%
65 and Over	10.6%	12.8%	13.6%	13.2%	11.8%
Race:					
White	53.0%	43.9%	39.3%	31.6%	29.6%
Black	46.4%	54.8%	59.2%	64.3%	63.7%
Asian	0.3%	0.6%	1.1%	1.5%	2.3%
Other	0.3%	0.7%	0.4%	1.1%	2.3%
Two or More Races	N/A	N/A	N/A	1.5%	2.1%

Source: U.S. Census Bureau, Decennial Census Data, American FactFinder Database

<b>Number of Jobs by Sector</b>	<b><u>2000</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>	<b><u>2012</u></b>
Government	83,416	77,894	77,876	80,171	73,150
Services (Information, Professional/Business, Education and Health, Leisure/Hospitality)	150,864	175,479	170,989	171,882	168,547
Manufacturing	27,595	15,814	13,690	13,028	12,250
Retail Trade	42,034	N/A	N/A	N/A	N/A
Financial Activities	32,307	20,374	17,892	16,831	16,768
Trade, Transportation, and Utilities	18,636	39,316	36,374	35,430	38,884
Wholesale Trade	17,114	N/A	N/A	N/A	N/A
Construction	13,474	10,745	9,823	9,167	9,447
Other	2,119	18	10	10	1
Total	387,558	339,640	326,654	326,519	319,047

Source: Maryland Department of Labor, Licensing, and Regulation, Baltimore City Fact Sheet

<b>Per Capita Personal Income</b>	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>	<b><u>2011</u></b>
Baltimore City	\$34,481	\$36,622	\$37,383	\$40,030	\$42,036
Maryland	\$46,998	\$48,472	\$48,247	\$47,122	\$50,656
Baltimore City as percent of State	73.4%	75.6%	77.5%	81.7%	83.0%
United States	\$39,461	\$40,674	\$39,635	\$39,937	\$41,560
Baltimore City as percent of U.S.	87.4%	90.0%	94.3%	100.2%	101.1%

Source: US Department of Commerce Bureau of Economic Analysis - Local Area Personal Income Tables, 2006-10

Fiscal 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
 Major City Agencies - Selected Statistics

Enoch Pratt Public Library

Budgeted Positions	391
Collection Counts (i.e. books, videos, audios)	2.6 million
Circulation	1.2 million
Attendance	1.75 million
Reference Questions Answered	1.85 million
Web Site views (prattlibrary.org)	14 million
Web Site page views - Sailor	24 million
Branches	22
Book Mobile	2

Fire

Budgeted Positions	1,699
Fire Stations*	38
First Line Equipment (excluding boats)*	90
EMS Responses*	138,819
Suppression Responses*	126,790

Health

Budgeted Positions	780
Health Centers/Clinics	16
Prenatal Visits	2,402
Reproductive Care Services Users	8,121
HIV Screening & Testing	50,544
Food Establishment Inspections	9,309

Transportation

Budgeted Positions	1,428
Roadways (miles)	2,000
Sidewalks (miles)	3,600
Alleys (miles)	456
Parking Meters (coin-op)	5,082
Parking Meters (multi-space)	881
Parking Facility Spaces	10,588
Street Lights	72,000

Police

Budgeted Positions	3,444
Police Stations*	9
Calls for Service*	996,949
Arrests*	63,266

Public Works

Budgeted Positions	2,720
Water & Wastewater	
Average Daily Water Supply (gallons)	218 million
Water Customers	1.8 million
Water Distribution Mains (miles)	3,400
Storm Drain (miles)	1,146
Sanitary Sewer (miles)	1,400
Solid Waste	
Residential Solid Waste Customers	194,000

Housing & Community Development

Budgeted Positions	473
Demolition of Vacant Units	232
Multiple Family Dwellings	5,793
Total Dwelling Units	82,352
Total Rooming Units	12,610

Recreation & Parks

Budgeted Positions	312
Recreation Centers	38
Park Acreage	6,000
Tennis Courts	110
Ice Rinks	2
Indoor Soccer Fields	2
Pools and Water Play Facilities	29
Rowing Club	1
Conservatory	1
Nature Center	1
Arborerum	1
Skateland Park	1
Driving Range	1

\*indicates FY2013 data (FY2014 data not available)

**FISCAL 2013 SUPPLEMENTARY APPROPRIATIONS  
AND  
TRANSFER OF APPROPRIATIONS BETWEEN AGENCIES**

Expenditures for each adopted annual budget may not legally exceed appropriations at the agency level. Administratively, the Department of Finance has the authority to transfer appropriations between activities within the same program of an agency. The Board of Estimates has the authority to transfer appropriations between programs within the same agency. Only the City Council can authorize the transfer of appropriations between agencies.

The City Charter permits further appropriations for programs included in the original Ordinance of Estimates made necessary by material changes in circumstances, additional appropriations for new programs, or grant awards that could not be reasonably anticipated when formulating the original Ordinance of Estimates. These changes require supplemental appropriation ordinances recommended by the Board of Estimates and ordained by the City Council.

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**I. The Fiscal 2013 Operating Budget was amended with the following supplementals and/or transfers:**

<u>Bill#</u>	<u>Agency</u>	<u>Amount</u>	<u>Fund</u>	<u>Purpose</u>
12-0124	Baltimore City Public Schools	\$12,922,862	General	To provide supplemental funding for the shift of teacher pension costs from the State to the City.
12-0150	Educational Grants, Fire	\$1,551,566	General	To transfer funds from various agencies to provide additional funding for the Family League and to keep Truck 10 open for three months.
12-0140	Transportation	\$4,200,000	General	To provide supplemental funding for traffic calming projects.
12-0141	Transportation	\$7,200,000	General	To provide supplemental funding for street resurfacing, facility replacement, and project planning and design.
12-0156	Fire	\$300,000	General	To transfer funds to keep Truck 10 open for the remaining nine months of Fiscal 2013.
12-0157	Fire	\$1,100,000	General	To provide supplemental funding to keep Truck 10 open for the remaining nine months of Fiscal 2013.
13-0211	General Services	\$500,000	General	To provide supplemental funding for asbestos removal.

FISCAL 2014  
**SUMMARY OF THE ADOPTED BUDGET**  
Key Budgetary and Financial Policies

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

**Operating and Capital Budget Policies**

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

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

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

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

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

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

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

## **Financial Forecasting Policies**

The City maintains three-year revenue and expenditure forecasts for governmental funds. The multi-year forecast provides the basis for establishing budget targets and resource allocation to meet the Mayor's budget priorities.

## **Competitive Reengineering, Organization Redesign Policies**

The ongoing effort to achieve cost reductions to fund operations within the limits of available revenue requires elimination of non-value added expenditures and other reductions in spending. Reductions have been achieved through a variety of means including the CitiStat program, consolidation and reorganization of agencies, staffing reductions through attrition and from time to time layoffs, outsourcing as appropriate, transfer of certain functions to the State, and other methods.

## **Reserve Policies**

*Budget Stabilization Reserve:* In 1993, the Budget Stabilization Reserve, or Rainy Day Fund was established. The reserve is designed to provide budgetary flexibility should material funding shortfalls or unanticipated expenses occur. The reserve may not be used to supplement a planning year budget, and funds drawn from the reserve must be replenished within five fiscal years. The Budget Stabilization Reserve had a \$90.1 million balance at June 30, 2012, representing about 6.2% of the General Fund. The City continues to make annual contributions to the Budget Stabilization Reserve Fund. The Fiscal 2014 budget includes \$2 million for the fund.

*Unassigned Fund Balance:* In 2010, Baltimore voters approved a Charter amendment that eliminated a provision limiting the size of the unassigned portion of the General Fund balance to 1% of budgeted revenues. This restriction had placed the City in a relatively poor position compared to other large cities and worked against the City's interest in achieving sound financial practices. The Charter still permits only a small \$1.0 million annual contingency appropriation. The preliminary Fiscal 2012 year-end unassigned General Fund balance is estimated to be about \$6.0 million and the Fiscal 2014 budget includes a \$1 million contingency appropriation.

## **Financial Reporting Policies**

*Budget, Accounting and Borrowing:* The City has received the Government Finance Officers Association (GFOA) annual award for Excellence in Financial Reporting for over 22 years and the Distinguished Budget Presentation award each year applied for since Fiscal 1988. The Comprehensive Annual Financial Report (CAFR) is prepared in conformance with the Governmental Accounting Standards Board requirements. The City annually prepares the required full disclosure statements to comply with Securities and Exchange Commission requirements, provides fully descriptive notes in its annual financial report and disclosure statements and secures an unqualified independent audit report.

## **Debt Policies and Credit Rating**

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

## **Cash Management and Investment Policies**

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

## **Self-Insurance Policies**

The City, through its Office of Risk Management, has a comprehensive program of risk exposure identification, evaluation, control and financing. The City is self-insured in the area of casualty and property losses, including the uninsured portion of City buildings and contents, worker's compensation and employers' liability, employees' and retirees' health insurance, third party general liability and automobile liability losses. To the extent possible, the City plans to address concerns about risk management reserves by making additional appropriations and by adjusting agency premiums to help provide adequate funding. The Fiscal 2014 General Fund budget for worker's compensation is \$37.3 million.

## **Fiscal Policies for Economic Development**

The Comprehensive Economic Development Strategy plan submitted to the State in 1999 sets forth economic development goals, objectives and priorities. "LIVE, EARN, PLAY, and LEARN," the comprehensive master plan for the City's development was adopted two years ago. A primary goal of the economic development plan is to attract more job generating businesses to the City. To that end, the City has developed a variety of development incentives including loans and grants. In the last 12 years the City has expanded the incentives to include tax incentive programs. The budget plan estimates and reports on one type of tax expenditure, property tax credits. The City is committed to performing consistent and thorough analysis of the cost and benefit of its tax incentive programs.

## **Fiscal Stability Policies**

*One-Time Revenues/One-Time Expenditure Savings:* The City policy is to use one-time revenues and expenditure savings for one-time expenses. Any unanticipated one-time revenues received in a fiscal year that are not needed to balance the budget for that fiscal year are to be transferred to the Budget Stabilization Reserve.

*Short Term Borrowing:* The City Charter prohibits the creation of any short term debt to finance current budgetary operations except for the issuance of tax/revenue anticipation notes to be redeemed in the same fiscal period.

*Employee and Retiree Benefits Program Costs:* Because total employee compensation costs are the largest share of the City's expenses, it is absolutely essential that options to control costs of employee benefits be examined. The City has an ongoing joint labor-management Health Insurance Committee. Certain recommendations made by the committee are subject to bargaining processes with employee groups. In addition, the Fiscal 2014 budget includes \$3.5 million in the General Fund to further fund the GASB 45 rule change for Other Post Employee Benefits (OPEB).

*Lobby for Increased State Aid:* Special needs as an historic urban center require an ongoing lobbying program for increased State Aid targeted particularly for the school system, courts, crime reduction efforts, substance abuse treatment and economic development programs.

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

*Assumption of Grant Program Costs:* The City's general policy is to terminate grant programs when federal and State funding is terminated. In recent years, limited exceptions to this policy have been made. In the areas of public safety, prosecution of crime, health, job training and housing and building code enforcement the City General Fund has absorbed certain grant expenses in the State's Attorney's Office, Health, Office of Employment Development and Housing and Community Development agencies.

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Budgetary and Accounting Basis

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## **BUDGETARY BASIS**

### **Budgetary Basis**

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

### **Budgetary Units**

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

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

### **Revenues and Expenditures**

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

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

### **Relationship Between Budgeting and Accounting**

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

recorded as expenditures for budgetary purposes as opposed to adjustments of the appropriate balance sheet accounts (GAAP); and, (c) depreciation is recorded as an expense (GAAP) and not recognized for budgetary purposes.

### **Fund Structure**

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

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

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

## **ACCOUNTING BASIS**

### **Organization**

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

### **General, Debt Service, and Capital Projects**

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

### **Enterprise and Internal Service Funds**

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

### **Encumbrances**

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

FISCAL 2014  
SUMMARY OF THE ADOPTED 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**

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

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

**Space Utilization Committee** - All actions affecting the disposition of property through sales, the leasing of City owned real property and City leasing of property owned by third parties, interdepartmental leases, and the declaration of surplus real property are reviewed by the Committee. Recommendations are developed prior to submission to the Board of Estimates for final action to assure optimum return on real estate transactions.

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

**APPROPRIATIONS**

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

## **ENCUMBERED FUNDS**

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

## **CARRYOVERS**

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

## **CAPITAL PLAN**

### **DEFINITION**

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

### **APPROPRIATIONS**

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

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

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

### **MONITORING**

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

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

Particular attention is directed in the capital plan to infrastructure rehabilitation, facilities modernization and equipment acquisition.

#### **INTEGRATED FINANCIAL SYSTEM**

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

#### **COST CONTROL**

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

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Budgetary Authority and Process

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*Excerpts from the Charter of Baltimore City (2010 Edition) relative to the budget process and Ordinance of Estimates*

ARTICLE VI

BOARD OF ESTIMATES

1. BOARD OF ESTIMATES - ORGANIZATION.

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

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

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

2. BOARD OF ESTIMATES - DUTIES AND POWERS.

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

3. ORDINANCE OF ESTIMATES - FISCAL YEAR; SUBMISSION AND ADOPTION DATES.

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

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

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

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

#### 4. ORDINANCE OF ESTIMATES - THE ROLES OF THE DEPARTMENT OF FINANCE AND THE PLANNING COMMISSION.

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

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

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

#### 5. BOARD OF ESTIMATES - PREPARATION OF PROPOSED ORDINANCE OF ESTIMATES.

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

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

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

capital budget.

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

#### 6. BOARD OF ESTIMATES - ADOPTION OF PROPOSED ORDINANCE OF ESTIMATES.

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

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

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

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

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

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

(5) a statement setting out:

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

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

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

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

(e) new sources of revenue or new rates on existing sources of revenue, and the amounts which can reasonably be expected from each of them, which the Board of Estimates believes should be adopted for the next fiscal year; also the rate for the levy of full rate property taxes which, in view of such new sources of revenue or new rates on existing sources of revenue, will be necessary to bring total expected revenues for the next fiscal year into balance with total anticipated expenditures for the year;

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

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

#### 7. CITY COUNCIL - ENACTMENT OF ORDINANCE OF ESTIMATES.

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

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

(c) As soon as practicable after the passage of the Ordinance of Estimates, the City Council shall enact such revenue ordinances as are necessary to produce sufficient expected revenues, as estimated by the Board of Estimates, to cover the total anticipated expenditures authorized by the Ordinance of Estimates. The Council may adopt revenue sources or revenue rates other than those proposed by the Board and in each such instance the estimate of the revenue to be yielded by such a source or rate shall be made by the Board of Estimates. The Board of Estimates shall, taking into account any reductions and eliminations made by the City Council in the anticipated expenditures contained in the proposed Ordinance of Estimates and the revenues to be derived from all existing sources and from any new sources or new rates enacted by the City Council, certify to the Council the difference between the anticipated expenditures for the next fiscal year contained in the

Ordinance of Estimates and all expected revenues other than from the full rate property tax. The Board shall then state a rate for the levy of full rate property taxes sufficient to realize the amount required to meet the said difference and the ordinance making the annual levy of full rate property taxes shall fix a rate not less than that stated by the Board so that it shall not be necessary at any time for the City to create a floating debt to meet any deficiency, and it shall not be lawful for the City to create a floating debt for any such purpose.

8. ORDINANCE OF ESTIMATES - DEFICIENCIES AND SUPPLEMENTARY APPROPRIATIONS.

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

(b) Except as provided herein, the Ordinance of Estimates shall include all the moneys to be appropriated by the City for all purposes for the fiscal year for which the ordinance is applicable. Additional appropriations shall be permitted during the fiscal year only in the following circumstances and under the following conditions:

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

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

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

(c) Every such further or additional appropriation shall be embodied in a separate

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

#### 9. ORDINANCE OF ESTIMATES - USES OF APPROPRIATIONS.

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

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

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

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

for the next year as an estimated receipt.

ARTICLE VII  
EXECUTIVE DEPARTMENTS  
DEPARTMENT OF FINANCE

5. DEPARTMENT OF FINANCE - ORGANIZATION ESTABLISHED.

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

6. DEPARTMENT OF FINANCE - DIRECTOR.

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

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

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

7. DEPARTMENT OF FINANCE - DEPUTY DIRECTOR AND EMPLOYEES.

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

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

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

POWERS AND DUTIES OF THE DEPARTMENT

8. DEPARTMENT OF FINANCE - BUDGET PREPARATION.

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

9. DEPARTMENT OF FINANCE - BUDGET ADMINISTRATION.

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

FISCAL 2014

OPERATING BUDGET FUND DISTRIBUTION

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Board of Elections</b>	<b>4,253,749</b>	<b>0</b>	<b>0</b>	<b>0</b>
180 Voter Registration and Conduct of Elections	0	0	0	0
899 Fair Conduct of Elections	4,253,749	0	0	0
<b>City Council</b>	<b>5,474,224</b>	<b>0</b>	<b>0</b>	<b>0</b>
100 City Council	5,474,224	0	0	0
<b>Comptroller</b>	<b>6,048,499</b>	<b>0</b>	<b>0</b>	<b>0</b>
130 Executive Direction and Control - Comptroller	1,246,976	0	0	0
131 Audits	3,848,929	0	0	0
132 Real Estate Acquisition and Management	952,594	0	0	0
133 Municipal Telephone Exchange	0	0	0	0
135 Insurance on City Facilities	0	0	0	0
136 Municipal Post Office	0	0	0	0
596 Management Of Leased Properties	0	0	0	0
<b>Council Services</b>	<b>691,496</b>	<b>0</b>	<b>0</b>	<b>0</b>
103 Council Services	691,496	0	0	0
<b>Courts: Circuit Court</b>	<b>9,154,340</b>	<b>0</b>	<b>1,251,339</b>	<b>4,809,205</b>
110 Circuit Court	9,154,340	0	1,251,339	4,809,205
<b>Courts: Orphans' Court</b>	<b>468,774</b>	<b>0</b>	<b>0</b>	<b>0</b>
112 Orphans' Court	0	0	0	0
817 Orphans' Court	468,774	0	0	0
818 Guardianships of Property of Minor	0	0	0	0
819 Guardianships of Persons of Minor	0	0	0	0
<b>Employees' Retirement Systems</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
152 Employees' Retirement System - Administration	0	0	0	0
154 Fire and Police Retirement System - Administration	0	0	0	0
<b>Enoch Pratt Free Library</b>	<b>22,814,763</b>	<b>0</b>	<b>0</b>	<b>9,924,968</b>
450 Administrative and Technical Services	0	0	0	0
452 Neighborhood Services	0	0	0	0
453 State Library Resource Center	0	0	0	0
788 Information Services	22,814,763	0	0	9,924,968
<b>Finance</b>	<b>19,120,944</b>	<b>3,363,955</b>	<b>0</b>	<b>0</b>
140 Administrative Direction and Control	0	0	0	0
141 Budget and Management Research	0	0	0	0
142 Accounting and Payroll Services	0	0	0	0
144 Purchasing	0	0	0	0
145 Risk Management Services	0	0	0	0
146 Resource and Operations Planning	0	0	0	0
148 Revenue Collection	5,752,800	0	0	0
150 Treasury and Debt Management	1,092,535	0	0	0
153 Risk Management Operations	0	0	0	0
698 Administration - Finance	1,189,379	0	0	0
699 Procurement	2,863,941	0	0	0
700 Surplus Property Disposal	0	0	0	0
701 Printing Services	0	0	0	0
702 Accounts Payable	1,154,308	0	0	0
703 Payroll	3,297,834	0	0	0
704 Accounting	1,518,822	0	0	0
705 Loan and Guarantee Program	0	3,363,955	0	0
706 Risk Management for Property and Liability	0	0	0	0
707 Risk Management for Employee Injuries	0	0	0	0
708 Operating Budget Management	1,650,762	0	0	0
709 Management Research	0	0	0	0
710 Property Tax Billing Integrity and Recovery	337,769	0	0	0
711 Finance Project Management	262,794	0	0	0

FISCAL 2014

OPERATING BUDGET FUND DISTRIBUTION

OTHER SPECIAL PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
0	0	4,253,749	<b>Board of Elections</b>
0	0	0	180 Voter Registration and Conduct of Elections
0	0	4,253,749	899 Fair Conduct of Elections
0	0	5,474,224	<b>City Council</b>
0	0	5,474,224	100 City Council
0	12,088,671	18,137,170	<b>Comptroller</b>
0	953	1,247,929	130 Executive Direction and Control - Comptroller
0	0	3,848,929	131 Audits
0	0	952,594	132 Real Estate Acquisition and Management
0	11,225,768	11,225,768	133 Municipal Telephone Exchange
0	0	0	135 Insurance on City Facilities
0	861,950	861,950	136 Municipal Post Office
0	0	0	596 Management Of Leased Properties
0	0	691,496	<b>Council Services</b>
0	0	691,496	103 Council Services
242,428	0	15,457,312	<b>Courts: Circuit Court</b>
242,428	0	15,457,312	110 Circuit Court
0	0	468,774	<b>Courts: Orphans' Court</b>
0	0	0	112 Orphans' Court
0	0	468,774	817 Orphans' Court
0	0	0	818 Guardianships of Property of Minor
0	0	0	819 Guardianships of Persons of Minor
8,813,906	0	8,813,906	<b>Employees' Retirement Systems</b>
4,764,944	0	4,764,944	152 Employees' Retirement System - Administration
4,048,962	0	4,048,962	154 Fire and Police Retirement System - Administration
555,767	0	33,295,498	<b>Enoch Pratt Free Library</b>
0	0	0	450 Administrative and Technical Services
0	0	0	452 Neighborhood Services
0	0	0	453 State Library Resource Center
555,767	0	33,295,498	788 Information Services
766,098	10,999,190	34,250,187	<b>Finance</b>
0	0	0	140 Administrative Direction and Control
0	0	0	141 Budget and Management Research
0	0	0	142 Accounting and Payroll Services
0	0	0	144 Purchasing
0	0	0	145 Risk Management Services
0	0	0	146 Resource and Operations Planning
582,950	0	6,335,750	148 Revenue Collection
0	0	1,092,535	150 Treasury and Debt Management
0	0	0	153 Risk Management Operations
0	12,178	1,201,557	698 Administration - Finance
0	0	2,863,941	699 Procurement
183,148	0	183,148	700 Surplus Property Disposal
0	3,050,925	3,050,925	701 Printing Services
0	0	1,154,308	702 Accounts Payable
0	0	3,297,834	703 Payroll
0	0	1,518,822	704 Accounting
0	0	3,363,955	705 Loan and Guarantee Program
0	0	0	706 Risk Management for Property and Liability
0	7,936,087	7,936,087	707 Risk Management for Employee Injuries
0	0	1,650,762	708 Operating Budget Management
0	0	0	709 Management Research
0	0	337,769	710 Property Tax Billing Integrity and Recovery
0	0	262,794	711 Finance Project Management

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Fire</b>	<b>204,517,238</b>	<b>0</b>	<b>2,958,764</b>	<b>2,531,912</b>
210 Administrative Direction and Control	0	0	0	0
211 Training	0	0	0	0
212 Fire Suppression	0	0	0	0
213 Fire Marshal	0	0	0	0
214 Support Services	0	0	0	0
215 Fire Alarm and Communications	0	0	0	0
217 Equipment Maintenance	0	0	0	0
219 Non-actuarial Retirement Benefits	0	0	0	0
319 Ambulance Service	0	0	0	0
600 Administration - Fire	16,560,122	0	1,019,500	0
602 Fire Suppression and Emergency Rescue	140,664,201	0	10,883	1,425,428
608 Emergency Management	305,202	0	280,363	8,850
609 Emergency Medical Services	20,272,583	0	1,500,000	21,170
610 Fire and Emergency Community Outreach	478,567	0	0	0
611 Fire Code Enforcement	3,936,014	0	148,018	151,971
612 Fire Investigation	836,381	0	0	0
613 Fire Facilities Maintenance and Replacement	14,293,167	0	0	924,493
614 Fire Communications and Dispatch	4,941,437	0	0	0
615 Fire Training and Education	2,229,564	0	0	0
<b>General Services</b>	<b>16,339,396</b>	<b>0</b>	<b>2,000,000</b>	<b>17,035,812</b>
189 Fleet Management	0	0	0	0
191 Permits	0	0	0	0
193 Facilities Management	0	0	0	0
198 Engineering/Construction Management	0	0	0	0
726 Administration - General Services	956,994	0	0	0
727 Building Permits and Municipal Consents	1,572,293	0	0	0
728 Right-of-Way Infrastructure Project Coordination	0	0	0	0
729 Real Property Database Management	701,097	0	0	0
730 Public and Private Energy Performance	0	0	2,000,000	16,000,000
731 Facilities Management	13,009,012	0	0	1,035,812
733 Archive Management	0	0	0	0
734 Building and Energy Improvements	100,000	0	0	0
<b>Health</b>	<b>27,226,896</b>	<b>0</b>	<b>65,955,721</b>	<b>21,550,689</b>
240 Animal Control	0	0	0	0
300 Administrative Direction and Control	0	0	0	0
301 Baltimore Homeless Services	0	0	0	0
302 Environmental Health	0	0	0	0
303 Clinical Services	4,497,471	0	4,459,135	1,002,219
304 Chronic Disease Prevention	0	0	0	0
305 Healthy Homes	892,679	0	1,368,827	102,926
306 General Nursing Services	0	0	0	0
307 Substance Abuse and Mental Health	1,779,549	0	425,500	724,589
308 Maternal and Child Health	795,987	0	14,118,251	871,265
309 Child and Adult Care - Food	0	0	0	0
310 School Health Services	5,215,883	0	96,249	505,692
311 Health Services for the Aging	0	0	4,996,267	664,582
314 Acute Communicable Disease	0	0	0	0
315 Emergency Services - Health	591,426	0	645,020	10,393,671
316 Youth Violence Prevention	595,113	0	1,272,931	1,201,256
317 Grant Support Services	0	0	0	0
715 Administration - Health	4,340,867	0	3,331,528	1,081,436
716 Animal Services	3,022,178	0	0	0
717 Environmental Health	2,643,241	0	0	0
718 Chronic Disease Prevention	397,305	0	1,317,492	197,424
719 Health Care Access	0	0	0	0
720 HIV Treatment Services for the Uninsured	1,122,590	0	29,227,830	291,193
721 Senior Centers	625,625	0	2,848,985	729,358
722 Administration - CARE	484,515	0	241,523	0
723 Advocacy and Supportive Care for Seniors	0	0	148,557	1,942,847
724 Assistive and Directive Care for Seniors	222,467	0	899,330	1,689,693
725 Senior Education	0	0	558,296	152,538

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
12,998,238	0	223,006,152	<b>Fire</b>
0	0	0	210 Administrative Direction and Control
0	0	0	211 Training
0	0	0	212 Fire Suppression
0	0	0	213 Fire Marshal
0	0	0	214 Support Services
0	0	0	215 Fire Alarm and Communications
0	0	0	217 Equipment Maintenance
0	0	0	219 Non-actuarial Retirement Benefits
0	0	0	319 Ambulance Service
0	0	17,579,622	600 Administration - Fire
79,063	0	142,179,575	602 Fire Suppression and Emergency Rescue
0	0	594,415	608 Emergency Management
12,919,175	0	34,712,928	609 Emergency Medical Services
0	0	478,567	610 Fire and Emergency Community Outreach
0	0	4,236,003	611 Fire Code Enforcement
0	0	836,381	612 Fire Investigation
0	0	15,217,660	613 Fire Facilities Maintenance and Replacement
0	0	4,941,437	614 Fire Communications and Dispatch
0	0	2,229,564	615 Fire Training and Education
0	<b>63,892,549</b>	<b>99,267,757</b>	<b>General Services</b>
0	51,073,526	51,073,526	189 Fleet Management
0	0	0	191 Permits
0	0	0	193 Facilities Management
0	0	0	198 Engineering/Construction Management
0	0	956,994	726 Administration - General Services
0	0	1,572,293	727 Building Permits and Municipal Consents
0	0	0	728 Right-of-Way Infrastructure Project Coordination
0	0	701,097	729 Real Property Database Management
0	2,020,094	20,020,094	730 Public and Private Energy Performance
0	10,798,929	24,843,753	731 Facilities Management
0	0	0	733 Archive Management
0	0	100,000	734 Building and Energy Improvements
<b>13,528,310</b>	<b>0</b>	<b>128,261,616</b>	<b>Health</b>
0	0	0	240 Animal Control
0	0	0	300 Administrative Direction and Control
0	0	0	301 Baltimore Homeless Services
50,000	0	50,000	302 Environmental Health
268,454	0	10,227,279	303 Clinical Services
0	0	0	304 Chronic Disease Prevention
80,800	0	2,445,232	305 Healthy Homes
0	0	0	306 General Nursing Services
0	0	2,929,638	307 Substance Abuse and Mental Health
1,358,415	0	17,143,918	308 Maternal and Child Health
0	0	0	309 Child and Adult Care - Food
10,422,216	0	16,240,040	310 School Health Services
0	0	5,660,849	311 Health Services for the Aging
0	0	0	314 Acute Communicable Disease
0	0	11,630,117	315 Emergency Services - Health
0	0	3,069,300	316 Youth Violence Prevention
0	0	0	317 Grant Support Services
1,036,782	0	9,790,613	715 Administration - Health
0	0	3,022,178	716 Animal Services
0	0	2,643,241	717 Environmental Health
0	0	1,912,221	718 Chronic Disease Prevention
0	0	0	719 Health Care Access
0	0	30,641,613	720 HIV Treatment Services for the Uninsured
0	0	4,203,968	721 Senior Centers
0	0	726,038	722 Administration - CARE
0	0	2,091,404	723 Advocacy and Supportive Care for Seniors
311,643	0	3,123,133	724 Assistive and Directive Care for Seniors
0	0	710,834	725 Senior Education

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Housing and Community Development</b>	<b>33,999,733</b>	<b>0</b>	<b>13,517,679</b>	<b>19,691,178</b>
119 Neighborhood Service Centers	0	0	0	0
177 Administrative Direction and Control	0	0	0	0
181 Neighborhood Hubs	0	0	0	0
184 Energy Assistance and Emergency Food	0	0	0	0
260 Construction and Building Inspection	0	0	0	0
357 Services for Homeless Persons	0	0	0	0
570 Preservation of Historic Places	0	0	0	0
581 Neighborhood Development	0	0	0	0
582 Finance and Development	0	0	0	0
583 Neighborhood Services	0	0	0	0
584 Center City Development Corporation	0	0	0	0
585 Baltimore Development Corporation	0	0	0	0
592 Special Housing Grants	0	0	0	0
593 Community Support Projects	0	0	7,189,221	0
594 Area Wide Housing Opportunity Project	0	0	0	0
595 Special Projects For Neighborhoods	0	0	0	0
597 Weatherization	0	0	0	0
598 Home Ownership And Rehabilitation Services	0	0	0	0
604 Early Childhood Education	170,626	0	1,118,486	0
606 Arts and Education	0	0	0	0
737 Administration - HCD	2,632,818	0	1,289,672	9,531
738 Energy Assistance	260,210	0	0	15,913,431
739 Referral Services for Low-Income Families	0	0	0	0
740 Dawson Center	29,729	0	264,036	0
742 Promote Homeownership	101,089	0	391,735	0
743 Employment and Job Training	0	0	0	0
744 Financial Literacy for Low Income Families	0	0	0	0
745 Housing Code Enforcement	14,026,225	0	0	0
746 Register Multi-Family Dwellings and Non-Owner Occup	0	0	0	0
747 Register and License Properties and Contractors	599,355	0	0	0
748 Housing Development Finance and Project Managemen	0	0	916,348	0
749 Blight Elimination	2,523,193	0	0	0
750 Housing Rehabilitation Loans	66,792	0	2,348,181	321,667
751 Building and Zoning Inspections and Permits	5,782,654	0	0	0
752 Community Outreach Services	943,160	0	0	0
753 Community Development	0	0	0	0
754 Summer Food Service Program	0	0	0	3,446,549
755 Affordable Housing Program	0	0	0	0
756 Section 108 Debt Payments	0	0	0	0
808 Administration - BDC	0	0	0	0
809 Retention, Expansion, and Attraction of Businesses	1,540,518	0	0	0
810 Real Estate Development	1,792,617	0	0	0
811 Inner Harbor Coordination	511,018	0	0	0
812 Business Support - Small Business Resource Center	228,847	0	0	0
813 Technology Development - Emerging Technology Center	802,273	0	0	0
814 Improve and Promote Retail Districts Beyond Downtow	1,595,642	0	0	0
815 Live Baltimore	392,967	0	0	0
<b>Human Resources</b>	<b>5,234,763</b>	<b>0</b>	<b>0</b>	<b>0</b>
160 Personnel Administration	0	0	0	0
161 Vision Care Program	0	0	0	0
167 Occupational Medicine and Safety	0	0	0	0
769 Employment Service Center	0	0	0	0
770 Administration - Human Resources	1,639,939	0	0	0
771 Benefits Administration	2,442,938	0	0	0
772 Civil Service Management	1,151,886	0	0	0
773 COB University	0	0	0	0
774 Employee Wellness and Fitness Center	0	0	0	0

<b>OTHER SPECIAL</b>			
<b>PURPOSE</b>	<b>INTERNAL SERVICE</b>	<b>TOTAL</b>	<b>AGENCY AND SERVICE</b>
<b>812,438</b>	<b>0</b>	<b>68,021,028</b>	<b>Housing and Community Development</b>
0	0	0	119 Neighborhood Service Centers
0	0	0	177 Administrative Direction and Control
0	0	0	181 Neighborhood Hubs
0	0	0	184 Energy Assistance and Emergency Food
0	0	0	260 Construction and Building Inspection
0	0	0	357 Services for Homeless Persons
0	0	0	570 Preservation of Historic Places
0	0	0	581 Neighborhood Development
0	0	0	582 Finance and Development
0	0	0	583 Neighborhood Services
0	0	0	584 Center City Development Corporation
0	0	0	585 Baltimore Development Corporation
0	0	0	592 Special Housing Grants
0	0	7,189,221	593 Community Support Projects
0	0	0	594 Area Wide Housing Opportunity Project
0	0	0	595 Special Projects For Neighborhoods
0	0	0	597 Weatherization
0	0	0	598 Home Ownership And Rehabilitation Services
0	0	1,289,112	604 Early Childhood Education
0	0	0	606 Arts and Education
0	0	3,932,021	737 Administration - HCD
451,695	0	16,625,336	738 Energy Assistance
0	0	0	739 Referral Services for Low-Income Families
0	0	293,765	740 Dawson Center
0	0	492,824	742 Promote Homeownership
0	0	0	743 Employment and Job Training
0	0	0	744 Financial Literacy for Low Income Families
50,000	0	14,076,225	745 Housing Code Enforcement
0	0	0	746 Register Multi-Family Dwellings and Non-Owner Occupied Dwellings
0	0	599,355	747 Register and License Properties and Contractors
0	0	916,348	748 Housing Development Finance and Project Management
0	0	2,523,193	749 Blight Elimination
0	0	2,736,640	750 Housing Rehabilitation Loans
0	0	5,782,654	751 Building and Zoning Inspections and Permits
0	0	943,160	752 Community Outreach Services
0	0	0	753 Community Development
0	0	3,446,549	754 Summer Food Service Program
0	0	0	755 Affordable Housing Program
0	0	0	756 Section 108 Debt Payments
0	0	0	808 Administration - BDC
103,581	0	1,644,099	809 Retention, Expansion, and Attraction of Businesses
103,581	0	1,896,198	810 Real Estate Development
0	0	511,018	811 Inner Harbor Coordination
0	0	228,847	812 Business Support - Small Business Resource Center
0	0	802,273	813 Technology Development - Emerging Technology Center
103,581	0	1,699,223	814 Improve and Promote Retail Districts Beyond Downtown
0	0	392,967	815 Live Baltimore
<b>0</b>	<b>2,253,111</b>	<b>7,487,874</b>	<b>Human Resources</b>
0	0	0	160 Personnel Administration
0	0	0	161 Vision Care Program
0	0	0	167 Occupational Medicine and Safety
0	0	0	769 Employment Service Center
0	0	1,639,939	770 Administration - Human Resources
0	2,188,552	4,631,490	771 Benefits Administration
0	64,559	1,216,445	772 Civil Service Management
0	0	0	773 COB University
0	0	0	774 Employee Wellness and Fitness Center

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Law</b>	<b>6,468,814</b>	<b>0</b>	<b>0</b>	<b>0</b>
175 Legal Services	0	0	0	0
860 Administration - Law	1,034,991	0	0	0
861 Controversies	2,564,171	0	0	0
862 Transactions	2,210,137	0	0	0
863 Contracts Law	0	0	0	0
864 Corporate Real Estate	0	0	0	0
865 Employment Advice - Law	0	0	0	0
866 General Legal Advice and Representation	0	0	0	0
867 Land Use and Environmental Matters - Law	0	0	0	0
868 Litigation and Workers Compensation	0	0	0	0
869 Minority and Women's Business Opportunity Office	659,515	0	0	0
870 Opinions and Advice for City and City Council	0	0	0	0
871 Representation and Advice for Law Enforcement	0	0	0	0
<b>Legislative Reference</b>	<b>1,021,637</b>	<b>0</b>	<b>0</b>	<b>0</b>
106 Legislative Reference Services	556,099	0	0	0
107 Archives and Records Management	465,538	0	0	0
<b>Liquor License Board</b>	<b>2,097,686</b>	<b>0</b>	<b>0</b>	<b>0</b>
250 Liquor License Board	0	0	0	0
850 Liquor Licensing	699,616	0	0	0
851 Liquor License Compliance	1,398,070	0	0	0
852 Community Response	0	0	0	0
<b>M-R: Art and Culture</b>	<b>7,541,347</b>	<b>0</b>	<b>0</b>	<b>0</b>
492 Promotion of Art and Culture	0	0	0	0
493 Art and Culture Grants	5,452,952	0	0	0
824 Events, Art, Culture, and Film	1,970,395	0	0	0
828 Bromo Seltzer Arts Tower	118,000	0	0	0
<b>M-R: Baltimore City Public Schools</b>	<b>254,727,492</b>	<b>0</b>	<b>0</b>	<b>0</b>
352 Baltimore City Public Schools	254,727,492	0	0	0
<b>M-R: Baltimore Economic Recovery Team (BERT)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
575 Baltimore Economic Recovery Team (B.E.R.T.)	0	0	0	0
<b>M-R: Cable and Communications</b>	<b>538,317</b>	<b>0</b>	<b>0</b>	<b>0</b>
572 Cable and Communications Coordination	0	0	0	0
875 Cable Television Regulation	0	0	0	0
876 Media Production	538,317	0	0	0
<b>M-R: Civic Promotion</b>	<b>13,635,270</b>	<b>0</b>	<b>0</b>	<b>0</b>
587 Lexington Market	0	0	0	0
588 Baltimore Public Markets	0	0	0	0
589 Office of Promotion and the Arts	0	0	0	0
590 Civic Promotion Grants	449,967	0	0	0
591 Civic Promotion Grants	0	0	0	0
820 Convention Sales and Tourism Marketing	13,185,303	0	0	0
821 International Destination Marketing and Awareness	0	0	0	0
822 Positive Image Building and Branding of the City	0	0	0	0
823 Hospitality Job Training and Placement	0	0	0	0
<b>M-R: Commission for Women</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
120 Promotion of Equal Rights for Women	0	0	0	0
<b>M-R: Commission on Aging and Retirement Education</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
324 Executive Direction and Administration	0	0	0	0
325 Senior Services	0	0	0	0
326 Client Services - Direct	0	0	0	0
327 Client Services - Indirect	0	0	0	0
838 Senior Centers	0	0	0	0
839 Advocacy and Supportive Care	0	0	0	0
840 Assistive and Directive Care	0	0	0	0
841 Senior Education	0	0	0	0
842 Administration - CARE	0	0	0	0
<b>M-R: Conditional Purchase Agreements</b>	<b>30,213,783</b>	<b>547,880</b>	<b>0</b>	<b>0</b>
129 Conditional Purchase Agreement Payments	30,213,783	547,880	0	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
91	5,221,947	11,690,852	<b>Law</b>
0	0	0	175 Legal Services
91	107,787	1,142,869	860 Administration - Law
0	5,017,605	7,581,776	861 Controversies
0	96,555	2,306,692	862 Transactions
0	0	0	863 Contracts Law
0	0	0	864 Corporate Real Estate
0	0	0	865 Employment Advice - Law
0	0	0	866 General Legal Advice and Representation
0	0	0	867 Land Use and Environmental Matters - Law
0	0	0	868 Litigation and Workers Compensation
0	0	659,515	869 Minority and Women's Business Opportunity Office
0	0	0	870 Opinions and Advice for City and City Council
0	0	0	871 Representation and Advice for Law Enforcement
<b>11,808</b>	<b>0</b>	<b>1,033,445</b>	<b>Legislative Reference</b>
11,808	0	567,907	106 Legislative Reference Services
0	0	465,538	107 Archives and Records Management
<b>0</b>	<b>0</b>	<b>2,097,686</b>	<b>Liquor License Board</b>
0	0	0	250 Liquor License Board
0	0	699,616	850 Liquor Licensing
0	0	1,398,070	851 Liquor License Compliance
0	0	0	852 Community Response
<b>0</b>	<b>0</b>	<b>7,541,347</b>	<b>M-R: Art and Culture</b>
0	0	0	492 Promotion of Art and Culture
0	0	5,452,952	493 Art and Culture Grants
0	0	1,970,395	824 Events, Art, Culture, and Film
0	0	118,000	828 Bromo Seltzer Arts Tower
<b>0</b>	<b>0</b>	<b>254,727,492</b>	<b>M-R: Baltimore City Public Schools</b>
0	0	254,727,492	352 Baltimore City Public Schools
<b>0</b>	<b>0</b>	<b>0</b>	<b>M-R: Baltimore Economic Recovery Team (BERT)</b>
0	0	0	575 Baltimore Economic Recovery Team (B.E.R.T.)
<b>883,438</b>	<b>0</b>	<b>1,421,755</b>	<b>M-R: Cable and Communications</b>
0	0	0	572 Cable and Communications Coordination
0	0	0	875 Cable Television Regulation
883,438	0	1,421,755	876 Media Production
<b>0</b>	<b>0</b>	<b>13,635,270</b>	<b>M-R: Civic Promotion</b>
0	0	0	587 Lexington Market
0	0	0	588 Baltimore Public Markets
0	0	0	589 Office of Promotion and the Arts
0	0	449,967	590 Civic Promotion Grants
0	0	0	591 Civic Promotion Grants
0	0	13,185,303	820 Convention Sales and Tourism Marketing
0	0	0	821 International Destination Marketing and Awareness
0	0	0	822 Positive Image Building and Branding of the City
0	0	0	823 Hospitality Job Training and Placement
<b>0</b>	<b>0</b>	<b>0</b>	<b>M-R: Commission for Women</b>
0	0	0	120 Promotion of Equal Rights for Women
<b>0</b>	<b>0</b>	<b>0</b>	<b>M-R: Commission on Aging and Retirement Education</b>
0	0	0	324 Executive Direction and Administration
0	0	0	325 Senior Services
0	0	0	326 Client Services - Direct
0	0	0	327 Client Services - Indirect
0	0	0	838 Senior Centers
0	0	0	839 Advocacy and Supportive Care
0	0	0	840 Assistive and Directive Care
0	0	0	841 Senior Education
0	0	0	842 Administration - CARE
<b>0</b>	<b>10,000</b>	<b>30,771,663</b>	<b>M-R: Conditional Purchase Agreements</b>
0	10,000	30,771,663	129 Conditional Purchase Agreement Payments

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>M-R: Contingent Fund</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
121 Contingent Fund	1,000,000	0	0	0
<b>M-R: Convention Center Hotel</b>	<b>6,897,995</b>	<b>0</b>	<b>0</b>	<b>0</b>
535 Convention Center Hotel	6,897,995	0	0	0
<b>M-R: Convention Complex</b>	<b>12,139,636</b>	<b>0</b>	<b>0</b>	<b>5,356,762</b>
531 Convention Center Operations	0	0	0	0
540 1st Mariner Arena Operations	569,697	0	0	0
854 Administration - Convention Center	0	0	0	0
855 Convention Center	11,569,939	0	0	5,356,762
856 Convention Building Services	0	0	0	0
857 Convention Center Debt Service	0	0	0	0
<b>M-R: Debt Service</b>	<b>81,221,545</b>	<b>0</b>	<b>0</b>	<b>0</b>
123 General Debt Service	81,221,545	0	0	0
<b>M-R: Educational Grants</b>	<b>6,246,853</b>	<b>0</b>	<b>0</b>	<b>0</b>
441 Baltimore City Community College	0	0	0	0
442 Greater Homewood Community Corporation - Experienc	0	0	0	0
443 Family League of Baltimore City (After school)	0	0	0	0
444 Teach for America	0	0	0	0
445 University of Maryland Extension - Baltimore City	0	0	0	0
446 Educational Grants	6,246,853	0	0	0
<b>M-R: Employees' Retirement Contribution</b>	<b>(6,159,567)</b>	<b>0</b>	<b>0</b>	<b>0</b>
355 Employees' Retirement Contribution	(6,159,567)	0	0	0
<b>M-R: Environmental Control Board</b>	<b>778,920</b>	<b>0</b>	<b>0</b>	<b>0</b>
117 Adjudication of Environmental Citations	778,920	0	0	0
<b>M-R: Health and Welfare Grants</b>	<b>1,143,847</b>	<b>0</b>	<b>0</b>	<b>0</b>
385 Health and Welfare Grants	1,143,847	0	0	0
386 Legal Aid Bureau, Inc.	0	0	0	0
387 Family League of Baltimore City (Prenatal)	0	0	0	0
388 Maryland School for the Blind	0	0	0	0
<b>M-R: Hispanic Commission</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
433 Hispanic Commission	0	0	0	0
<b>M-R: Innovation Fund</b>	<b>1,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
833 Innovation Fund	1,800,000	0	0	0
<b>M-R: Miscellaneous General Expenses</b>	<b>12,074,778</b>	<b>0</b>	<b>0</b>	<b>0</b>
122 Miscellaneous General Expenses	12,074,778	0	0	0
<b>M-R: Office of Children, Youth and Families</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
349 Children and Youth Mentoring - Baltimore Rising	0	0	0	0
350 Prisoner Re-Entry - Baltimore Rising	0	0	0	0
<b>M-R: Office of CitiStat Operations</b>	<b>997,218</b>	<b>0</b>	<b>0</b>	<b>0</b>
347 CitiStat Operations	997,218	0	0	0
<b>M-R: Office of Criminal Justice</b>	<b>1,928,601</b>	<b>0</b>	<b>3,090,678</b>	<b>1,360,741</b>
225 Office of Criminal Justice	0	0	0	0
757 Crime Camera Management	1,508,605	0	0	72,974
758 Coordination of Public Safety Strategy	419,996	0	3,090,678	1,287,767
759 Grant Management	0	0	0	0
<b>M-R: Office of Employment Development</b>	<b>6,837,283</b>	<b>0</b>	<b>13,365,985</b>	<b>2,466,844</b>
630 Administration	0	0	0	0
631 Workforce Investment Act	0	0	0	0
633 Youth Initiatives	0	0	0	0
639 Special Services	0	0	0	0
791 BCPS Alternative Options Academy for Youth	0	0	0	176,141
792 Workforce Services for TANF Recipients	0	0	2,864,197	0
793 Employment Enhancement Services for Baltimore City R	1,222,091	0	220,030	400,000
794 Administration - MOED	1,107,381	0	99,675	136,511
795 Workforce Services for Baltimore Residents	0	0	5,170,814	0
796 Workforce Services for Ex-Offenders	0	0	1,000,000	500,496
797 Workforce Services for Out of School Youth-Youth Oppc	2,813,166	0	247,000	90,000
798 Youth Works Summer Job Program	1,694,645	0	1,000,000	1,163,696
799 Career Connections for In-School Youth	0	0	0	0
800 Workforce Services for WIA Funded Youth	0	0	2,764,269	0
801 Business Led Sector Based Training	0	0	0	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
0	0	1,000,000	<b>M-R: Contingent Fund</b>
0	0	1,000,000	121 Contingent Fund
0	0	6,897,995	<b>M-R: Convention Center Hotel</b>
0	0	6,897,995	535 Convention Center Hotel
4,580,088	0	22,076,486	<b>M-R: Convention Complex</b>
0	0	0	531 Convention Center Operations
0	0	569,697	540 1st Mariner Arena Operations
0	0	0	854 Administration - Convention Center
0	0	16,926,701	855 Convention Center
0	0	0	856 Convention Building Services
4,580,088	0	4,580,088	857 Convention Center Debt Service
10,400,000	0	91,621,545	<b>M-R: Debt Service</b>
10,400,000	0	91,621,545	123 General Debt Service
0	0	6,246,853	<b>M-R: Educational Grants</b>
0	0	0	441 Baltimore City Community College
0	0	0	442 Greater Homewood Community Corporation - Experience Corps
0	0	0	443 Family League of Baltimore City (After school)
0	0	0	444 Teach for America
0	0	0	445 University of Maryland Extension - Baltimore City
0	0	6,246,853	446 Educational Grants
0	0	(6,159,567)	<b>M-R: Employees' Retirement Contribution</b>
0	0	(6,159,567)	355 Employees' Retirement Contribution
0	0	778,920	<b>M-R: Environmental Control Board</b>
0	0	778,920	117 Adjudication of Environmental Citations
0	0	1,143,847	<b>M-R: Health and Welfare Grants</b>
0	0	1,143,847	385 Health and Welfare Grants
0	0	0	386 Legal Aid Bureau, Inc.
0	0	0	387 Family League of Baltimore City (Prenatal)
0	0	0	388 Maryland School for the Blind
0	0	0	<b>M-R: Hispanic Commission</b>
0	0	0	433 Hispanic Commission
0	0	1,800,000	<b>M-R: Innovation Fund</b>
0	0	1,800,000	833 Innovation Fund
0	0	12,074,778	<b>M-R: Miscellaneous General Expenses</b>
0	0	12,074,778	122 Miscellaneous General Expenses
0	0	0	<b>M-R: Office of Children, Youth and Families</b>
0	0	0	349 Children and Youth Mentoring - Baltimore Rising
0	0	0	350 Prisoner Re-Entry - Baltimore Rising
0	0	997,218	<b>M-R: Office of CitiStat Operations</b>
0	0	997,218	347 CitiStat Operations
407,800	0	6,787,820	<b>M-R: Office of Criminal Justice</b>
0	0	0	225 Office of Criminal Justice
0	0	1,581,579	757 Crime Camera Management
407,800	0	5,206,241	758 Coordination of Public Safety Strategy
0	0	0	759 Grant Management
466,500	0	23,136,612	<b>M-R: Office of Employment Development</b>
0	0	0	630 Administration
0	0	0	631 Workforce Investment Act
0	0	0	633 Youth Initiatives
0	0	0	639 Special Services
0	0	176,141	791 BCPS Alternative Options Academy for Youth
0	0	2,864,197	792 Workforce Services for TANF Recipients
216,500	0	2,058,621	793 Employment Enhancement Services for Baltimore City Residents
0	0	1,343,567	794 Administration - MOED
0	0	5,170,814	795 Workforce Services for Baltimore Residents
0	0	1,500,496	796 Workforce Services for Ex-Offenders
250,000	0	3,400,166	797 Workforce Services for Out of School Youth-Youth Opportunity
0	0	3,858,341	798 Youth Works Summer Job Program
0	0	0	799 Career Connections for In-School Youth
0	0	2,764,269	800 Workforce Services for WIA Funded Youth
0	0	0	801 Business Led Sector Based Training

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>M-R: Office of Human Services</b>	<b>6,386,983</b>	<b>0</b>	<b>64,626,635</b>	<b>8,190,068</b>
356 Administration - Human Services	481,776	0	2,142,052	126,446
605 Head Start	0	0	30,735,472	606,308
741 Community Action Centers	719,676	0	854,004	4,799,969
893 Homeless Prevention	0	0	659,808	392,137
894 Outreach to the Homeless	0	0	545,612	490,256
895 Temporary Housing for the Homeless	4,977,114	0	5,572,034	1,501,826
896 Permanent Housing for the Homeless	208,417	0	24,117,653	273,126
<b>M-R: Office of Information Technology</b>	<b>25,563,506</b>	<b>0</b>	<b>0</b>	<b>0</b>
147 Information Technology Services	0	0	0	0
151 Information Technology Support Services	0	0	0	0
802 Administration - MOIT	1,282,325	0	0	0
803 Enterprise Innovation and Application Services	5,536,204	0	0	0
804 Enterprise Unified Call Center	13,673,848	0	0	0
805 Enterprise IT Delivery Services	5,071,129	0	0	0
<b>M-R: Office of Neighborhoods</b>	<b>709,033</b>	<b>0</b>	<b>0</b>	<b>0</b>
354 Office of Neighborhoods	709,033	0	0	0
<b>M-R: Office of the Inspector General</b>	<b>739,998</b>	<b>0</b>	<b>0</b>	<b>0</b>
108 Office of the Inspector General	0	0	0	0
836 Inspector General	739,998	0	0	0
837 Risk Assessment and Prevention	0	0	0	0
<b>M-R: Office of the Labor Commissioner</b>	<b>787,556</b>	<b>0</b>	<b>0</b>	<b>0</b>
128 Labor Contract Negotiations and Administration	787,556	0	0	0
<b>M-R: Retirees' Benefits</b>	<b>60,000,334</b>	<b>0</b>	<b>0</b>	<b>0</b>
351 Retirees' Benefits	60,000,334	0	0	0
<b>M-R: Self-Insurance Fund</b>	<b>13,299,240</b>	<b>0</b>	<b>0</b>	<b>0</b>
126 Contribution to Self-Insurance Fund	13,299,240	0	0	0
<b>M-R: TIF Debt Service</b>	<b>8,569,333</b>	<b>0</b>	<b>0</b>	<b>0</b>
124 TIF Debt Service	8,569,333	0	0	0
<b>M-R: Veterans' Commission</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
483 Veterans' Commission	0	0	0	0
<b>Mayorality</b>	<b>4,143,725</b>	<b>0</b>	<b>0</b>	<b>358,868</b>
125 Executive Direction and Control - Mayorality	4,143,725	0	0	358,868
127 State Relations	0	0	0	0
353 Office of Community Projects	0	0	0	0
599 Office of International Programs	0	0	0	0
877 Mayor's Commission on Disabilities	0	0	0	0
<b>Municipal and Zoning Appeals</b>	<b>551,283</b>	<b>0</b>	<b>0</b>	<b>0</b>
185 Zoning, Tax and Other Appeals	551,283	0	0	0
<b>Museum of Art</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
489 Operation of Museum of Art	0	0	0	0
<b>Office of Civil Rights</b>	<b>1,272,643</b>	<b>0</b>	<b>40,000</b>	<b>0</b>
156 Development of Intergroup Relations	0	0	0	0
656 Wage Investigation and Enforcement	161,804	0	0	0
657 Minimum Wage Enforcement	0	0	0	0
658 Prevailing Wage Enforcement	0	0	0	0
659 Living Wage Enforcement	0	0	0	0
845 Discrimination Complaint Intake	0	0	0	0
846 Discrimination Investigations, Resolutions and Conciliati	769,934	0	40,000	0
847 Prejudice and Discrimination Prevention	0	0	0	0
848 Police Community Relations	143,784	0	0	0
878 Disabilities Commission	197,121	0	0	0
<b>Planning</b>	<b>3,937,809</b>	<b>0</b>	<b>360,425</b>	<b>4,397,400</b>
187 City Planning	0	0	0	0
761 Development Oversight and Project Support	1,264,115	0	0	0
762 Historic Preservation	481,301	0	0	0
763 Comprehensive Planning and Resource Management	1,044,160	0	183,859	175,000
764 Six-Year Capital Improvement Program	0	0	0	0
765 Planning for a Sustainable Baltimore	419,063	0	175,000	4,222,400
766 Information Analysis for City Planning	0	0	0	0
767 Strategic Policy Research and Decision Making	0	0	0	0
768 Administration - Planning	729,170	0	1,566	0

OTHER SPECIAL			
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE
88,581	0	79,292,267	<b>M-R: Office of Human Services</b>
5,151	0	2,755,425	356 Administration - Human Services
0	0	31,341,780	605 Head Start
0	0	6,373,649	741 Community Action Centers
0	0	1,051,945	893 Homeless Prevention
0	0	1,035,868	894 Outreach to the Homeless
0	0	12,050,974	895 Temporary Housing for the Homeless
83,430	0	24,682,626	896 Permanent Housing for the Homeless
<b>7,575,290</b>	<b>3,518,405</b>	<b>36,657,201</b>	<b>M-R: Office of Information Technology</b>
0	0	0	147 Information Technology Services
0	0	0	151 Information Technology Support Services
36,054	0	1,318,379	802 Administration - MOIT
0	0	5,536,204	803 Enterprise Innovation and Application Services
7,539,236	0	21,213,084	804 Enterprise Unified Call Center
0	3,518,405	8,589,534	805 Enterprise IT Delivery Services
<b>0</b>	<b>0</b>	<b>709,033</b>	<b>M-R: Office of Neighborhoods</b>
0	0	709,033	354 Office of Neighborhoods
<b>0</b>	<b>0</b>	<b>739,998</b>	<b>M-R: Office of the Inspector General</b>
0	0	0	108 Office of the Inspector General
0	0	739,998	836 Inspector General
0	0	0	837 Risk Assessment and Prevention
<b>0</b>	<b>0</b>	<b>787,556</b>	<b>M-R: Office of the Labor Commissioner</b>
0	0	787,556	128 Labor Contract Negotiations and Administration
<b>0</b>	<b>0</b>	<b>60,000,334</b>	<b>M-R: Retirees' Benefits</b>
0	0	60,000,334	351 Retirees' Benefits
<b>0</b>	<b>0</b>	<b>13,299,240</b>	<b>M-R: Self-Insurance Fund</b>
0	0	13,299,240	126 Contribution to Self-Insurance Fund
<b>0</b>	<b>0</b>	<b>8,569,333</b>	<b>M-R: TIF Debt Service</b>
0	0	8,569,333	124 TIF Debt Service
<b>0</b>	<b>0</b>	<b>0</b>	<b>M-R: Veterans' Commission</b>
0	0	0	483 Veterans' Commission
<b>0</b>	<b>0</b>	<b>4,502,593</b>	<b>Mayorality</b>
0	0	4,502,593	125 Executive Direction and Control - Mayorality
0	0	0	127 State Relations
0	0	0	353 Office of Community Projects
0	0	0	599 Office of International Programs
0	0	0	877 Mayor's Commission on Disabilities
<b>0</b>	<b>0</b>	<b>551,283</b>	<b>Municipal and Zoning Appeals</b>
0	0	551,283	185 Zoning, Tax and Other Appeals
<b>0</b>	<b>0</b>	<b>0</b>	<b>Museum of Art</b>
0	0	0	489 Operation of Museum of Art
<b>0</b>	<b>0</b>	<b>1,312,643</b>	<b>Office of Civil Rights</b>
0	0	0	156 Development of Intergroup Relations
0	0	161,804	656 Wage Investigation and Enforcement
0	0	0	657 Minimum Wage Enforcement
0	0	0	658 Prevailing Wage Enforcement
0	0	0	659 Living Wage Enforcement
0	0	0	845 Discrimination Complaint Intake
0	0	809,934	846 Discrimination Investigations, Resolutions and Conciliations
0	0	0	847 Prejudice and Discrimination Prevention
0	0	143,784	848 Police Community Relations
0	0	197,121	878 Disabilities Commission
<b>175,000</b>	<b>0</b>	<b>8,870,634</b>	<b>Planning</b>
0	0	0	187 City Planning
0	0	1,264,115	761 Development Oversight and Project Support
0	0	481,301	762 Historic Preservation
100,000	0	1,503,019	763 Comprehensive Planning and Resource Management
0	0	0	764 Six-Year Capital Improvement Program
75,000	0	4,891,463	765 Planning for a Sustainable Baltimore
0	0	0	766 Information Analysis for City Planning
0	0	0	767 Strategic Policy Research and Decision Making
0	0	730,736	768 Administration - Planning

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
<b>Police</b>	<b>405,123,030</b>	<b>0</b>	<b>11,363,039</b>	<b>10,251,406</b>
200 Administrative Direction and Control	0	0	0	0
201 Field Operations Bureau	0	0	0	0
202 Investigations	0	0	0	0
203 Traffic	0	0	0	0
204 Services Bureau	0	0	0	0
205 Non-actuarial Retirement Benefits	0	0	0	0
207 Research and Development	0	0	0	0
224 Office of Criminal Justice	0	0	0	0
621 Administration - Police	38,142,330	0	1,886,343	292,839
622 Police Patrol	224,977,250	0	0	4,865,968
623 Crime Investigation	50,613,464	0	0	2,328,600
624 Target Violent Criminals	28,424,956	0	0	2,563,999
625 SWAT/ESU	9,045,818	0	0	0
626 Homeland Security - Intelligence	3,062,132	0	8,145,802	0
627 911 Communications Center	0	0	0	0
628 Police Internal Affairs	5,851,289	0	0	0
629 Crime Data Analysis	0	0	0	0
632 Manage Police Records and Evidence Control Systems	7,543,150	0	0	0
634 Crowd, Traffic, and Special Events Management	7,113,063	0	0	200,000
635 Police Recruiting and Training	10,645,148	0	0	0
636 Community Outreach and Information	0	0	0	0
637 Special Operations - K-9 and Mounted Unit	3,805,058	0	0	0
638 Marine Unit	172,780	0	0	0
640 Special Operations - Aviation	5,294,791	0	0	0
642 Crime Laboratory	10,431,801	0	1,330,894	0
643 Undesignated Police Program Costs	0	0	0	0
<b>Public Works</b>	<b>65,892,845</b>	<b>393,059,070</b>	<b>1,427,149</b>	<b>0</b>
190 Departmental Administration	0	0	0	0
192 General Services Administration	0	0	0	0
194 Public Services	0	0	0	0
196 Special Services	0	0	0	0
243 Contract Construction Inspection	0	0	0	0
244 Contract Administration	0	0	0	0
512 Historical - DPW	0	0	0	0
513 Solid Waste Special Services	0	0	0	0
515 Solid Waste Collection	0	0	0	0
516 Solid Waste Environmental Services	0	0	0	0
518 Storm Water Maintenance	0	0	0	0
519 Solid Waste Engineering And Storm Water Management	0	0	0	0
520 Temp -- added for closeout	0	0	0	0
525 Temp -- added for closeout	0	0	0	0
544 Sanitary Maintenance	0	0	0	0
546 Water Maintenance	0	0	0	0
547 Meter Operations	0	0	0	0
550 Waste Water Facilities	0	0	0	0
551 Temp -- added for closeout	0	0	0	0
552 Water Facilities	0	0	0	0
553 Water Administration & Engineering	0	0	0	0
554 Wastewater Administration & Engineering	0	0	0	0
555 Environmental Services	0	0	0	0
560 Facilities Engineering	0	0	0	0
561 Utility Billing	0	0	0	0
565 Utility Debt Service	0	0	0	0
660 Administration - DPW - SW	4,586,756	0	0	0
661 Public Right-of-Way Cleaning	20,037,592	3,255,153	0	0
662 Vacant/Abandoned Property Cleaning and Boarding	2,422,958	0	1,427,149	0
663 Waste Removal and Recycling	19,613,863	0	0	0
664 Waste Re-Use and Disposal	17,609,180	0	0	0
670 Administration - DPW - WWW	0	39,126,502	0	0
671 Water Management	0	81,791,016	0	0
672 Water and Wastewater Consumer Services	0	20,858,484	0	0
673 Wastewater Management	0	118,194,945	0	0
674 Surface Water Management	0	21,431,408	0	0

OTHER SPECIAL				
PURPOSE	INTERNAL SERVICE	TOTAL	AGENCY AND SERVICE	
2,000,000	0	428,737,475	<b>Police</b>	
0	0	0	200 Administrative Direction and Control	
0	0	0	201 Field Operations Bureau	
0	0	0	202 Investigations	
0	0	0	203 Traffic	
0	0	0	204 Services Bureau	
0	0	0	205 Non-actuarial Retirement Benefits	
0	0	0	207 Research and Development	
0	0	0	224 Office of Criminal Justice	
0	0	40,321,512	621 Administration - Police	
0	0	229,843,218	622 Police Patrol	
0	0	52,942,064	623 Crime Investigation	
2,000,000	0	32,988,955	624 Target Violent Criminals	
0	0	9,045,818	625 SWAT/ESU	
0	0	11,207,934	626 Homeland Security - Intelligence	
0	0	0	627 911 Communications Center	
0	0	5,851,289	628 Police Internal Affairs	
0	0	0	629 Crime Data Analysis	
0	0	7,543,150	632 Manage Police Records and Evidence Control Systems	
0	0	7,313,063	634 Crowd, Traffic, and Special Events Management	
0	0	10,645,148	635 Police Recruiting and Training	
0	0	0	636 Community Outreach and Information	
0	0	3,805,058	637 Special Operations - K-9 and Mounted Unit	
0	0	172,780	638 Marine Unit	
0	0	5,294,791	640 Special Operations - Aviation	
0	0	11,762,695	642 Crime Laboratory	
0	0	0	643 Undesignated Police Program Costs	
0	0	460,379,064	<b>Public Works</b>	
0	0	0	190 Departmental Administration	
0	0	0	192 General Services Administration	
0	0	0	194 Public Services	
0	0	0	196 Special Services	
0	0	0	243 Contract Construction Inspection	
0	0	0	244 Contract Administration	
0	0	0	512 Historical - DPW	
0	0	0	513 Solid Waste Special Services	
0	0	0	515 Solid Waste Collection	
0	0	0	516 Solid Waste Environmental Services	
0	0	0	518 Storm Water Maintenance	
0	0	0	519 Solid Waste Engineering And Storm Water Management	
0	0	0	520 Temp -- added for closeout	
0	0	0	525 Temp -- added for closeout	
0	0	0	544 Sanitary Maintenance	
0	0	0	546 Water Maintenance	
0	0	0	547 Meter Operations	
0	0	0	550 Waste Water Facilities	
0	0	0	551 Temp -- added for closeout	
0	0	0	552 Water Facilities	
0	0	0	553 Water Administration & Engineering	
0	0	0	554 Wastewater Administration & Engineering	
0	0	0	555 Environmental Services	
0	0	0	560 Facilities Engineering	
0	0	0	561 Utility Billing	
0	0	0	565 Utility Debt Service	
0	0	4,586,756	660 Administration - DPW - SW	
0	0	23,292,745	661 Public Right-of-Way Cleaning	
0	0	3,850,107	662 Vacant/Abandoned Property Cleaning and Boarding	
0	0	19,613,863	663 Waste Removal and Recycling	
0	0	17,609,180	664 Waste Re-Use and Disposal	
0	0	39,126,502	670 Administration - DPW - WWW	
0	0	81,791,016	671 Water Management	
0	0	20,858,484	672 Water and Wastewater Consumer Services	
0	0	118,194,945	673 Wastewater Management	
0	0	21,431,408	674 Surface Water Management	

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
675 Engineering and Construction Management - Water and	0	108,401,562	0	0
676 Administration - DPW	1,622,496	0	0	0
677 Public Works Museum	0	0	0	0
678 Rat Control	0	0	0	0
<b>Recreation and Parks</b>	<b>32,304,930</b>	<b>0</b>	<b>107</b>	<b>1,327,505</b>
471 Administrative Direction and Control	0	0	0	0
472 DPW Services	0	0	0	0
473 Municipal Concerts and Other Musical Events	0	0	0	0
474 May Be A Capital Program	0	0	0	0
478 General Park Services	0	0	0	0
479 Special Facilities	0	0	0	0
480 Regular Recreational Services	0	0	0	0
482 Supplementary Recreational Services	0	0	0	0
505 Park and Street Trees	0	0	0	0
644 Administration - Rec and Parks	4,019,118	0	107	127,505
645 Aquatics	1,928,995	0	0	0
646 Park Maintenance	9,021,752	0	0	1,200,000
647 Youth and Adult Sports	537,911	0	0	0
648 Community Recreation Centers	12,411,170	0	0	0
649 Special Facilities Management - Recreation	0	0	0	0
650 Horticulture	871,703	0	0	0
651 Recreation for Seniors	221,907	0	0	0
652 Therapeutic Recreation	297,647	0	0	0
653 Special Events - Recreation	0	0	0	0
654 Urban Forestry	2,994,727	0	0	0
655 TreeBaltimore	0	0	0	0
<b>Sheriff</b>	<b>17,620,149</b>	<b>0</b>	<b>0</b>	<b>0</b>
118 Sheriff Services	0	0	0	0
879 Administration - Sheriff	0	0	0	0
880 Internal Affairs	0	0	0	0
881 Courthouse Security	3,882,690	0	0	0
882 Deputy Sheriff Enforcement	10,888,995	0	0	0
883 Service of Protective and Peace Orders	0	0	0	0
884 District Court Sheriff Services	2,512,271	0	0	0
885 Eviction Services	0	0	0	0
886 K-9 Services	0	0	0	0
887 Dispatch and Warrant Records	0	0	0	0
888 Prisoner Transportation and Lock-Up	0	0	0	0
889 Child Support Enforcement	336,193	0	0	0
890 Witness Protection	0	0	0	0
<b>Social Services</b>	<b>160,349</b>	<b>0</b>	<b>0</b>	<b>0</b>
365 Public Assistance	160,349	0	0	0
<b>State's Attorney</b>	<b>29,640,865</b>	<b>0</b>	<b>1,413,582</b>	<b>4,679,560</b>
115 Prosecution of Criminals	25,128,531	0	1,156,412	4,179,560
781 Administration - State's Attorney	3,688,064	0	0	500,000
782 Charging and Pretrial Services	0	0	0	0
783 Community Outreach Services - State's Attorney	0	0	0	0
784 Management Information Systems - State's Attorney	0	0	0	0
785 Non-Support Services	0	0	0	0
786 Victim and Witness Services	824,270	0	257,170	0
<b>Transportation</b>	<b>96,476,798</b>	<b>43,288,421</b>	<b>1,604,068</b>	<b>448,647</b>
195 Towing	0	0	0	0
230 Administration	0	0	0	0
233 Traffic Signals	0	0	0	0
234 Transit and Marine Services	0	0	0	0
239 Traffic Safety	0	0	0	0
500 Street and Park Lighting	17,254,463	0	0	0
548 Conduits	0	7,843,083	0	0
681 Administration - DOT	9,770,080	0	490,380	0
682 Parking Management	0	35,445,338	0	0

<b>OTHER SPECIAL</b>			
<b>PURPOSE</b>	<b>INTERNAL SERVICE</b>	<b>TOTAL</b>	<b>AGENCY AND SERVICE</b>
0	0	108,401,562	675 Engineering and Construction Management - Water and Wastewater
0	0	1,622,496	676 Administration - DPW
0	0	0	677 Public Works Museum
0	0	0	678 Rat Control
<b>2,575,723</b>	<b>0</b>	<b>36,208,265</b>	<b>Recreation and Parks</b>
0	0	0	471 Administrative Direction and Control
0	0	0	472 DPW Services
0	0	0	473 Municipal Concerts and Other Musical Events
0	0	0	474 May Be A Capital Program
0	0	0	478 General Park Services
0	0	0	479 Special Facilities
0	0	0	480 Regular Recreational Services
0	0	0	482 Supplementary Recreational Services
0	0	0	505 Park and Street Trees
46,453	0	4,193,183	644 Administration - Rec and Parks
0	0	1,928,995	645 Aquatics
0	0	10,221,752	646 Park Maintenance
150,016	0	687,927	647 Youth and Adult Sports
129,145	0	12,540,315	648 Community Recreation Centers
1,252,882	0	1,252,882	649 Special Facilities Management - Recreation
358,746	0	1,230,449	650 Horticulture
63,548	0	285,455	651 Recreation for Seniors
0	0	297,647	652 Therapeutic Recreation
574,933	0	574,933	653 Special Events - Recreation
0	0	2,994,727	654 Urban Forestry
0	0	0	655 TreeBaltimore
<b>0</b>	<b>0</b>	<b>17,620,149</b>	<b>Sheriff</b>
0	0	0	118 Sheriff Services
0	0	0	879 Administration - Sheriff
0	0	0	880 Internal Affairs
0	0	3,882,690	881 Courthouse Security
0	0	10,888,995	882 Deputy Sheriff Enforcement
0	0	0	883 Service of Protective and Peace Orders
0	0	2,512,271	884 District Court Sheriff Services
0	0	0	885 Eviction Services
0	0	0	886 K-9 Services
0	0	0	887 Dispatch and Warrant Records
0	0	0	888 Prisoner Transportation and Lock-Up
0	0	336,193	889 Child Support Enforcement
0	0	0	890 Witness Protection
<b>0</b>	<b>0</b>	<b>160,349</b>	<b>Social Services</b>
0	0	160,349	365 Public Assistance
<b>200,000</b>	<b>0</b>	<b>35,934,007</b>	<b>State's Attorney</b>
200,000	0	30,664,503	115 Prosecution of Criminals
0	0	4,188,064	781 Administration - State's Attorney
0	0	0	782 Charging and Pretrial Services
0	0	0	783 Community Outreach Services - State's Attorney
0	0	0	784 Management Information Systems - State's Attorney
0	0	0	785 Non-Support Services
0	0	1,081,440	786 Victim and Witness Services
<b>33,769,869</b>	<b>0</b>	<b>175,587,803</b>	<b>Transportation</b>
0	0	0	195 Towing
0	0	0	230 Administration
0	0	0	233 Traffic Signals
0	0	0	234 Transit and Marine Services
2,724,179	0	2,724,179	239 Traffic Safety
0	0	17,254,463	500 Street and Park Lighting
0	0	7,843,083	548 Conduits
377,574	0	10,638,034	681 Administration - DOT
7,589,697	0	43,035,035	682 Parking Management

AGENCY AND SERVICE	ENTERPRISE AND			
	GENERAL	UTILITY	FEDERAL	STATE
683 Street Management	27,222,944	0	0	0
684 Traffic Management	13,052,394	0	0	0
685 Special Events Support	522,741	0	0	0
686 Traffic Management	0	0	0	0
687 Inner Harbor Services - Transportation	873,906	0	0	0
688 Snow and Ice Control	2,751,330	0	0	0
689 Vehicle Impounding and Disposal	7,850,007	0	0	0
690 Complete Streets and Sustainable Transportation	628,889	0	229,388	448,647
691 Public Rights-of-Way Landscape Management	2,553,953	0	0	0
692 Bridge and Culvert Management	3,026,198	0	0	0
693 Parking Enforcement	0	0	0	0
694 Survey Control	796,619	0	0	0
695 Dock Master	0	0	0	0
696 Street Cuts Management	871,656	0	0	0
697 Traffic Safety	9,301,618	0	884,300	0
<b>Wage Commission</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
165 Wage Enforcement	0	0	0	0
775 Administration - Wage Commission	0	0	0	0
776 Minimum Wage Enforcement	0	0	0	0
777 Prevailing Wage Enforcement	0	0	0	0
778 Living Wage Enforcement	0	0	0	0
<b>War Memorial Commission</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
487 Operation of War Memorial Building	0	0	0	0
<b>TOTAL FISCAL 2014 OPERATING BUDGET</b>	<b>1,571,676,679</b>	<b>440,259,326</b>	<b>182,975,171</b>	<b>114,381,565</b>
<b>LESS INTERNAL SERVICE FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL FISCAL 2014 OPERATING APPROPRIATION</b>	<b>1,571,676,679</b>	<b>440,259,326</b>	<b>182,975,171</b>	<b>114,381,565</b>

<b>OTHER SPECIAL</b>			
<b>PURPOSE</b>	<b>INTERNAL SERVICE</b>	<b>TOTAL</b>	<b>AGENCY AND SERVICE</b>
0	0	27,222,944	683 Street Management
3,195,344	0	16,247,738	684 Traffic Management
0	0	522,741	685 Special Events Support
0	0	0	686 Traffic Management
0	0	873,906	687 Inner Harbor Services - Transportation
0	0	2,751,330	688 Snow and Ice Control
0	0	7,850,007	689 Vehicle Impounding and Disposal
7,295,763	0	8,602,687	690 Complete Streets and Sustainable Transportation
0	0	2,553,953	691 Public Rights-of-Way Landscape Management
0	0	3,026,198	692 Bridge and Culvert Management
12,340,365	0	12,340,365	693 Parking Enforcement
0	0	796,619	694 Survey Control
246,947	0	246,947	695 Dock Master
0	0	871,656	696 Street Cuts Management
0	0	10,185,918	697 Traffic Safety
<b>0</b>	<b>0</b>		<b>0 Wage Commission</b>
0	0	0	165 Wage Enforcement
0	0	0	775 Administration - Wage Commission
0	0	0	776 Minimum Wage Enforcement
0	0	0	777 Prevailing Wage Enforcement
0	0	0	778 Living Wage Enforcement
<b>0</b>	<b>0</b>		<b>0 War Memorial Commission</b>
0	0	0	487 Operation of War Memorial Building
<b>100,851,373</b>	<b>97,983,873</b>	<b>2,508,127,987</b>	<b>TOTAL FISCAL 2014 OPERATING BUDGET</b>
<b>0</b>	<b>97,983,873</b>	<b>97,983,873</b>	<b>LESS INTERNAL SERVICE FUND</b>
<b>100,851,373</b>	<b>0</b>	<b>2,410,144,114</b>	<b>TOTAL FISCAL 2014 OPERATING APPROPRIATION</b>

**CITY OF BALTIMORE  
ORDINANCE \_\_\_\_\_  
Council Bill 13-0220**

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Introduced by: The Council President  
 At the request of: The Administration (Department of Finance)  
 Introduced and read first time: April 29, 2013  
 Assigned to: Budget and Appropriations Committee

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Committee Report: Favorable  
 Council action: Adopted  
 Read second time: June 17, 2013

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**AN ORDINANCE CONCERNING**

1                                   **Ordinance of Estimates for the Fiscal Year Ending June 30, 2014**

2   **FOR the purpose of providing the appropriations estimated to be needed by each agency of the**  
 3   **City of Baltimore for operating programs and capital projects during the fiscal 2014 year.**

4   **By authority of**  
 5       Article VI - Board of Estimates  
 6       Section 3 et seq.  
 7       Baltimore City Charter (1996 Edition)

8                   **SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE,** That the  
 9   **following amounts or so much thereof as shall be sufficient are hereby appropriated subject to the**  
 10 **provisions hereinafter set forth for the purpose of carrying out the programs included in the**  
 11 **operating budget and the projects listed in the capital budget from the amounts estimated to be**  
 12 **available in the designated funds during the fiscal year ending June 30, 2014.**

13                                   **A. Operating Budget**

14	<b>Board of Elections</b>		
15	899	Fair Conduct of Elections	
16		General Fund Appropriation. ....	\$ 4,253,749
17	<b>City Council</b>		
18	100	City Council	
19		General Fund Appropriation. ....	\$ 5,474,224
20	<b>Comptroller</b>		
21	130	Executive Direction and Control – Comptroller	
22		General Fund Appropriation. ....	\$ 1,246,976
23	131	Audits	
24		General Fund Appropriation. ....	\$ 3,848,929

EXPLANATION: CAPITALS indicate matter added to existing law.  
 [Brackets] indicate matter deleted from existing law.  
 Underlining indicates matter added to the bill by amendment.  
 Strikethrough indicates matter stricken from the bill by  
 amendment or deleted from existing law by amendment.

**Council Bill 13-0220**

1	132	Real Estate Acquisition and Management		
2		General Fund Appropriation. ....	\$	952,594
3	<b>Council Services</b>			
4	103	Council Services		
5		General Fund Appropriation. ....	\$	691,496
6	<b>Courts: Circuit Court</b>			
7	110	Circuit Court		
8		General Fund Appropriation. ....	\$	9,154,340
9		Federal Fund Appropriation. ....	\$	1,251,339
10		State Fund Appropriation. ....	\$	4,809,205
11		Special Fund Appropriation. ....	\$	242,428
12	<b>Courts: Orphans' Court</b>			
13	817	Orphans' Court		
14		General Fund Appropriation. ....	\$	468,774
15	<b>Employees' Retirement Systems</b>			
16	152	Special Fund Appropriation. ....	\$	4,764,944
17	154	Fire and Police Retirement System – Administration		
18		Special Fund Appropriation. ....	\$	4,048,962
19	<b>Enoch Pratt Free Library</b>			
20	788	Information Services		
21		General Fund Appropriation. ....	\$	22,814,763
22		State Fund Appropriation. ....	\$	9,924,968
23		Special Fund Appropriation. ....	\$	555,767
24	<b>Finance</b>			
25	148	Revenue Collections		
26		General Fund Appropriation. ....	\$	5,752,800
27		Special Fund Appropriation. ....	\$	582,950
28	150	Treasury and Debt Management		
29		General Fund Appropriation. ....	\$	1,092,535
30	698	Administration – Finance		
31		General Fund Appropriation. ....	\$	1,189,379
32	699	Procurement		
33		General Fund Appropriation. ....	\$	2,863,941
34	700	Surplus Property Disposal		
35		Special Fund Appropriation. ....	\$	183,148
36	702	Accounts Payable		
37		General Fund Appropriation. ....	\$	1,154,308

**Council Bill 13-0220**

1	703	Payroll		
2		General Fund Appropriation. ....	\$	3,297,834
3	704	Accounting		
4		General Fund Appropriation. ....	\$	1,518,822
5	705	Loan and Guarantee Program		
6		Loan and Guarantee Enterprise Fund.....	\$	3,363,955
7	708	Operating Budget Management		
8		General Fund Appropriation. ....	\$	1,650,762
9	710	Property Tax Billing Integrity and Recovery		
10		General Fund Appropriation. ....	\$	337,769
11	711	Finance Project Management		
12		General Fund Appropriation. ....	\$	262,794
13	<b>Fire</b>			
14	600	Administration – Fire		
15		General Fund Appropriation. ....	\$	16,560,122
16		Federal Fund Appropriation.....	\$	1,019,500
17	602	Fire Suppression and Emergency Rescue		
18		General Fund Appropriation. ....	\$	140,664,201
19		Federal Fund Appropriation.....	\$	10,883
20		State Fund Appropriation.....	\$	1,425,428
21		Special Fund Appropriation.....	\$	79,063
22	608	Emergency Management		
23		General Fund Appropriation. ....	\$	305,202
24		Federal Fund Appropriation.....	\$	280,363
25		State Fund Appropriation.....	\$	8,850
26	609	Emergency Medical Services		
27		General Fund Appropriation. ....	\$	20,272,583
28		Federal Fund Appropriation.....	\$	1,500,000
29		State Fund Appropriation.....	\$	21,170
30		Special Fund Appropriation.....	\$	12,919,175
31	610	Fire and Emergency Community Outreach		
32		General Fund Appropriation. ....	\$	478,567
33	611	Fire Code Enforcement		
34		General Fund Appropriation. ....	\$	3,936,014
35		Federal Fund Appropriation.....	\$	148,018
36		State Fund Appropriation.....	\$	151,971
37	612	Fire Investigation		
38		General Fund Appropriation. ....	\$	836,381

**Council Bill 13-0220**

1	613	Fire Facilities Maintenance and Replacement		
2		General Fund Appropriation. ....	\$	14,293,167
3		State Fund Appropriation. ....	\$	924,493
4	614	Fire Communications and Dispatch		
5		General Fund Appropriation. ....	\$	4,941,437
6	615	Fire Training and Education		
7		General Fund Appropriation. ....	\$	2,229,564
8	<b>General Services</b>			
9	726	Administration - General Services		
10		General Fund Appropriation. ....	\$	956,994
11	727	Building Permits and Municipal Consents		
12		General Fund Appropriation. ....	\$	1,572,293
13	729	Real Property Database Management		
14		General Fund Appropriation. ....	\$	701,097
15	730	Public and Private Energy Performance		
16		Federal Fund Appropriation. ....	\$	2,000,000
17		State Fund Appropriation. ....	\$	16,000,000
18	731	Facilities Management		
19		General Fund Appropriation. ....	\$	13,009,012
20		State Fund Appropriation. ....	\$	1,035,812
21	734	Building and Energy Improvements		
22		General Fund Appropriation. ....	\$	100,000
23	<b>Health</b>			
24	303	Clinical Services		
25		General Fund Appropriation. ....	\$	4,497,471
26		Federal Fund Appropriation. ....	\$	4,459,135
27		State Fund Appropriation. ....	\$	1,002,219
28		Special Fund Appropriation. ....	\$	268,454
29	305	Healthy Homes		
30		General Fund Appropriation. ....	\$	892,679
31		Federal Fund Appropriation. ....	\$	1,368,827
32		State Fund Appropriation. ....	\$	102,926
33		Special Fund Appropriation. ....	\$	80,800
34	307	Substance Abuse and Mental Health		
35		General Fund Appropriation. ....	\$	1,779,549
36		Federal Fund Appropriation. ....	\$	425,500
37		State Fund Appropriation. ....	\$	724,589

**Council Bill 13-0220**

1	308	Maternal and Child Health		
2		General Fund Appropriation. ....	\$	795,987
3		Federal Fund Appropriation. ....	\$	14,118,251
4		State Fund Appropriation. ....	\$	871,265
5		Special Fund Appropriation. ....	\$	1,358,415
6	310	School Health Services		
7		General Fund Appropriation. ....	\$	5,215,883
8		Federal Fund Appropriation. ....	\$	96,249
9		State Fund Appropriation. ....	\$	505,692
10		Special Fund Appropriation. ....	\$	10,422,216
11	311	Health Services for the Aging		
12		Federal Fund Appropriation. ....	\$	4,996,267
13		State Fund Appropriation. ....	\$	664,582
14	315	Emergency Services – Health		
15		General Fund Appropriation. ....	\$	591,426
16		Federal Fund Appropriation. ....	\$	645,020
17		State Fund Appropriation. ....	\$	10,393,671
18	316	Youth Violence Prevention		
19		General Fund Appropriation. ....	\$	595,113
20		Federal Fund Appropriation. ....	\$	1,272,931
21		State Fund Appropriation. ....	\$	1,201,256
22	715	Administration – Health		
23		General Fund Appropriation. ....	\$	4,340,867
24		Federal Fund Appropriation. ....	\$	3,331,528
25		State Fund Appropriation. ....	\$	1,081,436
26		Special Fund Appropriation. ....	\$	1,036,782
27	716	Animal Services		
28		General Fund Appropriation. ....	\$	3,022,178
29	717	Environmental Health		
30		General Fund Appropriation. ....	\$	2,643,241
31		Special Fund Appropriation. ....	\$	50,000
32	718	Chronic Disease Prevention		
33		General Fund Appropriation. ....	\$	397,305
34		Federal Fund Appropriation. ....	\$	1,317,492
35		State Fund Appropriation. ....	\$	197,424
36	720	HIV Treatment Services for the Uninsured		
37		General Fund Appropriation. ....	\$	1,122,590
38		Federal Fund Appropriation. ....	\$	29,227,830
39		State Fund Appropriation. ....	\$	291,193

**Council Bill 13-0220**

1	721	Senior Centers		
2		General Fund Appropriation.....	\$	625,625
3		Federal Fund Appropriation.....	\$	2,848,985
4		State Fund Appropriation.....	\$	729,358
5	722	Administration – CARE		
6		General Fund Appropriation.....	\$	484,515
7		Federal Fund Appropriation.....	\$	241,523
8	723	Advocacy and Supportive Care for Seniors		
9		Federal Fund Appropriation.....	\$	148,557
10		State Fund Appropriation.....	\$	1,942,847
11	724	Assistive and Directive Care for Seniors		
12		General Fund Appropriation.....	\$	222,467
13		Federal Fund Appropriation.....	\$	899,330
14		State Fund Appropriation.....	\$	1,689,693
15		Special Fund Appropriation.....	\$	311,643
16	725	Senior Education		
17		Federal Fund Appropriation.....	\$	558,296
18		State Fund Appropriation.....	\$	152,538
19	<b>Housing and Community Development</b>			
20	593	Community Support Projects		
21		Federal Fund Appropriation.....	\$	7,189,221
22	604	Early Childhood Education		
23		General Fund Appropriation.....	\$	170,626
24		Federal Fund Appropriation.....	\$	1,118,486
25	737	Administration – HCD		
26		General Fund Appropriation.....	\$	2,632,818
27		Federal Fund Appropriation.....	\$	1,289,672
28		State Fund Appropriation.....	\$	9,531
29	738	Energy Assistance		
30		General Fund Appropriation.....	\$	260,210
31		State Fund Appropriation.....	\$	15,913,431
32		Special Fund Appropriation.....	\$	451,537
33	740	Dawson Center		
34		General Fund Appropriation.....	\$	29,729
35		Federal Fund Appropriation.....	\$	264,036
36	742	Promote Homeownership		
37		General Fund Appropriation.....	\$	101,089
38		Federal Fund Appropriation.....	\$	391,735

**Council Bill 13-0220**

1	745	Housing Code Enforcement		
2		General Fund Appropriation. ....	\$	14,026,225
3		Special Fund Appropriation. ....	\$	50,000
4	747	Register and License Properties and Contractors		
5		General Fund Appropriation. ....	\$	599,355
6	748	Housing Development Finance and Project Management		
7		Federal Fund Appropriation. ....	\$	916,348
8	749	Blight Elimination		
9		General Fund Appropriation. ....	\$	2,523,193
10	750	Housing Rehabilitation Loans		
11		General Fund Appropriation. ....	\$	66,792
12		Federal Fund Appropriation. ....	\$	2,348,181
13		State Fund Appropriation. ....	\$	321,667
14	751	Building and Zoning Inspections and Permits		
15		General Fund Appropriation. ....	\$	5,782,654
16	752	Community Outreach Services		
17		General Fund Appropriation. ....	\$	943,160
18	754	Summer Food Service Program		
19		State Fund Appropriation. ....	\$	3,446,549
20	809	Retention, Expansion, and Attraction of Businesses		
21		General Fund Appropriation. ....	\$	1,540,518
22		Special Fund Appropriation. ....	\$	103,581
23	810	Real Estate Development		
24		General Fund Appropriation. ....	\$	1,792,617
25		Special Fund Appropriation. ....	\$	103,581
26	811	Inner Harbor Coordination		
27		General Fund Appropriation. ....	\$	511,018
28	812	Business Support - Small Business Resource Center		
29		General Fund Appropriation. ....	\$	228,847
30	813	Technology Development - Emerging Technology Center		
31		General Fund Appropriation. ....	\$	802,273
32	814	Improve and Promote Retail Districts Beyond Downtown		
33		General Fund Appropriation. ....	\$	1,595,642
34		Special Fund Appropriation. ....	\$	103,581
35	815	Live Baltimore		
36		General Fund Appropriation. ....	\$	392,967

**Council Bill 13-0220**

1	<b>Human Resources</b>		
2	770	Administration - Human Resources	
3		General Fund Appropriation. ....	\$ 1,639,939
4	771	Benefits Administration	
5		General Fund Appropriation. ....	\$ 2,442,938
6	772	Civil Service Management	
7		General Fund Appropriation. ....	\$ 1,151,886
8	773	COB University	
9		General Fund Appropriation. ....	\$ 0
10	<b>Law</b>		
11	860	Administration - Law	
12		General Fund Appropriation. ....	\$ 1,034,991
13		Special Fund Appropriation. ....	\$ 91
14	861	Controversies	
15		General Fund Appropriation. ....	\$ 2,564,171
16	862	Transactions	
17		General Fund Appropriation. ....	\$ 2,210,137
18	869	Minority and Women's Business Opportunity Office	
19		General Fund Appropriation. ....	\$ 659,515
20	871	Representation and Advice for Law Enforcement	
21		General Fund Appropriation. ....	\$ 0
22	<b>Legislative Reference</b>		
23	106	Legislative Reference Services	
24		General Fund Appropriation. ....	\$ 556,099
25		Special Fund Appropriation. ....	\$ 11,808
26	107	Archives and Records Management	
27		General Fund Appropriation. ....	\$ 465,538
28	<b>Liquor License Board</b>		
29	850	Liquor Licensing	
30		General Fund Appropriation. ....	\$ 699,616
31	851	Liquor License Compliance	
32		General Fund Appropriation. ....	\$ 1,398,070
33	<b>Mayoralty</b>		
34	125	Executive Direction and Control - Mayoralty	
35		General Fund Appropriation. ....	\$ 4,143,725
36		State Fund Appropriation. ....	\$ 358,868

**Council Bill 13-0220**

1	<b>M-R: Art and Culture</b>		
2	493	Art and Culture Grants	
3		General Fund Appropriation. ....	\$ 5,452,952
4	824	Events, Art, Culture, and Film	
5		General Fund Appropriation. ....	\$ 1,970,395
6	828	Bromo Seltzer Arts Tower	
7		General Fund Appropriation. ....	\$ 118,000
8	<b>M-R: Baltimore City Public Schools</b>		
9	352	Baltimore City Public Schools	
10		General Fund Appropriation. ....	\$ 254,727,492
11	<b>M-R: Cable and Communications</b>		
12	876	Media Production	
13		General Fund Appropriation. ....	\$ 538,317
14		Special Fund Appropriation.....	\$ 883,438
15	<b>M-R: Civic Promotion</b>		
16	590	Civic Promotion Grants	
17		General Fund Appropriation. ....	\$ 449,967
18	820	Convention Sales and Tourism Marketing	
19		General Fund Appropriation. ....	\$ 13,185,303
20	<b>M-R: Conditional Purchase Agreements</b>		
21	129	Conditional Purchase Agreement Payments	
22		General Fund Appropriation. ....	\$ 30,213,783
23		Loan and Guarantee Enterprise Fund Appropriation.....	\$ 547,880
24	<b>M-R: Contingent Fund</b>		
25	121	Contingent Fund	
26		General Fund Appropriation. ....	\$ 1,000,000
27	<b>M-R: Convention Center Hotel</b>		
28	535	Convention Center Hotel	
29		General Fund Appropriation. ....	\$ 6,897,995
30	<b>M-R: Convention Complex</b>		
31	540	1st Mariner Arena Operations	
32		General Fund Appropriation. ....	\$ 569,697
33	855	Convention Center	
34		General Fund Appropriation. ....	\$ 11,569,939
35		State Fund Appropriation.....	\$ 5,356,762
36	857	Convention Center Debt Service	
37		Convention Center Bond Fund Appropriation.....	\$ 4,580,088

**Council Bill 13-0220**

1	<b>M-R: Debt Service</b>		
2	123	General Debt Service	
3		General Fund Appropriation. ....	\$ 81,221,545
4		Special Fund Appropriation.....	\$ 10,400,000
5	<b>M-R: Educational Grants</b>		
6	446	Educational Grants	
7		General Fund Appropriation. ....	\$ 6,246,853
8	<b>M-R: Employees' Retirement Contribution</b>		
9	355	Employees' Retirement Contribution	
10		General Fund Appropriation. ....	\$ (6,040,468)
11	<b>M-R: Environmental Control Board</b>		
12	117	Adjudication of Environmental Citations	
13		General Fund Appropriation. ....	\$ 778,920
14	<b>M-R: Health and Welfare Grants</b>		
15	385	Health and Welfare Grants	
16		General Fund Appropriation. ....	\$ 1,143,847
17	<b>M-R: Innovation Fund</b>		
18	833	Innovation Fund	
19		General Fund Appropriation. ....	\$ 1,800,000
20	<b>M-R: Miscellaneous General Expenses</b>		
21	122	Miscellaneous General Expenses	
22		General Fund Appropriation. ....	\$ 12,074,778
23	<b>M-R: Office of CitiStat Operations</b>		
24	347	CitiStat Operations	
25		General Fund Appropriation. ....	\$ 997,218
26	<b>M-R: Office of Criminal Justice</b>		
27	757	Crime Camera Management	
28		General Fund Appropriation. ....	\$ 1,508,605
29		State Fund Appropriation.....	\$ 72,974
30	758	Coordination of Public Safety Strategy	
31		General Fund Appropriation. ....	\$ 419,996
32		Federal Fund Appropriation.....	\$ 3,090,678
33		State Fund Appropriation.....	\$ 1,287,767
34		Special Fund Appropriation.....	\$ 407,800
35	<b>M-R: Office of Employment Development</b>		
36	791	BCPS Alternative Options Academy for Youth	
37		State Fund Appropriation.....	\$ 176,141
38	792	Workforce Services for TANF Recipients	
39		Federal Fund Appropriation.....	\$ 2,864,197

**Council Bill 13-0220**

1	793	Employment Enhancement Services for Baltimore City		
2		Residents		
3		General Fund Appropriation. ....	\$	1,222,091
4		Federal Fund Appropriation. ....	\$	220,030
5		State Fund Appropriation. ....	\$	400,000
6		Special Fund Appropriation. ....	\$	216,500
7	794	Administration – MOED		
8		General Fund Appropriation. ....	\$	1,107,381
9		Federal Fund Appropriation. ....	\$	99,675
10		State Fund Appropriation. ....	\$	136,511
11	795	Workforce Services for Baltimore Residents		
12		Federal Fund Appropriation. ....	\$	5,170,814
13	796	Workforce Services for Ex-Offenders		
14		Federal Fund Appropriation. ....	\$	1,000,000
15		State Fund Appropriation. ....	\$	500,496
16	797	Workforce Services for Out of School Youth-Youth Opportunity		
17		General Fund Appropriation. ....	\$	2,813,166
18		Federal Fund Appropriation. ....	\$	247,000
19		State Fund Appropriation. ....	\$	90,000
20		Special Fund Appropriation. ....	\$	250,000
21	798	Youth Works Summer Job Program		
22		General Fund Appropriation. ....	\$	1,694,645
23		Federal Fund Appropriation. ....	\$	1,000,000
24		State Fund Appropriation. ....	\$	1,163,696
25	800	Workforce Services for WIA Funded Youth		
26		Federal Fund Appropriation. ....	\$	2,764,269
27	<b>M-R: Office of Human Services</b>			
28	356	Administration - Human Services		
29		General Fund Appropriation. ....	\$	481,776
30		Federal Fund Appropriation. ....	\$	2,142,052
31		State Fund Appropriation. ....	\$	126,446
32		Special Fund Appropriation. ....	\$	5,151
33	605	Head Start		
34		Federal Fund Appropriation. ....	\$	30,735,472
35		State Fund Appropriation. ....	\$	606,308
36	741	Community Action Centers		
37		General Fund Appropriation. ....	\$	719,676
38		Federal Fund Appropriation. ....	\$	854,004
39		State Fund Appropriation. ....	\$	4,799,969

**Council Bill 13-0220**

1	893	Homeless Prevention		
2		Federal Fund Appropriation.....	\$	659,808
3		State Fund Appropriation.....	\$	392,137
4	894	Outreach to the Homeless		
5		Federal Fund Appropriation.....	\$	545,612
6		State Fund Appropriation.....	\$	490,256
7	895	Temporary Housing for the Homeless		
8		General Fund Appropriation.....	\$	4,977,114
9		Federal Fund Appropriation.....	\$	5,572,034
10		State Fund Appropriation.....	\$	1,501,826
11	896	Permanent Housing for the Homeless		
12		General Fund Appropriation.....	\$	208,417
13		Federal Fund Appropriation.....	\$	24,117,653
14		State Fund Appropriation.....	\$	273,126
15		Special Fund Appropriation.....	\$	83,430
16	<b>M-R: Office of Information Technology</b>			
17	802	Administration – MOIT		
18		General Fund Appropriation.....	\$	1,282,325
19		Special Fund Appropriation.....	\$	36,054
20	803	Enterprise Innovation and Application Services		
21		General Fund Appropriation.....	\$	5,536,204
22	804	Enterprise Unified Call Center		
23		General Fund Appropriation.....	\$	13,673,848
24		Special Fund Appropriation.....	\$	7,539,236
25	805	Enterprise IT Delivery Services		
26		General Fund Appropriation.....	\$	5,071,129
27	<b>M-R: Office of Neighborhoods</b>			
28	354	Office of Neighborhoods		
29		General Fund Appropriation.....	\$	709,033
30	<b>M-R: Office of the Inspector General</b>			
31	836	Inspector General		
32		General Fund Appropriation.....	\$	739,998
33	<b>M-R: Office of the Labor Commissioner</b>			
34	128	Labor Contract Negotiations and Administration		
35		General Fund Appropriation.....	\$	787,556
36	<b>M-R: Retirees' Benefits</b>			
37	351	Retirees' Benefits		
38		General Fund Appropriation.....	\$	60,000,334

**Council Bill 13-0220**

1	<b>M-R: Self-Insurance Fund</b>		
2	126	Contribution to Self-Insurance Fund	
3		General Fund Appropriation. ....	\$ 13,299,240
4	<b>M-R: TIF Debt Service</b>		
5	124	TIF Debt Service	
6		General Fund Appropriation. ....	\$ 8,569,333
7	<b>Municipal and Zoning Appeals</b>		
8	185	Zoning, Tax and Other Appeals	
9		General Fund Appropriation. ....	\$ 551,283
10	<b>Office of Civil Rights</b>		
11	656	Wage Investigation and Enforcement	
12		General Fund Appropriation. ....	\$ 161,804
13	846	Discrimination Investigations, Resolutions and Conciliations	
14		General Fund Appropriation. ....	\$ 769,934
15		Federal Fund Appropriation. ....	\$ 40,000
16	848	Police Community Relations	
17		General Fund Appropriation. ....	\$ 143,784
18	878	Disabilities Commission	
19		General Fund Appropriation. ....	\$ 197,121
20	<b>Planning</b>		
21	761	Development Oversight and Project Support	
22		General Fund Appropriation. ....	\$ 1,264,115
23	762	Historic Preservation	
24		General Fund Appropriation. ....	\$ 481,301
25	763	Comprehensive Planning and Resource Management	
26		General Fund Appropriation. ....	\$ 1,044,160
27		Federal Fund Appropriation. ....	\$ 183,859
28		State Fund Appropriation. ....	\$ 175,000
29		Special Fund Appropriation. ....	\$ 100,000
30	765	Planning for a Sustainable Baltimore	
31		General Fund Appropriation. ....	\$ 419,063
32		Federal Fund Appropriation. ....	\$ 175,000
33		State Fund Appropriation. ....	\$ 4,222,400
34		Special Fund Appropriation. ....	\$ 75,000
35	768	Administration – Planning	
36		General Fund Appropriation. ....	\$ 729,170
37		Federal Fund Appropriation. ....	\$ 1,566

**Council Bill 13-0220**

1	<b>Police</b>		
2	621	<b>Administration – Police</b>	
3		General Fund Appropriation. ....	\$ 38,142,330
4		Federal Fund Appropriation. ....	\$ 1,886,343
5		State Fund Appropriation. ....	\$ 292,839
6	622	<b>Police Patrol</b>	
7		General Fund Appropriation. ....	\$ 224,977,250
8		State Fund Appropriation. ....	\$ 4,865,968
9	623	<b>Crime Investigation</b>	
10		General Fund Appropriation. ....	\$ 50,613,464
11		State Fund Appropriation. ....	\$ 2,328,600
12	624	<b>Target Violent Criminals</b>	
13		General Fund Appropriation. ....	\$ 28,424,956
14		State Fund Appropriation. ....	\$ 2,563,999
15		Special Fund Appropriation. ....	\$ 2,000,000
16	625	<b>SWAT/ESU</b>	
17		General Fund Appropriation. ....	\$ 9,045,818
18	626	<b>Homeland Security – Intelligence</b>	
19		General Fund Appropriation. ....	\$ 3,062,132
20		Federal Fund Appropriation. ....	\$ 8,145,802
21	628	<b>Police Internal Affairs</b>	
22		General Fund Appropriation. ....	\$ 5,851,289
23	632	<b>Manage Police Records and Evidence Control Systems</b>	
24		General Fund Appropriation. ....	\$ 7,543,150
25	634	<b>Crowd, Traffic, and Special Events Management</b>	
26		General Fund Appropriation. ....	\$ 7,113,063
27		State Fund Appropriation. ....	\$ 200,000
28	635	<b>Police Recruiting and Training</b>	
29		General Fund Appropriation. ....	\$ 10,645,148
30	637	<b>Special Operations - K-9 and Mounted Unit</b>	
31		General Fund Appropriation. ....	\$ 3,805,058
32	638	<b>Marine Unit</b>	
33		General Fund Appropriation. ....	\$ 172,780
34	640	<b>Special Operations – Aviation</b>	
35		General Fund Appropriation. ....	\$ 5,294,791

**Council Bill 13-0220**

1	642	Crime Laboratory		
2		General Fund Appropriation. ....	\$	10,431,801
3		Federal Fund Appropriation.. ....	\$	1,330,894
4		<b>Public Works</b>		
5	660	Administration - DPW – SW		
6		General Fund Appropriation. ....	\$	4,586,756
7	661	Public Right-of-Way Cleaning		
8		General Fund Appropriation. ....	\$	20,037,592
9		Stormwater Utility Fund Appropriation.. ....	\$	3,255,153
10	662	Vacant/Abandoned Property Cleaning and Boarding		
11		General Fund Appropriation. ....	\$	2,422,958
12		Federal Fund Appropriation.. ....	\$	1,427,149
13	663	Waste Removal and Recycling		
14		General Fund Appropriation. ....	\$	19,613,863
15	664	Waste Re-Use and Disposal		
16		General Fund Appropriation. ....	\$	17,609,180
17	670	Administration - DPW – WWW		
18		Wastewater Utility Fund Appropriation. ....	\$	20,878,119
19		Water Utility Fund Appropriation. ....	\$	18,248,383
20	671	Water Management		
21		Water Utility Fund Appropriation. ....	\$	81,791,016
22	672	Water and Wastewater Consumer Services		
23		Water Utility Fund Appropriation. ....	\$	20,858,484
24	673	Wastewater Management		
25		Wastewater Utility Fund Appropriation. ....	\$	118,194,945
26	674	Surface Water Management		
27		Stormwater Utility Fund Appropriation.. ....	\$	19,816,959
28		Wastewater Utility Fund Appropriation. ....	\$	1,103,190
29		Water Utility Fund Appropriation. ....	\$	511,259
30	675	Engineering and Construction Management - Water and		
31		Wastewater		
32		Wastewater Utility Fund Appropriation. ....	\$	59,470,981
33		Water Utility Fund Appropriation. ....	\$	48,930,581
34	676	Administration – DPW		
35		General Fund Appropriation. ....	\$	1,622,496

**Council Bill 13-0220**

1	<b>Recreation and Parks</b>		
2	644	<b>Administration - Rec and Parks</b>	
3		General Fund Appropriation. ....	\$ 4,019,118
4		Federal Fund Appropriation. ....	\$ 107
5		State Fund Appropriation. ....	\$ 127,505
6		Special Fund Appropriation. ....	\$ 46,453
7	645	<b>Aquatics</b>	
8		General Fund Appropriation. ....	\$ 1,928,995
9	646	<b>Park Maintenance</b>	
10		General Fund Appropriation. ....	\$ 9,021,752
11		State Fund Appropriation. ....	\$ 1,200,000
12	647	<b>Youth and Adult Sports</b>	
13		General Fund Appropriation. ....	\$ 537,911
14		Special Fund Appropriation. ....	\$ 150,016
15	648	<b>Community Recreation Centers</b>	
16		General Fund Appropriation. ....	\$ 12,411,170
17		Special Fund Appropriation. ....	\$ 129,145
18	649	<b>Special Facilities Management – Recreation</b>	
19		Special Fund Appropriation. ....	\$ 1,252,882
20	650	<b>Horticulture</b>	
21		General Fund Appropriation. ....	\$ 871,703
22		Special Fund Appropriation. ....	\$ 358,746
23	651	<b>Recreation for Seniors</b>	
24		General Fund Appropriation. ....	\$ 221,907
25		Special Fund Appropriation. ....	\$ 63,548
26	652	<b>Therapeutic Recreation</b>	
27		General Fund Appropriation. ....	\$ 297,647
28	653	<b>Special Events – Recreation</b>	
29		Special Fund Appropriation. ....	\$ 574,933
30	654	<b>Urban Forestry</b>	
31		General Fund Appropriation. ....	\$ 2,994,727
32	<b>Sheriff</b>		
33	881	<b>Courthouse Security</b>	
34		General Fund Appropriation. ....	\$ 3,882,690
35	882	<b>Deputy Sheriff Enforcement</b>	
36		General Fund Appropriation. ....	\$ 10,888,995

**Council Bill 13-0220**

1	884	District Court Sheriff Services		
2		General Fund Appropriation. ....	\$	2,512,271
3	889	Child Support Enforcement		
4		General Fund Appropriation. ....	\$	336,193
5	<b>Social Services</b>			
6	365	Public Assistance		
7		General Fund Appropriation. ....	\$	160,349
8	<b>State's Attorney</b>			
9	115	Prosecution of Criminals		
10		General Fund Appropriation. ....	\$	25,128,531
11		Federal Fund Appropriation. ....	\$	1,156,412
12		State Fund Appropriation. ....	\$	4,179,560
13		Special Fund Appropriation. ....	\$	200,000
14	781	Administration - State's Attorney		
15		General Fund Appropriation. ....	\$	3,688,064
16		State Fund Appropriation. ....	\$	500,000
17	786	Victim and Witness Services		
18		General Fund Appropriation. ....	\$	824,270
19		Federal Fund Appropriation. ....	\$	257,170
20	<b>Transportation</b>			
21	500	Street and Park Lighting		
22		General Fund Appropriation. ....	\$	17,254,463
23	548	Conduits		
24		Conduit Enterprise Fund Appropriation. ....	\$	7,843,083
25	681	Administration - DOT		
26		General Fund Appropriation. ....	\$	9,770,080
27		Federal Fund Appropriation. ....	\$	490,380
28		Parking Management Fund Appropriation. ....	\$	363,421
29		Special Fund Appropriation. ....	\$	14,153
30	682	Parking Management		
31		Parking Enterprise Fund Appropriation. ....	\$	35,445,338
32		Parking Management Fund Appropriation. ....	\$	7,589,697
33	683	Street Management		
34		General Fund Appropriation. ....	\$	27,222,944
35	684	Traffic Management		
36		General Fund Appropriation. ....	\$	13,052,394
37		Special Fund Appropriation. ....	\$	588,507

**Council Bill 13-0220**

1	685	Special Events Support		
2		General Fund Appropriation. ....	\$	522,741
3	687	Inner Harbor Services – Transportation		
4		General Fund Appropriation. ....	\$	873,906
5	688	Snow and Ice Control		
6		General Fund Appropriation. ....	\$	2,751,330
7	689	Vehicle Impounding and Disposal		
8		General Fund Appropriation. ....	\$	7,850,007
9	690	Complete Streets and Sustainable Transportation		
10		General Fund Appropriation. ....	\$	628,889
11		Federal Fund Appropriation.....	\$	229,388
12		State Fund Appropriation.....	\$	448,647
13		Special Fund Appropriation.....	\$	7,202,334
14	691	Public Rights-of-Way Landscape Management		
15		General Fund Appropriation. ....	\$	2,553,953
16	692	Bridge and Culvert Management		
17		General Fund Appropriation. ....	\$	3,026,198
18	693	Parking Enforcement		
19		Parking Management Fund Appropriation. ....	\$	12,340,365
20	694	Survey Control		
21		General Fund Appropriation. ....	\$	796,619
22	695	Dock Master		
23		Special Fund Appropriation.....	\$	246,947
24	696	Street Cuts Management		
25		General Fund Appropriation. ....	\$	871,656
26	697	Traffic Safety		
27		General Fund Appropriation. ....	\$	9,301,618
28		Federal Fund Appropriation.....	\$	884,300
29		Special Fund Appropriation.....	\$	2,724,179

**Internal Service Fund Authorization**

**Comptroller, Department of**

**133 Municipal Telephone Exchange**

An internal service fund is hereby authorized to provide for operation of a Municipal Telephone Exchange, the costs of which are to be recovered from using agencies.

**Council Bill 13-0220**

1 **136 Municipal Post Office**

2 An internal service fund is hereby authorized to provide for operation of a Municipal Post Office,  
3 the costs of which are to be recovered from using agencies.

4 **Finance, Department of**

5 **701 Printing Services**

6 An internal service fund is hereby authorized to provide for operation of a Municipal  
7 Reproduction and Printing Service, the costs of which are to be recovered from using agencies.

8 **707 Risk Management for Employee Injuries**

9 An internal service fund is hereby authorized to provide for a Self-Insurance Program for  
10 administration of the Employee Health Clinic and Employee Safety and Workers' Compensation  
11 Claims Processing, the costs of which are to be recovered from the Self-Insurance Fund.

12 **Human Resources, Department of**

13 **771 and 772 Benefits Administration and Civil Service Management**

14 An internal service fund is hereby authorized to provide for the operation of the Unemployment  
15 Insurance function, the costs of which are to be recovered from contributions from various fund  
16 sources.

17 **Law, Department of**

18 **860, 861, 862 and 871 Legal Services**

19 An internal service fund is hereby authorized to provide for a Self-Insurance Program covering  
20 Automotive Equipment, Police Animal Liability, Employee Liability and the administration of  
21 Workers' Compensation claims, the costs of which are to be recovered from the Self-Insurance  
22 Fund. This internal service fund is allocated across multiple services within the Law Department.

23 **Mayoralty-Related**

24 **129 Conditional Purchase Agreements Payments**

25 An internal service fund is hereby authorized to provide for principal and interest payments related  
26 to the improvements made to the Municipal Telephone Exchange, the costs of which are to be  
27 recovered from using agencies.

28 **805 IT Infrastructure Support Services**

29 An internal service fund is hereby authorized to provide for the operation of the 800 Megahertz  
30 emergency response system, the costs of which are to be recovered from using agencies.

31 **General Services, Department of**

32 **189 Fleet Management**

33 An internal service fund is hereby authorized to provide for operation of a Central Automotive and  
34 Mechanical Repair Service, the costs of which are to be recovered from using agencies.

**Council Bill 13-0220**

1 **730 Energy Office**

2 An internal service fund is hereby authorized to provide for an Energy Office to implement and  
3 manage technologies to minimize energy usage and maximize opportunities from renewal energy  
4 sources, the costs of which are to be recovered from monitoring and management fees from energy  
5 projects and from the sale of renewal energy credits.

6 **731 Facilities Management**

7 An internal service fund is hereby authorized to provide for the maintenance of City buildings, the  
8 costs are which are to be recovered from using agencies.

9 **B. Capital Budget**

10 **SECTION 2. AND BE IT FURTHER ORDAINED,** That the Capital Improvement Appropriations  
11 herein made are for the following Construction Projects provided that the appropriations will be  
12 placed in Construction Reserve accounts at the beginning of the fiscal year and transferred by the  
13 Board of Estimates to Construction Accounts as project funds are needed.

14 **Baltimore Development Corporation**

15	<b>601-007 Belair-Edison</b>		
16	General Obligation Bond Appropriation. . . . .	\$	600,000
17	<b>601-008 Howard Park Commercial Area Lighting</b>		
18	General Obligation Bond Appropriation. . . . .	\$	400,000
19	<b>601-009 East Monument Street</b>		
20	General Obligation Bond Appropriation. . . . .	\$	500,000
21	<b>601-013 Facade Improvements</b>		
22	General Obligation Bond Appropriation. . . . .	\$	500,000
23	<b>601-016 Holabird Industrial Park</b>		
24	General Obligation Bond Appropriation. . . . .	\$	100,000
25	<b>601-018 Seton, Crossroads, Park Circle Industr</b>		
26	General Obligation Bond Appropriation. . . . .	\$	150,000
27	<b>601-020 Westside - Howard's Park</b>		
28	General Obligation Bond Appropriation. . . . .	\$	120,000
29	<b>601-022 Westside - Historic Properties Stabilization</b>		
30	General Obligation Bond Appropriation. . . . .	\$	1,000,000
31	<b>601-024 Public Markets</b>		
32	General Obligation Bond Appropriation. . . . .	\$	250,000
33	<b>601-025 Commercial Corridor Blighted Property</b>		
34	General Obligation Bond Appropriation. . . . .	\$	250,000

**Council Bill 13-0220**

1	<b>601-026 Liberty Heights Plan</b>		
2	General Obligation Bond Appropriation. ....	\$	100,000
3	<b>601-027 Brooklyn Curtis Bay Plan</b>		
4	General Obligation Bond Appropriation. ....	\$	100,000
5	<b>601-993 BDC Inner Harbor</b>		
6	General Obligation Bond Appropriation. ....	\$	500,000
7	<b>601-995 BDC Industrial and Commercial</b>		
8	General Obligation Bond Appropriation. ....	\$	1,880,000
9	<b>Housing and Community Development</b>		
10	<b>588-002 Urgent Needs - Stabilization Program</b>		
11	General Obligation Bond Appropriation. ....	\$	500,000
12	<b>588-005 Urgent Demolition</b>		
13	General Obligation Bond Appropriation. ....	\$	200,000
14	General Fund Appropriation. ....	\$	50,000
15	<b>588-006 HOME Program</b>		
16	Federal Fund Appropriation. ....	\$	3,100,000
17	<b>588-012 Whole Block Demolition</b>		
18	General Obligation Bond Appropriation. ....	\$	810,000
19	General Fund Appropriation. ....	\$	12,044,000
20	<b>588-013 Acquisition - Tax Sale</b>		
21	General Obligation Bond Appropriation. ....	\$	100,000
22	<b>588-014 Ground Rent Acquisition</b>		
23	General Obligation Bond Appropriation. ....	\$	250,000
24	<b>588-015 Planning &amp; Development Project Management</b>		
25	General Obligation Bond Appropriation. ....	\$	700,000
26	<b>588-016 Blight Elimination - Mortgage Servicers Settlement</b>		
27	State Fund Appropriation. ....	\$	3,800,000
28	<b>588-923 Greenmount West -- Acquisition</b>		
29	General Obligation Bond Appropriation. ....	\$	475,000
30	<b>588-926 Coldstream, Homestead &amp; Montebello (CHM) Acquisition</b>		
31	<b>&amp; Demolition</b>		
32	General Obligation Bond Appropriation. ....	\$	591,000
33	<b>588-932 Poppleton Acquisition, Demolition &amp; Relocation</b>		
34	General Obligation Bond Appropriation. ....	\$	750,000

**Council Bill 13-0220**

1	<b>588-935 Healthy Neighborhoods</b>		
2	General Obligation Bond Appropriation. ....	\$	350,000
3	General Fund Appropriation. ....	\$	400,000
4	<b>588-960 Baltimore Community Lending Recapitalization</b>		
5	General Obligation Bond Appropriation. ....	\$	425,000
6	<b>588-961 Green Open Space</b>		
7	General Obligation Bond Appropriation. ....	\$	50,000
8	<b>588-962 Northwest Neighborhood Improvements</b>		
9	State Fund Appropriation. ....	\$	1,535,000
10	<b>588-963 Park Heights Redevelopment</b>		
11	State Fund Appropriation. ....	\$	2,430,000
12	<b>588-965 O'Donnell Heights Infrastructure</b>		
13	General Fund (HUR Eligible) Appropriation. ....	\$	750,000
14	<b>588-970 Urban Agriculture and Community Garden Infrastructure</b>		
15	General Obligation Bond Appropriation. ....	\$	50,000
16	<b>588-974 Baker's View Infrastructure</b>		
17	General Obligation Bond Appropriation. ....	\$	250,000
18	<b>588-975 Capital Administration</b>		
19	General Obligation Bond Appropriation. ....	\$	600,000
20	<b>588-979 East Baltimore Redevelopment</b>		
21	State Fund Appropriation. ....	\$	5,000,000
22	<b>588-983 Demolition of Blighted Structures</b>		
23	General Obligation Bond Appropriation. ....	\$	2,100,000
24	Federal Fund Appropriation. ....	\$	574,000
25	<b>588-984 Homeownership Incentive Programs</b>		
26	General Obligation Bond Appropriation. ....	\$	1,140,000
27	Federal Fund Appropriation. ....	\$	300,000
28	State Fund Appropriation. ....	\$	750,000
29	<b>588-985 Affordable Housing Development</b>		
30	General Obligation Bond Appropriation. ....	\$	2,000,000
31	Sale of City Real Property Appropriation. ....	\$	900,000
32	<b>588-986 Housing Repair Assistance Programs</b>		
33	Federal Fund Appropriation. ....	\$	1,000,000
34	<b>588-989 Loan Repayment</b>		
35	Federal Fund Appropriation. ....	\$	2,803,000

**Council Bill 13-0220**

1	<b>588-996 Stabilization of City Owned Properties</b>	
2	General Obligation Bond Appropriation. ....	\$ 659,000
3	<b>Baltimore City School System</b>	
4	<b>417-212 Systemic Improvements</b>	
5	General Obligation Bond Appropriation. ....	\$ 2,820,000
6	<b>418-001 Graceland Park-O'Donnell Heights PK-8 #240</b>	
7	General Obligation Bond Appropriation. ....	\$ 4,590,000
8	<b>418-003 Holabird ES/MS #229</b>	
9	General Obligation Bond Appropriation. ....	\$ 4,590,000
10	<b>418-006 Northwest School Improvements</b>	
11	State Fund Appropriation.....	\$ 175,000
12	<b>418-051 Waverly PK-8 School #51</b>	
13	General Obligation Bond Appropriation. ....	\$ 3,000,000
14	<b>418-555 New Southwest Area Elementary School (Uplands)</b>	
15	General Obligation Bond Appropriation. ....	\$ 2,000,000
16	<b>Enoch Pratt Free Library</b>	
17	<b>197-037 Hampden Library Renovation</b>	
18	General Obligation Bond Appropriation. ....	\$ 1,500,000
19	<b>Department of General Services</b>	
20	<b>197-001 New Mitchell Courtroom and Chambers</b>	
21	General Obligation Bond Appropriation. ....	\$ 2,250,000
22	<b>197-003 Abel Wolman Elevator Upgrade</b>	
23	General Obligation Bond Appropriation. ....	\$ 2,000,000
24	<b>197-004 Benton Building Exterior Stone Walls</b>	
25	General Obligation Bond Appropriation. ....	\$ 1,100,000
26	<b>197-005 City Hall Exterior Stone Walls</b>	
27	General Obligation Bond Appropriation. ....	\$ 680,000
28	<b>197-006 Sarah's Hope, Homeless Shelter for Women</b>	
29	General Fund Appropriation. ....	\$ 100,000
30	State Fund Appropriation.....	\$ 1,000,000
31	Other Funds Appropriation. ....	\$ 700,000
32	<b>197-007 Abel Wolman Municipal Building Master Plan and</b>	
33	<b>Schematic Design</b>	
34	General Fund Appropriation. ....	\$ 650,000

**Council Bill 13-0220**

1	<b>197-008 Mitchell Courthouse - ADA Toilet Rooms</b>	
2	General Fund Appropriation. ....	\$ 220,000
3	<b>197-010 City Hall - Basement Flooding</b>	
4	General Fund Appropriation. ....	\$ 75,000
5	<b>197-014 401 E Fayette Mechanical/Electrical/Plumbing Assessment</b>	
6	<b>&amp; Design</b>	
7	General Fund Appropriation. ....	\$ 100,000
8	<b>197-022 Courthouse East - Basement Beam</b>	
9	General Fund Appropriation. ....	\$ 120,000
10	<b>197-030 Abel Wolman Fire Suppression System</b>	
11	General Obligation Bond Appropriation. ....	\$ 200,000
12	<b>197-034 Cylburn Mansion</b>	
13	General Obligation Bond Appropriation. ....	\$ 200,000
14	<b>197-035 Police Headquarters Curtain Wall Restoration</b>	
15	General Fund Appropriation. ....	\$ 200,000
16	<b>197-055 Fire Academy Master Plan</b>	
17	General Fund Appropriation. ....	\$ 330,000
18	<b>197-056 Engine 30 Renovations</b>	
19	General Fund Appropriation. ....	\$ 75,000
20	<b>197-057 Engine 21 Renovations</b>	
21	General Fund Appropriation. ....	\$ 200,000
22	<b>197-058 Engine 57 Renovations</b>	
23	General Obligation Bond Appropriation. ....	\$ 150,000
24	<b>197-059 Engine 29 Renovations</b>	
25	General Obligation Bond Appropriation. ....	\$ 90,000
26	<b>197-060 Engine 46 Roof Replacement</b>	
27	General Obligation Bond Appropriation. ....	\$ 260,000
28	<b>197-074 Benton Building Insulation Improvements</b>	
29	General Obligation Bond Appropriation. ....	\$ 70,000
30	General Fund Appropriation. ....	\$ 230,000
31	<b>197-075 Druid Health District Center Partial Renovation</b>	
32	General Fund Appropriation. ....	\$ 200,000
33	<b>197-840 Race Street Environmental Remediation</b>	
34	General Fund Appropriation. ....	\$ 100,000

**Council Bill 13-0220**

1	<b>Mayor's Office of Information Technology</b>		
2	<b>117-002 Replace Mainframe</b>		
3	General Fund Appropriation. ....	\$	5,000,000
4	<b>Mayorality</b>		
5	<b>127-001 AVAM - Enhancing Exhibition Space Expansion</b>		
6	General Obligation Bond Appropriation. ....	\$	75,000
7	<b>127-004 MD Science Center - Elevators Modernization</b>		
8	General Obligation Bond Appropriation. ....	\$	100,000
9	<b>127-005 Baltimore Symphony Orchestra -- Modernization</b>		
10	General Obligation Bond Appropriation. ....	\$	75,000
11	<b>127-006 USS Constellation Critical Dry Docking</b>		
12	General Obligation Bond Appropriation. ....	\$	375,000
13	<b>127-007 MICA - Studio Center Redevelopment</b>		
14	General Obligation Bond Appropriation. ....	\$	50,000
15	<b>127-008 Maryland Zoo - Improvements and Upgrades</b>		
16	General Obligation Bond Appropriation. ....	\$	100,000
17	<b>127-009 Center Stage 50th Anniversary Renovation</b>		
18	General Obligation Bond Appropriation. ....	\$	50,000
19	<b>127-010 Boston St Pier</b>		
20	General Fund Appropriation. ....	\$	(38,000)
21	<b>127-011 Visitor Center Doors</b>		
22	General Fund Appropriation. ....	\$	(200,000)
23	<b>127-067 Eleanor E. Hooper Adult Day Care Center</b>		
24	General Fund Appropriation. ....	\$	(12,000)
25	<b>127-152 Baltimore City Heritage Area Capital</b>		
26	General Obligation Bond Appropriation. ....	\$	100,000
27	<b>127-157 Hatton Senior Center</b>		
28	General Fund Appropriation. ....	\$	(325,000)
29	<b>127-780 Baltimore Museum of Art - Comprehensive</b>		
30	General Obligation Bond Appropriation. ....	\$	250,000
31	State Fund Appropriation. ....	\$	2,500,000
32	<b>127-782 Everyman Theatre- Renovate New Location</b>		
33	General Obligation Bond Appropriation. ....	\$	75,000

**Council Bill 13-0220**

1	<b>127-791 Walters Art Museum - The Domino Project</b>		
2	General Obligation Bond Appropriation. ....	\$	150,000
3	<b>127-795 Capital Project Priorities</b>		
4	General Fund Appropriation. ....	\$	150,000
5	<b>127-915 CHAI - Comprehensive Housing Assistance</b>		
6	General Fund Appropriation. ....	\$	(50,000)
7	<b>129-001 Construction Reserve-UNALLOCATED</b>		
8	General Fund Appropriation. ....	\$	(119,000)
9	<b>Department of Planning</b>		
10	<b>188-001 Capital Improvement Program</b>		
11	General Fund Appropriation. ....	\$	150,000
12	<b>188-004 Critical Area Buffer Offset Program</b>		
13	Other Fund Appropriation. ....	\$	100,000
14	<b>188-005 Critical Area Stormwater Offset Program</b>		
15	Other Fund Appropriation. ....	\$	100,000
16	<b>188-009 Area Master Plans and Initiatives</b>		
17	General Fund Appropriation. ....	\$	50,000
18	<b>Department of Public Works</b>		
19	<b>517-911 Quarantine Road Landfill Site Improvements</b>		
20	General Fund Appropriation. ....	\$	2,500,000
21	<b>520-002 SWC-7768 Harris Creek Storm Drainage Improvements</b>		
22	State Fund Appropriation.....	\$	528,000
23	<b>520-003 Patapsco Avenue Drainage</b>		
24	Other Utility Fund Appropriation. ....	\$	462,000
25	State Fund Appropriation.....	\$	5,716,000
26	<b>520-004 Stormwater Management</b>		
27	Stormwater Utility Fund Appropriation.....	\$	4,244,000
28	<b>520-099 Storm Drain and Inlet Rehabilitation</b>		
29	State Fund Appropriation.....	\$	4,884,000
30	<b>520-715 Northeast Baltimore Drainage Improvements</b>		
31	State Fund Appropriation.....	\$	264,000
32	<b>525-002 Basin Insert Projects</b>		
33	State Fund Appropriation.....	\$	316,000

**Council Bill 13-0220**

1	<b>525-403 Urgent Need Stream Repair Project 1</b>	
2	State Fund Appropriation.....	\$ 1,672,000
3	<b>525-997 ER-4020 Lower Lower Stony Run Environmental Restoration</b>	
4	Other Utility Fund Appropriation.....	\$ 132,000
5	State Fund Appropriation.....	\$ 4,620,000
6	<b>551-004 Sanitary Sewer Inspection Services</b>	
7	Revenue Bond Fund Appropriation.....	\$ 2,808,000
8	County Grant Appropriation.....	\$ 702,000
9	<b>51-006 Administration Building</b>	
10	Revenue Bond Fund Appropriation.....	\$ 390,000
11	County Grant Appropriation.....	\$ 390,000
12	<b>551-008 Back River Sparrows Point Outfall</b>	
13	Revenue Bond Fund Appropriation.....	\$ 1,300,000
14	County Grant Appropriation.....	\$ 1,300,000
15	<b>551-009 Comprehensive Biosolids Management Plan</b>	
16	Revenue Bond Fund Appropriation.....	\$ 950,000
17	County Grant Appropriation.....	\$ 950,000
18	<b>551-013 Back River Plant-Wide Odor Control</b>	
19	Revenue Bond Fund Appropriation.....	\$ 1,138,000
20	County Grant Appropriation.....	\$ 1,138,000
21	<b>551-016 Patapsco WWTP Misc. Rehabilitation</b>	
22	Revenue Bond Fund Appropriation.....	\$ 505,000
23	County Grant Appropriation.....	\$ 505,000
24	<b>551-533 Annual Facilities Improvements</b>	
25	Revenue Bond Fund Appropriation.....	\$ 5,000,000
26	County Grant Appropriation.....	\$ 8,000,000
27	<b>551-557 Enhanced Nutrient Removal at Back River WWTP,</b>	
28	<b>SC-877, SC-882</b>	
29	Revenue Bond Fund Appropriation.....	\$ 136,912,000
30	State Fund Appropriation.....	\$ 136,912,000
31	County Grant Appropriation.....	\$ 136,912,000
32	<b>551-569 Urgent Need Sanitary Services</b>	
33	Waste Water Utility Fund Appropriation.....	\$ 9,000,000
34	<b>551-611 Sewer System Rehabilitation Program - Low Level</b>	
35	<b>Sewershed</b>	
36	Revenue Bond Fund Appropriation.....	\$ 1,987,000
37	County Grant Appropriation.....	\$ 25,000

**Council Bill 13-0220**

1	<b>551-612 Sewer System Rehabilitation Program - Main Outfall</b>		
2	<b>Sewershed</b>		
3	Revenue Bond Fund Appropriation.....	\$	16,024,000
4	County Grant Appropriation.....	\$	16,813,000
5	<b>551-614 Sewer System Rehabilitation Program - Dundalk Sewershed</b>		
6	Revenue Bond Fund Appropriation.....	\$	1,476,000
7	County Grant Appropriation.....	\$	1,340,000
8	<b>551-616 Sewer System Rehabilitation Program - Patapsco Sewershed</b>		
9	Revenue Bond Fund Appropriation.....	\$	25,220,000
10	County Grant Appropriation.....	\$	6,468,000
11	<b>551-620 Sewer System Rehabilitation Program - High Level</b>		
12	<b>Sewershed</b>		
13	Revenue Bond Fund Appropriation.....	\$	16,077,000
14	<b>551-622 Sewer System Rehabilitation Program - Gwynns Falls</b>		
15	<b>Sewershed</b>		
16	Revenue Bond Fund Appropriation.....	\$	13,671,000
17	County Grant Appropriation.....	\$	23,970,000
18	<b>551-624 Sewer System Rehabilitation Program - Herring Run</b>		
19	<b>Sewershed</b>		
20	Revenue Bond Fund Appropriation.....	\$	28,776,000
21	County Grant Appropriation.....	\$	8,596,000
22	<b>551-627 Sewer Overflow Elimination</b>		
23	Revenue Bond Fund Appropriation.....	\$	3,046,000
24	County Grant Appropriation.....	\$	2,298,000
25	<b>551-687 Patapsco Chlorine Conversion</b>		
26	Revenue Bond Fund Appropriation.....	\$	1,052,000
27	County Grant Appropriation.....	\$	2,234,000
28	<b>551-692 Electrical Systems Upgrade</b>		
29	Revenue Bond Fund Appropriation.....	\$	65,408,000
30	County Grant Appropriation.....	\$	65,408,000
31	<b>551-752 Clinton St Pump Station Force Main Improvements</b>		
32	Revenue Bond Fund Appropriation.....	\$	3,080,000
33	<b>557-003 Administration Building</b>		
34	Revenue Bond Fund Appropriation.....	\$	390,000
35	County Grant Appropriation.....	\$	390,000
36	<b>557-005 Water Supply Tunnels Inspection &amp; Rehabilitation</b>		
37	Revenue Bond Fund Appropriation.....	\$	305,000
38	County Grant Appropriation.....	\$	476,000

**Council Bill 13-0220**

1	<b>557-068 Urgent Need Reservoir Area - Roads &amp; Culvert Repair</b>		
2	<b>&amp; Rehabilitation</b>		
3	Revenue Bond Fund Appropriation.....	\$	19,440,000
4	County Grant Appropriation. ....	\$	12,960,000
5	<b>557-070 Watershed Bridge Maintenance</b>		
6	Revenue Bond Fund Appropriation.....	\$	3,580,000
7	County Grant Appropriation. ....	\$	2,385,000
8	<b>557-100 Water Infrastructure Rehabilitation</b>		
9	Revenue Bond Fund Appropriation.....	\$	39,900,000
10	County Grant Appropriation. ....	\$	2,100,000
11	<b>557-133 Meter Replacement Program</b>		
12	Revenue Bond Fund Appropriation.....	\$	8,755,000
13	County Grant Appropriation. ....	\$	8,755,000
14	<b>557-300 Urgent Needs Water Facilities - Annual Improvements</b>		
15	Revenue Bond Fund Appropriation.....	\$	720,000
16	County Grant Appropriation. ....	\$	480,000
17	<b>557-400 Valve and Hydrant Exercising – Annual</b>		
18	Water Utility Fund Appropriation. ....	\$	4,550,000
19	County Grant Appropriation. ....	\$	4,550,000
20	<b>557-638 Water Audit</b>		
21	Revenue Bond Fund Appropriation.....	\$	1,508,000
22	County Grant Appropriation. ....	\$	1,092,000
23	<b>557-687 Susquehanna Transmission Main Valve Replacement</b>		
24	<b>WC-1197</b>		
25	Revenue Bond Fund Appropriation.....	\$	415,000
26	County Grant Appropriation. ....	\$	277,000
27	<b>557-689 Urgent Needs Water Engineering Services</b>		
28	Water Utility Fund Appropriation. ....	\$	634,000
29	<b>557-714 Guilford Finished Water Reservoir Improvements</b>		
30	<b>(WC-1173)</b>		
31	Revenue Bond Fund Appropriation.....	\$	25,013,000
32	County Grant Appropriation. ....	\$	40,810,000
33	<b>557-732 Monitoring + Condition Assessment Water Transmission</b>		
34	<b>Mains</b>		
35	Water Utility Fund Appropriation. ....	\$	1,816,000
36	County Grant Appropriation. ....	\$	1,816,000
37	<b>557-928 Urgent Needs - Water Facilities Engineering</b>		
38	Revenue Bond Fund Appropriation.....	\$	488,000
39	County Grant Appropriation. ....	\$	487,000

**Council Bill 13-0220**

1	<b>Department of Recreation and Parks</b>	
2	<b>474-004 Stony Run Trail</b>	
3	State Fund Appropriation.....	\$ 600,000
4	<b>474-005 Howards Park Dog Park</b>	
5	General Obligation Bond Appropriation. ....	\$ 150,000
6	<b>474-017 Riverside Park Improvements - Ball Field Expansion and</b>	
7	<b>Dog Park</b>	
8	General Obligation Bond Appropriation. ....	\$ 840,000
9	State Fund Appropriation.....	\$ 410,000
10	<b>474-019 Carroll Park Athletic Fields</b>	
11	General Obligation Bond Appropriation. ....	\$ 310,000
12	State Fund Appropriation.....	\$ 750,000
13	<b>474-020 Patterson Park Roadway and Circulation Improvements</b>	
14	General Funds (HUR Eligible) Appropriation.....	\$ 100,000
15	<b>474-021 Patterson Park Audubon Center</b>	
16	General Obligation Bond Appropriation. ....	\$ 300,000
17	<b>474-022 Community Center Master Plan and Implementation</b>	
18	General Fund Appropriation. ....	\$ 5,000,000
19	<b>474-025 FY14 Tree Baltimore Program</b>	
20	General Funds (HUR Eligible) Appropriation.....	\$ 100,000
21	<b>474-026 CC Jackson-Neighborhood Swimming Pool Renov. and</b>	
22	<b>Park Improv.</b>	
23	General Obligation Bond Appropriation. ....	\$ 350,000
24	State Fund Appropriation.....	\$ 1,450,000
25	<b>474-027 Clifton and Wegworth Parks Court Resurfacing</b>	
26	General Obligation Bond Appropriation. ....	\$ 300,000
27	State Fund Appropriation.....	\$ 500,000
28	<b>474-028 FY14 Maryland Community Parks and Playground Program</b>	
29	State Fund Appropriation.....	\$ 185,000
30	<b>474-029 Clifton Park Roadway Improvements</b>	
31	General Funds (HUR Eligible) Appropriation.....	\$ 300,000
32	<b>474-030 Ripken Athletic Fields</b>	
33	State Open Space Grant Appropriation. ....	\$ 400,000
34	<b>474-031 Druid Hill Park Trail Head and Parking</b>	
35	General Funds (HUR Eligible) Appropriation.....	\$ 300,000

**Council Bill 13-0220**

1	<b>474-779 Druid Hill Park Swimming Pool and Bathhouse Renovation</b>	
2	General Obligation Bond Appropriation.....	\$ 1,750,000
3	State Fund Appropriation.....	\$ 250,000
4	<b>474-794 Druid Hill Park Superintendent Mansion Area</b>	
5	State Fund Appropriation.....	\$ 1,000,000
6	<b>Department of Transportation</b>	
7	<b>504-100 Footway Reconstruction</b>	
8	General Funds (HUR Eligible) Appropriation.....	\$ 800,000
9	Other Fund Appropriation.....	\$ 800,000
10	<b>504-200 Alley Reconstruction</b>	
11	General Funds (HUR Eligible) Appropriation.....	\$ 370,000
12	Other Fund Appropriation.....	\$ 500,000
13	<b>504-300 Reconstruct Tree Root Damaged Sidewalks</b>	
14	General Funds (HUR Eligible) Appropriation.....	\$ 380,000
15	<b>506-315 Edmondson Ave Bridge Reconstruction</b>	
16	Federal Fund Appropriation.....	\$ 20,000,000
17	State Fund Appropriation.....	\$ 3,700,000
18	<b>506-700 Edison Hwy Bridge Over Amtrak</b>	
19	Federal Fund Appropriation.....	\$ 1,440,000
20	<b>506-754 Annual Urgent Needs Bridge Repairs</b>	
21	State Fund Appropriation.....	\$ 1,000,000
22	<b>506-755 Annual Bridge Preservation Program</b>	
23	Federal Fund Appropriation.....	\$ 2,000,000
24	<b>506-760 Hillen Rd/Perring Pkwy Bridges Over Herring Run</b>	
25	(BC 3504)	
26	Federal Fund Appropriation.....	\$ 800,000
27	General Funds (HUR Eligible) Appropriation.....	\$ 200,000
28	<b>506-766 Sisson Street over CSX</b>	
29	Federal Fund Appropriation.....	\$ 1,000,000
30	Other Fund Appropriation.....	\$ 4,000,000
31	<b>507-416 Hawkins Point Rd Bridge over CSXT RR</b>	
32	Federal Fund Appropriation.....	\$ 5,120,000
33	<b>508-004 Belair Road Complete Streets</b>	
34	General Fund (HUR Eligible) Appropriation.....	\$ 300,000
35	<b>508-006 Roland Park Complete Streets</b>	
36	General Fund (HUR Eligible) Appropriation.....	\$ 500,000

**Council Bill 13-0220**

1	<b>508-008 Highlandtown Complete Streets</b>		
2	General Fund (HUR Eligible) Appropriation. ....	\$	200,000
3	<b>508-009 Red Line Development</b>		
4	General Fund (HUR Eligible) Appropriation. ....	\$	150,000
5	<b>508-013 Falls Road/North Avenue Maintenance Facilities</b>		
6	General Fund (HUR Eligible) Appropriation. ....	\$	400,000
7	<b>508-019 Bike Master Plan</b>		
8	General Fund (HUR Eligible) Appropriation. ....	\$	250,000
9	<b>508-021 Central Ave. Phase II Streetscape</b>		
10	Federal Fund Appropriation.....	\$	19,000,000
11	Other Fund Appropriation. ....	\$	6,000,000
12	<b>508-023 Seton Hill Complete Streets</b>		
13	General Fund (HUR Eligible) Appropriation. ....	\$	150,000
14	<b>508-025 W. North Ave. Improvements (Bentalou to Ellamont)</b>		
15	General Fund (HUR Eligible) Appropriation. ....	\$	100,000
16	<b>508-027 Cherry Hill Light Rail Station Improvements</b>		
17	General Fund (HUR Eligible) Appropriation. ....	\$	200,000
18	<b>508-029 Materials and Compliance Testing</b>		
19	General Fund (HUR Eligible) Appropriation. ....	\$	200,000
20	<b>508-465 Curb Repair-Slab Repairs - ADA Ramps Upgrades Citywide</b>		
21	State Fund Appropriation.....	\$	500,000
22	<b>508-550 Neighborhood Street Resurfacing</b>		
23	General Fund Appropriation. ....	\$	2,000,000
24	State Fund Appropriation.....	\$	500,000
25	<b>508-608 E. North Ave Streetscape (Alsquith to Washington St)</b>		
26	State Fund Appropriation.....	\$	1,100,000
27	<b>508-641 Feasibility Studies</b>		
28	General Fund (HUR Eligible) Appropriation. ....	\$	200,000
29	<b>508-941 Lafayette Ave Bridge Over Amtrak</b>		
30	General Fund (HUR Eligible) Appropriation. ....	\$	400,000
31	<b>512-077 Signal Construction Program</b>		
32	State Fund Appropriation.....	\$	475,000
33	General Fund (HUR Eligible) Appropriation. ....	\$	200,000

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1	<b>512-080 Traffic Safety Improvements Citywide</b>	
2	State Fund Appropriation.....	\$ 200,000
3	General Fund (HUR Eligible) Appropriation. ....	\$ 250,000
4	<b>514-214 Resurfacing – Northwest</b>	
5	General Fund Appropriation. ....	\$ 2,000,000
6	State Fund Appropriation.....	\$ 1,900,000
7	General Fund (HUR Eligible) Appropriation. ....	\$ 225,000
8	Other Fund Appropriation. ....	\$ 500,000
9	<b>514-215 Resurfacing – Southwest</b>	
10	General Fund Appropriation. ....	\$ 2,000,000
11	State Fund Appropriation.....	\$ 1,875,000
12	General Fund (HUR Eligible) Appropriation. ....	\$ 225,000
13	Other Fund Appropriation. ....	\$ 500,000
14	<b>514-216 Resurfacing – Southeast</b>	
15	General Fund Appropriation. ....	\$ 2,000,000
16	State Fund Appropriation.....	\$ 1,875,000
17	General Fund (HUR Eligible) Appropriation. ....	\$ 225,000
18	Other Fund Appropriation. ....	\$ 500,000
19	<b>514-719 Key Highway/Light Street Roundabout</b>	
20	Federal Fund Appropriation.....	\$ 3,200,000
21	General Fund (HUR Eligible) Appropriation. ....	\$ 200,000
22	<b>514-846 Resurfacing – Northeast</b>	
23	General Fund Appropriation. ....	\$ 2,000,000
24	State Fund Appropriation.....	\$ 1,875,000
25	General Fund (HUR Eligible) Appropriation. ....	\$ 225,000
26	Other Fund Appropriation. ....	\$ 500,000
27	<b>527-312 Inner Harbor - Infrastructure/ Utility (Inner Harbor)</b>	
28	General Fund (HUR Eligible) Appropriation. ....	\$ 100,000
29	<b>562-001 Manhole Reconstruction</b>	
30	Conduit Enterprise Fund Appropriation. ....	\$ 3,000,000
31	<b>563-001 Conduit Construction</b>	
32	Conduit Enterprise Fund Appropriation. ....	\$ 3,000,000

33 **SECTION 3. AND BE IT FURTHER ORDAINED,** That the amounts set forth in Section 2 above  
 34 designated deappropriations and enclosed in parentheses shall revert to the surpluses of the  
 35 respective funds and be available for appropriation by this or subsequent ordinances.

36 **SECTION 4. AND BE IT FURTHER ORDAINED,** That:

37 (a) The City reasonably expects to reimburse the expenditures described in Subsection (b) of  
 38 this Section with the proceeds of one or more obligations (as such term is used in Treas. Reg.

**Council Bill 13-0220**

1 Section 1.150-1(b) to be incurred by the City (or any entity controlled by the City within the  
 2 meaning of Treas. Reg. Section 1.150-1). The City intends that this Section of this Ordinance of  
 3 Estimates (as this Ordinance of Estimates may be amended from time to time) shall serve as a  
 4 declaration of the City's reasonable intention to reimburse expenditures as required by Treas. Reg.  
 5 Section 1.150-2 and any successor regulation.

6 (b) The City intends that this declaration will cover all reimbursement of expenditures for  
 7 capital projects or programs approved in the capital budget contained in this Ordinance of  
 8 Estimates to the extent that the City has appropriated in this Ordinance of Estimates to pay the cost  
 9 thereof from one or more obligations to be issued by the City (or any entity controlled by the City  
 10 within the meaning of Treas. Reg. Section 1.150-1). The term "obligation" (as such term is  
 11 defined in Treas. Reg. Section 1.150(b) and as used in this Section) includes general obligation  
 12 bonds and notes, revenue bonds and notes, leases, conditional purchase agreements and other  
 13 obligations of the City (or any entity controlled by the City within the meaning of Treas. Reg.  
 14 Section 1.150-1).

15 (c) The maximum anticipated debt expected to be incurred by the City to reimburse the cost of  
 16 each capital project or program in this Ordinance of Estimates is the applicable appropriation  
 17 listed in this Ordinance of Estimates from the proceeds of one or more obligations, as such  
 18 appropriations may be increased or decreased.

19 **SECTION 5.** The foregoing appropriations in summary consist of:

<u>Fund</u>	<u>Operating</u>	<u>Capital</u>	<u>Total</u>
20 <b>General</b>	\$ 1,571,676,679	\$ 37,200,000	\$ 1,608,876,679
21 <b>General HUR Eligible</b>	0	8,000,000	8,000,000
22 <b>Parking Management</b>	20,293,483	0	20,293,483
23 <b>Convention Center Bond</b>	4,580,088	0	4,580,088
24 <b>Stormwater Utility</b>	23,072,112	4,244,365	27,316,477
25 <b>Wastewater Utility</b>	199,647,235	9,000,000	208,647,235
26 <b>Water Utility</b>	170,339,723	7,000,000	177,339,723
27 <b>Parking Enterprise</b>	35,445,338	0	35,445,338
28 <b>Conduit Enterprise</b>	7,843,083	6,000,000	13,843,083
29 <b>Loan and Guarantee Enterprise</b>	3,911,835	0	3,911,835
30 <b>Federal Grants</b>	182,975,171	60,337,000	246,084,321
31 <b>State Grants</b>	114,381,565	192,647,000	307,028,565
32 <b>Special</b>	73,277,536	794,654,635*	867,932,171
33 <b>General Obligation Bonds</b>	0	50,000,000	50,000,000
34	<u>\$ 2,407,443,848</u>	<u>\$ 1,169,083,000</u>	<u>\$ 3,576,526,848</u>

36 \*Consisting of:  
 37 County . . . . . \$ 353,627,000  
 38 Revenue Bonds and Notes . . . . . 425,334,000  
 39 Other Fund Sources . . . . . 15,693,635  
 40 \$ 794,654,635

**Council Bill 13-0220**

1 **Approved by the Board of Estimates**

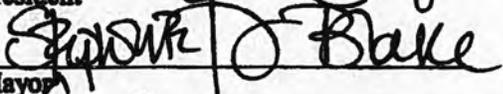
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President

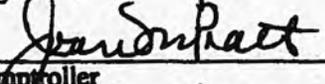
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Mayor

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Comptroller

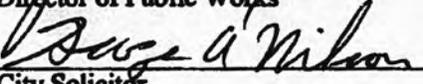
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Director of Public Works

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City Solicitor

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**BOARD OF ESTIMATES**

**JUN 17 2018**

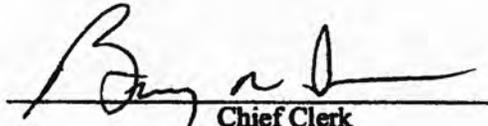
**Council Bill 13-0220**

Certified as duly passed this JUN 17 2013 day of \_\_\_\_\_, 20\_\_

  
\_\_\_\_\_  
President, Baltimore City Council

Certified as duly delivered to Her Honor, the Mayor,

this JUN 17 2013 day of \_\_\_\_\_, 20\_\_

  
\_\_\_\_\_  
Chief Clerk

Approved this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

\_\_\_\_\_  
Mayor, Baltimore City

FISCAL 2014  
SUMMARY OF THE ADOPTED BUDGET  
Glossary

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

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

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

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

**ASSESSED VALUATION:** A valuation set upon real estate and other taxable property by the State Department of Assessments and Taxation and utilized by the City of Baltimore as a basis for levying taxes. By State law, all taxable real property must be assessed annually at 100% of market value.

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

**CAPITAL FUND:** A set of budget accounts established to plan for specific capital projects financed by revenues received from other City funds, revenue and general obligation bond borrowing, state, federal, county, private and other miscellaneous sources.

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

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

**CAPITAL PROJECT:** An improvement to City property, which by the policy of the Board of Estimates must meet defined criteria.

**CITISTAT:** An innovative accountability tool for measuring performance and monitoring the effective use of public resources by major City agencies (based on the ComStat program pioneered in the New York City Police Department by Jack Maple). Monthly budgetary performance reviews for all major agencies are conducted by the Mayor's CitiStat management team with agency heads being held accountable for budget execution, expenditure variances and revenue management.

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

**CONVENTION CENTER BOND FUND:** Established in Fiscal 1995 to budget and account for hotel tax revenues to be dedicated to support the payment of principal and interest

associated with City indebtedness to finance one-third of the \$150 million cost of the joint City-State expansion of the Baltimore Convention Center.

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

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

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

**FISCAL YEAR:** The time frame to which the annual budget applies. For the City of Baltimore, this period is from July 1 through June 30.

**FUND:** A sum of money segregated for specific activities, except for the General Fund which is unrestricted. Use of this money for all funds except the General Fund requires adherence to special regulations established for each type of fund. The funds identified within Baltimore City's budget are the Capital Fund, Conduit Enterprise Fund, Convention Center Bond Fund, General Fund, Internal Service Fund, Loan and Guarantee Enterprise Fund, Motor Vehicle Fund, Parking Enterprise Fund, Parking Management Fund, Special Fund, Water Utility Fund, Storm Water Utility Fund, and Waste Water Utility Fund.

**FUND ADJUSTMENT:** Represents an adjustment made to appropriations for permanent full-time salaries and wages when a budgeted position is funded from more than one fund source, e.g. General and Federal Funds.

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

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

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

**INDICATOR:** A measure that represents a quality of life improvement that a service is ultimately aimed at achieving.

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

**LOAN AND GUARANTEE ENTERPRISE FUND:** Established to budget for the self-supporting program of loans and guarantees administered by the Department of Finance pursuant to policies and procedures approved by the Board of Estimates.

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

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

**Salaries:** Payment to personnel for services rendered to the City including overtime, shift differential, sick leave conversion, full-time, part-time and contractual personnel costs.

**Other Personnel Costs:** Payment for benefits provided to City personnel. Included are charges to the City for social security, retirement, health plan and prescription drug costs.

**Contractual Services:** Payment for services rendered to the City under contractual arrangements such as rents and telephone service.

**Materials and Supplies:** Payment for consumable materials and supplies such as custodial supplies and heating fuel.

**Equipment:** Payment for replacement or procurement of City property other than real property.

**Grants, Subsidies and Contributions:** Payment in support of various non-profit, or private sector activities which will provide health, welfare, educational, cultural and/or promotional benefits to citizens of Baltimore.

**Debt Service:** Payments for interest and principal of bonds issued by or on behalf of the City.

**Capital Improvements:** Payment for the acquisition of real property or improvements made to existing City property.

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

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

**OTHER POST EMPLOYMENT BENEFITS (OPEB):** The Government Accounting Standards Board (GASB) has instituted an accounting rule which mandates that OPEB benefits be recorded as accrued liabilities in the annual financial statements of governmental entities. Therefore, an annual contribution to a Post Employment Benefits Trust Fund is required.

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

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

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

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

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

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

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

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

**Permanent Part-Time:** Payments to an employee who works less than a full-time schedule on a continuing basis.

**PRIORITY OUTCOME:** Goals established by the Mayor for improving the quality of life for Baltimore's citizens. The current Priority Outcomes are: Better Schools, Safer Streets, Stronger Neighborhoods, Innovative Government, A Growing Economy, and a Cleaner and Healthier City.

**RESULTS TEAM:** An interdisciplinary group of six to eight members assigned to a particular City Objective that issues guidance to agencies, ranks the proposals, and helps the Mayor develop a budget recommendation that maximizes results per dollar requested.

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

**SALARY AND WAGE DIFFERENTIAL:** Added compensation received by certain employees when regularly assigned to night or shift work and to certain employees when required to work under various hazardous conditions.

**SALARY AND WAGE SAVINGS:** An adjustment made to appropriations resulting from the number of permanent full-time positions which are either vacant, filled by an employee in a lower pay classification, or through employee turnover within the agency.

**SERVICE:** An activity or set of activities performed by an agency that has: identifiable costs for budgeting purposes; a clear public purpose and measurable objectives; and clear lines of accountability for its performance and fiscal management. Services are the means to achieving desired outcomes for City residents.

**SERVICE CODE:** A three digit numeric code used to identify services or programs within an agency.

**SEVERANCE PAY:** Payments to permanent full-time and permanent part-time employees for unused accumulated leave that includes vacation, personal, and sick pursuant to provisions of negotiated labor agreements.

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

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

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

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

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

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

**TARGET:** Targets are the 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 subobject of expenditure.
- To reimburse a program for services rendered where the reimbursement is calculated on a fee basis rather than for specific expenditures.

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

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

FINANCE DIRECTOR  
Harry E. Black

DEPUTY FINANCE DIRECTOR  
Henry J. Raymond

BUDGET DIRECTOR  
Andrew W. Kleine

DEPUTY BUDGET DIRECTOR  
Robert Cename

DIRECTOR OF REVENUE AND TAX ANALYSIS  
William Voorhees

PRINCIPAL PROGRAM ASSESSMENT ANALYST  
Amy Costanzo

SENIOR PROGRAM ASSESSMENT ANALYST  
Johanna Collado  
David Ryker  
Jonathan Morancy

FISCAL RESEARCH ANALYST  
Monica Kearns

BUDGET/MANAGEMENT ANALYST IV  
Pedro Aponte  
Lindsay Wines

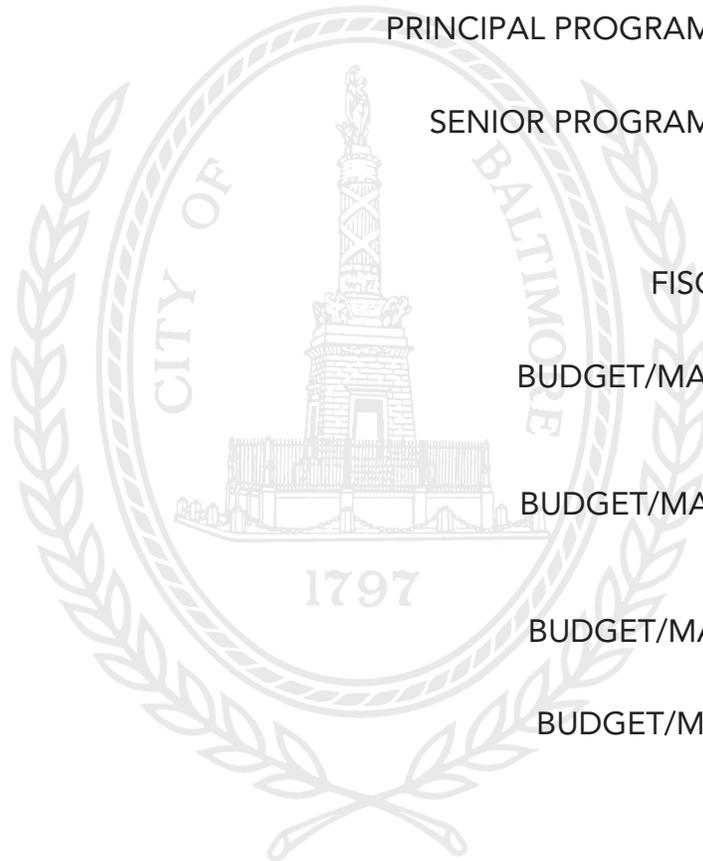
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SOFTWARE DESIGNER  
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Addie Vega, Secretary III



The City of Baltimore budget publications are available at the Enoch Pratt Free Library and online at [www.baltimorecity.gov/budget](http://www.baltimorecity.gov/budget).

For additional information, contact the Department of Finance, Bureau of the Budget and Management Research, 469 City Hall, 100 N. Holliday Street, Baltimore, MD 21202; P: 410.396.3652.



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